



**WORK SESSION MEETING  
AGENDA  
CITY OF CREVE COEUR  
CITY COUNCIL  
300 NORTH NEW BALLAS RD  
JANUARY 23, 2017  
6:00 PM**

**CALL TO ORDER**

**ROLL CALL**

**DISCUSSION ITEMS**

**1. Website Redesign Update and Review**

**Summary:** For the past several months, staff have been working to redesign the city's website per the 2013 Strategic Plan. As part of the final phase, staff would like to gather feedback from the city council on the design proposal.

**2. Walters Golf Management Contract Review**

**Summary:** The City is currently under a consulting agreement with Walters Golf Management (WGM), through January 31, 2017. The current contract will renew for another year unless the city opts out of the agreement. As a result, now is the appropriate time to consider our options going forward.

**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 01/19/2017

Deborah Ryan, MPCC  
City Clerk



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

**SCHEDULED**

Meeting: 01/23/17 06:00 PM  
Department: City Council  
Category: Report  
Prepared By: Bess McCoy  
Department Head: Bess McCoy

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## **STAFF REPORT**

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### **Website Redesign Update and Review**

For the past several months, staff have been working to redesign the city's website per the 2013 Strategic Plan. As part of the final phase, staff would like to gather feedback from the city council on the design proposal.



# city of CREVE COEUR

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 (314) 432-6000 • Fax (314) 872-2539 • Relay MO 1-800-735-2966  
[www.creve-coeur.org](http://www.creve-coeur.org)

## MEMO TO CITY ADMINISTRATOR

**Meeting Date:** January 23, 2016

**Subject:** Website Redesign Update

**Memo Prepared by:** Bess McCoy, Public Information Officer and Management Analyst

For the past several months I have been working to redesign the city's website per the 2013 Strategic Plan. The process has consisted of four phases:

- Phase 1: Research and feedback gathering – during this phase, I researched best practices for local government websites and looked for samples of award-winning local government websites. I also conducted internal and external surveys as well as focus groups with City Council and key staff to gather feedback on what changes should be made to the website.
- Phase 2: Consolidation of findings – during this phase, I looked for overarching themes and key takeaways from the research I gathered in the first phase to develop a report for Civic Plus.
- Phase 3: Vision – during this phase, I worked with our team at Civic Plus to create a vision for the website redesign to guide their design process.
- Phase 4: Design – in this current phase, I am working with Civic Plus to finalize the design of the website. Civic Plus has created a basic site workflow, color palette, and graphic layout. I am currently working with key stakeholders to gather feedback and submit change requests. This phase is scheduled to end on February 24.

As part of the final phase, I would like to gather feedback from the city council on the design proposal.

### **Initial Feedback from Council Focus Group 1/11/16**

On January 11, 2016, I held a focus group with City Council to gather initial feedback on the website redesign. This meeting focused on what elements of the current website council members liked, what elements they would like to see changed, and a review of sample local government websites.

#### **1. Positive Feedback on Current Website**

City Council members mentioned several features that they like about the current website. These are listed below along with how they will be incorporated into the redesign:

- Quick Links Section: Council members liked having a tool that simplifies finding important information and thought that this section could be made bigger
  - On the redesigned website, this area has been changed to a bar located directly under the image slider with graphic icons and text buttons. The prominent placement of these items makes them much more visible than on

our current website and the graphic icons make them stand out so users can more easily find them.

- Charter and Ordinances: Council members liked that these items were prominent and easy to find
  - On the redesigned website, this area has been moved to the “quick link” area highlighted above to keep it easily accessible
- Calendar: They like the calendar feature, but also suggested many improvements to make it more user-friendly and functional
  - On the redesigned website, this feature has been given a larger area with expanded information

## 2. Negative Feedback on Current Website

City Council members also mentioned several features of the city’s current website that they do not like. These are listed below along with how they will be addressed in the redesign.

- Navigation: Council members mentioned that the current navigation structure makes it difficult to find key content.
  - To improve this, the redesign will feature a new “mega menu” style navigation that displays several columns of pages including main pages as well as subpages. There will be no cascading navigation. The redesign also includes a new navigation tab titled “How do I.” Under this tab, there will be several verbs such as “find, pay, apply” with subpages underneath. This organizes the content into categories that the end user can easily understand rather than organizing most content by city department.
- Design: Council members felt that the current website was visually outdated.
  - To address this, the redesigned website has a brighter color scheme with a clean, white background. The fonts have been updated, and the layout has been expanded vertically to allow for more white space and a more visually appealing experience.

## 3. Elements to incorporate from sample websites

After a review of sample local government websites, council members suggested incorporating several elements from those designs into the redesign. These included:

- “How Do I” tab: Several council members mentioned liking the websites that had a “How Do I” tab.
  - This tab will be incorporated into the redesign.
- Updated Calendar: Several council members mentioned liking websites that had a larger calendar feature with more information.
  - The redesign has a much larger calendar that will display more events and information on the homepage.
- “Submit a Request” button: Several council members mentioned liking websites that had an easy to find “Submit a Request” button on the homepage.
  - This button has been added to the redesign in the new “quick link” graphic bar.
- Homepage with scrolling content blocks: Several council members mentioned liking the websites that had homepages with multiple content blocks that users could scroll down to view.
  - The homepage of the redesigned website is longer than the current website, creating a cleaner feel and allowing visitors to scroll to view all of the information.
- More images on the homepage: Several council members mentioned liking the websites that had more visuals and images on the homepage, especially images to accompany news and announcements.
  - The redesign features a larger image at the top of the homepage that can stay static or carousel. It can also be changed out on interior pages. The

homepage also includes multiple locations for additional images including images to accompany each news and announcement story and a “feature” section with accompanying images.

- Easy to find address and phone number: Several council members liked websites that had the address and phone number in an easy to find location.
  - The redesign includes the address and phone number in the footer on every page of the website.

### **Other Notable Updates**

In addition to the changes made from City Council input, several other features of the website have been updated based on user feedback and research. These include:

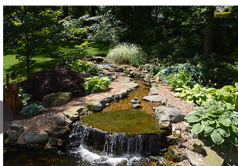
- Font: The fonts on the website have been updated to allow for more space between lines to make it easier to read.
- Sticky Menu: The navigation menu has been updated to a “sticky menu.” This means that as users scroll down the page, the navigation menu will move with them so that it is always at the top of their screen. This makes it easier for users to quickly navigate on a longer scrolling website.
- Parks Content: Part of the initial research into the website redesign was to review the most popular content to make sure that content is easily accessible. In that research, I found that five of the top ten most frequently visited pages on the website were Parks Department related. To help make these more accessible, a Parks button will be added to the new graphic links section.

### **Next Steps**

- Through February 24: Design Revisions – We have through February 24 to submit design revisions to Civic Plus. They will send a revised .jpg of the website within five business days.
- February 24: Design Approval – Our approval of the final design is due by this date.
- April 7: Production Website Complete – Civic Plus will complete the production website which will allow us to update new content and teach internal users how to navigate the new site.
- April 14 and 24: Training – Civic Plus will conduct training for city website administrators.
- May 10: Website Launch – The website will be available to all users.



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## MARCH 2017

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## CITY HIGHLIGHT



## THIS IS A SPOTLIGHT HEADLINE

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ACENDAS &  
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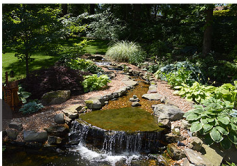
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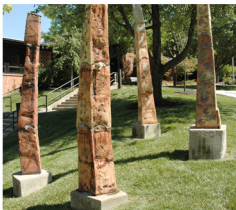
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### SUBHEAD ONE

This is simply dummy text of the printing and typesetting industry. It has been the industry's standard dummy text ever since the 1500s. It is a long established fact that a reader will be distracted by the readable content of a page when looking at its layout. The point of using fake text is that it has a normal distribution of letters, making it look like readable English.

### SUBHEAD TWO

This has been the industry's standard dummy text ever since the 1500s. It is a long established fact that a reader will be distracted by the readable content of a page when looking at its layout. The point of using it is that it has a normal distribution of letters, making it look like readable English.

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

**SCHEDULED**

Meeting: 01/23/17 06:00 PM  
Department: City Administrator  
Category: Report  
Prepared By: Mark Perkins  
Department Head: Carl Lumley

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## **STAFF REPORT**

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### **Walters Golf Management Contract Review**

The City is currently under a consulting agreement with Walters Golf Management (WGM), through January 31, 2017. The current contract will renew for another year unless the city opts out of the agreement. As a result, now is the appropriate time to consider our options going forward.

## CITY OF CREVE COEUR



## MEMORANDUM

**Date:** January 17, 2017  
**To:** Mark Perkins, City Administrator  
**From:** Jason Valvero, Director of Recreation;  
 Tim Brinks, Assistant Director of Recreation  
**Re:** Walters Golf Management - Contract Review

The City is currently under a consulting agreement with Walters Golf Management (WGM), through January 31, 2017. The current contract will renew for another year unless the city opts out of the agreement. As a result, now is the appropriate time to consider our options going forward.

The WGM contract and planned action items have allowed us to re-examine our policies and procedures and opened the door for new opportunities, which we believe will be sustainable moving into the future.

WGM started their work and initial assessment of the golf course in February of 2016. In their report, WGM provided several operational and marketing recommendations that have been implemented over the past year. Below is a list of the action items that were put into place under the consultation of WGM:

#### Revenue Management

- Installation of the new tee sheet for “Dynamic Pricing” (\$600 yearly cost)
- Coordination of the interface between tee sheets and point of sale system
- Develop and implement email blasts and announcements
- Analysis of weather, player reviews, zip codes
- Monthly revenue analysis

#### Operations

- Provided initial analysis of staff, budget, and procedures
- Implemented the WGM “Best Practices” list to help staff direct golfers to the online tee times as well as other practices
- Recommended new check-in area for golfers for the peak season of March through November

#### Marketing and Advertising

- April 2016 Cart rental promotion to facilitate collection of player data (over 600 golfers data was collected)
- 400 additional emails were collected through online bookings

- Installed US kids “Family” tees (\$650 equipment cost)
- Became foot golf certified for installation of 9 hole footgolf course (\$600 yearly certification cost with start up package ranging from \$2,500 to \$4,500)
- Created and launched new stand-alone golf website (\$3,564 yearly)
- Established new USP (Unique Selling Proposition), “Family First”
- Monthly WGM newsletter announcements to 70,000 St. Louis area golfers
- Facebook page added to new website with weekly postings, as well as some paid postings or boosts to local interested individuals
- New promotions to create buzz for course, including fish bowl drawing, Arnold Palmer tribute day, Memorial Day Greens Fee Discount, etc.

### Agronomics

- Onsite review with course Superintendent, Cory Gettemeier and WGM Agronomist, Dennis Baron was conducted
- Suggested International Sports Turf Research Center sampling to learn more about air, water, compaction, and root mass as well as other areas
- Current review of WGM pricing on material before the 2017 season

### Concessions

- Recommended expanded concession hours on weekends and during tournaments, hockey games, and special events
- Started weekend beverage cart on full tee sheet days
- Recommended Sandwiches and other options to be offered at times concession was not open
- BBQ grill days on heavy weekends of over 100 players offering hamburgers, bratwurst, chicken, and hot dogs.

### Moving Forward

Staff has been tasked with exploring options to renewing the contract with WGM. An option for the City to consider is expanding its use of GolfNow.

The golf course started using GolfNow in 2011 as a means for golfers to book tee times online. Over the years, GolfNow has been consistent with the services they offer, their support for the POS system and tee sheet operation.

Both WGM and GolfNow are good advocates for our golf course. With that being said, GolfNow is the largest source for online tee times in the nation. They are able to offer many of the same services as Walters at less cost. Currently we pay a monthly fee for our stand-alone website as well as the new tee sheet installed last year, in addition to the WGM consultation fee.

The GolfNow tee sheet is more efficient for staff, and in turn, requires less time to complete transactions for golfers. This is important from both a service perspective as well as efficiency, particularly given our lean staffing.

One of the attractive features provided by WGM has been their dynamic pricing program. GolfNow offers a similar program whereby our golf staff can access the tee sheet to change rates based on demand, promotions or adjustments for inclement weather. We believe that dynamic pricing will continue to be part of our marketing strategy going forward, regardless of which vendor we choose.

Below is a chart listing both companies and the services each offers compared side by side, with two options from GolfNow:

| Service                                      | WGM                                  | GolfNow (1)<br>Current Service Level                | GolfNow (2)<br>Optional Service Level                  |
|----------------------------------------------|--------------------------------------|-----------------------------------------------------|--------------------------------------------------------|
| Consulting Services                          | \$24,000 per yr                      | N/A                                                 | N/A                                                    |
| Tee Sheet w/ Support                         | \$600 per yr                         | Included                                            | Included                                               |
| Golf Website                                 | \$3,564 per yr                       | No                                                  | Included                                               |
| Trade Times                                  | 1 per day - time selected by Walters | 1 per day - time selected by City within parameters | 2 per day - at time selected by City within parameters |
| Trade Time Value / Year                      | \$708 per yr                         | \$2,144 per yr                                      | \$4,288 per yr                                         |
| Dynamic or Tiered Pricing Services Available | Yes                                  | Yes                                                 | Yes                                                    |
| Email Database                               | City Owned                           | GolfNow Owns, but available for city use            | GolfNow Owns, but available for city use               |
| Email Blasts Provided                        | Yes                                  | Yes                                                 | Yes                                                    |
| Mobile Apps - Distance to Hole and Flyover   | No                                   | No                                                  | Yes                                                    |

### Service Glossary

- Tee Sheet w/ Support - computer program to book tee times
- Golf Website - A stand-alone golf course website
- Trade Times - Tee time for 1 to 4 players provided to vendor for resale in lieu of monthly fee paid to vendor.

- Trade Time Value - Based on a 20% conversion rate; that is to say, a projected 20% of the trade times will actually be paid for and used by golfers.
- Dynamic/Tiered Pricing - Golf rates adjusted daily or weekly based on demand
- Email Database - Collection of emails from golfers who have played the course
- Email Blast - Ability to send out promotions or specials course to database
- Mobile Apps - Distance to Hole - GolfNow offers a Distance to Hole App that utilizes GPS to provide hole distance; Hole Flyover utilizes Google Earth to show the golf course.

### Summary

We believe that the consulting services provided by WGM have been valuable in improving our operations and marketing, although it will likely take a few years to fully see the impact of these initiatives. We also believe that the value of continuing the WGM consulting service for a second year will diminish considerably. Instead, we can continue to build upon the recommendations and improvements over the last year by expanding services provided by GolfNow.

## CITY OF CREVE COEUR



## MEMORANDUM

**Date:** January 17, 2017  
**To:** Mark Perkins, City Administrator  
**From:** Jason Valvero, Director of Recreation;  
 Tim Brinks, Assistant Director of Recreation  
**Re:** Part-Time Golf Payroll

The golf course is seeking additional part-time funds to hire a marketing intern and a recreation aide to help with the 2017 upcoming golf season. The two positions will help implement the new marketing strategies recommended by Walters Golf Management and the various returning and new programs the golf course is planning to offer in the new season. The current trend is all about social media, and marketing has become very prevalent in the golf industry. It has become a challenge to be successful with a marketing campaign and still maintain the high level of golf services the customers have come to expect.

Marketing Intern

The intern will be from a communications or marketing college program. College programs vary regarding the set number of days or hours needed, most college programs cater to the individual company's needs. The funding request is for an intern to work on average 15 hours per week starting in mid-February, if approved by Council. Once the internship has been completed, a decision will need to be made whether to keep that person on as a part-time marketing staff or look at other part-time help to continue the marketing duties through September.

The requested FY17 budget adjustment is for \$2,400. A budget request for FY18 will then be submitted to continue the marketing intern/part-time staff through September in the amount of \$1,560.

The intern would be responsible for the following areas:

- Golf Course website and Facebook page
- FootGolf implementation and kick-off event
- Distribution of flyers, events, promotional material
- Database email distribution
- Statistical collection and data for the golf season
- New tournaments and events

Recreation Aide

The aide will focus on the golf programming side of the operation during the peak season, running May through August. The funding request is for the recreation aide to work on average 20 hours per week, if approved by Council.

The requested FY17 budget adjustment is for \$1,620. A budget request for FY 18 will then be submitted to continue the staff member through August in the amount of \$1,620.

The recreation aide would be assigned the following duties:

- League play formatting
- Tournament scheduling and booking
- POS sales and merchandise ordering
- FootGolf operations
- Concessions stocking/inventory/deposits

#### Summary

Staff is requesting a total of \$4,020 be allocated in the current FY17 budget to hire an intern and recreation aide for the golf pro shop operations. The line item is 06-14-33-5102, temporary salaries.