

# 2016



# Annual Report

**Submitted by:**

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#4 on a late summer day.

## **I. 2016 Season Overview**

After a successful initial season of taking over all golf course operations in 2015 the 2016 season did not disappoint, not without its challenges though. The golf course opened for play on March 15<sup>th</sup> for one day of fun before being closed for 18 of the next 26 days. Finally with a little cooperation from Mother Nature the golf course remained open on April 11<sup>th</sup>, with golf carts and practice range joining the fun on April 15<sup>th</sup>, the carts and range opened on April 13<sup>th</sup> in 2015. The initial hurdle to the season, other than weather, was the departure of Kelvin Johnson, Clubhouse Supervisor in early March and finding his replacement. With the help of the Human Resource Department, and a little urgency Reid was able to fill the vacancy and have in place our new Clubhouse Supervisor, Brian Hansen on April 21<sup>st</sup>. Within a couple weeks Brian was up to speed on Reid's way of doing business and was ready to dive in, in any and all capacities.

Throughout the year, minor hiccups come and go without the customers recognizing. One area which created minor headaches internally was the addition of using #10 (back 9) as a point of entry to the golf course when available and needed. 9-hole rounds continue to rise across the golf industry, and Reid is no different. During our busiest periods a change was made to the tee sheet to accommodate back 9, 9-

hole rounds. This takes a lot more effort internally to keep groups on time, know where groups are on the course and make sure they are not dropping groups ahead of players making the turn. Although not every accommodation could be made for walk in golfers Reid turned away less golfers during its busiest times. As more and more requests came in a new promotion was started this fall called reverse Wednesday's. On these days the golf course would flip for daily fee golfers and they would start on #10, although a late season promotion look for it to continue on select dates in 2017.

This year brought about other new opportunities at Reid including the addition of a late fall 2-Pin Challenge, adult lessons and clinics, Couple's League, Family Golf Days, Super Twilight on weekends, Packer Game Day Special and Thrifty Thursday's. Many of these same promotions will carry into 2017 with a few modifications and additions for a fun filled year.

Finally, revenue projections were met in early October. After the year played out it is very interesting to see how each month compared to 2015 and which areas were more or less profitable. It has taken time to learn our customer base and their trends, and they are ever changing. In 2015 our slowest period was 11:00 a.m. to 1:00 p.m., after introducing a lunch special in 2015 and carrying it over into 2016 our new slow period began showing from 1:00 p.m. to 3:00 p.m. Greater emphasis will be placed in 2017 on real-time marketing to fill in gaps and eliminate slow periods throughout the season.

## **II. Financial Breakdown**

### **a. Daily Fee Rounds including Twilight Golf & Promotional Rounds (Actual \$425,775)**

Our overall rounds were up in 2016 to 35,888 from 33,247 in 2015. This is roughly an 8% increase over the previous year. In year two of operations tracking of rounds became much cleaner and more precise on the sales report which shows in the High School rounds this year. Weather had a huge impact on rounds and revenues; at times it was very beneficial and other times not, more on weather in grounds wrap-up.

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 cause daytime 18-hole rounds to suffer because of split tee leagues. This was another reason for allowing split tee times throughout the year to accommodate more players.

League play in 2016 was higher than 2015. A new small Thursday night league joined this year and the startup couples league on Wednesday evenings was formed through Reid. Reid continues to be a high use league facility and with the addition of these two leagues it really maximizes weeknight league availability. We are always trying to add another league or players to stretch out the time period where Reid thrives.

The investment in advertising for Promotional Rounds worked out really well again in 2016 and came up almost equal to 2015, promotional rounds accounted for \$111,588. Our agreement with Community Color Mailer continued through the 2016 golf season with three mailings with great response from them. Other avenues included a Spring Golf Flyer through Valpak, attending the Fox Cities Golf Expo, a Facebook Like campaign through Gannet Wisconsin Media, social media, radio spots and numerous email blasts throughout the season. The added exposure at the Golf Expo helped build our email database by 320, this is always a priority to grow our email database. One final avenue we hope really takes off in 2017 was the completion of the Reid Golf Course phone app. This app is free to users (data rates may apply) and was rolled out in the summer of 2016. Special offers were given to new users to help push the downloading of the app which features a scorecard, tee time reservations, and golf course GPS.

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 sales, golfers averaged spending \$22.46 per visit to Reid for the entire year, \$0.16 less than 2015, and \$21.30 from April through November. The averages get slightly skewed because of passholders purchasing and using passes in March. Friday, Saturday and Sunday's were above average with a peak of \$26.24 on Saturday while Monday through Thursday were slightly lower than average with a Tuesday low of \$19.56. Reid's goal is to increase the average spent per golfer annually, unfortunately the increase in annual pass rounds allowed the average to dip in 2016.

**b. Annual Passes, Discount Cards and Coupon Books (Actual \$69,259)**

2016 saw a small decline in annual pass revenue, \$2,126, but an increase in number of passes sold. Most of this shortage came in the form of coupon book sales. An additional two corporate passes were sold in 2016, with verbal commitments for them to return in 2017. During the off season, efforts will be placed into expanding our Business Pass sales again by meeting with area businesses and the Chamber of Commerce. 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. This category saw the largest increase in participants, an additional 16 Junior Annual Passes were sold this year compared to 2015. Hopefully this trend will continue as prices for all junior passes dropped slightly to bring their total cost including tax to last year's rate. The increase in annual pass sales really increased the number of annual passholder rounds, they accounted for 7,561 rounds compared to 6,483 in 2015.

**c. Rental Revenues (Actual \$123,534.46)**

Cart rentals saw an increase of 846 rentals in 2016 and 3 annual passes, coupled with the small raise in price netted Reid an additional \$15,602 in revenue in comparison to 2015. Daily fee rentals ended with \$107,873 in revenue and annual pass sales for carts ended at \$11,210. For a mild summer it is interesting to see how many extra cart sales were made this year.

Miscellaneous rentals include pull carts, clubs and lockers. These end up being almost exactly the same as 2015 coming in at \$4,451. Pull cart rentals were down by 52, but club rentals were up by 28 evening the revenues out. With the ease of walking Reid it is surprising that rental pull carts would drop that significantly in one year, but power carts create more revenue so it is not all bad from our standpoint.

**d. Lessons (Actual \$5,805)**

One of the newest offerings at Reid, and one of the largest missing pieces from 2015 was the addition of golf lessons. Reid's Clubhouse Supervisor is a Class A PGA Member and has the ability to give lessons. A small operational change will put all junior golf lessons and league registrations through Reid's POS instead of Rec Trac in 2017. Junior lessons did see a great bump in participation this year, 59 juniors attended our Junior Lesson Program and 27 played in our Junior Golf League. Although not accounted for in our POS, junior golf brought in \$4,645, both of these junior programs almost tripled in size compared to 2015! Reid is anticipating continued growth and has expanded our Junior Lesson Program to be able to accept an additional 30 participants in 2017.

Management wants to offer lessons but did not want to overwhelm Brian from day one. He did not begin giving adult lessons until summer (taught junior program the entire time) when he was well up to speed with golf course operations. Lessons were broken down into individual lessons, lesson packages and group lessons. Plans are being made to have additional group lessons in 2017 as the fall clinic filled up with good reviews.



Brian teaching juniors during lessons.

**e. Range Revenues (Actual \$26,818)**

As stated earlier, the driving range did not open until April 15<sup>th</sup> and closed November 9<sup>th</sup>. The opening was delayed to allow the practice tee and landing area to firm up so divots would not be as large and range balls would not plug. Closing of the range happens slightly earlier than the golf course because at the cooler temperatures the turf does not recover. Desiring to start 2017 with a healthy tee, closing early allows for the staff to aerify, seed, topdress and cover necessary areas while eliminating the wear.

Range revenues saw a large jump in 2016, 32.24% increase. An additional \$6,537.82 of range services were sold this year. It will be a fun challenge to find more creative ways to continue to grow revenues from the driving range.

**f. Merchandise (Actual \$19,544)**

With limited resources, it was important to have a clean and functional pro shop. In 2016 additional budget was added for Merchandise Sales allowing a wider selection of golf equipment and merchandise. The greater selection increased revenues by \$3,698 over 2015.

**i. Golf Balls (Actual \$10,509)**

The largest amount of revenues in merchandise sales come from golf ball sales. This was also the largest area of expansion in 2016 over 2015. In 2015 an exclusive agreement with Titleist was signed but this year Titleist, Nike, Bridgestone and Pinnacle golf balls were sold throughout the year. Ironically one of our best-selling golf balls the Nike Mojo double dozen stopped being produced midseason when Nike decided to leave the golf equipment market.

**ii. All other Merchandise (Actual \$9,035)**

As in 2015 full price polos 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 and clubs accounted for minor sales but enhanced the appearance of the pro shop. Golfers knowing Reid offers such items may increase gift card sales or turn us into their one stop shop for golf when ready for the larger purchase.

**g. Food and Beverage (Actual \$114,051)**

Another great source for revenue at Reid has been in Food & Beverage, our busiest days are during and after league play. Food & Beverage had another nice boost from the added rounds this year, F & B was up 9.87% in 2016, an additional \$10,426. A few small tweaks were made to operations to cook food faster, reduce menu items which reduced waste and flex employees between the golf course and kitchen more frequently to maximize our profits inside and out. All areas showed an increase in profit over 2015, beer sales showing the largest sum of \$8,598.

**i. Food (Actual \$18,176)**

Without offering a large menu typically only golfers will come in and eat versus the general public stopping in; this is a trend we hope to change. 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. These food specials rotated monthly after receiving feedback from 2015's specials, this way all league players were able to take advantage of each special at some point throughout the year.

Food service is probably the area which saw the greatest improvement over 2015. Returning staff became more efficient, waste was reduced by eliminating slow sellers and different cooking methods sped up our service. Our profit margin, which staff wanted to improve on in 2016, increased roughly 20% to nearly 45% not including labor. This is a great percentage to get to as food normally does not produce much revenue and it piggy backs on the shoulders of beverages.

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 Luncheon.

#### **ii. Non-Alcoholic Beverages (Actual \$22,247)**

With food margins better than 2015, beverages continued to excel in Food and Beverages. Spending \$7,900 on non-alcoholic drinks turned into roughly three times the sales providing a great profit margin. Prices rose minimally from Pepsi this year but it is not worth passing on to the consumer in \$0.25 increment. With an increased presence of junior golf in 2016, hopefully these sales will continue to rise in the future. The control measures and stock rotation significantly improved through the season, soda and Gatorade have roughly a three month shelf life once delivered, it is important to rotate the stock to make sure none is wasted. If product were to reach its expiration date we are unable to sell the product anymore, as less popular items get close to expiring staff lowers the price to get the product off the shelf instead of creating waste.

#### **iii. Alcoholic Beverages (Actual \$72,904)**

Similar to non-alcoholic drinks alcoholic sales were very profitable, the cost of \$25,341 nearly tripled. The vendors were very conscience of the seasonal nature of our business and picked up un-opened product, issuing credits. Although no continual specials were run on non-alcoholic drinks until late in the season, we did have beer specials occasionally throughout the year to encourage golfers to come in to eat and drink.



#### **h. Additional Revenues (Actual \$76,931)**

An additional category where Reid makes a good amount of money is lease revenue from the cell phone tower and stormwater ponds, rental of city property, high school payments and a Lawrence cross country meet. This accounts for \$74,300 of additional revenue and management is always looking for additional opportunities to continue to raise this revenue.

#### **III. Over/Short Balancing**

In 2015 the over short balance was roughly \$1,800 short, this can be attributed to tip reporting and how it was structured. Another area of improvement in our operations this year was an over/short balance of only \$188. New credit card tip reporting and payouts can be attributed for the better cash handling.

#### **IV. Marketing**

The 2016 Marketing Plan revolved primarily around the individual golfer, but strides were made to increase our presence in Outings and business to business relationships. 2016 utilized Constant Contact email marketing, once again, linked to our social media pages and Reid expanded the email list by nearly 30% from 1,890 to start the year to 2,457 in December. This was done by added emphasis to POS operators to gain all necessary information, the Fox Cities Golf Expo and prize giveaways throughout the year. Another great area of cheap advertising is Social Media, a Facebook Like Campaign was run late summer into early fall with great success, on January 1 Reid had 243 Likes at the end of the year Reid was up to 1,950. This is another strategy Reid will run in 2017 to continue to boost our social media presence. The new Reid Golf Course app finally was unveiled in July, the longer the app is available and as more people download it the app will become more useful from staff's perspective. The app has GPS capabilities, scorecard and push notification settings for tee time specials.

#### **V. Staffing in 2016**

Recruiting, hiring and retaining staff is becoming more and more difficult in the golf industry. An emphasis was placed on hiring staff earlier than in 2015 and payed off with the departure of Kelvin and the early March opening. Reid was without a clubhouse supervisor from March 10<sup>th</sup> through April 21<sup>st</sup> when Brian started. Brian brings numerous years of golf course experience in the Fox Valley to Reid, his familiarity to the areas golfing clientele was an asset in 2016.

The seasonal clubhouse staff for the 2016 season was close to 30% returning staff, this 30% represents some of our core employees. Every year with seasonal labor it is expected to have a certain amount of turnover and I am pleased with the assembled staff. The grounds staff mirrored clubhouse staff with roughly 30% returning, having a portion of staff returning is great for training purposes, safety and golfer familiarity. Another shift was made to more "retired" individuals who are prompt, early risers and reliable. Their early and late season availability make them great candidates for working at Reid. The early and late season help is difficult to find and retain, the student applicant pool is not available at these times which creates scheduling difficulties. It is imperative to find these good hires and retain them from year to year.

Moving forward Reid is looking 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 2016 was improved and the staff was quite dedicated. Retaining a good portion of our staff from 2016 will make 2017 smoother and more efficient because they know the process and customers.



#12 Green surround showing great fall color.

## **VI. Wrap-up/Planning Stages**

The season of 2016 was successful and another layer of a strong foundation for Reid moving forward. A total of \$875,842 in all revenue sources was brought in, after all expenses were paid Reid made \$62,362. The second year of operations saw us institute new ideas and continue to make money despite the weather. Future years are for sustainability and improvements, making constant changes to improve profits, margins, and building the customer base that will carry us in the future. A key focus will continue to be juniors and being open to them playing to grow the game.

Unlike 2015, weather was a negative in 2016. The surplus of rain caused numerous days throughout the season without carts, five days alone in September, the worst of the weather months. Weather is undefeated and there is not much that can be done to prevent it, but the attitude of staff makes all the difference in coping with what happens. From April through the end of October Reid received precipitation on 80 off 214 days, so there were plenty of opportunities for staff to fix problems and enhance the customer experience.

The offseason heading into the 2017 golf season will be spent tweaking our marketing plan and adjusting to our customers' demands, really fine tuning operations of Reid. Most vendors have been in place but 2017 will present new agreements and opportunities between the golf course and vendors.

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.

Over the past two years Reid's internal operations have evolved nicely. The Reid Golf Course operation manual gets re-examined each winter to adjust and make current. This document is a great tool for staff reference in times of question. It also serves as a refresher when staff comes back for the season and may have forgotten how to do certain tasks.

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 especially difficult to find, but are extremely necessary to run smoothly throughout the year. Being a seasonal operation it can be difficult to find the right individuals to fill the voids. In 2016 Reid hired 4 retired gentlemen to run pro shop operations for the season and relied on flexible schedules of students to fill voids in food and beverage until school was out for the year. The necessary flexibility of new staff while in training creates issues on their own, but 2016's staff caught on quickly. The recruitment and retention of these individuals is key for golf courses across the country not just Reid.

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 an upgrade to new credit card readers. The new readers were back ordered until early in the golf season, staff determined to wait until the offseason to make the upgrade. The main points for this upgrade are the ability to read chip cards and no more exchange of card to staff member. Offseason meetings with the Finance Department are conducted to close out the financials for the year and plan adjustments for the coming year, these meetings include an annual audit of our operation.

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. Small changes keep the clubhouse looking fresh when staff and customers come back. Other details, including getting the Clubhouse and Maintenance buildings inspected by the Fire Department are done behind the scenes but are necessary to operate.

Finally food and beverage operations are also examined during the offseason. For example in 2016 the ham and turkey sandwich was removed from the menu due to food waste and limited sales. Staff is always looking at new menu items and options. One notable change staff is examining currently is the addition of breakfast on weekends in 2017. This has never been done before but simple offerings would be an easy additional service Reid can offer.

Two years into current operations Reid has a solid foundation to stand on. All future days and years will be spent reinforcing that foundation and looking for areas to improve Reid.



A beautiful sunrise overlooking the 9<sup>th</sup> tee and 8<sup>th</sup> green.

## **VII. Grounds 2016 Wrap-Up**

As stated many times before in this report, weather was a huge issue in 2016. For grounds and turf care it starts in the winter months, after dodging ice problems in December the course received snow cover for the remainder of January and February before completely melting off in March. In winter there are three distinct problems that can occur to turf, 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. A beneficial winter followed by a wet March and early April allowed for the soft opening on March 15<sup>th</sup> but not a great run until April 11<sup>th</sup>.

A dry spring is great for root growth development and preferred by most superintendents when there is not much turf recovery needed. March was wet, 2.42" of precipitation above average was not ideal for root development and a cool April did not promote much turf growth. 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 5.81" above normal, the second year in a row with above average precipitation. Besides March, June and September were also months where 2"+ of precipitation fell compared to average at Reid. Surprisingly April, given how the month started, and July, how the month ended, saw substantial shortages of precipitation over 1"+ compared to average. The year of 2016 can be compared to a roller coaster on the weather front. Managing water is one of the most important tasks a golf course superintendent has. Managing water properly reduces disease pressure and allows

for better playing conditions. During the wet weather in September a few fairway areas thinned out from having standing water for prolonged repeating periods. The extra precipitation over the course of the year allowed for less irrigation this year, only 9.64 million gallons of irrigation was used on the entire golf course this year. That is 1.85 million gallons less than 2015! Reid continues to have the luxury of having a deep water well to fill our irrigation ponds, municipalities across the country are shutting golf courses off from their water during times of drought and continues to be a hot button topic across the industry. Seven of the 12 months in 2016 were above average temperature wise, overall the year ended slightly warmer than average, +/-1.2 degrees. Another surprise was the below average months were April through July, all very interesting data to track and is located on Appendix C.

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 2016. Only one disease popped up and looked unrecognizable, little brown spots which looked similar to oil drops on the new greens in early June. After examining mowers closely to make sure nothing was leaking a sample was sent to a Turf Diagnostic Lab and the sample returned as Pink Snow Mold. The reason it looked different was the warmer temperatures were overwhelming the disease and the cold, damp nights which caused it were a week prior. It is amazing how new things pop up on a golf course and can look completely different from site to site, year to year.

A primary focus in 2016 was the management of the newer grass from the project and managing the turf differently to create the same playing conditions, primarily greens. The four newly constructed greens have a slightly different rootzone than the other 16 greens on property. The new greens are slightly firmer and putt slightly faster than the other greens, to combat this issue irrigation cycles were changed, mowing frequency differed, extra spiking and fertilization helped create more consistent conditions in 2016. As the greens mature they will become more and more similar to the others.



Before and after of scrub removal on #13 hillside after cart path extension.

For the second year in a row Reid utilized extra help from AmeriCorps and the Summer of Service Program to knock out a few projects. A change in their schedule helped us maximize their time with us with the ability to continue to maintain the golf course. The primary goal of their help were two cart



path extensions on holes #6 and #13. Each of these cart paths were terminated in areas too close to features during the project with only one exit point. This will lead to dirt patches and potholes. Very positive feedback after the extensions from the golfers and staff will continue to look at other areas to improve cart path exit and entry points after the project to give the golf course a cleaner look. Once the cart path extensions were complete the help was used to clean up a scrubby hillside on #13 near the cart path extension (photos above). This removal really helps visibility from #13 tee if a player hits it right.

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 this worked out well. Long working days during greens aerification create the playing conditions that golfers want to enjoy. Normally staff removes a core from the green but halfway through the 2<sup>nd</sup> green a mechanical breakdown slowed and changed operations. At this point a quick decision was made to use solid tines for aeration instead. This change is still beneficial with the relieving of compaction and gas oxygen exchange but it does not remove thatch. Luckily, numerous years of pulling cores has left the thatch layer very manageable in our greens. Other than a few select tee boxes where the turf becomes puffy the rest of the golf course was solid tined with very minimal disruption to play.



**Finished product of greens aerification after the equipment breakdown.**

The 2016 agronomic season can be considered a success all the way through December. A quick walkthrough after Christmas' rains showed minimal ice coverage which I expected, the only surprise was the color of green that was still present in late December! The most recent ice storm the week of January 9<sup>th</sup>, 2017 is cause for concern and as soon as temperatures cooperate all means necessary will be made to remove the ice and start the ice damage clock over.

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. This offseason RFQ was geared toward new chemical technologies which may cost more per acre but have lower use rates and longer control. A goal of staff is to lower the active ingredient use rate for the entire golf course from year to year.

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 2016 a permanent dedicated bench was donated by a family for #16, this brings the course total to three. These benches require no maintenance and are installed in a way that grounds staff does not have to move them during maintenance. Hopefully the trend of bench donation will continue at Reid for years to come enhancing the golf course's appearance. Additionally, golf course cutting units are disassembled and 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.

Although the weather was a rollercoaster it did not leave the golf course in a catastrophic state after any storm in 2016. The largest event dropped a leaning spruce behind #11 green and a large oak branch the following day, hopefully the trend continues next year to not have to shut the course down for major repairs. There were some vandalism issues this year, 18 divots (when staff reported and did not fix on their own) were taken out of greens throughout the season. This does not create a great deal of work to fix, but over time the plugged out divots if too numerous will create a poor playing surface while the plugs heal over. Finally the largest amount of damage from vandalism occurred on the 2<sup>nd</sup> green when a large stone was used to damage the green. It was fixed quickly and most golfers would have had no idea it happened.



**Damage to #2 green from stone being thrown/dropped on putting surface.**

One last notable project of 2016 was the transplant of two trees. With the impending construction project at Erb Park & Pool, Reid took advantage of two newly planted trees and had them transplanted to Reid. These two trees were placed in a location to replace current trees which are in decline.



**Tree getting planted on #18, Maple in background in decline.**

Until the weather breaks in spring 2017 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 31<sup>st</sup>, 2016

City of Appleton - Reid Golf Course				
2016 Revenues - December 31, 2016				
	2015		2016	
<u>Green Fees</u>	2015 Y-T-D Rounds	Total Revenue	2016 Y-T-D Rounds	Total Revenue
Weekday-18 Holes	1,840	\$38,525.08	1,952	\$37,888.92
Weekday-9 Holes	10,476	\$155,120.40	11,055	\$163,167.31
Weekend - 18-Holes	1,387	\$38,115.64	1,115	\$32,724.04
Weekend - 9 Holes	2,389	\$44,069.08	1,933	\$34,954.48
Twilight Golf	4,705	\$41,958.10	4,549	\$45,451.56
Passholder Rounds	6,483		7,561	
Promo Rounds	5,187	\$111,549.56	5,465	\$100,625.36
Coupon Rounds	488		421	
Outing/Tournament Rounds			189	\$4,619.07
Other	4	\$80.00	1,064	\$6,344.34
Memorial Day/Mother's Day Free Golf Promo	64		30	
High School Rounds	224		554*	
* More accurate reporting of High School Rounds				
<b>Sub-Totals</b>	<b>33,247</b>	<b>\$429,417.86</b>	<b>35,888</b>	<b>\$425,775.08</b>
<u>Pass/Coupon/Discount Card Sales</u>	2015 Y-T-D Sales	Total Revenues	2016 Y-T-D Sales	Total Revenues
Pass Sales	109	\$57,830.00	117	\$51,380.00
Corporate Pass Sales	3	\$7,375.00	4	\$9,875.00
Coupon Sales	74	\$6,490.00	64	\$5,304.90
Discount Cards	88	\$2,640.00	90	\$2,700.00
<u>Cart Revenue</u>	2015 Y-T-D Cart Sales	Total Revenues	2016 Y-T-D Cart Sales	Total Revenues
Cart Fee	10,126	\$94,976.00	10,972	\$107,873.06
Annual Cart Passes	17	\$8,505.00	20	\$11,210.00
<u>Practice Range</u>	2015 Y-T-D Sales	Total Revenues	2016 Y-T-D Sales	Total Revenues
Driving Range	2,954	\$17,808.00	3,823	\$23,255.82
Annual Range Pass	8	\$2,412.50	14	\$3,562.50
<u>Golf Shop Merchandise</u>	2015 Y-T-D Sales	Total Revenues	2016 Y-T-D Sales	Total Revenues
Balls/Assessories/Apparel/Misc.	2,617	\$15,845.41	3,049	\$19,543.61
Gift Cards	168	\$7,393.05	225	\$6,950.20
Other Rentals	1,043	\$4,475.00	793	\$5,731.40
<u>Food and Beverage</u>	2015 Y-T-D Sales	Total Revenues	2016 Y-T-D Sales	Total Revenues
Food	6237	\$17,330.71	7,300	\$18,899.83
Beverage	10,190	\$22,167.87	10,894	\$22,247.15
Alcohol Sales	15,954	\$64,306.15	17,780	\$72,904.08
<b>Total Revenue (All Categories)</b>		<b>\$758,972.55</b>		<b>\$787,212.63</b>
Note: Other rentals include additional revenue club rentals, pull carts & locker rentals.				

## Appendix B – Golf Course Expense Report Ending December 31<sup>st</sup>, 2016

Reid Golf Course Budget December 31st Expense Report			
Description	Budget	End of December Expense	Available
Regular Salaries	\$154,077	(\$152,603)	\$1,474
Overtime	\$500	(\$131)	\$369
Part-Time	\$122,149	(\$115,881)	\$6,268
Fringes	\$65,440	(\$84,160)	(\$18,720)
Training and Conferences	\$1,000	(\$285)	\$715
Office Supplies	\$750	(\$480)	\$270
Memberships & Licenses	\$1,076	(\$1,040)	\$36
Food & Provisions	\$250	(\$100)	\$150
Printing & Reproduction	\$2,500	(\$1,870)	\$630
Clothing	\$1,000	(\$527)	\$473
Accounting/Audit	\$2,700	(\$2,599)	\$101
Bank Services	\$8,000	(\$11,651)	(\$3,651)
Consulting Services	\$5,500	(\$2,290)	\$3,210
Advertising	\$12,000	(\$10,007)	\$1,993
Insurance	\$6,073	(\$6,780)	(\$707)
Rent	\$27,191	(\$30,543)	(\$3,352)
Depreciation Expense	\$67,000	(\$67,706)	(\$706)
Facilities Charges	\$32,466	(\$29,262)	\$3,204
CEA Equipment Rental	\$81,247	(\$89,318)	(\$8,071)
Software Support	\$4,700	(\$2,450)	\$2,250
Interest Payments	\$13,920	(\$13,793)	\$127
Trans Out			\$0
General Fund	\$17,900	(\$17,900)	\$0
Internal Services	\$3,200	(\$3,200)	\$0
Bldg Maintenance/Janitorial	\$5,000	(\$1,003)	\$3,997
Landscape Supplies	\$36,000	(\$34,177)	\$1,823
Concession Supplies	\$58,500	(\$60,658)	(\$2,158)
Miscellaneous Supplies	\$3,000	(\$2,034)	\$966
Gas Purchases	\$13,600	(\$12,165)	\$1,435
Miscellaneous Equipment	\$5,707	(\$5,839)	(\$132)
Collection Services	\$1,000	(\$1,013)	(\$13)
Contractor Fees	\$2,000	(\$2,310)	(\$310)
Equipment Repair & Maintenance	\$5,000	(\$4,501)	\$499
Other Interfund Charges	\$3,000	(\$188)	\$2,812
Electric	\$22,233	(\$21,651)	\$582
Gas	\$7,350	(\$3,421)	\$3,929
Water	\$2,023	(\$2,015)	\$8
Waste Disposal/Collection	\$1,825	(\$1,575)	\$250
Stormwater	\$12,120	(\$11,706)	\$414
Telephone	\$2,031	(\$2,837)	(\$806)
Cellular Telephone	\$620	(\$952)	(\$332)
Other Utilities (DirecTV)	\$1,700	(\$859)	\$841
	<b>\$813,348</b>	<b>(\$813,480)</b>	<b>(\$132)</b>

## Appendix C – 2016 Weather Data

2016	Average	Actual	Average Precip	Actual Precip	Difference
January	18	19	1.14	1.48	0.34
February	21	24	1.07	1.01	-0.06
March	31	37	1.82	4.24	2.42
April	45	42	2.94	1.49	-1.55
May	57	57	3.2	3.78	0.58
June	67	66	4	6.65	2.35
July	72	70	3.64	2.63	-1.01
August	70	71	3.79	4.13	0.34
September	61	64	3.18	5.47	2.29
October	48	53	2.53	2.23	-0.3
November	35	43	2.2	2.11	-0.09
December	22	22	1.56	2.16	0.5
	45.58	47.33	31.07	37.38	5.81