

DECISION PAPER

4/20/2018



Issue: **Golf rates for 2018** need to be established by the Board. Management and the Board reviewed management’s recommendation at the 3/24/2018 board meeting, approving golf pass rates only at that time. This 4/28/2018 document provides an update of proposed rates, per Board direction. The Board has an established goal for 2018 to reduce golf’s loss and make more efficient, without materially reducing service levels.

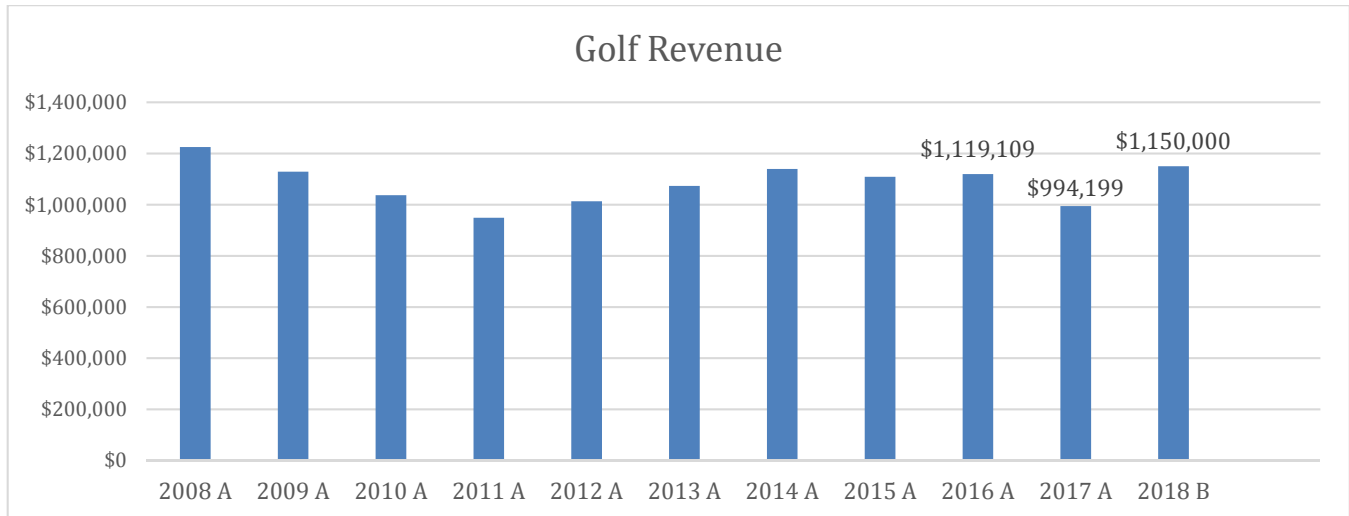
Background:

Golf Financial Overview:

	2013 to 2017 5yr Avg	2018 Budget
Revenue	1,088,000	1,150,000
Costs	1,245,000	1,248,000
N O R	(157,000)	(98,000)
Rounds	19,400	19,200
<i>per round</i>		
Revenue	\$ 56.08	\$ 59.90
Costs	\$ 64.18	\$ 65.00
N O R	\$ (8.09)	\$ (5.10)

NOR = Net Operating Results (operating revenues less operating costs). NOR does not have allocated overhead or a capital charge.

Gap of \$5 is on all golf revenue, not just greens fees



Golf revenue budget is \$156,000 or 16% greater than 2017 Actual (winter weather impacted).
 Golf revenue budget is \$76,000 or 7% greater than 3-year average (2015-2017).
 Golf revenue budget is \$62,000 or 6% greater than 5-year average (2013-2017).

Several committee and members reviewing the above revenue trends chart commented this stability in revenue is good, when considering the amount of competing golf courses in region and the flat to declining state of the golfing industry.

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First a few comments regarding capital investment and the golf course. Tahoe Donner Association owns a well-established, high-quality course. Re-investment in one the association's most important amenity assets is important to the overall value to members, whether a golfer or not. The capital reserve study for existing assets of golf totals \$10.8 million, representing 21% of total reserve components value. The 2018 Budget for reserve expenditures at golf totals \$229,000, while the 2017 Budget was \$775,000 which included replacement of the golf cart fleet. Recently, the General Plan Committee has formed a special sub-committee to review near-term and long-term course remodel/enhancements prioritization. **We envision the golf capital improvement (reinvestment) plan having a moderate impact on 2018 golf operations/conditions and a much larger impact on 2019.**

For the 2018 season, targeting Friday May 25th opening (allowing as much course maintenance readiness as possible early season, yet opening for Memorial Day holiday). In Jun/Sep/Oct, on Tuesdays no tee times after 2:20 to allow for course maintenance. Sunday October 14th last day of season, allowing for course shut-down and improvement projects.

One of the Board's established 2018 goals for management relates to golf; specifically, to reduce the loss and make the operation more efficient, without materially reducing service levels.

On the operating cost side, the 2018 Budget of \$1,248,000 or \$65 per round is \$4,000 or 0% over the five-year average. So, zero percent growth to average, holding total costs despite the many cost pressures, particularly the increases in CA minimum wage, which has a ripple impact up the wage ranges. In 2018, management will continue to review throughout the golf operation for further opportunities to gain efficiencies and resulting operating cost reductions. However, the probability of material savings from efficiencies or some low hanging fruit cost reductions are currently deemed low by management.

The 2018 revenue budget included expectations of approximately \$41,000 in revenue growth (4% on total revenue) via price increases and \$7,000 in revenue growth via group golf business volume growth. The budget also includes a 1.7% growth in overall volume from 3yr average. Further, the budget 3yr average baseline had the 2017 Forecast at \$1,020,000, while actual was \$994,000 due primarily to the continued lack of momentum in fall 2017; creating a \$26,000 gap.

The 2018 rates schedule for Golf needs to be established to support the revenue budget expectation. The revenues are a product of Volume and Price, with variables for number of golf products and services, including greens fees, cart rental fees, retail merchandise, range tokens, and lessons. Further, there are a myriad of mix details within each of these two variables. Mix variables include time of season play, time of day play, day of week play, season pass and daily play, ancillary products (range, retail, cart rental) and Member/Guest/Public rounds mix.

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For volume, the budget amount includes a volume assumption of 19,200 rounds, which was calculated by the 3-year average (2015/2016/2017F) plus 100 rounds for group golf growth impact. Incremental revenue associated with this group golf growth driver is \$7,000.

For price, the budget amount includes a price driver of 3.7% of total revenues or \$41,000. This amount equates to ~5.2% on greens fee revenues only.

All incremental revenue estimates from fee changes discussed below assume little to no price/demand elasticity.

Refer to Attachment A for a detail schedule of all golf fees historically and proposed 2018. Based on Board direction, the fees have generally all been increased (except for season passes, approved 3/24/2018 by the Board). Key changes are noted below.

Season Pass Prices *[this section approved at 3/24/2018 Board meeting, left in this Decision Paper for reference purposes]*

Green fee \$ yields per round for passes for 2015/2016/217 were as follows: Unlimited 31/31/27, Midweek Plus 24/26/32, and Afternoon 25/27/32. Yield trends were impacted in 2017 by the low pass sales and winter's impact on the season. For reference, an increase in pass prices by 3% generates \$4,000 in incremental revenue on same pass sales volume as 2017. **We recommend holding pass prices at 2017 rates for 2018**, in light of the course capital project impacts on these frequent golfers. On 2017 sales volume, an incremental ~13 passes or 10% more passes need to be sold to generate \$13,000 in incremental revenue. Passholders will receive similar incentive perks when purchased by 5/15 deadline (previously 4/30 deadline), which encourage passholders to bring a guest.

Tee Time Reservations *[this section approved at 3/24/2018 Board meeting, left in this Decision Paper for reference purposes]*

Through 2017, the tee time reservations policy has been 14 days for Members and 12 days for Public. A robust discussion was held regarding whether to reduce passholder's advance days to 5 to allow greater time frame for non-passholder play (higher yields) bookings prior to passholder play (lower yield) bookings. The consensus conclusion was to not change the policy, but rather to recommend eight(8) tee time slots (32 players/rounds) in total be blocked between the hours of 8:00am and Noon daily in peak months of July and August.

This change addresses the current yield management issue of our lowest yielding rounds (passholders) booking prime tee times at the same advance period as our higher yielding rounds (Daily Member, Guest, and Public). This change is estimated to improve overall revenue in the \$10,000 to \$15,000 range, providing a hedge on the holding pass prices flat.

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Multi-Pack Prices

Recommendation was to hold these rates flat, effectively increasing customer value as compared to Pass and Daily rates. However, the fee schedule now reflects a 2% price increase for each pack tier, 5 pack, 10 pack, and 20 pack, which is effectively \$5 \$10 and \$20 increases, respectively. The pack price increases generate an estimated \$1,600 in incremental revenue. *Finance Committee and Golf Shop manager oppose pack increases.*

Daily Greens Fees

Recommendation is to increase by \$5 or 8% to \$65 Member peak period rate from the \$60 Member peak period for 8 years, 2010-2017. This increase generates an estimated \$12,000 in incremental revenue. Recommendation is to increase by \$5 or 7% to \$80 Guest peak period rate from the \$75 Guest peak period for 8 years, 2010-2017. This increase generates an estimated \$11,000 in incremental revenue. For Member and Guest, twilight and 9hole rates have also been increased \$5 each, generating an estimated \$16,000 in incremental revenue. For Public daily green fee rates, the \$125 rack rate has been increased to \$140 and various other Public rates increased by \$10 or \$5, depending on the product. All Public daily greens fee products price increase generates an estimated \$13,000 in incremental revenue.

Group Golf Rates

Recommendation is to hold rates flat in shoulder seasons, increasing peak period prime \$10 and peak period twilight \$5. Refer to Attachment B for details. This change generates an estimated incremental \$3,000. Group golf growth focus is on off peak June and September.

Golf Cart Rentals

For the core product, the shared cart rental price of \$20 since 2014 (4 years) has been increased by \$2/10% to \$22. All other cart rental products have also been increased. All cart fee related products price increase generates an estimated \$13,000 in incremental revenue.

Driving Range

For the core products, Member 1-token from \$4 to \$5 (+\$1/25%), 3-tokens from \$11 to \$14 +\$3/27%. Public 1-token from \$5 to \$6 (+\$1/20%), 3-tokens from \$14 to \$17 (+\$3/21%). All driving range related products price increase generates an estimated \$7,000 in incremental revenue.

Lessons and Golf Club Set Rentals

Per board direction, management has reviewed and drafted changes to all lesson and club set rental related products. A new premium club set rental product is also being introduced. All related products price increases generate an estimated \$2,000 in incremental revenue.

Marketing

Marketing priority efforts in pre-season will be on promoting golf pass and pack sales. In season, marketing efforts will focus primarily on driving June, September, and October play. In July and August, some effort with focus on afternoon play.

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Other Changes MADE IN 2017 – Recommend Continue in 2018:

1. Midweek & Afternoon Passes – for Memorial Day and Labor Day Holiday Periods, NO play on Sunday, YES play on Monday. For these two holiday weekends, the peak play volume is Saturday and Sunday. July 4th remains a restricted date for Midweek Plus & Afternoon passholders.
2. Midweek Plus Pass – special rate of \$40 Member, \$80 Public, passholders offered for play on Friday after Noon (pass valid in AM)
play on Saturday
play on Sunday morning before Noon (pass valid in PM)
Offer not available on the holiday periods noted in 1. above.

The above changes equate to a price driver of \$91,000, which exceeds the \$41,000 anticipated in Budget 2018 by \$50,000. These changes do address the '2018 goal' of improving on the loss at golf from a pricing perspective. Please note, the Budget 2018 NOR Loss of \$98,000 is \$156,000 / 61% improvement to 2017 Actual and \$59,000 / 38% improvement to five year average.

Post review of Attachment A, both Finance Committee and Golf Shop Manager recommend not increasing the Pack rates for 2018. These are a fixed yield and good value to customer.

Attachment A. Detail schedule of all golf fees historically and proposed for 2018

Attachment B. Group Golf Rates recommended for 2018

Attachment C. Detail schedule of golf season pass product sales

Attachment D. Schedule of golf season pass deferred revenue earning dates

Attachment E. 2018 Golf Goal summary schedule and other charts

Attachment F. Competitor pricing information

Options:

- A. Resolve for Tahoe Donner Association to establish 2018 golf rates as discussed above and as indicated in product detail on Attachment A and B.
- B. Approve something other as directed by the Board.

Recommendation:

Option A

Prepared By: Michael R. Salmon, Director of Finance, 4/20/2018

Board Meeting Date: April 28, 2018

General Manager Approval to Place on the Agenda: _____

Attachment A

updated: 4/17/2018 Draft

				0	1	2	3	4	5	6	7	8	9	10	Change '17 to '18	
GOLF COURSE				2008 Approved	2009 Approved	2010 Approved	2011 Approved	2012 Approved	2013 Approved	2014 Approved	2015 Approved	2016 Approved	2017 Approved	2018 DRAFT	Amount	Pctg
ACCT	RTP Code	TITLE					3/19/2011	3/24/2012	3/23/2013	3/22/2014	2/28/2015	2/27/2016	2/25/2017	4/17/2018		

2014 Season Date Ranges: Core= 6/13 - 9/14 Pre/Post= Open to 6/12, 9/15 to Close
 2015 Season Date Ranges: Core= 6/12 - 9/13 Pre/Post= Open to 6/11, 9/14 to Close
 2016 Season Date Ranges: Core= 6/10 - 9/11 Pre/Post= Open to 6/09, 9/12 to Close
 2017 Season Date Ranges: Core= 6/09 - 9/10 Pre/Post= Open to 6/08, 9/11 to Close
 2018 Season Date Ranges: Core= 6/08 - 9/9 Pre/Post= Open to 6/07, 9/10 to Close
Pre = Spring / Early Core = Summer / Peak Post = Fall / Late < Marketing alternative verbiage

35035 GOLF GREEN FEES (GF) - Member (fees exclude cart)															GF Member is ~40% of GF golf rev. ~35% of play	
MG	Core	Member GF, Time A Prime	55	55	60	60	60	60	60	60	60	60	60	65	5	8%
MGA	Core	Member GF, Time B MidDay (dropped beg	50	50	50	50	50	50								
MGT	Core	Member GF, Time C Twilight	40	40	40	40	40	45	45	45	45	45	45	50	5	11%
21030	Core	Member GF, Time D 9Holes (due to timeofday/daylight)			30	30	30	30	30	30	30	30	30	35	5	17%
change RTP Description	Core	Member GF, Time E Last Light (walking only)				20	20	20	20	20	20	20	20	25	5	25%
need comp product setup	Core	Member GF, Last Light (walking only) Junior (under 18, only with paying Adult)				free	free	free	free	free	free	free	free	free		
MG	pre/post	Member GF, Time A Prime			50	50	50	50	50	50	50	50	50	55	5	10%
MGA	pre/post	Member GF, Time B MidDay (dropped beg in '13)			40	40	40	40								
MGT	pre/post	Member GF, Time C Twilight			30	30	30	35	35	35	35	35	35	40	5	14%
21030	pre/post	Member GF, Time D 9Holes (due to timeofday/daylight)			25	25	25	25	25	25	25	25	25	30	5	20%
change RTP Description	pre/post	Member GF, Last Light (after 6pre, after 5post) (walking only)			15	15	15	15	15	15	15	15	15	20	5	33%
need comp product setup	pre/post	Member GF, Last Light (after 6pre, after 5post) (walking only) Junior (under 18, only with paying Adult)						free	free	free	free	free	free	free		
MG9	allseason	Member GF, 9 HOLE (THURS. ONLY)	30	30	30	30	30	30	30	30	30	30	30	35	5	17%
MGJ	allseason	Member JR (UNDER 18)	22	22	22	22	22	22	22	22	22	22	22	25	3	14%
not used in 2010	allseason	P.O. 9-Hole (late) after 5:00 pm WALK ONLY	30	30												
not used beg in 2010	allseason	P.O. 9-Hole AM (new for 2004) 1 1/2 hrs @ opening	na	na												
35025 GOLF GREEN FEES (GF) - GUEST (fees exclude cart)															GF Guest is ~25% of GF golf rev. ~18% of play	
GG	Core	Guest GF, Time A Prime	80	80	75	75	75	75	75	75	75	75	75	80	5	7%
GGA	Core	Guest GF, Time B MidDay (dropped beg in '13)			65	65	65	65								
GGT	Core	Guest GF, Time C Twilight	55	55	55	55	55	60	60	60	60	60	60	65	5	8%
LGG	Core	Guest GF, Time D 9Holes (due to timeofday/daylight)			35	35	35	40	40	40	40	40	40	45	5	13%
ibd	Core	Guest GF, Six after Six (walking only)				25	25	25	25	25	25	25	25	30	5	20%
ibd	Core	Guest GF, Six after Six (walking only) Junior (only with paying Adult)				free	free	free	free	free	free	free	free	5	#VALUE!	
GG	pre/post	Guest GF, Time A Prime	75	75	65	65	65	65	65	65	65	65	65	70	5	8%
GGA	pre/post	Guest GF, Time B MidDay (dropped beg in '13)			55	55	55	55								
GGT	pre/post	Guest GF, Time C Twilight			45	45	45	50	50	50	50	50	50	55	5	10%
LGG	pre/post	Guest GF, Time D 9Holes (due to timeofday/daylight)			35	35	35	35	35	35	35	35	35	40	5	14%
ibd	pre/post	Guest GF, Last Light (after 6pre, after 5post) (walking only)			20	20	20	20	20	20	20	20	20	25	5	25%
ibd	pre/post	Guest GF, Last Light (after 6pre, after 5post) (walking only) Junior (under 18, only with				free	free	free	free	free	free	free	free	5	#VALUE!	
GG9	allseason	Guest GF LADIES 9 HOLE (THURS.ONL	45	45	40	40	40	40	40	40	40	40	40	45	5	13%
GJG	allseason	Guest GF, JUNIOR (under 18 & after 12:00	35	35	37	37	37	37	37	37	37	37	37	40	3	8%

Attachment A

GOLF COURSE			2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Change '17 to '18	
ACCT	RTP Code	TITLE	Approved	Approved	Approved	Approved	Approved	Approved	Approved	Approved	Approved	Approved	DRAFT	Amount	Pctg
			0	1	2	3	4	5	6	7	8	9	10		
35030			GOLF GREEN FEES - PUBLIC (fee is green fee only, unless cart stated)												
			<i>GF Public is ~10% of GF golf rev. ~6% of play (3% in '10, '09 & '08)</i>												
cart alloc\$20	PG	Core	Public GF, Time A Prime (includes Cart)	150	150	120	125	125	125	125	125	125	140	15	12%
cart alloc\$20	PGA	Core	Public GF, Time B MidDay (includes Cart)	na	na	105	105	105						5	7%
cart alloc\$20	PGT	Core	Public GF, Time C Twilight (includes Cart)	na	na	90	90	90	95	95	95	95	100	5	5%
cart alloc\$10	21032	Core	Public GF, 9Holes (due to timeofday/daylight)	na	na	50	60	69	69	69	69	69	74	5	7%
cart alloc\$20	PG	pre/post	Public GF, Time A Prime (includes Cart)	110	110	100	100	100	100	100	100	100	110	10	10%
cart alloc\$20	PGA	pre/post	Public GF, Time B MidDay (includes Cart)			80	80	80							
cart alloc\$20	PGT	pre/post	Public GF, Time C Twilight (includes Cart)			70	70	70	80	80	80	80	85	5	6%
cart alloc\$10	21032	pre/post	Public GF, 9Holes (due to timeofday/daylight) (incl Cart)			50	55	55	55	55	55	55	60	5	9%
no cart	25265	Core	Public NCGA GF, Time A Prime				85	85	75	75	85	90	100	10	11%
no cart	26090	Core	Public NCGA GF, Time B MidDay				70	70							
no cart	26091	Core	Public NCGA GF, Time C Twilight				60	60	60	60	70	75	80	5	7%
no cart	26092	Core	Public NCGA GF, Time D 9Holes				45	45	40	40	50	55	60	5	9%
no cart	25265	pre/post	Public NCGA GF, Time A Prime				70	70	65	65	70	70	80	10	14%
no cart	26090	pre/post	Public NCGA GF, Time B MidDay				60	60							
no cart	26091	pre/post	Public NCGA GF, Time C Twilight				50	50	50	55	55	55	60	5	9%
no cart	26092	pre/post	Public NCGA GF, Time D 9Holes				40	40	35	35	40	40	45	5	9%
cart alloc\$20	25280	Core	Public GolfNow GF, Time A Prime				99	99	99	99	99	99	109	87	10 10%
cart alloc\$20	25281	Core	Public GolfNow GF, Time B MidDay				87	87							
cart alloc\$20	new	Core	Public GolfNow GF, Time C Twilight				69	69	69	69	69	69	79	57	10 14%
cart alloc\$10	25282	Core	Public GolfNow GF, Time D 9Holes				52	52	52	52	52	52	59	45	7 13%
cart alloc\$20	25280	pre/post	Public GolfNow GF, Time A Prime				82	82	82	82	82	82	92	70	10 12%
cart alloc\$20	25281	pre/post	Public GolfNow GF, Time B MidDay				72	72							
cart alloc\$20	new	pre/post	Public GolfNow GF, Time C Twilight				59	59	59	59	59	59	64	42	5 8%
cart alloc\$10	25282	pre/post	Public GolfNow GF, Time D 9Holes				43	43	43	43	43	43	49	35	6 14%
cart alloc\$20	tbd	Core	Group GF w/Cart, Time A Prime						120	124	124	see	see		
cart alloc\$20	tbd	Core	Group GF w/Cart, Time C Twilight						99	104	104	attachment	attachment		
cart alloc\$20	tbd	Pre	Group GF w/Cart, Time A Prime						70	72	72	B	B		
cart alloc\$20	tbd	Pre	Group GF w/Cart, Time C Twilight						60	62	62				
cart alloc\$20	tbd	Post	Group GF w/Cart, Time A Prime						75	77	77				
cart alloc\$20	tbd	Post	Group GF w/Cart, Time C Twilight						60	62	62				
not used 2010	PGJ	allseason	JR Public (UNDER 18)	50	50	50	50	50	50	50	50	50	55	5	10%
not used 2010	PGP	allseason	PRE & POST SEASON (mandatory cart)	110	110										

NCGA rates: Increased for 2015 so that rate is \$10 > Guest Rate in Core and \$5 > Guest Rate in Pre/Post. Still a great deal versus Public rates. Increased to +15 and +5 for 2016, respectively.

NOTE - GOLF NOW may not be partner, a diff channel provider(s) may be utilized.

Beginning in 2017, base group rates are for 12 to 15 players, a discount is provided for 16+Player and 24+Player group size sizes. See group rates fee schedule at Attachment B

-1 exclud cart fee alloc portion:

PGJ qty 5 in 2017

Summer Rates (excluding Cart Fee)

- Member
- Guest
- NCGA
- Public
- Golf Now

TimeA	TimeA	TimeB	TimeB	TimeC	TimeC	TimeD	TimeD
2017	2018	2017	2018	2017	2018	2017	2018
60	65	-	0	45	50	30	35
75	80	-	0	60	65	40	45
90	100	-	0	75	80	55	60
105	118	-	0	75	78	57	60
79	87	-	0	49	57	40	45

RATES - Excluding Cart Fee (if applicable)

Spring and Fall (excluding Cart Fee)

- Member
- Guest
- NCGA
- Public
- Golf Now

TimeA	TimeA	TimeB	TimeB	TimeC	TimeC	TimeD	TimeD
2017	2018	2017	2018	2017	2018	2017	2018
50	55	-	0	35	40	25	30
65	70	-	0	50	55	35	40
70	80	-	0	55	60	40	45
80	88	-	0	60	63	43	46
62	70	-	0	37	42	31	35

cart alloc in A B C is 20, Public & GN -- \$22 in 2018 \$14 for 9h

all GolfNow customer pays addtl \$2 booking fee, not included in above tables

Attachment A

Attachment A

GOLF COURSE			2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Change '17 to '18	
ACCT	RTP Code	TITLE	Approved	Approved	Approved	Approved	Approved	Approved	Approved	Approved	Approved	Approved	DRAFT	Amount	Pctg
			0	1	2	3	4	5	6	7	8	9	10		
35045		GOLF PASSES		(1100/55=20.0)	(1200/60=20.0)	(1200/60=20.0)	(1300/60=21.7)	(1300/60=21.7)	(1350/60=22.5)	(1350/60=22.5)	(1400/60=23.3)	(1440/60=24.0)	(1440/65=22.2)	GF Pass is ~25% of GF golf rev. ~39% of play	
		vs Member Daily Peak rate, break-even, 7day Earlybuy/Regularbuy	20.0	20.0	20.0	20 / 21.7	21.7 / 23.3	21.7 / 23.3	22.5 / 24.2	22.5 / 25	23.3 / 25.8	24 / 26.5	22.2 / 24.5	< vs Daily SMR Prime bke	
	12072	GOLF ADULT MEMBER 7 DAY PASS												Member--sold 36 in '15, 28 in '16, and 20 in '17	
		10 yr CAGR - 2008 to 2018		0.0%	4.4%	2.9%	4.3%	3.4%	3.5%	3.0%	3.1%	3.0%	2.7%		
		on or before April 30th	1,100	1,100	1,200	1,200	1,300	1,300	1,350	1,350	1,400	1,440	1,440	-	0%
		on or after May 1st	1,100	1,100	1,200	1,300	1,400	1,400	1,450	1,500	1,550	1,590	1,590	-	0%
	NEW	(no date restrictions) (advance tee times 7-days,not 14days)					1999 / 2199	1999 / 2199	1999 / 2199	1999 / 2199	2049 / 2249	2049 / 2249	2049 / 2249	Public+ \$0--sold 1 in '15, 0 in '16	
24026		GOLF ADULT MEMBER 5 DAY PASS (Sun-Thur, no Hol) beg.2010: - Sun Noon to Fri 11:50am NonHoliday												Member--sold 116 in '15, 96 in '16, and 85 in '17	
		vs Member Daily Peak rate, break-even, 5day	-	13.6	14.2	14.2	(950/60=15.8)	(950/60=15.8)	(1000/60=16.7)	(1000/60=16.7)	(1050/60=17.5)	(1080/60=18.0)	(1080/65=16.6)	< vs Daily SMR Prime bke	
							(950/45=21.1)	(950/45=21.1)	(1000/45=22.2)	(1000/45=22.2)	(1050/45=23.3)	(1080/45=24.0)	(1080/45=24.0)	< vs 20pack break even	
		10 yr CAGR - 2008 to 2018		0.0%	6.5%	4.3%	6.1%	4.8%	4.9%	4.2%	4.3%	4.1%	3.7%		
		on or before April 30th	750	750	850	850	950	950	1,000	1,000	1,050	1,080	1,080	-	0%
		on or after May 1st	750	750	850	925	1,025	1,025	1,075	1,125	1,175	1,210	1,210	-	0%
		ADULT PUBLIC 5 DAY PASS thru 4/30 / 5/1+ (max sell = 20 qty Sun Noon to Fri 11:50 NonHol) (advance tee times 7-days,not 14days)					1599 / 1799	1599 / 1799	1649 / 1849	1649 / 1849	1699 / 1899	1699 / 1899	1699 / 1899	Public--sold 0-'15,0-'16, 0-'17	
		Member passholder, green fee play rate FriPM, Sat, and SunAM										40	40	NEW in '17	
		Public passholder, green fee play rate FriPM, Sat, and SunAM										80	80	NEW in '17	
														Green Highlighted pass prices, Approved by Board 3/24/2018	
		GOLF ADULT AFTERNOON PASS (valid all season, Mon-Fri nonHoliday, 1:30pm+)												Member--sold 23 in '15, 24 in '16, and 25 in '17	
26089	Member	on or before April 30th			499	499	569	569	569	569	599	619	619	-	0%
		on or after May 1st			549	619	619	619	619	619	649	669	669	-	0%
26980	Public	on or before April 30th			519	599	599	599	599	599	629	649	649	-	0%
		on or after May 1st			569	649	649	649	649	649	679	699	699	-	0%
														Public--sold 5 in '15, 3 in '16, 2 in '17	
SPJ	JR DEPENDENTS (HOUSEHOLD MBR UNDER 18)		330	330	330	330	330	330	330	330	330	330	350	20	6%
														in 2015 and 2 in 2016	
Play Packs		No carry-over value to following season for any of the pack products.													
TBD	MEMBER	5-play package (18holes)													
		on or before April 30th				275	275	275	275	275	275	275	280	56	5 2%
		on or after May 1st				295	295	295	295	295	295	295	300	60	5 2%
20429	MEMBER	10-play package (18holes)	500	500	550	500	500	500	500	500	500	500	510	51	10 2%
		on or before April 30th				550	550	550	550	550	550	550	560	56	10 2%
		on or after May 1st				900	900	900	900	900	900	900	920	46	20 2%
20430	MEMBER	20-play package (18holes)	940	940	1,040	900	900	900	900	900	900	900	920	46	20 2%
		on or before April 30th				1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,020	51	20 2%
		on or after May 1st				270	270	270	270	270	270	270	280	28	10 4%
21047	MEMBER	10-play package (9holes) aka Ladies 9h 10	270	270	270	270	270	270	270	270	270	270	270	28	10 4%
26269	GUEST	10-play package (18holes)	N/A	N/A	650	650	650	650	650	650	650	650	670	67	20 3%
		late buy price				700	700	700	700	700	700	700	720	72	20 3%
\$20x4 to Cart		4-PlayPack (18holes) PUBLIC IncdCART (Open-6/27 & 9/2-Close) \$20x4 alloc to CART \$22 cart beg'18	N/A	N/A	N/A	N/A	316	316	316	319	319	319	324	81	5 2%

All Green Fees (GF) are ~71% of golf revenues

Attachment A

GOLF COURSE				0	1	2	3	4	5	6	7	8	9	10	Change '17 to '18	
ACCT	RTP Code	TITLE		2008 Approved	2009 Approved	2010 Approved	2011 Approved	2012 Approved	2013 Approved	2014 Approved	2015 Approved	2016 Approved	2017 Approved	2018 DRAFT	Amount	Pctg

35015	GOLF CART RENTALS - Member/Guests/Public (generally, Public fees include cart)													<i>Cart Rentals is ~15% of golf revenues</i>			
MC		SHARED CART (18 HOLES)		17	17	17	17	17	17	17	20	20	20	20	22	2	10%
MC9		SHARED CART (9 HOLES)		10	10	10	10	10	10	10	12	12	12	12	14	2	17%
31902		MEMBER CART 18hole 10 Pack											180	180	200	20	11%
31903		MEMBER CART 9hole 10 Pack											105	105	125	20	19%
26086		MEMBER CART SeaPass SINGLE				375	375	375	375	375	375	375	375	390	15	4%	
26087		MEMBER CART SeaPass DOUBLE				700	700	700	700	700	700	700	700	720	20	3%	
HC18		HAND CART - 18				8	8	8	8	8	8	8	8	10	2	25%	
HC9		HAND CART - 9				5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50	7.00	2	27%	
12351		PRIVATE CART SEASON	400	400	425	425	425	425	425	425	425	425	425	445	20	5%	
DT		DAILY TRAIL FEE 18h (private carts)	14	14	14	14	14	14	14	14	14	14	14	17	3	21%	
DT9		DAILY TRAIL FEE 9h (private carts)	8	8	8	8	8	8	8	8	8	8	8	10	2	25%	

35020	GOLF - DRIVING RANGE Range is ~5% of golf revenues															
MT		MEMBER TOKEN - 1		3.25	3.25	3.25	3.50	3.50	3.50	4.00	4.00	4.00	4.00	5.00	1.00	25%
MT3		MEMBER TOKEN - 3		9	9	9	10	10	10	11	11	11	11	14	3.00	27%
		effective discount on 3bulk buy		8%	8%	8%	7%	7%	7%	8%	8%	8%	8%	7%		
PT		PUBLIC TOKEN - 1		3.75	3.75	3.75	4.00	4.00	4.00	5.00	5.00	5.00	5.00	6.00	1.00	20%
24263		PUBLIC TOKEN - 3				10	11	11	11	14	14	14	14	17	3.00	21%
		effective discount on 3bulk buy				11%	8%	8%	8%	7%	7%	7%	7%	6%		
MRC		MEMBER KEY RANGE (11 token initial buy-in price)				30	30	30	30	33	33	33	33	40	7	21%
		Key Card per token				2.73	2.73	2.73	2.73	3.00	3.00	3.00	3.00	3.64	0.64	21%
RKD		RANGE KEY DEPOSIT				10	10	10	10	10	10	10	10	10	-	0%

36060	LESSONS - PUBLIC (all lessons 20%TDA / 80% PRO split)															
PPP		PRIVATE PRO PUBLIC		75	75	75	75	75	75	75	75	75	75	80	-	-
PAM		GOLF - ASST. PRO		55	55	55	55	55	55	55	55	55	55	60	5	9%
JC		GOLF - PRO JR CLINICS		20	20	20	20	20	20	20	20	20	20	25	5	25%
AC		GOLF - ADULT CLINICS		25	25	20	20	20	20	20	20	20	20	25	5	25%
JS		JR GOLF SCHOOL		100	100	150	150	150	150	150	150	150	150	160	10	7%
PCG		PRIVATE CHILD PUBLIC		35	35	35	35	35	35	35	35	35	35	40	5	14%
PLV		PRIVATE LESSON W/VIDEO		80	80	80	80	80	80	80	80	80	80	85	5	6%
need split		9-HOLE PLAYING LESSON		175	175	175	175	175	175	175	175	175	175	185	10	6%
need split	25439	18-HOLE PLAYING LESSON		300	300	300	300	300	300	300	300	300	300	320	20	7%
NEW		M G P GET GOLF READY - Lesson Series (5 group lessons)						99	99	99	99	99	99	109	10	10%

36070	LESSONS - PO															
PPM		GOLF - PRO PRIVATE MEMBER		75	75	75	75	75	75	75	75	75	75	80	5	7%
PCM		GOLF - PRO - PRIVATE CHILD		30	30	30	30	30	30	30	30	30	30	35	5	17%
JC		JUNIOR CLINIC			15	15	15	15	15	15	15	15	15	20	5	33%

36080	LESSONS - GUEST															
PPG		GOLF - PRO PRIVATE GUEST		75	75	75	75	75	75	75	75	75	75	80	5	7%

37020	OTHER REVENUE															
MCR		GOLF CLUB RENTAL - M/G/P		35	35	35	40	40	40	40	40	40	40	45	5	13%
new'18		GOLF CLUBs RENTAL PREMIUM- M/G/P												60		-

*Lessons/Club Rental is ~1% of golf revenues
 Retail Merchandise is ~8% of golf revenues*

Attachment B - Group Golf Rates – 4/17/2018 DRAFT

2018 Group Golf rates need to be approved due to the lead time of this business channel

Public Price, including shared Cart	2016 Season	2017 Season	2017 Season	2017 Season	2018 Season	2018 Season	2018 Season
		12-15 players	16-23 players	24+ players	12-15 players	16-23 players	24+ players
Early Season, Prime Time	\$72	\$72	\$68	\$64	\$72	\$68	\$64
Early Season, Twilight	\$62	\$62	\$58	\$54	\$62	\$58	\$54
Peak Season, Prime Time	\$124	\$123	\$117	\$114	\$133	\$127	\$124
Peak Season, Twilight	\$104	\$104	\$ 99	\$ 94	\$109	\$ 104	\$ 99
Late Season, Prime Time	\$77	\$77	\$73	\$69	\$77	\$73	\$69
Late Season, Twilight	\$62	\$62	\$58	\$54	\$62	\$58	\$54

Early Season: 2018, Open to 6/7 2017: Open to 6/8 Prime Time to 1:50pm, Twilight 2:00+
 Peak Season: 2018, 6/8 to 9/9 2017: 6/9 to 9/10 Prime Time to 1:50pm, Twilight 2:00+
 Late Season: 2018, 9/10 to close 2017: 9/11 to close Prime Time to 1:20pm, Twilight 1:30+

Member at Member Rate (green fee & shared cart) at date and time of play.

Guests at Guest Rate (green fee & shared cart) at date and time of play

Guests of 3 Maximum per playing Member, remainder at Public

Prices exclude Tournament Fee of \$2 per player. Group minimum is 12 players.

Contracts, terms and deposits apply to all Group business, including 1 payment tender.

Above paragraph, only change starting in 2017, group size change from 10p to 12p minimum.

Group Golf Sales – \$80,000 Budget 2018; \$73,000 Actual 2015, \$84,000 Actual 2016, \$71,000 Actual 2017

Pricing rationale is designed to encourage shoulder season groups. For peak season, while taking group golf business, only a nominal discount is provided. Starting in 2017, pricing tiers based on group size. This rate recommendation was collaborative developed with Director of Finance, Director of Operations, Group Sales Manager and Golf Shop Manager. The General Manager has reviewed and approved the recommendation.

For 2018, prices have been increased \$10 in Peak Season, Prime Time and increased \$5 in Peak Season, Twilight

Recommendation:

Approve 2018 group golf rates as presented in 2018 columns presented above

Golf Pass/Pack Sales

Source: RTP | Custom Customer Product Listing

As Of:10/27/20xx

Attachment C

2017 Golf Season Pass - Sales opened 3/15/17

ProdN#	Product	Qty	PassPrice	NetSales	
12072	Member Unlimited	20	\$ 1,448	\$ 28,950	21%
20426	Member Weedkday Plus	85	\$ 1,086	\$ 92,320	67%
26089	Member Weekday PM	25	\$ 625	\$ 15,625	11%
26980	Public Weekday PM	2	\$ 649	\$ 1,298	1%
38043	Public Unlimited	0			0%
12073	Golf Junior Member	1	\$ 330	\$ 330	0%
TOTAL Passes		133	\$ 1,041.53	\$ 138,523	100%
Variance to PY Pace Amount		-20	\$ 22.58	\$ (17,376)	
Variance to PY Pace Pctg		-13%	15%	-11%	

2016 Golf Season Pass - Opened 5/13/16

ProdN#	Product	Qty	PassPrice	NetSales	
12072	Member Unlimited	28	\$ 1,363	\$ 38,160	24%
20426	Member Weedkday Plus	96	\$ 1,050	\$ 100,800	65%
26089	Member Weekday PM	24	\$ 598	\$ 14,342	9%
26980	Public Weekday PM	3	\$ 646	\$ 1,937	1%
38043	Public Unlimited	-	\$ -	\$ -	0%
12073	Golf Junior Member	2	\$ 330	\$ 660	0%
TOTAL Passes		153	\$ 1,018.95	\$ 155,899	100%
Variance to PY Pace Amount		-30	\$ 18.97	\$ (27,097)	
Variance to PY Pace Pctg		-16%	2%	-15%	

2015 Golf Season Pass - Opened 5/15/15

ProdN#	Product	Qty	PassPrice	NetSales	
12072	Member Unlimited	36	\$ 1,354	\$ 48,750	27%
20426	Member Weedkday Plus	116	\$ 993	\$ 115,205	63%
26089	Member Weekday PM	23	\$ 573	\$ 13,187	7%
26980	Public Weekday PM	5	\$ 639	\$ 3,195	2%
38043	Public Unlimited	1	\$ 1,999	\$ 1,999	1%
12073	Golf Junior Member	2	\$ 330	\$ 660	0%
TOTAL Passes		183	\$ 999.98	\$ 182,996	100%
Variance to PY Pace Amount		143	\$ (0.20)	\$ 142,989	
Variance to PY Pace Pctg		358%	0%	357%	

2017 Golf Pack

ProdN#	Product	Qty	PassPrice	NetSales	
26964	Golf Member 5 Pack	14	\$ 289	\$ 4,050	6%
20429	Golf Member 10 Pack	57	\$ 517.54	\$ 29,500	42%
20430	Golf Member 20 Pack	30	\$ 917	\$ 27,500	39%
21047	Ladies 9Holer 10 Pack	20	\$ 270	\$ 5,400	8%
28045	Public Four Pack				0%
26269	Guest 10 Pack	6	\$ 675	\$ 4,050	6%
TOTAL Packs		127	\$ 555.12	\$ 70,500	100%
Variance to PY Pace Amount		-22	\$ 23	\$ (8,838)	
Variance to PY Pace Pctg		-15%	15%	-11%	

2016 Golf Pack

ProdN#	Product	Qty	PassPrice	NetSales	
26964	Golf Member 5 Pack	22	\$ 284	\$ 6,250	8%
20429	Golf Member 10 Pack	65	\$ 508	\$ 33,050	42%
20430	Golf Member 20 Pack	34	\$ 885	\$ 30,100	38%
21047	Ladies 9Holer 10 Pack	20	\$ 270	\$ 5,400	7%
28045	Public Four Pack	2	\$ 319	\$ 638	1%
26269	Guest 10 Pack	6	\$ 650	\$ 3,900	5%
TOTAL Packs		149	\$ 532.47	\$ 79,338	100%
Variance to PY Pace Amount		8	\$ (35.50)	\$ (746)	
Variance to PY Pace Pctg		6%	-6%	-0.9%	

2015 Golf Pack

ProdN#	Product	Qty	PassPrice	NetSales	
26964	Golf Member 5 Pack	20	\$ 279	\$ 5,580	7%
20429	Golf Member 10 Pack	59	\$ 508	\$ 29,950	37%
20430	Golf Member 20 Pack	42	\$ 907	\$ 38,100	48%
21047	Ladies 9Holer 10 Pack	12	\$ 270	\$ 3,240	4%
28045	Public Four Pack	6	\$ 319	\$ 1,914	2%
26269	Guest 10 Pack	2	\$ 650	\$ 1,300	2%
TOTAL Packs		141	\$ 567.97	\$ 80,084	100%
Variance to PY Pace Amount		137	\$ 67.97	\$ 78,084	
Variance to PY Pace Pctg		3425%	14%	3904%	

2017 Golf Cart Season Pass

ProdN#	Product	Qty	PassPrice	NetSales	
12351	Private Cart Season Pass	14	\$ 425	\$ 5,950	29%
26086	Member Cart SP Single	30	\$ 375	\$ 11,250	61%
26087	Member Cart SP Double	5	\$ 670	\$ 3,350	10%
TOTAL Passes		49	\$ 419.39	\$ 20,550	100%
Variance to PY Pace Amount		10	\$ 380	\$ 20,117	
Variance to PY Pace Pctg		26%	975%	119%	

2016 Golf Cart Season Pass

ProdN#	Product	Qty	PassPrice	NetSales	
12351	Private Cart Season Pass	13	\$ 425	\$ 5,525	33%
26086	Member Cart SP Single	21	\$ 375	\$ 7,875	54%
26087	Member Cart SP Double	5	\$ 700	\$ 3,500	13%
TOTAL Passes		39	\$ 433.33	\$ 16,900	100%
Variance to PY Pace Amount		-9	\$ 9.90	\$ (3,425)	
Variance to PY Pace Pctg		-19%	2%	-17%	

2015 Golf Cart Season Pass

ProdN#	Product	Qty	PassPrice	NetSales	
12351	Private Cart Season Pass	15	\$ 425	\$ 6,375	31%
26086	Member Cart SP Single	28	\$ 373	\$ 10,450	58%
26087	Member Cart SP Double	5	\$ 700	\$ 3,500	10%
TOTAL Passes		48	\$ 423.44	\$ 20,325	100%
Variance to PY Pace Amount		45	\$ (76.56)	\$ 18,825	
Variance to PY Pace Pctg		1500%	-15%	1255%	

2017 Total for the Season 309 \$ 743.33 \$ 229,573

2016 Actual 341 \$ 739.40 \$ 252,137

2015 Actual 372 \$ 761.84 \$ 283,405

Pace Sales

Total \$Sales STD \$ 229,573
 Variance to 2016 \$ (22,564)
 Variance % -9%

Total \$Sales STD \$ 252,137
 Variance to 2015 STD \$ (31,268) -11%
 Variance to 2014 STD \$ 208,630 480%

Pace Sales

Total \$Sales STD \$ 283,405
 Variance to 2014 STD \$ 239,898
 Variance to 2013 STD \$ 249,466

CY vs. 2015 & 2014 Actual Sales

Total \$Sales For Season \$ 229,573
 Variance to 2016 \$ (22,564)
 Variance to 2015 \$ (55,610)

Total \$Sales For Season \$ 252,137
 Variance to 2015 \$ (33,046) -12%
 Variance to 2014 \$ 45,196 22%

CY vs. 2014 & 2013 Actual Sales

Total \$Sales For Season \$ 285,183
 Variance to 2014 \$ 78,242
 Variance to 2013 \$ 62,765

Attachment C

Total # of Days Earned over 149 104

5-day - valid Noon Sun to Noon Fri, non-holidays
 PM Pass - Mon-Fri after 1:30, non-holidays.
Cannot split days, so recognize M-F NH
 7-day is unlimited, no holiday restrictions.

		7-day	PM & 5-day			7-day	PM & 5-day
Wednesday, May 16, 2018	3 c	-	-	Thursday, August 02, 2018	4 o	1	1
Thursday, May 17, 2018	4 c	-	-	Friday, August 03, 2018	5 o	1	1
Friday, May 18, 2018	5 c	-	-	Saturday, August 04, 2018	6 o	1	-
Saturday, May 19, 2018	6 o	1	-	Sunday, August 05, 2018	7 o	1	-
Sunday, May 20, 2018	7 o	1	-	Monday, August 06, 2018	1 o	1	1
Monday, May 21, 2018	1 o	1	1	Tuesday, August 07, 2018	2 o	1	1
Tuesday, May 22, 2018	2 o	1	1	Wednesday, August 08, 2018	3 o	1	1
Wednesday, May 23, 2018	3 o	1	1	Thursday, August 09, 2018	4 o	1	1
Thursday, May 24, 2018	4 o	1	1	Friday, August 10, 2018	5 o	1	1
Friday, May 25, 2018	5 o	1	1	Saturday, August 11, 2018	6 o	1	-
Saturday, May 26, 2018	6 o	1	-	Sunday, August 12, 2018	7 o	1	-
Sunday, May 27, 2018	7 o	1	-	Monday, August 13, 2018	1 o	1	1
Monday, May 28, 2018	1 o	1	1	Tuesday, August 14, 2018	2 o	1	1
Tuesday, May 29, 2018	2 o	1	1	Wednesday, August 15, 2018	3 o	1	1
Wednesday, May 30, 2018	3 o	1	1	Thursday, August 16, 2018	4 o	1	1
Thursday, May 31, 2018	4 o	1	1	Friday, August 17, 2018	5 o	1	1
Friday, June 01, 2018	5 o	1	1	Saturday, August 18, 2018	6 o	1	-
Saturday, June 02, 2018	6 o	1	-	Sunday, August 19, 2018	7 o	1	-
Sunday, June 03, 2018	7 o	1	-	Monday, August 20, 2018	1 o	1	1
Monday, June 04, 2018	1 o	1	1	Tuesday, August 21, 2018	2 o	1	1
Tuesday, June 05, 2018	2 o	1	1	Wednesday, August 22, 2018	3 o	1	1
Wednesday, June 06, 2018	3 o	1	1	Thursday, August 23, 2018	4 o	1	1
Thursday, June 07, 2018	4 o	1	1	Friday, August 24, 2018	5 o	1	1
Friday, June 08, 2018	5 o	1	1	Saturday, August 25, 2018	6 o	1	-
Saturday, June 09, 2018	6 o	1	-	Sunday, August 26, 2018	7 o	1	-
Sunday, June 10, 2018	7 o	1	-	Monday, August 27, 2018	1 o	1	1
Monday, June 11, 2018	1 o	1	1	Tuesday, August 28, 2018	2 o	1	1
Tuesday, June 12, 2018	2 o	1	1	Wednesday, August 29, 2018	3 o	1	1
Wednesday, June 13, 2018	3 o	1	1	Thursday, August 30, 2018	4 o	1	1
Thursday, June 14, 2018	4 o	1	1	Friday, August 31, 2018	5 o	1	1
Friday, June 15, 2018	5 o	1	1	Saturday, September 01, 2018	6 o	1	-
Saturday, June 16, 2018	6 o	1	-	Sunday, September 02, 2018	7 o	1	-
Sunday, June 17, 2018	7 o	1	-	Monday, September 03, 2018	1 o	1	1
Monday, June 18, 2018	1 o	1	1	Tuesday, September 04, 2018	2 o	1	1
Tuesday, June 19, 2018	2 o	1	1	Wednesday, September 05, 2018	3 o	1	1
Wednesday, June 20, 2018	3 o	1	1	Thursday, September 06, 2018	4 o	1	1
Thursday, June 21, 2018	4 o	1	1	Friday, September 07, 2018	5 o	1	1
Friday, June 22, 2018	5 o	1	1	Saturday, September 08, 2018	6 o	1	-
Saturday, June 23, 2018	6 o	1	-	Sunday, September 09, 2018	7 o	1	-
Sunday, June 24, 2018	7 o	1	-	Monday, September 10, 2018	1 o	1	1
Monday, June 25, 2018	1 o	1	1	Tuesday, September 11, 2018	2 o	1	1
Tuesday, June 26, 2018	2 o	1	1	Wednesday, September 12, 2018	3 o	1	1
Wednesday, June 27, 2018	3 o	1	1	Thursday, September 13, 2018	4 o	1	1
Thursday, June 28, 2018	4 o	1	1	Friday, September 14, 2018	5 o	1	1
Friday, June 29, 2018	5 o	1	1	Saturday, September 15, 2018	6 o	1	-
Saturday, June 30, 2018	6 o	1	-	Sunday, September 16, 2018	7 o	1	-
Sunday, July 01, 2018	7 o	1	-	Monday, September 17, 2018	1 o	1	1
Monday, July 02, 2018	1 o	1	1	Tuesday, September 18, 2018	2 o	1	1
Tuesday, July 03, 2018	2 o	1	1	Wednesday, September 19, 2018	3 o	1	1
Wednesday, July 04, 2018	3 o	1	-	Thursday, September 20, 2018	4 o	1	1
Thursday, July 05, 2018	4 o	1	1	Friday, September 21, 2018	5 o	1	1
Friday, July 06, 2018	5 o	1	1	Saturday, September 22, 2018	6 o	1	-
Saturday, July 07, 2018	6 o	1	-	Sunday, September 23, 2018	7 o	1	-
Sunday, July 08, 2018	7 o	1	-	Monday, September 24, 2018	1 o	1	1
Monday, July 09, 2018	1 o	1	1	Tuesday, September 25, 2018	2 o	1	1
Tuesday, July 10, 2018	2 o	1	1	Wednesday, September 26, 2018	3 o	1	1
Wednesday, July 11, 2018	3 o	1	1	Thursday, September 27, 2018	4 o	1	1
Thursday, July 12, 2018	4 o	1	1	Friday, September 28, 2018	5 o	1	1
Friday, July 13, 2018	5 o	1	1	Saturday, September 29, 2018	6 o	1	-
Saturday, July 14, 2018	6 o	1	-	Sunday, September 30, 2018	7 o	1	-
Sunday, July 15, 2018	7 o	1	-	Monday, October 01, 2018	1 o	1	1
Monday, July 16, 2018	1 o	1	1	Tuesday, October 02, 2018	2 o	1	1
Tuesday, July 17, 2018	2 o	1	1	Wednesday, October 03, 2018	3 o	1	1
Wednesday, July 18, 2018	3 o	1	1	Thursday, October 04, 2018	4 o	1	1
Thursday, July 19, 2018	4 o	1	1	Friday, October 05, 2018	5 o	1	1
Friday, July 20, 2018	5 o	1	1	Saturday, October 06, 2018	6 o	1	-
Saturday, July 21, 2018	6 o	1	-	Sunday, October 07, 2018	7 o	1	-
Sunday, July 22, 2018	7 o	1	-	Monday, October 08, 2018	1 o	1	1
Monday, July 23, 2018	1 o	1	1	Tuesday, October 09, 2018	2 o	1	1
Tuesday, July 24, 2018	2 o	1	1	Wednesday, October 10, 2018	3 o	1	1
Wednesday, July 25, 2018	3 o	1	1	Thursday, October 11, 2018	4 o	1	1
Thursday, July 26, 2018	4 o	1	1	Friday, October 12, 2018	5 o	1	1
Friday, July 27, 2018	5 o	1	1	Saturday, October 13, 2018	6 o	1	-
Saturday, July 28, 2018	6 o	1	-	Sunday, October 14, 2018	7 o	1	-
Sunday, July 29, 2018	7 o	1	-	Monday, October 15, 2018	1 c	-	-
Monday, July 30, 2018	1 o	1	1	Tuesday, October 16, 2018	2 c	-	-
Tuesday, July 31, 2018	2 o	1	1	Wednesday, October 17, 2018	3 c	-	-
Wednesday, August 01, 2018	3 o	1	1	Thursday, October 18, 2018	4 c	-	-

Tahoe Donner Association
2018 General Manager Goal

attachment E

for Golf, including its related activities such as the golf retail operation. By June 15, 2018, the goal is to reduce losses and make amenities more efficient, without materially reducing service levels.

	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual *	2018 Budget
Golf Consolidated						
Rounds	18,910	20,526	19,944	19,494	17,212	19,200
Yield / Rnd	\$ 57	\$ 55	\$ 56	\$ 57	\$ 58	\$ 60
Revenue	1,072,970	1,139,086	1,109,002	1,119,109	994,199	1,150,000
Cogs	81,900	69,377	64,383	58,706	59,577	61,000
Payroll Direct	712,219	638,211	660,533	672,075	675,404	705,000
Payroll Burden	157,882	163,582	162,225	173,076	178,404	166,300
Expenses	387,206	344,468	311,905	313,796	334,541	315,700
N O R	(266,237)	(76,552)	(90,044)	(98,544)	(253,727)	(98,000)
- Golf Ops						
Revenue	1,072,970	1,139,086	1,109,002	1,119,109	994,199	1,150,000
Cogs	81,900	69,377	64,383	58,706	59,577	61,000
Payroll Direct	206,623	171,883	190,293	163,619	163,024	184,600
Payroll Burden	48,354	45,211	41,889	42,472	42,895	47,400
Expenses	95,712	79,517	87,232	87,390	92,811	86,800
N O R	640,381	773,098	725,205	766,922	635,892	770,200
- Golf Maintenance						
Payroll Direct	505,596	466,328	470,240	508,456	512,380	520,400
Payroll Burden	109,528	118,371	120,336	130,604	135,509	118,900
Expenses	291,494	264,951	224,673	226,406	241,730	228,900
N O R	(906,618)	(849,650)	(815,249)	(865,466)	(889,619)	(868,200)

* 2017 Actual, unaudited as of 2/12/2018

No capital costs in the above financials/nor.

A Increase Revenue

- volume increase - volume already high, Member/Pass TT preference, marketing and or capital costs
- price increase - perceptions $1800 \times \$10 = \$18,000$
- or combination of both - 2018 Budget already assumes \$41,000 price driver (+3.7% on Baseline Rev)

B Reduce Payroll Costs

- Golf Shop/Player Services - have made good progress in this area in recent years
- Golf Maintenance - CA Min Wage increases have compression impacts
- labor market tigh with record low levels of unemployment
- ability to measure efficiency of maintenance / service levels ?

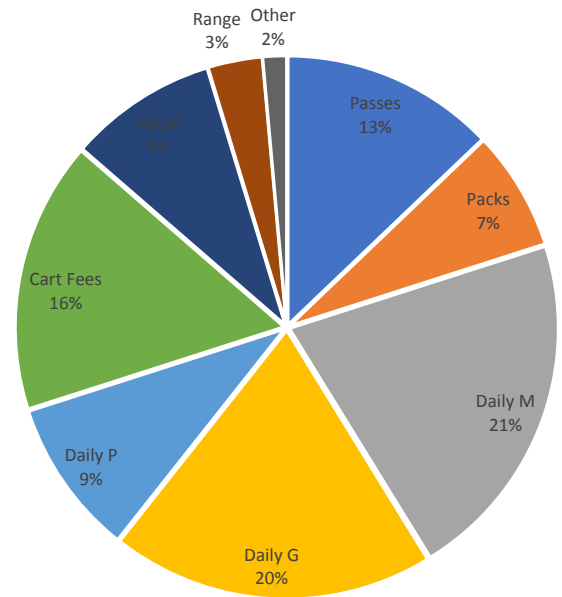
C Reduce Expenses

- Golf Shop/Player Services - have made good progress in this area in recent years
- Golf Maintenance

NOR - Net Operating Results

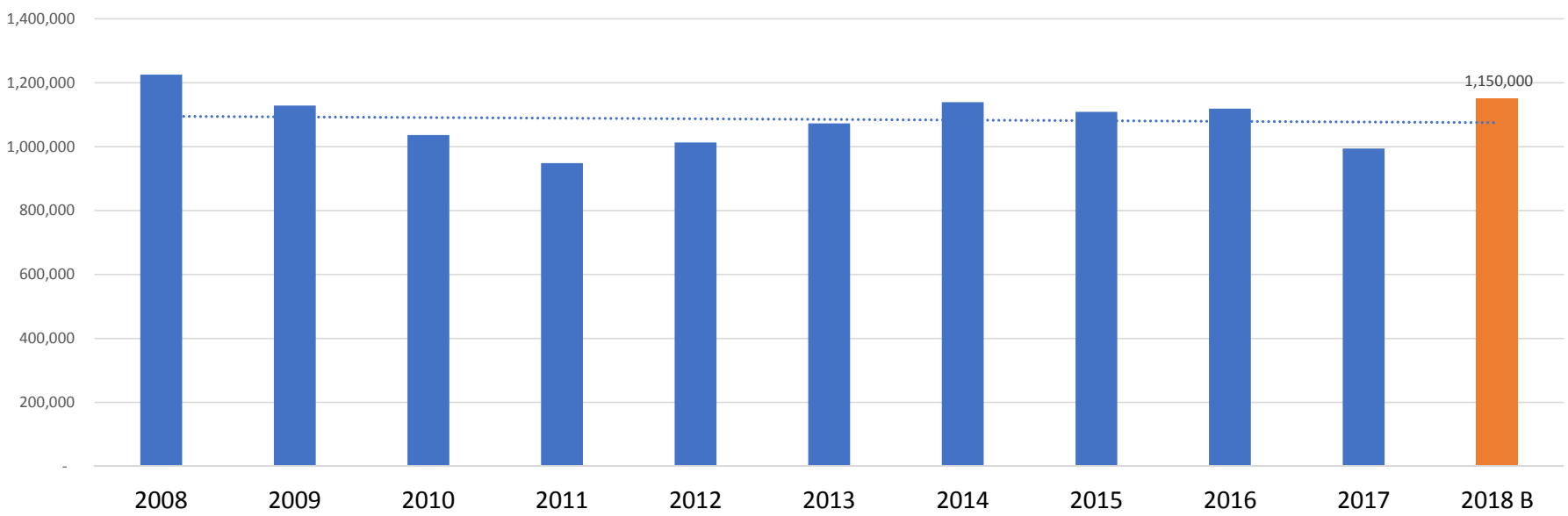
Payroll Burden - Payroll Taxes, WorkComp, HealthIns, 401k

Golf Revenue Mix 2017 Actual

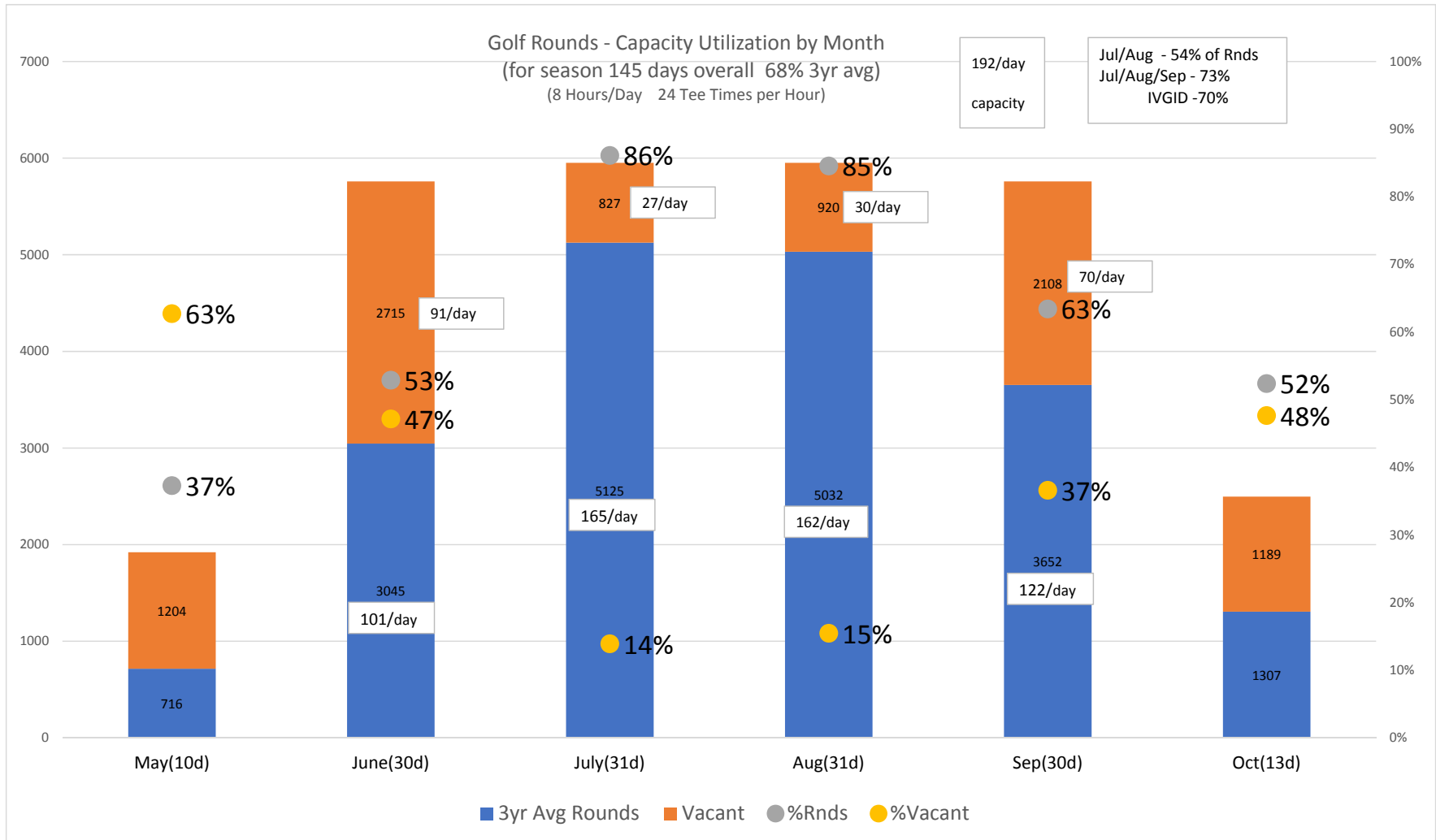


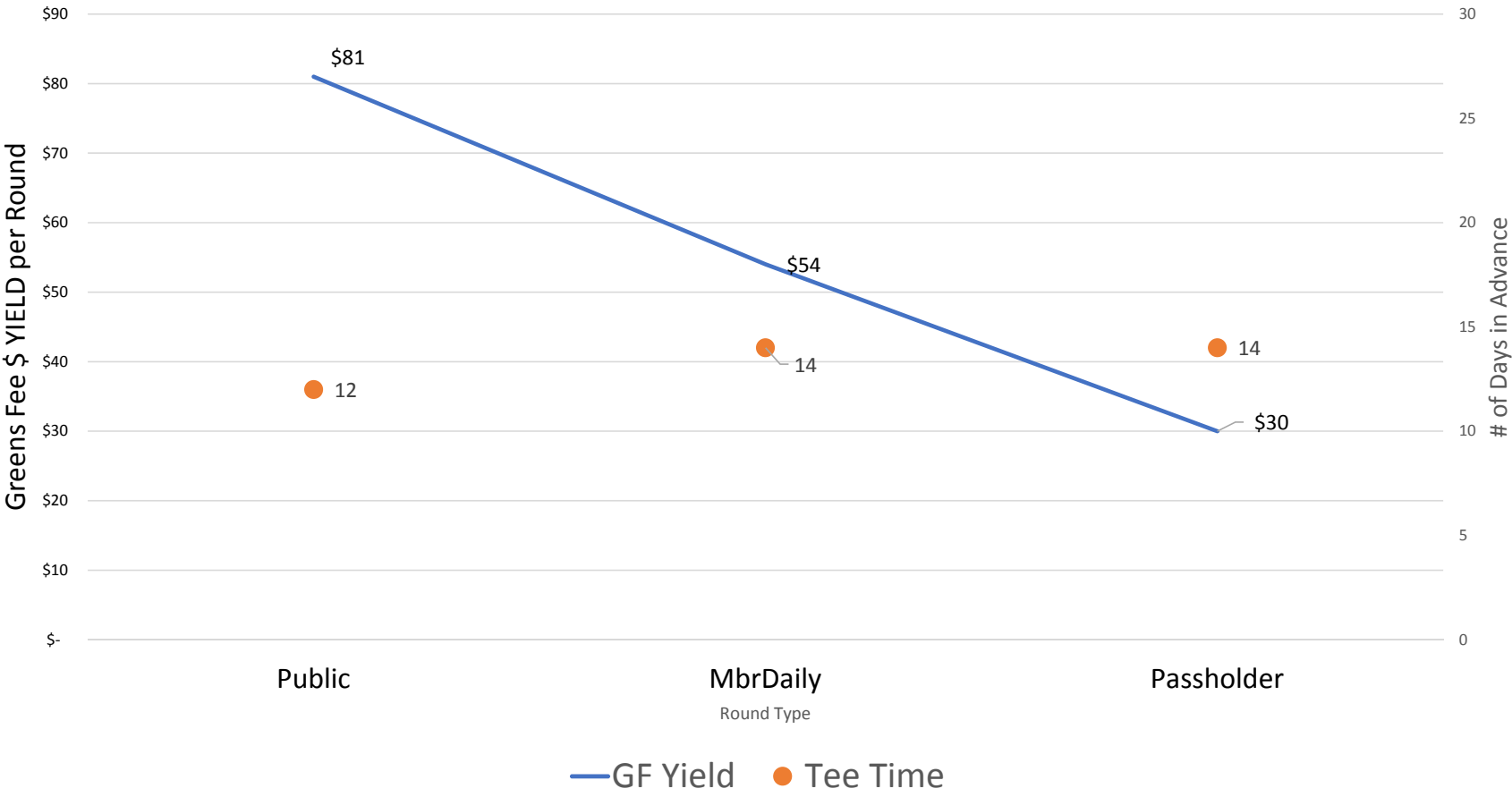
70% Green Fees 30% all other
86% GF+CartF 14% all other

Golf Revenue Total



attachment E





(https://www.facebook.com/CoyoteMoon(
hc_ref=HSFARCVWfrinstagram.com/coyoter

Book a Tee Time (/request_tt/)

Golf Rates Coyote Moon

Home (/index.htm) / Golf Rates



Regular (Open-1pm) | \$175
Midday (1pm-3pm) | \$145
Twilight (3pm-Close) | \$115

} (handwritten bracket)

COYOTE MOON
NO SEASON PASS
OFFERED

A TD MEMBER
EXTENDED
AS BEEN
OFFERED
AS
WELL

All rates include use of the warm up station, warm up balls, and shared golf car.

[Book a Tee Time \(/golf/proto/coyotemoongolf/request_tt/request_tt.htm\)](/golf/proto/coyotemoongolf/request_tt/request_tt.htm)

NCGA/SCGA Member Rates

Open - 1:00pm | \$150.00
1:00pm - Close | \$115.00

} (handwritten bracket)

Must present membership card & ID to receive this rate.

[NCGA/SCGA Member \(/golf/proto/coyotemoongolf/ncga/ncga.htm\)](/golf/proto/coyotemoongolf/ncga/ncga.htm)

CM 10 pack is
\$750, and not
exclusive to
TD members

CM TD member rates are
\$115 before 1:00
\$95 1:00 and after
includes Cart

to get this rate, cannot book
outside of 3 days

ATTACHMENT F 1/4

2018 GOLF RATES

Old Greenwood and Gray's Crossing are excited for an early May opening (weather dependent).

Enjoy cool mountain breezes and breathtaking vistas from our 18-hole championship course. Daily rates are available for pre-booking or walk-ins. Looking to play 36 holes? We offer discounted rates when you play both Old Greenwood and Gray's Crossing!

	PUBLIC	NCGA & SCGA
OPENING DAY - JUNE 14		
8:00am - 1:50pm	\$150	\$120
2:00pm - 3:50pm	\$100	\$90
After 4:00pm	\$75	\$60
JUNE 15 - SEPTEMBER		
7:00am - 7:50am	\$200	\$160
8:00am - 1:50pm	\$200	\$160
2:00pm - 3:50pm	\$125	\$110
After 4:00pm	\$75	\$60
OCTOBER		
8:00am - 1:50pm	\$150	\$120
2:00pm - 3:50pm	\$90	\$75
After 4:00pm	\$75	\$60

We offer special rates for juniors on both of our courses including complimentary rounds after 5:00pm when accompanied by a paying adult.

Online tee times are available within 30 days of the date you wish to play, or call the Old Greenwood Golf Shop at (530) 550-7024 or Gray's Crossing Golf Shop at (530) 550-5804.

NCGA & SCGA Members:

In order to receive your preferred pricing, please use "NCGA" as your promo code at checkout. We will verify your membership when you check-in at the Golf Shop on your day of play.

F 2/4

BOOK A TEE TIME

2018 GOLF SEASON PASSES

Unlimited golf. Unlimited fun.

Get the most out of the summer with our 2018 Golf Season Pass. Passholders will receive unlimited access to both Old Greenwood and Gray's Crossing as well as tons of additional perks. With two different options, it's easy to find the one that's right for you.



UNLIMITED

- Individual
- Couple
- Family

PUBLIC

- \$3,500
- \$4,500 ZZSO/A
- \$5,500

TMC MEMBER

- \$1,650
- \$2,250
- \$2,500

- Unlimited golf 7 days a week at Old Greenwood and Gray's Crossing (cart fee only)
- Unlimited practice at Old Greenwood
- **Passholder Benefits**

For more information and to purchase, complete an application and contact Travis Alley at (530) 550-7084 or talley@tahoemountainclub.com.

F-3/4

DOWNLOAD APPLICATION



VALUE	PUBLIC	TMC MEMBER
Individual	\$1,800	\$1,000
Couple	\$2,400	\$1,500
Family	\$3,000	\$2,000

Handwritten note: 1/2000 with an arrow pointing to the Public column.

- Unlimited golf Sunday - Thursday at Old Greenwood and Gray's Crossing (Public - cart fee only)
 - After 1:00pm all season
 - Prior to 8:00am and after 1:00pm (June 15 - August 19)
 - Unlimited play anytime Sunday - Thursday during the months of May & October
- Unlimited practice at Old Greenwood Sunday - Thursday (after 12:00pm)
- Passholder Benefits

Handwritten note: VALUE with an arrow pointing to the 'Prior to 8:00am...' bullet point.

For more information and to purchase, complete an application and contact Travis Alley at (530) 550-7084 or talley@tahoemountainclub.com.

DOWNLOAD APPLICATION

Handwritten note: F 4/4

2017 Golf Season Wrap Up – CHAMP

• Rounds of Golf


– Total Rounds played = **20,146** -- (2016 = 21,889)

	<u>2017 Season</u>	<u>2016 Season</u>	<u>Variance</u>
May, June, Oct.	5,623 28%	7,262 33%	-1,639
July – Sept.	14,523 72%	14,708 67%	-185
		21,970 Total	

Play Mix Changes vs. 2016 (Entire Season)

	<u>2017 Season</u>	<u>2016 Season</u>	<u>Variance</u>
Residents	6,047	6,652	-605
Play Passes	5,791 29%	6,232 28%	-441
Guests	2012	2,172	-160
Non-Residents	4908	5,426	-518
Other	1388	1,488	-100


2018 CHAMPIONSHIP COURSE -- Daily Rates ****PROPOSED****

NON-RESIDENT - Rack Rates										
	TIME OF DAY									
	Open - 12 (Prime Time)		12-2 (Mid-Day)		2-4 (Twilight)		After 4 (Super Twilight)		After 5:30 (Super Twilight 9-Holes)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
Open - June 14	\$120	\$140	\$100	\$120	\$70	\$90	\$50	\$60	\$40	\$45
June 15 - Sept 23	\$170	\$190	\$160	\$180	\$120	\$140	\$75	\$85	\$55	\$70
Sept 24 - closing	\$140	\$160	\$120	\$140	\$100	\$120	\$60	\$70	\$45	\$55
<i>all rates include shared cart</i>										

Holidays: Memorial Day - Mon. May 28th

Holidays: July 4th- M/Tu/W/Th July 2nd-5th | Labor Day- Mon. Sept. 3rd


Holidays: None

RESIDENT - Rack Rates										
<i>(50% or more discount off of Non-Resident rate)</i>										
	TIME OF DAY									
	Open - 12 (Prime Time)		12-2 (Mid-Day)		2-4 (Twilight)		After 4 (Super Twilight)		After 5:30 (Super Twilight 9-Holes)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
Open - June 14	\$60	\$70	\$50	\$60	\$35	\$45	\$25	\$30	\$20	\$23
June 15 - Sept 23	\$85	\$90	\$70	\$80	\$60	\$70	\$38	\$43	\$28	\$35
Sept 24 - closing	\$60	\$70	\$50	\$60	\$40	\$50	\$25	\$30	\$20	\$23
<i>all rates include shared cart</i>										

Holidays: Memorial Day - Mon. May 28th

Holidays: July 4th- M/Tu/W/Th July 2nd-5th | Labor Day- Mon. Sept. 3rd

Holidays: None

GUEST - Rack Rates										
<i>(\$25 more than Res. Rate open-4pm & \$15 more than Res. Rate 4pm-close)</i>										
	TIME OF DAY									
	Open - 12 (Prime Time)		12-2 (Mid-Day)		2-4 (Twilight)		After 4 (Super Twilight)		After 5:30 (Super Twilight 9-Holes)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
Open - June 14	\$85	\$95	\$75	\$85	\$60	\$70	\$40	\$45	\$35	\$38
June 15 - Sept 23	\$110	\$115	\$95	\$105	\$85	\$95	\$53	\$58	\$43	\$50
Sept 24 - closing	\$85	\$95	\$75	\$85	\$65	\$75	\$40	\$45	\$35	\$38
<i>all rates include shared cart</i>										

Holidays: Memorial Day - Mon. May 28th

Holidays: July 4th- M/Tu/W/Th July 2nd-5th | Labor Day- Mon. Sept. 3rd

Holidays: None

Note - versus TDA, IVGID significantly more Public play at close 30%+ which allows a greater discount for residents (Salmon)

Key Rates – Play Passes

Resident Play Passes	
Pass Type	Cost
10 Play Pass	\$720
20 Play Pass	\$1,300
All You Can Play Pass (Includes Both Golf Courses)	
Individual --	\$2,450 (a)
Couple --	\$3,950 (a)(b)
Full Time Student Pass	\$300 (c)
<i>(Up to age 26, stand by & Pass Holder only)</i>	
Junior Pass (Includes Both Golf Courses)	\$225 (c)
<i>(Walking Only, up to age 17, stand by & Pass Holder only)</i>	

Non-Resident Play Passes	
Pass Type	Cost
All You Can Play Pass (Includes Both Golf Courses)	
Individual --	\$3,100 (a)
Couple --	\$4,650 (a)(b)
Restrictions	
MTN - Valid anytime	
CHAMP - Valid Monday - Thursday anytime; Friday - Sunday & Holidays after 12:00pm	

New Play Passes To Come!

- Limited Season Passes
- Mid-day/Twilight Season Passes

IVGID 2017 PASS PRICES - as presented to Board. 2018 not presented yet (Salmon)