



360 Main St. • Delta, Colorado 81416 • Phone (970) 874-7566 • Fax (970) 874-8776

A G E N D A

**Delta City Council
Work Session**

**January 21, 2014
5:00 p.m.**

A. Golf Course Advisory Board Applicant Interviews ----- 5:00 to 7:00

Recess for Regular Meeting

B. Golf Course Three to Five Year Strategic Outline

MEMO

To: Mayor and City Council
From: Jolene E. Nelson, City Clerk
Date: January 21, 2014
Subject: Golf Course Advisory Board Applicants



Office of the City Clerk

Recommendation:

Council review the applications for the Golf Course Advisory Board.

Background:

Staff advertised to solicit applications for four vacancies on the Golf Course Advisory Board. Eleven applications have been submitted. Staff previously solicited feedback from Council on the process of appointing the Golf Course Advisory Board members; it was decided to interview all applicants. Attached are the applications for review. Staff will provide the Council with the scheduled times for the applicant's interviews. Staff will also provide an outline of questions that Council may want to address during the interview. Council may choose to address additional questions as well.

Cost:

N/A

Alignment With Strategic Planning:

The City Council appoints the members of the Golf Course Advisory Board.

Actions To Be Taken if Approved:

The Council will interview the applicants and then appoint their selected applicants at the Regular Meeting.



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Board, Commission or Committee Application

Please return to: City of Delta, 360 Main Street, Delta, Colorado 81416

Name Morgan Yost Date 1-15-14

Mailing Address 257 Main St

Street Address 257 Main St Phone Number 970 874-8227

City Delta State CO Zip Code 81416

Occupation Dentist

How many years (months) have you lived in the: City of Delta _____? Delta County 22 years as well as

- Board or Commission Applying for:
- Planning Commission _____
- Delta Housing Authority _____
- Golf Course Advisory Board
- Other (please list) _____

5 1/2 years since 2008

How did you hear about this opening? Dennis Phillips / Rob Sanders.

Please comment on why you desire to be appointed? To help keep the golf course in Delta

Have you ever been on a Board or Commission before? (If yes please describe) no

Please explain the purpose of the Board or Commission you are applying for as you understand it.
Help make the golf course more profitable to the city of Delta and to help it fund itself.

Signature of Applicant [Handwritten Signature]

In making appointments to the Golf Course Advisory Board, the Delta City Council desires from each applicant, information relative to the following questions. Please complete this information to the best of your ability.

Do you feel that the Golf Course is an asset or liability and why?

Asset. It draws golfers to Delta County that in turn spend money at other businesses.

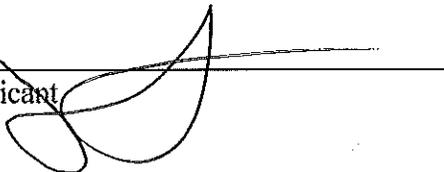
Briefly describe the history of your professional background that you believe would benefit the Golf Course Advisory Board?

I moved back to Delta in 2008 to take over my father's dental practice. I have grown his practice 4X over those years. I talk to a lot of patients about the golf course and feel I have a good business sense to make it successful.

What kinds of thing do you think the City needs to look at in it's effort to improve the financial condition of the Golf Course?

Promote it more internally. Word of mouth is the best/cheapest type of advertisement. If Devil's Thumb was in Denver, it would be busy everyday. We need to tap into referrals from golfers b/c it is a great course.

Signature of Applicant





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Board, Commission or Committee Application

Please return to: City of Delta, 360 Main Street, Delta, Colorado 81416

Name Todd Laws Date 1/8/2014

Mailing Address 1977 Rose Ct

Street Address 1977 Rose Ct Phone Number 970 874 1246

City Delta State CO Zip Code 81416

Occupation Young Life Ministry Developer - Small Towns

How many years (months) have you lived in the: City of Delta 20 years ? Delta County 20 years ?

Board or Commission Applying for: Planning Commission Delta Housing Authority Golf Course Advisory Board x Other (please list)

How did you hear about this opening? At Rotary Club

Please comment on why you desire to be appointed?

I deeply care for the well being of our community including the utilization of our resouces such as Devil's Thumb. I have ideas to share and desire to see our Golf Course and City succeed.

Have you ever been on a Board or Commission before? (If yes please describe)

No.

Please explain the purpose of the Board or Commission you are applying for as you understand it.

To seek input from fellow citizens pertinent to the Golf Course and bring the best ideas and valid criticism they/I have to the Golf Course/city leadership in hopes of helping the growth, success, improvement and community pride in having this incredible Devil's Thumb G C asset.

Signature of Applicant (Handwritten signature)

In making appointments to the Golf Course Advisory Board, the Delta City Council desires from each applicant, information relative to the following questions. Please complete this information to the best of your ability.

Do you feel that the Golf Course is an asset or liability and why?

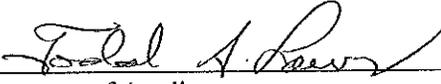
I believe Devil's Thumb GC is one of our very best assets we have in Delta that is sadly a sore financial liability right now. I believe we are sitting on a treasure that can really help the economic growth of our community but we are not thinking correctly on how to use the facility beyond golfing that will both serve our community and be a wonderful source of revenue. I have Ideas to share and refine with the help of others to get us out of the financial mess and truly serve our entire community.....golfers and non golfers alike.....including some of the biggest critics of Devil's Thumb.

Briefly describe the history of your professional background that you believe would benefit the Golf Course Advisory Board?

As Area Director of Young Life Delta County for 16 years and now Regionally employed 4 more years as our YL Small Town Ministry Developer for the Rocky Mtn. West Region I have organized and ran over 25 fund raising golf tournaments at Devil's Thumb (and the old Cottonwood GC) to benefit teens and Young Life ministry in our community. I know and am known by a great number of people in our community. I enjoy personally playing golf, live on a tight budget and look for ways to include golf at Devil's thumb as part of my enjoyment of life here.

What kinds of thing do you think the City needs to look at in it's effort to improve the financial condition of the Golf Course?

1. Devil's Thumb is unmatched in our entire county/community for 360 degree scenic views and begs for us to build a meeting facility there that is suitable for receptions, reunions, weddings business meetings, conferences and the like that can accommodate perhaps 500 - 1000 people. We do not have a venue for large group meetings anywhere in our community and we are missing out. Other communities have wisely utilized their public golf course for such a facility and find that people who attend events there often take extra time to play golf as well.
2. I'd like to see us continue to look for new/more ways to balance affordable memberships and responsible course usage to increase the number of local citizens who will regularly choose to Golf at Devil's Thumb.
3. Improve downtown main street and court new motel/hotel construction.



Signature of Applicant



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Board, Commission or Committee Application

Please return to: City of Delta, 360 Main Street, Delta, Colorado 81416

Name Archie Welthington Date 1-15-14

Mailing Address 1391 E 13th St

Street Address 11 Phone Number 874-8213

City Delta State CO Zip Code 81416

Occupation Retired

How many years (months) have you lived in the: City of Delta 1977 ?
Delta County _____ ?

Board or Commission Applying for:

Planning Commission _____

Delta Housing Authority _____

Golf Course Advisory Board

Other (please list) _____

How did you hear about this opening?

Read about it in the DCZ

Please comment on why you desire to be appointed?

Love the course, will help in anyway I can to improve the course & listen to all sides of how people feel about the course.

Have you ever been on a Board or Commission before? (If yes please describe)

Golf board, ex EMT, parish council

Please explain the purpose of the Board or Commission you are applying for as you understand it.

To listen & advise to Golf Pro

Archie Welthington
Signature of Applicant

Page 2 for Golf Course Advisory Board Applicants only:

In making appointments to the Golf Course Advisory Board, the Delta City Council desires from each applicant, information relative to the following questions. Please complete this information to the best of your ability.

Do you feel that the Golf Course is an asset or liability and why?

An asset in that it brings paying visitors (golf, lunch, motel etc)
Plus tell others about our course.

Liability because of the funds having to help run the course
As a City taxpayer I see both sides.

Briefly describe the history of your professional background that you believe would benefit the Golf Course Advisory Board?

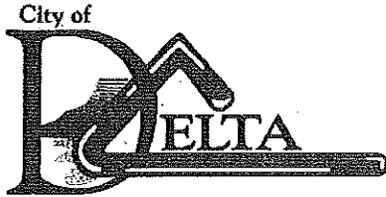
Nothing since 1980 - before - customer rep for the Gas Company - ~~Secretary for the Southern~~ Secretary for the Southern Ute Community Action Program.

Since retirement just do what I want - Bunes - babysit great grandkids when needed, shop, read Loaf I have all the time to do it in.

What kinds of thing do you think the City needs to look at in it's effort to improve the financial condition of the Golf Course?

Lower the rates for daily golf players. Have an earlier start time May, June, July, August - mowers could begin mowing at 5 AM. Like before & be done by noon.

Archie Wethington
Signature of Applicant



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Board, Commission or Committee Application

Please return to: City of Delta, 360 Main Street, Delta, Colorado 81416

Name Jo Rosenquist Date 1-7-14

Mailing Address 1248 Sunset Drive

Street Address 1248 Sunset Drive Phone Number 970-874-9895

City Delta State CO Zip Code 81416

Occupation Executive Director-Delta Housing Authority

How many years (months) have you lived in the: City of Delta 19 years?
Delta County 19 years?

Board or Commission Applying for:

Planning Commission _____

Delta Housing Authority _____

Golf Course Advisory Board X

Other (please list) _____

How did you hear about this opening?

I was approached by a current member of the Golf Advisory Board to join this group.

Please comment on why you desire to be appointed?

I have an interest in the future of Delta as I have invested a great deal of my life here and hope to see it grow and prosper. I also see the value in amenities like the golf course in attracting new people to Delta who might bring new ideas, money and vision to our community.

Have you ever been on a Board or Commission before? (If yes please describe)

Yes, I served on the Delta Housing Authority Board prior to taking on the role as Executive Director. I currently serve on the Delta County Housing Task Force and the Financial Task Force Advisory group for the City of Delta.

Please explain the purpose of the Board or Commission you are applying for as you understand it.

To provide feedback and potential insight/solutions to City of Delta staff and Council regarding matters concerning the golf course and its operations.

Jo Rosenquist
Signature of Applicant

Page 2 for Golf Course Advisory Board Applicants only:

In making appointments to the Golf Course Advisory Board, the Delta City Council desires from each applicant, information relative to the following questions. Please complete this information to the best of your ability.

Do you feel that the Golf Course is an asset or liability and why?

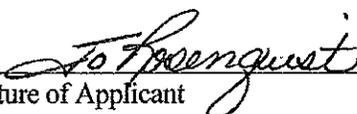
I believe that all amenities like the golf course, the rec. center, the parks and the many programs sponsored by the City of Delta are assets to our community. Those are the things that make us an attractive choice for families looking to relocate and businesses who want to hire and maintain a satisfied, competent workforce. That being said, I also realize that any and all of these amenities come with a price and realistic decisions must be made about how to best maintain them or let them go.

Briefly describe the history of your professional background that you believe would benefit the Golf Course Advisory Board?

I have a degree in business and accounting so I clearly understand the economics we will most likely be examining with regard to the golf course, but I can also grasp the value of this amenity which is not captured on a spreadsheet. In addition, I believe I have the ability and desire to utilize and apply "vision" as it relates to moving a community forward and the broad and varied issues that forward movement can entail.

What kinds of thing do you think the City needs to look at in it's effort to improve the financial condition of the Golf Course?

I think the City needs to be open to a multi-faceted approach to solving the financial condition of the course. I don't believe there's any one solution that will address the issue. The debt already exists so it must be serviced, with the course open or closed, that debt doesn't go away. There is no "short, fast" answer in my mind; I think it will take staff, Council and Department heads working together to be creative about how resources are acquired and allocated and some time to make those moves. I expect some cuts will need to be made, but they may not be in the most obvious places. Additionally, I think there may need to be some increases passed on to the citizens of Delta, again, maybe not in all the old familiar places. I believe all parties need to be open to new approaches to "building a bigger pie" not just working to be sure they get "a bigger piece of the pie". This type of approach requires a mentality of vision and growth and not short-sightedness. The most effective solutions for all factions involved are seldom fast or easy.


Signature of Applicant



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Board, Commission or Committee Application

Please return to: City of Delta, 360 Main Street, Delta, Colorado 81416

Name Jeffrey Allinson Date 1/10/2014

Mailing Address 491 High Garnet Ln.

Street Address _____ Phone Number 720.244.2428

City Delta State CO Zip Code 81416

Occupation Investor

How many years (months) have you lived in the: City of Delta 23 ?
Delta County _____ ?

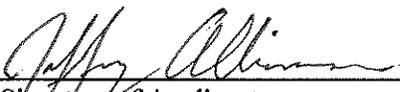
Board or Commission Applying for:
Planning Commission _____
Delta Housing Authority _____
Golf Course Advisory Board X _____
Other (please list) _____

How did you hear about this opening?
-Vicki Ripp

Please comment on why you desire to be appointed?
-I would like to offer my ideas and abilities to improve the sustainability of Devil's Thumb Golf Course.

Have you ever been on a Board or Commission before? (If yes please describe)
-Yes, I served on the executive board of Sigma Phi Epsilon at the University of Colorado for two and a half years.

Please explain the purpose of the Board or Commission you are applying for as you understand it.
-To offer and help implement ideas that will improve operations at Devil's Thumb Golf Course.



Signature of Applicant

Page 2 for Golf Course Advisory Board Applicants only:

In making appointments to the Golf Course Advisory Board, the Delta City Council desires from each applicant, information relative to the following questions. Please complete this information to the best of your ability.

Do you feel that the Golf Course is an asset or liability and why?

-Financially, Devil's Thumb has to be viewed as a liability because of the immense amount of money the City of Delta spends on subsidizing the course. Money is, unfortunately, the bottom line when it comes to any business.

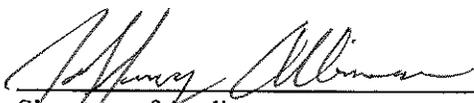
-Aesthetically, Devil's Thumb is a magnificent asset to the City of Delta. Devil's Thumb Golf Course is easily one of the most beautiful and enjoyable golf courses in the state of Colorado. From personal experience I know when people finish playing golf for the first time at Devil's Thumb they are amazed at such a hidden gem.

Briefly describe the history of your professional background that you believe would benefit the Golf Course Advisory Board?

-I worked at Devil's Thumb Golf Course several summers during and after college. I also worked at Haystack Golf Course in Niwot, Colorado. I have had the opportunity to see Devil's Thumb change in both positive and negative ways since it's opening in 2001. I believe my creative ideas and good relationships with members of the community will make me an asset to the Golf Course Advisory Board.

What kinds of thing do you think the City needs to look at in it's effort to improve the financial condition of the Golf Course?

-Marketing, marketing, marketing. I don't believe much more can be done saving money through the operations of Devil's Thumb. The City of Delta needs to concentrate on specific strategies that bring individuals, groups, businesses, etc. to the course to enjoy what a truly unique experience it is playing golf at Devil's Thumb Golf Course.



Signature of Applicant



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Board, Commission or Committee Application

Please return to: City of Delta, 360 Main Street, Delta, Colorado 81416

Name Nich D. Hattel Date 1/8/2014

Mailing Address 1753 F 50 Road

Street Address _____ Phone Number 970-250-2516

City Delta State CO Zip Code 81416

Occupation Retired surgeon

How many years (months) have you lived in the: City of Delta _____?
Delta County 34 _____?

Board or Commission Applying for:

- Planning Commission _____
- Delta Housing Authority _____
- Golf Course Advisory Board _____
- Other (please list) _____

How did you hear about this opening?

Friends

Please comment on why you desire to be appointed?

To help find ways to improve and promote the city golf course.

Have you ever been on a Board or Commission before? (If yes please describe)

Yes, Grand Mesa Resort Company board.

Please explain the purpose of the Board or Commission you are applying for as you understand it.

See above

Nich D. Hattel
Signature of Applicant

In making appointments to the Golf Course Advisory Board, the Delta City Council desires from each applicant, information relative to the following questions. Please complete this information to the best of your ability.

Do you feel that the Golf Course is an asset or liability and why? **Asset**

The Delta County economy seems to have increasingly become more dependant on the retirement industry for retirees. fortunate enough to afford to contribute to this economy, golf is often their main source of recreation. It is low impact and social. a good golf course is a drawing card for young professionals that may be attracted to this area.

Briefly describe the history of your professional background that you believe would benefit the Golf Course Advisory Board?

Delta has been my home for about 34 years. I have been a physician at Delta County Mem. Hospital for that time and I have seen the hospital grow to a respected high quality facility that is nationally recognized. Also I have seen the city of Delta improve with projects that include Confluence Park, The performing Arts Center, the excellent Recreation Center and the top of the Pine Devil's Thumb Golf Course and now the new truck route. all these improvements required progressive thinking & planning as well as hard work.

What kinds of thing do you think the City needs to look at in it's effort to improve the financial condition of the Golf Course?

- ① Try to get some County financial support for both Devils Thumb & Deer Creek (cedar)
- ② Provide long weekend vacation packages that include (a) Rooms or bed & breakfasts (b) Bus wine country tours to Sigel towns on our beautiful low-traffic county roads with designated routes (c) Evening entertainment (d) more in reach of it in Florida and of course the **SOFF** - Market to the front range
- ③ Cooperational material buying with Cedarvale Golf for fertilizer and chemicals. Shared maintenance equipment that is infrequently used. Possibly shared staff.

Signature of Applicant *Nicholas J. [Signature]*



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Board, Commission or Committee Application

Please return to: City of Delta, 360 Main Street, Delta, Colorado 81416

Name Michael W Ludlow Date 1/8/14
Mailing Address 36557 Grandview Mesa Dr. Crawford Co
Street Address 36557 Grandview Mesa Phone Number 81415
City Crawford State Co Zip Code 81415
Occupation President, Oxbow Mining, LLC
How many years (months) have you lived in the: City of Delta _____?
Delta County 2 _____?

Board or Commission Applying for:

- Planning Commission _____
- Delta Housing Authority _____
- Golf Course Advisory Board X _____
- Other (please list) _____

How did you hear about this opening?

Rob Sanders

Please comment on why you desire to be appointed?

Devil's Thumb Golf course is a valuable asset to the City. Continued improvements will enhance this asset.

Have you ever been on a Board or Commission before? (If yes please describe)

Yes
Colorado Mining Association, Board of Directors Member
3mw, LLC. Board of Director Member

Please explain the purpose of the Board or Commission you are applying for as you understand it.

The board will review and approve recommendation for marketing, maintenance and enhancements of Devil's Thumb

Michael W Ludlow
Signature of Applicant

Page 2 for Golf Course Advisory Board Applicants only:

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Do you feel that the Golf Course is an asset or liability and why?

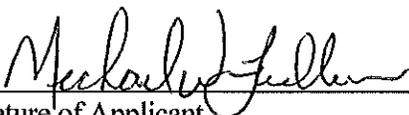
The golf course is a valuable asset. The golf course attracts players from outside the community that bring dollars into the city. The course is also valuable to attract and retain residence of the county. Many avid golfers would leave the area if not for the golf course.

Briefly describe the history of your professional background that you believe would benefit the Golf Course Advisory Board?

Over 40 years of Business Experience.
B.S. IN Mining Engineering
Masters Degree in Business
Registered Professional Engineer in Colorado

What kinds of thing do you think the City needs to look at in it's effort to improve the financial condition of the Golf Course?

Continued Improvements. More Marketing. The City should also focus on Delta as a retirement community.



Signature of Applicant



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Board, Commission or Committee Application

Please return to: City of Delta, 360 Main Street, Delta, Colorado 81416

Name BRIAN JOHNSON Date 1/8/2014

Mailing Address 730 LINCOLN PL, DELTA, CO 81416

Street Address SAME Phone Number (970) 623-4803

City DELTA State CO Zip Code 81416

Occupation OWNER, LOOK BUILDINGS, CONSTRUCTION / SALES

How many years (months) have you lived in the: City of Delta 8 YEARS ?
Delta County 16 YEARS ?

Board or Commission Applying for:

- Planning Commission _____
- Delta Housing Authority _____
- Golf Course Advisory Board X _____
- Other (please list) _____

How did you hear about this opening?
Dennis Phillipis told me about it.

Please comment on why you desire to be appointed?

I believe I have a good knowledge of running a business and insight from the manager's point of view as well as the customer's point of view.

Have you ever been on a Board or Commission before? (If yes please describe)

No

Please explain the purpose of the Board or Commission you are applying for as you understand it.

To give knowledgeable advice to the city manager and city council concerning the day to day operations of the golf course to help make it the most efficient, thereby benefiting all residents.

Brian Johnson
Signature of Applicant

Page 2 for Golf Course Advisory Board Applicants only:

In making appointments to the Golf Course Advisory Board, the Delta City Council desires from each applicant, information relative to the following questions. Please complete this information to the best of your ability.

Do you feel that the Golf Course is an asset or liability and why?

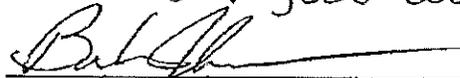
The reality is that it is both. As long as it is being subsidized, technically it is a liability. But, the benefits range from the obvious to the intangibles. As a citizen, it is all our responsibilities to make it the best it can be as an asset with the least possible liability.

Briefly describe the history of your professional background that you believe would benefit the Golf Course Advisory Board?

Farmer + Construction worker as a young man. Some college education, 9 years Navy in Personnel. Business owner in manufacturing. Manager over 70+ employees. Now, business owner again. All with emphasis on customer service + efficiency.

What kinds of thing do you think the City needs to look at in it's effort to improve the financial condition of the Golf Course?

There is no doubt that if the golf course is set up as a business instead of a publicly run administration, it will be more successful. When you put in place minimum requirements, reasonable expectations, achievable goals, and most importantly, incentive based salaries, especially for management, you will always get the most out of poor workers + good workers alike. Everybody wins,


Signature of Applicant

Everybody cares.

You create a system that promotes success and allows everyone to support management instead of always looking for next best applicant.



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Board, Commission or Committee Application

Please return to: City of Delta, 360 Main Street, Delta, Colorado 81416

Name KELLY N SCATES Date 1-8-2014

Mailing Address PO BOX 249

Street Address 550 PALMER ST #100 Phone Number 970-874-8641

City DELTA State CO Zip Code 81416

Occupation CPA

How many years (months) have you lived in the: City of Delta _____?
Delta County 17 YEARS ?

Board or Commission Applying for:
Planning Commission _____
Delta Housing Authority _____
Golf Course Advisory Board X
Other (please list) _____

How did you hear about this opening?
DENNIS PHILLIPS

Please comment on why you desire to be appointed?
IMPROVE AND RETAIN A GREAT ASSET OF DELTA COUNTY

Have you ever been on a Board or Commission before? (If yes please describe)
NO

Please explain the purpose of the Board or Commission you are applying for as you understand it.
TO ADVISE ON IMPROVEMENT OF THE OPERATION OF THE GOLF COURSE

Kelly N Scates
Signature of Applicant

Page 2 for Golf Course Advisory Board Applicants only:

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Do you feel that the Golf Course is an asset or liability and why?

ASSET - PROVIDES QUALITY
OF LIFE AND BRINGS
OCCASIONS TO AREA

Briefly describe the history of your professional background that you believe would benefit the Golf Course Advisory Board?

CPA & GOLFER (HACKER)
WITH WIDE AND VARIOUS
OPINIONS THAT I AM NOT
AFRAID TO EXPRESS

What kinds of thing do you think the City needs to look at in it's effort to improve the financial condition of the Golf Course?

ASK THE CITIZENS FOR
A PORTION OF THE REC CENTER
SALES TAX TO FUND THE COURSE



Signature of Applicant



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Board, Commission or Committee Application

Please return to: City of Delta, 360 Main Street, Delta, Colorado 81416

Name RONALD P JOHNSON Date 1-9-14

Mailing Address 712 CLARK ST DELTA

Street Address 712 CLARK ST Phone Number 874-7156

City DELTA State CO Zip Code 81416

Occupation CARPET INSTALLATION (RETIRED)

How many years (months) have you lived in the: City of Delta 37 ?
Delta County 42 ?

Board or Commission Applying for:

- Planning Commission _____
- Delta Housing Authority _____
- Golf Course Advisory Board
- Other (please list) _____

How did you hear about this opening?

DENNIS PHILLIPS

Please comment on why you desire to be appointed?

I SERVED ON COTTONWOOD BOARD & WAS SECRETARY
MY WIFE WAS ON ORIGINAL BOARD OF DEVILS THUMB

Have you ever been on a Board or Commission before? (If yes please describe)

COTTONWOOD GOLF COURSE

Please explain the purpose of the Board or Commission you are applying for as you understand it.

TO IMPROVE PLAY & REVENUE

Ronald P Johnson
Signature of Applicant

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Do you feel that the Golf Course is an asset or liability and why?

~~YES~~ ASSET NO BRINGS IN MORE
REVENUE TO DELTA COUNTY

Briefly describe the history of your professional background that you believe would benefit the Golf Course Advisory Board?

I'VE BEEN ON GOLF BOARDS BEFORE
SERVED AS VICE PRES & SECRETARY
HEADED GREENS COMMITTEE & TOURNAMENTS

What kinds of thing do you think the City needs to look at in it's effort to improve the financial condition of the Golf Course?

INCREASED PLAY & REVENUE


Signature of Applicant



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Board, Commission or Committee Application

Please return to: City of Delta, 360 Main Street, Delta, Colorado 81416

Name JOSH APPLGATE Date 01/02/14

Mailing Address 637 HOWARD ST.

Street Address 637 HOWARD ST. Phone Number 970-250-3877

City DELTA State CO Zip Code 81416

Occupation SELF - INSURANCE AGENT

How many years (months) have you lived in the: City of Delta 12 YRS?
Delta County 12 YRS?

Board or Commission Applying for:

Planning Commission _____

Delta Housing Authority _____

Golf Course Advisory Board X

Other (please list) _____

How did you hear about this opening?

Justin Clifton, City Manager

Please comment on why you desire to be appointed?

To assist in the efforts of making the golf course a more financially profitable asset to the City of Delta.

Have you ever been on a Board or Commission before? (If yes please describe)

I have sat on the Delta Area Chamber of Commerce Board of Directors for the past 3 years and currently appointed as the President of the Board.

Please explain the purpose of the Board or Commission you are applying for as you understand it.

As I understand this Board assists in making recommendations to the Golf Course General Manager, Rob Sanders towards the marketing, playability of the golf course conditions and the overall impact of the golf course operations to the City of Delta.

Joshua Applegate
Signature of Applicant

Page 2 for Golf Course Advisory Board Applicants only:

In making appointments to the Golf Course Advisory Board, the Delta City Council desires from each applicant, information relative to the following questions. Please complete this information to the best of your ability.

Do you feel that the Golf Course is an asset or liability and why?

Currently the Golf Course is both an asset and a liability to the City of Delta due to the following reasons.

Devils Thumb is an asset due to the fact that the Golf Course draws outside dollars that can be spent in and around the Delta community. Additionally, as a semi-retired community folks that are looking to retire are most interested in an active and mild climate community such as Delta, CO.

Financial instability has constantly been a concern since the opening of Devil's Thumb GC and will continue to be going forward if concise decisions are not made as the city citizens cannot continue for ever to subsidize inadequate departments that are not are not producing dividends on the investment.

Briefly describe the history of your professional background that you believe would benefit the Golf Course Advisory Board?

I went to college on a Golf scholarship and have been around public and private golf clubs over the past 20 years. I have owned and operated the Food & Beverage operations of Devil's Thumb over the past 3 seasons and have a first hand point of views of operations that worked well and areas of opportunity to produce more revenue and reduce expenses which is critical in the sustainability of any operational business. I am currently self employed and some entrepreneurial practices could be the difference in the sustainability of the Golf Course.

What kinds of thing do you think the City needs to look at in its effort to improve the financial condition of the Golf Course?

In my opinion the City needs to evaluate at the current operation structure and evaluate what is a cost center and what is a liability by evaluating the return of investments in various areas such as marketing, payroll and volunteers. The first recommendation that I would make is an immediate marketing plan to increase the number of paid rounds through marketing of events such as tournaments and leagues. Secondly, I would recommend that if volunteers are going to be utilized in the future of operations that they produce more in the way of savings toward the payroll. These individuals are willing to help, they just need direction and accountability of their efforts.


Signature of Applicant

MEMO

To: City Council
From: Justin Clifton, City Manager
Date: January 21, 2014
Subject: Golf Course Strategic Plan



Office of the City Manager

Recommendation:

Staff is looking for feedback on the proposed draft strategic plan outline.

Background:

Council provided direction to staff to begin work on a strategic plan that would focus on reducing transfers from City Utility Funds to the Golf Course to \$300K-\$350K per year. This document is meant to be a starting point for putting together a comprehensive and well thought out strategic plan. Staff is asking Council to identify any gaps or areas of particular concern/ interest.

Cost:

Staff time only.

Alignment With Strategic Planning:

The creation of a strategic plan flows from 2013 goals to establish and present a Golf Course Assessment. The plan is meant to part of a multifaceted attempt to improve City finances.

Actions To Be Taken if Approved:

With direction from Council staff will begin filling in greater detail to this strategic plan with input from the Golf Course Advisory Board.

Devils Thumb Outline of Business Plan

Development, Milestones & Exit Plan

A. *Long-Term Business Goals*

- Reduce transfers to \$300,000 - \$350,000 over the next five years
- Increase area capture rate to 25% of market share
- Increase tournament and outing play by 15%
- Continue to provide Zip Code tracking to better utilize marketing efforts
- Implement Golf in Schools Program to all Junior High Schools in District
- Replace Sand in all Greenside Bunkers

B. *Growth Strategy*

- Create and implement new teaching programs
- Golf in School Program
- Revamp membership rates
- Target Non Profit Groups for fundraisers

C. *Milestones*

- 2002 #2 Ranked Best New Public Courses to Play – Golf Digest
- 2004 #34 Ranked Public Course - Golfweek
- 2011 #9 Ranked Golf Course in Colorado – Golfweek
- 2012 #7 Ranked Golf Course in Colorado – Golf week
- 2013 #7 Ranked Golf Course in Colorado –

Industry Analysis and Trends

A. *Size and Growth*

- More Social Less Competitive
- Golf Outings growing in popularity
- Women & Junior Golf

B. *Maturity of Industry*

- 2007 peaked at 40 million golfers
- 2011 dipped to 26 million golfers
- 2013 projection is 28 million golfers

C. *Seasonal Factors*

- Small percentage of sales from November to February
- Analyze profit/ loss of possible closing for 2-3 months
- How many courses are open on Western Slope

D. *Technological Factors*

- Migration on consumer patterns to online merchandise Sales
- Social Media impact
- Online tee time sales

E. *Regulatory Factors*

- Changes in employment laws due to the Affordable Care Act
- Coal industry regulations will continue to impact Delta County

F. *Anticipated Changes & Trends in Industry*

- National Golf Foundation predicts gradual growth over the next ten years
- Golf groups and outings will become more prevalent
- More Social / Less Competitive
- Online purchasing of tee times and merchandise to dramatically increase
- Discounting and packages to increase

The Competition

A. *Competitive Position*

- Yearly evaluations of completions rates
- Discounting
- Tournaments
- Black Canyon Golf Course

B. *Market Share Distribution*

- Current Distribution Rate: 18% THK Report 2012
- Equal Distribution is 20%
- Target three years: 22%
- Target Five years: 25%

C. *Future Competition*

- Highly unlikely any new courses

Marketing Plan and Sales Strategy

A. Marketing Vehicles

- Website
- Social Media
- Local advertising
 - Focus on businesses and group outings
 - Specials for local businesses (Montrose, Delta, GJ)
 - Contact tournaments from host competitors
- Statewide advertising
 - Hire commission based company or individual for group outings and tournaments sales
 - Consider billboards & other advertising
- Outsource Advertising
 - Email & print advertising
- Hole Advertising

B. Sales Force and Structure

- Commission Based Sales Program
 - Select Golf Course Staff
 - Men's & Ladies Club
 - Regionally & Nationally

C. Other Marketing Tactics

- RV Parking & Advertising
- Conference Center

Operations

A. Equipment and Technology

- Website overhaul: 2014
- Every two years for new look
- No additional cost

B. Inventory Management

- Active Golf POS System is above average
- Yearly evaluations of competition

C. Supply and Distribution

- Offer more products on line
- Focus discounts on non-peak times

- Zip Code Tracking

D. Quality Control and Customer Service

- Mystery Shopper Program
 - Men's & Ladies Club
 - Monthly random customer
 - Tournament participant
- City Manager evaluation
- Random health inspection reports
- Monthly / Weekly / Daily inventory

E. Research and Development

- Research frameworks, techniques and case studies
- Include western slope Pro's
- Training & Educational Seminars
- Golf Advisory Board Best practices

F. Other Programs

- Expand Volunteer Staff
- Participate in internship program through PGA
- Cross-training of employees
- Increase staff training program
- Volunteer work days

Community Involvement & Social Responsibility

G. Golf Course Advisory Board:

- Non golfers
- Business people
- Include marketing/ advertising specialists
- Review feedback from groups to identify what input is productive

H. Get input from current customers

- Surveys & Promotions
- Facebook
- Men's & Ladies Club

I. Community Activities

- Family Night
- Render the Thumb
- Classic Car Show

- Wine Tasting
- Weddings & special events
- Reunions / Grad Parties
- Golf week