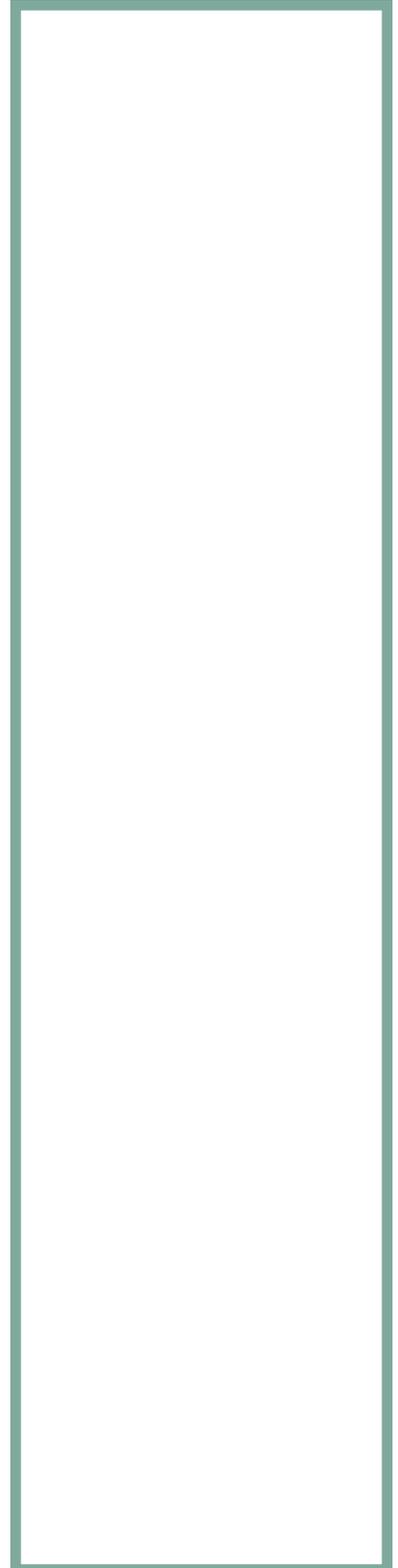




# Appendix H

## **2009 Strategic Plan for Shiloh Springs Golf Club**





**2009 STRATEGIC PLAN**  
**FOR**  
**SHILOH SPRINGS GOLF CLUB**  
**PLATTE COUNTY, MISSOURI**  
**PARKS & RECREATION DEPARTMENT**  
**SUMMER 2008**

Prepared By  
Flatt Golf Services, Inc.  
1211 Mehmert Place  
Jefferson City, Missouri 65101-8535  
(573) 690-1309  
[www.flattgolf.com](http://www.flattgolf.com)

In association with:

Bucher, Willis & Ratliff Corporation

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## EXECUTIVE SUMMARY

The Shiloh Springs Golf Club Strategic Plan Update reviews and assesses the Strategic Plan developed in 2006 and recommends a 2009 Strategic Plan Vision, Goals, Objectives and Action Plans to guide policy makers and staff over the next 30 years.

The proposed strategic plan takes a realistic look at the current local golf market, local and national trends and projections for public golf, and the ability of the existing Shiloh Springs Golf Club to effectively compete in the local public golf market, now and in the future.

Input from local focus groups and individuals, a recently completed community-wide leisure services survey and a golfer satisfaction survey completed by 230 Shiloh Springs golf patrons contributed perspective to the strategic plan and its implementation.

Likewise, the commitment of the Platte County Commission's previous actions of: (1.) acquiring all the existing golf course property, (2.) making \$500,000 worth of improvements to the golf course infrastructure in the last two and one-half to three years, (3.) refinancing all golf course debt through 2018, and (4.) determining in 2006 to own, operate and improve the Shiloh Springs Golf Club reflected a strong interest on the part of elected officials to move Shiloh Springs from where it is now to a reasonably priced and attractive public golf asset for Platte County citizens and golfers.

The 2009 Strategic Plan proposes a new vision of a high-quality recreational public golfing facility at Shiloh Springs Golf Club that would ensure adequate and appropriate public golfing opportunities and promote a strong sense of pride for the County. The purpose for operating the golf course shall be to contribute positively to a broad mix of services available to maintain and enhance the quality of life in Platte County. The daily operation of the golf course shall serve the public golf aspirations of Platte County golfers with the highest commitment to customer services in every aspect of recreational public golf. These ultimate customer services shall be exemplified by a superbly managed and maintained, reasonably priced, public golf course that is equal to the best public golf courses in the Metropolitan area.

This vision would be accomplished via a Short-term Goal (5 years), a Mid-term Goal (year 5-15 years) and a Long-term Goal (year 15-30 years).

Over the next five years, Shiloh Springs Golf Club would succeed by continuing to offer and expand customer services, by improving the playing conditions and playing surfaces of the golf course, and by establishing a realistic financial framework that can facilitate the long term success of the golf operation.

Over the next 15 years, Shiloh Springs shall meet and begin to exceed the expectations of Platte County recreational public golfers by continuing to offer and expand customer services, by improving the playing conditions and playing surfaces, by making modest changes in the design of the current golf course, by upgrading the golf course infrastructure and by developing a master plan to determine the feasibility of acquiring additional property

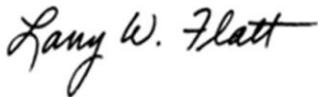
and developing an exceptional public golf course in the future as financial opportunities become available.

Over the next 30 years, Shiloh Springs would continue to provide an improving public golf experience for Platte County residents at Shiloh Springs Golf Club. Additional property for expansion of the golf course would be acquired, additional golf holes on the new property would be developed and existing holes on the present property would be renovated to provide superb practice facilities, a nine hole junior course and new regulation golf holes to create a golf course that is equal to the best public golf courses in the metropolitan area.

The 2009 Strategic Plan lays out a realistic scheme to achieve the Vision. A time frame has been proposed, but the timing will be dependent on many factors that are beyond the scope of accurately predicting with any element of certainty. We would suggest that the time frame proposed is not critical to the eventual achievement of the Vision. However, completion of the initial steps proposed in generally the order they are suggested is critical. They are necessary accomplishments to provide the opportunity to succeed in the later steps as the local and national economies improve, as Platte County continues to grow and prosper, and as the golf market regains some of its balance and viability.

Respectfully submitted,

FLATT GOLF SERVICES, INC.



Larry W. Flatt, President

## 2006 STRATEGIC PLAN ASSESSMENT

The identified purpose of the 2006 Strategic Plan was to "outline goals, objectives and action steps to maximize use of the entire golf course facility, successfully market programs and services to the community and place the golf program on a path for financial independence from the County general fund and the parks and recreation fund."

The 2006 Strategic Plan was developed by professional staff in the Parks and Recreation Department and was a very good effort to respond to the Platte County Commission's policy directive upon its final acquisition and refinancing of the Shiloh Springs Golf Club. The effort identified appropriate steps and actions that needed to be taken to enhance the performance of Shiloh Springs Golf Club. It reflected an interest and commitment by the Platte County Commission to raise Shiloh Springs to a higher and more positive profile in the parks and recreation program and the community.

In the fall of 2005, the Shiloh Springs Golf Club staff, in concert with Platte County Parks and Recreation staff and the Platte County Commission conducted a golfer satisfaction survey of season pass holders and regular green fee players at Shiloh Springs Golf Club. The purpose of the golfer survey was to learn more about golfer's satisfaction level with the course and how the course could be improved.

Generally, the vast majority of players returning surveys reported being satisfied with their golfing experience at Shiloh Springs and rated their overall experience as either excellent or good. Respondents, when given the chance to indicate needed improvements, listed the need for improved drainage at numerous places and improved turf and playing conditions throughout the golf course.

In February of 2006, a public forum was held and those in attendance offered a variety of constructive comments to improve the course, including the need to establish course maintenance as the highest priority, to retain the high quality staff now in place at the course, and to improve golfer knowledge of etiquette and rules.

An overall Vision, and three Goals, supported by a variety of action objectives and action steps, and a 5 year Budget Projection were developed and included in the 2006 Strategic Plan.

**VISION: "To serve the recreational needs of Platte County residents with the highest commitment to customer satisfaction, excellence in programs and golf play, and fiscal responsibility."**

*Vision Assessment: Our assessment of the overall Vision is that customer satisfaction and excellence in programs and golf play are reasonable expectations. However, regarding the term fiscal responsibility in the Vision Statement and expanded on in the overall goal statement to mean "on a path for financial independence from the County general fund and*

*the parks and recreation fund," it is our assessment that such a result may be more challenging than the 2006 Strategic Plan identified and anticipated.*

**GOAL #1: SUPERIOR CUSTOMER SERVICES**

- A. We will know and understand the needs of golfers utilizing ten key steps.
- B. We will focus on the Platte County recreational golfer and follow our marketing plan to communicate with golfers and the general public through ten big steps.
- C. We will create high standards for customer service and develop and implement employee training programs focused on customer service and knowledge of a great golfing experience.

*Assessment of Goal #1: Significant strides were made in the areas of customer services and marketing through the Golf Rewards card program, the improved website, the use of email to promote and inform golf patrons, use of the Last Minute Golfer and Tee Quest online services, and limited print advertising in local targeted newspaper editions. Core golf programs have been maintained at high levels and expanded as opportunities occur. The junior program and the new PGA family tee program have enhanced outreach to youth and families and bodes well for the future. Feedback from golf patrons gained in the focus group interviews was very positive regarding the friendliness, helpfulness and professionalism of the golf shop and snack bar personnel.*

**GOAL #2: AN EXCEPTIONAL GOLF VALUE**

- A. We will provide golfers with a great golfing experience each time they step on the course through ten key elements essential to an exceptional golf value.
- B. We will improve existing programs and services with a market driven focus on quality.
- C. We will create new programs and services, further adding to the worth and appeal of the Shiloh Springs experience.

*Assessment of Goal #2: The 2006 Strategic Plan lacked a broader public golf market prospective and made an overly optimistic appraisal of the potential to increase rounds annually. This appears to have resulted in over-optimistic performance projections and overstated opportunities for success. This may have also led to the major expenditures being made in areas that did not directly affect the average golfer or be easily visible and appreciated by the average golfer. In fact, the improvement issues most listed by the golfers surveyed were listed in the 2006 Strategic Plan, but the work has not been done. The work funded and done was needed and appropriate – it just didn't have the marketing payoff that fixing drainage in the approaches to several greens would have had with golfers. There is an old and still true axiom about marketing a public golf course that says: Golfers do the best job of marketing your golf course. Golfers notice changes (both negative and positive) and tell their golfing friends. This is a network that golfers trust far more than email, advertising and the most creative promotions.*

*Additionally, the golf course overview in the 2006 Strategic Plan was not specific regarding the quality of the golf course, and in fact, many of the subsequent action steps assumed a quality of golf course that was an over-estimation of the actual draw or appeal of Shiloh*

*Springs Golf Club. This issue is not about golf course playing conditions – it is about the design, the routing of the holes, the interest, the diversity, the safety and the quality of the individual holes and how they relate to one another. The golf course playing condition (i.e., turf grass condition and quality of playing surfaces) is very important and a key element in the overall equation for success at Shiloh Springs. For the most part, most of the course playing condition situations or maintenance issues were listed and discussed in the strategic plan. The quality of the golf course was not addressed and that led to some miscalculations regarding priorities and opportunities for enhancing the bottom line.*

*The programs and services being offered by the clubhouse staff are appropriate and better than average, especially considering the staffing limitations in the clubhouse. The programs and services offered are conducted at a higher level than might be expected, given the inherent golf course design issues that hinder the facility from being the kind of draw that could optimize good programming.*

**GOAL #3: EXCELLENT FACILITIES**

- A. We will develop and fund a plan to address critical deferred maintenance priorities.
- B. We will commit to re-investing golf course revenues in an upgraded annual maintenance program and capital improvements to support the Vision, Goals and Objectives.

*Assessment of Goal #3: As a result of the strategic plan effort in 2006, significant capital improvements representing expenditures in excess of \$500,000 were made to the clubhouse, golf course maintenance building, parking lot, cart paths, irrigation system and all leased golf course maintenance equipment and the golf cart fleet was purchased outright. Most of the deferred maintenance issues important to the golfers have not been sufficiently addressed to date.*

**BUDGET PROJECTIONS:** The final element of the 2006 Strategic Plan was a 2006 Budget and projected targets and goals for revenue and expenditures through 2010. The projections included significant increases in rounds and revenue over the five year period.

*Assessment of Budget Projections: The optimistic assumption of the health of the golf market, the over-estimation of the draw or appeal of the Shiloh Springs GC, and the expectations that improvements, better service, and better marketing would lead to increased numbers of players, rounds, and higher revenues has been a disappointing experience. Similar experiences are common in the current public golf market in most areas of the Midwest. There are some positive aspects of the local Platte County demographics and golf market for the future, but those benefits will be very slow in coming to the bottom line at the golf course. The golf business is flat and it is going to be flat for a while and this situation is compounded by a golf course design that can be an obstacle to attracting public golfers in a competitive public golf market.*

## CONSIDERATIONS FOR THE UPDATED 2009 STRATEGIC PLAN

**LOCATION:** Shiloh Springs Golf Club is centrally located in Platte County, just 2.0 miles west of the city limits of Platte City. Platte City is the county seat and the third largest community in the County behind Kansas City and Parkville. Platte County encompasses 421 square miles and is located on the western border of Missouri and is one of the thirteen counties in the Kansas City, MO-KS Metropolitan Statistical Area (KCMSA). Shiloh Springs GC is readily accessible from MO-92 running west to east to Bethel Road, running south to north. I-29 is accessible approximately two miles west of the golf course via Bethel Road and MO-92. I-435 is approximately one mile south of the intersection of I-29 and MO-92.

**MARKET DEMOGRAPHICS:** We obtained limited population and demographic data for Platte County from the Platte County Economic Development Council. This information was based on US Census data and developed by the Mid-America Regional Council (MARC). The population and demographic updates and projections incorporate key economic indicators, such as the dynamics of national, regional and local changes in the economy, employment and unemployment rates, inflation, interest rates, imports and exports, housing starts, migration and wealth, in addition to the more typical birth and death rates and age cohort progressions.

According to the projections developed by MARC for the Platte County area, the total population of the County has shown an increase from 73,781 in 2000 to 83,061 in 2006, an increase of 12.5% over the last 6 years.

MARC has projected an increase to 91,039 in 2010 and 104,054 by 2020. Growth in Platte County from 1990 to 2005 occurred at a rate of 29.5% compared to the KCMSA growth rate for the same period of 19.6%. Platte County population growth over the last four census decades has never been less than 20%.

Platte County is the 3<sup>rd</sup> highest county in per capita income in the state of Missouri and 2<sup>nd</sup> highest in the KCMSA. In 2004, the median household income was \$61,030 in Platte County.

**GOLF PARTICIPATION FACTORS:** The National Golf Foundation annually conducts a survey to determine information about golfers and their participation in the game of golf. They mail out about 60,000 questionnaires to sample households across the USA, and typically receive about a 50% response to the surveys. From this information, they publish an annual report that projects the characteristics of golf and golfers in the US.

In 2007, golfer participation made up about 12.7% of the total population. About 38% of those participants in golf are estimated to be core golfers, defined as adults, age 18+ who play 8 or more times a year. About ½ of these core golfers are considered avid golfers, or those who play 25+ rounds of golf annually. The remaining ½ of core golfers play 8 to 24 rounds of golf annually. Almost an equal number of golf participants are considered occasional golfers, playing 1 to 7 rounds of golf annually. The remaining golf participants are

made up of about 4.8 million junior golfers between the ages of 4 & 17 and about 5.0 million golf participants who do not play regulation golf, but play miniature golf, frequent driving ranges and consider themselves golfers.

About 75% of the golfers in the United States consider themselves public golfers and play the great majority of their golf at private, municipal and resort public golf courses. There are 16,000 regulation golf courses in the US, of which 11,600 are open to the general public. Municipal, County and State golf courses make up about 20% of all public golf courses.

**GOLF DEMOGRAPHICS:** Age is one of the principal determinations of a person's inclination to play the game of golf. Typically, the highest participation rate (about 40% of golfers) in golf is among adults between the ages of 18 and 39. Adults between the ages of 40 and 59 make up the second highest participation rate (almost 35% of golfers). Adults age 60 and older rank third in participation rate (about 15% of golfers) and junior golfers represent about 10% of all golf participants.

Income is also a key determinate regarding a person's inclination to play golf. Typically, the highest participation rate (about 40% of golfers) is from persons with household incomes between \$50,000 and \$100,000. The second largest group (about 30% of golfers) is from persons with household income greater than \$20,000, but less than \$50,000. The third largest group (about 25% of golfers) is from persons with household income greater than \$100,000. Only about 5% of golfers have household income of less than \$20,000.

Only about 25% of golfers are female. There have been some negligible gains in female participation in recent years, but the game of golf remains predominately male.

In regards to occupation, the highest participation rate (about 40% of golfers) is in the professional, management or administrative fields. The second largest group (about 25% of golfers) is blue collar employees. About 15% are employed in clerical and sales positions. Retired persons represent about 15% of golfers and are the group that on average, play the most rounds of golf. About 5% of golfers are employed in all other occupations.

**PUBLIC GOLF MARKET:** Typically, public golf markets are described as the primary market and the secondary market. The primary market is described as the area, from within which, golfers will travel regularly to play at a local golf course. Previous national studies have indicated that over 75% of all golfers live within 15 miles of the course they play most frequently and almost 80% live within a 25 minute drive. This distance has been considered to be most commonly associated with regular use patterns and continuing support of a golf facility. Studies of golfer travel habits indicate that many golfers are willing to travel greater distances for an occasional round of golf. Typically the secondary market is defined as those areas lying outside the primary market, but generally within a 30 to 35-mile radius that would require travel times of more than 25 minutes and up to 45 minutes to the golf facility.

Our previous studies and studies by the National Golf Foundation (NGF) have also proven that when golf courses become crowded, more and more players are willing to travel longer distances to play golf at a course that is not as crowded as closer courses. Golfers will also

travel longer distances to play higher quality courses. Likewise, we know that the markets for 9-hole golf courses are much smaller because golfers will not typically travel more than about 15 miles to play at a 9-hole golf course.

**PUBLIC GOLF MARKET OUTLOOK:** According to our observations and numerous articles in respected golf industry publications, public golf is undergoing significant changes. In many places, public golf courses have been overbuilt and are being sold the second and third times at great discounts. There have been some conversions of relatively new golf course properties to other land uses because of the poor performance of the golf project.

We believe there are sufficient indicators that the public golf market is experiencing significant trauma. The market is definitely a buyer's market or a golfer's market. The public golf market and particularly the upscale or moderate upscale courses are struggling to maintain cash flow. This has been the case since 2000, but was exacerbated by 9/11, poor economic conditions, and the continued opening of fine new public golf courses.

Following are some of the issues that concern the public golf industry. The source of these national issues is articles developed or written about in reliable golf industry publications and personal observations. Local issues are those that we have observed over the last ten years and re-confirmed with owners and operators in the Midwest as we performed consulting services for various clients.

#### *Nationally*

- In 1988, the National Golf Foundation (NGF) and McKinsey & Co., Inc. published *the Strategic Plan for the Growth of Golf*. The report promoted the construction of golf courses to overcome a supply gap. However, the writers did warn that baby boomers might not behave like their parents in regard to golf participation. Their warnings have now been realized and we now know that baby boomers are: (a.) working more, not less, (b.) raising families and paying bigger mortgages later in life, and (c.) enjoying a broader range of leisure activities. In 1998, *A Strategic Perspective on the Future of Golf (1998)* was published and it made the case that demand for golf had not continued to grow at historical rates and that golf course development was outpacing demand in many places.
- The number of core golfers peaked in the year 2000 and has not returned to that level.
- Golf course closures have increased from an average of 24 per year from 1993 to 2001 to 47 in 2002, 43 in 2003, 62.5 in 2004, and 98 in 2005. In 2005, the net addition to the golf industry, nationwide, was only 26.5 18-hole golf courses. In 2006 there was a net loss to the golf industry of 26.5 courses. Again in 2007, the golf industry sustained a second year of net loss of golf courses with a net decline of 8.5 courses.
- Total golf rounds for 2007 finished at -0.5 percent or flat, compared to 2006.
- Total golf rounds played in the Lower Midwest region (containing KS, NE, IA and MO) were down by -1.7% in 2007 as compared to 2006. Through May of 2008, total golf rounds in the same region were down -10.9%, according to the NGF.
- According to Golf Datatech, in work done for the Professional Golfers Association, actual rounds played in Missouri in 2007 were down -1.6% and Kansas rounds were down -2.6% compared to 2006. In 2008, Missouri golf courses reported a -12.8% decline in golf rounds through May, compared to the same period in 2007.

- Total public rounds played in the US were down overall by -0.3 percent in 2007 as compared to 2006. Through May of 2008, public rounds were down overall -2.5% as compared to the same period in 2007.
- Premium public courses were up 0.3%, standard public courses were up 0.2% and value courses were down by -0.5% in 2007. Through May of 2008, premium public courses were down -0.5%, standard public courses were down -1.8% and value courses were down -3.5% as compared to the same period in 2007.
- New golf course openings have consistently declined from 400 in 2000, 284 in 2001, 220 in 2002, 171 in 2003, 150.5 in 2004, 124.5 in 2005, 119.5 in 2006 and 113 in 2007.

### *Locally*

- Increased Competition: (see details in next section)
- Discounted Fee Structures: Actual green fee rates have remained fairly static in the local market from 2001 to the present time. This is primarily a result of competition pressures. The actual effective rates are generally lower because of: (1.) lower actual published rack rates, (2.) the impact of coupons and special promotions, (3.) Expansion of twilight rates to earlier hours and several tiered rates (rates drop at noon, again at 3 PM, and perhaps again at 5:30 PM), and (4.) The proliferation of annual fees which are another discounting method.
- Levels of Play: In the 80's and 90's, it was not unusual for public golf courses in this part of the country to routinely have 40,000 rounds of golf or more. With the changes in the golf industry that began to be felt in 2000, few public golf courses in this part of the country can achieve 40,000 rounds in a single year. The majority are trying to get back to 30,000 or perhaps 35,000 rounds. Very few knowledgeable persons in the public golf industry expect a return to the levels of play enjoyed in the 80's and 90's in the foreseeable future.
- Blurring of the Market: Upscale courses are generally discounting their golf and offering bargains to play high quality golf courses in the area. With discount pricing, golfers are leaving their municipal courses and taking advantage of the deals at upscale courses. The net result is declining play at municipal type operations as golfers leave to play at the ever increasing number of public upscale courses. In reality, our upscale market courses have become moderate priced upscale courses and the moderate priced courses are competing with the better municipal courses. Golfers are reaping the benefits of the oversupply and competitive nature of the market at the present.
- Corporate Golf: Corporations and businesses have cut back on golf outings. This hurt upscale courses again and has trickled down to all public golf courses. Prior to 2000 and 2001, courses charged a premium rate to open their course for a corporate outing type event. Now, they will discount for such an event and there are not as many companies choosing a golf outing to accomplish their recreational or marketing objectives.
- Annual Fees or Memberships: Several of the courses now offer annual green fees or memberships for unlimited play with or without a golf cart. Not providing annual memberships used to be Precept #1 for how to be successful with a public golf course. That has changed, as courses scramble to improve cash flow – even if it may be only a short term solution or aid. Generally, annual fees are bought by golfers who play a lot of golf and an annual fee is just another way to discount golf fees in a tight market.

**COMPETITION:** We have identified 8 existing public golf courses that impact the Shiloh Springs Golf Course market. The public golf course market is not as clearly segmented as it was eight or ten years ago. The newer courses, the upgrading of older courses, the weakened golf economy in 2000 to 2003-04, the effects of 9/11, and other socio-economic factors have contributed to the blurring of the categories. Because of this, we must pay greater attention to the whole golf market in an area.

Shiloh Springs competes to a certain extent with all the courses listed. The management at Shiloh Springs has consciously positioned the facility to be less expensive and not attempt to compete directly with Tiffany Greens and Shoal Creek, two outstanding designed, maintained and operated public golf courses and to a lesser extent, Sunflower Hills GC, a challenging and well maintained municipal golf course in Kansas City, KS.

Shiloh Springs most serious competition is from the Outlaw and Posse courses at Paradise Point near Smithville, MO that have comparable pricing and playing conditions, and to a lesser extent Hodge Park GC in Kansas City, MO. Both of the Paradise Point golf courses are well designed and have better than average turf and playing conditions.

Following are Tables 2A, 2B-1, 2B-2, and 2C identifying the competition affecting the Shiloh Springs market.

TABLE 1 - AREA COMPETITION SURVEY							
Distance	Golf Course	Drive Time	Rounds	Access/Management	Holes	Rating	Par
0	Shiloh Springs	0	21,527	Public/County	18	71.4	71
12.4 miles	Tiffany Greens	18 min.		Public/Private	18	73.5	72
14.9 miles	Paradise Point - Outlaw	25 min.	30,000	Public/County	18	74.3	72
14.9 miles	Paradise Point - Posse	25 min.	30,000	Public/County	18	71.8	72
19.7 miles	Shoal Creek	30 min.	32,000	Public/Municipal	18	73.9	71
24.4 miles	Hodge Park	29 min.	42,000	Public/Municipal	18	69.5	71
26.8 miles	Sunflower Hills	30 min.	32,500	Public/Municipal	18	73.9	72
27.3 miles	Fairview	35 min.	30,000	Public/Municipal	18	70.8	72
34.3 miles	Excelsior Springs	45 min.	20,000	Public/Municipal	18	72.5	72

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TABLE 2 - AREA WEEKDAY FEES SURVEY								
Golf Course	Greens & Cart Fees							
	WD 18 Walk	WD 18 Ride	WD SR/JR Walk	WD SR/JR Ride	WD TWI Walk	WD TWI Ride	WD 9 Walk	WD 9 Ride
Shiloh Springs	\$26.00	\$40.00	\$18.00	\$32.00		\$32.00	\$15.00	\$22.50
Tiffany Greens		\$56.00		\$45.00		\$49.00		\$41.00
Paradise Point - Outlaw	\$27.50	\$43.50	\$18.50	\$34.50	\$18.00	\$34.00		
Paradise Point - Posse	\$25.50	\$41.50	\$13.00	\$21.00	\$18.00	\$34.00	\$13.00	\$21.00
Shoal Creek		\$57.00		\$48.00		\$45.00		\$30.00
Hodge Park	\$21.00	\$35.00	\$17.00	\$31.00	\$16.00	\$30.00	\$15.00	\$22.00
Sunflower Hills	\$25.00	\$49.00	\$18.50	\$32.50	\$16.00	\$30.00		
Fairview	\$18.00	\$30.00	\$15.50	\$27.50	\$15.50	\$27.50	\$15.50	\$22.50
Excelsior Springs	\$24.00	\$39.00	\$20.00	\$35.00		\$25.00	\$15.00	\$22.50
AVERAGE	\$23.86	\$43.44	\$17.21	\$34.06	\$16.70	\$34.06	\$14.70	\$25.93

FGS, Inc.

<b>TABLE 3 - AREA WEEKEND-HOLIDAY FEES SURVEY</b>								
<b>Golf Course</b>	<b>Greens &amp; Cart Fees</b>							
	<b>WEH 18 Walk</b>	<b>WEH 18 Ride</b>	<b>WEH 9 Walk</b>	<b>WEH 9 Ride</b>	<b>WEH TWI Walk</b>	<b>WEH TWI Ride</b>	<b>18 Hole Cart Fee</b>	<b>9 Hole Cart Fee</b>
Shiloh Springs	\$31.00	\$45.00	\$18.00	\$22.50		\$32.00	\$14.00	\$7.50
Tiffany Greens		\$66.00		\$46.00		\$56.00		
Paradise Point - Outlaw	\$30.00	\$46.00			\$18.00	\$34.00	\$16.00	\$8.00
Paradise Point - Posse	\$28.00	\$44.00			\$18.00	\$34.00	\$16.00	\$8.00
Shoal Creek		\$67.00		\$40.00		\$50.00	\$14.00	
Hodge Park	\$26.00	\$40.00	\$17.00	\$24.00	\$16.00	\$30.00	\$14.00	\$7.00
Sunflower Hills	\$32.00	\$48.00			\$16.00	\$30.00	\$14.00	\$7.00
Fairview	\$20.00	\$32.00	\$17.50	\$24.50	\$17.50	\$29.50	\$12.00	\$7.00
Excelsior Springs	\$27.00	\$42.00	\$15.00	\$22.50	\$24.00	\$39.00	\$15.00	\$7.50
<b>AVERAGE</b>	<b>\$27.71</b>	<b>\$47.78</b>	<b>\$17.50</b>	<b>\$29.92</b>	<b>\$18.25</b>	<b>\$37.17</b>	<b>\$14.38</b>	<b>\$7.43</b>

FGS, Inc.

<b>TABLE 4 - AREA FEES &amp; PASSES SURVEY</b>							
<b>Golf Course</b>	<b>Individual Golf Only</b>	<b>Individual with Cart</b>	<b>Family Golf Only</b>	<b>Family with Cart</b>	<b>Senior Golf Only</b>	<b>Senior with Cart</b>	<b>Package Play</b>
	Shiloh Springs	\$975	\$1,575	\$1,250	\$2,450	\$775	\$1,375
Tiffany Greens		\$3,300		\$5,050			
Paradise Point - Outlaw	\$1,020	\$2,195	\$1,370	\$3,990	\$700	\$1,620	
Paradise Point - Posse	\$1,020	\$2,195	\$1,370	\$3,990	\$700	\$1,620	
Shoal Creek		\$2,995		\$4,395			
Hodge Park	\$995	\$1,695	\$1,370	\$2,420	\$795	\$1,495	
Sunflower Hills							
Fairview	\$450		\$575		\$340		
Excelsior Springs	\$650		\$855		\$585		
<b>AVERAGE FEES</b>	<b>\$852</b>	<b>\$2,326</b>	<b>\$1,132</b>	<b>\$3,716</b>	<b>\$649</b>	<b>\$1,528</b>	

FGS, Inc.

**GOLF COURSE DESIGN OVERVIEW:** The Shiloh Springs Golf Club was designed and developed by Gary Martin (Martin Investments) and opened in 1995. It was envisioned as a KCI golf destination, because at that time it was the closest golf course to the airport. It is a par 71 (37-34) with three sets of tees ranging from 5,156 yards for the forward (red) tees, 5,928 yards for the regular (white) tees and 6,339 for the championship (blue) tees. There is a practice putting green and practice chipping green near the clubhouse and a 10 (mats) station, 200 yard practice driving range. The golf course features five (5) lakes that are used for irrigation water storage and/or water hazards and are in play on seven (7) holes.

There is a two story brick clubhouse of approximately 9,000 square feet that includes a banquet room, snack bar with seating for 30-35, food preparation area, golf shop, administrative offices, small conference room, and golf cart storage for the 65 cart fleet. A new roof and new flooring was installed in 2007. The asphalt parking lot accommodates 110 vehicles and was recently (2007) resurfaced.

The golf course maintenance headquarters is a brick and concrete structure of approximately 5,000 square feet, with an office, employee area, mechanic shop, equipment storage and parts and supplies storage. A recent addition (2007) to the maintenance facility has improved storage capacity so that all equipment can be stored inside the building.

The overall design of the golf course, the short length of the golf course, the limited practice facilities and additional design flaws described below makes Shiloh Springs Golf Club a course that will struggle in the public golf market against well designed golf courses. The course has short-comings that have and will continue to brand it as a weak golf course in the eyes of many avid public golfers. Most of Shiloh Springs Golf Club's competitors for the public golf dollar are superior golf course designs and for that reason, have an economic advantage.

The design of the golf course is such that there are awkward walks or drives from several greens to the next tee. Seven holes are back and forth type holes adjacent to each other in much narrower corridors than would be typical or desirable for a golf course designed and developed in the mid-1990s. This creates several safety issues for golfers. The nines are not balanced – they are quite different from each other. On the front nine there are three par 5 holes (two of them are back to back) and there are back to back par 3 holes that are the same yardage. The sixth hole is poorly designed with a difficult fairway to hit (because of the slope of the ground) and a shallow green over a water hazard. The 10<sup>th</sup> hole is located such that the parking lot and entrance drive can easily receive errant shots from the tenth tee. The 17<sup>th</sup> fairway is only about 20 yards wide at the landing area and the 18<sup>th</sup> hole is a par 3 hole.

**GOLF OPERATIONS OVERVIEW:** Shiloh Springs Golf Club is managed by a Golf Course Clubhouse Manager/PGA Professional and a Golf Course Grounds Superintendent. They operate as co-managers of all aspects of the golf course operation and both report directly to the Platte County Parks and Recreation Director. The consultant observed a high level of communication between the golf course co-managers, a high level of respect for each other's capabilities, knowledge in their area of expertise and professionalism. The 2006 golfer survey and input from the focus groups participants were almost unanimous in their

support of the existing golf course leadership staff. These two individuals are a definite strength of the golf operation at Shiloh Springs.

**GOLF COURSE MAINTENANCE OVERVIEW:** The importance of course conditions was noted in the 2006 Strategic Plan as a high priority. Even though the Strategic Plan quoted a proven fact that golfers would prefer, by a 9 to 1 ratio, to play a well conditioned golf course, that is not as challenging over a golf course that is in not as good condition, but very challenging – very few of the deferred maintenance issues that were identified in the 2006 Strategic Plan have been accomplished.

Projects to accomplish these deferred maintenance improvements were not specifically funded and generally cannot be accomplished within the operating budget unless additional person-hours are budgeted in the maintenance budget. Typically, there are not sufficient person-hours within the maintenance operating budget to perform capital projects. However, if projects are funded and planned far enough ahead of time, some work might be performed by the existing staff without adversely impacting maintenance operations. Materials for in-house force account work planned, need to be arranged for or acquired ahead of time, so that the golf course superintendent can plan ahead and schedule this type work with maintenance personnel as opportunities occur.

For most of the projects budgeted and specifically funded, and in particular, those requiring special equipment, skills, or more manpower than would be available within the maintenance personnel, such work will have to be contracted out to qualified landscapers, irrigation specialists, or golf course contractors. Consideration should be given to taking bids for estimated quantities of earthwork, shaping, finish grading, preparation for planting, sodding, drainage installation, etc. on a unit price basis annually, during the late winter or early spring. This would permit the golf course superintendent to arrange for course improvements at appropriate times throughout the golf season without disrupting routine maintenance operations and playing conditions.

The following deferred short term maintenance projects remain to be performed:

1. Standing water and/or poor drainage between #10 & #11 holes.
2. The drainage and erosion issues in the valley that traverses the property south to north across #12, #13, #15, #16, and #4 holes.
3. The driving range tee drains poorly and has little or no turf from which to practice.
4. The 5<sup>th</sup> hole championship tee has not been fully restored since taken out of play for the drilling of new water wells in 2003.
5. The 7<sup>th</sup> hole tee requires enlargement.
6. Most of the sand bunkers do not drain properly and do not play as they should.
7. #2 fairway requires re-grading and grassing to correct erosion problems just beyond the landing area.
8. Tee sign complexes have not been landscaped.
9. The approaches to the greens on holes #10, #14, #17, #2, #4, and #5 needed to be reshaped to drain properly and re-grassed.

Likewise, all of the long term deferred maintenance items and future capital improvement items remain to be planned for and/or accomplished, as follows:

1. The design of the 6<sup>th</sup> green is not appropriate for the design of the hole and requires improvement.
2. The design of the 6<sup>th</sup> fairway is ill conceived and will require significant effort and cost to correct.
3. The proposed tree nursery has not been accomplished.
4. The bent grass nursery has not been accomplished.
5. Additional challenges in the area of drainage, cart path replacements, irrigation upgrades and general course appearance and landscape improvements remain to be accomplished.
6. The maintenance equipment and golf cart fleet replacement program has not been fully developed and implemented. Some additions to the equipment fleet are being made in 2008 via leased equipment, but no comprehensive plan is in place to begin replacing existing equipment that was purchased in 2003. Additionally, several needed equipment upgrades and new productivity enhancing equipment was listed in the 2006 Strategic Plan that has not come to pass.

Finally, in our assessment of the golf course playing conditions, we identified some areas that we not in the 2006 plan, but deserve consideration for future operating and capital resources.

1. Complete the conversion of fairways to Meyer Zoysia via chemical control of cool season turf, warm season cultural practices and sodding of landing areas and areas that have been slow to cover.
2. Develop/expand the broad leaf weed control program for all in-play areas of the golf course.
3. Many drains from greens and bunkers daylight in playing areas, creating wet spots that cannot be mowed regularly and are highly visible and unattractive areas. Drains need to be extended to creeks, ponds, wet wells or out-of-play areas.
4. The irrigation system needs significantly improved individual sprinkler control. For example, most of the greens are watered by six sprinkler heads with three on one side of the green being watered at one time and three on the other side being watered at one time. Each of the six sprinklers should operate individually so that water requirements for the turf can be managed better. Ideally, the six full circle sprinklers would be replaced by twelve part-circle sprinklers that would each be individually controlled, allowing the water to be more precisely applied in these critical areas.
5. Consider enlarging the effective driving range area via 60' high ball barrier netting on both sides and the east end of the driving range to permit longer clubs to be hit.

**PUBLIC INPUT:** As was the case in the development of the 2006 Strategic Plan, several efforts have been conducted and are underway to gain feedback from season pass holders, regular green fee players, community leaders, and other interested parties on their perceptions and satisfaction levels with the Shiloh Springs Golf Club.

**Focus Group Efforts:** The Consultant hosted a small group of community leaders and avid Shiloh Springs golfers to gain their ideas for securing greater success at Shiloh Springs. The consultant also contacted several interested golfing citizens and prominent golfing business

leaders by telephone and in person for the same purpose. Following is a summary of the input and key points received from these golfers.

Common Complaints:

1. Hole #6 is poor design.
2. Some tees are not level.
3. Sand bunkers don't drain well and are in poor condition.
4. #8 forward (red) tee is not level and hard to play from.
5. #9 forward (red) tee is not elevated enough and it is very hard to get ball in the air off this tee.
6. There are many drainage issues, especially in approaches to greens -- #17 is one of the worst.
7. Mosquitoes are a problem.
8. There are no golfers on the County Commission.
9. Driving range tee is poor and range is too short to hit woods and long irons.
10. Promises haven't been kept regarding some improvements needed.
11. There are maintenance issues (weeds and clover).
12. Shiloh needs to develop a better image.
13. It is a tight—jammed in golf course design.
14. Golf course design is poor and unsafe.

Positive Comments:

1. Current staff is very good.
2. Staff is doing a good job.
3. Great potential because of growth in county and city.
4. Junior program is doing very well.
5. Demographics (age and income) are good for future golf success.
6. Golf course conditioning is improving.
7. Golf course is operated very well – Brian is doing a good job.
8. Best snack bar operation at public golf course.
9. Good tournaments.
10. Very friendly place to play – due to clubhouse staff.
11. Even with its quirky layout and safety concerns, it is still fun place to play.
12. Junior program and family tees program are excellent.

Perceptions in the Community:

1. Local coffee drinker focus group complains that the golf course is the reason their taxes are so high.
2. Golf course project started poorly and has struggled every year.
3. Other courses in the area are better.

What to Do?

1. County needs to get into golf business or get out – middle road not working.
2. The quality of the golf experience needs to improve.
3. Advertise and market more.
4. Improve maintenance and repair rough spots.

5. Get more coverage and publicity in local newspapers.
6. Promote improvements being made.
7. Maybe toughen up some of the short holes and add a little challenge on the plain holes.
8. Focus on friendly environment and customer service.
9. Get option to purchase land to north to remodel, enlarge and improve golf course in 15 to 20 years and really make it special.

**2008 Golfer Satisfaction Survey:** The Consultant provided a golfer satisfaction survey to Platte County for use in determining golf patron's opinions regarding the golf course and any future plans for its improvement and/or operations. The survey was administered electronically via the Shiloh Springs GC website during the summer of 2008. Two hundred and thirty (230) Shiloh Springs Golf Club patrons completed the survey. Following is a brief synopsis of the results of the golfer satisfaction survey.

*When Shiloh Springs golf patrons were asked about their overall level of satisfaction with golf operations, they responded as follows:*

- 90.3% were satisfied (41.9%) or very satisfied (48.9%) with the overall quality of the golf professional staff and customer services.
- 75.8% were satisfied (44.7%) or very satisfied (31.1%) with the overall quality of clubhouse food and customer service.
- 78.0% were satisfied (55.1%) or very satisfied (22.9%) with the overall quality of golf course maintenance and playing conditions.
- 67.1% were neutral (21.5%) or satisfied (45.6%) with the overall quality of the layout and challenge of the golf course.
- 65.0% were satisfied (40.7%) or very satisfied (24.3%) with the overall value for membership dues paid and/or green fees paid.
- 49.8% were neutral (26.9%) or satisfied (22.9%) with special events and tournaments. 34.4% did not respond to this question.
- 88.5% were satisfied (48.9%) or very satisfied (39.6%) with their ability to play at times that met their needs.

*Golf patrons were asked to indicate which three (3) of the above items should receive the most emphasis from the Parks & Recreation Department and Platte County over the next two years. Three of the above areas were overwhelming identified as the items that should receive the most emphasis as follows:*

- The overall quality of golf course maintenance and playing conditions was the first choice of 40% of the golf patrons. The same issue was the second choice of 23% and the third choice of 16% of the golf patrons.
- The overall quality of the layout and challenge of the golf course was the first choice of 24% of the golf patrons, the second choice of 33% and the third choice of 10% of golf patrons.
- The overall value for membership dues paid and/or green fees paid was the first choice of 16%, the second choice of 17% and the third choice of 30% of golf patrons.

*When Shiloh Springs golf patrons were asked how important to you are each of the following factors, they responded as follows:*

- 73.2% indicated the importance of the golf professional and conduct of the golf shop and related activities was important (41.1%) or very important (32.1%).
- 70.9% indicated the importance of the food and beverage service and hospitality activities was important (47.1%) or very important (23.8%).
- 98.1% indicated the importance of maintenance and golf course playing conditions was important (11.5%) or very important (86.6%).
- 87.7% indicated the importance of the golf course design and challenge was important (40.8%) or very important (46.9%).
- 53.3% indicated the importance of the frequency of and conduct of special events and tournaments was important (29.5%) or very important (23.8%).
- 96.9% indicated the importance of the value received for green fees and/or annual dues was important (28.4%) or very important (68.2%).
- 69.2% indicated the importance of the perceived image of the golf course in the community was important (39.8%) or very important (29.4%).
- 83.4% indicated the importance of friends and fellowship enjoyed at the course was important (34.6%) or very important (48.8%).
- 66.7% indicated the importance of the convenience to where they live and/or work was important (32.4%) or very important (34.3%).
- 90.0% indicated the importance of the ability to get tee times at their convenience was important (43.6%) or very important (46.4%).

*Golf patrons were asked to indicate which three (3) of the above items are the most important to the overall success and viability of Shiloh Springs Golf Club. Two of the above items were overwhelmingly identified as the areas that are most important to the overall success and viability.*

- The maintenance and golf course playing conditions at Shiloh Springs Golf Club was the first choice of 50%, the second choice of 20% and the third choice of 17% of the golf patrons.
- The value received for green fees and/or annual dues at Shiloh Springs Golf Club was the first choice of 15%, the second choice of 24% and the third choice of 27% of the golf patrons.

*When asked about their satisfaction level with the overall value of golf at Shiloh Springs GC, golf patrons responded as follows:*

- 74.9% indicated they were satisfied (51.7%) or very satisfied (23.2%) with the overall value that they receive for their dues and/or green fees.
- 75.8% indicated they were neutral (23.7%) or satisfied (52.1%) with the overall image of Shiloh Springs Golf Club with members and patrons.
- 73.7% indicated they were neutral (27.8%) or satisfied (45.9%) with the overall image of Shiloh Springs Golf Club in the community.
- 70.5% indicated they were satisfied (48.6%) or very satisfied (21.9%) with the overall value they receive for fees and charges at the course.

*When asked about the hospitality services and how satisfied golf patrons are with the food and beverage operation, they responded as follows:*

- 68.9% indicated they were neutral (18.7%) or satisfied (50.2%) with the overall quality of food and beverage service.
- 69.2% indicated they were satisfied (50.7%) or very satisfied (18.5%) with the quality of short order snack bar food and beverage.
- 64.2% indicated they were neutral (17.6%) or satisfied (46.8%) with the variety of food offered in the snack bar.
- 77.3% indicated they were satisfied (46.8%) or very satisfied (30.5%) with the cleanliness of the dining area and food service areas.
- 74.9 indicated they were satisfied (47.3%) or very satisfied (27.6%) with the level of personal service and attention to details.

*Golf patrons were asked to indicate which three (3) of the above items are the most important to the overall success and viability of Shiloh Spring Golf Club.*

- The overall quality of the food and beverage service at the golf course was the first choice of 47%, the second choice of 11% and the third choice of 14% of the golf patrons.
- Cleanliness of the dining area and food service areas in the food and beverage operation was the first choice of 14%, the second choice of 35% and the third choice of 22% of the golf patrons.
- The level of personal service and attention to detail in the food and beverage operation was the first choice of 20%, the second choice of 11% and the third choice of 31% of the golf patrons.

*When Shiloh Springs Golf Club patrons were asked about their level of satisfaction with the Golf Professional and golf shop operation, they responded as follows:*

- 86.1% indicated they were satisfied (43.3%) or very satisfied (42.8%) with the friendliness and the way they were made to feel welcome and appreciated.
- 43.9% indicated they were satisfied (23.2%) or very satisfied (20.7%) with golf instruction and coaching abilities and availability. 34.3% indicated no answer.
- 58.2% indicated they were satisfied (29.6%) or very satisfied (28.6%) with the knowledge and application of the rules of golf.
- 48.5% indicated they were neutral (23.2%) or satisfied (25.3%) with the conduct of tournaments and special golfing events.
- 69% indicated they were neutral (33.5%) or satisfied (35.5%) with the merchandising, selection, and quality of golf equipment sold.
- 73.5% indicated they were neutral 25.0% or satisfied (48.5%) with the pricing of golf equipment, riding golf carts and rental equipment.
- 46.0% indicated they were neutral (29.8%) or satisfied (16.2%) with golf club and equipment fitting skills. 40.9% failed to respond to this item.
- 64.8% indicated they were neutral (28.1%) or satisfied (36.7%) with marshaling and control of play on the golf course.

*Golf patrons were asked to indicate which three (3) of the above factors are the most important to the overall success and viability of Shiloh Springs Golf Club. Three of the above factors were overwhelmingly identified as the items that are most important to achieving financial success and viability*

- Friendliness and making persons feel welcome and appreciated by the golf professional staff at Shiloh Springs Golf Club was the first choice of 59%, the second choice of 14% and the third choice of 13% of the golf patrons.
- Marshalling and control of play on the golf course was the first choice of 25%, the second choice of 14% and the third choice of 41% of the golf patrons.
- Pricing of golf equipment, riding golf carts and rental equipment at the golf course was the first choice of 8%, the second choice of 28% and the third choice of 17% of the golf patrons.

*When Shiloh Springs golf patrons were asked about their level of satisfaction with the following golf course maintenance items, they responded as follows:*

- 81.2% were satisfied (58.4%) or very satisfied (22.8%) with the golf course green's receptiveness to well struck shots.
- 75.5% were satisfied (58.2%) or very satisfied (17.3%) with the golf course green's smoothness and trueness of roll.
- 79.7% were satisfied (61.9%) or very satisfied (17.8%) with the green speed under normal recreation playing conditions.
- 83.6% were satisfied (66.2%) or very satisfied (17.4%) with the height of cut and playing conditions of the green surrounds.
- 62.3% were neutral (23.5%) or satisfied (38.8%) with the playability and conditions of greenside sand bunkers.
- 77.6% were neutral (27.9%) or satisfied (49.7%) with the playability of greenside grass bunkers and hollows.
- 85.3% were satisfied (64.0%) or very satisfied (21.3%) with the height of cut and playability of the fairways.
- 81.6% were satisfied (64.3%) or very satisfied (17.3%) with the height of cut and playability of the tees.
- 69.1% were neutral (20.1%) or satisfied (49.0%) with the tee smoothness and general conditions.
- 73.0% were neutral (23.5%) or satisfied (49.5%) with playability and condition of fairway sand bunkers.
- 74.6% were satisfied (44.7%) or very satisfied (29.9%) with the maintenance staff's ability to work without distracting play on the course.

*Golf patrons were asked to indicate which three (3) of the above golf course maintenance factors are most important to the overall success and viability of Shiloh Springs Golf Club. Several of the above listed factors were identified as the areas that are most important as follows:*

- Green smoothness and trueness of roll was listed as the first choice of 29%, the second choice of 21% and the third choice of 11% of the golf patrons.

- The height of cut and playability of fairways was listed as the first choice of 11%, the second choice of 14% and the third choice of 26% of the golf patrons.
- A green's receptiveness to well struck shots was listed as the first choice of 19% of the golf patrons, and
- The maintenance staff's ability to work without distracting play was the first choice of 11% of the golf patrons.

*When Shiloh Springs golf patrons were asked about their level of satisfaction with the following golf course design and challenge factors, they responded as follows:*

- 77.3% were neutral (18.9%) or satisfied (58.4%) with the difficulty and challenge to their golfing abilities and aspirations.
- 80.1% were satisfied (62.8%) or very satisfied (17.3%) with the tee locations and length of course relative to their skills.
- 73.8% were neutral (24.1%) or satisfied (49.7%) with the speed of play during recreational golf play.
- 81.4% were satisfied (59.6%) or very satisfied (21.8%) with the quality and challenge of par 3 holes.
- 82.5% were satisfied (67.6%) or very satisfied (14.9%) with the quality and challenge of par 4 holes.
- 79.5% were satisfied (58.4%) or very satisfied (21.1%) with the quality and challenge of par 5 holes.
- 82.1% were neutral (24.7%) or satisfied (57.4%) with the location of bunkers and hazards.
- 73.4% were neutral (20.7%) or satisfied (52.7%) with the visibility of hazards and lines of play from tees.
- 60% were neutral (27.9%) or satisfied (32.1%) with the safety from errant golf balls while playing.

*Golf patrons were asked to indicate which three (3) of the above factors are most important to the overall success and viability of Shiloh Springs Golf Club. Three of the above factors were overwhelmingly identified as the factors that are most important to the future overall success and viability of the golf facility.*

- Regarding golf course design, the speed of play during recreational golf play was listed as the first choice of 24%, the second choice of 29% and the third choice of 12% of golf patrons.
- In regard to golf course design, the safety from errant golf balls while playing was listed as the first choice of 28%, the second choice of 8% and the third choice of 28% of golf patrons.
- In regard to golf course design, the difficulty and challenge to my golfing abilities and aspirations was listed as the first choice of 30%, the second choice of 10% and the third choice of 12% of the golf patrons.

**Community Wide Survey:** BWR, Corporation, assisted by their sub-consultant Leisure Vision/ETC Institute of Olathe, KS has conducted a Community Attitude and Interest Survey of a randomly selected sample of Platte County residents. Several questions had a direct tie-in to the golf course. Following are some of the responses received.

Question #1: From the following list, please check all the Platte County parks and trails you or members of your household have visited over the past 12 months? Responses are listed by percentage and multiple choices could be made.

Platt County Comm. Ctr/YMCA	40%	Springs Aquatic Center	28%
Weston Bluffs Trails	23%	Platte Purchase Park	19%
Tiffany Hills Park	19%	Barry-Platte Park	17%
<b>Shiloh Springs Golf Course</b>	<b>16%</b>	Platte Ridge Park	11%
Southern Platte Pass	6%	Green Hills of Platte Preserve	5%
Prairie Creek Parkway	5%	None	28%

Question #3: From the following list, please check all the recreation facilities found within Platte County parks you or members of your household have used or visited over the past 12 months. Responses are listed by percentage and multiple choices could be made.

Walking and hiking trails	48%	Swimming pools/spraygrounds	33%
Fitness Centers	30%	Playgrounds	27%
Natural/wildlife areas	19%	Softball/baseball fields	19%
Picnicking areas/shelters	17%	Biking trails	16%
<b>Golf facilities</b>	<b>16%</b>	Soccer fields	12%
Historic areas	11%	Fishing areas	10%
Football fields	8%	Sand volleyball courts	1%
Other	2%	None	23%

Question #13: Please indicate if you or any member of your household has a need for each of the parks and recreation facilities listed below. Responses are listed by percentage and multiple choices could be made.

Walking, hiking, & biking trails	76%	Nature trails & interpretive areas	61%
Indoor fitness & exercise facilities	61%	Picnicking areas & shelters	60%
Outdoor swimming & splash pools	47%	Indoor family/leisure pool	46%
Children's playgrounds	44%	Boating & fishing areas	42%
Large regional parks	38%	Overnight camping areas	30%
Dog parks	29%	Softball & baseball fields	29%
<b>Golf courses</b>	<b>28%</b>	Large indoor sports center	24%
Outdoor tennis courts	24%	Canoe & kayak areas	23%
Basketball courts	22%	Soccer fields	22%
Indoor ice-skating rinks	17%	Football fields	16%
State park & extreme sports parks	13%	Indoor competitive swimming pools	13%
Indoor racquetball courts	10%	Equestrian trails & centers	8%
Lacrosse fields	3%		

Question #14: Which four of the facilities from the list in Question #13 are most important to your household? Responses are listed by percentage of those who selected an item as one of their top four choices.

Walking, hiking, & biking trails	56%	Nature trails & interpretive areas	30%
Indoor fitness & exercise facilities	29%	Children's playgrounds	22%
Outdoor swimming & splash pools	20%	Picnicking areas & shelters	20%
Boating & fishing areas	17%	Indoor family/leisure pool	16%
Dog parks	15%	Softball & baseball fields	11%
<b>Golf courses</b>	<b>10%</b>	Large regional parks	9%
Overnight camping areas	7%	Large indoor sports center	24%
Canoe & kayak areas	6%	Outdoor tennis courts	6%
Soccer fields	6%	Indoor ice-skating rinks	4%
Basketball courts	4%	Football fields	4%
Indoor racquetball courts	2%	Indoor competitive swimming pools	2%
Equestrian trails & centers	2%	State park & extreme sports parks	2%
Lacrosse fields	1%	Other	2%

Question #15: Please indicate if you or any member of your household has a need for each of the recreation programs listed below. Responses are listed by percentage and multiple choices could be made.

Adult fitness & wellness programs	56%	Music & cultural festivals	47%
Water fitness programs	36%	Family recreation/outdoor adventure	35%
Nature education programs	34%	Youth/teen sports programs	28%
Senior programs	27%	Youth learn to swim programs	26%
Special events	25%	Youth/teen summer camp programs	21%
Adult sports programs	20%	Youth/teen fitness & wellness	20%
Adult art, dance, performing arts	20%	Tennis lessons, clinics & leagues	19%
Adult swim programs	19%	<b>Golf lessons</b>	<b>19%</b>
Youth/teen art, dance, perform arts	19%	Before & after school programs	16%
Gymnastics & tumbling programs	14%	Pre-school programs	14%
Programs for person w/disabilities	13%	Martial arts programs	11%

## 2009 UPDATED STRATEGIC PLAN

The 2006 Vision for the golf course was stated as "To serve the recreational golf needs of Platte County residents with the highest commitment to customer satisfaction, excellence in programs and golf play, and fiscal responsibility."

The Platte County Commission further clarified the Vision via describing the expectations of the Strategic Plan to be as follows: "Outline goals, objectives and action steps to maximize use of the entire golf course facility, successfully market programs and services to the community, and place the golf program on a path for financial freedom from the County general fund and the parks and recreation fund."

The Platte County Commission has determined that the debt for Shiloh Springs Golf Club is appropriately a county wide at-large expense. The indebtedness of the golf course will be retired in 2018. By 2018, Platte County population will have increased to over 100,000 persons and there is every reason to believe that the County will continue to be a metropolitan leader in prosperity and its citizens will desire the quality of life amenities represented by quality public golf courses and the indirect economic benefits of such facilities.

Quality of life benefits are difficult to measure, but the game of golf has as much or more going for it as any recreational pursuit. Golf, while encompassing only about 15% of the population is still main stream in America. Most every person in America knows of the game and persons who do not play the game will talk about the game in casual conversations. Comic strips frequently feature mostly the frustration and humor of golfers and many people know Arnold Palmer and Jack Nicklaus, and very few persons, regardless of their age, have not heard of Tiger Woods!

Golf really is a lifetime game and activity. There are no age restrictions, since young children can participate in golf and many golfers are still actively enjoying the game in their 70's, 80's, and beyond. The game of golf is an outdoor activity played in beautiful surroundings in all kinds of weather. Even with a cart, there is still a lot of healthy walking and physical activity. Golf is a game in which a participant plays, without referees, according to a set of rules that are far more complex and detailed than most any popular game. Golf is a game that expects proper conduct and etiquette and yet is extraordinarily frustrating, constantly testing the golfer's self discipline. Golf is a highly social game participated in by all kinds of persons and personalities. Golfers play, where they play, primarily because of the fact that their friends also play there.

Input from golf patrons, the results of the previous golfer surveys, and the recent focus group input would generally agree that the golf course is well staffed with competent and professional employees, that the golf course is generally well run and operated, and that the golf course is improving, but needs more intensive maintenance and significant improvements. Fiscal responsibility is the most difficult issue with the Vision the Commission has established for Shiloh Springs. However, the Platte County Commission has

further clarified that fiscal responsibility means: "getting the operation of the golf program on a path that would not require any funding from the County general fund and the parks and recreation fund.

If that clarification means what it says – the golf operation will not be able to get on the path, much less stay on the path, without some source of funding for needed capital improvements and capital equipment purchases. Simply put, the golf course is not good enough and the market is not strong enough to attract enough players willing to play enough golf and pay enough fees to accomplish the Vision. This is not particularly unique to Platte County and Shiloh Springs; it is a scenario that is playing out across the country with realistically no encouragement about any positive change in the near future (10 to 15 years). It is exacerbated at Shiloh Springs Golf Club by a weak golf course design and an infrastructure that was not state of the art at the time the golf course was developed in 1993 and is in need of upgrading.

It could be reasonable to expect that the golf course operations (golf course maintenance activities and clubhouse operation) costs could be offset by direct golf course income from fees, cart rental, snack bar sales, golf shop sales, etc. But there is a desperate need to make some very basic improvements to the golf course sooner, rather than later, and the aging maintenance equipment and golf carts (even with excellent equipment maintenance practices) will need to be replaced in a timely manner on an annual basis. Funds for capital costs to maintain and enhance the present investment and to insure a continuing and increasing revenue flow to offset operating costs would seem to be an essential course of action. Without an influx of funding for capital needs, the current and anticipated revenues cannot be maintained and the operating costs will exceed operating revenues.

Because of these factors, and because ultimately, the Shiloh Springs Golf Club's golf course design will not be competitive in future golf course markets, an argument could be made that the County Commission should get out of the golf business altogether.

However, because the Platte County Commission has already determined by their previous actions of: (1.) acquiring all the existing golf course property, (2.) making \$500,000 worth of improvements to the golf course infrastructure in the last two and one-half years, (3.) refinancing all golf course debt through 2018, and (4.) determining in 2006 to own, operate and improve the Shiloh Springs Golf Club, a new Vision will be proposed. The new Vision will focus on moving Shiloh Springs from where it is now to a first class public golf course, reasonably priced, and equal to the best public courses in the metropolitan area.

It is in this spirit that the following 2009 Strategic Plan for Shiloh Springs Golf Club is presented for consideration.

**2009 STRATEGIC PLAN  
VISION, GOALS, OBJECTIVES AND ACTION PLANS**

**VISION:** The Platte County Commission shall provide high-quality recreational public golfing facilities at Shiloh Springs Golf Club to ensure adequate and appropriate public golfing opportunities that promote a strong sense of pride for the County. The purpose for operating the golf course shall be to contribute positively to a broad mix of services available to maintain and enhance the quality of life in Platte County. The daily operation of the golf course shall serve the public golf aspirations of Platte County golfers with the highest commitment to customer services in every aspect of recreational public golf. These ultimate customer services shall be exemplified by a superbly managed and maintained, reasonably priced, public golf course that is equal to the best public golf courses in the Metropolitan area.

**SHORT-TERM GOAL:** Over the next five years, Shiloh Springs Golf Course shall meet the expectations of Platte County recreational public golfers by continuing to offer and expand customer services and by greatly improving the playing conditions and playing surfaces of the golf course.

**Objective #1 – Provide Superior Customer Services**

- A. We will achieve an operations program that will provide the following:
  - 1. Courteous and efficient service.
  - 2. High quality, but reasonably priced food, golf equipment and golf instruction.
  - 3. Promotion of Shiloh Springs Golf Club and Platte County as great places to live, work and play.
  - 4. Active promotion of the game of golf and its lifetime health benefits for persons of all ages.
  - 5. A golf course marshalling and monitoring program that will achieve an 18 hole golf round in less than 4 hours and 15 minutes.
- B. We will be alert to refining our customer service to build on the positive reputation that has been established at Shiloh Springs Golf Club for our friendliness and attention to needs and desires of our patrons.
- C. We will refine our marketing efforts with a greater appreciation that our existing golfers present our most effective marketing opportunities.
- D. We will constantly evaluate our programs, improve our existing successful programs, be creative in developing new programs that will be embraced by our patrons, and eliminate in-effective activities and programs.
- E. We will hire and train good employees, providing on-going evaluation and assessment and creating a positive team work environment that will present a cordial and friendly atmosphere to each patron.
- F. All employees will be well versed in all procedures and possess the knowledge and ability to respond correctly and consistently to patron questions and requests. Standard operating procedures and policies shall be developed to provide training aids and readily available reference information.

**Objective #2 – Provide Superior Golf Course Maintenance and Playing Conditions**

- A. Under normal climatic conditions, Shiloh Springs Golf Club shall be maintained in such a manner as to provide high quality playing conditions and be prepared to handle 200 golfers on any given day of the golf season from April 1 through September 30 and 75 golfers on any given day for the rest of the year (weather permitting).
- B. The golf course playing condition shall reflect the following conditions on a daily basis throughout the golf season. (Important Note: It is acknowledged that maintaining a golf course to the following standards will require cultural practices, like aerification and top dressing that seriously disrupt playing surfaces for periods of time during the golfing season.)
  - 1. Greens shall be firm, yet receptive to well struck golf shots played from the fairway.
  - 2. Greens shall be smooth and the ball will roll true across the green surface.
  - 3. Green speed shall be maintained appropriate to weather conditions, but as fast as practical. For tournaments, green speed will be enhanced, as reasonably possible, using good maintenance practices.
  - 4. Green surrounds shall be cut to proper height for the type of grass and be as firm and as fast a condition as weather conditions and the greens location permit.
  - 5. Green side sand and grass bunkers shall be dry, raked and groomed for play.
  - 6. Fairways shall be cut tightly and be as firm as weather conditions and locations permit.
  - 7. Tees shall be smooth, level and tightly cut.
  - 8. Trees shall be trimmed and pruned and all dead or injured limbs or branches shall be removed at the earliest opportunity.
- C. The golf course shall be prepared on a daily basis with the following criteria:
  - 1. Maintenance staff will perform work as early as possible and ahead of play to increase efficiency and reduce disruption to players.
  - 2. The course shall be attractive and free of trash and debris.
  - 3. Cups shall be set in fresh areas on the greens and at locations that require a wide variety of shot shapes over the course of the 18 holes.
  - 4. Tee markers shall be frequently moved and adjusted to insure good turf conditions, located to require a variety of shot shapes, and located to provide variety in the length and challenge of each hole.
- D. Achieve a program of golf course capital maintenance improvements that will noticeably improve the playing conditions every year as follows:
  - 1. Correct standing water and/or poor drainage between #10 & #11 holes.
  - 2. Correct drainage and erosion issues in the valley that traverses the property south to north across #12, #13, #15, #16, and #4 holes.
  - 3. Improve the driving range tee with drainage, sod and new mats.
  - 4. Fully restore the 5<sup>th</sup> hole championship tee.
  - 5. Enlarge the 7<sup>th</sup> hole tee.
  - 6. Renovate all sand bunkers and install or repair drainage.

7. Grade and re-grass #2 fairway to correct erosion problems just beyond the landing area.
8. Landscape all tee sign complexes.
9. The approaches to the greens on holes #10, #14, #17, #2, #4, and #5 needed to be reshaped to drain properly and re-grassed.
10. Complete the conversion of fairways to Meyer Zoysia via chemical control of cool season turf, warm season cultural practices and sodding of landing areas and areas that have been slow to cover.
11. Develop/expand the broad leaf weed control program for all in-play areas of the golf course.
12. Repair and/or replace deteriorating concrete cart paths.

**Objective #3 – Provide a Financial Framework for Long-Term Success**

- A. Establish a budget plan that focuses on eliminating any general fund subsidies for operating expenses, but provides funding for the necessary capital outlay (improvements and equipment) needed to insure and protect the capital investment already made in Shiloh Springs Golf Club.
- B. The following Operating Budget Pro-forma depicts such a plan. Rounds are projected to grow about 2% annually; average income per round grows at a little less than 3% annually. Operating costs grow at approximately 3% annually.

<b>OPERATING BUDGET PRO-FORMA</b>						
	<b>Current Year</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Operating Income:</b>						
Number of Rounds	22,000	22,500	23,000	23,500	24,000	24,500
Average Income/Round	\$ 35.00	\$ 36.00	\$ 37.00	\$ 38.00	\$ 39.00	\$ 40.00
<i>Total Operating Income:</i>	\$ 770,000	\$ 810,000	\$ 851,000	\$ 893,000	\$ 936,000	\$ 980,000
<b>Operating Expenses:</b>						
Personnel	\$ 440,659	\$ 453,879	\$ 467,495	\$ 481,520	\$ 495,966	\$ 510,845
Operating Expenses	\$ 56,569	\$ 57,700	\$ 58,854	\$ 60,031	\$ 61,232	\$ 62,457
Cost of Goods Sold	\$ 112,500	\$ 114,750	\$ 117,045	\$ 119,386	\$ 121,774	\$ 124,209
Repair and Maintenance	\$ 43,000	\$ 44,290	\$ 45,619	\$ 46,987	\$ 48,397	\$ 49,849
Utilities	\$ 64,000	\$ 65,920	\$ 67,898	\$ 69,935	\$ 72,033	\$ 74,194
Grounds Care	\$ 54,000	\$ 55,080	\$ 56,182	\$ 57,305	\$ 58,451	\$ 59,620
<i>Total Operating Expenses:</i>	\$ 770,728	\$ 791,619	\$ 813,092	\$ 835,164	\$ 857,852	\$ 881,173
<i>Net Operating Income:</i>	\$ (728)	\$ 18,381	\$ 37,908	\$ 57,836	\$ 78,148	\$ 98,827

Source: FGS, Inc.

- C. The following Capital Budget Pro-forma depicts such a plan for the capital investments needed to protect the original capital investment and enhance the operating revenue stream indicated above.

<b>CAPITAL BUDGET PRO-FORMA</b>						
	<b>Current Year</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Net Operating Income:</b>	\$ (728)	\$ 18,381	\$ 37,908	\$ 57,836	\$ 78,148	\$ 98,827
<b>Capital Infusion Budget:</b>	\$ 85,000	\$ 260,000	\$ 275,000	\$ 275,000	\$ 300,000	\$ 300,000
<b>Capital Outlay Expenses:</b>						
Maint. Equipment Lease	\$ 83,500	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
Maint. Equip. Replacement		\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Golf Cart Replacement		\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
Clubhouse Improvements		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Golf Course Improvements		\$ 85,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 125,000
<b>Net Capital Outlay Cost:</b>	\$ 84,228	\$ 247,619	\$ 243,092	\$ 223,164	\$ 227,852	\$ 207,173

Source: FGS, Inc.

- D. Establish a capital equipment replacement program that replaces and upgrades golf course capital equipment before its useful life expires and/or repair costs are not justified. This acknowledges that there are productivity gains with newer, more efficient equipment that will assist in improving efficiency and keeping operating costs from spiraling higher as equipment ages. The following table lists all the capital equipment at the golf course and projects the expected life and cost to replace.

<b>Capital Operating Equipment</b>						
Description	Quantity	Purchase Cost	Replacement Cost	Date of Purchase	Effective Life	Scheduled to Replace
Toro 3100 Greensmower	1	\$ 16,498	\$ 24,000	2003	6 yrs.	2009
Toro 3100 Greensmower	1	\$ 16,498	\$ 24,000	2003	6 yrs.	2009
Toro 3100 Tee Mower	1	\$ 16,498	\$ 24,000	2003	6 yrs.	2009
Toro 5400 Fairway Mower	1	\$ 29,650	\$ 45,000	2003	6 yrs.	2009
Toro 455 Rough Mower	1	\$ 34,250	\$ 48,000	2003	6 yrs.	2009
Toro 3500 Sidewinder Mower	1	\$ 23,375	\$ 30,000	2003	6 yrs.	2009
Toro 3020 Sand Pro	1	\$ 9,750	\$ 17,000	2003	6 yrs.	2009
Toro 3200 Workman Turf Truck	1	\$ 12,950	\$ 17,000	2003	8 yrs.	2011
Toro 3200 Workman Turf Truck	1	\$ 12,950	\$ 17,000	2003	8 yrs.	2011
Toro 2110 Workman Turf Truck	1	\$ 6,800	\$ 8,500	2003	8 yrs.	2011
New Holland TC 40 Tractor	1	\$ 25,200	\$ 35,000	2003	12 yrs.	2015
Toro Walk Greens Aerator	1	\$ 10,395	\$ 20,000	2003	9 yrs.	2012
Toro 660 3 pt.hitch Aerator	1	\$ 16,595	\$ 30,000	2003	9 yrs.	2012
Debris Blower for Tractor	1	\$ 2,895	\$ 2,000	2003	12 yrs.	2015
Verti-cut reels for Greensmower	1	\$ 3,450	\$ 4,500	2003	6 yrs.	2009
Ty Crop Quick Pass Topdresser	1	\$ 9,295	\$ 14,000	2003	6 yrs.	2009
Vicon Fertilizer Spreader	1	\$ 3,545	\$ 6,000	2003	6 yrs.	2009
Toro Multi Pro 160 gal. Sprayer	1	\$ 17,738	\$ 30,000	2003	6 yrs.	2009
Foley Reel Grinder	1	\$ 15,000	\$ 25,000	2003	17 yrs.	2020
Shop Lift - 9,000 lbs.	1	\$ 4,300	\$ 6,500	2003	17 yrs.	2020
EZGO Electric Golf Carts	65	\$ 195,000	\$ 235,000	2003	5 yrs.	2008
Cushman Core Harvester	1	\$ 5,500	\$ 6,000	2006	9 yrs.	2015
Frontier Brush Hog	1	\$ 1,000	\$ 1,500	2007	8 yrs.	2015
Yamaha Beverage Carts	2	08 Lease	\$ 10,000	2008	5 yrs.	2013
Yamaha Range Cart w/cage	1	08 Lease	\$ 7,500	2008	5 yrs.	2013
John Deere TX Turf Gator Truck	5	08 Lease	\$ 35,000	2008	5 yrs.	2013
Toro 3500 Groundsmaster Mower	1	08 Lease	\$ 30,000	2008	6 yrs.	2014

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- E. Establish a five (5) year Capital Improvements Program that would be evaluated every year and updated to reflect the current needs. The following table is presented as a reasonable approach for planning to accomplish the highest priority projects over the next five years.

<b>Shiloh Springs Golf Club - Capital Improvements Program</b>						
<b>Project</b>	<b>Current</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Maintenance Equipment Lease	\$ 83,500	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
Maintenance Equipment Purchase		\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
New Golf Carts - 3 year Program		\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
Clubhouse Improvements		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Miscellaneous Improvements Program			\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Drainage and Erosion Improvements			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Driving Range Drainage, Turf Tee, & Mats		\$ 30,000				
Tee Improvements			\$ 20,000		\$ 20,000	
Renovate Sand Bunkers - 3 per year		\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	
Landscape Tee Sign Complexes			\$ 5,000			
Improve Green Approaches - 6		\$ 30,000				
Zoysia Fairway Expansion Program			\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Weed Control Program for entire property		\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Repair/Replace Concrete Cart Paths				\$ 15,000	\$ 20,000	\$ 20,000
Tree Nursery						\$ 10,000
Bentgrass Nursery						\$ 30,000
Meyer Zoysia Nursery				\$ 10,000		\$ 10,000
Course Expansion Study					\$ 10,000	\$ 10,000
<b>Annual Total</b>	<b>\$ 83,500</b>	<b>\$ 260,000</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
Source: FGS, Inc.						

**MID-TERM GOAL:** Over the next 15 years, Shiloh Springs shall meet and begin to exceed the expectations of Platte County recreational public golfers by continuing to offer and expand customer services, by improving the playing conditions and playing surfaces, by making modest changes in the design of the current golf course, by upgrading the golf course infrastructure and by developing a master plan for acquiring additional property and developing an exceptional public golf course in the future as financial opportunities become available.

**Objective #1 – Provide an Improving Golf Course**

- A. We will study the opportunities to acquire and/or option additional land to expand and improve the golf course.
- B. We will secure the services of a recognized Golf Course Architect to study the opportunity to improve and/or enlarge the Shiloh Springs golf complex. If it is determined that an opportunity reasonably exists, the Golf Course Architect shall prepare a Comprehensive Master Plan for adoption.
- C. We will begin to effect improvements to the existing golf course where compatible with the adopted Master Plan.

**Objective #2 – Improve and Upgrade Infrastructure**

- A. Where consistent with the adopted Master Plan, we would pursue the following improvements.
  - 1. Redesign and development of the 6<sup>th</sup> hole and green.
  - 2. Irrigation pumps station upgrade.
  - 3. Improved irrigation control systems.
  - 4. Ball barrier netting to permit longer shots on the driving range.

**LONG-TERM GOAL:** Over the next 30 years, Shiloh Springs shall continue to provide an improving public golf experience for Platte County residents at Shiloh Springs Golf Club. Additional property for expansion of the golf course shall be acquired, additional golf holes on the new property shall be developed and the present property will be renovated to provide superb practice facilities, a nine hole junior course and new regulation golf holes to create a golf course that is equal to the best public golf courses in the metropolitan area.

**Future Objectives** – At an appropriate time in the future during accomplishment of the short-term and mid-term goals and objectives, and with a better perspective on the future demographics and economic conditions, new objectives will be developed to facilitate the accomplishment of the long term goal.