

# Golf Rate Analysis

4/24/2024

GM of Golf Tim Sands

# What Was The Plan For 2023-2024?

## Championship Course - Build a Sustainable Approach

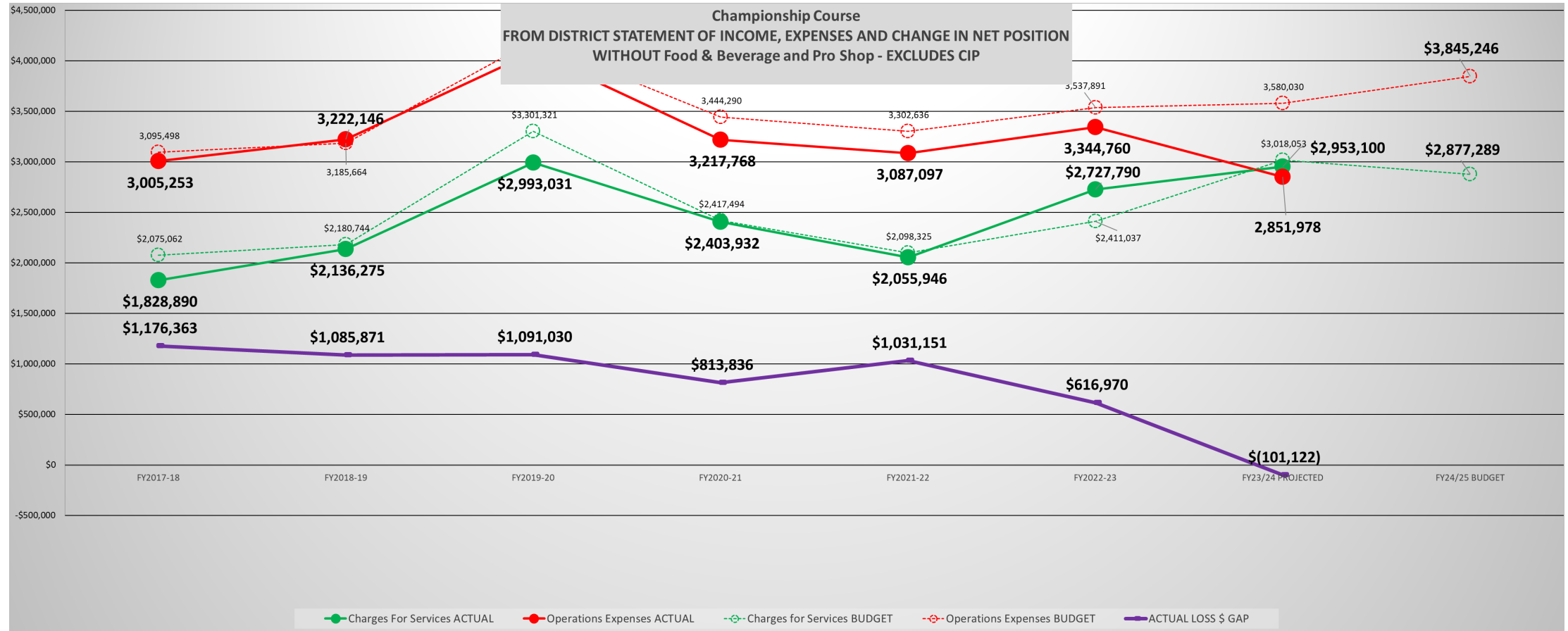
Address the “**gap**” between operational expenses and revenue

- a. Reduce Operational Expense budget to be more accurate
- b. Increase Revenue
  - i. Decrease tee time intervals  
RESULT: Didn't increase rounds of golf  
**Champ budget was 26,146 rounds vs. 22,612 actual**  
**Mountain budget was 17,800 rounds vs. 15,219 actual**
  - ii. Increase Non-PPH rates to competitive market rates  
RESULT: **Reduction of Non-PPH play from 39% in 2022 to 21% in 2023**
  - iii. Evaluate options for PPH rate increases/play mix adjustments
- c. Identify the 2023-24 Targets and Monitor Results

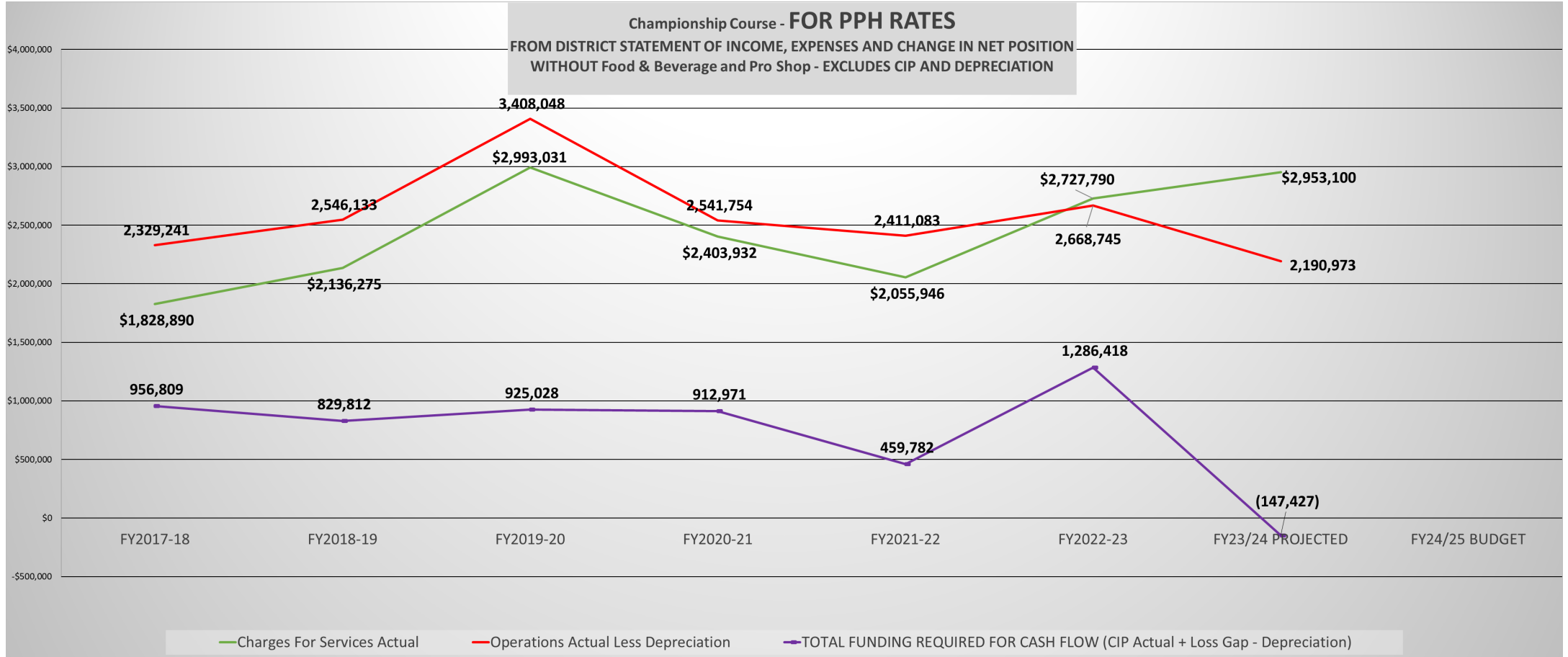
# Staff's Recommended Plan For 2024

- a. Leave the Non-Picture Pass Rate mostly unchanged, **do more marketing** for increased play by this category of golfer and have **tee sheet prime time placeholders** (with 14-day release) to increase revenue
- b. Leave tee time intervals unchanged
- c. Increase Picture Pass Holder and Guests of Picture Pass Holders pricing for **inflation**
- d. Eliminate the **“super twilight”** rate (5:30 PM and after)
- e. Conduct more financial analysis before proposing play passes at a later time – the goal being equity for all Picture Pass Holder (residents) while closing the gap between golf operations revenue and expenses
- f. Continue with the **cancellation policy** as implemented last season (\$30K recovered last season)
- g. Ensure all shotgun starts have a minimum of 48 golfers or require the group to pay the predetermined fee per player for the use of the golf course
- h. Request the Board fund capital improvements through the Facility Fee

# Championship Golf – Net Income (exclude Recreation Fee)



# Championship Course - \$147K into Fund Balance

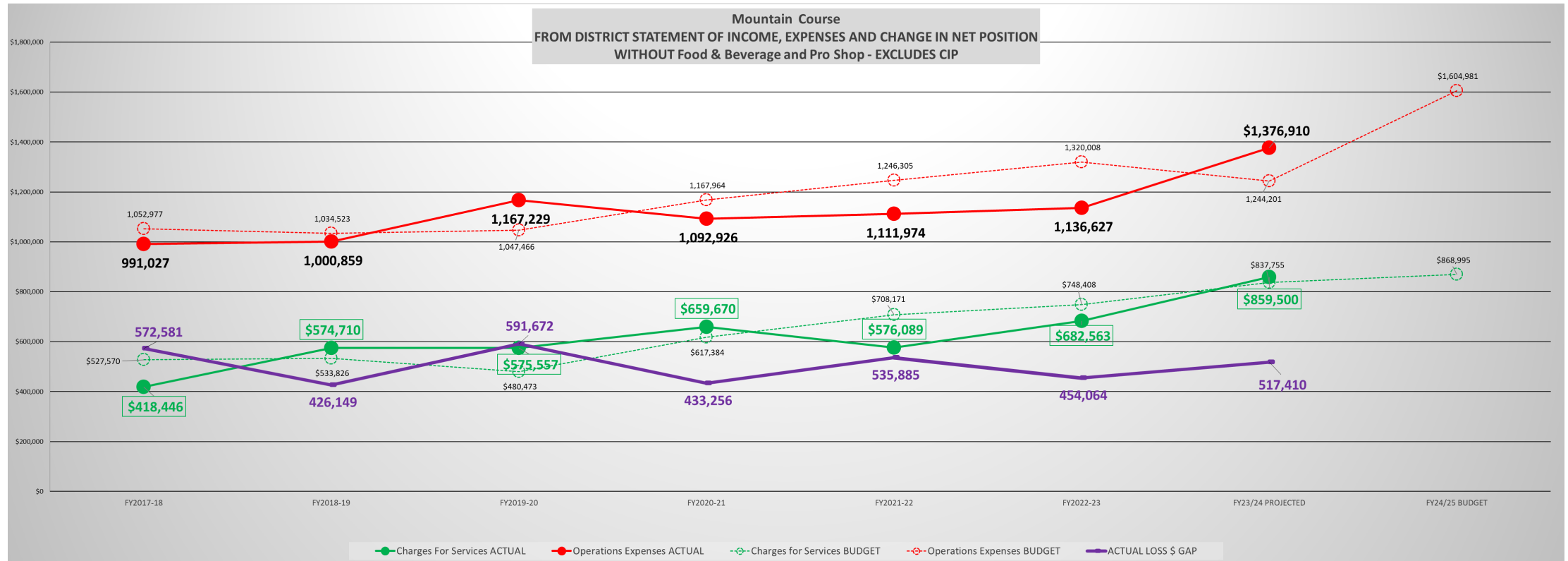


# Community Benefit with Golf

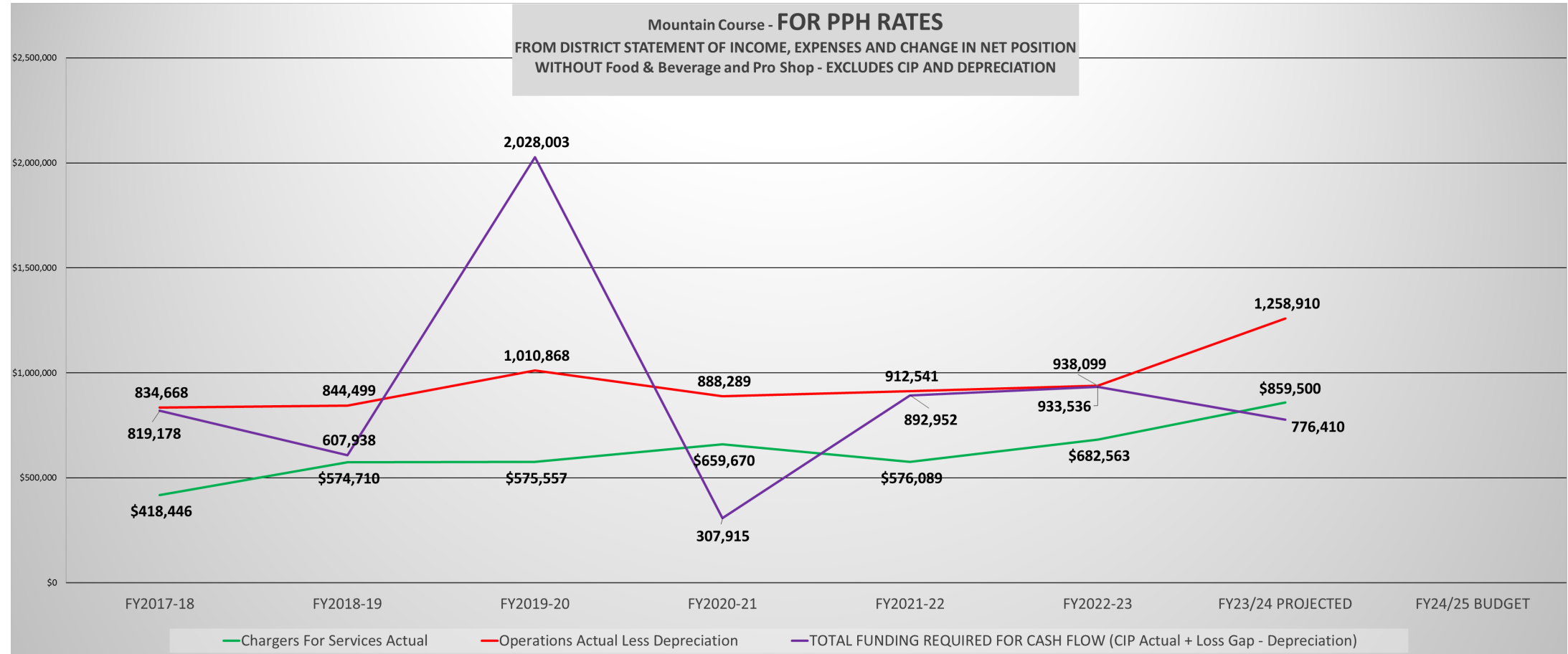
## Mountain Course – Build a Sustainable Approach

- a. Reduce Operational Expense budget to be more accurate
  - i. Adjust service levels according to peak play and slower periods
  - ii. Staff training to understand service levels and expectations
  
- b. Increase Revenue
  - i. Increased fees over most categories of day and time
  - ii. Create additional new golfer programs targeting families
  - iii. Evaluate options for more outside events and tournaments through marketing

# Mountain Golf – Net Income (exclude Recreation Fee)



# Mountain Course - \$767K of Fund Balance Required for Operations and CIP





# Championship Rates for 2024

- **Championship Course Picture Pass Holder:**

- Open/June 9<sup>th</sup>: (approved 2023\* rates)

- First Tee Time – 2pm: (weekday) **\$75** – (fri,sat,sun) **\$85** (\$83)
- 2pm-4pm: (weekday) **\$55** – (fri,sat,sun) **\$65** (\$63)
- After 4pm: (weekday) **\$40** – (fri,sat,sun) **\$45** (\$37)
- 

- June 10<sup>th</sup>– Sept 22<sup>nd</sup>:

- First Tee Time – 2pm: (weekday) **\$110** – (fri,sat,sun) **\$120** (\$120)
- 2pm-4pm: (weekday) **\$80** – (fri,sat,sun) **\$85** (\$80)
- After 4pm: (weekday) **\$50** – (fri,sat,sun) **\$60** (\$58)
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- Sept 23<sup>rd</sup> – Closing:

- First Tee Time – 2pm: (weekday) **\$85** – (fri,sat,sun) **\$90** (\$91)
- 2pm-4pm: (weekday) **\$70** – (fri,sat,sun) **\$75** (\$63)
- After 4pm: (weekday) **\$40** – (fri,sat,sun) **\$50** (\$37)
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- **Championship Course Guest of Picture Pass Holders:**

- Open/June 9<sup>th</sup>:

- First Tee Time – 2pm: (weekday) **\$110** – (fri,sat,sun) **\$130** (\$128)
- 2pm-4pm: (weekday) **\$85** – (fri,sat,sun) **\$100** (\$96)
- After 4pm: (weekday) **\$55** – (fri,sat,sun) **\$65** (\$56)
- 

- June 10<sup>th</sup>– Sept 22<sup>nd</sup>:

- First Tee Time – 2pm: (weekday) **\$175** – (fri,sat,sun) **\$190** (\$186)
- 2pm-4pm: (weekday) **\$125** – (fri,sat,sun) **\$135** (\$133)
- After 4pm: (weekday) **\$85** – (fri,sat,sun) **\$90** (\$89)
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- Sept 23<sup>rd</sup> – Closing:

- First Tee Time – 2pm: (weekday) **\$125** – (fri,sat,sun) **\$140** (\$139)
- 2pm-4pm: (weekday) **\$90** – (fri,sat,sun) **\$100** (\$102)
- After 4pm: (weekday) **\$55** – (fri,sat,sun) **\$60** (\$56)
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- **Championship Course Non-Picture Pass Rate:**

- Open/June 9<sup>th</sup>:

- First Tee Time – 2pm: (weekday) **\$150** – (fri,sat,sun) **\$170** (\$170)
- 2pm-4pm: (weekday) **\$115** – (fri,sat,sun) **\$130** (\$128)
- After 4pm: (weekday) **\$70** – (fri,sat,sun) **\$80** (\$75)
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- June 10<sup>th</sup>– Sept 22<sup>nd</sup>:

- First Tee Time – 2pm: (weekday) **\$235** – (fri,sat,sun) **\$255** (\$247)
- 2pm-4pm: (weekday) **\$175** – (fri,sat,sun) **\$190** (\$185)
- After 4pm: (weekday) **\$115** – (fri,sat,sun) **\$120** (\$119)
- 

- Sept 23<sup>rd</sup> – Closing:

- First Tee Time – 2pm: (weekday) **\$170** – (fri,sat,sun) **\$185** (\$187)
- 2pm-4pm: (weekday) **\$125** – (fri,sat,sun) **\$145** (\$140)
- After 4pm: (weekday) **\$75** – (fri,sat,sun) **\$85** (\$74)

# Mountain Course Rates 2024

- **Mountain Course Picture Pass Holder:**

- Open/June 9<sup>th</sup>: (approved 2023\*)

- First Tee Time – 2pm: **18 HOLES** (weekday) **\$45** – (fri,sat,sun) **\$50** (\$48)
- First Tee Time – 2pm: **9 HOLES** (weekday) **\$30** – (fri,sat,sun) **\$40** (\$31)
- 2pm-5pm: **18 HOLES** (weekday) **\$40** – (fri,sat,sun) **\$45** (\$43)
- 2pm-5pm: **9 HOLES** (weekday) **\$30** – (fri,sat,sun) **\$35** (\$28)
- After 5pm: **9 HOLES** (weekday) **\$25** – (fri,sat,sun) **\$30** (\$19)

- June 10<sup>th</sup>– Closing:

- First Tee Time – 2pm: **18 HOLES** (weekday) **\$55** – (fri,sat,sun) **\$60** (\$55)
- First Tee Time – 2pm: **9 HOLES** (weekday) **\$35** – (fri,sat,sun) **\$40** (\$38)
- 2pm-5pm: **18 HOLES** (weekday) **\$45** – (fri,sat,sun) **\$55** (\$55)
- 2pm-5pm: **9 HOLES** (weekday) **\$30** – (fri,sat,sun) **\$35** (\$35)
- After 5pm: **9 HOLES** (weekday) **\$25** – (fri,sat,sun) **\$30** (\$22)

- **Mountain Course Guest of Picture Pass Holder:**

- Open/June 9<sup>th</sup>:

- First Tee Time – 2pm: **18 HOLES** (weekday) **\$55** – (fri,sat,sun) **\$60** (\$57)
- First Tee Time – 2pm: **9 HOLES** (weekday) **\$35** – (fri,sat,sun) **\$40** (\$37)
- 2pm-5pm: **18 HOLES** (weekday) **\$45** – (fri,sat,sun) **\$55** (\$53)
- 2pm-5pm: **9 HOLES** (weekday) **\$30** – (fri,sat,sun) **\$35** (\$34)
- After 5pm: **9 HOLES** (weekday) **\$25** – (fri,sat,sun) **\$30** (\$25)

- June 10<sup>th</sup>– Closing:

- First Tee Time – 2pm: **18 HOLES** (weekday) **\$70** – (fri,sat,sun) **\$75** (\$71)
- First Tee Time – 2pm: **9 HOLES** (weekday) **\$45** – (fri,sat,sun) **\$50** (\$46)
- 2pm-5pm: **18 HOLES** (weekday) **\$65** – (fri,sat,sun) **\$70** (\$68)
- 2pm-5pm: **9 HOLES** (weekday) **\$40** – (fri,sat,sun) **\$45** (\$42)
- After 5pm: **9 HOLES** (weekday) **\$35** – (fri,sat,sun) **\$40** (\$28)

- **Mountain Course Non-Picture Pass Rate:**

- Open/June 9<sup>th</sup>:

- First Tee Time – 2pm: **18 HOLES** (weekday) **\$65** – (fri,sat,sun) **\$70** (\$66)
- First Tee Time – 2pm: **9 HOLES** (weekday) **\$45** – (fri,sat,sun) **\$50** (\$45)
- 2pm-5pm: **18 HOLES** (weekday) **\$55** – (fri,sat,sun) **\$65** (\$66)
- 2pm-5pm: **9 HOLES** (weekday) **\$40** – (fri,sat,sun) **\$45** (\$40)
- After 5pm: **9 HOLES** (weekday) **\$35** – (fri,sat,sun) **\$40** (\$33)

- June 10<sup>th</sup>– Closing:

- First Tee Time – 2pm: **18 HOLES** (weekday) **\$90** – (fri,sat,sun) **\$95** (\$90)
- First Tee Time – 2pm: **9 HOLES** (weekday) **\$55** – (fri,sat,sun) **\$60** (\$55)
- 2pm-5pm: **18 HOLES** (weekday) **\$85** – (fri,sat,sun) **\$90** (\$90)
- 2pm-5pm: **9 HOLES** (weekday) **\$55** – (fri,sat,sun) **\$60** (\$55)
- After 5pm: **9 HOLES** (weekday) **\$40** – (fri,sat,sun) **\$45** (\$38)

# Board of Trustees make a motion to:

- Approve recommended Golf Rates for PPH, Guest, and Non-Residents for the 2024/25 season at the Championship & Mountain Courses
- Review play pass options and continue discussion further at next Board Meeting

# Next Steps – Post Board Rate Decisions

- a. Continue financial analysis
  - i. Refine budget for expenses
  - ii. Review options for play passes
  - iii. Present findings and recommendations to the Board of Trustees
  
- b. Closely Monitor Results
  - i. Food and Beverage (District consultant report in the upcoming months)
  - ii. Golf Utilization (promote via golfnow and other sources to obtain more non-resident play)
  - iii. Review Play Mix monthly
  - iv. Financial Reports (food/beverage & revenue to expense)
  
- c. Collaborate and Define Golf Club and Non-Profit Policies
  - i. How many clubs are reasonable?
  - ii. What are the requirements of a club?
  - iii. How many events allowed or required to effectively run operations
  - iv. Black-out dates/times?
  - v. Bulk pre-bookings (cost?) & percent of tee times utilization?
  - vi. Staffing support Levels?