

Golf Rate Analysis

5/8/2023

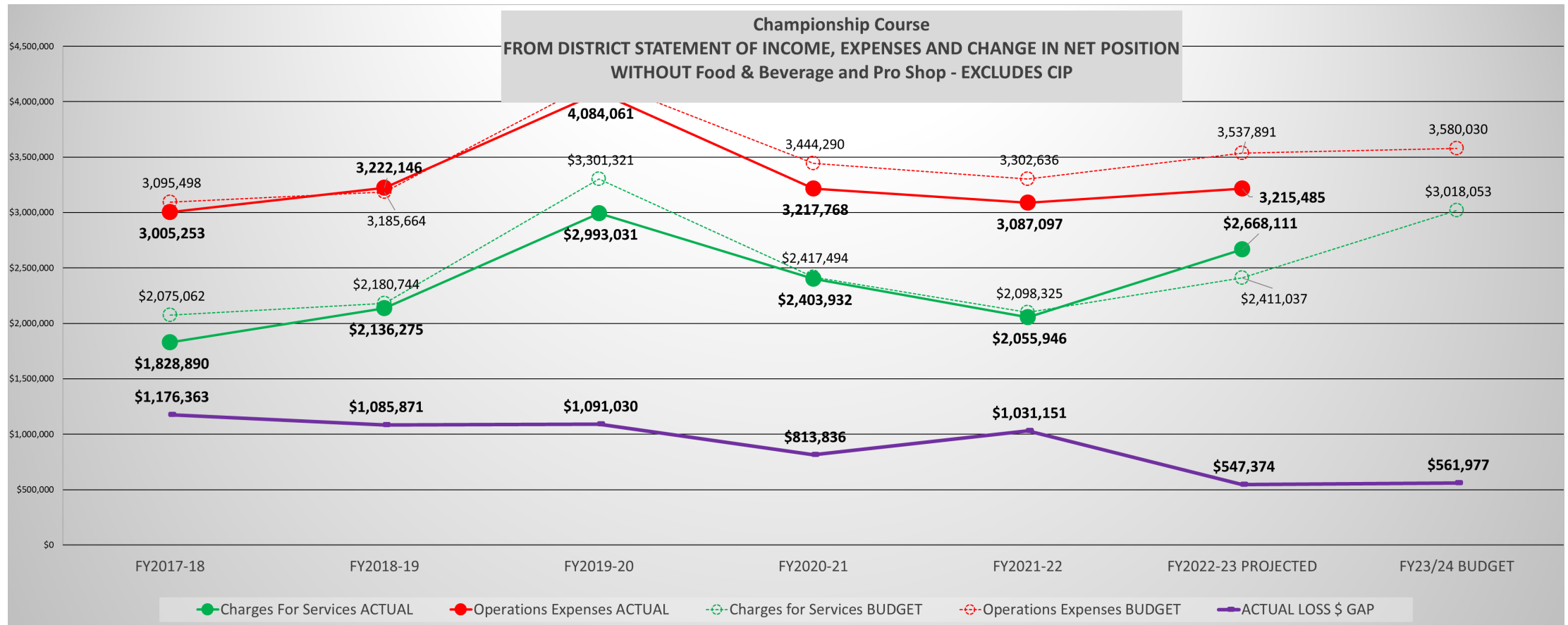
What Is the Goal and How Do We Get There?

Championship Course - Build a Sustainable Approach

Address the “gap” between operational expenses and revenue

- a. Reduce Operational Expense budget to be more accurate
- b. Increase Revenue
 - i. Decrease tee time intervals
 - ii. Increase Non-PPH rates to competitive market rates **THEN**
 - iii. Evaluate options for PPH rate increases/play mix adjustments
- c. Identify the 2023-24 Targets and Monitor Results

Championship Golf – Net Income (exclude Recreation Fee)



How Do We REDUCE the “gap”?

- a. Reduce Operational Expense budget to be more accurate
 - i. Adjust service levels – grid on page 19 of the packet
 - ii. Staffing adjustments due to labor shortage
 - iii. Reviewing and decrease expense budgets – details on pages 32-33 of packet with work continuing

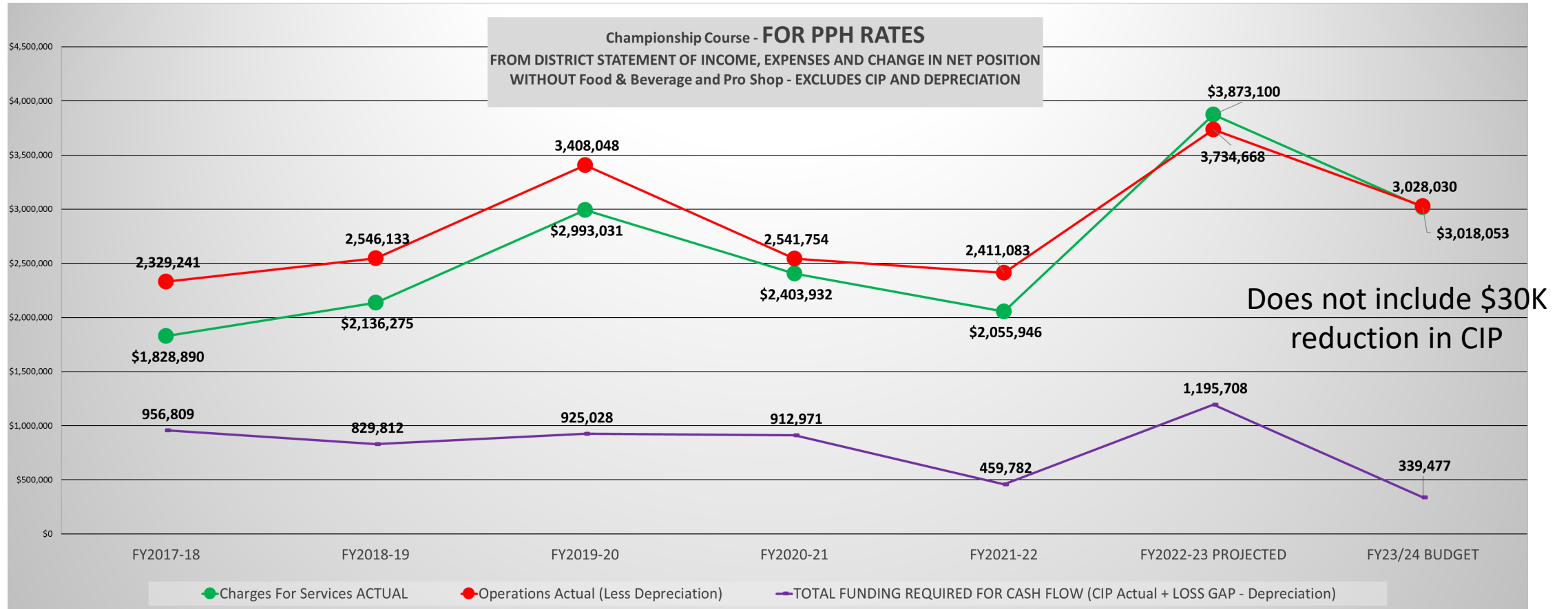
- b. Increase Revenue
 - i. Decrease tee time intervals – **Increases embedded in the revenue projections**
 - ii. Increase Non-PPH rates to competitive market rate - **Market analysis supports an 8% increase**
 - iii. Evaluate options for PPH rate increases/play mix adjustments – **8% recommended along with elimination of adult All You Can Play Passes**

All You Can Play Pass Impacts



In 2022, the cost per round, excluding depreciation, capital and debt was \$98.58

Championship Course



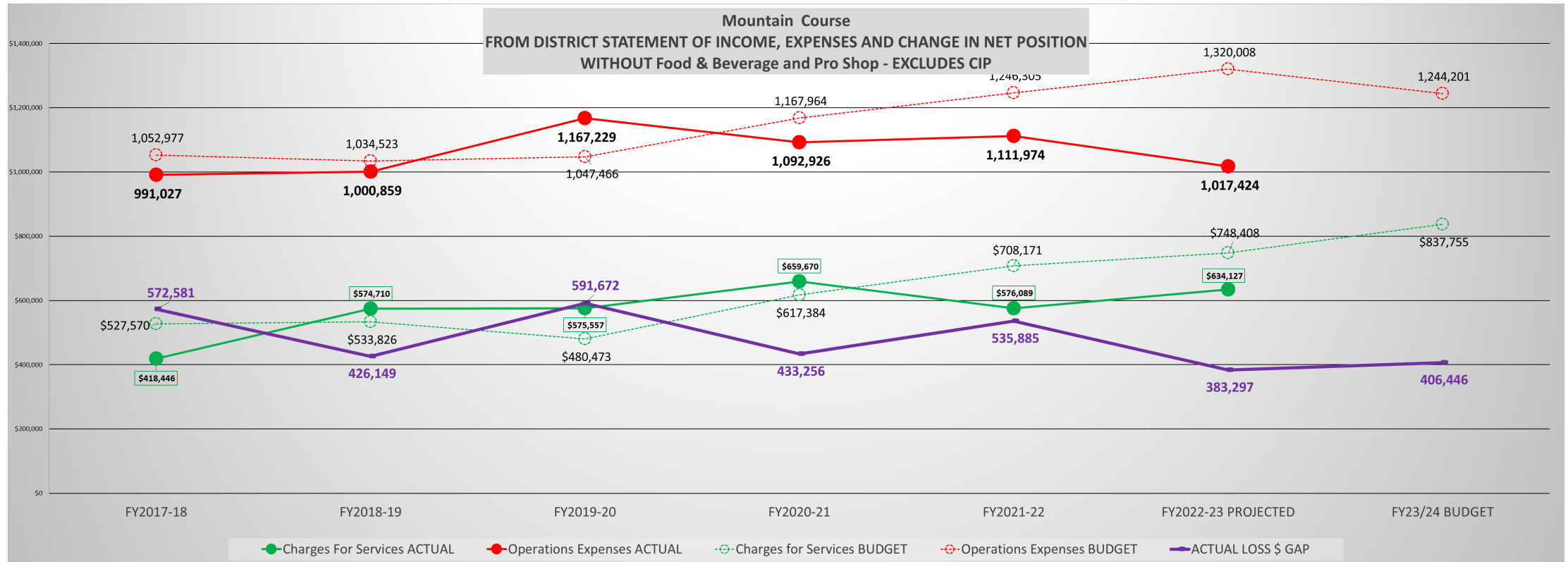
How Do We REDUCE the “gap”?

Mountain Course – Build a Sustainable Approach

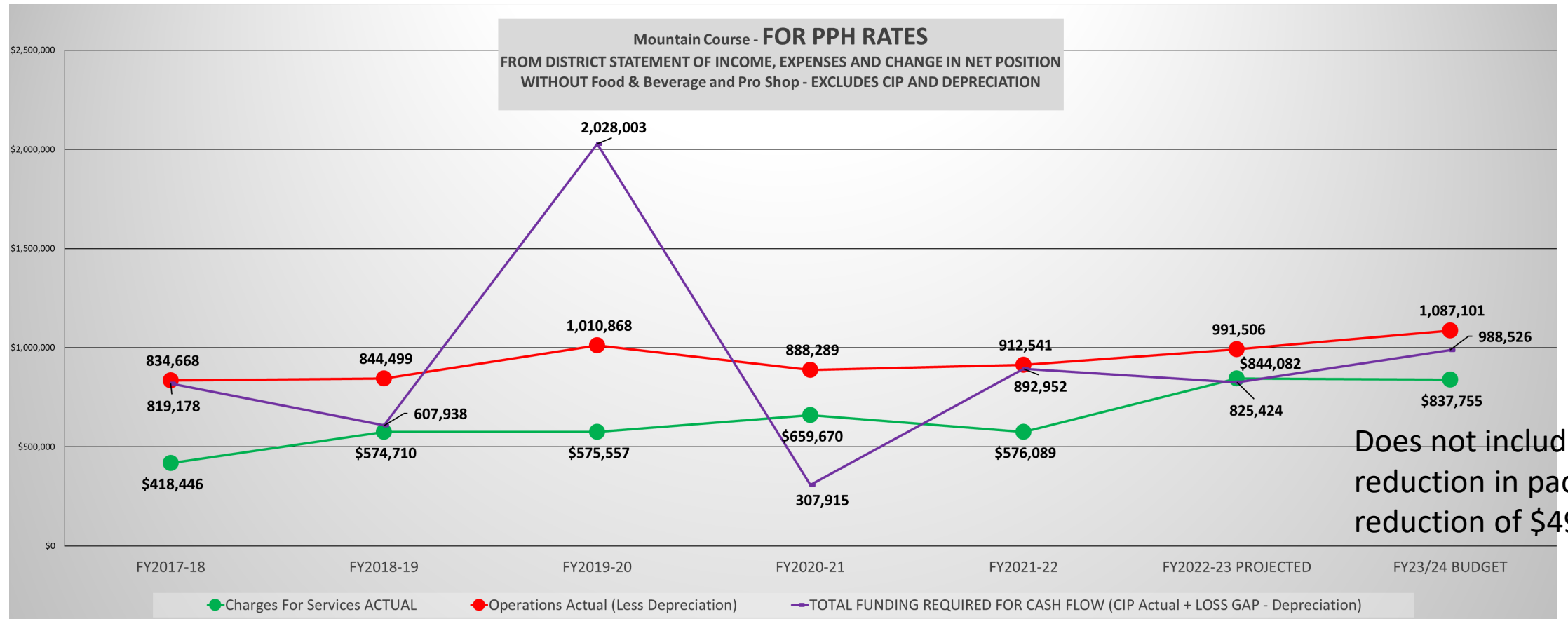
- a. Reduce Operational Expense budget to be more accurate
 - i. Adjust service levels – grid on page 19 of the packet
 - ii. Staffing adjustments due to labor shortage
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- b. Increase Revenue
 - i. Decrease tee time intervals – **Increases embedded in the revenue projections**
 - ii. Increase Non-PPH rates to competitive market rate - **Market analysis supports an 12% increase**
 - iii. Evaluate options for PPH rate increases/play mix adjustments – **8% recommended along with elimination of adult All You Can Play Passes**

Mountain Golf – Net Income (exclude Recreation Fee)



Mountain Course



Next Steps – Post Board Rate Decisions

- a. Closely Monitor Results
 - i. Food and Beverage
 - ii. Golf Utilization
 - iii. Play Mix
 - iv. Financial Reports

- b. Collaborate and Define Golf Club and Non-Profit Policies
 - i. How many clubs are reasonable?
 - ii. What are the requirements of a club?
 - iii. How many events?
 - iv. Black-out dates/times?
 - v. Bulk pre-bookings? What percent of tee times utilization?
 - vi. Amount of staff support efforts needed?
 - vii. Etc.