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City of Gainesville  
Ironwood Golf Course

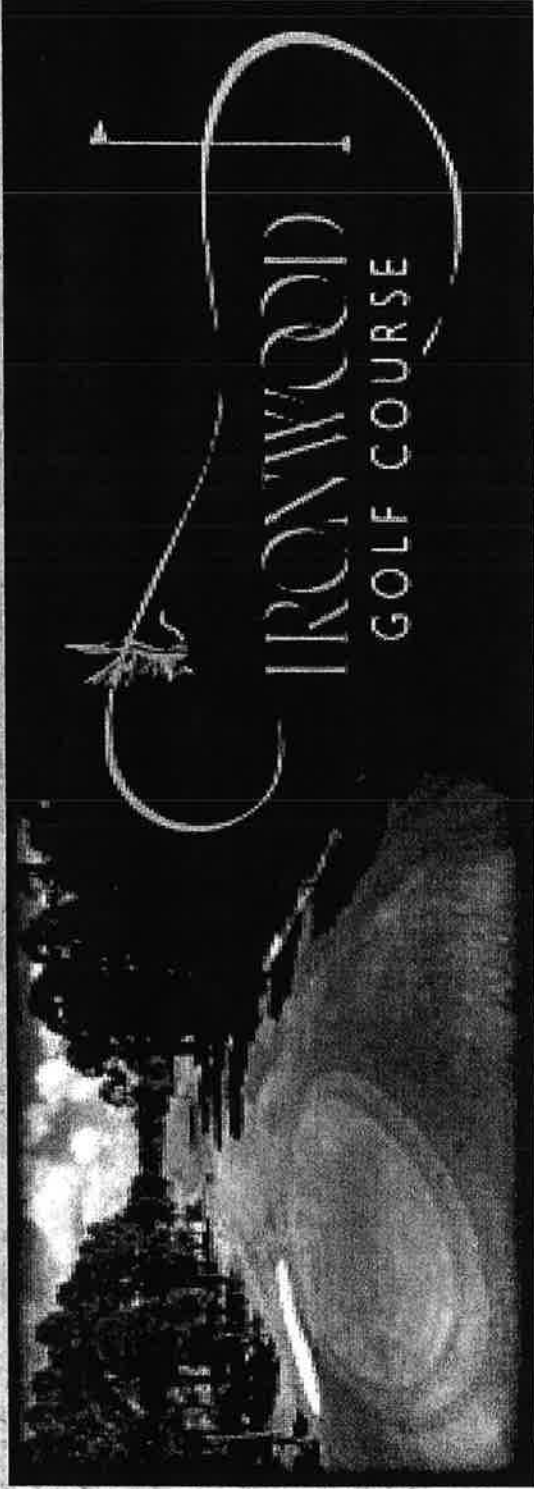
**Ironwood's Overall Objective**

To be the Public Golf Course of Choice in Gainesville

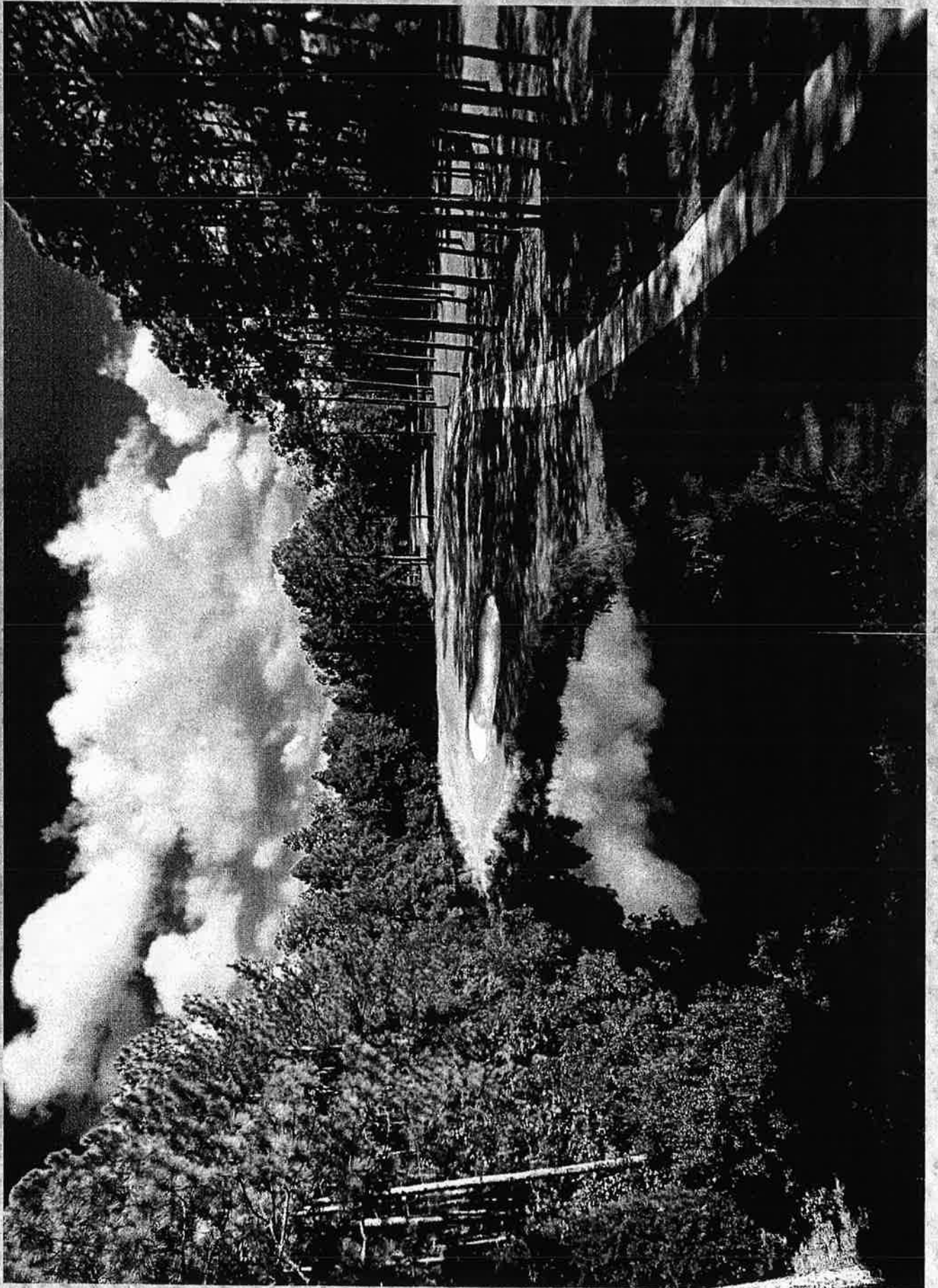
**Ironwood's Mission Statement**

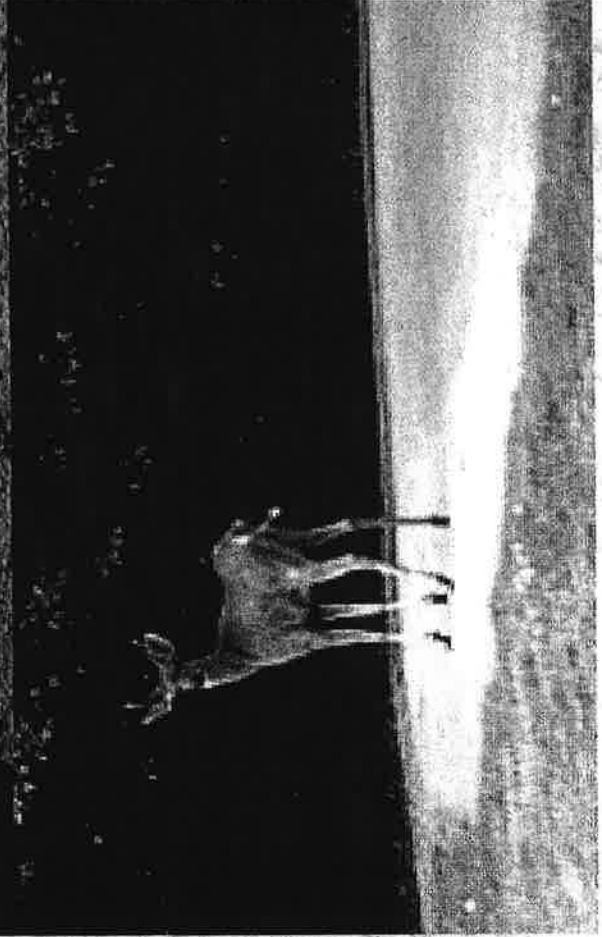
The Ironwood staff will consistently exceed customer expectations by fulfilling even their unexpressed wishes and needs. We do not sell Golf we sell Dreams.

CITY OF GAINESVILLE  
DEPARTMENT OF RECREATION & PARKS  
IRONWOOD GOLF COURSE









## **COURSE FACTS:**

- **Par 72, 18 Hole Championship Course**
- **Front 9 holes Built in 1963**
- **Back 9 holes Built in 1967**
- **6,465 Yards from the Blue Tees**
- **Audubon Certified Cooperative Sanctuary**
- **Driving Range/Putting Green**
- **City Managed**
- **Contracted Maintenance**

## COURSE FACTS, CONT:

- Slow Drainage after significant rain
- Push Up style Greens and Tees
- Club House, Pro Shop, Banquet Room
- Cart Storage Facility for Electric Carts
- Walking/Riding Course (Becoming the exception)
- FY 2004, 10,000 Linear Feet of Cart Paths added
- 2,000 sq. ft. of Banquet Space with Seating for up to 180 people

## HISTORICAL REVIEW:

- City acquired Golf Course in April 1992
- 1999/2000 New Club House, Pro Shop, Banquet Room and Kitchen Built
- FY 2001 Concession Service was upgraded to Restaurant Service with a Food and Beverage Manager
- FY 2001 – 9/11 Event – Rounds of Golf played begin to drop
- FY 2003 Golf Rounds continue to drop and then bottom out

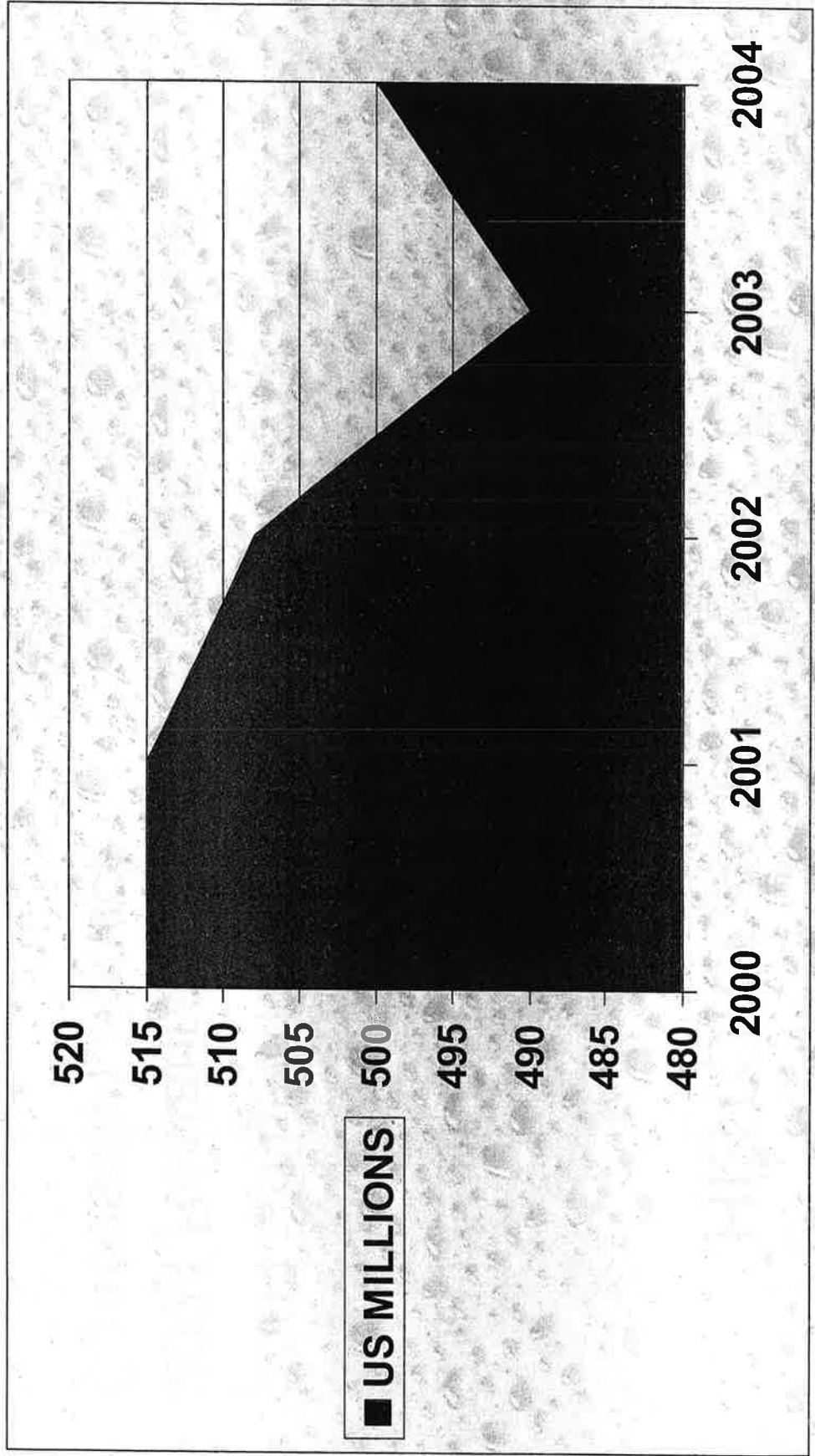


## HISTORICAL REVIEW CONT.:

- 2004 Golf Rounds Began to Increase
- 2004 Advertising Budget Reduced
- 2004 Adjustments Made to Reduce Staffing Cost
- 2004 Restaurant Service Changed Back to Concession Service

# 2004 STOPS THE SLIDE

While the National Golf Foundation has reported a slight increase in national rounds played for 2004 (as shown below), Golf Datatech has reported a flat year. After a number of years of declining rounds, any increase (or even a flat year is viewed by most industry experts as an important step in the right direction.



# BUDGET INFORMATION

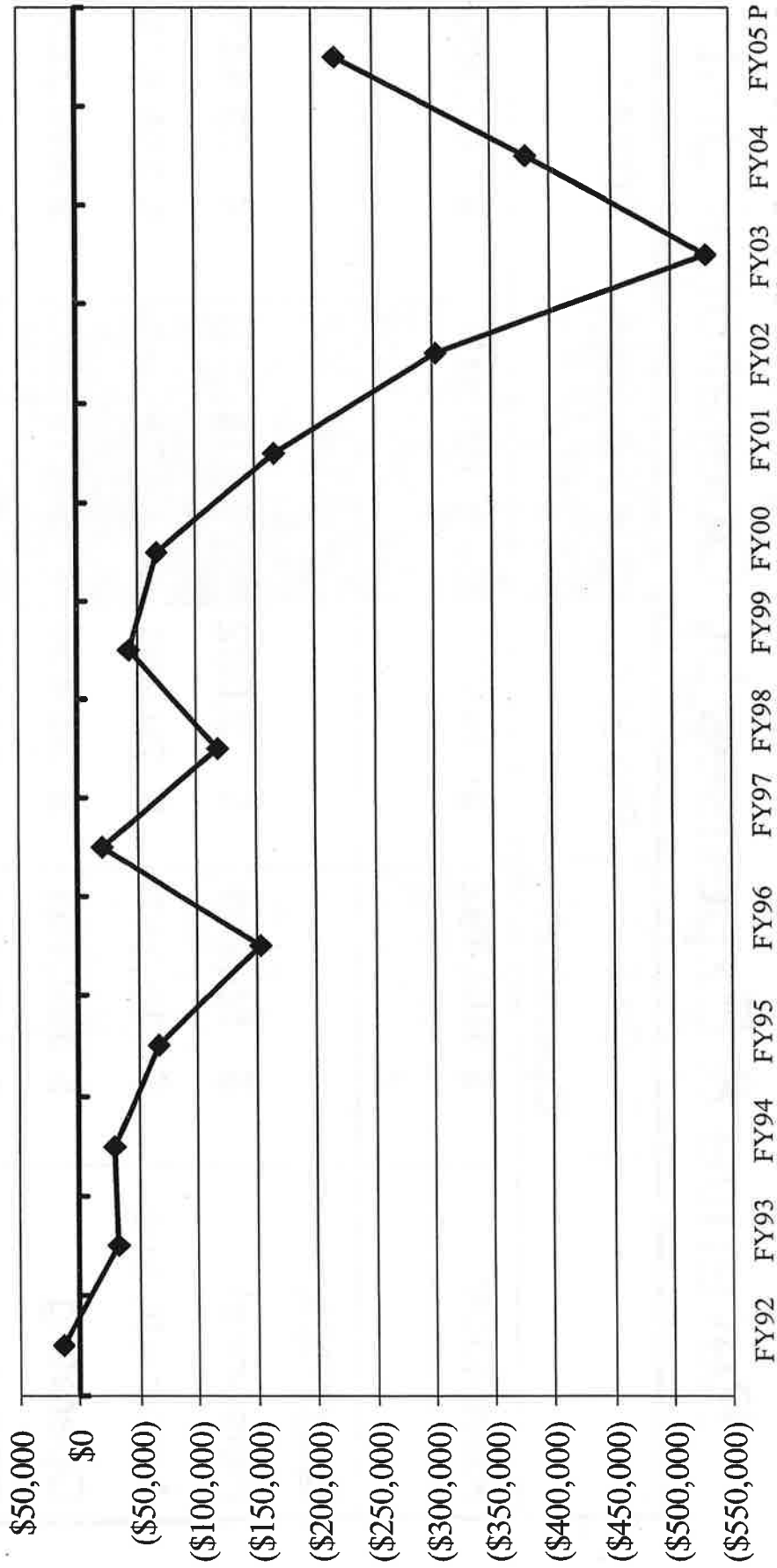
# FY 2004 COMPARISON WITH FY 2005

## ***EXECUTIVE SUMMARY:***

### **IRONWOOD GOLF COURSE FUND**

- The Fund continues to show improvement compared to prior years
- Overall, however, the course is still experiencing losses greater than expected
- Through April of FY 05, the deficit before depreciation is (\$135,498)
- This time last year, the deficit before depreciation was (\$270,313)
- Based on activities to date, the year-end deficit before depreciation is anticipated to be (\$223,856)
- FY 2004 year-end deficit was (\$380,018), before depreciation
- Additional efforts to improve the Golf Course Fund will be outlined in staff's presentation
- The financial impact on the FY 2006 Golf Course Maintenance Contract due to the Living Wage Ordinance could be as high as \$42,000

# History of Net Operating Profit/(Deficit)



*Note: Does not include transfer from general fund or bond payments*

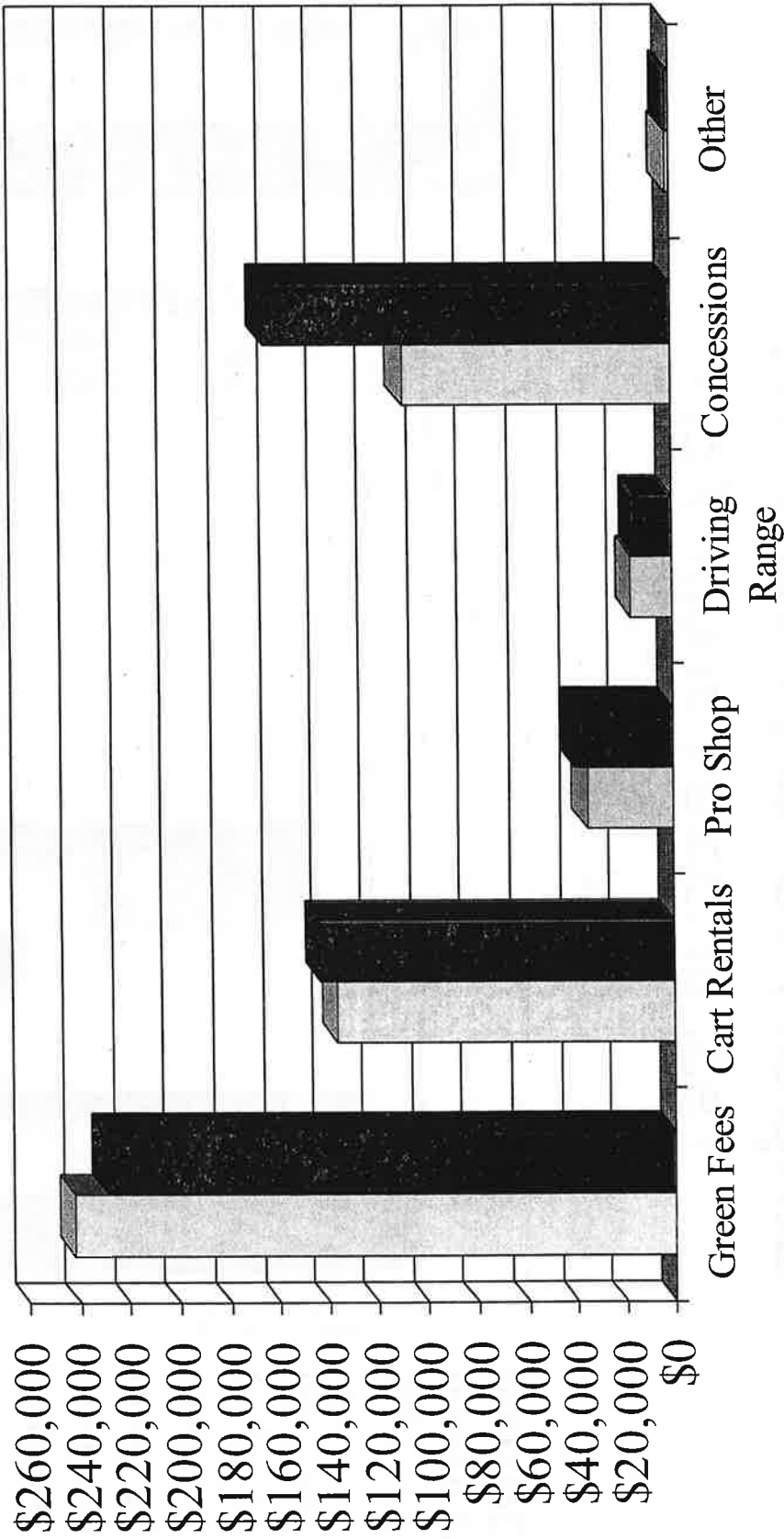
# FY2005 YTD (through April)

## Revenue & Expenses by Operational Unit

	Golf Operation	Pro Shop	Concessions	TOTAL
Revenues:	\$ 499,492	\$ 34,881	\$ 107,707	\$ 642,080
<u>Expenses:</u>				
Personnel	\$ 55,231	\$ 3,682	\$ 14,728	\$ 73,641
Administrative	\$ 113,369	\$ 29,831	\$ 75,448	\$ 218,648
Operating	\$ 399,151	\$ 36,454	\$ 49,684	\$ 485,289
TOTAL EXPENSES	\$ 567,751	\$ 69,967	\$ 139,860	\$ 777,578
Net Profit/(Loss)	(\$68,259)	(\$35,086)	(\$32,153)	(\$135,498)

# Revenue Comparison

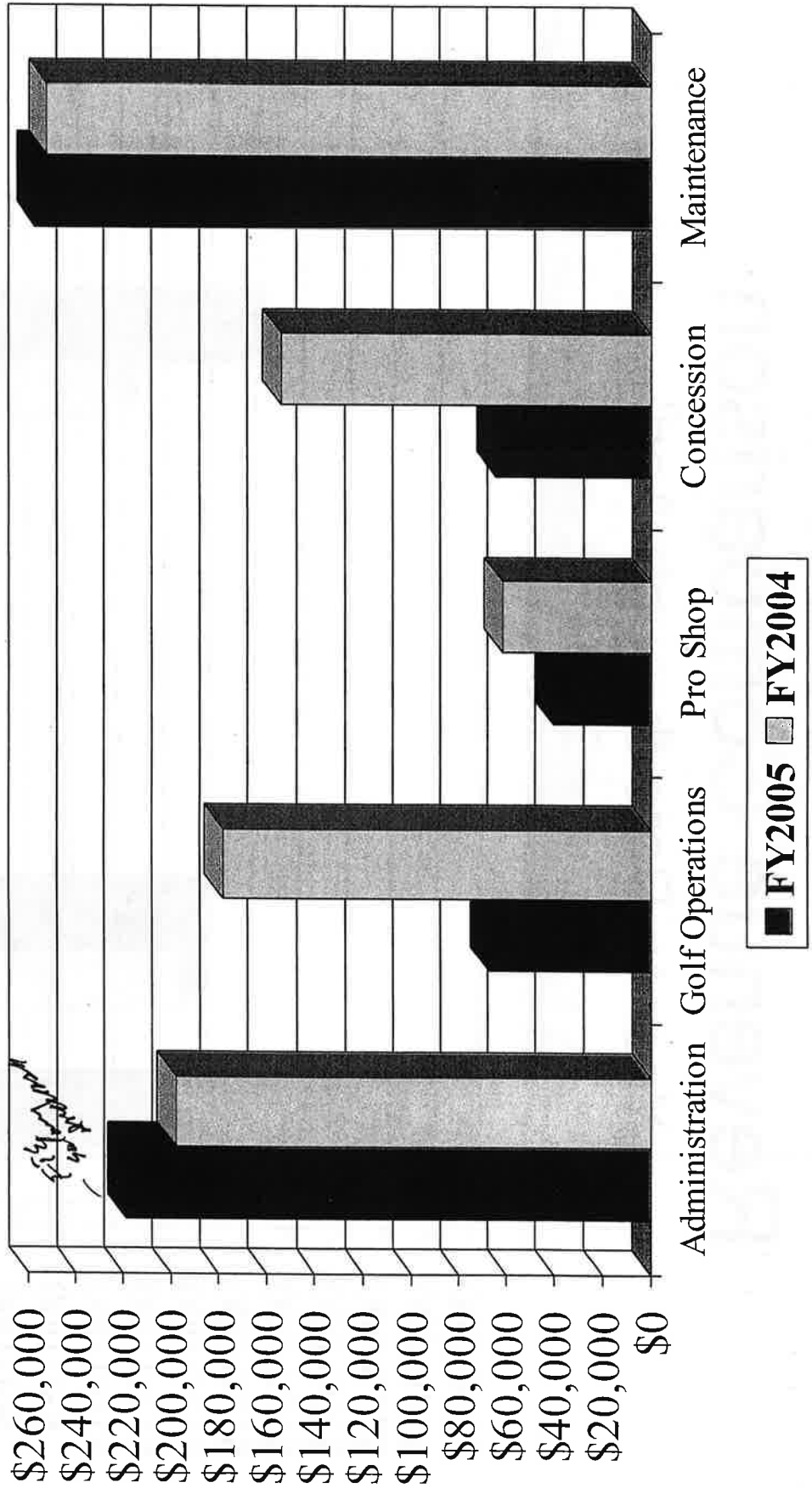
Year to Date through April



□ FY2005 ■ FY2004

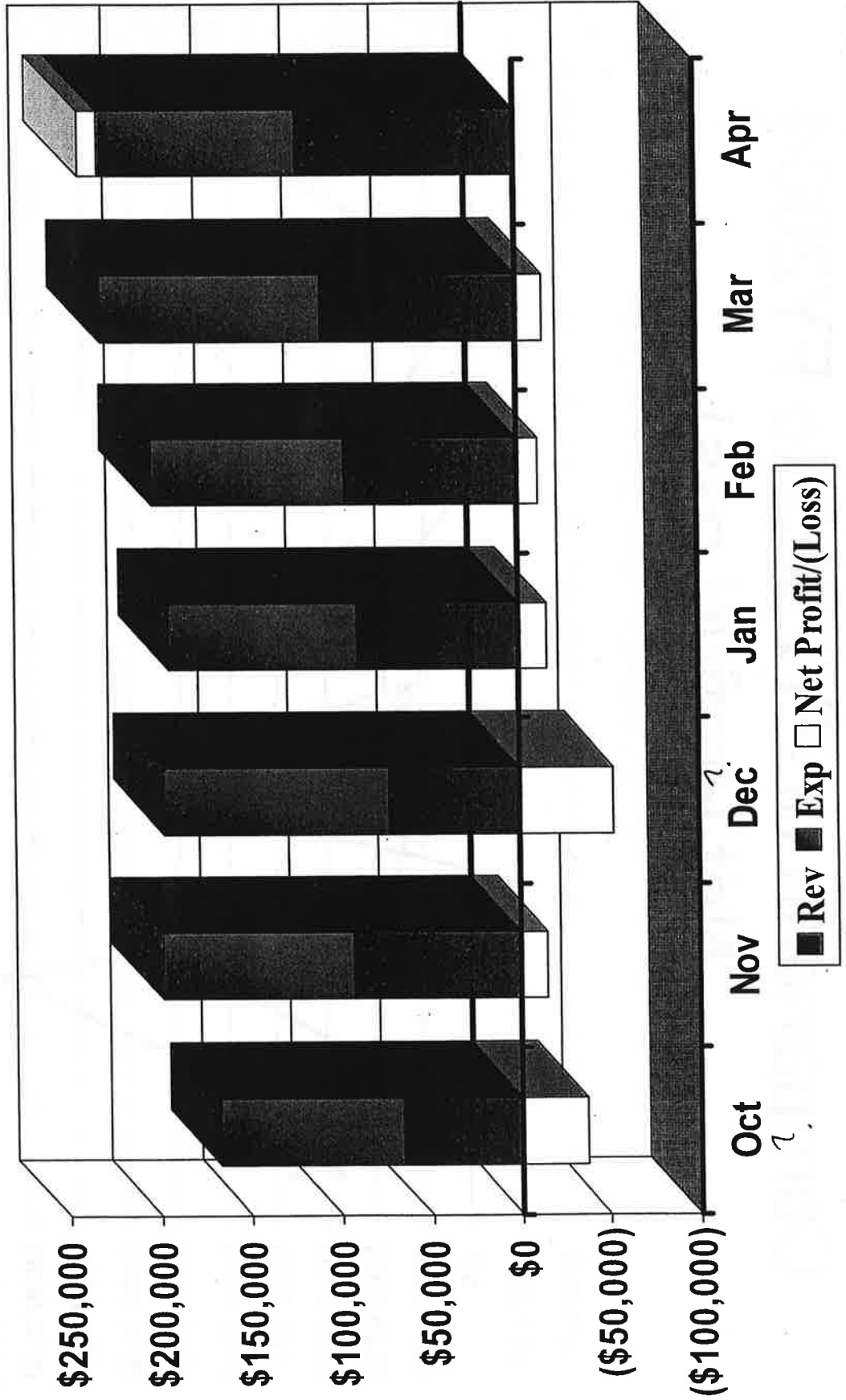
# Expense Comparison

Year to Date through April

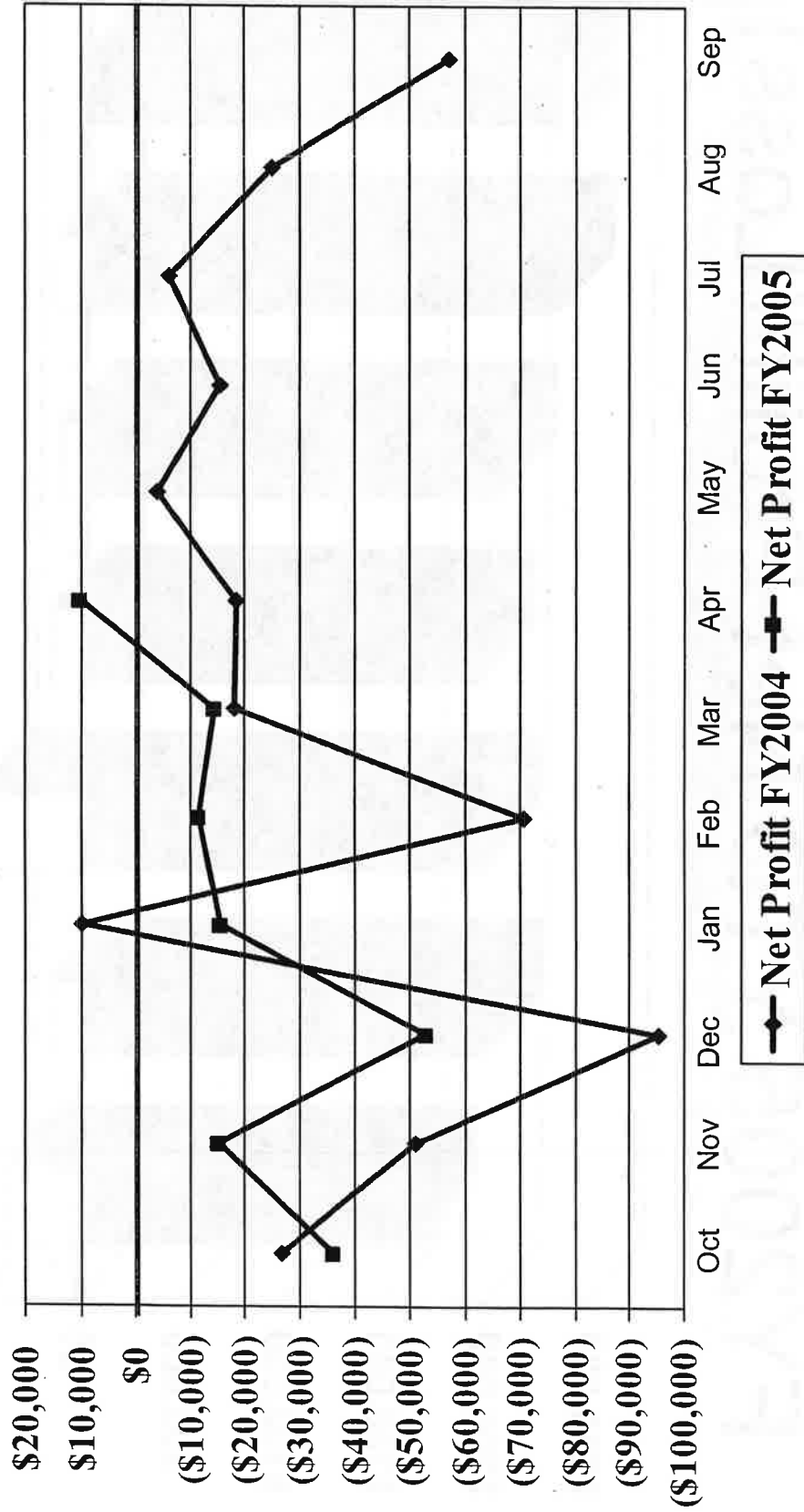




# FY2005 YTD Net Profit/(Loss)



# Comparison of FY2005 to FY2004 Net Profit/(Loss)



Total Net Loss before Depreciation for FY05 (thru April) = \$135,498

Total Net Loss before Depreciation for FY04 (thru April) = \$270,313

# Ironwood Monthly Fixed Costs

Fixed Cost	Cost
Personnel Costs	\$15,783
Telephone	\$1,008
Utilities	\$3,954
Insurance Premiums	\$3,803
Indirect Costs	\$11,294
Lease Expense	\$3,750
Maintenance	\$38,374
Pension Bond	\$201
Debt Payment	\$18,333
Less: General Fund Transfer	(\$18,333)
Total Fixed Costs per Month	\$78,167
Total Fixed Costs per Day(Avg)	\$2,606

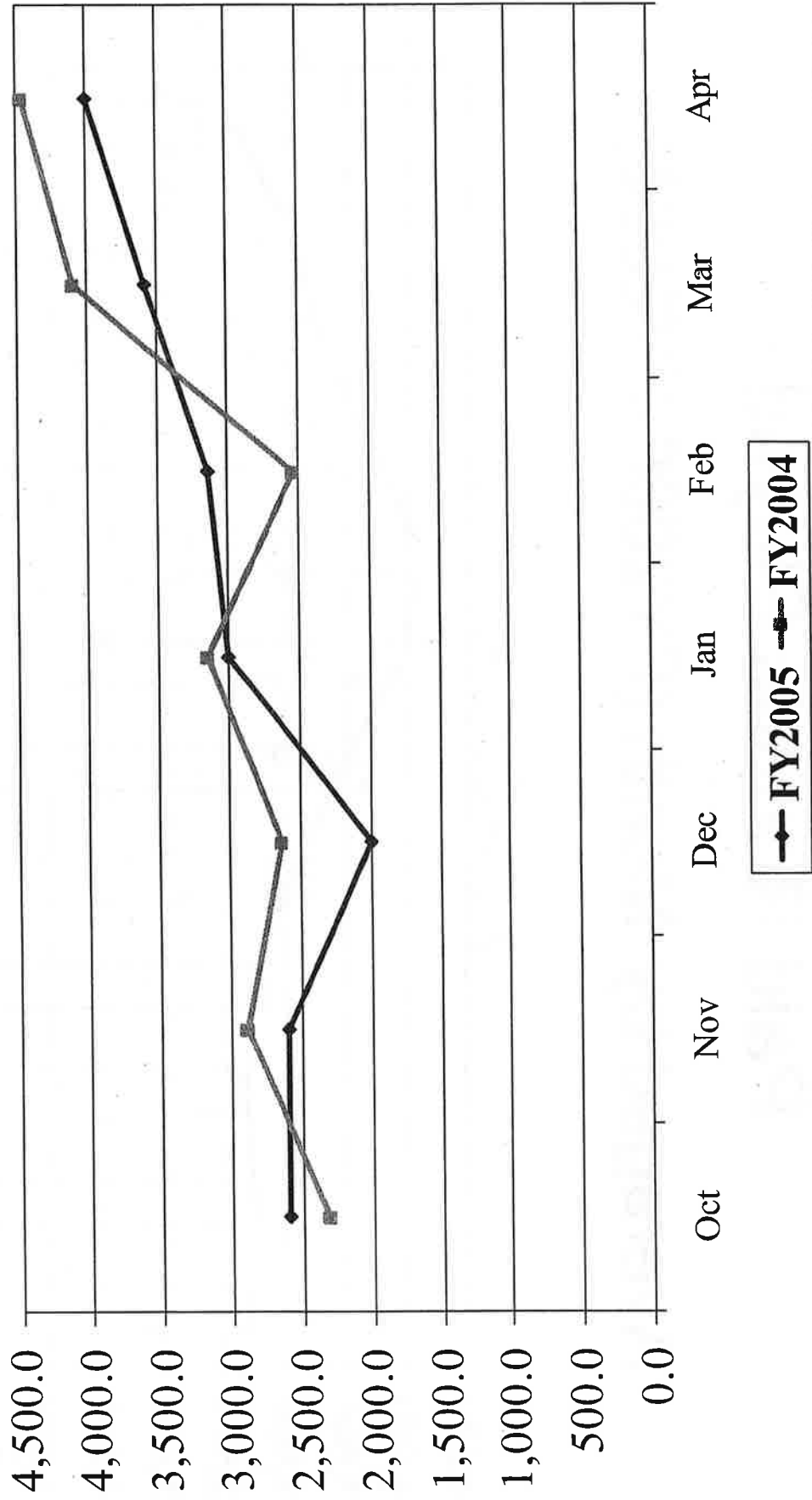
# IRONWOOD PAID ROUNDS PLAYED BY MONTH FOR FY 2000-2005

MONTH	2000	2001	2002	2003	2004	2005	AVG	%
OCT	3,236	3,211	3,348	2,188	2,006	2,329	2,730	7.25%
NOV	3,294	3,037	3,303	2,034	2,613	2,239	2,753	7.31%
DEC	3,158	2,628	3,489	1,768	2,320	2,076	2,573	6.83%
JAN	3,200	3,191	2,979	2,125	2,782	2,761	2,840	7.53%
FEB	4,577	4,232	3,188	2,209	2,277	2,834	3,220	8.54%
MAR	4,966	3,994	4,131	2,026	3,753	3,307	3,696	9.81%
APR	5,152	4,930	4,226	3,410	4,142	3,677	4,256	11.29%
MAY	4,357	4,878	3,776	3,187	3,869		4,013	10.65%
JUNE	4,107	4,415	3,214	1,958	2,946		3,333	8.84%
JULY	4,174	4,171	2,300	2,373	3,027		3,209	8.51%
AUG	4,009	3,604	2,169	1,953	2,192		2,785	7.39%
SEP	2,756	2,990	2,265	2,126	1,254		2,278	6.05%
<b>TOTAL</b>	<b>46,986</b>	<b>45,281</b>	<b>38,415</b>	<b>27,357</b>	<b>33,241</b>	<b>19,223</b>	<b>37,687</b>	<b>100 %</b>

*9 holes .5 rounds  
18 holes 1.0 rounds*

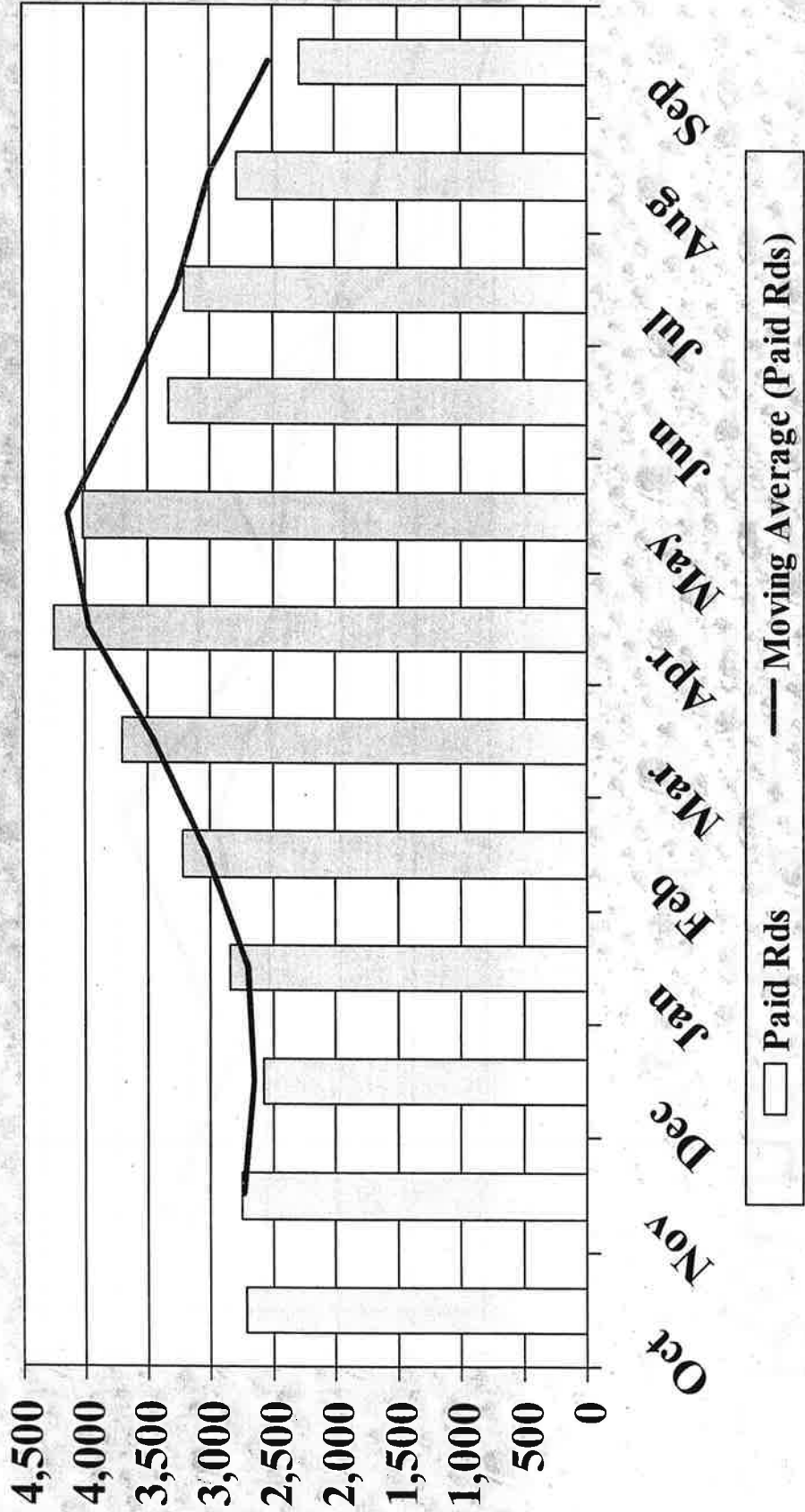
# Rounds Played Comparison

Year to Date through April

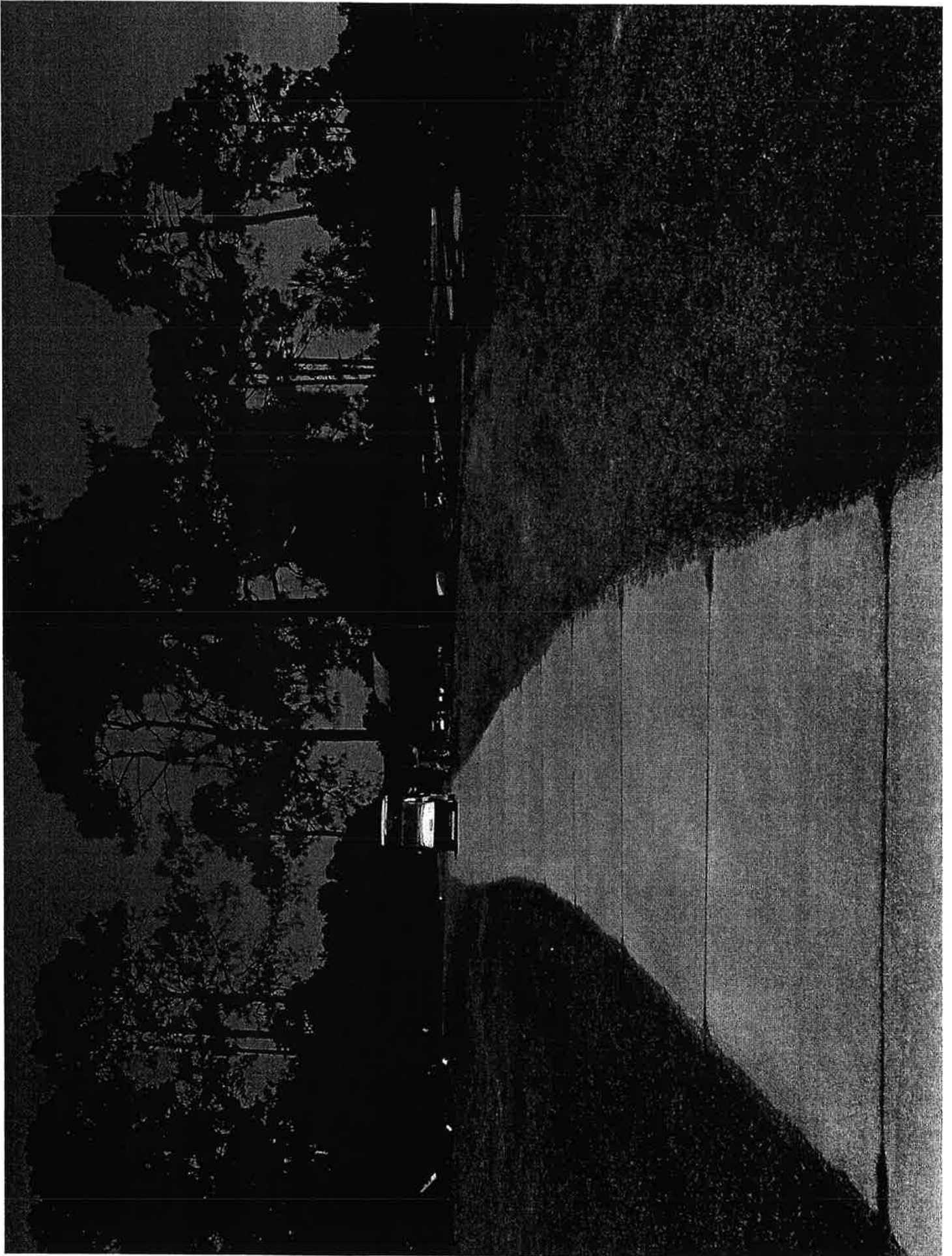


# Paid Rounds Played

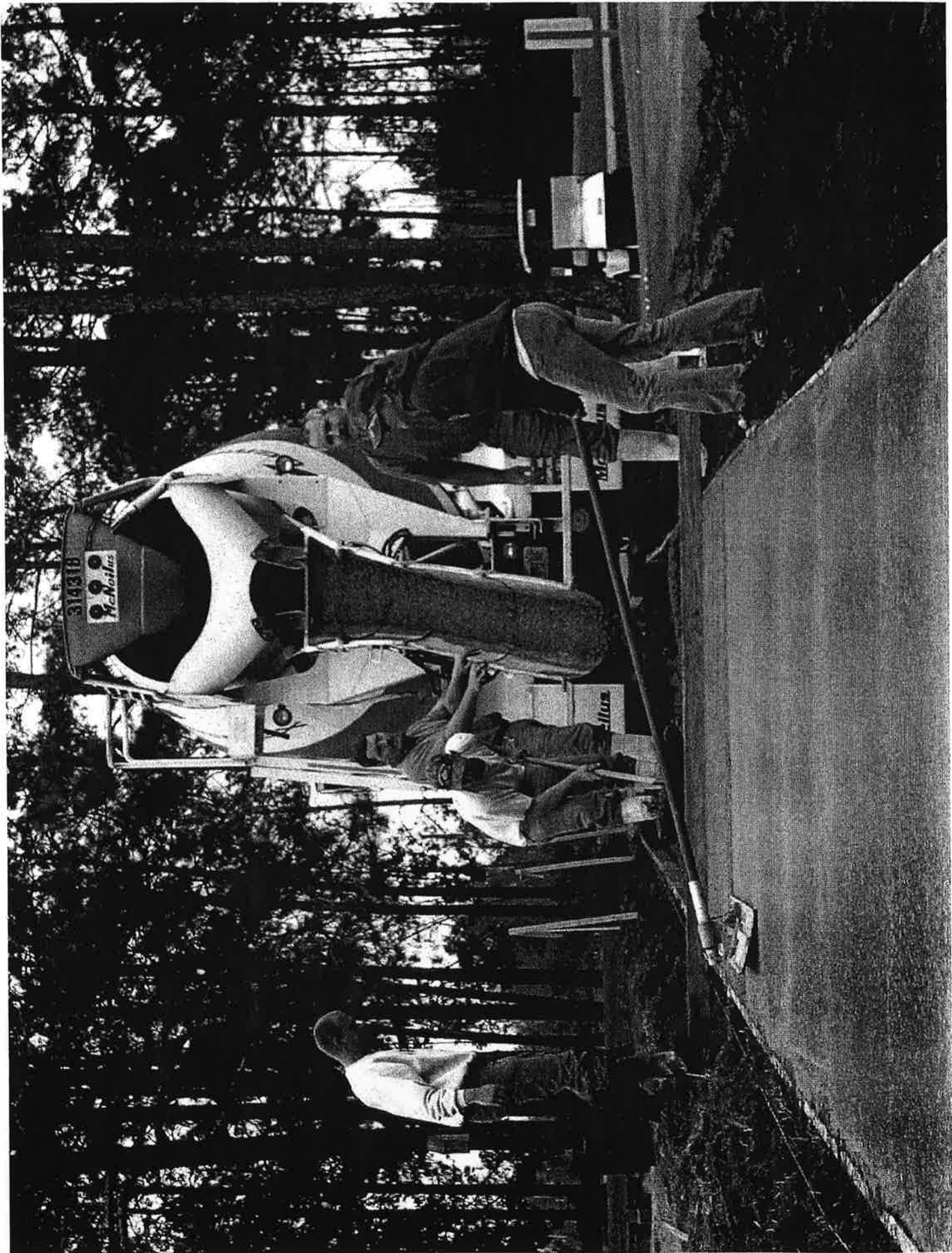
## Averaged by Month (FY2000-FY2005)

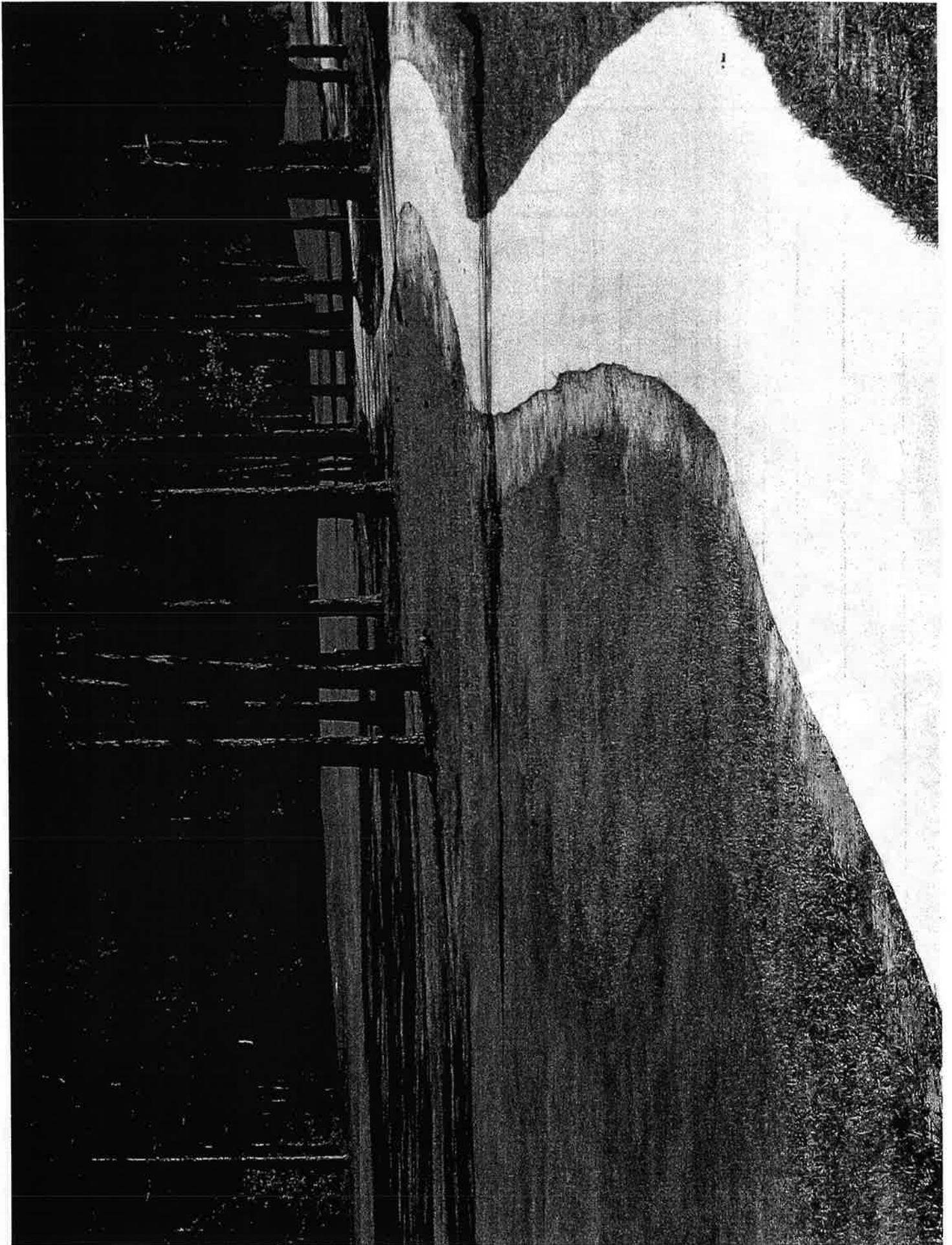


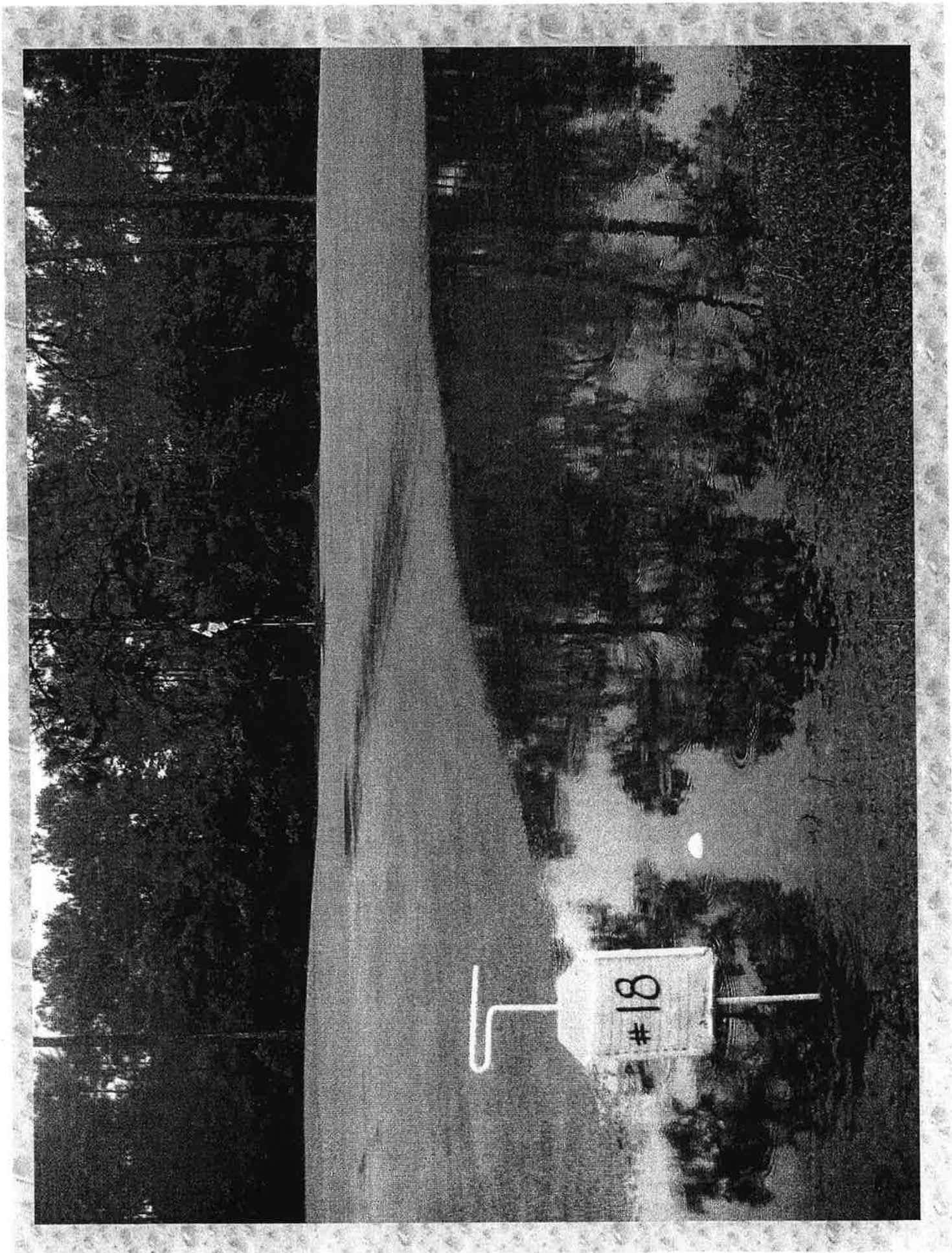
# COURSE IMPROVEMENTS



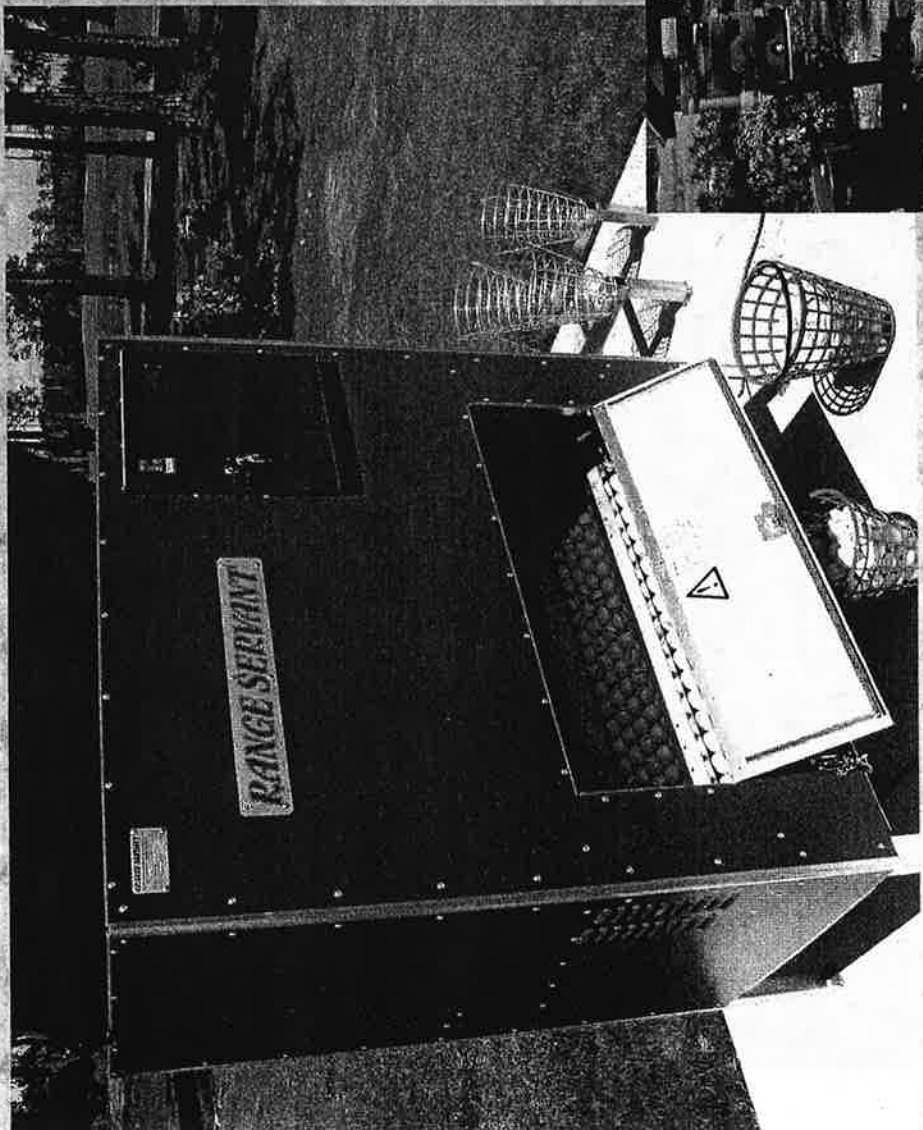
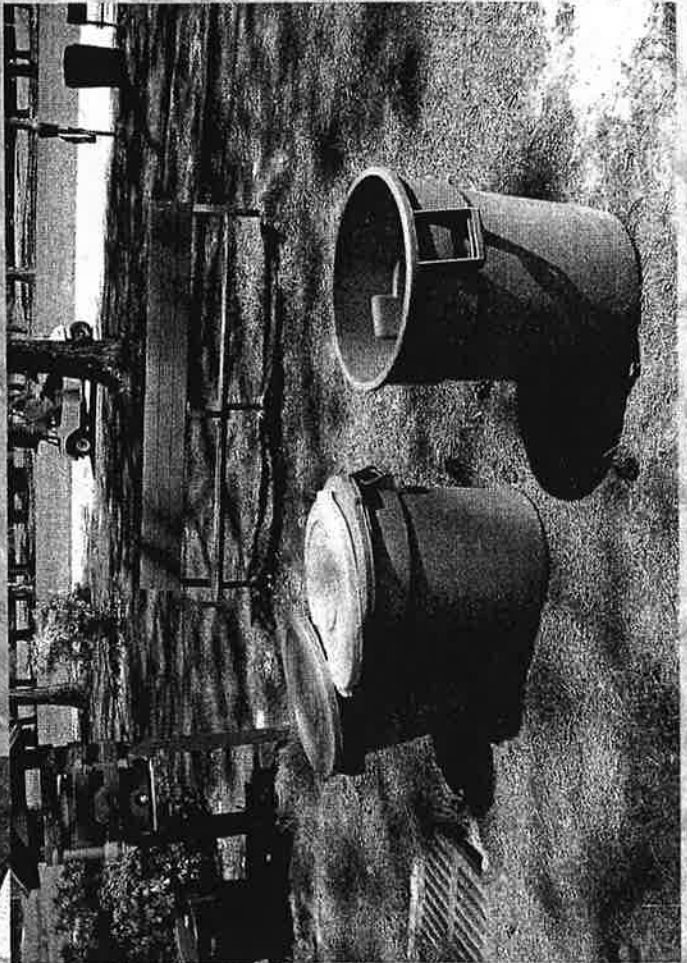








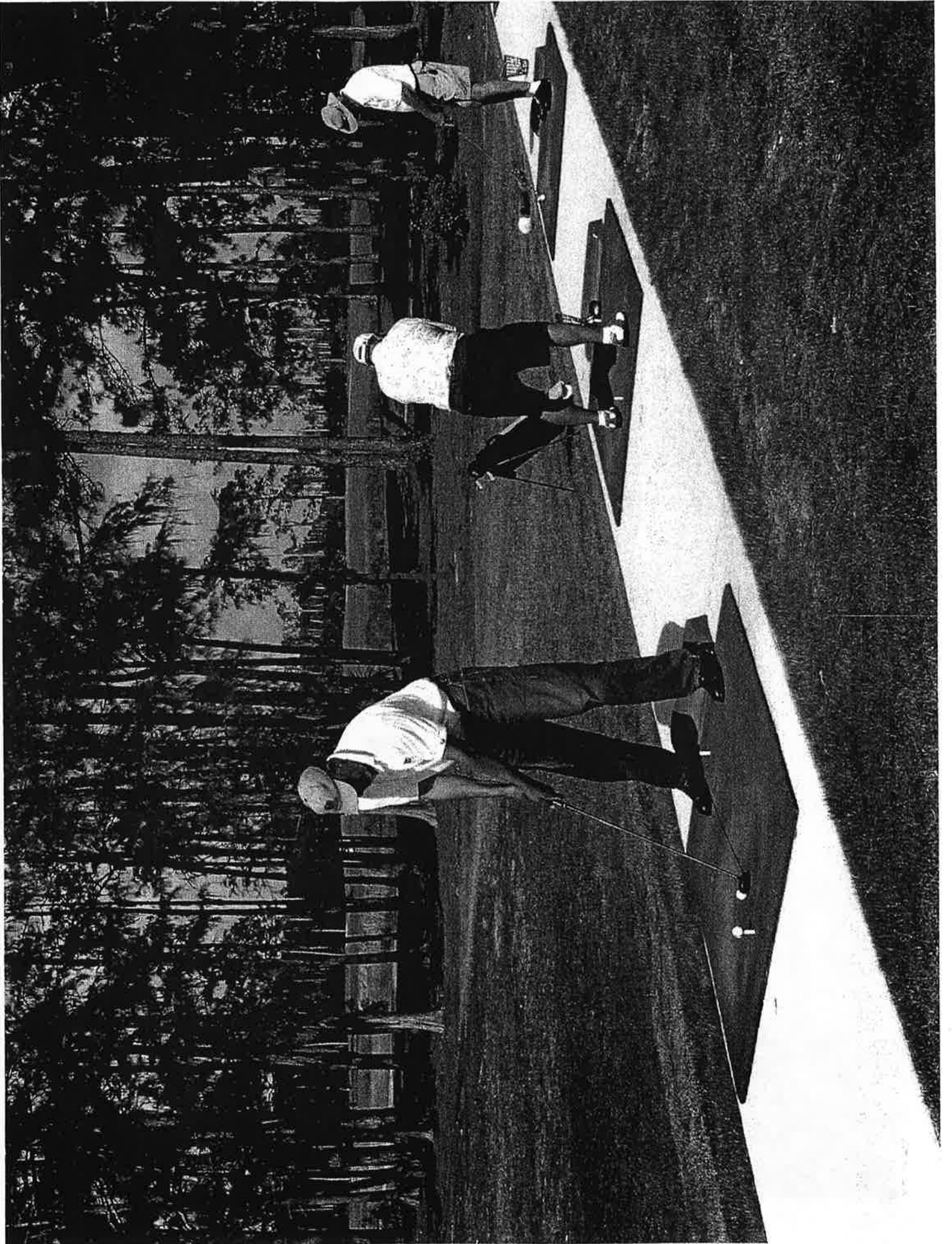


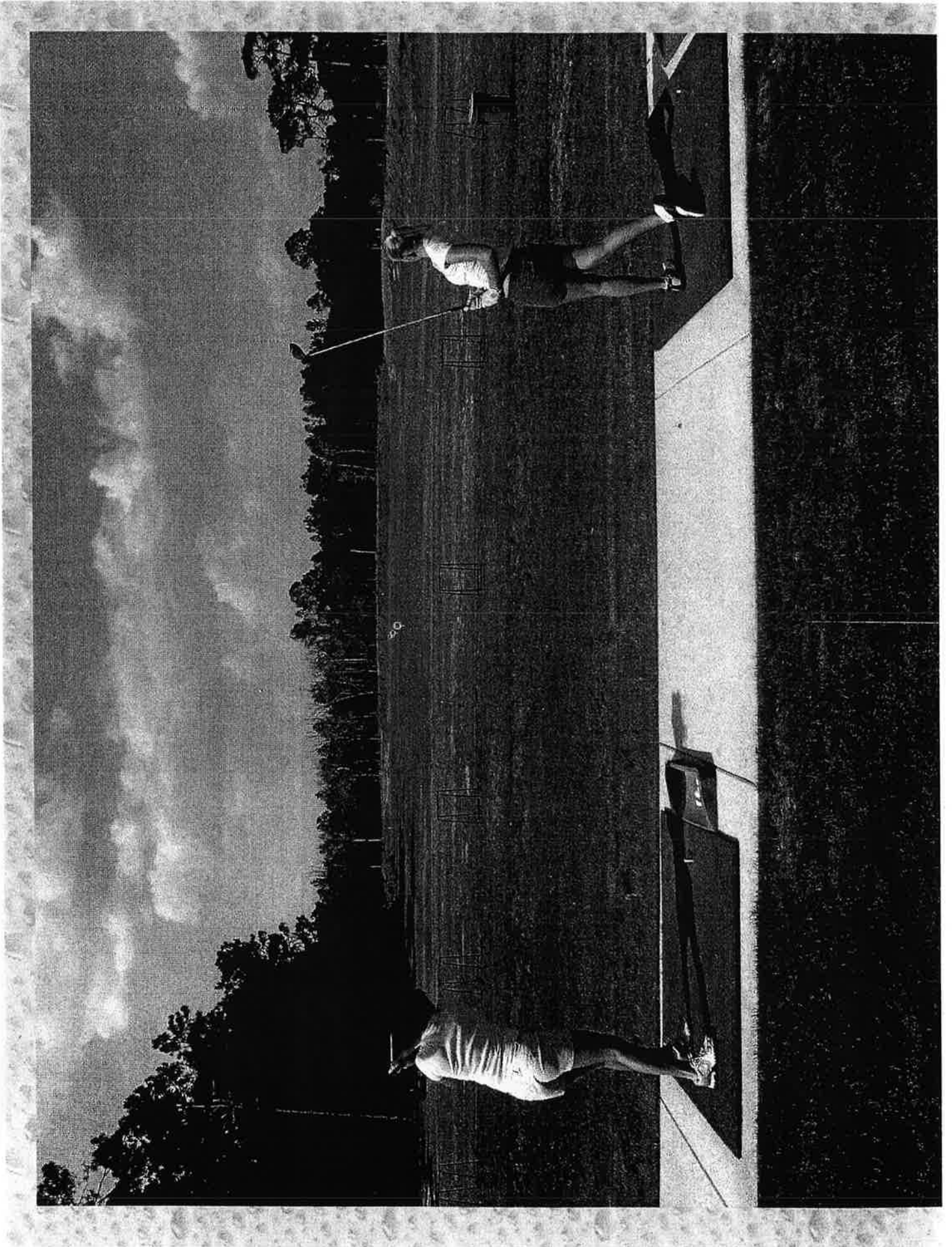


100

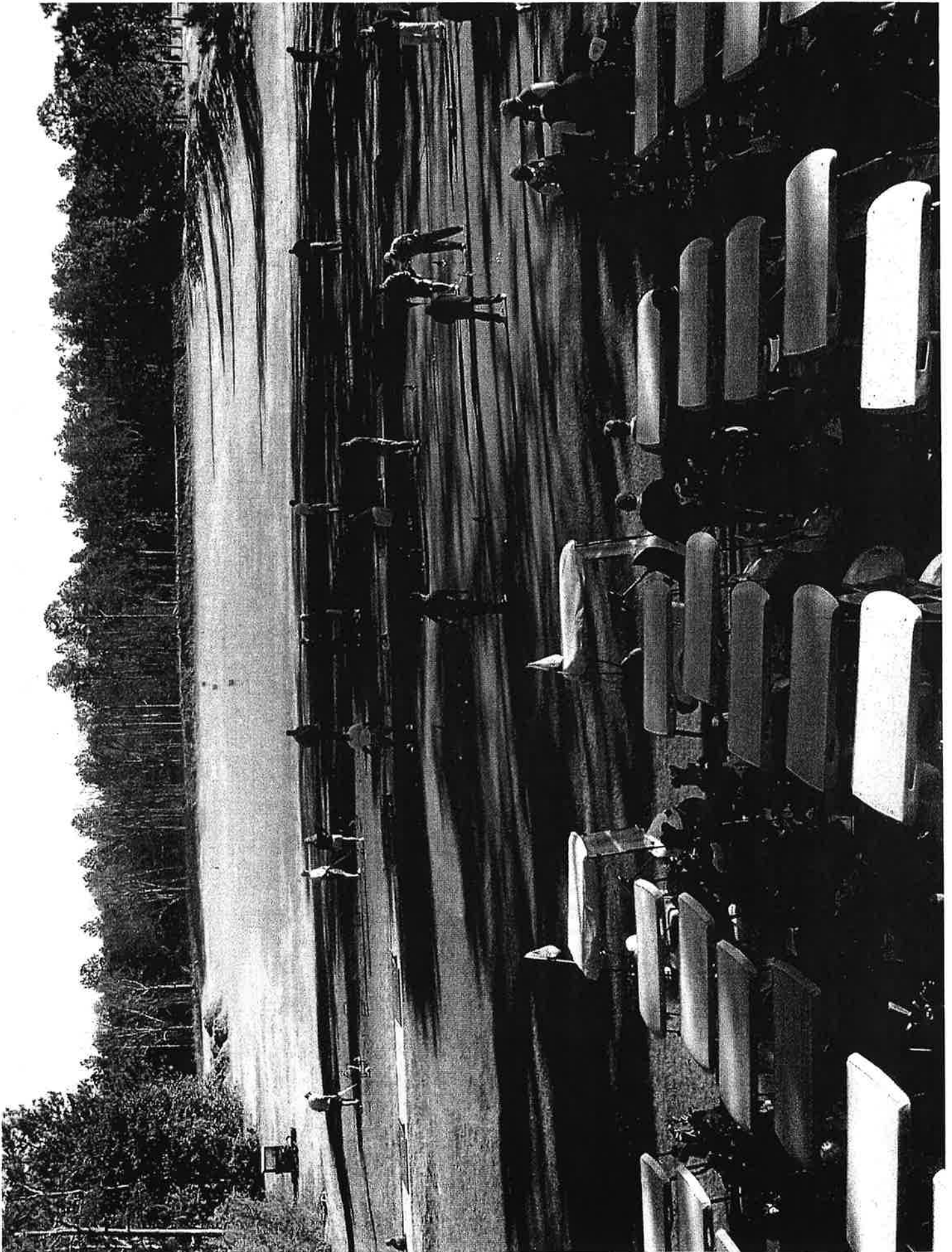
150

200









# NEW MARKETING EFFORTS

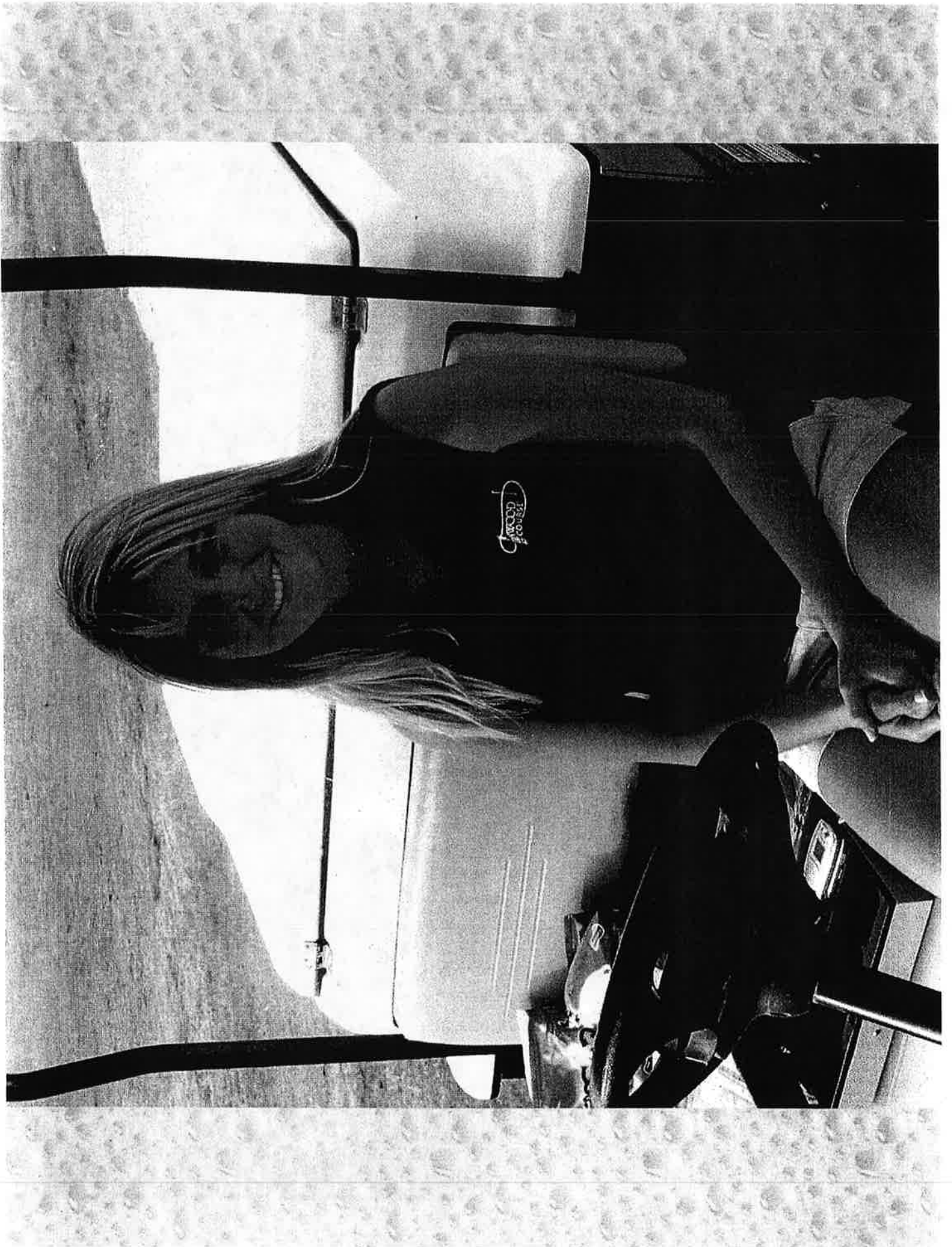


THE GRILLE AT IRONWOOD

**SUPER BLOWOUT SALE**  
**SAT SUN**







# BLOWOUT SALE!

Up to 80% off on selected  
merchandise this Saturday and  
Sunday (May 14th-15th) ONLY!





# Women's Free Golf Clinics!

Have you always wanted to take golf lessons?  
Now's your chance—we are offering a series of  
free clinics for women starting in July!

Thursday, June 30 — 5:30-6:30PM

Friday, July 1 — 5:30-6:30PM

Saturday, July 2 — 10-11AM

We provide the instruction, clubs, balls and tee.  
All you need to bring is a willingness to learn!

Call friends and sign up now. The clinics are  
limited to the first 12 that register.  
Sign up forms are in the Pro—Shop!



**WHY RENT  
FROM US?**

**Beautiful view of  
the golf course  
will leave you  
longing to play a  
round of golf!**

We hold numerous types of events and know the ins and out of how to do things. You may bring in your OWN food or your own caterer, and if you need help in finding one, we will do that, too!

We know disc jockeys as well and will do whatever it takes to make your event as easy on you as possible!



**Our cozy back porch gives guest the opportunity to enjoy mother nature at its best!**



**Banquet Hall Rental  
Rates**

Half Room (60 people max)  
From \$250 - \$450  
(Call for details)

Entire Room (175 people max)  
Mon-Thurs & Sunday  
\$350 (Day) \$500 (Evening)

Friday  
\$400 (Day) \$600 (Evening)

Saturday  
\$450 (Day) \$650 (Evening)

**Ironwood Golf Course**

Ironwood Golf Course  
2100 NE 39th Ave  
Gainesville, FL 32609  
(352) 334 - 3120

**Ironwood Golf  
Course**

**Getting married?  
Retiring?  
Holding a meeting?  
Somebody's Birthday?  
Well....**

**"You've seen  
the rest,  
come rent the  
best"**



## Our Clubhouse and Scenic Golf Course

Recently renovated, our clubhouse has hosted some of Gainesville's finest golf tournaments (Chris Collinsworth Scramble; GSOC golf classic; Golf Channel Drive, Chip, Putt) as well as business retreats, retirement parties, holiday parties, weddings, and wedding receptions. We are a preferred meeting place for not only the community golfer, but also the weekday lunch and after-work crowd as well.

When renting our banquet room, you will be offered the opportunity to hold your meetings quietly secluded from the daily golfer. You will still enjoy the scenic view of our Audubon certified golf course through the panoramic windows that span the entire north side of the room.

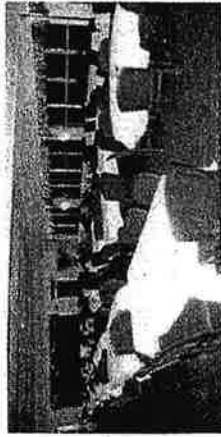
The complete banquet room facilities can accommodate 16 - 8 foot tables and can comfortably seat 150 people



**The tournament is all lined up and ready to go!**

## We are all about customer service

The event staff at Ironwood Golf Course will make your banquet, reception, meeting, or party as easy for you as possible. No need to worry about setting up tables or cleaning up after the event! We provide the use of our kitchen if that meets your needs. You can rent 1/2 of the banquet room or all of it.



**Our spacious clubhouse can be decorated in various ways, with both rectangular and round tables!**

A PA system along with a big screen television and VCR are provided. The best news of all is we don't charge for any of that, as it is all included in the facility rental price!

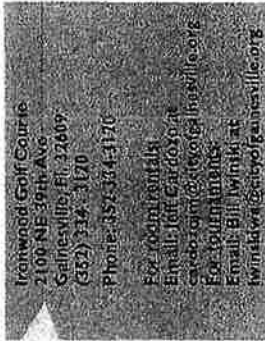
Our employees know how important your event is, and we go out of our way to insure it's a complete success. From room set-up to cocktail service, the Ironwood staff is committed to meeting your each and every need!

## Golf Tournaments

Looking for a quality golf course to hold your organization's tournaments? With 6,465 yards of well-maintained tees, fairways, and greens nestled among whistling pine trees, Ironwood offers your tournament participants a unique golfing experience.

Already known city-wide for great course conditions, we also work hard to insure your tournament is a complete success. Our professional staff, under the direction of Head Professional/General Manager Bill Iwinski, will manage all aspects of the tournament on the day of the event. Our golf tournament packages may provide: player registration and check in, range balls, score postings, award ceremonies, a PA system, as well as special hole events.

Need an MC? We will even provide that! In other words, you get the tournament players and sponsors, and we will handle the rest!



Ironwood Golf Course  
2100 NE 39th Ave  
Gainesville, FL 32609  
(352) 332-1170  
Phone: 352-332-1170

For Clubhouse Info:  
Email: [bill@ironwoodgolf.com](mailto:bill@ironwoodgolf.com)  
For Tournaments:  
Email: [bill@ironwoodgolf.com](mailto:bill@ironwoodgolf.com)  
Iwinski@ironwoodgolf.com

## Ironwood Golf Course

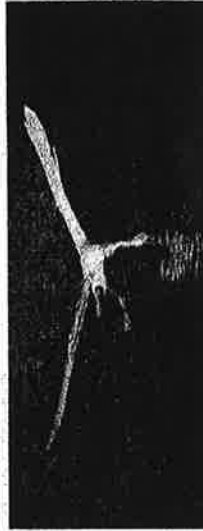
The Grille at Ironwood



# “ENJOY LUNCH AMONG FRIENDS, PEOPLE, AND NATURE”

Lunch at Ironwood is one of the quickest and best meals around. As one of the few places to eat in Northeast Gainesville, not only will you be in and out in a hurry and back to work in an hour, but you will be able to satisfy your taste buds with some of the best burgers around. If a burger is not for you, try a deli sub, chicken salad, or chicken tenders that will bring you back day after day.

Dine inside and catch up with the sports world or what's happening in the news or outside on the porch for a beautiful view of the course. However we are not responsible for the boss yelling at you when you decide to play a round of golf after lunch and miss the rest of the work day!



Tel: 352-334-3121

Call ahead for even  
faster service!!

### Ironwood Golf Course

Ironwood Golf Course  
2100 NE 39th Ave  
Gainesville, FL 32609

Fax: 352-334-3107

Need a copy of the menu, we'll fax one  
to you!!

## Free Fountain Drink

*With the purchase of any meal with side item*

### IRONWOOD GOLF COURSE

Located off 58th ave between Waldo Rd. and Main Street

Tel: 352-394-3121



Est. 1988

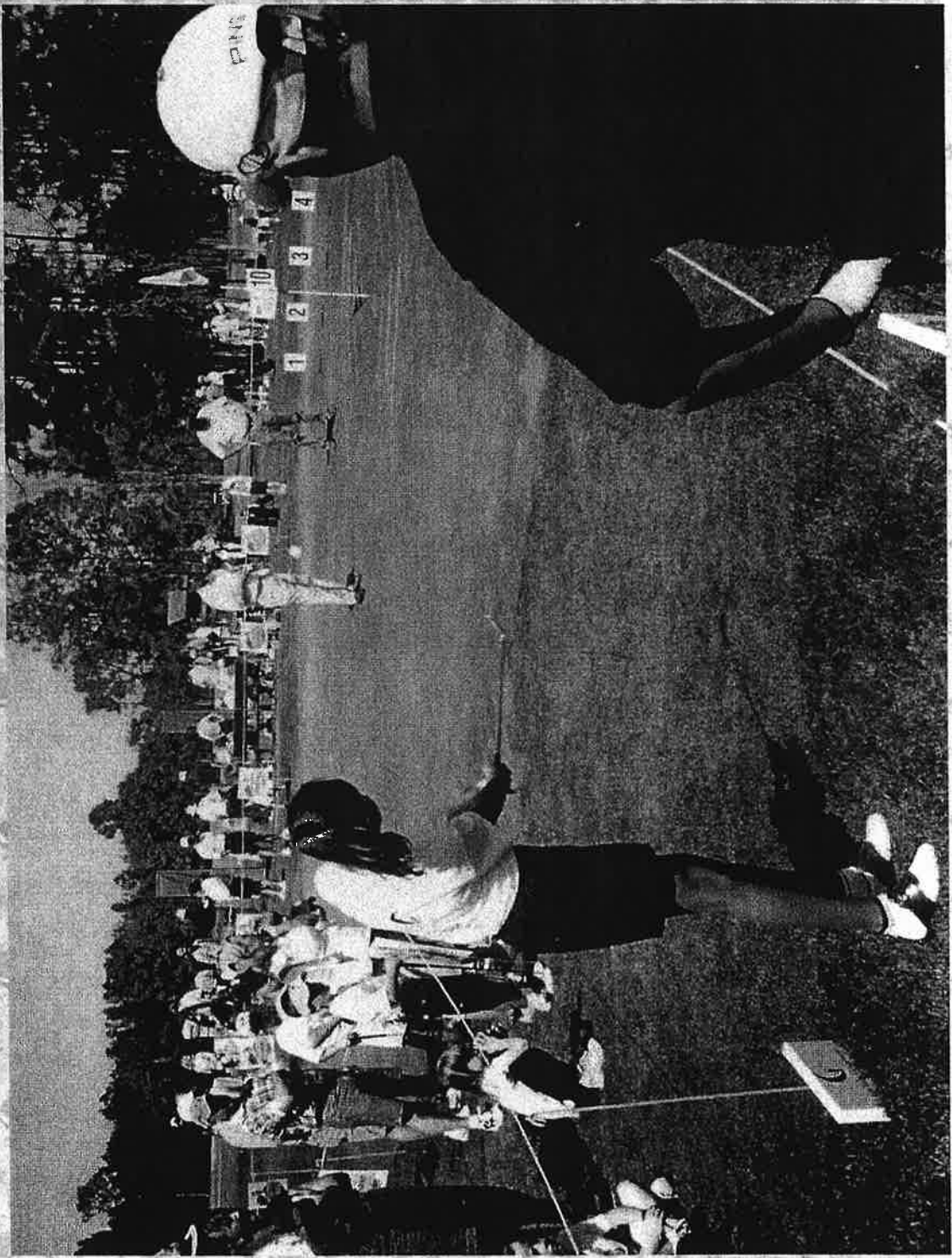
**Free Golf Clinic**  
**For the Entire Family**

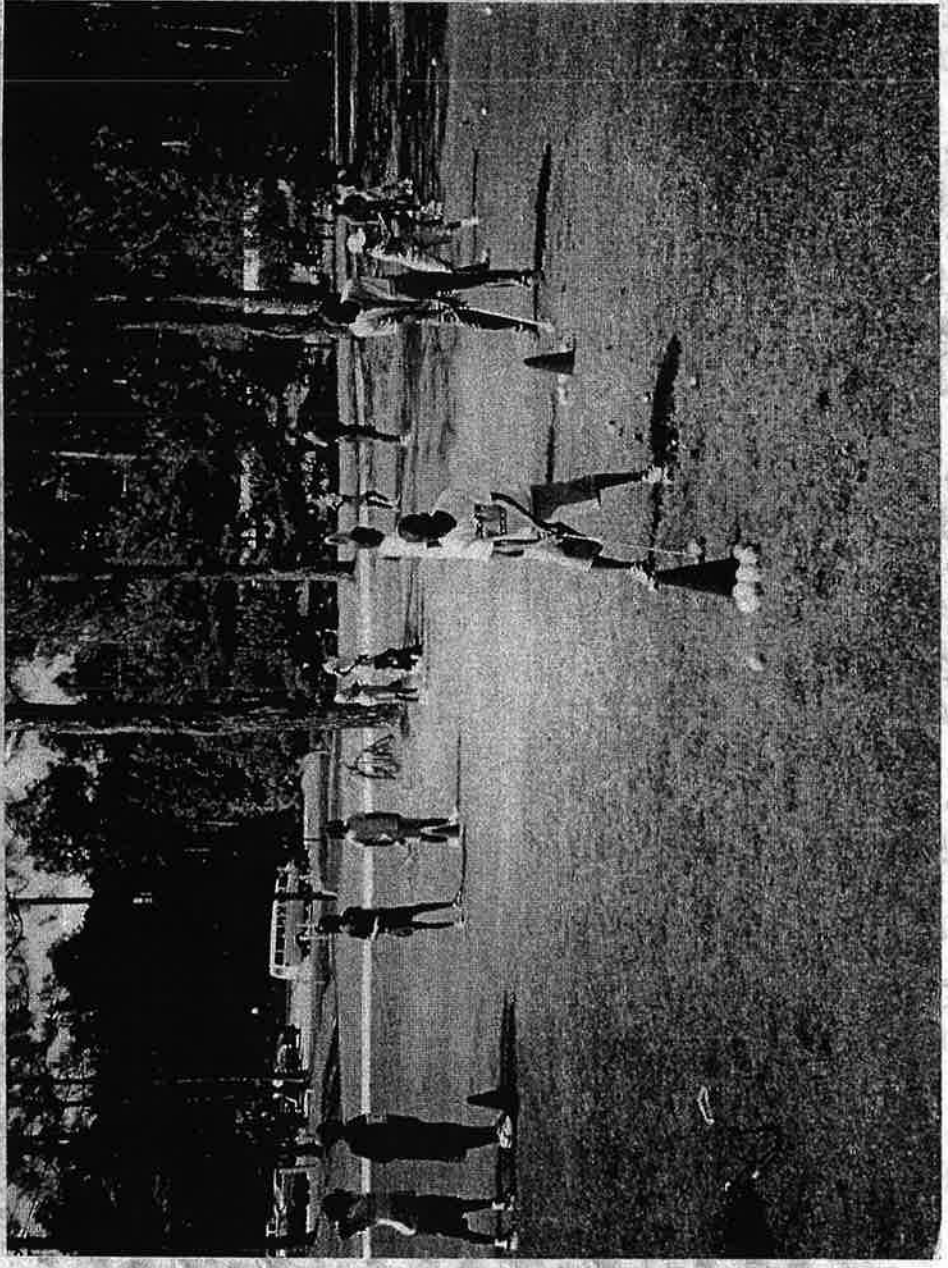


**Saturday, July 23rd (2 PM)**

Includes: Putting, Chipping, and Full-Swing  
Instruction by Ironwood's professional staff

There's no better way to spend quality time with the whole family than golf!





**OUR RATES VERSUS THE LOCAL  
COMPETITION**

**FOR 18 HOLES WITH CART**

# LOCAL COURSE RATES 18-HOLES WITH CART

COURSE	MON-THURS	FRIDAY	SAT-SUN
<b>Ironwood</b>			
Regular	\$22.00	\$22.00	\$25.00
<b>Meadowbrook</b>			
Regular	\$25.42	\$28.24	\$28.24
<b>UF Course</b>			
Guests	\$46.00	\$58.00	\$58.00
Alumni	\$39.00	\$50.00	\$50.00
Faculty & Staff	\$36.00	\$46.00	\$46.00
Student	\$33.00	\$36.00	\$36.00
<b>Plantation Oaks</b>	\$29.00	\$39.00	\$39.00
<b>Haile Plantation</b>	\$44.00	\$49.00	\$49.00
(unaccompanied guest)	\$64.00	\$69.00	\$69.00
<b>Gainesville CC</b>	\$55.00	\$67.00	\$67.00
(unaccompanied guest)	\$70.00	\$70.00	\$70.00
<b>Williston Highlands</b>	\$25.00	\$25.00	\$30.00
<b>Keystone Heights</b>	\$26.00	\$26.00	\$28.00
<b>Other Municipal Courses</b>			
Ocala	\$26.35	\$26.35	\$28.24
Tallahassee	\$27.97	\$27.97	\$32.62



# PROPOSED FEE SCHEDULES

# PROPOSED RATE INCREASE

- **PROPOSAL A (\$3/\$5 Increase)**

	<b>Green Fee</b>	<b>Cart Fee</b>	<b>Capital Surcharge</b>	<b>Total</b>
Current Weekday	\$13.00	\$9.00	\$0	\$22.00
Current Weekend	\$16.00	\$9.00	\$0	\$25.00
<b>Proposed Low Season Weekday</b>	<b>\$15.00</b>	<b>\$9.00</b>	<b>\$1.00</b>	<b>\$25.00</b>
<b>Proposed Low Season Weekend</b>	<b>\$18.00</b>	<b>\$9.00</b>	<b>\$1.00</b>	<b>\$28.00</b>
Proposed High Season Weekday	\$17.00	\$9.00	\$1.00	\$27.00
Proposed High Season Weekend	\$20.00	\$9.00	\$1.00	\$30.00

## **DEPARTMENT REQUESTS**

- The City Commission adopt a Capital Improvement surcharge fee to be added on to the daily Greens/Cart Fee
- The City Commission hereby designate the City Manager or designee as its official liaison for purposes of adjustment of the daily greens/cart fee on an as needed basis up to a daily maximum not-to-exceed rate of thirty-five dollars

## GOALS CONTINUED

### FY 2007 – 2010

- Regular Renovations
- Construction of New Greens
- Light Driving Range
- Upgrades to Banquet Room
  - Replace Carpet
  - Replace Tables and Chairs

## **FY 2005 & FY 2006 Goals**

### **FY 2006**

- Increase number of Annual Rounds to 35,000 - 40,000
- Continue with course improvements especially in the area of drainage
- Improvement priorities
  - Priority 1 – Greens
  - Priority 2 - Fairways

## **FY 2005 & FY 2006 Goals Cont.:**

### **FY 2005 Cont.**

- Market the recent improvements made to the course
- Develop and host a number of new Golf Tournaments
- Exceed number of rounds played in FY 2004

## **FY 2005 & FY 2006 GOALS**

### **FY 2005**

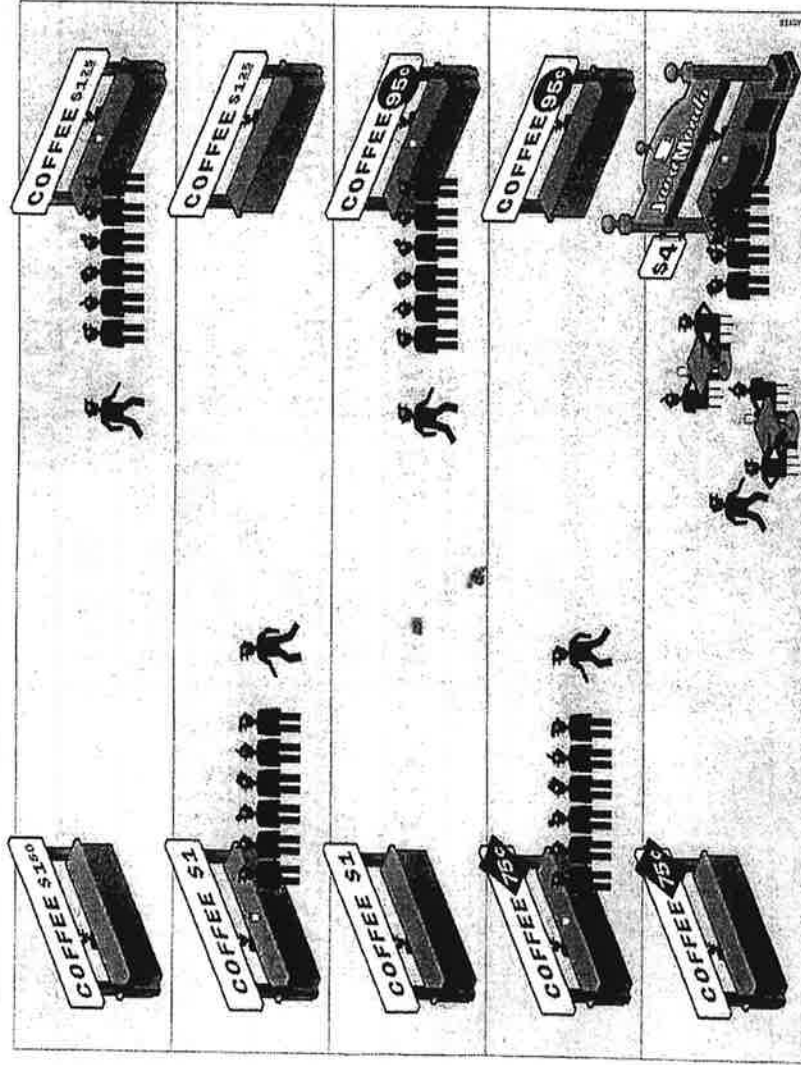
- Continue to reduce Personnel Costs by changing current part-time regular positions to part-time temporary (this will be done through attrition)
- Market the availability of the Club House for rentals and the Golf Course for Tournaments
- Market Golf Lessons & Clinics
- Market Food & Beverage Services for lunches and after work socials

# FUTURE GOALS FOR THE GOLFCOURSE



# Panel Discussion

by Don Moyer



## Death by a Thousand Cuts

**Editor's note:** The above "Panel Discussion" and the text that follows is reprinted with permission of the Harvard Business Review (February 2005). What does selling a \$4.00 cup of coffee have to do with golf? Starbucks Coffee and other smart competitors have learned that lower prices can be disastrous to the bottom line. But equally important, they've learned that the best price is not always what customers are after in the first place. Sometimes what customers want is a better cup of coffee, more choice, and a comfortable place to sit down and relax. The lesson for golf: think about improving your product, your

service, and the overall customer experience and avoid price discounting whenever possible.

People go to war for many reasons: protecting freedom, family, or country is generally considered a noble one. Undercutting a competitor is not. The top line is a potent weapon—but one that must be wielded with finesse, not machete.

As a strategy, price-cutting can be difficult to sustain; against more efficient competitors, it's impossible. In his first-rate book, *Competitive Solutions: The Strategist's Toolkit*, R. Preston McAfee points out that price wars between

equals produce injuries on both sides and victory on neither. So, launch a price war only when you're sure you have an overwhelming advantage and can drive the other guy from the market.

Of course, if a competitor attacks, you'll have to put up your dukes. But in peacetime, it's wiser to invest in areas such as R&D, customer service, and marketing, which justify raising prices, not lowering them. After all, cheap isn't like rich and thin—it's something you can be to excess.

Don Moyer can be reached at don@earnsite.com

# Proposed Rate Increase for FY 06 Based on \$5/\$7 Proposal B

Month	2004 Rounds	GF Increase	Total GF Increase	Capital	Capital Total	Total
Oct	2,329	\$3.00	\$6,987	\$2.00	\$4,658	\$11,645
Nov	2,239	\$3.00	\$6,717	\$2.00	\$4,478	\$11,195
Dec	2,076	\$3.00	\$6,228	\$2.00	\$4,152	\$10,380
Jan	2,761	\$3.00	\$8,283	\$2.00	\$5,522	\$13,805
Feb	2,834	\$3.00	\$8,502	\$2.00	\$5,668	\$14,170
Mar	3,307	\$5.00	\$16,535	\$2.00	\$6,614	\$23,149
Apr	3,677	\$5.00	\$18,385	\$2.00	\$7,354	\$25,739
May	3,869	\$5.00	\$19,345	\$2.00	\$7,738	\$27,083
June	2,946	\$5.00	\$14,730	\$2.00	\$5,892	\$20,622
July	3,027	\$3.00	\$9,081	\$2.00	\$6,054	\$15,135
Aug	2,192	\$3.00	\$6,576	\$2.00	\$4,384	\$10,960
Sept	1,254	\$3.00	\$3,762	\$2.00	\$2,508	\$6,270
Total	32,511		\$125,131		\$65,022	\$190,153
Annual	30,000	\$3.67	\$110,100	\$2.00	\$60,000	\$170,100

\*Change Friday to Weekend Fate

Rounds: 5,500; Increase \$5.00 \$27,500

\$217,653

(Anticipate 10% loss -\$ 21,765 Total \$195,888