



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, Executive Director

FROM: Todd Johnson, Manager
Golf Enterprises

DATE: July 21, 2017

Agenda

Park Services and Golf Committee

Wednesday, July 26, 2017 – 5 p.m.

Boardroom – Herrity Building

Chairman: Michael Thompson

Vice Chair: Walter Alcorn

Members: Linwood Gorham, Ronald Kendall, Cynthia Jacobs Carter

1. National Golf Foundation Study Update – Information (with presentation)*

*Enclosures



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

Board Agenda Item
July 26, 2017

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 May of 2016.

ENCLOSED DOCUMENTS:

None

STAFF:

Kirk W. Kincannon, Executive Director
Sara Baldwin, Deputy Director/COO
Aimee L. Vosper, Deputy Director/CBD
Todd Johnson, Manager, Golf Enterprises

NGF Study Update

2017



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



Park Services & Golf Committee
July 26, 2017



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 the report

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 costs
 - 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

Reduce High Labor Costs- UPDATE

Reduce high labor costs

- Reduce staff at several of the individual facilities
 - *Vacancy rate has increased from 15% in 2012 to 22% in 2014 to 29% in 2016.*
 - Vacancy rate has remained at 29% in 2017
 - Will continue to review staffing options moving forward

Facility Reinvestment- UPDATE

- Expand the Oaks Room @ Twin Lakes clubhouse (completed)
- Upgrade A/V capabilities and add wireless at Laurel Hill and Twin Lakes, WiFi added at all courses(completed)

- Upgrade / expand driving range at Burke Lake (ongoing)
- Upgrade Twin Lakes- Lakes Course bunkers(ongoing)
- Upgrade Pinecrest Clubhouse Golf Instruction facilities(ongoing)

- Improve drainage / turf conditions at Greendale(planned)
- Improve driving range landing area at Oak Marr (planned)

- Add event pavilion at Greendale and Jefferson(planned)
- Upgrade / replace maintenance equipment at all facilities(ongoing)

Improve Technology/Replace POS- UPDATE

- 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

Expand Marketing- UPDATE

Golf Marketing Specialist position created 2015

-Roberta Korzen started in October 2015

Golf Marketing Highlights

Golf Marketing Update

July

26

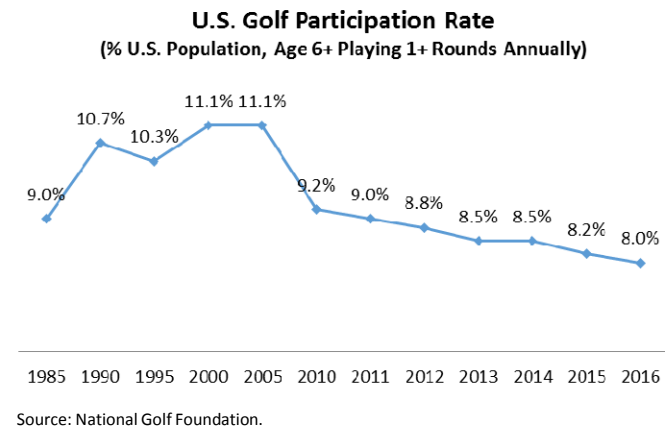
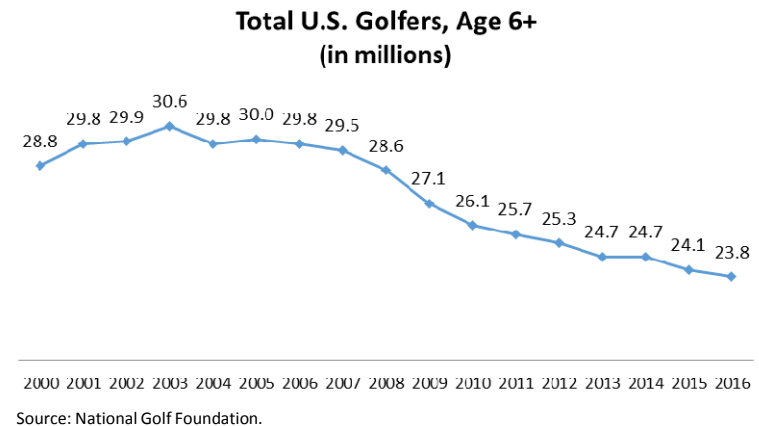
2017

- ★ Procure and Retain Golf Local Golf Market Share
- ★ Maintain Customer Database EMarketing & Introduce Golf Specific Social Media
- ★ Spring Pass Sale Campaign
- ★ Burke Lake Range
- ★ Expand Event Rental Advertising
- ★ Other FY18/19 NGF Recommendations

Golf's negative indicators

▶ Size of the U.S. golf market continues to shrink, both in terms of total # of golfers...

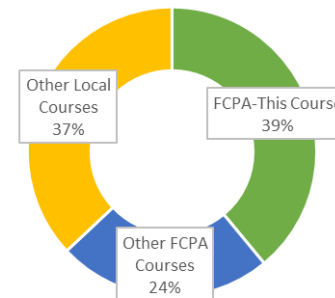
▪... and the % of the overall population that plays golf (participation rate)



Job #1 – capture Market share

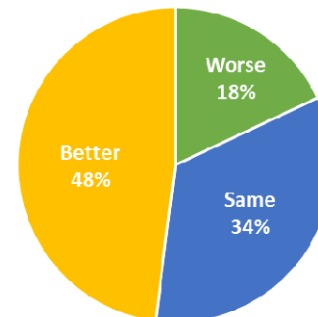
- ▶ Given golf's current market dynamics, #1 marketing strategy is to grab market share.
 - FCPA golfers played better than 6 in 10 of their 2016 rounds at FCPA
- ▶ And golfer perception of FCPA competitive value is strong

FCPA Golfer Market Share



Source: 2017 FCPA Golfer Survey.

FCPA Golf Course Competitive Value Rating

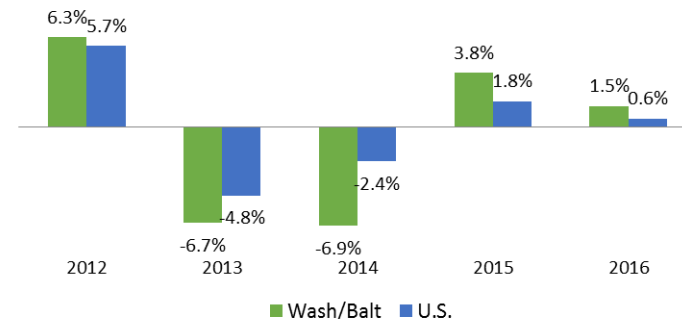


Source: 2017 FCPA Golfer Survey.

Golf's positive indicators

- ▶ Rounds play is up – nationally & locally.

**% Change in Rounds Play Compared to Prior Year
(Washington/Baltimore Market vs U.S.)**



Source: Golf Datatech National Golf Rounds Played Report.

- ▶ Good bones... the DC golf market is the 7th healthiest of the top 25 local golf markets in the U.S.

DC CBSA Golf Metrics vs. U.S.

+93% Golfers/18HEQ

+4% Avg. Course Utilization

+37% Rev./Available Round

Source: The Pellucid Perspective, 3/15.

Maintain Customer Database and EMarketing & Introduce Golf Specific Social Media

40,684
Total Emails

28,825
Unique

Opt Out rate
<1%

10%
Click Thru
Rate

35%
Open
Rate*

Food Service, Sports and Entertainment Industry Averages

Opt-Out - < 1%

Click Thru - 3.6%

Open Rate - 20.7%

@GolfFairfax

505
Followers

350,000
Impressions



871 of
Tweets Sent



196,535 Reached



2379 Clicks/Action

2017 Spring Pass Sale - Updated Plan



Northern VA Magazine
Recreation to 22K Enews
Subscribers

Patch.com Electronic Ads
200K Impressions Yearly



6339 Impressions

7K Facebook Impressions



Washington Post Reached
380K WD & 580K Sun.



NGF - 6K Local Golfers

FFX Adult-35K
Social sport users

On-going Eblasts sent to
Golf Database



Comcast Spots
2315 Impressions
24K Online Impressions



FY17 Revenue \$447,000

+166%

Burke Lake Golf Range



Comcast
Commercial
550 Spots

Northern VA
Magazine
Recreation
Enewsletter to
22k Golfers

NGF Email
Blast to 6k

FFX Social
Email blast to
35k

PGA Range
Magazine
43K Golf
Industry
110,000 Web
Visitors

Eblasts for
rental, class
and opening
campaigns

16k Facebook
Impressions

35k Twitter
Impressions

ParkTakes
to 180k
Quarterly
Golf Specific
Ads/Articles

Patch.com
Electronic Ads
5 Geo Targeted
Regions

Channel 16
Parks Plus

Visit Fairfax
Stakeholders
Enews

South Chamber
Enews

Media
Articles

Printed Media

50,000 Postcards Mailed to 20 Mile Radius and Golfers

10x10 Signage Created for Golf Show and South Run

Bus Signs Circulated on Fairfax Connector Busses

On Site Signage

On Going Media Coverage

Wedding/Event Marketing



Events Booked

**108 Non Golf
69 Golf**

NOVA Brides and Weddings - 60,000



**2 Full page
print ads**

**Leads Sent
Monthly**

**2 Web
Listings**

**Social
Media/Blog**

Comcast Spot



**Spring & Fall spots
scheduled**

**1500+
Impressions**

**El Tiempo Latino
100,000 Bilingual
readers**

NOVA Magazine Bridal Guide
Visit Fairfax
VA is for Lovers
Weddingvibe.com
Weddingwire.com
theknot.com
uniquevenues.com
chooseyourevent.com
eventective.com
www.twitter.com/golffairfax
www.facebook.com



**Brochures
and Rack
Cards
Created**

Expand Junior Programming

First Tee Classes Filled & Expanded

New Junior Brochure Created

Burke Lake Golf Academy Launched

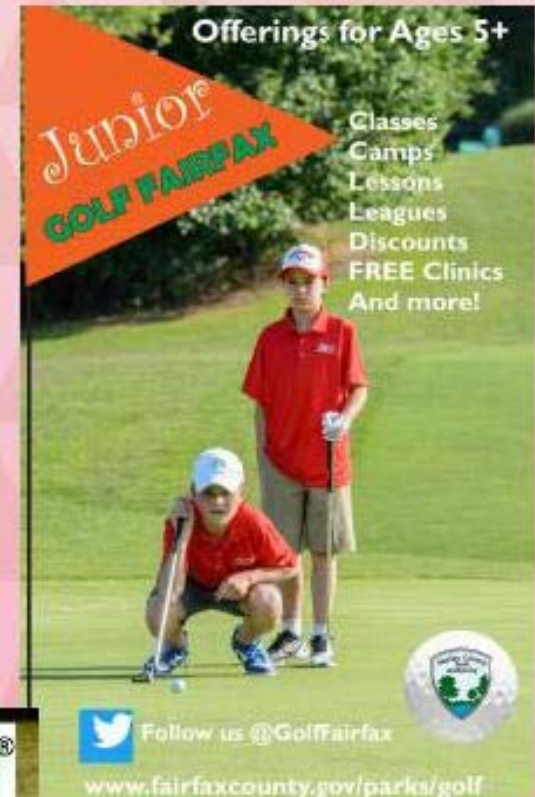
Junior League Expanded

SNAG Class Offerings Expanded

Camp Offerings Expanded

Clinics Filled

Family Golf Month



NGF Best Practice



Update Golf Web Pages



Develop Golf Brand & Improve Signage



Focus on Player Development & On-boarding Program



Target Marketing to Millennials/women



Focus on Customer Service and Feedback

FY18/19 Marketing

Serve on Web Reconstruction team- Golf Lead

Marketing Courses system-wide, Serve on Branding Audit Team

Continued promotion of - Leagues, in-house tournaments, social events and clinics, classes/camps

Develop social and family range nights and marketing materials

Annual & quarterly customer satisfaction surveys

Improved Advertising Quality

NOVA Magazine - Electronic advertising

ESPN Radio - Air time

Comcast Cable Spots

Washingtonian Golf Edition

NOVA Brides and Weddings Partnership

Fairfax Adult Social Sports Partnership

Internal Parktakes & Internal Distribution

Continued Community Outreach

Continued Media Outreach

PGA Range Magazine

VSGA Golfer Database

Next Door Blog

Questions/Discussion