CITY OF SAN DIEGO

PARK AND RECREATION DEPARTMENT

GOLF OPERATIONS

5 YEAR BUSINESS PLAN

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Foreward

In June 2006, the San Diego City Council approved Mayor Jerry Sanders' Five-Year Business Plan for Golf --- the first comprehensive plan of its type in the City's history governing the operation of City-owned golf facilities. The City's Golf Operations staff worked diligently with the Golf Advisory Council and members of the public to seek information on the formation of this plan.

The Mayor's plan increases public access by adding approximately 15,000 additional rounds of golf annually for San Diego residents at Torrey Pines and maintaining 70 percent of the total tee times allocated to residents at that course. It also provides a funding mechanism for a major capital improvement program to preserve and enhance all three City golf courses (Balboa Park, Mission Bay and Torrey Pines) for future generations to enjoy.

Additionally, the plan reduces the preferential tee times given to hotels, clubs, and brokers and returns them to the public, and it creates a new advance reservation system that makes it easier for members of the public to book tee times.

Finally, it offers a fiscally responsible pricing plan for greens fees so Mission Bay and Balboa Park work towards being self-sustaining like Torrey Pines. Under this plan, residents will only pay for the cost of a round of golf, while visitors' fees will be higher to help cover improvements to the courses.

Introduction

The City of San Diego Golf Operations Division is one of five operating divisions within the Park and Recreation Department. Currently, the City operates three municipal golf complexes: Balboa Park, Mission Bay and Torrey Pines. All three facilities offer different golfing opportunities for players of all ages and abilities. One of the goals of this Division is to provide challenging yet accessible and enjoyable golfing experiences to residents of San Diego as well as visitors to the area at competitive prices.

The golf system is unique in that it operates like a business in what is known in the municipal sector as an Enterprise Fund. This requires the golf courses to generate sufficient revenues to cover operational and maintenance expenses, capital improvement costs and any debt service incurred by the program to avoid using general fund monies. It is extremely important to maintain and manage the Enterprise Fund in a fiscally responsible manner so that the users of the facilities (golfers) are not only supporting the daily operational and maintenance costs, but also the long term capital improvement projects to keep the courses competitive with the local golf market and up to today's industry standards.

For the past five years, the golf system has been operating under a Five Year Business Plan that was approved by the City Council in 2001 and expired in June of 2005. The Five Year Business Plan is used primarily to develop guidelines related to Golf Division principles, a five year golf course fee structure, fair and equitable distribution of tee times for all stakeholders, and to outline a Five Year Capital Improvement Program.

Since the plan was adopted in 2001, significant changes have occurred in the program. Most notably, the City assumed responsibility for the Mission Bay Golf Course and Practice Center in November of 2003 and the Torrey Pines Golf Complex was awarded the 2008 United States Golf Association (USGA) U.S. Open Golf Championship. The system will continue to evolve and will be enhanced over the next few years as facilities and maintenance are improved to meet the expectations of our daily golfers as well as participants in major tournaments.

Developing a new Five Year Business Plan is a very important step in bringing consistency in how all three golf complexes operate. It is staff's intent to develop a system that is as straightforward as possible so when golfers arrive at the City facilities, it will be easy to know where to go and how to get through the process to play golf. It is staff's intent to simplify the golf experience for customers, by enhancing the ease of access and streamlining the fee structure. This plan focuses predominantly on the business side of golf operations so that the public will know what to expect in terms of how to get a tee time and what fees they will pay.

All three golf complexes are very popular sites for local golfers and because of its national visibility, Torrey Pines attracts a great number of visitors from all over the world. Torrey Pines will continue to experience more demand as the 2008 U.S. Open approaches. One of the major components of this plan is to balance the limited number of tee times between all those interested in playing golf there, including increasing access for the daily public golfer.

As staff was developing the Five Year Business Plan, it became very evident that the goals of golf operations should be based on the Mission and Vision of the program. Mission and Vision Statements were developed, followed by a list of guiding Principles that address the core values of the division.

These Principles drive everything that we do and assist in making decisions related to golf. The four main Principles of Customer Service, Financial Stability, Public Access and Effective Operations allow staff to focus its efforts and resources in the areas that are most important to golfers. All the recommendations in this plan relate directly to one or more of the Principles.

Each of the golf complexes is unique in what is offered to the golfing public. Staff recognizes this uniqueness and manages the facilities accordingly. The intent of the plan is to simplify the golf experience, yet maintain the integrity of each of the three facilities and continue to provide high quality customer service, course condition, and affordable golf to as many people as possible.

Lastly, the City recognizes the important and valued relationship we have with all the stakeholders who have a formal agreement with the City and this plan strives to balance the interest of each of the stakeholders with the interest of the public golfer.

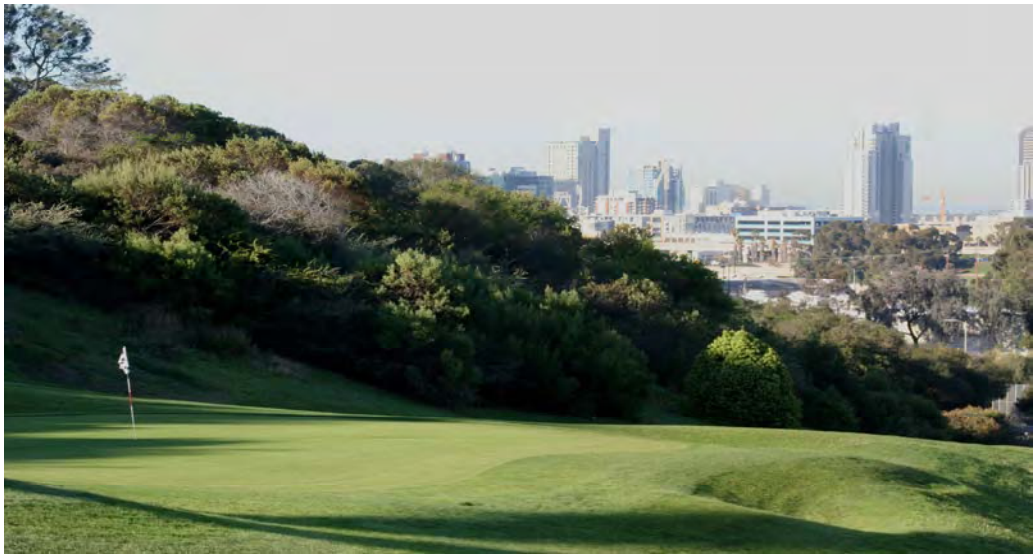
Mission

The City of San Diego Golf Operations Division is dedicated to serving our customers by providing high quality golfing experiences to players of all ages and abilities and enhancing their enjoyment of the game of golf.

Vision

San Diego Golf Operations Division will:

- Be recognized as a premier municipal golf operation by all golfers.
- Receive increased recognition from the golfing public as an operation with high standards, integrity and high quality customer service.
- Deliver competitively priced golf to residents and visitors of San Diego.
- Enhance the playability and condition of all three golf complexes.
- Maintain and operate Torrey Pines in a manner so it continues to be recognized as a desired site for PGA Tour events and USGA major championships.
- Maintain and operate Balboa Park Golf Complex and Mission Bay Golf Course and Practice Center in such a manner that they remain competitive with comparable facilities.



BALBOA PARK COMPLEX BACKGROUND

Located in Balboa Park east of the San Diego Zoo and near the heart of Downtown San Diego, the Balboa Park Golf Complex commands one of the finest views of San Diego and downtown skyline. This 90-year-old complex features an 18-hole championship course and a 9-hole executive course on 160 acres. The original course was built in 1915 with sand greens and dirt fairways by William P. Bell. The current clubhouse was added in 1932-33. In 1943, Sam Snead set the course record of 60 on the original 18-hole layout that still stands today. The current course layout was completed after a two year $1.8 million extensive renovation in April of 1995 in which all 27 greens were renovated and a new irrigation system was added. This golf complex is a precious gem for the local golfer. More than 145,000 rounds are played on the courses, with approximately 85% of those being local residents. In addition, along with Torrey Pines, Balboa hosts the San Diego City Amateur Championship, Junior Golf events, and local high school golf matches.

Over the last five years, many improvements have been made to the Balboa complex.

- #7 green renovation – March 2000
- #5 tee extension – February 2001
- #10 fairway bunker renovation – April 2001
- Balboa Park Golf Course monument sign completed May 2001
- Integrated Point of Sale system – August 2001
- #1 fairway irrigation – October 2001
- Power cart fleet replacement – December 2003
- Half-way house replacement – 2004
- ADA Clubhouse retrofit – 2005
- Clubhouse lobby carpet replacement – 2005
- Cart/drainage concrete path extension on #4 - 2005
- Bunker drainage renovation/sand replacement - ongoing
- Perimeter fence repairs – ongoing

The Balboa Golf Complex faces many challenges in the upcoming years. Many improvements are still needed including a new irrigation system, a new clubhouse and improvements to the driving range; however, revenues continue to fall short of expenditures each year. This business plan strives to address the need to reduce expenditures and increase potential sources of revenue so that Balboa can be a self sustaining golf complex.

MISSION BAY

GOLF COURSE

AND

PRACTICE

CENTER

BACKGROUND

Scenic Mission Bay Golf Course and Practice Center, designed by Ted Robinson, former President of the American Society of Golf Course Architects, proudly opened its gates May 27, 1955 as a 9-hole course. In the early 1960's, Robinson designed what is now the 18-hole executive course. The executive 18-hole course, measuring 2719 yards, sits on 46 acres in the heart of the City. It is the only golf course in San Diego with night lighting. The driving range has been improved over the last two years and has potential to be one of the best driving ranges in the City. It was the answer to a long-standing need for public golfing facilities not only in Mission Bay but in all of San Diego. The golf course was developed under a fifty-year ground lease first executed in July 1954. The lease expired July 6, 2001 and was operating on a month-to-month lease. Based on an analysis conducted by William Sherman, Golf Consultant and Appraiser, the City of San Diego Park & Recreation Department took over operations November 8, 2003. Much work has been done and more repairs will be done to the existing facility to bring it up to City standards for the golfing public.

Since November 2003, maintenance staff has met many challenges head-on with much success. Everything from an antiquated irrigation system to defective electrical problems was tackled and some are still ongoing. The putting surfaces were in dire need of improvement and considering the limited resources available, have been improved to a respectable level. Bad drainage was discovered during the rain soaked period encountered the first few months of 2005. Sump pumps located on numbers 12 and 18 fairways, along with the ones in the driving range landing areas, were not working because electrical problems. This has caused some concern and they will need to be replaced. Storm drain issues along hole number 7 also need to be addressed.

The Mission Bay Golf Course and Practice Center operates from 6:30am-10:00 pm daily. The Department has taken on the added responsibility of the practice range and golf carts, along with the collection of green fees which are the common duties of the Golf Starters. With positive appreciation of our customers, daily play has increased in addition to the daily practice range business.

The City is still in the process of soliciting Requests for Proposals for someone to come in and bring the clubhouse up to code and open a restaurant. This will better serve the daily golfer and enable Golf Operations to attract small tournaments.

TORREY PINES GOLF COMPLEX BACKGOUND

The Torrey Pines Golf Complex rests on 220 acres on the cliffs of La Jolla overlooking the Pacific Ocean. Torrey Pines offers golfers challenging play and breathtaking surroundings. Before Torrey Pines was developed into a world class golf facility, the land was Camp Callan, an anti-aircraft artillery replacement military training center. In 1956, the City held a special election that resulted in 100 acres of the camp to be set aside for the construction of the golf course. Legendary course architect William P. Bell Sr.'s son, William F. helped realize his father's vision by overseeing the completion of the North and South courses at Torrey Pines.

In 1999, the City of San Diego Park and Recreation Department began a five-year program of planning and funding capital improvements to the Torrey Pines Golf Complex. World-renowned designer Rees Jones was selected to help restore the South Course first because it serves as the featured course for the Buick Invitational.

The Friends of Torrey Pines took the lead in providing funding for the renovation. Following the renovation, Torrey Pines South Course was selected to host the 2008 U.S. Open. In addition to the annual PGA tour Buick Invitational, Torrey Pines annually hosts the Junior World and the City Amateur.

Over the past five years, the Torrey Pines Golf Complex has been distinguished with many accolades. Listed below are the most recent accomplishments:

- Union Tribune Readers Poll of San Diego's Best for 2005 – Torrey Pines Golf Course as the best golf course in San Diego
- March 2005 Golf Week recognized Torrey Pines Golf Complex South Course as one of the top ten courses in the State
- Golf Digest – America's 100 Greatest Public Golf Courses – Torrey Pines South Golf Course 2005-2006
- Golf Magazine's 2004-2005 Top 100 You can Play – Torrey Pines South (ranked 13th overall)

With the popularity of the Torrey Pines Golf Complex as a destination for residents and visitors alike, public access is a top priority for the City. In the previous business plan, the City Council approved a distribution of rounds played at Torrey Pines be allocated 70% to residents and 30% to non-residents. This distribution ensures that San Diego residents continue to have access to the courses, while allowing visitors the opportunity to enjoy the experience of Torrey Pines.

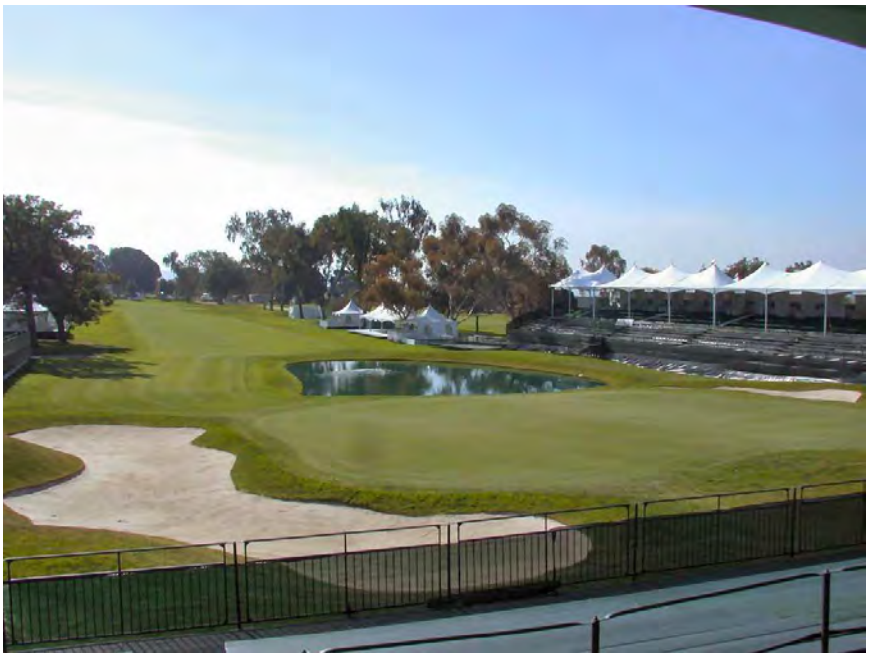
In the past, Golf Operations has not had a reliable system in place to closely monitor the distribution of tee times. With new management, a reservation system upgrade, and clearly defined user groups, staff will have the capability to closely and accurately monitor the tee times.

Currently, the spacing of tee times on the South Course is every ten (10) minutes while on the North Course they are every seven (7) minutes. The reason for this difference is because of the increased difficulty of the South Course and to ensure the South golf course is in excellent championship condition. The target for total number of annual rounds on the South Course is 72,000. The goal for total annual rounds on the North Course is 100,000.

In an effort to promote Torrey Pines as a destination, the City of San Diego has agreements with two hotels adjacent to the course: The Lodge at Torrey Pines and The Hilton La Jolla Torrey Pines. The hotels attract visitors from around the world adding to the economic prosperity of San Diego. In calendar year 2004, the hotels were billed nearly $850,000 for their daily tee times. In addition to marketing and promoting the courses and the City, hotel guests generate Transient Occupancy Tax (TOT) and sales tax for the City.

In addition, the City has an agreement with the Torrey Pines Club Corporation to operate the Pro Shop and provide golf course services such as cart rentals and operation of the driving range. As a part of that agreement, they were provided daily tee times to sell to the public. It should be noted that in a meeting on March 8 and confirmed in a memo dated March 17, 2006, Torrey Pines Club Corp made the decision to forgo their tee time allotment. The additional tee times given back to the City will be discussed in the Allocation section of the plan.

As the annual site for the P.G.A.'s Buick Invitational and as host to a major international event such as the U.S. Open, the Golf Operations Division faces an enormous challenge in the next few years. While preparations are underway for hosting the event, Golf Operations must also be sensitive and responsive to the needs of the every day golfer. The balance of tee time distribution is an important issue that will be addressed later in the business plan.



GOLF ENTERPRISE FUND

The Golf System is unique in that it operates like a business in what is known in the municipal sector as an Enterprise Fund. This means that the golf courses must pay their own way in terms of generating sufficient revenues to cover operational and maintenance expenses, capital improvement costs and any debt service incurred by the system. It is extremely important to maintain and manage the Enterprise Fund in a fiscally responsible manner so that the users of the facilities (golfers) are not only supporting the daily operational/maintenance costs, but also the long term capital improvement projects to keep the courses competitive with the local golf market and up to today's industry standards.

Periodically throughout the fiscal year the state of the fund is reviewed by Financial Management and the Auditor's Comptroller. Expenditures and revenues are analyzed against year-end projections. These projections are important to ensure that an appropriate fund balance is retained for future expenses and unforeseen emergencies. Expenses including capital projects, staffing requirements, and all other maintenance and operational costs are managed to maintain a healthy fund.

The Golf Enterprise Fund as a whole is fiscally sound. Torrey Pines historically generates sufficient revenue to support shortfalls at the other courses. Beginning with Fiscal Year 2006, the Golf Enterprise Fund anticipates maintaining a positive fund balance each year. The fund balance is the amount of available funds after all direct and indirect expenses, rent, and reserves with the exception of future capital projects, are accounted for. The fund balance is the only identified source to finance needed future capital projects. The projects are listed in the Capital Improvement Projects section later in the business plan.

AUDIT

In 2004 the City Auditor conducted a review of the Golf Courses internal controls dealing with cash handling and fixed assets. As part of their review, a follow-up audit was conducted of a prior audit report issued August 20, 2002 on the tee time reservation system. Golf Operations staff were interviewed regarding cash handling and equipment inventory procedures, surprise cash counts were conducted, accounting for equipment purchased, and various transactions were analyzed.

As a result of the audit, six findings along with recommendations for each were presented. The findings included the need to strengthen cash handling procedures and training to strengthen controls and to address recommendations.

The new Golf Operations management team is committed to adhering to all audit recommendations and improving accountability within the golf system. In addition to the new Golf Operations Manager hired in January 2005, several key positions have been filled to help address accountability issues. The Golf Starter Supervisor position was filled in September 2005. This position is heavily focused on reviewing current procedures, establishing new internal controls, and monitoring all aspects of the cash handling which is performed by the Golf Starters. A new Assistant Golf Operations Manager position was created and filled in July 2005 to assist in the daily operations of the golf courses including maintenance, equipment and supplies procurement, and supervision of Golf Course Managers. This position assists the Golf Operations Manager with special projects and personnel issues.

A new Business Manager was hired in March 2005 to handle all the financial and budgetary matters for Golf Operations. This position is responsible for all the administrative staff and functions including payroll, accounts payable, and tournament matters. These three staff additions were put in place to ensure that all findings and recommendations in the audits are adhered to, that new written policies and procedures are in place, and that overall accountability at all three golf complexes remains a top priority.

PUBLIC INPUT

An important part of the process in developing and implementing a Business Plan for the Golf Operations is to seek public input and gain support and advocates for the golf system.

The City obtains public input by interacting regularly with golfers and by working closely with the Golf Advisory Council (GAC). The GAC is an advisory board whose purpose is to advise staff on matters related to golf operations, maintenance and development to the golf facilities at Balboa Park, Mission Bay and Torrey Pines. Additionally, the purpose of the GAC is to establish direct communication between staff, clubs, lessees and at-large persons regarding activities and programs at the City's golf courses.

Currently the GAC includes members of the Men's and Women's Golf Clubs at both Balboa Park and Torrey Pines, the lessees from both Balboa Park and Torrey Pines, a Buick Invitational representative and At-Large members with an established interest in the game of golf and the City of San Diego's Golf Complexes.

The GAC generally meets every other month. Meetings are noticed and the public is welcome to attend.

As the Five Year Business Plan was being developed, the GAC met twice to provide input on the principles that are to be used as the foundation of the plan. The members of the GAC who attended these meetings had the opportunity to make suggestions and provide staff with input as to the direction the staff was taking in developing recommendations.

In addition to the input from the GAC members, several members of the general public attended the GAC meetings and were also given the opportunity to speak to the issues outlined in the principles.

PRINCIPLES

As the Golf Division plans for the future of the three golf complexes, department leadership wishes to clarify the primary focus and goals for the Golf Division. In order to accomplish this, staff has developed a list of governing values that have been endorsed by the Golf Advisory Council which address the core issues within the division. These include: customer service, financial stability, public access, and operations.

Primary Goals

- **Customer Service**: Meet or exceed customer expectations for users at each of the golf complexes.
- **Financial Stability**: Each facility should be financially self sustaining.
- **Public Access**: The primary users at all of the golf complexes are intended to be San Diego residents and public access should be maximized.
- **Effective Operations**: Policies for operation should focus on consistency, simplicity and accountability.

Each of the governing values has several additional recommendations:

Customer Service

Golf activities take priority over all other activities.

Accommodate on-course activities other than golf only if they do not impact golf.

All special activities such as photographic shoots or television commercials, etc., should pay market rates for use of facilities.

Local community meetings and private gatherings may be accommodated on a space available basis when they do not impact golf.

In order to provide appropriate customer service, inclement weather and course maintenance policies should be implemented to allow for reduced green fees.

Inclement Weather

No charges will be enforced or full refunds shall be issued to golfers prior to play if the golf course is closed by city staff.

During inclement weather, patrons have the option to decline to play without charge or a full refund prior to beginning play.

If patrons decide to begin a round of golf during inclement weather they will not be issued rain-checks or refunds.

City staff at each site will determine if and when golf carts will be suspended from use during inclement weather.

Reduced Green Fees

In recognition of the golf experience being impacted during construction projects and maintenance, green fees for non-residents may be reduced by up to 25% or to no lower than resident rates (which ever is higher).

Only the Park and Recreation Director or his/her designee can authorize these reduced rates according to City Council approved procedures and when in effect must be posted at the Starter's booth and available to all non-residents.

Meet golfer expectations regarding the available services and facilities at each golf complex.

Balboa Park

Provide affordable and accessible food and beverage at the clubhouse.

Provide additional food and beverage service at the half-way house.

Investigate how to improve driving range and practice area for the complex.

Pursue development of temporary tournament staging to accommodate tournaments until a new clubhouse can be planned and built.

Conduct annual customer surveys to ensure a clear understanding of customer expectations.

Maintain golf course conditions to a level comparable to bench marked courses.

Mission Bay

Provide affordable and accessible food and beverage at the clubhouse.

Pursue a long term lease with a tenant for the existing restaurant.

Expand and enhance the practice facility to improve the practice conditions.

Conduct annual customer surveys to ensure a clear understanding of customer expectations.

Maintain golf course conditions to a level comparable to bench marked courses.

Torrey Pines

Provide affordable and accessible food and beverage at the clubhouse.

Provide patrons with access to the beverage cart at least once per nine holes.

Improve the parking lot and clubhouse to provide a customer experience that is comparable to bench marked courses.

Consolidate golf shop and starter in one location to improve customer service and ease of check in.

Conduct annual customer surveys to ensure a clear understanding of customer expectations.

Maintain golf course conditions at each course to a level comparable to bench marked courses.

Maintain a quality level to retain and attract PGA tour and U.S.G.A. Championships.

Restrict the amount of annual play at Torrey Pines to protect the customer experience.

Torrey Pines North Course 100,000 rounds annually.

Torrey Pines South Course 72,000 rounds annually.

Maintain this premier golf course at the highest level; consistent with comparable internationally renowned golf facilities.

Address golfers' need to book tee times in advance of one week reservation system.

Provide a means for a regulated number of tee times to be sold in advance of the one week limit with the current reservation system, at a premium rate to address visitors, special events, outings, and other events requiring advance planning.

Staff at each facility should be easy to identify and available to address patron issues

Pursue staff uniforms and name tags at each facility.

Work in conjunction with the Park and Recreation Department volunteer office to create a volunteer program at each golf complex.

Identify key areas for volunteer opportunities and establish clear guidelines and expectations for their participation.

Financial Stability

Each golf facility should generate sufficient revenue to cover operational costs. Significant capital projects may require financing that must be repaid by the Golf Enterprise Fund. Resident green fees should be at the cost to provide a round of golf.

Balboa Park

Develop and implement a long term plan to bring revenues and expenses in line.

Review composition of operations staff to ensure the most efficient staffing.

Review annual expenses to seek efficiencies and reduce overall cost to the operation.

Review options for increasing revenue by increasing non-resident play, additional tournaments and increasing green fees.

Pursue options for the design and citing for a new clubhouse/community center.

Mission Bay

Review composition of operations staff to ensure the most efficient staffing.

Improve the driving range and practice facility to increase revenues.

Pursue a long term lease with a food and beverage provider to increase facility utilization.

Market facility for recreational team play, through local recreation centers and businesses.

Torrey Pines

Review composition of operations staff to ensure the most efficient staffing.

Optimize rates for non-resident play to allow for discounted resident play.

Upgrade the clubhouse and parking lot to meet patron expectations and assure customer satisfaction.

Provide affordable food and beverage service at the clubhouse and consistent food and beverage on the course food carts and the South Course halfway house.

Each golf facility should maintain equitable pricing, remaining competitive with the golf market for each facility.

Develop a list of comparable courses for each facility and conduct benchmarking annually to assure equitable pricing.

Fridays at Torrey Pines should be considered a weekend day for green fee rates, consistent with recent benchmarking findings.

Offer discounted green fees only during non-prime times.

Provide discounts for juniors and seniors. Benchmark these rates with other local golf course and recreational activities.

Individuals and organizations that have no business relationship with the City should not profit from City golf facilities.

Develop a long term capital improvement program

Capital expenditures should be prioritized to maximize benefits to the overall golf system and improve the self-sufficiency of each golf complex.

Work in conjunction with lessees to maximize benefits to the golf system

Package services for golf tournaments in order to meet customer expectations and increase revenues.

Provide equitable access and rates consistent with current leases for all lease holder golf activities.

Develop financial procedures that enhance accountability and ensure audit standards are maintained.

Develop internal operational audit standards and implement random audits at each facility.

Maintain training standards for cash handling procedures.

Public Access:

Increase public access

Ensure a 70/30 split for resident/non-resident play at the Torrey Pines complex.

Consider allowing increased North Course resident play and South Course non-resident play to address resident and visitor preferences, while still maintaining an overall 70/30 ratio of resident to non-resident.

Establish clear procedures to track tee time allocation use to monitor resident and non-resident play at Torrey Pines.

Foster increased regular golf system users through discounted green fees for City residents.

Maintain a variety of golf complexes addressing all levels of play.

Develop opportunities to grow new golfers through junior golf programs.

Support Men's and Women's golf programs at each facility by establishing a predetermined number of tee times in a Special Use Permit.

Ensure all clubs are open to all interested individuals.

Encourage clubs to ensure that all members have equal access to play.

Establish a standard allocation of tee times for weekday and special events.

Allow each club to work with golf operations staff to distribute tee times per club needs and desires consistent with the weekday allocations.

Limit the number of clubs to one men's and one women's at each complex.

Strive to maintain public access to one of the two golf courses at Torrey Pines at any given time.

Provide clear guidelines for tournament bookings to ensure public access.

Create a tiered priority for reservations such as:

Full field tournament can reserve a time up to 24 months in advance

Tournaments of 70 or more player can reserve times up to 12 months in advance.

Tournaments of 20 players or more can reserve times up to 4 months in advance.

No shot-guns without compensation for the loss of revenue to the golf course.

Winter (Nov-Feb) shot-guns at Torrey Pines will be limited to maintain public access.

All players within any shotgun tournament must ride in a golf cart, excluding Men's and Women's Club weekday tournaments covered under Special Use Permits.

Establish a maximum number of tournament rounds per month per course, giving the tournament coordinator a clear number of rounds to sell for a given period of time.

Generally strive to limit the number of major events at Torrey Pines to the Buick Invitational, Junior World, City Amateur and one additional per year.

Effective Operations:

Keep it simple.

Eliminate duplication or redundancy in all areas of the operation.

Strive to make as many aspects of the operation consistent with industry standards making the golf experience as easy to follow as possible for new golfers.

Simplify the green fee rates.

Establish the resident rate as a base line and adjust all other rates from that point.

Establish consistent policies and procedures for men's and women's golf programs at each facility.

Create new Special Use Permits for all golf clubs establishing clear and consistent operational procedures.

Assign a designated golf operations staff member and one primary point of contact for each golf club.

Develop a golf system that provides opportunities for patrons at all ages and abilities.

It should create a progression of experiences through the different facilities that encourages the development of golfers.

Each golf facility has a unique golf market. Understand each and plan accordingly.

Conduct annual benchmarking.

The City of San Diego should control each golf complex and the message regarding access and use.

Control the web site message and direct golf patrons to the City for reservations and tournament bookings

Public Input.

Maintain a public process to ensure an open dialogue with the golf community.

Seek general community group input for significant CIP projects.

RECOMMENDATIONS

FEES

One of the primary goals of this plan is to simplify and standardize as many of the procedures and policies within the Golf Division as possible. A key area for this streamlining is simplifying the fee structure. The current fee structure has inconsistencies in its application across the three complexes, it is not easy for customers to understand and it does not clearly address all of the needed issues. The structure is designed to address these and other current shortcomings and to establish a rationale for adjusting rates to address special user groups.

The rate structure is based on our primary user, the City of San Diego resident. Using the San Diego resident fees as a baseline, fees are adjusted up or down according to the market demand or relevant benchmarking for the specific sub category.

The recommended rate structure addresses all three facilities and establishes system wide adjustments for sub categories for all areas other than the non-resident rates, which are site specifically adjusted according to benchmarking. In addition, resident fees will be raised at a minimum to cover operational costs and short term maintenance. Non-resident fees will be raised to cover capital costs. Senior residents and all juniors will continue to receive discounts off of regular green fees. The following is a breakdown of the percentage adjustments for each facility followed by a list of the other key changes to the new fees.

Percentage Adjustments

		Balboa Park 18 Hole (BP 18)	Balboa Park 9 Hole (BP 9)	Mission Bay Practice Center (MBPC)	Torrey Pines North Course (TPN)	Torrey Pines South Course (TPS)
Resident Rates						
18-Hole Weekdays	(WD)	100%	NA	100%	100%	100%
18-Hole Weekends/Holidays	(WE)	125% - WD	NA	125% - WD	125% - WD	125% - WD
9-Hole Only - Weekdays		NA	100%	60% - WD	60% - WD	60% - WD
9-Hole Only - Weekends/ Holidays		NA	125% - WD	125% - WD	125% - WD	125% - WD
Twilight Weekdays	(TR)	60% - WD	NA	NA	60% - WD	60% - WD
Twilight Weekends		60% - WE	NA	NA	60% - WE	60% - WE
Senior - weekday only	(S)	70% - WD	70% - WD	Hold until 70%-WD	70% - WD	70% - WD
Non Resident Rates						
18 hole rate - weekday	(NR-WD)	125% - WD	NA	Increase to 125% - WD	250% - WD	300% - WD
18 hole rate – weekend	(NR-WE)	125% - NR-WD	NA	125% - NR-WD	125% - NR-WD	125% - NR-WD
9 hole rate - weekday		NA	150% -WD	60% - NR-WD	60% - NR-WD	60% - NR-WD
9 hole rate – weekend		NA	125% - NR-WD	60% - NR-WE	60% - NR-WE	60% - NR-WE
Twilight - weekday		60% - NR-WD	NA	NA	60% - NR-WD	60% - NR-WD
Twilight - weekend		60% - NR-WE	NA	NA	60% - NR-WE	60% - NR-WE
TOURNAMENTS*						
Weekdays	(TWD)	NR-WD + $12	NA	NR-WD + $5 + RB	NR-WD + $15 + Cart	NR-WD + $15 + Cart
Weekends/Holidays	(TWE)	NR-WE + $12	NA	NR-WE + $5 + RB	NR-WE + $15 + Cart	NR-WE + $15 + Cart
Shot-Gun Weekdays Full Field Only		TWD + $10	NA	TWD + $10	TWD + $20	TWD + $20
Shot-Gun Weekends/Non-Holiday Full Field Only		TWE + $10	NA	TWE + $10	TWE + $20	TWE + $20
1 Day Course Buy-Out		NA	NA	NA	VARIES	VARIES

*Tournament Elements
Balboa Park - The basic tournament rate at Balboa includes administrative fee, green fees, and golf cart
Mission Bay - The basic tournament rate at Mission Bay includes administrative fee, green fees, and a small bucket of range balls
Torrey Pines - The basic tournament rate at Torrey Pines includes administrative fee, green fees, and golf cart

** Additional tournament services are available and will require additional charges

BALBOA PARK GOLF COURSE

As the oldest golf course in the City's golf system, Balboa Park has built up a strong following of resident golfers, both men and women. With the length of time that these golfers have been playing at Balboa there is a sense of pride and ownership of the facility. Although these golfers are very loyal to Balboa Park, the fact is, much of this loyalty stems from the fact that they pay the lowest possible fees in the golf system.

It is well known that the golf course itself and infrastructure at Balboa Park are quite old and in need of repair, updating and better on-going maintenance. Consequently, as the condition of the golf course suffers, this only seems to detract from fact that Balboa Park Golf Course is in a premier location and is definitely not meeting its full potential.

The Balboa Park Complex is losing between $800K and $1M annually. This trend cannot continue if the new vision of the golf system is to be realized. One of the keys to Balboa's future financial success is to create additional non-resident play, similar to the Torrey Pines model.

At Balboa, the average budgeted cost for preparing the 9-hole course is $6.36 and $35.31 for the 18-hole course. The rate for residents on the 9-hole course covers the costs for preparing the course while the rate on the 18-hole course does not cover the entire costs. Those rounds of golf are still being subsidized by non-resident play. In addition, capital projects are being paid out of non-resident play, in particular at the Torrey Pines Complex. For a breakdown of the calculations on the average budgeted cost per round of golf, refer to the appendix.

With higher maintenance standards, improved customer service and increased amenities (new irrigation system and new clubhouse) Balboa could return to its glory days. The course could host golf events and outings, attract small tournaments, become a premier practice center close to downtown and attract visitors from the many cruise ships that dock only a few miles away. In short, the course could begin to close the gap between revenue and expenditure.

The resident and senior golfers who have played the course for years at very low rates need to realize it is now time to put something back into the course. The fees shown on the following chart begin the process to revitalize Balboa Park and bring it up to today's standards and make it more competitive.

Over the next five years it is recommended that fees increase minimally in each category. It is also recommended to eliminate the County rate, which is rarely used and unnecessarily adds to administrative work.

In order to receive the resident rates, resident golfers pay only $12.00 to obtain a resident I.D. card. The price of this card has not increased since it was adopted as part of a Three-Year Funding Plan for fiscal year 2000. To cover administrative costs and to generate a small amount of additional revenue it is being recommended that the cost of the resident I.D. card increase to $25.00, which is still a very minimal amount of money annually to receive substantial discounts in golf rates.

Balboa Park is in a prime location, has huge upside potential but it needs to begin to pay its own way as soon as possible. With staff managing the golf complexes in a fiscally responsible manner and controlling expenses, the fees recommended in this plan for Balboa Park will begin to close the gap between revenues and expenditures yet remain competitive in the local golf market for comparable facilities.

BALBOA PARK GOLF COURSE GREEN FEES

TYPE OF FEE	FY 2004 Fees	Council Approved FY 2005	FY 2006 (Fees same as FY '05)	Green Fees FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
RESIDENT								
18 Holes - Weekdays (Mon. - Fri.)	$22	$23	$23	$27.00	$28.00	$29.00	$30.00	$32.00
18 Holes - Weekends (Sat. - Sun.) / Holidays	$24	$25	$25	$34.00	$35.00	$36.00	$38.00	$40.00
9-Hole Course Weekdays (Mon. - Fri.)	$8.50	$9	$9	$10.00	$11.00	$12.00	$13.00	$14.00
9-Hole Course Weekends (Sat. - Sun)	$8.50	$9	$9	$13.00	$14.00	$15.00	$16.00	$18.00
Twilight Weekday (18-Hole Course only)	$12	$12.50	$12.50	$16.00	$17.00	$17.00	$18.00	$19.00
Twilight Weekend (18-Hole Course only)	$19	$19	$19	$20.00	$21.00	$22.00	$23.00	$24.00
Senior 18-Hole Daily rate - Weekdays Only	$11	$11.50	$11.50	$19.00	$20.00	$20.00	$21.00	$22.00
Senior 9-Hole Daily rate - Weekdays Only		$4.50	$4.50	$7.00	$8.00	$8.00	$9.00	$10.00
COUNTY								
Twilight Weekdays (18 hole)	$15.50	$15.50	$15.50					
NON-RESIDENT								
18 Holes - Weekdays (Mon. - Fri.)	$35	$36	$36	$34	$35	$36	$38	$40
18 Holes - Weekends (Sat. - Sun.) / Holidays	$40	$41	$41	$43	$44	$45	$48	$50
9-Hole Course Weekdays (Mon. - Fri.)	$20	$21	$21	$13	$14	$15	$16	$18
9-Hole Course Weekends (Sat. - Sun)	$20	$21	$21	$16	$18	$19	$20	$23
Twilight Weekday (18-Hole Course only)			$20.50	$20	$21	$22	$23	$24
Twilight Weekend (18-Hole Course only)			$20.50	$26	$26	$27	$29	$30
Junior 18-Hole Daily rate - Weekdays Only	$11	$11.50	$11.50	$24.00	$25.00	$25.00	$27.00	$28.00
Junior 9-Hole Daily rate - Weekdays Only		$4.50	$4.50	$9.00	$10.00	$11.00	$11.00	$13.00
TOURNAMENTS*								
18 Holes - Weekdays (Mon. - Thurs.)	$35+cart	$36+cart	$36+cart	$46	$47	$48	$50	$52
18 Holes - Weekends (Fri. - Sun.) / Non-holiday	$40	$41	$41	$55	$56	$57	$60	$62
Shot-Gun Weekdays (Mon. - Thurs.)				$56	$57	$58	$60	$62
Shot-Gun Weekends (Fri. - Sun.) Non-holiday				$65	$66	$67	$70	$72
RESIDENT I.D. CARDS	$ 12.00	$ 12.00	$ 12.00	$ 25	$ 25	$ 25	$ 25	$ 25
Senior Ticket-18 hole(10 Plays)		$135	$135					
Senior Ticket-9 hole(10 Plays)		$40	$40					
Junior Twilight Tickets (1 Month, Valid Mon-Fri Twilight only)		$10.50	$10.50	$10.50	$10.50	$10.50	$10.50	$10.50

Carts are required for tournaments

*All **tournaments** are based on non-resident rate plus a surcharge per player. 50% of the per player tournament green fee will be collected as a non-refundable booking fee. This fee is a portion of the green fee and it is required at submission of the tournament contract. Tournament fees do not apply to the groups covered under a Special Use Permit.

Juniors: 17 years of age or younger
Seniors: 62 years of age or older

MISSION BAY GOLF COURSE AND PRACTICE CENTER

In November of 2003, the City of San Diego took over the daily operations at Mission Golf Course and Practice Center and due to the lack of prior data on usage and poor condition of the golf course and the overall facility, the City decided to maintain the current fee structure until such time a base of information was available and improvements could be made. Since November of 2003, the City has improved the maintenance of the course, purchased a small power golf cart fleet and made improvements to the driving range.

In order to host small tournament events and attract non-residents, the facility needs work. The facility needs a new irrigation system, further improvements to the driving range to get grass or artificial turf on the landing area, and to reopen the full restaurant facility.

Like all City of San Diego Golf facilities, Mission Bay is in a prime location and potentially could have one of the best driving ranges in the entire City as it is the only lit facility.

Mission Bay has a unique niche in the local golf market. It is a short 18-hole executive length golf course that can be played in less than four hours at a competitive price. It is also a great facility for beginners to learn the game of golf and not feel intimidated by more experienced golfers. With improvements to the driving range, buildings and course conditions, Mission Bay could turn into a real gem for the local golf community.
Per recent comparisons with other similar facilities, Mission Bay fees were found to be at the high end of the scale for the experience encountered. With this in mind, only slight increases in the resident rates and range fees and power cart rentals are recommended at this time. In addition, the average budgeted cost for preparing the course for a round of golf is $20.16. This is in line with the resident rate. With the new rates, Mission Bay should continue to operate at the breakeven point. For a breakdown of the calculations on the average budgeted cost per round of golf, refer to the appendix.

To become consistent with Balboa Park and Torrey Pines the implementation of a non-resident rate structure and necessary resident identification card program and fees associated with golf tournaments is recommended.

Again, recognizing that there are differences in each of the golf complexes, it is important that Mission Bay be operated as similarly as possible to Balboa Park and Torrey Pines, so golfers begin to feel a sense of consistency when they arrive at any City of San Diego Golf Course. This will include adding Mission Bay to the advanced reservation system in the near future.

MISSION BAY GOLF COURSE GREEN FEES

TYPE OF FEE	FY 2004 Fees	Council Approved FY 2005	FY 2006 (Fees same as FY '05)	Green Fees FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
RESIDENT								
18 Holes - Weekdays (Mon. - Fri.)	$19	$19	$19	$20.00	$21.00	$22.00	$23.00	$24.00
18 Holes - Weekends (Sat. - Sun.) / Holidays	$23	$23	$23	$25.00	$26.00	$28.00	$29.00	$30.00
9-Hole Course Weekdays (Mon. - Fri.)	$12	$12	$12	$12.00	$13.00	$13.00	$14.00	$14.00
9-Hole Course Weekends (Sat. - Sun)	$14	$14	$14	$15.00	$16.00	$17.00	$17.00	$18.00
Senior 18 Holes - Weekdays Only	$16	$16	$16	$16.00	$16.00	$16.00	$16.00	$17.00
Senior 9 Hole - Weekdays Only	$15	$15	$15	$10.00	$10.00	$10.00	$10.00	$10.00
NON-RESIDENT								
18 Holes - Weekdays (Mon. - Fri.)				$22.00	$23.00	$25.00	$26.00	$29.00
18 Holes - Weekends (Sat. - Sun.) / Holidays				$28.00	$29.00	$32.00	$33.00	$36.00
9-Hole Course Weekdays (Mon. - Fri.)				$13.00	$14.00	$15.00	$16.00	$17.00
9-Hole Course Weekends (Sat. - Sun)				$17.00	$18.00	$20.00	$20.00	$22.00
Junior 18 Holes - Weekdays Only	$16	$16	$16	$18.00	$17.00	$18.00	$18.00	$20.00
Junior 9 Hole - Weekdays Only	$15	$15	$15	$10.00	$11.00	$11.00	$11.00	$12.00
TOURNAMENTS*								
18 Holes - Weekdays (Mon. - Fri.)				$27.00	$28.00	$30.50	$31.50	$35.00
18 Holes - Weekends (Sat. - Sun.) / Non-holiday				$33.00	$34.00	$37.50	$38.50	$42.00
Shot-Gun Weekdays (Mon. - Fri)				$37.00	$38.00	$40.50	$41.50	$45.00
Shot-Gun Weekends (Mon. - Fri.) / Non-holiday				$43.00	$44.00	$47.50	$48.50	$52.00
RESIDENT I.D. CARDS				$ 25	$ 25	$ 25	$ 25	$ 25
Junior Twilight Tickets (1 Month, Valid Mon-Fri Twilight only)		$10.50	$10.50	$10.50	$10.50	$10.50	$10.50	$10.50
Range Fees								
Large	$ 8	$ 8	$ 8	$ 9.00	$ 9.00	$ 9.50	$ 9.50	$ 10.00
Medium	$ 6	$ 6	$ 6	$ 7.00	$ 7.00	$ 7.50	$ 7.50	$ 8.00
Small	$ 4	$ 4	$ 4	$ 5.00	$ 5.00	$ 5.50	$ 5.50	$ 6.00
Rental								
Power carts	$ 10	$ 10	$ 10	$ 10.50	$ 10.50	$ 11.00	$ 11.00	$ 11.50
Pull Carts	$ 3	$ 3	$ 3	$ 3.50	$ 3.50	$ 3.50	$ 3.50	$ 4.00
Clubs	$ 10	$ 10	$ 10	$ 10.50	$ 10.50	$ 11.00	$ 11.00	$ 11.50

*All **tournaments** are based on non-resident rate plus the fee for a small bucket of range balls. 50% of the per player tournament green fee will be collected as a non-refundable booking fee. This fee is a portion of the green fee and it is required at submission of the tournament contract. Tournament fees do not apply to the groups covered under a Special Use Permit.

Juniors: 17 years of age or younger
Seniors: 62 years of age or older

TORREY PINES GOLF COMPLEX (NORTH AND SOUTH)

Torrey Pines Golf Complex is the flagship of the City of San Diego's Golf System in terms of revenue generation and national exposure. It annually hosts a PGA Tour event (Buick Invitational), and the Junior World which brings players from numerous countries, and has been selected to host the 2008 U.S. Open Golf Championship on the South Course. With this high profile comes increased demand from residents of San Diego and non-residents to play a world-renowned golf course and hit shots from the same spots as world-class athletes. The course is steeped in history and its popularity will continue to grow as the U.S. Open approaches and beyond.

With all of this in mind, one of the biggest challenges at Torrey Pines is the allocation of tee times to all interested groups (stakeholders) and individuals wishing to play the course. A more detailed discussion on tee time allocation will be presented later in this plan.

With adoption of this business plan, a new advanced booking process will be made available at Torrey Pines. Golfers will have the opportunity to schedule a tee time, in advance for a premium, 90 days out. The specific allotment of those available times will be part of the overall allocation discussion. All advanced bookings will be charged the applicable resident or non-resident rate plus a nonrefundable booking fee of $25 for residents and $35 for non-residents. The booking fees are based on anticipated costs of marketing in local and nationwide publications. Charging a booking fee is consistent with other fees paid by our lessees and tournaments for the privilege of reserving tee times in advance. In addition, the City will utilize existing resources to manage the advance booking process.

With respect to golf fees, Torrey Pines has several unique and interesting characteristics, first and foremost of which is the facility has two separate and distinct 18-hole championship golf courses. For the sake of simplicity and to emphasize these differences, each course will be discussed separately.

It is important to point out that both the North and the South courses at Torrey Pines have resident and non-resident rates, tournament rates, county rates, and resident I.D. card programs in place at this time. To remain consistent with the recommendations at Balboa Park and Mission Bay, the County Rate has been eliminated.

Torrey Pines North Course

Although still a challenging golf course, the North Course offers an exceptional golfing experience for municipal golfers. In general, the course is easier than the South in that it has less steep contours, less hazards and basically is more user friendly to the higher handicap player, which is the vast majority of golfers.

Resident golfers in particular love the North Course. Much the same as the resident and senior golfers at Balboa Park, the residents and seniors who play Torrey North have a certain sense of pride and entitlement/ownership to the North Course based on the length of time they have played the facility. This is very similar to the Balboa situation in that this group has enjoyed playing at very low rates.

The entitlement issue compounds the access issue at Torrey Pines because it is known worldwide, has an incredible location next to the Pacific Ocean, and non-residents want to play these hallowed grounds as well.

In reference to fees, Torrey North has been on the low end of the rate scale when benchmarked with other comparable coastal golf courses. The resident fee on the North Course has increased only nominally over the past five years and is well behind comparable courses; hence, with approval of this plan, effective August 1, 2006, the resident rate increased by $3.00 and will level off with minimal increases for the next four years of the plan.

Currently the average budgeted cost to prepare the North Course for a round of golf is $27.91. The new resident rate is in line with this cost. It should again be noted that the rates paid by residents are only going to support the operation and maintenance of the course. Capital projects are funded by the non-residents who pay a substantially higher rate to play at the course. For a breakdown of the calculations on the average budgeted cost per round of golf, refer to the appendix.

TORREY PINES GOLF COURSE GREEN FEES

North Course

TYPE OF FEE	FY 2004 Fees	Council Approved FY 2005	FY 2006 (Fees same as FY '05)	Green Fees - NORTH FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
RESIDENT								
18 Holes - Weekdays (Mon. - Thurs.)	$29	$29	$29	$32	$34	$36	$38	$40
18 Holes - Weekends (Fri. - Sun.) / Holidays	$34	$34	$34	$40	$43	$45	$48	$50
9-Hole Only (back 9) - Weekdays (Mon. - Thurs.)	$17	$17	$17	$19	$20	$22	$23	$24
9-Hole Only (back 9) - Weekends (Fri. - Sun.) / Holidays	$19	$19	$19	$24	$26	$27	$29	$30
Twilight Weekdays (Mon. - Thurs.)	$17	$17	$17	$19	$20	$22	$23	$24
Twilight Weekends (Fri. - Sun.)	$19	$19	$19	$24	$26	$27	$29	$30
Senior 18 Daily Rate - (Mon. - Thurs only)	$15	$15	$15	$22	$24	$25	$27	$28
COUNTY								
18-Hole Weekdays	$50	$60	$60					
18-Hole Weekends/Holidays	$60	$65	$65					
Twilight Weekdays	$25	$30	$30					
Twilight Weekends/Holidays	$30	$35	$35					
NON-RESIDENT								
18 Holes - Weekdays (Mon. - Thurs.)	$65	$75	$75	$80	$85	$90	$95	$100
18 Holes - Weekends (Fri. - Sun.) / Holidays	$75	$85	$85	$100	$106	$113	$119	$125
9-Hole Only (back 9) - Weekdays (Mon. - Thurs.)	$35	$40	$40	$48	$51	$54	$57	$60
9-Hole Only (back 9) - Weekends (Fri. - Sun.) / Holidays		$45	$45	$60	$64	$68	$71	$75
Twilight Weekdays (Mon. - Thurs.)	$35	$40	$40	$48	$51	$54	$57	$60
Twilight Weekends (Fri. - Sun.)	$40	$45	$45	$60	$64	$68	$71	$75
Junior 18 Daily Rate - (Mon. - Thurs only)				$56	$60	$63	$67	$70
TOURNAMENTS*								
18 Holes - Weekdays (Mon. - Thurs.)	$80	$90	$90	$115	$121	$127	$133	$139
18 Holes - Weekends (Fri. - Sun.) / Non-holiday	$90	$100	$100	$135	$144	$150	$158	$164
Shot-Gun Weekdays (Mon. - Thurs.) Full Field Only	$80	$90	$90	$135	$141	$147	$153	$159
Shot-Gun Weekends (Fri. - Sun.) Non-holiday Full field only	$90	$100	$100	$155	$164	$170	$178	$184
1 Day Course Buy-Out (Weekday/Weekends Non-Holiday)				$50,000	$55,000	$60,000	$65,000	$70,000
Advanced Booking Fee (up to 90 Days)								
Resident				$25	$26	$28	$29	$30
Non Resident				$35	$37	$39	$41	$43
RESIDENT I.D. CARDS	$ 12	$ 12	$ 12	$ 25	$ 25	$ 25	$ 25	$ 25
Senior Tickets (10 Plays)		$135	$135					
Junior Twilight Tickets (1 Month, Valid Mon-Fri Twilight only)		$10.50	$10.50	$10.50	$10.50	$10.50	$10.50	$10.50

Carts are required for tournaments.

*All **tournaments** are based on non-resident rate plus cart fees and a surcharge per player. 50% of the per player tournament green fee will be collected as a non-refundable booking fee. This fee is a portion of the green fee and it is required at submission of the tournament contract. Tournaments are not confirmed until the contract and fees are submitted. Tournament fees do not apply to the groups covered under a Special Use Permit.

Juniors: 17 years of age or younger
Seniors: 62 years of age or older

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Torrey Pines South Course

As was mentioned earlier in this plan, world-renowned golf course architect Rees Jones remodeled Torrey South in 2001. Immediately following this renovation the South was awarded the 2008 U.S. Open Golf Championship. Torrey Pines will be the first municipality to host such a prestigious event in the 108-year history of the U.S. Open. This international golf tournament will have a huge economic impact on the San Diego area. Leading up to and for years following the U.S. Open golfers from all over the world will want to come and play the site. This phenomenon has been proven time and time again at other U.S. Open sites around the country and Torrey will be no different.

When Torrey South was awarded the U.S. Open, part of the agreement was that resident rates on the South could not increase (other than CPI) until a year after the U.S. Open. With this in mind, the following chart shows only $1.00 increases for the resident rates through 2009 and then after the Open the fees will increase in 2010.

Based on benchmarking of other comparable facilities the non-resident rate will increase in 2007 and beyond to remain competitive. Currently the average budgeted cost to prepare the golf course for a round of golf is $56.50. This cost is substantially higher than the resident rate of $41 for FY 07. Resident play on the South Course is subsidized by the non-resident. In addition, capital projects are being paid for by non-residents. For a breakdown of the calculations on the average budgeted cost per round of golf, refer to the appendix.

Since there will be more demand for tournaments and outings on the South from non-residents, the fees in this category will increase as well. Additionally, a course buy-out fee has been approved. This will allow a company or individual to buy-out the course for one day at a fee that is somewhat higher than the regular revenue that would be generated by normal public play. This is similar to the experience of Bethpage who hosted the U.S. Open in 2002. They were successful in selling out the course five times for $100,000 each instance.

All in all the South Course is a more popular non-resident golf course than the North and staff needs to recognize this difference and manage it accordingly. The South has the potential to generate substantial revenue to assist with capital projects for Torrey Pines and the entire golf enterprise system.

TORREY PINES GOLF COURSE GREEN FEES

South Course

TYPE OF FEE	FY 2004 Fees	Council Approved FY 2005	FY 2006 (Fees same as FY '05)	Green Fees - South FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
RESIDENT								
18 Holes - Weekdays (Mon. - Thurs.)	$40	$40	$40	$41	$42	$43	$58	$61
18 Holes - Weekends (Fri. - Sun.) / Holidays	$45	$45	$45	$47	$49	$49	$73	$76
9-Hole Only (Maintenance only) - Weekdays (Mon. - Thurs.)		$25	$25	$25	$25	$26	$35	$37
9-Hole Only (Maintenance only) - Weekends (Fri. - Sun.) / Holidays		$25	$25	$28	$29	$29	$44	$46
Twilight Weekdays (Mon. - Thurs.)	$25	$25	$25	$25	$25	$26	$35	$37
Twilight Weekends (Fri. - Sun.)	$30	$30	$30	$28	$29	$29	$44	$46
Senior 18 Daily Rate - (Mon. - Thurs only)	$25	$25	$25	$26	$27	$28	$41	$43
COUNTY								
18-Hole Weekdays	$50	$60	$60					
18-Hole Weekends/Holidays	$60	$65	$65					
Twilight Weekdays	$25	$30	$30					
Twilight Weekends/Holidays	$30	$35	$35					
NON-RESIDENT								
18 Holes - Weekdays (Mon. - Thurs.)	$105	$115	$115	$130	$145	$160	$174	$183
18 Holes - Weekends (Fri. - Sun.) / Holidays	$125	$135	$135	$163	$181	$200	$218	$229
9-Hole Only (Maintenance only) - Weekdays (Mon. - Thurs.)				$78	$87	$96	$104	$110
9-Hole Only (Maintenance only) - Weekends (Fri. - Sun.) / Holidays				$98	$109	$120	$131	$137
Twilight Weekdays (Mon. - Thurs.)	$55	$60	$60	$78	$87	$96	$104	$110
Twilight Weekends (Fri. - Sun.)	$65	$70	$70	$98	$109	$120	$131	$137
Junior 18 Daily Rate - (Mon. - Thurs only)				$91	$102	$112	$122	$128
TOURNAMENTS*								
18 Holes - Weekdays (Mon. - Thurs.)	$120	$130	$130	$165	$181	$197	$212	$222
18 Holes - Weekends (Fri. - Sun.) / Non-holiday	$140	$150	$150	$198	$217	$237	$257	$267
Shot-Gun Weekdays (Mon. - Thurs.) Full Field Only	$120	$130	$130	$185	$201	$217	$232	$242
Shot-Gun Weekends (Fri. - Sun.) Non-holiday Full field only	$140	$150	$150	$218	$237	$257	$277	$287
1 Day Course Buy-Out (Weekdays/Weekends Non-Holiday)				$60,000	$80,000	$100,000	$105,000	$110,000
Advanced Booking Fee (up to 90 Days)								
Resident				$25	$26	$28	$29	$30
Non Resident				$35	$37	$39	$41	$43
RESIDENT I.D. CARDS	$ 12	$ 12	$ 12	$ 25	$ 25	$ 25	$ 25	$ 25
Senior Tickets (10 Plays)		$135	$135					
Junior Twilight Tickets (1 Month, Valid Mon-Fri Twilight only)		$10.50	$10.50	$10.50	$10.50	$10.50	$10.50	$10.50

Carts are required for tournaments.

*All **tournaments** are based on non-resident rate plus cart fees and a surcharge per player. 50% of the per player tournament green fee will be collected as a non-refundable booking fee. This fee is a portion of the green fee and it is required at submission of the tournament contract. Tournaments are not confirmed until the contract and fees are submitted. Tournament fees do not apply to the groups covered under a Special Use Permit.

Juniors: 17 years of age or younger
Seniors: 62 years of age or older

Special Project Fee

As the City prepares for the 2008 U.S. Open Golf Championship there are numerous projects and significant maintenance that need to be completed on the South Course at Torrey Pines. These projects could include fairway topdressing, resodding large amounts of turf to kikuyu grass, sand bunker renovations, cart path work and drainage system improvements.

In the past, projects of this scope have been completed during play with no green fee discount offered to the daily golfers and the high expectations they bring to Torrey Pines. Typically, these golfers are paying a significant amount of money to experience Torrey Pines and while work is being done on the course, there has been no recognition of the fact that the course was not in the appropriate condition to warrant the regular fees being charged. This has been a huge customer service issue, particularly for our non-resident golfers.

In recognition of the fact that the golfers' experience has been disrupted, a special project fee is being implemented that would amount to a discount of up to 25% reduction in the non-resident rate but no lower than the resident rate.

To maintain the golf courses to the standards that golfers have come to expect, it is imperative that all projects, as well as the minor on-going maintenance are completed on a regular basis. Although the main focus at the present time is on Torrey Pines in preparation for a major golf event, the discounts recommended will apply to all three golf complexes.

Any fee adjustments can only be made with the authorization of the Park and Recreation Director or his/her designee according to Council approved procedures.

Course Buy Out

With Torrey Pines selected as the host of the 2008 U.S. Open, the course is growing in popularity. Demand to play on the course will increase as the City gears up to host the tournament. The excitement is expected to continue following the U.S. Open. In order to capture the public's interest and desire to play Torrey Pines, a new course buy out program will be implemented. The program will allow patrons to pay a fee to reserve one of the golf courses for a day. The Course Buy Out Program will enhance the ability to cater to customers looking for a unique and memorable experience. Groups can request any of the golf courses. The pricing structure is detailed in the fee sheet for each course. During fiscal years 2007 and 2008, the fee for a course buy out will be inclusive of green fees, carts, and basic tournament services. Beginning in fiscal year 2009, the course buy out fee will only cover the right to reserve the course. All green fees, golf carts, and other services will be an additional charge. Groups can add on to the package with items such as food and beverages, special on and off course events like putting contests or closest to the pin, scoring and prizes. Any course buy out will be subject to course availability and management's discretion.

Photo Shoots/ Filming Revenue Reimbursement

Staff receives frequent requests from a variety of individuals and companies wishing to either shoot still photos for advertising and calendars, film television commercials or episodes of sitcoms at the Torrey Pines Golf Course. Depending on the type of the request this could be something as simple as taking a golf cart out onto the course and shooting pictures with a camera or something as elaborate as closing all or a portion of the golf course down to set up film crews and staging areas.

No matter what the size or scope of the request, these generally have some impact on golfers who are playing the courses that day, which could negatively impact the amount of revenue generated. To this point the City has only received a nominal amount of money to accommodate these requests.

Typically, in the past the Golf Operations staff would provide a golf starter/marshal to accompany the photographers/videographers onto the golf course in order to minimize the disruption in play. In fact this issue was addressed in the last five-year business plan and the City has been receiving $40.00 per hour for this service.

As part of this Business Plan it is staff's intent to develop a more comprehensive policy relating to commercial photo or filming requests. It should be recognized that the primary activity at the Torrey Pines Golf Complex is golf itself. No photo shooting or filming shall interfere with the game of golf. Golfing customers have high expectations and are paying fair fees to play. If requests to take photos or to film come in they will be evaluated by golf operations management on a case-by-case basis and staff will determine if they are compatible with golf operations.

Policy/Revenue Reimbursement:

- For all day commercial filming (six or more hours) with no golfers on the entire course (North or South), the City must be compensated for the total lost revenue for that day for the course on which the filming takes place. The lost revenue will be calculated at 70% resident fees and 30% non-resident fees. A $5,000 flat rate will be added to cover lost revenue from ancillary items.

- Filming can only take place on one golf course at a time (North or South).

- All permits, contracts, and payments shall be in place 10 days prior to the scheduled date.

Facility Room Rentals

Customers of the Golf Complexes frequently inquire about room space for meetings or functions surrounding tournaments. The Torrey Pines Golf Complex does not have meeting space available at this time. The Mission Bay Golf Course and Practice Center has a room adjacent to the restaurant that is currently vacant. The room is not suitable for accommodating events at this time. The Balboa Park Golf Complex clubhouse lobby is comparable in size to the Santa Fe Room in Balboa Park. This is the only space that can be made available to groups for their events at this time. Staff recognizes the need to revisit the room rental rates if future space becomes available.

Any group affiliated with the City or conducting City business have the privilege of utilizing rooms at no charge subject to availability. The following establishes both a non-profit and commercial rate for reservation of the Balboa Park Golf Complex Clubhouse Lobby.

Balboa Park Golf Complex Clubhouse Lobby	Minimum 3 hour flat rate	Additional hours after 3 hour minimum	Overtime (partial or full hour over scheduled event time)	Custodial fee (required if event runs before or after regular business hours)	Cleaning deposit
Non-Profit	$100	$25	$40	$40	Depending on function
Commercial	$300	$75	$120	$50	Depending on function

TEE TIME ALLOCATION

Arguably, the biggest challenge facing Torrey Pines Golf Complex is the issue of allocating tee times. When new golf management started in early 2005, it quickly became evident that the allocation of tee times to all the various stakeholders and individual golfers was out of balance. Too many daily tee times were pre-determined and reserved for the Men's and Women's Golf Clubs and the lessees who are under contract with the City of San Diego at the Golf Complex. These pre-determined times drastically reduced the amount of available tee times to the general golfing public.

In order to maintain accurate records for accounting purposes, a round of golf must be clearly defined. "A round of golf is defined as one person who tees off in an authorized "start" on a golf course. The round is not defined by the number of holes played or the fee paid." This definition comes directly from Golf 20/20, a recognized leader in game of golf in the United States. The group is comprised of CEO's, Officers, and other leaders from the numerous golf associations in America like the PGA, GCSAA, NGF, LPGA, USGA, and First Tee. For accounting purposes, the City recognizes a round of golf as such. The number of holes played by a golfer will depend on many factors including the applicable rate paid, such as an 18 hole round, twilight round, or a 9-hole round. Not every round of golf will necessarily result in the golfer playing 18 holes. Some players are unable to complete an entire 18-hole round due to unforeseen circumstances or because they decided to play a 9-hole round or twilight where a discount is offered because of the very fact that a player is unable to complete 18 holes. However, the round commenced and therefore must be counted as a round of golf.

The following discussion will demonstrate the City's Golf Operations commitment to increasing public access to the 18-hole rounds of golf at Torrey Pines. The recommendations presented will reduce the number of 18-hole rounds of golf from the City's lessees and clubs and will make them available to the general public.

Purpose

Local golfers who have played the facility for years have to understand that Torrey Pines has a mystique about it that puts it in a class with Pebble Beach and St. Andrews (in Scotland and the birthplace of golf). This reputation causes conflict with the resident golfer who enjoys Torrey Pines as their local "muni" golf course and the non-resident golfers who view Torrey Pines as a magical place in a world-class setting because of the vast difference in their expectations. All believe that they should have access to the course because it is a public golf course.

The City fully understands and recognizes the importance of all the relationships it has with the many stakeholders (entities with formal written agreements with the City) in reference to access to tee times at Torrey Pines. With this being said, the City also has an obligation to the residents of San Diego who wish to play Torrey Pines as individuals or small groups.

The crux of the problem is finding a fair and equitable balance between all those wanting to play this prestigious golf course.

One of the main points of the business plan that Golf Operations staff focused on was to attempt to simplify the tee time allocation process.

While the City and its various golf lessees have formal written agreements that encompass hundreds of pages of legalese, the allocation of a limited number of tee times at two golf courses should not be that complicated.

It is staff's intent to have a process easily understood by all that is easy to administer with a minimal number of grey areas and most importantly have it be fair to everyone.

With the previous goals in mind, the following are the approved allocation of tee times for Torrey Pines. This allocation strives to equitably distribute tee times to all of the various golf course users while increasing the number of times that are available for the daily public golfer. The first step in this process was to identify all of the golf course user groups. These users can be broken into the following categories:

- Daily Public Golfers
- Tournament Golfers
- Golf Club Members
- Lessees
- Special Events

With this understanding of who the golf course users are, we then examined how to distribute tee times. The tee time allocation began with the recognition of existing constraints, contracts and policies. In the case of Torrey Pines this consists of three key areas.

1. The first area of constraint is the total number of available tee times. This maximum number of rounds per golf course has been established in order to protect the physical assets as well as the patron experience.

For the South Course this number is 72,000 rounds annually. For the North Course the number is 100,000 rounds.

2. The second constraint regarding tee time allocation was the existing agreements that the City has with the hotel tenants and golf shop operator. The tee time allocation recognized these and addressed them in the overall allocation.
3. The final area consisted of policies established by City Council. Here, management has clearly been directed to maximize City of San Diego resident play. This directive has been addressed through implementation of the 70% resident / 30% non-resident play policy. With this direction staff is maintaining an overall distribution of tee times that gives City residents access to 70% of the available times while reserving up to 30% of times for non-residents. This policy has been in use for the last several years; however, there needed to be clarification regarding where each of the users groups falls within this 70 -30 split. In order to clarify this policy and how it applies, the following breakdown was developed.
   - Daily Public Golfer - This group is made up of both resident and non-resident users however, it consists of primarily City of San Diego residents. An allocation for both residents and non-residents will be included in the tee time allocation.
   - Tournament Golfers – This group includes both resident and non-resident golfers, however, it generally consists of non-resident users. Based on the existing distribution of tournament play, the allocation will treat 75% of tournament play as non-resident and 25% as resident.

- Clubs – This group includes the Women's and Men's clubs and it is made up of nearly 100% City of San Diego Residents. The allocation will treat 100% of club play as resident.
- Lessees – This group consists of the hotels and golf shop operator. Golfers utilizing tee times through these groups are nearly 100% non-residents. The allocation will treat 100% of this group as non-resident.
- Special Events – This group consists of Special Events which the City sponsors, i.e., Junior World and the Buick Invitational. Tee times impacted by these events are outside of the 70/30 split calculation. An exception is the City Amateur which will be allocated as Resident play.

Based on this breakdown of the golf user groups the following is a list of the components of the 70/30 resident and non-resident mix.

70% Resident play includes:	30% Non-resident play includes:
1. Daily Public golfers	1. Daily Public Golfers
2. Tournament Golfers	2. Tournament Golfers
3. Golf Clubs	3. Lessees
4. Advance Bookings	4. Advanced Bookings

With this understanding of the golf course users and the existing tee time allocation constraints, focus was shifted to the issue of how to distribute tee times equitably. An issue regarding equity in the past has been the consistent application of green fee rates for all members within a given user group. In order to address this issue staff divided the various user groups into three categories.

These categories allowed staff to easily apply the same fees to all members within the same category. This process simplified the booking process and ensured consistency in the application of green fee rates.

In this simplified allocation, all tee times are categorized as one of three types:

1. Pre-booked Tee Times – In this category, an allocation of times are reserved for resident and non-resident tournaments, hotel packages, and general public advanced booking. All users within this category pay a premium for the privilege of advance booking.
2. Standard Tee Times – These times consist of the tee times available over the automated telephone reservation system. In this category tee times are separated into resident and non-resident to ensure the appropriate mix of local and visitor play and each customer pays the applicable green rate for the tee time purchased.
3. Clubs – In this category the single designated Men's and Women's club are entitled to two four-hour blocks of weekday tournament events per month that are pre-booked at the applicable rates without the surcharge or tournament requirements. It is the responsibility of the respective clubs to determine the distribution of their rounds. This category recognizes the benefits of consistent local play by allowing each of the designated groups' regular access to the golf courses at peak times.

Along with the equitable allocation of tee times, staff developed a series of recommendations that increases public access to the golf course by increasing the number of rounds that are available for daily public golf. In order to achieve this goal, staff reviewed each of the existing arrangements that allowed for pre-booking of tee times for the various stakeholders. Each stakeholder's allocation was reduced to increase the pool of tee times available to the daily public golfer. In addition, a portion of the starter times on the South Course were released back into the system. With all the changes, over 15,000 rounds additional were made available to residents.

Based on all the approved allocation changes, the following is a summary of the Torrey Pines rounds allocations for all user groups.

Summary of Torrey Pines Golf Rounds Allocations							
	Ave. Monthly Allocation		Ave. Annual Allocation		% of Total Allocation		% Decrease
Resident Allocation							
Daily Public Golfers / Advance Purchase	9,061		108,733		63.83%		
Tournament Golfers	284		3,407		2.00%		
Golf Clubs							
Men's	296		3,552		2.09%		-58%
Women's	296		3,552		2.09%		-34%
Resident Allocation Total	9,937		119,244		70%		
Non-resident Allocation							
Daily Public Golfers / Advance Purchase	2,257		27,084		15.90%		
Tournament Golfers	852		10,221		6.00%		
TPCC			-		0.00%		-100%
Lessees - Lodge (pending litigation)	575		6,900		4.05%		-33%
Lessees - Hilton (Pending Litigation)	575		6,900		4.05%		-33%
Non-resident Allocation Total	4,259		51,104		30%		
Totals	14,196		170,348		100%		

CONCLUSION

The residents of San Diego and particularly those residents who play golf at Torrey Pines have a great deal of pride in the fact that they have the opportunity to regularly play a world class facility that is so well known and is capable of hosting prestigious golf events. While big events impact the residents' ability to get on the golf course a couple of times each year, from a big picture perspective, the economic impact from these tournaments greatly improve the entire San Diego area.

Staff believes that these changes, although they affect every user group, are fair in terms of access, preserve the City's assets, demonstrate stewardship, and provide stability to the enterprise fund, allowing the Golf Operations Division to provide a quality golfing experience for all patrons.

APPENDIX

BENCHMARKING

As part of the preparation for this business plan, benchmarking with comparable facilities is included. The 2001 Pricewaterhouse Coopers report was used as the baseline for comparable facilities. In addition, the Golf Advisory Council offered recommendations to be included. Below are charts with various benchmark data including information regarding green fees, Men's Clubs, senior discounts, and percentages for food and beverage services and rent payments made to other cities by the golf courses.

Golf Operations staff collected data via telephone conversations with the other facilities.

Balboa Non-Resident Rate Comps.

COURSE	WD 18	WD TWI	FRI 18	FRI TWI	WE 18	WE TWI	CART FEE	CART POLICY
Balboa Park (Proposed)								
Balboa Park (Current)	**$36.00**	**$20.50**	**$36.00**	**$20.50**	**$41.00**	**$20.50**	**$26/cart**	**Optional**
*Bonita (Bonita)	$22.00	$15.00	$22.00	$15.00	$36.00	$22.00	$13/person	Optional
*Castle Creek (Escondi.)	$48.00	$24.00	$50.00	$26.00	$64.00	$30.00	Incl	Mandatory
*Chula Vista (Chula Vis.)	$21.00	$12.50	$21.00	$12.50	$28.00	$15.50	$12/person	Optional
*Coronado (Coronado)	$25.00	$13.00	$25.00	$13.00	$25.00	$13.00	$15/person	Optional
*Cottonwood (El Cajon)	$33.00	$13.00	$47.00	$19.00	$47.00	$19.00	$12/person	Optional
*Eaglecrest (San Diego)	$55.00	$25.00	$60.00	$25.00	$75.00	$30.00	Incl	Mandatory
*Eastlake (Chula Vista)	$59.00	$29.00	$79.00	$39.00	$79.00	$39.00	Incl	Mandatory
*Encinitas Ranch (Enci.)	$71.00	$41.00	$76.00	$45.00	$91.00	$52.00	Incl	Mandatory
*Fallbrook (Fallbrook)	$26.00	$14.00	$28.00	$15.00	$38.00	$19.00	$12/person	Optional
*Meadow Lake (Escon.)	$43.00	$26.00	$44.00	$29.00	$59.00	$30.00	Incl	Mandatory
*Mission Trails (San Di.)	$34.00	$19.00	$34.00	$19.00	$44.00	$21.00	$12/person	Optional
*Oceanside (Oceanside)	$21.00	n/a	$21.00	n/a	$28.00	n/a	$9.75/pers.	Optional
*Riverwalk (San Diego)	$95.00	$39.00	$105.00	$49.00	$105.00	$49.00	Incl	Mandatory
*San Clemente (San Cl.)	$30.00	$22.00	$30.00	$22.00	$38.00	$28.00	$12/person	Optional
*Sandpiper (Santa Bar.)	$110.00	$55.00	$130.00	$70.00	$130.00	$70.00	$15/person	Optional
*Singing Hills (El Cajon)	$54.00	$33.00	$61.00	$35.00	$73.00	$38.00	$12/person	Optional
*Steele Canyon (Jamul)	$84.00	$47.00	$84.00	$47.00	$104.00	$52.00	Incl	Mandatory
*Temeku Hills (Temecula)	$45.00	$24.00	$45.00	$24.00	$60.00	$31.00	Incl	Mandatory
*Twin Oaks (San Marcos)	$60.00	$35.00	$65.00	$40.00	$80.00	$45.00	Incl	Mandatory
Miramar Memorial (San Diego)	$23.00	$15.00	$23.00	$15.00	$28.00	$17.00	$18/person	Optional
Admiral Baker (SD) w/military	$27.00	$20.00	$27.00	$20.00	$32.00	$20.00	$13/person	Optional
San Luis Rey Downs (Bonsall)	$34.00	$25.00	$36.00	$25.00	$64.00	$37.00	$10/person	Optional
Vineyards (Coachella)	$49.00	$40.00	$49.00	$40.00	$65.00	$45.00	Incl	Mandatory
El Camino (Oceanside) w/mem	$66.00	none	$66.00	none	$78.00	none	Incl	Mandatory
Escondido Country Club w/mem	$52.00	$26.00	$52.00	$26.00	$57.00	$32.00	$13/person	Optional
Stoneridge CC (Poway)	Private Course - $70 w/member						Incl	Mandatory
Sea N Air (San Diego) w/military	$27.00	$20.00	$27.00	$20.00	$32.00	$20.00	$13/person	Optional
AVERAGES	**$47.48**				**$61.12**			

Note: Friday's are included as Weekend rates for 8 of 19 (42%) of the courses listed above with differentiated Weekday and Weekend rates.

***List of Courses provided by Price Waterhouse**

Balboa Resident Rate Comps.

COURSE	WD 18	WD TWI	FRI 18	FRI TWI	WE 18	WE TWI	Comments
Balboa Park (proposed)							
Balboa Park (current)	**$23.00**	**$12.50**	**$25.00**	**$12.50**	**$25.00**	**$12.50**	
***Bonita (Bonita)**	$22.00	$15.00	$22.00	$15.00	$36.00	$22.00	Twi one hr early w/local campgnd. reg. receipt
***Castle Creek (Escondido)**	$24.00	$12.00	$25.00	$13.00	$32.00	$15.00	50% off w/coupon until Nov
***Chula Vista (Chula Vista)**	$16.50	$10.50	$16.50	$10.50	$20.00	$12.50	Discount for Chula Vista residents
***Cottonwood (El Cajon)**	$28.00	$13.00	$42.00	$19.00	$42.00	$19.00	$5 off Sun-Tue w/coupon
***Eastlake (Chula Vista)**	$49.00	$29.00	$65.00	$39.00	$65.00	$39.00	Discount for San Diego residents
***Encinitas Ranch (Encinitas)**	$49.00	$41.00	$55	$45.00	$64.00	$52.00	Discount for Encinitas residents
***Meadow Lake (Escondido)**	$28.00	$25.00	$44.00	$29.00	$59.00	$30.00	$49.00-Sun/Discounts are seasonal
***Mission Trails (San Diego)**	$18.00	$19.00	$34.00	$19.00	$44.00	$21.00	Disc avail M-Th after 11am Bi-weekly specials
***Oceanside (Oceanside)**	$20.00	$11.25	$20.00	$11.25	$22.50	$13.25	Discount for Oceanside residents
***Riverwalk (San Diego)**	$55.00	$39.00	$69.00	$49.00	$79.00	$49.00	Discount for San Diego residents
***San Clemente (San Clemente)**	$15.00	$12.00	$15.00	$12.00	$22.00	$18.00	Discount for San Clemente residents
***Sandpiper (Santa Barbara)**	$86.00	$55.00	$130.00	$70.00	$130.00	$70.00	Discount for Tri-County residents/Sun-$86
***Singing Hills (El Cajon)**	$54.00	$33.00	$61.00	$35.00	$73.00	$38.00	Promotional - M-F pay 3 get 4th free
***Steele Canyon (Jamul)**	$79.00	$39.00	$79.00	$39.00	$99.00	$52.00	Discount fo San Diego residents
***Temeku Hills (Temecula)**	$30.00	$24.00	$30.00	$24.00	$48.00	$31.00	Discount for CSC Members
***Twin Oaks (San Marcos)**	$49.00	$33.00	$55.00	$43.00	$55.00	$43.00	Discount fo San Diego residents
AVERAGES	**$38.91**				**$55.66**		

***List of Courses provided by Price Waterhouse**

Mission Bay and Balboa Park Executive Course Comps.

Competitve course comparisons

COURSE	Par	Yds	WD 18	WD twi	SR WD	WE 18	WE TWI	SR WE	WD 9	TWI 9	SR 9	WE 9	WE twi	CART FEE	CART POLICY
Balboa Park	**32**	**2175**	**-**	**-**	**-**	**-**	**-**	**-**	**$21.00**	**-**	**-**	**-**	**-**	**$14/cart**	**OPTIONAL**
Mission Bay	**58**	**2719**	**$19.00**	**-**	**-**	**$23.00**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**$10/pers**	**OPTIONAL**
Emerald Isle (Oceanside)	**54**	**2452**	$16.00	$12.00	$14.00	$19.00	$15.00	$17.00	-	-	-	-	-	$8/pers	OPTIONAL
Lake San Marcos (San Marcos)	**58**	**2700**	$18.00	$13.00	-	$18.00	$13.00	-	-	-	-	-	-	$27/pers	OPTIONAL
Lomas Sante Fe (Solana Beach)	**56**	**2295**	$21.50	-	-	$25.50	-	-	-	-	-	-	-	$11/pers	OPTIONAL
Rancho Carlsbad (Carlsbad)	**56**	**2396**	$13.50	$11.00	-	$16.50	$14.00	-	$11.00	-	-	$14.00	-	-	-
Reidy Creek (Escondido)	**54**	**2602**	$23.00	-	$18.00	$28.00	$18.00	-	-	-	-	-	-	$8/pers	OPTIONAL
Roadrunner (Borrego Springs)	**54**	**2445**	$20.00	-	-	$20.00	-	-	-	-	-	-	-	-	-
Singing Hills (El Cajon)	**54**	**2508**	$16.00	$14.00	-	$30.00	$20.00	-	-	-	-	-	-	$12/pers	OPTIONAL
Tecolote Canyon (San Diego)	**58**	**3161**	$18.00	$13.00	$16.00	$25.00	$15.00	$22.00	-	-	-	-	-	$12/pers	OPTIONAL
Welk Resort Oaks (Escondido)	**54**	**1837**	$17.00	$10.00	-	-	-	-	-	-	-	-	-	$8/pers	OPTIONAL
AVERAGES	**55**	**2488**	**$18.11**			**$22.75**									

Non-competitive course comparison (High End)

COURSE	Par	Yds	WD 18	WD twi	SR WD	WE 18	WE TWI	SR WE	WD 9	TWI 9	SR 9	WE 9	WE twi	CART FEE	CART POLICY
Welk Resort Fountain (Escondido)	**62**	**4002**	$39.00	$28.00	-	$44.00	$30.00	-	-	-	-	-	-	Included	MANDATORY
National City (National City)	**68**	**4810**	-	-	-	-	-	-	$10.00	-	-	$14.00	-	$7/pers	OPTIONAL
Oaks North (San Diego)	**60**	**3565**	$28.00	$17.00	-	$32.00	$19.00	-	-	-	-	-	-	$8/pers	OPTIONAL
Oceanside Center City (Oceanside)	**66**	**4797**	$17.50	$14.00	-	$20.50	$17.50	-	$9.00	-	-	$11.50	-	$21/cart	OPTIONAL
AVERAGES	**61**	**3583**	**$28.17**			**$32.17**									

Non-competitive course comparison (Low End)

COURSE	Par	Yds	WD 18	WD twi	SR WD	WE 18	WE TWI	SR WE	WD 9	TWI 9	SR 9	WE 9	WE twi	CART FEE	CART POLICY
Presidio Hills (San Diego)	**54**	**1325**	-	$10.00	-	-	-	-	-	-	-	-	-	-	-
Sheraton Four Points (San Diego)	**27**	**775**	-	-	-	-	-	-	$8.00	-	-	-	-	-	-
Sun Valley (La Mesa)	**27**	**1013**	$7.00	-	-	$9.00	-	-	-	-	-	-	-	-	-
University City Village (San Diego)	**27**	**880**	$9.00	$7.00	$6.00	$10.00	$7.00	$6.00	-	-	-	-	-	-	-
AVERAGES	**50**	**2750**	**$8.00**			**$9.50**									

Torrey Pines Resident Comps.

COURSE	WD 18	WD TWI	FRI 18	FRI TWI	WE 18	WE TWI	CART FEE	CART POLICY
Torrey Pines S. (Proposed)								
Torrey Pines N. (Proposed)								
Torrey Pines S. (Current))	**$115.00**	**$60.00**	**WD**	**WD**	**$135.00**	**$70.00**	**$32/cart**	**Optional**
Torrey Pines N. (Current	**$75.00**	**$40.00**	**WD**	**WD**	**$85.00**	**$45.00**	**$32/cart**	**Optional**
*Baja Mar (Ensenada, Mex.)	$69.00	$35.00	$89.00	$40.00	$89.00	$40.00	Incl	Mandatory
*Borrego Springs (Borr. Sp.)	$59.00	$45.00	$69.00	$55.00	$69.00	$55.00	Incl	Mandatory
*Carlton Oaks (Santee)	$55.00	$40.00	$60.00	$45.00	$80.00	$45.00	Incl	Mandatory
*Carmel Mt Ranch (San Die.)	$83.00	$41.00	$93.00	$46.00	$105.00	$51.00	Incl	Mandatory
*Double Tree (San Diego)	$29.00	$19.00	$42.00	$29.00	$42.00	$29.00	Incl	Mandatory
*Maderas (Poway)	$135.00	$65.00	$175.00	$85.00	$175.00	$85.00	Incl	Mandatory
*Ojai Valley Inn (Ojai)	$170.00	$69.00	$170.00	$69.00	$170.00	$69.00	Incl	Mandatory
*Pala Mesa (Fallbrook)	$74.00	$44.00	$79.00	$44.00	$79.00	$44.00	Incl	Mandatory
*Rancho Bernardo Inn (S.D.)	$90.00	$39.00	$90.00	$44.00	$115.00	$49.00	Incl	Mandatory
*Real del Mar (Ensen., Mex)	$59.00	$35.00	$79.00	$45.00	$79.00	$45.00	Incl	Mandatory
*San Vicente (Ramona)	$51.00	$41.00	$61.00	$49.00	$61.00	$49.00	Incl	Mandatory
*SCGA (Murrieta)	$48.00	$38.00	$48.00	$38.00	$78.00	$46.00	Incl	Mandatory
*Temecula Creek Inn (Tem.)	$65.00	$32.00	$65.00	$36.00	$85.00	$45.00	Incl	Mandatory
*Warner Springs (Warn. Sp.)	$29.00	$23.00	$33.00	$27.00	$38.00	$32.00	Incl	Mandatory
Auld (Chula Vista)	$75.00	$35.00	$85.00	$45.00	$95.00	$50.00	Incl	Mandatory
Barona Creek (Lakeside)	$80.00	$50.00	$80.00	$50.00	$100.00	$60.00	Incl	Mandatory
Del Mar Country Club	Private Course $100.00 any day w/member						Incl	Mandatory
Rancho Santa Fe Farms	Private Course - Sponsored Guest: $150; Guest w/member: $95						Incl	Mandatory
Golf Club of CA (Fallbrook)	Private Course - $40,000.00 annual membership						Incl	Mandatory
Grand Del Mar (San Diego)	$145.00	$95.00	$175.00	$105.00	$175.00	$105.00	Incl	Mandatory
La Costa Resort & Spa	$185.00	$115.00	$195.00	$115.00	$195.00	$115.00	Incl	Mandatory
La Jolla Country Club	Private Course - WD 18: $66 w/member; WE 18: $88 w/member						Incl	Mandatory
Morgan Run (RSF) w/member	$67.00	$50.00	$67.00	$50.00	$77.00	$50.00	Incl	Mandatory
Red Hawk (Temecula)	$60.00	$43.00	$80.00	$53.00	$80.00	$53.00	Incl	Mandatory
Steele Canyon (Jamul)	$94.00	$47.00	$94.00	$47.00	$114.00	$52.00	Incl	Mandatory
Woods Valley (Valley Cent.)	$55.00	$30.00	$55.00	$30.00	$70.00	$40.00	Incl	Mandatory
AVERAGES	**$80.77**				**$98.68**			

***Course list provided by Price-Waterhouse Analysis**

Note: Friday's are included as Weekend rates for 11 of 17 (65%) of the courses listed above with differentiated Weekday and Weekend rates.

Torrey Pines Resident Comps.

MUNICIPAL & STATE COURSES	WD 18	WD TWI	FRI 18	FRI TWI	WE 18	WE TWI	CART FEE	CART POLICY
Torrey Pines S. (Proposed)								
Torrey Pines N. (Proposed)								
Torrey Pines S. (Current)	**$115.00**	**$60.00**	**$115.00**	**$60.00**	**$135.00**	**$70.00**	**$32/cart**	**Optional**
Torrey Pines N. (Current)_	**$75.00**	**$40.00**	**$75.00**	**$40.00**	**$85.00**	**$45.00**	**$32/cart**	**Optional**
Aspen (CO)	$90.00	$45.00	$90.00	$45.00	$90.00	$45.00	$17.50/pers	Optional
Bayonet/Black Horse (Seaside)	$82.00	$60.00	$82.00	$60.00	$102.00	$73.00	Incl	Mandatory
Bayberry Hills (MA)	$57.50	$47.00	$57.50	$47.00	$57.50	$47.00	$16.55/pers	Weekend
Beth-Page (NY)	$39.00	$21.00	$78.00	$42.00	$78.00	$42.00	$31/cart	Optional
Biltmore (FL)	$61.00	$61.00	$61.00	$61.00	$61.00	$61.00	Incl	Mandatory
Breckenridge (CO)	$95.00	$67.00	$95.00	$67.00	$95.00	$67.00	$16/person	Weekend
Brown Deer Park (WI)	$77.50	$77.50	$77.50	$77.50	$84.00	$84.00	$13.75/pers	Optional
Crandon (FL)	$148.00	$27.00	$148.00	$27.00	$148.00	$27.00	Incl	Mandatory
Desert Pines (Las Vegas)	$135.00	$85.00	$175.00	$100.00	$175.00	$100.00	Incl	Mandatory
Haymaker (CO)	$99.00	$65.00	$99.00	$65.00	$99.00	$65.00	Incl	Mandatory
Harding Park (San Fransisco)	$125.00	$80.00	$138.00	$92.00	$138.00	$92.00	$18/person	Optional
Hominy Hill (NJ)	$60.00	$48.00	$60.00	$48.00	$68.00	$54.40	$17/person	Optional
Hudson Hills (NY)	$85.00	$65.00	$85.00	$65.00	$105.00	$75.00	Incl	Mandatory
Melreese (FL)	$125.00	$30.00	$125.00	$30.00	$125.00	$30.00	Incl	Mandatory
Patriot Hills (NY)	$85.00	$60.00	$120.00	$85.00	$120.00	$85.00	Incl	Mandatory
Pole Creek (CO)	$82.00	$50.00	$82.00	$50.00	$82.00	$50.00	Incl	Mandatory
The Captains (MA)	$60.00	$45.00	$60.00	$45.00	$60.00	$45.00	$15/person	Optional
Rancho Park (Los Angeles)	$22.00	$13.00	$22.00	$13.00	$28.50	$17.00	$16/person	Optional
Harding (Los Angeles)	$22.00	$13.00	$22.00	$13.00	$28.50	$17.00	$24/cart	Optional
Wilson (Los Angeles)	$22.00	$13.00	$22.00	$13.00	$28.50	$13.00	$24/cart	Optional
AVERAGES	**$88.59**				**$99.26**			

Note: Friday's are included as Weekend rates for 3 of 7 (43%) of the courses listed above with differentiated Weekday and Weekend rates.

Torrey Pines Non-resident Comps.

COURSE	WD 18	WD TWI	FRI 18	FRI TWI	WE 18	WE TWI	CART FEE	CART POLICY
Torrey Pines S. (Proposed)								
Torrey Pines N. (Proposed)								
Torrey Pines S. (Current))	**$115.00**	**$60.00**	**WD**	**WD**	**$135.00**	**$70.00**	**$32/cart**	**Optional**
Torrey Pines N. (Current	**$75.00**	**$40.00**	**WD**	**WD**	**$85.00**	**$45.00**	**$32/cart**	**Optional**
Four Seasons Aviara (Carlsbad)	$185.00	$115.00	$205.00	$120.00	$205.00	$120.00	Incl	Mandatory
Half Moon Bay (Half Moon Bay)	$125.00	$75.00	$145.00	$90.00	$145.00	$90.00	Incl	Mandatory
Morgan Run (RSF) - as hotel guest	$100.00	$65.00	$100.00	$65.00	$120.00	$65.00	Incl	Mandatory
Monarch Beach (Dana Point)	$175.00	$99.00	$210.00	$125.00	$210.00	$125.00	Incl	Mandatory
Ocean Trails (Rancho Palos Verdes)	$195.00	$135.00	$300.00	$195.00	$300.00	$195.00	Incl	Mandatory
Pebble Beach	$425.00	$425.00	$425.00	$425.00	$425.00	$425.00	$25/pers.	Optional
Pelican Hill (Newport Coast)	$175.00	$99.00	$250.00	$135.00	$250.00	$135.00	Incl	Mandatory
Sandpiper (Santa Barbara)	$110.00	$55.00	$130.00	$70.00	$130.00	$70.00	$15/pers.	Optional
Spanish Bay (Pebble Beach)	$230.00	$120.00	$230.00	$120.00	$230.00	$120.00	$25/pers.	Optional
Spyglass (Pebble Beach)	$290.00	$120.00	$290.00	$120.00	$290.00	$120.00	$25/pers.	Optional
AVERAGES	**$201.00**				**$230.50**			

Note: Friday's are included as Weekend rates for all six of the courses listed above with differentiated Weekday and Weekend rates.

Senior Rate Percentages

GOLF COURSES	SR RATE	SR RESTRICTIONS	REG RATE	% OF REG RATE
Chula Vista (Chula Vista)	$10.00	M-F, 62+	$27.00	37.0%
Carmel Mt Ranch (San Diego)	$47.00	M-TH, 55+	$83.00	56.6%
Double Tree (San Diego)	$50.00	M-TH, 50+	$60.00	83.3%
Maderas (Poway)	$65.00	M-TU, 50+, 730am-1pm	$135.00	48.2%
Castle Creek (Escondido)	$30.00	M-F, 55+, before 11am	$43.00	69.8%
Cottonwood (El Cajon)	$30.00	M-F, 65+, before 11am	$33.00	90.9%
Eastlake (Eastlake)	$39.00	M-F, 60+	$59.00	66.1%
Meadows Lake (Escondido)	$35.00	M-F, 55+, until noon	$43.00	81.4%
Mission Trails (San Diego)	$26.00	M-F, 62+	$34.00	76.5%
SCGA (Murrieta)	$43.00	M-F, 55+, before 8-after 10am	$48.00	89.6%
Averages	**$37.50**		**$56.50**	**69.9%**

RECREATION & LEISURE	SR RATE	SR RESTRICTIONS	REG RATE	% OF REG RATE
San Diego Zoo	$28.80	60+	$32.00	90.0%
Wild Animal Park (Escondido)	$26.00	60+	$28.50	90.0%
Disneyland (Anaheim)	$54.00	60+	$56.00	96.5%
SeaWorld (San Diego)	$45.95	w/AARP card	$50.95	90.0%
Landmark Theaters (San Diego)	$6.75	62+	$9.25	73.0%
AMC Theaters (San Diego)	$7.00	55+	$9.00	78.0%
UltraStar Theaters (San Diego)	$6.50	55+	$9.50	68.5%
CA State Pk Entry Fees	$5.00	62+	$6.00	83.5%
CA State Pk Camping Fee	$23.00	62+	$25.00	92.0%
YMCA (La Jolla)	$33.00	65+	$38.00	86.8%
Averages	**$22.56**		**$25.13**	**84.8%**

Men’s Club Comparisons

Course	# of holes	men's club	membership size	field size	amount of play	days	time	green fees	cost to join
Bethpage State Park Golf Courses	90	Yes	100	0	0 days			$49	
Bayonet/Black Horse Golf Course	36	Yes							$ 95.00
The Captains Golf Course	36	Yes	300	90	1 day per week	Wednesday	morning	$0	$ 600.00
Bayberry Hills Golf Course	27	Yes	150	17	2 days per week	Wed and Fri	morning	cart fee	$ 650.00
Breckenridge Golf Club	27	Yes	160	120	1 day per week	Wednesday	morning	$45	$ 65.00
Harding Park	27	Yes	417	72	1 day per month	Sat or Sun	morning	$65	$ 250.00
Pole Creek Golf Club	27	Yes	55	38	1 day per week	Sunday	morning	$30	$ 75.00
Aspen Golf Club	18	Yes	200	100	1 day per week	Thursday	morning	$38.50	$ 50.00
Bellport Country Club	18								
Biltmore Golf Course	18	Yes	50	50	1 day per month	Sunday	morning	$61	$ 65.00
Brown Deer Park Golf Club	18	Yes	300	90/90	5 tournament per year	Saturday	morning	$52.50	$ 75.00
Crandon Golf Course	18	Yes							
Desert Pines Golf Club	18	No	NA	NA	NA	NA	NA	NA	NA
Encinitas Ranch Golf Course	18	Yes	700	65	1 day per week	Wednesday	morning	$50	$ 95.00
Haymaker Golf Course	18	No	NA	NA	NA	NA	NA	NA	NA
Hominy Hill Golf Course	18	No	NA	NA	NA	NA	NA	NA	NA
Hudson Hills Golf Course	18								
Melreese Golf Course	18	No	NA	NA	NA	NA	NA	NA	NA
Patriot Hills Golf Club	18								
Coronado Golf Course	18	Yes	560	150	2 tournaments per month	Sat and Sun	morning	$32	$ 300.00
Chula Vista Municipal Golf Course	18	Yes	343	115	15	Saturday	morning	$23	$ 90.00

Men’s Club Comparisons

Club name	women's club	membership size	field size	amount of play	days	time	green fees	cost to join	men's club	membership size	field size	days of play per year	days	time	green fees	% of peak rate	cost to join
Bethpage State Park Golf Courses	Yes	100	0	0 days			$49		Yes	100	0	0 days			$49.00	50%	
Bayonet/Black Horse Golf Course															$0.00		
The Captains Golf Course	Yes	100	50	1 day per week	Thursday	morning	$0	$600	Yes	300	90	26	Wednesday	morning	$0.00	0%	**$600**
Bayberry Hills Golf Course	Yes	185	50	1 day per week	Tuesday	morning	$10	$650	Yes	150	17	26	Wed and Fri	morning	$7.50	10%	**$650**
Breckenridge Golf Club	Yes	80	50	1 day per week	Tuesday	morning	$45	$65	Yes	160	120	26	Wednesday	morning	$45.00	39%	**$65**
Harding Park	Yes	cannot play as a group							Yes	417	72	12	Sat or Sun	morning	$65.00	72%	**$250**
Pole Creek Golf Club	Yes	55	38	1 day per week	Thursday	morning	$30	$75	Yes	55	38	26	Sunday	morning	$30.00	37%	**$75**
Aspen Golf Club	Yes	150	40	1 day per week	Wednesday	morning	$38.50	$50	Yes	200	100	26	Thursday	morning	$38.50	43%	**$50**
Bellport Country Club										0					$0.00		
Biltmore Golf Course	Yes	35	20	1 day per week	Thursday	morning	$61	$65	Yes	50	50	12	Sunday	morning	$61.00	51%	**$65**
Brown Deer Park Golf Club	Yes	110	45	1 day per week	Thursday	morning	$52.50	$75	Yes	300	90	5	Saturday	morning	$52.50	54%	**$75**
Crandon Golf Course	Yes	40	25	1 day per week	Tuesday	morning	$73	$50							$0.00		
Desert Pines Golf Club	No	NA	NA	NA	NA	NA	NA	NA	No	0	0	NA	NA	NA	$0.00		**NA**
Encinitas Ranch Golf Course	Yes	30	16	1 day per week	Tuesday	morning	$50	$65	Yes	700	65	52	Wednesday	morning	$50.00	55%	**$95**
Haymaker Golf Course	No	NA	NA	NA	NA	NA	NA	NA	No	0	0	NA	NA	NA	$0.00		**NA**
Hominy Hill Golf Course	No	NA	NA	NA	NA	NA	NA	NA	No	0	0	NA	NA	NA	$0.00		**NA**
Hudson Hills Golf Course															$0.00		
Melreese Golf Course	No	NA	NA	NA	NA	NA	NA	NA	No	0	0	NA	NA	NA	$0.00		**NA**
Patriot Hills Golf Club															$0.00		
Coronado Golf Course									Yes	560	150	24	Sat and Sun	morning	$32.00	80%	**$300**
Chula Vista Municipal Golf Course									Yes	343	115	15	Saturday	morning	$23.00	56%	**$90**
								Average of responses	73% Yes	278	76	21	Wednesday	morning	$37.79	45%	**$440.50**
								Torrey Pines	Yes	1200	90	60	Thursday	morning	North $29.00	39%	**$100.00**
															South $40.00	35%	
								Differences between Torrey Pines and the average:		922	14	39			North ($8.79)	North 6% under	**-$340.50**
															South $2.21	South10 % under	

Men’s Club Comparisons

Bethpage State Park Golf Courses	Yes	50	0	0 days			$49	50%	
Bayonet/Black Horse Golf Course									
The Captains Golf Course	Yes	100	50	26	Thursday	morning	$0	0%	**$600**
Bayberry Hills Golf Course	Yes	185	50	26	Tuesday	morning	$10	10%	**$650**
Breckenridge Golf Club	Yes	80	50	26	Tuesday	morning	$45	39%	**$65**
Harding Park	Yes	cannot play as a group							
Pole Creek Golf Club	Yes	55	38	26	Thursday	morning	$30	37%	**$75**
Aspen Golf Club	Yes	150	40	26	Wednesday	morning	$39	43%	**$50**
Bellport Country Club									
Biltmore Golf Course	Yes	35	20	52	Thursday	morning	$61	51%	**$65**
Brown Deer Park Golf Club	Yes	110	45	26	Thursday	morning	$53	54%	**$75**
Crandon Golf Course	Yes	40	25	52	Tuesday	morning	$73	56%	**$50**
Desert Pines Golf Club	No	NA	NA	NA	NA	NA	$0		**NA**
Encinitas Ranch Golf Course	Yes	30	16	52	Tuesday	morning	$50	55%	**$65**
Haymaker Golf Course	No	NA	NA	NA	NA	NA	$0		**NA**
Hominy Hill Golf Course	No	NA	NA	NA	NA	NA	$0		**NA**
Hudson Hills Golf Course									
Melreese Golf Course	No	NA	NA	NA	NA	NA	$0		**NA**
Patriot Hills Golf Club									
Coronado Golf Course									
Chula Vista Municipal Golf Course									
Average of responses	73% Yes	84	33	31.2	Wednesday	morning	$41	39%	**$188**
Torrey Pines	Yes	368	105	52	Tuesday	morning	North $29.00	39%	**$73**
							South $40.00	35%	
Differences between Torrey Pines and the average:		285	72	20.8			North $10.90 over	0%	**-$115**
							South $ 90 under	-400%	

FOOD AND BEVERAGE PERCENTAGES

Golf Restaurant Facility	Location	Lease Start Date	Term, Yrs	Food & Bev	Beer, Wine, Liquor	Estimated Gross Revenue *	FY 05 Revenue to City*
Balboa Park Restaurant	Balboa Park	1/10/1987	13 yrs.	5.0%	5.0%	$724,365	$36,218
Torrey Pines Halfway House and Food Carts	Torrey Pines	6/4/1995	66 yrs.	1.3%***	1.3%***		
Mission Trails	San Diego	3/1/1986	35 yrs.	15.0%	15.0%	$424,882	$63,732
Presidio Hills	San Diego	4/1/1998	10 yrs.	5.0%	5.0%	$9,300	$465
Tecolote Canyon	San Diego	8/1/1987	35 yrs.	15.0%	15.0%	$192,919	$28,800
The Vineyard	Escondido	1/1/1994	35 yrs.	10.0%	10.0%	$430,333	$43,033 **
Chula Vista	Bonita	2002		15.0%	15.0%		
Coronado	Coronado			10.0%	10.0%	$1,300,000	$130,000
Oceanside	Oceanside	1983		6.0%	6.0%		
Griffith Park Clubhouse and W/H Halfway House	Los Angeles	3/21/2002	3 yrs.	10.0%	12.5%	$970,000	$101,000
Rancho Golf Course Restaurant	Los Angeles	8/1/1981	30-day review	9.0%	9.0%	$574,000	$52,000
Woodley Golf Restaurant	Van Nuys	1/2/2003	6 yrs.	8.0%	8.0%	$326,000	$26,000
Los Feliz Café	Los Angeles	3/1/2000	3 yrs.	13.0%	13.0%	$282,000	$37,000
Roosevelt Café	Los Angeles	3/1/2003	3 yrs.	13.0%	13.0%	$124,000	$16,200
Hanson Dam Golf Restaurant	Pacoima	8/25/2000	30-day review	7.0%	7.0%	$290,000	$20,300
Harbor Park Golf Café	Wilmington	9/1/2004	30-day review	7.0%	7.0%	$88,000	$6,100
Penmar Golf Course Coffee Shop	Venice	8/1/2000	3 yrs.	8.0%	8.0%	$139,000	$11,000
Encino/Balboa Golf Restaurant	Encino	2/16/2001	30-day review	7.0%	7.0%	$907,000	$63,500
Averages				**9.6%**	**9.7%**		
* Los Angeles area facilities' revenues are from Jan. to Oct. 2005							
** The City of Escondido pays the City of San Diego half of the revenues minus administrative costs.							
***Reduced rent during stabilization period							

RENT PERCENTAGES

Golf Facility	Location	Lease Start Date	Term, Yrs	Range	Carts	Rentals/ Repairs	Merch.	Lessons	Average Rate	FY 05 Revenue to City	Estimated Gross Revenue
Club corp.	Torrey Pines	3/30/1987	25 yrs. + 10-yr. option	12%**	30.0%	10.0%	7.0%	6.0%	13.3%	$765,000	$6,900,000
Balboa Park - range, carts, rentals	Balboa Park	1/10/1987	13 yrs.	30.0%	30.0%	10.0%	*	10.0%	20.0%	$188,000	$940,000
Coronado	Coronado	*	*	10.0%	10.0%	*	5.0%	*	8.3%	*	*
Griffith Park	Los Angeles	3/22/1993	10 yrs. + options	30.0%			5.0%	10.0%	15.0%	$174,000	$1,100,000
Rancho Golf Pro	Los Angeles	8/11/1983	30-day review	30.0%			5.0%	10.0%	15.0%	$336,000	$1,115,000
Woodley Golf Pro	Los Angeles	10/1/1997	10 yrs	35.0%		7.0%	7.0%	7.0%	7.0%	$99,000	$523,000
Encino/Balboa	Encino	2/1/1991	30-day review	30.0%		5.0%	5.0%	5.0%	11.3%	$145,400	$900,000
Averages				**27.5%**	**23.3%**	**8.0%**	**5.7%**	**8.0%**	**12.8%**		
Golf Cart Rentals	Los Angeles	2/16/2001			47.0%				47.0%	$1,300,000	$2,770,000
Averages w/ Golf Cart Rentals				**25.3%**	**29.3%**	**8.0%**	**5.7%**	**8.0%**	**17.1%**		
Golf Enterprise Fund Rent Payments to the General Fund											**Totals**
Part 1 : based on 9.9% of revenue			Torrey Pines:$9.2 million x 9.9% =				$910,800	220 acres x $1,500 =		$330,000	$1,240,800
Part 2: based on $1,500 per acre			Balboa Park: $2.3 million x 9.9% =				$227,700	160 acres x $1,500 =		$240,000	$467,700
							$1,138,500			$570,000	**$1,708,500**
	Average % Rate paid to the General Fund = 14.8%										
	(derived by dividing annual rent with total revenue)						$1.7 million /$11.5 million = 14.8%				
* Information not available											
**Percentage rent reduced due to range liability and range services.											

COST PER ROUND

BALBOA PARK GOLF COURSE
ESTIMATED AVERAGE COST PER ROUND OF GOLF
FY 2006 BUDGET (CIP EXCLUDED)

OPERATING BUDGET - BP GOLF COURSE		F.T.E	P.E.	N.P.E.	TOTAL	Direct P.E. costs	SHARED STAFF)(A)
002100	BP Equipment/Vehicle Maint	2.80	$ 187,407.00	$ 187,929.00	**$ 375,336.00**	$ 187,407.00	$ -
002101	BP General/Daily Course Maint	8.70	$ 490,015.00	$ 400,659.00	**$ 890,674.00**	$ 438,872.00	$ 51,143.00
002102	BP Irrigation System Maint	1.35	$ 88,296.00	$ 9,306.00	**$ 97,602.00**	$ 88,296.00	$ -
002103	BP Mowing	5.00	$ 297,959.00	$ 313.00	**$ 298,272.00**	$ 236,479.00	$ 61,480.00
002104	BP Renovation/Special Projects	1.95	$ 114,167.00	$ 54,003.00	**$ 168,170.00**	$ 110,932.00	$ 3,235.00
002105	BP Starting/Marshaling	7.00	$ 358,050.00	$ 14,364.00	**$ 372,414.00**	$ -	$ 358,050.00
002106	BP Support Services	2.20	$ 206,144.00	$ 682,865.00	**$ 889,009.00**	$ 21,786.00	$ 184,358.00
TOTAL OPERATING BUDGET (excluding Division's Admin Costs)		29.00	$ 1,742,038.00	$ 1,349,439.00	**$ 3,091,477.00**	**$ 1,083,772.00**	**$ 658,266.00**
Add:	BP's share of Golf Division's Admin costs (15%)	1.20	$ 114,872.55	$ 41,784.60	**$ 156,657.15**	**$1,742,038.00**	
TOTAL OPERATING BUDGET (INCLUDING BP's share (15%) of Division's Admin Costs)		**30.20**	**$ 1,856,910.55**	**$ 1,391,223.60**	**$ 3,248,134.15**		

(A) Includes staff that cannot explicitly be identified as north or south staff, i.e., (1.00) Custodian II; (.1.0)ETII; (1.0) Golf Superintendent; (4) Golf Starters; (1)Golf Starter Supervisor; (2.0) Hourly Golf Starters; (1.0) Golf Course Superintendent; (1.0) Golf Course Manager

ESTIMATED OPERATING BUDGET - BP - 9-HOLE COURSE	F.T.E	POSITION	PE	NPE	TOTAL
9-HOLE Course direct P.E. Costs:					
actual staffing	**1.15**	**Grounds Maintenance Worker I (GMWI)**	$61,954.57		**$61,954.57**
actual staffing	**1.10**	**Greenskeeper**	$61,871.37		**$61,871.37**
actual staffing	**0.40**	**Light Equipment Operator (LEO)**	$24,557.09		**$24,557.09**
actual staffing	**0.20**	**7-Gang Mower Operator**	$12,708.00		**$12,708.00**
actual staffing	**0.05**	**Pesticide Applicator**	$3,316.00		**$3,316.00**
9-Hole Course - direct P.E. Costs	**2.90**		**$164,407.03**		**$164,407.03**
% 9-Hole Course direct P.E. Costs of Total BP Direct P.E. COSTS		**15.17%**			**Calculation: ($164,407.03/$1,083,772.00)**
Shared staffing costs - 9-Hole Course (15.17% of $658,266, SHARED STAFF COSTS)			$99,858.23		**$99,858.23**
N.P.E. Costs (15.17% of $1,391,223.60, total BP N.P.E. Costs)				$204,708.42	**$ 204,708.42**
Division's Admn Costs (15.17% of $156,657.15, total BP share)			$ 17,426.04	$6,338.68	**$23,764.72**
total Est. OPERATING BUDGET - BP - 9-HOLE COURSE			**$281,691.30**	**$211,047.10**	**$492,738.41**
total Est. OPERATING BUDGET - BP - 18-HOLE COURSE			**$1,575,219.25**	**$1,180,176.50**	**$2,755,395.74**

OPERATING BUDGET - BALBOA PARK GOLF COURSE (INCLUDING SHARE OF DIVISION'S ADMIN COSTS	**$1,856,910.55**	**$1,391,223.60**	**$3,248,134.15**

FY '06 projected rounds of golf (BP- 9-HOLE COURSE) → 77,456
Est. Average Cost per round of golf (BP- 9-HOLE COURSE): $6.36

FY '06 projected rounds of golf (BP - 9-HOLE COURSE) → 78,044
Est. Average Cost per round of golf (BP- 8-HOLE COURSE): $35.31

GOLF DIVISION'S ADMIN COSTS - FY '06

Org #	Org Description	F.T.E	P.E.	N.P.E.	TOTAL	
002001	District Support Services	3.00	$ 175,251.00	$ 26,089.00	**$ 201,340.00**	
002003	Data Processing Services	0.50	$ 47,721.00	$ 97,549.00	**$ 145,270.00**	
002150	District Management	4.50	$ 542,845.00	$ 154,926.00	**$ 697,771.00**	
		8.00	$ 765,817.00	$ 278,564.00	**$ 1,044,381.00**	(A)

% Alloc by Golf Course	Golf Course					
70%	TP	5.60	$ 536,071.90	$ 194,994.80	**$ 731,066.70**	
15%	**BP**	**1.20**	**$ 114,872.55**	**$ 41,784.60**	**$ 156,657.15**	
15%	MB	1.20	$ 114,872.55	$ 41,784.60	**$ 156,657.15**	
			$ 765,817.00	**$ 278,564.00**	**$ 1,044,381.00**	$ 1,044,381.00

(A)distributed costs to the three golf courses: (TP: 70%; BP: 15%; MB: 15%)

MISSION BAY GOLF COURSE AND PRACTICE CENTER
ESTIMATED AVERAGE COST PER ROUND OF GOLF
FY 2006 BUDGET (CIP EXCLUDED)

OPERATING BUDGET - MB GOLF COURSE		F.T.E	P.E.	N.P.E.	TOTAL	Direct P.E. costs	SHARED STAFF)(A)
002200	MB Golf Equip/Vehicle Maint.	1.50	$ 101,949.00	$ 94,597.00	**$ 196,546.00**	$ 31,228.00	$ 70,721.00
002201	MB General/Daily Course	2.00	$ 111,089.00	$ 306,107.00	**$ 417,196.00**	$ 111,089.00	$ -
002202	MB Irrigation System Maint.	1.50	$ 99,804.00	$ 50,300.00	**$ 150,104.00**	$ 99,804.00	$ -
002203	MB Starting, Marshaling	3.50	$ 175,764.00	$ 16,300.00	**$ 192,064.00**	$ -	$ 175,764.00
002204	MB Driving Range Operations	1.50	$ 60,080.00	$ 20,500.00	**$ 80,580.00**	$ 60,080.00	$ -
002205	MB Support Services	1.00	$ 94,870.00	$ 169,411.00	**$ 264,281.00**	$ -	$ 94,870.00
002206	MB Mowing	2.00	$ 116,503.00	$ 6,600.00	**$ 123,103.00**	$ 116,503.00	$ -
		13.00	$ 760,059.00	$ 663,815.00	**$ 1,423,874.00**	**$ 418,704.00**	**$ 341,355.00**
Add:	MB's share of Golf Division's Admin costs (15%)	1.20	$ 114,872.55	$ 41,784.60	**$ 156,657.15**	**$760,059.00**	
TOTAL OPERATING BUDGET (INCLUDING MB's share (15%) of Division's Admin Costs)		**14.20**	**$ 874,931.55**	**$ 705,599.60**	**$ 1,580,531.15**		

(A) Includes staff that cannot explicitly be identified as driving range or 18-hole course staff, i.e., (.1.0)ETII; (2) Golf Starters; (1.5) Hourly Golf Starters; (1.0) Golf Course Manager

ESTIMATED OPERATING BUDGET - MB DRIVING RANGE	F.T.E	POSITION	PE	NPE	TOTAL
direct P.E. Costs:					
actual staffing	**1.50**	**Hourly, Golf Starter**	$ 60,080.00		**$60,080.00**
actual staffing	**0.10**	**Grounds Maintenance Worker I**	$5,387.36		**$5,387.36**
actual staffing	**0.15**	**Greenskeeper**	$8,436.96		**$8,436.96**
direct P.E. Costs	**0.25**		**$ 73,904.32**		**$73,904.32**
% MB Driving Range direct P.E. Costs of Total MB Direct P.E. COSTS		**17.65%**			**Calculation: ($73,904.32/$418,704.00)**
Shared staffing costs -MB Driving Range (17.65% of $341,355.00, SHARED STAFF COSTS)			$60,251.66		**$60,251.66**
N.P.E. Costs (17.65% of $663,815.00, total MB N.P.E. Costs)				$117,168.21	**$ 117,168.21**
Division's Admin Costs (17.65% of $156,657.15, total MB share)			$ 20,275.85	$7,375.29	**$27,651.13**
total Est. OPERATING BUDGET - MB DRIVING RANGE			**$154,431.82**	**$124,543.49**	**$278,975.31**
total Est. OPERATING BUDGET - MB - 18-HOLE COURSE			**$720,499.73**	**$581,056.11**	**$1,301,555.84**
OPERATING BUDGET - MISSION BAY GOLF COURSE (INCLUDING SHARE OF DIVISION'S ADMIN COSTS			**$874,931.55**	**$705,599.60**	**$1,580,531.15**

FY '06 projected rounds of golf (MB - 18-HOLE COURSE)	**64,553**
Est. Average Cost per round of golf (MB- 18-HOLE COURSE):	**$20.16**

GOLF DIVISION'S ADMIN COSTS - FY '06

Org #	Org Description	F.T.E	P.E.	N.P.E.	TOTAL	
002001	District Support Services	3.00	$ 175,251.00	$ 26,089.00	**$ 201,340.00**	
002003	Data Processing Services	0.50	$ 47,721.00	$ 97,549.00	**$ 145,270.00**	
002150	District Management	4.50	$ 542,845.00	$ 154,926.00	**$ 697,771.00**	
		8.00	$ 765,817.00	$ 278,564.00	**$ 1,044,381.00**	(b)
% Alloc by Golf Course	**Golf Course**					
70%	TP	5.60	$ 536,071.90	$ 194,994.80	**$ 731,066.70**	
15%	BP	1.20	$ 114,872.55	$ 41,784.60	$ 156,657.15	
15%	**MB**	**1.20**	**$ 114,872.55**	**$ 41,784.60**	**$ 156,657.15**	
			$ 765,817.00	**$ 278,564.00**	**$ 1,044,381.00**	$ 1,044,381.00

(b)Distributed costs to the three golf courses: (TP: 70%; BP: 15%; MB: 15%)

TORREY PINES GOLF COURSE
ESTIMATED AVERAGE COST PER ROUND OF GOLF
FY 2006 BUDGET (CIP & DEBT SERVICE EXCLUDED)

OPERATING BUDGET - TORREY PINES		F.T.E.	P.E.	N.P.E.	TOTAL	Direct P.E. costs	SHARED STAFF)(1)
002050	TP Equip/Vehicle Maintenance	2.50	$ 162,060.00	$ 440,236.00	**$ 602,296.00**	$ 91,339.00	$ 70,721.00
002051	TP General/Daily Course Maint	14.60	$ 797,968.00	$ 1,011,056.00	**$ 1,809,024.00**	$ 797,968.00	
002052	TP Irrigation System Maint	3.60	$ 227,735.00	$ 23,785.00	**$ 251,520.00**	$ 188,905.00	$ 38,830.00
002053	TP Mowing	5.80	$ 360,116.00	$ 447.00	**$ 360,563.00**	$ 360,116.00	
002054	TP & BP Renovation/Specl Proj	7.80	$ 461,572.00	$ 156,648.00	**$ 618,220.00**	$ 435,686.00	$ 25,886.00
002055	TP Starting/Marshaling	6.50	$ 341,368.00	$ 11,628.00	**$ 352,996.00**	$ -	$ 341,368.00
002056	TP Support Services	1.20	$ 139,118.00	$ 1,382,167.00	**$ 1,521,285.00**	$ 49,630.00	$ 89,488.00
TOTAL OPERATING BUDGET (excluding Division's Admin Costs)		**42.00**	**$ 2,489,937.00**	**$ 3,025,967.00**	**$ 5,515,904.00**	**$ 1,923,644.00**	**$ 566,293.00**
Add:	TP's share of Golf Division's Admin costs (70%)	5.60	$ 536,071.90	$ 194,994.80	**$ 731,066.70**	**$2,489,937.00**	
TOTAL OPERATING BUDGET (INCLUDING TP's share (70%) of Division's Admin Costs)		**47.60**	**$ 3,026,008.90**	**$ 3,220,961.80**	**$ 6,246,970.70**		

(1)Includes staff that cannot explicitly be identified as north or south staff, i.e., (1.00) ETII; (.1.0)ETI; (1.0) Golf Superintendent; (4) Golf Starters; (1.5) Hourly Golf Starters; (1.0)Recreation Specialist/Golf Director)

ESTIMATED OPERATING BUDGET - TP - SOUTH COURSE	F.T.E	POSITION	PE	NPE	TOTAL
South Course direct P.E. Costs:					
actual staffing	**12.00**	**Grounds Maintenance Worker I (GMWI)**	$646,482.84		**$646,482.84**
actual staffing	**3.00**	**Greenskeeper**	$168,739.11		**$168,739.11**
actual staffing	**1.00**	**Greenskeeper Supervisor**	$67,040.00		**$67,040.00**
actual staffing	**1.00**	**Light Equipment Operator (LEO)**	$61,392.74		**$61,392.74**
actual staffing	**1.50**	**7-Gang Mower Operator**	$95,313.56		**$95,313.56**
actual staffing	**1.00**	**Irrigation Specialist**	$66,199.16		**$66,199.16**
actual staffing	**0.50**	**Pesticide Applicator**	$33,164.82		**$33,164.82**
South Course direct P.E. Costs	**20.00**		**$1,138,332.23**		**$1,138,332.23**
% South Course direct P.E. Costs of Total TP Direct P.E. COSTS		**59.18%**			
Shared staffing costs - South (59.18% of $566,293, SHARED STAFF COSTS)			$335,108.56		**$335,108.56**
N.P.E. Costs (59.18% of $3,025,967, total TP N.P.E. Costs)				$1,790,640.97	**$ 1,790,640.97**
Division's Admn Costs (59.18% of $731,066.70, total TP share)			$ 317,224.98	$115,389.78	**$432,614.76**
total Est. OPERATING BUDGET - TP - SOUTH COURSE			**$1,790,665.77**	**$1,906,030.76**	**$3,696,696.52**
total Est. OPERATING BUDGET - TP - NORTH COURSE			**$1,235,343.13**	**$1,314,931.04**	**$2,550,274.18**

Calculation: ($1,138,332.23/$1,923,644)

OPERATING BUDGET - TORREY PINES (INCLUDING SHARE OF DIVISION'S ADMIN COSTS	**$3,026,008.90**	**$3,220,961.80**	**$6,246,970.70**

FY '06 projected rounds of golf (TP-SOUTH) → **65,424**
Est. Average Cost per round of golf (TP-SOUTH): → **$56.50**

FY '06 projected rounds of golf (TP-NORTH) → **91,374**
Est. Average Cost per round of golf (TP-NORTH): → **$27.91**

GOLF DIVISION'S ADMIN COSTS - FY '06

Org #	Org Description	F.T.E	P.E.	N.P.E.	TOTAL	
002001	District Support Services	3.00	$ 175,251.00	$ 26,089.00	**$ 201,340.00**	
002003	Data Processing Services	0.50	$ 47,721.00	$ 97,549.00	**$ 145,270.00**	
002150	District Management	4.50	$ 542,845.00	$ 154,926.00	**$ 697,771.00**	
		8.00	$ 765,817.00	$ 278,564.00	**$ 1,044,381.00**	(A)
% Alloc by Golf Course	**Golf Course**					
70%	TP	5.60	$ 536,071.90	$ 194,994.80	**$ 731,066.70**	
15%	BP	1.20	$ 114,872.55	$ 41,784.60	**$ 156,657.15**	
15%	MB	1.20	$ 114,872.55	$ 41,784.60	**$ 156,657.15**	
			$ 765,817.00	**$ 278,564.00**	**$ 1,044,381.00**	$ 1,044,381.00

(A)distributed costs to the three golf courses: (TP: 70%; BP: 15%; MB: 15%)

CAPITAL IMPROVEMENT PROJECTS

Over the next 15 years, the Golf Operations Division has many improvement projects planned for all three golf complexes to improve operations and conditions. All capital improvement projects are paid directly out of the Golf Enterprise Fund. The table below reflects the scheduled projects for all three complexes. The schedule presented demonstrates only the fiscal year in which funds will be set aside for project and not necessarily the expected date of completion.

Balboa Park

The Balboa Park Golf Complex projects for the next five fiscal years include replacement of the clubhouse roof, irrigation system upgrades, remodel of the driving range and 9-hole course, and fence repairs. Future plans beyond five years include a new clubhouse.

Torrey Pines

In fiscal year 2006, $2.5 million was allocated for the clubhouse project at Torrey Pines. These funds will be used to continue the design and permit processing for the overall clubhouse and parking lot project. Following completion of the permit process, the parking lot improvements will move forward into construction. Completion of the parking lot is anticipated in fiscal year 2008. Construction of the clubhouse project will not begin prior to FY09 and this project will require additional City Council action prior to implementation.

The other capital projects for the next five years include deferred maintenance improvements at the existing clubhouse, on course drainage improvements, cart paths, irrigation and fence upgrades.

Mission Bay

The Mission Bay Golf Course and Practice Center projects for the next five fiscal years include a new irrigation system, upgrades to the driving range, building improvements, electrical upgrades, and practice area upgrade.

FY		BALBOA PARK GOLF COURSE										
		21-843.0 Parking Lot Const./ Clubhouse	New Expand/ Level Tees	New Cart Paths	25-007.0 Fence Replace/ Repair	New Irrigation System Upgrades	New Clubhouse Roof Replace	Driving Range/9 Hole Remodel	New BP Signage	New BP Drainage	25-008.0 Concrete Handrail Replcmnt	TOTAL
2006	CIP Continuing Approp. beginning of FY 06	$310,331	$0		$38,373						$0	$360,517
	CIP Continuing Approp. Return to Fund Balance											$0
	CIP Transfers for new projects/existing projects											$0
2007	CIP Transfers for new projects/existing projects						$100,000					$100,000
2008	CIP Transfers for new projects/existing projects					$1,200,000					$100,000	$1,300,000
2009	CIP Transfers for new projects/existing projects											$0
2010	CIP Transfers for new projects/existing projects							$500,000				$500,000
2011	CIP Transfers for new projects/existing projects	$1,000,000			$400,000							$1,400,000
2012	CIP Transfers for new projects/existing projects	$1,000,000										$1,000,000
2013	CIP Transfers for new projects/existing projects	$6,500,000										$6,500,000
2014	CIP Transfers for new projects/existing projects								$250,000			$250,000
2015	CIP Transfers for new projects/existing projects		$400,000									$400,000
2016	CIP Transfers for new projects/existing projects				$400,000							$400,000
2017	CIP Transfers for new projects/existing projects									$800,000		$800,000
2018	CIP Transfers for new projects/existing projects			$400,000		$500,000						$900,000
2019	CIP Transfers for new projects/existing projects											$0
2020	CIP Transfers for new projects/existing projects											$0

(A) On the R&E, effective FY '05, CIP FUNDING Transfers for new projects/existing projects are assumed to be expended 100% on the year projects are funded, as a result, no increase on continuing appropriation will occur.

(B) On the R &E for FYs' 05 thru 2020, CIP Encumbrance will remain the same.

Balboa Park Clubhouse project in FY 2015 assumes
participation of lessee from restaurant.

		TORREY PINES GOLF COURSE								MISSION BAY GOLF COURSE										
FY		25-006.0 North Maint. Bldg	25-009.0 TP Clubhouse, Parking Lot	25-012.0 TP South Course Renovation	New Cart Paths (South)	New Irrigation & Fence Upgrades	New Screening	New Drainage Imprvmnt South	TOTAL	New Irrigation System	New Driving Range Upgrade	New Building Improvement	New Electrical Upgrade	New Landscaping	New Cart Barn & Elect. Building	New MB Signage	New Expand/ Level Tees	New Practice Area Upgrade	TOTAL	all courses TOTAL
2006	CIP Continuing Approp. beginning of FY 06			-$3,777	$0				$276,417	$0								$0	$0	$636,934
	CIP Continuing Approp. Return to Fund Balance								-$269,000										$0	-$269,000
	CIP Transfers for new projects/existing projects		$2,500,000	$1,200,000					$3,700,000										$0	$3,700,000
2007	CIP Transfers for new projects/existing projects		$5,000,000					$400,000	$5,400,000	$100,000		$150,000		$100,000				$200,000	$550,000	$6,050,000
2008	CIP Transfers for new projects/existing projects					$250,000			$250,000			$250,000						$200,000	$450,000	$2,000,000
2009	CIP Transfers for new projects/existing projects		$6,500,000						$6,500,000	$800,000			$50,000						$850,000	$7,350,000
2010	CIP Transfers for new projects/existing projects				$800,000				$800,000		$1,000,000								$1,000,000	$2,300,000
2011	CIP Transfers for new projects/existing projects								$0										$0	$1,400,000
2012	CIP Transfers for new projects/existing projects								$0										$0	$1,000,000
2013	CIP Transfers for new projects/existing projects	$500,000							$500,000						$600,000				$600,000	$7,600,000
2014	CIP Transfers for new projects/existing projects	$3,000,000				$300,000			$3,300,000				$75,000			$250,000			$325,000	$3,875,000
2015	CIP Transfers for new projects/existing projects								$0								$500,000		$500,000	$900,000
2016	CIP Transfers for new projects/existing projects						$500,000		$500,000										$0	$900,000
2017	CIP Transfers for new projects/existing projects								$0										$0	$800,000
2018	CIP Transfers for new projects/existing projects								$0										$0	$900,000
2019	CIP Transfers for new projects/existing projects								$0				$100,000						$100,000	$100,000
2020	CIP Transfers for new projects/existing projects					$400,000			$400,000										$0	$400,000

(A) On the R&E, effective FY '05, CIP FUNDING Transfers for new projects/existing projects are assumed to be expended 100% on the year projects are funded, as a result, no increase on continuing appropriation will occur.

(B) On the R &E for FYs' 05 thru 2020, CIP Encumbrance will remain the same.

Balboa Park Clubhouse project in FY 2015 assumes participation of lessee from restaurant.

(R-2006-1082 REV.) 6/26/06

RESOLUTION NUMBER R- 301581

DATE OF FINAL PASSAGE JUL - 5 2006

WHEREAS, in June of 2001, the City Council adopted the first 5-year Business Plan governing the operation of the City maintained golf facilities; and

WHEREAS, this plan outlined key issues facing the daily operation of the three City golf complexes and outlined key capital needs and established the green fee structure for the five years covered by the plan; and

WHEREAS, during the five years of the plan, several key changes occurred in the Golf Division; and

WHEREAS, the primary goal of the proposed Business Plan is to provide a guideline for Golf Operations over the next five years; and

WHEREAS, the plan must maintain a Golf Enterprise Fund that addresses many operation needs while establishing clear policies and procedures that ensure the long-term financial sustainability of the Golf Enterprise Fund; NOW, THEREFORE,

BE IT RESOLVED, by the Council of the City of San Diego, as follows:

1. That the Golf Operations Business Plan is approved.
2. That the Mayor, or his designee, is authorized to review rate revisions annually and make adjustments as needed in accordance with Administrative Regulation 95.25.

3. That staff is directed to return to the Council with a program for low income fee waiver and senior rates.

APPROVED: MICHAEL J. AGUIRRE, City Attorney

By Shannon M. Thomas
Shannon M. Thomas
Deputy City Attorney

SMT:pev
06/1/06
06/27/06 REV.
Or.Dept:Park&Rec
R-2006-1082
MMS #3378

I hereby certify that the foregoing Resolution was passed by the Council of the City of San Diego, at this meeting of JUN 26 2006.

ELIZABETH S. MALAND
City Clerk

By Maureen E. Ketchum
Deputy City Clerk

Approved: 7-5-06
(date)

JERRY SANDERS, Mayor

Vetoed: _____
(date)

JERRY SANDERS, Mayor

R-301581

ACKNOWLEDGEMENTS

The City of San Diego's Five Year Golf Business Plan (Business Plan) is the work of many people. A special thanks to Honorable Mayor Jerry Sanders and his entire staff particularly Julie Dubick, the Mayor's Policy Advisor, for assisting the Golf Operations' Staff in completing this plan.

The Golf Operations' Administrative Staff worked diligently for over a year to complete this document above and beyond the scope of the normal work assignments.

Although many long hours and a great deal of criticism was directed at these individuals, they all persevered and handled themselves in an extremely professional manner throughout the entire process.

As Golf Operations' Manager, I am very proud of our accomplishments over the past 18 months and I am grateful to have such a dedicated staff.

I would like to personally thank the following individuals for their unwavering support of the new vision for the golf operations and embracing change. These individuals had a direct impact on the plan and we could not have done it without them.

Ted Medina, Park and Recreation Director
Mark Marney, Assistant Golf Operations Manager
Nicole Kritz, Business Manager/Senior Analyst/Golf Operations
Walt Willows, Golf Course Manager, Mission Bay
Patrick Segawa, Golf Course Manager, Balboa Park
Patty Jencks, Supervising Management Analyst/Administrative Services

Additionally, I would like to also thank the entire Golf Operations' staff. We have all faced a number of challenges over the past year or so and have risen to the occasion and have played a key role in the success of the Golf Operations' Division. There are too many names to mention here, but I want them all to know that I appreciate their support and willingness to adapt to the new vision.

This Business Plan is the culmination of a lot of hard work by many dedicated people and I am confident that it will serve us well over the next few years as we strive to improve all of San Diego's Municipal Golf Courses and in our preparations for the 2008 United States Open Golf Championship.

Sincerely,

Mark J. Woodward, CGCS
Golf Operations Manager
City Of San Diego