



**GOLF COURSE
STUDY**

GOLF COURSE STUDY

FEBRUARY 2021



**CITY OF
DAVENPORT, IA**



DAVENPORT PARKS & RECREATION

ACKNOWLEDGEMENTS

Planning Team



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CHAPTER ONE - GOLF STUDY

1.1 INTRODUCTION

PROS Consulting visited the Davenport, IA Parks and Recreation Department to review the golf operations at three courses. Red Hawk, a golf learning center that hosts the First Tee Program for the city. This location includes a nine-hole par 33 golf course, a lighted driving range, a maintenance facility and underused bocce ball courts. The Duck Creek Golf Course is a 5788-yard, par 70 facility that offers a small daytime driving range and a maintenance facility. Emeis Golf course and Practice Facility is a 6586-yard, par 72 18-hole golf course that offers a daytime driving range and a maintenance complex to support operations.

The purpose of the assessment of the golf courses was to review and provide feedback for the golf course conditions, clubhouse operations, fee schedules, the maintenance operations, and the staff. In general terms, there appears to be three levels of golf provided by the park and recreation department. Entry level golf is provided by the Red Hawk learning center and short course. More advanced play opportunities are offered at the Duck Creek Golf Course and advance opportunities for play are provided at the Emeis Golf Course. Observations of the three courses indicate a higher level of care and service is provided at the Emeis golf facility. These observations to explain our findings will be discussed further throughout this document.

The results of the review will include recommendations for adjustments to the operations to encourage positive cashflow. Several themes will be used to communicate the findings of the visit to Davenport. The themes include: The golf courses, the golf course clubhouses, golf programming, driving ranges, maintenance operations, and the golf professional staff. Each course will be discussed within the theme category.

1.2 DATA TRACKING RECOMMENDATIONS

The tracking of data can be an effective tool when communicating the performance of an operation. In this case the golf courses and driving ranges. While the golf personnel perhaps have a good idea of what is taking place on the golf course economically and operationally, these elements need to be effectively communicated to the stakeholders of the City of Davenport. The stakeholders in this case are defined as the city council, city manager and the director of parks and recreation. They are the administrators who need to be sold ideas for improvements and the authorization to spend funds for the desired improvements.

Data needs to be recorded over a sequence of four to five years. This is needed to understand trends taking place in a variety of business functions. Understanding of trends over time help the organization make decisions about how effective the performance of the function that is being measured. The data also helps to avoid surprises that might occur due to the lack of tracking data. Areas that are recommended to be tracked include:

- All sales of merchandise by the day, week, and month
- Per player expenditure in food and retail operations
- All golf activities by the round and round type (individual player, league, tournament, percentage by type of person, male, female, youth, senior, season pass holder)
- The use of golf carts by the day, week, and month (percentage of type of players who take a cart)
- Driving range sales by the day, week, and month, by male, female, youth, league, tournament)
- Lesson participation by age and time of the year

City of Davenport, Iowa

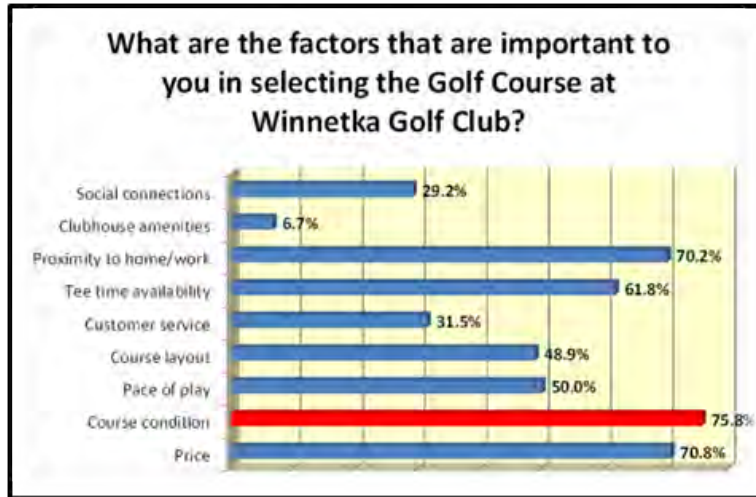
- League participation by the number of leagues, number of players per league and time of day/week
- Expenditures for golf course maintenance and improvements by location, type of improvement and materials used
- Capital equipment purchases and replacement schedules
- Projections of capital improvements by type, year of anticipated replacement, and cost
- Weather patterns
- Records of daily maintenance schedules for various tasks conducted on the golf course, mowing, bunker maintenance, fertilizer applications, weed control. Course work efficiency records of the time it takes for the identified tasks
- Survey data of users

Following is an example chart that reflects the tee time utilization on a golf course and results of a survey reflecting desired golf course to play by the users:



Golf Study

Caucus Council Survey: How frequently do members of your household use Winnetka's Golf Course during the season					
	1-3 per season	4-7 per season	8-10 per season	10+ per season	Don't Golf/ Not Applicable
Rounds of Golf, Adults (21 and over)	30.9%	8.8%	3.4%	7.6%	49.3%
Rounds of Golf, Children (Under 21)	13.7%	7.2%	3.6%	6.9%	68.5%
Trips to Driving Range, Adults (21 and over)	23.4%	10.9%	4.7%	8.3%	52.7%
Trips to Driving Range, Children (Under 21)	15.0%	9.3%	2.0%	6.6%	67.0%



Factors that are important to measure include:



1.3 MAINTENANCE RECOMMENDATIONS FOR ALL THREE GOLF COURSES AND STANDARDS

From an onsite review of the three golf courses, it appears the quality of maintenance differs at each golf course from low (Duck Creek) to very high (Emeis). Employees of the facilities indicated that each course accommodates the needs of the level of player that uses each course. Theoretically, the beginner player plays Red Hawk and as skills improve, they advance to Duck Creek Golf Course. The stronger more lower handicap player chooses to play the Emeis course. The consultant team feels it to be important to improve the care and maintenance of the Duck Creek course closer to the care of the Emeis course. The course layout and design are very good and needs to be capitalized on to increase play. Other recommendations necessary to improve playing conditions and foster positive change are as follows:

- Establish a program to install golf cart paths to complete the cart path program at the Duck Creek and Emeis Golf Courses
- Repair bridge deck material on the Duck Creek Golf Course
- Paint all railing material on all golf courses
- Clear dead tree materials from each golf course.
- Remove dead trees that continue to stand on each golf course
- Remove or repurpose the bocce ball courts at the Red Hawk facility with either a miniature golf course or Indoor Golf Simulator.
- Cover a percentage of the driving range stalls and offer heating options at all three golf courses to extend the season and increase use and play at the golf courses.

1.4 PROGRAM RECOMMENDATIONS

The creative programming of activities at a revenue producing facility is critical toward long-term survival. Programming is the source for attracting new or returning players to the game of golf. The golf professionals at each course teaches private lessons now. A record of the number of lessons that are conducted during the season/year is recorded and communicated as the professionals are paid an incentive represented by an increase in the amount of lesson revenue generated over the previous year. The golf professionals advise that the only location that teaches group lessons is located at Red Hawk. Red Hawk hosts the First Tee Program. First Tee is an international youth development organization introducing the game of golf and its inherent values to kids and teens.

All students who wish to take golf lessons need to travel nearly five miles from the Emeis golf course neighborhood or 6.5 miles from the Duck Creek golf course neighborhood to take golf lessons. The market share of youth golf participants who participate in golf lessons is very low. It appears greater golf participation would occur if the opportunities to learn the game is more convenient. More discussion about this topic will take place when discussing the professional golf staff. The Consulting Team recommends that all golf courses teach Jr. Golf Programs for convenience purposes and expanding the market towards each existing golf course. Additional programs to consider in non-prime times at the driving range could include Driving Range Leagues, Adult Golf Camps, Club Fitting Programs for youth and adults, Chipping and Putting Clinics, Driving Range Birthday Parties, and Summer Driving Range Camps.

1.5 PROS CONTRACT CHANGES AND RECOMMENDATIONS

From the consultant's perspective, the golf professionals have a relationship that benefits them significantly. When reviewing their agreements with the City of Davenport, the golf professionals generate revenues from cart rentals without investing in the purchase or participate in the payment of contracts with the firm that rents the carts to the city and they generate revenues when teaching lessons. One of the three pros earn a salary and benefits package for their services.

These agreements are similar to golf professional agreements from the 1960's and 70's. They are unfair as the City invests in the golf course asset through maintenance, insurance, marketing, and capital resources. The City of Davenport generates revenues through annual greens fees, membership fees, use of the range, and concession sales.

It is recommended that the golf professional agreements be phased out and new arrangements be created. This can be accomplished through a couple of strategies.

The first would be to arrange the agreements to where the city would generate all revenues associated with these revenue streams (carts, concessions, lessons, programs, driving range, daily fees, and seasonal memberships). A system would be established where the golf professionals would bid for the opportunity to be employed by the city contractually to operate the golf course (s). As a contractual employee they would be paid a set fee and perhaps a percentage of the proceeds generated from carts, concessions, programs, and lessons. As a contracted employee they would be responsible for covering the costs of their own benefits. Assistant professionals would be hired by the Head Professional to teach private and group lessons to grow the game and for the golf pros to focus entirely on the management of the golf course.

The second option would be to hire clubhouse managers to run golf operations for the City. Golf professionals would be hired to teach group and private lessons. Clubhouse managers would be assigned the responsibility for managing all operations at the golf course. Standards and key performance indicators would be created to ensure each facility is operated by the same principles. The club manager would hire support staff to handle daily cart use and cleanup, front desk responsibilities, merchandise sales and golf course reservations. Pros would be hired at each golf course to teach private and group golf lessons.

1.6 GOLF CART RECOMMENDATIONS

Currently golf carts are controlled by the golf professional. The City covers the cost of the contractual relationship with the cart company and the golf professional manages the administration, care and use of the carts daily. Wash stations are adjacent to the clubhouse and renders the area untidy. Golf carts are left outdoors and are at the mercy of the weather. The management of the golf cart fleet varies at each of the golf courses. Two courses reflect unkept carts. One course has rags used to clean the carts on the benches outside the clubhouse. Another course does a good job of keeping them clean and prepared for the user with golf scorecards, pencils, and the cart key in the ignition.

Greater control needs to take place when considering the management of the cart fleet. It appears there are more carts than needed at the two courses (Eweis and Duck Creek) when the on-site assessment occurred. It is recommended to reduce the number of golf carts at each location due to the added cost of over inventorying the carts and the investment the city makes in the inventory. Currently the PROS get 5% of the golf cart rental for managing and cleaning the carts.

1.7 PRICING OF GOLF RECOMMENDATIONS

Golf course fees are competitive with other courses managed by municipalities in the Quad Cities. Courses in the region do not appear to assess non-resident fees because the market is so competitive. Membership fees tend to be higher than other courses. As indicated in another section, there is value when understanding the increases and decreases in the various membership categories to determine if the cost of membership is competitive. Communicating the benefits gained when holding a membership may communicate why the fees are higher on the Davenport courses.

It would be good to ask other courses to provide the City with various measurable information to draw comparisons to operational costs to operate similar facilities. The Director of the Davenport Parks and Recreation should make these calls. It would also be helpful to identify the entirety of the personnel costs when compared with the total costs of golf operations. Then draw comparisons with other municipal golf courses in the area. After completing the calculations, the percentages will help to determine whether the personnel costs in the City of Davenport are competitive with other courses.

To understand the expenditures on the three City of Davenport courses track per player expenditures on the golf course, in the golf shop and concession operations. These items can be improved by “up selling” products. There are several strategies that can be implemented to engage in the idea of selling more from each facility.

It will be important to take the time to understand what success means to the consumer at each course. Lots of conversations with the players, meaningful surveys and attempting new programming ideas associated with league play, lessons, and special events help with the upsell strategy. It is important to identify the real needs of the customer. Often times, organizations simply open the door and sell golf without much effort to increase sales through their desires and wishes.

The adage, “if they don’t ask, we don’t need to provide” is a strategy that was once a staple for people who operate golf courses. The purpose was to sell rounds of golf. All the rest was an added benefit to the course. The competition is too steep in the Quad Cities to engage in that practice. Engaging the consumer and the neighboring residents around the facility through conversation and ideas for added use have the potential to expand the use of the facility.

Identify customers with a real need for an additional service. Not every customer is a good fit for an upsell. It is not a good idea to push additional products or services on someone who does not truly need them. As a general rule, if you cannot explain how the additional purchase will benefit the customer's overall goals, then it's not an upsell worth pursuing. For example, if the staff in the clubhouse hears a player complaining about their game. Perhaps it is time to visit with them about a lesson that might benefit the area they desire improvement.

Milestones can be used to effectively time an upsell. Finding the perfect time to approach a customer about additional services and products can be tricky, but it is really all about the timing. An example as to how this can be accomplished is through special events and food. Celebrate the players, leagues, schools who regularly use the golf course. Host a special BBQ on holidays, use the pavilions to promote these special events. Guest players centered around a special event is always enjoyed by players of all skills.

Identify trends and apply to your sales process. Tie these activities around items in the pro shop. You will begin to develop a better idea of what types of customers benefit the most from those pro shop items. Keep track of the timing and traits these customers have in common, and incorporate trends into your sales process to proactively identify upselling opportunities on an ongoing basis.

Golf Study

To increase capacity during non-prime time the greens fees could be adjusted seasonally to meet play and monthly capacity use targets through dynamic pricing.

There is a golf membership option where a player can purchase one pass package that applies to all three facilities. However, each course has a membership program where they purchase a pass solely for the one course. The fees illustrated in the following charts reflect the single course membership. The bundled course package is \$260 for Junior Golf; \$1260 for Single Player Golf; and, \$1785 for the Household Golf Pass.

Another way to establishing pricing is through the anticipated percentage of times when there is play on the courses. The following theoretical chart reflects course use by month and the desired utilization target. Once these percentages are determined on the three Davenport courses, targets can be established to determine the degree of stimulation that will take place at each of the courses. The Potential Pricing Strategy represents where variable menu pricing could take place during each of the months. The lower play months would be represented by lower costs to play.

Month	Current % of Utilization	Proposed Target % of Utilization	Potential Pricing Strategy
March	27%	30%	Low Cost - Low Volume
April	27%	35%	Low Cost - Medium Volume
May	51%	55%	High Cost - Medium Volume
June	61%	67%	High Cost - High Volume
July	64%	67%	High Cost- High Volume
August	62%	67%	High Cost - High Volume
September	50%	50%	Medium Cost - Medium Volume
October	30%	35%	Low Cost - Medium Volume
November	20%	20%	Low Cost - Low Volume

Location	# of Holes	Ownership	Length			Par	Greens Fees			
			Blue	White	Red		18 Holes	9 Holes	Seniors	Juniors
18-Hole Courses Owned and Operated by a Municipality										
Duck Creek Golf Course	18	Municipal	5782	5463	5057	70	\$ 21.00	\$ 14.00	\$ 17.00	\$ 10.00
Emeis Golf Course	18	Municipal	6586	6320	5510	72	\$ 23.00	\$ 16.00	\$ 18.00	\$ 11.00
Glynn's Creek Golf Course	18	Municipal	6700	6353	5097	72	\$ 27.00	\$ 17.00	\$ 17.00	\$ 15.00
Highland Springs Golf Course	18	Municipal	6777	6477	5254	72	\$ 20.00	\$ 15.00	\$ 17.00	\$ 14.00
Indian Bluff Golf Course	18	Municipal		5254		70	\$ 19.00	\$ 13.00	\$ 12.00	\$ 16.00
Palmer Hills Golf Course	18	Municipal	6315	5249	4503	71	\$ 23.00	\$ 18.00	\$ 19.00	\$ 14.00
Saukie Golf Course	18	Municipal	5152	4913	4499	66	\$ 15.00	\$ 14.00	\$ 15.00	\$ 13.00

Location	Cart Fees			Memberships		
	18 Hole Cart	9 Hole Cart	Single Golf Pass	Couples Golf Pass	Senior Pass	Junior
18-Hole Courses Owned and Operated by a Municipality						
Duck Creek Golf Course	\$ 15.00	\$ 9.50	\$ 882.00	\$ 1,470.00		\$ 260.00
Emeis Golf Course	\$ 15.00	\$ 9.50	\$ 935.00	\$ 1,575.00		\$ 260.00
Glynn's Creek Golf Course	\$ 25.00	\$ 15.00	\$ 750.00	\$ 1,200.00	\$ 670.00	\$ 300.00
Indian Bluff Golf Course	\$ 14.00	\$ 9.00	\$ 800.00	\$ 1,225.00	\$ 725.00	\$ 225.00
Palmer Hills Golf Course	\$ 16.00	\$ 11.00	\$ 795.00	\$ 1,295.00	\$ 695.00	\$ 475.00
Saukie Golf Course	\$ 11.00	\$ 8.00	\$ 675.00	\$ 1,150.00		\$ 200.00

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Davenport, Iowa Golf Course Pricing Matrix						
Location	Membership Multiples Courses			Range Balls		
18-Hole Courses Owned and Operated by a Municipality	Single Golf Pass	Couples Golf Pass	Junior	Small	Medium	Large
Duck Creek Golf Course	\$ 1,260.00	\$ 1,785.00	\$ 260.00	\$ 4.00	\$ 7.00	\$ 10.00
Emeis Golf Course	\$ 1,260.00	\$ 1,785.00	\$ 260.00	\$ 4.00	\$ 7.00	\$ 10.00
Glynn's Creek Golf Course			\$ 300.00	\$ 3.50		
Indian Bluff Golf Course						
Palmer Hills Golf Course	\$ 1,195.00	\$ 1,695.00		\$ 6.00	\$ 8.00	\$ 9.00
Saukie Golf Course	\$ 875.00	\$ 1,475.00	\$ 350.00			

1.8 FOOD SERVICE RECOMMENDATIONS

Food service is currently managed by the golf professional. Requirements to shut down service due to the pandemic curtailed the ability to adequately judge the concession services. The opportunity to provide food variety and consistency from one facility to another would be enhanced by outsourcing these services to a concessionaire. The relationship needs to be established to provide the City with a percentage of the gross revenues - not net revenues. Once a strategy is determined, require the use of a concession cart on the golf course a minimum of seven hours a day during peak golf season and on weekends during the off season.

1.9 OUTING RECOMMENDATIONS

Outings are restricted on all three courses due to the lack of the facilities that can provide the provisions for post outing food. The Emeis Golf Club offers a nice outdoor pavilion to provide food and entertainment, but the course tends to be undersold for outing purposes. Outings need to be presold as much as possible in the off season by aggressively inviting corporations, associations, and groups of 24 or more players to reserve a time for their outings in non-prime times as much as possible prior to the season starting.

It is recommended to increase efforts to attract more golf outings between 24 and 48 players and full outings of over 100 players by actively marketing the golf courses via off season marketing efforts during the months of November through March. Arrange for the rental of a large tent at the Duck Creek Golf Course to enhance the potential for sales. Reduce the cart fleet and only rent carts needed when a large outing is booked at the club.

Duck Creek Golf Course does not have a facility or structure for golf outings. Outings are not actively solicited because of this problem. The use of a tent as a temporary source for promoting outings was not embraced by staff as a viable option. It is recommended that an outing facility be built for outings.

It appears the cart inventory is left high to accommodate outings now at Duck Creek Golf Course, however, the inventory could be reduced for day-to-day play. Additional carts could be rented on an event-by-event basis to provide the carts when needed versus setting out with no cover.

1.10 JR. GOLF RECOMMENDATIONS

It appears very little is done to create opportunities for golf programs, particularly for young people between the ages of 6 and 12. While the Red Hawk course offers lessons through the First Tee program, it is reported that they attract about 500 youth players. According to the 2020 census, the population of Davenport is 101,965. There are approximately 6,000 students in the 2nd through 6th grade. Five hundred students in the First Tee program represents 8% participation in the learn to play golf program. It appears

there are significant opportunities to create golf learning programs at all three golf facilities. All students who wish to take golf lessons need to travel nearly five miles from the Emeis golf course neighborhood or 6.5 miles from the Duck Creek Golf Course neighborhood to take golf lessons.

It is recommended to initiate youth golf lessons at all three locations. The Red Hawk course can be used for tournament events pitting each of the courses against one-another for Jr. Golf Play.

1.11 DRIVING RANGE RECOMMENDATIONS

Each of the three golf facilities offer a driving range. Combined annual income at the ranges reportedly is \$115,000 appears to be very low. The ranges at Red Hawk and Duck Creek Golf Courses have lighting. The range turf is in good condition. Balls are distributed through machines adjacent to the hitting areas at two of the courses. Many of the artificial golf hitting areas need to be replaced. Covered and heated stations on the range would be beneficial to extend the season beginning in the spring and into the late fall. Programming in the form of lessons and range leagues would enhance the use of the facility. There is only one teaching professional which hinders the potential for added range use and lesson income. The golf professionals tend to be over stretched with responsibility which is brought on by their contractual agreements that require them to address many functions at the facility. Create a season pass or membership program on the ranges. Modernize the range facilities to include four or five heated stalls for early spring and late fall use.

1.12 FINANCING OF CAPITAL IMPROVEMENTS RECOMMENDATIONS AND PRIORITIES

Establish a depreciation line item to cover the replacement costs of existing equipment and assets. Create a lifecycle maintenance program and depreciation fund for the replacement of maintenance equipment. A long-term maintenance endowment program needs to cover long term capital improvement on the golf courses and clubhouses. Work toward establishing all golf courses as enterprise funds. Entrance improvements at both Duck Creek Golf Course and Red Hawk Golf Courses need to be modernized.

1.13 MARKETING AND PROMOTION RECOMMENDATIONS

Two of the golf courses are difficult to find due to their location. It would be important to produce way-finding signage to the golf course and from hole to hole on each course. A marketing plan and budget would benefit each golf course.

Elements of focus for the marketing plan include, but are not limited to, the following: Establish the desired increase of the course membership program and strive to increase memberships by 10% in the first year and 20% in the second year of the program. Create a program to attract more women and girl golfers. Improve the stand-alone website for golf so that it easily links to the City of Davenport's main website and other golf industry specific websites. Promote programs on the site once they are developed. Develop Social Media for the golf course and implement Facebook and Twitter accounts. Create a speed golf promotion and program to increase course use to reduce the perception of golf as a time-consuming recreation activity.

Invest in a website devoted to the golf courses. Consider developing or buying "Golf Now" Tee Time system to allow for dynamic pricing options to sell non-prime time golf tee times online.

The City should consider a loyalty program for golfers who play more than 50 times a year. These loyalty programs encourage more play and reward your most loyal players with discounts after 50 times a player plays the golf course in one year. Measurable Outcome recommendations - See Data Tracking above

1.14 STAFFING RECOMMENDATIONS AND STANDARDS

Create and implement a volunteer program for the ranger and starter positions that would trade golf privileges for shifts worked. Volunteers would receive a voucher for a two 9-hole, one 18-hole round during the high season. Vouchers can only be redeemed during non-prime time tee times Monday through Thursday. Establish and implement a dress code for all employees working in the facility. Create a greeting protocol or standard for all employees to use when a customer enters the facility. Limit volunteer vouchers to no more than 2% of the total use of play for volunteers in the non-prime time only.

1.15 CUSTOMER SERVICE STANDARDS

Implement a mystery shopper program and on course surveys of golfers to determine their level of satisfaction with the core services provided at the facility. Tidy up each of the facilities to enhance appearance. Enhance ambiance and aesthetics throughout the facilities.

Improve the appearance of employees with staff uniforms and requirements toward proper attire. Establish a customer service training program for all golf employees each year.

CHAPTER TWO - KEY THEMES OF THE GOLF COURSES

2.1 RED HAWK GOLF COURSE

2.1.1 RED HAWK GOLF COURSE POSITIVE OBSERVATIONS

- The golf course is well kept and appeared in excellent playing condition.
- The greens showed few ball marks, tees and fairways were attractive to the eye.
- There does not appear to be a need for extensive cart paths due to the limited number of cart rentals on the course.

2.1.2 RED HAWK GOLF COURSE CHALLENGES AND NEEDED IMPROVEMENTS

- Recent storms provided the need for the removal of dead limbs.
- The hole marker on number one needs to be straightened. A minor concern.
- Use of the Bocce Court space needs to be determined.
- Burn Spots on Course, tees, and greens.
- Bridge needs paint.



Staff requested our thoughts toward changing the 9-hole course into an 18-hole par three course. It is the consultant's feeling that this action is not recommended. The cost to redesign would be prohibitive toward the Return on Investment (ROI). Building greens can cost as much as \$30,000 per green. The existing course is accomplishing the desired results of a learning facility.

2.2 DUCK CREEK GOLF COURSE

2.2.1 DUCK CREEK GOLF COURSE POSITIVE OBSERVATIONS

- Golf course is a former tree farm and offers a wonderful variety of foliage.
- Course layout offers excellent challenges.
- Waste areas show excellent growth and is a great strategy to reduce course maintenance costs.
- Some of the cart paths look to be in good order.



2.2.2 DUCK CREEK GOLF COURSE CHALLENGES AND NEEDED IMPROVEMENTS

- Dead Trees need to be removed.
- Piles of dead trees need to be removed.
- Stump removal that has taken place need to be cleaned up.
- Flower embellishment needs to take place around player benches on tees and in planter boxes.
- Course cart path plan needs to be developed to improve appearance and reduce erosion taking place on the cart paths.
- There needs to be consistency with water fountains.
- Waste areas show could be embellished with wildflowers.
- Bridge surfaces on #2 tee need warped boards replaced.
- Bridge needs to be sand blasted and paint.
- Fence line on course needs to be removed.
- Burn Spots on Course, tees, and greens.
- No shelter to host outings.
- Course materials stored on the parking lot.



2.3 EMEIS GOLF COURSE

2.3.1 EMEIS GOLF COURSE POSITIVE OBSERVATIONS

- Beautiful golf course with exceptional care
- Green and tee clusters are strategically designed.
- The use of flowers around tee markers and benches is well done. Some trimming needs to take place to improve neatness.
- Excellent course layout offers interesting challenges.
- Water fountains on course are excellently presented.
- All turf is in excellent condition, fairways, rough, tees, greens.
- Sand bunkers are in excellent condition.
- Concrete cart paths are excellent.
- All tees are in great condition. Each hole offers four well- defined and manicured tees.



2.3.2 EMEIS GOLF COURSE CHALLENGES AND NEEDED IMPROVEMENTS

- Movement from one tee to another could be more clearly marked to accommodate the new visitor.
- Need to create a plan to remove dead trees and dead tree piles in what appears to be waste areas.
- Course cart plan and the cost benefit of the installation of creating a continuous cart path.



2.4 CLUBHOUSE PRO SHOPS

2.4.1 RED HAWK CLUBHOUSE POSITIVE OBSERVATIONS

- Excellent structure.
- Generous spaces for storage, food consumption and socializing.
- Plenty of room for parking.

2.4.2 RED HAWK CLUBHOUSE CHALLENGES AND NEEDED IMPROVEMENTS

- The clubhouse is in disarray. It is important to establish the desired image at each of the golf facilities and have the expectation that the proper image would be upheld.



2.4.3 DUCK CREEK CLUBHOUSE POSITIVE OBSERVATIONS

- Parking lot is a good size.
- Driving range is close by.

2.4.4 DUCK CREEK CLUBHOUSE CHALLENGES AND NEEDED IMPROVEMENTS

- Gateway to the facility is difficult to see from the road.
- Facility is aged and the external appearance is lacking visual appeal.
- Appearance and Tidiness in and around the clubhouse.
- The customer service needs improvement. All staff are dressed poorly. There needs to be apparel and the use of the club logo for all staff.
- Retail presentation needs improvement.
- The cart cleaning station is adjacent to one of the clubhouse points of entry.
- Percentage of carts leased v carts rented. It appears there are more carts than the number used.
- Website enhancement.
- Concessions.
- Carts are in the queue however cards and pencils on not on the cart.
- There is no beverage cart.
- Restroom cleanliness needs improvement, generator is in men's restroom.



Important standards of care need to be upheld in all of the golf facilities.

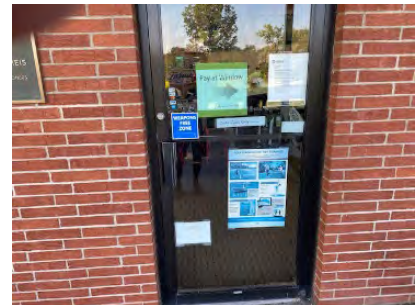
2.4.5 EMEIS CLUBHOUSE POSITIVE OBSERVATIONS

- While aged, the clubhouse offers a positive presentation.
- Great sightlines to the golf course.
- Staff presented well and in uniform.
- Seating area under the roof canopy was clean and attractive.
- Golf cart staging was professional.



2.4.6 EMEIS CLUBHOUSE CHALLENGES AND IMPROVEMENTS

- Appearance and placement of signage on the windows was inconsistent and offered a messy appearance.
- Merchandise is placed in the window of the clubhouse due to limited or no access by the golf patron. Not a practice under normal golf conditions.



2.5 GOLF COURSE RESTROOMS

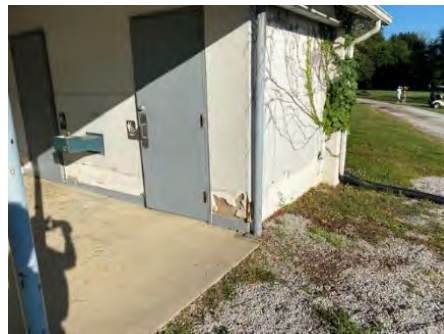
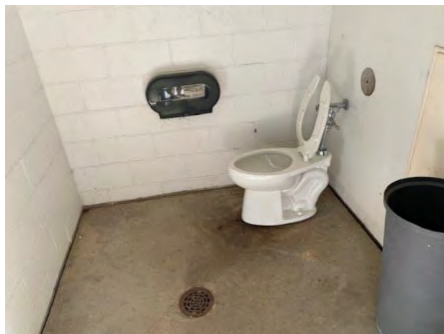
2.5.1 DUCK CREEK GOLF COURSE

- Restrooms require maintenance on the interior and exterior surfaces.
- Bathroom floors are wet from leaking fixtures.
- Interior and exterior surfaces need to be painted.
- Skylights are cracked and need replacement.
- Lack of cleanliness.



2.5.2 EMEIS

- Exterior surfaces need to be cleaned.
- Debris is in the vestibule of the bathrooms.



2.6 GOLF COURSE MAINTENANCE FACILITIES

2.6.1 RED HAWK GOLF COURSE

- Great space for maintenance support on the outside of the facility.
- With the addition of the new bay, storage of the equipment will be positive.
- Cleanliness of the work bays need to be improved.



2.6.2 DUCK CREEK GOLF COURSE

- Small support space for indoor storage.
- Cleanliness is an important consideration.
- The storage of equipment on the inside of the maintenance building is orderly.
- Storage of equipment outdoors reduces the life of the heavy equipment.



2.6.3 EMEIS GOLF COURSE

- The addition of the new work unit will be a terrific addition to the yard.
- Equipment is stored in an orderly fashion.
- New exterior surface to the old facility will lengthen useful life.



2.7 GOLF COURSE DRIVING RANGE FACILITIES

2.7.1 RED HAWK GOLF COURSE

- Covered stations on the range would be beneficial.
- Facility is lit for night activity.
- Programming would enhance the use of the facility.
- Only one teaching pro.

2.7.2 DUCK CREEK GOLF COURSE

- Covered stations in range would be a benefit.
- Programming would enhance the use of the facility.
- Only one teaching pro.

2.7.3 EMEIS GOLF COURSE

- Covered stations on the range would be a benefit.
- Great space for play from a natural turf surface.
- Some of the hitting mats need replacement.
- It would be beneficial to incorporate the First Tee program at this facility.
- Enhanced programming would benefit the use of this location.
- The practice area at this facility is very nice and can accommodate a large group of players.
- Only one teaching pro.



2.8 PROGRAMMING FOR ALL COURSES

- The importance of soliciting golf outings of various types.
- The promotion of golf leagues for various skill levels and business types during times closer to non-prime time slots to increase profitability.
- Creativity in program design for all age groups and skill levels.
- Marketing of the enterprise funds need to be engaged with the parks and recreation department. Use of the agency brochure is important. No promotion of golf in brochure. Brochure only promotes one course, inside front cover.
- Relationship Building needs to take place with various individuals and organizations (news media, businesses, players of all levels, schools).
- Foot Golf is available on the Red Hawk Golf Courses. Test the market and determine if this is a viable activity to promote. If it is, create special programs to increase use.
- A lot of makeshift and temporary paper signage is used at the three courses. Identify the message and create signage that is more professionally designed.

2.9 GOLF PRO'S

- The compensation for the golf pros needs to be determined and perhaps altered. Currently, they gain a % of revenue against all revenues and offer little investment into the facilities other than their time.
- The courses are competing with each other. They need to consider the operations as three options in the enterprise funds. They need to conform to similarities that will benefit all the courses. Got the impression that they are three separate entities living in their own cocoon.
- There needs to be conformity with the presentation of the golf courses, amenities, and the staff. Each has its own personality which does not appear to be positive.
- Once the pay for pros has been identified, Key Performance Indicators need to be established to ensure consistency in pro performance.

2.10 PRICING DYNAMICS

- Pricing is an important consideration when operating golf courses. Current pricing structures indicate consistency for the price to play without consideration for prime time and non-prime time pricing.
- Golf course fees appear to be competitive with regional golf courses. Fees illustrated are weekday fees. Weekend play increases are similar at each course and commiserate with prime-time consideration.

Location	Length			Par	Greens Fees				Cart Fees	
	Blue	White	Red		18 Holes	9 Holes	Seniors	Juniors	18 Hole Cart	9 Hole Cart
9-Hole Courses Owned Privately and Available for Public Play										
Nine-Hole Courses										
Lake Erie Country Club		3125	2634	36	\$ 14.00	\$ 10.00	\$7/\$9		\$ 12.50	\$ 8.50
Pebble Creek Golf Course		3419		36	\$ 15.00	\$ 10.00			\$ 20.00	\$ 10.00
Prophet Hills Country Club		3040		35	\$ 29.00	\$ 22.00			\$ 15.00	\$ 15.00
Red Hawk Golf and Learning Center		2260		33	\$ 19.50	\$ 13.00	\$ 11.00	\$ 10.00	\$ 15.50	\$ 9.00
Rustic Ridge Golf Course	3300	3153	2795	36	\$ 18.00	\$ 12.00			\$ 13.50	\$ 9.50
Sunrise Golf Course		2998		35	Information not available					
Wapsi Oaks Country Club		3020		35		\$ 14.00				\$ 7.00

City of Davenport, Iowa

Davenport, Iowa Golf Course Pricing Matrix										
Location	Memberships				Membership Multiples Courses			Range Balls		
	Single Golf Pass	Couples Golf Pass	Senior Pass	Junior	Single Golf Pass	Couples Golf Pass	Junior	Small	Medium	Large
9-Hole Courses Owned Privately and Available for Public Play										
Nine-Hole Courses										
Lake Erie Country Club	\$ 575.00	\$ 750.00		\$ 95.00						
Pebble Creek Golf Course	\$ 1,000.00	\$ 1,500.00	Rates are with Cart		\$ 250.00				\$ 3.00	\$ 6.00
Prophet Hills Country Club	\$ 700.00	\$ 825.00	\$ 320.00	\$ 150.00					Annual Fee	\$ 70.00
Red Hawk Golf and Learning Center					\$ 1,260.00	\$ 1,785.00	260	\$ 4.00	\$ 7.00	\$ 10.00
Rustic Ridge Golf Course										
Sunrise Golf Course										
Wapsi Oaks Country Club	\$ 455.00	\$ 669.00		\$ 214.00						

Davenport, Iowa Golf Course Pricing Matrix										
Location	Length			Par	Greens Fees				Cart Fees	
	Blue	White	Red		18 Holes	9 Holes	Seniors	Juniors	18 Hole Cart	9 Hole Cart
18-Hole Courses Owned and Operated by a Municipality										
Duck Creek Golf Course	5782	5463	5057	70	\$ 21.00	\$ 14.00	\$ 17.00	\$ 10.00	\$ 15.00	\$ 9.50
Emeis Golf Course	6586	6320	5510	72	\$ 23.00	\$ 16.00	\$ 18.00	\$ 11.00	\$ 15.00	\$ 9.50
Glynn's Creek Golf Course	6700	6353	5097	72	\$ 27.00	\$ 17.00	\$ 17.00	\$ 15.00	\$ 25.00	\$ 15.00
Highland Springs Golf Course	6777	6477	5254	72	\$ 20.00	\$ 15.00	\$ 17.00	\$ 14.00		
Indian Bluff Golf Course		5254		70	\$ 19.00	\$ 13.00	\$ 12.00	\$ 16.00	\$ 14.00	\$ 9.00
Palmer Hills Golf Course	6315	5249	4503	71	\$ 23.00	\$ 18.00	\$ 19.00	\$ 14.00	\$ 16.00	\$ 11.00
Saukie Golf Course	5152	4913	4499	66	\$ 15.00	\$ 14.00	\$ 15.00	\$ 13.00	\$ 11.00	\$ 8.00

Davenport, Iowa Golf Course Pricing Matrix										
Location	Memberships				Membership Multiples Courses			Range Balls		
	Single Golf Pass	Couples Golf Pass	Senior Pass	Junior	Single Golf Pass	Couples Golf Pass	Junior	Small	Medium	Large
18-Hole Courses Owned and Operated by a Municipality										
Duck Creek Golf Course	\$ 882.00	\$ 1,470.00		\$ 260.00	\$ 1,260.00	\$ 1,785.00	\$ 260.00	\$ 4.00	\$ 7.00	\$ 10.00
Emeis Golf Course	\$ 935.00	\$ 1,575.00		\$ 260.00	\$ 1,260.00	\$ 1,785.00	\$ 260.00	\$ 4.00	\$ 7.00	\$ 10.00
Glynn's Creek Golf Course	\$ 750.00	\$ 1,200.00	\$ 670.00	\$ 300.00			\$ 300.00	\$ 3.50		
Highland Springs Golf Course	\$ 675.00	\$ 1,150.00		\$ 200.00	\$ 875.00	\$ 1,475.00	\$ 350.00	\$ 5.00		\$ 8.00
Indian Bluff Golf Course	\$ 800.00	\$ 1,225.00	\$ 725.00	\$ 225.00						
Palmer Hills Golf Course	\$ 795.00	\$ 1,295.00	\$ 695.00	\$ 475.00	\$ 1,195.00	\$ 1,695.00		\$ 6.00	\$ 8.00	\$ 9.00
Saukie Golf Course	\$ 675.00	\$ 1,150.00		\$ 200.00	\$ 875.00	\$ 1,475.00	\$ 350.00			