

## *Golf Course Advisory Board*

### *Agenda*

*October 17, 2016*

*6:30PM*

*Louisville Public Library, 951 Spruce Street,  
First Floor Meeting Room*

1. Call to order.
2. Roll call.
3. Approval of agenda.
4. Approval of minutes from September 19, 2016.
5. Public comments on items not on agenda.(Please limit to 3 minutes). Items 1thru 5 – 10 minutes.
6. Staff update on:
  - a. Course outstanding issues.
  - b. Update on F & B operation and Fall & Winter plans
  - c. Dashboard review
  - d. Marketing activities for Fall and Winter
7. Joint discussion:
  - a. City Manager's Proposed 2017-18 Biennial Budget for Coal Creek Golf Course
  - b. GCAB/staff sub-committee strategy development activities.
8. Proposed agenda items for next meeting – 5 minutes.
  - a. Next meeting is Thanksgiving Week Monday. Discuss Board availability and reset date or cancel until January date.
- 9. Next meeting- Louisville Public Library on 11/21/2016 at 6:30PM.**
10. Adjourn.



## **Golf Course Advisory Board Meeting Minutes**

**09-19-2016**

**Louisville Public Library  
6:30 PM**

1. **Call to Order:** Chairman Ken Gambon called the meeting to order at 6:30 PM.
2. **Roll Call:** Taken by Ken Gambon and the following members were present:  
Board Members Present: Ken Gambon, Perry Nelson, Sandy Stewart, Lisa Norgard, Cory Nickerson, and Michele Van Pelt  
Board Members Excused Absence: None  
Board Members Absent: None  
Council Members Present: Dennis Maloney  
Staff Members Present: Joe Stevens, David Baril, Ginger Cross, and David Dean  
Public: None  
Ken Gambon noted that Heikke Nielsen has resigned from the Board and the vacant position will be filled in January.
3. **Approval of Agenda:** The agenda was unanimously approved. Sandy Stewart proposed, Perry Nelson seconded.
4. **Approval of Meeting Minutes:** The August 15, 2016 Minutes were unanimously approved. Ken Gambon proposed, Michelle van Pelt seconded.
5. **Public comments:** None
6. **Staff Updates:**
  - a) *Course Outstanding Issues* – All greens including the practice green have been aerated and are recovering. On some greens, the aeration equipment hit buried rocks and golf balls and broke tines. Sod from the nursery green is being used to repair the damaged areas. Staff is working with LU for redress. There are no major issues affecting the course. The pond on hole #11 had a severe algae problem and has been treated. Colder weather will inhibit further algae growth. The problem with under-staffing continues but, with only two weeks remaining to use seasonal help, there are no plans to hire anyone.

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- b) *Update on Food & Beverage Operation and Upcoming Plans* - David Baril reported the present set of computers, inherited from Western Golf will be replaced. Joe Stevens stated that this expense will be covered by a carry-over from last year's IT budget. The audio system will be improved and a large-screen TV will be re-installed. David plans to display scrolling updates on daily specials etc. on the TVs as well as displaying results from matches. Steve Lembke has requested bids for screens to enclose the deck area and the pole barn.
- c) *Dashboard Review* – The overall net earnings are looking good but the \$225K loan repayment to the Wastewater fund will wipe out most of the expected revenue. The debt to the Wastewater fund stood at \$1,138,916 as of December 2015 and requires 6 more years of annual repayments of \$225K. This debt was incurred from resurfacing the parking lot (\$700K) and relining the pond on hole #10 (\$370K) plus accrued interest.
  - September green fees were good allowing for the reduced play and reduced green fees following aeration. 2015 showed significant rounds played in October and early November and, given good weather, this should continue in 2016. David has 4 outings booked for October plus a small outing of 24 players that have used the course 3 times already this year.
- d) *Marketing Report* – Ginger provided a comprehensive report (Attachment A) on the current and planned marketing projects for both the golf course and for the Sweet Spot Café.
  - The Chamber of Commerce has organized a ribbon-cutting for Sweet Spot at the Clubhouse at 4:30pm on Thursday September 22<sup>nd</sup>
  - It was noted that the “Golf Shot” GPS phone app includes a survey for each round but it is unknown how the survey results are used – they are not supplied to the golf course.
  - The Board suggested that Sweet Spot should develop its own website – or create a webpage for the Coal Creek website.
  - A glow-ball golf tournament was suggested. David has not considered this but he did investigate the possibility of lighting the driving range. This would cost \$10K and would likely be unpopular with neighbors.
  - The survey sent out on Aug 15 to all 7,800 addresses resulted in 392 responses. The results will be analyzed and reported at our October meeting.



## 7. Strategy

- a) Study Session with City Council: There are no open issues arising from the August study session with Council.
- b) *GCAB/Staff Sub-Committee Strategy Development Plans/Schedule*: Michelle and Perry shared a document (Attachment B) outlining the progress made on the Strategic Planning Process. The Vision, Mission and Goals Statements have been fleshed out and the next steps are to define specific objectives.

Joe stated that the City Manager would present the first draft budget to city council on September 20<sup>th</sup>. This includes the budget for the golf course. The Board expressed concern that no attempt had been made to involve the GCAB in preparing the Budget. *(Note from minutes of our May Meeting: At the April Meeting Joe committed to present an outline of the 2017 budget to the Board at the May meeting, before it is submitted to the City Manager's office for review prior to submission to Council for approval.)* Joe stated that the present version is a first draft and the Board would have the opportunity to review and contribute prior to final Council Approval on December 6. Joe described the current draft as a "status quo" budget. The Board commented that it appeared there would be no provision for reserves against future capital needs and that such a budget would not provide a framework to grow the course as a successful business. Until the Wastewater debt is discharged in 2021 per the current plan there will be little, if any, surplus to fund maintenance and capital expenditures, far less any investment to grow the business.

## 8. Proposed Agenda Items for Next Meeting

Ken proposed that we continue to keep the same topics on the next agenda for the October 17, 2016 meeting with the addition of a detailed discussion of the 2017 budget.

## 10. Adjourn

There being no further business, the meeting was adjourned at 8:30pm. Motion to adjourn proposed by Perry Nelson and seconded by Lisa Norgard.



Attachment A

**Coal Creek Golf Course Marketing Update September 2016**

**8/25 – 9/8 Ideal Golf**

- Sold 166 to 56 customers
- Gross: \$6631.70 Net: \$4973.59
- Exposure to customers throughout state of CO
- 74 redeemed, expire Oct 31
- Customers given card for free cart on next round to encourage return
- Cost 25% (\$1658.11)

**9/10 Superior Chili fest**

- Sweet Spot Café attended – served 20 gallons of chili and had exposure to 12,000 people
- Had banner and handed out postcards, menus and coupons

**9/19 – 1/2 Avid Golf \$52.80**

- 18 holes of golf, cart, small bucket of range balls, tees, green repair tool and a \$10 Sweet Spot Café gift card for \$52.80. Valid anytime Monday through Friday; Saturday and Sunday after 2:00 p.m. Enter to win a 1-hour clinic for your foursome on your next round.
- Cost \$900.00

**9/19 Golf Now**

- Trial of Golf Now
- We determine rates and tee time availability – not discounting prime time rates
- 15% Cost if booked through Golf Now
- Will evaluate in November to see if it is worth continuing

**9/22 Ribbon Cutting Sweet Spot Café 4:30pm**

- Attendance of Louisville and Superior Chamber
- Attend and get \$5 off dinner that night + happy hour specials

**10/7 DECA Taste of Monarch**

- Samples from Sweet Spot
- Info on Monarch Pass

**10/14 Rooftop Drop (1000 homes in Superior)**

- Postcard for Golf Course – offering 10% discount on memberships and free range balls
- Postcard for Sweet Spot – offering 15% discount on dining and include a menu

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**11/25 Black Friday**

- Range Ball Passes
- Memberships
- Lessons?
- Merchandise?

**12/16 Membership Holiday Gift Drive**

- Buy 2017 Membership Now and Get 3 Additional Months
- Develop sales script and goals for employees with incentives, add \$ Value to membership

**2017**

- 1/17 Avid Golf Passport (Free to golf courses, customers purchase book for \$80)
- 2/10-2/12 Denver Golf Show
- 2/17 Membership Drive - Develop sales script and goals for employees with incentives
- 3/17-5/17 Ad with trackable coupon in CO Hometown Weekly (distribution of 14k)
- 4/17 Mailing to Superior, Louisville, Broomfield, Lafayette, Erie, Westminster, Gunbarrel (survey data showed #1 reason for play is location)

**Ongoing**

- Working with Course Trends to change template of website to make it easier cleaner, easier to navigate, more engaging and have calls to action (book tee time, sign up for email, specials) easy to find. Also Google Analytics was not installed properly so there is no data on website traffic.
- Designing golf outing information packet
- Survey has been completed with 392 responses. Will be reviewing data and presenting at next meeting
- Ball repair 30 sec video
- Working with IT to have TVs (1 in Golf Shop and 1 in Sweet Spot) with scrolling information
- Survey cards are currently in carts, reviewing those monthly
- Marketing materials in local hotels
- Staff is asking people for their email addresses
- Attending Superior and Louisville Chamber events promoting golf outing and holiday catering
- Enews goes out weekly – currently 7846, have 362 bad emails and 1200 unsubscribes. Working on retention – would like to start including more tips, videos, etc. Will change to bi-monthly November – March
- Recommended Sweet Spot get a website

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Attachment B  
Coal Creek Golf Course  
Strategic Planning Process  
Fall 2016

***Elements of a Strategic Plan***

Vision

*Vision* is perhaps the most fundamental of the strategic planning elements. Vision is future-oriented and identifies what the course is all about—its purpose for being—as well as where it is heading. Infusing the course with a definite sense of purpose, a course’s vision states a direction for the course and describes the destination.

*CCGC strives to be a full service golf center as well as a source of civic pride, a center for social activities, and an important natural habitat for wildlife.*

Mission

*Mission* includes the broadest and highest level of the course’s goals and objectives. A written mission statement includes not only the course’s vision and purpose, but also the basic services the course provides. Generally, the mission statement is one that, if realized, ensures the course’s success. To make the distinction between vision and mission, vision is a broader approach, while mission includes the vision and then adds the basic services provided at the course.

More than any other element of the strategic planning process, the mission statement spells out the first-order reasons for the course’s existence. The mission statement flows directly from the course’s vision and helps crystallize it.

- *Maintain and operate quality golf course facilities and programs on a financially self-sustaining basis*
- *Provide affordable golf facilities and enjoyable outdoor recreational opportunities for the residents of Louisville and surrounding communities*
- *Develop a sense of community between the golfing public and citizens of Louisville*

Goals

*Goals* ensure fulfillment of the mission—how well a course aims toward those goals dictates its effectiveness. The strategic vision transitions to performance targets through goal-creation. Goals are evidence of the commitment by course management to achieve specific out-comes in keeping with the vision. Goals are the “meat and potatoes” of strategic planning. Goals will differ in terms of their timelines - short vs. long-term, as well as their focus – operational vs. strategic.

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- *Facility improvements – year-round multi-purpose practice facility, event space, cart storage*
- *Community resource for special events – opportunity to contribute to business retention and development by attracting high quality businesses and employees to the community*
- *Operational – methodology for funding capital reserve fund, stabilize staffing*

Objectives

Objectives are often described as the specific “whats” of a course. Objectives include short-term, departmental aspirations and aims. Objectives should be quantifiable—measurable by counting and timing—and should serve as steps toward goal-achievement.

Organizational situation analysis (SWOT)

Situation analysis helps a course establish a sense of identity and direction—where it is currently and where it might go in the future. Such analysis helps evaluate a course’s strengths, weaknesses, opportunities, and threats (SWOT) and is a valuable tool for planning the strategic direction of a course.

The SWOT analysis is both an internal and external appraisal. The internal appraisal identifies the course’s strengths and weaknesses. These strengths and weaknesses help managers establish a set of key factors for the course’s success. The external appraisal identifies the threats and opportunities that exist in the outside environment. This, too, helps managers establish a set of key factors for the course’s success.

Strategy statement

The objective of an effective strategy is to capitalize on a course’s strengths in a way that helps it develop sustainable advantages in its marketplace. After all, all stakeholders want their particular course to be the course of choice. To develop and highlight their strengths, courses can choose one or more of the following strategic methods:

- **Enhancing Differentiation.** With the “enhancing differentiation” strategy, the course concentrates on becoming more appealing in one particular area.
- **Enhancing Superiority.** A course using the “enhancing superiority” strategy endeavors to exploit a competitor course’s weaknesses or to emphasize its own noncompetitive strength.
- **Innovating.** Courses interesting in innovating would develop new products or services that do not presently exist at the course or at competing courses.

Budgets

There are three types of budgets that courses must create and manage. Capital budgeting, project capital budgeting, and operations budgeting.

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Action plan

The action plan comes together after planning and budgeting are completed. Often referred to as “operations” or “implementation,” the action plan is the realization or practical application of the strategic planning effort. Strategy and operations meet during action planning.

Assessing Progress

Whatever form the action plan takes, being able to measure whether the course is accomplishing its goals, objectives, and strategic initiatives is vital. The foundational element for controlling and monitoring progress is a connection to the “counts” and “times”—the objective measures—created in the budgeting process.

REVISED Dashboard

	Sep-16 september actual	September budget	YTD actual	YTD Budget
<b>Background information</b>				
<b>Playable Days</b>				
<b>Total Rounds</b>	3,275	3,520	23,476	28,417
<b>Revenue</b>				
Green fees	90,370	128,700	666,185	1,038,398
golf cart fee	27,960	26,796	181,830	213,532
range	9,735	14,850	89,522	119,815
annual pass	3,689	14,850	121,674	119,815
golf shop sales	10,721	15,950	78,763	128,835
Food & beverage	-	1,650	124	1,650
** All other revenue	10,169	3,740		60,919
<b>total revenue</b>	<b>\$ 152,644</b>	<b>\$ 206,536</b>	<b>\$ 1,138,098</b>	<b>\$ 1,682,964</b>
<b><u>total revenue per round</u></b>	<b><u>46.61</u></b>	<b><u>58.68</u></b>	<b><u>48.48</u></b>	<b><u>59.22</u></b>

<b>Expenditures</b>	Sept. actual	Sept. budget	YTD -august	YTD Budget
Course maintenance	65,951	73,931	318,735	508,754
Marketing	6,834	13,460	68,610	98,233
All other operations & expenditures	\$ 52,377	\$ 65,414	\$ 439,162	\$ 477,401
<b>Total expenditures</b>	<b>\$ 125,162</b>	<b>\$ 152,805</b>	<b>\$ 826,507</b>	<b>\$ 1,084,388</b>
Capital Projects	21,296	0	51,814.00	298,000
<b>Net Position</b>				
<b>Total revenue - total expenditure</b>	<b>\$ 6,186</b>	<b>\$ 53,731</b>	<b>\$ 259,777</b>	<b>\$ 300,576</b>

** all other revenue	** all other operations & expenditures
golf instruction	Golf Operations expenditures & wages
golf club repairs	Building maintenance & utilities
gift certificate sales	
golf club rentals	
handicap fees	
pull cart sales	
reimbursement for F&B utilities	

**Debt service Payment scheduled for December 2016 \$225,000**

## **Coal Creek Golf Course Marketing Update October 2016**

### **9/19 – 10/2 Avid Golf \$52.80**

- 18 holes of golf, cart, small bucket of range balls, tees, green repair tool and a \$10 Sweet Spot Café gift card for \$52.80. Valid anytime Monday through Friday; Saturday and Sunday after 2:00 p.m. Enter to win a 1-hour clinic for your foursome on your next round.
- Cost \$900.00
- RESULTS: 28 rounds booked- gathered emails and zip codes from participants
- Gross: \$1,478.40 Net: \$578.40

### **9/19 Golf Now (still going)**

- Trial of Golf Now
- We determine rates and tee time availability – not discounting prime time rates
- 15% Cost if booked through Golf Now
- Will evaluate in November to see if it is worth continuing

### **10/14 Rooftop Drop (1000 homes in Superior-delivering on 10/30)**

- Postcard for Golf Course – offering 40% off Range Pass, Free small bucket of balls, 2-for-1 cart
- Sweet Spot – offering 15% discount on dining and include a menu

### **11/16-12/16 New Website!!**

- Changing from Course Trends to 1-2-1 Marketing-same price/no long term contract
- Easier to read and navigate
- Will take it online presence to the next level!
  - Calls to action (Book Now/Specials/Sign up for email), allow people to register for events online or purchase gift cards, integrates with Facebook/Club Profit/Twitter, Blog capabilities, track what pages people are viewing on our website, online forms to request tournament info, online forum for Seniors/Womens/Mens Leagues

### **11/25 Black Friday**

- Range Ball Passes?, Memberships?, Lessons? Merchandise? Gift Cards?

### **12/1 Rock Creek Living**

- Monthly publication for Rock Creek Neighborhood in Superior,
- Distribution of 2500 to high end homes
- \$500 per month- 11 ½ page ads, one full page ad, one 2-page article spread
- Will work with Helene to book 2-3 Rock Creek golf or social events at Coal Creek Golf

## **12/16 Membership Holiday Gift Drive**

- Buy 2017 Membership Now and Get 3 Additional Months
- Develop sales script and goals for employees with incentives, add \$ Value to membership

## **2017**

- 1/17 Avid Golf Passport (Free to golf courses, customers purchase book for \$80)
- 2/10-2/12 Denver Golf Show - planning on attending
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- 3/17-5/17 Ad with trackable coupon in CO Hometown Weekly (distribution of 14k)
- 4/17 Mailing to Superior, Louisville, Broomfield, Lafayette, Erie, Westminster, Boulder, Gunbarrel (survey data showed #1 reason for play is location)

## **Ongoing**

- Google Analytics now installed on website (see info on following page)
- Working on new membership pricing/marketing for 2017
- Designing golf outing information packet – almost complete
- Survey has been completed with 392 responses. Will be reviewing data and presenting at November meeting
- Ball repair 30 sec video-was on hold due to aerification
- Working with IT to have TVs (1 in Golf Shop and 1 in Sweet Spot) with scrolling information
- Survey cards are currently in carts, reviewing those monthly
- Marketing materials in local hotels
- Staff is asking people for their email addresses
- Attending Superior and Louisville Chamber events promoting golf outing and holiday catering
- Enews goes out weekly –
  - 9/16 7846 email list, have 362 bad emails and 1200 unsubscribes.
  - 10/16 7812 email list, have 376 bad emails and 1238 unsubscribes
- Recommended Sweet Spot get a website – with new website they will have a page that they can manage



Coal Creek  
GOLF COURSE



LOUISVILLE

coalcreekgolf.com



Range Pass

**40%OFF**

\$150 worth of range balls  
for \$90.

Expires 01/31/17

RTD

Small Bucket  
of Range Balls

**FREE**

Valid anytime.

Expires 01/31/17

RTD

Pay ONE cart fee,  
Second rider is

**FREE**

Weekdays with  
purchase of 18-hole green fee.

Expires 01/31/17

RTD

# Colorado's newest 25 year old golf course.

- 18-Hole Golf Course & Practice Facility
- Golf Outings & Special Events
- Tournaments
- Golf Club Fitting & Repair
- Lessons
- Leagues (Men's, Women's & Seniors)
- Junior's Program
- Full Service Restaurant

Open 7 days a week from dawn until dusk.  
Check the website for daily green fee specials.

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- ▶ Benchmarking
- Users Flow

Acquisition

Behavior

- Overview
- Behavior Flow
- ▼ Site Content
  - All Pages
  - Content Drilldown
  - Landing Pages
  - Exit Pages

- ▶ Site Speed
- ▶ Site Search

Pageviews VS. Select a metric

Day Week Month [Chart] [Grid]



Primary Dimension: Page Page Title Other

Plot Rows Secondary dimension Sort Type: Default [Search] advanced [Grid] [Pie] [Bar] [Line] [Table]

Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	3,725 % of Total: 100.00% (3,725)	2,472 % of Total: 100.00% (2,472)	00:01:53 Avg for View: 00:01:53 (0.00%)	2,471 % of Total: 100.00% (2,471)	76.08% Avg for View: 76.08% (0.00%)	66.34% Avg for View: 66.34% (0.00%)	\$0.00 % of Total: 0.00% (\$0.00)
1. /	3,720 (99.87%)	2,468 (99.84%)	00:01:53	2,468 (99.88%)	76.09%	66.32%	\$0.00 (0.00%)
2. /championships_form/	2 (0.05%)	2 (0.08%)	00:00:00	1 (0.04%)	100.00%	100.00%	\$0.00 (0.00%)
3. /search?q=cache:http://www.coal-creekgolf.com/	2 (0.05%)	1 (0.04%)	00:00:09	1 (0.04%)	0.00%	50.00%	\$0.00 (0.00%)
4. /search?q=cache:irZRibGreW0J:http://www.coal-creekgolf.com/	1 (0.03%)	1 (0.04%)	00:00:00	1 (0.04%)	100.00%	100.00%	\$0.00 (0.00%)

Show rows: 10 Go to: 1 1 - 4 of 4

To: Golf Course Advisory Board

cc: Malcolm Fleming  
Dennis Maloney

Subject: Major Equipment Replacement at Coal Creek Golf Course

Attached, please find a high level summary of what I believe it would take to maintain our status quo at Coal Creek Golf Course over the next two decades understanding that golf course revenue alone will not be sufficient, under our current scenario, to pay for every capital improvement. The Finance Committee has requested this information in context of 2017-18 budgeting deliberations. Council Member Maloney has also requested Council discuss the disposition of previous debt associated with the golf course. This item will be part of City Council deliberations on October 12, 2016 with the meeting beginning at 7:00 p.m. in City Hall.

Enhancements such as a new restroom on the back nine, significantly expanded new clubhouse, new maintenance facility or complete replacement of golf course infrastructure (irrigation, new greens, bunkers, tee boxes, major pond replacement/repairs), cannot be initiated with the current funding stream. Assuming \$2M a year in revenue and 4% or \$80,000/year placed in a capital replacement reserve, the golf course enterprise fund would be in a position to replace equipment and maintain the facility as Coal Creek matures and ages. Four percent for capital is, for the present, a tall order for 2016 and 2017.

Part of the discussion, should there be any interest in subsidizing capital and or forgiving the debt, is what value beyond golf does Coal Creek Golf Course provide the community? Some could argue that Coal Creek is the best maintained and most cost-effective 160 acre parcel in the City, home to all types of wildlife, raises property values especially for homes around the golf course, is used for other activities such as the 4<sup>th</sup> of July, Pac 12 Cross Country Championships, high school cross country and golf, open space and ancillary recreational programs, community promotions and fundraisers as well as a contributor enhancing the local economy and helping to bring commerce to Louisville. Perhaps valid considerations for funding beyond what is generated solely by golfers?

**DRAFT COAL CREEK GOLF COURSE  
MAJOR EQUIPMENT INVENTORY\***

<b>Item Description</b>	<b>Estimated Replacement Cost</b>	<b>Useful Life (Years)</b>	<b>Remaining Life Span (Years)</b>
ClubCar Turf 1 Light Duty Utility Vehicle	\$ 6,500	6	3
ClubCar Carryall Café Express	\$ 12,000	7	4
Diamond K Fertigation Applicator	\$ 6,000	12	11
Foley Spin Relief Grinder	\$ 30,000	15	14
RainBird Nimbus II Computer Model H52030-05	\$ 9,500	15	14
RainBird Freedom System Model H59504	\$ 5,000	15	14
RainBird Weather Station Model WS-PRO-SH	\$ 7,300	20	19
Trion Workstation Model #4500	\$ 5,500	20	19
Toro RM 5410	\$ 49,000	12	11
Toro RM 5410	\$ 49,000	12	11
Toro Workman MD	\$ 7,000	9	8
Toro Greenspro 1240	\$ 11,000	8	7
Toro Greensmaster 3150	\$ 30,000	8	7
Toro Greensmaster 3150	\$ 30,000	8	7
Toro Greensmaster 3150	\$ 30,000	8	7
Toro Greensmaster 3150	\$ 30,000	8	7
Toro Workman MDX	\$ 20,227	9	8
EZ-GO Terrain Picker with Cage	\$ 9,000	10	9
Procore 864	\$ 27,000	10	9
Toro Groundsmaster 3500-G	\$ 33,153	10	9
Toro Proforce Blower	\$ 7,000	15	14
Pumps	\$ 80,000	15	14
Irrigation Replacement	\$ 1,200,000	30	29
Clubhouse Building	\$ 1,400,000	25	24
Clubhouse Furnishings	\$ 250,000	15	14
Maintenance Building	\$ 800,000	18	17
Ponds	\$ 900,000	25	24
Tee Boxes	\$ 500,000	30	29
Greens	\$ 1,200,000	30	29
Practice Facilities	\$ 225,000	30	29
<b>SUBTOTAL</b>	<b>\$ 6,969,180</b>		
<b>LESS:</b>			
Clubhouse Building	\$ (1,400,000)		
Maintenance Building	\$ (800,000)		
Irrigation Replacement	\$ (1,200,000)		
Ponds	\$ (900,000)		
Tee Boxes	\$ (500,000)		
Greens	\$ (1,200,000)		
Practice Facilities	\$ (225,000)		
<b>SUBTOTAL</b>	<b>\$ 744,180</b>		
Contingency of 20%	<b>\$ 148,836</b>		
<b>TOTAL</b>	<b>\$ 893,016</b>		

\*Items listed plus 20% contingency will require 4% set aside annually to sustain operations at existing service level to address capital need less replacement of major (\$1M +/-) items. 4% assumes \$2M annual revenue will generate \$800,000 over 10 years excluding any interest, trade-ins or salvage value of existing inventory.

# Recreation Program

## Summary of Expenditures, FTEs and Revenues

Recreation Program										
GOAL: Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels.										
Expenditures										
	2016 Projected	2017 Budget	Change	% Change	% of Total	2018 Budget	Change	% Change	% of Total	
Personnel	2,677,010	2,880,400	203,390	8%	58%	2,984,250	103,850	4%	60%	
Supplies	303,130	328,960	25,830	9%	7%	338,410	9,450	3%	7%	
Services	1,464,500	1,483,870	19,370	1%	30%	1,573,040	89,170	6%	32%	
Capital Outlay	664,715	241,900	(422,815)	-64%	5%	89,900	(152,000)	-63%	2%	
Other	-	-	-	#DIV/0!	0%	-	-	#DIV/0!	0%	
<b>Program Total</b>	<b>5,109,355</b>	<b>4,935,130</b>	<b>(174,225)</b>	<b>-3%</b>	<b>100%</b>	<b>4,985,600</b>	<b>50,470</b>	<b>1%</b>	<b>100%</b>	
<b>FTEs</b>	<b>53.01</b>	<b>55.10</b>	<b>2.09</b>	<b>4%</b>		<b>55.39</b>	<b>0</b>	<b>1%</b>		
Revenues										
Fund	Description	2016 Projected	2017 Budget	\$ Change	% Change	% of Total	2018 Budget	\$ Change	% Change	% of Total
General Fund	Youth Sub-Program Revenue	401,660	401,050	(610)	0%	10%	402,870	1,820	0%	10%
	Adult Sub-Program Revenue	151,000	151,200	200	0%	4%	153,200	2,000	1%	4%
	Senior Sub-Program Revenue	142,400	154,100	11,700	8%	4%	155,200	1,100	1%	4%
	Aquatics Sub-Program Revenue	190,500	199,010	8,510	4%	5%	201,510	2,500	1%	5%
	Rec Center Membership Fee	825,200	833,450	8,250	1%	20%	841,790	8,340	1%	21%
	Rec Center Daily User Fees	84,400	85,000	600	1%	2%	85,000	-	0%	2%
	Rec Center Merchandise	1,680	1,500	(180)	-11%	0%	1,500	-	0%	0%
	Rec Center Concession Fees	7,700	7,500	(200)	-3%	0%	7,500	-	0%	0%
	Rec Center - Rentals	101,800	99,260	(2,540)	-2%	2%	99,500	240	0%	2%
	Unclassified - Rentals	31,000	31,500	500	2%	1%	31,750	250	1%	1%
	Fund Total	1,937,340	1,963,570	26,230	1%	48%	1,979,820	16,250	1%	49%
Impact Fee Fund	Impact Fee Revenue	864,640	349,500	(515,140)	-60%	9%	187,750	(161,750)	-46%	5%
	Fund Total	864,640	349,500	(515,140)	-60%	9%	187,750	(161,750)	-86%	5%
Golf Course Fund	Green Fees	800,000	1,016,000	216,000	27%	25%	1,066,800	50,800	5%	27%
	Annual Season Passes	135,000	149,850	14,850	11%	4%	157,340	7,490	5%	4%
	Golf Cart Rentals	140,000	208,000	68,000	49%	5%	218,400	10,400	5%	5%
	Driving Range Fees	125,000	173,000	48,000	38%	4%	181,650	8,650	5%	5%
	Merchandise Sales	95,000	125,000	30,000	32%	3%	131,250	6,250	5%	3%
	Other Rentals	33,200	35,000	1,800	5%	1%	35,600	600	2%	1%
	Fees-Other	31,000	33,500	2,500	8%	1%	35,180	1,680	5%	1%
	Miscellaneous Revenue	19,500	21,100	1,600	8%	1%	21,800	700	3%	1%
	Fund Total	1,378,700	1,761,450	382,750	28%	43%	1,848,020	86,570	5%	46%
<b>Program Total</b>		<b>4,180,680</b>	<b>4,074,520</b>	<b>(106,160)</b>	<b>-3%</b>	<b>100%</b>	<b>4,015,590</b>	<b>(58,930)</b>	<b>-1%</b>	<b>100%</b>
Surplus/(Deficiency) of Program Revenue over Program Expenditures		(928,675)	(860,610)				(970,010)			

Note: Shaded revenues denote revenue that is not allocated to sub-programs at this time. Staff will discuss this issue during the October 12 presentation.

### Description of and Justification for Top Priorities

1. **2017. Recreation and Senior Center Increase in Part-Time Hours.** \$10,000 annually in 2017 and again in 2018 from the General Fund, fully offset by revenue. **Description:** Minor increases in hours (less than 0.2 FTE and) in various positions. **Justification:** Fully offset by revenue.

2. **2017. Contract Project Manager.** \$15,000 in 2016, \$120,000 in 2017, 2018 and \$60,000 in 2019 from Bond Funds (if voters approve the Recreation and Senior Center ballot measures). **Description:** This work will be contracted out with a firm specializing in large facility construction/expansion projects with special expertise in recreation center projects. Lead person will report to the Director of Parks and Recreation and will act as the City's representative during design, review, permitting, construction, expansion and improvements to the Recreation Senior Center and Memory Square Swimming Pool. The Project Manager will work closely with the architect and contractor and coordinate all work related to this capital improvement project. The contract will sunset at construction completion and/or upon final acceptance by the City. **Justification:** Contingent upon voter approval, this is a \$28.6M project requiring coordination, attention to detail, follow-through and holding the architect and the contractor accountable for City's agreed to design standards and fiscal constraints. The Project Manager will serve as the City's representative prior to and through construction making sure that the City's best interests are carried out and the project meets or exceeds expectations. Staff has started the RFQ/RFP process with it clear that the position is contingent on voter approval of the project. If the ballot measures pass, staff will ask Council to amend the budget and staff will start negotiations for a contract with the top ranked firm.
3. **2017. Golf Course Seasonal Worker - Operations & Pro Shop.** \$5,786 (416 hours) starting in 2017 from the Golf Fund and then annually thereafter, fully offset by revenue. **Description:** The position is an expansion of the golf pro shop operations staff (increasing the number to four). The position and funds are melded from existing funding and personnel. The purpose is to add a fourth person who has the capabilities to open and close the operation. **Justification:** During the summer months, we operate over 130 hour per week. This amended position will allow the three golf professionals to concentrate on more revenue producing tasks. Golf operations should be able to absorb the minor increase.
4. **2017. Golf Course Seasonal Worker - Course Maintenance.** 1,600 hours \$14,464 starting in 2017 and then annually thereafter from the Golf Fund, fully offset by revenue. **Description/Justification:** Coal Creek Golf Course is a 7-day a week operation and during the spring, summer, and fall season, staff must mow, trim, rake bunkers, and perform additional duties such as fertilize, weed, airify, fill water coolers, mark hazards, green cup placements/pin placement, rotate tee placement, etc. In order to meet golfer expectations, additional seasonal and/or full-time golf course maintenance hours are necessary. Revenue will support full-time staff and it is also necessary to "over-hire" because keeping employees throughout the season has become a real struggle.

## Recreation Program Contributing Projects

City of Louisville Programs, Goals, Sub-Programs, and 2017-2018 Proposed Contributing Projects				
Programs	Goals	Sub-Programs	2017 Proposed Contributing Projects	2018 Proposed Contributing Projects
Recreation	Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people all ages, interests and ability levels.	Youth Activities	1. Break ground for Recreation Senior Center and Memory Square Swimming Pool renovation and expansion. 2. Implement transition plan to sustain operations during construction and transition.	1. Continue reconstruction and expansion of the Recreation Senior Center and Memory Square Swimming Pool. 2. Continue to operate the Recreation Senior Center during construction and implement the transition program to facilitate operations
		Adult Activities		
		Senior Activities and Services		
		Aquatics		
		Golf Course	1. Generate sufficient revenue to cover operating expenses and start building Fund reserves. 2. Continue to improve golf course maintenance facility. 3. Reevaluate best way to provide restrooms & shelter on back 9 4. Eradicate noxious weeds on golf course	1. Generate sufficient revenue to cover operating revenue, pay for prioritized capital projects and start building afund balance. 2. Enhance practice and learning center opportunities 3. If revenue is sufficient, construct back 9 solution for restroom and shelter 4. Eradicate noxious weeds on golf course.

## Golf Course Sub-Program

### Summary of Expenditures, FTEs and Revenues

Golf Course Sub-Program										
GOAL: Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels.										
<b>Expenditures</b>										
		<b>2016</b>	<b>2017</b>		<b>%</b>	<b>% of</b>	<b>2018</b>		<b>%</b>	<b>% of</b>
		<b>Projected</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>	<b>Total</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>	<b>Total</b>
	Personnel	870,690	940,640	69,950	8%	51%	986,830	46,190	5%	55%
	Supplies	150,230	166,710	16,480	11%	9%	168,790	2,080	1%	9%
	Services	588,720	566,590	(22,130)	-4%	31%	631,280	64,690	11%	35%
	Capital Outlay	420,700	171,900	(248,800)	-59%	9%	-	(171,900)	-100%	0%
	Other - Loan Repayment	-	-	-	0%	0%	-	-	0%	0%
	<b>Program Total</b>	<b>2,030,340</b>	<b>1,845,840</b>	<b>(184,500)</b>	<b>-9%</b>	<b>100%</b>	<b>1,786,900</b>	<b>(58,940)</b>	<b>-3%</b>	<b>100%</b>
	<b>FTEs</b>	<b>16.98</b>	<b>18.45</b>	<b>1.47</b>	<b>9%</b>		<b>18.69</b>	<b>0</b>	<b>1%</b>	
<b>Revenues</b>										
<b>Fund</b>	<b>Description</b>	<b>2016</b>	<b>2017</b>		<b>%</b>	<b>% of</b>	<b>2018</b>		<b>%</b>	<b>% of</b>
		<b>Projected</b>	<b>Budget</b>	<b>\$ Change</b>	<b>Change</b>	<b>Total</b>	<b>Budget</b>	<b>\$ Change</b>	<b>Change</b>	<b>Total</b>
Golf Course Fund	Green Fees	800,000	1,016,000	216,000	27%	58%	1,066,800	50,800	5%	58%
	Annual Season Passes	135,000	149,850	14,850	11%	9%	157,340	7,490	5%	9%
	Golf Cart Rentals	140,000	208,000	68,000	49%	12%	218,400	10,400	5%	12%
	Driving Range Fees	125,000	173,000	48,000	38%	10%	181,650	8,650	5%	10%
	Merchandise Sales	95,000	125,000	30,000	32%	7%	131,250	6,250	5%	7%
	Other Rentals	33,200	35,000	1,800	5%	2%	35,600	600	2%	2%
	Fees-Other	31,000	33,500	2,500	8%	2%	35,180	1,680	5%	2%
	Miscellaneous Revenue	19,500	21,100	1,600	8%	1%	21,800	700	3%	1%
	Fund Total	1,378,700	1,761,450	382,750	28%	100%	1,848,020	86,570	5%	100%
<b>Program Total</b>		<b>1,378,700</b>	<b>1,761,450</b>	<b>382,750</b>	<b>28%</b>	<b>100%</b>	<b>1,848,020</b>	<b>86,570</b>	<b>5%</b>	<b>100%</b>
<b>Surplus/(Deficiency) of Program Revenue over Program Expenditures</b>		<b>(651,640)</b>	<b>(84,390)</b>				<b>61,120</b>			

## Recreation Program Key Indicators Golf Course Sub-Program

### Goals

*Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels.*

### Objectives

*Provide an enjoyable, yet challenging course for residents and visitors of all skill levels. Attract and retain golfers by offering competitive rates and amenities, continuous maintenance and professional management. Operate as an Enterprise by generating sufficient revenue to cover operations, debt service and capital replacement.*

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
<b>Workload</b>				
Total Rounds	Rounds	14,153	30,000	34,000
Season Passes	Units	85	399	450
Cart Rentals	Units	9,274	14,342	16,000
Total Playable Days <sup>1</sup>	Playable Days			
Guest Lessons Attended	Hours	129	450	600
Course Maintenance	FTEs		8.7	11.7
Marketing Effort	Hours	624	752	832
Tournaments / Outings / Club events	Events	47	119	135
<b>Efficiency</b>				
Average Revenue per Round	\$/Round	\$51.43	\$46.35	\$50.00
Cart Rental Rev./Cart Lease Debt Service	Rev/Exp.	\$2.68	\$2.90	\$3.26
Average Revenue per Playable Day	Rev-Op Exp.			
<b>Effectiveness</b>				
Net Revenue or (Loss)	\$	New Metric	\$ 302,000	\$ 350,000
Resident Participation <sup>2</sup> ("Played Golf at the Coal Creek Golf Course")	% Response	22% (2012)	18%	
Resident Participation <sup>2</sup> ("Engaged in an Activity at the Coal Creek Golf Course")		New Metric	??	
"Overall Quality of the Coal Creek Golf Course" Citizen Survey Rating <sup>2</sup>	% Excellent or Good	76% (2012)	80%	
Overall Quality of the Coal Creek Golf Course Golfer Rating <sup>3</sup>	Rating on scale of 5 to 1	New Metric	4.16	
Marketing Effectiveness				

<sup>1</sup> Intermittent or steady rain exceeding 0.25 inches over more than one hour, wind speed exceeds 19 miles per hour, temperatures less than 46 and more than 94 degrees AND these NON-playable day criteria are present for more than 50% of playable hours.

<sup>2</sup> Based on the 2016 Citizen Survey results.

<sup>3</sup> Based on evaluation cards submitted at conclusion of each round with rating on a scale of 5=Excellent, 4=Good, 3=average, 2=below average, 1=Poor.

**Golf Course Cash Flow Analysis**

Item	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041		
Beginning Fund Balance	160,000	103,376	3,752	104,129	204,505	304,881	575,257	900,634	1,226,010	1,551,386	1,876,762	2,202,139	2,527,515	2,852,891	3,178,267	3,503,643	3,829,020	4,154,396	4,479,772	4,805,148	5,130,525	5,455,901	5,781,277	6,106,653	6,432,030	6,757,406		
Operating Revenue	1,370,000	1,575,500 (1)	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	1,575,500	
Operating Expense	(1,085,000)	(1,193,500) (2)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	(1,193,500)	
Net Operating Increase (Loss)	285,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	
Capital Improvements	(60,000)	(200,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Std Item Annual R&R Reserve	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	
Debt Service (Paid off in 2021. Enter 0 in B25 if waived)	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)	(55,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Subtotal CI, Std Items R&R and DS	(341,624)	(481,624)	(281,624)	(281,624)	(281,624)	(111,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	(56,624)	
Net Income (Loss) [W CI, Std R&R, & DS]	(56,624)	(99,624)	100,376	100,376	100,376	270,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376	325,376
Ending Fund Balance (W Std Items R&R Only)	103,376	3,752	104,129	204,505	304,881	575,257	900,634	1,226,010	1,551,386	1,876,762	2,202,139	2,527,515	2,852,891	3,178,267	3,503,643	3,829,020	4,154,396	4,479,772	4,805,148	5,130,525	5,455,901	5,781,277	6,106,653	6,432,030	6,757,406	7,082,782		
Major Items Annual R&R Reserve	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	(308,734)	
Ending Fund Balance (W CI, All Items R&R, & DS)	(205,357)	(613,715)	(822,072)	(1,030,429)	(1,238,787)	(1,277,144)	(1,260,502)	(1,243,859)	(1,227,216)	(1,210,574)	(1,193,931)	(1,177,288)	(1,160,646)	(1,144,003)	(1,127,361)	(1,110,718)	(1,094,075)	(1,077,433)	(1,060,790)	(1,044,147)	(1,027,505)	(1,010,862)	(994,219)	(977,577)	(960,934)	(944,292)		
1. Assumed % increase in total revenue (2016 to 2017):	15%																											
2. Assumed % increase in total expenditures (2016 to 2017):	10%																											
3. Assumed Debt Service Payment	(225,000)																											

<b>Golf Course Equipment and Infrastructure Replacement Reserve Calculation</b>				
<b>Item Description</b>	<b>Estimated Replacement Cost</b>	<b>Useful Life (Years)</b>	<b>Remaining Life Span (Years)</b>	<b>Annual Replacement Reserve Requirement</b>
<b>Standard Items</b>				
ClubCar Turf 1 Light Duty Utility Vehicle	\$6,500	6	3	\$1,083
ClubCar Carryall Café Express	\$12,000	7	4	\$1,714
Diamond K Fertigation Applicator	\$6,000	12	11	\$500
Foley Spin Relief Grinder	\$30,000	15	14	\$2,000
RainBird Nimbus II Computer Model H52030-05	\$9,500	15	14	\$633
RainBird Freedom System Model H59504	\$5,000	15	14	\$333
RainBird Weather Station Model WS-PRO-SH	\$7,300	20	19	\$365
Trion Workstation Model #4500	\$5,500	20	19	\$275
Toro RM 5410	\$49,000	12	11	\$4,083
Toro RM 5410	\$49,000	12	11	\$4,083
Toro Workman MD	\$7,000	9	8	\$778
Toro Greenspro 1240	\$11,000	8	7	\$1,375
Toro Greensmaster 3150	\$30,000	8	7	\$3,750
Toro Greensmaster 3150	\$30,000	8	7	\$3,750
Toro Greensmaster 3150	\$30,000	8	7	\$3,750
Toro Greensmaster 3150	\$30,000	8	7	\$3,750
Toro Workman MDX	\$20,227	9	8	\$2,247
EZ-GO Terrain Picker with Cage	\$9,000	10	9	\$900
Procore 864	\$27,000	10	9	\$2,700
Toro Groundsmaster 3500-G	\$33,153	10	9	\$3,315
Toro Proforce Blower	\$7,000	15	14	\$467
Pumps	\$80,000	15	14	\$5,333
<b>Subtotal Standard Items</b>	<b>\$494,180</b>			<b>\$47,186</b>
<b>Contingency</b>	<b>\$98,836</b>			<b>\$9,437</b>
<b>Subtotal Standard Items with Contingency</b>	<b>\$593,016</b>			<b>\$56,624</b>
<b>Major Items</b>				
Irrigation Replacement	\$1,200,000	30	29	\$40,000
Clubhouse Building	\$1,400,000	25	24	\$56,000
Clubhouse Furnishings	\$250,000	15	14	\$16,667
Maintenance Building	\$800,000	18	17	\$44,444
Ponds	\$900,000	25	24	\$36,000
Tee Boxes	\$500,000	30	29	\$16,667
Greens	\$1,200,000	30	29	\$40,000
Practice Facilities	\$225,000	30	29	\$7,500
<b>Subtotal Major Items</b>	<b>\$6,475,000</b>			<b>\$257,278</b>
<b>Contingency</b>	<b>\$1,295,000</b>			<b>\$51,456</b>
<b>Subtotal Major Items with Contingency</b>	<b>\$7,770,000</b>			<b>\$308,734</b>
<b>Total All Items</b>	<b>\$6,969,180</b>			<b>\$304,464</b>
<b>Contingency</b>	<b>\$1,393,836</b>			<b>\$60,893</b>
<b>Total All Items with Contingency</b>	<b>\$8,363,016</b>			<b>\$365,357</b>
<b>Contingency Percent</b>	<b>20%</b>			

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# Arnold Palmer

## 1929 - 2016

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### **MY ARNOLD PALMER STORY**

*by David Baril*

*Head Golf Professional, Coal Creek Golf Course*

In 1991 I was hired as the Director of Golf at Geneva National Golf Club, in Lake Geneva Wisconsin. Geneva National boasts three courses designed by expert players, one of which was Arnold Palmer. As a component of his contract Arnold Palmer played an inaugural round of golf dedicating the new golf course. I had the opportunity to play the first round of golf with Arnold Palmer that August day in 1991.

Arnold Palmer has been admired by golfers for some time. After observing him that day in August I was able to comprehend why he was revered as a “King”. Arnold would not leave a tee or green until anyone and everyone who wished to say hello or ask for an autograph had been served. This process went on throughout the day. He was gracious to everyone and you felt after that brief encounter he could be your friend for life.

It is important to note those facts as it sets the stage to tell the story of his best shot of the day. It is also important to note that Arnold was not playing particularly well that day. Until hole 17.

The signature hole at the Palmer course at Geneva National is the 17<sup>th</sup> hole. It is a par 5, sweeping dogleg left that requires both length and accuracy with Lake Como bordering the entire left side of the fairway and the green stuck out on a peninsula. The tee shot landing area is moderately

generous, however a small grove of white oak trees guards the left side. A tee shot landing short of the oak trees requires one of two choices. One, a slinging hook to the right of the trees to find the fairway that continually bent to the left OR two, a straight shot over water to the peninsula green.

That day it played into a 20 mile wind at 570 yards. (Please remember that in 1991 we were still using persimmon drivers and soft balata golf balls). Arnie hit his drive. He pulled his tee shot and it landed closer to the water than what I thought he intended.

Arnie was not wearing a microphone but one was close by and all their conversations were being transmitted to the gallery that had been following him all day. He and his caddy were discussing what iron to hit the lay-up shot. After I heard the conversation and decision to lay-up I walked over and made a bold statement to a legend that I had just met several hours earlier. "Arnie, no one here wants to see you lay-up." He looked at me with piercing eyes that softened quickly as a grin grew on his face. He turned to his caddy and stated with confidence born from results "Give me the 3 wood."

A swing that had been shaky all day, became invigorated as that shot, into a quartering wind, flew straight at the flag, traveling over water 250 yards and landed safely on the green.

The crowd went wild. We all witnessed the greatness that many had seen countless times.

Arnie proceeded to birdie that hole and the 18<sup>th</sup> hole, his only two birdies of the day. Everyone who was there witnessed the greatness of his golf and the presence of a truly special person.

Arnold Palmer earned his reputation as King and the adulation that most golfers have for him.