

# **Golf Ad Hoc Committee Report End of Year 2016**



*Holiday Island*  
ARKANSAS

**Presented to the Holiday Island SID  
Board of Commissioners**

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### **Formation of Committee**

The Golf Ad Hoc committee was formed by the HISID Board of Commissioners at the April 18, 2016 regular board meeting. The committee was formed to fulfill two main objectives:

- Review the golf market and facility analysis, "Review of Golf Operations"
- Prepare recommendations, findings and final report to the BOC on future golf operations.

*Definition of Ad Hoc Committee: Committee formed for a specific task or objective, and dissolved after the completion of the task or achievement of the objective. Most committees (other than the standing committees) are of ad hoc type.*

### **Inaugural meeting**

The organizational meeting of Golf Operation Ad Hoc Committee was held on April 28, 2016. The purpose of the meeting was to establish the committee's membership and leadership, guiding principles, scope of work, and set benchmark deadlines.

#### **Committee's membership and leadership**

At the first committee meeting, the attendees decided that the committee membership would remain open for the first few meetings to encourage participation by property owners that were not aware of the new committee or who were not able to attend the first meeting. The consensus was that the final committee should include a broad spectrum of viewpoints from both golfers and non-golfers. All attendees were welcomed to participate; however, it was agreed that the final committee would be comprised of those people who demonstrated a commitment to showing up to meetings and participating on a regular basis.

The attendees nominated Lawrence Blood to Chair the meetings in the interim until the final committee was set and a chair could be elected.

### **Guiding principles**

The committee agreed to the following guiding principles:

- The committee would remain objective throughout the process.
- The Committee was to keep in mind that Holiday Island is a multifaceted community and "Golf" is only one aspect of the community; however, its success or failure impacts many other areas.
- Committee membership is open but comes with a commitment
- The committee will remain focused ("Ad Hoc" = "For This" = "NGF Study").
- The Committee was formed for Information gathering and is advisory in nature.
- Public comments during meetings are optional and at the preference of the committee for information gathering.
- The Committee may develop a public opinion survey on golf operations (optional, if needed for information gathering)

### **Communications with the Board of Commissioners and Recommendations**

- The Committee established that it would communicate to the Board of Commissioners and District Administration through recommendations and findings. Recommendations and Findings were understood to be non-binding instruments of the committee. Two types of possible recommendations were established and defined.
  - "Minor recommendations" are within the authority and budget restrictions of the district manager or golf department to put into action
  - Major recommendations require a regulation adoption, budget amendment, or other BOC action or are needed due to the inaction of the district manager or golf department to put a "Minor recommendation" into action

## Benchmark deadlines

The committee agreed to three benchmarks to evaluate the committee's progress:

Benchmark Action	Current Status
Every Committee member review the NGF study	Completed on May 9, 2016
Develop and send out a public opinion survey on Golf Operations	Postponed
Recommendations and a final report to the BOC	Postponed

## Subsequent Committee Meetings

Date	Meeting Focus	Outcome
4/28/16	Organizational	Set guiding principles, scope of work, and set benchmark deadlines
5/9/16	Identify and prioritize committee focus areas	1. Discussed the recommendations and findings from the NGF study. 2. Identified seven committee focus areas.
5/26/16	General discussion on revenue enhancement ideas, the need to make better inroads with the Eureka Springs businesses, and work plan development	1. Reviewed and discussed the 2003 Golf survey 2. Reviewed Internet articles on golf 3. Prioritized committee focus areas 4. Finalized committee membership 5. Regulation 2016-004
6/13/16	Regulation 2016-004	Recommended Regulation 2016-004
6/28/16	Subcommittee on Regulation 2016-004	Recommended substitute for Regulation 2016-004
10/20/16	Committee focus areas	1. Revenue Ideas: Business Golf Activity Card or Golf Voucher and Prorated Activity Cards for new property owners 2. Golf awareness ideas: Developing a Par 3 course in conjunction with the existing 9- hole course, holding Spring golf lessons, and developing a volunteer coach or second golfer program.
11/10/16	Committee focus areas	1. Recommended Prorated Activity Cards (Regulation 2016-006) 2. Recommended Par 3 course 3. Recommended Business Golf Activity Card
11/22/16	Draft Golf Survey	Topic Postponed
12/6/16	Draft Golf Survey	Topic Postponed

## **Significant Committee work**

### **Organization / Election of Co-Chairs**

5/9/16 - The Committee appointed Alex Thurocy and Lawrence Blood as Committee Co-chairs

5/26/16 - The Ad Hoc Committee membership was set with the following members: Alex Thurocy, Lawrence Blood, Clint Miller, Boyce Williams, Nola Banister, Harold Craig, Donna Putnam, Curt Johnson, Vern Anderson, and Dave Bischoff.

### **Identify and prioritize committee focus areas**

5/9/16 - The committee developed seven focus areas that would be prioritized to guide the committee's work that included:

- Ways to Increase golf revenues
- How to legally address the Private/Semi-Private/Public issue
- Ways to increase golf course awareness
- Ways to increase golfers at Holiday Island
- Study the current status of Golf Operations (comparison of Then Vs. Now)
- Short-term Improvements, and
- Ways to enhance the golfing experience not involving traveling the whole course

5/26/16 - The Ad Hoc Committee prioritized the seven previously mentioned focus areas into three main objectives:

- Increasing golf revenues
- Addressing the semi-private Vs. private issue, and
- Increasing golf course awareness.

### **Reviewed past surveys**

The Committee reviewed and discussed the 2003 survey. The committee discussed the possibility of conducting a new survey focused on golf. There was significant difference of opinions on how the questions should be fashioned and presented to the public. The committee has tabled the topic and will continue the discussion at future meetings.

### **Addressed semi-private Vs. private issue**

The Committee discussed the need to finally put to rest the confusion over the Golf courses being private or semi-private. The committee developed Regulation 2016-004 making the Golf course "semi-private" thereby matching the current operating structure. A sub-committee also drafted a substitute for Regulation 2016-004. Both regulations were discussed by the BOC.

**Revenue enhancement and golf awareness ideas:**

10/20/16 - The committee discussed several revenue enhancement ideas. Following the discussion, it was concluded that the committee would explore the following revenue enhancement ideas:

- Business Golf Activity Card or Golf Voucher
- Prorated Activity Cards for new property owners

10/20/16 -The committee discussed several golf awareness ideas. Following the discussion, it was concluded that the committee would explore the following increasing golf course awareness ideas:

- Developing a Par 3 course in conjunction with the existing 9- hole course.
- Holding Spring golf lessons
- Developing a volunteer coach or second golfer program

**Recommendations and accomplishments**

Date	Recommendation	Current Status
5/26/16	Regulation making the Golf course "semi-private" thereby matching the current operating structure (Regulation 2016-004)	Passed by BOC on 7/18/16
6/28/16	Substitute for Regulation 2016-004	Failed at BOC
10/20/16	Regulation prorating Activity Cards for new property owners (Regulation 2016-006)	Passed by BOC on 12/6/16
10/20/16	Recommended Business Golf Activity Card or Golf Voucher	Passed by BOC on 12/6/16
10/20/16	Recommended developing a Par 3 course in conjunction with the existing 9- hole course.	Passed by BOC on 12/6/16

**Goals Not Yet Met**

- Consensus on developing a public opinion survey concerning golf operations
- Prepare recommendations, findings and final report to the BOC on future golf operations.

Respectfully Submitted,

**Alex Thurocy, CO Chair**

**Lawrence Blood , CO Chair**

## Golf Ad Hoc Meeting Minutes



**MEETING**  
**Golf Operation Ad Hoc Committee**  
**HOLIDAY ISLAND SUBURBAN IMPROVEMENT DISTRICT (HISID)**  
**Thursday, April 28, 2016**

An Ad Hoc Meeting was held at the District Office and was called to order by **INTERIM CHAIR LAWRENCE BLOOD** at 9:00 a.m. Present for roll call were **COMMITTEE MEMBERS CLINT MILLER, DONNA PUTNAM, VERN ANDERSON, DAVE BISCHOFF, HAROLD CRAIG, ALEX THUROCY, and CURT JOHNSON**. Community members in attendance were Barb Kuhn, George Christensen, and Gordon Harris. HISID staff in attendance was Jon Prange and Barry Storie.

**APPROVAL OF AGENDA:**

The **COMMITTEE** approved the agenda by unanimous voice vote.

**APPROVAL OF MINUTES:**

The April 28, 2016 meeting was the inaugural meeting of the Golf Operation Ad Hoc Committee. There were no minutes to approve.

**BUSINESS:**

**1. Scope of committee and overview of NGF Consulting's recommendations and findings.**

Interim Chair Lawrence Blood presented a PowerPoint presentation covering the scope of committee, ground rules and an overview of NGF Consulting's recommendations and findings.

Alex Thurocy suggested that the statement "the committee should remain objective throughout the process" should be included in the committee's ground rules. With no objection from the committee, the statement "the committee should remain objective throughout the process" was added to the ground rules.

The committee openly discussed the recommendations and findings from the NGF study and other related topics.

**2. Set Benchmark deadlines.**

The Committee discussed setting benchmark deadlines for reviewing the NGF Consulting study, sending out a public opinion survey, and making recommendations and a final report to the BOC. The consensus was that each committee member would read the NGF study by the May 9, 2016 meeting and bring back their ideas for focus areas that the group should study. The setting of the other benchmarks was postponed until the next meeting.

**3. Organization / Election of Chair**

The consensus of the committee was to postpone the election of Chair or Co-chairs to the next meeting. The committee requested that Interim Chair Lawrence Blood continue to chair the meetings until May 9<sup>th</sup>.

**SCHEDULING:**

The next Ad Hoc meeting will be held Monday May 9th.

**COMMITTEE COMMENTS:**

The committee requested annual financial reports for all golf operation activities for 2014 and 2015. The reports should include all operating revenues and expenses (not including depreciation and capital project expenses).

Alex Thurocy requested that HISID should research the possibility of obtaining a topographical map with an overlay of vacant lots to better understand which lots are buildable versus the ones that are likely to remain vacant.

**ADJOURN:** The meeting was adjourned by unanimous voice vote at 10:45 a.m.

**MEETING**  
**Golf Operation Ad Hoc Committee**  
**HOLIDAY ISLAND SUBURBAN IMPROVEMENT DISTRICT (HISID)**  
**Thursday, May 9, 2016**

An Ad Hoc Meeting was held at the District Office and was called to order by **INTERIM CHAIR LAWRENCE BLOOD** at 9:00 a.m. Present for roll call were **COMMITTEE MEMBERS HAROLD CRAIG, DAVE BISCHOFF, ALEX THUROCY, DONNA PUTNAM, VERN ANDERSON, and CLINT MILLER**. New members answering the roll call were **BOYCE WILLIAMS and NOLA BANISTER**. Committee member Curt Johnson was absent but excused. Community members in attendance were Gordon Harris, Joan Miller, Dennis Ferris, and Janet Farris. HISID staff in attendance was Jon Prange and Barry Storie.

**APPROVAL OF AGENDA:**

The **COMMITTEE** approved the agenda by unanimous voice vote.

**APPROVAL OF MINUTES:**

The **COMMITTEE** approved the minutes for the April 28, 2016 Golf Ad Hoc meeting by unanimous voice vote.

**OLD BUSINESS:**

**1. Scope of committee and ground rules**

Interim Chair Lawrence Blood presented a PowerPoint presentation covering the ground rules and scope of the committee.

The Committee discussed a suggestion to add to the ground rules the reminder that HI is a multifaceted community and "Golf" is only one aspect of the community; however, its success or failure impacts many other areas of the community. With no objection, the reminder was added to the ground rules.

**2. Set Benchmark deadlines.**

The setting of the benchmarks for sending out a public opinion survey, and making recommendations and a final report to the BOC was postponed until the next meeting.

**3. Organization / Election of Chair**

The consensus of the committee was to appoint Alex Thurocy and Lawrence Blood as Co-chairs and was approved by unanimous voice vote.

**NEW BUSINESS:**

**1. Identify and prioritize study focus areas**

Co-Chair Lawrence Blood presented an MSExcel form on the overhead projector for the purpose of collecting and prioritizing committee suggestions on focus areas. Going around the table, each committee member made, explained, and justified their

suggestions. By consensus, the **COMMITTEE** agreed upon seven focus areas to be included and prioritized: Ways to Increase golf revenues, How to legally address the Private/Semi-Private/Public issue, Ways to increase golf course awareness, Ways to increase golfers at Holiday Island, Current status of Golf Operations (comparison of Then Vs. Now), Short-term Improvements, and Ways to enhance the golfing experience not involving traveling the whole course.

After the list of focus areas were agreed upon, the MSEXcel form was printed and used as a ballot for each member to vote on their top three choices for the committee to focus on. Co-Chair Lawrence Blood will count the ballots and report the results at the next meeting.

## **2. Topographical Map report.**

Co-Chair Lawrence Blood reported on his research and findings on the usefulness of topographical maps in determining the constructability of vacant lots. Lawrence explained that due to the limits in map scale and contour intervals for the available topographical maps of the area, their usefulness would also be limited.

### **SCHEDULING:**

The **COMMITTEE** agreed that to try to increase participation, the next meeting should be in the afternoon. The next Ad Hoc meeting will be held Thursday, May 26<sup>th</sup> at 1:00pm.

### **COMMITTEE COMMENTS:**

A suggestion was made that the results of past golf surveys should be located and reviewed by the committee.

Financial statements for golf operations were provided for 2014 and 2015.

A committee member provided his written thoughts after reading the NGF study.

**ADJOURN:** The meeting was adjourned by unanimous voice vote at 10:55 a.m.

**MEETING**  
**Golf Operation Ad Hoc Committee**  
**HOLIDAY ISLAND SUBURBAN IMPROVEMENT DISTRICT (HISID)**  
**Thursday, May 26, 2016**

An Ad Hoc Meeting was held at the District Office and was called to order by **CO-CHAIR ALEX THUROCY** at 1:00 p.m. Present for roll call were **COMMITTEE MEMBERS: CO-CHAIR LAWRENCE BLOOD, CLINT MILLER, BOYCE WILLIAMS, NOLA BANISTER, and HAROLD CRAIG.** Committee members Donna Putnam, Curt Johnson, Vern Anderson and Dave Bischoff were absent but excused. Community members in attendance were Barb Kuhn and David Dempsey. HISID staff in attendance was Jon Prange and Barry Storie.

**APPROVAL OF AGENDA:**

The **COMMITTEE** approved the agenda by unanimous voice vote.

**APPROVAL OF MINUTES:**

The **COMMITTEE** approved the minutes for the May 9, 2016 meeting by unanimous voice vote.

**OLD BUSINESS:**

**1. Scope of committee, Ground Rules, and importance of our work on this issue.**

Co-Chair Alex Thurocy covered the committee's scope, ground rules and discussed the importance of the committee.

The committee openly discussed ways that the group can have an open and comprehensive dialog while still staying on track with the purpose of the committee.

**2. Set Benchmark deadlines.**

The setting of the benchmarks was postponed until the next meeting.

**3. 2003 HI Property Owners Satisfaction Survey**

The Committee reviewed and discussed the 2003 survey. The committee discussed the possibility of conducting a new survey focused on golf. There was significant difference of opinions on how the questions should be fashioned and presented to the public. The committee tabled the topic and will continue the discussion at future meetings.

**NEW BUSINESS:**

**1. Internet Articles.**

The Committee reviewed and discussed the internet case studies.

**2. Development of Focus Areas.**

The Committee discussed the three main focus areas that were previously agreed upon: increasing revenues, addressing the semi-private Vs. private issue, and

increasing golf course awareness. The committee discussed several revenue enhancement ideas and the need to make better inroads with the Eureka Springs businesses. Following the discussion, it was concluded that before the committee could continue with its work, the "semi-private Vs. private" issue had to be addressed and inconsistencies resolved.

The **COMMITTEE** unanimously agreed that Co-Chair Lawrence Blood should draft a regulation making the Golf course "semi-private" thereby matching the current operating structure. The committee asked that the proposed regulation be reviewed by the District's Attorney and presented to the committee at the next Ad Hoc meeting for reviewing before it goes to the BOC at their June regular meeting..

**3. Finalize Committee Membership**

The Ad Hoc Committee membership was set with the following members: Alex Thurocy, Lawrence Blood, Clint Miller, Boyce Williams, Nola Banister, Harold Craig, Donna Putnam, Curt Johnson, Vern Anderson, and Dave Bischoff.

**SCHEDULING:**

The next Ad Hoc meeting will be held Monday June 13th.

**ADJOURN:** The meeting was adjourned by unanimous voice vote at 2:15 p.m.

**MEETING**  
**Golf Operation Ad Hoc Committee**  
**HOLIDAY ISLAND SUBURBAN IMPROVEMENT DISTRICT (HISID)**  
**Thursday, October 20, 2016**

An Ad Hoc Meeting was held at the District Office and was called to order by **CO-CHAIR LAWRENCE BLOOD** at 1:00 p.m. Present for roll call was **COMMITTEE MEMBERS: CLINT MILLER, BOYCE WILLIAMS, NOLA BANISTER, DAVE BISCHOFF and HAROLD CRAIG.** HISID staff in attendance was Jon Prange and Barry Storie.

**APPROVAL OF AGENDA:**

The **COMMITTEE** approved the agenda by unanimous voice vote.

**APPROVAL OF MINUTES:**

None.

**OLD BUSINESS:**

**1. Scope of committee, ground rules, and importance of our work on this issue.**

Co-Chair Lawrence Blood covered the committee's scope, ground rules and discussed the importance of the committee.

**2. Set Benchmark deadlines.**

The public opinion survey and final recommendations were postponed until the next meeting.

**NEW BUSINESS:**

**Focus Areas and work priorities for Fall and Winter 2016.**

The Committee discussed the three main focus areas that were previously agreed upon: increasing revenues, addressing the semi-private vs. private issue, and increasing golf course awareness.

Co-Chair Lawrence Blood gave an update on the Regulation that was passed by the Board to address the semi-private vs. private issue. The Board considered two different versions of the regulation that were drafted by the committee. The adopted regulation makes the golf courses "semi-private" and allows advertising as either "semi-private" or "open to the public". Co-Chair extended the Board's sincere thanks for its work on the two regulations.

The committee discussed several revenue enhancement ideas. Following the discussion, it was concluded that the committee would explore the following revenue enhancement ideas:

- a. Business Golf Activity Card or Golf Voucher
- b. Prorated Activity Cards for new property owners

The committee discussed several golf awareness ideas. Following the discussion, it was concluded that the committee would explore the following increasing golf course awareness ideas:

- a. Developing a Par 3 course in conjunction with the existing 9- hole course.
- b. Holding Spring golf lessons
- c. Developing a volunteer coach or second golfer program

**SCHEDULING:**

The next Ad Hoc meeting will be held Thursday November 10<sup>th</sup> at 1:00 p.m..

**ADJOURN:** The meeting was adjourned by unanimous voice vote at 2:15 p.m.



**MEETING**  
**Golf Operation Ad Hoc Committee**  
**HOLIDAY ISLAND SUBURBAN IMPROVEMENT DISTRICT (HISID)**  
**Thursday, November 10, 2016**

An Ad Hoc Meeting was held at the District Office and was called to order by **CO-CHAIR LAWRENCE BLOOD** at 1:00 p.m. Present for roll call was **COMMITTEE MEMBERS: CO-CHAIR ALEX THUROCY, CLINT MILLER, BOYCE WILLIAMS, NOLA BANISTER, and HAROLD CRAIG**. HISID staff in attendance was Jon Prange and Barry Storie. Dave Bischoff and Donna Putnam were absent but excused.

**APPROVAL OF AGENDA:**

The **COMMITTEE** approved the agenda by unanimous voice vote.

**APPROVAL OF MINUTES:**

The **COMMITTEE** approved the minutes from October 20, 2016 Ad Hoc meeting.

**OLD BUSINESS:**

**1. Scope of committee, ground rules, and importance of our work on this issue.**

Co-Chair Lawrence Blood covered the committee's scope, ground rules and discussed the importance of the committee.

**2. Set Benchmark deadlines.**

The Committee discussed how a public opinion survey should be constructed, the desired audience, and the types of questions that should be asked. The committee is struggling to come to a consensus on the survey but did agree that each member should prepare proposed survey questions to discuss at the next meeting.

The public opinion survey and final recommendations were postponed until the next meeting.

**NEW BUSINESS:**

**Focus Areas and work priorities for Fall and Winter 2016.**

**Golf Pro Report**

Berry Storie gave a brief update on Golf Operations. Berry reported that revenues YTD have increased in every category and total over \$65,000 from the same period last year. This includes an increase of \$42,703 in food sales and approximately \$8,000 in beverage sales. Rounds of Golf have increased by 9% or 1297 rounds YTD. The increases in rounds played are a result of outside play with property owner rounds

actually being down by 6 rounds as compared to last year. Berry also mentioned that tee times can now be reserved online.

The Committee requested that the same kind of information be reported on the 9-hole course at future meetings

At the last meeting, the committee discussed several revenue enhancement ideas and requested staff to work out the details for the committee to consider. HISID Staff presented their follow-up information to the committee.

Berry Storie presented his work on a Business Golf Pass and Golf Voucher program. The Golf Pass program would allow surrounding area businesses to pay one annual fee to gain access to the golf course. The pass would allow 2 players with cart per day for \$800 or 4 players with cart per day for \$1200. The Voucher program would sell businesses rounds of golf at a discounted rate. The committee discussed both programs. The Committee requested that staff move forward with the Business Golf Pass program on a one year trial basis. The committee's approval is contingent on the BOC's concurrence.

Lawrence Blood presented information on amending the code of regulations to allow for prorated Activity Cards for new property owners. The committee requested that a regulation be prepared and presented to the BOC.

The committee discussed several golf awareness ideas. Following the discussion, it was concluded that the committee would continue to explore the following increasing golf course awareness ideas:

- a. Developing a Par 3 course in conjunction with the existing 9- hole course (The committee's approval is contingent on the BOC's concurrence.)
- b. Holding Spring golf lessons
- c. Developing a volunteer coach or second golfer program

**Task for next meeting:**

Committee members were encouraged to bring their ideas for questions for a public opinion survey.

**SCHEDULING:**

The next Ad Hoc meeting will be held Tuesday November 22<sup>nd</sup> at 1:00 p.m..

**MEETING**  
**Golf Operation Ad Hoc Committee**  
**HOLIDAY ISLAND SUBURBAN IMPROVEMENT DISTRICT (HISID)**  
**Thursday, November 10, 2016**

An Ad Hoc Meeting was held at the District Office and was called to order by **CO-CHAIR LAWRENCE BLOOD** at 1:00 p.m. Present for roll call was **COMMITTEE MEMBERS: CO-CHAIR ALEX THUROCY, CLINT MILLER, BOYCE WILLIAMS, NOLA BANISTER, and HAROLD CRAIG**. HISID staff in attendance was Jon Prange and Barry Storie. Dave Bischoff and Donna Putnam were absent but excused.

**APPROVAL OF AGENDA:**

The **COMMITTEE** approved the agenda by unanimous voice vote.

**APPROVAL OF MINUTES:**

The **COMMITTEE** approved the minutes from October 20, 2016 Ad Hoc meeting.

**OLD BUSINESS:**

**1. Scope of committee, ground rules, and importance of our work on this issue.**

Co-Chair Lawrence Blood covered the committee's scope, ground rules and discussed the importance of the committee.

**2. Set Benchmark deadlines.**

The Committee discussed how a public opinion survey should be constructed, the desired audience, and the types of questions that should be asked. The committee is struggling to come to a consensus on the survey but did agree that each member should prepare proposed survey questions to discuss at the next meeting.

The public opinion survey and final recommendations were postponed until the next meeting.

**NEW BUSINESS:**

**Focus Areas and work priorities for Fall and Winter 2016.**

**Golf Pro Report**

Berry Storie gave a brief update on Golf Operations. Berry reported that revenues YTD have increased in every category and total over \$65,000 from the same period last year. This includes an increase of \$42,703 in food sales and approximately \$8,000 in beverage sales. Rounds of Golf have increased by 9% or 1297 rounds YTD. The increases in rounds played are a result of outside play with property owner rounds

actually being down by 6 rounds as compared to last year. Berry also mentioned that tee times can now be reserved online.

The Committee requested that the same kind of information be reported on the 9-hole course at future meetings

At the last meeting, the committee discussed several revenue enhancement ideas and requested staff to work out the details for the committee to consider. HISID Staff presented their follow-up information to the committee.

Berry Storie presented his work on a Business Golf Pass and Golf Voucher program. The Golf Pass program would allow surrounding area businesses to pay one annual fee to gain access to the golf course. The pass would allow 2 players with cart per day for \$800 or 4 players with cart per day for \$1200. The Voucher program would sell businesses rounds of golf at a discounted rate. The committee discussed both programs. The Committee requested that staff move forward with the Business Golf Pass program on a one year trial basis. The committee's approval is contingent on the BOC's concurrence.

Lawrence Blood presented information on amending the code of regulations to allow for prorated Activity Cards for new property owners. The committee requested that a regulation be prepared and presented to the BOC.

The committee discussed several golf awareness ideas. Following the discussion, it was concluded that the committee would continue to explore the following increasing golf course awareness ideas:

- a. Developing a Par 3 course in conjunction with the existing 9- hole course (The committee's approval is contingent on the BOC's concurrence.)
- b. Holding Spring golf lessons
- c. Developing a volunteer coach or second golfer program

**Task for next meeting:**

Committee members were encouraged to bring their ideas for questions for a public opinion survey.

**SCHEDULING:**

The next Ad Hoc meeting will be held Tuesday November 22<sup>nd</sup> at 1:00 p.m..

**MEETING**  
**Golf Operation Ad Hoc Committee**  
**HOLIDAY ISLAND SUBURBAN IMPROVEMENT DISTRICT (HISID)**  
**Thursday, November 22, 2016**

An Ad Hoc Meeting was held at the District Office and was called to order by **CO-CHAIR LAWRENCE BLOOD** at 1:00 p.m. Present for roll call was **COMMITTEE MEMBERS: CO-CHAIR ALEX THUROCY, CLINT MILLER, BOYCE WILLIAMS, NOLA BANISTER, DAVE BISCHOFF and HAROLD CRAIG**. HISID staff in attendance was Jon Prange and Barry Storie.

**APPROVAL OF AGENDA:**

The **COMMITTEE** approved the agenda.

**APPROVAL OF MINUTES:**

The **COMMITTEE** approved the minutes from November 10, 2016 Ad Hoc meeting.

**OLD BUSINESS:**

**1. Scope of committee, ground rules, and importance of our work on this issue.**

Co-Chair Lawrence Blood covered the committee's scope, ground rules and discussed the importance of the committee.

**2. Set Benchmark deadlines.**

The Committee continued its debate over the public opinion survey. The committee is still working to come to a consensus on the survey. Committee members will send proposed survey questions to Lawrence and he will prepare a draft survey using the online Survey Monkey website.

The public opinion survey and final recommendations were postponed until the next meeting.

**NEW BUSINESS:**

Co-Chair Lawrence Blood gave a recap of the 11/21/16 Board of Commissioner's meeting. The Board of Commissioners passed on first reading a regulation proposed by the Golf Ad Hoc Committee to prorate activity cards for new property owners. The Board also gave its concurrence for the committee to proceed with its business golf pass, business outing program and par 3 course on a trial basis. Other committee members gave their accounts and impressions of the 11/21/16 Board of Commissioner's meeting.

**SCHEDULING:**

The next Ad Hoc meeting will be held Tuesday December 6<sup>th</sup> at 1:00 p.m.



## **Proposed and adopted Regulations**





# HOLIDAY ISLAND SUBURBAN IMPROVEMENT DISTRICT NO. 1

## REGULATION 2016-004

A REGULATION AMENDING CHAPTER 5 OF THE CODE OF REGULATIONS, BY AMENDING SUBSECTIONS 5-31(a) AMENITY USE POLICY AND SECTIONS 5-34 GOLF COURSE RULES, AND 5-37 CAMPGROUND RULES; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

**Section 1:** Amending Chapter 5, Sections 5-31 Amenity Use Policy, 5-34 Golf Course Rules, And 5-37 Campground Rules, of the Code of Regulations, Holiday Island Suburban District No. 1 is amended to read as follows:

### Chapter 5 - AMENITY PRIVILEGES

#### ARTICLE II. - USE OF RECREATIONAL FACILITIES

Sec. 5-31. - Amenity use policy, activity card and user fee program established.

(a) All Holiday Island amenities are restricted as private facilities **unless the facility or amenity has been categorized as semi-private by regulation.** ~~, and exist for the beneficial use, recreation and enjoyment of Holiday Island property owners, both resident and nonresident. It is the policy of the Holiday Island Suburban Improvement District Board of Commissioners that the use of all district amenities, including the golf courses, recreation complex, campground and meeting room facilities, are restricted to property owners, their guests, and others at the discretion of HISID management.~~

**(1) Private facilities and amenities exist for the beneficial use, recreation and enjoyment of Holiday Island property owners, both resident and non-resident, and guests of property owners.**

**(2) Semi-private facilities and amenities exist for the beneficial use, recreation and enjoyment of Holiday Island property owners, both resident and non-resident. The Board of Commissioners may categorize a facility or amenity as semi-private when the regular patronage by non-property owners is required to sustain its operations at a desired level of service, thereby preserving the facility or amenity for the principal benefit of property owners. Semi-private facilities and amenities may be advertised as "semi-private" or "open to the public" for the purposes of attracting the financial support and use of the facility by non-property owners.**

Sec. 5-34. - Golf course rules (9-hole and 18-hole courses).

The Holiday Island golf courses are **semi-private facilities** ~~provided for use by Holiday Island property owners, guests of property owners, and non-property owners. In order to be counted as a "guest," the person must be accompanied by a property owner. A non-property owner may not have guests.~~ These rules have been established to assure orderly play and an enjoyable golfing experience.

(1) Course rules:



a. General rules:

ii. Tee time reservations may be made no earlier than two weeks in advance for property owners; one week in advance for non-property owners and will be limited to a maximum of two tee times per person per day. ~~A guest cannot make a tee-time reservation.~~ Tournaments and/or outings may be scheduled up to one year in advance, beginning January 1 each year, subject to conditions and rules outlined elsewhere.

Sec. 5-37. - Campground rules.

The Holiday Island campground is a short-term recreational camping facility intended for temporary vacation camping. **The campground is a semi-private facility that exists for the beneficial use of property owners and their guests, but is also available to non-property owners.** ~~This facility exists for the beneficial use of property owners and their guests, but is also available to non-property owners.~~

**Section 2:** Severability Clause: The sections, paragraphs, sentences, clauses, and phrases of this Regulation are severable, and if any phrase, clause, sentence, paragraph, or section of this Regulation, or its application to any persons or circumstances, shall be declared unconstitutional, invalid, or unenforceable by the valid judgment or decree of a court of competent jurisdiction, such unconstitutionality, invalidity, or unenforceability shall not affect any of the remaining phrases, clauses, sentences, paragraphs, and sections of this Regulation or their application.

**Section 3:** All regulations or parts of regulations conflicting with any of the provisions of this regulation are hereby repealed to the extent of such conflict.

**Section 4:** Effective date.

This regulation shall become effective immediately upon passage.

First Reading: June 27, 2016

Second Reading: July 18, 2016

Passed this 18th day of July, 2016

Signed: Holiday Island Suburban Improvement District No. 1



Commissioner Bill Noonan, Chair

Attest:



Commissioner Dan Kees, Secretary



HOLIDAY ISLAND SUBURBAN IMPROVEMENT DISTRICT NO. 1

REGULATION 2016-004 (Golf Ad Hoc Substitute)

A REGULATION AMENDING CHAPTER 5 OF THE CODE OF REGULATIONS, BY AMENDING SUBSECTION 5-31(a) AMENITY USE POLICY, AND SECTION 5-34 GOLF COURSE RULES; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

**Section 1:** Chapter 5, Subsection 5-31(a) Amenity Use Policy, and Sections 5-34 Golf Course Rules, and 5-37 Campground Rules, of the Code of Regulations, Holiday Island Suburban District No. 1 is amended to read as follows:

Chapter 5 - AMENITY PRIVILEGES

Sec. 5-31. - Amenity use policy, activity card and user fee program established.

(a) All Holiday Island amenities are restricted as private facilities, and exist for the beneficial use, recreation and enjoyment of Holiday Island property owners, both resident and nonresident. ~~It is the policy of the Holiday Island Suburban Improvement District Board of Commissioners that the use of all district amenities, including the golf courses, recreation complex, campground and meeting room facilities, are restricted to property owners, their guests, and others at the discretion of HISID management.~~ **The Holiday Island Suburban Improvement District Board of Commissioners reserves the option to extend amenity privileges to non-owners.**

(b) Payment of a daily user fee or the purchase of appropriate activity card(s) shall be required of all Holiday Island property owners for the use of specified district amenities. All amenity fees, charges, and deposits are outlined in section 5-38. The amenities subject to the user fee or activity card are:

- (1) The 18-hole golf course.
- (2) The nine-hole golf course.
- (3) The campground.
- (4) The swimming pools.

Sec. 5-34. - Golf course rules (9-hole and 18-hole courses).

The Holiday Island golf courses are provided for use by Holiday Island property owners, guests of property owners, ~~and non-property owners. In order to be counted as a "guest," the person must be accompanied by a property owner. A non-property owner may not have guests.~~ **The Holiday Island Suburban Improvement District Board of Commissioners reserves the option to extend golf course privileges to non-owners.** These rules have been established to assure orderly play and an enjoyable golfing experience.



Sec. 5-37. - Campground rules.

The Holiday Island campground is a short-term recreational camping facility intended for temporary vacation camping. This facility exists for the beneficial use of property owners and their guests, but is also available to non-property owners.

**Section 2:** Severability Clause: The sections, paragraphs, sentences, clauses, and phrases of this Regulation are severable, and if any phrase, clause, sentence, paragraph, or section of this Regulation, or its application to any persons or circumstances, shall be declared unconstitutional, invalid, or unenforceable by the valid judgment or decree of a court of competent jurisdiction, such unconstitutionality, invalidity, or unenforceability shall not affect any of the remaining phrases, clauses, sentences, paragraphs, and sections of this Regulation or their application.

**Section 3:** All regulations or parts of regulations conflicting with any of the provisions of this regulation are hereby repealed to the extent of such conflict.

**Section 4:** Effective date.

This regulation shall become effective immediately upon passage.

First Reading: June 20, 2016

Second Reading: July 18, 2016

Passed this \_\_\_\_\_ day of \_\_\_\_\_, 2016

Signed:

Holiday Island Suburban Improvement District No. 1

\_\_\_\_\_  
Commissioner Bill Noonan, Chair

Attest:

\_\_\_\_\_  
Commissioner Dan Kees, Secretary





**HOLIDAY ISLAND SUBURBAN IMPROVEMENT DISTRICT NO. 1**

**REGULATION 2016-006**

**A REGULATION AMENDING CHAPTER 5 OF THE CODE OF REGULATIONS, BY AMENDING SUBSECTION  
5-32(b), Activity card and user fees defined**

**Section 1:** Chapter 5, Subsection 5-32(b) is amended and reads as follows:

Sec. 5-32 - Activity card and user fees defined

(b) All types of yearly activity cards shall be in effect from April 1 through March 31 of the following year. ~~The cost of these cards shall not be prorated, rebated, or refunded for any reason.~~

(1) Except as otherwise provided in this section, the cost of yearly activity cards shall not be prorated, rebated, or refunded.

(2) Notwithstanding (1) of this section, the initial yearly activity card purchased by a new Holiday Island property owner may be prorated based upon the number of months or partial months remaining, provided:

(A) The purchaser or immediate family member had not previously owned real property within Holiday Island.

(B) The purchaser or immediate family member had not previously held a yearly activity card

**Section 2:** Severability Clause: The sections, paragraphs, sentences, clauses, and phrases of this Regulation are severable, and if any phrase, clause, sentence, paragraph, or section of this Regulation, or its application to any persons or circumstances, shall be declared unconstitutional, invalid, or unenforceable by the valid judgment or decree of a court of competent jurisdiction, such unconstitutionality, invalidity, or unenforceability shall not affect any of the remaining phrases, clauses, sentences, paragraphs, and sections of this Regulation or their application.

**Section 3:** All regulations or parts of regulations conflicting with any of the provisions of this regulation are hereby repealed to the extent of such conflict.



**Section 4: Effective date.**

This regulation shall become effective immediately upon passage.

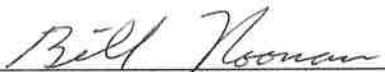
First Reading: November 21, 2016

Second Reading: December 6, 2016

Passed this 6th day of December, 2016

Signed:

Holiday Island Suburban Improvement District No. 1

  
\_\_\_\_\_  
Commissioner Bill Noonan, Chair

Attest:

  
\_\_\_\_\_  
Commissioner Dan Kees, Secretary



## **NGF Consulting Recomendations**



## Holiday Island Country Club

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### General Impressions

- Holiday Island CC has the basic design features and location to be a successful public golf course.
- Aging infrastructure, especially related to turf conditions and irrigation.
- Lack of adequate maintenance staffing, due to low revenue and low expense structure.
- Remote location with small proximate population and limited local golfers support.
- Inconsistent operating policies over time, leaving a perception in the region that HICC is a private, member-only club.
- Declining golf market due to increased competition, reduced discretionary incomes, aging population, and changing demographics.





## Holiday Island Country Club – Physical Review

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### Key Issues We See

- Course is more than 40 years old, renovations/upgrades will be required in the near future (within 3 to 5 years)
  - **Turf** - some form of upgrade or replacement
  - **Cart Paths** - some upgrade and improvement
  - **Irrigation** - problems with breaks and coverage, not fully efficient
  - **Greens** - Bermuda contamination, some disease and nearby tree/root problems
  - **Tees** - should be improved with stronger turf and a leveling program
  - **Bunkers** - should be improved with better sand a linings
  - **Driving Range** - add a few tee stations, more length, and better targets
  - **Maintenance compound would benefit from general “face-lift”**.
- HICC should upgrade on-course “niceties”
  - Course signs and markers inaccurate
  - Golf holes (cups) are raised too high
  - Yardage markers are not complete
  - Water stations need improvement



## Holiday Island Country Club

Holiday Island Country Club Needed Physical Improvements	
Highest Priority Items	Highest Estimated Cost
Turf	\$150,000
Cart Paths	240,000
Amenities	60,000
Irrigation System	1,000,000
Greens	400,000
<b>Sub-Total – Most Immediate</b>	<b>\$1,850,000</b>
<b>Lower Priority Items:</b>	
Tees	\$30,000
Bunkers	70,000
Driving Range	60,000
Maintenance Area	15,000
<b>Total Holiday Island CC Upgrades</b>	<b>\$2,025,000</b>



## Holiday Island Country Club – Operational Review

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### **Key Issues We See**

- Operating policy has been inconsistent, switching between member-only and semi-private, or daily fee
- Holiday Island CC is operating with a staff that is barely sufficient to sustain operations
- HICC is being maintained to match budget, as opposed to golf course needs
- The absence of a true “marketing plan” to define a strategy, establish goals and define specific activities
- The total revenue earned at HICC is much lower than average for public golf courses of this type



## Holiday Island Country Club

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### External Factors

- Decline in overall demand for golf in this local market
- Population growth in the area is at or below the total U.S. rate
- Course supply in the area suggests a “saturated” market – small population and lower-than-average golf demand to support golf courses
- Significant downward pressure on green fees in this market area. Very few northwest Arkansas area / southwest Missouri golf courses are able to charge in excess of \$40 or \$45 per round (w/cart).





## Holiday Island Country Club

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### Key Operational Findings

- Holiday Island golf system is basically set up in a traditional municipal golf format with full District control of facilities and labor.
- No indication that the facility is being mismanaged in any way, but the golf course is under-staffed to provide a level of high quality maintenance.
- HICC is operating a good quality golf course facility in a generally rural location with a limited customer base to support operations
- Course is earning total revenue less than half the U.S. 18-hole golf “standard” of about \$1.0 million in revenue
- District has worked hard to reduce expenses in the operation to match the low revenue, but this has in part contributed to the reductions in maintenance and facility improvement
- Staff includes a Class A-1 PGA Golf Professional, certified for the past 24 years, as well as, a GCSAA Class-A Superintendent with 36 years of golf maintenance experience.



## Holiday Island Country Club

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### **NGF Recommendations**

- Commit to a semi-private structure with renewed focus on attracting non-local golfers
- Enhance marketing, especially related to technology (internet, email, social, etc.)
- Improve the physical condition of the property with additional maintenance staff
- Complete the physical upgrades needed, focusing on turf quality as highest priority
- Implement player development activities that appeal to attracting new golfers
- Make slight increase adjustment in playing fees bringing the Activity card average discount to around 20% from peak green fees, and commit to a program of annual fee adjustments to account for increasing maintenance costs.



## Holiday Island Country Club

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### Preliminary Financial Analysis

- NGF estimated 15,850 to 22,000 rounds in 2015-2018 period.
- NGF projects facility revenue in the \$450,000 to \$700,000 range between 2015-2019.
- The annual net income after all expenses is not likely to be positive, although direct golf losses can be reduced from over \$200,000 projected for 2015, down to below \$100,000 by 2017 and \$65,000 in 2019
- HICC operation, as it currently situated, is not sustainable for the long term, as it not likely to be capable of sustaining basic day-to-day expenses. It is also certain that the Holiday Island CC operation will not be able to cover any large-scale capital costs and it is likely that the facility will operate with continued losses

