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CITY OF SACRAMENTO

DEPARTMENT OF PARKS
AND COMMUNITY SERVICES
3520 FIFTH AVENUE SACRAMENTO, CALIFORNIA 95817
TELEPHONE (916) 449-5200

CROCKER ART MUSEUM DIVISION
GOLF DIVISION
METROPOLITAN ARTS DIVISION
MUSEUM AND HISTORY DIVISION
RECREATION DIVISION
PARKS DIVISION
ZOO DIVISION

ROBERT P. THOMAS
DIRECTOR

G. ERLING LINGGI
ASSISTANT DIRECTOR

June 3, 1985

Budget and Finance Committee
Sacramento, California

Honorable Members in Session:

SUBJECT: Expansion of City Golf Course Operations and Related Fees

SUMMARY

This report provides information relating to the recently completed study of the City golf course operations. The study included a historical review of operations, survey course condition analysis, and fee structure review. Included in this report is a recommended modification to the golf course user fee structure.

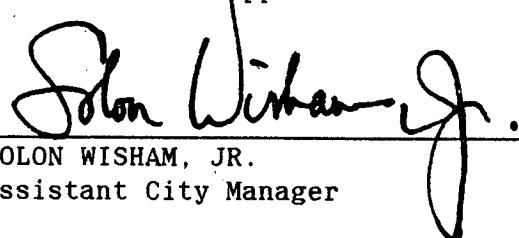
RECOMMENDATION

It is recommended that the Budget and Finance Committee review the attached report and refer it to the full City Council for action.

Respectfully submitted,


ROBERT P. THOMAS, Director
Parks and Community Services

Recommendation Approved:



SOLON WISHAM, JR.
Assistant City Manager

RPT:sl
Attachments

June 13, 1985
District No. 1



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BACKGROUND INFORMATION

Historical Perspective Review

The five City golf courses have historically been supported by user fees, food concession revenue, and professional services revenue. These revenue sources provide funds for the annual operations as well as the golf course capital improvements. Exhibit I provides a graphic display of the Golf Division's operations.

In fiscal year 1981-82, the Division began a 10-year capital improvement program. To date 8 greens and 12 tees have been renovated, irrigation has been repaired and replaced, and the pro-shop and coffee shop were expanded.

Currently the Department is nearing completion of a comprehensive master plan and financial feasibility study for Hansen Ranch Regional Park and Golf Course. The master plan includes developing a \$5 million, 18-hole golf course for which a variety of financing mechanisms are being considered. Unrestricted revenue bonds, if used, would require revenue generation sufficient to make payments of debt service. A master plan will be presented to City Council in June 1985.

User Survey

The Department of Parks and Community Services, in conjunction with a CSUS Master Degree Candidate, conducted a survey of 234 City golf course users in September 1984. The purpose of the study was to obtain feedback regarding course design, course maintenance, personnel attitudes, facility/equipment conditions, concession services, and user fees.

Significant results of the user survey indicated:

- Over 75% approved, or were neutral on, maintenance and playability of course
- Over 75% approved, or were neutral on, staff attitudes
- Over 75% approved, or were neutral on, condition of equipment
- Over 75% approved, or were neutral on, food services
- 49% believed seniors should get discount at all times
- 48% believed seniors should get discount on weekdays and slow times
- 85% believed senior qualifying age should be between 65-67
- 68% were willing to pay \$1.00 surcharge for funding new golf course
- Respondents were:
 - Sex: - 81% Male, 19% Female
 - Age: - 33% were under 44 years old
 - 42% were between 45-64
 - 16% were between 65-70
 - 9% over 70
 - Residency: - 51% resided in City limits
 - Income: - 28% less than \$25,000
 - 58% \$25,000 to \$60,000
 - 14% over \$60,000

Exhibit II provides the full survey, methodology, and results.

Turf Analysis

The Golf Division elicited the service of United States Golf Association Green Section Turf Advisory Service and the Professional Golfer Association of America-Northern California Section for an analysis of the golf course operation. This analysis targeted the physical conditions of the course. Overall the analysis was positive and specific recommendations were provided for each course. Exhibit III provides the results of each analysis.

Fee Structure

The Golf Division operates independent of the City's general fund with revenues generated from user fees and concession agreements used to cover cost of maintenance and operation and capital improvement projects. Staff projects that the cost for maintenance and operations alone will exceed revenues generated from user fees for FY 1984-85 and FY 1985-86. Revenues from concession contracts and past years' fund balances are being used to cover costs of maintenance and operations and Council approved capital improvement projects.

Greens fees were last increased in April 1984, at which time Council directed the department to report back in April 1985 on the feasibility of reducing the age requirement for senior golfers to age 65. Since the Council directive, ambitious lobbying has been heard from seniors which not only request a fee reduction for the age group 65 to 69, but requests that the City change its current policy of City residents only and include Sacramento County residents.

The present City policy governing senior citizen golf rates is that a person must be 70 years of age and reside within the City or own property within the City. For the past several years various seniors have lobbied the Council to reduce the age requirement for seniors to 65 years of age. Staff has been reluctant to adopt this program as the estimated loss in revenue would be some \$65,000 TO \$70,000 per year, which in turn would require additional fee increases to allow the division to continue to operate as an enterprise, independent of the City's general fund.

Exhibit IV provides the existing fee structure and Exhibit V provides a fee comparison of other courses.

The staff has completed an analysis of the impact of expanding the age requirements for reduced fees for golfers 70 years of age and over to include the age group 65 through 69. Three alternatives and their impacts are described.

Discussion of Alternatives

Three alternatives with varying financial impact are identified as follows for City Council consideration.

ALTERNATIVE I

Assumption: This alternative assumes that the senior golf privilege is extended from 70 years old, City residents, to City residents age 65 and older. An estimated fiscal year impact is based on the following:

City Resident Only - Age 65 to 69

Number newly eligible	12,644
Percentage of participation	x 10%
Number of participates	1,264
Average number of rounds per year	x 75
Total number of annual rounds	94,800

Advantages: This program would make the City's accepted senior age of 65 more consistent with other department programs.

Disadvantages: This alternative would lose approximately \$66,000 annually.

Financial

Impact: A total loss of \$66,000 is anticipated: This loss would require a fee increase in FY 1985-86.

Revenue Loss Potential

9-hole rounds (60% of 94,800)	56,880 x \$.50 = \$28,440
18-hole rounds (40% of 94,000)	37,920 x \$1.00 = 37,920
	\$66,920

Discussion:

The Department staff conducted a community meeting with Senior Golf Club representatives on April 25, 1985. The objective of this meeting was to inform the senior golf groups of the following: The need for building new golfing facilities in the City, the ongoing Capital Improvements Program for our aging courses, and the financial impact of lowering user fees for any group. After lengthly discussion it was the majority opinion of the group to reduce the age requirement for senior golfers to age 65 for all golfers and for staff to report back to Council in December 1985 on its financial impact. Furthermore it was agreed that the Golf Division should remain an enterprise fund; and if expanding senior golf privileges creates a negative revenue impact, an across the board user fee increase would be supported by the seniors. A recommendation on a fee increase that would be required to allow the Golf Division to continue to operate independent of the City general fund would be part of this report back to Council.

ALTERNATIVE IIAssumption:

This alternative assumes that the senior golf privilege is extended to all City and County residents 65 years and older. An estimated fiscal impact is based on the following:

City and County Residents Qualify

Number of newly eligible	26,965
Percentage of participation	x 10%
Number of participants	2,697
Average number of rounds per year	x 75
Total number of annual rounds	202,275

Advantage: More persons would be eligible to play at a reduced rate.

Disadvantages: This alternative would require a significant fee increase or a general fund subsidy. This alternative extends the benefit to non-City residents.

Financial

Impact: The estimated revenue loss of \$142,000 would require a substantial fee increase.

Revenue Loss Potential

9-hole rounds (60% of 202,275)	121,365 x \$.50 = \$ 60,683
18-hole rounds (40% of 202,275)	80,910 x \$1.00 = <u>80,910</u>
	\$141,593

Discussion: This alternative would require a considerable user fee increase and is not acceptable to staff nor would it be met with favor by the golfers. The first obligation the Department of Parks and Community Services has is to the residents of the City. Based on statistics provided by the State of California, Department of Finance, the senior population is rapidly growing in number. Presently 10% of Sacramento County residents are 65 years of age and older. By the year 1990 this number will increase to 12% of the population. The Golf Division must move with caution when reducing fees for any service or it may be put in a monetary position from which it cannot recover.

ALTERNATIVE III

Assumption: This alternative assumes that the existing policy of reduced rates for senior golf for all persons age 70 and over will continue. The impact to the City would be negligible since the rate structure enacted on April 1, 1984, will be unchanged. (Exhibit IV)

Advantages: The golfing public accepted the increase in April 1984 without major protest and play continues at a high pace with no noticeable decreases.

Disadvantages: User fees income continues to be lower than the cost of maintenance and operations. Golf Fund reserves will diminish causing a cutback in future Capital Improvement Programs.

Financial

Impact: Maintenance and Operation budget for FY 1985-86 is projected to be some \$200,000 above estimated revenues from user fees and charges. A fee increase will be required during the 1985-86 fiscal year.

It is recommended that, based on the three alternatives presented, the fee structure be amended to reflect the expansion of seniors age 65 years of age and older who reside within the City. Further, staff will report back in December 1985 on the fiscal impact this expanded program has on the Golf Fund.

FINANCIAL DATA

It is anticipated that the expanded program will have a financial impact of \$66,000 for FY 1985-86. Staff will report back to Council in December 1985, with an evaluation of the program and possible fee adjustments to mitigate fiscal impact.

BUDGET FINANCE COMMITTEE

The Budget and Finance Committee will review this item at their meeting on June 13, 1985. Committee action will be presented verbally to the Council.

RECOMMENDATION

It is recommended that the City Council approve, by resolution:

1. The findings of the survey as described in Exhibits II and III.
2. The expansion of senior golf privileges for City residents or persons owning property within the City for the age group 65 through 69 years effective July 1, 1985.

Respectfully submitted,

ROBERT P. THOMAS, Director
Parks and Community Services

RECOMMENDATION APPROVED:

WALTER J. SLIPE
City Manager

RPT:lk

June 18, 1985
All Districts

RESOLUTION APPROVING THE FINDINGS OF THE GOLF
DIVISION SURVEY AND THE EXPANSION OF SENIOR GOLF
PRIVILEGES FOR CITY RESIDENTS AND AMENDING FEES AND CHARGES
FOR PARKS AND COMMUNITY SERVICES GOLF DIVISION

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO:

1. That the findings of the survey as described in Exhibits II and III are hereby approved and incorporated herein by reference;
2. That the expansion of senior Golf privileges for City residents or persons owning property in the City for the age group 65 through 69 years of age, be approved effective July 1, 1985.
3. That Resolution 82-181, which establishes the Department of Parks and Community Services Golf Division fees and charges, is hereby amended effective July 1, 1985, as set forth in Attachment VI attached hereto and incorporated herein by reference;
4. That the City of Sacramento Comprehensive Fee and Charge Report, page 42a, is hereby amended to reflect the changes set forth in Attachment I.

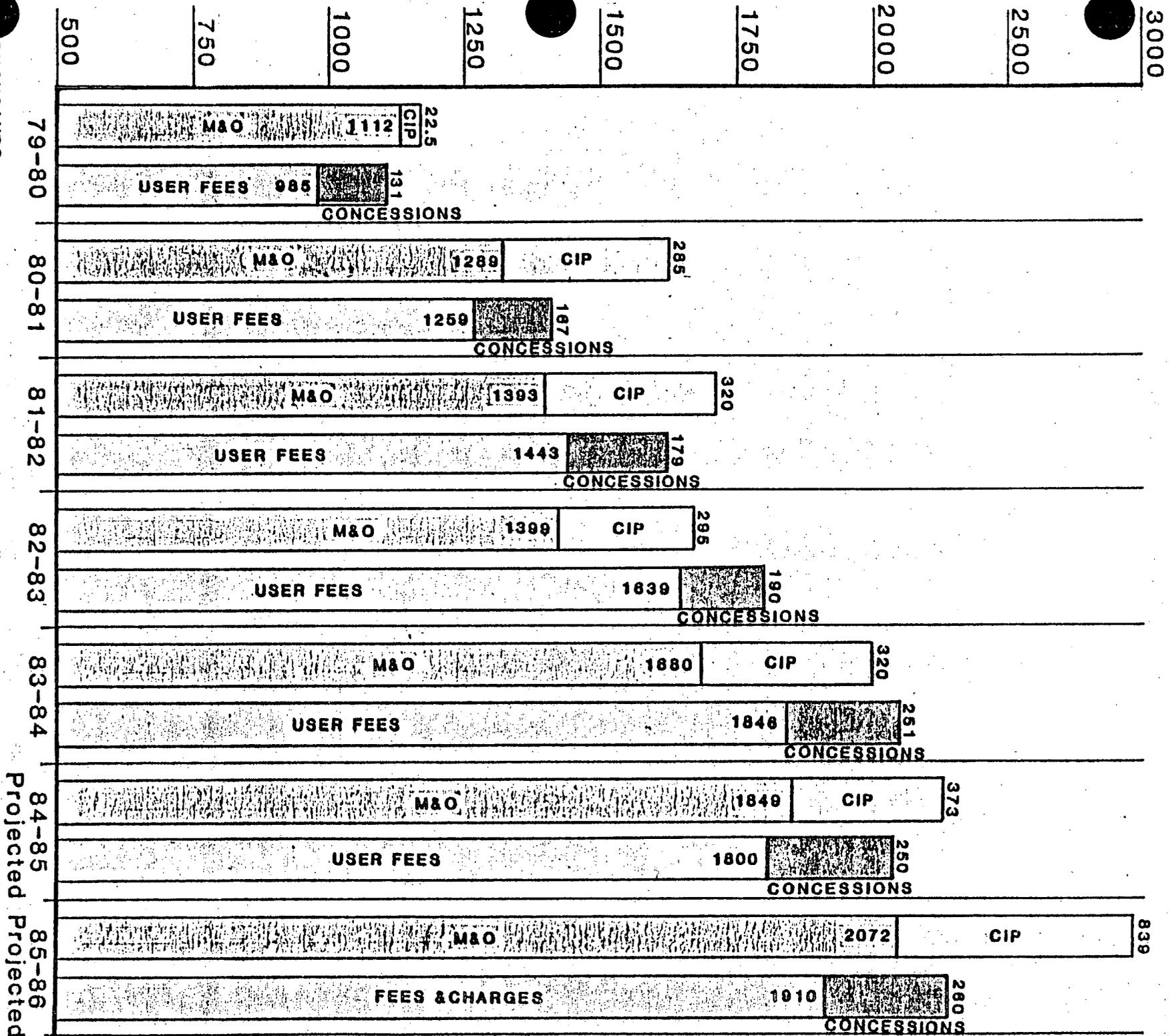
MAYOR

ATTEST:

CITY CLERK

GOLF OPERATIONS

Exhibit I



THOUSANDS

CIP

AUTHORIZED M&O

INCOME FROM CONCESSIONS

INCOME FROM FEES & CHARGES

Projected Projected

CITY OF SACRAMENTO
DEPARTMENT OF PARKS AND COMMUNITY SERVICES
GOLF DIVISION

1984 GOLFER SURVEY

December 1, 1984

Submitted by Peter G. LeDoux, Project Manager

California State University, Sacramento

Department of Public Administration

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INTRODUCTION

Background

The data in this report was gathered for the City of Sacramento, Department of Parks and Community Services, Golf Division, 1984 Golfer Survey. Research guidance was provided by the author who has attained candidacy for a masters degree from the Department of Public Administration, California State University, Sacramento (CSU-S).

The project goal of the Golfer Survey was to develop an on-site pen-and-paper questionnaire for the patrons of selected municipal golf courses. The instrument was designed to assess the golfers' level of satisfaction with current facilities, services, and improvements, and to describe some of their general demographic characteristics.

The survey was conducted all day at two city golf courses and covered a full week's activity. The survey was pretested at the Department of Parks and Community Services headquarters at 3520 - Fifth Avenue in Sacramento by administering it to all the golfers who came to reserve weekend start times on Tuesday, September 4, 1984. Minor adjustments in wording and presentation resulted. The survey was executed by the golf marshals at the designated golf courses, under supervision by Golf Division Staff. Analysis of the data was done by the author using the CSU-S Cyber computer system utilizing the Statistical Package for the Social Sciences (S.P.S.S.) software package.

Following is a brief summary of the project factors according to course, date, weather, and number of persons interviewed.

Haggin Oaks

<u>Dates</u>		<u>Interviews</u>
September 16, 1984	Sunday	28
September 17, 1984	Monday	9
October 23, 1984	Tuesday	11
October 24, 1984	Wednesday	16
October 25, 1984	Thursday	15
October 26, 1984	Friday	3
October 27, 1984	Saturday	29
	Indeterminant	8

Bing Maloney

<u>Dates</u>		<u>Interviews</u>
October 8, 1984	Sunday	13
October 9, 1984	Monday	16
October 10, 1984	Tuesday	13
October 11, 1984	Wednesday	19
October 12, 1984	Thursday	10
October 13, 1984	Friday	8
October 14, 1984	Saturday	20
	Indeterminant	3

Weather: Fair and warm all days.

METHODOLOGY

The main concerns of the methodology were to obtain an adequate and random sample without biasing the results. Since the golfers' appearance at the course is determined by them and not the surveyor, a systematic sampling procedure was chosen whereby golfers were asked to participate according to their sequential appearance at the green. Reference to Golf Division records for midsummer 1983 revealed that between 4,000 and 5,000 golfers use the two designated courses during any one-week period, in that time frame. Since a confidence level of 95% and confidence interval of 5% were considered an acceptable standard, it was determined that a sample of between 400 and 500 participants would be adequate. Thus, it was decided that every tenth golfer would be surveyed.

Care was taken that those persons who declined to participate were counted as being included as a tenth golfer but recorded in the results as "No response". This protected the random element. However, in order to be sure an adequately large sample was gathered, if a golfer declined to participate because he/she had already done so, the next golfer was surveyed. Further protection of the random and unbiased elements was provided by the instruction to mark as "no contact" any instrument filled out by golfers who were not designated the tenth but who insisted in participating anyway. This was due to the belief that self-selection can bias the results by "stuffing" the box, as it were. Finally, the golf marshals were instructed to prevent biasing the results by protecting the privacy of participants. Operatively, this included not thumbing through the completed instruments, and not watching too closely as they were being filled out.

ACCURACY

Error Rate: The error rate has two components, both of which have been attended to and minimized. First, the survey instrument was designed to be as unambiguous and easily completed as possible. While some misunderstanding on the part of the golfer participants is evident in the completed questionnaires, there is generally high face validity in the acceptability and completion rate of the questions. Second, the data conversion from instrument to computer-compatible Scantron sheets was completed by the author personally and is certified by him to be accurate at least to within 99%. The open-ended questions were analyzed for content and collapsed into congruent categories. This process was checked and verified by two separate parties who agreed on the categories and the subsequent coding. Errors due to bias in the methodology are considered to be low, as great care was taken to maintain systematic sampling procedures. The changes in survey dates are justified by the belief that any one time serves equally as well as any other in a randomly chosen sample time - the criterion being that an adequately large sample is precluded by small user rates when it is too hot or too wet to golf. Thus, only days with moderate weather were chosen for sampling. Errors due to statistical method are also considered low. Due to delays in sampling dates (weather considerations and manpower issues), there was a smaller overall sample taken than was anticipated. The procedure of sampling only every tenth golfer was maintained even when it became apparent that course attendance was faltering, because it was felt that a change in the systematic sampling procedure would contaminate and bias the resultant data by including elements in the latter part of the survey which were not included in the former. Still, a confidence

level of 92% and confidence interval of 6% was attained for each response to each question. This could be improved by calculating each response separately, and the 92/6 figure for accuracy is considered to be a rough, worst-case estimate. Overall, the survey approaches the 95/5 targeted accuracy.

PRINCIPAL FINDINGS

14

Explanatory Notes to Aid Interpretation of Principle Findings

Format:

Survey Questions

Q1 Name of Course:
A. Haggin Oaks
B. Bing Maloney
C. Indeterminant

Total Sample = 234
Raw Adj.
Freq. Freq.

Pct. Pct. Pct.

Total Response = 221
119 50.9 53.8
102 43.6 46.2
 3 5.6

Along the left margin are listed the Survey Questions and the answers to each inquiry.

Along the right margin are listed the following items:

Total Sample = 234 - this is the total number of cases included in the sample.

Total Responses = XXX - this is a figure derived by subtracting the indeterminant or no response categories from the total sample. This figure represents the total number of golfers who chose to respond to a particular survey question.

Raw Frequency - this is the number of individual responses to each answer for each particular survey question.

Raw Percentage - this is the percent of the raw frequency derived by dividing the raw frequency by the total sample of 234 cases.

Adjusted Percentage - this is the percent of those responding to a particular survey question and is derived by dividing the raw frequency by the total responses (that is, by the total number of golfers who chose to respond to the question involved). This figure represents the percentage of those responding.

CITY OF SACRAMENTO GOLFER SURVEY, 1984

<u>Survey Questions</u>		Total Sample = 234		
		Raw Freq.	Raw Freq. Pct.	Adj. Freq. Pct.
Q1 Name of Course:		Total Response = 221		
A. Haggin Oaks		119	50.9	53.8
B. Bing Maloney		102	43.6	46.2
C. Indeterminant		13	5.6	
Q2 Day of Interview:		Total Response = 212		
A. Sunday		42	17.9	19.8
B. Monday		25	10.7	11.8
C. Tuesday		25	10.7	11.8
D. Wednesday		35	15.0	16.5
E. Thursday		25	10.7	11.8
F. Friday		11	4.7	5.1
G. Saturday		49	20.9	23.1
H. Indeterminant		22	9.4	
Q3 Time of Interview:		Total Response = 204		
A. 6 a.m. to 8 a.m.		9	3.8	4.4
B. 8 a.m. to 10 a.m.		76	32.5	37.3
C. 10 a.m. to 12 p.m.		59	25.2	28.9
D. 12 p.m. to 2 p.m.		37	15.8	18.1
E. 2 p.m. to 4 p.m.		23	9.8	11.3
F. 4 p.m. to 6 p.m.		0	0.0	0.0
G. Indeterminant		30	12.8	
Q4 Design (playability and challenge) of course:		Total Response = 222		
A. Strongly Approve		52	22.2	23.4
B. Moderately Approve		121	51.7	54.5
C. Neutral		31	13.2	14.0
D. Moderately Disapprove		15	6.4	6.8
E. Strongly Disapprove		1	.4	.4
F. Unaware - Not Known		2	.9	.9
G. No Response		12	5.1	
Q5 Maintenance and playing condition of course:		Total Response = 223		
A. Strongly Approve		45	19.2	20.2
B. Moderately Approve		93	39.7	41.7
C. Neutral		32	13.7	14.3
D. Moderately Disapprove		41	17.5	18.4
E. Strongly Disapprove		10	4.3	4.5
F. Unaware - Not Known		2	.9	.9
G. No Response		11	4.7	

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CITY OF SACRAMENTO GOLFER SURVEY, 1984

<u>Survey Questions</u>		Total Sample = 234		
		Raw Freq.	Raw Pct.	Adj. Freq. Pct.
Q6 Attitude of Golf Marshals:		Total Response = 210		
A. Strongly Approve		48	20.5	22.9
B. Moderately Approve		47	20.1	22.4
C. Neutral		63	26.9	30.0
D. Moderately Disapprove		12	5.1	5.7
E. Strongly Disapprove		4	1.7	1.9
F. Unaware - Not Known		36	15.4	17.1
G. No Response		24	10.3	
Q7 Attitude of Other Maintenance Personnel:		Total Response = 215		
A. Strongly Approve		56	23.9	26.0
B. Moderately Approve		70	29.9	32.6
C. Neutral		57	24.4	26.5
D. Moderately Disapprove		13	5.6	6.0
E. Strongly Disapprove		4	1.7	1.9
F. Unaware - Not Known		15	6.4	7.0
G. No Response		19	8.1	
Q8 Locker Room Conditions:		Total Response = 212		
A. Strongly Approve		28	12.0	13.2
B. Moderately Approve		61	26.1	28.8
C. Neutral		71	30.3	33.5
D. Moderately Disapprove		24	10.3	11.3
E. Strongly Disapprove		12	5.1	5.7
F. Unaware - Not Known		16	6.8	7.5
G. No Response		22	9.4	
Q9 Rental Equipment:		Total Response = 210		
A. Strongly Approve		39	16.7	18.6
B. Moderately Approve		63	26.9	30.0
C. Neutral		68	29.1	32.4
D. Moderately Disapprove		5	2.1	2.4
E. Strongly Disapprove		1	.4	.5
F. Unaware - Not Known		34	14.5	16.2
G. No Response		24	10.3	
Q10 Carts:		Total Response = 214		
A. Strongly Approve		59	25.2	27.6
B. Moderately Approve		95	40.6	44.4
C. Neutral		48	20.5	22.4
D. Moderately Disapprove		1	.4	.5
E. Strongly Disapprove		2	.9	.9
F. Unaware - Not Known		9	3.8	4.2
G. No Response		20	8.5	

CITY OF SACRAMENTO GOLFER SURVEY, 1984

Survey Questions

Total Sample = 234
 Raw Raw Adj.
 Freq. Freq. Freq.
 Pct. Pct. Pct.

Q11 Pro Shop Concessions: Total Response = 211

A. Strongly Approve	76	32.5	36.0
B. Moderately Approve	93	39.7	44.1
C. Neutral	30	12.8	14.2
D. Moderately Disapprove	7	3.0	3.3
E. Strongly Disapprove	4	1.7	1.9
F. Unaware - Not Known	1	.4	.5
G. No Response	23	9.8	

Q12 Food Concessions: Total Response = 220

A. Strongly Approve	36	15.4	16.4
B. Moderately Approve	86	36.8	39.1
C. Neutral	46	19.7	21.0
D. Moderately Disapprove	29	12.4	13.2
E. Strongly Disapprove	19	8.1	8.6
F. Unaware - Not Known	4	1.7	1.8
G. No Response	14	6.0	

Q13 Coffee Shop - Service: Total Response = 221

A. Strongly Approve	47	20.1	21.3
B. Moderately Approve	80	34.2	36.2
C. Neutral	49	20.9	22.2
D. Moderately Disapprove	27	11.5	12.2
E. Strongly Disapprove	13	5.6	5.9
F. Unaware - Not Known	5	2.1	2.3
G. No Response	13	5.6	

Q14 Coffee Shop - Quality: Total Response = 219

A. Strongly Approve	31	13.2	14.2
B. Moderately Approve	84	35.9	38.4
C. Neutral	59	25.2	26.9
D. Moderately Disapprove	23	9.8	10.5
E. Strongly Disapprove	16	6.8	7.3
F. Unaware - Not Known	6	2.6	.9
G. No Response	15	6.4	

Q15 New Redwood Fences Around Tees: Total Response = 214

A. Strongly Approve	105	44.9	49.1
B. Moderately Approve	65	27.8	30.4
C. Neutral	24	10.3	11.2
D. Moderately Disapprove	5	2.1	2.3
E. Strongly Disapprove	1	.4	.5
F. Unaware - Not Known	14	6.0	6.5
G. No Response	20	8.5	

18

CITY OF SACRAMENTO GOLFER SURVEY, 1984

Survey Questions

Total Sample = 234
 Raw Adj.
 Freq. Freq. Freq.
 Pct. Pct. Pct.

Q16 Remodeled Greens:	Total Response = 218
A. Strongly Approve	84 35.9 38.5
B. Moderately Approve	78 33.3 35.8
C. Neutral	29 12.4 13.3
D. Moderately Disapprove	18 7.7 8.3
E. Strongly Disapprove	4 1.7 1.8
F. Unaware - Not Known	5 2.1 2.3
G. No Response	16 6.8
Q17 New Water Hazards:	Total Response = 216
A. Strongly Approve	50 21.4 23.1
B. Moderately Approve	75 32.1 34.7
C. Neutral	37 15.8 17.1
D. Moderately Disapprove	23 9.8 10.6
E. Strongly Disapprove	13 5.6 6.0
F. Unaware - Not Known	18 7.7 8.3
G. No Response	18 7.7
Q18 New Tees:	Total Response = 217
A. Strongly Approve	74 31.6 34.1
B. Moderately Approve	81 34.6 37.3
C. Neutral	37 15.8 17.1
D. Moderately Disapprove	11 4.7 5.1
E. Strongly Disapprove	3 1.3 1.4
F. Unaware - Not Known	11 4.7 5.1
G. No Response	17 7.3
Q19 New Landscaping:	Total Response = 215
A. Strongly Approve	79 33.8 36.7
B. Moderately Approve	77 32.9 35.8
C. Neutral	47 20.1 21.9
D. Moderately Disapprove	3 1.3 1.4
E. Strongly Disapprove	2 .9 .9
F. Unaware - Not Known	7 3.0 3.3
G. No Response	19 8.1
Q20 New Cart Paths:	Total Response = 217
A. Strongly Approve	71 30.3 32.7
B. Moderately Approve	62 26.5 28.6
C. Neutral	55 23.5 25.3
D. Moderately Disapprove	13 5.61 6.0
E. Strongly Disapprove	1 .4 .5
F. Unaware - Not Known	15 6.4 6.9
G. No Response	17 7.3

CITY OF SACRAMENTO GOLFER SURVEY, 1984

Total Sample = 234
 Raw Adj.
 Freq. Freq. Freq.
 Freq. Pct. Pct.

Survey Questions

Q26 If a senior discount is offered, at about what age should a golfer qualify as a "senior":	Total Response = 216
A. Age 65 to 67	184 78.6 85.2
B. Age 68 to 70	22 9.4 10.2
C. Age 71 to 73	5 2.1 2.3
D. Age 74 and older	1 .4 .5
E. Other ages	4 1.7 1.9
F. No Response	18 7.7
Q27 If a senior discount is offered, what would be the one best way to make up the lost revenue:	Total Response = 195
A. Ask the City for a special subsidy from taxes	87 37.2 44.6
B. Increase junior and adult green fees	20 8.5 10.3
C. Increase only adult green fees	18 7.7 9.2
D. Raise green fees for non-city residents	56 23.9 28.7
E. Reduce maintenance on courses	0 0.0 0.0
F. Postpone or reduce facility and course improvements	3 1.3 1.5
G. Other	11 4.7 5.6
H. No Response	39 16.7
Q28 Willing to pay a \$1.00 surcharge per 18 hole round of golf if funds used solely for constuction of a new golf course:	Total Response = 218
A. Yes	148 63.2 67.9
B. No	70 29.9 32.1
C. No Response	16 6.9
Q29 During the last month, approximately how many times did you play on a City course:	Total Response = 217
A. Didn't play	12 5.1 5.5
B. Played once	10 4.3 4.6
C. Played twice	27 11.5 12.4
D. Played 3 to 5 times	67 28.6 30.9
E. Played 6 to 8 times	51 21.8 23.5
F. Played 9 to 11 times	17 7.3 7.8
G. Played 12 times or more	33 14.1 15.2
H. No response	17 7.3
Q30 Do you feel more golf marshals are needed:	Total Response = 212
A. Yes	129 55.1 60.8
B. No	51 21.8 24.0
C. No opinion	32 13.7 15.1
D. No response	22 9.4

CITY OF SACRAMENTO GOLFER SURVEY, 1984

Total Sample = 234
 Raw Raw Adj.
 Freq. Freq. Freq.
Raw Freq. Freq.
Freq. Pct. Pct.

Survey Questions

Q31 Is there any suggestion you could make to improve to convenience or service of the reservation system:	Total Response = 36		
A. Generally positive comments expressing satisfaction, support, sympathy, etc..	5	2.1	13.9
B. Utilize technology (telephones, computers, preference numbers for telephone and/or golfer, phone course, one reservation per call, one clerk to take reservations)	8	3.4	22.2
C. Show consideration for singles and doubles (allow less than a foursome, especially at slow times)	3	1.3	8.3
D. Obtain more help (paid clerks, volunteers, etc...)	2	.9	5.5
E. Reserve at course (personally or by phone)	3	1.3	8.3
F. Allow more time open for reservations, and/or between tee times	1	.4	2.8
G. Reserve in person only	1	.4	2.8
H. Preference - shown-not shown to resident, to non-resident, or for tournaments	3	1.3	8.3
I. Other (watering - get rid of it on weekends, one reservation at a time, more reservations on weekends, give better procedural directions, first-come - first-served, faster play needed, pro-shop personnel characterized as rude, no dogs, require a dress code, work marshals harder, anything would help)	10	4.3	27.8
J. No response	198	84.6	
Q32 Sex:	Total Response = 213		
A. Male	173	73.9	81.2
B. Female	40	17.1	18.8
C. No response	21	9.0	
Q33 Age:	Total Response = 214		
A. Less than 18	1	.4	.5
B. 18 to 24	7	3.0	3.3
C. 25 to 34	26	11.1	12.1
D. 35 to 44	36	15.4	16.8
E. 45 to 54	37	15.8	17.3
F. 55 to 64	54	23.1	25.2
G. 65 to 70	34	14.5	15.9
H. More than 70	19	8.1	8.9
I. No response	20	8.5	

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CITY OF SACRAMENTO GOLFER SURVEY, 1984

Total Sample = 234
 Raw Raw Adj.
 Freq. Freq. Freq.
Raw Freq. Freq.
Freq. Pct. Pct.

Survey Questions

Q34 Approximately how far from this course do you live:

	Raw Freq.	Raw Pct.	Adj. Freq.	Adj. Pct.
Total response = 214				
A. 0 to 5 miles	74	31.6	34.6	
B. 6 to 10 miles	74	31.6	34.6	
C. 11 to 15 miles	35	15.0	16.4	
D. 16 to 20 miles	19	8.1	8.9	
E. Over 20 miles	12	5.1	5.6	
F. No response	20	8.5		

Q35 How many years have you been playing golf (at least 15 rounds per year):

	Raw Freq.	Raw Pct.	Adj. Freq.	Adj. Pct.
Total Response = 215				
A. Less than 1 year	5	2.1	2.3	
B. 1 to 5 years	43	18.4	20.0	
C. 6 to 10 years	34	14.5	15.8	
D. 11 to 15 years	37	15.8	17.2	
E. 16 to 20 years	33	14.1	15.3	
F. More than 20 years	63	26.9	29.3	
G. No response	19	8.1		

Q36 Residence:

	Raw Freq.	Raw Pct.	Adj. Freq.	Adj. Pct.
Total Response = 214				
A. Within City limits	108	46.2	50.5	
B. Within County limits	91	38.9	42.5	
C. Amador County	2	.9	.9	
D. El Dorado County	2	.9	.9	
E. Placer County	8	3.4	3.7	
F. San Joaquin County	0	0.0	0.0	
G. Solano County	1	.4	.5	
H. Sutter County	1	.4	.5	
I. Yolo County	1	.4	.5	
J. Other and No response	20	8.5		

Q37 Total combined household income:

	Raw Freq.	Raw Pct.	Adj. Freq.	Adj. Pct.
Total Response = 195				
A. Less than \$10,000.00	6	2.6	3.1	
B. \$10,000.00 to 25,000.00	48	20.5	24.6	
C. \$25,000.01 to 40,000.00	64	27.4	32.8	
D. \$40,000.01 to 60,000.00	50	21.4	25.6	
E. \$60,000.01 to 75,000.00	9	3.8	4.6	
F. More than \$75,000.00	18	7.7	9.2	
G. No response	39	16.7		

CITY OF SACRAMENTO GOLFER SURVEY, 1984

Total Sample = 234
 Raw Raw Adj.
 Freq. Freq. Freq.

Survey Questions

Q38 Is there anything else you feel needs to be said about this golf course or the City Golf Program in general:

Total Response = 91

A. Generally positive comments expressing satisfaction, support, acknowledgement, etc.	25	10.7	27.5
B. Improve maintenance: crews, greens, less water in summer, don't let greens dry out in summer	16	6.8	17.6
C. Haggin Oaks hole #13: speed play and maintain (drain, build bridge, get expert advice, combine 13 and 14/see Questionnaire No. 580	8	3.4	8.8
D. More courses needed (and more practice areas)	8	3.4	8.8
E. Provide more marshals to speed play and better monitoring of players	9	3.8	9.9
F. Concessions: better food, less expensive food, miss Sandy and her smile	3	1.3	3.3
G. Better user cooperation: golf etiquette, non-player unobtrusiveness	2	.9	2.2
H. Inadequate restrooms: space, privacy, cleanliness	3	1.3	3.3
I. Other: loss of clubs, cart/equipment abuse, toughen courses to equalize handicaps, Robby and Tom Ford in Pro Shop complimented, allow 8:30 a.m. start time to golf clubs, reduce senior fee and make up other sports deficits by raising their fees - not by subsidizing them with golf fees, allow play of only 9 holes at B.M. when players are scarce, draw white lines around greens, remove oak tree on B.M. 12, pay attention to safety, use golf pro to manage course, provide good and accessible procedural information, select tourney dates more equitably, provide lower ball cost on driving range, consider seniors more, make a golfer the greenskeeper, H.O. has too many temporary greens, consider singles more, extend preferred starting to county residents, B.M. 10 O.K., suggest no fee increases made until improvement completed	17	7.3	18.7
J. No response	143	61.2	

Further Analysis

Crosstabs - Overall, the City of Sacramento Municipal Golf Program is quite acceptable to its patrons. Consistently approving attitudes were registered. Coupled with the neutral responses, overwhelming approval of the program was the general principle finding.

Few anomalous results were obtained and therefore few questions recommended themselves for further analysis. However, three areas do merit some consideration. Therefore, crosstabs were obtained for the residency, income, and age inquiries. The relevant findings are reported below. Further detailed information is available in computer output format. The Golf Division has these forms on file at the Parks and Community Services headquarters office at 3520 - Fifth Avenue, in Sacramento.

The relevant question analysed by residency crosstab was that dealing with the best way to make up lost revenue in the event the senior age limit is reduced and a discount is offered to seniors.

Of the 108 City residents identified, 13 of them, or 12% did not respond to the question. Of the 95 City residents who responded, 37 of them, or 38.9% thought the best way to raise lost revenue would be to ask the City Council for a subsidy from city taxes. Alternatively, 36 of them, or 37.9% thought it would be better to raise fees for non-city residents. The remaining 22, or 23.1% were fairly evenly distributed among such choices as raising junior and/or adult fees and "Other" suggestions. Surprisingly, more than one third of the City residents looked to the City before they looked to their fellow non-city resident golfers for the revenue replacement. Conversely, of the 91 County residents identified, 10 of them, or 11% chose not to respond. Of the 80 County residents who responded to the question, 43 of them, or 53.8% thought the best way to raise lost revenue would be to ask the City Council for a tax subsidy, while 15, or 18.8% thought it would be best to raise fees for non-city residents. The rest of the County residents responding were generally scattered among the other options, with a strong showing for an increase in junior and/or adult fees.

Another component of the senior age and discount issue focuses on the number of times those golfers involved in the potential age and discount changes normally patronize the municipal golf courses. Therefore, the question about how often a golfer used a City course in the last month was cross-tabulated against the number of golfers who reported their age to be between 65 and 70 years. Of the 34 golfers who are in the 65 to 70 years age bracket, 1 of them, or 2.9% declined to respond. Of the remaining 33 respondents, 2 of them, or 6% reported golfing twice in the last month. Eleven, or 33%, golfed 3 to 5 times in the last month. Six, or 18.1%, golfed 6 to 8 times. Four, or 12.1%, golfed 9 to 11 times. Finally, 7 golfers, or 21.2% of those responding used municipal courses 12 or more times in the last month.

The last component of the senior age and discount issue focuses on the amount of total combined household income reported by those golfers aged 65 to 70. Of the 34 golfers in that age bracket, 4 of them, or 11.8% chose not to respond. Of the remaining 30 respondents, 16 of them, or 53% reported a total combined household income of \$10,000.00 to \$25,000.00. Nine, or 30%, reported income of \$25,000.01 to \$40,000.00. Four, or 13.3%, reported income of \$40,000.01 to \$60,000.00. Finally, one respondent, 3.3%, reported total combined household income of more than \$75,000.00.

This information will be used to help determine whether a senior age discount is needed or is viable, and what possibilities exist for revenue replacement.

Criticism - While the sample total was short by about 100 cases (Bing Maloney's 102 cases should have been closer to 183, and Haggin Oaks' 119 cases should have been closer to 152 - for a total sample of 234 cases which should have been closer to 334) the total sample obtained is adequate to estimate the general levels of responses to the total golfing population, provided nothing can be found about the two courses surveyed that would compromise the random element of sample selection or bias the systematic sample procedure. Again, overall, each answer to each question is estimated to be accurate to within 6 percentage points at a 92% confidence level. This is a worst case estimate and the final computation should approach the desired 5% confidence interval at a 95% confidence level.

CONCLUSION

The issue of accuracy, as explained above, is well served by the adequate sample size. Validity is strengthened by the strict adherence to the systematic sampling methodology. Reliability is reinforced by the personal attention given to the data conversion process by the author.

This survey was designed for and should be used as a guidance tool for professional administrators. It provides general indicators for the factors and dimensions involved. Minor sources of bias caused by limitations on time, budget, manpower, and weather may affect the accuracy but cannot be estimated. Overall, however, these results can be said to be a good representation of the opinions and demographics of the golfers at the designated courses during the periods involved.

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APPENDIX I

YOUR OPINION COUNTS

Dear Fellow Golfer:

You have been selected for a special survey for the City Golf Courses. It is very important that you participate as your opinions will represent those of many other golfers. Through this survey, you can have a real impact on future policies that will affect you and your golfing friends. Please take just five minutes of your time and answer all the questions below. As this is a scientific study, please give only your own personal opinions and not those of your foursome.

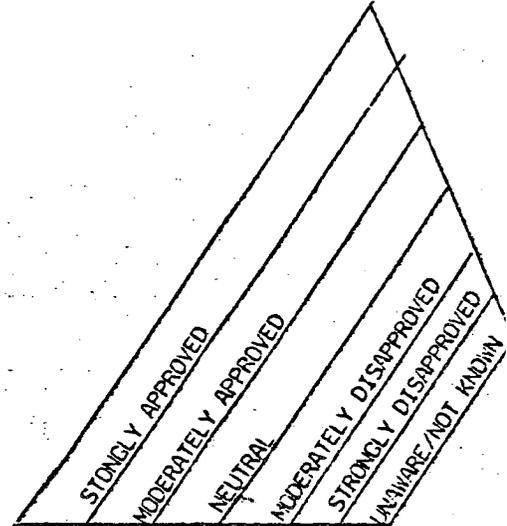
Thank you for your generous assistance.

DALE ACHONDO
Golf Superintendent

SUMMER 1984 COLFER'S SURVEY

Course: _____ Day _____ Date _____

Please rate your general satisfaction with the following services and facilities. Please place a circle around the rating of your choice. Please select only one rating for each service or facility.



1. Design (playability and challenge) of courses
2. Maintenance and playing condition of courses
3. Attitude of golf marshals
4. Attitude of other maintenance personnel
5. Locker room conditions
6. Rental equipment
7. Carts
8. Pro shop concession
9. Food concessions
10. Coffee shop - service
11. Coffee shop - quality

1.	SA	MA	N	MD	SD	NO
2.	SA	MA	N	MD	SD	NO
3.	SA	MA	N	MD	SD	NO
4.	SA	MA	N	MD	SD	NO
5.	SA	MA	N	MD	SD	NO
6.	SA	MA	N	MD	SD	NO
7.	SA	MA	N	MD	SD	NO
8.	SA	MA	N	MD	SD	NO
9.	SA	MA	N	MD	SD	NO
10.	SA	MA	N	MD	SD	NO
11.	SA	MA	N	MD	SD	NO

During the last 24 months much work has been done on the City golf courses including remodeling tees, greens, constructing new bridges, cart paths, and expansion of clubhouse facilities. Please rate.

1. New redwood fences around tees
2. Remodeled greens
3. New water hazards
4. New tees
5. New landscaping
6. New cart paths
7. New bridges
8. Expanded coffee shop at Bing Maloney
9. Expanded pro shop at Bing Maloney

1.	SA	MA	N	MD	SD	NO
2.	SA	MA	N	MD	SD	NO
3.	SA	MA	N	MD	SD	NO
4.	SA	MA	N	MD	SD	NO
5.	SA	MA	N	MD	SD	NO
6.	SA	MA	N	MD	SD	NO
7.	SA	MA	N	MD	SD	NO
8.	SA	MA	N	MD	SD	NO
9.	SA	MA	N	MD	SD	NO

In general, how has this work affected your willingness to play at City courses?

Much more willing to use _____
More willing to use _____
No effect _____
Less willing to use _____

City golf courses are supported by green fees. It has been suggested that additional senior citizens be given a green fee discount. What do you think about this policy?

Seniors should be given a fee discount at all times. _____
Seniors should be given a fee discount only on week-
days or other "slow" times. _____
Seniors should not be given a fee discount but should
pay the same rate as other players. _____
Other _____

If a senior discount is offered, at about what age should a golfer qualify as a "senior"?

65 to 67 _____
68 to 70 _____
71 to 73 _____
Over 73 years
of age _____

City golf courses are currently supported by green fees and concession payments. If a senior discount is offered, what would be the one best way to make up the lost revenue?

Ask City for special subsidy from taxes _____
Increase junior and adult green fees _____
Increase only adult green fees _____
Raise green fees for non-city residents _____
Reduce maintenance on the course _____
Postpone or reduce facility and course improvements _____
Other _____

Will you be willing to pay a \$1.00 surcharge per 18 hole round of golf if the funds were used solely for construction of a new golf course?

Yes _____ No _____

During the last month, approximately how many times did you play on a City golf course?

Didn't play _____
Played once _____
Played twice _____
Played 3 to 5 times _____
5 to 8 times _____
8 to 11 times _____
Played 12 or
more times _____

Do you feel more golf marshals are needed?
 Yes _____ No _____ No opinion/don't know _____

Is there any suggestion you could make to improve the convenience or service of the reservations system?

Before the survey is ended, the City must ensure responses are tabulated reflecting opinions from all parts of the population. Please answer the following questions.

What is your sex? Male _____ Female _____

What is your approximate age?

Less than 18	_____	45 to 54	_____
18 to 24	_____	55 to 64	_____
25 to 34	_____	65 to 70	_____
35 to 44	_____	More than 70	_____

Approximately how far from this course do you live?

0 -5 miles	_____	16 to 20 miles	_____
6 to 10 miles	_____	Over 20 miles	_____
11 to 15 miles	_____		

How many years have you been playing golf (at least 15 rounds per year)?

Less than one	_____	11 to 15	_____
1 to 5	_____	16 to 20	_____
6 to 10	_____	More than 20	_____

Please check on of the following to indicate your residence.

Within the Sacramento City limits _____
 Within Sacramento County limits _____
 If outside Sacramento County, please indicate county of residence _____

Which of the following broad categories best describes the total combined income of all members of your household last year?

Less than \$10,000	_____	\$40,001 TO 60,000	_____
\$10,000 to 25,000	_____	\$60,001 TO 75,000	_____
\$25,001 to 40,000	_____	More than \$75,000	_____

Finally is there anything else you feel needs to be said about this golf course, or the City Golf Program in general?

Please return this form to the Golf Marshal. Thank you again for your help and have a great game today.

APPENDIX II

CITY OF SACRAMENTO
DEPARTMENT OF PARKS AND RECREATION
GOLF DIVISION

Golfer Survey: Codebook

- Q.1. Course
 0/A Haggin Oaks 2/C Indeterminant
 1/B Bing Maloney
- Q.2. Day
 0/A Sunday 4/E Thursday
 1/B Monday 5/F Friday
 2/C Tuesday 6/G Saturday
 3/D Wednesday 7/H Indeterminant
- Q.3. Date (Not used in final analysis)
 0/A 09/16-23/84 4/E 09/20-27/84
 1/B 09/17-24/84 5/F 09/21-28/84
 2/C 09/18-25/84 6/G 09/22-29/84
 3/D 09/19-26/84 7/H Indeterminant
- Q.4. Time
 0/A 6-8 4/E 2-4
 1/B 8-10 5/F 4-6
 2/C 10-12 6/G Indeterminant
 3/D 12-2
- Q.5. Course design - playability and challenge
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove
- Q.6. Maintenance - playing condition
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove
- Q.7. Golf Marshall's attitude
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove
- Q.8. Other maintenance personnels' attitude
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove

Golfer Survey: Codebook

- Q.9. Locker room conditions
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove
- Q.10. Rental equipment
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove
- Q.11. Carts
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove
- Q.12. Pro Shop concession
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove
- Q.13. Food concessions
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove
- Q.14. Coffee Shop - service
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove
- Q.15. Coffee Shop - quality
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove
- Q.16. Redwood fences around trees
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove
- Q.17. Remodeled greens
 0/A Strongly approve 4/E Strongly disapprove
 1/B Moderately approve 5/F Unaware - not known
 2/C Neutral 6/G No response
 3/D Moderately disapprove

Golfer Survey: Codebook

- Q.18. Water hazards
- | | | | |
|-----|-----------------------|-----|---------------------|
| 0/A | Strongly approve | 4/E | Strongly disapprove |
| 1/B | Moderately approve | 5/F | Unaware - not known |
| 2/C | Neutral | 6/G | No response |
| 3/D | Moderately disapprove | | |
- Q.19. Tees
- | | | | |
|-----|-----------------------|-----|---------------------|
| 0/A | Strongly approve | 4/E | Strongly disapprove |
| 1/B | Moderately approve | 5/F | Unaware - not known |
| 2/C | Neutral | 6/G | No response |
| 3/D | Moderately disapprove | | |
- Q.20. Landscaping
- | | | | |
|-----|-----------------------|-----|---------------------|
| 0/A | Strongly approve | 4/E | Strongly disapprove |
| 1/B | Moderately approve | 5/F | Unaware - not known |
| 2/C | Neutral | 6/G | No response |
| 3/D | Moderately disapprove | | |
- Q.21. Cart paths
- | | | | |
|-----|-----------------------|-----|---------------------|
| 0/A | Strongly approve | 4/E | Strongly disapprove |
| 1/B | Moderately approve | 5/F | Unaware - not known |
| 2/C | Neutral | 6/G | No response |
| 3/D | Moderately disapprove | | |
- Q.22. Bridges
- | | | | |
|-----|-----------------------|-----|---------------------|
| 0/A | Strongly approve | 4/E | Strongly disapprove |
| 1/B | Moderately approve | 5/F | Unaware - not known |
| 2/C | Neutral | 6/G | No response |
| 3/D | Moderately disapprove | | |
- Q.23. Expanded Coffee Shop - Bing Maloney
- | | | | |
|-----|-----------------------|-----|---------------------|
| 0/A | Strongly approve | 4/E | Strongly disapprove |
| 1/B | Moderately approve | 5/F | Unaware - not known |
| 2/C | Neutral | 6/G | No response |
| 3/D | Moderately disapprove | | |
- Q.24. Expanded Pro Shop - Bing Maloney
- | | | | |
|-----|-----------------------|-----|---------------------|
| 0/A | Strongly approve | 4/E | Strongly disapprove |
| 1/B | Moderately approve | 5/F | Unaware - not known |
| 2/C | Neutral | 6/G | No response |
| 3/D | Moderately disapprove | | |
- Q.25. How has this work affected your willingness to play at City courses?
- | | | | |
|-----|--------------------------|-----|---------------------|
| 0/A | Much more willing to use | 3/D | Less willing to use |
| 1/B | More willing to use | 4/E | No response |
| 2/C | No effect | | |
- Q.26. Additional Senior Citizen green fee discount
- | | | | |
|-----|---------------------------------------------------|--|--|
| 0/A | Seniors given fee discount at all times | | |
| 1/B | Seniors given fee discount weekdays or slow times | | |
| 2/C | Seniors not given green fee discount | | |
| 3/D | Other | | |
| 4/E | No response | | |

Golfer Survey: Codebook

Q.27. Senior discount age qualifier

0/A	65-67	3/D	74+
1/B	68-70	4/E	No response
2/C	71-73	5/F	Other

Q.28. Best way to make up lost revenue

0/A	Special subsidy from City taxes
1/B	Increase junior and adult green fees
2/C	Increase adult green fees
3/D	Revise green fees for non-City residents
4/E	Reduce maintenance
5/F	Postpone or reduce improvements
6/G	Other
7/H	No response

Q.29. \$1.00 surcharge for new course construction?

0/A	Yes	2/C	No opinion
1/B	No	3/D	No response

Q.30. How often City golf course played last month?

0/A	None	4/E	6-8 times
1/B	Once	5/F	9-11 times
2/C	Twice	6/G	12 or more times
3/D	3-5 times	7/H	No response

Q.31. More golf marshalls needed?

0/A	Yes	2/C	No opinion
1/B	No	3/D	No response

Q.32. Suggestions to improve reservation system

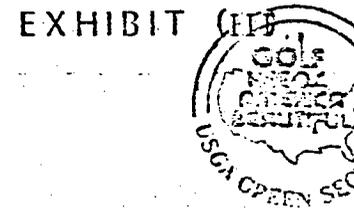
0/A	Generally positive comments expressing satisfaction, support, sympathy
1/B	Utilize technology (telephones, computers, preference numbers for telephone and golfer, phone target course, one reservation per call, one clerk to take reservations)
2/C	Show consideration for singles and doubles (allow less than foursome - especially if at a slow time)
3/D	Help: Obtain more help (paid clerks, volunteer, etc.)
4/E	Reserve at course (personally or by phone)
5/F	Time: Allow more time open and/or between tee times
6/G	Reserve in person
7/H	Preference issue: (not) shown to resident, to non-resident or to tourneys (once/week) - phone or in person
8/I	Other: (watering, get rid of it on weekends; one reservation at a time; more reservations on weekend; give better procedural directions; first-come first-served; faster play; ride pro-shop personnel; no dogs; dress code; work marshalls harder; anything would help)
9/J	No response

Golfer Survey: Codebook

- Q.33. Sex
 0/A Male 2/C No response
 1/B Female
- Q.34. Age
 0/A Less than 18 5/F 55-64
 1/B 18-24 6/G 65-70
 2/C 25-34 7/H 70+
 3/D 35-44 8/I No response
 4/E 45-54
- Q.35. Distance of residence from course
 0/A 0-5 miles 3/D 16-20 miles
 1/B 6-10 miles 4/E 21+ miles
 2/C 11-15 miles 5/F No response
- Q.36. Years playing golf
 0/A Less than 1 year 4/E 16-20 years
 1/B 1-5 years 5/F 21+ years
 2/C 6-10 years 6/G No response
 3/D 11-15 years
- Q.37. Residence
 0/A Sacramento City limits 5/F San Joaquin
 1/B Sacramento County limits 6/G Solano
 2/C Amador 7/H Sutter
 3/D El Dorado 8/I Yolo
 4/E Placer 9/J Other/No response
- Q.38. Total combined household income
 0/A Less than \$10,000 4/E \$60,001-75,000
 1/B \$10,000-25,000 5/F More than \$75,000
 2/C \$25,001-40,000 6/G No response
 3/D \$40,001-60,000
- Q.39. General Comments
 0/A Generally positive comments expressing satisfaction, support, acknowledgement, etc.
 1/B Improve maintenance: crews, greens, less water in summer, don't let greens dry out in summer
 2/C Haggin Oaks hole #13: speed play and maintain (drain, build bridge, get expert advice, combine 13 and 14/see Questionnaire No. 580)
 3/D More courses needed (and more practice areas) to improve Land Park
 4/E Provide more marshals and speed play, better monitoring of players
 5/F Concessions: better food, less expensive food, miss Sandy and her smile
 6/G Better user cooperation: golf etiquette, non-player unobtrusiveness
 7/H Inadequate restrooms: space, privacy, cleanliness

Golfer Survey: Codebook

- 8/I Other: Loss of clubs, cart/equipment abuse, toughen course to equalize handicaps, Robby and Tom Ford in Pro Shop complimented, allow 8:30 start time to golf clubs, reduce senior fee and make up other sports deficits by raising their fees - not by subsidizing them with golf fees, play only 9 holes at BM when players scarce, draw white lines around greens, remove oak tree at BM12, attention to safety, use pro to manage course, provide good and accessible procedure information, select tourney dates more equitably, lower ball cost on driving range, consider seniors more, professional manage course and greenskeeper a golfer too, HO too many temporary greens, consider singles more, extend preferred starting to county resident, BM10 praised, no fee increase until improvements completed.
- 9/J No response



Box 1175
Tustin, CA 92681
(714) 544-4411

CITY OF SACRAMENTO

OCT 8 1984

DEPARTMENT OF
COMMUNITY SERVICES

September 15, 1984

GREEN SECTION TURF ADVISORY SERVICE VISIT

Haggin Oaks Golf Course, Sacramento, CA

Present: Mr. Dale Achondo, Superintendent of Golf
Mr. Joe Andrade, Golf Course Supervisor
Mr. Art Gonzalez, Golf Course Supervisor
(short visit)

It was a pleasure to visit Haggin Oaks Golf Course on behalf of the USGA Green Section on September 15, 1984. It has been a difficult summer throughout the western United States for turfgrass managers. This is especially true on courses with low budgets and high traffic in California. It was a pleasure, and somewhat surprising to view the greens at Haggin Oaks and the virtual lack of turf loss from this past summer. This reflects your good fertility and fungicide practices and continuation of them is recommended.

The following report will summarize the discussions and recommendations made during the visit. If you have any questions or if I may be of assistance at any time, please contact my office.

GREENS

Considering the high temperatures, heavy traffic (over 90,000 rounds per year), differing soil types, antiquated irrigation system and lack of manpower, the greens were in remarkably good condition. During the time of the visit however, they did seem a bit wet and a little less water would help the bumpiness on the greens. A double vertical mowing program on a monthly basis (avoid the practice during high temperatures) would also help smooth putting surfaces. Another method to help smooth putting surfaces would be implementation of a light and frequent topdressing program. This calls for 1/3 yard of topdressing per green every three to four weeks depending on the growth rate of the grass plant. This practice would not be done in the warmer months due to potential turf loss problems. These light dressings will help smooth putting surfaces and help check thatch and grain development as well.

The USGA Stimpmeter was used during the visit with the following results:

Number 6 Green	Average speed 6' 5"
Number 17 Green	Average speed 6' 3"

USGA

These speeds would place your greens just below the medium range for normal play. A slight decrease in watering practices along with vertical mowing will bring the greens into the 6' 6" to 7' 6" range. It may also be worthwhile to consider lowering the mowing height during the spring and fall months to further aid in smoothing putting surface and help placate membership complaints about slow greens during the summer months. Your practice of raising the mowers to 1/4-inch during the summer and winter months to aid in the survival of the grass during these difficult times should not be changed. However, during the cool spring and fall months, a reduction to 3/16-inch bench setting on the mowers could be considered. Many superintendents under similar play conditions and weather patterns have maintained their greens at this setting during the spring and fall. Again, do not mow greens at this lower setting during the summer months and winter months.

Irrigation & Drainage Around the New Greens - It was noted that the most severe drainage problem occurs around the 4th, 5th and 6th greens at this time. This is not unusual when 100 percent sand greens are installed. The water requirements of the grass on these greens is completely different than that immediately off the surface of the green. These two totally divergent soil areas one of two things will occur under these conditions; wet spots or dry spots and resulting turf loss on putting greens. A reduction in water application and careful hand watering of putting surfaces throughout the day is the best means of correction. This, of course, requires more labor. Due to current power restrictions, this may not be possible.

To reduce the wet or worn areas around greens and tees, the installation of the wooden fences is a good idea. However, more flexibility is needed to distribute the wear evenly. A combination of more gaps in the fences, overseeding, and use of the lighter weight triplex to mow these areas will aid in the visual and playing qualities of these areas.

TEES

Perhaps the weakest area on the golf course at this time is the tees. Tees should be maintained at approximately the same level as greens. This would include aerifying with a walking aerifier twice yearly and followed by a topdressing/overseeding to help smooth teeing surfaces. Again, labor availability does not permit this degree of maintenance. Some superintendents have gone to the use of the tractor or Cushman mounted small aerifiers (Dedoes, Cushman, Hahn, etc.) to aid in tee aerification. Although these units do not do nearly the job that a walking aerifier does, they would prove helpful in your situation.

FAIRWAYS

Due to uncharacteristic weather patterns in the spring and early summer, control of crabgrass and goosegrass has been less than satisfactory.

September 15, 1984

then becomes one of do we save the putting greens or fix a small wet spot due to a leaky sprinkler? Because greens have the highest priority they must be maintained first and other small nuisances taken care of when labor becomes available. Another example is the many areas on the course (right side of No. 1 fairway, around the 4th green, etc.) that are totally devoid of grass. These areas are in desperate need of resodding or overseeding to make them playable. However, if the decision comes between aerification, topdressing and overseeding the tees that are used by 100 percent of the golfers, and spending equivalent manhours resodding or reseeding these bare areas that probably receive less than one percent of the play, then the decision has to go to improving teeing surfaces. The bottom line is that trying to maintain an 18-hole golf course is extremely difficult with only six or seven workers. This problem is further complicated with vacations, sick leave, injuries, etc. The day prior to my visit, the maintenance staff consisted of seven people for the entire 36-hole complex. It is obvious that many times, tasks that would ordinarily be completed must be left undone due to manpower shortages.

Thank you for a most enjoyable visit and the opportunity to discuss turf management operations. It is always a pleasure to visit a course that is interested in improving playing conditions for its golfers. Best wishes for continued progress.

Respectfully submitted,

Larry
Larry Gilhly
Western Director

cc: Mr. Robert Thomas



Box 3175
Tustin, CA 92681
(714) 544-4411

October 26, 1984

GREEN SECTION TURF ADVISORY SERVICE VISIT

Sacramento Municipal Golf Course (Bing Maloney), CA

Present: Mr. Dale Achondo, Golf Superintendent
Mr. Larry Feliciano, Supervisor

It was a pleasure to visit Bing Maloney Golf Course on behalf of the USGA Green Section on October 26, 1984. This was the second visit to the Sacramento Municipal Golf Courses, and as with the Haggin Oaks Golf Course, it appears that putting greens at Bing Maloney have come through the past summer in very playable condition. This can primarily be attributed to proper cultural practices and irrigation practices by the staff. The following report will summarize the discussions and recommendations made during the visit.

GREENS

An ongoing rebuilding program on greens was discussed at this time. Those greens that were rebuilt in 1983 (Nos. 7 and 10) appear to be developing a good cushion at this time. Because the soil on these greens is 100 percent sand, a change in fertilization schedules will be needed as more sand greens are added on the golf course. Increases in fertilization, especially nitrogen and potassium, will be necessary on these greens. With this in mind, the following liquid spray combination could be used for winter fertilization.

From October through April, apply $\frac{1}{2}$ -1b elemental sulfur, $\frac{1}{2}$ -1b potassium, 2 to 3 ounces ferrous iron sulfate, and $\frac{1}{2}$ - to $\frac{1}{2}$ -1b nitrogen per 1000 sq ft. This combination can be applied every four weeks. For best results, the rates can be split in half and the material applied every two weeks to provide a consistent growth pattern on the greens. The potassium will aid in plant vigor, improved rooting depths, and disease resistance. The sulfur will help to keep soil pH at a lower level to favor the development of bentgrass over Poa annua. Ferrous iron sulfate will provide color while the nitrogen can be applied on an "as needed basis" if growth is desired.

The above fertility program should help the turf to better withstand the incredibly high amount of play the course receives. Annual rounds per year are over 100,000 and turf loss usually occurs on putting greens under these high use rates.

FAIRWAYS

Crabgrass literally exploded in 1984 due to strange weather patterns. Golf courses from Sacramento to San Diego to Phoenix, Arizona had problems with crabgrass and goosegrass this past summer. Major problems with these weeds were on golf courses that made only one application of a preemergent weed control material in 1984. Such was the case at Bing Maloney and I would urge you to make a second application of your herbicide to control the later germinating goosegrass. While the mid-February application provided some control, a second application in May will give you the control needed to reduce goosegrass germination. This will be an increasing problem in the coming years if not effectively controlled in 1985. This is one area of the maintenance budget where cutbacks are not recommended. In fact, an increase in expenditures is important and necessary in this area.

Clipping Dispersal - We discussed clipping dispersal and the Blue Mountain drag system was suggested for use at Bing Maloney. This system is available from your local Jacobsen distributor and should be tested to determine its results under your conditions. If applicable, this would permit fairways to be mowed at a slightly lower height. This would make the golf course look more like a golf course and not a park.

THE PRACTICE TEE

This tee presents problems due to its inadequate size and length. It can be solved by carrying out the following steps:

- 1] In the existing bentgrass nursery area, scalp and overseed with perennial ryegrass to provide a maintainable turfed area. If this area can be maintained at a normal fairway height, it will add 75 to 100 yards to the driving range.
- 2] When the extra distance is added to the driving range, it will allow the tee to be moved forward and could double the size of the existing practice tee.
- 3] Control the movement of the stations on the practice tee. That is, move them back one day, sideways the next, back the next, sideways the next, etc. This movement of tee stations will utilize the entire teeing surface. Once the tee is half used, the staff can overseed and topdress the area with one of the improved perennial ryegrass. By the time the remainder of the tee is used, the front half of the tee will be ready for play. At this time, the back half of the tee is overseeded and topdressed. This should

Despite an application of preemergent herbicide, the crabgrass germinated later than normal and those courses that applied only one application continue to have large crabgrass populations. Such is the case at Haggin Oaks and consideration should be given to a second application of a preemergent herbicide in 1985. The first application should be made in late February and a second in late April or early May. Overseeding and aerification for fairways can then proceed as temperatures become more conducive to bermuda growth.

Large populations of dicot weeds (clover in particular) also deserve strong control measures. An application of MCPP or Trimec can be very effective and should be made in the spring. Approximately six weeks after the initial application, reapply for control of any persistent clover. After the second herbicide application, apply one pound nitrogen per 1000 sq ft to encourage bermuda growth. A strong nitrogen fertility program throughout the summer is also recommended for all fairways to promote a dense, healthy turf. An application of 200 lbs ammonium sulfate or calcium nitrate per acre per month from April thru September will do much for Haggin Oaks' fairways.

Mowing Heights and the Roughs - Currently the entire golf course is mowed at fairway height without rough at 3/4-inch. This is to speed play. Consideration might be given to lowering the fairway height of cut during the growing season to 5/8-inch and developing a low (3/4- to 1-inch) rough to provide some definition between the two. At the present time, fairways are mowed twice weekly. If smaller fairway areas were maintained at the 5/8-inch cut, mow them twice weekly, however, the newly defined rough areas could be maintained by a weekly mow without appreciably slowing play. The resulting labor savings could then be used on other needed maintenance.

Manpower Requirements & Priorities - Many of the items mentioned above will aid in overall course maintenance. Light topdressings and verticutting of greens, aerification and topdressing of tees, increased fertilization and weed control practices, and improved irrigation are but a few of the areas that will improve playability. At the same time, more manpower will be needed to accomplish these requirements. The present staff of 13 employees for 36-holes would be considered minimal by today's standards. The addition of five or six trained employees during the summer months deserve consideration to not only maintain the golf course but to complete other small projects needed throughout the year.

If additional manpower is not added, then the course should be maintained on a priority basis. Since nearly one-half of the shots in a round of golf are played on the putting surface, this must be the number one priority area. Many times, smaller projects such as sodding, irrigation breaks, spot overseeding, etc. are left undone or forestalled until a later date. For example, when temperatures reach the 100 degree level, a large amount of hand syringing is needed to protect against turf loss on greens. Due to this excessive amount of hand irrigation during these times, irrigation problems (leaks, stuck sprinklers, etc.) can occur throughout the system. The decision

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be done on a continuing basis and, if done properly, may only be necessary three to four times per year.

- 4] During the summer months, sow 60 to 80 pounds common hulled bermuda using your slicer/seeder and the above overseeding and topdressing techniques. Remember, apply at least one pound of nitrogen per month on the practice tee during the summer months to encourage bermuda development.

THE IRRIGATION SYSTEM

It was surprising to learn of the type of irrigation system currently in use at Bing Maloney. It is very expensive to operate as two night irrigators must be employed on a full time basis. In addition, the night irrigators do not water seven nights a week and overwatering can occur in an attempt to help greens make it through an extra day of no water. This can contribute to turf loss and is the result of the system rather than the employees. With the present manpower available, a full seven day irrigation schedule is not possible.

With the above in mind, preliminary consideration should be given to installation of a new automated irrigation system. Although the initial expenditure will be high, it will be money well spent and more cost effective in the long run if completed as your earliest opportunity.

EQUIPMENT & LABOR

Due to the minimum staffing mandate, it becomes increasingly important to maximize the labor force as much as possible. One area where improvements can be made is in the aerification and topdressing practice. Enclosed is picture of a modification for cleaning aerification plugs off greens. It can be fabricated for approximately \$250 and one man can clean a 5000 to 6000 square foot green of plugs in 10 to 15 minutes. This speeds up the aerification process in a most efficient manner.

After aerification has been completed and plugs removed, the sand must be applied. Currently, it is being applied with a Mete-R-Matic walking topdresser. There is now an excellent large-volume topdresser on the market (Mete-R-Matic II) and is being used quite extensively on many golf courses for topdressing purposes. Its capacity is approximately three times as large as your present topdresser and it can also be filled with a front loader rather than by hand. Again, this speeds this operation and allows the sand more time to dry for better results.

Another area that came under discussion was the limited function of the mechanic. There are several key pieces of equipment that cannot be worked on at the golf course and the resulting down time is critical to efficient operation of the maintenance program. When tractors, Cushmans, etc. are needed but not available, the golf course suffers. This in turn, develops a negative feeling from your golfers which is unfair to the superintendent and staff as it is out of their hands. A streamlining of this portion of the operation deserves consideration in the future.

October 26, 1984

An Assistant Superintendent - I was very surprised to learn of the small size of the crew along with the absence of an assistant superintendent. While I agree with the minimum staffing concept to reduce labor during the non-growing months, it is important that the golf course supervisor be given additional management help during the summer months in maintaining the 27-hole operation. It is more than justified.

Bing Maloney Golf Course is a unique facility in that it has a quick-coupler irrigation system, a small maintenance staff, an inflexible labor force, etc. In addition to these problems, it receives over 100,000 rounds of golf annually. There is a common fallacy today with public and private golfers comparing golf courses to one another. Unless several variables are exactly the same (number of rounds, soil type, terrain and trees, budget, etc.), it is like comparing apples and oranges. Considering the difficult weather conditions of this past summer and the above factors, the golf course has come through in very playable condition. Improvements are needed however, most of them will require an additional cash outlay.

Thank you for a most enjoyable visit and this opportunity to discuss turf management operations with you. Should you have any questions or if I may be of assistance in any way, please give me a call. Your continuing support of the USGA Green Section TAS is greatly appreciated and I look forward to visiting the Sacramento Municipal Courses again.

Respectfully submitted,

Larry
Larry W. Gilhuly
Western Director

cc: Mr. L. Feliciano, Supervisor
Mr. R. Thomas, Dir Parks
& Community Services

encl. Plug Pusher Attachment

47



Box 3375
Tustin, CA 92681
(714) 544-1111

USGA

FRANK HANNIBAN
Senior Executive Director

January 17, 1985

Mr. Dale Achondo, Supt/Golf
Sacramento Municipal Golf Courses
3520 Fifth Avenue
Sacramento, CA 95817

Dear Dale:

Just a note to let you know that I will be up in the Sacramento area in late March or early April and I would very much like to stop by and see the courses. There would be no charge for this "stop in visit." We can touch bases again at that time and I will send you a note approximately two weeks prior to the date I will be in the area.

Please forward the names of the gentlemen at the Council Meeting and a letter will be sent to each of them with my thoughts about playing conditions at the Sacramento Municipal Courses. Of course, a copy of the correspondence will also be forwarded to you.

All good wishes and please call on me if I may be of service in any way.

Sincerely,

Larry W. Gilhuly
Western Director

48



Box 3375
Tustin, CA 92681
(714) 544-4411

USGA

FRANK HANNIGAN
Senior Executive Director

January 17, 1985

Mr. Dale Achondo, Supt/Golf
Sacramento Municipal Golf Courses
3520 Fifth Avenue
Sacramento, California 95817

Dear Dale:

It was a pleasure to see you again this past month and visit the Sacramento Municipal Golf Courses on behalf of the USGA Green Section. As indicated in our previous visits to the golf courses in 1984, it is amazing that the level of maintenance is as good as it is considering the small work force, equipment inventory, structure of the labor force and numerous restrictions placed on management personnel.

There were several points during our January 10, 1985 visit that I would like to review. While they are basically not agronomic in nature, they need to be discussed due to the controversies being created by some who question the architectural and agronomic abilities of you and your management team.

First, we toured the Land Park Golf Course and it was sad to see the irrigation installation had left the course in such a weak playing condition. However, it is understandable that the system was installed at this time because it could not be put in in the summer due a lack of water, and could not be done in the winter due to excessive rainfall. This leaves only the spring or fall months. Since there is usually heavier play during the spring, fall was then considered the best time for the irrigation installation. Unfortunately, wet weather conditions prevailed and the project could not be completed satisfactorily for good golfing conditions. This will pass and the condition of the course will continue to improve during the months ahead with this new system.

It was also noted that several of the older greens at Land Park are in need of rebuilding to withstand the amount of play this fine little course receives. The newer greens are quite interesting but I would suggest that the contours on the outside edges should not slope severely [either in or out] as good cupping space will be lost. This does not mean the greens should be

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Mr. Dale Achondo
January 17, 1985
Page 2

USGA

flat and boring, rather, they could be slightly contoured and provide interesting playing qualities for your golfers.

While on the subject of putting green construction and building techniques, the 10th green at Bing Maloney was viewed and I find this green to be severe but, that is my personal opinion. To avoid controversy in the future, you may wish to soften the contours somewhat on greens that may be rebuilt in the years ahead. However, by no means should the greens be flat and uninteresting for your golfers. A green such as No. 10 at Bing Maloney can make an excellent green provided the speeds are kept in a reasonable range.

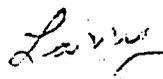
Judging from the work done at Bing Maloney and Land Park, I feel you and your crew have the capabilities for continued reconstruction of greens on the Sacramento Municipal Golf Courses.

In regard to the proposed new golf course, your decision to hire a qualified golf course architect to draw up the plans and assist in the construction of the course is sound. I am familiar with the architect chosen and have seen his work on a first-hand basis here in the West. He should provide a very good golf course for the City of Sacramento. It would be best if the entire project is done by the architect and his construction sub-contractors rather than going to a low bid by a non-golf course construction crew. This is an area where many golf courses can be made or broken and I would urge you to listen closely to the recommendations of the golf course architect when construction time approaches.

It is unfortunate that the management staff is under attack from certain members of the playing public concerning the condition of the golf courses. As stated during the visit, I would rank the Sacramento Municipal Golf Courses among the better maintained golf courses in the western states. The fact that little or no damage occurred to your greens this past summer indicates sound maintenance practices have been carried out. There were many private clubs throughout the West that suffered severe turf loss in 1984. It is a credit to you and your maintenance staff that this did not occur on the City Courses.

I hope the above comments will be of assistance to you and the City of Sacramento in understanding the problems a municipal golf course superintendent faces in his day-to-day operation. I will look forward to serving you in the future and wish you good luck in the coming 1985 golfing season.

Sincerely,



Larry Gilhuly
Western Director

cc: Mr. Robert Thomas, Dir/Parks



The Professional Golfers' Association of America

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Advisory Committee
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Dr. Pete Zidnak

It is the opinion of this analyst that the city golf courses are treated with pride, dedication, hard work and ability. The courses are generally void of debris, papers, trash, brush, etc. That pride shows in trees being trimmed so golfers and carts can pass under, tees being neatly set off with wood fences, greens and tees being rebuilt. It is especially noticeable in the quality of good turf on the greens and fairways, edging and raking of bunkers. Tee signs are both functional and attractive. This list of first rate qualities seemingly can go on and on. Certainly these qualities reflect a country club atmosphere at a municipal facility.

In addition, the staff at these facilities headed by Dale Achondo, Superintendent of Golf and Ken Morton and Tom LoPresti, the PGA Golf Professionals, and Tom Doris, Bing Maloney Professional, as well as the green superintendents, is among the most highly respected people in their professions.

The size of the green and ground crew staff is deplorably small per course, averaging six per 18 holes, seven days a week. This means often they are working only three or four man crews, which makes it even more amazing they are accomplishing construction projects or anything else beyond daily mowing and upkeep. A well maintained course will average ten to twelve per 18 holes.

The Golf Divisions Capital Improvement program is to be commended. The city should study ways to increase income to continue to make these necessary improvements. One way to do this without altering fees, would be to limit special rates to less than prime times, thus freeing those times for \$7.00 and \$8.00 green fee income.

Added income would allow more attention yet to detail, such as putting in cart paths on worn areas, etc. The manual irrigation system is antiquated and also requires too much labor. Rebuilding of greens and tees should be stepped up. This all requires the city to study its fee structure and avenues of income. The fee structure in comparison to private enterprise is low for the quality offered.



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The Golf Divisions Capital Improvement program is to be commended. The city should study ways to increase income to continue to make these necessary improvements. One way to do this without altering fees, would be to limit special rates to less than prime times, thus freeing those times for \$7.00 and \$3.00 green fee income.

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The golf shops offer the golfer wide choices of goods and services at competitive prices attractively displayed. It saves the golfer time and money to be able to get this at the facility they play. The range set ups and teaching staffs are a model for other operations to follow. The Junior programs are recognized as among the best in the state.

Some sort of Junior rate needs to be instituted at times of slack play to get more young people using the courses and enjoying the game.

Realizing that there are pressures to reduce or adjust rates, it must be further realized that one special interest group's rates going down require another's fee to go up in order to maintain the status quo. Rates should be studied and increased at certain times to accomplish all the amenities of a fine facility as well as to build for long range improvements and cost reducing mechanisms, such as an automatic watering system.

In conclusion, the City of Sacramento, its constituents, players and staff can be proud they are offering golf recreation at well maintained, excellently designed and superbly serviced facilities. This is especially true under the conditions they work, ie, 435,000 rounds of golf usage, small work crews, climatic conditions, people pressures etc. We commend them highly for their pride, dedication and skill devoted to the customers they serve and the game of golf.

It has been a privilege for me to have made this report. Should further information or consultation be desired, please call on me to do so. I may be reached at (209) 477-8896 or Elkhorn Country Club, 1050 Elkhorn Drive, Stockton, CA 95209.

Colfingly submitted,

Ty Caplin
President
Northern California PCA

TC:jaa

cc: Dale Achondo
Ken Morton



The Professional Golfers' Association of America

NORTHERN CALIFORNIA SECTION

ON SITE OBSERVATIONS AND FACTUAL INFORMATION

OF SACRAMENTO CITY GOLF COURSES BING MALONEY - HAGGIN OAKS

NOVEMBER 1, 1984

Ty Caplin
President

Al Vaccaro
Vice-President

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Secretary

Mike Mattingly
Treasurer

BOARD OF DIRECTORS

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John Joseph
Lippstreu
Loustalet
Loustalet

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Bob McCallister
Mike Mitchell
Mike Paniccia

Senior President
Lyle Wehrman

Past President
Vic Loustalet

Advisory Committee
A. A. Cordozo
Dr. Pete Zidnak

Construction: Two or three tees a year each golf course

Two greens under construction

Regular tree and brush trimming

Cleanliness of trash and debris

Neat attractive tee signs

Tee set off and outlined by attractive wood fencing

Bunkers edged and raked

Tree replacement

Fairway verticutting and overseeding

Rounds of golf played: Haggin Oaks 90,000

Haggin Oaks Nine Hole Courses 160,000
(80,000 per nine)

Bing Maloney 111,000

Land Park 73,000

(Total participation 434,000)

Fee Structure: Regular weekdays \$7.00

weekends \$8.00

Special rates Seniors \$4.00 (does not include weekends)

Play card \$5.00

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The Professional Golfers' Association of America

NORTHERN CALIFORNIA SECTION

Total Incomes \$2.1 million

Average income per 18 hole round at Haggin Oaks \$4.68

Priorities of course maintenance: 1. Greens

2. Tees

3. Fairways

4. Bunkers - rough

5. Repairs

6. Construction

Number of employees per 18 hole course: 6 full time people

Days of operation: Seven days a week

Employees are both Civil Service and Union with each of its set of standards and contracts

Capital Improvement Fund: \$350,000.00

Irrigation: Manual system (rebuilding one on two greens per year

with conversion to an automatic system)

T. Caplin
President

Al Vaccaro
Vice-President

Charlie Eddie
Secretary

Mike Mattingly
Treasurer

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Dr. Pete Zidnak

GOLF FEES

Exhibit IV

		<u>FEE'S AND CHARGES</u>
I. MONDAYS THROUGH FRIDAYS, INCLUSIVE		
	Adult - 18 holes	\$ 7.00
***	Junior - 18 holes	4.00
*	Play Card	30.00
	Sundown Rate	3.50
**	Senior	4.00
II. SATURDAYS - SUNDAYS - HOLIDAYS		
	18 holes	\$ 8.00
	Sundown Rate	4.00
III. MONDAYS THROUGH FRIDAYS, INCLUSIVE		
	Adult - 9 holes	\$ 3.50
***	Junior - 9 holes	2.00
	Senior	2.00
IV. SATURDAYS - SUNDAYS - HOLIDAYS		
	9 holes	\$ 4.00
V. ADVANCED RESERVATIONS		
	Per foursome	\$ 1.00
*	Play cards good on weekdays only and may be used on all courses:	
		<u>FEE'S AND CHARGES</u>
a)	Charge per card	\$30.00
b)	Service charge per 18 holes	2.00
c)	Service charge per 9 holes	1.00
LIMITATION: Play Card expires 120 days from issue.		
**	To qualify for the Senior Rate, persons must be 70 years of age and reside within the City or own property within the City. A golf card, issued by the Department of Parks and Community Services is first required.	
***	To qualify for this reduced rate, persons 17 years and under must complete a training course provided by the Department of Parks and Community Services. A card is required.	

Exhibit V

	18 HOLES				9 HOLES				ADULT PLAYCARD		SENIOR PLAYCARD
	ADULT	M-F JUNIOR	ADULT	S-S-H JUNIOR	ADULT	M-F JUNIOR	ADULT	S-S-H JUNIOR	Current		
Sacramento									\$1.00/9-s/c	70 year & Over	
Current	\$ 7.00	\$ 4.00	\$ 8.00	\$ 8.00	\$ 3.50	\$ 2.00	\$ 4.00	\$ 4.00	\$2.00/10-s/c	\$1.50/9	
Proposed	\$ 8.00	\$ 4.50	\$ 9.00	\$ 9.00	\$ 4.00	\$ 2.50	\$ 4.50	\$ 4.50	9-\$30.00	\$3.00/18	
									No 9-hole		
									No time limit		
Sacramento County	\$ 6.00	\$ 3.25	\$ 7.00	\$ 7.00	\$ 3.25	\$3.25	\$ 3.75	\$ 3.75	\$20.00 +	\$3.25 Round	
									\$ 2.50 R-10/rounds	65 & Over	
Roseville									Monthly	No reservation	
Diamond Oaks	\$ 5.50	\$ 3.00	\$ 6.50	\$ 6.50	\$ 3.50	\$3.00	\$ 4.00	\$ 4.00	\$32.00	\$15.00	
		\$ 3.00	After			\$1.50	\$6.00 before				
		Member	10:00-a.m.			Member	7:00 a.m.				
Broderick	\$10.00	\$ 4.00	\$12.00			\$2.00	\$5.50	\$ 5.50	\$80.00	Member \$60.00	
Riverbend	Tourney	Non-mem.	Tourney	\$12.00	\$ 5.50	Non-mem.	After	After	per	10% off	
	\$8.00						2:00 p.m.	2:00 p.m.	year	65 & Over	
Dry Creek	All day	\$ 7.00	\$11.00	\$11.00	\$ 4.50		All day		N/A	N/A	
					No 9-hole						
					rate						
Plumas Lake	\$10.00	\$ 4.00	\$12.00	\$10.00	\$10.00	\$4.00	\$12.00	\$10.00	N/A	N/A	
High	\$10.00	\$ 7.00	\$12.00	\$12.00	\$ 5.50	\$ 3.00	\$ 6.00	\$ 5.50			
Average	\$ 7.75	\$ 4.04	\$ 9.41	\$ 9.08	\$ 5.04	\$ 2.85	\$ 5.00	\$ 6.75			
Low	\$ 5.50	\$ 3.00	\$ 6.50	\$ 6.50	\$ 3.00	\$ 2.00	\$ 4.00	\$ 3.75			

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GOLF FEES

Attachment I

	<u>Existing</u>	<u>Proposed</u>	<u>Change</u>
I. MONDAYS THROUGH FRIDAYS, INCLUSIVE			
Adult - 18 holes	\$ 7.00	\$ 7.00	- 0 -
*** Junior - 18 holes	4.00	4.00	- 0 -
* Play Card	30.00	30.00	- 0 -
Sundown Rate	3.50	3.50	- 0 -
** Senior	4.00	4.00	- 0 -
II. SATURDAYS - SUNDAYS - HOLIDAYS			
18 holes	\$ 8.00	\$ 8.00	- 0 -
Sundown Rate	4.00	4.00	- 0 -
III. MONDAYS THROUGH FRIDAYS, INCLUSIVE			
Adult - 9 holes	\$ 3.50	\$ 3.50	- 0 -
*** Junior - 9 holes	2.00	2.00	- 0 -
Senior	2.00	2.00	- 0 -
IV. SATURDAYS - SUNDAYS - HOLIDAYS			
9 holes	\$ 4.00	\$4.00	- 0 -
V. ADVANCED RESERVATIONS			
Per foursome	\$ 1.00	1.00	- 0 -
Play cards good on weekdays only and may be used on all courses:			
	<u>Existing</u>	<u>Proposed</u>	<u>Change</u>
a) Charge per card	\$30.00	\$30.00	- 0 -
b) Service charge per 18 holes	2.00	2.00	- 0 -
c) Service charge per 9 holes	1.00	1.00	- 0 -

LIMITATION: Play Card expires 120 days from issue.

** To qualify for the Senior Rate, persons must be 65 years of age and reside within the City or own property within the City. A golf card, issued by the Department of Parks and Community Services is first required. (Under proposed fee schedule, qualifying age for seniors goes to 65 years of age. All other remains the same)

*** To qualify for this reduced rate, persons 17 years and under must complete a training course provided by the Department of Parks and Community Services. A card is required.