

Golf Course Advisory Board

Agenda

February 22, 2016

6:30PM

*Coal Creek Golf Course
585 W. Dillon Road*

1. Call to order.
2. Roll call.
3. Approval of agenda.
4. Approval of minutes from January 11th and January 20th (special meeting), 2016.
5. Public comments on items not on agenda. (Please limit to 3 minutes). Items 1-5 – 10 minutes.
6. Staff update on:
 - a. CCGC Year End 2015 financial results vs. 2015 plan and financial plan and budget review for 2016.
 - b. Update on course outstanding issues, plans for winter projects and two issues from 2015:
 - i. Playability concerns and plans due to fairway and rough condition
 - ii. Un-mowed areas and plans to address e.g. irrigation, weed control and homeowner continuing concerns.
 - c. Update on marketing plans including new offerings, senior and Louisville citizen rate plans and client reaction to new membership offerings.
 - d. Update on leagues and tournaments booked for 2016.
7. Update on food and beverage concession operation -20 minutes.
8. Proposed agenda items for next meeting – 5 minutes.
- 9. Next meeting at Louisville Public Library on 3/21/2016 at 6:30PM.**
10. Adjourn



Golf Course Advisory Board

Meeting Minutes

01-11-2016

Coal Creek Golf Clubhouse

6:30 PM

1. **Call to Order** – Ken Gambon called the meeting to order at 6:30 PM.
2. **Roll Call** was taken and the following members were present:

Board Members Present: Michele van Pelt, Ken Gambon, Lisa Norgard, Perry Nelson, Cory Nickerson and Sandy Stewart
Board Members Excused Absence: Heikke Nielsen
Council Members Present: Dennis Maloney
Staff Members Present: Joe Stevens, David Dean and David Baril
Public: Steven Lembke (F&B Concessionaire)
3. **Approval of Agenda** – The agenda was unanimously approved. Sandy Stewart proposed, Lisa Norgard seconded.
4. **Approval of Meeting Minutes** – The November 30 Minutes were unanimously approved. Lisa Norgard proposed, Ken Gambon seconded.

5 Public comments:

The Board welcomed Steve Lembke who will take over the Food and Beverage operation for Coal Creek. Steven explained his wide experience as a chef and in restaurant management; most recently as 13 years as the General Manager for Huckleberry in Old Town Louisville which, in addition to being a very popular local restaurant, has an extensive in-house bakery. Huckleberry is part of the Three Leaf Concepts local chain of 7 restaurants and Steven has an agreement to utilize that group as a supplier of local organic produce and bakery items. Steven plans to start operations in the second week of February and provide a year-round service. He plans to expand the restaurants business by serving weekday breakfasts, lunch and family dinners that will attract non-golfing customers from Monarch High School and surrounding homeowners. He will also market a To-Go menu. His menu will focus on healthy options such as local produce from the Three Leaf Concepts farm in Lafayette and use of grass-fed beef and exclusion of GMO products. Coffee will be provided by

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the local Java Java operation and he will cater for non-dairy and gluten-free menu items. The menu will be designed around simple, fast-prep items to maximize the use of the limited grill facilities. Steven has extensive experience of catering for groups of up to 500 and can call on the resources of Three Leaf Concepts for help as needed from their pool of 200 experienced servers and 7 kitchens. Saturday and Sunday will be focused on the golfing community. Potential special events include a Super Bowl Party and others built around major sports events. He expects to employ between 9 and 20 of a staff to cover multiple shift operations. There have been issues of coverage using the single beverage cart. Steven plans to make that more efficient by ferrying out supplies to the cart for re-stocking. The “Coal Yard” outside stand will be staffed to service golfers as they pass between holes 9 and 10 and between 13 and 14. Steven will work with staff to create signage to make the restaurant more visible to passing traffic. The Board welcomed Steve, emphasized the importance of the synergy between the restaurant and golf operations and committed their full support to making it a success.

6. Staff Update on golf course outstanding items:

- a. The course has been snow covered for many weeks but staff as doing catch-up work as conditions allow; trimming trees and edging bunkers.
- b. David commented on the problems with cross-country skiers etc. on the course. While damage is not apparent, compacting the snow allows the poa grass to take over requiring expensive chemical treatment. The golf staff has been involved in some negative interaction with the offenders some requiring the threat of police intervention. David will provide information (and possibly pictures) showing the type of damage caused to the course during winter and Staff will publish a document to inform the public. The board will copy that information via social Media and the local HOA will be informed.
- c. Work has started on repairing the Dillon Road underpass with an expected completion date of February 11. The tunnel will be closed until work is completed so golf will only be possible on the 13 holes on the north side of Dillon.
- d. David has been monitoring the condition of #3 and #6 greens which historically have suffered frost damage. No ill-effects are seen at present.
- e. Rainbird continues to study the problems of controllers losing their IP addresses. No reason for the problem has been found so far. After testing the controllers, the addresses are reprogrammed and the controllers returned – we have no experience so far of the problems recurring as the water will need to be turned on to activate the controllers. Rainbird states that they have not seen similar problems on other courses.
- f. There is no plan to hire additional seasonal workers until mid-April and David is confident of his ability to support a full golf schedule with his current team.



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- g. David Baril reported that he has been successful so far in signing up two additional leagues to play in 2016 as well as two golf outings. A two-day Junior Golf tournament will be held on April 30 – May 1. There are also plans for a Louisville Open Tournament and an “All Leagues” tournament in the Fall,

7. Housekeeping Issues

- a. Ken welcomed Michele van Pelt to the Board as our newly-appointed member. An updated list of board members was circulated for review and correction as necessary.
- b. Meeting dates are confirmed as the 3rd Monday of each month unless otherwise advised. Meetings will be held at the Clubhouse through February (with the permission of the F&B concessionaire) then in the Library for March through November.
- c. Staff agreed to look into posting GCAB meeting notices in the Clubhouse.
- d. The Open Government Policy Pamphlet was provided to all members and members were reminded that they will be advise of their need to attend the mandatory Open Government training class.

8. Election of 2016 board Officers

Ken Gambon was unanimously re-elected as Chairman. Proposed; Sandy Stewart, Seconded; Perry Nelson

Lisa Norgard was unanimously re-elected as vice-Chairman. Proposed; Cory Nickerson, Seconded; Perry Nelson

Sandy Stewart was unanimously re-elected as Secretary. Proposed; Perry Nelson, Seconded; Michele van Pelt

9. Financial Update and proposed fees and charges for 2016

David presented a proposed template for a financial Dashboard tracking progress against budget. This dashboard will be based on the Finance Committee’s analysis and will simple show whether budget targets are being met or not. A next level of detail is provided listing sources of revenue, number of rounds etc. and included as summary of expenses. These numbers are contained in the Finance Committee monthly packet and, as such, are available to the public. Staff noted that the F&B operation is a separate entity and will show up in the golf financial data only as entries listing the annual contribution to utilities (\$23,500) and a 5% of F&B Sales that is paid to the city. The average revenue per round target for 2016 is \$36.56 compared to the actual average number for 2015 of \$31.89. David feels this can be realized due to the increase in 2016 fees and the reduction in discounts compared to the Peak player program.



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The Board expressed concern at the slow sales of Annual Memberships and Season passes. Part of this is due to the righteous abolition of free golf during winter for Peak Players and the aggressive sale of Peak Player membership by the previous management company. David plans to monitor the effective contribution of membership and pass sales to revenue. He also plans on a strong push to sell memberships prior to the increase of fees in July 2016. This effectively selling memberships and passes at 2015 rates provided such memberships are purchased on Feb 1. *It was hard to process the benefits of this at the meeting but subsequent calculation shows that buying a pass or membership on Feb 1 will result in the following cost per month through June compared to the cost per month if the promotion is not accepted.*

Imperial	\$63.50	\$165.00
Regal	\$36.00	\$110.00
Ajax	\$2.50	\$11.00
Acme	\$1.80	\$8.00
Monarch	\$8.50	\$17.00

The Board was reminded that future memberships and passes will run on a July 1 through June 30 basis. The question was asked if this was appropriate for Monarch passes which are influenced by the school year. David advised that last year showed that Monarch pass holders were able to play year-round and not just during school holidays and were allowed to play at any time except for before 1pm on weekends. The Board expressed concern that the new Senior Rate schedule was submitted to Council and shared with a citizen before the Board was made aware of the details. A further concern was raised that the proposal stated a \$12 discount from the highest weekday rate rather than a more accurate like-for-like comparison of \$2 discount compared to the rate for weekday play after noon which is the time the discount applies. The board felt it important that we should be totally transparent in making statements on fees rather than being perceived as playing with numbers.

It was also noted that the Regal Plan was identical to the Centennial Plan marketed as a senior rate and similarly the Acme and Hecla plans were identical. The board suggested that Staff reviews the proposal and either provides an appropriate discount for Centennial and Hecla or else simply drops the planned senior programs. It was generally accepted that some form of senior discount is generally expected and is seen as a positive feature.

Given the urgency of getting the fee schedule agreed and implemented before the planned deadline of February 1, it was agreed to hold a special meeting at 5pm on January 20th in the Clubhouse to discuss only the 2016 fee and membership schedules. Staff will send an email to board members prior to the meeting with any revisions to the current plan. The Board thanked David Baril for preparing and sharing all the fees,



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membership and other programs with the Board and we look forward to discussing amendments at the 1/20 special meeting.

10. Program for Volunteers

Joe reported that the intent of the “Adopt an Open space, Park, Golf or Trail” proposal included in the Board Packet was to ensure that the City could track and recognize the value provided to the City by significant volunteer efforts such as “Divots and Dining,” “Blooming Seniors” etc. Ad hoc activities such as clean-up or minor painting projects would not need to be part of this.

11. Future Meetings

The next meeting will be the Special Meeting noted above at 5pm on January 20 at the Clubhouse followed by the regular meeting on February 22 at 6:30pm again in the Clubhouse unless otherwise advised.

The topic for the January 20 is: review of 2016 fees and plans.

Topics for the Feb 22 Meeting are

- Update on course conditions
- Update on the F&B operation
- Update on financials
- Update on Marketing Plans

13. Adjourn

There being no further business, the meeting was adjourned at 9:05pm. Motion to adjourn proposed by Sandy Stewart and seconded by Lisa Norgard.



Golf Course Advisory Board Meeting Minutes

01-20-2016

**Coal Creek Golf Clubhouse
5:00 PM**

1. **Call to Order** – Ken Gambon called the meeting to order at 5:00 PM.
2. **Roll Call** was taken and the following members were present:

Board Members Present: Michele van Pelt, Ken Gambon, Lisa Norgard, Perry Nelson, Cory Nickerson and Sandy Stewart
Board Members Absent: Heikke Nielsen
Council Members Present: Dennis Maloney
Staff Members Present: Joe Stevens and David Baril
3. **Approval of Agenda** – The agenda was unanimously approved. Sandy Stewart proposed, Lisa Norgard seconded.
4. **Discussion of Staff proposal for 2016 Fees and Memberships:**
 - a. David presented the revised concept for 2016 Fees and Memberships. The intent of the changes to the version seen at the January 11 Meeting was to simplify the choices, bring the start and end date for Memberships in line with the golfing year and bring back the maximum number of golfers who treat Coal Creek as their home course.
 - b. The Board reviewed the document that details the membership programs and which will be published before the end of January. The Board welcomed the document and the principles behind it. Comments are as follows:
 - i. Two minor typos were noted. Sale Price for Imperial Membership is \$1900. “Progran” was mis-spelled in the Imperial and Regal Columns.
 - ii. David confirmed that discounts are additive – a Senior Louisville Resident will get a 10% + 8% discount on memberships for a total of 18% of the price listed.
 - iii. Golfers who have taken out Imperial, Regal, Ajax or Acme memberships will have the price pro-rated on new memberships.



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- iv. Imperial and Regal members are eligible to add family members at a reduced rate. This will be explained at point of sale.
- v. After some discussion, it was agreed to define the Monarch youth memberships as being 18 or under. Some discretion will be allowed for those over 18 who are still enrolled at High School.
- vi. Pro shop staff will be given a spreadsheet to explain break-even number of rounds needed to justify taking out a membership. A copy should be provided to the Board for review.
- vii. Proof of age will be required to access the senior discount. This will be strictly enforced based on age when the membership is purchased.
- viii. It was agreed that the Ajax and Acme columns should note that a free round is given with the purchase.
- ix. It was agreed to simplify the row listing “Added Bonuses” It will state 10-15% discount on merchandise and simply state Loyalty Points Program – loyalty points can be used towards green fees, carts, range balls and merchandise.
- x. David noted that 268 Peak Player memberships will expire by March 1 and a further 300 from March 1 to end of June.
- xi. Michelle suggested that the layout be tweaked to cut down the size of the header to allow more space for the table.
- xii. A minor point: the first row of the table should remove the different shading in the text box.
- xiii. It was suggested that the Facebook page should be included in the document.

5. Other discussion

- Council Member Maloney pointed out that Coal Creek had been named as the “Best Golf Course” in the Best of East Boulder publication. A plaque has already been received and is on display in the Clubhouse.

Golf Digest will send 10 staff to play the course to assess it for their Best New course listing. Kevin Norby is helping to prepare a documentation package for this visit,

6. Next meeting

February 22 at 6:30pm again in the Clubhouse unless otherwise advised. Topics for that meeting will be as discussed at the Jan 11 Meeting.

13. Adjourn

There being no further business, the meeting was adjourned at 5:45pm. Motion to adjourn proposed by Cory Nickerson and seconded by Sandy Stewart.

Kevin Watson

To: David Baril
Subject: RE: Draft of information for Finance Committee

From: David Baril
Sent: 07 February 2016 08:39
To: Joe Stevens
Subject: Draft of information for Finance Committee

Coal Creek Golf Course Dashboard			
2015 projections versus actual			
	projected	actual	
Rounds of golf	13,500	14,153	
Green fee revenue per round	\$ 36.75	\$ 31.89	
Total revenue per round	\$ 62.95	\$ 51.43	
Definition of a round of golf			
All rounds are converted to 18 hole equivalent rounds			
example: 2 9-hole rounds = 1 18-hole round			
2016			
	Budget	Actual	
Rounds of Golf	32,000	47	
green fee revenue per round	\$38.62	\$ 16.53	
green fee total sales	\$1,235,784	\$ 777	
Total Revenue per round	\$65.62	\$ 269.57	
Total revenue	\$2,100,000	\$ 12,670	
January			
	Budget	Actual	
Rounds of Golf	634	47	
green fee revenue per round	\$36.57	\$ 16.53	

green fee total sales	\$23,189.00	\$	777	
Total Revenue per round	\$58.70	\$	269.57	
Total revenue	\$37,214	\$	12,670	
Analysis				
Monthly budget based off of historic averages				
1 day of round production in January				
4 days of round production out of last 62				

Round Count Report

Coal Creek Golf Course

From: 1/1/2016 To: 1/31/2016

Store Name: Golf Shop

Rate Description	Quantity	Amount	Tax	Total
Daily Fee 18 Weekend 12:00-1:50	1	0.00	0.00	0.00
Daily Fee 18 Weekend 9:40-11:50	1	0.00	0.00	0.00
Daily Fee Weekend Twilight	3	49.00	0.00	49.00
Daily Fee 9 Weekend 12:00-1:50	2	38.00	0.00	38.00
Imperial 18 Weekend	1	0.00	0.00	0.00
Imperial Twilight	2	0.00	0.00	0.00
Peak 18 Weekend 12:00-1:50	2	31.00	0.00	31.00
Peak Weekend Twilight	2	24.00	0.00	24.00
PGA Rate	1	0.00	0.00	0.00
Winter Weekend	17	319.00	0.00	319.00
Winter Weekend Twilight	17	316.00	0.00	316.00
Total Round:	49	777.00	0.00	777.00

**REVENUE REPORT - CCGC GOLF COURSE FUND
JANUARY 2016**

Account	Description	Orig Budget	Revised Budget	Curr_Mo Revenue	Yr-to-Date Revenue	Remaining Balance	Pct Rec'v
	Total Taxes	0	0	0	0	0	0.00%
	Total Licenses/Permits	0	0	0	0	0	0.00%
054-001-44210-00	Green Fees	1,170,000	1,170,000	777	777	1,169,223	7.00%
054-001-44215-00	Annual Season Passes	135,000	135,000	6,690	6,690	128,310	4.96 %
054-001-44230-00	Golf Cart Rentals	243,600	243,600	190	190	243,410	8.00%
054-001-44240-00	Driving Range Fees	135,000	135,000	2,324	2,324	132,676	1.72 %
054-001-44250-00	Food & Beverage Sales	15,000	15,000	125	125	14,875	83.00%
054-001-44260-00	Pro Shop Merchandise Sales	145,000	145,000	2,312	2,312	142,688	1.59 %
054-001-44270-00	Pull Cart Rentals	8,000	8,000	7	7	7,993	9.00%
054-001-44280-00	Club Rentals	9,000	9,000	0	0	9,000	0.00%
054-001-44290-00	Golf Lesson Fees	8,000	8,000	200	200	7,800	2.50 %
054-001-44291-00	Club Repair Fees	8,000	8,000	0	0	8,000	0.00%
054-001-44292-00	Handicap Fees	1,000	1,000	45	45	955	4.50 %
	Total Charges for Services	1,877,600	1,877,600	12,670	12,670	1,864,930	67.00%
	Total Fines/Forfeitures	0	0	0	0	0	0.00%
054-001-46100-00	Miscellaneous Revenues	55,000	55,000	0	0	55,000	0.00%
054-001-46110-00	Interest Earnings	500	500	0	0	500	0.00%
054-001-46132-00	Golf Course - Rentals	24,000	24,000	0	0	24,000	0.00%
		-	-	0	0	-	0.00%
	Total Miscellaneous Revenue	79,500	79,500	0	0	79,500	0.00%
	Total Other Financing Sources	0	0	0	0	0	0.00%
	Total Revenues	1,957,100	1,957,100	12,670	12,670	1,944,430	65.00%
		=====	=====	=====	=====	=====	=====

January 2016: Marketing/Communications Update

CoalCreekGolf.com Analytics

- 01/01/16-01/31/16
 - 2,681 visits to *coalcreekgolf.com* | 1,958 unique visits
 - 15,532 page views | 5.79 pages per visit
 - Peak dates
 - 01-29-16 (214 visits)
 - 01-26-06 (150 visits)
 - 01-23-16 & 01-30-16 (138 visits)
 - Peak days & times
 - Fridays (633 pages)
 - Saturdays (553 pages)
 - Wednesdays (505 pages)
 - 4:00 PM (1,359 pages)
 - 11:00 AM (1,131pages)
 - 12:00 PM (1,039 pages)
 - Time spent on site
 - 85.2% (2,285) spend 0-30sec
 - 7.4% (200) spent 30 sec-2 min
 - Connection to site
 - 51.2% (4,204 pages) direct link (Direct address/bookmark/email)
 - 25.2% (2,074) external link (Facebook #1, City of Louisville#2)
 - 23.3% (1,916) Search Engine (Google #1, Bing #2)
 - Top Key Search Phrases
 - Coal Creek Golf Course (28.3%)
 - Louisville Colorado Golf Coal Creek (16.2%)
 - Coal Creek Golf Course Louisville Colorado (12.1%)

Email Campaigns

01-23-16	Drop Your Handicap 8,346 delivered (99.7%) 11,926 Unique Views (23.2%) 115 Clicked (5.97%)
01-26-16	Driving Range Open 8,321 delivered (99.8%) 1,818 Unique Views (21.9%) 102 Clicked (5.6%)
01-28-16	Newsletter Memberships 8,300 delivered (99.8%) 1,736 Unique Views (21%) 349 Clicked (20.1%)
01-29-16	Open for Play Saturday 8,278 delivered (99.8%) 1,643 Unique Views (19.9%) 21 Clicked (1.28%)
01-30-16	Open for Play Now 8,259 delivered (99.7%) 1,534 Unique Views (18.6%) 42 Clicked (2.74%)

Social Media

- YouTube
 - 01/01/16-01/31/16: Hole by Hole flyover
 - 63 views (24% of the City's YouTube Account activity)
 - 94% views from video embedded on CoalCreekGolf.com
 - 2:17 minutes average view duration of 8:39 (26%) minutes in video
 - 58% desktop | 31% mobile phone | 11% tablet
- Facebook
 - Facebook posts
 - 01-05-16: Range Closed
98 Reach | 1 Click | 7 Like, Comment, Share
 - 01-18-16: Best of Boulder
253 Reach | 30 Click | 14 Like, Comment, Share
 - 01-22-16: Range Open | Passes
62 Reach | 4 Click | 4 Like, Comment, Share
 - 01-26-16: Itching to Swing - Range Open
93 Reach | 3 Click | 2 Like, Comment, Share
 - 01-29-16: 8 Holes Open Tomorrow
15 Reach | - Click | - Like, Comment, Share
 - 01-30-16: Update: 12 Holes Open
101 Reach | 6 Click | 6 Like, Comment, Share
 - 01-31-16: Range Open, Course Closed
21 Reach | - Click | 2 Like, Comment, Share
 - Page Likes: Start 158 | End 169 | Gain 11
 - Top Three segments
 - Men 35-44 (19%)
 - Women 45-54 (17%)
 - Men 55-64 (14%)

Advertising & Special Promotion

- Facebook Ads
 - 01/01/16-01/31/16: CoalCreekGolf.com
\$78.00 spent
4,650 people reached
83 Resulting Website Clicks | 1.78% result rate | \$0.94/per click
Top Audience | Men 55-64 (31%) | \$0.53/per click
86% mobile news feed placement
2 Shares | - Comments | 15 Likes
4 Resulting Page Likes
- 2016-17 Membership Flyer/Poster
 - *See Attachment A*

Attachment A: 2016-17 Membership Flyer/Poster



MAKE COAL CREEK YOUR HOME COURSE!

Play More, Spend Less with Coal Creek's 2016-2017 Membership Programs

CHOOSE THE MEMBERSHIP THAT FITS YOUR GAME!	IMPERIAL	REGAL	AJAX	ACME	MONARCH (YOUTH 18 & UNDER)
SALE PRICE Buy Before March 1 & Get 2015 Prices!	\$1,900	\$1,300	\$129	\$90	\$199
UNLIMITED PLAY	Everyday	Weekday	Not Applicable	Not Applicable	Weekday; Weekend after 1PM
DAILY FEES DISCOUNT	Not Applicable	Not Applicable	Everyday \$3 on 18 Holes \$2 on 9 Holes	Weekdays \$3 on 18 Holes \$2 on 9 Holes	Not Applicable
ADVANCED TEE TIMES	10 Days	10 Days	8 Days	8 Days	2 Days
RANGE BALLS	Unlimited	Unlimited	Not Applicable	Not Applicable	Unlimited
ADDED BONUSES	10-15% Discount on all Golf Merchandise; Loyalty Point Program on all Golf Purchases; Add Family Members at Reduced Rate*	10-15% Discount on all Golf Merchandise; Loyalty Point program on all Golf Purchases; Add Family Members at Reduced Rate*	FREE Round with Pass Purchase; Earn Additional FREE Rounds through Loyalty Point Program on all Golf Purchases; 10-15% Discount on all Golf Merchandise	FREE Round with Pass Purchase; Earn Additional FREE Rounds through Loyalty Point Program on all Golf Purchases; 10-15% Discount on all Golf Merchandise	Not Applicable
2016 PRICE Effective March 1	\$1,995	\$1,395	\$139	\$99	\$199

2016-2017 Memberships valid April 1, 2016 - March 31, 2017.

Louisville Residents receive a 10% discount and Seniors (60+) receive a 8% discount on membership and passes!

*Refer to website for additional details on adding family members at reduced rate.



CALL OR VISIT FOR MORE INFORMATION

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