

CITY OF NORMAN, OKLAHOMA

FINANCE COMMITTEE AGENDA

Study Session Room
201 West Gray

Wednesday, May 21, 2014

5:30 P.M.

1. DISCUSSION REGARDING TRACKING OF EXPENDITURES IN THE WATER RECLAMATION FUND AND THE SEWER MAINTENANCE FUND.
2. DISCUSSION AND REVIEW OF WESTWOOD GOLF COURSE BUSINESS PLAN.
3. SUBMISSION OF THE REVENUE/EXPENDITURE REPORT AS OF APRIL 30, 2014.
4. SUBMISSION OF THE REPORT ON OPEN POSITIONS.
5. MISCELLANEOUS DISCUSSION.

Item 1

TRACKING EXPENDITURES IN THE WATER RECLAMATION FUND AND THE SEWER MAINTENANCE FUND



office memorandum

Date: _____
To: Steve Lewis, City Manager
From: Kenneth Komiske, Director of Utilities
Subject: Sewer Maintenance Fund Accounts

Background:

The purpose of this memo is to adjust tracking the Water Reclamation Fund and the Sewer Maintenance Fund accounts to better track the collection and distribution of funds.

In June 2001, an ordinance (O-0001-56) was passed by the City Council for a new five dollar (\$5.00) per month sewer maintenance fee to start in October and collected from all customers and users of the sewer system. Paragraph 7 of the ordinance stated, '...the funds receive from the addition of this sewer service maintenance rate shall be used and dedicated by the City exclusively for an upgraded sanitary sewer maintenance program established by the City and shall not be used to pay debt service on indebtedness. Funds collected shall be paid into a sewer maintenance fund and accounted for separately therein; such funds and the interest accruing thereon shall be used exclusively for an upgraded sanitary sewer maintenance program on a pay-as-you-go basis.'

Discussion:

The Line Maintenance Division has 'Water Line Maintenance crews' that are accounted for in the Water Treatment Account 031, however 'Sewer Line Maintenance crews' are not accounted for in the Water Reclamation Fund Account 032, but in the Sewer Maintenance Fund Account 321.

The existing 321 Sewer Maintenance Fund has expenses for : Sewer Line Maintenance ; Sewer Utility Inspection and Capital Expenses. The funding source is from the \$5 maintenance fee and a transfer from the Water Reclamation Fund in an amount approximately equal to the Sewer Line Maintenance expenses. We are proposing to move the Sewer Line Maintenance expense back to the Water Reclamation Fund and eliminate the need to transfer revenues from the Water Reclamation Fund to Sewer Maintenance (See attached charts).

Purpose and Benefit:

- The \$5 maintenance fee goes into the 321 Account. By moving Sewer Line Maintenance day-to-day operations and the associated reimbursement (fund transfer) from this account, the 321 Account will

more accurately reflect the capital work that is being done with the \$5 maintenance fee.

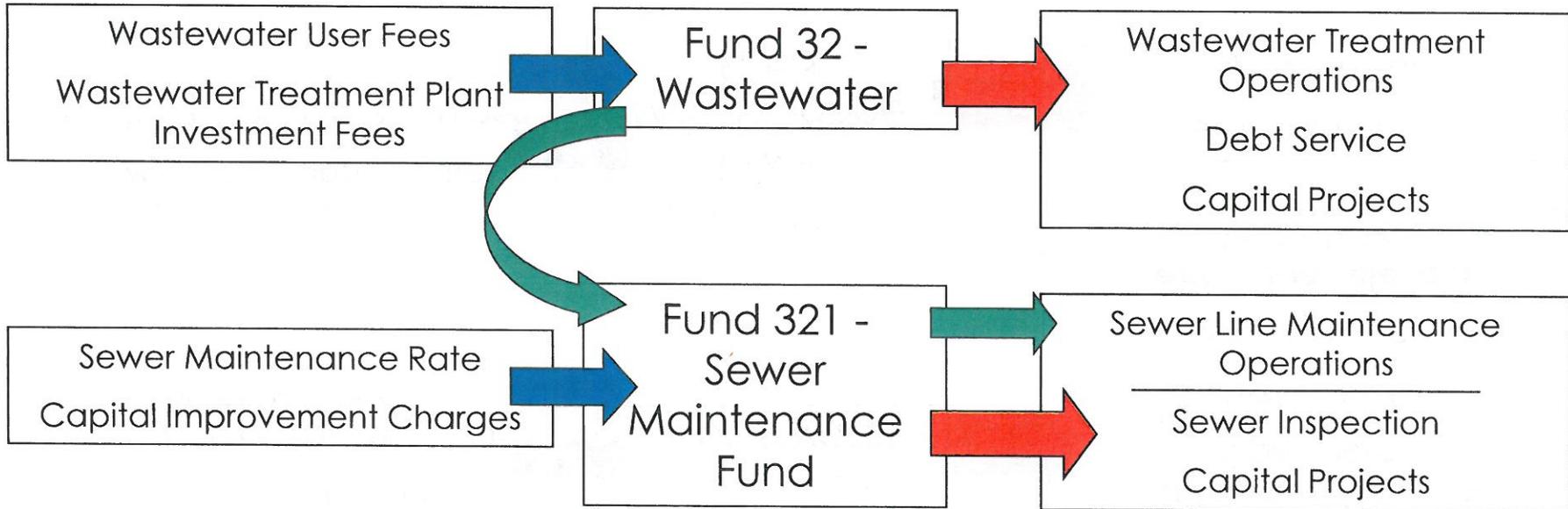
- It will eliminate the necessary estimated revenue transfer from the 032 Account (Water Reclamation Fund) to the 321 Account (Sewer Maintenance Fund) for the work done by Sewer Line Maintenance during the year.
- This change will more accurately reflect the revenues produced by the \$5 maintenance fee on an annual basis. Over time it will show the decrease in effectiveness of this fee due to inflation, cost of materials, labor costs, etc.. This is important so that the estimated transfer from 032 is not inflated to keep the same level of capital improvements while depleting the Water Reclamation Fund.

Reviewed by: Anthony Francisco, Finance Director
David Hager, Line Maintenance Superintendent
Steve Hardeman, Utilities Superintendent

Existing Flow of Funds

Revenues

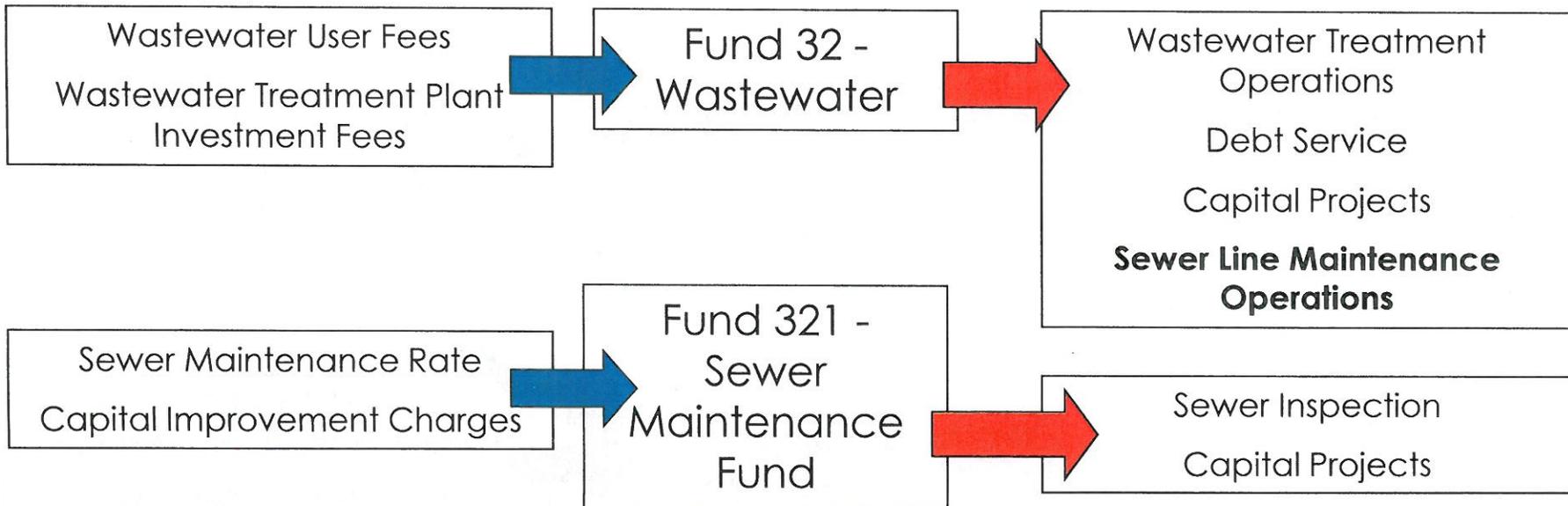
Expenditures



Proposed Flow of Funds

Revenues

Expenditures



Existing Accounts			
Discription		Account	Discription
31 Water Treatment		32 Water Reclamation	
5530 Administration		5541 WRF Admin	
5531 WTP Admin		5542 Transfer to Sewer Maint.	
5533 Utilities Modeling		5543 Industrial Pretreat.	
5534 WTP		5546 WRF Operations	
5535 Water Wells		5544 Labortory	
5536 Laboratory		5545 Sludge	
5550 Line Maint. Admin.		Capital accounts	
5551 Water Line Maint.		321 Sewer Line Maint.	
Capital accounts		5552 Sewer Line Maint.	
		5553 Utility Inspection	
		Capital accounts	

Proposed Accounts			
Account	Discription	Account	Discription
31 Water Treatment		32 Water Reclamation	
5530 Administration		5541 WRF Admin	
5531 WTP Admin		5542 Transfer to Sewer Maint.	
5533 Utilities Modeling		5543 Industrial Pretreat.	
5534 WTP		5546 WRF Operations	
5535 Water Wells		5544 Labortory	
5536 Laboratory		5545 Sludge	
5550 Line Maint. Admin.		xxxx Sewer Line Maint.	
5551 Water Line Maint.		Capital accounts	
Capital accounts		321 Sewer Line Maint.	
		5552 Sewer Line Maint.	
		5553 Utility Inspection	
		Capital accounts	

Item 2

WESTWOOD GOLF COURSE BUSINESS PLAN

City of Norman, Oklahoma

**WESTWOOD PARK
GOLF COURSE**

Business Plan

2014

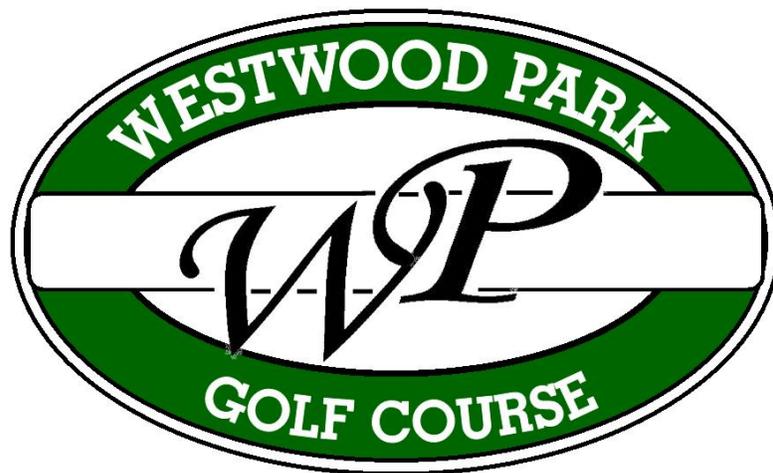


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EXECUTIVE SUMMARY

The Westwood Golf Course is a complete public golf facility that was built in 1967. It is owned and operated by the Norman Municipal Authority. In 2002 the facility underwent a \$ 2.3 million dollar renovation, primarily to replace the tees, greens and irrigation system and to address public safety issues. The renovation was funded with 20 year revenue bonds. Debt service cost is approximately \$200,000 per year with a scheduled debt retirement in 2022.

The golf course was heavily subsidized by the City of Norman in its early years. During the 1980's and 1990's the operation became profitable and was able to retire its original debt ahead of schedule. Beginning in 1989 the Westwood Fund was able to pay cost allocations and internal service fees to the General Fund that were in excess of \$100,000 annually. This was a very profitable and growing period of time for the golf industry both locally and nation wide.

Since 2001 the golf industry has experienced a major decline nation wide. There are several reasons for this decline that generally relate to personal financial issues and the current supply and demand relative to golf facilities and golfers. The ratio of golf courses to golfers today has reversed from its position in the 1980's. The number of courses has increased dramatically while the number of golfers has not. This has put most all of the current golf course facilities in a position where they are competing for many of the same customers.

The FYE-13 actual operating expenditures were \$1,016,659. Total FYE-13 Revenues were \$973,192 or approximately 96% of expenditures. Additionally, the debt service amount for the year was \$205,459 which was paid using a subsidy transfer from the Room Tax Fund. Additional subsidy to the Westwood Fund included a General Fund transfer of \$44,421 for capital equipment \$49,756 for operating subsidy and no assessment for cost allocation charges.

Our primary business competition consists of the University of Oklahoma Golf Course, the Purcell municipal golf course and the four golf facilities operated by the City of Oklahoma City. The OU course is a high end daily fee course that competes because of its quality and location. The Purcell and Oklahoma City courses are similar facilities to Westwood with a fee structure that is very close, if not identical, to ours. Through experience, we know that our fee structure must remain in line with the OKC courses. Additionally, The Links of Norman apartment complex has opened an 18-hole course that is open to the public. There seems to be very limited activity on the course and we do not feel they are taking a significant amount of business away from any of the other area courses.

Our target market is within a 30 mile radius of Norman which includes Purcell to the south and Oklahoma City to the north. The majority of our customers will come from within the Norman city limits and consist of males between the ages of 25 and 65.

Our strengths include a full service 18-hole golf facility in a very accessible location that is challenging and still fun to play. It was renovated twelve years ago and overall in very good condition. The putting greens are excellent. Our staff is knowledgeable and friendly and capable of offering lessons and equipment to all levels of players. Our fees are very reasonable and

competitive within our target market. We have active men's and women's associations that participate in a number of events and league activities.

The golf industry continues to struggle with an unbalanced situation of too many golf courses and not enough golfers. We face the possible loss of tournament play to our competitors that offer better support facilities. An increase in other recreation opportunities like casinos, fun parks, movie theatres and other sports programs in the area continue to compete for disposable income. The weather will always be a threat. Extreme weather events have resulted in 282 unplayable days since June of 2009. Excessive rain, cold or hot conditions have a direct and significant effect on our business. In fact, the Winter of 2014 has been the worst weather conditions for the golf business since 2010.

Our Golf Professional staff currently consists of a head golf professional and one full time assistant professional. One full time assistant professional position is being held vacant pending review of this plan. We also utilize part time employees to manage the practice range and golf cart operations and volunteers to provide course attendant (previously called marshalling) services. The maintenance staff consists of a Superintendent, Supervisor, Cart Mechanic, 2-Maintenance Workers 1-permanent part-time and 5-seasonal maintenance workers. The staff is very knowledgeable and loyal to the operation. Most of the staff has been working together as a team for many years.

The primary issue at hand continues to be generating more customers at the facility which will generate more revenue which will lessen, and ideally eliminate, the need for financial subsidy to the operation. Everyone involved in the operation must play a part in that effort. The condition of the golf course, equipment and facilities is critical in the effort to satisfy our customers. Our fee structure must remain current and competitive. The programs and activities that we offer to our customers must be attractive and we must attract new customers that are currently not playing golf.

The final components of this document are the Strategic Implementation Action Plan and the Golf Course Standards and Performance Measures. We have outlined twenty nine strategies that will improve the business and financial position of Westwood Golf Course. Detailed action items, staff responsibilities time lines and performance measures are listed for each strategy. Detailed standards and performance measures for each area of the golf and maintenance operation have also been written and included as part of this document.

It is intended that this plan become a working document that is revisited, evaluated and revised on an annual basis.

HISTORY AND DESCRIPTION OF WESTWOOD PARK GOLF COURSE

Westwood was originally built in 1967 and was designed by golf course architect Floyd Farley. The course was redesigned by Tripp Davis in 2003. It is a municipal golf facility owned and operated by the Norman Municipal Authority. Westwood Park is an 18-hole golf course that continually proves to be challenging but fair for both the advanced and beginning players. Along with the golf course, the facility contains an onsite driving range, practice putting and chipping greens, clubhouse, golf shop, restaurant, locker rooms, outdoor scoreboard with adjoining patio, two maintenance shops and a cart storage facility. The course comprises approximately 127 acres of the 137 acres of City owned park land it is located on. Within the acreage the city also provides a tennis facility, swimming complex, City Park and parking area.

Westwood Park Golf Course is open all twelve months and is well known in the metropolitan area as an excellent municipal golf course consistently offering exceptional greens. The staff takes pride in having excellent customer service and being able to grow the game through not only scheduled leagues, clinics, tournaments and events but lessons and tip's to improve the players game. The condition in which the grounds crew keeps the golf course along with the pro shop's golf equipment product knowledge provides game improvement with an end result to increase frequency of play. In comparison to the other metropolitan area municipal courses our numbers of annual rounds are in the median range. They are greater than most other privately owned public and private courses. We also compare favorably with the national and state golf industry rounds reports. Our income is less than the national average because Oklahoma has one of the lowest fee structures in the nation. One of our primary efforts needs to focus on adding more regular players to increase annual rounds at Westwood, which will, in turn, increase our annual revenue, reducing the need for subsidy. It is also important to examine our annual operating costs and strive to hold increases to a minimum.

The industry is still locally and nationally strong but our bottom line is greatly affected by many areas we have no control over and some we can control. We can not control the state of the economy, weather, other courses being built and other recreation and entertainment facilities (casinos, movie theaters, and athletic programs). We can control course conditions, customer satisfaction and use industry knowledge to grow the game, rounds, customer loyalty and frequency of play. All of the above knowledge is important in reaching our goal to provide the citizens of Norman and the surrounding community's outdoor entertainment and exercise for the entire family at a good golf facility, for a reasonable price.

HISTORICAL SUMMARY HIGHLIGHTS

- 1967 - Westwood Park Golf Course and Swimming Complex open
 - Golf Course designed by Floyd Farley
 - Head Golf Professional – Eldon Veach
 - Superintendent – Bud Best
- 1969 - Tennis Courts open with two courts
- 1970 - Westwood Men’s Golf Association is organized in June
- 1975 - Head Golf Professional – Jerry Benedict
- 1976 - 1st Annual Westwood 4th of July Invitational
 - Tournament Director – Ron Stucker
- 1978 - Two tennis courts added
- 1980 - Superintendent Fred Clark
- 1983 - Four tennis courts added
- 1984 - Assistant Superintendent – Ralph Cagigal
- 1985 - Head Golf Professional – Stan Ball
- 1986 - Head Golf Professional – David Lisle
 - Assistant Golf Professional – Bobby Florer
- 1994 - Two waterslides added to Westwood Pool
- 1995 - 2nd Assistant Golf Professional – Rick Parish
- 1996 - Superintendent – Ralph Cagigal
 - Assistant Superintendent – James Lowery
 - 1st Head Tennis Professional – David Minihan
- 1997 - Golf Course Pro Shop renovated
- 1999 - Tennis Pro Shop built
- 2002 - Westwood Park Golf Course redesigned by golf course architect Tripp Davis
 - Golf Course closes in August for renovation
 - Tennis facility gets first USTA National Boys and Girls (age 16) Championship
- 2003 - Golf Course re-opens in May
 - All new greens, tee boxes and sand traps
 - New irrigation system and two new irrigation holding ponds
 - Rerouting holes 10 and 18 for safety precautions (Swapped fairways to change hole direction)
- 2005 - Water well drilled to supply water for irrigation into holding ponds to cut down on water expenses and to conserve City water
- 2007 - Four new Tennis Courts built bringing the total courts to twelve
- 2014 - Head Golf Professional – Rick Parish

MISSION STATEMENT

Westwood Park Golf Course is dedicated to offering an enjoyable social and recreational golfing experience to the Norman community and surrounding population. Our goal is exceptional services at reasonable prices. We will respond to customers needs, employ environmentally sound practices, and make the course accessible to all golfers. While working towards the financial goals of the facility, we will create a rewarding work environment for the staff through training and support programs.

DEFINING WESTWOOD'S MARKET, CUSTOMERS AND COMPETITION

MARKET

Westwood is located in Norman Oklahoma within Cleveland County and is a suburb of Oklahoma City. The population in Norman in 2013 was 116,151 and has seen steady growth. Of this number, 68% is under the age of 44 and 79% is under the age of 54. The largest section of residents is in the 20-24 year age group with 17,469. The median family income in Norman for 2012 was \$49,210. The local economy is currently in a relatively healthy state.

According to the National Golf Foundation the first wave of the baby boomer generation retirees are starting to hit the golf market making retired men and women our next largest segment of market share and a target market. Up and coming target markets, according to golf market trends, is the continued growth of players into the youth market, then middle aged women, and then women in general.

CUSTOMERS

The customers of Westwood are diverse but the largest customer base is the male blue collar worker between 25 to 55 years of age. The course accommodates all ages of men and women and youth from pre-school through seniors. A successful facility realizes that the customers are the reason the facility and its staff is there. We observe, listen, ask questions and try to anticipate and match products and services to our customer's preferences and price patterns.

Westwood is proud to have one of the largest men's associations at a municipal or privately owned public course in the state of Oklahoma. Its membership has approximately 250 men varying in occupation from blue collar workers to professional business men. The Thursday evening men's golf league consists of around 180 players and runs for 12 weeks in league play. They also have 16 events mixed throughout league play making the league last for 28 weeks. The Saturday league schedules approximately 12 events (tournaments) on Saturday mornings. The Women's Association plays on Thursday mornings starting in May and they have an average of 10 players a week during spring and summer. The Westwood Junior Academy runs June through half of August and normally averages 80 to 100 players on Tuesday mornings.

The course is utilized for many outside tournaments consisting mostly of charitable or school fundraisers. The fundraisers do a tremendous job of generating dollars that go back into the community in very worthy ways.

COMPETITION

Our competition for loyal customers, rounds of golf and recreational dollars does not only involve golf courses but all aspects of the entertainment industry. This includes all sporting programs and events, movie theaters, casinos, theme parks and restaurants. Although we compete for entertainment dollars in many industries our main competition is other golf courses. Therefore, we continue our efforts on growing market share within the golf industry by growing the game of golf and the frequency a player plays.

In Norman, our largest competitor is the Jimmy Austin University of Oklahoma Golf Course, a high end public course. OU is an 18-hole facility and has drawn play from us with the installation of a lighted driving range and the capability within the clubhouse to feed a large tournament. Influxes of money into their course, its recognition of being one of the top ten courses in Oklahoma and discount programs for Alumni are factors that influence players to the OU course.

Norman also has two privately owned courses; The Trails and Belmar Golf Club, that we lose rounds to as citizens become financially able to afford membership initiation fees and monthly dues. Cobblestone Creek is a 9 hole privately owned public course that has closed and is currently working to re-organize. The Links at Norman is an 18-hole facility built within an apartment development that has not had a significant impact on our business.

A significant competitor for our market share player is the Oklahoma City Public Courses. In the public course competition for our area there is Earlywine – 36-holes, Lincoln Park- 36-holes, Lake Hefner-36-holes and Trosper Park 18-holes, all in Oklahoma City; and the Brent Bruehl Golf Course in Purcell – 18-holes. The Earlywine north, Lincoln west and Hefner north are our strongest competitors for the municipal player. Maintaining a competitive fee structure has proven to be critical to our success. It will be extremely important to stay aware of the various fee structures offered by our competitors and be prepared to make adjustments to our fees as necessary to stay competitive in the local market.

Historically the municipal course loses players as they age and become financially able to join a private club or play at a more expensive privately owned public course like OU. We have to fight the image that a municipal course is not as good as a private/public or country club course. We should target the lower to middle income family or new player to continue to grow rounds at the municipal facility. Most players are introduced to the game of golf by the age of 25 with the largest segment being between 12-17, so the junior golfer is very important to our market share. Fortunately we have been able grow rounds by implementing new programs to get our players to frequent the course more often through leagues, clinics and tournament play.

Following is a list of area golf courses and total number of rounds per 18-hole facility for fiscal year 2013. Westwood was third in total rounds compared to our primary business competition.

**OKLAHOMA CITY METRO AREA
ROUNDS OF GOLF COMPARISON
FY 2013**

<u>COURSE</u>	<u>ROUNDS</u>
Lake Hefner *	42,015
Lincoln Park *	35,901
Westwood	34,096
Trosper	32,950
Earlywine *	25,479
OU	21,904

Lake Hefner, Lincoln Park and Earlywine are 36-hole facilities therefore the rounds shown have been divided by two.

ASSESSMENT OF BUSINESS

Westwood is a strong competitor in the golf industry for the metropolitan area. Our total annual rounds exceed the other courses in Norman and are equal to many courses in the metro area and exceed some of them. In comparison to our region, and the rest of the nation, Westwood's annual rounds are in line with the average rounds of other municipal courses.

In particular, Westwood is not unlike the other metro municipal courses who have all felt it necessary to raise prices across the board. Again, Oklahoma is among the least expensive golf prices of any state in the nation. Annual increases in clubhouse, golf course maintenance and operating expenses determine the play has to increase or average revenue per round has to continue increasing to fund the bottom line. The average revenue per round has increased each of the last three years from \$25.77 to \$28.54, but this is still less than the average cost per round which is currently \$29.82. The Expenditures/round has decreased \$.55/round during the same time period.

We have implemented new discount programs and tournaments to increase play. We will attempt to focus discounts to maximize off-peak usage of the facility. It will always be a balancing act to use discounts to enhance revenues. Balancing tournaments with regular play will also be a challenge. Westwood's active men's league and our annual Westwood Invitational, which is played over three days during the fourth of July weekend, has given Westwood well deserved notoriety in our City and State. Our course is a well-grounded course coupled with a service oriented staff. We will be able to grow our rounds by targeting the baby boomers, women, young adults and juniors through additional programs, family involvement, game improvement and listening to the voice of our customer's needs and desires.

Following is a linear trend analysis of the previous five years activity at Westwood. The information shows the percent of change, up or down, for total rounds with revenue earned from green fees, cart rental and range tokens. This information indicates an increasing trend in our local business with the exception of fiscal years 2010 and 2013 where we experienced declines in rounds of .7% and 8.2% respectively and declines in revenues of 1.2% and 1.8% respectively. This is attributed to weather conditions in each of those years which were worse than the previous year. The financial information is summarized to an average revenue per round and indicates an increase in each of the last three years.

WESTWOOD GOLF COURSE LINEAR TREND ANALYSIS					
	FYE 2009	FYE 2010	FYE 2011	FYE 2012	FYE 2013
Total Rounds	35,082	34,828	36,423	37,156	34,096
% change from previous year		-0.72%	4.58%	2.01%	-8.24%
Total Green Fees Revenue	\$548,722.40	\$532,319.90	\$553,471.43	\$568,531.23	\$550,117.75
% change from previous year		-2.99%	3.97%	2.72%	-3.24%
Total Cart Revenue	\$272,721.44	\$279,903.58	\$299,477.57	\$301,509.68	\$300,199.44
% change from previous year		2.63%	6.99%	0.68%	-0.43%
Total Range Revenue	\$75,633.16	\$73,064.67	\$86,566.17	\$109,621.09	\$113,188.96
% change from previous year		-3.40%	18.48%	26.63%	3.25%
Miscellaneous Revenue (Restaurant and Return Check Fees)	\$11,654.08	\$12,270.27	\$11,570.66	\$11,307.90	\$9,686.80
% change from previous year		5.29%	-5.70%	-2.27%	-14.34%
Total Revenue	\$908,731.00	\$897,558.00	\$951,085.00	\$990,969.00	\$973,192.00
% change from previous year		-1.23%	5.96%	4.19%	-1.79%
Revenue/Round	\$25.90	\$25.77	\$26.11	\$26.67	\$28.54
% change from previous year		-0.51%	1.32%	2.14%	7.02%
Total Expenditures	\$1,043,230.00	\$1,057,664.00	\$1,029,993.00	\$1,024,273.00	\$1,016,659.00
% change from previous year		1.38%	-2.62%	-0.56%	-0.74%
Expenditures per round	\$29.74	\$30.37	\$28.28	\$27.57	\$29.82
% change from previous year		2.12%	-6.88%	-2.52%	8.16%

PROGRESS REPORTS AND FUND SUMMARY

The progress reports on pages 10 and 11 illustrate the actual number of golf rounds, range tokens, cart rentals and trail fees (fees collected for the use of private carts) for the last five years and the monthly revenue collected for the same period.

The fund summary on page 12 shows actual revenues and expenditures beginning in FYE 09 and continuing through FYE-13. Projected revenues and expenditures from FYE-14 through FYE 19 are also shown. For fund summary purposes, the projected years include a built in increase of 2% each year in operating revenues; 5% increase in salary and benefit costs; 1% increase in supplies and materials and service and maintenance costs; and 2% increase in internal service charges. Line 33 indicates the annual debt service amount which is currently being offset with a transfer from the room tax fund.

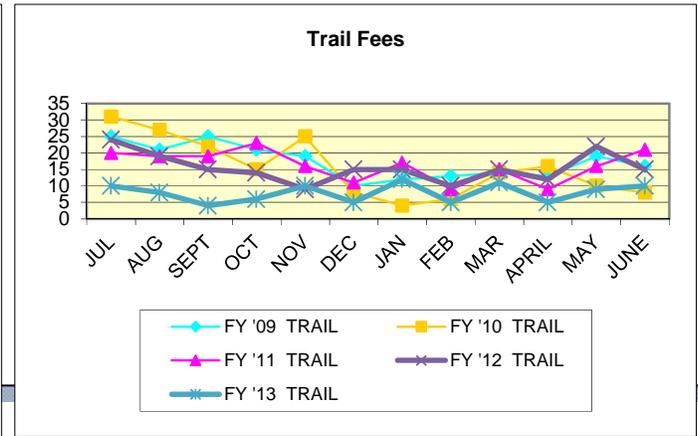
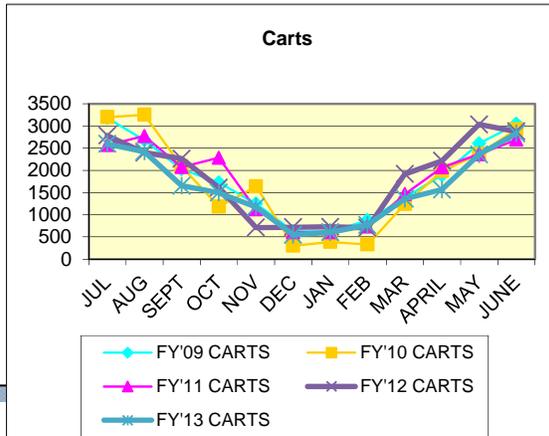
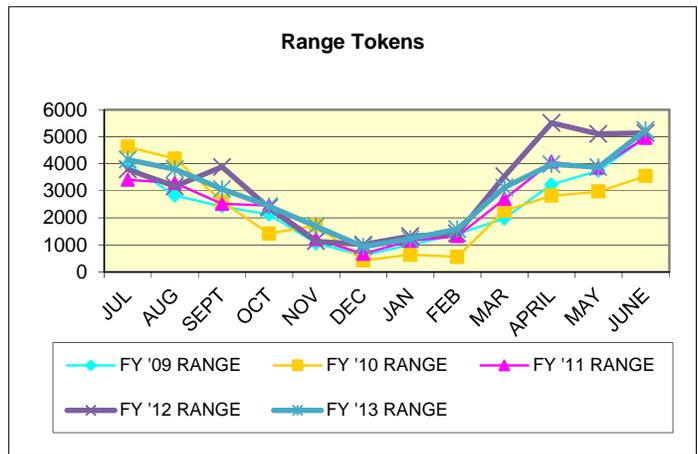
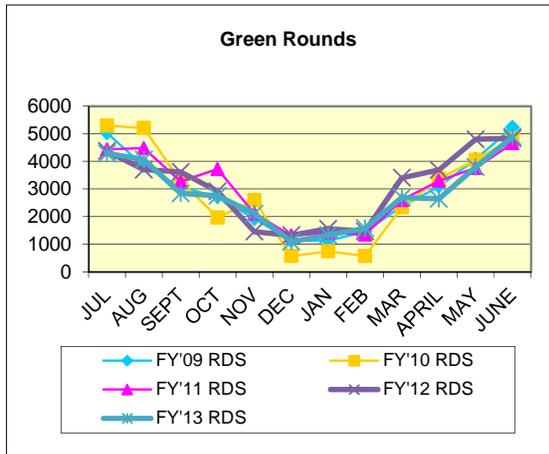
WESTWOOD GOLF COURSE
PROGRESS REPORT – GREEN FEES, RANGE, CART, TRAIL FEES
 FYE 2009-2014

	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE	TOTAL
FY'09 RDS	5026	3835	3074	2715	1924	1128	1131	1453	2385	3095	4082	5234	35082
FY'10 RDS	5293	5199	3280	1969	2599	574	746	581	2341	3372	4056	4818	34828
FY'11 RDS	4433	4477	3272	3720	2112	1316	1416	1354	2603	3300	3767	4653	36423
FY'12 RDS	4374	3700	3613	2917	1461	1329	1563	1473	3404	3692	4797	4833	37156
FY'13 RDS	4281	4066	2841	2752	2110	1097	1335	1584	2690	2648	3798	4894	34096

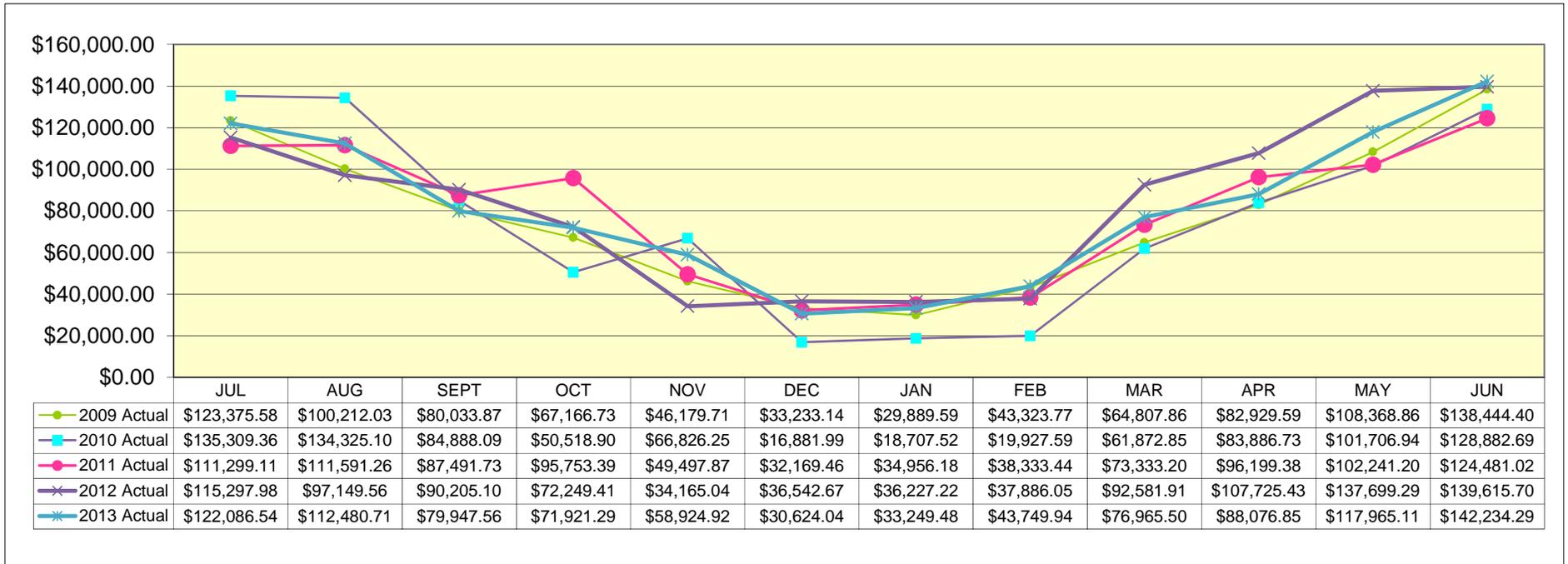
	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE	TOTAL
FY '09 RANGE	3985	2824	2424	2120	1054	623	1002	1403	1980	3234	3739	4963	29351
FY '10 RANGE	4622	4191	2605	1417	1718	430	638	562	2267	2822	2972	3548	27792
FY '11 RANGE	3410	3286	2520	2456	1214	671	1155	1326	2696	4072	3857	4956	31619
FY '12 RANGE	3788	3166	3880	2368	1139	1009	1320	1423	3532	5511	5101	5137	37374
FY '13 RANGE	4152	3796	3067	2428	1689	937	1217	1583	3121	3978	3874	5244	35086

	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE	TOTAL
FY'09 CARTS	3179	2684	2027	1726	1248	626	622	871	1379	1896	2603	3044	21905
FY'10 CARTS	3199	3251	2090	1181	1636	304	389	329	1241	1987	2366	2925	20898
FY'11 CARTS	2570	2774	2072	2283	1120	609	609	731	1464	2065	2364	2688	21349
FY'12 CARTS	2784	2397	2264	1612	713	717	729	704	1919	2212	3036	2878	21965
FY'13 CARTS	2596	2420	1652	1496	1175	547	604	769	1359	1566	2359	2831	19374

	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY	JUNE	TOTAL
FY '09 TRAIL	25	21	25	21	19	10	12	13	14	13	19	16	208
FY '10 TRAIL	31	27	22	15	25	8	4	6	14	16	10	8	186
FY '11 TRAIL	20	19	19	23	16	11	17	9	15	9	16	21	195
FY '12 TRAIL	24	19	15	14	9	15	15	10	15	12	22	15	185
FY '13 TRAIL	10	8	4	6	10	5	12	5	11	5	9	10	95



WESTWOOD GOLF DIVISION
OPERATING REVENUE PROGRESS REPORT
FYE 2009-2013



NOTE: Operating revenues in this report include: Green Fees, Cart Fees, Range Fees, Restaurant Income, Return Check Fees and Interest Income

AUDITED FYE 13 FIGURES

WESTWOOD FUND - 29

	FYE 09 ACTUAL	FYE 10 ACTUAL	FYE 11 ACTUAL	FYE 12 ACTUAL	FYE 13 ACTUAL	FYE 14 BUDGET	FYE 14 ESTIMATED	FYE 15 PROJECTED	FYE 16 PROJECTED	FYE 17 PROJECTED	FYE 18 PROJECTED	FYE 19 PROJECTED
1 Beginning Fund Balance	\$158,707	\$17,521	(\$5,016)	(\$15,620)	(\$2,219)	\$0	\$9,584	\$24,402	\$22,662	\$24,472	\$30,092	\$39,801
2												
3 Operating Revenues:												
4 Enterprise Fund Fees/Chgs	\$907,745	\$896,832	\$950,571	\$990,369	\$973,038	\$963,931	\$963,931	\$983,210	\$1,002,874	\$1,022,931	\$1,043,390	\$1,064,258
5 Service Fees/Chgs	986	726	514	600	154	218	218	225	232	239	246	253
6												
7 Total Operating Revenues	\$908,731	\$897,558	\$951,085	\$990,969	\$973,192	\$964,149	\$964,149	\$983,435	\$1,003,106	\$1,023,170	\$1,043,636	\$1,064,511
8												
9 Operating Expenditures:												
10 Salaries and Benefits	\$654,292	\$673,508	\$677,545	\$714,635	\$716,300	\$724,524	\$724,524	\$760,750	\$798,788	\$838,727	\$880,663	\$924,697
11 Supplies and Materials	91,213	83,714	89,028	85,525	80,035	97,419	89,825	90,723	91,630	92,546	93,471	94,406
12 Services/Maintenance	214,897	210,821	203,719	204,895	201,687	200,613	225,274	227,527	229,802	232,100	234,421	236,765
13 Internal Service Fund Chgs	82,828	89,621	59,701	19,218	18,637	17,046	17,046	17,387	17,735	18,090	18,452	18,821
14 Cost Allocation Charges	0	0	0	0	0	0	0	0	0	0	0	0
15 Employee Turnover Savings	0	0	0	0	0	0	0	0	0	0	0	0
16												
17 Total Operating Expenditures	\$1,043,230	\$1,057,664	\$1,029,993	\$1,024,273	\$1,016,659	\$1,039,602	\$1,056,669	\$1,096,387	\$1,137,955	\$1,181,463	\$1,227,007	\$1,274,689
18												
19 Net Operating Revenue	(\$134,499)	(\$160,106)	(\$78,908)	(\$33,304)	(\$43,467)	(\$75,453)	(\$92,520)	(\$112,952)	(\$134,849)	(\$158,293)	(\$183,371)	(\$210,178)
20												
21 Other Revenues:												
22 I/F Transf - Capital Fund - Golf	12,495	65,958	61,500	92,354	44,421	75,000	94,894	61,500	61,500	61,500	61,500	61,500
23 I/F Transf - Capital Fund - Pool	0	0	0	0	0	0	0	0	0	0	0	0
24 I/F Transf - Room Tax	212,613	207,164	206,964	206,930	205,459	202,884	202,884	206,164	203,754	205,924	202,369	203,182
25 I/F Transf - General Fund	0	134,297	64,899	15,628	49,756	79,978	99,838	103,712	129,159	156,413	185,580	216,768
26 I/F Transf - Westwood Enterprise Fd							0					
27 Interest Income	12,428	13,822	1,057	1,374	2,270	7,500	7,500	7,500	7,500	7,500	7,500	7,500
28 Misc. revenue	0	15,058	0	0	0	0	0	0	0	0	0	0
29												
30 Total Other Revenues	237,536	436,299	334,420	316,286	301,906	365,362	405,116	378,876	401,913	431,337	456,949	488,950
31												
32												
33 Other Expenditures:												
34 Audit Accruals/Adj/encumbrances	(2,515)	16,855	(4,461)	(17,655)	(3,244)							
35 Debt Service	212,613	212,816	206,964	206,930	205,459	202,884	202,884	206,164	203,754	205,924	202,369	203,182
36 Capital Projects-GOLF	21,630	3,102	0	0	0							
37 Capital Equipment-GOLF	12,495	14,367	63,613	80,306	44,421	33,000	44,894	19,500	19,500	19,500	19,500	19,500
38 Capital Projects-POOL							0					
39 Capital Equipment-POOL							0					
40 Capital Equipment - Golf Carts	0	51,590	0	0	0	42,000	50,000	42,000	42,000	42,000	42,000	42,000
41 Capital Equipment - Pool	0	0	0	0	0		0					
42 I/F Transf - Parkland												
43												
44 Total Other Expenditures	\$244,223	\$298,730	\$266,116	\$269,581	\$246,636	\$277,884	\$297,778	\$267,664	\$265,254	\$267,424	\$263,869	\$264,682
45												
46 Net Revenues (Expenditures)	(\$141,186)	(\$22,537)	(\$10,604)	\$13,401	\$11,803	\$12,025	\$14,818	(\$1,740)	\$1,810	\$5,620	\$9,709	\$14,090
47												
48 Ending Fund Balance	\$17,521	(\$5,016)	(\$15,620)	(\$2,219)	\$9,584	\$12,025	\$24,402	\$22,662	\$24,472	\$30,092	\$39,801	\$53,891
49												
50 Reserves												
51 Reserve for Operations	\$83,458	\$84,613	\$82,399	\$81,942	\$81,333	\$83,168	\$84,534	\$87,711	\$91,036	\$94,517	\$98,161	\$101,975
52 Reserve for Debt	0	0	0	0	0	0	0	0	0	0	0	0
53 Reserve for Capital Project	83,947	83,524	83,524	79,763	68,179	61,500	61,500	61,500	61,500	61,500	61,500	61,500
54 Reserve (Deficit)	(149,884)	(173,153)	(181,543)	(163,924)	(139,928)	(132,643)	(121,632)	(126,549)	(128,064)	(125,925)	(119,860)	(109,584)
55												
56 Total Reserves	\$17,521	(\$5,016)	(\$15,620)	(\$2,219)	\$9,584	\$12,025	\$24,402	\$22,662	\$24,472	\$30,092	\$39,801	\$53,891

STRENGTHS

Golf Course: The golf course amenities include a challenging 18 hole course with a large driving range, practice chipping bunker and green and a putting green. The Westwood Park Golf Course is part of a 137 acre City owned park property with the course, a park, Tennis Center and Swimming Complex. The club house has a full line golf pro shop, grill/snack bar, men's and women's locker rooms/restrooms and an outside patio with scoreboard. The golf course maintenance complex and cart barn are also adjacent to the clubhouse.

Staff: One certified PGA professional– Rick Parish – 19 years at Westwood and over 26 years in the business. Professional Bobby Florer has 28 years at Westwood and 30 years in the business. Our Pro Shop attendants Bob Hines, Tyler Bauman, Jim Taylor and Lonnie Burks offer a high level of customer service and are reliable, responsible and knowledgeable of the business. Our range attendants are headed up by a retired golf instructor. College and high school students make up the remaining range staff. The Maintenance staff is very experienced. Superintendent Ralph Cagigal has been at Westwood for 30 years. Assistant James Lowery has been here for 20 years. Mechanic Mike Winkler has 10 years. Maintenance Workers Brian Sullivan has 14 years, Eric Dissell has 13 years, and Permanent Par-time Mark Junglen has 6 years. This experience results in an efficient operation that produces a very good product with very limited resources.

Our customer service level has remained outstanding over the last five years. Customer survey cards have an overall average rating of 4 out of 5. This is due to professional experience and improvements to the practice facilities and golf course. Our staff also has excellent product knowledge to help players improve their game and grow the game of golf.

Teaching and Clinics: Our golf staff offers private and group lessons. All teachers have excellent personal and teaching reputations and participate in free clinics for the juniors, men and women. We host a local chapter of the First Tee program and our staff participates in teaching the Junior Summer Academy at Westwood. They not only teach the physical aspects of the game but have knowledge of proper equipment recommendations. The staff also talks to our customers in the pro shop about questions or problems they may be having with their game.

Pro Shop: The Westwood pro shop is a full line pro shop and has been recognized as one of the better municipal shops in the PGA South Central Section with attractive displays, customer service and many other levels of the retail operation. The staff is trained with product knowledge to help players better their game with properly fitted equipment.

Golf Car and Equipment Replacement Program: Since transfer to a Special Revenue Fund our equipment fleet and rental car fleet situation has improved. A policy was adopted that lets us trade in 1/3 of our rental fleet every year. It has minimized our repair costs in this area, and has assured excellent service to our customers. Our cart availability rate has exceeded 99% since we adopted this plan.

Westwood Men's Association: This men's association is a tremendous asset to Westwood Golf Course. The association is unique for our area and the men who participate find it a fun way to relax, spend time with friends and enjoy the game. The men's association has grown to approximately 250 members and is one of the largest and most active associations in the metro area.

Annual Westwood Invitational: This year will be the 39th Annual Westwood Invitational. The tournament is a three day flighted stroke play event with approximately 175 players. Many players come from out of state to play. The competition, comradery, tournament purse, fun and food draw the players back year after year.

Location: Westwood is conveniently located approximately 1/4 mile east of I-35. The facility is between Robinson and Main Street in the northwest part of Norman. This accessible location makes it easy to get to from the Oklahoma City area and other surrounding communities.

Local Economy: The local economy is relatively healthy, which means more discretionary dollars are available for activities like golf.

Green Fee Rates and Types: Westwood offers affordable public golf. We have many different levels of fees to fit every player's age and need. Our fees are based on an all day daily fee and include regular fee, senior, junior, military and OU student. The daily green fee allows you to play as many holes as desired in one day but the carts are sold by nine or eighteen holes. We have promotional fees which include email and marketing specials and a free round for your birthday in exchange for your email contact. We also offer a \$12.00 customer appreciation fee on Mondays. We are always considering new promotions that might increase play. Following is a current listing of the various fees offered at Westwood:

<u>GOLF FEES</u>			
Green Fees:		Driving Range	
Regular Fee	\$24.50 + tax	1 token (25 balls per token)	\$3.25
2:00 Fee	\$20.00 + tax	Annual Range Membership	\$650.00
4:00 Fee	\$15.25 + tax		
9 Hole Fee		Annual Memberships	
(Sat & Sun after 12:00)	\$16.00 + tax	*Regular	\$1225.00 + tax
		*Senior	\$960.75 + tax
		*Junior	\$385.00 + tax
		*Memberships with carts and range available	
Discounted Prices:		Frequent Player Card	
Senior (60+, Mon-Fri)	\$15.25 + tax	(10 rounds for price of 8)	
Junior (Mon-Thurs, Fri-Sun after 2:00		Regular	\$196.00 + tax
No Holidays)	\$7.50 + tax	Senior	\$122.00 + tax
School (Mon-Thurs) H.S. Teams	\$5.50 + tax	OU Student	\$136.00 + tax
OU Student (Mon-Thurs, Fri-Sun after 12:00;		Junior	\$60.00 + tax
Must have ID)	\$17.00 + tax	Cart Rental	
Military (Must have DOD card)	\$22.50 + tax	18 Hole Cart	\$28.00 + tax
		½ 18 Hole Cart	\$14.00 + tax
		9 Hole Cart	\$15.00 + tax
		½ 9 Hole Cart	\$7.50 + tax
Trail Fees:			
Reg. 18 Hole Trail	\$16.00 + tax		
Reg. 9 Hole Trail	\$8.00 + tax		
Sr. 18 Hole Trail	\$12.50 + tax		
Sr. 9 Hole Trail	\$6.25 + tax		

THREATS

Weather: Certainly weather can be a friend or foe. It has a major impact on our bottom line. We are open 363 days a year. Over the last five years weather has been a major challenge. Unplayable days being recorded since 2010 have averaged 56. Over 100 all-time weather records for the OKC metro area have been broken during that period.

Economic Market: If the national or local economy suffers a downturn, there will be less discretionary funds available to the public for leisure activities like golf.

Loss of tournament play: We have lost tournament play to OU, Belmar and The Trails because of clubhouse facilities. While we can accommodate smaller groups, we do not have the capability of feeding a large tournament indoors. We are attempting to schedule more of these tournaments during our slower times.

Other golf courses, recreation and entertainment facilities: We have been greatly affected by the addition of Belmar, OU, Brent Bruehl Memorial Golf Course in Purcell and the Moore Golf and Athletic Club. It is fair to say that we have an oversupply of golf holes in our geographical area as all courses are competing for rounds. Casinos, Jr. athletic programs, fun parks, mega movie theaters and the addition of more restaurants in Norman, Noble and Moore all compete for recreational dollars. Vacation destinations also compete with mass marketing for the local consumer entertainment dollars.

Possible loss of second assistant professional: The Second Assistant position, which was vacated by Rick Parish's selection as Head Professional, is currently filled as a permanent-part-time position. A full-time position brings the possibility of another PGA trained professional to the Westwood staff, which adds credibility and stability. This position has a positive impact on customer service, lessons, product knowledge and managerial services. A full-time employee would offer fewer turnovers and more dedication to Westwood and the City of Norman.

Aging Maintenance Equipment: While we are replacing one piece of equipment every year we still have an aging fleet. We have included in our equipment acquisition, the purchase of good used equipment, on units where age has less of an impact on performance. We have very few units in poor condition and several units, past their life expectancy in good condition. Although not ideal, we should be sustainable in the near term. Following is a list of our maintenance equipment which includes the model year, current condition and approximate cost for replacing with similar used equipment. Where units are past their life expectancy, we have priced good used equipment with minimal hours. Following that is the current equipment replacement schedule for the next five years.

WESTWOOD EQUIPMENT LIST

Unit No.	Year	Description	Condition	Life Expectancy	Replacement Value
700	2003	Tycrop 300 Top Dresser	Exc	15	\$16,000
701	2006	Toro Groundsmaster 4500D Rough Mower	Good	10	\$52,000
702	2008	Toro 3050 Greensmaster Greens Mower	Exc	10	\$22,000
703	2005	Toro Workman 3300D	Good	10	\$27,000
704	2009	Toro Sand Pro	Exc	10	\$18,000
705	2012	Jacobsen Greensking IV Plus Greensmower	Exc	10	\$18,000
706	1995	*John Deere F935 Deck Mower Trim Mower	Poor	10	\$28,000
708	2013	Toro Groundsmaster 32800 Deckmower	Exc	10	\$22,000
709	1999	*Toro Workman 3200 Truckster	Fair	10	\$27,000
710	1993	*John Deere F5400 Tractor	Fair	10	\$20,000
711	1996	*Toro Groundsmaster 345 Trim Mower	Fair	10	\$28,000
712	1992	*Jacobsen Greensking IV Diesel Greens Mower	Fair	10	\$30,000
714	1975	*150 Gal John Bean sprayer	Fair	20	\$10,000
717	1996	*Jacobsen Tri King 1900 D Tee Mower	Fair	10	\$15,000
721	1993	John Deere 350 Sickle Mower	Good	20	\$5,000
722	1986	*John Deere 750 tractor	Good	20	\$10,000
724	2004	John Deere aercore 1500	Good	20	\$15,000
725	1989	*Ford 2120 Tractor w/backhoe & loader	Fair	20	\$25,000
729	2003	*Jacobsen Greensking IV Greens Mower	Fair	10	\$15,000
730	1997	*John Bean Turfsprayer 200 gallon	Good	20	\$10,000
731	2003	*Jacobsen Turfcut T628D Deckmower Trim Mower	Fair	10	\$15,000
736	2001	*Toro Groundsmaster 580D	Fair	10	\$10,000
742	2003	*Toro Reelmaster 6500D Fairway Mower	Good	10	\$20,000
744	1989	*Cushman turf truckster	Poor	10	\$15,000
747	1995	*Toro Workman 3200 Truckster	Fair	10	\$15,000
750	1990	*John Deere 856 Tractor	Good	20	\$25,000
755	1996	Miller bobcat 225 G	Exc	20	\$4,000
767	2010	Proflex 120 Pull behind Rotary	Good	15	\$15,000
769	1996	*Cushman Groomsmaster Trap Rake	Fair	10	\$16,000
774	1995	*Turfco Metermatic III Topdresser	Fair	15	\$6,000
777	1996	*Ransomes 160 Greensplex Greens Mower	Fair	10	\$15,000
781	2003	*Toro Reelmaster 6500D Fairway Mower	Good	10	\$20,000
788	2003	*Toro Reelmaster 3100D Sidewinder Tee Mower	Good	10	\$15,000
789	1986	*Ford 2110 Diesel Tractor	Fair	20	\$20,000
796	1998	* Toro Reelmaster 2300D Triplex Mower Tee Mower	Good	10	\$15,000

* not proposed to replace

Total equipment replacement cost

\$624,000

WESTWOOD PARK GOLF COURSE

EQUIPMENT REPLACEMENT SCHEDULE

FYE14	Loader/Backhoe	\$25,000
	Golf Cars (22)	\$50,000
FYE15	Greens Aerator	\$30,000
	Golf Cars (22)	\$52,000
FYE16	Rough Mower	\$55,000
	Golf Cars (21)	\$52,000
FYE17	Greens mower	\$30,000
	Golf Cars (22)	\$54,000
FYE18	Truckster/Harvester	\$30,000
	Golf Cars (22)	\$54,000

DESCRIPTION OF CLUBHOUSE STAFF AND ACTIVITY

The Head Golf Professional who is a contracted employee heads the Westwood clubhouse staff. The current contract is for a two year term, which is approved by the City Council. His duties include general management of the clubhouse and its staff. His staff, which are all City of Norman employees, currently includes one full time Assistant II Golf Professional, one full time Assistant I Golf Professional (vacant position as of now), three part time pro shop attendants, and ten part time cart and range attendants.

The full-time professional positions bring stability and credibility to the Westwood staff and its patrons. The vacant Assistant I Golf Professional position could be filled by someone with, or working towards, their P.G.A. of America membership and certification. The cart and range attendant's position is seasonal and they normally work in two man shifts. The range position is seasonal with ten being the highest number employed in the position at one time.

The Head Professional owns and manages the retail golf shop services. The shop assistants assist customers in the sale of this merchandise when needed. The Head Professional and Assistant Golf Professionals are responsible for providing golf lessons to our customers. Each of the professionals retains the fees for these lessons.

The Head Professional oversees the restaurant, which is leased to a private operator. He also oversees the volunteer course attendants/starter staff of twenty-one. The volunteer staff are allowed to play two rounds of golf per week in return for working a minimum of eight hours on the course. Their duties include not only being a course attendant/starter but many duties including; picking up range baskets, repairing divots on the green, pro shop errands, sweeping outside of clubhouse, answer the pro shop phones, clean the shop, watch the counter when staff is helping a customer, stage carts, fill sand bottles and other miscellaneous duties.

DESCRIPTION OF MAINTENANCE STAFF AND ACTIVITY

The Westwood Park Maintenance Division is responsible for maintaining 137 acres of parkland containing an 18-hole championship golf course, a tennis center, a swimming facility, 2 maintenance buildings, a cart storage building, and 2 storage buildings. Three small block irrigation pump houses and a water well are also located on the property. The golf course comprises the majority of the property and includes about 100 acres of intensively maintained turf. Approximately 5 acres of the property is pond and creek drainage system. About 8 acres is dedicated to the practice facility including 2 practice greens, a practice sand trap, and a driving range. Sixteen sand traps comprise about 1/2 acre. Fairways make up roughly 40 acres, tee boxes are roughly 6 acres. Bent grass putting greens, where a large portion of resources are required, are about 3 acres. A small area on the property has been dedicated as a tree nursery that has a capacity of 130 trees. To date, the nursery has produced about 300 trees, planted on the golf course. The FYE14 budget for the maintenance division is \$702,948. Modest improvements continue to be made using M&O dollars. These include sand trap renovation which is about 75% complete. Aging drainage sumps with reduced outflow are being replaced as resources become available. Compost will continue to be used on underperforming turf. Adjustments to areas of irrigation will continue. Areas with significant player traffic and not currently being irrigated are being targeted. In many cases, irrigation equipment (valves and heads) from before renovation is being refurbished and used.

Personnel

Golf Course Superintendent:

Responsible for the maintenance operation. With the Parks Director, creates a budget for the operation. Plans and prepares specifications for capital project and capital equipment requests. Manages the division of 5 permanent employees and 5 temporary laborers. With staff, creates and implements work schedules, turf maintenance calendars, equipment maintenance schedules, training and safety procedures and coordinates with the golf division with regards to golf car maintenance, driving range equipment maintenance and tournament schedules and requests. Responsible for compliance procedures and reports with regards to fuel (Corporation Commission) and water use (Department of Environmental Quality and Water Resources Board) as well as the Department of Labor and the Department of Agriculture. Assists in whatever capacity is required on a daily basis to improve the customers' experience.

Assistant Superintendent:

Responsible with the superintendent for the daily preparation of the golf course. Maintains the greens at optimum condition. Supervise full time and part time staff. Train new personnel and update experienced personnel. Repair and improve irrigation system. Coordinate work projects to minimize impact to customers. Cross trains personnel in order to cover critical jobs with existing personnel. Assists in whatever capacity is required on a daily basis.

Golf Course Mechanic:

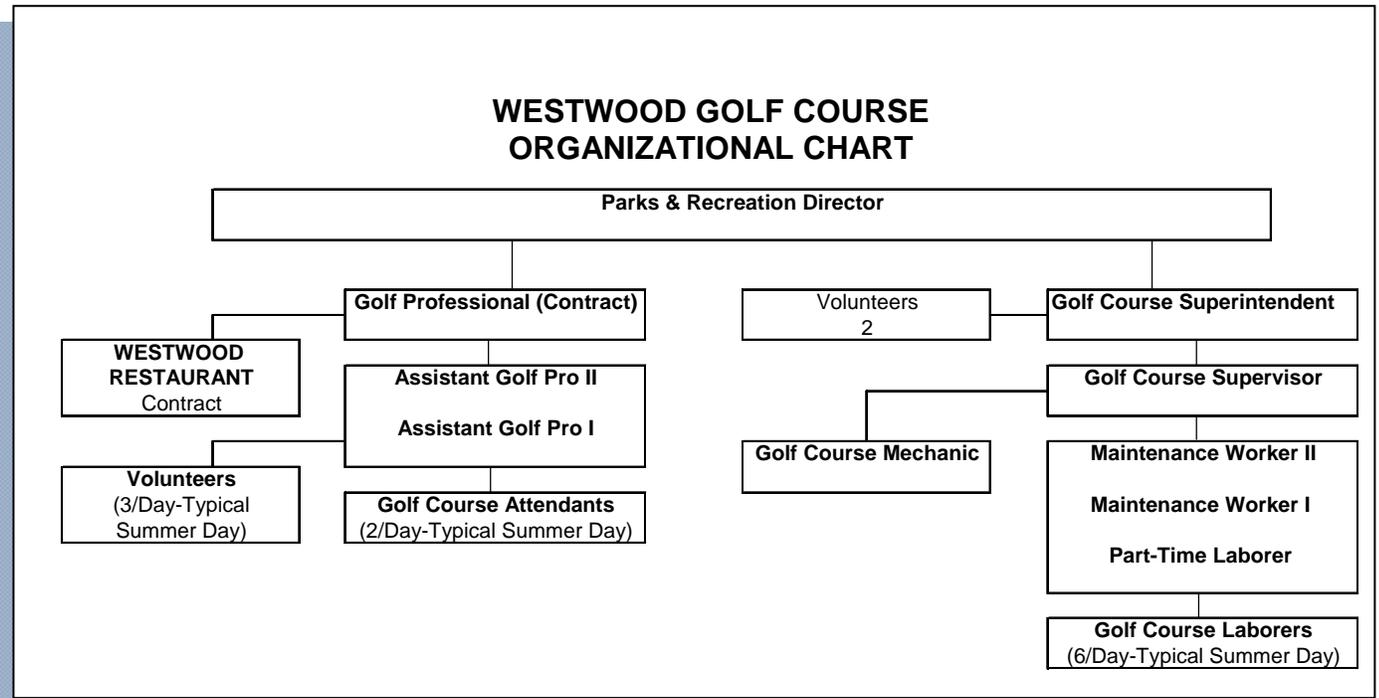
Plans and implements a preventative maintenance program for some 40 pieces of turf equipment as well as a 65 golf car rental fleet. Makes repairs as needed. Keeps an adequate supply of shop materials and frequently used repair parts in order to minimize downtime. Manages fuel inventory. Grinds reel mowers and sharpens rotary blades often to ensure quality of cut. Rebuilds engines and motors as required. Welds as needed. Assists in whatever capacity is required on a daily basis.

Maintenance Worker I & II:

Responsible for the daily preparation of the golf course. Mows greens, changes cups, rakes sand bunkers, mows tees, fairways, roughs, creek banks. Push mows and trims as needed. Repairs irrigation system. Waters greens, tees, fairways, and trees as needed. Applies fertilizers and pesticides as directed. Operates all equipment. Monitors equipment and informs mechanic and supervisor of any problems. Helps with duties such as pruning, planting, seeding, sanitation of course and facilities, equipment maintenance, and assists in other areas as needed. Makes suggestions and helps with problem solving. These employees are certified by the State of Oklahoma to apply pesticides and to supervise applications by other employees.

Temporary Laborers:

Helps with daily course preparations. Mows greens, changes cups, operates mowing equipment, rakes sand bunkers, and mows and trims as needed. Picks up trash, cleans restrooms and cleans shops as directed. Waters greens and trees. Assists in any areas needed. Informs supervisors of any problems on the facility.



CAPITAL PROJECT NEEDS

Following is a list of capital projects that if accomplished would greatly enhance the quality of the facility. They are listed in priority order, but due to financial constraints, no specific timeline for completing these projects has been identified.

- **Tournament Pavilion**

Improving our tournament amenities will enhance our attraction to tournament organizers. A pavilion that will handle larger crowds will help us market to larger events. It could be constructed south of the clubhouse and scoreboard patio area.

Estimated cost \$130,000

- **Water Storage Expansion**

This project would be in two phases. First we would increase the existing storage capacity by raising the water level in the main irrigation pond. This will require raising the existing terrain on the east side of the pond. In phase two, a pump would be installed that will transfer water from the east pond, which receives the majority of the runoff water, to the main irrigation pond more rapidly than the passive equalization pipe.

Estimated cost \$25,000

- **Clubhouse Restrooms**

This project would renovate the men's and women's restrooms in the main clubhouse. The men's restroom space is small and cramped. A renovation project could enlarge and redesign the space by taking in the ADA accessible restroom currently accessed from the men's locker room.

Estimated cost \$40,000

- **Signage**

A substantial business sign could be constructed on golf course property, approximately half way along the Robinson St. border of the course. Additionally, we will add directional signs North of Robinson St. closer to hotels in that area.

Estimated cost TBD

- **Fountains for irrigation ponds**

Fountains would be installed in strategic areas of our ponds. Aesthetically pleasing and an aid in combating algae grown from the surface of our ponds, it would require electrical supply and the purchase of 3 to 4 fountains.

Estimated cost \$10,000

City of Norman, Oklahoma
Westwood Park Golf Course



Strategic Implementation Action Plan

April 14, 2014

Community Vision for Pro-Shop Operations. “Our vision is to exceed customer satisfaction levels at each touch point in the pro-shop to achieve a higher level of user return rates to play the golf course.”

Goal: Achieve a 4.5 level of customer satisfaction for pro-shop operations.

Strategy		Action	Group Responsible	Start Date	Performance Measure
1.1	Update Clubhouse locker rooms and restrooms for both men’s and women’s by the end of 2014	<ul style="list-style-type: none"> Seek capital improvements from the City Manager and city council for updating the restrooms and equipment lockers 	Director and Head Golf Pro	July of 2014	<ul style="list-style-type: none"> Locker rooms updated by end of 2014
		<ul style="list-style-type: none"> Improve ADA accessibility in both locker rooms and restrooms 	Director and Head Golf Pro	October 2014	<ul style="list-style-type: none"> ADA accessibility is put into place for both locker rooms by end of 2014
		<ul style="list-style-type: none"> Update color scheme and image of each locker room and incorporate a more organized setting 	City hires contractor to perform the work to be completed	October 2014	<ul style="list-style-type: none"> Updated lockers put into place, new color schemes put into place by the end of 2014

Strategy		Action	Group Responsible	Start Date	Performance Measure
1.2	Develop outdoor outing facility next to Grill that is capable of hosting 140-150 players.	• Develop outing facility with round tables that can host tournaments.	Park Director, Golf Pro and Maintenance Staff	July 2014	• Pavilion developed and in place by the fall of 2014
		• Incorporate electricity and grills to host end of tournament outings	Golf Pro and Director of Parks	July 2014	• Put into place as part of the design of the pavilion
		• Seek a sponsor for the naming rights to the pavilion when completed	Golf Pro and Director of Parks	Oct 2014	• Sponsor incorporated for 10 years beginning in the 2015 golf year
		• Develop a storage area with the pavilion for storing tables	Golf Pro and Director of Parks	July 2014	• Developed as part of the pavilion in 2014

Strategy		Action	Group Responsible	Start Date	Performance Measure
1.3	Develop a video board inside the clubhouse at or around the front desk operation outlining daily activities, upcoming tournaments, programs that are being offered and any special promotions that can run continuously throughout the day. Use testimonials in the video boards and on the web site on the positive experience have at the golf course	<ul style="list-style-type: none"> Develop a video board beside or close to the front desk and update daily on everything happening on the golf course or upcoming reminders 	Assistant Golf Pro	May 2014	<ul style="list-style-type: none"> Completed Video board in place
		<ul style="list-style-type: none"> Seek a sponsor for the video board 	Golf PRO	2015 January	<ul style="list-style-type: none"> Revenue from the video board totals in 2014 2k a year
		<ul style="list-style-type: none"> Track the impact on programs and revenue based on the board 	Golf Pro	Summer of 2014 once installed	<ul style="list-style-type: none"> Revenue on programs and play increases 2% from video board

	Strategy	Action	Group Responsible	Start Date	Performance Measure
1.4	Create a Golf Outing Promotional Piece for hotels, sending out to corporations and groups to bring their golf outing to the golf course	<ul style="list-style-type: none"> Develop a promotional piece that outlines the features of the golf course, benefits of playing their tournament at the golf course and the advantages in services provided 	Golf Pro	August 2014	<ul style="list-style-type: none"> Promotional piece in place by November 2014 for distribution to follow
<ul style="list-style-type: none"> Develop testimonials from tournament directors and people who have used the golf course for their outings in the document 		Assistant golf pro	August 2014	<ul style="list-style-type: none"> Testimonials used in the tournament promotional piece and in other documents developed by the golf staff 	
<ul style="list-style-type: none"> Invite past tournament directors to come to a focus group to seek input into how the golf course operations could be improved for their golf course 		Golf Pro	August 2014	<ul style="list-style-type: none"> Focus group participants come to a focus group in the summer of 2014 to share how the golf staff could better meet their needs 	

Strategy		Action	Group Responsible	Start Date	Performance Measure
1.5	Golf Course website updated	<ul style="list-style-type: none"> Enhance the golf course web site with more detail about the benefits of playing the golf course and focus on customer friendliness of the golf course, upcoming events, programs and tournaments 	Golf Pro and city technology staff	October 2014	<ul style="list-style-type: none"> Website updated by January of 2015
		<ul style="list-style-type: none"> Track the number of hits on the website each month and how long people stay on the site 	Assistant golf pro Admin Tech	January of 2015	<ul style="list-style-type: none"> Hits are tracked on a monthly basis and shared with staff
		<ul style="list-style-type: none"> Promote the website on all forms, publications, scorecards, to push people to check out the site and the services available 	Assistant golf pro	January of 2015	<ul style="list-style-type: none"> All forms, scorecards and information pieces have website listed by the end of 2015

	Strategy	Action	Group Responsible	Start Date	Performance Measure
1.6	Focus on Family Friendly Golf as a theme with new targeted groups being women, young adults 18-30 and families to learn to play golf together	<ul style="list-style-type: none"> Track the number of player types who play the golf course now, how often and where they come from. Focus on the 11% of the players who play most often. 	Pro-shop staff	May 2014	<ul style="list-style-type: none"> Players tracked by targeted group and who plays the most golf at the golf course
<ul style="list-style-type: none"> Continue to develop programs at the golf course for these targeted groups including adding forward tees on the golf course Focus on a 4 hour golf game. Encourage playing golf to your capability for the fun of it with using forward tees for beginners based on on-course signage and starters Incorporate PGA programs from the meeting with the PGA staff 		Assistant Pro	May 2014	<ul style="list-style-type: none"> Develop programs that target these groups, develop a program lifecycle for these programs and eliminate programs that are not driving more play at the golf course and develop programs that do 	
<ul style="list-style-type: none"> Develop programs and clinics for these targeted groups to encourage them to play more and develop their skill sets 		Assistant Pro	May 2014	<ul style="list-style-type: none"> Track the results of these program on a monthly basis and how many return to play the golf course 	

Strategy		Action	Group Responsible	Start Date	Performance Measure
1.7	Make Customer Service the key element of why people play the golf course	<ul style="list-style-type: none"> Continue to train staff and volunteers on the importance of customer service 	Head Golf- Pro	April 2014	<ul style="list-style-type: none"> Training completed in April 2014
		<ul style="list-style-type: none"> Develop customer service standards for the pro-shop, grill, programs an on-course operations 	Head Golf Pro	May 2014	<ul style="list-style-type: none"> Updated standards will be implemented in 2014
		<ul style="list-style-type: none"> Continue to track how well users feel about the golf course and implement on course intercept surveys and a mystery shopper program to track both the positive and negative elements of people's experience 	Assistant Golf Pro	May 2014	<ul style="list-style-type: none"> Tracking results on monthly basis

	Strategy	Action	Group Responsible	Start Date	Performance Measure
1.8	Develop and implement the marketing plan for the golf course	<ul style="list-style-type: none"> Seek to sell sponsorships with a goal of attaining 5% of the golf operations total revenue from sponsorships 	Head Golf Pro and contract sponsorship person	June 2014	<ul style="list-style-type: none"> Sponsorship goals realized in 2015
<ul style="list-style-type: none"> Invest up to 50k a year in marketing the golf course through a variety of sources 		Head Golf Pro and Park Director	June 2014	<ul style="list-style-type: none"> Marketing efforts translates into \$250,000 in additional revenue to the golf course 	
<ul style="list-style-type: none"> Seek from advertisers how their products will reach the golf courses targeted audiences 		Head Golf Pro	June 2014	<ul style="list-style-type: none"> Advertisers shape their information to support the targeted groups the golf course is trying to reach 	

Strategy		Action	Group Responsible	Start Date	Performance Measure
1.9	Limit Attendant play to less than 5% of the total rounds played at the golf course	<ul style="list-style-type: none"> • Ensure Attendant does not interfere with paying player times 	Head Golf Pro	April 2014	<ul style="list-style-type: none"> • Attendant play is managed to the goals of the golf course
		<ul style="list-style-type: none"> • Track the total contribution made by volunteers at the golf course 	Head Golf Pro	April 2014	<ul style="list-style-type: none"> • Volunteer hours used for grant in-kind purposes and tracked
		<ul style="list-style-type: none"> • Seek to define a consistent Attendant image and look to include logo hats, name tags, shirts and pants. 	Head Golf Pro	June 2014	<ul style="list-style-type: none"> • Attendants implement the standards for image and look over the course of the year
		<ul style="list-style-type: none"> • Insure Attendants are contributing 8 hours work for each 2 rounds played 	Head Golf Pro Golf Staff	April 2014	<ul style="list-style-type: none"> • Attendant play is managed to the goals of the golf course

	Strategy	Action	Group Responsible	Start Date	Performance Measure
1.10	Continue to track performance measures and develop new measures to move to a outcome based culture	<ul style="list-style-type: none"> Continue to track daily play and revenue against what it costs to operate the golf course on a daily basis 	Assistant Golf Pro	May 2014	<ul style="list-style-type: none"> Daily play tracked against revenues and cost to operate the golf course
<ul style="list-style-type: none"> Continue to track customer service results, rounds played, retention of tournaments, cost per round, total cost recovery 		Assistant Golf Pro	May 2014	<ul style="list-style-type: none"> Performance measures are tracked on a monthly basis and reported out to the Park Director and City Manager 	
<ul style="list-style-type: none"> Add new performance measures to include retention of yearly pass holders, cost per player for programs, program lifecycles, golf course productivity of play, total cost recovery by cost center, retention of new golfers to the gam 		Head Golf Pro	May 2014	<ul style="list-style-type: none"> Adding two new performance measures in 2015 and continued through 2017 	

“Our vision for the golf course maintenance operations is to provide a challenging but fair golf course with well maintain greens, fairways and tee boxes that moves play along to achieve a goal of 4 hours to 4 hours and 15 minutes playing time.”

Goal: Golf Course maintenance operational costs per round stay below \$27 dollars a round.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.1	Continue to invest in buying a good piece of golf course equipment to keep the cost down in maintaining the golf course	<ul style="list-style-type: none"> Continue to track the productivity of each piece of golf equipment and eliminate pieces that are costly to keep running and maintained 	Golf Course Superintendent	January 2015	<ul style="list-style-type: none"> Equipment productivity and efficiency is provided as part of the end of the year report by the golf course superintendent
		<ul style="list-style-type: none"> Invest in good equipment will keep employees productive and the golf course in good condition 	Golf Course Superintendent	January 2015	<ul style="list-style-type: none"> Track the value and return on investment of each golf course piece of equipment
		<ul style="list-style-type: none"> Remove unproductive golf equipment from the maintenance facility 	Golf Course Superintendent	June 2015	<ul style="list-style-type: none"> Equipment not used or unproductive is removed by end of 2014

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.2	Update the driving range turf facility to allow for greater usage and higher levels of productivity	• Make the driving range area wider	Golf Course Superintendent	January 2015	• Updated driving range area ready to play on by April of 2015
		• Have an ongoing turf repair program in place for a better hitting surface	Golf Course Superintendent	May 2014	• Update the turf every month in 2014 starting in May of 2014

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.3	Develop a positive signage program on the golf course	<ul style="list-style-type: none"> • Ensure that no signs start with the words "no" 	Golf Superintendent	May 2014	<ul style="list-style-type: none"> • Signs installed by June of 2014
		<ul style="list-style-type: none"> • Develop thank you for playing signs when a golfer comes off of 18 and when they leave the parking lot of the golf course 	Golf Superintendent	May 2014	<ul style="list-style-type: none"> • Signs installed by June of 2014
		<ul style="list-style-type: none"> • Encourage players who are beginners to play forward tees by stating "if you play golf at a score of 100-120 we encourage you to play the red tees for the enjoyment and fun of the game" 	Golf Superintendent	May 2014	<ul style="list-style-type: none"> • Signs installed by June of 2014

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.4	Update maintenance facilities to include adding a replacement roof and screening the maintenance facilities from the golfers on hole 18	• Request capital project to replace cart barn roof	Golf Superintendent	January 2015	• Roof replace by Feb of 2015
		• Screen the fencing from the golfers on hole 18	Golf Superintendent	January 2015	• Screening in place by end of 2015

	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.5	Continue to use volunteers for on course maintenance	<ul style="list-style-type: none"> Develop volunteer job tasks to include existing work programs in place such as picking up trash and removing of undercover areas where balls get hit into play to keep play moving and restroom cleaning 	Golf Course Superintendent	June 2015	<ul style="list-style-type: none"> Golf course maintenance areas continue to improve in areas where play slows down
<ul style="list-style-type: none"> Add additional job task to include painting and landscape improvements that include more flower beds on the golf course and seek landscape sponsors to design and plant the areas 		Golf Course Superintendent	June 2015	<ul style="list-style-type: none"> Add more job tasks for volunteers to help improve the image of the golf course when flower bed areas are in place 	
<ul style="list-style-type: none"> Develop a consistent color scheme for the golf course 		Golf Course Superintendent	June 2015	<ul style="list-style-type: none"> Color scheme updated 	
<ul style="list-style-type: none"> Develop a volunteer recognition program for people who provide great maintenance service on the golf course 		Golf Course Superintendent	June 2015	<ul style="list-style-type: none"> Volunteer recognition program in place for 2014 year 	

	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.6	Update maintenance standards for the golf course where applicable based on the standards incorporated into the business plan	<ul style="list-style-type: none"> Determine the costs to add additional maintenance standards to the golf course and determine if staff or volunteers can support these standards 	Park Director and Golf Course Superintendent	June 2014	<ul style="list-style-type: none"> Costs determined and implementation will begin in June of 2014
<ul style="list-style-type: none"> Evaluate how well the players feel about the golf course and parking lot standards via intercept surveys 		Golf Course Pro	June 2014	<ul style="list-style-type: none"> Intercept surveys collected in July of 2014 and shared with staff 	
<ul style="list-style-type: none"> Volunteers and staff will wear similar clothing with logo name tag Volunteers and staff will be trained in first aide and first aid kits will be in maintenance trucksters and golf carts 		Golf Course Pro and Golf Course Superintendent	June 2014	<ul style="list-style-type: none"> Clothing standards in place for 2014 	

Community Vision for Programming: “Our vision for programming the golf course is to energize the golf course with new players and to keep existing players excited about playing golf to increase revenue and loyalty for the golf course.”

Goal: Increase the number of new players each year who play the golf course to 10% at a minimum based on the total rounds played.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.1	Focus programs on Family Friendly play	<ul style="list-style-type: none"> Develop programs that attract families to play such as father and son/daughter tournaments on Father’s day and Mother and daughter/son tournaments on Mother’s day 	Golf Pro and Assistant Pro	May 2014	<ul style="list-style-type: none"> Family programs in place Positive customer feedback
		<ul style="list-style-type: none"> Continue to offer free clinics but also offer paid clinics to offset the cost 	Golf Pro, Assistant Golf Pro and Part-time staff	May 2014	<ul style="list-style-type: none"> Continued participation in clinics Positive customer feedback
		<ul style="list-style-type: none"> Continue to offer all youth related Jr. Golf Programs in place now 	Golf Pro, Assistant Golf Pro and Part-time staff	May 2014	<ul style="list-style-type: none"> Continued participation Positive customer feedback
		<ul style="list-style-type: none"> Incorporate new programs outlined in the business plan and change out programs past their useful life 	Golf Pro and Assistant Golf Pro	May 2014	<ul style="list-style-type: none"> New programs in place - old programs removed

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.2	Try again to incorporate golf driving range leagues similar to what Top Golf provides in a similar format	<ul style="list-style-type: none"> • Work with young adults to determine if they want to take the time to develop a golf league for people 19 and older 	Golf Pro and Assistant Golf PRO	Fall of 2014	<ul style="list-style-type: none"> • Golf league formalized on fall of 2014
		<ul style="list-style-type: none"> • Develop an ongoing recruitment program 	Assistant Golf Pro	Fall of 2014	<ul style="list-style-type: none"> • At least 8 teams developed for fall of 2014
		<ul style="list-style-type: none"> • Seek University Students and Fraternities and Sorority's to join the fun 	Assistant Golf Pro	Fall of 2014	<ul style="list-style-type: none"> • At least 8 student teams established in 2014
3.3	Continue search for a female golf professional to teach golf	<ul style="list-style-type: none"> • Seek to find a female golf pro to help teach lessons at the golf course that center on women and young girls 	Golf Pro and Director of Parks	June 2014	<ul style="list-style-type: none"> • Female Golf Pro on staff sometime in 2014
		<ul style="list-style-type: none"> • Market the golf pro as part of the features and benefits of the golf course in advertising and web site promotions 	Golf Pro and Director of Parks	June 2014	<ul style="list-style-type: none"> • Marketing will occur in 2014

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.4	Implement the program plan for the golf course outlined in the business plan	<ul style="list-style-type: none"> Track the results of the program plan on golf play and revenue 	Golf Pro and Assistant Golf Pro	June 2014	<ul style="list-style-type: none"> Play from programs contributed to 10% of total golf course play
		<ul style="list-style-type: none"> Seek to determine how many times golfers played after they were involved in programs 	Golf Pro and Assistant Golf Pro	June 2014	<ul style="list-style-type: none"> Tracking follow-up and recorded on a monthly basis
		<ul style="list-style-type: none"> Track the user satisfaction of the golf programs 	Golf Pro and Assistant Golf Pro	June 2014	<ul style="list-style-type: none"> User satisfaction is 95% or above

Community Vision for Financing the Operations and Staffing: “Our vision for financing the operations of the golf course and staffing is to achieve 100% cost recovery.

Goal: Achieve 100% cost recovery and achieve 37,000 payable rounds of golf each year.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.1	Consider changing the discount time at the golf course at 1pm versus 2 and 4 pm and not discount the time below 30%	<ul style="list-style-type: none"> Determine if the golf course can change the discount time at 1pm versus 2 and 4 pm and only do it one time a day and maybe do it during the peak season only 	Park Director and Golf Pro	Summer of 2014	<ul style="list-style-type: none"> Revenue per player increases and less than 5% reduction in play during similar times
		<ul style="list-style-type: none"> Track the results of the impact on the first month to determine if it affected play and revenue in a negative manner 	Park Director and Golf Pro	Summer of 2014	<ul style="list-style-type: none"> Market the benefits on video boards and web site
		<ul style="list-style-type: none"> Incorporate a few additional incentives to go with the change in pricing 	Park Director and Golf Pro	Summer of 2014	<ul style="list-style-type: none"> Find a couple of simple incentives to go with the change in time and costs

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.2	Develop a loyalty program for players	<ul style="list-style-type: none"> Develop a loyalty program for players to play more each year and follow successful models. Develop a volunteer program to sell the loyalty program and sign up process at the front counter area 	Golf Pro	May of 2014	<ul style="list-style-type: none"> Loyalty play contributes to 10% increase in golf
		<ul style="list-style-type: none"> Work with the Software company to provide the process and card to make it happen 	Golf Pro	May of 2014	<ul style="list-style-type: none"> Software company establishes the process and tracking program
		<ul style="list-style-type: none"> Track the results of the loyalty program Develop an incentive program for playing the golf course in 4 to 4:15 minutes as part of the loyalty program such as preferred tee time reservations 	Golf Pro	May of 2014	<ul style="list-style-type: none"> Loyalty program separates other golf courses in the area

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.3	Track the profit and loss of each month and share with staff and volunteers so they know where the golf course stands	<ul style="list-style-type: none"> Continue to track the profit and loss of the golf course each month and share with staff, volunteers and City Manager 	Golf Pro and Golf Superintendent	On-going	<ul style="list-style-type: none"> Tracking begins in 2015
		<ul style="list-style-type: none"> Develop a true cost of service program to track the cost to maintain the golf course, cost per play, cost per program, etc. 	Golf Pro and Superintendent	On-going	<ul style="list-style-type: none"> Cost of service tracking starts in 2015
		<ul style="list-style-type: none"> Try not to discount what it cost to produce a round of golf 	Golf Pro and Superintendent	On-going	<ul style="list-style-type: none"> Discount play makes up less than 20% of the golf rounds
4.4	Work with the grill staff to make food part of the golf course experience	<ul style="list-style-type: none"> Incorporate heart healthy meals or sandwiches 	Grill Manager	May 2014	<ul style="list-style-type: none"> Meals marketed through pro-shop and starters stand
		<ul style="list-style-type: none"> On ladies day develop special menu on what they would like to have available 	Grill Manager	May 2014	<ul style="list-style-type: none"> Ladies program usage of the grill increases because of the program
		<ul style="list-style-type: none"> Market to the area around the golf course for people to come eat during their lunch hour and hit a bucket of balls 	Grill Manager	May 2014	<ul style="list-style-type: none"> 10% percent of the meals served at the golf course are for non-players

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.5	Up-sell the golf course as much as possible through the front desk, starters and attendants	<ul style="list-style-type: none"> Up-sell golf opportunities by developing a video board next to the front desk of upcoming events and activities for golfers to view before the tee off 	Golf Pro	May 2014	<ul style="list-style-type: none"> Video Board in place
		<ul style="list-style-type: none"> Update the web site to promote upcoming play 	Golf Pro	May 2014	<ul style="list-style-type: none"> Web site updated in 2014
		<ul style="list-style-type: none"> Provide the Starters and Attendants with upcoming programs, skill clinics and tournament information they can hand out and people to join up with after they finish their round Encourage people to re book their tee time after they finish their round for a 5% discount 	Golf Pro	May 2104	<ul style="list-style-type: none"> Program information available in summer of 2104
4.6	Develop a consistent look of Pro Shop staff and Attendants in image such as hats, collar shirts, jackets	<ul style="list-style-type: none"> Develop a standard look for hats, name tags, shirts, jackets and pants 	Golf Pro	June 2014	<ul style="list-style-type: none"> All staff and volunteers look consistent across the system

	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
4.7	Develop a consistent number of employees in the Pro-shop, driving range and on-course operations	<ul style="list-style-type: none"> Staffing standards established in the golf shop, driving range and on-course operations Develop an employee recognition program at the golf course 	Golf Pro and Assistant Golf Pro	June 2014	<ul style="list-style-type: none"> Standards meet 95% of standards met Employee recognition program put into place
		<ul style="list-style-type: none"> Develop a salary compensation comparative for all full-time and part-time golf staff with other golf operations in the region 	Golf Pro Park Director H R Staff	June 2014	<ul style="list-style-type: none"> Compensation information shared with City Manager and Staff in November of 2014
		<ul style="list-style-type: none"> Give Attendants business cards that have the golf course name on it, golf pro staff names and phone numbers and their name to give to people when they have questions 	Golf Pro	January 2015	<ul style="list-style-type: none"> Information cards available in January of 2015
4.8	Develop earned income from sponsorships and advertising on the golf course and club house and programs	<ul style="list-style-type: none"> Seek out someone to help sell sponsorships and advertising opportunities on the golf course using a private contractor 	Golf Pro and Park Director	Jan 2015	<ul style="list-style-type: none"> 5% of total golf course revenues will come from outside earned income

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
4.9	Update pricing plan for the golf course	<ul style="list-style-type: none"> Consider developing a young adult and military membership that is the same as the senior membership rate 	Golf Pro	January 2015	<ul style="list-style-type: none"> Two new memberships established
		<ul style="list-style-type: none"> Develop a non-prime time rate for golf versus tying it to a senior or young adult 	Golf Pro and Park Director	January 2015	<ul style="list-style-type: none"> Non-prime time rate established in the spring and fall
		<ul style="list-style-type: none"> Consider developing a golf, tennis and pool pass for residents 	Golf Pro and Park Director	January 2015	<ul style="list-style-type: none"> Combo Pass established in 2015
		<ul style="list-style-type: none"> Promote the yearly pass more each year and grow the memberships by 10 people a year 	Golf Pro and Park Director	January 2015	<ul style="list-style-type: none"> Yearly membership program moves from 40 to 50 in 2015

GOLF COURSE STANDARDS AND PERFORMANCE MEASURES

Pro Shop & Customer Satisfaction

Goal: Bring in sufficient revenue to cover operating costs. Pay for reasonable capital improvements/repairs/renovations and pay for debt service.

Performance Measures

The following performance measures should be considered for the Westwood Golf Operations:

Pro Shop

- Customer satisfaction ratings of golf course staff, tee time scheduling, and merchandising is at 90% or greater
- Pro Shop sales of green fees, carts, and merchandising are within 5% to established targeted financial goals and business plan goals based on upselling these items.
- Targeted program goals for participant numbers in golf outings, leagues, tournaments, clinics, youth programs, family programs, special events and promotions are within 95% of projections
- Customer satisfaction levels of programs, leagues, tournaments, golf outings, clinics are 90% or greater
- Marketing efforts developed and budgeted for are invested at 95% of the targeted amount. A Marketing Plan be developed annually by City of Norman Park and Recreation Staff
- Capital Improvement dollars are invested at 100% of budget amount each year by the city as planned to enhance the customer service and quality of the golf course
- Participant numbers and rounds of golf, for both 18-hole and 9-hole rounds, are within 5% of target amount
- Cleanliness standards are 95% and are met in the pro shop and locker rooms

Food Service

- Customer satisfaction levels are at 90% or greater on food quality, service and price
- Revenues from the sale of food in the restaurant, beverage cart and Outing Facility area are at 95% of targeted levels established each year in January
- Customer satisfaction levels on food for golf outing and tournaments are met at 95% or greater
- Cost per golfer that is projected to be spent on food or beverage is at 95% or better

Customer satisfaction levels will be 95% or greater on the following areas:

- Customer friendliness at front counter and staff knowledge on golf course programs and services
- Customer satisfaction with collecting point of sale information
- Customer satisfaction with the availability of carts
- Customer satisfaction with the cleanliness of carts
- Customer satisfaction with the users ease of the reserving tee times

- Customer satisfaction levels of programs, leagues, tournaments, outings, and clinics conducted by Westwood Golf Staff
- Customer satisfaction with starters, attendants and speed of play managed by course attendants
- Customer satisfaction with pro shop retail items available

Customer service standards will be tracked by intercept surveys performed monthly and on-site and on-line surveys that are available at all times

Financial & Accounting Standards

The golf pros will meet the financial accounting standards 100% of the time as it applies to the following:

- Provide golfer with receipt that is to be handed to the starter and recorded
- Cash reports completed daily with city at 100% with 99% accuracy
- All cash deposited daily at 100%
- Staffing levels by pro-shop staff, marshals and starters will be at 100% compliance based on budget provided to the City
- Customer greeting over the phone meets 100% consistency at all times
- Outing standards as outlined in Westwood business plan will be met at 95% or higher
- Building cleanliness standards met at 95% for pro-shop, restaurant, entryways, restrooms, and locker rooms
- Standards for financial statements, participant numbers, play levels by age segment and time of day will be performed daily.
- Golf cart availability will be at 60 golf carts and upsold to meet targeted financial goals

All standards should be tracked by the City staff for compliance, by use of mystery shoppers and intercept surveys to golfers

Marketing and Program Standards

- Staff will comply at 95% with City marketing efforts and respond to golfer play through the marketing efforts outlined in the business plan. Standards will be tracked by on-site observations, mystery shoppers, trailer calls to players and on-site user surveys
- Staff will meet target program promotions as it applies to leagues, outings, lessons, junior golf, age segment and group promotions, specialty days and golf promotions at 100% of program standards created jointly
- Staff will know and communicate accurately with golfers each promotion and marketing effort at 95% customer satisfaction levels
- Staff will meet monthly to review participant numbers, revenue and expense numbers, and marketing promotions
- Staff will work with the City to create positive publicity for the golf course, and recommend marketing programs linked to the overall marketing and publicity program of the City
- Staff will be trained and inform full-time and part-time staff of each marketing strategy and how to communicate with users these promotional effort over the phone and in person
- Staff will meet weekly to discuss course operations and issues

Food Service Standards

- Golf Pros will coordinate with City food operators weekly at 100% for all golf outings and grill efforts planned at the golf course

Staffing Levels Standards

- Front Counter help based on 140 hours per week will be in place during the summer season, plus full-time Golf Pro, based on a weekly work schedule provided with 95% compliance

Minimum Standards

Staff shall establish and administer a program, in conformance with the minimum standards set by the City, for pro-shop, cart rentals and storage, driving range area and practice center operations, the club house, and all equipment, furniture, and operating supplies. These shall be maintained in good condition in conformance with the minimum maintenance standards for the golf course. Golf Pros will follow an action plan to implement the minimum acceptable quality standards for club house operations as outlined below, and the training of employees and volunteers to meet these standards:

Customer Services

- Course rules and information provided verbally to the customer by the starters
- Tee-times scheduled easily via phone, through one-on-one contact, or through on-line tee-time scheduling during or after hours
- Signs showing all prices for goods and services; and customers receive receipts on all purchases
- Receipts are given for fees for all golf course services
- Rules and regulations, including dress codes, attractively displayed and communicated by starters on the first-tee
- Information on promotions, leagues, lessons, etc., readily available at the front counter
- Scorecards and pencils readily available at the counter, on the golf cart and at the first-tee
- Pace of play is appropriately monitored by attendants
- Dress code is enforced by attendants
- Spike cleaners are available at clubhouse entrances
- Customer service and first aid training is given to all employees

Staff

- Golf course staff should be clearly identifiable with collared shirt and name tag.
- Staff consistently greets customers by surname
- Staff members present neat and clean appearance
- Staff members are knowledgeable and communicate clearly with customers.
- Attendants are friendly and courteous, yet firm and consistent in course policies

Clubhouse Maintenance and Janitorial Daily Tasks

- Litter removed, walkways clean and free of spills and stains
- Carpets should be clean, spot-free and vacuumed
- Restrooms entry mat clean; entry door clean; tile and painted walls clean; toilet bowls, rims, tank tops, bodies and seats clean; mirrors clean; soap dispenser clean and filled; towel dispenser clean and filled; countertop clean; air freshener functional; trash receptacle clean and lined; urinals clean with splash mat and deodorant block

- Windows clean; accessories and display cases clean; equipment clean and in good working order; scorecards and pencils stocked; bag racks, shoe cleaners painted; clean and in good repair; floors swept, wet mopped and dry

Clubhouse Maintenance and Janitorial Monthly Tasks

- Clean cobwebs; exterior and interior walls thoroughly cleaned
- Carpet deep cleaning completed annually
- Windows are washed inside and outside of building monthly
- Interior and exterior of trash containers are washed every two weeks

Pro-Shop

- Ascertain pro-shop basic equipment stock levels including gloves, hats, visors, shoes, apparel, clubs, balls and prices clearly marked
- Pro-Shop shall be staffed with knowledgeable staff with helpful attitude. Shop is adequately stocked and merchandise is attractively displayed.
- Pricing of retail items is competitive with other comparable golf courses

Golf carts

- Westwood shall have a minimum of 60 golf carts available for rent
- Golf carts should not be older than (3) years
- Golf carts are cleaned and refueled or charged daily
- Cart performs well and is safe at top speeds

Golf Handicapping System

- Westwood shall provide for a Golf Handicapping System that would provide the customers with USGA Certified Handicap that would allow such customer to participate in USGA sanctioned tournaments nationwide

Golf Programs

- Golf Pros shall continue to oversee, with enhancements and improvements, all of the special interest programs to be offered by the City at the golf facilities, in quantity and quality. These programs include, but not are necessarily limited to golf leagues, outings, tournaments and clinics during the season; providing private lessons both for individuals and groups; and programming for young golfers to introduce them to the game and develop their golfing skills.

Business Operations

- Where required, employee PGA credentials are maintained and in good standing
- All transactions are properly entered into City provided cash registers with a receipt given to each customer for services provided
- Monthly reports are provided for all financial transactions at each city revenue source by the 15th of the month following the preceding month
- Cash registers are available for daily polling by the City
- All business provisions of contract with City (insurance, compliance with federal, state and local laws are regulations, non-discrimination, etc.) are consistently performed

GOLF COURSE MAINTENANCE DIVISION STANDARDS

Turf Operations

The Division shall establish and administer programs for all areas of the golf course. These shall be maintained in good condition in conformance with the Divisions minimum standards. The policies that will govern minimum standards for the maintenance operation include but are not limited to the following.

Customer Service

- Hole signs with yardage, par, hole map, as well as other signs are properly positioned; checked monthly.
- Ball washers are kept full of solution and changed weekly; towels are changed as wear is evident.
- Tee benches are located at every tee with six additional on clubhouse grounds; checked weekly.
- Trash containers at each tee and in clubhouse grounds are emptied daily.
- Ice water with drinking cups is available on the course at 3 locations; changed daily
- On course restrooms are cleaned and serviced daily.
- Shoe cleaning brushes are available at each ball washer station; checked monthly.

Grounds

- Parking lot is clean and well maintained; serviced daily
- Parking lot has designated handicap slots.
- Area around clubhouse is neatly groomed and landscaped; checked daily, serviced weekly.
- Area around maintenance facilities is neatly groomed and landscaped; checked daily, serviced weekly.
- Tee boxes are well maintained with 4 sets of markers at each; checked daily.
- Divot sand mix is available on every golf car and on par 3 tees; checked daily, refilled weekly, or as needed.
- Tee markers and divot sand buckets are moved daily in season; May1 through November 1.
- Greens are consistent in speed, appearance and playability; checked weekly with stimpmeter.
- Fairways are distinguishable from rough.

Maintenance Buildings

- Codes-All buildings shall be maintained in a fashion which is consistent with fire and safety regulations; inspected annually.
- Both below ground fuel tanks are annually pressure tested and inspected for compliance by the Corporation Commission.
- Maintenance buildings as well as tools, supplies and equipment will be kept neatly and well organized; inspected monthly.
- Chemicals shall be stored in a fashion consistent with local/state pesticide storage requirements; inspected by Oklahoma Department of Agriculture.

- Staff shall keep true, accurate and complete records of fertilizer, chemical and pesticide applications, and should make those records available to requesting agencies. Pesticide records will be maintained in accordance with the laws of the state of Oklahoma.

Golf cars

- A fleet of 65 rental cars will be maintained in a safe attractive and functional manner. Golf cars are washed after each use. Divot repair sand bottles will be provided on each car, inspected after each use. Car batteries will be inspected and filled weekly through the golfing season. Repairs will be made within 48 hours if parts are available.

Greens and practice greens

- Mowing- greens will be mowed daily from April 15 to July 15, a minimum of six times a week from July 15 and September 1, and as often as dictated by conditions the rest of the year. Mowers will be set at a height of 1/8 -3/16".
- Cup locations will be changed on 18 holes daily through the golfing season with practice green changed 3 times a week.
- Aerification- Aerify all greens a minimum of twice annually.
- Topdressing- Topdress all greens bi-monthly, April to October in order to maintain a smooth surface and manage thatch.
- Spiking of greens- greens shall be spiked, when necessary, to maintain water infiltration and algae control.
- Fertilization- All greens shall receive a complete fertilizer in a consistent manner to supply 2 to 3 pounds of nitrogen/year. Liquid fertilizer may be used every two weeks April to November. Granular fertilizer shall be applied in the months of; April May, June, and September
- Fungicide- fungicides shall be applied as required in a manner consistent with an integrated pest management program.
- Herbicide- herbicides shall be applied 4 times a year and as required in a manner consistent with an integrated pest management program.
- Insecticide- insecticides shall be applied monthly May to October as needed in a manner consistent with an integrated pest management program.

Tees and practice tee

- Mowing- all tees shall be mowed at a height of .50"-.75" at least 3 times a week.
- Tee markers and sand buckets shall be moved daily.
- Tees shall be maintained weed free by the proper and timely application of herbicides.
- Aerification- aerifying will be done as compaction becomes evident in order to ensure healthy vigorous turf.
- Fertilizer- all tees shall receive fertilizer at a rate of 1 pound of nitrogen per month of growing season, which promotes consistent, healthy growth and recuperation.

Fairways

- Mowing- all fairways shall be mowed at a height of 1/2-3/4" at least 3 times a week through the growing season.
- Fertilizer- all fairways shall receive fertilizer at a rate of 3 pounds of nitrogen per 1000 sq. ft. per season, which promotes consistent, healthy growth and recuperation.
- Fairways shall be maintained weed free by the proper and timely application of herbicides.

Roughs, driving range, and non-play areas

- Mowing- all roughs shall be mowed weekly at a height of 1 3/4-2 1/2" weekly.
- Fertilization- roughs shall be fertilized with fairways.
- Weed control- herbicides shall be applied as necessary to control weed formation.

Golf course equipment

- Equipment such as cups, flags and poles, sand trap rakes, yardage markers and poles, and out of bounds poles, will be maintained in an attractive and functional condition. These items will be refurbished annually and repaired or replaced as needed.

Buffer areas (surrounding drainage areas)

- Mowing- all buffer zones shall be mowed at a height of 3-4" twice a month May to October.
- No applications of fertilizer or pesticides shall be applied in buffer zones.

Planting beds

- All planting beds shall be maintained free of trash and debris; checked daily.
- All planters shall be maintained free of weeds and grass whether by mechanical, manual or chemical means.
- All plant materials shall be planted, trimmed and maintained to ensure proper plant vigor and appearance.

Trees

- All trees shall be pruned as needed to promote health and playability.
- All dead trees should be removed within 20 working days if weather conditions and equipment availability permit, or during the period between November and March. Replacement shall be made with a tree of proper type.
- All new trees shall be staked and watered weekly, until of sufficient size to stand unassisted. Stakes shall be removed as soon as possible, one to two years.
- Glyphosate will be used in order to trim an area around trees that will protect them from trim equipment.

Irrigation

- Irrigation pump station will be monitored daily to ensure proper operation as well as to monitor for leaks.
- All equipment, (heads, valves, control equipment, wiring, and pipe) shall be repaired as required to maintain the proper irrigation of the entire golf course including but not limited to greens, tees, fairways, and planting beds on an ongoing basis.
- All greens heads will be checked weekly, all other
- heads will be checked in Feb-March and when signs of plant stress are evident.
- The golf course will be irrigated as necessary to support proper growth of the turf and landscape.
- The course shall comply with any laws or restrictions regulating the use of runoff, well water or "city" water.

Fences

- All fences gates and locks shall be maintained and repaired or replaced as necessary. Glyphosate will be used to trim vegetation along and underneath the fence line.

Structures

- Golf course structures and equipment including, restrooms, out buildings, valve boxes, bridges, and utility equipment shall be maintained in a safe and attractive manner. Fresh paint will be applied as necessary.

Motorized equipment and implements

- All equipment shall be maintained and repaired according to the original equipment manufacturer's standards.

Golf course restrooms

- The restroom will be cleaned and inspected daily and maintained to provide clean and sanitary for the public and employees.

Cart paths

- All cart paths will be maintained in a smooth and clean condition and repaired as needed.

Sand traps

- All sand traps will be raked six days a week through the golfing season. Traps will be edged as necessary. Replacement sand will be compatible with the original course sand in appearance and playability.

Practice facilities

- Practice greens tees and driving range will be maintained in the same manner as the holes on the golf course. Teeing area ropes will be used to manage wear on the practice tee. Ropes will be moved a minimum of three times a week through the growing season.

Trash and refuse

- Trash and refuse will be collected daily and removed from the property.

**THIS PLAN INCLUDES DATA TAKEN FROM REPORTS
COMPILED BY:**

THE NATIONAL GOLF FOUNDATION (NGF),

**THE PROFESSIONAL GOLFERS
ASSOCIATION OF AMERICA (PGA)**

**THE NORMAN ECONOMIC
DEVELOPMENT COALITION (NEDC)**

**THESE REPORTS ARE AVAILABLE FOR REVIEW
AT THE OFFICE OF THE
PARKS AND RECREATION DIRECTOR
FOR THE CITY OF NORMAN**

Item 3

REVENUE/EXPENDITURE REPORT

**SUMMARY OF MAJOR GENERAL FUND REVENUE SOURCES
VS. BUDGET, FYE 2014 - AS OF APRIL 30, 2014**

MAJOR REVENUE SOURCE	TOTAL BUDGET	PROJECTED TO DATE	Current Month Collections	COLLECTED TO DATE	% Var. From Proj To Date	Prior FY To Date	% Var. From Prior FYTD
Sales Tax	37,767,030	31,408,195	3,092,866	31,523,914	0.37%	30,401,907	3.69%
Use Tax	2,057,611	1,677,101	-	1,789,766	6.72%	1,682,990	6.34%
Franchise Taxes/Fees	7,426,300	6,132,393	368,665	5,513,981	-10.08%	5,459,889	0.99%
Licenses and Permits	1,303,243	1,039,601	159,242	1,169,692	12.51%	1,050,334	11.36%
Shared (Other) Taxes	2,200,536	1,833,780	166,592	2,181,063	18.94%	1,728,553	26.18%
Fines and Forfeitures	2,253,918	1,878,265	273,094	1,985,184	5.69%	2,013,474	-1.41%
Investment/Interest Income	40,000	33,333	1,503	11,185	-66.45%	12,418	-9.93%
TOTAL: General Fund (Major)	53,048,638	44,002,669	4,061,962	44,174,784	0.39%	42,349,565	4.31%

**SUMMARY OF MAJOR CAPITAL PROJECT FUND REVENUE SOURCES
VS. BUDGET, FYE 2014 - AS OF APRIL 30, 2014**

MAJOR REVENUE SOURCE	TOTAL BUDGET	PROJECTED TO DATE	Current Month Collections	COLLECTED TO DATE	% Var. From Proj To Date	Prior FY To Date	% Var. From Prior FYTD
Sales Tax	12,362,720	10,281,209	1,046,167	10,576,763	2.87%	9,974,423	6.04%
Investment/Interest Income	150,000	125,000	9,324	90,621	-27.50%	311,487	-70.91%
TOTAL: Capital Fund (Major)	12,512,720	10,406,209	1,055,491	10,667,383	2.51%	10,285,910	3.71%

**SUMMARY OF MAJOR ROOM TAX FUND REVENUE SOURCES
VS. BUDGET, FYE 2014 - AS OF APRIL 30, 2014**

MAJOR REVENUE SOURCE	TOTAL BUDGET	PROJECTED TO DATE	Current Month Collections	COLLECTED TO DATE	% Var. From Proj To Date	Prior FY To Date	% Var. From Prior FYTD
Hotel/Motel Room Tax	1,550,000	1,291,667	144,550	1,352,954	4.74%	976,245	38.59%
Investment/Interest Income	1,500	1,250	143	1,368	9.42%	1,001	36.68%
TOTAL: Room Tax Fund	1,551,500	1,292,917	144,693	1,354,321	4.75%	977,245	38.59%

**SUMMARY OF MAJOR UNP TIF FUND REVENUE SOURCES
VS. BUDGET, FYE 2014 - AS OF APRIL 30, 2014**

MAJOR REVENUE SOURCE	TOTAL BUDGET	PROJECTED TO DATE	Current Month Collections	COLLECTED TO DATE	% Var. From Proj To Date	Prior FY To Date	% Var. From Prior FYTD
Sales Tax	3,407,506	2,833,784	344,542	3,228,315	13.92%	2,667,825	21.01%
Investment/Interest Income	17,500	14,583	3,316	36,256	148.61%	7,130	408.53%
TOTAL: UNP TIF Fund (Major)	3,425,006	2,848,368	347,857	3,264,571	14.61%	2,674,955	22.04%

**SUMMARY OF MAJOR WESTWOOD FUND REVENUE SOURCES
VS. BUDGET, FYE 2014 - AS OF APRIL 30, 2014**

MAJOR REVENUE SOURCE	TOTAL BUDGET	PROJECTED TO DATE	Current Month Collections	COLLECTED TO DATE	% Var. From Proj To Date	Prior FY To Date	% Var. From Prior FYTD
Golf Green	582,753	429,549	42,328	390,251	-9.15%	405,610	-3.79%
Golf Driving Range	81,728	58,216	10,356	79,080	35.84%	82,277	-3.88%
Golf Carts	288,593	213,845	24,442	221,977	3.80%	218,321	1.67%
Swimming Pool	115,786	52,824	-	41,151	-22.10%	50,562	-18.61%
TOTAL: Westwood Fund (Major)	1,068,860	754,435	77,127	732,459	-2.91%	756,770	-3.21%

**SUMMARY OF MAJOR WATER FUND REVENUE SOURCES
VS. BUDGET, FYE 2014 - AS OF APRIL 30, 2014**

MAJOR REVENUE SOURCE	TOTAL BUDGET	PROJECTED TO DATE	Current Month Collections	COLLECTED TO DATE	% Var. From Proj To Date	Prior FY To Date	% Var. From Prior FYTD
User Fees-Residential	10,953,167	9,151,908	597,912	7,674,788	-16.14%	8,898,794	-13.75%
User Fees-Commercial	1,503,673	1,253,061	101,996	1,158,238	-7.57%	1,236,651	-6.34%
User Fees-Industrial	207,582	172,985	12,329	139,967	-19.09%	155,902	-10.22%
User Fees-Institutional	490,421	408,684	40,002	343,963	-15.84%	412,346	-16.58%
Connection Fees	606,000	505,000	83,900	521,510	3.27%	432,853	20.48%
Capital Improvement Charges	1,144,664	953,887	109,115	994,798	4.29%	954,514	4.22%

Investment/Interest Income	120,000	100,000	7,539	72,515	-27.49%	86,138	-15.82%
TOTAL: Water Fund (Major)	15,025,507	12,545,524	952,793	10,905,780	-13.07%	12,177,198	-10.44%

**SUMMARY OF MAJOR WATER RECLAMATION FUND REVENUE SOURCES
VS. BUDGET, FYE 2014 - AS OF APRIL 30, 2014**

MAJOR REVENUE SOURCE	TOTAL BUDGET	PROJECTED TO DATE	Current Month Collections	COLLECTED TO DATE	% Var. From Proj To Date	Prior FY To Date	% Var. From Prior FYTD
User Fees-Residential	5,238,637	4,365,531	660,555	5,428,648	24.35%	3,933,690	38.00%
User Fees-Commercial	849,283	707,736	99,689	869,887	22.91%	698,695	24.50%
User Fees-Industrial	108,735	90,613	11,176	98,005	8.16%	79,558	23.19%
User Fees-Institutional	730,039	608,366	86,397	689,291	13.30%	544,547	26.58%
Investment/Interest Income	50,000	41,667	3,924	36,136	-13.27%	41,335	-12.58%
TOTAL: Water Reclamation Fund (Major)	6,976,694	5,813,912	861,741	7,121,968	22.50%	5,297,825	34.43%

**SUMMARY OF MAJOR SEWER MAINTENANCE FUND REVENUE SOURCES
VS. BUDGET, FYE 2014 - AS OF APRIL 30, 2014**

MAJOR REVENUE SOURCE	TOTAL BUDGET	PROJECTED TO DATE	Current Month Collections	COLLECTED TO DATE	% Var. From Proj To Date	Prior FY To Date	% Var. From Prior FYTD
Sewer Maintenance Fee	2,828,000	2,351,649	239,820	2,375,785	1.03%	2,320,959	2.36%
Capital Improvement Charges	674,843	562,369	63,301	594,668	5.74%	502,446	18.35%
Inter-Fund Transfers	7,312,247	6,093,539	272,870	2,544,485	-58.24%	5,010	50688.13%
TOTAL: Sewer Maintenance Fund (Major)	10,815,090	9,007,557	575,991	5,514,937	-38.77%	2,828,415	94.98%

**SUMMARY OF MAJOR NEW DEVELOPMENT EXCISE FUND REVENUE SOURCES
VS. BUDGET, FYE 2014 - AS OF APRIL 30, 2014**

MAJOR REVENUE SOURCE	TOTAL BUDGET	PROJECTED TO DATE	Current Month Collections	COLLECTED TO DATE	% Var. From Proj To Date	Prior FY To Date	% Var. From Prior FYTD
WW Excise Tax (Residential)	1,100,000	898,059	118,491	1,189,057	32.40%	1,115,256	6.62%

WW Excise Tax (Commercial)	350,000	291,667	95,238	171,825	-41.09%	169,504	1.37%
TOTAL: New Development Excise Fund (Major)	1,450,000	1,189,725	213,729	1,360,882	14.39%	1,284,760	5.93%

**SUMMARY OF MAJOR SANITATION FUND REVENUE SOURCES
VS. BUDGET, FYE 2014 - AS OF APRIL 30, 2014**

MAJOR REVENUE SOURCE	TOTAL BUDGET	PROJECTED TO DATE	Current Month Collections	COLLECTED TO DATE	% Var. From Proj To Date	Prior FY To Date	% Var. From Prior FYTD
User Fees-Residential	6,733,104	5,610,920	608,776	6,135,849	9.36%	5,986,728	2.49%
User Fees-Commercial	2,735,389	2,279,491	261,808	2,759,653	21.06%	2,628,737	4.98%
User Fees-Industrial	135,265	112,721	11,095	108,974	-3.32%	109,516	-0.50%
User Fees-Institutional	283,898	236,582	24,304	364,154	53.92%	349,298	4.25%
User Fees-Transfer Station	480,000	400,000	42,920	439,294	9.82%	332,855	31.98%
User Fees - Recycling	1,055,388	879,490	92,176	918,604	4.45%	907,519	1.22%
Recycled Material Sales	206,060	171,717	20,572	164,337	-4.30%	201,818	-18.57%
Investment/Interest Income	30,000	25,000	2,954	24,566	-1.74%	21,133	16.24%
TOTAL: Sanitation Fund (Major)	11,659,104	9,715,920	1,064,604	10,915,430	12.35%	10,537,606	3.59%

**SUMMARY OF MAJOR FUND EXPENDITURES VS. BUDGET
VS. BUDGET, FYE 2014 - AS OF APRIL 30, 2014**

FUND	TOTAL BUDGET	PROJECTED TO DATE *	Current Month Expended	EXPENDED TO DATE	% Var. From Proj To Date	Prior FY To Date	% Var. From Prior FYTD
General Fund	74,503,590	62,086,325	5,330,426	57,536,795	-7.33%	57,617,710	-0.14%
Capital Fund	56,672,466	47,227,055	1,886,565	17,482,449	-62.98%	15,037,815	16.26%
Westwood Fund	1,545,752	1,288,127	79,341	1,089,224	-15.44%	1,051,014	3.64%
Water Fund	40,440,054	33,700,045	1,806,172	14,609,163	-56.65%	14,376,819	1.62%
Water Reclamation Fund	46,202,097	38,501,748	1,281,818	9,915,092	-74.25%	8,386,194	18.23%
Sewer Maintenance Fund	16,326,154	13,605,128	578,201	5,547,562	-59.22%	2,796,003	98.41%
New Development Fund	27,881,709	23,234,758	309,199	1,363,167	-94.13%	1,214,210	12.27%
Sewer Sales Tax Fund	7,015,017	5,845,848	83,239	582,022	-90.04%	238,462	144.07%
Sanitation Fund	16,667,849	13,889,874	910,505	11,053,534	-20.42%	9,496,113	16.40%

(Adjusted Budget)

* Based on historical collection patterns (where known), or based on proportion of the fiscal year elapsed.

**GENERAL FUND:
As of April 30, 2014**

	Original Budget - Annual	Adjusted budget - Annual	YTD Actual - 10 Months	Uncumb Balance
Beginning Fund Balance	3,759,143	4,951,712	\$ 4,951,712	
REVENUES:				
Revenue	64,330,877	64,382,269	53,382,081	
Transfers In	4,845,891	4,895,667	4,088,016	
Total Revenue	<u>69,176,768</u>	<u>69,277,936</u>	<u>57,470,097</u>	
EXPENDITURES:				
Salary / Benefits	51,314,332	51,066,185	41,927,508	9,138,677
Supplies / Materials	6,268,353	6,595,462	4,578,055	1,754,813
Services / Maintenance	8,482,805	9,856,425	6,502,715	2,830,525
Internal Services	2,692,463	2,692,552	2,141,325	551,227
Capital Equipment	3,147,296	4,212,988	2,236,695	754,289
Debt Service	-	-	83,847	(90,911)
Transfers Out	79,978	79,978	66,650	13,328
Employee Turnover Savings	(800,000)	(300,000)		
Total Expenditures	<u>71,185,227</u>	<u>74,203,590</u>	<u>57,536,795</u>	<u>14,951,948</u>
Net Difference	<u>(2,008,459)</u>	<u>(4,925,654)</u>	<u>(66,698)</u>	
Ending Fund Balance	<u>\$ 1,750,684</u>	<u>\$ 26,058</u>	<u>\$ 4,885,014</u>	

**RAINY DAY FUND:
As of April 30, 2014**

	Original Budget - Annual	Adjusted budget - Annual	YTD Actual - 10 Months	Uncumb Balance
Beginning Fund Balance	\$ 1,503,429	\$ 1,510,323	\$ 1,510,323	
REVENUES:				
Revenue	-	-	7,805	
Transfers In	1,031,330	1,031,330	859,440	
Total Revenue	<u>1,031,330</u>	<u>1,031,330</u>	<u>867,245</u>	
EXPENDITURES:				
Transfers Out	-	-	-	-
Total Expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Difference	<u>1,031,330</u>	<u>1,031,330</u>	<u>867,245</u>	
Ending Fund Balance	<u>\$ 2,534,759</u>	<u>\$ 2,541,653</u>	<u>\$ 2,377,568</u>	
Rainy Day Target - 4.5%			3,001,673	

PUBLIC SAFETY SALES TAX FUND:

As of April 30, 2014

	Original Budget - Annual	Adjusted budget - Annual	YTD Actual - 10 Months	Uncumb Balance
Beginning Fund Balance	\$ 7,804,548	\$ 9,931,519	\$ 9,931,519	
REVENUES:				
Revenue	9,340,298	9,340,298	7,890,110	
Transfers In	-	-	-	
Total Revenue	<u>9,340,298</u>	<u>9,340,298</u>	<u>7,890,110</u>	
EXPENDITURES:				
Salary / Benefits	5,761,590	5,761,590	5,120,505	641,085
Supplies / Materials	263,251	313,590	144,185	132,488
Services / Maintenance	192,685	317,039	151,259	107,342
Internal Services	90,244	90,244	96,341	(6,097)
Capital Equipment	2,726,028	4,985,282	2,060,355	999,619
Transfers Out	1,415,621	1,448,621	1,212,680	235,941
Total Expenditures	<u>10,449,419</u>	<u>12,916,366</u>	<u>8,785,325</u>	<u>2,110,378</u>
Net Difference	<u>(1,109,121)</u>	<u>(3,576,068)</u>	<u>(895,215)</u>	
Ending Fund Balance	<u>\$ 6,695,427</u>	<u>\$ 6,355,451</u>	<u>\$ 9,036,304</u>	

**ROOM TAX FUND:
As of April 30, 2014**

	Original Budget - Annual	Adjusted budget - Annual	YTD Actual - 10 Months	Uncumb Balance
Beginning Fund Balance	\$ 331,002	\$ 243,953	\$ 243,953	
REVENUES:				
Revenue	1,551,500	1,551,500	1,354,321	
Transfers In	-	-	-	
Total Revenue	<u>1,551,500</u>	<u>1,551,500</u>	<u>1,354,321</u>	
EXPENDITURES:				
Services / Maintenance	1,128,717	1,128,717	1,066,011	-
Internal Services	46,545	46,545	36,288	10,257
Capital Projects	170,000	177,486	147,741	29,745
Transfers Out	202,884	214,884	181,070	33,814
Total Expenditures	<u>1,548,146</u>	<u>1,567,632</u>	<u>1,431,110</u>	<u>73,816</u>
Net Difference	<u>3,354</u>	<u>(16,132)</u>	<u>(76,789)</u>	
Ending Fund Balance	<u>\$ 334,356</u>	<u>\$ 227,821</u>	<u>\$ 167,164</u>	

WESTWOOD FUND:
As of April 30, 2014

	Original Budget - Annual	Adjusted budget - Annual	YTD Actual - 10 Months	Uncumb Balance
Beginning Fund Balance	\$ -	\$ 10,195	\$ 10,195	
REVENUES:				
Revenue	1,150,929	1,150,929	781,664	
Transfers In	357,862	357,862	298,220	
Total Revenue	<u>1,508,791</u>	<u>1,508,791</u>	<u>1,079,884</u>	
EXPENDITURES:				
Salary / Benefits	847,729	844,829	698,502	146,327
Supplies / Materials	129,975	129,938	86,465	42,947
Services / Maintenance	214,514	234,518	170,435	59,956
Internal Services	38,689	38,689	26,107	12,582
Capital Equipment	75,000	94,894	65,336	29,558
Capital Projects	-	-	-	-
Debt Service	202,884	202,884	42,379	160,505
Total Expenditures	<u>1,508,791</u>	<u>1,545,752</u>	<u>1,089,224</u>	<u>451,875</u>
Net Difference	-	(36,961)	(9,340)	
Ending Fund Balance	<u>\$ -</u>	<u>\$ (26,766)</u>	<u>\$ 855</u>	

**WATER FUND:
As of April 30, 2014**

	Original Budget - Annual	Adjusted budget - Annual	YTD Actual - 10 Months	Uncumb Balance
Beginning Fund Balance	\$ 6,440,397	\$ 24,615,306	\$ 24,615,306	
REVENUES:				
Revenue	16,982,900	16,982,900	12,473,598	
Transfers In	-	20,000	20,000	
Total Revenue	<u>16,982,900</u>	<u>17,002,900</u>	<u>12,493,598</u>	
EXPENDITURES:				
Salary / Benefits	3,927,791	3,924,741	3,223,889	700,852
Supplies / Materials	1,714,981	1,910,421	961,991	710,058
Services / Maintenance	3,037,952	3,537,164	2,087,666	787,545
Internal Services	254,364	257,364	205,068	52,296
Cost Allocation	1,635,575	1,635,575	1,314,379	321,196
Capital Equipment	711,150	723,641	479,885	225,330
Capital Projects	6,284,775	25,101,544	2,876,955	20,271,011
Debt Service	2,599,376	2,599,376	942,314	1,657,062
Audit Adjustments	-	-	1,891,826	(1,891,826)
Transfers Out	750,228	750,228	625,190	125,038
Employee Turnover Savings	(58,917)			
Total Expenditures	<u>20,857,275</u>	<u>40,440,054</u>	<u>14,609,163</u>	<u>22,958,562</u>
Net Difference	<u>(3,874,375)</u>	<u>(23,437,154)</u>	<u>(2,115,565)</u>	
Ending Fund Balance	<u>\$ 2,566,022</u>	<u>\$ 1,178,152</u>	<u>\$ 22,499,741</u>	

WATER RECLAMATION FUND:
As of April 30, 2014

	Original Budget - Annual	Adjusted budget - Annual	YTD Actual - 10 Months	Uncumb Balance
Beginning Fund Balance	\$ 1,205,623	\$ 8,007,840	\$ 8,007,840	
REVENUES:				
Revenue	39,366,051	39,367,406	8,346,457	
Transfers In	-	-	-	
Total Revenue	<u>39,366,051</u>	<u>39,367,406</u>	<u>8,346,457</u>	
EXPENDITURES:				
Salary / Benefits	1,739,406	1,752,106	1,460,146	291,960
Supplies / Materials	307,579	368,274	263,334	65,309
Services / Maintenance	1,027,875	1,045,485	545,421	478,111
Internal Services	49,538	49,538	52,271	(2,733)
Cost Allocation	948,487	948,487	822,127	126,360
Capital Equipment	322,400	322,400	239,636	68,121
Capital Projects	12,590,000	29,567,995	471,563	28,823,080
Debt Service	4,454,339	4,454,339	267,094	4,187,245
Audit Adjustments	-	-	2,931,324	(2,931,324)
Transfers Out	7,693,473	7,693,473	2,862,175	4,831,298
Employee Turnover Savings	(26,091)			
Total Expenditures	<u>29,107,006</u>	<u>46,202,097</u>	<u>9,915,091</u>	<u>35,937,427</u>
Net Difference	<u>10,259,045</u>	<u>(6,834,691)</u>	<u>(1,568,634)</u>	
Ending Fund Balance	<u>\$ 11,464,668</u>	<u>\$ 1,173,149</u>	<u>\$ 6,439,206</u>	

SEWER MAINTENANCE FUND:
As of April 30, 2014

	Original Budget - Annual	Adjusted budget - Annual	YTD Actual - 10 Months	Uncumb Balance
Beginning Fund Balance	\$ -	\$ 386,483	\$ 386,483	
REVENUES:				
Revenue	3,502,843	3,502,843	2,995,590	
Transfers In	7,312,247	7,312,247	2,544,485	
Total Revenue	<u>10,815,090</u>	<u>10,815,090</u>	<u>5,540,075</u>	
EXPENDITURES:				
Salary / Benefits	1,463,182	1,463,182	1,136,393	326,789
Supplies / Materials	194,818	195,146	98,673	92,474
Services / Maintenance	346,001	467,021	280,211	23,437
Internal Services	152,609	152,609	126,245	26,364
Cost Allocation	658,485	658,485	542,797	115,688
Capital Equipment	1,092,200	1,093,765	505,183	52,214
Capital Projects	6,929,743	12,295,946	2,907,716	8,886,931
Audit Adjustments	-	-	(49,655)	49,655
Employee Turnover Savings	(21,948)			
Total Expenditures	<u>10,815,090</u>	<u>16,326,154</u>	<u>5,547,563</u>	<u>9,573,552</u>
Net Difference	<u>-</u>	<u>(5,511,064)</u>	<u>(7,488)</u>	
Ending Fund Balance	<u>\$ -</u>	<u>\$ (5,124,581)</u>	<u>\$ 378,995</u>	

NEW DEVELOPMENT EXCISE FUND:

As of April 30, 2014

	Original Budget - Annual	Adjusted budget - Annual	YTD Actual - 10 Months	Uncumb Balance
Beginning Fund Balance	\$ 11,191,092	\$ 15,409,981	\$ 15,409,981	
REVENUES:				
Revenue	13,050,000	13,050,000	1,417,500	
Transfers In	-	-	-	
Total Revenue	<u>13,050,000</u>	<u>13,050,000</u>	<u>1,417,500</u>	
EXPENDITURES:				
Services / Maintenance	1,000	1,000	-	1,000
Capital Projects	8,026,019	26,780,709	1,088,338	25,291,821
Debt Service	1,100,000	1,100,000	255,470	844,530
Audit Adjustments	-	-	19,359	(19,359)
Total Expenditures	<u>9,127,019</u>	<u>27,881,709</u>	<u>1,363,167</u>	<u>26,117,992</u>
Net Difference	<u>3,922,981</u>	<u>(14,831,709)</u>	<u>54,333</u>	
Ending Fund Balance	<u>\$ 15,114,073</u>	<u>\$ 578,272</u>	<u>\$ 15,464,314</u>	

SEWER SALES TAX FUND:

As of April 30, 2014

	Original Budget - Annual	Adjusted budget - Annual	YTD Actual - 10 Months	Uncumb Balance
Beginning Fund Balance	\$ 5,782,853	\$ 7,015,016	\$ 7,015,016	
REVENUES:				
Revenue	-	-	26,890	
Transfers In	-	-	-	
Total Revenue	-	-	26,890	
EXPENDITURES:				
Capital Projects	13,009	7,015,017	582,022	6,103,831
Total Expenditures	13,009	7,015,017	582,022	6,103,831
Net Difference	(13,009)	(7,015,017)	(555,132)	
Ending Fund Balance	\$ 5,769,844	\$ (1)	\$ 6,459,884	

**SANITATION FUND:
As of April 30, 2014**

	Original Budget - Annual	Adjusted budget - Annual	YTD Actual - 10 Months	Uncumb Balance
Beginning Fund Balance	\$ 2,285,057	\$ 7,756,838	\$ 7,756,838	
REVENUES:				
Revenue	12,452,437	12,472,437	11,747,181	
Transfers In	-	-	-	
Total Revenue	<u>12,452,437</u>	<u>12,472,437</u>	<u>11,747,181</u>	
EXPENDITURES:				
Salary / Benefits	3,988,848	3,988,848	3,425,877	562,971
Supplies / Materials	1,468,116	1,468,154	1,006,004	459,902
Services / Maintenance	3,092,441	3,088,141	2,081,270	1,006,324
Internal Services	770,218	770,218	630,118	140,100
Cost Allocation	1,273,608	1,273,608	1,045,814	227,794
Capital Equipment	1,423,932	4,653,261	3,450,962	60,273
Capital Projects	-	815,775	-	808,228
Debt Service	609,844	609,844	59,071	550,773
Audit Adjustments	-	-	(645,582)	645,582
Total Expenditures	<u>12,627,007</u>	<u>16,667,849</u>	<u>11,053,534</u>	<u>4,461,947</u>
Net Difference	<u>(174,570)</u>	<u>(4,195,412)</u>	<u>693,647</u>	
Ending Fund Balance	<u>\$ 2,110,487</u>	<u>\$ 3,561,426</u>	<u>\$ 8,450,485</u>	

CAPITAL FUND:
As of April 30, 2014

	Original Budget - Annual	Adjusted budget - Annual	YTD Actual - 10 Months	Uncumb Balance
	\$ 21,607,438	\$ 52,180,377	\$ 52,180,377	
REVENUES:				
Revenue	12,761,467	12,898,336	10,911,755	
Transfers In	45,000	78,000	70,500	
Total Revenue	<u>12,806,467</u>	<u>12,976,336</u>	<u>10,982,255</u>	
EXPENDITURES:				
Salary / Benefits	877,766	877,766	736,073	141,693
Supplies / Materials	16,000	16,000	908	15,092
Internal Services	204	204	170	34
Capital Projects	25,108,920	52,313,121	13,854,950	29,367,862
Debt Service	-	-	-	-
Transfers Out	3,450,146	3,465,375	2,890,349	575,026
Total Expenditures	<u>29,453,036</u>	<u>56,672,466</u>	<u>17,482,450</u>	<u>30,099,707</u>
Net Difference	<u>(16,646,569)</u>	<u>(43,696,130)</u>	<u>(6,500,195)</u>	
Ending Fund Balance	<u>\$ 4,960,869</u>	<u>\$ 8,484,247</u>	<u>\$ 45,680,182</u>	

Item 4

OPEN POSITIONS

CITY OF NORMAN
Position Vacancy Report
5/14/2014

POSITIONS AUTHORIZED TO FILL			
Position	Department/Division	Status	
Retail Marketing Coordinator	City Manager/Community Relations	Accepting Applications	
Administrative Technician IV (PPT)	Information Technology	Conducting Selection Process	
Systems Administrator	Information Technology	Pending Job Announcement	
Safety Manager	Human Resources	Accepting Applications	
Engineering Technician II	Public Works/Engineering	Accepting Applications	
Maintenance Worker I	Utilities/Water Line Maintenance	Accepting Applications	
Plant Operator	Utilities/Water Reclamation	Accepting Applications	
Police Records Clerk	Police/Staff Services	Accepting Applications	
Police Officer (15)	Police/Patrol	Conducting Selection Process	
Communications Officer	Police/Emergency Communications	Accepting Applications	
Call Taker (PPT)	Police/Emergency Communications	Accepting Applications	
Total: 25			
POSITIONS CURRENTLY ON HOLD			
Position	Department/Division	Date of Vacancy	Notes
General Fund:			
Assistant City Attorney I	Legal	05/01/12	Pending approval
Meter Reader	Finance/Utilities	05/09/14	Pending request
Engineering Technician I	Public Works/Engineering	05/02/14	Pending request
Auto Parts Specialist	Public Works/Fleet	01/03/14	Pending request
Mechanic I	Public Works/Fleet	04/12/14	Pending approval
Assistant Golf Professional I	Parks and Recreation/Golf	1/14/2014	Pending request
Total:6			
Enterprise Fund:			
Plant Operator	Utilities/Water Treatment	05/10/12	Pending request
Water Lab Intern (PPT)	Utilities/Water Treatment	05/13/13	Pending request
Maintenance Worker II	Utilities/Sewer Line Maintenance	04/02/14	Pending approval
Heavy Equipment Operator	Utilities/Sewer Line Maintenance	4/2/14	Pending approval
Total:4			
POSITIONS RECENTLY FILLED			
Position	Department/Division	Action	
Recreation Leader I	Park and Recreation/Recreation	DOH 4/9/14	
Communications Officer	Police/Emergency Communications	DOH 4/18/14	
Construction Inspector	Public Works/Engineering	Promoted 5/2/14	
Parking Service Officer	Police/Patrol	DOH 5/12/14	
Meter Service Rep	Finance/Utilities	Promoted 5/9/14	
Fire Captain	Fire/Suppression	Promoted 5/2/14	
Administrative Technician II	Police/Animal Welfare	DOH 5/27/14	