



Board of Supervisors Memorandum

November 10, 2015

**Amendment Two to the Cooperative Management Agreement for Operation of
Arthur Pack Desert Golf Course dba Wildcat Gold Partners, LLC**

Introduction

On July 1, 2004, Wildcat Golf Partners was awarded the contract to manage the golf course located within Arthur Pack. The Request for Proposals (RFP) process that preceded this award was necessary, since the original contractor's term was expiring, as was the upkeep of the golf course. During the next 10 years, Wildcat Golf Partners spent \$2 million in corporate funding to improve the condition of the golf course, which was once heralded as having the "best greens" in Tucson.

Throughout the initial term of the agreement, Wildcat was generating sufficient income to not only maintain the golf course but also to make the necessary improvements, including the addition of a much-needed driving range and practice area. Pima County added a new water source of effluent water that also improved the irrigation system.

Nearing the end of the initial 10-year term, golf in the community began to soften as the overall rounds of golf disappeared, primarily due to the decline of golfers, tourism decline due to the recession, spring training moving to the Phoenix area and new golf courses built in the area. To compound the local issues, the popularity of golf also began to decline nationally.

Background

Crooked Tree was able to maintain the golf course in reasonably good condition, but this was not enough to stop the decline of golfers. As a result, Wildcat Golf Partners asked to exercise the optional five-year term on the agreement; however the rent needed to be reduced in order for them to maintain the condition of the golf course. Pima County agreed; and on July 1, 2014, Wildcat continued to manage the golf course facility with the hope of stabilizing the number of golfers.

The decline of golfers had begun to plague the City of Tucson's five public courses during this timeframe as well and through an RFP process, the City awarded the management of the courses to a private company. The losses of these public courses were reported to be in the millions, and their hope was to reverse this trend by bringing in a national company with superior management skills in golf.

The losses at Crooked Tree continued, and it became apparent in December 2014 the golf course could lose the greatest number of annual golfers by the end of the 2015 fiscal year.

The Honorable Chair and Members, Pima County Board of Supervisors
Re: **Crooked Tree Golf Course at Arthur Pack Golf Course Fee Reduction**
November 10, 2015
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Concurrently, the cash flow was also suffering; and Wildcat advised the County they could not maintain the course and still pay rent on time. Thus, they asked for a delay in their rent until the hi-season (January through April). The delay was granted; and, unfortunately, no rent was paid to the County for the balance of the fiscal year.

When it became known Wildcat was facing serious financial challenges, I asked Mr. Tom Moulton, our Director of Economic Development and Tourism (EDT), to work with the company to find a way to continue the upkeep of the golf course, pay the past rent, and continue with this local small business to operate the golf course for the benefit of the public. The new operating conditions were established and are outlined in Mr. Moulton's August 27, 2015 memorandum (Attachment 1), as well as in the proposed Amendment Two to the Cooperative Management Agreement (Attachment 2).

In addition, and in coordination with the Crooked Tree management team, EDT developed a Marketing/Action Plan to make course operations sustainable by increasing rounds and revenue, both by 10 percent. Strategic focus areas addressed in the Plan include Advertising, Public Relations, Sales, Branding, and Research. A copy of the Marketing/Action Plan is Attachment 3 to this memorandum.

While the long-term future operation of golf at Crooked Tree is uncertain, we will have a plan in place to ensure the golf course continues operating through 2019.

Recommendation

I recommend the Board of Supervisors approve Amendment Two to the Cooperative Management Agreement for Operation of Arthur Pack Desert Golf Course dba Wildcat Gold Partners, LLC.

Respectfully submitted,



C.H. Huckelberry
County Administrator

CHH/mjk – October 28, 2015

Attachments

c: Tom Moulton, Director, Economic Development and Tourism

ATTACHMENT 1



MEMORANDUM

To: C.H. Huckelberry
County Administrator

From: Tom Moulton 
Director of ED&T

Date: August 27, 2015

Re: Status Report – Crooked Tree Golf Course at Arthur Pack

cc: Hank Atha
Deputy County Administrator

Recently ED&T conducted a year-end evaluation of the Crooked Tree Golf Course with the local Managing Partner, Rich Mueller, and General Manager, Brian Stevens in attendance. We found the Golf Course and adjacent buildings clean and in good shape. We did observe some minor leaks in the roof and carpet issues in the restaurant area. The roof was recently evaluated by a professional roofing vendor who indicated it needed to be completely replaced within the year. A temporary fix, estimated to cost \$6,000, will get them through the winter and potentially the next monsoon season. We instructed them to proceed with the temporary repair at their cost per the agreement. Additionally, one of the rooms in the adjacent building to the club house has been turned into a Yoga training facility. We believe this is an acceptable business within the Golf Course, providing healthy and recreational activities. Many of the regular golfers and families are utilizing this service.

In addition to the financial reports, one of the best ways to analyze Crooked Tree is through the actual rounds of golf played at the facility. The rounds have dropped by almost 9% from fiscal year 2014 to 2015 and 14% over a ten year period. Crooked Tree has lost some 4,000 rounds in the past year alone. With an average of \$28 per round, that is \$112,728, just in greens fees.

Revenue has also dropped from \$1.58 million in fiscal year 2014 to \$1.47 million in 2015 or a 7.6% decrease during the same time period. While revenue has been dropping, they have managed to cut expenses from \$1.6 million to \$1.47 million. Scheduled rent payments to Pima County have been delayed however and net loss continues to grow as expenses are exceeding revenues causing a loss of \$124,833 in fiscal year 2015.

Major revenue losses are contributed to loss rounds of golf and related consumables such as food and beverage. Some cuts have been made in personnel and other expenses to bear bone amounts without jeopardizing the overall quality of the product. The aging infrastructure built in 1976 is also beginning to fail. While the course facility and play standards have been upheld to County mandated conditions, no new and much needed capital improvements to cart paths, sand traps, landscaping and other major improvements have taken place.

The Wildcat Managing Partners, who took over operations of the Golf Course in June 2004, recently exercised the remaining 5-year extension to operate through 2019, with a reduced rent negotiated due to the declining gross revenues. Last fiscal year records indicate they paid rent only through December 2014 and are in the rears six month or \$36,000. To date they also owe for July and August 2015. All other obligations to the County including their water bills and vendors, to the best of our knowledge, have been fulfilled through the end of the fiscal year.

In order to ensure the short-term sustainability of Crooked Tree Golf Course, Pima County, along with the operator, needs to develop a significant operational and land-use strategy for the future. I propose that Pima County take significant and quick action to mitigate the loss of revenue to the attraction to ensure there is sufficient revenue to operate the attraction at its current state of play for at least the balance of the term of the agreement or until such time the revenue increases to operational self-efficiency. I further propose the following:

- 1) County agrees to allow Wildcat Partners operate Crooked Tree Golf Course at Arthur Pack Park to June 2019 as outlined in the recent adopted agreement under certain conditions as outlined and amended. Effective September 1, 2015 the monthly rent is lowered to \$500 per month until such time the revenue exceeds the expenses by 15%. Once this happens the "all" net proceeds must be invested back into the attraction.
- 2) Wildcat Partners cooperates fully on a special financial audit at County's cost to ensure the facility is operating efficiently and within acceptable, best practices and GAAP procedures
- 3) Wildcat Partners agree to pay County any "back rent" in mutually acceptable terms with the entire amount to be paid back no later than end of the agreement term, June 2019. Approximately (8) eight months or totally \$48,600 is due from January 2014 – August 2015.
- 4) Wildcat agrees to maintain golf course, buildings and surrounding property under the agreement to current conditions that have been benchmarked by Wildcats first 11 years of operating the attraction under its current agreement
- 5) Wildcat agrees to monthly review meetings by County and other professional staff to review the current conditions of the golf course and discuss marketing and other opportunities to improve golf play. Wildcat agrees to remedy any negative findings with five (5) day notice of such findings.
- 6) Wildcat continue to pay the water bill on time. The amount goes back to original amount of \$100 per acre foot until such time water is costing Pima County more than this amount.
- 7) Wildcat agrees to search for additional sources of revenue related to golf activities.
- 8) Wildcat agrees to work with the Tucson Conquistadors on the development of the First Tee program and maximize operational activities on the new 9-hole course without interfering with First Tee activities.
- 9) Wildcat agrees to market the facility in whatever capacities it has at its disposal while Pima County continues to the best of its ability to support the awareness of this public course.
- 10) Wildcat will hire or realign current staff responsibilities for a marketing/sales representative to sell and promote the facility in a greater capacity currently taking place.
- 11) Any default of the items list above will be a breach in the current agreement and cause remedy procedures as outline in the current agreement to be activated.

Wildcat management team will need to reduce/cut expenses and better market to find and/or sustain customers to keep up the same quality of the game.

August 27, 2015

Status Report on Crooked Tree Golf Course to Mr. Huckelberry

Attached to this memorandum is an overview of the golf industry both nationally and locally which will give you some insights into the business of the game. This report also includes a recap of what ED&T department has accomplished during the past six months with the assistance of Stone Communications along with my recommendations to resolve some of Wildcat Partners issues, increase revenues and move forward to keep this important attraction operating.

Please let me know if I can answer any questions and if you agree to proceed with these initiatives as listed above.

Approved:

 8/28/15
C.H. Huckelberry, County Administrator

Attachments: Crooked Tree Financials

8:14 AM

08/05/15

Accrual Basis

Arthur Pack Golf Course
Profit & Loss
 July 2014 through June 2015

Jul '14 - Jun 15

Ordinary Income/Expense	
Income	
Cash Discrepancies	
Overages	2,123.54
Shortages	-1,015.19
Total Cash Discrepancies	1,108.35
Gift cards-sold	16,016.25
Sales	270.00
Sales-bar food sales	
sales- beverage cart-beverages	37,603.20
sales- beverage cart-food	16,907.78
Sales-beverage	82,301.25
Sales-bar food sales - Other	98,088.75
Total Sales-bar food sales	234,900.98
Sales-Electric Cart Rentals	
Sales-rental clubs	3,841.85
Sales-Electric Cart Rentals - Other	301,159.86
Total Sales-Electric Cart Rentals	305,001.71
Sales-Pro Shop	
AGA Handicap Fee	2,565.00
Club repair/maint	2,541.01
Merchandise	61,967.57
Sales- driving range	103,713.77
Sales- golf lessons	6,435.25
Sales-Greens Fees	904,182.58
Sales-Pro Shop - Other	1,465.00
Total Sales-Pro Shop	1,082,870.18
Total Income	1,640,167.47
Cost of Goods Sold	
Gift cards- redeemed	13,245.11
Purchase Discounts	-195.88
Purchases	
Beer & Liquor	17,674.82
Food	65,446.69
Food & Beverage	30,659.07
Golf Balls	-620.75
Pro Shop Supplies	47,852.69
Purchases - Other	-442.74
Total Purchases	160,569.78
Total COGS	173,619.01
Gross Profit	1,466,548.46
Expense	
Advertising	4,209.79
Amortization Expense	11,949.96
Bank Service Charges	645.90
Computer/Software	242.39
Consulting Expense	274.32
Depreciation Expense	79,419.00
Dues and Subscriptions	3,959.21
Equipment Rental	82,343.00
Fuel Expense	29,722.19
Golf Cart Repairs	
Golf Cart Parts	1,711.32
Total Golf Cart Repairs	1,711.32

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Accrual Basis

Arthur Pack Golf Course
Profit & Loss
 July 2014 through June 2015

Jul '14 - Jun 15

Insurance	
Health Insurance	55,924.73
Insurance-Property & Liability	22,162.00
Total Insurance	78,086.73
Licenses and Permits	1,695.00
Maintenance Supplies	
Cleaning Supplies	7,622.92
Maintenance & Repairs	26,547.22
Maintenance Supplies - Other	20,692.34
Total Maintenance Supplies	54,862.48
Merchant Fees	30,949.93
Office Expenses	
Office Supplies	1,075.15
Postage and Delivery	603.82
Printing and Reproduction	2,286.00
Office Expenses - Other	184.78
Total Office Expenses	4,149.75
Payroll Expenses	
Casual Labor	2,010.30
Fees	10,444.52
Service Fee	930.00
Taxes	64,396.87
Wages	663,979.06
Workers Comp Insurance	18,248.42
Total Payroll Expenses	760,009.17
Professional Fees	
Accounting	875.00
Total Professional Fees	875.00
Rent	72,000.00
Repairs	
Building Repairs	1,046.99
Computer Repairs	2,070.12
Equipment Repairs	12,950.47
Total Repairs	16,067.58
Security	2,192.86
Supplies	1,793.99
Taxes	
Property Tax	2,171.38
Transaction Privilege Tax	1,154.26
Total Taxes	3,325.64
Travel & Ent	
Entertainment	370.00
Meals	15.62
Travel	1,041.26
Total Travel & Ent	1,426.88
Turf Maintenance	
Equip upkeep-blade sharpening	12,565.00
Irrigation Equipment	
Irrigation Maintenance	8,623.73
Irrigation Equipment - Other	1,003.83
Total Irrigation Equipment	9,627.56
Maintenance Dept. Supplies	24,618.71
Overseeding	56,051.28

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Accrual Basis

Arthur Pack Golf Course

Profit & Loss

July 2014 through June 2015

	Jul '14 - Jun 15
Turf Supplies	
Fertilizer	40,984.25
Turf Supplies - Other	3,994.67
Total Turf Supplies	44,978.92
Turf Maintenance - Other	3,966.10
Total Turf Maintenance	151,807.57
Utilities	
Cable TV	3,514.58
Electric	68,626.84
Gas	2,799.93
Telephone	15,434.76
Trash Pickup	16,101.02
Waste Pickup	2,109.60
WATER	65,689.77
Utilities - Other	14.07
Total Utilities	174,290.57
Total Expense	1,568,010.23
Net Ordinary Income	-101,461.77
Net Income	<u>-101,461.77</u>

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08/05/15

Accrual Basis

Arthur Pack Golf Course
Balance Sheet
 As of June 30, 2015

Jun 30, 15

ASSETS	
Current Assets	
Checking/Savings	
Checking	269,449.14
Day to Day Bank	1,249.33
Total Checking/Savings	270,698.47
Total Current Assets	270,698.47
Fixed Assets	
Clubhouse / Course Improvements	42,681.61
Equipment	
Accumulated Deprec - Equipment	-647,239.03
Computer Equipment	54,336.61
Equipment - Other	29,441.35
Furniture & Fixtures	10,037.36
Irrigation Equipment	180,724.49
Kitchen Equipment	24,517.25
Maintenance Equip/Trucks	58,841.38
Turf Equipment	120,533.08
Total Equipment	-168,807.51
Fixed Assets	
Accumulated Depn - Fixed Assets	-445,707.00
Bldg Improve - Clubhouse Renov.	267,413.32
Building Improvements	161,717.66
Course Improvements	44,882.80
Driving Range	487,234.96
Total Fixed Assets	515,541.74
Total Fixed Assets	389,415.84
Other Assets	
Beer & Wine License	7,500.00
Employee Advances	3,523.01
Intangible Assets	
Accumulated Amortization	-144,192.94
Intangible Assets - Other	195,969.59
Total Intangible Assets	51,776.65
Total Other Assets	62,799.66
TOTAL ASSETS	722,913.97
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	50,425.48
Total Accounts Payable	50,425.48
Total Current Liabilities	50,425.48
Total Liabilities	50,425.48
Equity	
Opening Bal Equity	0.78
Partner Contributions	2,310,000.00
Retained Earnings	-1,793,112.26
Net Income	155,599.97
Total Equity	672,488.49
TOTAL LIABILITIES & EQUITY	722,913.97



GOLF COURSES IN THE TUCSON AREA. A CROOKED TREE GOLF COURSE OVERVIEW

The last five years have not been kind to the Tucson area golf courses. In addition to the loss of a



national golf tournament played near unincorporated Pima County, professional Spring Training Baseball abandoned what had been a run of professional baseball teams playing in southern Arizona since 1946. The loss of millions of dollars in direct spending from three MLS Teams and \$30 million in overall spending and tens of thousands of visitors not arriving into the Tucson Airport, or to local hotels via a carload of fans, has been felt during what used to be a time difficult to find a hotel room or a tee-time unless booked well in advance. This 45-day period between February 15 and March 31 packed the

town and we had just the right amount of capacity to take care of everyone. The single most activity of these baseball bound tourists, besides watching baseball, was golf. Before a game, during an off day or sneaking one round in before departure, most took up the game of golf between “batter up” announcements heard during a game.

The loss of the Arizona Diamond Backs, Chicago White Sox and Colorado Rockies spring training fans was the largest single group loss to area Golf Courses in Pima County. And to top it off, the recession hit about the same time when at least three or four golf courses were being built for real estate developments. These three courses opened to the public and thus created more inventory than the area needed. There are now 52 golf courses in the area with only two (Stone Canyon and Tucson Country Club) being exclusively private. In the last three or four years, Canoa Hills, Santa Rita and Arizona National have closed, with Arizona National reopening in hopes of generating some revenue.

According to Brent DeRaad, President & CEO of Visit Tucson, “We continue to hear from area courses that rounds are flat or diminishing slightly. This is the case throughout the United States, as well. The time requirement of 4-5 hours to play a round, plus, in many cases, another combined hour in travel to and from the courses has made it difficult for many people to play often.

Additionally, far more people are not taking their vacation time due to being too busy at the office, fearful of losing their jobs or being looked upon unfavorably for taking time off. The U.S. Travel Association is attempting to devise strategies to get American workers to use some of the 429 million U.S. vacation days that were not taken last year.”

Annual golfers have dropped from their peak in the early 2000s of about 30 million golfers to about 25 million in 2013 according to a study conducted by the National Golf Foundation.

Although a National Golf Foundation study predicted the number of golfers will grow between 2010 and 2020, the change will be negligible.

The average number of golfers per course might rise between 150 and 200 golfers during that time, the study said. Larger changes could occur within individual markets depending on how many courses shut down or switch from private to public courses.

Nationwide, the study expected between 500 and 1,000 fewer courses by 2020.

In addition to individual play, corporate golf outings have diminished dramatically during the past decade. In the 1990s, nonprofits regularly scheduled fundraising golf tournaments and companies staged tourneys for clients and employees. The Enron crisis and AIG accepting TARP funds during the recession—and then staging an incentive trip for top employees within a week—have led to cutbacks in leisure/reward activities that could be perceived negatively by shareholders and the media.

Competition for our time has increased dramatically, as well, in recent years. On-demand media and increased television programming, kids' video games, family time tied up in kids' travel team activities and rapidly-growing numbers of special events compete for Americans' limited free time.

In Pima County, one of Crooked Tree Golf Course biggest challenge is that large, professional golf operators are now marketing courses against which Crooked Tree competes. OB Sports is now operating the Tucson municipal courses and Troon Golf is running El Conquistador Golf Club.

Troon and OB Sports bring operational savings due to the volume of courses they operate, plus they have established player loyalty programs and a strong marketing outreach.

Crooked Tree's Wildcat Partners appear to be doing many things correctly:



- Crooked Tree tee times are prominent and available to be booked on golf's largest online booking engine—Golf Now—<http://www.golfnow.com/tucson>
- Tee times are available on Crooked Tree's website.
- The course is one of the local homes to *The First Tee Program*, which brings kids to the course.
- The course is in good condition and is an outstanding value for the rates paid by golfers.
- Coupons are available for golfers seeking even better deals.

Emphasis on increasing the number of rounds Crooked Tree achieved prior to last year's drop would be a big success. With the diminishing number of golfers and rounds, along with substantial competition from public municipal courses in Tucson and now Oro Valley, this is going to be a challenge. Crooked Tree already has the lowest posted rates of any course in the area...this is a strong value. Crooked Tree's competitors are now better marketed than they were in the past. Our assumption is that rounds lost by Crooked Tree likely went to El Conquistador Golf Club, the Tucson municipal golf courses and/or were lost to overall golfer attrition.

Tucson's municipal golf courses have fallen on hard times as well. Rounds dropped 22% since 2008 and corresponding losses have been in the millions of dollars. To slow this down and reverse the trend, Tucson Golf hired QB Sports in February 2013 to manage, market, enhance and maintain the course. It's been reported the losses are slowing in 2015 but full recovery isn't near. This professional services management agreement, with a single general manager well known in the golf management business, is different than the Pima County operational model for Crooked Tree. The City of Tucson pays OB \$240,000 annually to manage the five courses and the city has agreed to maintain the buildings and water infrastructure. The Crooked Tree model pays us rent and maintains the course and related infrastructure. This model has worked well since the golf course inception in 1976 but losses have caught up with cash flow and the business continues to slip.

TUCSON GOLF
Rounds (18-Hole Equivalents) Played

CITY	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Randolph & Dell Urich	112,125	100,639	89,495	85,256	80,607			
El Rio	41,372	31,346	26,646	33,693	31,940			
Silverbell	48,265	36,639	37,918	40,268	36,397			
Fred Enke	<u>41,946</u>	<u>40,526</u>	<u>37,893</u>	<u>33,950</u>	<u>31,731</u>			
Tucson Golf Total	243,708	209,150	191,952	193,167	180,675	N/A	N/A	N/A
 Crooked Tree	 44,098	 44,389	 43,662	 44,087	 43,508	 42,078	 45,135	 41,109

The City of Tucson courses have had decreases in rounds for many years and continue to have revenue losses of \$1 million or more through the end of FY 2015. We will monitor their progress as well as investigate the possibility of cross promotions.

There are some bright spots for golf in the future.

According to *Forbes Magazine* (April 2015):

- Golf is on a positive turn and it is encouraging to see golf participation rates start to produce positive momentum, especially among youth.
- The CEO of the PGA is optimistic about the golf industry based on two key trends: The development of the next generation of golfers and the industry's commitment to making the game more welcoming. Led by 28,000 PGA Professionals, the number of youth golfers in the past five years has grown by 29 percent to 3.1 million.
- Consumer confidence has returned to pre-recession numbers, participation has stabilized, rounds per playable day (that is, a day on which the weather allows a golf course to be open for play) increased last year and golf continues to grow at substantive rates in many regions of the globe. At the same time, the USGA is working to elevate the experience of all golfers by introducing solutions making the game faster to play, control costs and help golf be more accessible and welcoming to more people worldwide.
- The PGA is seeing more youth golfers age 6-17 coming to the game, with more than 3 million participants. Millennials aged 18-34 are active in the game with an estimated 6.3 million golfers.
- The industry is adapting to provide shorter golf experiences, such as six or nine holes and non-traditional forms of the game, like Foot Golf, while still upholding the integrity and rules of golf. USGA handicaps now allow for nine-hole scores. This will help to increase participation among those seeking a more time-sensitive experience.
- Mike Whan, LPGA Commissioner states that young women are joining the game. The LPGA-USGA Girls-Golf program has grown from 4,500 girls per year in 2009, to over 40,000 girls per year in 2014. Even more uplifting is to see 300,000 more women enter the game in the last year, with 180,000 of those new players being juniors.

The golf business here or anywhere, isn't the way it was in 1995. The participatory audience has been reduced by approximately 25 percent. Two courses that have risen once again, Vistoso and Arizona National are upscale courses, and the owner is spending the money to keep both facilities that way.

As stated in my cover memorandum, Wildcat Managing Partners, who took over operations of the golf course in June 2004, recently exercised the remaining 5-year extension to operate through 2019, with a reduced rent negotiated due to the declining gross revenues.

During the past year EDT along with the Crooked Tree staff has undertaken promoting Crooked Tree, a Pima County "leased properties" as the budget allowed. A marketing consultant and dedicated time from the EDT department during the past six months has generated the following new marketing efforts to raise the awareness of the Golf attraction.

The following are marketing efforts the EDT & Ed Stone of Stone Communications has undertaken on behalf of Crooked Tree:

- **News Media Updates:** Over the past four months, Catherine Strickland and Ed Stone have created a specific and targeted e-mail list of sports & golf writers within a 200 mile radius of Tucson. Approximately every two to three weeks, a news information message has been sent to these sports/golf media contacts letting them know what's taking place at Crooked Tree and announcing the new two-for-one special summer play offer. This distribution of information has raised the awareness of Crooked Tree and allowed the media contacts to use the information in daily/weekly columns/postings to let their readers know about the course. Plans are to send out at least two more news updates between now and Labor Day.
- **Tucson Media Golf Classic:** In December 2014 *Visit Tucson (CVB)* brought in 70 U.S. and Canadian golf media for an event designed to produce positive coverage of the region as an ideal destination in which to golf, rejuvenate and recreate. Tom Moulton appeared on the syndicated "Traveling with Françoise" radio show to promote Crooked Tree, golf, dining and attractions throughout Pima County. Additionally, Tom and Rich Mueller participated in the event's trade show and directly promoted Crooked Tree to the majority of the media who took part in the event.
- **Pima County Attractions Media Tour:** On June 8 – 10, ED&T worked closely with *Visit Tucson (CVB)* to conduct a three-day media tour that included six writers/photographers who focus on the Phoenix area, as well as golf Internet coverage. *Arizona Outdoors Magazine* has produced story and video about Crooked Tree and the tour on their website. Other tour attendees are producing stories about Crooked Tree. The Crooked Tree website is now linked to the produced video.
- **Website:** One of the first initiatives was to improve the www.crookedtreecg.com website. The site is hosted by *Golf Now*, a free site for Crooked Tree with *Golf Now* receiving a few tee times each day and pricing those times to be attractive so as to earn their fees. Information has been included about *First Tee*. Also linking the video produced and created for downloading the Two-for-One summer play offer. We hope to complete the on-line media kit for downloading within the next week.



- **Photography Shoot:** ED&T arranged for the county photographer to visit Crooked Tree to help build and enhance the photography files for the course. This has been most helpful in servicing the media and producing a short video that is currently on YouTube and linked from the club's website.

- **Two-For-One Coupon:** A buy-one-get-one free coupon was created and placed as a download from the Crooked Tree website. Information was sent to news media with updates to the regional sports/golf journalists to help spread the word on this promotion.

With this information being on the website, we can control the distribution and take it down, if necessary. Crooked Tree is keeping a record of coupons used so it can measure the success. Closely monitoring to see if this produces results and if needed the coupon can be sent to 80 hotel/motel area properties. There may be another media update about the offer in the future. To date it appears they are attracting some new players and repeats due to the offer.

- **Curb Appeal**: We have strongly suggested to Rich Mueller that as soon as possible, Crooked Tree should contact one of the nearby nursery/landscaping companies to see if they would be interested in providing some planters with colorful flowers/cacti to be positioned where guests enter the building from the parking lot. This should provide a more pleasant and attractive sense of arrival to the golf shop. Ed Stone has offered assistance to develop a proposal for an interested landscape/nursery. Hopefully, this will be a trade-out arrangement for both parties with Crooked Tree providing some complimentary green fees and allowing their signage to advertise this project. We've suggested to Mr. Mueller that all windows be cleaned thoroughly on a frequent basis so viewing the course from inside the golf shop will encourage more play. He may also want to look at a thorough cleaning of the grill area and placing some plants with color to the overall inside and patio area.
- **Rental Clubs**: Ed Stone has made contacts with some of his golf industry equipment manufacturers to see about getting some new rental clubs for Crooked Tree. As we make progress on this matter, he will keep all involved posted. Crooked Tree should make sure each rental set has a towel on the bag when they go out to play, to wipe clubs. This will be a nice touch!
- **Suggestion for Foot Golf/Hack Golf at Crooked Tree**: One of the new ideas for attracting a younger golf audience is the game, Foot Golf and Hack Golf. These are new ideas of about two or three years. Foot Golf has grown in popularity, especially on the West Coast. It seems to be catching on and there is already one in Tucson at Forty Niner Country Club.

Crooked Tree can also market 9-hole "rounds" and possibly create "hack golf" days with oversized golf holes and shorten the holes on those days to 150 yards to attract the time crunched families who are trying to teach the game to their children. Hack golf is growing in popularity and attracts those who would not otherwise play golf. (Rich Mueller is contacting the pro at Niner Country Club to see if they are having any success with this new feature that could be added to Crooked Tree for minimal costs.) We've suggested contacting the school adjacent to the golf club and see if they have a soccer team that might have interest in playing Foot Golf. Once it becomes an activity with the school, it just might catch on in popularity. Some considerations we want to recommend to Wildcat Partners are:

- **National Golf Association Media Network/Arizona Golf Association**: Brian Foster Managing Director of the National Golf Association Media Network and Director of Communications & Marketing for the Arizona Golf Association has approached him to get his support in directing any inquiries and anything in his purview to bring golfing events to Crooked Tree. This will take some time to bear fruit, but it will be something long-term for Crooked Tree.

- **Visit Tucson and Pima County Tourism Websites:** As an added support to Crooked Tree, the narrative for the property has been added and enhanced on the official destination marketing website of Tucson, visittucson.org as well as information on the Pima County attractions site <http://webcms.pima.gov/>. A link to the video produced by Stone Communications <https://youtu.be/5VOshR6BBVU> is also included.

It will take six months to see if any of the new marketing awareness, promotions and programs have been effective, however we and Wildcat Partners need to continue to push the ones that are currently working and introduce new ones that have potential such as:

- **Golf Packages for Area Hotels/Motels to Include Crooked Tree:** This will be a fairly lengthy and involved strategy. However, we have 80 hotels/motels in a database to explore. If we can engage 10 to 15 properties to include Crooked Tree, this will impact the number of rounds in a very positive manner.
- **Media Update on a Frequent Basis:** Servicing the existing media list is important to keep the visibility of Crooked Tree in front of not only the media, but also in keeping the public informed of the various events and programs at the facility.
- **On-Line Media Kit:** This element should be completed within the next two weeks, pending all the approvals to make sure the information is up to date and accurate.

- **FIRST TEE Education:** This will be an ongoing effort to educate the public and especially those playing golf at Crooked Tree to inform them of the importance of supporting the upcoming bond issue. Having the *First Tee Course* at Crooked Tree will provide added exposure, status and rounds of play.



- **Corporate Outings:** Getting area companies to recognize and book a golf tournament/outing at Crooked Tree can be a major strategy. This added business could be the salvation of the facility and by catering to this audience it can become a long-term cash flow.
- **Promote Crooked Tree's bar & grill:** There is a need to market the bar and grill to golfers and locals in the area to help drive additional food and beverage revenue. We further recommend developing signature menu items to draw non-golfers to have a nice lunch or happy hour.
- **Golf Tournaments:** Continue working with the Arizona Golf Association to develop and bring high profile golf tournaments to Crooked Tree. This kind of strategy will bring awareness, publicity and revenues to the facility.

Additionally, the Tucson Conquistadors have chosen Crooked Tree as the new site for their *First Tee* program. *First Tee* is an international youth development organization introducing the game of golf and its inherent values to young people. *First Tee of Tucson* teaches the Nine Core Values: Honesty, Integrity, Sportsmanship, Respect, Perseverance, Courtesy and Judgment. In addition to learning fundamentals of the golf swing and the game, character education and life skills programs, *First Tee* helps young people prepare for success in high school, college and life.

The Youth Leadership & Curriculum Focuses on how to manage emotion, set goals, resolve conflicts, how to introduce themselves, and communicating with others. Research has proven *First Tee* is having a positive impact on participants, their families and communities offering affordable access to those individuals who might not otherwise have the opportunity to be exposed to golf. The First Tee Golf Course will not only offer a beneficial service to the youth of the area but also gain a very popular 9-hole golf course attraction that in the future can be lighted along with the nearby driving range. These two new products together will not only generate positive awareness for the attraction but also introduce a younger and more active audience. This is due to the reduced skill needed for a smaller more “chip and putt golf course” and less time to complete the course. With the addition of lights on this new section and the adjacent driving range, increased evening operations will generate new attendance especially during cooler summer hours.

We feel Crooked Tree Golf Course may stabilize its business operations next year with a concentrated effort to market the course to the nearby neighborhoods and reach out to the limited service hotels where guests are looking for things to do while in Tucson. Supporting a local small business operator is the model we recommend, however with higher costs of water, aging infrastructure and overall operating costs many small business operators are experiencing, Crooked Tree may need some assistance from the County. This may be in the form of reduced rent, as we have recommended in the cover memo, or an operational model with similarities to Sports Park such as assisting in the maintenance of the buildings.

Crooked Tree Golf Course at Arthur Pack provides affordable community recreation to the local community residents as well as visiting tourists. It’s not acceptable to ED&T for the golf course to fall into disrepair. We will continue to monitor trends and new programming in golf and encourage the current operator to stay on top of the business.

ATTACHMENT 2

CONTRACT

NO. CTN-ED-12000000000000000000107

AMENDMENT NO. 02

This number must appear on all
invoices, correspondence and
documents pertaining to this
contract.

**AMENDMENT TWO
TO THE COOPERATIVE MANAGEMENT AGREEMENT FOR OPERATION OF
ARTHUR PACK DESERT GOLF COURSE
dba: WILDCAT GOLF PARTNERS, LLC**

PARTIES: This Amendment Two of the Cooperative Management Agreement (Agreement) is made by and between Pima County, a political subdivision of the State of Arizona, (County), acting through its Economic Development and Tourism Department (ED&T), and Wildcat Golf Partners, LLC, a Delaware limited liability company (Manager).

RECITALS

1. **Manager operates, manages, and maintains Crooked Tree Golf Course, formerly known as Arthur Pack Golf Course, under the Agreement, as previously amended by Amendment One.**
2. **Manager has not paid to County fees due under the Agreement since December 2014, and as of August 2015 owes County past due fees in the amount of \$48,600.00 ("Past Due Fees").**
3. **County and Manager desire to amend the Agreement to ensure that Manager pays Past Due Fees to County by the termination date of the Agreement, to reduce fees owed to County until such time as Gross Revenues exceed Manager's operating expenses, and to include additional terms and conditions.**

AGREEMENT

1. **Section 3 of the Agreement is amended to strike *Sections 3.2, 3.3, and 3.4* in their entireties and replace them with the following:**

3.2 Amount of Operating Fees

For any fiscal year in which Gross Revenues equal 115% or less of operating expenses, Manager shall pay County a monthly fee of \$500.00 ("Operation Fees"). If the annual Gross Revenues exceed operating expenses by 115% or more in any fiscal year, the County Administrator or his designee may increase the Operating Fees to a reasonable dollar amount between \$500 and \$6,000 per month.

3.3 Payment of Fees

Manager shall pay the Operation Fees in advance on the first of each month.

3.4 Past Due Fees

Manager agrees to pay County all Past Due Fees as outlined in the payment schedule attached as Exhibit A, with final payment to be made no later than end of the Agreement term, June 2019.

2. Section 6 of the Agreement is amended to add the following to the end of *Section 6.1*:

Manager agrees to maintain golf course, buildings and surrounding property under the Agreement to at least the current conditions as of September 1, 2015, that have been benchmarked by Manager's first eleven (11) years of operating the Golf Course under the Agreement. Manager agrees to monthly review meetings by County and other professional staff to review the current conditions of the Golf Course. Manager agrees to remedy any negative findings with five (5) day notice of such findings.

3. Section 19 of the Agreement is amended as follows:

From: 19.2 Reclaimed Water. Type A treated effluent (reclaimed water) is currently delivered to the Golf Course through a reclaimed water line from the County's Ina Road Wastewater Treatment Facility. Manager shall be required to pay for the utility costs necessary to pump the reclaimed water from the treatment facility to the Golf Course, and Manager shall be responsible for the cost of maintenance, repair and replacement of pumps on the Premises.

This new reclaimed water line is functional and is delivering reclaimed water to the Golf Course; Manager shall pay County for the reclaimed water it uses at the rate of One Hundred Dollars (\$100.00) per acre foot. This rate shall be adjusted periodically to reflect increases in the cost of the reclaimed water to the County; if the rate the County pays Tucson Water for delivery of the water increases, the rate paid by Manager shall increase by the same percentage. However, rate increases shall not exceed five percent (5%) as long as the Pima County cost of reclaimed water does not exceed One Hundred Dollars (\$100.00) per acre foot.

To: **19.2 Reclaimed Water.** Type A treated effluent (reclaimed water) is currently delivered to the Golf Course through a reclaimed water line from the County's Ina Road Wastewater Treatment Facility. Manager shall be required to pay for the utility costs necessary to pump the reclaimed water from the treatment facility to the Golf Course, and Manager shall be responsible for the cost of maintenance, repair and replacement of pumps on the Premises.

This new reclaimed water line is functional and is delivering reclaimed water to the Golf Course; Manager shall pay County for the reclaimed water it uses at the rate of One Hundred Dollars (\$100.00) per acre foot on a quarterly basis. Payment is due within 30 days of the date of the invoice from County. This rate shall not be adjusted unless the rate the County pays Tucson Water for the delivery of water increases. Rate increases shall not exceed five percent (5%).

4. **Section 10** of the Agreement is amended to insert **Section 10.9** as follows:

10.9 MARKETING:

Manager will search for additional sources of revenue related to golf activities, participate in monthly review meetings by County and other professional staff to discuss marketing and other opportunities to improve golf play, hire or realign current staff responsible for marketing and sales to sell and promote the facility in a greater capacity currently taking place, market the facility in whatever capacities it has at its disposal while County continues to the best of its ability to support the awareness of this public course, and work with the Tucson Conquistadors on the development of their First Tee Program and maximize operational activities on the new 9-hole course without interfering with First Tee activities.

REMAINDER OF THIS PAGE INTENTIONALLY LEFT BLANK

The parties have affixed their signatures to this Amendment on the dates written below.

PIMA COUNTY

Sharon Bronson, Chair
Pima County Board of Supervisors

Date

WILDCAT GOLF PARTNERS, LLC



Rich Mueller,
Managing Director

9-24-15

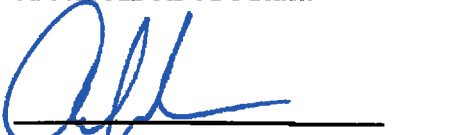
Date

ATTEST:

Robin Brigode, Clerk of the Board

Date

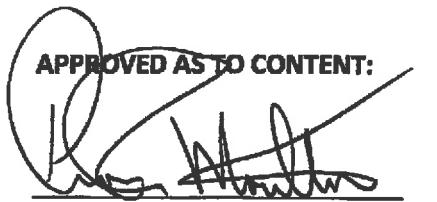
APPROVED AS TO FORM:


Andrew Flagg, Deputy County Attorney
Civil Division

9/23/2015

Date

APPROVED AS TO CONTENT:


Tom Moulton, Director
Economic Development & Tourism

9/24/2015

Date

EXHIBIT A
WILDCAT PAYMENT SCHEDULE

No.	Payment Date	Beginning Balance	Payment	Principal	Interest	Ending Balance
1	11/1/2015	\$ 48,600.00	\$ 1,147.14	\$ 1,045.89	\$ 101.25	\$ 47,554.11
2	12/1/2015	\$ 47,554.11	\$ 1,147.14	\$ 1,048.07	\$ 99.07	\$ 46,506.04
3	1/1/2016	\$ 46,506.04	\$ 1,147.14	\$ 1,050.25	\$ 96.89	\$ 45,455.79
4	2/1/2016	\$ 45,455.79	\$ 1,147.14	\$ 1,052.44	\$ 94.70	\$ 44,403.35
5	3/1/2016	\$ 44,403.35	\$ 1,147.14	\$ 1,054.63	\$ 92.51	\$ 43,348.72
6	4/1/2016	\$ 43,348.72	\$ 1,147.14	\$ 1,056.83	\$ 90.31	\$ 42,291.89
7	5/1/2016	\$ 42,291.89	\$ 1,147.14	\$ 1,059.03	\$ 88.11	\$ 41,232.86
8	6/1/2016	\$ 41,232.86	\$ 1,147.14	\$ 1,061.24	\$ 85.90	\$ 40,171.62
9	7/1/2016	\$ 40,171.62	\$ 1,147.14	\$ 1,063.45	\$ 83.69	\$ 39,108.18
10	8/1/2016	\$ 39,108.18	\$ 1,147.14	\$ 1,065.66	\$ 81.48	\$ 38,042.51
11	9/1/2016	\$ 38,042.51	\$ 1,147.14	\$ 1,067.88	\$ 79.26	\$ 36,974.63
12	10/1/2016	\$ 36,974.63	\$ 1,147.14	\$ 1,070.11	\$ 77.03	\$ 35,904.52
13	11/1/2016	\$ 35,904.52	\$ 1,147.14	\$ 1,072.34	\$ 74.80	\$ 34,832.18
14	12/1/2016	\$ 34,832.18	\$ 1,147.14	\$ 1,074.57	\$ 72.57	\$ 33,757.61
15	1/1/2017	\$ 33,757.61	\$ 1,147.14	\$ 1,076.81	\$ 70.33	\$ 32,680.80
16	2/1/2017	\$ 32,680.80	\$ 1,147.14	\$ 1,079.05	\$ 68.08	\$ 31,601.75
17	3/1/2017	\$ 31,601.75	\$ 1,147.14	\$ 1,081.30	\$ 65.84	\$ 30,520.44
18	4/1/2017	\$ 30,520.44	\$ 1,147.14	\$ 1,083.55	\$ 63.58	\$ 29,436.89
19	5/1/2017	\$ 29,436.89	\$ 1,147.14	\$ 1,085.81	\$ 61.33	\$ 28,351.08
20	6/1/2017	\$ 28,351.08	\$ 1,147.14	\$ 1,088.07	\$ 59.06	\$ 27,263.00
21	7/1/2017	\$ 27,263.00	\$ 1,147.14	\$ 1,090.34	\$ 56.80	\$ 26,172.66
22	8/1/2017	\$ 26,172.66	\$ 1,147.14	\$ 1,092.61	\$ 54.53	\$ 25,080.05
23	9/1/2017	\$ 25,080.05	\$ 1,147.14	\$ 1,094.89	\$ 52.25	\$ 23,985.16
24	10/1/2017	\$ 23,985.16	\$ 1,147.14	\$ 1,097.17	\$ 49.97	\$ 22,887.99
25	11/1/2017	\$ 22,887.99	\$ 1,147.14	\$ 1,099.46	\$ 47.68	\$ 21,788.53
26	12/1/2017	\$ 21,788.53	\$ 1,147.14	\$ 1,101.75	\$ 45.39	\$ 20,686.79
27	1/1/2018	\$ 20,686.79	\$ 1,147.14	\$ 1,104.04	\$ 43.10	\$ 19,582.75
28	2/1/2018	\$ 19,582.75	\$ 1,147.14	\$ 1,106.34	\$ 40.80	\$ 18,476.41
29	3/1/2018	\$ 18,476.41	\$ 1,147.14	\$ 1,108.65	\$ 38.49	\$ 17,367.76
30	4/1/2018	\$ 17,367.76	\$ 1,147.14	\$ 1,110.96	\$ 36.18	\$ 16,256.80
31	5/1/2018	\$ 16,256.80	\$ 1,147.14	\$ 1,113.27	\$ 33.87	\$ 15,143.53
32	6/1/2018	\$ 15,143.53	\$ 1,147.14	\$ 1,115.59	\$ 31.55	\$ 14,027.94
33	7/1/2018	\$ 14,027.94	\$ 1,147.14	\$ 1,117.91	\$ 29.22	\$ 12,910.03
34	8/1/2018	\$ 12,910.03	\$ 1,147.14	\$ 1,120.24	\$ 26.90	\$ 11,789.78
35	9/1/2018	\$ 11,789.78	\$ 1,147.14	\$ 1,122.58	\$ 24.56	\$ 10,667.21
36	10/1/2018	\$ 10,667.21	\$ 1,147.14	\$ 1,124.92	\$ 22.22	\$ 9,542.29
37	11/1/2018	\$ 9,542.29	\$ 1,147.14	\$ 1,127.26	\$ 19.88	\$ 8,415.03
38	12/1/2018	\$ 8,415.03	\$ 1,147.14	\$ 1,129.61	\$ 17.53	\$ 7,285.43
39	1/1/2019	\$ 7,285.43	\$ 1,147.14	\$ 1,131.96	\$ 15.18	\$ 6,153.46
40	2/1/2019	\$ 6,153.46	\$ 1,147.14	\$ 1,134.32	\$ 12.82	\$ 5,019.15
41	3/1/2019	\$ 5,019.15	\$ 1,147.14	\$ 1,136.68	\$ 10.46	\$ 3,882.46
42	4/1/2019	\$ 3,882.46	\$ 1,147.14	\$ 1,139.05	\$ 8.09	\$ 2,743.41
43	5/1/2019	\$ 2,743.41	\$ 1,147.14	\$ 1,141.42	\$ 5.72	\$ 1,601.99
44	6/1/2019	\$ 1,601.99	\$ 1,147.14	\$ 1,143.80	\$ 3.34	\$ 458.19

ATTACHMENT 3



MEMORANDUM

TO: C.H. HUCKELBERRY
County Administrator

FROM: TOM MOULTON 
Director ED&T

DATE: OCTOBER 25, 2015

RE: CROOKED TREE GOLF COURSE - STRATEGIC MARKETING PLAN

ED&T has been developing a strategic marketing plan, which began to take shape this summer, in coordination with the Crooked Tree management team and Ed Stone, ED&T marketing consultant. The compilation of this plan, which lays out a strategic outreach roadmap until June 2017, is attached to this memo. Additionally I have attached Mr. Stone's final summary report, as his contract ended August 31.

Overview

The Crooked Tree Golf Course has been losing golf rounds and revenue for a number of years, but lost the highest percentage of rounds last fiscal year. The golf industry, both locally and nationally, has seen a decline as well, contributing to the loss of golf course plays. Primary reasons for their losses are most likely an oversupply of quality golf courses throughout Tucson, the lowering of golf rates due to the saturation and decline in tourists, especially in Tucson's primary visitors (baby boomers). Baby boomers are the largest age segment playing golf.

The Plan

Our first step was to take a look at all of their marketing and community outreach programs. Staff levels and expenses had previously been reduced during fiscal years 2013 and 2014. What we discovered was a decline in their marketing outreach due to their reallocation of funds to maintain the facility to a high standard. Throughout this summer, ED&T has assisted Crooked Tree in developing and executing some simple strategies and enacting local programs designed to stabilize golf rounds. The results have been mixed, however we have prepared a more detailed plan that is beginning to be executed. Funding this plan in part is the reason we asked for a reduction in their rent. The plan also recommends landscaping and facility improvements. Maintaining the golf course to the highest standards, given the level of competition within a few miles of the course, needs to be a high priority requiring additional funding.

Crooked Tree Golf Course at Arthur Pack

Marketing/Action Plan

Updated: October 22, 2015

The purpose of this plan is to define Crooked Tree Golf Course's (CTGC) primary objectives, audience, goals and strategies to achieve the objectives and sustain the business operations. It is a living document, developed to be measurable, updated as needed and completely adjustable to provide the best results.

Objectives

- To increase rounds of golf at Crooked Tree Golf Course by 10% (4,100 rounds)
- To increase revenue at Crooked Tree Golf Course by 10% (\$147,000)

Audience

- Primary
 - o year-round residents within a 10-mile radius
 - o tourists at hotels within a 5-mile radius
- Secondary
 - o families within a 20-mile radius

Goals

- To market CTGC as an affordable, quality golf course for locals, tourists and seasonal visitors
- Emphasize the beautiful, convenient location and scenic surroundings
- Create, develop and promote new business opportunities for different audience segments

Strengths, Weakness, Opportunities & Threats

- Strength: Well established location and affordable product (golf, lessons, practice area, merchandise) with a small, loyal customer base
- Strength: Designed by Lee Trevino and Dave Bennett, two well-known and respected golf course architects. The course itself is player-friendly for new and intermediate golfers
- Strength: Due to the close proximity of the neighborhood high school (Mountain View HS) the student golf team uses the course as a training facility
- Weakness: Lack of capital dollars to invest in major improvements of clubhouse, marketing and some course improvements
- Opportunities: Building of a nine-hole, First Tee course in near future can be a major boost to image and business at CTGC. For example, to re-establish the First Tee Program with the Tucson Conquistadors. First Tee would appeal to new time-sensitive audiences looking for quicker play and addition of lighting would mean extended evening hours
- Opportunities: The course sits within a beautiful desert park with baseball fields, soccer fields, a playground, ramadas, and several trails. It is part of a greater residential area in close proximity to a high school campus, all of which point to the opportunity to develop events to increase activity to the park and draw families into the golf course as a new audience
- Threats: Over supply of golf courses in the region in addition to a decreased popularity of golf as a leisure activity

Strategies

- Advertising—staying top of mind above the competition
 - o Website
 - Fresh content; regular updates promoting new events and promotions to keep regulars returning and to attract new customers
 - Search Engine Optimized for easier finding
 - Track with Google Analytics, checking on a weekly basis to determine any needed changes
 - Include website & social media on all printed materials and signage, where possible
 - o Online
 - Partner Sites keeping fresh content on Pima County and Visit Tucson websites
 - Golf blogs servicing the Tucson and Arizona area identified and provide monthly updated content
 - Industry Sites that promote golf identified and provide monthly updated content including the ability to book tee times online
 - Tourism Sites identified and provide monthly updated content
 - o Social Media
 - Facebook page – update and new content on a weekly basis including shoulder month promotions
 - Event information – Post on Facebook and Twitter new information on a weekly basis the events taking place at CTGC
 - Photography – use current updated photography and continually have new photos taken and posted on social media and website
 - o Direct Mail/E-mail—customer database kept current and make sure e-mails are collected from all golfers playing at CTGC
 - Loyalty program for regular customers, such as the Men's and Women's Clubs, which are independently operated, but provide core customer base
 - Co-op program with nearby golf courses
 - Discounts to increase attendance during off-peak seasons for golf course. Distribution could be through website and local hotels/motels/resorts
 - Event information provided through newsletters, social media on a frequent basis.
 - o Print
 - Golf directories with editorial support
 - Be part of Visit Tucson's visitor/golf guide and all golf related brochures

- o Television
 - Negotiate with local cable operators for best rates and possible trade-out for spots on Golf Channel and other channels that will reach the primary and secondary audience.
- Public Relations
 - o Rekindle local media relationships to obtain coverage, even if only a mention from time-to-time
 - o Maintain golf writers database
 - o Links on partner sites working with other local golf courses, Visit Tucson, Oro Valley, City of Tucson and Pima County
 - o Golf Blogs servicing the Tucson and Arizona area identified and provide monthly updated content
 - o Quarterly news releases using the current list developed by Pima County Department of Economic Development and Tourism to provide the media with news and event information
 - o Press Kits using both print and electronic delivery from CTGC and Pima County websites
 - o Media Tours cooperating with Visit Tucson and other resorts who are showcasing Tucson golf courses to the golfing and travel media
 - o Special Events—to expand customer base
 - Seasonal events that will call attention to CTGC and attract new customers
 - Celebrity-based events with sports and entertainment celebrities who live or visit the Tucson area and the Tucson Classic Golf Tournament held at the Omni Tucson National Golf Resort in February
- Sales
 - o Membership database developed from researching those companies in the Tucson/Pima County area that can use CTGC for golf and/or company outings and incentive programs
 - o Hotel/Motel/Resort referral program using existing list to encourage these properties to include CTGC to be part of stay-and-play packages and/or encouraging guests to play CTGC with discounted program for these properties
 - o Business development program
 - Wifi should be added for free use of guests playing or using the CTGC facilities
 - Meeting rooms provided free of charge with use of food and beverage from CTGC
 - Entry programs—perks offered for first time players as introductory offer to encourage new customers
 - Cocktail hour on the patio—extend the food and beverage service to accommodate groups on the patio

- o Student development program offered to high school and college golf teams to play CTGC at a special rate during dedicated times
 - o Discount program for golf shop to attract locals to purchase golf merchandise at better prices than other local businesses
 - o Website
 - Revenue possibilities (membership, tee times and merchandise)
 - Promote new rates, events, etc. (ie. yoga studio)
- Branding—Image makeover that include the following:
 - o Working with Pima County to improve signage from North Thornydale Road, West Overton Road and to the course, including entrance signage
 - o Logo re-make should be considered to present a newer and fresh look of the course
 - o Continue to be involved and promote the “First Tee” program at CTGC
 - o Photography should be continually updated
 - o Rental clubs should be offered for visitors to enjoy CTGC with new and updated clubs, bag towels and 6 golf balls at a very attractive package price
 - o Quality presentation of the facilities at the clubhouse, including personnel, carts, merchandise and food & beverage cart and area is most important
 - o Installation of proper shade structure over the patio area
 - o Landscape improvements to front entrance and patio area
 - o Keeping the golf course in good condition along with signage, ball washers, etc. is all part of upgrading and maintaining a quality image
- Research
 - o Audience demographics are very important and creating and developing an on-going research program is paramount to targeting the CTGC audience
 - o Zip code segmentation allows CTGC to know and understand more about the current customer (i.e., <http://www.esri.com>) and provides resources to reach new customers like existing ones
 - o Database development of capturing e-mails allows an economical method of reaching current and past customers offering them ways of playing CTGC in savings and exciting ways

Conclusion:

This marketing/action plan is designed to provide the management of Crooked Tree Golf Course, Wildcat Golf Partners, with specific areas to focus on in order to meet the measurable objectives set forth. Several of these action points have been implemented or are currently programs of CTGC, however the reintroduction and addition of new strategies should position CTGC to be a more attractive facility to both current and potential customers.

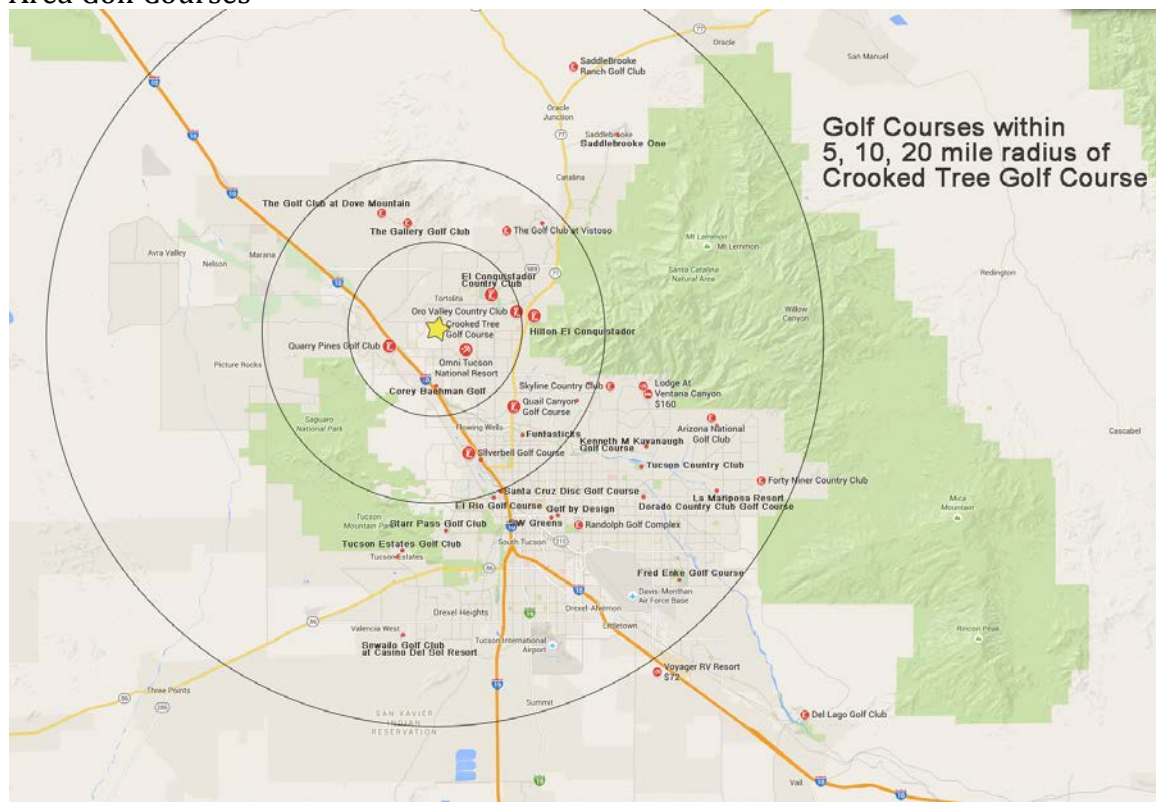
In order to achieve the goals of this plan, CTGC will have dedicated personnel to oversee the marketing and sales plans.

Attention should be given to the strengths, weaknesses, opportunities and threats, as they will be important benchmarks in the ongoing development of the plan. The strengths and opportunities far outweigh the weakness and threats.

The plan should be reviewed monthly, if not weekly to make sure all strategies and tactics are being acted upon and given action oriented follow up to make sure they are working and/or being adjusted.

Attachments

Area Golf Courses



Depicts 5, 10, and 20 mile radii to correspond to golf courses falling within the respective audience segments: tourists, year-round residents and families.

PROGRESS REPORT

August 31, 2015

Pima County Department of Economic Development and Tourism

Special Marketing and Communications Support to Colossal Cave Mountain Park (CCMP) and Crooked Tree Golf Club

OVERVIEW:

The month of August was primarily focused on Crooked Tree Golf Course to help sustain and increase play/revenue. Considerable time and effort was spent to assist in preparing an overview report documenting the national, regional and local status of the golf course business. Other marketing efforts were developing, writing an online media kit that includes an updated fact sheet and 35 photos of Crooked Tree. A media update was distributed on August 26 to some 75-plus local and regional sports/golf writers/reporters/bloggers providing them with the fall and winter rates, schedule and events. We continued to consult with Wildcat Managing Partners advising them on ways to improve service, appearance and revenues. Our follow up with Rich Muller regarding the buy-one-get-one free round of golf coupon for Crooked Tree seems to be working. We'll push for a full report showing usage and comparison to previous year(s) after the promotion ends on September 4th. As a follow up on September 3, we will take this promotion off the www.CrookedTreeGC.com website.

With Ortega taking over the management of Colossal Cave Mountain Park early in the month, we provided services to Martie and her staff until the final day of her being in charge. We will assist the Ortega group in any way possible as they take over the attraction. The first review meeting will take place in late September/early October.

The following matrix presents the specific areas of focus Stone Communications has worked towards since March 2015. The chart also provides a summary of specific tasks and a list of accomplishments and areas needing additional follow up or attention.

Initial Strategic Marketing Areas To Focus:	Critical Contacts & Specific Tasks:	Status and Estimated Date(s) For Completion
1. Review and update/improve <u>all</u> website and social media content to include a press kit for each entity. The creation of a digital press kit and how the press can contact someone for a complimentary visit and/or more information is critical.	• Better photos for Facebook profile and background. Color with more exciting product shots. The 8 inside cave photos need to show more of the total product. Show horseback riders. Family photos. • Ed was able to gain access to the Crooked Tree website and reviewed ways to offer more opportunities for golfers to play and promote the course. • The CCMP website needed a new look and excitement. It was out-of-date and worn looking presentation for the CCMP. See results in column on right. • Apparently a former employee at Crooked Tree set up the initial Facebook page and will not give Rich access to managing the page. Efforts to gain access have been to no avail.	• All current photos have been located and have been integrated into the website of CCMP. • CCMP continues to support and use all other social media platforms. • Christine has created a WordPress (free) website allowing more visitors to find CCMP. The new site is very professional looking. Several of the photos now used on the new site were provided by Ed. • Christine continued to review the analytics for the website to see from where visitors are coming and areas of interest. • The CTGC site is controlled by Golf Now Solutions. Ed was given access and worked closely with Rich on ways to reach more golfers and offer more value. New photos were taken and added to the site as part of a digital media press kit. • Ed created a new video of CTGC which is linked to the website and getting nice play. The video is also linked to the Pima County Tourism Attractions

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		website for Crooked Tree. As of this writing, some 158 views of the video have been shown. • The CTGC website homepage now tells visitors it is part of PGA's First Tee program. • Social media focus for both entities is on Facebook to extend current and ongoing messages. CCMP does a commendable job. CTGC needs help.
2. Compile a database for sending news/information and other pertinent information to key regional media contacts on a timely basis about CCMP and Crooked Tree Golf Club.	• Catherine obtained both an Arizona media list and also one for Southern Arizona. These lists are critical to dissemination of information of both attractions. • Ed has assembled Society of American Travel Writers (SATW) and golf writers he personally knows that can cover the CCMP & CTGC. • CCMP has an extensive list of visitor e-mails used to distribute their newsletter on a frequent basis.	• An extensive sports/golf writer's list has been compiled and being used to send information and invitations for visiting CTGC and updating media information. • Travel writers and special media contacts have been assembled and are being sent media packages. Two media information packages were sent out in May to promote history and special events of CCMP along with media invitations to visit. • Lauren at CCMP continues working one-on-one with teachers to help with distribution of educational programs.
3. Send quarterly news releases and selected photography to major targeted media and travel and golf writers.	• Photos of CCMP have been assembled for use by the media. • Pima County photographer conducted an early morning photo shoot in mid-April. • Ed, Catherine and Christine updated and created new press kits for the media to download from each website and also distributed by e-mail. • KGUN-TV aired an on-site feature about CCMP the Friday before July 4th weekend as a result of our distributing information about CCMP.	• Christine has the set of photos shot last year by Pima County that can be used for media kit on CCMP. • Catherine arranged for the Pima County photographer to shoot early morning photos at Crooked Tree in April. This is now being used for media stories and on-line press kit. • New photography will be used in media kit and updating CTGC website. • Ed developed a YouTube video of Crooked Tree and shot additional video and stills during the June Media Tour. This video enhances the content sent and used by media outlets for better coverage of the course. Nearly 100 views of the video were in July...over 158 to-date.

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4. Media/press tours of both organized and/or individual travel and/or golf writers who can provide coverage within a 200-mile area of Tucson, Arizona within the next three to six months. These writers/photographers were carefully screened and selected based on assignments and coverage area(s). We approached the Visit Tucson CBV for assistance in partnering and sharing the expense of these journalists.	• Catherine & Ed worked with Jessica Simpson at Visit Tucson to develop this strategic item. • The CVB provided a list of select journalist in the Phoenix/Tucson area to see who visited in past two years as a possible list to send updated media information about CCMP & CTGC. • Ed assembled his list of golf and Arizona SATW journalist that might have an interest in visiting in the near future. They were sent invitation to visit on the media tour or come on their own in the near future. • Accepted six (6) writers for the tour. • There was interest by several journalists to visit in the future for gathering photos and information to write articles.	• The Media Tour took place on June 8 – 11 and hosted 6 qualified journalist who can provide immediate coverage. • Visit Tucson arranged for Casino Del Sol Resort to host the visiting journalist. These rooms were complimentary to the writers. • Pima County assisted in covering some meals for the media visit. • Ed discussed with Jessica what the “Get Wet” campaign is doing for CCMP and CTGC. As a result, CCMP is included in the majority of the campaign. • Comparing Wet & Dry for CCMP...Ed has developed with Martie “talking points” that became part of the media program. • Arizona Outdoors has produced a two-page 4-color spread on Kartchner Cravens and Colossal Cave (attached). • GoGolfandTravel.com has produced a story highlighting all the attractions and accommodations of the tour as well as an 8 minute YouTube video. • Other articles and photos are expected.
5. Develop a select group of hotels/motels and campgrounds in the area that will refer guests to both the CCMP and Crooked Tree Golf Club. They might offer a special discount coupon and create a program to reward the accommodation’s employees with an incentive package of golf, picnic in the park, etc.	• Tom provided a suggested list with contacts and e-mails. • Ed paired this list of hotels/motels with contact names, phone number and e-mail that best support CCMP and CTGC. • The major campgrounds near CCMP have been identified and contacted. Quite a few coupons showed up at the gate.	• In early June, CCMP sent coupons to some 80 Pima County Hotels/Motels/Resorts for the properties to offer all guests a free sluice bag at the Ranch. • Eight campgrounds in the area were mailed \$5 coupons for Park Entrance in mid-April. These were successful as many showed up at the gate and brought new visitors to CCMP. • We worked closely with Visit Tucson to make sure CCMP and CTGC was included and highlighted in the summer marketing program, “Get Wet.” • The CCMP offered a free bag of sluice through August 4th to some 80 hotels/motels in the area.

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6. Target companies and organizations in the region who have the potential of using either or both CCMP and/or Crooked Tree Golf Club for employee outings, incentives or family gatherings.	• Check with CCMP or CTGC for a list of past customers and potential clients.	• Seems that neither CCMP nor CTGC has a list to review. Other sources were researched but nothing of substance was found. • Once a marketing person is hired by CTGC, they should focus on this strategy. • The Ortega Group should also focus on this strategy.
7. Approach as many schools in the area as possible that would have an interest in field trips or educational programs from CCMP.	• Getting certain school districts to transport classes has become more and more difficult. • Lauren is extending her reach by visiting more and more schools with her educational programs. • Lauren is working with the new stables management to increase birthday parties.	• Lauren captured a list of “summer camps” from the local newspaper. She made contact with most of the summer camps and YMCA programs to include and encourage camps to use CCMP as part of their camp activities. • Lauren is capturing e-mails from visiting teachers in order to extend educational programs and add additional names to her database.
8. Offer all junior and senior high schools in the immediate area the opportunity to use the Crooked Tree Golf Course as a practice facility and potential tournament play. In turn, offer special discounts to the students to bring their parents to play with them during certain time periods when the course is not heavily used. There may be some colleges in the area interested in this golf program.	• Rich did not show interest in this program. • Need to consider college golf teams to hold tournaments at CTGC.	• Currently, the Mountain View High School, next door to CTGC is involved with CTGC. • Rich felt that adding more schools would only reduce tee time availability and reduce revenues. • Approaching some colleges in the area may be a possibility. This needs more discussion and research. • Hoping that Rich can have time to move this marketing effort forward.
9. Work with golf equipment/sports stores in the area to distribute discount coupons during the off-season. Might provide a buy-one-get-one free round to people purchasing a certain amount of golfing equipment from the store.	• List of major shopping centers and sports equipment (Golf) in the area.	• Ed and Rich have researched and captured the names and contacts for Golfsmith and Sports Authority stores in the area to develop this initiative. • This list is growing and several were to be contacted in July. Rich is deciding what offers he can make. • This is a great opportunity, however Rich never has taken time to visit or develop an offer to these stores.

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10. Develop a cooperative package with some of the area golf courses so golfers can purchase and save money. Might be a punch card allowing golfers to play during a certain time period at a reduced rate. This will allow other courses to spread the word about Crooked Tree Golf Club.	• CTGC is working on this list. • Tom has provided an example of the Troon Management play card. Good ideas.	• Make sure this increases play for CTGC and does not take away business. • Create some activities in late afternoon to promote golf and F&B. Rich never moved on this idea. • Offering the B.O.G.O Free greens fee for the summer should generate some new business for CTGC. This seemed to be very successful. Will follow up with final numbers after September 4th to compare to previous two or three years of play.
11. Review and select certain marketing programs from the recent CCMP Performance Audit that will be of no cost or very inexpensive to implement on a short turn-around basis. These will need to be programs that can be accomplished and provide immediate returns.	• Ed has reviewed report. • Any chance of adding ice cream or sandwiches to Cave entrance area? This is being reviewed by Martie. • Can we get a character and photo sales set up for Cave entrance?	• Not only were attendance building programs reviewed but also revenue generating. • CCMP was not receptive to adding better offering of food & beverage at the cave. • Bringing in a character is not feasible at this time, due to expense. • Once the new management is in place this most likely will happen.
12. Review and create a list of activities for both CTGC and CCMP to be conducted without additional costs that can be a publicity or awareness event/ongoing program(s) to attract additional and new business.	• Have CTGC to conduct free clinics for youth and seniors on a weekly basis. • Offer community “covered dish” supper at CCMP with free partial cave tour in late afternoons. • Consider installing Foot Golf at CTGC has been suggested to Rich. • Install free Wi-Fi for people to share photos and experiences at CCMP.	• These activities have been discussed...Rich is considering this on select late afternoons at Crooked Tree. • With Rich playing in lots of tournaments, this is probably not going to happen. • The idea of Foot Golf was not that well received by Rich since he felt like it was not his audience. • Making sure that existing events and activities are being supported by publicity and promotion is utmost important. • The installation of Wi-Fi at CCMP is not possible at this time.

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13. Explore the possibility of getting the Arizona Golf Association to bring tournaments to Crooked Tree Golf Course.	Ed is working with the Arizona Golf Association to see how much they can help with bringing in some regional golf tournaments. Brian Foster is the contact at: Cell 602.909.7799. E-mails: bfoster@ngamediaakit.com or bfoster@azgolf.org	- Presentation has been made to Brian Foster, but still no response. - Ed has followed up but not expecting any major results. - Will continue contact with Brian Foster to see of any possibilities in the near future.
14. Review, evaluate and prepare in conjunction with “Pima County” publicity support materials used to answer inquiries both in print and on the Internet.	- Ed, Tom & Catherine have researched and reviewed with suggestions. - Organized the various lists of contacts for media, promotional support and sales decision makers is providing results and positive action. July and August allowed more information to be disseminated to targeted groups via the media, websites (including VisitTucson.com, Pima County and others) and encouraging local campgrounds, hotels/motel, etc. to spread the word about CCMP and CTGC.	- Ed has written new copy for the Crooked Tree Golf Course to replace the old copy on the Pima County website. This updated copy was added in early August. - Catherine is updating information on the Pima County website and offering the new press kits for media. This was placed in the Pima County Attractions section. - Ed prepared an 8 minute video of the media tour that was added to the Pima Attractions website.
15. Added to Strategic Points Consider advertising in the <i>Vail Voice</i>	- This monthly publication reaches the immediate area around CCMP. - We’ve also added the <i>Tanque Verde Voice</i> to this list.	- The prices for advertising are considerably high. Ed contacted Lacerta, Editor of the <i>Vail Voice</i> and <i>Tanque Verde Voice</i> as well as Briden Beal the marketing director. - The May/June issue of <i>Tanque Verde Voice</i> carried stories and photos of both CCMP and CTGC. The <i>Vail Voice</i> also carried these stories and photos in their June/July issue. - These free publications cover our primary market.

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16. First Tee Project at Crooked Tree Golf Course Facility	• Work with Judy McDermott on this strategy • Tucson Conquistadores Inc., 6450 E. Broadway Blvd., Tucson AZ 85710 Direct tel: 520 571 0480, www.conquistadoresclassic.com, www.tucsonconquistadores.com, www.thefirstteetucson.org	• Initiated a discussion with Ms. McDermott to let her know we will be working to educate the public of this project to bring greater attention to the golf course facility. • A media update is scheduled for early September to all sports/golf journalist on our regional list as well as other media in the area.