

2015



Annual Report

Submitted by:

Jeff Plasschaert

Golf Course Superintendent

Table of Contents

- I. 2015 Season Overview**
- II. Financial Breakdown**
 - a. Daily Fee Rounds including Twilight Golf**
 - b. Annual Passes, Discount Cards and Coupon Books**
 - c. Promotional Rounds**
 - d. Rental Revenues**
 - i. Cart Fees**
 - ii. Miscellaneous Rentals**
 - e. Range Revenues**
 - f. Merchandise**
 - i. Golf Balls**
 - ii. All other Merchandise**
 - g. Food and Beverage**
 - i. Food**
 - ii. Non-Alcoholic Beverages**
 - iii. Alcoholic Beverages**
- III. Over/Short Balancing**
- IV. Marketing**
- V. Staffing in 2015**
- VI. Wrap-up/Planning Stages**
- VII. Grounds 2015 Wrap-Up**

Appendix A - Participation Revenue Report Ending December 31st, 2015

Appendix B - Golf Course Expense Report Ending December 31st, 2015

Appendix C – 2015 Weather Data



I. 2015 Season Overview

In 2015 The City of Appleton took over all operations of Reid Golf Course and the weather was very conducive to the first year of operations. The golf course opened for play on April 2nd, three weeks earlier than 2014. The Golf Carts and Driving Range were opened a few days later, on April 13th. The weather continued to be very good through November. As a matter of fact, on November 4th, all rental carts were in use! There were other days during the season when this almost happened, but to run out in November shows how nice the weather was. The year started out very dry, at points going nearly 4 weeks without rain; however, once the rain started in July it was almost on a schedule of a half inch per week. This type of rain is great as it does not keep carts from being rented, does not allow out of play rough areas to burn out and allows for labor to address projects instead of watering.

Throughout the year, a great deal of information was gathered about the customer base and relationships were built from scratch. Entitled practices from previous management were addressed with the new management of the clubhouse. The goal was to provide great customer service to all the golfers at Reid Golf Course. The number one goal of the course last year was to be known as a golf course with great customer service as our management philosophies change. 2015 was a successful customer service oriented year, I would continually receive comments on how great the staff was this year. Individuals who were very upset with the change in management of the clubhouse would share these comments as well; we have come a long way from the end of 2014.

Finally, revenue projections were met at the end of September. After the changes, we suffered in a few areas pass holders and tournament registrants, but in other areas we really thrived, promotional golf and twilight. It took time to learn our customer base and their trends, for example during weekdays between 11:00 a.m.-1:00 p.m. we noticed this to be a slow period and made a promotion of \$20 – 9-holes, cart and hot dog. This promotion was not introduced until early July and was well received; it will continue in 2016.

II. Financial Breakdown

a. Daily Fee Rounds including Twilight Golf (Actual \$346,399 - Target \$349,370)

Our overall daily fee rounds were up in 2015 to 33,247 from 30,550 in 2014. The weather had a huge impact on this change; opening three weeks earlier and closing eleven days later in November. For the purpose of this report Promotional Rounds have been removed from this break down and will be covered later in this report.

The first year of self-operating Reid was spent learning our customer base and their trends. Once familiar with these trends, changes were made to market, address and promote to their wants and needs. One area of significant change was Twilight Golf. We changed the starting time of Twilight from 6:30 p.m. to 6:00 p.m. which helped to nearly double Twilight golf in 2015 compared to 2014. We found very early in the season that Twilight Golf was a huge hit at Reid, typically having multiple people lined up waiting to pay. By moving the twilight time 30 minutes earlier it was able to help maximize the tee sheet by having golfers follow the leagues immediately instead of waiting 30 extra minutes for twilight golf.

The current trend in golf is 9-hole play being the number one green fee seller and that continued to show through at Reid. Management sees the need to expand our 18-hole play and maximize our tee sheet to its fullest potential, but golf takes a long time to complete and there are so many other recreational options for people to spend their time (i.e. farmers market on Saturday mornings, kid's soccer games, etc.). Staff plans to pursue options to help promote 18-hole play while accommodating all the 9-hole play we do get in a day including leagues which causes daytime 18-hole rounds to suffer because of split tee leagues.

League play in 2015 was consistent with 2014 with all the leagues returning this year. One "league" was added on Monday evenings, a small group of eight. We are trying to add another league on Wednesday night to maximize the tee sheet. Reviewing the operations of 2015 allows management to see where we have space, moving twilight thirty minutes earlier, and other type of ideas the customers have, such as couple leagues. Leagues are a great source of guaranteed revenue. Each league was given incentive to prepay for their year instead of at the door each week which helped eliminate confusion and helped staff efficiency. This \$5 per person incentive worked out nicely and the leagues were very receptive to this. We will continue to offer payment options to the leagues in the future.

b. Annual Passes, Discount Cards and Coupon Books (Actual \$71,985 - Target \$109,050)

2015 saw a decline in annual passes and marginal declines in discount cards and coupon books. The decline, although larger than expected, is consistent with industry trends. Golf takes time to complete and now there are so many other options for discretionary funds. The largest of the annual pass declines came in the form of Junior Passes, a total of 47 less junior passes were sold in 2015 vs. 2014. The main reason for such a decline was a discount for 2013 pass holders returning in 2014. This promotion was not continued in 2015, but junior membership prices have been lowered for 2016 to encourage more junior play. Management wants to develop a strong junior base at Reid Golf Course and addressed the decline by lowering our pass rates for juniors in 2016. The other segment of pass holder decline could be attributed to "The Men's Club" leaving Reid in 2015, a total of 25 adult and senior pass holders did not return to Reid. "The Men's Club" showed to have roughly 24-36 players each week with many being pass holders. Other categories held relatively steady, with one exception. We sold three business passes in 2015 compared to zero in 2014 which provided an extra \$7,500 in revenue. During the off season, efforts will be placed into expanding our Business Pass sales by meeting with area businesses and the Chamber of Commerce.

Considering we sold 77 fewer annual passes in 2015 compared to 2014, pass holders continued to show up. Annual pass rounds were only down 500 in 2015. This can be viewed positively in some ways as fewer pass holder rounds allow for more daily fee players to access the course. There is a balance between pass holders and daily fee golfers that must be present. Too many pass holders can block the tee sheet for daily fee players, too few pass holders can leave the tee sheet open but their missed revenue could be difficult to overcome. Most pass holders who use their pass are playing golf cheaper than the daily fee golfer and do not spend as much money in the clubhouse as a daily fee golfer would.

Discount cards and coupon books are popular items at Reid as well. Again, we did not match or exceed what was sold in 2014, but we were able to offer coupon books with carts. This was not offered in the past because of the contract with the previous clubhouse manager. One area which runs parallel with coupon book sales and where there was an increase in sales over 2014 were gift card sales. In 2014 gift cards issued totaled \$3,105 and in 2015 the golf course sold \$7,083. Many of the gift cards we sold were for specific amounts equaling multiple rounds of golf. It allowed our customers flexibility if the coupon book amounts did not fit their budget or needs. In 2016 plans are in the works for a small change in the coupon book sales. Instead of offering 4 and 6 pack books with or without cart (8 total options) the offering will be a 5 pack book with or without cart (4 total options).

c. Promotional Rounds (Actual \$64,457 included in Greens Fee Projection)

The investment in advertising for Promotional Rounds worked out really well in 2015 and exceeded 2014 sales by nearly \$20,000. The two standard promotions with each mailing of Community Color Mailer (CCM) were a foursome special (could pay individually) and free cart with full rate 9-hole green fee which ran from May through the end of the golf season. Throughout the course of the year the third promotion in each mailing with CCM alternated between the driving range and food and beverage. The agreement with Community Color Mailer continues in 2016 with three mailings before reviewing our agreement with them prior to the 2017 season.

Golfers are trending toward being discount shoppers and promotions are necessary to get certain golfers to Reid. Looking at the sales report and seeing various distinctions among our golfer clientele, pass holders, league golfer, twilight golfer, senior and junior golfers, 9-hole and 18-hole golfers, discount golfers become evident. One area needing improvement is the standard rack rate golfer. These golfers are the type to play golf rain or shine and they come back regularly. In 2015 Reid Golf Course joined GolfNow as a third party tee time website to increase Reid's exposure through the Fox Valley area with limited success. Currently, many golfers in the region do not know to use GolfNow compared to other regions of the country. As people become more and more accustomed to using GolfNow it will definitely be more beneficial to Reid.

By using promotions to get golfers to the golf course it is the hope they spend more money while there on food and beverage or merchandise. Of our green fees sold, golfers averaged spending \$22.62 per visit to Reid. Friday, Saturday and Sunday were above average while Monday through Thursday were slightly lower than average. If each golfer spent on average \$25.00 per visit, that can add up to another

\$45,000 in revenues through the course of the year by not doing much more than selling another soda or beer to every other customer.

d. Rental Revenues (Actual \$107,956 - Target \$135,000)

The cart and rental target was a lofty goal and ultimately not attained. In 2014 a Senior Cart rate was available for \$1 less than adults; an adjustment was made to lower the prices for all customers in 2015 to be more in line with surrounding courses. The implementation of rental lockers inside the clubhouse, availability of rental clubs for guests and pull carts on those sporadic no golf cart days were other sources of revenue in this category.

i. Cart Fees (Actual \$103,481)

Although the target of \$135,000 was not met, the promotional rounds, if divided between the green fees and cart fees would have met the goal. Having the ability to package golf and carts now really improves the promotional value to the customers. In golf and carts, there is an abundance of inventory which can be packaged at virtually no cost to the course. Yes, fuel does cost money, but the carts we have are very efficient and they used only 1,920 gallons of fuel for the entire year, less than .2 gallons per paid round. The annual pass for carts was well received too as we sold 17 annual passes compared to 5 in 2014. Considering the sale of annual passes was down overall, it is very interesting that the cart annual passes went up.



Busy golf day at Reid, empty cart storage lot on November 4th.

ii. Miscellaneous Rentals (Actual \$4,475)

Golf cart rentals are the largest area of this, but a significant amount of pull carts and clubs were rented throughout the year. The club locker storage area worked out well especially with high schoolers who would leave their clubs in their locker for the golf season.

e. Range Revenues (Actual \$20,280 - Target \$20,000)

As stated earlier Reid opened April 2nd this year, although, the driving range did not open until April 13th and closed November 10th. The opening was delayed to allow the practice tee and landing area to firm up so range balls would not plug and divots would not be as large. Closing of the range happens slightly earlier than the golf course because at these temperatures the turf does not recover. Desiring to start 2016 with a healthy tee, closing early allows for the staff to aerify, seed, topdress and cover necessary areas while eliminating the wear.

Range revenues in 2015 slightly exceeded the target of \$20,000 by about \$300. After Labor Day practice of golfers really declines sharply. In the final two months the range was open \$2,000 was made. The annual range passes sold in 2015 doubled compared to 2014 and total range revenues exceeded 2014 sales.

f. Merchandise (Actual \$15,845 - Target \$10,000)

With limited resources, it was important to have a clean and functional pro shop. In the first year, the focus was on simple, basic operations and getting to know the customers' buying habits. Gloves, balls and tees were the biggest sellers. The Reid golfer does not want to buy a \$55 Reid Polo, the plan going forward is to look for special buys from vendors to boost merchandise sales. To increase the pro shop inventory in 2016, more money has been budgeted.

i. Golf Balls (Actual \$8,875)

In 2015 the course signed an exclusive agreement with Titleist golf balls, but does not plan on doing the same in the future. It did bring \$600 of free product; however, with the sale of other brands of golf balls, the 2016 sales could be increased. Although golf balls were the biggest seller merchandise-wise, it produces a smaller margin of profit; only 34%. Merchandise when not on special had a consistent profit margin of 35-50%. The Pinnacle Gold Ball was the #1 seller by volume and revenue, also the cheapest ball in Titleist's line. In 2016 the plan is to increase our variety of the cheaper discount, bulk ball.

ii. All other Merchandise (Actual \$6,802)

As mentioned the full price polo shirt did not jump off the shelves, but golf gloves did at a 50% profit margin. Most of the other merchandise-- hats, tees, socks, and towels-- all saw nice profit margins. Golf bags were not moving and with the cost associated with bringing the bags in they were heavily discounted to move.

The extra budget money in 2016 is going to be for the addition of putters and wedges to the pro shop. The idea is not to compete with Big Box Golf Stores on clubs, but many golfers are always looking for a new putter or wedge. More importantly this is the cheapest entry point into selling clubs with the least amount of risk; the loss of one driver can eat up club profits for the entire year.

g. Food and Beverage (Actual \$103,803 - Target \$100,000)

Initially we thought food and beverage was going to be a difficult target to reach, but as the season progressed we started inching further and further towards the target before exceeding it this fall. Entering the 2015 season a seamless transition was desired and it was decided to keep all the prices consistent with what had been done in the past.

Golfers provided plenty of feedback about the beverage cart, being visible much more often than in previous years. This is one area that changed expectations in less than a year. On the few days the cart was unavailable, the golfers clearly missed it. This change exceeded golfer expectations.

i. Food (Actual \$17,330)

Without offering a large menu typically only golfers will come in and eat; a trend we hope to change. In reality the busiest food and beverage days are league nights. Most league members like to sit around and have something to eat before or after they play in their league. To encourage them to stay at Reid and eat we offered food specials Monday through Thursday which was very well received. Food specials, although they may change slightly, will remain a constant at the Clubhouse in future years.

Being our first year in operation the food cost margin is not at its potential; roughly \$13,000 on food this year, providing 25% profit margin, not including labor. This is an area where there is great potential for growth and we plan to implement new ideas. One significant change already implemented is the switch of food vendors, saving roughly 20-30% on food costs from the previous vendor. This change alone improves the food profit margins and makes the food portion more profitable. In addition with returning staff, margins will improve as the employees become more efficient throughout their time at Reid.

During tournaments, outings and events Reid was able to setup a buffet lunch for the guests. Space is limited and can only accommodate 99 customers but it is another service the golf course offers.



Ladies 9 Hole League mid-season Lunch.

ii. Non-Alcoholic Beverages (Actual \$22,168)

With food margins average, beverages are where Food and Beverage excels. Spending \$7,600 on non-alcoholic drinks turned into roughly three times the sales and ended with roughly 66% profit margin. With an increased presence of junior golf in 2016, hopefully these sales will continue to rise. The control measures and stock rotation significantly improved through the season as well; Reid is unable to sell Pepsi products once they have reached their expiration date listed and are forced to give the product away or donate.

iii. Alcoholic Beverages (Actual \$64,306)

Similar to non-alcoholic drinks alcoholic sales were very profitable, the cost of \$22,375 nearly tripled and ended with about a 65% profit margin. The vendors were very conscience of the seasonal nature of the business and picked up un-opened product, issuing a credit. Items such as MixxTails and Hard Lemonades will be reduced in 2016 based on the amount of extra product remaining. These types of drinks will still be offered, only less varieties of each. Although no specials were run on non-alcoholic drinks, we did have beer specials occasionally throughout the year to encourage golfers to come in and eat, again to help get the golfer total to \$25.00 in year two.

III. Over/Short Balancing

In 2015 the over short balance is roughly \$1,800 short, this can be attributed to tip reporting. Once per week Credit Card tips were removed from a deposit to cover the recorded tips leaving the deposit short. Reported tips equaled \$1,795.79 in 2015 so after all accounting practices are finished for the year this over/short balance should be close to \$0. The first year of operations always create issues, cash handling not being any different and could have been a huge problem but through the first season of operations the over/short balance is a positive start to Reid's operation.

IV. Marketing

The 2015 Marketing Plan revolved around the individual golfer and great customer service. Reid will continue to promote their great customer service but will expand marketing efforts to create more business to business opportunities. 2015 utilized Constant Contact email marketing linked to our social media pages and expanded our email list by roughly 17% from 1,643 to start the year to 1,905 in December. This was done by added emphasis to POS operators to gain all necessary information and prize giveaways throughout the year. Radio strategies were used to promote the early opening but those advertising dollars are difficult to track, but beneficial as customers would mention hearing Reid on the radio. The promotions run in the Community Color Mailer were well accepted as great marketing and revenue streams as mentioned above.

V. Staffing in 2015

Although numerous compliments were sent our way about the Reid staff, the 2015 season started off rocky. In the first month of operation four people hired to be major contributors to the shoulder season success found employment elsewhere. This was a difficult setback, but staff stepped up by working long

hours to fill the void. Once staff was hired and all being new, extensive training had to take place with each to be an extension of management.

It was quickly noticed that more part-time help would be needed to address the needs of the customers and provide exceptional customer service. Addressing this need meant cutbacks in other areas on the grounds end to accommodate more labor. In one sense the weather is very beneficial because it increases revenues, but labor costs can be forgotten about quickly and also rise with the quality of weather. This was a difficult area to budget for properly in 2015 without knowing the customer base, 2016's budget will reflect increases to part-time labor and tweaks will be made to the schedule to be more efficient.

The plan moving forward is to hire fewer employees who work more hours; this will help with POS, customer recognition and overall accountability of the employees. Overall the staffing in 2015 was good and the staff was quite dedicated. Retaining a good portion of our staff from 2015 will make 2016 smoother and more efficient because they know the process and customers.



First tee planting showing great color in mid-October.

VI. Wrap-up/Planning Stages

The season that was the 2015 Reid Golf Course Year was considered a success, but also a stepping stone to the future. When starting a business from the ground floor it is a process, the first year is about being profitable and learning the customers. Year two is for implementing different ideas and tweaking operations to increase margins and efficiency. Years three and on are for sustainability, making constant changes to improve profits, margins, and building the customer base that will carry us in the future. A key focus of sustainability is juniors; lower junior rates in 2016 are implemented to try and boost the junior play next year and ensure more profitability in the future.

As stated earlier weather was a huge benefit in this first year of self-operating, allowing for an early April open and late November close. Without the cooperation of the weather, projections would have been met but not have been exceeded by nearly as much as 2015.

The offseason heading into the 2016 golf season will be spent tweaking our marketing plan and adjusting to our customers' demands, really fine tuning operations of Reid. Most vendors were setup in the offseason before the 2015 golf season but 2016 presents' new agreements between the golf course and vendors. Reid will offer a larger variety of golf balls and merchandise in 2016 from opening day. It is important to have the contacts made well ahead of opening the golf course for the season to make sure product is on the shelf. An important area of improvement with our marketing strategy is attacking business to business marketing in an effort to increase business pass sales. 2015's marketing plan was geared solely towards individual golfers and Reid was missing an additional target of businesses for outings and passes. The offseason provides the opportunity to reach out and expand our marketing efforts and draw new customers into our base while making the current customers experience even better.

Reid Golf Course's marketing plan is a detailed week by week strategy geared to maximize profits and rounds. Bi-weekly email blasts provide our database, which will continue to expand with data catching measures, information on coming promotions, all of which are set in December and January when evaluating the marketing plan before finalizing in February. The promotions include a wide variety of green fees, food and beverage and merchandise specials throughout the year over many different media including mailers, radio, social media and print advertising.

Entire new operation procedures and manuals were created in the offseason prior to 2015. Upkeep and tweaks are essential to operate smoothly and efficiently. Forms and documents are updated beginning in September for new pass holder promotions and continue into the new year with updated rental agreements.

Shortly after the New Year begins an emphasis to recruit and retain employees for the upcoming season begins to take precedence. It is the hope to retain as many employees as possible from the previous year, but the reality is only about 30-40% will return and many of the returners will not be able to work until late May. It is necessary to start the hiring process early and make sure staff is in place to begin the golf season smoothly. After all, opening the golf course could take place anytime between mid-March and late April! The spring and fall help are the hardest components to find and are extremely necessary. Recruiting and retaining these individuals is key for golf courses across the country.

Most of the face to face feedback that was received in 2016 was positive but at the end of the year a survey was designed to tabulate what our customers thought on a larger scale. The survey was designed to quickly examine each area of the golf course, food and beverage, customer service and course conditioning to name a few. Each area asked for a rating and allowed for comment after each section. This data will be examined and determinations will be made whether changes in our operations are necessary. Surveys are a useful tool for reviewing operations as whole; not individualizing results.

The offseason also provides an opportunity to clean up the Point-of-Sale system and update all pricing for the coming season once rates are approved by The Parks & Recreation Committee. The largest offseason POS adjustment is including tax into all of our stock green fee rates for 2016. Offseason

meetings with the Finance Department are conducted to close out the financials for the year and plan adjustments for the coming year.

Another area that needs cleanup after the season is the clubhouse. A deep cleaning is scheduled in the clubhouse after the sledding warming shelter closes for the season in mid-February. Routine cleaning keeps the clubhouse looking tidy but it is necessary to do a deep cleaning in the offseason because after the doors open they will not stay closed until the course closes for the year. Prior to the cleaning there is an opportunity to make a few changes within the facility. In the winter of 2015 a new pro shop monitor which will rotate specials will be installed, torn window tinting will be replaced and motion sensors will be added to the restrooms to help conserve energy. Small changes such as these keep the clubhouse looking fresh when customers come back. Other details, including getting the grill inspected by the Fire Department, are done behind the scenes but are necessary to operate.

An additional service Reid wants to offer its customers in 2016 is the opportunity for lessons. Leg work in 2015 did not land us an individual to fit this need but the offseason presents itself as another great opportunity to tackle this need. The right individual will also be instrumental in our continued junior program at Reid, hopefully growing the lessons to the point where it needs an additional session in the future.

Many existing barriers were overcome this year making 2015 a successful first step in building our stable foundation to Reid's sustainability in the future.



Sunrise on Saturday July 18th as a line of severe storms move in before Round 1 of the Fox Cities Amateur.

VII. Grounds 2015 Wrap-Up

As stated many times before in this report, weather was a huge asset in 2016. For grounds and turf care it starts in the winter months, a colder than normal January and February were aided by snow cover. There are three distinct problems that can happen to turf in the winter months, winter desiccation, snow mold and ice damage. Each of these three problems are caused by different types of conditions but the golf course came out of winter better than imagined. Virtually no snow mold and no ice cover throughout the winter and the areas which became desiccated greened up completely, not dying out. A beneficial winter followed by a dry warm spring allowed for the golf course to open early, April 2nd.



Above: before and after measures taken to remove surface water from #16 Green, preventing Winter ice damage. This is done after the course closes for winter and is repaired prior to course opening in Spring. This is done on two other greens where water can pocket too.

A dry spring is great for root growth development and preferred by most superintendents when there is not much turf recovery needed. During most springs rain events happen quite frequently averaging 3.4" precipitation April through June and does not force the plant to work for its water. During dry periods when temperatures are not stressful it is a good practice to leave the course dry and let the roots chase the water developing a healthier root system. This root system needs to be in place to get the golf course through the stressful months of June, July and August before recovery begins in September.

The annual precipitation totals ended 6.67" above normal, which is very deceiving; through August of 2015 the region was 1.27" below normal. An excess amount of precipitation was received September through December of 2015 including the 12.7" snowstorm to finish out the year. This shortage of rain, in moderation like 2015, is very beneficial to the golf course superintendent because it allows them to manage the water inputs. Managing water reduces disease pressure, allows carts more often and increases overall turf health and performance. Although 2014 and 2015 were different weather years and different conditions were met due to the grow in 2014, a whopping 3.9 million gallons less were pumped out of our deep well feeding the irrigation pond in 2015 than in 2014. To put into perspective the 3.9 million gallons of water could fill the 50 meter pool at Erb Park nearly 7.5 times! Water consumption is a key national topic annually, having a deep well and using water efficiently helps create a sustainable golf course. Drier conditions also develop healthier plants and better playing conditions for all to enjoy.

Other than a few dollar spot outbreaks on fairways which financially are expected (each fairway application based on conditions costs over \$2000!), there were no major disease concerns in 2015. The number one concern coming into the 2015 golf season was getting the newly renovated fairways into

the prime playing condition as the others. These fairways were nurtured through the spring by keeping cart traffic off of the fairways to begin the year, early spring fertilizer applications, extra aerification and a specialized pesticide program geared toward growing the fairways in. These fairways grew in nicely and traffic was allowed on them in stages as they could tolerate the traffic, all by early June.

The first year of management of any golf course is learning the golf course which takes time and this initial time period is where projects start to present themselves. In 2015 the projects were kept simple for the first year, bunkers and landscape beds were completely edged, shrubs were pruned, trees limbs were raised up, sprinklers were edged, new American Flag installed and the newly constructed shelter was seeded. Although small, these projects were very labor intensive; bunker edging alone used nearly 60 hours of labor to complete over the course of a week.



Before and after of bunker edging #7.

A worry of all superintendents is vandalism; luckily Reid did not have much problem with vandals in 2015. A few minor incidents where flagsticks and or tee markers went missing happened throughout the year. Occasionally, the equipment would be found elsewhere on the golf course, when not found or controlled this can become costly both in materials and labor. It is difficult to completely remove vandalism from Reid given its centralized location and open access points.

The great fall weather presented great revenue opportunities for the golf course; aerification which is necessary to relieve compaction and improve gas oxygen exchange was done very late this year in an effort for golfers to enjoy the superb playing conditions. This is a very labor intensive project with every grounds employee working on aerification for two straight days while greens are finished. The front 9 and back 9 were closed on consecutive days to accommodate the work and it worked out well. Long days during greens aerification create the playing conditions that golfers want to enjoy. Starting late on Sunday evening 9-holes were completed on Monday and Tuesday and golfers were able to enjoy reduced green fees for the days of greens aerification. After cores are pulled from the ground they must be removed and replaced with sand which is then broomed in, the weather has to be dry and cooperative to complete the task in a timely manner.



Aaron picking up plugs on Sunday night.

The 2015 agronomic season can be considered a success all the way through December. A late season walk through the golf course, before the snow flew, showed very little standing water or snow mold to be concerned with even after the heavy rains of December. The only surprise was the color of green that was still present in late December! The cold weather and frozen ground of winter also allow for staff to prune small trees and shrubs, remove dead trees and take on minor golf course projects.

A major offseason task is to evaluate the chemical and fertilizer plan which was used during the previous season and create a new RFQ for turf vendors to bid. The in-depth document includes everything from fungicides and herbicides to grass seed varieties and fertilizers. An example of a specialized chemical used to create water efficiencies is a wetting agent. Wetting agents break surface tension and allow water to penetrate the soil easier and move the water through the root zone helping the surface dry out for better playing conditions. Wetting agents allow the superintendent to water less per irrigation cycle and create the same effect of adding more water. Another added benefit of wetting agents is during heavy rain events (1"+) they help soak up the rain and move it through the soil profile drying the golf course up quicker.

The large amount of offseason planning has been noted already but another key area in the offseason is getting the course equipment ready for another long golf season. Each ballwasher is taken apart and checked for necessary parts and fixes. Roughly 30% of the benches are brought in to be repaired and repainted. In 2015 two permanent dedicated benches were donated by families. These benches require no maintenance and are installed in a way that grounds staff does not have to move them. Hopefully the trend of bench donation will continue at Reid for years to come enhancing the golf course's appearance. Additionally, golf course mowers are broken down and are sent to vendors for reel sharpening. This maintenance is very tedious and requires a special spin grinder to create the sharp blades that are necessary to create the great turf conditions everyone wants.

The winter months also create a great opportunity to continue golf course education. Key maintenance staff attended a summer turf field day, but most of turf education is done in the offseason. Education is necessary to stay abreast of new trends in the golf industry. Similar to other industries Reid does not want to fall behind in new technologies. For example money is budgeted in 2016 for a Moisture Probe. This technology is very useful for any turf professional as it measures moisture content in the soil profile. The Moisture Probe quantifies moisture by giving each reading a number, each soil profile is different but it will be very beneficial to adjust irrigation cycles to manage each microclimate.

The weather was cooperative for the most part, only leaving one storm where debris needed to be cleaned off and ideal growing conditions for most of the year. As the 2016 golf season approaches continued efforts will be made to make Reid sustainable for the years to come with strategic chemical and fertilizer applications, water efficiencies and staying current with new technologies.

Until the weather breaks in spring 2016 no one knows what will happen with weather but the off season provides an opportunity to be ready for the unknown and be prepared for the known.

Appendix A - Participation Revenue Report Ending December 31st, 2015

City of Appleton - Reid Golf Course				
2015 Revenues - December 31, 2015				
	2014		2015	
	2014 Y-T-D Rounds	Total Revenue	2015 Y-T-D Rounds	Total Revenue
<u>Green Fees (Target \$349,370)</u>				
Weekday-18 Holes	1,752	\$43,130.07	1,840	\$38,525.08
Weekday-9 Holes	10,566	\$156,812.99	10,476	\$155,120.40
Weekend - 18-Holes	1,939	\$57,036.30	1,387	\$38,115.64
Weekend - 9 Holes	2,379	\$43,179.58	2,389	\$44,069.08
Twilight Golf	2,353	\$21,177.00	4,705	\$41,958.10
Passholder Rounds	6,910		6,483	
Promo Rounds				
Coupon Rounds	422		488	
Early Bird Special			4	\$80.00
Annual Pass Promo			64	
Community Color Mailer/Valpak	525	\$11,177.00	1,925	\$51,590.00
Other: Example: Free Golf for Veteran's, League Rounds Tournament Rounds, Fall Special, Etc.	2,143	\$43,987.00	3,262	\$59,959.56
High School Rounds	248		224	
Adjustment	1,313			
Sub-Totals	30,550	\$376,499.94	33,247	\$429,417.86
<u>Pass/Coupon/Disc. Card Sales (Target \$109,050)</u>	2014 Y-T-D Sales	Total Revenues	2015 Y-T-D Sales	Total Revenues
Pass Sales	191	\$90,675.00	117	\$70,355.00
Coupon Sales	104	\$7,840.00	77	\$6,760.00
Discount Cards	103	\$3,060.00	90	\$2,700.00
League Payments			22	\$10,684.09
<u>Cart Revenue (Target \$135,000)</u>	2014 Y-T-D Cart Sales	Total Revenues	2015 Y-T-D Cart Sales	Total Revenues
Cart Fee	*	*	10,126	\$94,976.00
Annual Cart Passes	*	*	17	\$8,505.00
<u>Practice Range (Target \$20,000)</u>	2014 Y-T-D Sales	Total Revenues	2015 Y-T-D Sales	Total Revenues
Driving Range	*	*	2,954	\$17,808.00
Annual Range Pass	*	*	8	\$2,412.50
<u>Golf Shop Merchandise (Target \$10,000)</u>	2014 Y-T-D Sales	Total Revenues	2015 Y-T-D Sales	Total Revenues
Balls/Assessories/Apparel/Misc.	*	*		\$15,845.41
Gift Cards	*	*	168	\$7,393.05
Rentals (Pull Carts, Club, Lockers)	*	*	1,043	\$4,475.00
<u>Food and Beverage (Target \$100,000)</u>	2014 Y-T-D Sales	Total Revenues	2015 Y-T-D Sales	Total Revenues
Food	*	*		\$17,330.71
Beverage	*	*		\$22,167.87
Alcohol Sales	*	*		\$64,306.15
Total Revenue (Target \$723,420) Currently 107% of Target				\$775,136.64
				(*) - Operations noted with asterisk were contracted in 2014.

Appendix B – Golf Course Expense Report Ending December 31st, 2015

Reid Golf Course Budget			
Description	Budget	End of Month December	Available
Regular Salaries	\$141,503	\$144,052	(\$2,549)
Overtime	\$500	\$238	\$262
Part-Time	\$100,158	\$124,789	(\$24,631)
Other Compensation		\$96	(\$96)
Vacation Pay		\$6,040	(\$6,040)
Fringes	\$74,001	\$61,097	\$12,904
Training and Conferences	\$1,000	\$370	\$630
Office Supplies	\$600	\$1,215	(\$615)
Memberships & Licenses	\$685	\$1,715	(\$1,030)
Food & Provisions	\$50	\$0	\$50
Printing & Reproduction	\$2,500	\$1,997	\$503
Clothing	\$500	\$1,528	(\$1,028)
Accounting/Audit	\$2,433	\$2,641	(\$208)
Bank Services	\$1,500	\$11,949	(\$10,449)
Consulting Services	\$4,650	\$367	\$4,283
Advertising	\$10,000	\$5,052	\$4,948
Laundry Services	\$500	\$80	\$420
Insurance	\$4,190	\$5,135	(\$945)
Rent	\$30,550	\$28,640	\$1,910
Depreciation Expense	\$66,000	\$66,024	(\$24)
Facilities Charges	\$30,943	\$27,051	\$3,892
CEA Equipment Rental	\$79,157	\$84,216	(\$5,059)
Interest Payments	\$14,385	\$14,388	(\$3)
Trans Out			
General Fund	\$17,900	\$17,900	\$0
Internal Services	\$2,800	\$2,800	\$0
Bldg Maintenance/Janitorial	\$10,000	\$1,328	\$8,672
Landscape Supplies	\$34,100	\$28,834	\$5,266
Shop Supplies & Tools	\$0	\$103	(\$103)
Concession Supplies	\$58,000	\$65,164	(\$7,164)
Miscellaneous Supplies	\$0	\$1,833	(\$1,833)
Gas Purchases	\$16,000	\$14,153	\$1,847
Miscellaneous Equipment	\$7,410	\$12,809	(\$5,399)
Collection Services	\$512	\$980	(\$468)
Contractor Fees	\$2,000	\$890	\$1,110
Equipment Repair & Maintenance	\$5,200	\$4,240	\$960
Other Interfund Charges	\$3,000	\$0	\$3,000
Other Contracts/Obligations	\$380	\$646	(\$266)
Electric	\$21,383	\$22,864	(\$1,481)
Gas	\$6,300	\$4,629	\$1,671
Water	\$2,023	\$2,070	(\$47)
Waste Disposal/Collection	\$1,825	\$1,495	\$330
Stormwater	\$11,548	\$11,120	\$428
Telephone	\$1,357	\$2,358	(\$1,001)
Cellular Telephone	\$150	\$558	(\$408)
	\$767,693	\$785,454	(\$17,761)

Appendix C – 2015 Weather Data

2015	Average Temp.	Actual Temp.	Difference	Average Precipitation	Actual Precipitation	Difference	Snow Fall
January	18	18	0	1.14	0.57	-0.57	11.3
February	21	10	-11	1.07	0.42	-0.65	8
March	31	33	2	1.82	0.58	-1.24	3.5
April	45	46	1	2.94	2.6	-0.34	
May	57	57	0	3.2	5.39	2.19	
June	67	64	-3	4	4.66	0.66	
July	72	69	-3	3.64	2.23	-1.14	
August	70	67	-3	3.79	3.71	-0.08	
September	61	65	4	3.18	5.41	2.23	
October	48	49	1	2.53	2.75	0.22	
November	35	41	6	2.2	3.01	0.81	
December	22	34	12	1.56	6.14	4.58	12.7
	45.58333	46.08333	.5	31.07	37.47	6.67	35.5