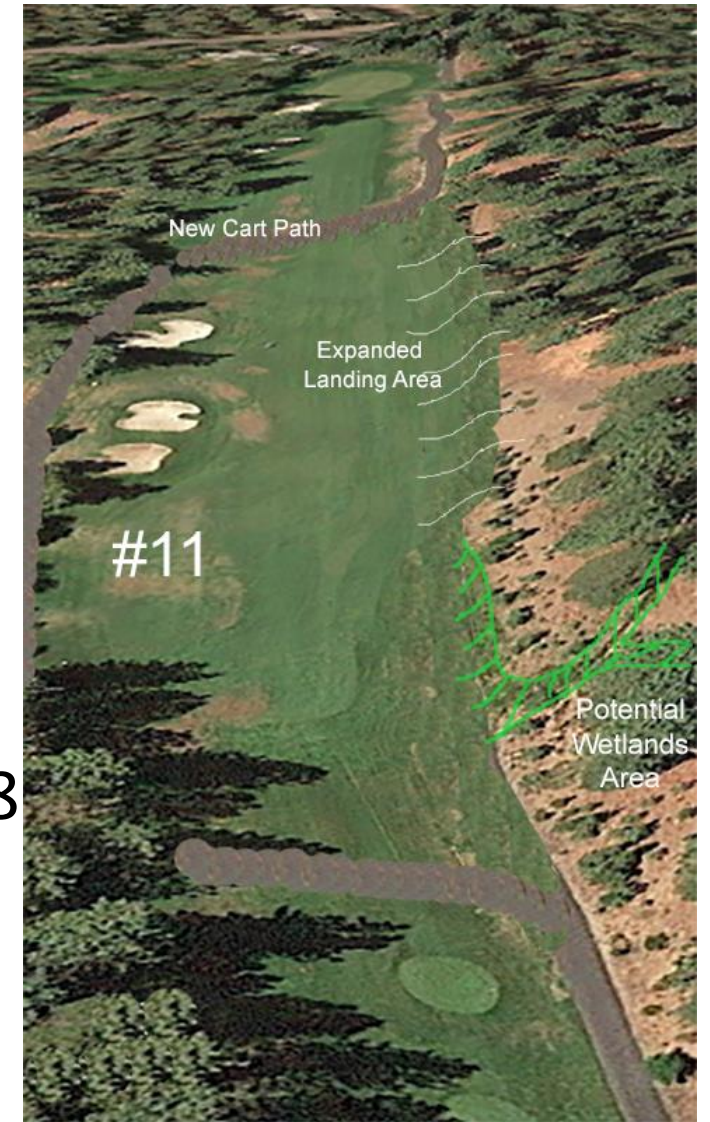


Presentation to Board: Golf Course Sub- Committee



Background

- Men's /Women's Golf Clubs Letter to GPC Jan 2018
 - Request Feasibility Studies and Implementation Plans
 - Last Major Course Improvements were made 2006-08
 - Course Needs were outlined
- GPC Formed Golf Sub-Committee
- First Sub-Committee Meeting was in February, 2018



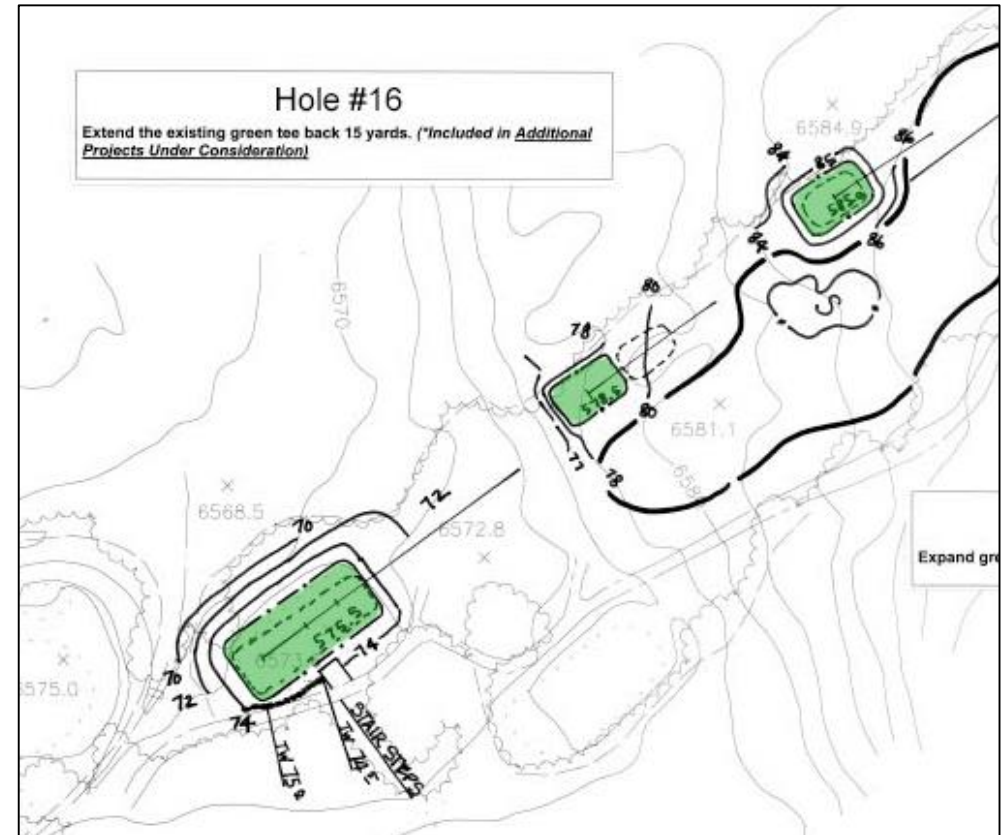
Initial Efforts by Sub-Committee

- Guiding Principles: Improvements to design and layout should provide:
 - Enhanced playability
 - Improved pace of play
 - Enriched experience
 - Increased player usage – including fewer rounds played elsewhere by TD residents
 - ***All of the Above Ultimately Support Efforts to Increase NOR***
- Developed Initial Scope of Work
- Wetlands Delineation Study (Jul 2018) Resulted in Refined Priorities
- Updated Scope Provided to Course Designer for Budget Estimates in Dec. 2018
- Decision Paper Approved by Board Jan 2019
- Analyzed annual cost envelope. Generated strategies to action spend.



Cary Bickler Actions (Golf Course Architect)

- Estimates & Recommendations Provided Mar 2019
 - Detailed Scope of Work, Grading Plans, and Critical Path Schedule
 - Detailed Budget
- Proposed Work Options:
 - One Year or Two Year Construction Program
 - One Year – Less Expensive & Course Closed Fewer Weeks (~12 vs ~14-16)



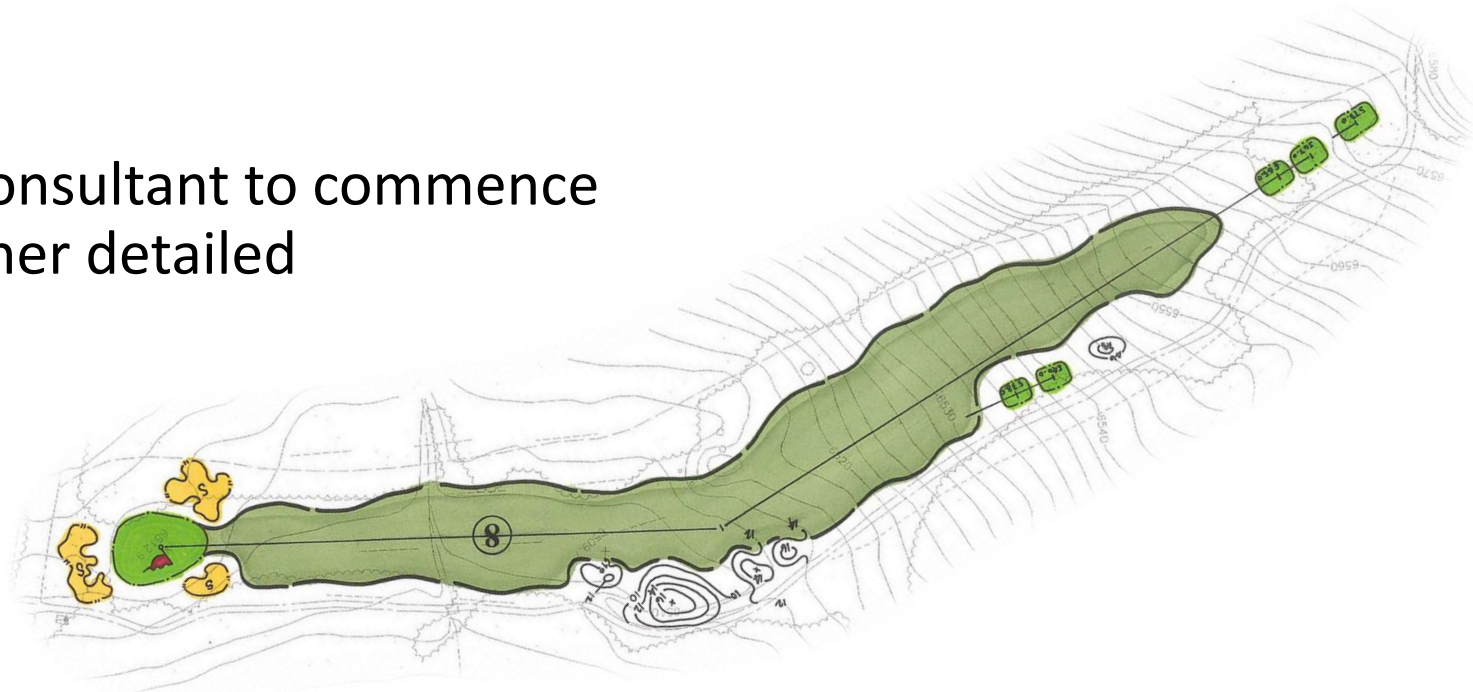
Sub-Committee Activities (Winter/Spring 2019)

- Revenue Enhancement and Improved NOR
 - Brainstorming developed 30+ ideas
 - Subsequent review narrowed to top 8-10 ideas – discussions continuing
- Recommendations for Course Renovation/Improvement
 - No Action 2019 Season Due to Time Constraints
 - 2019 Reserve Budget – Defer to 2020
 - One Year Construction Effort Focused in 2020
 - One Year is Less Disruptive and Less Expensive
 - Course Probably Closed for ½ Season (May-Mid to Late July)
 - Committee and Staff Investigating Mitigation Plan while Course is Closed



Decisions and Actions Going Forward

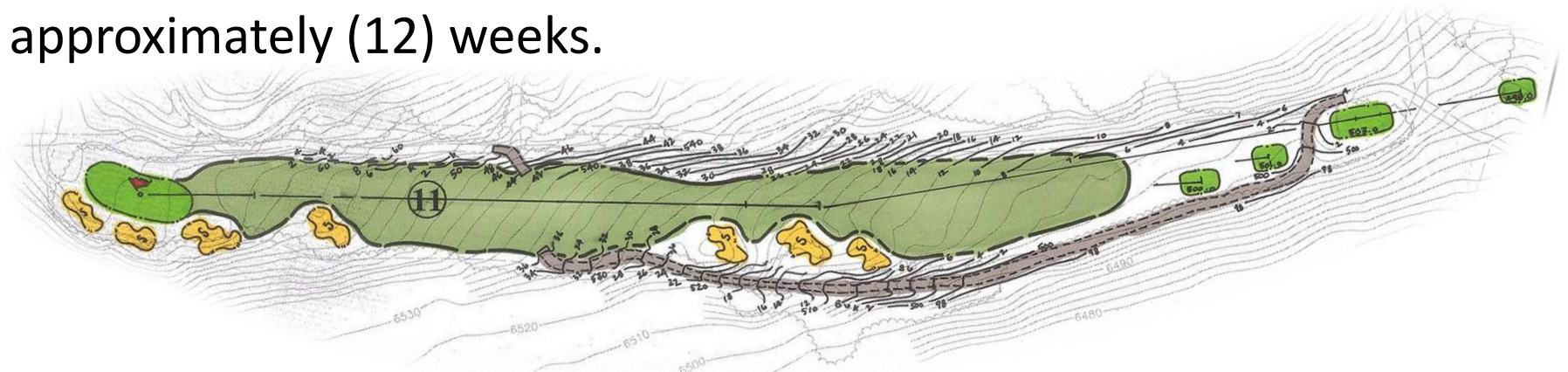
- Completed:
 - 2019 Annual Budget Request; The Fairways & Rough Remodel – Including Agency & Construction Costs; not to exceed \$500,207 from Replacement Reserve Funds
 - Wetland Feasibility studies and initial site consultations now completed
 - Initial Project cost estimates completed in Spring of 2019, including contingency (\$1.65M)
- Current:
 - With Civil drawings underway, Consultant to commence with Agency permitting and further detailed construction cost estimates.



Decisions and Actions Going Forward

- Future

- Final Golf Course Bid Package available for Permit Applications
- Competitive Construction Bidding to commence in Summer/Fall 2019
- Board approval and Award Contractor and Final Construction Schedule approved
- Consultant Alignment and Coordination to occur in late 2019
- Plans to Break-Ground in early May of 2020, with Improvements Complete late July 2020; With a construction crew of (20) and with necessary equipment and materials, construction costs are in the magnitude of \$1,500,000 and work is estimated to be completed in approximately (12) weeks.



B/U Slides

TD Golf Subcommittee OPEX Findings

2018 Final Spend \$346K

Component	\$K	Cum %	Addressable	Actionable / Strategy
Utilities	172	50%	Yes	Consumption based. Fuel / oil\$23k, results in lower course quality
Insurance	54	65%	Yes	Allocated share of TDA umbrella policy. Sourced annually.
Credit Card	21	71%	Yes	Stop accepting credit cards as a payment method.
Operating Supplies	16	76%	Yes	Buy from national companies and manufacturers. Consortium buy?
Fertilizer	16	81%	Yes	Consumption degrades course quality. Last time sourced? Consortium buy?
Equipment Rental	11	84%	Yes	Potential alternative to aerification drill cost - \$5k.
Maintenance Equipment	10	87%	No	Replacement schedule has been reviewed.
Pesticides	10	90%	No	Very lean. Pricing competitive.
Other Grounds Maint.	8	92%	TBD	TBD
Top Dressing	8	94%	No	Cut by ~50% in past decade to greens and tees only. USGA materials
Resort Advertising	7	96%	TBD	Allocated from Mktg.

Conclusions:

Don't cut spend that unfavorably impacts course quality.
Investigate insurance policy as an opportunity.
Investigate consortium buy strategy with Coyote Moon, OG / Grays.
Investigate aerification drill equipment alternative.