

# 2017



# Annual Report

**Submitted by:**

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#2 & 3 on a perfect summer day.

## **I. 2017 Season Overview**

After successfully taking over complete golf operations in 2015 and keeping the trend going in 2016, 2017 brought some unique challenges management had not seen in previous years at Reid. The golf course opened for play on Saturday April 1<sup>st</sup> at 11:00 a.m. and finally closed after play on November 18<sup>th</sup>. Carts and range opened a week later on April 8<sup>th</sup> with the range closing after play on November 8<sup>th</sup>. After having the most profitable March since taking over, \$62,262, staff was very optimistic on the season at hand, new passholders and a nice revenue cushion toward exceeding 2016 revenues. That quickly turned to concern with precipitation in some form and capacity on 48% of the days in the first three months the golf course was opened which left revenues through June down \$2300 or 0.63%. Luckily the 2<sup>nd</sup> half of 2017 was much more conducive to golf, which was good because in July problems were detected in Reid's irrigation well.

The irrigation system will routinely pump out 250,000 gallons of water multiple times per week when necessary, the well would then fill the irrigation pond back up for the next evening's watering. Output had fallen to approximately 50 gallons per minute or 72,000 gallons per day, compared to 275 GPM or 396,000 daily. This was caused by an intake screen caked in sediment, holes in the vertical piping and an aging pump. The cost of water is extremely high, \$.00608/gallon which for one night of irrigation is \$1520. From mid-August until irrigation blowout 4,000,000 gallons were irrigated mainly needing the well to sustain the irrigation pond. That amount of water would have cost \$24,320 which would have more than paid off the cost of removing the old pipe and pump, cleaning and installing new at \$19,749

plus an additional \$1100 in purchased water. This investment into infrastructure at Reid will help make Reid sustainable for the next 20-25 years.

This year also brought about other opportunities at Reid besides daily play including the addition of a spring golf event, Reid's 3-4-5, the 2<sup>nd</sup> annual Fall 2-Pin Challenge, City and Fox Cities Stroke Play events, adult lessons and Mary Beth Nienhaus Clinic Series, Couple's League, Family Golf Days, Super Twilight on weekends, Packer Game Day Special, Tax Day \$10.40 special and Thrifty Thursday's. Many of these same promotions will carry into 2018 with a few modifications and additions for a fun filled year by keeping the golf season fresh and exciting.

Finally, revenue projections were met in late October which is good considering the cold weather in November. After the year played out it is very interesting to see how each month compares to the next and which areas were more or less profitable. It has taken time to learn our customer base and their trends as 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 late 2015 and carrying it over into 2016 our new slow period began showing from 1:00 p.m. to 3:00 p.m. and in 2017 now we saw a small slow period on weekend mornings begin between 8:00-9:00. Continual emphasis in 2018 will be 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 \$390,754)**

Our overall rounds were down in 2017 to 34,352 down from the fourteen year high of 35,888 in 2016. 2017 ranked third highest rounds during the same period getting slightly beat by 2004's 34,745 rounds. This is roughly a 4% decrease over the previous year. Year three of operations tracking of rounds continued to be much cleaner and more precise on the sales report which shows in weekend 18-hole rounds. No longer do staff enter additional 9 holes in point-of-sale they now credit a 9-hole round and charge for 18, player pays the difference and tracking it pops up as an 18-hole round. Weather also 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 continues 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 grew again in 2017 with Thursday evenings long running Goodfellowship League, 2016 was their 75<sup>th</sup> year, by adding two teams. Although when all said and done league play was down this year due to constant rain in the spring, in May and June eleven league evenings were affected with weather, cancelling their rounds. Most leagues try to make up rainouts but other obligations come in the fall, for

example school, football and especially loss of daylight make it difficult to make up all the league rounds. Given the climate in Wisconsin there are only a certain number of golfable days in a year, at some point revenue cannot be made up from the league rainouts.

The investment in advertising for Promotional Rounds remained constant in 2017 but revenues dropped to \$68,421 down 34%, even though many promotions were carry overs from 2016. One of the new promotions was coupon for 2 for 1 green fee, cart mandatory which would not reflect in promotional revenue as carts are tracked separately. Our agreement with Community Color Mailer continued through the 2017 golf season with three mailings with great response from each. Other promotional 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 150 and Facebook followers by 1040, this is always a priority to grow our contact databases.

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 \$23.09 per visit to Reid for the entire year, \$0.63 more than 2016, a possible reason for promotional rounds being down more rack rate times purchased. Friday, Saturday and Sunday's were above average with a peak of \$29.20 on Saturday while Monday through Thursday were slightly lower than average with a Tuesday low of \$19.77. Reid's goal is to increase the average spent per golfer annually, 2017 was a success in raising what the average golfer spends per round keeping in mind the extra 1111 passholder rounds in 2017.

#### **b. Annual Passes, Discount Cards and Coupon Books (Actual \$86,633)**

2017 saw an uptick in annual pass sales revenues and 3 new Business Pass Customers now totaling 7. Another area of growth which is optimistic are Associate Passes which doubled to 8 sales this year, associate passes are 25-40 year olds. During the off season, efforts will again be placed into expanding our Business Pass sales by meeting with area businesses and the Chamber of Commerce and making strategic marketing efforts geared toward the business pass. The other types of passes changed minimally.

Coupon book and discount card sales increased in 2017. Coupon book sales rose 33% to \$7330 while discount card sales increased 35% to \$3600. We encourage league golfers to purchase the discount card which would pay itself off through their league play and would encourage them to play on other days throughout the week. Coupon books are roughly 20-25% off rack rate but do have time restrictions and are not allowed for league play.

Even during times of poor weather which keep the paying customer away passholders continue to play and get the most out of their pass. 8911 passholder rounds were played in 2017 a whopping 1111 more rounds than 2016.

**c. Rental Revenues (Actual \$126,463)**

Cart rentals saw a 2.5% increase from 2016, \$2929. A small \$2.00 increase for twilight cart fees accounts for \$2700 of the additional revenue. Total cart rentals were down but 8 more annual passes were sold. In July prorated cart passes were also introduced accounting for the extra sales. Daily fee rentals ended with \$108,228 in revenue and annual pass sales for carts ended at \$13,510. For a mild summer and wet spring it is interesting to see how much the carts were still used.

Miscellaneous rentals include pull carts, clubs and lockers. These end up being almost exactly the same as 2016 coming in at \$4726. Pull cart rentals were up by 43, but club rentals were down by 20 evening the revenues out. Storage lockers saw a nice bump this year, 25 lockers were rented for the year. This makes us optimistic about growing the game at Reid considering most of the lockers are rented by juniors.

**d. Lessons (Actual \$8,150)**

One of the nicest improvements in 2017 was the expansion of Reid's junior program and educational offerings. An additional seven juniors were part of the junior program but an additional eleven joined the junior golf league. The junior program was tweaked to accommodate an additional 24 juniors this year, although it did not reach capacity we are encouraged by the growth. The junior golf league was also revamped to be similar to the PGA Tour's FedEx Cup where players earn points each week. The kids enjoyed this new format and staff continually encourages them to join the stroke play events throughout the summer.

Beyond the rise in junior numbers Brian continued to give lessons and a new five part Clinic Series put on by Mary Beth Nienhaus was a huge success. After the initial clinic they all filled to capacity, 43 golfers took the 1:15 lesson from Mary Beth. Look for this clinic series to continue in 2018.



Practice green setup for one of the Mary Beth Clinics.

**e. Range Revenues (Actual \$25,588)**

As stated earlier, the driving range did not open until April 8<sup>th</sup> and closed November 8<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 in the landing area. Closing of the range happens slightly earlier than the golf course because during the cooler temperatures the turf does not recover. Desiring to start 2018 with a predominantly healthy tee, closing early allows for the staff to aerify, seed, topdress and cover necessary areas while eliminating wear.

Range revenues saw a small dip in 2017, 4.92% decrease which amounts to \$1320. The revenue generated is still \$5000 more than 2015. Management is looking into ways to create even more range revenue in 2018 and beyond.

**f. Merchandise (Actual \$23,857)**

Merchandise sales was an area of great improvement over years past. An additional \$4314 in sales this year, a large chunk of the extra revenue was a custom order for the Appleton East Girls Golf Team. Brian spent time each month creating a fresh look by moving merchandise around inside the pro shop. This will make it look as though new products have been brought into the pro shop when in reality all the items are the same.

**i. Golf Balls (Actual \$9,223)**

The largest amount of revenues in merchandise sales come from golf ball sales. Golf ball sales did not reach 2016 totals and vary depending on the amount of play. Considering rounds were down approximately 1500 golf ball sales remained constant in comparison with 2016.

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

As in previous years 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. One of the new offerings in 2017 were sunglasses which were very popular sellers when first brought in, 30 sunglasses sold accounted for \$563 in added revenue. 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 \$109,874)**

Another great source for revenue at Reid has been in Food & Beverage, our busiest days are during and after league play. Unfortunately, with the amount of rained out league nights we were unable to meet 2016 sales for a 3.7% decline. Each category saw minimal declines but our banquet revenues increased by \$3738 to offset some of the other areas. This number has increased from a couple of new outside outings and the addition of the Reid 3-4-5 tournament which we included food and drink tickets.



Roughly 20% of part-time labor costs at Reid are in food and beverage, \$24,000. Including all expenses food and beverage netted \$43,664 in profit.

**i. Food (Actual \$21,174 Includes Banquet Revenue)**

Without offering a large and varied menu typically only golfers will come in and eat versus the general public stopping in; this is a trend we hope to change. In 2017 staff introduced breakfast on Saturday mornings to hopefully drive additional revenue from the avid early morning golfer. Breakfast did not roll out until June and had very limited success, only \$123 in added revenue this year. Brian was able to cover the breakfast orders before food and beverage staff came in later in the day to keep costs down.

Food service continued being more efficient in 2017 with less waste and higher profit margins. Margins increased from 45% to about 50% not including labor this year. Labor does not factor into individual line items as the position is constantly shifting from beverage cart on the course to helping out inside, only full food and beverage numbers include labor. During tournaments, outings and events Reid was able to setup a buffet lunch for the guests, we also sell drink tickets pre-round to help with drink sales. 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 \$19,501)**

Beverages continued to excel in Food and Beverage sales even though it was 12.3% lower in total sales this year. Spending \$7,815 on non-alcoholic drinks turned into nearly three times the sales providing a great profit margin. Prices rose minimally from Pepsi again this year but it is not worth passing on to the consumer in \$0.25 increment yet. Besides the poor early season weather another factor in sales was a cool May, June, July and especially August which ended 5° below average.



### **iii. Alcoholic Beverages (Actual \$69,198)**

Similar to non-alcoholic drinks, alcoholic sales were very profitable, the cost of \$24,644 almost tripled. The vendors were very conscience of the seasonal nature of our business and issuing credits for unopened products and allowing inventory levels to drop significantly in the Fall. 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 \$81,047)**

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 University cross country meet. New in 2017 Reid hosted the City Junior High Cross Country meet on the front 9, back 9 remained open for play, on the afternoon of September 26<sup>th</sup>. All parties involved were very satisfied with how the event went and have secured a date in 2018. Another area of additional revenue was the renegotiating of the high school agreements. Each individual team's fee was raised \$200 and will continue at the new rate of \$1250 for the next five years, Appleton East boys and girls and North's boys team call Reid home. With the increased payment, range amenities/availability were included.

## **III. Marketing**

The 2017 Marketing Plan revolved primarily around the individual golfer, but strides were made to increase our presence in Outings and business to business relationships gaining an additional 3 business passes. 2017 again utilized Constant Contact email marketing linked to our social media pages and Reid expanded the email list by nearly 10% to 2926 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 May through August with great success. On January 1<sup>st</sup> Reid had 1950 Likes and at the end of the year Reid was up to 3040, almost a 50% increase!

Real-time marketing improved this year with the addition of another 3<sup>rd</sup> party tee time vendor teeoff.com. Staff was able to manipulate tee time pricing to encourage or drive golfers to certain times. In our market teeoff.com seems to have greater golfer recognition as more times were booked on it compared to GolfNow's tee time service which we have used for the past few years. The most popular booking engine used is still Reid's website.

## **IV. Staffing in 2017**

Recruiting, hiring and retaining staff is becoming more and more difficult in the golf industry. An emphasis was placed on hiring staff earlier to make sure they are all in place before the season starts off. 2017 hiring got off to a great start by having all pro shop attendants return, the POS, golfer and utilization familiarity made for a smooth transition into the golf season.

The seasonal clubhouse staff for the 2017 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. New in 2017 a fall evening grounds crew came in on Wednesday evenings to mow, change course setup and rake bunkers. This type of scheduling could become more popular in spring and fall if the shoulder season staff is thin.

Overall the staffing in 2017 was improved and the staff was quite dedicated. Retaining a good portion of our staff from 2017 will make 2018 smoother and more efficient because they know the process and customers.



A beautiful fall sunrise.

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

The 2017 season was successful and another layer for a strong sustainable municipal golf course. Total revenue of \$861,032 through all revenue sources was procured, after all expenses were paid Reid made \$53,600\* in 2017. \*True end of year numbers may look slightly different due to end of year adjustments made by the Finance Department. With all of 2017’s challenges staff takes great pride in making \$53,600 this year considering the unbudgeted \$20,000 Irrigation Well Capital Improvement Project this summer. 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.

Similar to 2016, weather was a negative in 2017. The surplus of early season rain caused numerous days throughout the season without carts, 16 days in April, May and June. 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 71 of 214 days, so there were plenty of opportunities for staff to fix problems and enhance the customer experience. 2017 felt like the old saying, “take one step forward and two steps back.”

The offseason heading into the 2018 golf season will be spent tweaking our marketing plan and adjusting to our customers’ demands, really fine tuning operations of Reid. Most vendors are in place but 2018 will present new agreements and opportunities between Reid 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.

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.

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 a software upgrade to allow acceptance of a new type of chip card. An additional credit card reader and mobile credit card reader were purchased this fall with money from Reid’s Community Foundation Account to help ease the pressure of one credit card reader in the pro shop. The new chip readers are great and limit Reid’s liability but they do take more time per transaction. 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.

The Community Foundation contacted us to discuss an account in our name that was sitting in an account while paying fees. The account was closed out and the items purchased were:

- Additional credit card reader for pro shop
- Mobile credit card reader for 2<sup>nd</sup> beverage cart
- Laser level for grounds projects
- 18 forward tee plates to be installed in the fairways, these will act as junior markers throughout the year

Three 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 unique perspective of #15 green with great color contrast from the native grasses.

## VI. Grounds 2017 Wrap-Up

As stated many times before in this report, weather was a huge issue in the beginning of 2017. For grounds and turf care it starts in the winter months, after examining turf there was significant ice buildup in place. Staff removed the snow from the greens prior to warm temperatures on January 19<sup>th</sup> which melted the remaining ice that the machines were able to operate on, thanks to City of Appleton Grounds Manager Greg Hoekstra for allowing us to utilize their equipment. Ice cover of 30-45 days can kill poa annua the prominent grass on most of the greens and playing surfaces. No one could foresee the warm February temperatures Appleton experienced, but the warm weather allowed staff to prune around all the shelters and maintenance shop.



After snow removal on 1/19.

A dry spring is great for root growth development and preferred by most superintendents when there is not much turf recovery needed. April and June were wet, 2.46" and 2.3" 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 typical stressful months of June, July and August before recovery begins in September.

On Wednesday June 14<sup>th</sup> a perfect June day turned into a worst case scenario in a blink of an eye, an EF1 tornado swept across Reid, luckily only a narrow swath of the golf course was damaged. When all the damaged trees are cleaned up or removed this winter the total of trees lost due to the storm will be near 50. A positive from this storm is no tree which fell damaged a green or tee, irrigation satellite or irrigation line. Again Grounds Manager, Greg, helped out by sending some fulltime and seasonal staff to help clean up the damage and we were able to stack debris in a manner Public Works could scoop up much like they do in the fall. After 10 hours of cleanup on Thursday the front 9 opened less than 24 hours after the tornado, the back 9 needed a little more time and was ready for play at 11:30 the following morning.





**Large Oak snapped off at base left of #1.**

The annual precipitation totals ended 1.45" above normal, the third year in a row with above average precipitation. Besides April and June's 2"+ surplus of rain the rest of the golf season was below average. 2017 was a difficult year to manage turf and squeeze in applications early in the year. 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. It goes to figure that during the wettest spring since taking over the irrigation system startup would be the smoothest. For the third consecutive year less water was irrigated, only 7.3 million gallons was used for irrigation in 2017. That is 2.3 million less than 2016. The issue with the well was luckily timed with much cooler than normal temperatures for the time of year allowing for even less water being applied knowing the grass would bounce back once the well was operational. 6 of the 12 months in 2017 were below average temperature, overall the year ended slightly warmer than average, +/-0.5, 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 2017. A new greens fertility program worked well and have the new greens performing the same as the old ones creating consistent greens. After initial inspections of the golf course this winter there is no snow mold present on playing surfaces, although ice is a concern as of January 11<sup>th</sup> and plugs will be pulled in early February to see what greens up in the shop. Not necessary to do every year, but it is imperative to know what problems could be present heading into the year.

For the third year in a row Reid utilized extra help from AmeriCorps and the Summer of Service Program to assist on a few projects. A change in their schedule helped us maximize their time with us while

maintaining the golf course on a day to day basis. The first two days they were at Reid they concentrated on root pruning trees adjacent to fairways on 7 holes. Tree roots will out compete grass roots for water and nutrients, root pruning creates a small trench that cuts surface roots, soil is then put back, compacted and seeded. Visually these root pruned areas can look stunning in the fall with distinct lush green turf and thinned brown under the tree. The second group of days with the program were used to clean up stump holes from the tornado. The program leaders like to keep the kids together but were able to keep a group cleaning, backfilling and seeding. This was a great task for them and the golf course to accomplish.

Other projects in 2017 included:

- Connected terminated drain tile on #8 to the pond, approximately 150' of drain tile was added along with a catch basin to collect surface water. The catch basin also acts as a clean out for the drainage.
- Connected another terminated (both disconnected during the stormwater project) drain line on #10 where carts exit the fairway towards the cart path. This is a high traffic area and one of the worst areas for path washouts after heavy rains, this project included creating a stone apron leading to the path and re-sodding at the end of the path where screenings continually accumulated. Done in stages, the sod was laid on November 21<sup>st</sup> after the course was closed for the year.



**Finished project after topdressing new bentgrass sod.**

- A new drain was installed replacing a clogged line between #14 and 15 fairways.
- All bunkers and sprinkler heads were edged.
- All Reid and traffic control signs and ball washer posts were refinished.



- Continued Emerald Ash Borer treatments, key trees that are essential to the way the hole plays are treated bi-annually with an injection. Other Ash are treated with a more cost effective soil drench.
- Fence line cleanup behind #3 tee, this included removal of Buckthorn to make maintenance easier. In conjunction with this area staff also cleaned up our dumpsite area.
- #15 cart path entrance and turnaround were expanded. Near the white tee box where an Arb was removed post tornado a mulched landscape bed was added finishing the area.
- A drainage project near the cell phone towers was completed by an outside contractor. This project was paid for by American Tower, after the installation of the 2<sup>nd</sup> structure the first structure would hold water after moderate rains. This made accessing the flag pole difficult.
- Introduced maintenance Monday Facebook posts to encourage proper etiquette to the golfers.

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 which is information that is being completed this offseason. The new products with proper application timing allowed one less fairway fungicide application this 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. 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.

2017 was a constant take one step forward and quickly two steps back both financially and agronomically. This is a constant battle to improving operations at Reid and is what drives management. Until the weather breaks in spring 2018 no one knows what will happen in the coming year 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, 2017

City of Appleton - Reid Golf Course				
2017 Revenues - December 31, 2017				
	2016		2017	
	2016 Y-T-D Rounds	Total Revenue	2017 Y-T-D Rounds	Total Revenue
<b>Green Fees</b>				
Weekday-18 Holes	2,017	\$39,049.16	1,927	\$37,107.53
Weekday-9 Holes	12,144	\$175,238.66	10,486	\$155,100.97
Weekend - 18-Holes	1,219	\$35,056.70	1,813	\$48,094.61
Weekend - 9 Holes	2,658	\$43,777.11	3,080	\$48,524.19
Twilight Golf	4,456	\$34,410.57	3,440	\$33,505.26
Passholder Rounds	7,800		8,911	
Promo Rounds				
Coupon Rounds	803		559	
Outing/Tournament Rounds	464	\$9,681.90	660	\$12,903.04
Other	4,327	\$83,941.91	2,785	\$55,517.97
Memorial Day/Mother's Day Free Golf Promo				
High School Rounds	554*		690	
<b>Sub-Totals</b>	<b>35,888</b>	<b>\$421,156.01</b>	<b>34,351</b>	<b>\$390,753.57</b>
	2016 Y-T-D	Total	2017 Y-T-D	Total
<b><u>Pass/Coupon/Discount Card Sales</u></b>	<b><u>Sales</u></b>	<b><u>Revenues</u></b>	<b><u>Sales</u></b>	<b><u>Revenues</u></b>
Pass Sales	118	\$52,130.00	124	\$58,627.72
Corporate Pass Sales	4	\$9,875.00	7	\$17,500.00
Coupon Sales	57	\$5,304.90	79	\$6,905.00
Discount Cards	90	\$2,700.00	120	\$3,600.00
	2016 Y-T-D	Total	2017 Y-T-D	Total
<b><u>Cart Revenue</u></b>	<b><u>Cart Sales</u></b>	<b><u>Revenues</u></b>	<b><u>Cart Sales</u></b>	<b><u>Revenues</u></b>
Cart Fee	10,972	\$107,873.06	10,447	\$108,227.51
Annual Cart Passes	20	\$11,210.00	28	\$13,510.00
	2016 Y-T-D	Total	2017 Y-T-D	Total
<b><u>Practice Range</u></b>	<b><u>Sales</u></b>	<b><u>Revenues</u></b>	<b><u>Sales</u></b>	<b><u>Revenues</u></b>
Driving Range	3,823	\$23,255.82	3,607	\$21,872.70
Annual Range Pass	14	\$3,562.50	15	\$3,715.00
	2016 Y-T-D	Total	2017 Y-T-D	Total
<b><u>Golf Shop Merchandise</u></b>	<b><u>Sales</u></b>	<b><u>Revenues</u></b>	<b><u>Sales</u></b>	<b><u>Revenues</u></b>
Balls/Assessories/Apparel/Misc.		\$19,543.61		\$23,857.30
Gift Cards	232	\$10,014.32	282	\$11,611.56
Lessons*	57	\$1,280.00	177	\$8,150.00
Other Rentals**	793	\$5,731.40	759	\$4,725.55
	2016 Y-T-D	Total	2017 Y-T-D	Total
<b><u>Food and Beverage</u></b>	<b><u>Sales</u></b>	<b><u>Revenues</u></b>	<b><u>Sales</u></b>	<b><u>Revenues</u></b>
Food	7,300	\$18,899.83	6,654	\$16,697.85
Beverage	10,894	\$22,247.15	9,758	\$19,501.46
Alcohol Sales	17,780	\$72,429.08	16,810	\$69,197.94
Catering/Banquet			851	\$4,461.75
<b><u>Raincheck Redeemed</u></b>		<b>-\$3,064.12</b>		<b>-\$4,209.66</b>
<b>Total Revenue (All Categories)</b>		<b>\$784,148.56</b>		<b>\$778,705.25</b>
*Lessons include private, group and juniors				
**Other rentals include additional revenue club rentals, pull carts & locker rentals.				

## Appendix B – Golf Course Expense Report Ending December 31, 2017

Description	Budget	End of December Expenses	Available
Regular Salaries	\$161,359	(\$150,134)	\$11,225
Overtime	\$528	(\$572)	(\$44)
Part-Time	\$123,781	(\$119,727)	\$4,054
Fringes	\$80,078	(\$83,243)	(\$3,165)
Training and Conferences	\$1,000	(\$447)	\$553
Office Supplies	\$600	(\$343)	\$257
Memberships & Licenses	\$1,566	(\$1,554)	\$12
Food & Provisions	\$100	(\$100)	\$0
Printing & Reproduction	\$2,500	(\$1,504)	\$996
Clothing	\$750	(\$60)	\$690
Accounting/Audit	\$2,800	(\$2,709)	\$91
Bank Services	\$13,000	(\$12,086)	\$914
Consulting Services	\$1,500	\$0	\$1,500
Advertising	\$11,000	(\$9,971)	\$1,029
Insurance	\$7,785	(\$7,786)	(\$1)
Rent	\$27,191	(\$29,771)	(\$2,580)
Depreciation Expense	\$67,365	(\$67,768)	(\$403)
Facilities Charges	\$32,264	(\$19,837)	\$12,427
CEA Equipment Rental	\$89,151	(\$79,843)	\$9,308
Software Support	\$2,369	(\$2,045)	\$324
Interest Payments	\$13,320	(\$13,520)	(\$200)
General Fund	\$17,900	(\$17,900)	\$0
Internal Services	\$0	\$0	\$0
Bldg Maintenance/Janitorial	\$3,500	(\$986)	\$2,514
Landscape Supplies	\$36,400	(\$34,491)	\$1,909
Concession Supplies	\$58,500	(\$60,403)	(\$1,903)
Miscellaneous Supplies	\$3,000	(\$2,084)	\$916
Gas Purchases	\$13,000	(\$12,381)	\$619
Miscellaneous Equipment	\$3,700	(\$4,392)	(\$692)
Collection Services	\$1,100	(\$998)	\$102
Contractor Fees	\$2,000	(\$20,659)	(\$18,659)
Equipment Repair & Maintenance	\$5,000	(\$3,583)	\$1,417
Other Interfund Charges	\$3,000	\$0	\$3,000
Electric	\$22,233	(\$20,231)	\$2,002
Gas	\$6,500	(\$3,750)	\$2,750
Water	\$2,100	(\$3,068)	(\$968)
Waste Disposal/Collection	\$1,880	(\$1,979)	(\$99)
Stormwater	\$12,120	(\$11,516)	\$604
Telephone	\$2,900	(\$3,306)	(\$406)
Cellular Telephone	\$904	(\$894)	\$10
Other Utilities (DirecTV)	\$1,700	(\$1,791)	(\$91)
	<b>\$837,444</b>	<b>(\$807,432)</b>	<b>\$30,012</b>

### Appendix C – 2017 Weather Data

2017	Average	Actual	Difference	Average Precip	Actual Precip	Difference	Snow Fall	Days w/ Precip	No Carts
January	18	23	5	1.14	2.54	1.4	7	12/31	n/a
February	21	29	4	1.07	0.99	-0.08	4.6	7/28	n/a
March	31	31	0	1.82	2.62	0.8	9.5	11/31	n/a
April	45	47	2	2.94	5.4	2.46	0	14/30	7/23
May	57	54	-3	3.2	2.95	-0.25	0	12/31	3.5/31
June	67	66	-1	4	6.3	2.3	0	18/30	4.5/30
July	72	70	-2	3.64	2.4	-1.24	0	8/31	0/31
August	70	65	-5	3.79	3.35	-0.44	0	9/31	.5/31
September	61	63	2	3.18	2.2	-0.98	0	4/30	0/30
October	48	52	4	2.53	1.8	-0.73	0	6/31	0/30
November	35	34	-1	2.2	1.1	-1.1	0	7/31	0/13
December	22	19	-3	1.56	0.87	0.69	8.5	13/31	n/a
	45.58	46.08	0.5	31.07	32.52	1.45	29.6	121/365	15.5/219