General Government Committee
Ed Lane – Chair – 12th
Jay McChord – Vice Chair – 9th
Linda Gorton – Vice Mayor
Steve Kay – At-Large
Chris Ford – 1st
Tom Blues – 2nd
Julian Beard – 4th
K. C. Crosbie – 7th
George Myers – 8th
Doug Martin – 10th

Staff
Scott Seymour – (258-3221)

AGENDA

GENERAL GOVERNMENT COMMITTEE
January 10, 2012
11:00 A.M.

1. Golf Management Plan – Continuation of Discussion (1-64)
   Director of Parks and Recreation, Jerry Hancock

2. Aquatics Management Plan – Continuation of Discussion (65-79)
   Director of Parks and Recreation, Jerry Hancock

3. Items in Committee (80)

4. Public Comment

"The General Government Committee, to which shall be referred matters relating to the general administration of government; The Department of Law; The Department of General Services; each department's respective divisions; and, any related partner agencies." –Council Rules & Procedures, Section 2.102 (1). Effective January 1, 2011; Adopted by Urban County Council October 14, 2010.

Committee Schedule 11:00 AM except as noted
January 10, 2012
February 7, 2012
March 6, 2012
April 10, 2012
May 1, 2012
June 19, 2012
August 21, 2012
September 11, 2012
October 2, 2012
November 13, 2012


PLAY GOLF
LEXINGTON

Summary of Issues

- Financial
- Economy
- Operational Constraints
- Marketing/Promotion
- Operations

PLAY GOLF LEXINGTON

Action

PLAY GOLF LEXINGTON

- Parks Advisory Board Motions
- GG Committee Concerns/Input
- PGA Professional Staff Input
- CAO & Commissioner Input
- Division Directors

Golf Operations Plan

Operating Objectives

- Increase Number of Rounds Played
- Increase Revenue
- Decrease Cost of Service Delivery
- Decrease Subsidy
- Correct Budgeting and Accounting Mechanisms
- Establish a “Play Golf Lexington” Presence

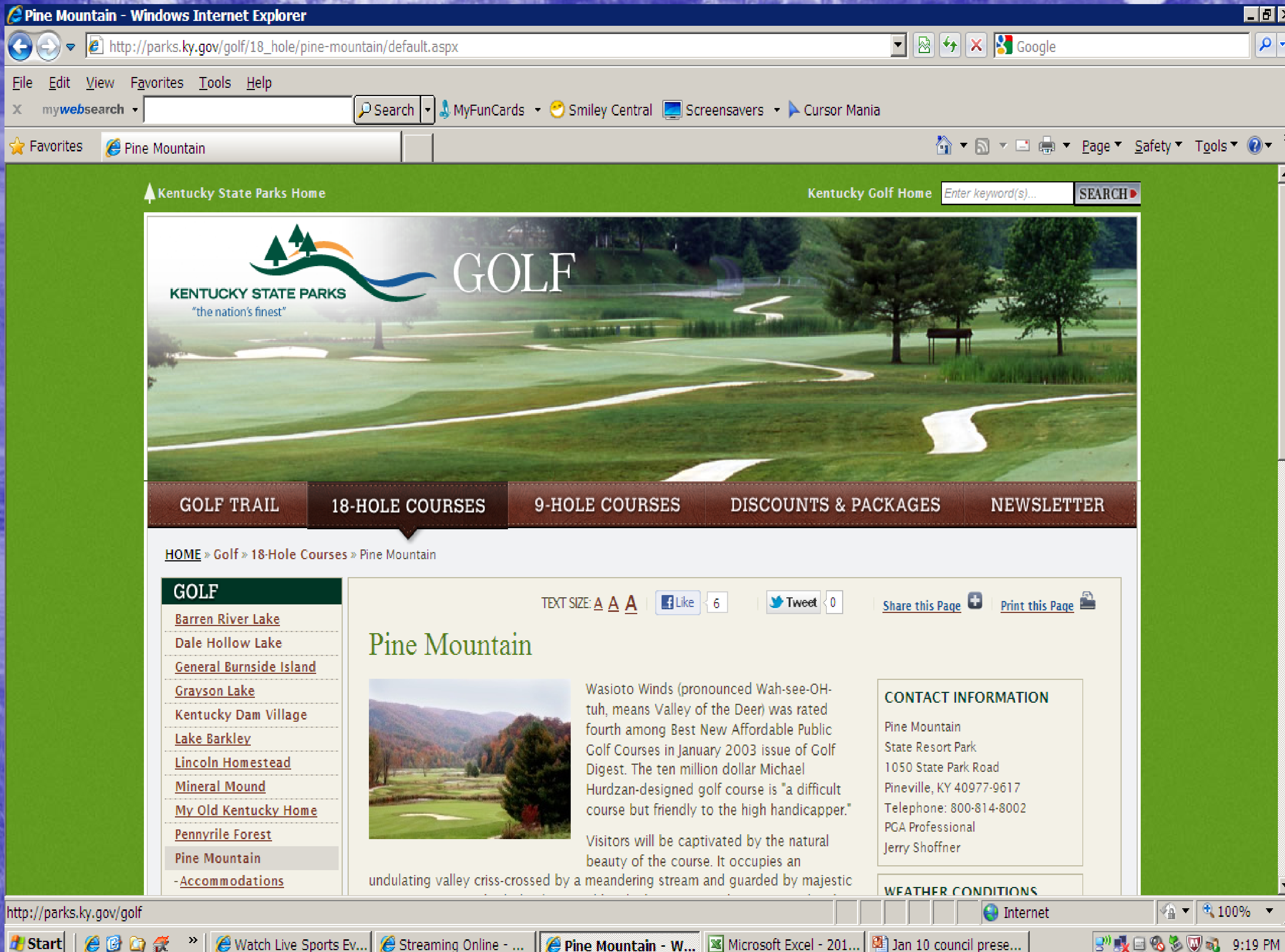
Pricing Flexibility

PLAY GOLF LEXINGTON

- Rate Adjustment 20%
- Discounting for Promotion
- Special Rates
- Loyalty Card
- Range Memberships
- Specialty Rate Restrictions

Marketing

- Social Media Access and Control
    1. Facebook/Twitter
- Email Access
    2. PlayGolfLexington@lexingtonky.gov
    2. TatesCreekGC@lexingtonky.gov
- Website Presence
- Engage in use of Marketing Companies
    1. GolfNow.com
    2. Groupon/Living Social
- GTV 3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http://parks.ky.gov/golf/18_hole/pine-mountain/default.aspx
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MyFunCards
Smiley Central
Screensavers
Cursor Mania
Favorites
Pine Mountain
Page Safety Tools
Kentucky State Parks Home
Kentucky Golf Home
Enter keyword(s)...
SEARCH
KENTUCKY STATE PARKS
"the nation's finest"
GOLF
GOLF TRAIL
18-HOLE COURSES
9-HOLE COURSES
DISCOUNTS & PACKAGES
NEWSLETTER
HOME » Golf » 18-Hole Courses » Pine Mountain
GOLF
Barren River Lake
Dale Hollow Lake
General Burnside Island
Grayson Lake
Kentucky Dam Village
Lake Barkley
Lincoln Homestead
Mineral Mound
My Old Kentucky Home
Pennyrile Forest
Pine Mountain
-Accommodations
TEXT SIZE: A A A
Like 6
Tweet 0
Share this Page
Print this Page
Pine Mountain
Wasioto Winds (pronounced Wah-see-OH-tuh, means Valley of the Deer) was rated fourth among Best New Affordable Public Golf Courses in January 2003 issue of Golf Digest. The ten million dollar Michael Hurdzan-designed golf course is "a difficult course but friendly to the high handicapper."
Visitors will be captivated by the natural beauty of the course. It occupies an undulating valley criss-crossed by a meandering stream and guarded by majestic
CONTACT INFORMATION
Pine Mountain
State Resort Park
1050 State Park Road
Pineville, KY 40977-9617
Telephone: 800-814-8002
PGA Professional
Jerry Shoffner
WEATHER CONDITIONS
http://parks.ky.gov/golf
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Golf Courses - LouisvilleKy.gov - Windows Internet Explorer
http://www.louisvilleky.gov/MetroParks/golf/
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mywebsearch Search MyFunCards Smiley Central Screensavers Cursor Mania
Favorites Golf Courses - LouisvilleKy.gov
Page Safety Tools
SHARE
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Get our mobile apps
Font size: A A A
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METRO Parks
Search
LouisvilleKy.gov Department
Residents Business Visitors Mayor Fischer Metro Council Departments Service Directory
LouisvilleKy.gov Home
Map It
Map City Services
Enter an address:
(e.g., 410 S Fifth Street)
Click... Map It!
Metro Parks
Metro Parks
Golf Courses
Bobby Nichols Golf Course
Charlie Vettiner Golf Course
Cherokee Golf Course
Crescent Hill Golf Course
Iroquois Golf Course
Long Run Golf Course
Seneca Golf Course
Shawnee Golf Course
Golf Courses
Louisville's nine public golf courses offer a quality golfing experience at some of the most affordable prices in the nation. Each course has its own unique character, and some consistently rank among Kentucky's best and most challenging courses.
Metro Parks golf courses are open from daylight to dark seven days a week, and each course has a fully stocked pro shop! Each golf course has a men's, women's and junior's association. Memberships provide fellowships through tournaments, USGA handicaps, and other events.
Occasional delays, closures or cart restrictions may be necessary because of the weather. All Metro Parks golf facilities have a spikeless golf shoe policy. Flat-soled shoes, tennis, or plastic soft-spike shoes will be allowed. No metal spikes, cleats or other form of athletic shoes are allowed. Golfers are responsible for any property damage or injury caused by errant shots.
Golfers who cannot afford greens fees are allowed, to the extent practicable, to perform work of equivalent
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Operations Management

- Reassign Staff
- Attrition
- Fill Essential Vacancies
- Utility Correction and Oversight
- Winter Operations
- People Soft reporting
  - Budgeting /Accounting

Additional Steps

PLAY GOLF LEXINGTON

- Operational Policy Changes
  - Change Ladies Fee M-F
  - Change Sr Rate Age to 50
  - More Flexible Twilight/Dusk Rates
  - Introduce True Winter Rates
  - Recruit and Contract League Play
  - Catering to all Course Outings
  - More Special Events
  - PGA Professionals Drive Revenue

Summary of Results

- $340,000 in Operational Cuts
- Increase of Rounds
- Increase of $120,000 in revenue
- Better Information
- "Play Golf Lexington"
- Decreased Subsidy
- Monthly Review by PAB
- Reporting results to CAO/Commissioner


PLAY GOLF
LEXINGTON

Lexington Parks and Recreation
Golf Operations

2012 Business Plan

January 5, 2012

Prepared By:
Mike Fields, PGA, Golf Services Manager
Al Chrouser, PGA, Head Professional Lakeside Golf Course
Aaron McDowell, PGA, Head Professional Tates Creek Golf Course
Jeff Shelton, PGA, Head Professional, Gay Brewer Jr. Course at Picadome
Justin Mullannix, PGA, Head Golf Professional, Kearney Hill Golf Links

Table of Contents

Professional Summary

Implementing all phases of this plan will result in better accounting and management techniques giving improved information for better oversight and clarity. It will allow for competitive pricing and reactive techniques to market conditions. Policy changes allow for aggressive marketing that will engage electronic users and improve our ability to reach our customer base. From a financial standpoint projected operational savings through restructuring and cost reductions of $340,000, and more aggressive approach to pricing and marketing could result in revenue increase of $120,000 based on a 10% increase in rounds. The overall objective is to substantially reduce the general fund subsidy by increasing rounds played. However weather factors into all revenue projections and the implementation process will be slow. Educating staff about new policies and marketing to our customers about the positive changes that are occurring will take time.

Objectives

- Increase Rounds Played
- Increase Revenue
- Decrease Cost of Service Delivery
- Decrease Subsidy
- Correct Budgeting and Accounting Mechanisms
- Establish a "Play Golf Lexington" Presence

Operation Recovery Plan

Rate Correction
In order to stay flexible with the market, a policy will be implemented that will allow rate changes of 20% in either direction for each individual rate at any course using the previous year as the baseline, with appropriate approval. This will allow for either rate increases or decreases based on demand of that particular fee and/or course. The market and demand will be reviewed constantly and updates presented to the Parks Advisory Board on a monthly basis. Rate adjustments will be reviewed by the Commissioner of General Services and approved by the CAO when the market demands it.

Discounting
The same 20% rule policy will be implemented in order to do promotional discounting and used to promote and fill vacant starting times. This will be used by employing outside marketing and sales companies such as GolfNow.com in order to quickly reach online customers. It will also be used to do marketing and promotion of facilities to drive play.

Special Rate Implementation
The creation of more discounted rate categories in order to drive play to select customer bases will increase play. By offering incentives to select groups it will allow for the direct marketing to specified groups: UK Students, Transy Students, Military, LFUCG Employees, and Persons with Disabilities.

Restrictions of Specialty Rate
In order to drive more play Monday through Friday from 8:00 AM to 4:00 PM we will loosen the current restrictions on specialty rates by extending the Ladies Day Rate which is now on Tuesdays to Monday through Friday, Senior Rates will be adjusted from age 60 to age 50.

Loyalty and Frequent Use
The single most effective way to increase play is to induce loyalty or buy in. We will introduce a Discount Card or Players Card. For a fee of $100 dollars, the purchaser will get $5 off any rate any time. The purpose of this is twofold, it creates revenue on the front end by people investing their golf future in us, and secondly it creates loyalty and diminishes the desire to shop other courses.

Driving Range Memberships
Offer driving range memberships for Lakeside and Kearney to again create loyalty and convenience. Because range use is common it will reward the frequent user and create more play for the courses. It will also provide the annual cost of the driving range to be paid up front. We project 100 to 150 Memberships per year being sold creating $15,000 to $25,000 in upfront revenue.

Revenue

By taking corrective measures in rates, providing loyalty incentives, and enticing core groups to play our courses, we are projecting a conservative revenue increase of **$120,000** above FY 2011. Revenue is difficult to project due to the unknowns of the market, weather, and economy. We are confident that by bringing the rates in line with the market and adding the loyalty programs that rounds played will increase and thus drive revenue.

Marketing

Social Media
Social Media access is a necessity in today's society; it allows for immediate, real time marketing with zero cost. With the electronic society we live in and the need for immediate time saving information to not engage in this form of media has a negative impact on what our potential could be. Policy for easy use by each course is nearly complete. This will allow for the creation, maintenance, and access to social media sites for each course. ie: Facebook/Tates Creek Golf Course etc.

Managed and accessible by the on course Professional and Golf Manager will give on site real time updates for each facility. In doing so, a stringent yet flexible use policy will be required and is being drafted as of this date.

Examples of Social Media Marketing Include:
"It's a Beautiful day at Tates Creek GC, greens are stimping 9.2 today and we have open tee times from 1PM to 2 PM call us"

"Check in on Facebook at Lakeside Golf Course on 4.13.12 and receive a free Pepsi"

"First person to reserve the 1:30 tee time at Kearney Hill on 6-15-12 gets a free bucket of range balls"

Online Providers
Using the 20% discount rule the ability to discount rack rates at any given moment will allow for a competitive presence in many arenas, and gain immediate revenue through mass online marketing that generates revenue up front: ie. Golfnow.com, Groupon, Living Social, etc

It will also allow the ability to combine golf sources with other sources to create positive experiences and drive play, example: Month of December donate a toy and receive $10 off your green fee at Picadome. Toys then are donated to Toys for Tots or Angel Tree

Email:
Although we do email blasts for informational purposes we do not have the ability to email deals or discounts. We will create email accounts for each site and central office.
Examples: Tatescreekgc@lexingtonky.gov, playgolflexington@lexingtonky.gov

This allows for customer interaction, greater access for surveys, direct contact and marketing a name or product.

Websites:
Although each course has a website on Lexingtonky.gov, they are difficult to navigate. Work with IT to get golf and the websites to the forefront of Lexingtonky.gov. It is important that these sites direct people to the social media sites through links. It is also recommended that the ability to purchase gift certificates online for golf or the golf discount card adds to the convenience and upfront customer friendly service

GTV 3:
Bring golf back to GTV3 as an instructional, informational, and entertainment media to the channel.
Previous Airings: Commercials, 18 Toughest Holes, Lesson, Golf Tips, Life Be in It

Budgeting / Accounting

Continued efforts are being made to rectify all of the budgeting, People Soft, and software issues. Civil Service personnel have been correctly budgeted to each course. Beginning with the 2013 budget fleet cost will be designated to each site, and continued work is in progress in dealing with utilities. Each cost should be designated to the direct budget line of the cost center. Any and every cost item should be designated to the cost center in the budget and we are working with Budgeting and Accounting to make that happen.

Cost Reduction

Labor Cost:
A Civil Service Employee Cost Reduction Plan will be implemented. Through attrition and reassignment of positions it will reduce labor cost at all courses. The movement of current PSW personnel, added duties of Course Superintendent at Meadowbrook, filling two current vacant positions, and the attrition of two mechanics through retirement will reduce labor cost by $425,245. However, it will be necessary to

fill some essential vacancies that are currently vacant and provide additional seasonal labor at a cost of $202,000 thus saving **$223,000 in labor cost.**

Winter Hours and or Closings:
Exploring the closing of courses in the winter has been researched the last few years. Because of fixed cost with civil service personnel there is no reasonable gain to closing. Whether the course is open or closed these cost will be in place, so being open for any possible revenue actually aids in the offset of these costs. Using the Kentucky State Parks model is not within reason because it is based on reducing Merit Employee Hours to 30 hours per week and then scheduling those 30 hours based on a ten day forecast. They also use resort personnel to fill the gaps for lunch breaks or hours of operation that go over 30. Because of Civil Service rules it is not possible to furlough or reduce hours below 40.

When weather does not allow for play full time personnel are working on winter projects that otherwise cannot be accomplished during the summer such as: Preventative maintenance on mowing equipment and golf cars, painting, cleaning, tree removal and limb maintenance, many clubhouse improvements take place during these months by golf staff, each golf shop and concession stands have had updates and facelifts over the past few years.

Merchandise Reductions:
Reducing merchandise or food and beverage budgets could jeopardize revenue potential. Incremental revenue is a large part of any golf operation. It represents an average of $16 per round at our facilities, reducing your investment in these areas could jeopardize that revenue. More stringent and effective buying strategies, taking advantage of net terms, and volume discounts, can make buying decisions easier and focusing on high turn items. By implementing these strategies it is possible to save in the merchandise and food budgets however that saving should be on the back end and not the middle or front. It is essential to have adequate budgetary dollars to operate at maximum potential, if sales are down and turnover is slow then the expense saving will be surplus at the end of the budget year.

Utility Management

With a review of utility cost and the allocation of cost to each course for golf use only has greatly reduced the utility cost. The issue of Sewer User fee being applied to irrigation water at Lakeside will be rectified prior to the 2012 season this will be **$120,000** dollar savings per year. Further utility audits will occur to increase overall savings.

Monthly overview of utility bills by on course staff will occur in order for on site personnel to have a better understanding of cost and manage utilities more wisely. Utility Bills will be provided to on course staff for review by General Services.

Program Additions

To further add to revenue opportunities program offerings will be added as well as management changes that will attract play and thus revenue, such things to be promoted:

Range Memberships
Jr. Team championship
Ladies Team Championship
Wednesday night shootout
Contract corporate leagues
Drive catering business from Picadome and Kearney to other facilities
Alcohol at Lakeside
With marketing initiatives merchandise sales can be promoted more effectively to drive sales.
Introduction of true winter rates
Night Golf Events
Happy Hours

Golf Operations Overview

Lexington Parks and Recreation operates five golf courses for Lexington Fayette Urban County Government to provide accessible recreational golf opportunities for the residents of and visitors to Fayette County and Central Kentucky.

Each of the facilities is unique in their offerings and provides high quality golf experiences that are accessible to anyone.

Kearney Hill Golf Links
A Pete and P.B. Dye designed course with a Scottish Links style is an upscale municipal facility that has a world wide reputation. After hosting the Sr PGA Tour, two USGA National Championships, Celebrity Player Tour, PGA Junior Series, and many state and local championships Kearney is the crown jewel of public golf in KY. Built in 1988, a Federal Land Water Grant was used to help fund the project.

Gay Brewer Jr. Course at Picadome
Built in 1927 as central Kentucky's first public golf course, Picadome has a rich history of golf in central Kentucky. Historically, Picadome was home to Gay Brewer Jr. where he caddied as a child and eventually learned to play the game. Brewer, Kentucky's only USGA champion, is the only Kentuckian to win the Green Jacket of the Master's. Purchased by LFUCG in 2000 to preserve green space, manage storm water, and to facilitate sewer expansion for the University of KY. After receiving a facelift in 2001, Picadome has become a landmark public facility for KY

Lakeside Golf Course
Built in 1970 to meet the growing demand for public golf in Lexington, Lakeside quickly became the most played golf facility in Kentucky. In the mid 80s Lakeside would play upward of 60,000 rounds a year which is an unprecedented amount of golfers for one facility in a 9 month season.

Tates Creek Golf Course
Built in 1968 opened as Tates Creek Country Club but was later bought by LFUCG in order to meet the demand for public golf in Lexington. It quickly became a popular spot for seniors, ladies and juniors. Including a ball room and aquatic center on site, it is the most used Parks facility in Lexington.

Meadowbrook Golf Course
An 18 hole short course featuring 17 par 3's and one par four Meadowbrook offers the only short course in Fayette County. It is the only course where the land is not owned by LFUCG but is leased from Fayette County Public Schools.

Market Summary
Lexington is a unique market in the fact that there is only one other public access course in the county. (University Club KY). Marriott Griffin Gate Resort is accessible to the public however by industry definition, it is a resort catering to Corporate Outings and having a resort type hotel and restaurant, markets itself as such.

Having four championship accessible courses provides for a variety of golf opportunities and attracts many traveling golfers to the Lexington Area. Although courses in the surrounding counties can provide opportunities for public golfers they are outside the county and cannot benefit LFUCG in any way. Having the five courses provides a quality of life that attracts people to Lexington not only to play but also to live. Lexington was listed as Top Ten Places To Retire by Money Magazine. They should be utilized as recruiting tools for business and they all have an economic impact for the county. Partnering with local hotels can help to attract more guests to Fayette County.

Capital Requirements
Currently we have two outstanding debts:

2000- twenty year bond used for golf course improvements with annual payment of $163,265 obligation from golf
2010- five year bond for golf car purchase with a $96,076 annual payment

Mission Statement
Lexington Fayette Urban County Government Division of Parks and Recreation operates five facilities that are in the business to provide the residents and visitors of Fayette County with a high quality golf experience. In supporting this we:

-Provide well manicured championship facilities
-At affordable rates
-With top quality professional service
-In an enjoyable and relaxing golf environment

2011 Financial and Market Economic Summary

The overall subsidy of golf to LFUCG in 2011 was $1.2 million which on average is $13 per player. Because of the upward trending of this subsidy many concerns have been raised as to the objectives of Golf Operations as a whole. Following the 2000 Urban County Council approved Fees and Charges Policy Golf recovers 77% percent of its cost which is within the standard set forth in the policy. However with continuing economic strains on the financial status of LFUCG a more stringent look at Golf Operations has occurred.

Data and Research collection has resulted in findings that suggest the current path or strategies in operation will result in continued loss of revenue and play. Because of economic struggles, a downward trending sport, staying the path would result in further financial loss and greater subsidy of the program.

Play trends show that LFUCG courses have dropped play at high rates; 27% from 2010 to 2011 where as the KY market as a whole has only dropped 4%, and US markets show losses of 2.6%. The raising of golf rates over the last five years and the continued decrease of rounds played has proved detrimental and led us on a spiraling downward trend. After a one dollar increase in all green fees on July 1, FY 2011 revenue is down $92K in the first 6 months, and rounds are down 4000. Rate comparisons show that LFUCG courses are some of the highest priced facilities in the area and State. Public courses across the region have seen declines in play and have responded by reducing rates. Our inability to discount rates and promote play through other avenues has resulted in more than the normal losses.

Operational Constraints

Because of operational constraints management has been unable to react to the quickly changing market conditions. Creative counters were taken in order to try to head off the downward spiral with some success however the issue of rate setting and e.commerce must be settled in order for Public Golf to work toward rebounding.

Examples of corrective measures:

- Implemented a Dusk Rate that allowed for a reduced rate after 5 PM that could be adjusted based on daylight. The result was it created additional rounds and revenue.
- Improved Merchandising allowed for a 7% increase in gross sales per round even though a 27% decrease in play occurred
- Food and Beverage sales doubled with the sale of alcohol at three facilities and increased catering from Picadome and Kearney Kitchens, and the addition of BBQ grill at Tates Creek.

Mass Email: Several years ago when mass emailing was the most effective way of marketing, a process of collecting email addresses was put in place, through entry forms, business card drop bowls, and the creation of an email golf club. However because of server constraints the LFUCG email system could not handle mass emailing. Once that was resolved requests were made to create an email account that would allow the emails would to be sent from. Examples: Lexgolf@lfucg.com and most recently Playgolflexington@lexingtonky.gov. These email accounts were never created.

Rate Setting: The issue of who can authorize rates for golf has not been clarified. Council has historically approved rates but there does not appear to be a policy to prevent the administration from doing so. Prior requests for rate adjustments have not be approved or implemented.

Marketing: Parks and Recreation has requested on several occasions budgeting dollars in order to market the product, unfortunately for various reason those request have been denied

Social Media Marketing: With the popularity of social media sites the opportunity to take advantage of immediate, up to date, no cost marketing has been limited and non effective. Lack of access to such sites as Facebook, MySpace, Twitter and Google Plus, has reduced our marketing opportunities.

Discounting: Although there is no policy in place that restricts discounting rates it has not been allowed when requested.

Operational Issues

Fixed Cost and Staffing: Civil Service cost are a fixed cost to golf, the ability to address these costs are governed by Civil Service rules. Attrition and Layoffs have led to the vacancy of 10 of 31 full time positions, which has led to voids in vital positions and the continued expense of non vital positions.

Accounting, Budgeting, and Operating systems: The implementation of People Soft created numerous issues in accounting, accountability, and reporting. The initial set up of People Soft took the eight different accounts from mainframe and combined them all into two accounts. 7641 administration and 7642 golf courses. In FY 2010 the golf courses were broken out into separate accounts so the individual expenses could be tracked per course. However Civil Service Cost, Utility Cost, Taxes and Fleet Cost continue to be combined in one account making it difficult to extract exact and proficient cost numbers.

Utility Management: Utility cost for Golf is one of the most costly of all operating costs. Utilities are budgeted and paid by the Department of General Services so there is no review of these costs by the site. It has since been discovered that over charges for such utility expenses have gone undetected, specifically Sewer User Fee on Irrigation service.

Individual Course Management Plans

Tates Creek Golf Course

Prepared by: Aaron McDowell, PGA
Head Professional

Strengths:

1. Staff and the services we provide.
2. Golf course conditions
3. New services that we provide (grill and beer)
4. Maximize staff potential through scheduling
5. Most used park facility (pool, ball room)

Weaknesses

1. Lacking the ability to advertise and a budget
2. Merchandise margins are low
3. Managing of utilities
4. Creative scheduling to maximize the seasonal dollars at the most needed times
5. Tates Creek Doesn't have a driving range

Opportunities:

1. The ability to use mass marketing to reach a great number of potential new customers as well as current customers.
2. Focus on buying more items that will turn at a faster rate with greater margin of profit and scale back on items in which we struggle to turn.
3. To take a look at more effective ways of using utilities in a more cost effective manner.
4. Making pitches to local companies to recruit new leagues or outings to the course.
5. The design and implementation of new outings and leagues held and supported by the course.
6. The saving of budgeted dollars by not filling positions and also possibility of laying some positions off and filling those hours with seasonal dollars at a cost savings.
7. The ability to use bundling of services to attract more customers in certain slower times of the day.

Threats:

1. Discounting techniques used by other facilities that are taking rounds from Tates Creek are not being addressed.
2. By discounting and still having enough rounds to make the difference in the discounting and then turning more profit for the course.
3. Having all the necessary resources to handle increase of play.
4. Having access to the media to do more advertising that could be needed on the spot to draw in customers at the course.
5. The unknown response from other courses after they see where our rates are established. Do they drop their rates more and we are still higher in the market just like now.

Analysis:

Operational Plan:

We will also be starting a new league that will get together and play once a week at the golf course. This league will be open to all golfers to participate in each week. I am anticipating that this will grow as word gets out and hoping that it will require that we move to having this on multiple days during the week.

Furthermore, we can go out and present to companies in the area and show them detailed plans on what we can do for their employees. Golf is recreational and also a life game which helps promote the wellness of their employees making them more productive on the jobsite.

Supporting Data

Tates Creek Golf Course has the facilities and the upkeep to continue to bring in rounds and dollars to the bottom line in the future. Taking the strengths of the staff and now the restructuring of the rates, I feel as though play will grow along with revenue as well. The new option of a discount card to our fee structure will produce an estimated 50 to 70 cards. This would bring in upfront of $5000 to $7000 a year. With these cards and the ability to adjust the rates to the market, I believe that rounds will go up by 15 to 18 percent. This will affect the overall dollar in revenue by more than that percentage because indirect revenue will go up as well for dollars spent in the grill, beer sales, and merchandise sales.

We will also be restructuring the way that we schedule our seasonal staff to ensure that we are not over staffed in slow times and under staffed in the heavier flow of the business day. We can accomplish this by shifting the work hours around to help with the new flow of customers. Furthermore, this will also help us to save and cut seasonal budget helping the bottom line in the future.

Lastly, we will look to decrease the overall operating expenses by not filling positions that have been vacated as well as looking into possible position layoffs as well. Currently at Tates Creek, we can free up roughly $98,500 in salaries that are vacated. This will mean that seasonal dollars will have to go up slightly to cover these responsibilities, but it will come at a savings in the long run to the course. Furthermore, if we visit the ideal of layoffs for 2 positions then you are looking at another dollar saving at roughly $83,900 in salaries. I would say with these two factors of savings added together of roughly $172,500. I would guess that these positions and responsibilities would have to be covered with an increase in seasonal dollars by about $70,000 which would be a savings to the bottom dollar and cut expenses by approximately $100,000 a year.

Marketing

We will need the ability to get the new rate structure into the public eye so they have the knowledge to make the decision to come back to the course and play. We will use social media to publish these rates. Furthermore, we will be getting back onto the discount house Golf Now to be able to fill tee times that are slow and be able to touch a larger market outside of Lexington. Lastly, we will use the old method of direct contact to get hold of past customers to show them what we can do for them now and potentially in the future.

Expected Results

We believe with this implementation of the new rates and cost cutting methods that Tates Creek Golf Course will return to recouping the fees that are associated with golfers playing at our course.

Kearney Hill Golf Links

Prepared by: Justin Mullannix, PGA
Head Professional

OVERVIEW

Kearney Hill Golf Links is an 18 hole municipal facility that is owned by the Lexington-Fayette Urban County Government. Kearney Hill Golf Links has been affected by a tough economy as well as a 40% rate increase in the last 7 years, at a time when consumer's luxury dollar is decreasing. Rounds and revenue have been on a decrease at our facility over the past years due to more affordable and comparable golf courses in the area. Essentially, we have priced ourselves out of the market and we need to respond to the market standards and become more competitive. Kearney Hill Golf Links is a facility with many opportunities to be taken advantage of given the correct tools and proper management of the facility.

STRENGTHS

- A Pete and P.B. Dye Design world recognition
- One of Kearney Hill's largest strength is location. We are positioned in between two major interstates (I-64 & I-75) and a main artery (US 25) in and out of town. Due to this location we are able to attract many out of town guests.
- Our new Food and Beverage operation increased gross revenue in 2011 16.9% from its first year of operation in 2010.
- Kearney Hill Golf Links has a local, state, and nationally known reputation for attracting and hosting major golf events. We have hosted PGA Sr. Tour event, PGA Jr. Series events, as well as two national USGA Championships.
- Kearney Hill has the ability to host large corporate outings as well as cater to their breakfast, lunch, and dinner needs.
- Kearney Hill Golf Links is headquarters to The First Tee of Lexington, a nationally known program vital to growing the game for our future.
- We are partnered with hotels in Lexington to offer golf packages to out of town and out of state guests. This is a large part of our business and is a huge positive for our local economy. The tourists that we bring in to Lexington stay at our hotels, eat at our restaurants, and visit our local attractions.
- Certified Audubon Sanctuary Course

WEAKNESSES

- Kearney Hill has seen a trend of decreasing rounds and revenue.
- Kearney Hill has rates higher than or as high as its competition.
- Kearney Hill is not utilizing technology to its fullest extent, especially when it comes to social media and golf websites: i.e. Facebook, Twitter, GolfNow.com.
- Kearney Hill does not currently have a PGA Head Professional.
- Kearney Hill Golf Links website is buried in the government website. The website is outdated and filled with misinformation. It needs to be made more user friendly for the consumer.

- The current top 3 increasing markets in golf are seniors, juniors, and ladies. These are 3 markets that Kearney Hill Golf Links has not tapped into.

OPPORTUNITIES

- Lowering rates and offering discounts to attract more play. Our current rates are pushing customers away.
- Increasing teaching and clinics would increase range revenues and could increase rounds.
- Offering a range membership to customers.
- Increasing rounds by promoting our facilities through social media and other forms of free advertising.
- Kearney Hill used to have corporate leagues Monday-Thursday. Due to increasing rates and a tough economy those leagues chose facilities with cheaper prices. There are many large companies within a 5 mile radius of Kearney Hill Golf Links and we should be able to offer them our services at a rate comparable to our competition.
- Seniors, Ladies, and Juniors are a niche that we can tap into. They are currently a small percentage of our play and through promotion, teaching, discounting we could increase play in these areas.

THREATS

- Weather
- Weak Economy
- A saturated market of more competitive rates that we currently offer
- Private clubs opening to the public
- Costs of golf course maintenance on the rise. For example, fuel, sand, chemicals, utilities, etc.

OPERATIONAL PLAN/SUPPORTING DATA

As seen from above, there are many opportunities that Kearney Hill Golf Links needs to take advantage of. Many of our competitors have gotten into a discounting war and it has pulled business away from our facility. In the past we have been unable to respond to market trends and hopefully we will be allowed to in the future. It is time for us to get in the ball game and offer a lowered rate and the always popular discount card to our customers. Now, while we know that discounting our rates will hurt revenue without an increase in rounds we have determined that a 10%-15% increase in rounds would project us to break even or operate in the black at Kearney Hill Golf Links. The trend of golf rounds is decreasing, but all of the golf professionals for LFUCG are in agreement that operating our facilities in a way that we have never done before and taking advantage of opportunities that are presented to us; we have set an attainable goal. Kearney Hill Golf Links needs to increase 1800-2200 rounds as well as find additional sources of revenue that we have never had before.

The first step to increasing rounds is recruiting or creating league play Monday-Friday. Kearney Hill Golf Links used to host company leagues for Lexmark Monday-Thursday in years past. Due to budget cuts at Lexmark and lower prices from our competition their leagues moved on from our facility. In turn, this has hurt our business during the weekday evenings. With the ability to compete and my job of being the face of our facility, I will visit the many companies that surround Kearney Hill Golf Links to present the services that we can offer their employees. When Lexmark left Kearney Hill in 2009 it was a blow to us of 1000 rounds and roughly $30,000, which does not include what they spend on range balls and food and beverage. It greatly affected our bottom line and with the ability to compete and have the opportunity to bring back company leagues it will only help our facility. Also, with our loyal customers I can create league play in the evenings if I am unable to bring company leagues back to the fold.

A second step is increasing rounds in areas that we currently don't attract to our facility. The three niches that I'm looking at are senior rounds, ladies rounds, and junior rounds. A few things have already been done to increase rounds in these groups. For the first time since I've been here the Central Kentucky Senior Men's Association will be hosting an event here. Also, the Fayette County Women's Golf Association has gone from visiting Kearney Hill Golf Links one time in 2009 to twice in 2010, and now they will be hosting events here once a month in 2011. Plus, we have the return of the PGA Jr. Series and for the first time since 2007 we will be hosting the KHSAA Boys High School Regional Tournament, an event we used to host every year until prices went on the rise. The regional tournament is a great event to have because it brings junior play to our facility weeks in advance of this tournament for practice rounds. It is my plan during these events to show these groups that our golf course is player friendly and affordable. Being successful at these times increases our ability for customer retention.

A third step is being able to market our product to all of our customers through paid advertising and free social media. It's a proven fact that the best way to reach teens and young adults is through social media and this is a market that Kearney Hill Golf Links wants to attract. Being able to have the ability to showcase our product on Facebook, Twitter, Golf Now, newspaper and television ads is a necessity. We will be able to better inform our customers of events, special deals, tee time openings, weather delays, lunch or drink specials, provide pictures, advertise major tournaments, etc. We will be able to increase our presence among the Central Kentucky golf market if we are given the ability to access Facebook, Twitter, Golf Now, and other various forms of advertising.

Next, we need to do a better job of utilizing our championship level practice facility. I would like to offer a range membership to our facility. Our range revenues have been on the decrease since 2008, most notably in 2010 when we increased the price of our range balls and revenue dropped 21%. Our range has very little overhead and it should be a bigger money maker than it currently is. We have many regular customers at our range, but they are becoming fewer due to our last price increase. We also have many customers who leave Webasto, UPS, Coca-Cola, etc. during their lunch break on an occasional basis and come to our facility to hit range balls. These are the people I want to capture. I want to visit these companies or request permission from their HR departments to send out an e-mail blast about our range membership of $150.00 for a full year. That's 42 small buckets of balls that they have to hit to make up for the cost of a membership. That's savings to them and creating customer loyalty for us. Now they have invested in our product and not only can we receive range revenue upfront to cover our small overhead costs for the year, but we can use this as a tool to generate additional rounds of golf. I estimate a reasonable goal to be 50 range memberships which gives us an upfront payment of $7500.00 for the first year.

MARKETING PLAN

In the past, word of mouth was always our best form of advertising. The problem with this is the process takes too much time for people to know that changes have been implemented with a business. We live in a world of instant gratification through the use of the World Wide Web that can be accessed from cell phones to our flat screen televisions. It is imperative to our plan that we gain access to social medias and other forms of internet advertising, such as Golf Now, as well as a small budget for newspaper and television ads. A large portion of our customers are going to the internet to decide which golf course they want to play. Some are surfing the web to book tee times while most are looking for the best deal they can get in a tough economy where luxury dollars are not easy to come by.

Also, we would like to bring our website to the forefront. It is buried in the LFUCG website and on a daily basis we receive phone calls asking if we have a website. I would like to request permission to have the ability to keep it up to date and add changes where we see fit. For example, adding updated pictures, adding our bar and grill menu, keeping our rates updated, promoting tournaments, etc. These are all forms of free advertising that cost nothing to us and are widely used by our customer base.

EXPECTED RESULTS

Assuming that we have an ideal year in weather and not one of the wettest ever on record, as was 2011, Kearney Hill Golf Links is confident that we can use this plan to increase our rounds 10%-15% within 2-3 years. This would result in us breaking even to operating in the black. We have always been a golf course that has offered great customer service and now we need to expand or create services that we have never used. For example, we fully expect to sell 50 range memberships that will provide us with upfront revenue to the tune of $7500.00. Also, bringing back the discount card and selling 75-100 of them will give us the ability to create revenue during non-peak times that could total $7500.00-$10000.00. The success of this plan requires us to begin it immediately and we can do this by reaching our current customer base through e-mail blasts and potential customers through social media, television, newspaper, and our own website advertising. Kearney Hill Golf Links will be successful by offering these new services, enticing company leagues to return to our facility, and increasing our rounds with the senior, junior, and ladies market.

Gay Brewer Jr. Course at Picadome

Prepared by: Jeff Shelton, PGA
Head Professional

Strengths

1. Unique course conditions with bermuda fairways.
2. Only full service kitchen offering broad range of foods, services, catering, and take out.
3. The *only* public golf course inside of New Circle Rd.
4. Close proximity to University of Kentucky campus, Transylvania University, and the Downtown Lexington.
5. Professional and qualified staff

Weakness:

1. Debt – annual payment of $160,000+ for a 20 yr. bond issue in 2000.
2. Managing of utilities.
3. No advertising budget.
4. Inability to gain access to growing internet and social media.
5. Cart Storage facility rental

Opportunities:

1. Cost effective ways to managing of utilities, i.e., irrigation of golf course and the other ways manage utilities in a cost effective manner.
2. Use of website discounting GolfNow.com.
3. With no advertising budget, sign-up for a social media account for the Gay Brewer, Jr. G.C. @ Picadome (Facebook/Twitter) to draw customers to our facility.
4. With social media access, we will have the ability to discount tee times on our tee sheet at appropriate times. For example, in the afternoon on the weekdays at 1:00-2:30 p.m. to offer discounted rate on Facebook/Twitter.
5. Increase merchandising efforts on high turn items while scaling back on merchandise that we have struggled with (golf clubs, apparel, etc.) and optimize greater turn items it to get a greater return of investment.
6. Offer discount rates to military, student rates (University of Kentucky and/or Transylvania students), or disabled customers.
7. Recruit new/old businesses to the golf course to increase our offerings to drive sales (leagues/outings).
8. Bundling of services (free hamburger/hotdog combo) to attract customers in appropriate times.
9. Reduce the operating budget. The 76100 account (chemical & building maintenance) is budgeted for $58,100. Reducing that appropriately (decrease $10,000 to $48,100) will not hinder from our duties.
10. Increase revenue of the Grill/Snack Bar that topped in at $69,000 for FY 2011. The opportunity of getting our outings/tournaments to let us to cater their event will increase revenue.
11. A **NEW** 36-hole, 2-day event, "**Gay Brewer, Jr. Invitational**" Tournament, will be implemented to next year's tournament offerings.

12. Greater utilization of beverage cart to drive beer and beverage sales, the lack of continuous cart paths has made it difficult to get consistent service.

Threats:

1. **Other Courses** – Discount regularly that draws play from our facility. There are only two public golf courses outside of our municipal system for Fayette County -- Marriott's Griffin Gate Golf Course (Resort) and University Club of Kentucky (privately-owned, semi-public)
2. **Our Rates** – We *were* the market leaders for green fees & carts in the area. That time has superseded us. We *need* to get that place back.
3. Inability to access all resources (internet, social media, email, etc) to drive our customers to our front door.
4. Due to the Economy, the golf market in Lexington/Central Kentucky is stretched then. We need to be discounting our green fees and implementing of discount card/loyalty cards to become the market leaders.

Operational Plan:

We will establish a new league. But, the only day of the weekdays that is un-utilized is on Fridays. If we email blast our customers, we think that when words gets out and the customer service that our staff portrays will be a win-win situation.

Also a **Gay Brewer, Jr. Invitational** will be a success. With a nominal fee for the tournament, including a buffet-style dinner on Friday night and a great course to boot, we feel this will be in the mix for years to come when you talk tournament offerings for Parks & Recreation.

Supporting Data:

The facilities of the Gay Brewer, Jr. G.C. are remarkable! The golf course itself, the Grill/Catering Service, and the staff (Maintenance, Golf Shop, and Grill) will to continue to bring rounds and revenue. We feel that newly restructured rates for Picadome will be the necessity to drive our increase of rounds up and revenue as well.

The new "discount card" will be a dramatic effect to us and the other Parks & Rec. courses. We are hoping to sell an estimated 75 to 100 discount cards. With the card selling at $100 per customer, the ability to generate $7500 to $10,000, upfront, will be a win-win for the revenue-side. We believe that rounds will increase by 18 to 20 percent when you a talk about seniors, ladies, junior and regular fees will get a discount card to give those customers $5 off the green fee, and the overall dollar to golfer ratio will be increased by the incremental sales of golf carts, grill/snack bar (food & beer sales), and merchandise.

Finally, we have to do a cost reducing analysis to supplement our goals. We had already introduced a decrease of $10,000 of the76100 account, chemical & maintenance, to the budget. If repurposing of Public Service Worker (PSW) at Picadome Maintenance (Golf), this will be another net decrease of cost of $40,405. The seasonal staffer will be hired to do his job at $10 @ 40/wk for 52 weeks ($20,800). When you talk the seasonal dollars that will be managed, the facility will not be compromised if we would include an additional cut of $12,000 to $15,000 to the seasonal budget. All-in-all, the budget will be decreased by $32,500 to $35,500.

Marketing:

We need to have the ability, now, to get our new rate structure to our customers. Most of the time, the other golf courses are offering memberships plans, discount cards, loyalty cards, etc,. With the new rate structure published and the discount card opportunities to sell, then were right back to where we to be…the industry leader.

We need to access to social medias will help our message to our customers. This is no charge to operate. It will cost time to fund, that it's it.

Furthermore, we need to market ourselves on the internet, i.e., GolfNow.com. We use to market our tee times online at GolfNow.com. It was convenient and consistent. In the meantime, we need to be more of a presence on Golf Now than it was in prior times, i.e. market tee times, discount rates at appropriate times, and enabled us to email our customers to mass market of ourselves on the web.

Expected Results:

With the new rate structure in place and the discount cards sales, and cost reducing of the budget and labor reductions, we believe that this facility will continue to trend to recouping the fees, and the incremental revenue, that our customers generate.

Lakeside Golf Course

Prepared by: Al Chrouser, PGA
Head Professional

Strengths

- Location- Lakeside has the ideal location, on a main artery Lexington from I-75, Richmond Rd/Main Street
- Beautiful panoramic terrain and views of the lake and Jacobson Park
- Size of Facility. 173 acres, with approximately 28 acres of practice area and 10+acres of Audubon Sanctuary.
- Ability to Host any type of tournament or outing
- Operation Time. Because of very good drainage characteristics very few day's are lost due to rain/flooding
- Proven the ability to handle great a great number of Customers Consistent in Condition of existing play areas(turf)
- Room for Growth. Possibility of improving the Practice Area to accommodate a "Short Game" area or a junior golf play
  area for single digit age beginners.

Weaknesses

- The cost of play customers feel \$25.-\$30. range
- The ability to adjust to the Market with Pricing
- Irrigation System. Age has caught up, needs updating.
- Lakeside is 173 acres, 5 in Putting Greens and comparable with Kearney
- Cart paths. Lakeside has only 14 of its 18 holes completed.
- The character of Lakeside "the same old, same old" hurts its competitive ability against its price market place.
- The population of Geese, and the amount of droppings, frustrate Golfers.

Opportunities

- Lakesides largest single Budget concern is Irrigation, explore the ability to update irrigation and pull water from the reservoir decreasing operating expense by \$100,000 annually.
- The ability to adjust Prices to the Market. There is no guarantee a change will generate added revenue, but in the stop loss. Will build a positive relationship.
- Food and Beverage. Lakeside only offers a "Concession Stand" service. It can expand into a broad service operation, with both small food items and beer.
- Attract Visitor's to Lexington as "A PLACE TO SHOP & PLAY" through marketing promote Patrons to bring a Spouse to shop, while they play golf.

Threats

- Pricing – Customers search for the best deals. Municipal Courses have to be the lowest fee in the market or the customer feels taxed twice. If one customer finds a deal, the facility will lose 3 other potential customers. Positive relations begins with a fair fees
- Decrease in Funding-if funding is cut conditions will deteriorate conditions.

- Attitude and Moral The efforts of a "stretched thin" operation to maintain the service standards that we have put on ourselves seems to fall short of management desires.

OPERATIONAL PLAN

Budget Proposal

75100..............operational supplies	$	6,000
75500..............cost of goods	$	90,000
75800...............minor equipment	$	500
76100...............maintenance supplies	$	50,000
77800...............dues	$	360
78700...............recovery account	$	9,000
63000...............seasonal labor	$	110,000
	$	265,860*
CIVIL SERVICE LABOR		
Golf Professional/Manager	$	99,000
Superintendent of Grounds	$	73,000
Assistant Professional/manager	$	46,000
Mechanic	$	63,000
Addition of $15,000 Seasonal replace PSW	$	15,000
	$	296,000**
UTILITIES		
Electric	$	23,000
Water	$	95,000
Gas	$	1,500
	$	119,500***
FLEET FUEL & PARTS COST		$24,000
Gross		$705,360

*Includes additional labor to fill vacant positions Club House Attendant
**Includes additional seasonal monies to hire seasonal specialized labor.
***Adjusts for sewer usage fee and sets a tight water usage goal

ANALYSIS

OPERATIONAL PLAN

First phase of adapting to the market has already taken place with the removal of the Clubhouse Attendant Position, reducing operating cost by $36,000. The duties of the position, have been replaced with seasonal labor with no additional cost and has not affected the daily operation however, accountability is and can be an issue.

The second phase of eliminating Sewer Usage fees that were charged to the Utilities Account at Lakeside is underway this oversight will have an immediate savings of $120,000 a year and hopefully this

overcharge will be reimbursed to LFUCG. This will lower Lakeside largest operational cost by over $120k.
The third phase is to eliminate the PSW Position. This position will be replaced by Seasonal Labor, and allow a net savings of $25,000. These adjustments will lower the Operational Budget to $691k, from the $891k of FY 09 and FY 10

SUPPORTING DATA

Lakeside has an optimistic, experienced Staff that promotes Golf, and recreation to every level. Recent change in the Economy and the increase in daily rates have caused Customers to seek the "Best Price", which was found at other Facilities. Past experience with rate increases has always showed up to a 15% decrease in rounds. The ability to reverse the Rate (never tried) could have the same effect, and grow rounds. Growing golf customer is priority number one. Price and value aid our mission of service to the people of Fayette County and visitors, growing golf and rounds played benefit us back with revenue. Positive public relations begin with Loyalty/Reward discounts and fair pricing that is offered at other facilities. Organized League/Association's offer an opportunity to grow both rounds, and merchandise sales Food and Beverage will expand with new products offered, that Customers enjoy during There recreation time. These additions and the capability to adjust to the Market will be positive and return the ability to serve the tax payers.

Areas to Market Facility

- Establish a Men's Association
  Purpose to promote Customer base by competition, and creating a
  Friend/Buddy system to build new friends and creates an increase in merchandise business.
- Free Lesson Friday's
  To give 20 minute lesson's on a first come basis, with purchase of a Basket of range balls will assist to build in a broader customer base.
- Hit the Green Contest
  Have a Weekend Day Contest to hit a par 3 green the customer wages if he or she hits the green they double the amount of the purchased gift certificate. This would be on a twice monthly basis.
- Add Signage to Richmond Rd and I-75
- Social Media and Channel 3

Financial Overview

FY 2011 Profit Loss Statement

FY 2011

	Kearney Hill	Tates Creek	Lakeside	Gay Brewer Jr	Meadowbrook	
Revenue	$ 866,066.00	$ 571,313.00	$ 641,312.00	$ 569,364.00	$ 120,435.00	$ 2,768,490.00
Rounds	18735	20520	21367	17928	10156	88706
Expenses						
Operations	$ 438,255.00	$ 263,207.00	$ 252,521.00	$ 353,447.00	$ 84,006.00	
CS Labor	$ 311,531.00	$ 334,351.00	$ 350,352.00	$ 313,185.00	$ 86,435.00	
Utilities	$ 105,095.00	$ 145,945.00	$ 266,556.00	$ 110,219.00	$ 36,776.00	
Fleet	$ 40,041.00	$ 21,302.00	$ 21,401.00	$ 27,354.00	$ 4,339.00	
Total Expense	$ 894,922.00	$ 764,805.00	$ 890,830.00	$ 804,205.00	$ 211,556.00	
Profit loss	$ (28,856.00)	$ (193,492.00)	$ (249,518.00)	$ (234,841.00)	$ (91,121.00)	$ (797,828.00)
Admin						$ (138,016.00)
						$ (935,844.00)
Picadome Debt Chg						-163265
Golf Cart Debt						-96076
Gross Total						$ (1,195,185.00)

footnote

Revenue is actual deposits made to banks from golf and recorded through rec trac
Operation expenses are from People soft
Civil Service Labor is broken down using authorized work force provided by budgeting
Utilites provided by Gen Services, adjusted as to percentage of use per facility
Fleet cost provided from the fleet wave tracking program provided by fleet services
Debt service cost provided by Budgeting

FY 2011 Profit Loss Statement

FY 2011						
Kearney Hill Golf Links						
Acct Operations	**Expenses**			**Revenue**		
75100 Operating Supplies	$ 7,407		Green Fees	$ 454,801		**Net**
75500 Cost Goods of sold golf shop mds, and F&B	$ 101,163		Cart Fees	$ 167,684		
			Rental	$ 18,182		
75800 Minor equipment	$ 202		Merchandise	$ 102,631		
76100 Maintnance Supplies	$ 108,580		Food and Bev	$ 85,583		
77800 Dues	$ 400		Gift Cert	$ 37,184		
78700 recovery acct	$ 1,688		Gross Revenue		$ 866,065	
63000 Seasonal Labor	$ 218,816					
		$ 438,256				
Civil Service Labor						
Golf Pro Manager Acting	$ 48,779					
Asst Golf Pro	$ 48,779					
Club House Att	Vacant					
Superintendent	$ 73,712					
Asst Superintendent	Vacnt					
Mechanic	$ 44,617					
PSW sr	$ 47,376					
PSW	$ 48,270					
PSW	Vacant					
		$ 311,533				
Utilities						
Elect	$ 49,610					
Water	$ 55,485					
		$ 105,095				
Fleet Cost Fuel and Parts	$ 40,041					
		$ 40,041				
Total Operating Expense		$ (894,925.00)			$ 866,065.00	$ (28,860.00)

FY 2011

Tates Creek Golf Course

Operations	**Expenses**			**Revenue**		**Net**
75100 Operating Supplies	$ 3,217		Green Fees	$ 287,721		
75500 Cost Goods of sold	$ 71,588		Cart Fees	$ 169,278		
golf shop mds, and F&B			Rental	$ 1,010		
75800 Minor equipment	$ -		Merchandise	$ 48,554		
76100 Maintnance Supplies	$ 42,488		Food and Bev	$ 47,724		
77800 Dues	$ 410		Gift Cert	$ 17,026		
78700 recovery acct	$ 25,053		Gross Revenue		$ 571,313	
63000 Seasonal Labor	$ 120,450					
		$ 263,206				
Civil Service Labor						
Golf Pro Manager	$ 72,795					
Asst Golf Pro	Vacant					
Club House Att	$ 36,688					
Superintendent	$ 78,760					
Mechanic	$ 62,188					
PSW sr						
PSW	$ 45,915					
PSW	$ 38,005					
		$ 334,351				
Utilities						
Elect	$ 32,738					
Water	$ 110,731					
Gas	$ 2,476					
		$ 145,945				
Fleet Cost Fuel and Parts	$ 21,302					
		$ 21,302				
Total Operating Expense		$ (764,804.00)			$ 571,313.00	$ (193,491.00)

FY 2011 Profit Loss Statement

FY 2011				
Lakeside Golf Course				
Operations	**Expenses**			
75100 Operating Supplies	$	5,238		
75500 Cost Goods of sold golf shop mds, and F&B	$	94,323		
75800 Minor equipment	$	184		
76100 Maintnance Supplies	$	47,012		
77800 Dues	$	353		
78700 recovery acct	$	6,330		
63000 Seasonal Labor	$	99,081		
			$	252,521
Civil Service Labor				
Golf Pro Manager	$	97,684		
Asst Golf Pro	$	44,267		
Club House Att	$	35,935		
Superintendent	$	71,582		
Mechanic	$	61,092		
PSW sr				
PSW	$	40,692		
PSW	vacant			
			$	351,252
Utilities				
Elect	$	23,078		
Water	$	242,011		
Gas	$	1,467		
			$	266,556
Fleet Cost Fuel and Parts	$	21,401		
			$	21,401
Total Operating Expense			$	(891,730.00)

	Revenue				**Net**	
Green Fees	$	313,874				
Cart Fees	$	185,575				
Rental	$	25,465				
Merchandise	$	63,710				
Food and Bev	$	39,501				
Gift Cert	$	13,189				
Gross Revenue			$	641,314		
			$	641,314.00	$	(250,416.00)

FY 2011					
Gay Brewer Jr					
Operations	**Expenses**			**Revenue**		**Net**
71300 Rent	$ 27,500					
75100 Operating Supplies	$ 7,747		Green Fees	$ 282,358		
75500 Cost Goods of sold	$ 72,171		Cart Fees	$ 147,852		
golf shop mds, and F&B			Rental	$ 771		
75800 Minor equipment	$ 852		Merchandise	$ 60,817		
76100 Maintnance Supplies	$ 53,229		Food and Bev	$ 69,702		
77800 Dues	$ 46		Gift Cert	$ 7,864		
78700 recovery acct	$ 8,122		Gross Revenue		$ 569,364	
63000 Seasonal Labor	$ 183,779					
		$ 353,446				
Civil Service Labor						
Golf Pro Manager	$ 73,298					
Asst Golf Pro	$ 54,123					
Club House Att	vacant					
Superintendent	$ 85,751					
Mechanic	$ 60,682					
PSW sr						
PSW	$ 39,331					
PSW	vacant					
		$ 313,185				
Utilities						
Elect	$ 15,314					
Water	$ 88,530					
Gas	$ 6,375					
		$ 110,219				
Fleet Cost Fuel and Parts	$ 27,354					
		$ 27,354				
Total Operating Expense		$ (804,204.00)			$ 569,364.00	$ (234,840.00)

FY 2011 Profit Loss Statement

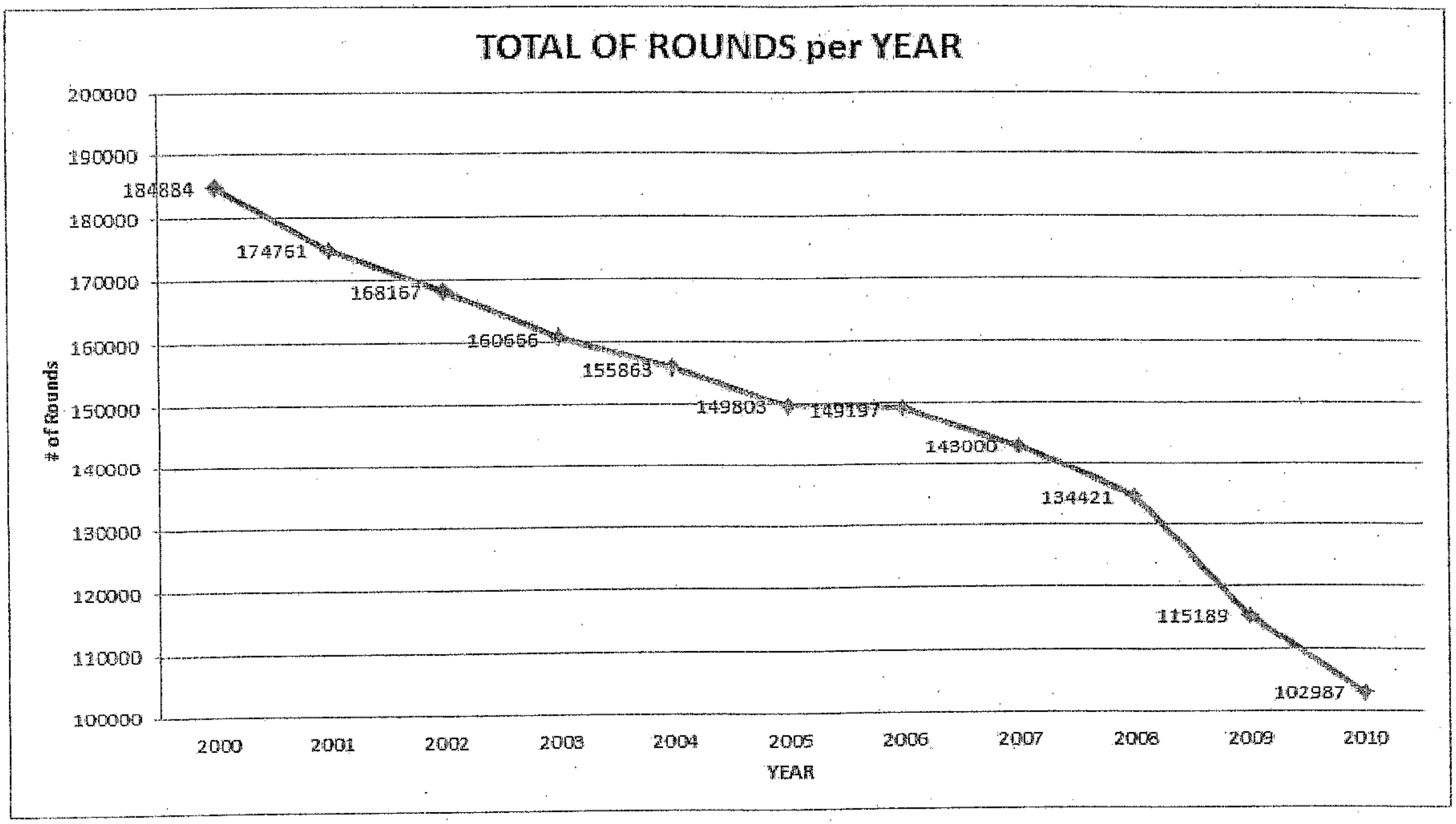
FY 2011 **Meadowbrook** **Operations**	**Expenses**			**Revenue**		**Net**
75100 Operating Supplies	$ 8,942		Green Fees	$ 101,578		
75500 Cost Goods of sold	$ 5,279		Cart Fees			
golf shop mds, and F&B			Rental	$ 6,374		
75800 Minor equipment	$ 5,610		Merchandise	$ 4,426		
76100 Maintnance Supplies	$ 22,402		Food and Bev	$ 8,058		
77800 Dues			Gift Cert			
78700 recovery acct	$ 3,188		Gross Revenue		$ 120,436	
63000 Seasonal Labor	$ 38,585					
		$ 84,006				
Civil Service Labor						
Golf Pro Manager						
Asst Golf Pro						
Club House Att						
Superintendent	$ 86,435					
Mechanic						
PSW sr						
PSW						
PSW						
		$ 86,435				
Utilities						
Elect	$ 11,551					
Water	$ 25,226					
Gas						
		$ 36,777				
Fleet Cost Fuel and Parts	$ 4,339					
		$ 4,339				
Total Operating Expense		$ (211,557.00)			$ 120,436.00	$ (91,121.00)

FY 2011 Profit Loss Statement

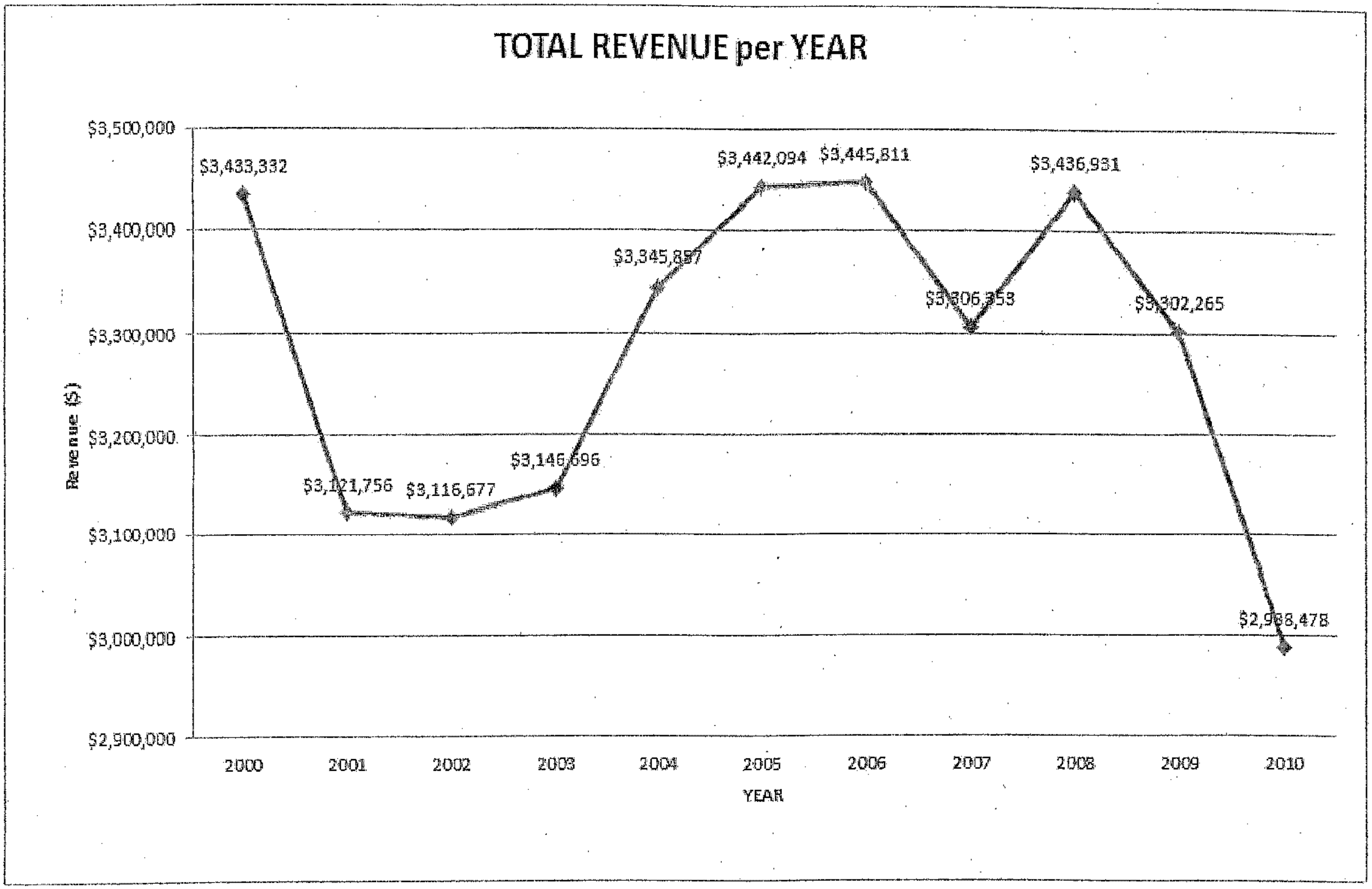
FY 2011				
Adin expense		**Expense**		**Total**
Golf Services Manager	$	86,403.00		
Staff Asst	$	51,613.00		
			$	138,016.00
Debt Charge	$	163,265.00		
20 year bond 9 years remaining				
Golf Car debt	$	96,076.00		
5 year bond payment				
			$	259,341.00
Total admin cost			$	397,357.00

Play and Revenue Trends

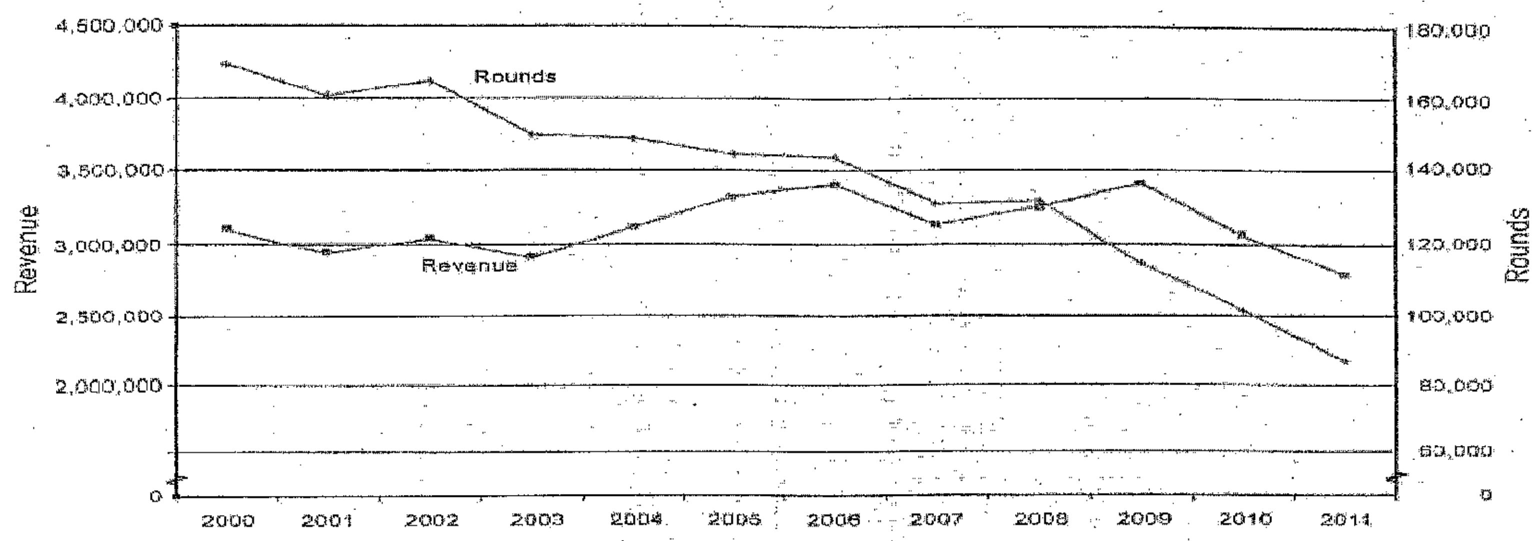
Play Trends for LFUCG



Revenue Trends LFUCG Golf



Rounds declined, but revenue remained flat until 2010



Competitive Pricing

Jun-11

Local Golf Rates w/cart	Sr. Fee	Weekday	Weekend	Twilight
Marriott -Griffin Gate	na	$60	$70	(2) 35/30
Blue	na	$45	$60	
Wildcat	na	$38	$45	$28
Old Silo (1)	$35	$39 - 49	$49 - 59	$32 - 39
The Bull	$29	$39	$49	$29
Cherry Blossom	$33	$40	$48	(2) 27/33
Kearney Hill	**$32**	**$40**	**$46**	**(2) 32/38**
Houston Oaks	$30	$38	$48	(2) 30/35
Maywood G.C.	$30	$35	$45	$25
Canewood GC	$28	$33	$39	$28
Bluegrass	$26	$32	$38	$28
Weissinger Hills	$23	$28	$38	$21
Gay Brewer Jr	**$26**	**$34**	**$38**	**$29/33**
Pennisula	$25	$32	$37	$25
The Brook	$22	$30	$35	$26
Lakeside	**$24**	**$32**	**$36**	**27/31**
Tates Creek	**$24**	**$32**	**$36**	**27/31**
Duckers Lake	$24	$28	$35	(2) 22/28
Longview	$24	$28	$35	(2) 22/28
Old Bridge	$20	$28	$35	$22
Gibson Bay	$22	$26	$34	$21
Juniper Hills	None	$25	$28	None
High Point	$16	$22	$26	$19

Jul-11

	M-F	Weekend	M-F disadvantag	Weekend Disadvantag
Kearney Hill Golf Links	**$ 41.00**	**$ 47.00**		
The Bull	$ 39.00	$ 49.00	($2.00)	$2.00
Houston Oaks	$ 37.00	$ 45.00	($4.00)	($2.00)
Old Silo	$ 39.00	$ 49.00	($2.00)	$2.00
Marriot	$ 40.00	$ 50.00	($1.00)	$3.00
Gay Brewer	**$ 35.00**	**$ 39.00**		
Pennisula	$ 32.00	$ 42.00	($3.00)	$3.00
Gibson Bay	$ 26.00	$ 34.00	($9.00)	($5.00)
Lakeside/ Tates Creek	**$ 33.00**	**$ 37.00**		
Duckers	$ 32.00	$ 38.00	($1.00)	$1.00
Connemare	$ 33.00	$ 40.00		$3.00
The Brook	$ 30.00	$ 35.00	($3.00)	($2.00)
Longview	$ 30.00	$ 38.00	($3.00)	$1.00
Juniper	$ 26.00	$ 29.00	($7.00)	($8.00)
high pt	$ 25.00	$ 30.00	($8.00)	($7.00)

Jul-11

Regular on line deals	M-F	Weekend	M-F % Change	Weekend % Change
Houston oaks	$ 32.00	$ 39.00	14%	13%
high point	$ 17.00	$ 22.00	32%	27%
the bull	$ 25.00	$ 44.00	36%	10%
Duckers	$ 23.00	$ 26.00	28%	32%
Connemara	$ 33.00	$ 33.00	0%	18%
pennisula	$ 30.00	$ 35.00	6%	17%
)ld Silo	$ 39.00	$ 49.00	0%	0%
Cherry Blossom	$ 33.00	$ 42.00	NA	NA
Long View	$ 23.00	$ 35.00	30%	5%
Gibson Bay		$ 24.00	NA	37%
Marriott		$ 40.00	NA	20%

Marriot, Duckers, Old Silo will do email blast with ramdom discounts
The Bull has a rewards card with multiple discount

Cardholder Benefits

Free Round w/Card Purchase
$5.00 Off Green Fees (In Season)
Reward Point Enrollment
Extended Twilight Begins at 3:00PM
20% Off Non-Sale Soft Goods
10% Off Non-Sale Hard Goods
10% Off Golf Academy Pricing
2 for 1 Range Balls
$825 Card Savings the card cost $69.99

Metro Parks Golf Rates

Effective April 1, 2010

	Course	Season	Weekday Rate	Weekday Matinee	Weekend Rate	Senior, Junior & Twilight	Annual Pass Fee Adult	Annual Pass Fee Junior
9 HOLE	Cherokee	SUMMER	$11	$8.75	$12	$6.25	$2.25	$1.50
		WINTER	$8.75		$8.75	$5.25	$2.25	$1.50
	Bobby Nichols	SUMMER	$11	$8.75	$12	$6.25	$2.25	$1.50
		WINTER	$8.75		$8.75	$5.25	$2.25	$1.50
	Crescent Hill	SUMMER	$12	$11	$14.25	$7.50	$4.25	$1.50
		WINTER	$9.75		$11	$6.25	$4.25	$1.50
18 HOLE	Iroquois	SUMMER	$12	$11	$14.25	$7.50	$4.25	$1.50
		WINTER	$9.75		$11	$6.25	$4.25	$1.50
	Long Run	SUMMER	$12	$11	$14.25	$7.50	$4.25	$1.50
		WINTER	$9.75		$11	$6.25	$4.25	$1.50
	Shawnee	SUMMER	$12	$11	$14.25	$7.50	$4.25	$1.50
		WINTER	$9.75		$11	$6.25	$4.25	$1.50
	Sun Valley	SUMMER	$12	$11	$14.25	$7.50	$4.25	$1.50
		WINTER	$9.75		$11	$6.25	$4.25	$1.50
	Seneca	SUMMER	$13	$12	$15.25	$8.50	$4.25	$1.50
		WINTER	$11		$12	$7.50	$4.25	$1.50
	Charlie Vettiner	SUMMER	$13	$12	$15.25	$8.50	$4.25	$1.50
		WINTER	$11		$12	$7.50	$4.25	$1.50

Summer Season • March 1 to November 30
Winter Season • December 1 to February 28

Matinee • Weekdays from 4-6 p.m. during Summer season only
Twilight • Twilight begins at 6 p.m. on weekdays and 4 p.m. on weekends during the Summer season; it begins at 2 p.m. every day during Winter season

Senior • 62 or over before 2 p.m. weekdays
Junior • 18 and under, weekdays only

Private Carts • Private golf cart trail fee of $4 per person, per round, 18 holes or less
Golf Cart Discount Card • $75/year user fee, or $9 per round

Annual Passes • 7-Day Adult: $375
Weekday Adult: $270
Juniors Weekdays Only: $90
Youth Team Weekdays Only: $60
• Covers greens fees for a calendar year; a small user fee is assessed each time the pass is used

METRO Parks
www.metro-parks.org

Jun-11			
Cincinnati Municipal	Sr. Fee	Weekday	Weekend
Glenview	$ 37.00	$ 41.50	$ 43.50
Reeves	$ 31.50	$ 35.00	$ 37.00
Woodland	$ 29.50	$ 32.00	$ 32.00
California	$ 33.50	$ 36.00	$ 39.00
Nueman	$ 32.00	$ 36.50	$ 38.00
Avon Fields	$ 31.00	$ 34.50	$ 36.00
Dunham (9hole)	$ 26.00	$ 28.00	$ 28.00
Hamilton Co			
The Vineyard	$ 39.50	$ 45.00	$ 48.00
The Mill	$ 32.50	$ 37.50	$ 39.00
Sharon Woods	$ 33.00	$ 38.25	$ 40.00
Miami Whitewater	$ 33.00	$ 37.50	$ 39.50
Shawnee	$ 29.00	$ 31.50	$ 36.00
Lexington Municipal			
Kearney Hill	$ 33.00	$ 42.00	$ 47.00
Gay Brewer Jr	$ 27.00	$ 35.00	$ 39.00
Lakeside	$ 25.00	$ 33.00	$ 37.00
Tates Creek	$ 25.00	$ 33.00	$ 37.00

IN SEASON RATES

Course	April 1- Oct 31 18 Holes Weekday		April 1- Oct 31 9 Holes Weekday	
	Weekday	Weekend & Holidays	Weekday	Weekend & Holidays
Dale Hollow Lake S.R.P.	$ 25.00	$ 30.00	$ 15.00	$ 20.00
General Burnside S.P.	$ 25.00	$ 30.00	$ 15.00	$ 20.00
Grayson Lake S.P.	$ 25.00	$ 30.00	$ 15.00	$ 20.00
Pine Mountain S.R.P.	$ 25.00	$ 30.00	$ 15.00	$ 20.00
Yatesville Lake S.P.	$ 25.00	$ 30.00	$ 15.00	$ 20.00
Kentucky Dam Village S.R.P.	$ 20.00	$ 25.00	$ 10.00	$ 15.00
Lake Barkley S.R.P.	$ 20.00	$ 25.00	$ 10.00	$ 15.00
Mineral Mound S.P.	$ 20.00	$ 25.00	$ 10.00	$ 15.00
My Old Kentucky Home S.P.	$ 20.00	$ 25.00	$ 10.00	$ 15.00
Pennyrile Forest S.R.P.	$ 20.00	$ 25.00	$ 10.00	$ 15.00
Barren River S.R.P.	$ 18.00	$ 20.00	$ 9.00	$ 10.00
Ben Hawes S.P.	$ 18.00	$ 20.00	$ 9.00	$ 10.00
Lincoln Homestead S.P.	$ 18.00	$ 20.00	$ 9.00	$ 10.00
9-Hole Facilities				
Kincaid Lake S.P.	$ 14.00	$ 16.00	$ 9.00	$ 11.00
Carter Caves S.R.P.	$ 10.00	$ 12.00	$ 6.00	$ 7.00
General Butler S.R.P.	$ 10.00	$ 12.00	$ 6.00	$ 7.00
John James Audubon S.P.	$ 10.00	$ 12.00	$ 6.00	$ 7.00
Kenlake S.R.P.	$ 10.00	$ 12.00	$ 6.00	$ 7.00
Rough River S.R.P.	$ 10.00	$ 12.00	$ 6.00	$ 7.00

OUT OF SEASON RATES

Course	Nov 1 - Mar 31 18 Holes		Nov 1 - Mar 31 9 Holes	
	Weekday	Weekend	Weekday	Weekend
Dale Hollow Lake S.R.P.	$ 15.00	$ 20.00	$ 15.00	$ 20.00
General Burnside S.P.	$ 15.00	$ 20.00	$ 15.00	$ 20.00
Grayson Lake S.P.	$ 15.00	$ 20.00	$ 15.00	$ 20.00
Pine Mountain S.R.P.	$ 15.00	$ 20.00	$ 15.00	$ 20.00
Yatesville Lake S.P.	$ 15.00	$ 20.00	$ 15.00	$ 20.00
Kentucky Dam Village S.R.P.	$ 12.00	$ 17.00	$ 10.00	$ 15.00
Lake Barkley S.R.P.	$ 12.00	$ 17.00	$ 10.00	$ 15.00
Mineral Mound S.P.	$ 12.00	$ 17.00	$ 10.00	$ 15.00
My Old Kentucky Home S.P.	$ 12.00	$ 17.00	$ 10.00	$ 15.00
Pennyrile Forest S.R.P.	$ 12.00	$ 17.00	$ 10.00	$ 15.00
Barren River S.R.P.	$ 10.00	$ 12.00		$ 10.00
Ben Hawes S.P.	$ 10.00	$ 12.00	$ 9.00	$ 10.00
Lincoln Homestead S.P.	$ 10.00	$ 12.00	$ 9.00	$ 10.00
9-Hole Facilities				
Kincaid Lake S.P.	$ 14.00	$ 14.00	$ 9.00	$ 11.00
Carter Caves S.R.P.	$ 10.00	$ 10.00	$ 6.00	$ 7.00
General Butler S.R.P.	$ 10.00	$ 10.00	$ 6.00	$ 7.00
John James Audubon S.P.	$ 10.00	$ 10.00	$ 6.00	$ 7.00
Kenlake S.R.P.	$ 10.00	$ 10.00	$ 6.00	$ 7.00
Rough River S.R.P.	$ 10.00	$ 10.00	$ 6.00	$ 7.00

Cart Fees	18 Holes	9 Holes
	$ 12.75	$ 7.50

2012 KENTUCKY STATE PARK
TRAIL CARD RATES

UNLIMITED SINGLE________________________________$700.00
(Unlimited golf 7 days a week for individual)
NOTE: ***Seniors only*** may purchase an UNLIMITED TRAIL CARD at a 10% discount.

SENIOR LIMITED (62 or older)__________________________$475.00
(Individual 62 years or older. Limited to weekdays and after 3:00p.m.on weekends & holidays)

SPECIFIC 9 HOLE COURSE: UNLIMITED SINGLE ________________$485.00
(Unlimited golf 7 days a week for individual)
ISSUER MUST WRITE 9-HOLE COURSE ONLY ON TRAIL CARD.
NOTE: ***Seniors only*** may purchase an UNLIMITED TRAIL CARD at a 10% discount.

JUNIOR (18 or younger)_______________________$300.00
(Individual 18 years or younger. Play is limited to weekdays & after 3:00p.m.on weekends & holidays.)

HUSBAND & WIFE________________________________$900.00
(Unlimited golf 7 days a week.)

FAMILY____$1000.00
(Husband & wife w/dependents (up to 21 years of age) living at home play unlimited golf 7 days a week.)

HIGH SCHOOLS____$800.00
(Limited to high school golf seasons only. July 15-October 15 of current season. (Both boys & girls.) High school trail card does cover all players during tryouts. However, after tryouts, coaches must submit the golf roster to the pro shop. Then only roster players are covered on the trail card. (No more than 9 players on the roster.) During the high school season, play is limited to weekdays and after 3:00p.m. on weekends and holidays. Visiting teams who play matches are covered on trail card as well as coaches. If coaches are officiating and helping to move play along, the cart fee is waived. However, coaches cannot officiate & play at the same time without paying for cart. COACHES MUST BE PRESENT DURING PRACTICE

COLLEGE (Men & Women)**____$850.00**
College Golf Season -Spring/Mar., April & May & Fall/Aug., Sept. & Oct. Coaches for both men & women must submit rosters to golf shop. No more than 7 players on college roster. Play is limited to weekdays & after 3:00p.m. weekends and holidays. Trail card includes coaches, but must pay for cart if he/she chooses to ride.

2012 KENTUCKY STATE PARK
TRAIL CARD RATES

PRIVATE GOLF CAR CARD________________________$650.00

Privately owned golf car that is used annually at any state park golf courses. Does not include Pine Mountain, General Burnside, Grayson, Yatesville, Mineral Mounds, Pennyrile, Dale Hollow and Kincaid Lake.

STATE GOLF CAR CARD__________$800.00 + TAX

Unlimited use of golf car at any state golf course. Based upon availability. Spouse additional $300.00 (Does not include special tournaments or outings.)

ROLLING FEE____$20.00

Individual, who owns a private cart and does not purchase the annual private golf car card, must pay $20.00 to use their golf car at any state park except General Burnside, Mineral Mound, Grayson Lake, Dale Hollow, Yatesville, Kincaid Lake, Pennyrile Forest, Pine Mountain State Resort Park; which does not permit private carts.

TRAIL FEE_______________________________________$8.00

Individual, who rides or places his/her clubs on a privately owned golf car during play, must pay a trail fee. Excludes spouse and/or children living at home. Private golf car trail card holder who rides with other private golf car holders are exempt from trail fee.

ALL TRAIL CARD HOLDERS MUST REGISTER IN THE PRO SHOP
NO EXCEPTIONS.

TRAIL CARDS NOT VALID DURING SPECIAL TOURNAMENTS/OUTINGS

Senior limited and junior trail card holders will be allowed to play on weekends after 3:00 p.m.

Potential Golf Rounds Revenue Projection

10% increase in Rounds

Implementation of Plan Cuts and Repositioning

10% **POTENTIAL INCREMENTAL GOLF ROUNDS/REVENUE FROM PRICING FLEXIBILITY**

Draft

Rate Group	Description		Likely increase in play and frequency	Incremental Rounds/Yr	Incremental Revenue	
1	Individual fees					
		Seniors	8 players a day 200 days @ $12	1,680	$20,160	
		Juniors	2 players a day 200 days @ $10	400	$4,000	
		Ladies	.7 players a day 200 days @ $15.25	140	$2,135	
		Adults	20 players a day 200 days @ 19.25	4,000	$77,000	
2	New Rates					
		Military	100 rounds a year x $11.25	100	$1,125	
		Disabled	50 rounds a year x $11.25	50	$563	
		UK Rate	25 rounds a week x 20 weeks times $11.25	500	$5,625	
3	Discount Card		200 cards at $100		$20,000	
	Next Day Tee Times		8 tee times/day x 4 courses times 35 weeks times $25	1,120	$28,000	
4	Driving Range membership		200 times $150 (less some regular range use revenues)		$20,000	
		Total		7,990		
		Incremental revenue 7990 rounds @ $16.77 (cart, mds, f&b)			$ 133,992	
					$312,600	$312,600
		Less $2 decrease in 88000 rounds				$ (176,000)
		Less $5 decrease in Discount Rounds				$ (20,000)
		Net				**$116,600**
5	Operational Changes					
	Change Ladies Fee available M-F					
	Change Sr Rate Age to 50					
	Move Twilight and Dusk times earlier					
	Introduce True Winter Rates					
	Contract League					

POTENTIAL BUDGET REDUCTIONS FOR FY 2013

1	Transfer PSW positions at Golf Courses, to Park Maintenance vacancies				
	Tates Creek		7648		
	PSW			$46,803	
	PSW			$38,962	
	Lakeside		7646		
	Vacant PSW			$0	
	PSW			$41,626	
	Picadome		7644		
	PSW			$40,405	
	Vacant PSW			$0	
	Kearney		7645		
	Vacant PSW			$0	
	PSW			$49,293	
2	Transfer Meadowbrook Golf Course Superintendent to Park Maintenance Turf position			$43,235	
	Additional duties for Parks Maintenance (1/2 Cost stays with Meadowbrook)				$260,324
3	Further reduce Operating expenses				
	Retirement of TC Mechanic			$ 62,188	
	Lakeside water correction			$ 120,000	
	Retirement of LS Mechanic	(1/2 FY 13)		$ 30,000	
	Clubhouse Attd Layoff	(occurred in FY 12)		$ 72,633	
					$284,821
4	Cost Additions				$545,145
	Reassign one PSW to two courses			$ (49,293)	
	4 Seasonal Labor Positions @ $10 hour	4 @ 40hrs/wk x52 weeks		$ (83,200)	
	Hire golf professional Kearney Hill	(Estimated additional cost to fund position)		$ (30,000)	
	Fund Asst Professional			$ (40,000)	
					-$202,493
	Net Budget Reductions				**$342,652**
	Estimated Revenues from Marketing Enhancements				$116,600
	Projected Impact				$459,252

Revenue and Rounds Projection

Based on Flat, 5%, 10%, 15% and 20% increases
Implementing proposed cuts and repurposing

Flat 5%, 10%, 15%,

POTENTIAL INCREMENTAL GOLF ROUNDS/REVENUE FROM PRICING FLEXIBILITY

1-Jan-12

Current Rates

Kearney Hill Golf Links	Weekday	Weekend	Tates Creek/ Lakeside	Weekday	Weekend	Gay Brewer	Weekday	Weekend	Meadowbrook	
18 hole fee	$ 27.00	$ 33.00	18 hole fee	$ 19.00	$ 23.00	18 hole fee	$ 21.00	$ 25.00	18 hole fee	$ 13.00
JR fee	$ 15.00		JR fee	$ 10.00		JR fee	$ 12.00		Twilight	$ 9.00
Sr Fee	$ 19.00		Sr Fee	$ 11.00		Sr Fee	$ 13.00		Jr Fee	$ 8.00
M-F 60 +			M-F 60 +			M-F 60 +			Senior Fee	$ 9.00
Ladies Tues	$ 19.00		Ladies Tues	$ 13.00		Ladies Tues	$ 14.00		Ladies	$ 9.00
9 Hole	$ 19.00	$ 23.00	9 Hole	$ 14.00	$ 18.00	9 Hole	$ 16.00	$ 18.00		
Twilight	$ 19.00	$ 25.00	Twilight	$ 14.00	$ 18.00	Twilight	$ 16.00	$ 18.00		
Dusk	$ 14.00		Dusk	$ 9.00		Dusk	$ 11.00			
Discount Rd			Discount Rd			Discount Rd				
Cart	$ 14.00		Cart	$ 14.00		Cart	$ 14.00			

Proposed to begin 2012 20% variance capability

Kearney Hill Golf Links	Weekday	Weekend	Tates Creek/ Lakeside	Weekday	Weekend	Gay Brewer	Weekday	Weekend	Meadowbrook	
18 hole fee	$ 25.00	$ 27.00	18 hole fee	$ 17.00	$ 21.00	18 hole fee	$ 19.00	$ 23.00	18 hole fee	$ 12.00
JR fee	$ 13.00		JR fee	$ 8.00		JR fee	$ 10.00		Twilight	$ 9.00
Sr Fee	$ 17.00		Sr Fee	$ 9.00		Sr Fee	$ 11.00		Jr Fee	$ 7.00
M-F 60 +			M-F 60 +			M-F 60 +			Senior Fee	$ 8.00
Ladies m-f	$ 17.00		Ladies m-f	$ 11.00		Ladies m-f	$ 12.00		Ladies m-f	$ 8.00
9 Hole	$ 17.00	$ 18.00	9 Hole	$ 12.00	$ 16.00	9 Hole	$ 14.00	$ 16.00		
Twilight	$ 17.00	$ 18.00	Twilight	$ 12.00	$ 16.00	Twilight	$ 14.00	$ 16.00		
Dusk	$ 12.00		Dusk	$ 7.00		Dusk	$ 9.00			
Discount Rd			Discount Rd			Discount Rd				
Cart	$ 14.00		Cart	$ 14.00		Cart	$ 14.00			
UK Students	**$ 16.00**		**UK Students**	**$ 14.00**		**UK Students**	**$ 15.00**		**UK Studer**	**9**
Military	**$ 16.00**	**$ 22.00**	**Military**	**$ 14.00**	**$ 18.00**	**Military**	**$ 15.00**	**$ 20.00**	**Military**	**9**
Disabled	**$ 16.00**	**$ 22.00**	**Disabled**	**$ 14.00**	**$ 18.00**	**Disabled**	**$ 15.00**	**$ 20.00**	**Disabled**	**9**

Discount Card $100.00 gives $5.00 off any rate any time M- F, $5 off only reg rate on weekends

Range Membership $150.00 good at lakeside and Kearney Hill unlimited balls for individuals

FY 11

	Kearney	Tates Creek	Lakeside	Picadome	Meadowbrook				
Dollar per Rnd	$ 46.23	$ 27.84	$ 30.01	$ 31.75	$ 11.85				
Dollar per GF	$ 24.27	$ 14.02	$ 14.69	$ 15.76	$ 10.00				
Dollar per Other	$ 21.95	$ 13.82	$ 15.32	$ 16.00	$ 1.87				
Rnds	18735	20520	21367	17928	10156				
Revenue	$ 866,066	$ 571,313	$ 641,312	$ 569,364	$ 120,431	**$ 2,768,486**			
New Rate Effect	$2 decrease across the board								
Dollar per GF	$ 22.27	$ 12.02	$ 12.69	$ 13.76	$ 9.00				
Dollar per Other	$ 21.95	$ 13.82	$ 15.32	$ 16.00	$ 1.87				
Dollar per rnd	$ 44.22	$ 25.84	$ 28.01	$ 29.76	$ 10.87				
Flat rnd revenue	$ 828,462	$ 530,237	$ 598,490	$ 533,537	$ 110,396	$ 2,601,121	$ 93,926	**$ 2,695,047**	-73,439
5% increase rnds	$ 869,885	$ 556,749	$ 628,414	$ 560,214	$ 115,916	$ 2,731,177	$ 93,926	**$ 2,825,103**	56,617
10% increase rnds	$ 911,308	$ 583,260	$ 658,339	$ 586,891	$ 121,435	$ 2,861,233	$ 93,926	**$ 2,955,159**	186,673
15% increase rnds	$ 952,731	$ 609,772	$ 688,263	$ 613,568	$ 126,955	$ 2,991,289	$ 93,926	**$ 3,085,215**	316,729

Discount Cards 200 @ $100 =$20,000 4000 rnds @ -$5 = -$20,000
Incremental rev 5600 rnds @ 16.77 = $ 93,926.00
Rng Member 200 @ $150.00 less range use revenues= $20,000

POTENTIAL BUDGET REDUCTIONS FOR FY 2013

1	Transfer PSW positions at Golf Courses, to Park Maintenance vacancies				
	Tates Creek		7648		
		PSW			$46,803
		PSW			$38,962
	Lakeside		7646		
		Vacant PSW			
		PSW			$41,626
	Picadome		7644		
		PSW			$40,405
		Vacant PSW			
	Kearney		7645		
		Vacant PSW			
		PSW			$49,293
2	Transfer Meadowbrook Golf Course Superintendent to Park Maintenance Turf position				$43,235
3	Further reduce Operating expenses				
	tates creek mechanic retiring			$	62,188
	LS mechanic retire dec 2012			$	30,000
	Lakeside Water Correction			$	120,000
	Club house Attd Posidition layoff			$	72,633
					$545,145

Additional Operating Expenses

	Reassignment of PSW spilt to two courses	$49,293
	Hire Golf Professional	$30,000
	Hire Asst Prof	$40,000
	Hire Seasonal staff to fill vacant positions 4@ $10.00 Hr (40hr week, 52 weeks)	$ 83,200
	Replace PSW	$202,493
Net operational cuts		$342,652

Project P & L

	Kearney Hill	Tates Creek	Lakeside	Picadome	Meadowbrook		incremental	
FY 11 Expenses	$ 894,922	$ 764,805	$ 890,830	$ 804,205	$ 211,556			
adjusted expenses	$ 915,629	$ 616,922	$ 699,204	$ 763,800	$ 174,413			
Flat rnds	$ (87,167)	$ (86,685)	$ (100,714)	$ (230,263)	$ (64,017)	$ (568,847)	$ 93,926	$ (474,921)
5% increase	$ (45,744)	$ (60,173)	$ (70,790)	$ (203,586)	$ (58,497)	$ (438,791)	$ 93,926	$ (344,865)
10% increase	$ (4,321)	$ (33,662)	$ (40,865)	$ (176,909)	$ (52,978)	$ (308,735)	$ 93,926	$ (214,809)
15% increase	$ 37,102	$ (7,150)	$ (10,941)	$ (150,232)	$ (47,458)	$ (178,679)	$ 93,926	$ (84,753)

PARKS
& RECREATION
LEXINGTON, KY

FY 2012 - 2013
Aquatics Management Plan

General Government Committee

January 10, 2012

Aquatics Plan for FY 2013

- Open 7 pools.
- Reprogram Berry Hill and Constitution
  - Use operating savings to demolish both pools
  - Proceed with plans for skate park / ball field
- Install ADA lifts at all 7 pools as mandated by ADA regulations – $60 - $70,000
- Improve and expand Better Bites Menus
- Improve marketing efforts through:
  - LFUCG website
  - Facebook
  - E-mail
  - Increased programming opportunities

Long Term Aquatics Plan

- Begin planning to build indoor multi-generational facility. ($8-10 million)
- Seek funding to update existing aquatic facilities (est. $1.3 million)
  - Shade structures
  - Aquatic climbing walls
  - Spray pads
  - Increased amenities (play features)

5 Questions

- How do we better accommodate lap swimmers?
- How many individual visitors do we have?
- What does Aquatics Profit and Loss Statement look like, including indirect costs?
- What would a Profit and Loss Statement look like with just the Aquatic Centers open?
- How much can be saved by closing Berry Hill and Constitution and costs of demolition?

How do we better accommodate lap swimmers?

- Estimated 750-1000 dedicated lap swimmers
- Accommodating requires funding for guards for early/late pool use – perhaps $27,000
- Initial discussions suggest they are not willing to pay for full costs

How many unique visitors do we have?

- Attendance: 175,000
- Estimate that our customer visits our pools 6-10 times per year
- Likely there are 20-30,000 unique visitors each year

What does Aquatics Profit and Loss Statement look like, including indirect costs?

- 50% cost recovery w/direct and indirect costs.
  - Subsidy is $600,000 a year. $3.38/patron
- Indirect costs include:
  - Full-time maintenance
  - Part-time supervisory team
- Costs already reduced since 2008:
  - Full-time manager ($70,000)
  - Full-time staff assistant ($50,000)

All Pool P&L with Maintenance

2011 POOL YEAR

Pool Name	Attendance	Revenue	Expense	Cash Flow	Cost/Patron
Castlewood	13,210	$27,825	$69,033	($41,208)	($3.12)
Tates Creek	36,157	$107,858	$113,182	($5,324)	($0.15)
Southland	62,780	$249,705	$179,942	$69,763	$1.11
Woodland	40,551	$166,463	$172,843	($6,380)	($0.16)
Constitution	3,525	$6,240	$24,517	($18,277)	($5.18)
Berry Hill	3,597	$9,480	$26,185	($16,705)	($4.64)
Douglass	2,444	$2,104	$26,111	($24,007)	($9.82)
Shillito	12,210	$31,560	$53,428	($21,868)	($1.79)
Picadome	2,279	$5,252	$22,535	($17,283)	($7.58)
Total Pool Specific	176,753	606,487	687,776	(81,289)	($0.46)
Civil Service Maintenance			$172,214		
Seasonal Maintenance & Pool Coordinators			$48,291		
Other, non-assigned			$46,215		
Utillities			$248,700		
Totals	176,753	$606,487	$1,203,196	($596,709)	($3.38)

Total Operating Cost Recovery = Revenue / Expense = 50%

What would a Profit and Loss Statement look like with just the Aquatic Centers open?

- Removes 2/3 of Indirect costs (Maintenance, Management)
- Removes all costs associated with smaller pools
- Assumes we would retain ½ of small pool customers
- Projected Profit and Loss Statement: Cost recovery improves from 50% to 66% but would still require a subsidy of approximately $300,000

Closing all non-aquatics would save money but is not recommended

Profit and Loss Scenarios
with indirect costs

	Attendance	Revenue	Expense	Cash Flow	Cost/ Patron
All Pools w/o unassigned	176,753	$606,487	$687,776	-$81,289	-$0.46
All Pools w/ maint. & Unassigned*	176,753	$606,487	$1,203,196	-596,709	-$3.38
P&L Just 4 Aquatics	164,727	$579,169	$875,177	-$296,008	-$1.80

* assuming 1/2 small pool attendance transfers.

Committee asked for P&L with just 4 Aquatic Centers

2011 POOL YEAR

Pool Name	Attendance	Revenue	Expense	Cash Flow	Cash Flow / Patron
Castlewood	13,210	$27,825	$69,033	($41,208)	($3.12)
Tates Creek	36,157	$107,858	$113,182	($5,324)	($0.15)
Southland	62,780	$249,705	$179,942	$69,763	$1.11
Woodland	40,551	$166,463	$172,843	($6,380)	($0.16)
Total Aquatics	152,698	$551,851			
Attendance Gain (1/2)	12,029	$27,318			
Possible total	164,727	$579,169	$535,000		
Civil Service Maintenance (2/3)			$113,661		
Seasonal Maintenance/Coordinators (2/3)			$31,872		
Other, non-assigned expense (2/3)			$30,502		
Utilities @ 2/3			$164,142		
Totals	164,727	$579,169	$875,177	($296,008)	($1.80)

Total Operating Cost Recovery = Revenue / Expense = 66%

What would it cost to reprogram Berry Hill and Constitution?

- Demolition of existing facilities: $87,800
  - Improved estimates since 11/15/11, leaving existing structures for use as restroom facilities
  - Berry Hill estimate includes removal of concrete
  - Constitution includes burial of concrete in place
- Est. FY12/FY13 savings exceed demo cost

Combined FY12 /FY 13 operating reductions could pay for demolition over 18 months. Full operating cost savings each year of $66,000 total over $½ million over 10 years

	Berry Hill	Constitution	Total
Demo estimate	$53,300	$34,500	$87,800
Operating Reductions			
FY 2012 May/June 2012	$16,200	$16,600	$32,800
FY 2013 Full Year	$32,900	$33,800	$66,700
Total Operating Reductions			$99,500

Note: Constitution site has concrete buried.
Berry Hill has concrete in pool removed.

- FY13 Aquatics Plan
  - Open 7 pools
  - Demo & Repurpose Berry Hill& Constitution
  - Install ADA lifts at 7 open pools
  - Improve and expand Better Bites menus
- Longer Term Plans
  - Start Planning for indoor aquatics facility
  - Seek Funding to update aquatics facilities

PARKS
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LEXINGTON, KY

General Government Committee Items

Item	Referred By	Date Referred	Status
Franchise Agreements	Ellinger	1-13-2011	3-22-11
General Services Link Recommendations to General Government Committee	**Kay**	**8-05-2011**	**8-16-2011** **9-13-2011** **10-11-2011** **11-15-2011** **12-01-2011** **1-10-2012**
Resolution(s) to Amend Section 3.101 of the Council Rules	Lane	8-05-2011	9-13-2011
Graffiti/Trash Abatement in Parks (Council Work Session 11-29-2011)	Myers	8-15-2011	9-13-2011
Recent Cost of Living Adjustments and Salary Increases for LFUCG Employees	Ford	9-27-2011	