

AGENDA

FOX RUN GOLF ADVISORY BOARD

**Thursday, November 19, 2015
Fox Run Golf Course Clubhouse – 12:00 P.M.**

I. ROUTINE BUSINESS

- A. Roll Call.
- B. Consideration of October minutes (attachment).
- C. Public Appearances

II. OLD BUSINESS

- A. No Old Business

III. NEW BUSINESS

- A. Year-to-Date round report and season pass report from Kevin and course software. Kevin will provide documents at meeting.
- B. City financial from the city software through October 31 (attachment). Monthly and Year-To-Date Comparisons document (attachment).
- C. Update on staffing plan for 2016. Monday, November 23, 6:00pm, Commission Work Session at the RTEC building. Fox Run 2016 plans will be discussed at the work session. The work session is a public meeting that anyone can attend and speak if they wish. Three options to discuss with the Commission. One option is adding two more full-time employees to work along with Kevin. A second option is working with Dakota Management. What we've heard from Dakota Management- Sioux Falls Courses Lease is up for renewal in 2017. Their focus will be on that contract in 2016. They would be willing to do some consulting at Fox Run in 2016. The third option is Great Life Golf and Fitness- they are reviewing the course financials. They will be submitting a proposal prior to November 23, but we do not know what type of management agreement they will propose.
- D. Simulator and winter plans - Kevin.
- E. Course conditions and projects – Rockie.

IV. OTHER BUSINESS

- A. Next Meeting date Thursday, December 17, 2015.

V. ADJOURN

MINUTES

FOX RUN GOLF ADVISORY BOARD

Thursday, October 22, 2015
Fox Run Golf Course Clubhouse – 12:00 P.M.

Routine Business

Roll Call:

Present: Mike Brinkerhoff, Warren Erickson, Annette Kohoutek, Steve Sager, Jake Hoffner, Kim Auch.

Absent: Dan Kortan

Also present were PGA Pro/Course Manager Kevin Doby, Course Superintendent Rockie Wampol, and Director of Parks and Recreation Todd Larson.

Public Appearances: Karol Kittelson

Minutes:

September 24, 2015 minutes approved. Sager motioned, Brinkerhoff second.
Motion carried 6-0.

Old Business

- A. 2016 Rates. Proposed the addition of an under 30 year-of-age rate to go with the rate structure that is currently in place. No increases for 2016 fees and rates. Will review in November to determine if proposal should move forward to commission.

New Business

- A. Year-to-Date round report and season pass report- Kevin provided Year-to-Date document through September 30 from course software (attached).
- B. Revenue report from City financial software. City financials from the city software through September 30 (attached). Monthly and Year-To-Date Comparisons document (attached)
- C. Plan to shut-down grill for season on October 25.
- D. Update on staffing plan for 2016. City Manager Amy Nelson, Finance Officer Al Viereck, and Todd Larson have met with two companies in regards to private management of the course. The first company is Dakota Golf Management and the second is Mahaska Great Life Golf & Fitness. The City is gathering information on what type of service these private businesses could bring to Fox Run. In November if no solid proposals have been received from the two private businesses, the City Commission will be asked to approve the 2016 staffing plan which includes two full-time positions to go along with Kevin Doby. This would be an increase of one full-time employee at Fox Run. 2016 staffing plan would allow for more programming from Kevin Doby to help increase golf development programs. Ideas include keeping high school kids golfing throughout the summer. PGA programs to help with youth development and leagues. There was discussion on the importance of customer service in the recruitment process

for the two employees. Also, it was discussed that it is more difficult getting patrons back once we have lost them versus the effort to retain them.

- E. Discussion on cart shed idea of \$200/spot for Shed C. 40 spots in shed at \$275 would equal revenue of \$11,000. If \$200, would equal revenue of \$8,000. There are only 23 spots rented currently at \$275, equals \$6,325 in revenue. If \$200, equals \$4,600 in revenue. There would have to be 32 spots rented at \$200/space to get back above the \$6,325 in current revenue. Also, if any renters left shed A or B to do this deal, you would have to have those spots rented back out or you would have lost income in those sheds. Could cart shed C spots be rented in winter for other storage purposes?
- F. Course event calendar. Cross-country tournament on Saturday, October 24, last outside event for season. Simulator being put up last week of October. Advertising for winter simulator leagues has taken place.
- G. Course conditions and projects –Rockie. Irrigation will be winterized beginning November 2. Mowing has slowed down finally. Snow mold application will be applied. Temporary greens will be created in front of real greens to help protect the real greens from the damage from winter play. Also, 10 trees will be moved from along 16 fairway to other places around the course to replace trees which have died this past year. There is a drainage slope and drop-off by the cart path along #18 green that needs to be addressed. In the past, red flags have been used to warn patrons of the drop-off.

Other Business

- A. Next Meeting Date – Thursday, November 19, 2015. The GAB meetings will be moved to Thursdays through October of 2016.

Meeting Adjourned

- A. Kohoutek motioned, Auch second. Motion carried 6-0.

Fox Run Golf Course

Comparative Sales Summary by Sub-Department: Green Fee

| | Jan 01, '15 - Oct 31, '15 | | Jan 01, '14 - Oct 31, '14 | | | | |
|------------------------------------|---------------------------|--------------|---------------------------|--------------|-------|-----------|--------|
| <i>Outdoor</i> Total Rounds Played | Qty | Sales | Qty | Sales | QtyΔ | \$Δ | %Δ |
| Green Fee Total: | 24,260 | \$137,480.83 | 22,666 | \$114,936.06 | 1,594 | 22,544.77 | 19.62% |
| Grand Total: | 24,260 | \$137,480.83 | 22,666 | \$114,936.06 | 1,594 | 22,544.77 | 19.62% |

Simulator: Simulator leagues are underway, but I could not get enough ladies' teams for a league. We have 14 men's teams, which is two less than last year.

Golf Cart Ad Wraps:

We are still awaiting payment from four advertisers for their 2015 ads. One advertiser, Avera, owes for 2014 & 2015. Current cart wrap revenue since the program's inception at the start of 2014 is \$17,475, against expenses of approximately \$5,700. Once the remaining invoices are paid the program's total revenue will come to \$21,975, for a net profit of \$16,275 (\$21,975-\$5,700). This is a very lucrative revenue source for Fox Run, but requires a lot of time and attention in order to make it a success. I have not yet begun to sell advertising contracts for next year, other than to make our current advertisers know they have first right of refusal to renew their two-year contracts. They must let me know by January 1, 2016, so I will know how many carts are available to sell for the next two-year contract cycle.

Outings

We have successfully moved all but one of our shotgun outings to weekdays. As well, by giving outings a financial incentive to have outings during the slower parts of the golf season – spring and fall – we have moved some summer outings to the shoulder parts of the season, thus opening more tee times for our members during the peak demand parts of the season.

Outing revenue in 2015 was \$21,824 versus \$19,972 in 2014. These figures do not include other revenue generated by outings – food & beverage, merchandise, etc.

Green Fees

In a continuing effort to increase the playing opportunities, and thus the value of memberships, we have spent the last couple years working to increase weekday green fee play, without significantly increasing weekend green fee play. As a result, our weekday green fee revenue increased 29.11% from 2014 to 2015 (\$59,534 vs \$46,113). In that same timeframe, weekend green fee revenue decreased by 1.36%, although rounds played did increase by 230 rounds played, which amounts to about an additional 6 rounds of golf per weekend day.

11/13/15

Fox Run Golf Course
Statement of Revenues & Expenses

| | 01Oct2015 31Oct2015 | 01Oct2014 31Oct2014 | 01Jan2015 31Oct2015 | 01Jan2014 31Oct2014 | Legal Budget |
|----------------------------|------------------------|------------------------|------------------------|------------------------|-----------------|
| Direct Revenues: | | | | | |
| Concessions | 12,460.45 | 8,756.07 | 140,996.80 | 144,058.46 | 172,900.00 |
| Pro Shop | 17,732.58 | 16,080.37 | 126,890.51 | 134,132.15 | 192,350.00 |
| Course | 23,407.18 | 6,163.56 | 461,445.55 | 448,921.08 | 509,500.00 |
| | ----- | ----- | ----- | ----- | ----- |
| Total Direct Revenues | 53,600.21 | 31,000.00 | 729,332.86 | 727,111.69 | 874,750.00 |
| Direct Expenses: | | | | | |
| Concessions | 5,241.93 | 8,776.94 | 58,456.93 | 68,620.61 | 68,575.00 |
| Pro Shop | 574.05 | 23,120.80 | 103,793.71 | 108,474.13 | 117,400.00 |
| Course | | 820.00 | 26,680.81 | 37,977.24 | 37,500.00 |
| | ----- | ----- | ----- | ----- | ----- |
| Total Direct Expenses | 5,815.98 | 32,717.74 | 188,931.45 | 215,071.98 | 223,475.00 |
| Add Beginning Inventory | | | | | |
| Less Ending Inventory | | | | | |
| Net Direct Income (Loss) | | | | | |
| Indirect Revenues - | 927.82 | 660.86 | 1,774.42 | 751.60 | 650.00 |
| Indirect Expenses: | | | | | |
| Personal Services | 21,004.74 | 24,498.89 | 295,586.75 | 288,787.36 | 360,227.00 |
| Insurance | | | 6,015.68 | 5,903.81 | 5,460.00 |
| Professional Services | 1,248.05 | 1,448.27 | 12,973.10 | 14,923.77 | 25,500.00 |
| Advertising | | | 7,056.30 | 10,206.28 | 6,100.00 |
| Repair & Maintenance | 2,839.66 | 4,796.48 | 33,994.93 | 45,949.99 | 57,500.00 |
| Supplies & Materials | 5,178.48 | 3,446.93 | 44,937.06 | 49,465.84 | 60,300.00 |
| Travel, Conference & Dues | | | 1,147.61 | 1,333.38 | 5,800.00 |
| Utilities | 3,812.40 | 3,451.80 | 24,580.95 | 23,614.90 | 34,400.00 |
| Billing and Administration | | | 67,340.00 | 67,340.00 | 67,340.00 |
| Depreciation | 5,128.69 | 4,877.22 | 50,029.55 | 48,789.65 | 55,745.00 |
| | ----- | ----- | ----- | ----- | ----- |
| Total Indirect Expenses | 39,212.02 | 42,519.59 | 543,661.93 | 556,314.98 | 678,372.00 |
| Net Operating Income | 9,500.03 | (43,576.47) | (1,486.10) | (43,523.67) | 40,893.00 |
| | ===== | ===== | ===== | ===== | ===== |
| Capital Outlay | 13,409.00 | 8,000.00 | 56,545.91 | 49,785.33 | 114,000.00 |
| | ===== | ===== | ===== | ===== | ===== |

11/13/15

Fox Run Golf Course
Statement of Revenues

1

| | 01Oct2015 31Oct2015 | 01Oct2014 31Oct2014 | 01Jan2015 31Oct2015 | 01Jan2014 31Oct2014 | Legal Budget |
|------------------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| Concessions | | | | | |
| CASH Long | 149.50 | 272.27 | 1,713.64 | 1,072.38 | 600.00 |
| PREPARED FOOD | 4,451.68 | 3,086.60 | 28,206.89 | 31,157.54 | 39,600.00 |
| PRE-PACKAGED FOOD | 673.52 | 452.77 | 10,517.73 | 7,131.39 | 7,700.00 |
| BEER | 5,196.94 | 3,869.10 | 76,370.36 | 83,884.76 | 99,000.00 |
| BOTTLED POP | 1,988.81 | 1,075.33 | 24,188.18 | 20,812.39 | 26,000.00 |
| MISCELLANEOUS CONCESSIONS | | | | | |
| Total Concessions | 12,460.45 | 8,756.07 | 140,996.80 | 144,058.46 | 172,900.00 |
| Pro Shop | | | | | |
| GOLF BALLS | 2,214.06 | 2,096.06 | 19,382.76 | 17,453.60 | 26,000.00 |
| GLOVES | 619.00 | 667.47 | 6,803.09 | 5,293.66 | 7,000.00 |
| GOLF CAPS/VISORS | 834.78 | 557.80 | 9,398.76 | 4,945.26 | 8,000.00 |
| MERCHANDISE | 3,636.90 | 3,784.54 | 29,804.58 | 29,315.37 | 50,000.00 |
| MERCHANDISE NON-TAX | 542.99 | | 897.05 | 456.00 | 2,000.00 |
| GOLF EQUIPMENT | 4,526.42 | 4,953.74 | 39,906.79 | 55,687.62 | 65,000.00 |
| MISCELLANEOUS MERCHANDISE | | 662.96 | | 778.70 | 50.00 |
| CLUB REPAIRS | 582.96 | 1,298.36 | 7,829.93 | 10,145.93 | 11,000.00 |
| LESSONS | 75.47 | 259.44 | 5,467.55 | 5,556.01 | 8,000.00 |
| GOLF CART ADS | 4,700.00 | 1,800.00 | 7,400.00 | 4,500.00 | 15,300.00 |
| Total Pro Shop | 17,732.58 | 16,080.37 | 126,890.51 | 134,132.15 | 192,350.00 |
| Course | | | | | |
| SIMULATOR | | | 2,874.66 | | |
| SIMULATOR NON-TAXABLE | | | 585.00 | | |
| SEASON PASS | | | 167,194.95 | 173,298.96 | 195,000.00 |
| SEASON PASS NON-TAX | | | 3,521.69 | 3,386.82 | 3,500.00 |
| GREEN FEES-WEEKENDS/HOLIDAYS | 4,842.75 | 2,203.58 | 50,425.25 | 55,329.48 | 75,000.00 |
| GRREN FEES NON-TAX | 2,325.00 | | 11,854.85 | 14,277.62 | 6,500.00 |
| GREEN FEES - WEEKDAYS | 10,869.75 | 1,238.30 | 77,658.85 | 65,461.92 | 70,000.00 |
| GOLF CAR RENTAL | 4,084.79 | 2,366.32 | 60,526.14 | 63,152.81 | 75,000.00 |
| GOLF CAR STORAGE (NON-TAX) | | | 25,815.09 | 19,500.93 | 21,500.00 |
| TRAIL FEES | 65.49 | 25.70 | 28,604.19 | 26,296.72 | 30,000.00 |
| PULL CART RENTAL | 18.70 | | 261.80 | 255.19 | 300.00 |
| GOLF CLUB RENTAL | 15.54 | 96.90 | 637.14 | 805.25 | 1,100.00 |
| DRIVING RANGE | 593.16 | 232.76 | 18,787.38 | 13,164.10 | 15,000.00 |
| DRIVING RANGE NON-TAX | | | 568.16 | 499.36 | 600.00 |
| HANDICAPING | | | 7,053.40 | 8,557.92 | 9,000.00 |
| LEAGUES | | | | | 1,500.00 |
| JUNIOR GOLF PROGRAM | 592.00 | | 5,077.00 | 3,719.00 | 4,000.00 |
| Total Course | 23,407.18 | 6,163.56 | 461,445.55 | 448,921.08 | 509,500.00 |
| Total Direct Revenues | 53,600.21 | 31,000.00 | 729,332.86 | 727,111.69 | 874,750.00 |

Fox Run Golf Course
Statement of Expenditures

| | 01Oct2015 31Oct2015 | 01Oct2014 31Oct2014 | 01Jan2015 31Oct2015 | 01Jan2014 31Oct2014 | Legal Budget |
|--------------------------------|------------------------|------------------------|------------------------|------------------------|-----------------|
| Concessions | | | | | |
| CASH SHORT | 162.70 | 257.78 | 1,914.83 | 946.04 | 500.00 |
| PREPARED FOODS | 2,286.67 | 3,576.44 | 19,444.07 | 26,469.11 | 27,000.00 |
| CANDY | | 461.55 | 3,831.37 | 3,347.10 | 4,000.00 |
| BEER | 2,492.00 | 3,430.95 | 24,973.20 | 28,450.46 | 28,000.00 |
| POP | 300.56 | 1,050.22 | 8,293.46 | 9,407.90 | 9,000.00 |
| | ----- | ----- | ----- | ----- | ----- |
| Total Concessions | 5,241.93 | 8,776.94 | 58,456.93 | 68,620.61 | 68,575.00 |
| Pro Shop | | | | | |
| GOLF BALLS | | 5,545.44 | 34,153.81 | 17,436.65 | 19,000.00 |
| GLOVES | | 519.37 | 847.67 | 2,828.59 | 3,200.00 |
| GOLF CAPS/VISORS | | | 5,082.20 | 1,500.47 | 4,200.00 |
| MERCHANDISE | 193.00 | 1,810.85 | 23,574.89 | 24,608.92 | 36,000.00 |
| GOLF EQUIPMENT | | 13,361.99 | 34,807.41 | 54,652.53 | 49,000.00 |
| TRADE IN GOLF EQUIPMENT | | | | | |
| CLUB REPAIRS | 381.05 | 1,883.15 | 5,327.73 | 6,933.99 | 6,000.00 |
| | ----- | ----- | ----- | ----- | ----- |
| Total Pro Shop | 574.05 | 23,120.80 | 103,793.71 | 108,474.13 | 117,400.00 |
| Course | | | | | |
| GOLF CAR RENTAL | | | 24,780.81 | 26,460.81 | 26,000.00 |
| REIMBURSEMENT-GOLF SHED RENTAL | | | | 342.25 | |
| PULL CART RENTAL | | | | 852.00 | 900.00 |
| DRIVING RANGE | | | 1,750.00 | 2,297.23 | 2,500.00 |
| HANDICAPING | | 820.00 | | 7,725.00 | 7,100.00 |
| JUNIOR GOLF PROGRAM | | | | 299.95 | 1,000.00 |
| | ----- | ----- | ----- | ----- | ----- |
| Total Course | | 820.00 | 26,680.81 | 37,977.24 | 37,500.00 |
| Total Direct Expenditures | 5,815.98 | 32,717.74 | 188,931.45 | 215,071.98 | 223,475.00 |
| | ===== | ===== | ===== | ===== | ===== |

Fox Run Golf Course
Statement of Revenues

| | 01Sep2015 30Sep2015 | 01Sep2014 30Sep2014 | 01Oct2015 31Oct2015 | 01Oct2014 31Oct2014 | | 01Jan2015 31Oct2015 | 01Jan2014 31Oct2014 |
|------------------------------|------------------------|------------------------|------------------------|------------------------|-------|------------------------|------------------------|
| GOLF COURSE | | | | | | | |
| CASH LONG/SHORT | | | | | | | |
| 641.3701 | 151 | 70 | 150 | 272 | 160 | 1,714 | 1,072 |
| 641.641.701 | 458 | 18 | 163 | 258 | 202 | 1,915 | 946 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | (307) | 51 | (13) | 14 | (159) | (201) | 126 |
| PREPARED FOODS | | | | | | | |
| 641.3710 | 2,219 | 3,798 | 3,625 | 2,215 | 90 | 27,145 | 30,218 |
| 641.3711 Non-Taxable | | | (827) | (872) | 113 | (1,062) | (940) |
| 641.641.710 | 4,266 | 4,904 | 2,287 | 3,576 | 73 | 19,444 | 26,469 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | (2,047) | (1,106) | 2,165 | (490) | 187 | 8,763 | 4,688 |
| PRE-PACKAGED FOOD | | | | | | | |
| 641.3714 | 919 | 1,104 | 674 | 453 | 147 | 10,518 | 7,131 |
| 641.641.714 | 383 | 609 | | 462 | 114 | 3,831 | 3,347 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | 535 | 495 | 674 | (9) | 177 | 6,686 | 3,784 |
| BEER | | | | | | | |
| 641.3718 | 9,089 | 11,105 | 5,197 | 3,869 | 91 | 76,370 | 83,885 |
| 641.641.718 | 4,120 | 3,980 | 2,492 | 3,431 | 88 | 24,973 | 28,450 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | 4,969 | 7,125 | 2,705 | 438 | 93 | 51,397 | 55,434 |
| BEVERAGES | | | | | | | |
| 641.3720 | 2,197 | 2,805 | 1,989 | 1,075 | 116 | 24,188 | 20,812 |
| 641.641.720 | 1,339 | 1,076 | 301 | 1,050 | 88 | 8,293 | 9,408 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | 858 | 1,729 | 1,688 | 25 | 139 | 15,895 | 11,404 |
| SEASON PASS | | | | | | | |
| 641.3740 | | 609 | | | 96 | 167,195 | 173,299 |
| SEASON PASS NON-TAXABLE | | | | | | | |
| 641.3741 | | | | | 104 | 3,522 | 3,387 |
| GREEN FEES-WEEKENDS/HOLIDAYS | | | | | | | |
| 641.3742 | 5,409 | 12,867 | 4,843 | 2,204 | 91 | 50,425 | 55,329 |
| GREEN FEES NON-TAXABLE | | | | | | | |
| 641.3743 | 42 | 172 | 2,325 | | 83 | 11,855 | 14,278 |
| GREEN FEES - WEEKDAYS | | | | | | | |
| 641.3744 | 4,993 | 10,411 | 10,870 | 1,238 | 119 | 77,659 | 65,462 |
| GOLF CAR RENTAL | | | | | | | |
| 641.3746 | 4,983 | 9,965 | 4,085 | 2,366 | 96 | 60,526 | 63,153 |
| 641.3747 Non-Taxable | | | | | | | 1,215 |
| 641.641.746 | 325 | 225 | | | 94 | 24,781 | 26,461 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | 4,658 | 9,740 | 4,085 | 2,366 | 94 | 35,745 | 37,907 |

Fox Run Golf Course
Statement of Revenues

| | 01Sep2015 30Sep2015 | 01Sep2014 30Sep2014 | 01Oct2015 31Oct2015 | 01Oct2014 31Oct2014 | | 01Jan2015 31Oct2015 | 01Jan2014 31Oct2014 |
|----------------------------|------------------------|------------------------|------------------------|------------------------|---------|------------------------|------------------------|
| GOLF CAR STORAGE (NON-TAX) | | | | | | | |
| 641.3749 | 9 | 181 | | 132 | | 25,815 | 19,501 |
| 641.641.749 | | | | | | | 342 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | 9 | 181 | | 135 | | 25,815 | 19,159 |
| TRAIL FEES | | | | | | | |
| 641.3750 | 70 | 247 | 65 | 26 | 109 | 28,604 | 26,297 |
| PULL CART RENTAL | | | | | | | |
| 641.3752 | 4 | 11 | 19 | | 103 | 262 | 255 |
| 641.641.752 | | | | | | | 852 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | 4 | 11 | 19 | (44) | | 262 | (597) |
| GOLF CLUB RENTAL | | | | | | | |
| 641.3753 | 31 | 31 | 16 | 97 | 79 | 637 | 805 |
| DRIVING RANGE | | | | | | | |
| 641.3754 | 1,258 | 729 | 593 | 233 | 143 | 18,787 | 13,164 |
| 641.3755 NON-TAXABL | | 50 | | | 114 | 568 | 499 |
| 641.641.754 | | | | | 76 | 1,750 | 2,297 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | 1,258 | 778 | 593 | 233 | 155 | 17,606 | 11,366 |
| HANDICAPING | | | | | | | |
| 641.3756 | | | | | 82 | 7,053 | 8,558 |
| 641.641.756 | | | | 820 | | | 7,725 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | | | | (820) | 847 | 7,053 | 833 |
| GOLF BALLS | | | | | | | |
| 641.3760 | 1,894 | 3,870 | 2,214 | 2,096 | 111 | 19,383 | 17,454 |
| 641.641.760 | 5,843 | | | 5,545 | 196 | 34,154 | 17,437 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | (3,949) | 3,870 | 2,214 | (3,449) | (87145) | (14,771) | 17 |
| GLOVES | | | | | | | |
| 641.3762 | 773 | 892 | 619 | 667 | 129 | 6,803 | 5,294 |
| 641.641.762 | | | | 519 | 30 | 848 | 2,829 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | 773 | 892 | 619 | 148 | 242 | 5,955 | 2,465 |
| GOLF CAPS/VISORS | | | | | | | |
| 641.3764 | 700 | 732 | 835 | 558 | 190 | 9,399 | 4,945 |
| 641.641.764 | 1,893 | | | | 339 | 5,082 | 1,500 |
| | ----- | ----- | ----- | ----- | | ----- | ----- |
| Difference | (1,193) | 732 | 835 | 558 | 125 | 4,317 | 3,445 |
| MERCHANDISE | | | | | | | |
| 641.3766 | 3,684 | 5,362 | 3,637 | 3,785 | 102 | 29,805 | 29,315 |

Fox Run Golf Course
Statement of Revenues

| | 01Sep2015 30Sep2015 | 01Sep2014 30Sep2014 | 01Oct2015 31Oct2015 | 01Oct2014 31Oct2014 | | 01Jan2015 31Oct2015 | 01Jan2014 31Oct2014 |
|---------------------------|------------------------|------------------------|------------------------|------------------------|-----|------------------------|------------------------|
| 641.3767 NON-TAXABL | | | (543) | 197 | | (897) | (456) |
| 641.641.766 | 6,696 | | 193 | 1,811 | 96 | 23,575 | 24,609 |
| Difference | (3,012) | 5,362 | 3,987 | 1,974 | 138 | 7,127 | 5,162 |
| GOLF EQUIPMENT | | | | | | | |
| 641.3768 | 2,330 | 8,353 | 4,526 | 4,954 | 72 | 39,907 | 55,688 |
| 641.641.768 | 6,725 | 460 | | 13,362 | 64 | 34,807 | 54,653 |
| Difference | (4,395) | 7,892 | 4,526 | (8,408) | 493 | 5,099 | 1,035 |
| MISCELLANEOUS MERCHANDISE | | | | | | | |
| 641.3770 | | | | 663 | | | 779 |
| 641.641.770 | | | | | | | |
| Difference | | | | 663 | | | 779 |
| JUNIOR GOLF PROGRAM | | | | | | | |
| 641.3788 | | | 592 | | 137 | 5,077 | 3,719 |
| 641.641.788 | | | | | | | 300 |
| Difference | | | 592 | | 148 | 5,077 | 3,419 |
| CLUB REPAIRS | | | | | | | |
| 641.3790 | 688 | 968 | 583 | 1,298 | 77 | 7,830 | 10,146 |
| 641.641.790 | | | 381 | 1,883 | 77 | 5,328 | 6,934 |
| Difference | 688 | 968 | 202 | (585) | 78 | 2,502 | 3,212 |
| LESSONS | | | | | | | |
| 641.3792 | 642 | 231 | 75 | 259 | 98 | 5,468 | 5,556 |
| 641.641.792 | | | | | | | |
| Difference | 642 | 231 | 75 | 259 | 98 | 5,468 | 5,556 |
| GOLF CART ADS | | | | | | | |
| 641.3793 | | | 4,700 | 1,800 | 164 | 7,400 | 4,500 |
| MISCELLANEOUS | | | | | | | |
| 641.641.791 | | | | | | | 513 |
| TOTAL REVENUES | 42,084 | 74,562 | 53,600 | 31,000 | 100 | 729,333 | 727,112 |
| TOTALS EXPENDITURES | 32,049 | 11,273 | 5,816 | 32,718 | 88 | 188,931 | 215,072 |
| DIFFERENCE | 10,035 | 63,289 | 47,784 | (1,718) | 106 | 540,401 | 512,040 |

October Averages
not including
current year

| | | Oct. 2015 | Oct. 2014 | Oct. 2013 | Oct. 2012 | Oct. 2011 | Oct. 2010 |
|-----------------------------|-------------|-----------|-------------|-------------|-------------|-------------|-------------|
| Direct Revenue | | | | | | | |
| Concessions | \$ 6,982 | \$ 12,460 | \$ 8,756 | \$ 5,720 | \$ 8,235 | \$ 5,973 | \$ 6,225 |
| Pro Shop | \$ 15,363 | \$ 17,733 | \$ 16,080 | \$ 18,593 | \$ 12,964 | \$ 13,109 | \$ 16,068 |
| Course | \$ 9,399 | \$ 23,407 | \$ 6,164 | \$ 5,547 | \$ 8,107 | \$ 14,123 | \$ 13,053 |
| Total Direct Revenue | \$ 31,743 | \$ 53,600 | \$ 31,000 | \$ 29,860 | \$ 29,306 | \$ 33,205 | \$ 35,346 |
| Direct Expenses | \$ 22,098 | \$ 5,816 | \$ 32,718 | \$ 28,704 | \$ 13,012 | \$ 17,439 | \$ 18,617 |
| Indirect Expenses | \$ 41,705 | \$ 39,212 | \$ 42,520 | \$ 40,203 | \$ 36,098 | \$ 43,678 | \$ 46,028 |
| Net Operating Income | \$ (31,707) | \$ 9,500 | \$ (43,576) | \$ (38,387) | \$ (19,553) | \$ (27,835) | \$ (29,184) |

YTD Averages
not including
current year

| | | YTD 2014 | YTD 2013 | YTD 2012 | YTD 2011 | YTD 2010 |
|-----------------------------|------------|------------|-------------|-------------|------------|------------|
| Direct Revenue | | | | | | |
| Concessions | \$ 154,541 | \$ 140,997 | \$ 144,058 | \$ 149,824 | \$ 162,163 | \$ 145,767 |
| Pro Shop | \$ 146,957 | \$ 126,891 | \$ 134,132 | \$ 136,773 | \$ 150,902 | \$ 122,495 |
| Course | \$ 452,256 | \$ 461,446 | \$ 448,921 | \$ 409,890 | \$ 455,182 | \$ 438,283 |
| Total Direct Revenue | \$ 753,754 | \$ 729,334 | \$ 727,112 | \$ 696,487 | \$ 768,247 | \$ 706,545 |
| Direct Expenses | \$ 226,928 | \$ 188,931 | \$ 215,072 | \$ 219,724 | \$ 248,659 | \$ 185,257 |
| Indirect Expenses | \$ 524,489 | \$ 543,661 | \$ 556,315 | \$ 530,702 | \$ 545,627 | \$ 494,533 |
| Net Operating Income | \$ 7,180 | \$ (1,486) | \$ (43,524) | \$ (53,168) | \$ (9,963) | \$ 32,838 |

| | | | | | |
|-------------------------|--------------|--------------|-------------|-------------|------------|
| Total Year End Revenue | \$ 760,272 | \$ 728,168 | \$ 789,068 | \$ 699,536 | \$ 897,608 |
| Total Year End Expenses | \$ 878,353 | \$ 864,924 | \$ 889,065 | \$ 796,970 | \$ 868,505 |
| Balance | \$ (118,081) | \$ (136,756) | \$ (99,997) | \$ (97,434) | \$ 29,103 |

Highest amount

Lowest amount

Commission Work Session Memorandum

November 23, 2015

2016 Golf Operations

After listening to City Commission comments during the 2016 budget planning sessions and examining the 2015 Fox Run Golf Course operations, there are three initial options to discuss as the City moves forward to 2016:

Fox Run Financial Information.

Please find in the following attachment the yearly financial information for Fox Run Golf Course.

- Attachment: Fox Run Financials dating back to 2008

Option 1

Would be for the City to operate the golf course and restructure the park and recreation department to accommodate the new work assignments. Please review the following attachments that detail this option for 2016.

- Attachment: 2016 Parks Recreation and Events Department Restructure Plan. This discusses the recommendations for staffing the golf course clubhouse moving forward. The recommendations address some of the customer service complaints the course received in 2015. The document also discusses restructuring golf course maintenance so it is now a part of the parks maintenance division with Jim Snook as the supervisor.
- Attachment: 2016 Fox Run Customer Service Plan. Based on the 2015 course operations, the golf advisory board has brought comments forward about the customer service at Fox Run. This document addresses the comments received in 2015 by the GAB and other course patrons. The Customer Service Plan would be the focus for staff training in 2016. Based on the staffing recommendations, job duties get assigned to the various full-time staff without one employee being the lead on all clubhouse operations in the future.
- Attachment: 2016 Fox Run Operations Plan. This document starts to detail operations after implementing the Customer Service Plan.

Option 2

Would be for the City to operate the golf course and hire only a second full-time clubhouse employee to fill the current vacant position. This would be the same staffing set-up that was in place at the course for the past six years. Dakota Golf Management from Sioux Falls could be contracted with to serve in a consultant capacity to examine operations and recommend ways to decrease expenses and increase revenues. After 2017, when Dakota Golf Management has secured the management contracts for the three City of Sioux Falls golf courses again, a more aggressive plan could be created where Dakota Management would possibly take on the operations of Fox Run as an independent vendor. This option does not help the course deal with the spring and fall seasons when part-time help is scarce and the operation hours are still great

Option 3

Would be for the City to enter into an agreement with Great Life Golf and Fitness of Sioux Falls. There are a few different scenarios that can be examined.

- Affiliate course- in this option, Fox Run would still be operated by the City. Great Life Golf pass holders would be able to use the course and Great Life would reimburse the City for the golf rounds played by its pass holders, at a specific dollar amount per round, up to a monthly maximum amount. Any other purchases made at the course by Great Life season pass holders, such as cart rental, driving range balls, food, or beverage would be income for Fox Run Golf Course. Fox Run could realize a loss of season pass holders as some choose to become Great Life season pass holders and use that pass to have access to Fox Run Golf Course.
- Management agreement- in this option, the golf and clubhouse operations would be leased to Great Life Golf. An agreed upon percentage or amount of course revenue would be paid back to the City, but the majority of revenue would be Great Life's. The maintenance division of parks and recreation would still need to maintain the course and its facilities. The amount of revenue paid back to the City is not likely to cover all the costs of maintenance employees' wages, equipment, and supplies, but this would not be known until the actual agreement is presented to the City by Great Life.

- Lease agreement- in this option, the entire Fox Run Golf Course operation, including golf, clubhouse, and maintenance, would be leased to Great Life Golf for an agreed upon percentage or amount of course net revenue. If the course does not realize a profit, the amount paid to the City may be very small.
- Lease to own agreement- in this option, it would be similar to the lease agreement option but in the future Great Life Golf would want the option to buy Fox Run Golf Course which includes the land.

If Great Life Golf and Fitness is a viable option, as the agreements are negotiated, there would also be discussions about how the Summit Activities Center Community Fitness and Recreation Center could be involved with Great Life in the future.

According to the literature provided to the City, Great Life Golf and Fitness owns five golf courses, and works with fourteen other courses. Some of these golf courses have Great Life fitness facilities. Great Life also has ten other fitness facilities.

From Great Life's literature, "Great Life Golf & Fitness believes in bringing families together through sports, fitness and healthy lifestyles. That's why we've made 19 of the area's best golf courses accessible and affordable for everyone. Free weekly golf clinics for kids, adults, and families are just one of the perks that make Great Life memberships irresistible. Even better, our golf memberships include unlimited fitness at our state-of-the-art fitness centers.

At Great Life, we believe that healthy lifestyles support healthy families and enrich lives. If we can impact your life by helping you establish healthier habits, you pass those habits on to your children, who pass them on to theirs. In the end, that makes your family healthier and happier.

From the beginning, we have been determined to make this vision a reality. We pulled together the best resources, most qualified trainers, highest quality equipment, and included Free Fitness Classes to give our members the best experience at the most affordable price. It's not just a workout, it's a lifestyle."

Please provide direction to which option the City Parks and Recreation Department should pursue for 2016 at Fox Run Golf Course.

Thank you.

Todd R. Larson
Director of Parks and Recreation

Fund: Golf Course

Function: Operations

| ACCOUNT NO. | DESCRIPTION | 2008 Actual | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual |
|-------------|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Operating Revenues | \$805,514 | \$863,865 | \$897,608 | \$699,536 | \$789,068 | \$728,168 | \$760,272 |
| | Operating Expenses: | | | | | | | |
| | Personnel Services | \$321,002 | \$302,850 | \$306,861 | \$288,334 | \$326,987 | \$331,893 | \$341,019 |
| | Insurance | \$4,629 | \$4,417 | \$4,714 | \$4,967 | \$5,021 | \$4,944 | \$5,066 |
| | Professional Services | \$12,786 | \$16,621 | \$18,808 | \$18,548 | \$22,686 | \$30,105 | \$29,026 |
| | Publishing | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Repairs & Maintenance | \$63,758 | \$62,573 | \$72,402 | \$65,622 | \$78,953 | \$54,541 | \$54,238 |
| | Supplies & Materials | \$322,207 | \$330,990 | \$313,753 | \$263,697 | \$289,520 | \$285,241 | \$289,353 |
| | Travel & Conference | \$2,061 | \$1,727 | \$2,553 | \$2,411 | \$3,661 | \$2,781 | \$1,798 |
| | Utilities | \$34,267 | \$28,028 | \$30,635 | \$32,268 | \$37,014 | \$29,535 | \$30,226 |
| | Billing & Administration | \$58,579 | \$61,625 | \$63,474 | \$65,378 | \$67,340 | \$67,340 | \$67,340 |
| | Depreciation | \$68,054 | \$60,886 | \$55,305 | \$55,745 | \$57,883 | \$58,544 | \$60,287 |
| | Total Operating Expenses | \$887,343 | \$869,717 | \$868,505 | \$796,970 | \$889,065 | \$864,924 | \$878,353 |
| | Net Operating Income(Loss) | (\$81,829) | (\$5,852) | \$29,103 | (\$97,434) | (\$99,997) | (\$136,756) | (\$118,081) |

| | | | | | | | |
|---------------------------------------|------------|---------|----------|------------|------------|-------------|-------------|
| Non-Operating Revenue(Expense) | | | | | | | |
| Interest | \$6,159 | \$986 | \$796 | \$632 | \$156 | \$112 | \$92 |
| Miscellaneous | \$7 | (\$9) | \$0 | \$5,561 | \$15,929 | \$659 | \$660 |
| Decrease in fair value of investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interest & Fiscal Charges | (\$1,000) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Loss on Assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Bond Issuance Cost | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gain on disposition of Assets | \$98 | \$7,208 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Donations from Private | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Nonoperating Income | \$5,264 | \$8,185 | \$796 | \$6,193 | \$16,085 | \$771 | \$752 |
| Net Income (loss) | (\$76,565) | \$2,333 | \$29,899 | (\$91,241) | (\$83,912) | (\$135,985) | (\$117,329) |

Fund: Golf Course

| | | Estimated Revenue | | | | | | |
|-------------|-----------------------------------|--------------------------|----------------|--------------|----------------|-----------------|--------------|--------------|
| ACCOUNT NO. | DESCRIPTION | 2008 Actual | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual |
| 641 3495 | Sale of TID Land | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 3610 | Interest | \$6,159 | \$986 | \$796 | \$632 | \$156 | \$112 | \$92 |
| 641 3612 | Sale of Fixed Assets | \$98 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 3615 | Miscellaneous Reimbursements | \$0 | \$0 | \$0 | \$328 | \$233 | \$660 | \$661 |
| 641 3640 | Compensation Loss & Damage | \$0 | \$7,208 | \$0 | \$5,233 | \$15,696 | \$0 | \$0 |
| 641 3660 | Donation from private | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 3690 | Miscellaneous | \$7 | (\$9) | \$0 | \$0 | \$0 | (\$1) | (\$1) |
| 642 3610 | Interest on Bond Reserve | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 642 3965 | From 1998 TID Bonds | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 643 3610 | Interest on Bond Reserve | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 643 3614 | 1998 Bond Escrow | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Total Nonoperating Revenue | \$6,264 | \$8,185 | \$796 | \$6,193 | \$16,085 | \$771 | \$752 |
| 641 3701 | Cash Long | \$224 | \$1,362 | \$1,292 | \$439 | \$579 | \$659 | \$1,178 |
| 641 3710 | Prepared Food | \$35,120 | \$40,471 | \$39,018 | \$33,589 | \$36,289 | \$39,104 | \$32,322 |
| 641 3711 | Prepared Food - NON-Taxable | | \$0 | \$0 | \$620 | \$618 | \$661 | \$940 |
| 641 3712 | Side Orders | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 3714 | Pre-Packaged Food | \$10,072 | \$10,199 | \$8,080 | \$5,504 | \$6,666 | \$5,783 | \$7,277 |
| 641 3716 | Cigarettes | \$143 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 3718 | Beer | \$81,224 | \$91,416 | \$94,501 | \$81,414 | \$95,360 | \$84,982 | \$85,583 |
| 641 3720 | Pop | \$25,884 | \$28,627 | \$29,856 | \$22,737 | \$26,183 | \$21,481 | \$21,286 |
| 641 3722 | Fountain Pop | \$686 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 3724 | Coffee | \$147 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 3726 | Catering | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 3728 | Miscellaneous Concessions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 3735 | Simulator | | | | | \$0 | \$0 | \$0 |
| 641 3736 | Simulator Non-Taxable | | | | | \$0 | \$0 | \$0 |

| | | | | | | | | |
|----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 641 3740 | Season Pass | \$171,797 | \$173,960 | \$197,591 | \$140,463 | \$185,026 | \$165,687 | \$173,299 |
| 641 3741 | Season Pass-Non-Taxable | \$0 | \$0 | \$5,150 | \$4,200 | \$0 | \$3,387 | \$3,387 |
| 641 3742 | Greens Fees-Weekends/Holidays | \$74,608 | \$91,608 | \$88,449 | \$69,138 | \$55,283 | \$47,367 | \$57,155 |
| 641 3743 | Greens Fees-Non-Taxable | \$0 | \$0 | \$3,022 | \$6,150 | \$6,134 | \$2,998 | \$3,949 |
| 641 3744 | Greens Fees-Weekdays | \$54,126 | \$59,298 | \$51,484 | \$53,751 | \$61,719 | \$61,667 | \$68,173 |
| 641 3745 | Greens Fees-Debt Service | \$8,341 | \$5,963 | \$3 | \$0 | \$0 | \$0 | \$0 |
| 641 3746 | Golf Car Rental | \$69,478 | \$83,499 | \$88,724 | \$74,460 | \$73,683 | \$61,548 | \$63,572 |
| 641 3747 | Golf Car Rental - NON-Taxable | | | \$0 | \$0 | \$226 | \$0 | \$1,215 |
| 641 3749 | Golf Car Storage | \$19,814 | \$20,029 | \$21,196 | \$21,198 | \$21,054 | \$20,139 | \$19,500 |
| 641 3750 | Trail Fees | \$19,249 | \$22,039 | \$25,159 | \$25,873 | \$29,186 | \$27,021 | \$26,297 |
| 641 3752 | Pull Cart Rental | \$1,302 | \$600 | \$520 | \$262 | \$251 | \$146 | \$263 |
| 641 3753 | Golf Club Rental | \$262 | \$4,276 | \$1,014 | \$746 | \$796 | \$1,016 | \$849 |
| 641 3754 | Driving Range | \$15,429 | \$18,357 | \$16,705 | \$11,988 | \$14,807 | \$13,527 | \$13,200 |
| 641 3755 | Driving Range Non-Taxable | \$0 | \$0 | \$1,731 | \$310 | \$72 | \$444 | \$499 |
| 641 3756 | Handicapping | \$7,605 | \$8,425 | \$8,736 | \$8,176 | \$8,213 | \$8,332 | \$8,558 |
| 641 3760 | Golf Balls | \$26,695 | \$27,618 | \$31,387 | \$22,073 | \$23,825 | \$25,056 | \$22,952 |
| 641 3762 | Gloves | \$7,654 | \$5,880 | \$6,904 | \$6,241 | \$6,459 | \$6,692 | \$6,335 |
| 641 3764 | Golf Caps/Visors | \$6,851 | \$5,901 | \$8,910 | \$5,261 | \$6,540 | \$7,487 | \$5,780 |
| 641 3766 | Merchandise | \$58,165 | \$59,419 | \$48,434 | \$29,893 | \$38,808 | \$37,525 | \$34,322 |
| 641 3767 | Merchandise Non-Taxable | \$0 | \$0 | \$10,091 | \$4,564 | \$1,162 | \$1,890 | \$721 |
| 641 3768 | Golf Equipment | \$88,196 | \$84,592 | \$76,351 | \$44,676 | \$63,719 | \$58,642 | \$73,603 |
| 641 3770 | Miscellaneous Merchandise | \$1,616 | \$859 | \$0 | \$0 | \$344 | \$0 | \$779 |
| 641 3783 | Tournament Fee (Non taxable) | \$1,749 | \$506 | \$9,405 | \$0 | \$0 | \$1,406 | \$0 |
| 641 3784 | Leagues | \$2,294 | \$1,930 | \$1,896 | \$1,715 | \$2,126 | \$1,434 | \$0 |
| 641 3788 | Junior Golf Program | \$3,466 | \$3,578 | \$3,347 | \$3,466 | \$3,696 | \$3,394 | \$3,719 |
| 641 3790 | Club Repairs | \$175 | \$167 | \$0 | \$4,944 | \$9,763 | \$9,628 | \$11,102 |
| 641 3792 | Lessons | \$1,614 | \$2,215 | \$1,027 | \$760 | \$6,381 | \$5,490 | \$5,957 |
| 641 3793 | Golf Cart Ads | \$11,528 | \$11,071 | \$17,625 | \$14,925 | \$4,100 | \$3,575 | \$6,500 |
| 641 3910 | Transfer from General Fund | | | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 3926 | Equity Transfer TID | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Total Operating Revenue | \$805,514 | \$863,865 | \$897,608 | \$699,536 | \$789,068 | \$728,168 | \$760,272 |
| | Total Revenues | \$811,778 | \$872,050 | \$898,404 | \$705,729 | \$805,153 | \$728,939 | \$761,024 |

Fund: Golf Course

Operating Expenses

| ACCOUNT NO. | DESCRIPTION | 2008 Actual | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual |
|-------------|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 641 641 101 | Regular Wages | \$174,929 | \$180,420 | \$183,614 | \$158,647 | \$193,541 | \$203,552 | \$193,023 |
| 641 641 102 | Temporary Wages | \$90,923 | \$66,718 | \$65,264 | \$74,461 | \$70,388 | \$67,026 | \$83,757 |
| 641 641 103 | Overtime Wages | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 111 | OASI | \$20,137 | \$18,675 | \$18,788 | \$17,221 | \$19,882 | \$19,882 | \$21,521 |
| 641 641 121 | Retirement | \$10,496 | \$10,825 | \$11,017 | \$9,356 | \$11,612 | \$11,734 | \$12,061 |
| 641 641 131 | Worker's Comp | \$2,206 | \$2,252 | \$2,304 | \$2,381 | \$2,462 | \$2,481 | \$2,498 |
| 641 641 132 | Group Insurance | \$21,855 | \$23,477 | \$24,585 | \$25,431 | \$28,506 | \$26,608 | \$27,470 |
| 641 641 133 | Unemployment Insurance | \$456 | \$483 | \$1,289 | \$837 | \$596 | \$610 | \$689 |
| | | | | | (\$1,002) | (\$1,002) | (\$1,002) | (\$1,002) |
| | Subtotal Personnel Services | \$321,002 | \$302,850 | \$306,861 | \$287,332 | \$325,985 | \$330,891 | \$340,017 |
| 641 641 201 | Insurance | \$4,629 | \$4,417 | \$4,714 | \$4,967 | \$5,021 | \$4,944 | \$5,066 |
| 641 641 202 | Professional Services | \$117 | \$339 | \$354 | \$575 | \$425 | \$320 | \$132 |
| 641 641 203 | Bank Card Discounts | \$4,235 | \$8,808 | \$9,725 | \$8,657 | \$10,932 | \$9,127 | \$12,034 |
| 641 641 204 | Contracted Services-Operations | \$3,908 | \$4,501 | \$5,416 | \$5,394 | \$6,815 | \$15,220 | \$4,033 |
| 641 641 209 | Licenses | \$605 | \$535 | \$290 | \$290 | \$290 | \$290 | \$1,880 |
| 641 641 210 | Promotional | \$689 | \$0 | \$0 | \$0 | \$100 | \$48 | \$5,433 |
| 641 641 211 | Advertising | \$3,232 | \$2,438 | \$3,023 | \$3,632 | \$4,124 | \$5,100 | \$5,514 |
| 641 641 221 | Repairs & Maint.-Equipment | \$16,405 | \$29,512 | \$51,421 | \$12,246 | \$29,359 | \$14,095 | \$19,385 |
| 641 641 222 | Repairs & Maint.-Vehicles | \$0 | \$0 | \$214 | \$0 | \$1,574 | \$1,843 | \$0 |
| 641 641 223 | Repairs & Maint.-Buildings | \$33,922 | \$21,176 | \$10,040 | \$34,497 | \$28,359 | \$17,098 | \$16,808 |
| 641 641 224 | Repairs & Maint.-Central Garage | \$13,431 | \$11,885 | \$10,727 | \$18,879 | \$19,661 | \$21,505 | \$18,045 |
| 641 641 231 | Postage | \$1,150 | \$1,003 | \$961 | \$610 | \$508 | \$940 | \$476 |

| | | | | | | | | |
|-------------|-------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 641 641 232 | Office Supplies | \$764 | \$1,134 | \$492 | \$1,032 | \$1,424 | \$798 | \$2,586 |
| 641 641 233 | Printing & Binding | \$178 | \$406 | \$1,183 | \$186 | \$0 | \$0 | \$0 |
| 641 641 234 | Copies | \$123 | \$41 | \$0 | \$1 | \$37 | \$109 | \$47 |
| 641 641 235 | Subscriptions & Publications | \$30 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 236 | Janitorial Supplies | \$3,853 | \$3,505 | \$3,178 | \$3,717 | \$4,474 | \$3,306 | \$3,255 |
| 641 641 240 | Chemicals & Gases | \$39,212 | \$35,732 | \$35,663 | \$33,496 | \$34,378 | \$35,240 | \$32,824 |
| 641 641 241 | Agricultural Supplies | \$6,171 | \$11,718 | \$4,908 | \$5,934 | \$5,646 | \$8,869 | \$11,434 |
| 641 641 242 | Recreation Supplies | \$7,258 | \$3,261 | \$4,694 | \$1,996 | \$3,550 | \$3,707 | \$6,720 |
| 641 641 243 | Medical & Safety Supplies | \$5 | \$25 | \$0 | \$1,210 | \$0 | \$0 | \$0 |
| 641 641 244 | Uniforms & Dry Goods | \$515 | \$260 | \$447 | \$462 | \$664 | \$677 | \$1,035 |
| 641 641 247 | Small Tools & Hardware | \$312 | \$269 | \$106 | \$565 | \$964 | \$207 | \$75 |
| 641 641 261 | Membership Dues | \$636 | \$646 | \$446 | \$661 | \$626 | \$671 | \$996 |
| 641 641 263 | Travel Expense | \$0 | \$0 | \$0 | \$386 | \$117 | \$0 | \$92 |
| 641 641 264 | Learning | \$0 | \$0 | \$0 | \$0 | \$10 | \$0 | \$0 |
| 641 641 265 | Conferences & Meetings | \$1,425 | \$1,081 | \$2,107 | \$1,364 | \$2,908 | \$2,110 | \$710 |
| 641 641 271 | Telephone | \$2,528 | \$1,918 | \$1,934 | \$1,946 | \$2,135 | \$2,098 | \$2,116 |
| 641 641 272 | Electricity | \$21,069 | \$17,334 | \$19,083 | \$20,749 | \$26,909 | \$17,468 | \$17,610 |
| 641 641 273 | Fuel-Heating | \$7,263 | \$5,030 | \$5,479 | \$5,530 | \$3,365 | \$5,649 | \$5,965 |
| 641 641 274 | Water Service | \$1,633 | \$1,674 | \$1,880 | \$1,879 | \$2,178 | \$1,993 | \$2,755 |
| 641 641 275 | Sewer Service | \$1,280 | \$1,529 | \$1,707 | \$1,688 | \$2,043 | \$1,767 | \$1,734 |
| 641 641 276 | Landfill | \$494 | \$543 | \$552 | \$476 | \$384 | \$560 | \$46 |
| 641 641 277 | Rubble | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 278 | Yard Waste | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 281 | Billing and Administration | \$58,579 | \$61,625 | \$63,474 | \$65,378 | \$67,340 | \$67,340 | \$67,340 |
| 641 641 291 | Depreciation | \$68,054 | \$60,886 | \$55,305 | \$55,745 | \$57,883 | \$58,544 | \$60,287 |
| | Subtotal Other Current Expenditures | \$303,705 | \$293,231 | \$299,523 | \$294,148 | \$324,203 | \$301,643 | \$306,433 |
| 641 641 701 | Cash Short | \$211 | \$918 | \$760 | \$598 | \$145 | \$672 | \$1,294 |
| 641 641 710 | Entree | \$27,639 | \$26,204 | \$26,398 | \$27,916 | \$26,785 | \$32,436 | \$27,160 |
| 641 641 712 | Side Orders | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 714 | Candy | \$4,295 | \$4,189 | \$4,357 | \$3,795 | \$13,542 | \$4,329 | \$3,724 |
| 641 641 716 | Cigarettes | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| | | | | | | | | |
|-------------|--------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 641 641 718 | Beer | \$28,233 | \$29,752 | \$31,240 | \$28,129 | \$32,271 | \$29,848 | \$28,122 |
| 641 641 720 | Beverages | \$12,795 | \$12,867 | \$14,455 | \$11,256 | \$8,746 | \$9,157 | \$9,771 |
| 641 641 722 | Drinks | \$61 | \$22 | \$0 | \$301 | \$0 | \$0 | \$0 |
| 641 641 724 | Coffee | \$95 | \$7 | \$0 | \$0 | \$75 | \$0 | \$0 |
| 641 641 726 | Catering | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 728 | Miscellaneous Concessions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 746 | Golf Car Rental | \$32,489 | \$34,969 | \$33,759 | \$33,639 | \$30,419 | \$25,477 | \$28,206 |
| 641 641 749 | Reimbursement-Golf Shed Rental | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$342 |
| 641 641 752 | Pull Carts - Rental | \$0 | \$0 | \$0 | \$0 | \$774 | \$0 | \$852 |
| 641 641 754 | Driving Range | \$3,256 | \$110 | \$2,887 | \$2,814 | \$3,058 | \$2,385 | \$2,297 |
| 641 641 756 | Handicapping | \$7,150 | \$7,056 | \$7,250 | \$7,359 | \$7,210 | \$6,948 | \$7,725 |
| 641 641 760 | Golf Balls | \$19,642 | \$22,202 | \$24,399 | \$18,712 | \$18,187 | \$21,320 | \$18,882 |
| 641 641 762 | Gloves | \$3,717 | \$3,768 | \$3,802 | \$4,110 | \$635 | \$5,083 | \$4,889 |
| 641 641 764 | Golf Caps/Visors | \$4,553 | \$4,125 | \$5,493 | \$3,882 | \$5,002 | \$3,667 | \$3,505 |
| 641 641 766 | Merchandise | \$49,170 | \$52,121 | \$57,752 | \$20,693 | \$34,536 | \$35,780 | \$21,750 |
| 641 641 768 | Golf Equipment | \$66,792 | \$73,036 | \$51,868 | \$43,140 | \$48,630 | \$47,783 | \$63,852 |
| 641 641 770 | Miscellaneous Merchandise | \$0 | \$0 | \$180 | \$0 | \$0 | \$0 | \$0 |
| 641 641 771 | Newsletter | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 782 | Tournament Fees | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 784 | Leagues | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 788 | Junior Golf Program | \$1,339 | \$0 | \$1,070 | \$920 | \$746 | \$790 | \$1,060 |
| 641 641 790 | Club Repairs | \$0 | \$0 | \$0 | (\$1,395) | \$7,114 | \$5,713 | \$6,957 |
| 641 641 791 | Miscellaneous | \$1,199 | \$2,290 | (\$3,549) | \$8,619 | \$0 | \$0 | \$513 |
| 641 641 792 | Lessons | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Subtotal Resale Expenditures | \$262,636 | \$273,636 | \$262,121 | \$214,488 | \$237,875 | \$231,388 | \$230,901 |
| | Total Operating Expenditures | \$887,343 | \$869,717 | \$868,505 | \$795,968 | \$888,063 | \$863,922 | \$877,351 |

Fund: Golf Course

Function: Improvement & Extensions

| ACCOUNT NO. | DESCRIPTION | 2008 Actual | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual |
|-------------|---------------------------------------|-------------------|-----------------|------------------|-----------------|-------------------|--------------------|--------------------|
| | Revenues: | | | | | | | |
| | Net Gain(Loss) | (\$76,565) | \$2,333 | \$29,899 | (\$91,241) | (\$83,912) | (\$135,985) | (\$117,329) |
| | Depreciation | \$68,054 | \$60,886 | \$55,305 | \$55,745 | \$57,883 | \$58,544 | \$60,287 |
| | Bond Discount Amortization | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | 1998 Bond Escrow | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Equity Transfer From TID #1 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Beginning Balance | \$16,797 | (\$47,375) | \$15,844 | \$99,168 | \$7,303 | (\$45,130) | (\$122,571) |
| | Total Funds Available | \$8,286 | \$15,844 | \$101,048 | \$63,672 | (\$18,726) | (\$122,571) | (\$179,613) |
| | Application of Funds Available | | | | | | | |
| | Principal On Debt | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Change in Accr Interest @ Year End | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Increase (Decr.) Debt Service Reserve | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Equipment | \$46,718 | \$0 | \$1,880 | \$56,369 | \$26,404 | \$0 | \$48,483 |
| | Course Improvements | \$8,943 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Reserve for Future Improvements | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Advance to Other Funds | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Total Applied | \$55,661 | \$0 | \$1,880 | \$56,369 | \$26,404 | \$0 | \$48,483 |
| | Due to / Due From | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Ending Balance | (\$47,375) | \$15,844 | \$99,168 | \$7,303 | (\$45,130) | (\$122,571) | (\$228,096) |

Fund: Golf Course

Function: Improvement & Extension

| ACCOUNT NO. | DESCRIPTION | 2008 Actual | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual |
|-------------|---|----------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 641 641 411 | Interest | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 570 | Cash Short / Theft | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 580 | Loss on Disposition of Asset | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 657 | TID Roads | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 642 642 411 | Interest | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 642 642 421 | Fiscal Fees | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 642 642 422 | Bond Issuance Cost | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 643 643 411 | 1998 TID Interest | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 643 643 421 | 1998 TID Fiscal Fees | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 643 643 422 | Bond Issuance Cost | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Total Interest & Fiscal Fees | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 580 | Loss on Disposition of Assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Total Nonoperating Expenses | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 301 | Capital Repair and Maintenance | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 320 | Building & Structures | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 350 | Course Equipment | \$46,718 | \$0 | \$1,880 | \$56,369 | \$26,404 | \$0 | \$48,483 |
| 641 641 390 | Golf Course Improvements | \$8,943 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 xxx | Reserve for Future Improvements | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 641 641 441 | 91 TID Bond Principal | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| | | | | | | | | |
|-------------|---|----------|-----|---------|----------|----------|-----|----------|
| 641 641 655 | Advance to Other Funds | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 642 642 510 | Decrease in FV of Investment Loan Payoff | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 643 643 441 | 98 TID Bond Principal | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Total Capital Expenditures | \$55,661 | \$0 | \$1,880 | \$56,369 | \$26,404 | \$0 | \$48,483 |

2016 Parks, Recreation and Events Department Restructure

- **RECOMMENDATION** - Hire a City Events and Promotions Coordinator.
 - Plans, organizes, implements, supports, or coordinates with City events and recreation outreach. Serves a lead role to events and activities sponsored by the City of Yankton and a support role to other cooperative community events. Work focuses on increasing the economic impact and continued development of the visitor industry and its economic impact on the Yankton community.
 - Promotions and Marketing
 - Help with Facebook marketing and event marketing
 - Fox Run Golf Course Support
 - Help with Pro-Am tournament
 - Make the season pass holder tournament a night event also
 - Help with City Classic tournament, night events

- Fox Run Golf Course Clubhouse Staffing
 - The City should have a concern about the relationships at Fox Run and the season pass holders. Many comments this year about paying more for less service. Many customer service complaints this year.
 - The City should have a concern about relying on part-time/seasonal help to work a large number of hours at the golf course.
 - Have heard at the October CVB Council meeting about the State Parks, Hotel, and Food & Beverage industry a concern with not being able to fill part-time/seasonal positions in 2015.
 - **GOAL**: to further enhance customer service delivery and offer the highest level of quality services by **focusing on utilizing the talents of full-time staff** to teach classes, run programs, facilitate workshops, special events and leagues, and carry out daily facility operations. If not addressed, continued problems including:
 - lack of ownership and disengaged full-time staff
 - inefficient use of department resources and personnel talents
 - reliance on an hourly employee base with less vested interest in the city operations
 - loss of facility oversight and accountability
 - lack of understanding customer needs and ability to develop and maintain relationships
 - lack of creativity in developing new offerings
 - There will be an increase in Regular Salaries and Wages at the course, with continued effort to reduce the amount of Temporary Salaries and Wages, but the Temporary line item cannot be reduced to zero due to the type of operation unless seriously reducing services and hours (SAC operations as examples).
 - Another City operation that is similar to Fox Run is the Summit Activity Center. The staffing model at the SAC facility was restructured in 2009, with the addition of a full-time receptionist added to the four full-time positions, to allow for better customer service with minimizing the number of part-time employees. The SAC has reduced hours of operations in the summer.
 - Fox Run has two full-time maintenance staff that cannot be utilized during the busy spring, summer, and fall seasons. This leaves two full-time employees to operate the clubhouse in the spring, summer, and fall. With the addition of a

Golf Simulator at Fox Run, the course has greatly expanded its hours of operations in the winter.

- **RECOMMENDATION** - Hire a Fox Run Golf Business Manager. Full-time employee, Range 40 (\$44,175 - \$55,926) who controls all operations at the course. Will schedule all employees for the clubhouse. Provide commission for food & beverage operations.
- **RECOMMENDATION** - Hire an Assistant Business Manager. Full-time employee, Range 30 (\$34,510 - \$43,689) who works in support of all operations at the course. Provide commission for advertising sales (golf cart wraps, scorecards, benches, ball washers, etc.)
- **RECOMMENDATION** for Golf Pro. Restructure contract. Manage golf specific operations (leagues, tournaments) Pro shop Commission. Lessons and club repair would only happen outside scheduled hours. Need to reduce the amount of phone calls and texts the pro receives when not working at the course. May need to only list a work phone number and no cell phone number so the general public cannot contact the pro on a cell phone.
- Utilize three full-time employees and course superintendent in winter. Utilize course superintendent when not being utilized by parks department.
- Clubhouse cleaning/maintenance would become part of full-time staff and closing staff responsibilities. No longer a separate part-time job.
- Todd will work at Clubhouse on Thursdays in 2016.
- The addition of wages to the Golf budget can be made up with cuts to the Park, Cemetery, Trails budgets.

- Fox Run Golf Maintenance Staffing
 - **RECOMMENDATION** - Move under Parks Department
 - Relieves Clubhouse staff from supervising maintenance. Places workload on parks department for overseeing maintenance and projects.
 - If Fox Run is having issues with in-mate labor or seasonal labor, the parks employees can fill in at course to help maintenance.
 - **RECOMMENDATION** - Greenskeeper position will change to ½ Fox Run and ½ Parks Department with a title change to Fleet Mechanic. This would be similar to Bob Snyder's position with the Parks and SAC budgets. Also, similar to how Chris Bornitz is utilized in the parks department.
 - Fleet mechanic would be utilized at Fox Run March, April, May, June, July, August, and September while helping with parks equipment as needed. October, November, December, January, February would be utilized by the Parks Department.
 - **RECOMMENDATION** - Jim Snook, Parks Superintendent, currently at Range 44 for salary should move to Range 47.
 - Jim would need to utilize the three Senior Grounds Maintenance Workers more with them doing more supervision and assigning of work to other department employees.

- Fox Run Golf Billing and Administration Fee
 - **RECOMMENDATION** - I believe the billing and administration fee needs to be taken off of the books to help with the perception of the City taking revenues from Fox Run for either the parks department budget or the general City budget. The rebate or refund policy that may take place in 2015 and 2016 does not help the on-going perception of the City taking revenues from Fox Run. Right now and in the eight years I have been employed with the City of Yankton, perception is reality with season pass holders.

2016 Fox Run Customer Service Plan

- ❖ The plan needs to be emphasized every day and every employee needs to be trained on these items.
 - First focus on customer service and then when we've accomplished that, we will start to set goals for rounds and season pass numbers.

- ❖ Fox Run Golf Course Brand- Fox Run Golf Course- Yankton's Fun Golf Facility!
 - Everything workers do to create the user experience.
 - Need to train all workers on why you do it and how you do it.
 - Customers become loyal as a result of their experience with the mixture of the product (golf) with the service, feelings, benefits and advantages they encounter as a result of their use of your golf course. Interactions with staff are crucial.
 - Staff can't be lost with no work direction or disheartened. Staff will effectively quit, but are still on site collecting their paycheck, and rounds/revenue are continuing to decline. No one is actively working the business. Need to train and support all staff.
 - What are you doing to – or not doing for – season pass holders and league members that makes perfect sense to you but irritates and alienates them? Always keep this question in mind.

 - Fox Run Brand- well-maintained course that provides a fun golf experience
 - Affordable, exceptional value, ability for pass-holders and walk-up golfers to get on course
 - FUN- do not have staff make cup placement hard during regular playing days so regular everyday golfers can score well which equals fun.
 - Harder cup placement on tournament days is fine.
 - Look at removing more sand bunkers to help with making course more user friendly and help with lower maintenance expense (most expense and time consuming to maintain on course).
 - **Target audience- where are they located, key info to get to them, where do they get info?**
 - Website and facebook are not the best and only solution but part of total package.
 - How do you get golfers on the course on slow days, tracked through software?
 - Don't give away golf, but give away or discount the amenities (driving range, food and beverage, pro shop stuff)
 - Website- with new webpage in fall of 2015. Update all info, need more high res photos of facilities and course.

- ❖ Visitor experience
 - How do we make the visitor experience the best possible? We are not volume, so it needs to be hands on and making it very personable to all patrons.
 - Can you use food and beverage to drive golf numbers, people come as a restaurant with an activity option? Different way to market. Need to advertise the special food nights with golf as activity.
 - Not all events are quality as it depends on what full-time worker is supervising.
 - Customer service training and adhering to plan.
 - Starts with entryway and parking lot, landscaping.
 - All trash picked up.
 - All landscaping weeded and looking nice.
 - Landscaping around clubhouse, cart sheds, on course

- Clubhouse
 - Flag up on flag pole
 - Restrooms
 - Cleaned regularly and up-date so modern (people care about restrooms especially in hospitality)
 - Food and beverage area
 - Tables cleaned, bar area cleaned, and trash removed
 - Garbage cans around clubhouse and on driving range kept from overflowing.
 - All trash picked up around clubhouse and buildings.

- Customer service in clubhouse
 - Greeting all people who come in the door everyday
 - Walking out from behind counters to speak with customers in pro shop area. Shake hands.
 - Getting people onto the course efficiently and fast
 - Making room for them if not on tee sheet, answering all questions.
 - Give people a hand out of games that can be played on the golf course to help them have FUN.
 - Answering the phone within three rings. Always being pleasant.

- Practice areas
 - Well maintained
 - Trash removed
- Tee boxes
 - Trash cans empty
 - Ball washers full
 - Broken tees and cups for tees emptied daily
- Fairways
 - Yardage markers up and painted regularly
 - Sprinkler heads marked with distances?
 - Cut nice and wide to help make the game FUN
 - Need to remove dead trees immediately in summer. Dead branches also.
- Greens
 - Easy cup placement on all but tournament days
- On course restrooms, spot-a-pots in working order
 - Starts as soon as the weather allows for the course to be open
 - Checked daily- both comfort station and spot-a-pots
 - Cleaned daily- comfort station, clean spot-a-pots if needed
 - Everything working or called in to fix immediately (drinking fountain, doors, sinks, stools, urinals, stall doors)
 - No trash, no bad smells
- As golfers come back in to the clubhouse after golfing
 - Asking them if they have looked at merchandise in pro shop.
 - Asking them if they are hungry, thirsty, or what can we get them?
 - Thanking people as they leave the clubhouse/course and that includes everyone!!!!!!

Frustrating trigger points for regular golfers on the course.

Full-time employees need to address:

1. Having someone walk out onto the course in front of you from the Fox Run neighborhood and start playing golf knowing they have not checked in. Start of solution- Letter to property owners.
2. Having a pack of kids from the neighborhood playing on the course or around the ponds by the clubhouse. Start of solution- Letter to property owners.
3. Groups eating sunflower seeds and spitting the seeds on the greens. Start of solution- Mentioned and talked about regularly with all golfers in clubhouse.
4. Groups that drive a cart onto tee boxes and greens. Etiquette and respect for the game and course. Needs to be taught and emphasized at Fox Run. Start of solution- Mentioned and talked about regularly with all golfers in clubhouse.

2016 Fox Run Operations Plan

- ❖ Start with - basic scheduling plans for both peak season and off-season
 - Expectation is a full-time employee will cover all leagues and informal fun nights, outings, and tournaments from beginning to the very end of events including closing down at night.
 - These course operations need to be organized well and administered well.
 - Full-time employees need to be able to answer questions in regards to: score, figuring flights and winners, award prizes, etc., to give the activity a quality feel.
 - Schedules need to be out to employees in a timely manner.
 - Schedule well in advance and then they have days to give to other employers if working other jobs.
 - In winter, two days off per week.
 - Call-in schedule for days in off-season where outside golf is happening.
 - Need to be able to offer food, beverage, driving range, etc. in early spring.
 - In summer, expectation for time worked will be much greater for full-time employees.
 - Try to have one day off per week for full-time staff.
 - Kevin- player development, youth programming, adult programming (outings and tournaments), equipment sales, equipment repairs.
 - Manager and Assistant- Soft goods merchandise sales (non-golf equipment), food & beverage sales, advertising sales, marketing of course.
 - Cart wraps for better advertising income.
 - Scorecard advertising for income.
 - Benches and ball washers advertisement selling in future.
 - Incentive plan for clubhouse full-time employees not just pro. Commission on advertising sales. Commission based on managing expenses first, and then on hitting projected net revenue marks.
 - Big ticket items with high margins- reward customer with season driving range pass, give bigger percentage of commission to seller, other value added give-away.
 - Consolidate to one counter? Logistics?
- ❖ Customer Service Training/Operations Training
 - All employees, full-time and part-time.
 - When?
 - Who?
 - No sitting in office, people out on the floor. Create office space in back storage room.
 - Clean-out and organize front office.
 - Till drawers can't be open
 - Dealing with money. If someone has to deal with making change for themselves or changing out small bills for big bills, a second person should do the counting and deal with cash drawer.
- ❖ Food and Beverage Operation
 - Needs to have regular hours as it pertains to the grill- off-season and summer-season
 - All full-time employees need to be able to operate and it is expected they will operate grill
 - Grill should not vary depending on staffing. Poor reflection on operations.
 - Change products to cheaper variety to be able to keep mark-ups but lower prices?
 - Review all product costs and set appropriate prices with mark-ups.

- ❖ In off-season- all full-time employees must be able to provide food and beverage service along with golf shop service.
 - Part-time help can never be younger than 18 so beverages can be sold whenever facility is open.
 - Food & Beverage plan in off-season prior to grill being open?
 - Once grill is open for season- all full-time employees must operate the grill and cook.

- ❖ Organized activities
 - Friday night couples league is important to course patrons.
 - How to better market?
 - Competitive League for youth
 - Other weekend tournaments/activities sponsored by Fox Run on slow weekend times?
 - Goal is to increase rounds played to 28,000.
 - Create values for season-pass holders to drive numbers. Goal is 400 season passes.

- ❖ Lessons
 - They take away from the overall management of the operations.
 - Need to be done at times when not on work schedule.
 - Same with golf equipment repairs.

- ❖ Maintenance Division
 - Lights out in cart sheds currently
 - Maintenance staff need to care for course and that includes restrooms, porta-pots, and cart-sheds (doors, light switches, lights, etc.)
 - All full-time staff need to care about maintenance issues, cleanliness, appearance, etc.
 - Need cross-training from Superintendent to Assistant Superintendent.
 - What can be done to lessen areas we maintain regularly? Longer grass, less mowing, less labor, less chemicals?
 - Trim trees in winter. Rockie needs to go to tree trimming course again as refresher. Can use in-mates to help pick up while Rockie and Doug do trimming.

- ❖ Etiquette on course, driving up on greens with carts, how do we educate people?

- ❖ Security cameras
 - Be careful how they are used.

- ❖ Surveys
 - Track walk-up golf zip codes.
 - For patrons, on-line, hand them a note with where to find the survey on-line.
 - Exit interviews of part-time employees. On-line?
 - Starting to install more concrete cart paths is a priority

- ❖ Sharing of resources
 - Hillcrest, Vermillion, Lakeview
 - Equipment, staff, Golf Pros

- ❖ Marketing starts in January for upcoming season. Who is going to handle marketing plans?

- ❖ In Sioux Falls, for 25 years the public courses had outside agencies handle the pro shops and concessions at the courses.
 - In 2000, the Parks and Recreation Department removed all City employees from the courses and contracted with a private management company, Dakota Golf Management, to provide the entire operations for the courses.
 - All golf fee increases must be brought to the Parks Advisory Board, each year, for approval.
 - The course revenues are split: 10% to the city's general fund, 10% to a golf course capital fund that is separate from the City's CIP, and 80% to the management group. City still has to fund capital improvements on courses.
 - Have a Yankton Recreation Pass which is a membership to the SAC, Fox Run Golf, and Memorial Pool. Good Jan. 1 through Dec. 31. Must pay lump sum, or can pay in four installments Feb. 15, March 15, April 15, May 15. Only two pay options.