



THE SUNRISE CITY
FORT PIERCE
INDIAN HILLS
GOLF COURSE

FORT PIERCE
Florida

TO : Nicholas C. Mimms, P.E., City Manager

FROM : Lucy Posa, Golf Course Manager

RE : Follow-up to 2/13/17 Conference Agenda Meeting – Indian Hills Golf Course

DATE : March 13, 2017

In response to your memorandum, the following items have been addressed:

1. Contact Indian River State College to initiate increased participation with Indian Hills Golf Course.

We have contacted the following individuals at the IRSC Campuses in Fort Pierce, Okeechobee, and Indian River Counties. They are Sharon Lowe, Director of Student Development, Fort Pierce, Okeechobee Pro Host Russ Brown, and Vero Beach Pro Host Casey Luncesord. Our presentation as well received. We have partnered with them to provide their students and faculty with a discounted program beginning April 1, 2017. With proper ID they will receive a \$20 greens fee and cart. We will conduct \$10 clinics on a monthly basis for a minimum of 6 people. We also discussed trying to implement an internship program for their agronomy and turf management students to apply their studies with practical experience at the golf course.

2. Updated advertising program.

Our main goal will be to **“CREATE EXCITEMENT”** at Indian Hills Golf Course. We have run an advertising special for the month of March. We called it “March Golf Madness”, where between the hours of 9:00 am and 11:00 am on Saturday and Sunday two people can play for \$48.00. It has been very well received. Weekends are our slowest times and we really need to increase play. We will run a special every month.

Our face book page is now complete and we have been advertising on it. We have placed comment cards on the golf shop counters asking for feedback on the golf course and to capture e-mail addresses. In doing so we can send e-mail blasts to include specials, \$5.00 off coupons, announcements, and general information.

Our website needs to be updated and will work with Shyanne Helms and Joe Sweat to get this accomplished.



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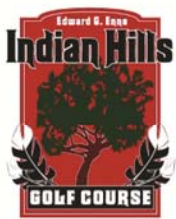
We will try again to partner with Golf Now. The problem in the past has been that we do not have an electronic tee sheet. We will work with the IT Department to determine if we can get our software programs compatible. Everyone these days has an app on their phone so they can book tee times on line.

3. Develop a 5 year business plan of all proposed capital improvements and operational expenses for Indian Hills Golf Course.

Please see attached.

4. Develop a contingency plan in coordination with the Planning Director for Indian Hills that does not include property leased with Flagler Development/FEC.

I have met with Rebecca and Kori for input. We have determined that options are to reduce the proper and make it an executive course. This would entail having a course redesign and our customers would not be in favor of this option. Additionally it would cost the City money for a redesign and reconstruction of the course. Another option would be to have the course turned into a another facility with fitness trails, Frisbee golf and a minigolf course constructed. Again this would cost the City for this design. Attached is an overlay of the course for your review.



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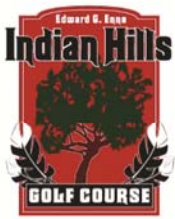
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BUSINESS PLAN

We have begun the plan with the formation of a Golf Course Advisory Committee. Members of the committee include me, Stephen Enns, Rene Arteaga from TD Bank and avid golfer, Tom Knott retired Fort Pierce businessman, Kori Benton, City of Ft. Pierce Senior Planner, Mary Duckworth, President of the Cherokee Chicks Women's Golf League, Jack Crumbo, longtime resident of Ft. Pierce and former teacher, Donna Devlin, former employee at Indian Hills, and Judy Gagne, present employee at Indian Hills. We have held two meetings to discuss strategies and ideas.

Revenue stream is key to the success of the course. To increase revenue we must establish a "culture" at the course that welcomes the return of players. We must become highly engaged with the golfers and all people that visit the facility. We must offer constant training to all golf course personnel to make sure they completely understand the power of truly being warm and embracing to the various diverse groups.

We will be taking a close look at our fee structure and membership programs. This will include maybe adding a 6 month membership and a 3 months membership. "Weekend Warrior" and junior memberships will also be discussed. If people become members they are more likely to play at Indian Hills where it is their home course. We will be looking to promote and expand our Sunday Couples League. We already have plans to expand our Junior Golf Camps, and the Sunrise Kiwanis Club has committed to donate \$1,200 towards these camps. The money will be used to buy supplies and provide scholarships to juniors who might



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not be able otherwise to attend the camps. We have increased our partnership with the 1st Tee Program and the Pace School for Girls. We will begin programs on Saturday and Sunday afternoons to encourage the juniors and their parents to come out for a “Family Fun Day” at the golf course, for a minimal fee.

Operational Expenses

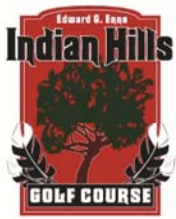
We will see some savings in the coming months as we are in the last year of our contractual uniform contract for the maintenance staff. This will generate a savings of \$13,000 per year. For the last six months I have had to pay two people to do the same job, as one of the Assistant Golf Professional was out on Family Medical Leave. This has ended as he will leave on disability retirement next month. We will continue our program of having only one clerk behind the golf shop counter for six to eight hours a day. The managers will continue to work the counter when the clerks are not here.

I would like to point out that during the last five years, from 2012 to 2017, our maintenance budget has been cut from \$302,100 to \$241,870. We can't go much lower without seriously affecting the condition of the golf course.

Capital Improvements

Improvements for the near future include the leasing of equipment. We are in need of a new rough unit and utility carts. We will look to lease new fairway units in 2018. They are over 20 years old. Eventually all of the equipment will have to be replaced as it is all very old and in poor condition.

We all have discussed the need for a club house. At our last advisory committee the consensus was that we could build a decent facility for



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\$400,000 to \$450,000. The facility would contain a pro shop, offices, full restaurant and bar. We would then be able to host tournaments; lease the facility for various functions such as weddings, meetings, parties, etc. This would increase our revenue stream substantially. The facility would have modern restrooms. Operating with 2 household toilets is taking its toll on employees and customers alike.

Of course, the major challenge here is to find a funding source to accomplish the goal.
