



AGENDA
MAPLE VALLEY CITY COUNCIL
SPECIAL MEETING
JOINT MEETING WITH THE PARKS AND RECREATION
COMMISSION

Monday, June 25, 2018
5:30 p.m.

Tahoma School District Central Services Center
25720 Maple Valley-Black Diamond Road SE

1. CALL TO ORDER
2. SPECIAL ACTION ITEMS
 - (a) Lake Wilderness Golf Course Assessment Presentation
..... Parks and Recreation Director Dave Johnson
 - (b) Discussion of Assessment.Council and Commissioners
3. PUBLIC COMMENT

This is an opportunity for the public to address the Council on any subject, which is not of a quasi-judicial nature or scheduled for a public hearing. Speakers are asked to come to the lectern at the front of the room to have their comments recorded. Speakers should state clearly their names and addresses for the record. Please limit comments to three minutes per person.
4. ADJOURNMENT

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Date: June 25, 2018

To: Mayor Kelly and City Councilors
Parks & Recreation Commission

From: Dave Johnson, Parks & Recreation Director

Subject: Lake Wilderness Golf Course Assessment Presentation – **Columbia Hospitality**

Background & Discussion

The City purchased Lake Wilderness Golf Course (LWGC) in 2006, and in 2007 issued a Request for Proposal (RFP) to interested companies for the management, operation, and maintenance of the course and restaurant facility. Premier Golf Centers, LLC, was the successful contractor, and entered into a contract with the City to operate the course.

The Lake Wilderness Golf Course Task Force was assembled in 2010 to provide recommendations to improve the course and the golf experience.

In April 2016, after a building assessment of the clubhouse and cart paths was conducted by David A. Clarke Architects, the City put a park bond on the ballot that included funding for capital improvements to LWGC, specifically addressing deferred clubhouse building maintenance and paving of the gravel cart paths. The park bond failed.

In 2017, Council directed staff to hire a consultant to conduct an assessment of LWGC. Staff went through an RFP process and Columbia Hospitality was selected as the consultant. The scope of work includes a market analysis of the course and restaurant, assess current condition of the course, clubhouse, and food & beverage operations and make recommendations for improvement, assess current operating model, develop long range capital plan, and develop recommendations (including cost and return on investment) for new amenities to increase access to the course.

Columbia Hospitality has completed their scope of work and tonight is presenting their findings and recommendations for your consideration.

Attachments

1. Lake Wilderness Golf Course Assessment by Columbia Hospitality

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Lake Wilderness Golf Course Assessment

As presented to the City of Maple Valley

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I. Assessment Summary

After analysis of the current operation, the overall strength of the current market conditions and the long-term growth outlook in both job markets and population in the South King County, the following recommendations should be strongly considered as an opportunity to develop Lake Wilderness Golf Course (LWGC) property into a vibrant golf facility that provides recreational opportunities for the community at large, while achieving and maintaining profitability for the City of Maple Valley.

1. Maintain the current 18-hole golf course structure with recommended improvements
2. Remove current clubhouse
3. Build new clubhouse on or near the current putting green
4. Install indoor, multi-sport/golf simulators inside restaurant/bar
5. Design and build an 18-hole miniature golf facility on existing clubhouse site
6. Create a unique outside event/wedding/celebration venue
7. Improve water source and course conditions
8. Increase maintenance budget
9. Implement capital reserve and reinvestment plan

The recommendations within this report have been made on the following assumptions;

1. The City of Maple Valley has a vested interest in long-term investment into the property.
2. The recommendations made must provide a positive return on investment.

The scope and size of the clubhouse recommended is smaller than the existing clubhouse (6,500 sq. ft.) with a separate outdoor pavilion to accommodate groups up to 180 guests. The addition of technology to the restaurant/bar area in the form of the multi-sport/golf simulators will provide the ability for golfers to practice and warm up prior to their round and attract non-golfers to LWGC. The simulators would also provide a year-round venue for club fitting and instruction. The restaurant/bar would accommodate 30 guests, with the outdoor patio seating an additional 30 guests. Inside the restaurant, four (4) multi-sport/golf simulators would be situated around the exterior of the bar area. *Revenue projections are attached within the report.*

The current 18-hole configuration is the optimal use of the property. The recommendation is to not develop an outdoor driving range or make significant investment in altering the 18-hole configuration. The expense of significantly changing the layout to accommodate a driving range or par 3 course may never provide a return on investment. Reversing holes 10 and 14 will provide safer use of the land between the first fairway and the approach on 14, accommodating the develop of a short game practice and instructional area. This will allow for adequate space for an outdoor pavilion and event area.

New revenue associated with miniature golf, multi-sport/golf indoor simulators, a new restaurant/bar, and group sales opportunities will provide LWGC the income needed to pay for improvements to the property and for the creation of a capital reserve fund. The fund will allow for capital replacements into the future, as assets depreciate.

II. Review the Recommendations of the LWGC 2010 Task Force

The recommendations by the Task Force put into effect beginning January 2011 were justified. LWGC, like many operations following the economic downturn, developed new strategies to limit hours and expenses. In review, the Task Force's recommendations were necessary to protect the property financially.

	Recommendations	Status
1	FACILITY	
	City should maintain ownership of the property Continue to operate as a golf course if immediate and long-range funding can be established	Done; Operates as an Enterprise Fund
2	FUNDING	
	Do not impose a Local Improvement District	Done; Resolution R-08-573 repealed 10/25/11
	Repeal Resolution R-08-573 eliminating the intent to form Special Assessment District	
	Do not establish a Transfer of Development Rights program	
No Conservation Easement		
3*	FEES	
	Increase Green Fees \$5 per round on 1/1/11	Done/On-going
	Increase Cart Fee \$4 on 1/1/11	
	Trail Fees - review potential for increase equivalent to single cart fee increase	
	Annual Members - review fees for possible increase equivalent to green fee increase	
	Annual review of greens fees for potential increases in January	
4* *	FOOD & BEVERAGE	
	Close restaurant function and operate only the snack bar (19th hole)	19th hole operates daily; Bar operates Fri - Mon 4pm - 8pm and other hours based on demand; Breakfast at 19th hole Fri - Sun
	Operate 19th hole as sports bar serving quick food and alcohol when golfers are on course.	
	Operate the bar, serving food from a bar-type menu only	
	Maintain banquet operation downstairs for tournaments, add restaurant space upstairs to enhance opportunities to serve smaller groups	Done/On-going
	Consider options for F&B operations via RFP for concessionaire or incorporation into golf operation	Done
	Increase use of mobile Beverage Car to best serve golfers	Runs as appropriate
	Increase visibility of Snack Bar from the course and the pro shop.	Need to review and update

OTHER RECOMMENDATIONS		
5	Increase rounds by having golf pro market for more tournaments	Done/On-going
	Add a City employee to serve as Golf Course Manager when course operates in the black	Incomplete
	Issue an RFP as soon as feasible for golf operation and maintenance only	Incomplete
	Market the course for what it is - short course well suited for Juniors, Seniors, women, beginners and community tournaments	Done/On-going
	Market to community and business groups to increase banquets and rentals.	Done/On-going

Comments Related to the 2010 LWGC Task Force Recommendations

*3. Increase Fees on 1/11

It is understood that \$3.00 per round designated for long-term capital has not been set aside as revenues were not increased through the mandated pricing increase. It is strongly recommended that LWGC develops and maintains a capital reserve fund. The Task Force recommended annual review of the green fees pricing and it is recommended that the city allows for dynamic pricing. This modern approach to pricing reacts to demand and provides flexibility to maximize both rounds and revenue. Variables, including weather, influence strategies to determine the market price for certain times of the day, day of the week, and months of the year. Allowing the operator to creatively maximize rounds and revenue utilizing dynamic pricing is recommended. Consistent and compelling marketing campaigns are necessary to achieve desired results.

**4. Recommend 19th Hole F&B Operation Only

The recommendation and action to close the main restaurant and focus service levels on the golfing public is justifiable. Since closing the restaurant and only operating the 19th Hole, profitability of the operations improved by nearly \$200,000 annually. However, the feedback from the community indicates frustration with the restaurant's varying hours of operations, limited menu options, and service levels.

The hours of operation need to be appropriately communicated and promoted to the community. Adequate labor models will ensure reliability and rebuild trust with guests.

III. Assess Current Clubhouse Conditions

After inspection of the plant, property, and equipment (PP&E) at LWGC, it is apparent that the city has not maintained an adequate capital improvement plan. The PP&E is in poor physical condition. At a minimum, routine painting, cleaning, and preservation of existing structures should have been addressed.

The current position of the existing clubhouse sits between holes 14 and 15 and is centrally located to the parking lot and the golf course. While it is an acceptable location for a clubhouse, it is an area that could be used for additional community-centric activities. The site could also host a miniature golf course, in addition to golf and dining operations.

Recommendation:

- **Remove clubhouse and rebuild**
- **Construct Private events pavilion**
- **Construct Miniature Golf Course**

The new LWGC clubhouse and amenities will provide modern and operationally efficient spaces. The spaces will be activated with fresh programming that will be appealing to a larger audience within the greater Maple Valley area.

New Clubhouse

- Approximately 6,500 sq. ft. clubhouse
- Entrance - 500 sq. ft.
- Golf Shop/ Office/ Storage/ Restrooms - 1,500 sq. ft.
- Kitchen/ Office/ Storage - 1,500 sq. ft.
- Dining/ Bar/ 4 golf/multisport simulators - 3,000 sq. ft.
 - Removal of Existing Clubhouse
 - \$100,000
 - Clubhouse Construction Cost Estimates
 - 6,500 sq. ft. at \$400 per sq. ft. - \$2,600,000
 - Outdoor Pavilion Cost Estimates
 - 3,000 sq. ft. at \$100 per sq. ft. - \$300,000
 - Design and Fees
 - \$290,000 (10% of new construction estimate)
 - **Total Construction Cost Estimate**
 - **\$3,290,000**

Phasing for a new clubhouse can be accomplished by removing the existing clubhouse and operating from a temporary building while funding sources for new construction can be identified. This phased approach would provide interim expense relief, yielding increased annual operating profits. Reversing the 10th and 14th holes would enable unused space to left of the 14th green to be transformed into a short game practice area and a private events pavilion. Reversal of the two holes would eliminate safety concerns that currently exist. The 14th green would become the 10th tee and 14th tee becomes the 10th green. The construction cost of moving greens, tees and modifying irrigation is estimated at \$80,000.

18-hole Miniature Golf Course – Located at Current Clubhouse Site

Construction costs are estimated at \$250,000 to \$350,000, depending on scope of work and contractor. The return on the capital investment (ROI) would occur in the 2nd year of operation, based on the income projections provided in See Exhibit C.

Include a covered party area on the miniature golf site that can be rented for group parties and events. Food and beverage will be available for purchase. The covered area should seat 25-30 people. The miniature golf course will be close to parking, situated away from interference with golfers playing the regulation golf course. The area also has mature landscape that should be utilized as design attributes for the miniature golf course.



Modern Clubhouse



Multi-Sport/Golf Simulators within Restaurant/Bar



Event Venue and Pavilion



Photos courtesy of Kirsten Marie Photography

Miniature Golf Course



Alternative Option: Remodel Clubhouse

- a. Reconfigure restaurant area
 - i. Add outdoor seating to existing restaurant
 - ii. Develop space for four (4) multi-sport/golf simulators
 - iii. Create dynamic bar and tap room feel, with multiple large televisions
 - iv. Private space for dining and meetings
 - v. Reengineer menus and staffing models, allowing for greater public access while controlling costs
- b. Basement
 - i. Remove fireplace, remove kitchen, update bathrooms
 - ii. Upgrade ballroom to attract private events
 - iii. Incorporate garage doors into the ballroom to allow transition to outdoor event space
- c. Cost Analysis
 - i. Cost savings are not anticipated as a result of remodeling verses new construction

IV. Golf Course Improvements

The golf course has been modified and re-routed over the years to accommodate additional home sites. The length of the course and size of playing corridors are less desirable than the competitive set. The routing can be confusing for the visiting golfer and additional course directional signage is recommended. There are improvements that will enhance the course aesthetically and agronomically, as well as improve the playability of the course. The current maintenance budget is not able to keep the course at an acceptable standard in relation to the competitive set. LWGC, based upon the size and scope of the property, should budget no less than \$275,000 annually for golf course maintenance labor and operational expenses.

Golf Course Improvement Recommendations

The following recommendations will provide improved playing conditions to existing holes, a more enjoyable golf experience, and will improve agronomic practices.

Hole 4: This hole has a stand of trees that split the fairway approximately 180 yards short of the green. The grouping of trees dominates the hole and thinning the outer trees would provide a larger window for golfers to hit second and third shots. These trees also consume a large amount of water which contribute to the dry fairways. Turf grass cannot compete in this environment.

Estimated improvement cost is \$5,000.

Hole 5: There is a low spot short and to the right of the green that could be lined in order to create a water hazard that protects the green on this drivable par 4. The water feature would improve aesthetics and challenge golfers taking an aggressive approach to this hole. There is currently a large tree blocking approximately half of the green. This tree will continue to get larger with time and will further obstruct approach shots to the green. While the tree seemingly guards this short hole, it is too obstructive and should be removed. Recommend removing the tree, lining the existing low area (plumbing exists on-site to fill area) in order to create a water feature which will include a fountain or similar feature. Adding a landing area short of the pond will also help the playability of this hole for those not wanting to challenge the hazard from the tee.

Estimated improvement cost is \$40,000.

Hole 6: Recommended improvements are to widen the fairway by removing several trees in the landing area between the cart path and the fairway, approximately 80 yards short of the green. There is a waste area or overflow area short and right of the green that is surrounded by cart paths. The recommendation is to remove the cart path closest to the green and incorporate the low area as additional playing area off the tee, thus widening the hole.

Remove tall fir trees short and right of the green.

Estimated improvement cost is \$10,000.

Hole 9: Clean and restore the water hazard short and left of the green and add fairway-height grass that wraps around the pond and connects to the apron of the green. Recommend creating a post/fence structure to support a flowering vine to hide the maintenance building, located behind the green. The vine will be easy to maintain and the changes will improve the aesthetics and playability of the hole.

Estimated improvement cost is \$5,000.

Hole 10 and Hole 14: Reverse the play on these two holes to create space for a new clubhouse, patio, private events/wedding area, outdoor pavilion, and short game area. Cart paths will need to be re-routed, and new locations will be required for irrigation lines and existing greens. Recommend the work be completed in the fall, with the new layout open to golfers the following spring.
Estimated improvement cost is \$80,000.

Hole 11: The green lacks necessary drainage and is not able to sustain healthy turf grass throughout the green. While drain lines have been added over the years, the problem remains. Recommend rebuilding the green to current USGA specifications in order to provide a quality putting surface consistent with the other greens.
Estimated improvement cost is \$10,000.

Hole 13: Recommend removing the fir tree in the middle of the fairway approximately 80 yards short of the green. The green is small, elevated, and surrounded by bunkers and a water hazard, making it difficult for golfers approaching. By moving the cart path further to the right as it approaches the green, golfers will be provided a new short, right approach area. Remove stumps and trees right of the putting green.
Estimated Improvement costs is \$5,000.

Cart Paths:

Recommend the continued use and grading of existing cart paths. Long-term goals would be to improve drainage on course and remove cart paths other than around the tees and greens.

Total Capital Improvements: \$155,000

Water Supply

Initial research shows insufficient pumping capacity to irrigate the golf course properly. The golf course has limited water storage above ground and has one well that can produce approximately 60 gallons of water per minute, or 86,400 gallons per 24 hours. The golf course needs access to approximately 170,000 gallons per day to adequately water the 50 acres of maintained turf grass during summer months. This would require access to 120 gallons of water per minute.

The well at LWGC is permitted to withdraw up to 96-acre feet of water per year. This is equivalent to 31,281,696 gallons of water (325,851 gallons per acre foot). As the existing pump generates 60 gallons per minute (86,400 gallons per day), it would take 362 days to withdraw 96-acre feet of water. Most golf courses in the Pacific Northwest do not irrigate more than 160 days per year, based on average rainfall. If LWGC irrigated 160 days per year, only 13,824,000 gallons of water would be generated, pumping at a rate of 60 gallons per minute. LWGC could be at risk of losing a significant portion of its water right (96-acre feet). It appears the property is unable to perfect the allocated water right.

The golf course staff have been working with city officials and the water district to remedy the water-related issues. To ensure preservation of the rights, the priority of this issue needs to be elevated. A water rights attorney should be engaged to manage these issues, along with irrigation and pump specialists.

In addition to the water supply issue, the irrigation system is 40 years of age and will need to be upgraded in sections over time, and/or replaced entirely. The replacement of the system should only happen if/when the capacity to irrigate is resolved. It is very difficult to predict when the irrigation system will have to be replaced and the cost of replacing the system could exceed \$2,000,000. It is recommended to have the irrigation system professionally evaluated to better understand the long-term cost benefit of a replacement.

V. Analysis

The current operating model as an 18-hole golf course is the most effective use of the LWGC property in order to optimize green fee revenue. The alternative of creating space for a driving range/practice area would require modifying the course into an 18-hole executive length course, or a 9-hole regulation course. Neither option would produce the income necessary to provide a return on the investment required to add a driving range and modify the existing course. The recommendation is to remain as an 18-hole golf course, increase maintenance budgets, and perform the recommended golf course improvements previously detailed. The inclusion of multi-sport/golf simulators in the clubhouse will serve the needs of a traditional driving range and will be available regardless of inclement weather.

The recommended food and beverage operations will provide golf and non-golf guests a dynamic, year-round venue. The design and layout of the bar/restaurant should allow minimal staffing levels, while providing exceptional service on a year-round basis. The multi-sport/golf simulators will provide a new array of compelling programming that will appeal to a broad customer base.

The current model of a third-party management of the operation is recommended.

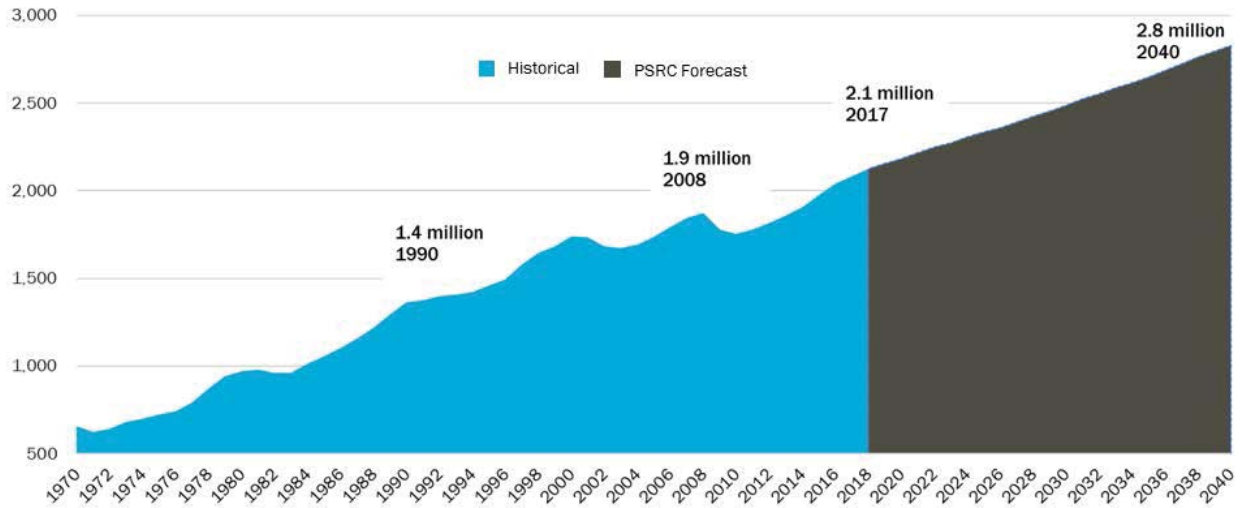
Other Market and Operational Analysis

The following two courses lead the LWGC competitive set:

- Maplewood Golf Course – 45,000 rounds, approximately \$2,200,000 in golf revenue
 - Maplewood Golf Course is a public facility that was voted “Best Public Golf Course” four years in a row from the “Reader’s Choice Award” of the South County Journal. The par 72 layout is challenging and fun for golfers of all skill levels, measures 6,100 yards from the back tees, and the club boasts the best public greens in the Puget Sound region. With tree-lined fairways, ponds, creeks, and a friendly staff, the course is well maintained, walkable and fun to play year-round. Maplewood’s amenities include:
 - A 30-station covered and heated driving range, which is lighted for extended operating hours.
 - A full service, well-stocked pro shop, offering a wide selection of competitively priced merchandise, (special orders are welcome).
 - The River Rock Grill and Alehouse, offering a full-service bar, patio and spacious banquet facility.
 - Driving Range
 - Lessons from a highly qualified teaching staff. Most lessons are held at the driving range and on-course playing lessons can be scheduled.
 - Auburn Golf Course – 50,000 rounds, approximately \$1,800,000 in golf revenue
 - 18 challenging holes are situated on a 200-acre site nestled along the Green River. From the forward tees the course measures 5,571 yards long. From the back tees the course measures 6,450 yards. The course is a Par 71 and is well maintained.
 - Over the past several years, the golf course has undergone a complete transformation with the reconstruction of nine fairways, 15 greens and 17 tee boxes. The most recent renovation lengthened the 11th hole.

Jobs (Central Puget Sound Region)

1970-2040



Sources: Regional Macroeconomic Forecast, Puget Sound Regional Council, 1970-2040

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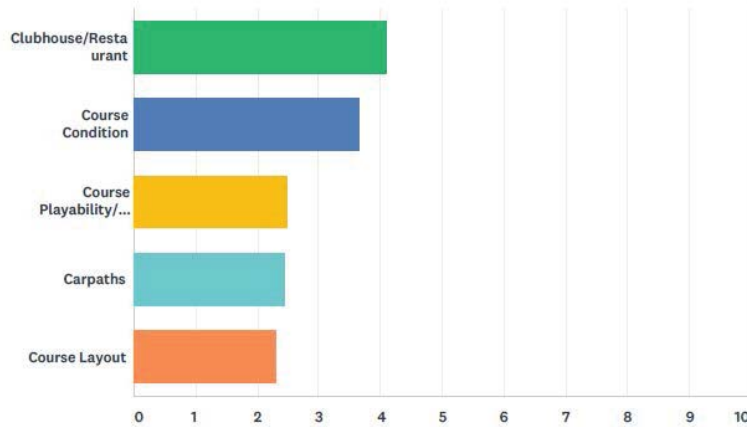
There have been several golf courses that have closed over the past five years in the Puget Sound region, and several more are slated to close due to the increase in the demand and value of residential development. The graph above shows the expected job market in the Central Puget Sound region area over the next 22 years. Job growth in the region (the addition of 700,000 jobs) is consistent with the City of Maple Valley's growth plan through 2030. The plan identifies population growth of 20 percent.

New golf course development will likely not be considered in the Puget Sound region in the foreseeable future. The region has a strong job market, growing populations for Maple Valley, King County, and the entire Puget Sound region are anticipated over the next ten years. These statistics provide for a healthy outlook for LWGC and the area's golf industry in general. The weather and economic factors aside, rounds and revenue should be on the rise in coming years, due to improving supply versus demand statistics.

Survey Results

Q1 What do you want to see most improved at Lake Wilderness Golf Course? (Please rank the following 1 though 5, 1 being the most important.)

Answered: 267 Skipped: 0



	1	2	3	4	5	TOTAL	SCORE
Clubhouse/Restaurant	62.55% 167	12.73% 34	7.12% 19	7.49% 20	10.11% 27	267	4.10
Course Condition	21.35% 57	44.94% 120	18.35% 49	9.74% 26	5.62% 15	267	3.67
Course Playability/Length	3.75% 10	13.11% 35	34.46% 92	26.22% 70	22.47% 60	267	2.49
Carpaths	7.87% 21	18.73% 50	19.10% 51	18.35% 49	35.96% 96	267	2.44
Course Layout	4.49% 12	10.49% 28	20.97% 56	38.20% 102	25.84% 69	267	2.30

The results of the online survey that was administered in order to solicit community feedback, showed that the most desired improvements are directly related to the clubhouse and restaurant at LWGC. Golf course condition ranked as the second highest concern.

The online survey results are very similar to the in-person survey conducted at an open house on Thursday, May 31 at LWGC. The 125 community members in attendance were passionate about the importance of LWGC to the community. While they would prefer some changes and additions to the golf course, the overwhelming sentiment was to improve the clubhouse structure and provide a vibrant and reliable food and beverage environment that could serve golfers, as well as the homeowners and the community at large. As LWGC is a public asset, creating programming for non-golfers was a common theme vocalized at the open house.

Comments to the survey are found in exhibit X.

Programming and Pricing

Effective March 1, 2018 – Oct. 31, 2018		
	Weekday	Weekend
18 Hole	\$31	\$36
9 Hole	\$21	N/A
Mega Member	\$17	\$24
Early Bird (Before 8am)	\$21	\$26
Twilight (After Noon)	\$20	\$22
Seniors (62 & Over - *After 12pm Weekend only)	\$22 – 18 Holes \$16 – 9 Holes	\$25*
Juniors (Ages 7 – 17 - *After 12pm weekend only)	\$10	\$10*
Memberships		
Mega See Reduced Rates in Above Table	\$199	
Preferred Unlimited Golf Monday – Friday/No Holidays	\$1325 \$850 for spouse	
Preferred Plus Unlimited Golf 7 Days a Week	\$1925 \$850 for spouse	
Juniors (Ages 7 – 17) Restricted times on Weekends – call proshop	\$200 for 12 months	
Power Cart Rentals		
9 Holes	\$8 Per Seat – Tax Included	
18 Holes	\$14 Per Seat – Tax Included	

June 2018 Golf Specials	
MON-FRI	<p align="center">“Golf, Cart, and Lunch” Valid Before 11:00am Golf, Cart, Lunch and Soft Drink for only: Seniors: \$39.00 Adults: \$48.00 Add a Draft Beer for \$2 (Choose from a variety of menu items.)</p>
SAT-SUN	<p align="center">“Golf, Cart, and Lunch” Valid Before 11:00am Golf, Cart, Lunch and Soft Drink for only: Seniors: \$44.00 Adults: \$54.00 Add a Draft Beer for \$2 (Choose from a variety of menu items.)</p>

The promotion of bundling is creative and can assist in driving rounds and revenue. However, the bundles are promoting discounts during the busiest golfing times (before 11:00am), which decreases revenue during the highest demand times. Emphasis to drive revenue in off-peak demand times should be implemented. Advertising mediums beyond the club’s website should be leveraged to increase awareness of all promotions.

More variety and depth of programming should be utilized to drive revenue throughout the year. In addition, a marketing plan should be developed annually in order to support the achievement of the operating plans and budgets.

VI. Exhibit A: Simulator Utilization Forecast

SIMULATOR UTILIZATION AND FORECAST

Gameplay			Guest spend			Utilization							
# of Simulators	4	note 1	Food Income	\$15	per person	Hr Start	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Avg. # of guests per bay	2.0	note 2	% capture (food)	70%		6am	0%	0%	0%	0%	0%	0%	0%
Pricing per Hour	\$40	per simulator	Beverage Income	\$10	per person	7am	0%	0%	0%	0%	0%	0%	0%
			% capture (beverage)	80%		8am	0%	0%	0%	0%	0%	0%	0%
						9am	0%	0%	0%	0%	0%	0%	0%
						10am	0%	0%	0%	0%	0%	0%	0%
Guest visits						11am	5%	5%	5%	10%	15%	20%	20%
Annual guest visits		13,229				12pm	20%	20%	20%	20%	25%	40%	40%
Revenue						1pm	20%	20%	20%	20%	25%	40%	40%
Game revenue		\$264,576				2pm	20%	20%	20%	20%	25%	40%	40%
Food revenue		138,902				3pm	20%	20%	20%	20%	25%	40%	40%
Beverage revenue		105,830				4pm	20%	20%	20%	20%	25%	40%	40%
Total gross revenue		\$509,309				5pm	20%	20%	20%	50%	25%	40%	40%
						6pm	50%	50%	50%	60%	90%	90%	30%
						7pm	50%	50%	50%	60%	90%	90%	30%
						8pm	50%	50%	50%	60%	90%	90%	30%
						9pm	30%	30%	30%	50%	90%	90%	30%
						10pm	30%	30%	30%	50%	90%	90%	30%
						11pm	0%	0%	0%	0%	0%	0%	0%
						12pm	0%	0%	0%	0%	0%	0%	0%

VII. Exhibit B: Miniature Golf Utilization Forecast

Putt Putt Golf Proforma

	Hours/ day	Capacity	Days open	Occupancy	Price	Total Revenue
40% Forecast						
Daylight Hours	10	40	120	30%	\$ 6.00	\$ 86,400.00
Evening Hours	3	40	120	50%	\$ 8.00	\$ 57,600.00
						\$ 144,000.00

	Hours/ day	Capacity	Days open	Occupancy	Price	Total Revenue
60 % Forecast						
Daylight Hours	10	40	120	0.5	\$ 6.00	\$ 144,000.00
Evening Hours	3	40	120	0.7	\$ 9.00	\$ 90,720.00
						\$ 234,720.00

VIII. Exhibit C: Capital Improvement/Replacement Plan

Years 1 to 5

• Clubhouse demolition	100,000
• Clubhouse/Pavilion construction	3,190,000
• New well/water mitigation	100,000
• Miniature Golf Construction	300,000
• Golf Course Improvements	155,000
• Maintenance Equipment	350,000

Capital Investment Years 1 to 5: \$4,195,000

Years 6 to 10

• Cart Barn Roof and Maintenance Extension	40,000
• Maintenance Equipment Replacement	200,000
• Replace Miniature Golf Turf	80,000
• Clubhouse Maintenance	30,000
• Note that golf carts are currently an operating lease expense	

- Capital Investment years 6 to 10: \$350,000 (not including irrigation)
- Note that golf carts are currently an operating lease expense
- Maintain a 10-year capital replacement plan, and implement a capital reserve plan to fund replacements
- Capital Reserve Funds saved over 10 years at 3% of Gross Operating Revenue would total \$600,000 (based on \$2,000,000 annual revenue)

Maintenance Inventory Replacement Plan

Description	Tag Number	Hours	Original Value	Replace in 0-2 years	Replace in 3-5 years	Replace in 5-10 years
Mower - Groundmaster	MV100191	4575	\$ 42,900.00			
Mower - Reelmaster 5400D	MV100192	4956	\$ 14,700.00	\$55,000		
Mower - Reelmaster 5400D	missing tag	3600	\$ 14,700.00	\$55,000		
Mower - Toro Greensmaster 3150	MV100188	2904	\$ 18,200.00		\$30,000	
Mower - Toro Greensmaster 3150				\$30,000		
Mower - Toro Workman 3300	MV100187	2505	\$ 6,300.00		\$35,000	
Mower - Toro Goundsmaster 3000	MV100203	1423	\$ 3,000.00		\$35,000	
Mower - Toro Groundsmaster 3000	MV100206	?	\$ 3,000.00		\$35,000	
Mower - Toro Groundsmaster 3150	MV100205	?	\$ 3,000.00	\$30,000		
Caterpillar Excavator	MV100112		\$ 60,000.00			
Sandpro - Toro	MV100193	3,700	\$ 3,600.00			\$12,000
Turf Sprayer	MV100195	2505	\$ 8,300.00		\$35,000	
Pump Control Panel System	MV100186		\$ 19,732.00			
Turf Carryall - Clubcar 252	MV100200	2682	\$ 2,500.00			\$10,000
Turf Carryall - Clubcar 252	MV100201	2650	\$ 2,500.00			\$10,000
Top Dresser	MV100209		\$ 3,000.00			
Tractor - Kubota 60919	MV100198	7812	\$ 15,000.00			\$30,000
Core Harvester - Cushman	MV100211	Good	\$ 2,000.00			
Roller	MV100196	Good	\$ 1,500.00		\$12,000	
Miscellaneous Equipment			16,000			
TOTALS			\$ 239,932.00	\$170,000	\$182,000	\$62,000

IX. Exhibit D: LWGC Pro Forma

Lake Wilderness Golf Course - Pro Forma

	<u>Pro Forma</u>
Stats	
Rounds of Golf - Golf Course	27,500
Simulator Hours	5,875
Rounds of Miniature Golf	20,500
Green Fees and Carts/Round (average rates)	
Public Green Fee	20.00
Public Cart Fee	15.00
Simulator Fee/hour	40.00
Miniature Golf Fee	7.00
Green Fee Revenue	
Greens Fee Income	550,000
Simulator Income	264,000
Miniature Golf Income	144,000
	-
Total Green Fee Revenue	958,000
Golf Revenue	
Green Fees, Simulator, Miniature Golf	958,000
Retail Golf Shop	70,000
Cart Rental	180,000
Other Revenue	10,000
Discounts	(5,000)
Total Revenue	1,213,000
Departmental Expense	
Golf Shop Cost of Goods Sold	46,900
Golf Shop Wages & Benefits	175,000
Golf Shop Operating Expenses	50,000
Golf Course Maintenance Wages & Benefits	230,000

Golf Course Maintenance Operating Expense	80,000
Total Departmental Expense	581,900
Departmental Profit	631,100
Other Expenses	
Utilities	50,000
Leases/Rental Equip*	50,000
Marketing	60,000
City Fees/Management Fees	175,000
Capita Replacement Reserves (3% of Operating Revenue)	58,140
Total Other Expenses	393,140
Golf Operations Profit	237,960
Clubhouse Restaurant	
Revenue	750,000
Discounts	(25,000)
Payroll, COGS, Operating Expenses	(575,000)
Clubhouse Restaurants Profit	150,000
Net Operating Profit	387,960
<i>Annual Debt Service on \$4,000,000 over 25 years)</i>	<i>(320,000)</i>
Net Income	67,960

X. Exhibit E: Survey Comments

Q2 What other improvements would you like to see?

Answered: 185 Skipped: 82

#	RESPONSES	DATE
1	New management company	6/8/2018 4:29 PM
2	Larger greens. Some of the greens are just too small.	6/8/2018 2:52 PM
3	update clubhouse and rest/bar	6/8/2018 2:51 PM
4	A great new restaurant with consistantly, good food for adults and families. A private restaurant that isn't owned by the city.	6/8/2018 2:48 PM
5	resturant	6/8/2018 2:27 PM
6	Better selection clothing in pro shop Better drainage on 10 and 14 and smooth out the bumpy fairways	6/8/2018 2:16 PM
7	Golf cart crossings better marked, with signage and fresh striping.	6/8/2018 2:13 PM
8	Community/city events to foster goodwill with citizens who own the course. Enhance access for kids maybe through school activites. Special playing times and rates for city residents. The course is under utilized much of the time, therefore revenues are not maximized.	6/8/2018 2:11 PM
9	Nicer clubhouse and happy hour foods. Maybe an outside patio. We live in maple valley and we go to druids glen a lot just for food and to sit outside and have a beer with the whole family. It's one of the best places to go in maple valley with kids and would be great to do the same at lake wilderness. Our whole family golfs and we gold at druids glen and lake wildenss. Would like to see Bigger sand traps and nicer Nicer fairways.	6/8/2018 1:28 PM
10	Like to see the lower tree branches and scrub brush trimmed back on hole #5 left side wooded area.	6/8/2018 7:46 AM
11	1. When answering 'course condition' it's about the tee boxes and the swampy areas. The greens are typically great. 2. The golf course needs to be treated as an asset by The City, not a liability. 3. The Lodge, park, and golf course have great synergy as a multi-day conference center. 4. Commit to a major remodel with a full kitchen capable of handling large groups or reduce the footprint, consolidate the cart shack and pro shop and create a sports bar with a consistent level of food service. 5. A large sign at the corner of Witte Road needs to proclaim the course as a public course. The adjacent street called 'Lake Wilderness Country Club Drive' makes it sound private. 6. The driveway at Witte Road should be a 'gateway' entrance with proper signage and lighting.	6/8/2018 6:39 AM
12	The course condition has been improved, more drainage would be nice	6/7/2018 9:36 PM
13	The tee boxes could be nicer. I think the length and course layout are both FINE. It is a GREAT course for us regular golfers. The length is doable and fun as some of us happen to age a little. PLEASE PLEASE keep the course open FOREVER.	6/7/2018 9:12 PM
14	Discount for people who live in Maple valley, Similar to program at Foster and Tukwilla.	6/7/2018 8:46 PM
15	Fun golf events - couples scrambles, themed events, pasta nights - check out Meridian Valley Country Club for ideas	6/7/2018 8:28 PM
16	A Driving Range would be nice	6/7/2018 8:23 PM
17	Events	6/7/2018 7:46 PM
18	Practice area improvements (putting green, maybe a hitting station)	6/7/2018 6:27 PM
19	Outside seating/bar	6/7/2018 4:26 PM
20	Family friendly restaurant at club house.	6/7/2018 9:37 AM
21	The need for a great restaurant/bar is evident if you go anywhere around here on the weekends (30 minute wait times to get a table). The bar would be a great place to watch a game but the hours are so hit and miss. Some new carpet/paint and decent menu would go along way. We would love to support our local golf course. Thanks.	6/6/2018 4:22 PM

22	Viable club house bar and grill	6/5/2018 5:30 PM
23	The main building is worn down. If anything new carpet or hardwood floors.	6/5/2018 4:45 PM
24	Up date the restaurant	6/5/2018 3:12 PM
25	Not on the list above, which would be my #1 - is more practice area. Place to hit balls or at least chip. I would play more there if I was able to practice more there since I would already be there.	6/5/2018 1:36 PM
26	Make it a family course with a affordable restaurant and state of the art family public meeting place. A state of art club house.	6/5/2018 1:17 PM
27	Restaurant has set hours- often closed-	6/5/2018 1:04 PM
28	The clubhouse and pro-shop are fine for a municipal course, but the bathrooms are really bad and need remodeling, deep cleaning, painting etc...	6/5/2018 11:37 AM
29	Get the restaurant up and running with good food and menu selection	6/5/2018 9:26 AM
30	Have a monthly due to all residents that surround the course! Possibly give us a little kickback on rates. This would be guaranteed money every month to keep the restaraunt and course in working order!	6/5/2018 8:11 AM
31	I would like to see the golf course improved to compete with some of the other courses in the area. Length and layout seem to be what I hear most from other folks I talk to.	6/4/2018 9:22 PM
32	If the clubhouse building were renovated with a better restaurant I think it could bring in more people...and host more tournaments	6/4/2018 2:15 PM
33	Restaurant/ Bar. Your location is walkable from hundreds of homes. We would pour money into you	6/4/2018 1:23 PM
34	Tear down the restaurant and replace with smaller place with just bar and light foods. No banquet area (city already has Lk. Wilderness Lodge for weddings, etc., so in essence competes with itself if golf course has similar venue). Or, if kitchen is included, rent it out during non-peak times as a much-needed community kitchen for local home-based businesses. Add family friendly, year round activities like mini-golf. Add a driving range (even a small one would bring in \$\$). Change management. Or, require current management to do more marketing and have a better website and easier online scheduling (better ap).	6/4/2018 1:01 PM
35	A mini golf area added for the family. In our community, a mini golf area would generate more traffic then a driving range which could also be a benefit.	6/4/2018 11:08 AM
36	Driving Range, not sure where there is room for on but some way of fitting in even a small one would be helpful.	6/4/2018 9:29 AM
37	Driving Range; Change or management (Jeff is very good but set in his ways, Steve needs to be replaced), Adding Lessons, Drainage improvements to improve length of use year.	6/4/2018 8:46 AM
38	Drink carts, (HUGE revenue opportunity) and an improved, CLEAN clubhouse	6/3/2018 11:21 PM
39	Increased staff / expanded menu at restaurant	6/3/2018 11:18 PM
40	More staff, menu options and more hours opened with set hours.	6/3/2018 10:45 PM
41	Flatten out fairways, there are too many small hills that affect your second shot.	6/3/2018 9:40 PM
42	Resturant.an awesome resturant would be great for course and profitability year round	6/3/2018 8:59 PM
43	more utilization for the community of not just golfers	6/3/2018 8:58 PM
44	a Nice sign and manicured driveway up to the clubhouse from Witte	6/3/2018 8:10 PM
45	A driving range and better bar. We go to Maple Woods because of this	6/3/2018 7:57 PM
46	Better food	6/3/2018 7:54 PM
47	Social functions.	6/3/2018 7:52 PM
48	Management has been terrible and I believe is the reason the course/club house has not been successful. Years ago the course and restaurant were packed. The staffing and access to F&B options on and off the course need to be reconfigured and managed appropriately.	6/3/2018 7:38 PM
49	GPS in the golf carts, driving range. Would love to see an outdoor pool and swim team like Fairwood.	6/3/2018 7:31 PM

50	Tee boxes being level, some sand in the sand traps	6/3/2018 6:58 PM
51	Would love for the clubhouse to have a great family restaurant!	6/3/2018 6:47 PM
52	Topgolf like driving range	6/3/2018 6:05 PM
53	Landscape around the utility box at the neighborhood entrance and update look of neighborhood entrance.	6/3/2018 5:29 PM
54	A nice family friendly restaurant	6/3/2018 5:08 PM
55	Updated restaurant and foodb	6/3/2018 5:00 PM
56	My family would like to see a new remodeled restaurant that is brighter and not so dark	6/3/2018 4:29 PM
57	Water drainage on course	6/3/2018 4:10 PM
58	Turn the golf course into a park. #1 the city shouldn't have bought this to begin with and #2 its a money losing investment. Give the residence what they have been asking for and make a big park.	6/3/2018 4:05 PM
59	A place that is family friendly for food and drinks!	6/3/2018 3:58 PM
60	Nicer restaurant	6/3/2018 3:46 PM
61	Less muddy in winter better drainage	6/3/2018 2:18 PM
62	More events at bar, local deals	6/3/2018 1:29 PM
63	It needs to make money or at the very least break even and stop costing the taxpayers so much. Even a driving range or mini golf area might bring in revenue.	6/3/2018 1:01 PM
64	Private membership options.	6/3/2018 12:03 PM
65	I saw a drawn plan for a driving range which I think is very doable and extremely necessary. I would also like to see an improvement in the operations management of the course. I think we can do better.	6/3/2018 11:53 AM
66	Paved cart paths throughout the course would be great !!	6/3/2018 11:36 AM
67	Having a year round water supply to keep the course in good playing condition through the summer months.	6/3/2018 11:32 AM
68	Better practice putting and chipping area.	6/3/2018 10:41 AM
69	Better restaurant with higher food quality	6/3/2018 10:31 AM
70	How about a driving range?	6/3/2018 10:22 AM
71	-Teen workshops and camps available in the summer. -Partnering with local organizations to have golf tournaments -updated restaurant with outdoor seating -bring in local companies like Coffee Convo Craft or Sip and Paint (free space to do workshops, while clients buy food) to boost restaurant sales	6/3/2018 9:49 AM
72	The restaurant feels like, and has the appearance of a dive-bar. Would be nice to have a restaurant I'd feel comfortable bringing my family to. Having access to a priced menu online might be helpful. The course seems to be in pretty decent condition. If you have an expense budget to improve things, I'd suggest investing in the clubhouse / restaurant. Having a clean, well lit, and modern facility would do wonders for bringing in a larger demographic of players and customers.	6/3/2018 9:43 AM
73	A course map on the website, but keep photos of the holes, and a restaurant menu of regular food items served with pricing.	6/3/2018 9:35 AM
74	This is the only golf course I have ever played that never has a hospitality cart. Can't even get a bottle of water while on the course!	6/3/2018 9:27 AM
75	A mini putting course for families. Putt putt golf	6/3/2018 9:16 AM
76	I like it the way it is.	6/3/2018 9:11 AM
77	A pool	6/3/2018 9:10 AM
78	Lice music back	6/3/2018 9:06 AM
79	Out of bounds clearly defined. Inform golfers to stay off of homeowners property.	6/3/2018 8:55 AM
80	It would be amazing to see it turned into a resort, so that there were hotel accommodations in MV	6/3/2018 8:48 AM

81	More events	6/3/2018 8:47 AM
82	Sand traps are terrible, maybe put some actual sand in them.	6/3/2018 8:47 AM
83	A kids mini golf map and inproved car paths	6/3/2018 8:43 AM
84	Golf cart rentals? Special discounts for local families to try golf? My family has never played before, and I think an introductory package for local families would encourage others to utilize the course and bring more business.	6/3/2018 8:43 AM
85	new staff, ive recently moved in and played there 2 times this spring. great golf, horrible service. both times the clubhouse staff was awol. the first visit i waited 15 min then the guy came from the restauraunt side saying he didnt recognize me so thought i was just a neighborhood kid...im 33 and had a tee time, that i nearly missed because there was nobody there to check me in. the second time. i played i ordered food at the turn and the server started asking me who i knew there so he could figure out if i got a discount or not. aparently there is a 1 dollar meal deal if you name drop someone important. Regardless, i was happy paying for my food, until he basically told me about the deal i wasnt getting because i wasnt in the "in crowd", left a bad taste in my mouth for the back nine. honestly, i dont want to know if you are charging me extra because im new in town, but now that i do know, ive chosen other courses since.	6/3/2018 8:40 AM
86	If feasible - would love to see a range added, but realize real estate becomes the issue. Currently, everyone has to go to Druids if want to hit a bucket.	6/3/2018 8:38 AM
87	Benches at the boxes	6/3/2018 8:38 AM
88	better visibility to hours of restaurant and menu. better quality of service.	6/3/2018 8:36 AM
89	Would like to see the restaurant be successful. The course is fun and the people are great.	6/3/2018 8:33 AM
90	The restaurant/ bar	6/3/2018 8:33 AM
91	Driving range. The nearest one is Druids which is why I go there more.	6/3/2018 8:22 AM
92	Adding a driving range	6/3/2018 8:19 AM
93	Major restaurant remodel needs to be done	6/3/2018 8:19 AM
94	Full service restaurant/bar. Event center. YOUTH GOLF lessons/club. Better clean Pro Shop. It's embarrassingly dirty and out dated. Indoor driving range. Putt putt.	6/3/2018 8:17 AM
95	Restaurant / bar / pro shop similar to Druids Glen. Better yet, how about a fine dining establishment?	6/3/2018 8:17 AM
96	General upkeep of the course and clubhouse, clean the bathrooms, clean the bathrooms!!	6/3/2018 7:47 AM
97	Adding an activity for non golfers. Pump track,soccer golf, Adding driving range Tear down clubhouse and rebuild	6/3/2018 7:45 AM
98	Better walking trails	6/3/2018 7:37 AM
99	More accessible to the general public - who do not play golf.	6/3/2018 7:22 AM
100	WATER! The superintendent does the best he can with what he has got. Also need better marketing. Need a pro/manager who is interested in generating events that will bring in revenue.	6/3/2018 7:19 AM
101	Quality food	6/3/2018 7:18 AM
102	Speed bumps on lower Lake Wilderness CC Dr SE. Visitors going up to the clubhouse speed through the neighborhood.	6/3/2018 6:58 AM
103	Driving range	6/3/2018 6:57 AM
104	A quality family restaurant	6/3/2018 6:56 AM
105	Better access to water the course during dry months.	6/3/2018 6:49 AM
106	Nothing more important then then rest:clubhouse. Make it feasible, have regular hours. We need places to eat & watch sports so let's take full advantage. If you "fix it" they will come!	6/3/2018 6:48 AM
107	Would like a really good, family friendly restaurant. Good for post golf, but also date night for teens and adults. This would make it a destination for locals and visitors alike.	6/3/2018 6:37 AM

108	Better Marketing and advertising of the course. There's no social media. Community outreach - lessons, youth engagement, league play. No one knows if these are even offered. Make the clubhouse available for event rentals. The bar/ restaurant should be upgraded and advertised; they could generate more revenue- family dining, maybe a breakfast menu (especially weekends). Live music or open mic nights.	6/3/2018 6:00 AM
109	Improved tee boxes	6/2/2018 8:18 PM
110	Driving range	6/2/2018 8:15 PM
111	Driving net incorporated with the putting area. Additional restroom out near 7.	6/2/2018 7:22 PM
112	Better restaurant services. Update the club house with meetings rooms so there can be more use of the facility. Update the facility to make it more welcoming. Particularly for non golfing clientele.	6/2/2018 7:03 PM
113	The restaurant and clubhouse really has potential! It needs to fixed up and have a great chef take over	6/2/2018 6:48 PM
114	Expanding a program for kids. Maybe a driving range.	6/2/2018 4:44 PM
115	Anything that would improve the usage/desirability of the course for golfers. Specials? Events? I am not a golfer but would like to see the course reach its best use for city health.	6/2/2018 3:22 PM
116	Please water the fairways.	6/2/2018 2:42 PM
117	Downsizing and remodeling the clubhouse would be nice. The golf course is great for the Maple Valley community. Let's work to make the right changes. Thanks for listening.	6/2/2018 2:38 PM
118	Filtered, cold water stations on the course would be nice; updated and clean bathroom facilities; benches (I don't remember if they are available at each tee box) ; thank you for asking, I hope we can keep that course for our community !	6/2/2018 1:37 PM
119	Water features back in instead of sand traps	6/2/2018 12:09 PM
120	Make it a 9 hole course and turn the 18th hole into a driving range. Nice clubhouse will pull people in. The current CH is a mess. If you can make the driving range into a "Top Golf" facility that would be awesome and a revenue stream for the city! Don't sell the golf course!!!	6/2/2018 12:03 PM
121	Driving range, more youth events and clinics. Why isn't Tahoma High School golf club using Lake Wilderness Golf Course anymore?	6/2/2018 11:51 AM
122	Sorry, the golf course was a poor financial investment for the city and is now only taking what little resources we have to just maintain it. If it is not self supporting, then we should consider making radical changes that would move things in a long term direction and be healthy for the city.	6/2/2018 11:07 AM
123	Driving range	6/2/2018 10:39 AM
124	The city not owning it! We've lost money on it since we bought it. Glad we can be subsidizing a failing golf course with money that was to be used on parks.	6/2/2018 10:22 AM
125	Improved beverage service on course, improved variety of products in pro shop	6/2/2018 10:15 AM
126	MARSHAL PROGRAM. Also, pay more attention to the LWGC Residents...we bought our homes here BECAUSE of this golf course.	6/2/2018 9:36 AM
127	Commissary kitchen in clubhouse and restaurant marketing and specializing in local products.	6/2/2018 9:30 AM
128	Hotel	6/2/2018 9:25 AM
129	In general I'd like to see the golf course treated like Maple Valley actually cares about it. If that can't happen it's probably time for it to go.	6/2/2018 9:15 AM
130	Restaurant serving breakfast early	6/2/2018 9:11 AM
131	I'd like it to not be a drain on the city's resources. I don't play golf, so I don't really want to pay for it. At least I should get a good restaurant out of the deal!	6/2/2018 8:48 AM

132	Golf marshal's on the course, I have lived on the course for over 18 years we HAD marshals that would help keep the pace of play moving, control players racing in their carts, driving their carts on the green and tee box and men peeing off the tee box I see it every day. The management does nothing ! Bring the course back as it was when American Golf ran it. We would spend every Friday at the restaurant when there was an actual chief up there. Held three events at the restaurant in the past. The reason that the city continues to give "MV can't support a restaurant " try going to Testy Chef on a Saturday morning for breakfast or getting into Hop Jacks. We ve had several restaurants open in the past few years all of them are doing a thriving business. You need to spend money to make money.	6/2/2018 8:25 AM
133	I think it'd be smart to pick historically low business days, or even a high one once or twice a year to host community events. The closure needs to be well marketed to save those who don't know the trouble from showing up and being let down. We are a small community. We need to learn to incorporate it into our minds as a place to have brunch, dinner, and community celebrations or education. Like the guy who recently did the Love event at the lodge.....could have been at the Golf Course. We are always disappointed when we go there for one small reason or another. Usually there are shorter hours or a limited menu. We don't know until we are settled in. A reader board giving almost live info (open until..... Dinner menu served until..... Open for brunch this Sunday fomllrom 8a - 2p..... Whatever.) It's hard to know what is going on there.....and when you make an effort to go and have to get up and somewhere else, it's not a good feeling.	6/2/2018 8:07 AM
134	Better clubhouse management. Make more of a multi-use facility with restaurant/bar specials, events and activities.	6/2/2018 8:06 AM
135	Jeff keeps the course in great shape with his limited budget. Dress code would be nice, build up the restaurant and build outside sitting, more drink cart service.	6/2/2018 8:01 AM
136	Better clubhouse	6/2/2018 8:00 AM
137	Restaurant hours/ food...inconsistent. never know when open to public	6/2/2018 7:59 AM
138	I think an outdoor patio would be great.	6/2/2018 6:52 AM
139	Putput for community.	6/2/2018 1:47 AM
140	Rather than spending money on a Golf course only some can afford concentrating on providing a park for everyone. There isn't much for teenagers to do near 4 corners and they ride their skateboards on the street provide wirh a place.	6/2/2018 12:44 AM
141	Driving range	6/1/2018 11:56 PM
142	Would love to see a mini put course. I don't golf, but can definitely put. It'd be a great activity for all ages. (Families, teens, date nights)	6/1/2018 11:32 PM
143	Add a golf range	6/1/2018 11:27 PM
144	Leave it a good course	6/1/2018 11:27 PM
145	Non golf use of course for countless outdoor activities	6/1/2018 11:11 PM
146	Better greens and fairways.	6/1/2018 10:51 PM
147	Would be nice to have a driving range. Improving the restaurant and bar is tops though. It needs a serious makeover, like McMenamins-style.	6/1/2018 10:29 PM
148	Witte road side appeal	6/1/2018 10:27 PM
149	A properly run course.	6/1/2018 10:12 PM
150	Driving range	6/1/2018 9:36 PM
151	Putt-putt, practice green, driving range	6/1/2018 9:02 PM
152	A better management company. Also, any improvements need to demonstrate that they will generate revenue and will pay off the improvements in a period of time, not to exceed eternity (or 5 years). This course is truly fir a select few: those that live on it and those who play on it.	6/1/2018 8:54 PM
153	I don't care about the ranking of the items above, (but it wouldn't let me make a comment until I ranked them.) OUR OPINION: Take the whole thing out and stop making the City responsible for this money pit. They should have never bought it in the first place. This was a BIG MISTAKE. SELL IT and stop trying to run it when the City doesn't belong in the business. GOT IT? That's why we keep voting things down in this city -- until you sell the golf course. I'm not the only one who says this too.	6/1/2018 8:54 PM

154	I'd like a three par nine hole course.	6/1/2018 8:45 PM
155	Driving range	6/1/2018 8:36 PM
156	arcade for kids	6/1/2018 8:35 PM
157	Management and staff. The attitudes need to become a mentality of service.	6/1/2018 8:30 PM
158	Uses other than golf. A movie theater. A Junior College. A culinary institute.	6/1/2018 8:15 PM
159	I think it is funny that the management company extended its restaurant hours when a consultant was hired. There was a huge fit about this in August. I would like to see more community outreach to inform the community when hours change and events are happening.	6/1/2018 8:09 PM
160	Some type of driving range options. Having no where to warm up doesn't help your handicap. Even a dedicated area with a good mat and net would be helpful	6/1/2018 7:55 PM
161	Good junior program	6/1/2018 7:39 PM
162	Marketing	6/1/2018 7:35 PM
163	I would love to see a driving range	6/1/2018 7:27 PM
164	A restaurant and an atmosphere that is welcome to both families and adults.	6/1/2018 7:09 PM
165	Financial stability ZERO tax dollars to support or improve	6/1/2018 6:31 PM
166	The restaurant needs to be replaced with a cart. Add a putt-putt golf for the whole community. Add a driving range for year round use.	6/1/2018 6:30 PM
167	Parking area	6/1/2018 6:27 PM
168	Any room for a range	6/1/2018 6:02 PM
169	The fence in front of the clubhouse along the roadway needs to be replaced with a more durable one	6/1/2018 5:55 PM
170	Make the clubhouse and restaurant a place to hang out and gather even when you are not golfing for the day.	6/1/2018 5:50 PM
171	Community engagement to integrate the course with the region	6/1/2018 5:50 PM
172	Driving range. Deck off restaurant. Banquet room upgrade.	6/1/2018 5:39 PM
173	Foot golf or mini golf to attract family use	6/1/2018 5:24 PM
174	Open space for all residents to enjoy, not just golfers	6/1/2018 5:22 PM
175	A better restaurant and an event center.	6/1/2018 5:20 PM
176	Sell it	6/1/2018 5:06 PM
177	Driving range More protection from hitting houses	6/1/2018 4:50 PM
178	Very good	6/1/2018 4:49 PM
179	If you improve the course condition and leave the restaurant open later that would be awesome	6/1/2018 4:41 PM
180	Indoor simulators	6/1/2018 4:37 PM
181	Would like to see additional amenities, such as an outdoor pool for summer use.	6/1/2018 4:36 PM
182	Miniature golf, foot golf tournament.	6/1/2018 4:31 PM
183	I'm most concerned about the restaurant and lodge. The building needs to be updated so people can use it for event space and the restaurant needs to have regular hours and a better menu. I'd love for a community pool to be built. Don't build anymore houses in the neighborhood.	6/1/2018 4:25 PM
184	The club house needs huge improvements! I think a restaurant with a nice lounge can bring in the neighborhoods. Be nice to see entertainment on the weekends and maybe during the week. My husband is a huge golfer and only played the course once since being here for 3 years. He said deals and a better club house would get his business and his friends as well.	6/1/2018 4:25 PM
185	It would be great to have a beverage cart. Hot drinks on cold/cool days and cool drinks on warm/hot days	6/1/2018 4:24 PM