



# FAIRFAX COUNTY PARK AUTHORITY



## M E M O R A N D U M

**TO:** Chairman and Members  
Park Authority Board

**VIA:** Kirk W. Kincannon, Director

**FROM:** Peter Furey, Manager  
Golf Enterprises

**DATE:** May 19, 2016

### *Agenda*

**Park Services and Golf Committee  
Wednesday, May 25, 2016 – 5:45 p.m.**

**Boardroom – Herrity Building**

**Chairman: Michael Thompson, Jr.**

**Vice Chair: Edward R. Batten, Sr.**

**Members: Linwood Gorham; Grace Han Wolf; Walter Alcorn**

1. Nation Golf Foundation Update – Information\*

\*Enclosures



If accommodations and/or alternative formats are needed, please call (703) 324-8563. TTY (703) 803-3354

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Board Agenda Item  
June 8, 2016

**INFORMATION (with presentation)**

National Golf Foundation Consulting Report Status

Golf Enterprises staff will provide an update of progress made towards recommendations identified in the **Fairfax County Park Authority Golf System Financial and Operational Analysis** completed in 2012 by the National Golf Foundation Consulting (NGF Consulting). In February 2012 NGF Consulting presented to the Park Authority Board the results of their comprehensive examination of the Park Authority's golf operations. In their presentation and in the final report, NGF Consulting provided analysis of existing conditions and operations, as well as, "best of industry" recommendations to maximize the long-term success and profitability of the agency's golf portfolio. Staff will report on progress-to-date as well as plans for the future in the major areas of recommendation. The Park Authority Board was last updated in March of 2014.

ENCLOSED DOCUMENTS:

None

STAFF:

Kirk W. Kincannon, Director  
Sara Baldwin, Deputy Director/COO  
Aimee L. Vosper, Deputy Director/CBD  
Peter Furey, Branch Manager, Golf Enterprises

# NGF Study Update

2016



Golf Enterprises Update - National Golf Foundation  
2012 Financial & Operational Analysis



Park Services & Golf Committee  
May 25, 2016



# Background

- ▶ The National Golf Foundation Consulting (NGF) was retained by the Park Authority to assist in evaluating the operational and economic performance of the Park Authority's seven golf facilities
- ▶ This was an identified initiative from the agency's *Financial Sustainability Plan* and the study was completed in 2012
- ▶ Tonight staff will report out on progress since the 2014 update

# General Impressions from NGF Team

- Seven unique golf facilities
- Widely diverse geographically
- Important part of the overall Park system
- Golf courses traditionally self-supporting
- Some of the facilities will require investment in facilities to remain competitive and allow for growth
- Golf courses need to be better promoted

# NGF Identified Initiatives for Improvement

- Action on following key issues will result in greatest relief of economic stress to the system:
  - Reduce high labor cost
  - Improve and reinvest in appropriate support amenities
  - Replace POS and Information technology system
  - Expand marketing
  - The debt service will continue to be a burden
- Working to change basic philosophy from providing a public accommodation to running a business in a competitive market environment

## Update on Initiatives

### Reduce high labor costs

- Reduce staff at several of the individual facilities
  - *Vacancy rate has increased from 15% in 2012 to 22% in 2014, Vacancy rate is currently 29.7%*
- Reinvestment in facilities
- Improve technology Point Of Sale
  - Industry leader *EZLinks* POS & Golf Management System
    - Initiated February 2016 in time for 2016 season
    - Fully integrated POS/Tee Time & Customer Marketing Capabilities
    - Robust reporting and customer segmentation
- *Add a golf-specific marketing specialist*
  - *Roberta Korzen began October 2015*



# Golf Marketing Update

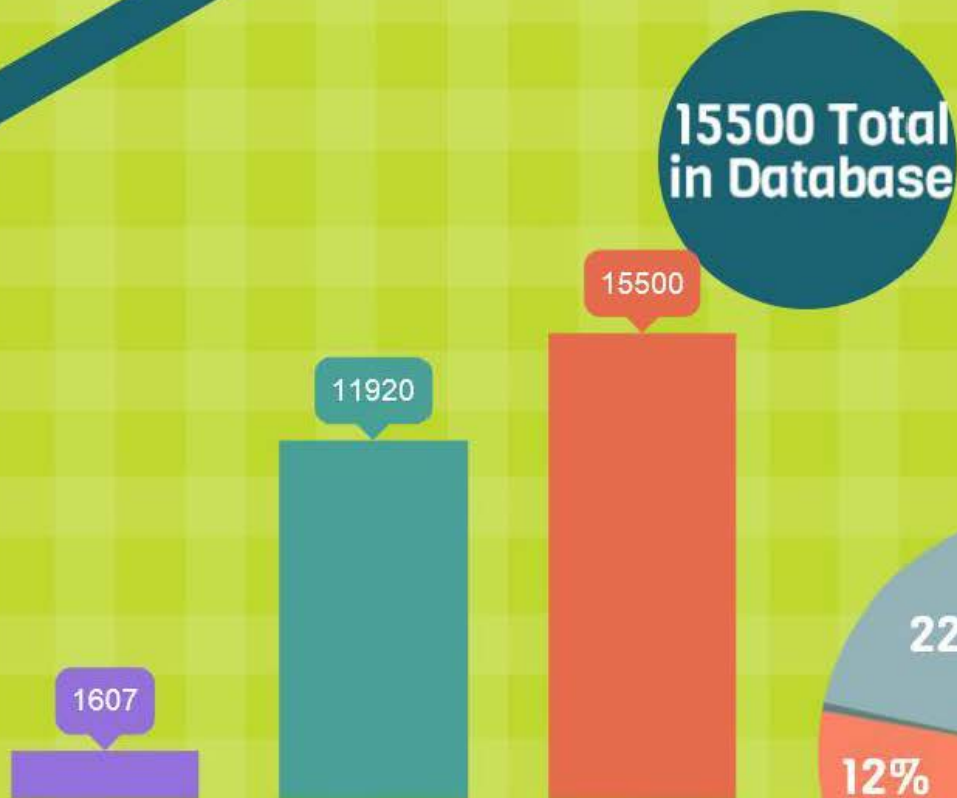
MAY

25

2016

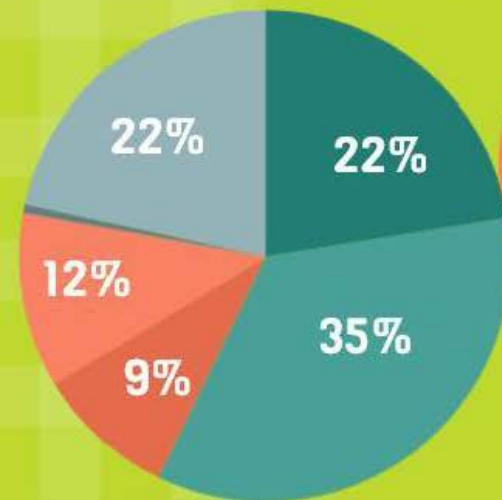
- ★ Hire Golf Marketing Specialist
- ★ Establish & Grow Customer Database
- ★ Develop Email Marketing
  - ★ Expand Community Outreach
- ★ Increase Event Marketing
- ★ Expand Golf Advertising
- ★ Future/On-Going Activities

# GOLF MARKETING DATABASE CREATED



Golf Database Growth

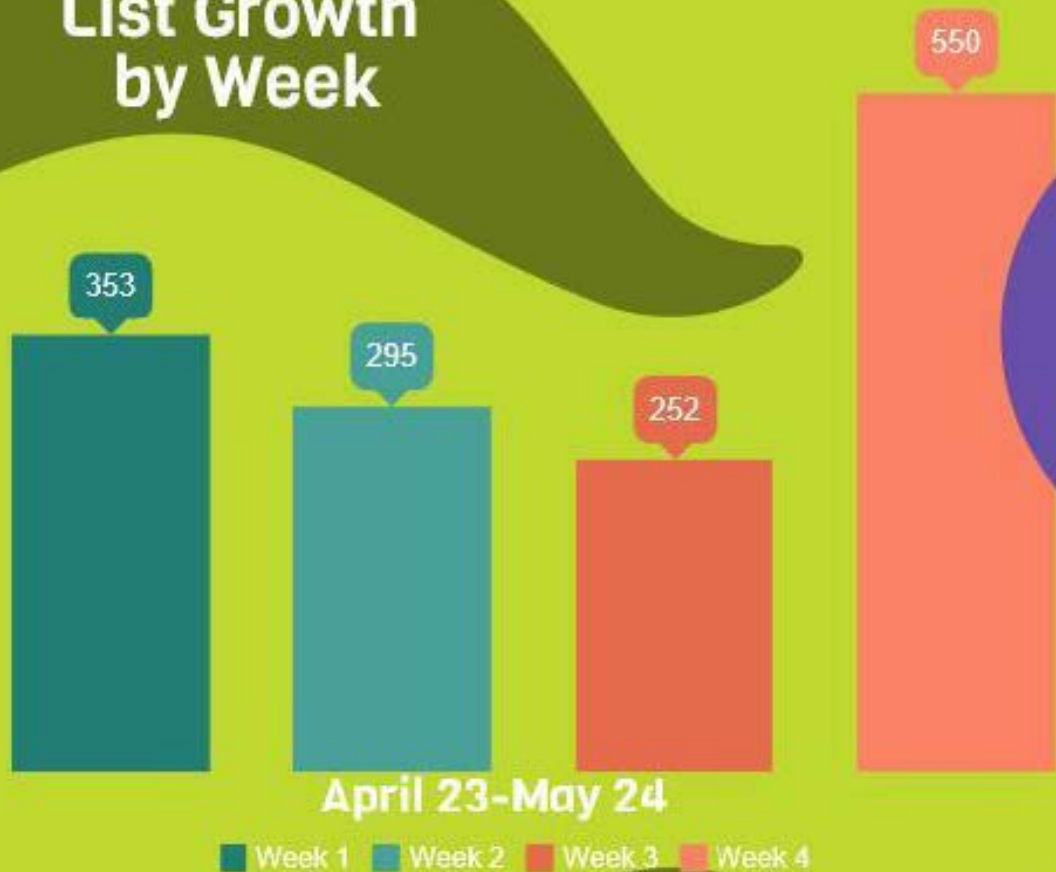
January March April/May



10320 Unique Contacts Imported

Course lists (22%) Past Subscribers (35%) Enewsletter Golf select (9%)  
Golf Camp & Class attendess (12%) Laurel Hill Members (1%) Misc (22%)

## 30 Day List Growth by Week



April 23-May 24

Week 1 Week 2 Week 3 Week 4

434  
NEW  
emails  
monthly

List rentals, print & web ads, surveys, exhibiting, partners, contests etc.

Database  
Growth  
Plan in  
Progress

Promos,  
programs,  
events,  
news &  
more



# FCPA Golf

Classic, Affordable Golf for All



## 26th Annual Combo Classic Tournament

Join us for this unique tournament pairing golfers with a disability and those without, June 10 & June 11 at 11 a.m. at

Twin Lakes Golf Course. Play one or both days. For more info call 703-631-

9099, ext. 203 or email

[aj.kaman@fairfaxcounty.gov](mailto:aj.kaman@fairfaxcounty.gov).

Registration deadline June 1



Email For More Info



## Nine and Dine at Jefferson

Check out the award-winning 9-hole executive golf course just off the Beltway in Falls Church. Afterward, hit the Park Grill for cold beverages and mouthwatering menu options like the fresh Angus beef burger on a brioche bun.

## Golf for All at Pinecrest

Get fit in the fresh air, practice good manners and have a blast—just a few reasons to get the family started in golf.



## Benefits

Enhanced Email Marketing Tools and Capabilities Reporting/Measuring

Engagement and recognition of brand

Segment to multiple audiences



## First Tee Life Skills Experience @ Laurel Hill

Young people discover how golf skills can help them flourish in life. Registration is now in progress for 11-week summer sessions. Ten summer sessions will be held

Tuesdays & Saturdays.



## Junior Golf Program Ages 8-17

ONLY \$20 a year

Includes free access to clinics, mixed-gender tournaments at 7 FCPA courses, discounts on range balls, free loaner clubs, reduced entry fees for juniors



## Par-Tee Time!

Enjoy group rates on Food & Golf and Mini Golf parties for outdoor fun. Laurel Hill and Twin Lakes Clubhouses offer affordable and elegant options for weddings, showers, birthdays and more!

**APRIL/MAY  
EMAIL  
CAMPAIGN  
RESULTS**

**Monthly Enewsletters  
Scheduled**

**Course & Subject  
Specific Plan**

**Sent to  
20785  
people**

**3%  
Click Thru  
Rate**

**38% (7859)  
Open  
Rate\***

**> 1% opt out\***

*Sports Industry Average OPEN = 25%  
CTR= 3*



# Sample Ads & Signage

Fairfax County Park Authority  
**Golf**  
 Club, 18-hole course by Robert Trent Jones II  
[www.fairfaxcounty.gov/parks/golf](http://www.fairfaxcounty.gov/parks/golf)

Whether you are a beginner or a seasoned golfer, we have something for you. Join our friendly and knowledgeable staff for a day on the green. We'll provide you with the tools and techniques you need to improve your game. Our experienced instructors will help you with everything from basic swing mechanics to advanced strategy. You'll also enjoy the beautiful views of our 18-hole course and the clubhouse's delicious food and drinks.

Workshops:  
 • Intro Golf  
 • Beginner  
 • Intermediate  
 • Advanced  
 • Ladies Only  
 • Clubhouse  
 • Social  
 • More!

## Spring Savings Spectacular

### Frequent Player Pass Sale

**Greatest Savings of the Year!**

- 10% off 5 Rounds
- 20% off 10 Rounds
- 25% off 15 Rounds

**Sale runs through May 10, 2016**

Discounts apply to regular prime/tee-green passes available at Burke Lake, Greenbush, Jefferson, Oak Man, Pinecrest and Twin Lakes golf courses.

Passes must be purchased at Golf Course Pro Shops.

Buy 15 rounds and get the 15th free when you purchase a prime or better tee-time pass.

Enter to win 5 Rounds FREE at [www.fairfaxcounty.gov/parks/golf](http://www.fairfaxcounty.gov/parks/golf)

Join the Fairfax County Park Authority

## Golf E-News Club and Save

News and Promos for:

- 8 Courses
- 4 Ranges
- FootGolf and more!

**For more info and to win 5 rounds free click here!**

703-324-8563 • TTY/Vo. Relay 711

## Military Mondays

**DISCOUNTED GOLF RATES FOR ACTIVE DUTY AND VETERANS!**

### Ladies Only Tournament

June 14, 9am (Shotgun Start)

*Cypendate Golf Women*  
 6700 Telegraph Road, Alexandria VA

- Two-person teams (18+)
- Front 9 is Captains Choice
- Back 9 is Better Ball
- Prizes for special competition winners
- Cost includes greens fee, power cart, breakfast, lunch & prizes
- Register by June 6

**Register at 703-971-6170** 703-324-8563, TTY/Vo. Relay 711



## Summer GOLF CAMP & CLASSES 2016

**KIDS & ADULTS ALL SKILL LEVELS**

Let Us Plan the Perfect Event

Weddings, birthdays, baby showers, Quinceañeras, office parties, conferences and more!



## FootGolf

Saturdays & Sundays, 1:30-6pm  
 Call 703-941-1061 to Play!

[www.fairfaxcounty.gov/parks/golf/pinecrestgolfcourse.com](http://www.fairfaxcounty.gov/parks/golf/pinecrestgolfcourse.com)



*Event*  
**COMMUNITY  
OUTREACH**

**FCPA Camp Fair  
Dulles Camp Fair  
Springfest  
Healthy Strides Run/Walk**

.....  
**Celebrate Fairfax  
Fall for Fairfax  
4H Fair & Carnival**

**Washington  
Golf Show**

- ▶ 3 Days - 15k in attendance  
Engaged 1000s  
E-news sign up =400 emails  
Optishot Simulator  
Prize Coupons
- ▶ Newly Designed Display  
Audience Specific Signage  
Literature on courses  
Branded giveaways



# Wedding/Event Marketing



Couples love us!  
*the knot*

**#1 Wedding Website**



**6 in 10 couples use  
wedding sites  
via mobile**

## Storefront Stats



**992**  
Views/  
Visits



**350**

**Clicked,  
Contacted  
or  
Saved**



**50** Leads  
Generated



**6**

**Events  
Booked**

*Add'l. Print/Web Ads Planned*

# Wedding & Event Marketing



**DC Area Expo  
2000+  
Attended**

**Engaged  
with 100s of  
brides &  
company**

**Color  
Brochures  
Created**

**Banners &  
Signage  
Created**

**Email and  
Postcard  
Follow up to  
2000+**

**Program &  
Website Ads**

**Branded  
Giveaways  
Created**



# Site / Capital Upgrades Recommended

- Expand the Oaks Room @ Twin Lakes clubhouse (2014)
  - Revenue increased by 74% (\$87K) FY12-FY15
- Upgrade A/V capabilities and add wireless at Laurel Hill and Twin Lakes, WiFi added at all courses
- Improve drainage / turf conditions at Greendale
- Upgrade / expand driving range at Burke Lake (2016)
- Improve driving range landing area at Oak Marr (2017)
- Upgrade / replace maintenance equipment at all facilities where needed (new items plus catch-up on deferred replacement)
- Add event pavilion at Greendale and Jefferson

# Golf Performance Measures FY13 – FY15

<b>Total for All Golf Courses</b>			
<b>Visitation</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
Golf Rounds	276,759	268,151	260,467
Class Attendance	4,276	2,958	4,664
Event Attendance	9,626	10,826	16,275
<b>Operations</b>			
Range Tokens Sold	292,749	284,360	264,753
Operating Days	2,470	2,177	2,258
Operating Hours	29,545.5	26,578.5	27,612.7
Full Time Staff Hours	124,665.3	124,750.4	118,607.0
Seasonal Staff Hours	128,151.8	125,192.8	125,173.6
# of Volunteer Hours	51,619.7	48,812.8	53,310.9
<b>Financial Data-Revenue</b>			
Total	\$ 10,145,249	\$ 10,007,358	\$ 9,835,541
<b>Financial Data-Expenses</b>			
Char. 20	\$ 5,625,000	\$ 5,747,565	\$ 5,682,129
Char. 30	\$ 3,024,557	\$ 2,779,764	\$ 2,952,458
Char. 60	\$ 64,596	\$ 144,796	\$ 78,318
Total	\$ 8,714,153	\$ 8,672,125	\$ 8,712,905
<b>Productivity</b>			
Rounds per Day	112.05	123.17	115.35
Rounds per Hour	9.37	10.09	9.43
Rounds per Staff Hour	1.09	1.07	1.07
Revenue per Round	\$36.66	\$37.32	\$37.76
Cost per Round	\$31.49	\$32.34	\$33.45
Ch. 20 Cost as a % of Rev.	55.44%	57.43%	57.77%
Cost Recovery	116.42%	115.40%	112.88%
Profit/Loss	\$ 1,431,096	\$ 1,335,232	\$ 1,122,636
<b>Debt Service</b>			
Twin Lakes/Oak Marr	\$ 1,063,898	\$ 180,206	\$ 809,774
Laurel Hill	\$ 453,169	\$ 743,134	\$ 770,349
Total Debt Service	\$ 1,517,067	\$ 923,340	\$ 1,580,123

# Questions/Discussion