



**JOINT WORK SESSION
AGENDA
CITY OF CREVE COEUR
CITY COUNCIL AND GOLF TASK FORCE
300 NORTH NEW BALLAS RD
OCTOBER 24, 2016
6:00 PM**

CALL TO ORDER

ROLL CALL

DISCUSSION ITEMS

1. Golf Task Force Review and Update

Summary: The Golf Task Force, Walters Golf Management and City staff will review progress to date in operational and programmatic improvements to the golf course.

2. Work Session Minutes Dated October 10, 2016

Pursuant to Section 610.022 RSMo., the City Council could, at any time during the meeting, vote to close the public meeting and move to closed session to discuss matters relating to litigation, legal actions and/or communications from the City Attorney as provided under Section 610.021(1) RSMo. and/or personnel matters under Section 610.021(13) RSMo. And/or employee matters under Section 610.021(3) RSMo. and/or real estate matters under Section 610.021(2) or other matters as permitted by Chapter 610.

Posted: _____ posted 10/20/2016
Deborah Ryan, MPCC
City Clerk



City Council
300 North New Ballas Rd
Creve-Coeur, MO 63141

Meeting: 10/24/16 06:00 PM
Department: Parks and Recreation Department
Category: Report
Prepared By: Jason Valvero
Department Head: Jason Valvero

SCHEDULED

STAFF REPORT

Golf Task Force Review and Update

The Golf Task Force, Walters Golf Management and City staff will review progress to date in operational and programmatic improvements to the golf course.

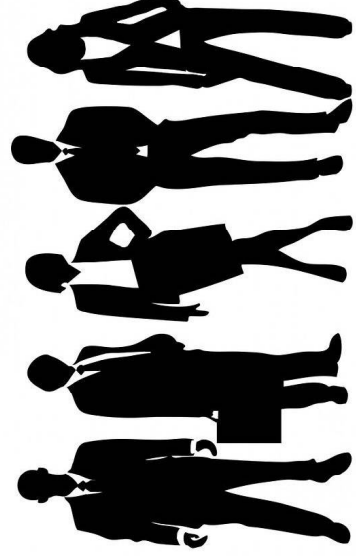


CREVE COEUR GOLF COURSE

REVIEW

Golf Task Force

- Created by Council in January 2016
- Eight Member Task Force
- A 18 Month Timeframe
- Representatives of Professional Industries Related To Golf
 - Marketing
 - Finance
 - Special Events
 - Promotions
 - Players Who Love the Game
- Emphasis on mid to long term goals



Walters Golf Management

- City hired Walters in February 2016 to:
 - Evaluate the overall golf operations, including programming and marketing
 - Make recommendations for immediate and future revenue diversity
 - Assist in the implementation process of the recommendations
 - Provide the Dynamic Pricing online booking engine
 - Ongoing management consulting on agronomics, accounting, and other areas of operation
 - Benchmarking performance versus other courses

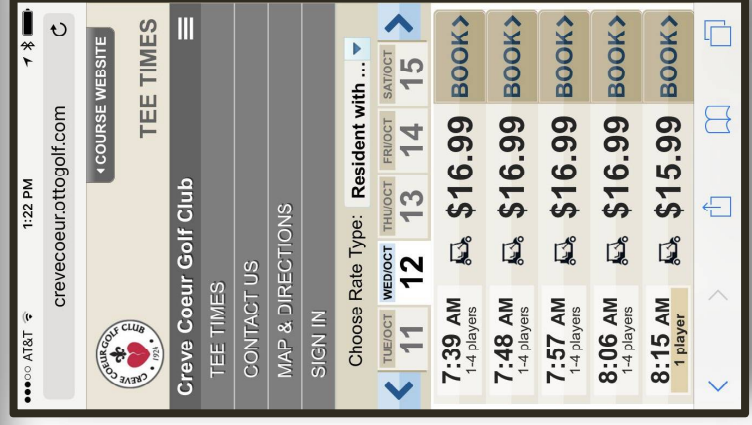
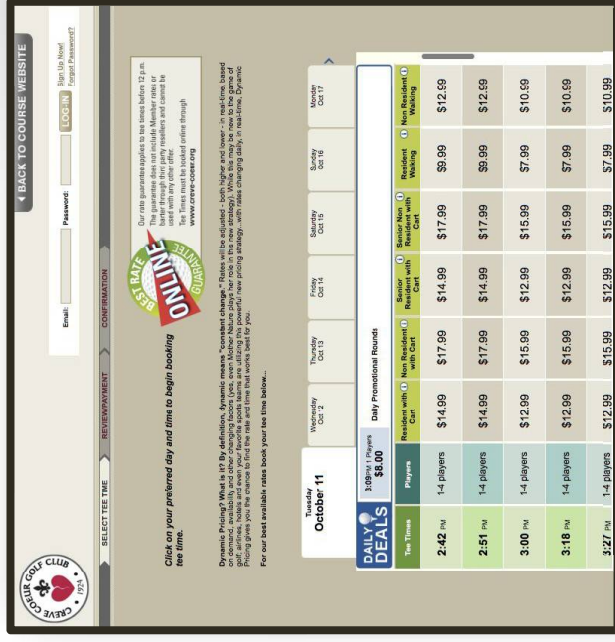
Accomplishments

- Created new “stand alone” website for golf course
 - <http://crevecoeurgolf.com>
 - Website collects data and presents the golf course and its offerings
- Created a new Unique Selling Proposition or USP
 - “Where family comes FIRST”
- Implemented USGA family tees
 - Marketed through WGM e-mail database
 - Facebook
 - Website
 - Course Database
- Added Creve Coeur to all WGM course websites and partner courses
- Modified Golfnow agreement to only give up 1 trade time vs. 2
- Installed new electronic tee sheet
- Implemented a “modified” dynamic pricing methodology
 - Price ranges now exist to help maximize revenue



Accomplishments

- Installed new online booking engine
 - Allows for:
 - Best online rate guarantee
 - Modified dynamic pricing algorithm
 - Data collection
 - Instant customer reviews
 - Promo Code implementation
 - Multiple rate offerings
 - Mobile friendly bookings
 - Seamless integration
 - Metric analysis enhancement
 - Zip code analysis
 - Days out
 - Customer type
 - Average players / booking



Accomplishments

- Formulated Foot golf implementation plan for 2017

Step 1 - Join the AFGL

Join the American FootGolf League at USA@FOOTGOLF.NET, or call 760.325.0383.

Once you join the official American FootGolf

Organization, it is time to schedule your opening day tournament. A successful tournament can be conducted in about 90 to 120 days of joining the AFGL. The American FootGolf League is the governing body of FootGolf in the US and the exclusive U.S. member of the worldwide organization of the Federation for International FootGolf.



Step 2 - Get Buy In

You must have full support from your Course Owners, Board of Directors, Management Company, and/or General Manager. This support should allow you some flexibility to adjust the experience to fit your facility. To receive this support, a FG Business Plan will be helpful. Please see "Typical FootGolf 3-Year Business Plan" below:

Accomplishments

- Started building a golf course specific database
- 943 Total opt-in contacts added in 90 days!



Accomplishments

- Agronomic Review Completed
 - Overall course conditioning is good and displays a passionate superintendent, i.e. Drainage projects, 4th tee, overall appearance
 - Good coverage in majority of fairways, three fairways making progress to match the others
 - Greens aerification program is well structured
 - Ponds need to be reviewed, depth, and aeration should be studied to improve aesthetics
 - Recommend ISTRIC sampling to learn more about air, water, compaction, root mass and depth, organic layers, sand size infiltration and more
 - Increase tee aerification and fertility
 - Review WGM pricing before early order and 2017 season for savings
 - Look to improve air movement on 3rd green

Accomplishments

- Food & Beverage Recommendations Implemented
 - F&B to be open on all weekends and special event days in-season
 - 50 + player days to have beverage cart
 - All leagues to have beverage cart
 - 100 + player days to have grill opened for burgers, brats and hot dogs
 - Sandwiches offered in golf shop area
 - Room rental / meeting / party initiatives are being undertaken by staff to promote catering to the renters

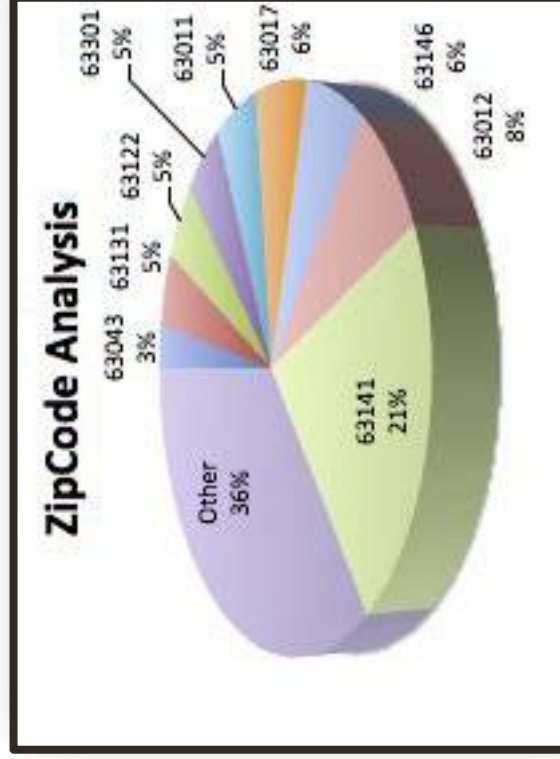
Weather Analysis

Weather Comp	Mar-15	Mar-16	Variance YoY	Apr-15	Apr-16	Variance YoY	May-15	May-16	Variance YoY
Month									
Days 90+	0	0	0	0	0	0	0	1	1
Weekend Days Rain	4	6	2	3	3	0	9	4	-5
Total Days Rain	13	15	2	8	9	1	16	14	-2
Total Percipitation (inches)	3.25	2.94	-0.31	4.91	4.02	-0.89	6.11	3.78	-2.33
Month									
Days 90+	9	17	8	14	19	5	10	12	2
Weekend Days Rain	7	1	-6	2	5	3	2	4	2
Total Days Rain	15	5	-10	13	15	2	7	12	5
Total Percipitation (inches)	11.53	2.52	-9.01	4.49	5.24	0.75	3.78	7.52	3.74
Month									
Days 90+	10	10	0			0			0
Weekend Days Rain	1	5	4			0			0
Total Days Rain	5	9	4			0			0
Total Percipitation (inches)	3.11	4.95	1.84			0			0

Analysis – Zip Codes

- Zip Code Analysis for online bookings – Where are our golfers coming from?

- 63043 Maryland Heights – 2.9%
- 63131 Des Peres – 4.77%
- 63122 Kirkwood – 5%
- 63301 St. Charles – 5.1%
- 63011 Ballwin – 5.3%
- 63107 Chesterfield – 6.1%
- 63146 St. Louis – 6.4%
- 63012 Ballwin – 7.5%
- 63141 Creve Coeur - 20.8%
- 60 Others – 36.13%



Analysis – Conversion

- Conversion = Website Sessions on Page / # of Bookings

Creve Coeur	January	February	March	April	May	June	July	August	September	2016 YTD
Month										
Sessions	0	0	0	0	496	1435	1006	1205	1085	5227
Bookings	0	0	0	0	42	166	139	153	169	669
Conversion	0.00%	0.00%	0.00%	0.00%	8.47%	11.57%	13.82%	12.70%	15.58%	12.80%
Difference										
Sessions	↑ 0	↑ 0	↑ 0	↑ 0	↑ 496	↑ 939	↓ -429	↑ 199	↓ -120	
Bookings	↑ 0	↑ 0	↑ 0	↑ 0	↑ 42	↑ 124	↓ -27	↑ 14	↑ 16	
Conversion	N/A	↑ 0.00%	↑ 0.00%	↑ 0.00%	↑ 8.47%	↑ 3.10%	↑ 2.25%	↓ 1.12%	↑ 2.88%	

Analysis – Rate Codes

- Rates Code Analysis – Rounds

Non-Resident w/ Cart	Resident w/ Cart	Non-Resident Walking	Resident Walking	Sr. Non-Resident w/ Cart	Sr. Resident w/ Cart
47.58%	27.07%	12.57%	9.99%	1.72%	1.07%

Customer Satisfaction

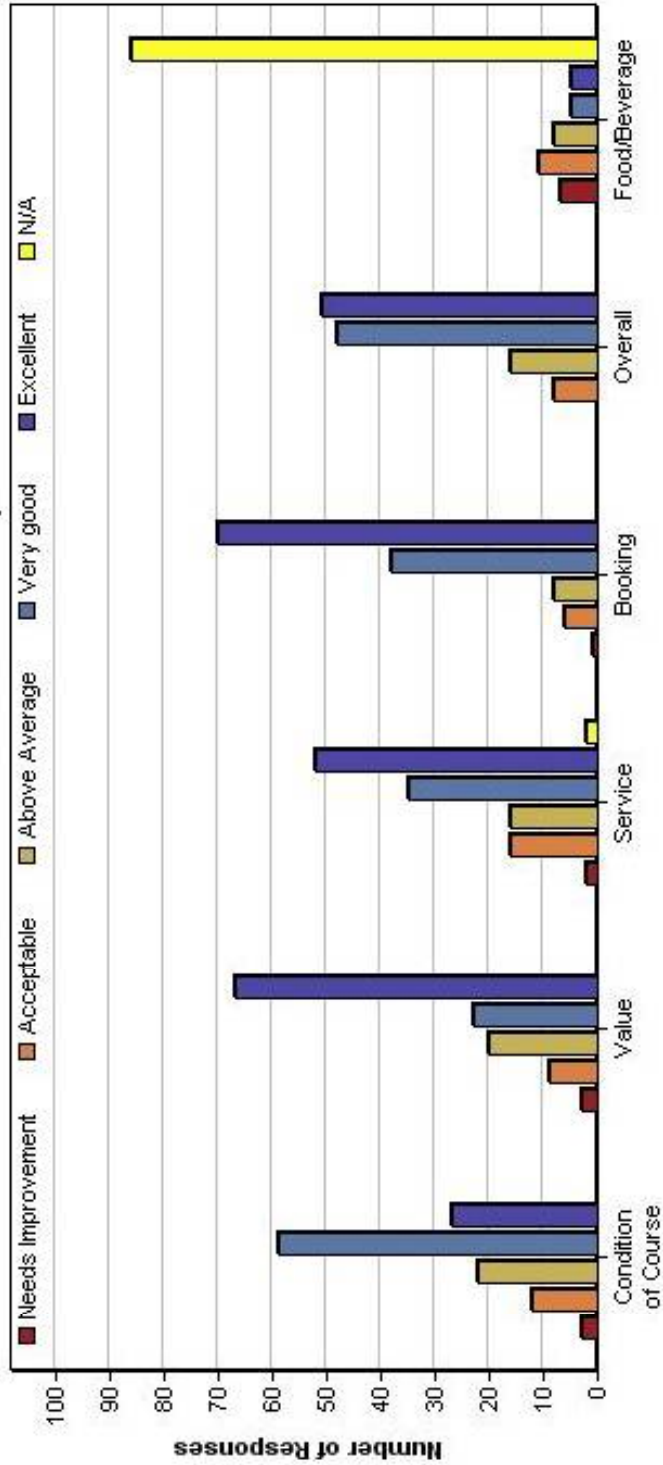
CUSTOMER SATISFACTION REPORT

Select Report to View: Customer Satisfaction

Select Period From Jan / 1 / 2016 to Oct / 11 / 2016

[VIEW REPORT](#)

Customer Satisfaction Report



Average:

3.74

4.10

3.98

4.35

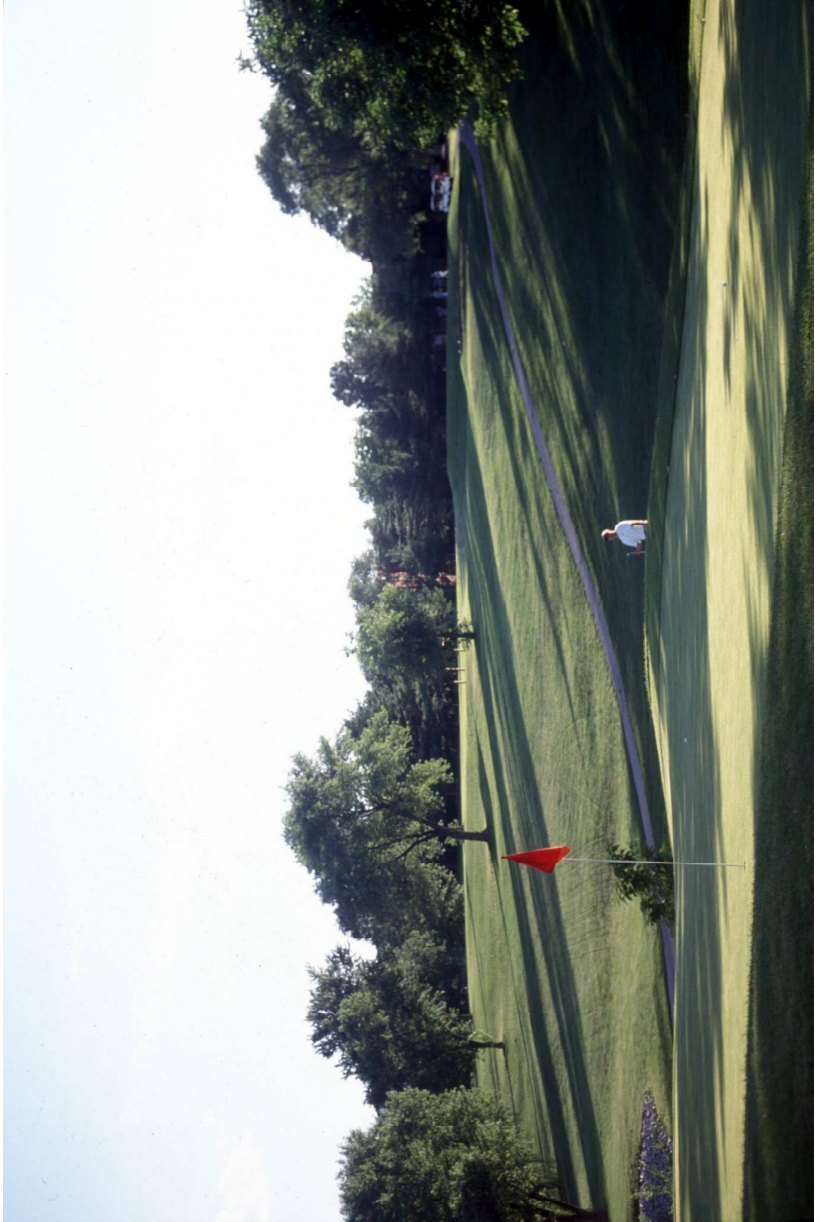
4.12

4.95

Conclusions

- This is a process and the process evolves on an ongoing basis!
- Many properties witness their most significant growth in their second season as you don't often turn everything on at the beginning of season one.
- Database growth and adherence to "Best Business Practices" is imperative.
- The "Where Family Comes First" must be part of all Golf Course messaging.
- 2016 Results must be reviewed against the weather analysis
- SEO initiative should be considered.
- Groupon, Bundles, Winter Revenue generation should all be analyzed.
- Staff should participate in WGM Golf Professional Training Program
- Outside sources of revenue should continue to be explored:
 - Tee Signs
 - Business Relationships
 - Corporate Sponsors
- Some consideration needs to be given to hiring a marketing person to assist in the implementation of all the new ideas

Golf Task Force



Duties of Task Force

- Recommend Action Items to Council to improve the finance stability of the golf course operations through:
 - diverse programming
 - marketing strategies
 - funding resources
- Set target goals for measuring success of recommendations



Task Force Objectives

- Analyse four (4) important areas of interest by looking at what has been done in the past and where we need to go in the future:
 - Golf Programming
 - Non-Golf Programming
 - Marketing
 - Sponsorships

Golf Programming

- January High School Pre-Season
- February High School Pre-Season + Winter Disc Golf
- March High School Tryouts + Season Matches Begins
- April Start of 11 Leagues + Master's Mayhem Event
- May Senior Olympics + Junior PGA Event
- June Hack-It-Up Golf Event
- July Couples 2-Person Scramble
- August Senior 2-Person Scramble
- September Beer, Birdies & BBQ 2-Person Scramble
- October Fall Disc Golf
- November Chili Bowl 4-Person Scramble
- Footgolf will be year around

Non-Golf Programming

- Goal is to increase revenue by attracting non-golfers to the facility through:
 - Business meetings with lunch
 - Disc Golf Tournaments
 - Corporate Team Building Rentals
 - Weddings
 - Cross Country Skiing
 - Drone Flying
 - Footgolf

Marketing

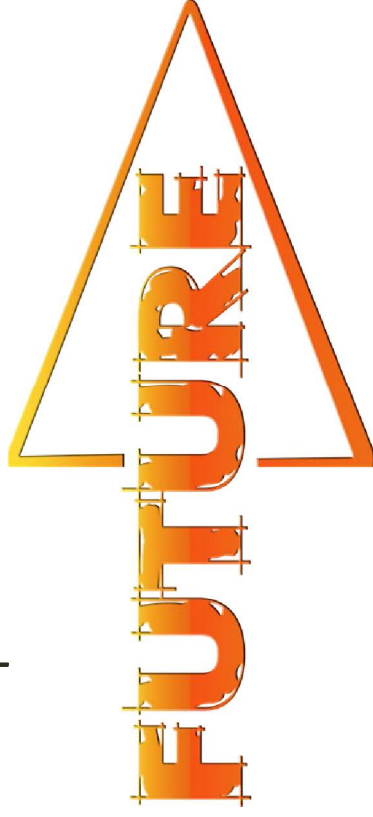
- Goal is to deliver a message about the services we offer to our residents and other customers through:
 - Defining who we are and what we have to offer
 - Building a data base
 - Increasing social media efforts
 - Creating “unique selling point”
 - Promoting the “Play 9” and Junior tournaments through the USGA marketing program already set in place

Sponsorship

- Goal is to generate revenue through partnerships by using the facilities at the Dielmann Recreation Complex:
 - Tee Boxes
 - Golf Carts
 - Score Cards
 - Golf Course Website
 - City's Website
 - Ice Rink Dasher Boards
 - Ice Rink Resurfacer
 - Special Events and Programs (concerts, H2H run)

Task Force Moving Forward

- Recommend action items to Council to improve the finance stability of the golf course operations through the four (4) areas of interest
- Set target goals for measuring success
- Continue to work with staff to implement new programs to attract residents to the facilities (meeting rooms, golf course)
- Continue to compile data for benchmarking course financials to find trends of the operation



RESOLUTION NO. 1200

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CREVE COEUR, MISSOURI, ESTABLISHING A TEMPORARY TASK FORCE TO RECOMMEND ACTION ITEMS TO IMPROVE THE FINANCIAL STABILITY OF THE CREVE COEUR GOLF COURSE.

WHEREAS, the Mayor and City Council have discussed the viability and benefits of the Creve Coeur Golf Course in the community; and

WHEREAS, the Parks and Historic Preservation Committee supports the creation of a temporary task force to explore ways to improve the financial stability of the Golf Course.

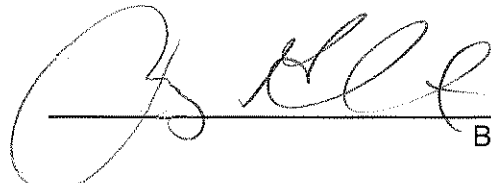
NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CREVE COEUR, AS FOLLOWS:

Section 1. There is hereby established a Golf Task Force to be made up of citizens with a background in advertising, marketing, business, promotions, special events or golf operations; a representative from the Parks and Historic Preservation Committee; and a representative from the Finance Committee. A majority of the members will be Creve Coeur residents. Given the temporary nature of this task force, the Mayor and Council members will submit initial nominations to a nominating committee, consisting of the Mayor, Council President, and a third council member selected by Council, no later than noon on Thursday, January 21, 2016 so that such initial appointments can be recommended and approved at the following Council meeting. The representatives from Parks and Historic Preservation Committee and from the Finance Committee shall be designated by those committees as soon as possible. There is no fixed number of appointees, so additional appointments may be made by similar process at subsequent Council meetings. All appointments shall be for the duration of the Task Force. The task force members shall select a chairperson and the City Administrator shall designate a staff liaison.

Section 2. The duties of the Golf Task Force (GTF) shall include but not be limited to:

1. Recommend action items to City Council and staff to improve the financial stability of the golf course operations through diverse programming, marketing strategies and funding resources.
2. Set target goals for measuring success of recommendations.
3. Report to City Council within 18 months following date of establishment, at which time the GTF and all appointments thereto will be terminated unless extended by action of the City Council. GTF updates will be reported every six months following date of establishment.

Adopted this 11th day of January, 2016.


 Barry Glantz
 Mayor

Attest:


 Deborah Ryan, MPCC
 City Clerk



City Council
300 North New Ballas Rd
Creve-Coeur, MO 63141

SCHEDULED

Meeting: 10/24/16 06:00 PM
Department: Legislative /City Clerk
Category: Report
Prepared By: Debbie Ryan
Initiator: Debbie Ryan
Sponsors:

DRAFT MINUTES (ID # 2141)

DOC ID: 2141

Work Session Minutes Dated October 10, 2016



**JOINT WORK SESSION MEETING
MINUTES
CITY COUNCIL AND CREVE COEUR FIRE DISTRICT
300 NORTH NEW BALLAS RD
OCTOBER 10, 2016
6:00 PM**

Present: Mayor Glantz, Council Member Lawrence, Saunders, Hoffman, Faron, Baseley, Kramer

Creve Coeur Fire Protection District: Chief Black, Fire Board Members Harvey Seigel, Harry Baider, David Kreuter

Staff present: City Administrator Mark Perkins, Chief Eidman, City Attorney Carl Lumley, Community Development Director Jason Jaggi, Public Works Director Jim Heines, City Clerk Deborah Ryan

DISCUSSION ITEMS

1. Creve Coeur Fire Protection District Board of Directors

Chief Eidman stated there has been great mutual respect over the years between the departments. Work very well together. Have held joint trainings between the departments and it has benefited all involved. Over the years there have been necessary safety changes in the way that services are handled.

Chief Black stated over the years a lot has changed for his department. The job has become more dangerous and fires now burn hotter and faster due to the change in fabricated building materials. Dispatch of a call is now handled through GPS with the truck location and not the location of the fire station. Many EMS trained Fire personnel have been trained on the use of Narcan as the number of heroin overdoses has reached epidemic numbers.

Council Member Hoffman asked if the CCFPD could train CCPD to use it.

Chief Eidman stated there are pros and cons to carrying it but plan to have officer begin getting trained on the drug. The two districts will continue to work together on the issue.

Council Member Lawrence asked if there is a way to educate the public on the new building materials being used and the issues facing fire fighters.

Chief Black stated social media is a great educational tool. Youtube has wonderful videos showing everything from the difference of real vs artificial trees to different materials.

Mayor Glantz asked if the CCFPD is planning any new construction.

Chief Black stated Engine House #2 is currently under construction and should be completed by the end of June 2017. Property purchased in 1962 and the last construction for the CCFPD was in 1991.

Mayor Glantz discussed Proposition P and how it will help the CCPD.



**JOINT WORK SESSION MEETING
MINUTES
CITY COUNCIL AND CREVE COEUR FIRE DISTRICT
300 NORTH NEW BALLAS RD
OCTOBER 10, 2016
6:00 PM**

Council Member Baseley asked if there will be any response time issues with the construction on city roadways.

Chief Black stated GPS will reroute when the CCFPD know about a road issue.

Mayor Glantz thanked all who attended and indicated that the joint work session should become an annual event.

2. Approval of Work Session Minutes Dated August 22 and September 26, 2016

Council Member Hoffman moved, seconded by Council Member Saunders to approve work session minutes dated August 22 and September 26, 2016.

Approval by unanimous vote.

Adjourned at 6:50 p.m.