



FAIRFAX COUNTY PARK AUTHORITY



M E M O R A N D U M

TO: Chairman and Members
Park Authority Board

VIA: Jai Cole, Executive Director

FROM: Jesse Coffman, Division Director
Golf Enterprises

DATE: October 7, 2021

Agenda

**Resource Management Committee
(Committee of the Whole)
Wednesday, October 13, 2021 – 6:30 pm
Boardroom – Herrity Building
Chairman: Michael Thompson, Jr.
Vice Chair: Linwood Gorham**

1. Update on the Golf Industry and Golf Financial Performance – Information (with presentation)



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

Board Agenda Item
October 13, 2021

INFORMATION (with presentation)

Update on the Golf Industry and Golf Financial Performance

Golf Enterprises staff will provide an overview of the state of the golf industry and trends related to the Park Authority's golf operations. An overview of the past five years Golf Enterprise's financial performance, marketing performance and investments in golf infrastructure made by the Park Authority will be provided.

The Park Authority Board was last updated by staff on the progress-to-date on the recommendations from National Golf Foundation (NGF Consulting) in July 2020.

ENCLOSED DOCUMENTS:

None

STAFF:

Jai Cole, Executive Director

Sara Baldwin, Deputy Director/COO

Aimee L. Vosper, Deputy Director/CBD

Jesse Coffman, Director of Golf Operations, Golf Enterprises

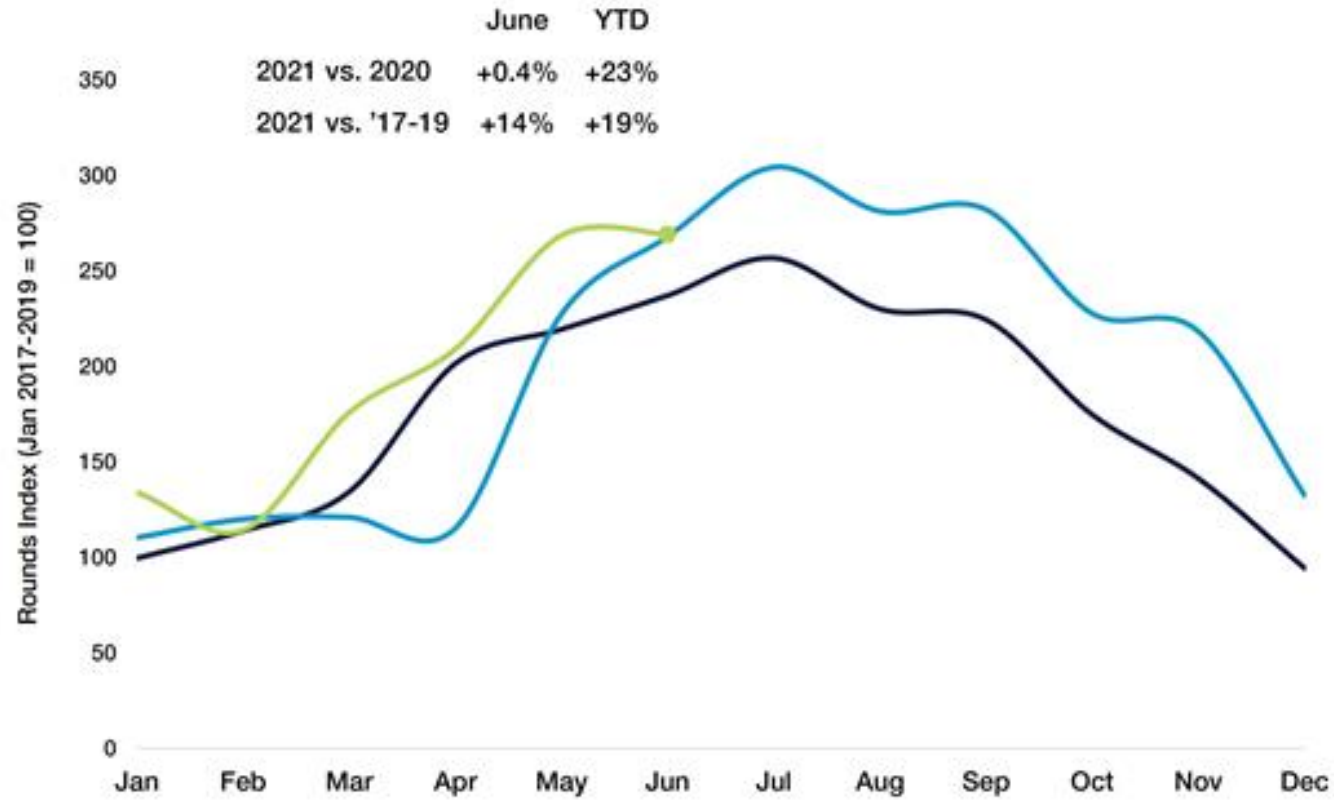


Golf Enterprises Update

Park Authority Board
October 13, 2021

U.S. Rounds Played (Index: JAN '17-'19 = 100)

— 2017-2019 (Avg) — 2020 — 2021 (thru June)



Source: Golf Datatech (National Golf Foundation data support and analysis)

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GOLF MARKETING BY THE NUMBERS*

EMAIL MARKETING



EMAIL
SUBSCRIBERS

40,000



OF EMAILS
SENT

190,052



of Emails
OPENED

80,814



OPEN
RATE**

44%



CLICK THRU
RATE**

4%



OPT OUT
RATE

>1%

SOCIAL MEDIA



@GolfFairfax
Twitter Followers

913



PAID SOCIAL
MEDIA AD REACH

128,000
CLICKS



**Data based on
June-October 2021*

***Industry Average rate is
22.1% - Opens
2.69% - Clicks*



Reach New Audiences

Women & Golf

Junior Golf

Golf Outreach Fund

Plan Events

Partnerships

Spring Events

Wedding/Range Rentals

Community Events



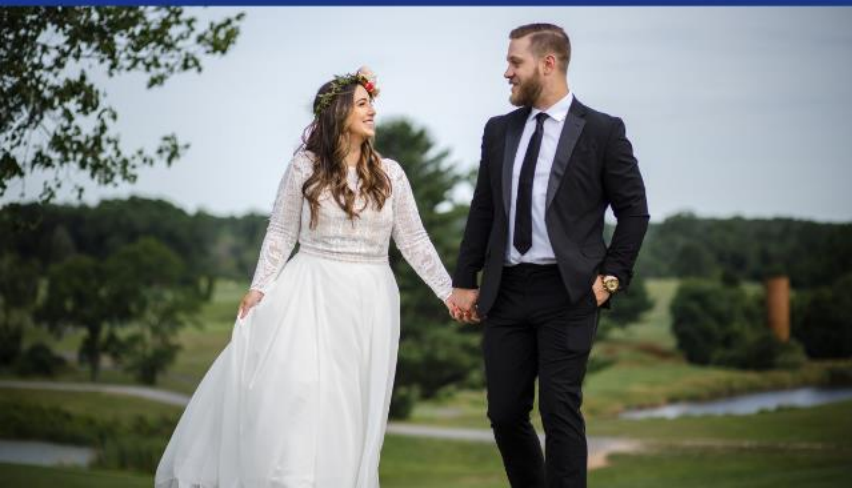
Promote Lines of Business

Food/Beverage

Rounds

Ranges

Instruction



GOLF MARKETING INITIATIVES FY21



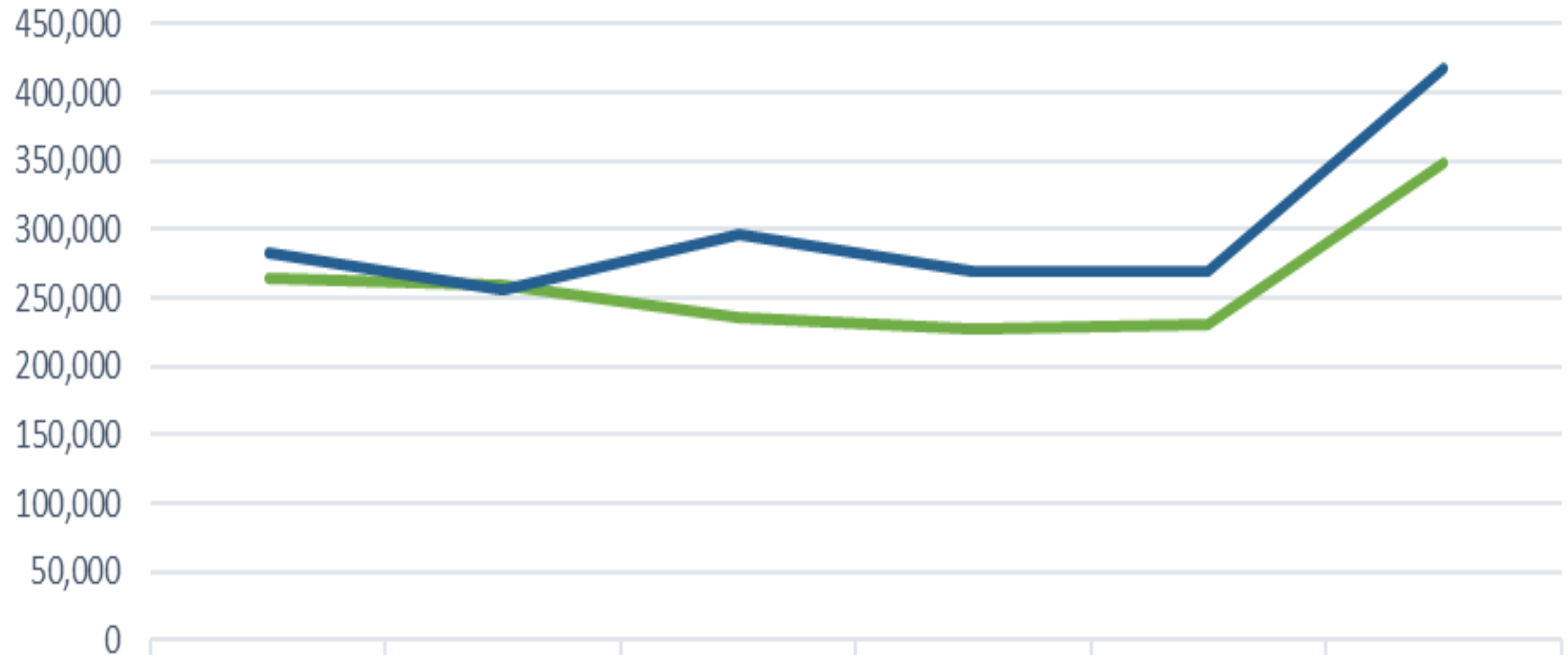
Overall Financial Update

A photograph of a green plastic golf ball cage tipped over on a grassy field. The cage is tilted to the right, and several golf balls are scattered on the grass in front of it. Some balls are white, and others are yellow. The text "Overall Financial Update" is overlaid in white on the left side of the image.

Golf Enterprises Financials

	2016	2017	2018	2019	2020	2021
Revenue	\$10,053,150	\$10,059,264	\$9,665,262	\$9,629,423	\$9,430,283	\$15,269,596
Salaries & Benefits	\$6,449,760	\$6,799,630	\$6,735,121	\$6,706,448	\$6,550,382	\$7,204,030
Operating Expenses	\$3,054,899	\$3,258,008	\$3,181,611	\$2,821,608	\$2,637,474	\$3,400,734
Net	\$548,491	\$1,626	-\$251,471	\$101,368	\$242,426	\$4,664,832
Cost Recovery	106%	100%	97%	101%	103%	144%

Rounds and Buckets Data



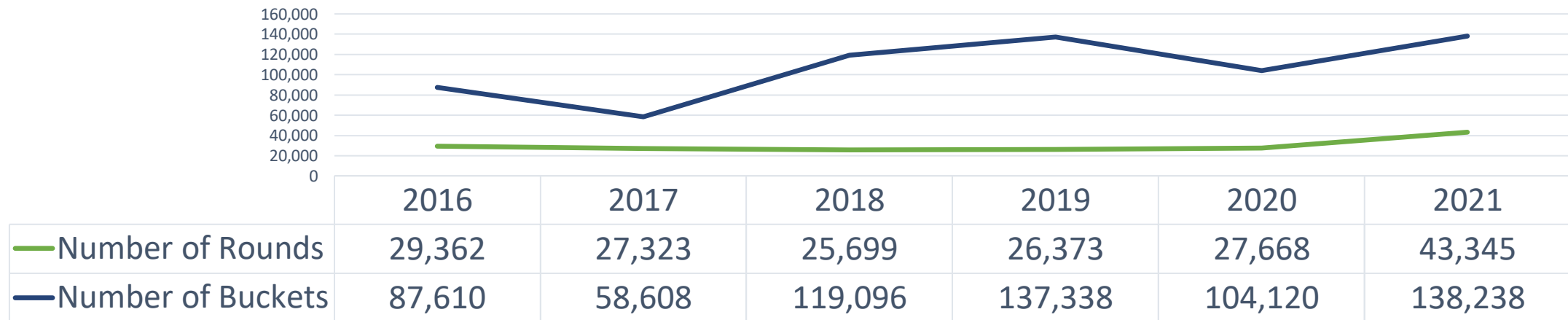
	2016	2017	2018	2019	2020	2021
Number of Rounds	264,383	259,094	235,287	226,602	231,054	347,965
Number of Buckets	283,763	256,664	295,808	269,936	270,206	418,458

Site by Site Updates

Burke Lake Financials

	2016	2017	2018	2019	2020	2021
Revenue	\$944,430	\$845,309	\$1,207,368	\$1,389,959	\$1,172,457	\$2,400,448
Salaries & Benefits	\$609,268	\$706,876	\$886,743	\$828,083	\$885,890	\$1,007,420
Operating Expenses	\$177,463	\$243,959	\$293,687	\$309,508	\$234,585	\$389,338
Net	\$157,700	(\$105,526)	\$26,937	\$252,368	\$51,982	\$1,003,690
Cost Recovery	120%	89%	102%	122%	105%	172%

Rounds and Buckets Data



Burke Lake Highlights and Projects

- Driving Range Revenue Exploded in FY21
- Instruction and Class Revenue Up Dramatically with Plans to Expand
- Construction Underway to Repair Leaks in the Concrete Range Structure
- Plans to Offer “SmartPlay” Services to Allow Customers to Order F&B from Their Phones
- Named in Top 50 Public Ranges in the U.S. by GRAA



Greendale Golf Course

	2016	2017	2018	2019	2020	2021
Revenue	\$1,328,997	\$1,335,025	\$1,236,080	\$1,083,096	\$1,166,985	\$1,693,498
Salaries & Benefits	\$684,192	\$611,533	\$654,419	\$719,731	\$745,607	\$775,982
Operating Expenses	\$368,522	\$374,726	\$369,209	\$285,637	\$315,434	\$371,033
Net	\$276,283	\$348,766	\$212,452	\$77,728	\$105,943	\$546,484
Cost Recovery	126%	135%	121%	108%	110%	148%

Greendale Highlights and Projects

- Net Revenue of Over \$500k
- Made Several Drainage Improvements Over the Past Winter
- Planning Some Clubhouse Renovations
- DWPEs stormwater project-2022



Jefferson District Golf Course

	2016	2017	2018	2019	2020	2021
Revenue	\$1,127,610	\$1,110,083	\$987,401	\$1,013,482	\$888,871	\$1,238,613
Salaries & Benefits	\$648,357	\$671,800	\$607,702	\$601,049	\$605,658	\$652,719
Operating Expenses	\$362,352	\$325,229	\$319,711	\$286,461	\$239,744	\$247,500
Net	\$116,902	\$113,054	\$59,988	\$125,972	\$43,470	\$338,394
Cost Recovery	112%	111%	106%	114%	105%	138%

Jefferson Highlights and Projects

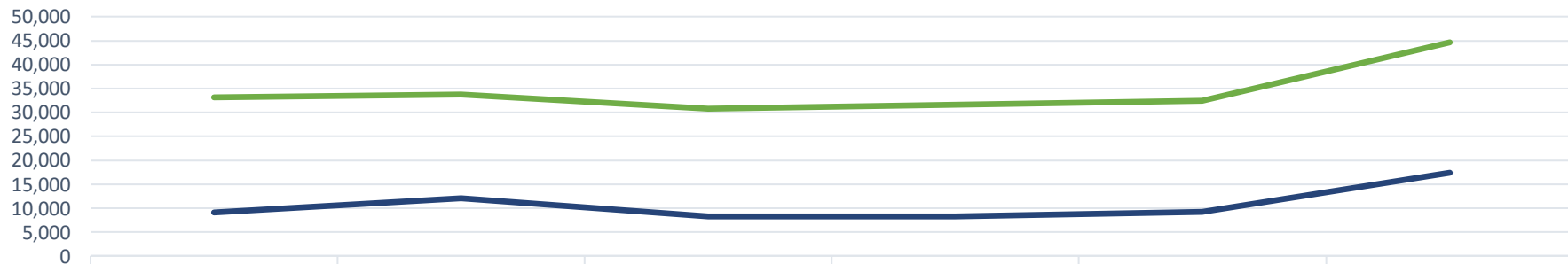
- Currently Undergoing a Complete Bunker Renovation
- Mini-Golf Had a Great Summer
- Planned Clubhouse Renovations-
Bathrooms and Retail Area



Laurel Hill Golf Club

	2016	2017	2018	2019	2020	2021
Revenue	\$1,994,917	\$2,185,408	\$2,156,671	\$2,182,814	\$2,066,050	\$2,672,772
Salaries & Benefits	\$1,294,624	\$1,372,638	\$1,311,806	\$1,303,648	\$1,179,486	\$1,270,880
Operating Expenses	\$697,124	\$863,234	\$808,366	\$737,475	\$699,307	\$879,108
Net	\$3,168	(\$50,465)	\$36,498	\$141,692	\$187,257	\$522,784
Cost Recovery	100%	98%	102%	107%	110%	124%

Rounds and Buckets Data



	2016	2017	2018	2019	2020	2021
Number of Rounds	33,118	33,792	30,848	31,588	32,431	44,692
Number of Buckets	9,060	12,086	8,314	8,259	9,274	17,359

Laurel Hill Highlights and Projects

- Currently Have a Waiting List for Memberships of Nearly 40 People
- Outings and Events are Coming Back Full Force
- Retail Sales Up
- Won 2021 FCPA Trailblazers “Site of the Year”

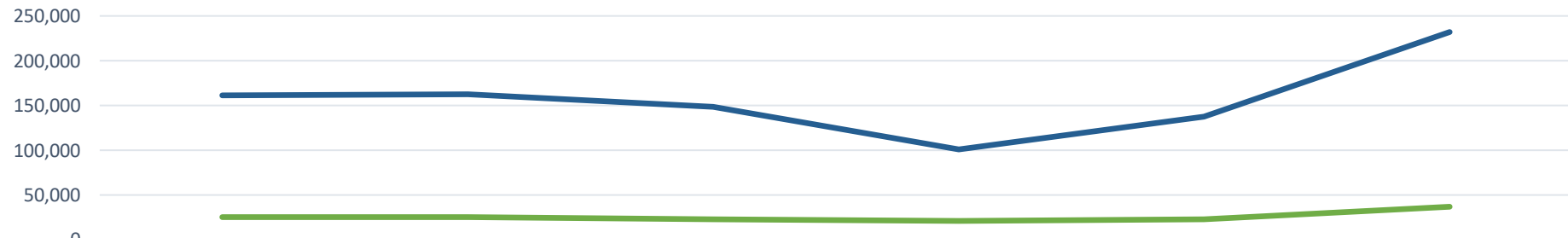


LAUREL
HILL 
GOLF CLUB

Oak Marr Golf Complex

	2016	2017	2018	2019	2020	2021
Revenue	\$1,095,128	\$1,083,478	\$1,030,814	\$857,218	\$1,016,318	\$2,189,041
Salaries & Benefits	\$546,749	\$637,208	\$665,388	\$672,037	\$642,555	\$759,943
Operating Expenses	\$235,004	\$246,308	\$249,069	\$217,373	\$200,161	\$302,033
Net	\$313,375	\$199,962	\$116,356	(\$32,193)	\$173,602	\$1,127,065
Cost Recovery	140%	123%	113%	96%	121%	206%

Rounds and Buckets Data



	2016	2017	2018	2019	2020	2021
— Number of Rounds	25,168	25,268	22,462	21,068	22,372	36,925
— Number of Buckets	161,456	162,583	148,198	100,795	137,717	232,494

Oak Marr Highlights and Projects

- Named in Top 50 Public Ranges in the U.S. by GRAA
- Had a Net Revenue of Over \$1.1M
- Addition of F&B is now complete



Pinecrest Golf Course

	2016	2017	2018	2019	2020	2021
Revenue	\$786,187	\$718,655	\$641,613	\$694,619	\$670,481	\$1,215,838
Salaries & Benefits	\$607,605	\$647,829	\$598,134	\$609,297	\$613,912	\$609,906
Operating Expenses	\$236,195	\$239,711	\$217,132	\$215,573	\$183,130	\$252,569
Net	(\$57,614)	(\$168,885)	(\$173,653)	(\$130,251)	(\$126,560)	\$353,362
Cost Recovery	93%	81%	79%	84%	84%	141%

Pinecrest Highlights and Projects

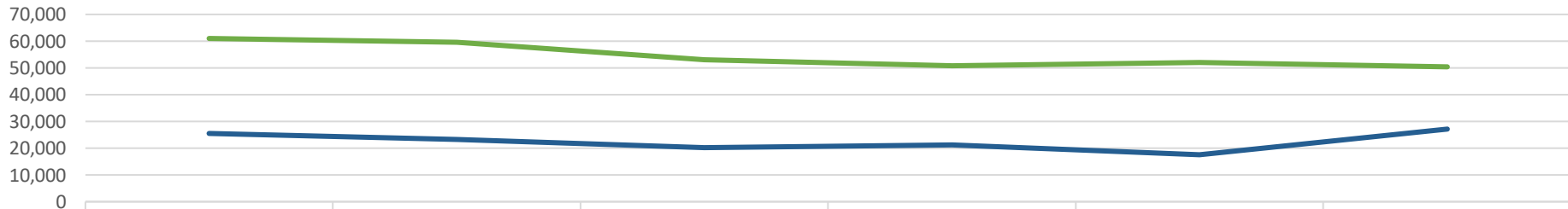
- Went from an Average Net Revenue Loss Over the Past 5 years of \$132K to a Net Revenue of \$353K
- Completed Several Tee Box Projects-All Done in House
- Demand for Instruction and Classes is Extremely High
- Clubhouse Renovation Plans-Vestibule, Restrooms, Furniture



Twin Lakes Golf Course

	2016	2017	2018	2019	2020	2021
Revenue	\$2,712,092	\$2,675,373	\$2,332,136	\$2,346,441	\$2,362,904	\$3,755,477
Salaries & Benefits	\$1,612,568	\$1,694,911	\$1,633,338	\$1,570,019	\$1,506,217	\$1,682,657
Operating Expenses	\$878,895	\$916,410	\$878,159	\$736,806	\$724,734	\$933,338
Net	\$220,629	\$64,052	(\$179,360)	\$39,616	\$131,954	\$1,139,481
Cost Recovery	109%	102%	93%	102%	106%	144%

Rounds and Buckets Data



	2016	2017	2018	2019	2020	2021
— Number of Rounds	60,873	59,580	53,066	50,701	52,030	50,363
— Number of Buckets	25,637	23,387	20,200	21,310	17,632	27,087

Twin Lakes Highlights and Projects

- Highest Net Revenue of All Golf Sites
- Multiple Course Projects and Improvements Over the Past Year
- Planned Proshop and Restroom Renovation
- Added an Event Planner Position to Increase Golf and Non-Golf Events



FUTURE INITIATIVES FOR GOLF ENTERPRISES

Continue marketing initiatives

Expand junior, women and new golfer program

Implement dynamic pricing

Consider alternative staff approaches

Golf Instruction Review

Golf Cart Contract

Laurel Hill Short Course

Pro Shop Review