
SOUTH JORDAN CITY CITY COUNCIL REPORT

Council Meeting Date: October 6, 2015

Issue: The Mulligans Commission is recommending that the City Council consider moving forward with Staples Golf to prepare master planning recommendations for Mulligans Golf and Games. In order to move forward, an exemption to the purchasing policy by resolution of the City Council is needed.

Submitted By: Dustin Lewis

Department: Administrative Services

First Reading Report Date: NA

Staff Recommendation (Motion Ready): Approve Resolution R2015-68 authorizing an exception to the South Jordan City purchasing policy for professional services and authorizing the City Manager to negotiate a contract with Staples Golf for the preparation of a Master Planning Recommendation report for the Mulligans Golf and Games.

BACKGROUND:

The City has invested in several studies regarding the Mulligans Golf and Games. Most recently an assessment was completed by Staples Golf. The Mulligans Commission has reviewed the report and recommends that the City Council consider pursuing a master planning process now.

TEAM FINDINGS, CONCLUSIONS & RECOMMENDATIONS:

FINDINGS:

- Staples Golf is a golf course architecture firm based in Scottsdale AZ.
- Staples Golf possesses the tools and resources to develop master planning recommendations.
- An assessment was completed by Staples Golf and accepted by the Mulligans Commission.

CONCLUSIONS:

To expedite receiving planning recommendations for Mulligans prior to the end of the calendar year, the master planning process should begin as soon as possible.

RECOMMENDATIONS:

The Mulligans Commission recommends the use of Staples Golf for the completion of a master planning process.

FISCAL IMPACT:

Funding for this project will be allocated from the Mulligans Enterprise Fund. As per protocol, any amount greater than \$50,000 will be brought before the City Council in a separate resolution for approval. The fiscal impact will be determined through the negotiation process.

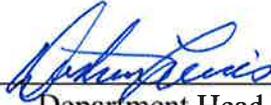
ALTERNATIVES:

- Approve resolution R2015-68 with modifications
- Deny resolution R2015-68
- Postpone decision to a later date

SUPPORT MATERIALS:

- 1) Mulligans Assessment by Andy Staples of Staples Golf

City Council Action Requested:


Department Head

9-29-2015

Date

RESOLUTION R2015 - 68

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SOUTH JORDAN, UTAH, AUTHORIZING AN EXCEPTION TO THE SOUTH JORDAN CITY PURCHASING POLICY FOR PROFESSIONAL SERVICES AND AUTHORIZING THE CITY MANAGER TO NEGOTIATE A CONTRACT WITH STAPLES GOLF FOR THE PREPARATION OF A MASTER PLANNING RECOMMENDATION REPORT FOR MULLIGANS GOLF AND GAMES.

WHEREAS, pursuant to subsections 4-11 and 4-12 of the South Jordan City Purchasing Policy, contracts for professional services cannot exceed \$10,000 without approval of an exception by the City Council; and

WHEREAS, the City has invested in preliminary studies and recently directed Staples Golf to complete a Mulligans Assessment, which now may be used as a foundation for engaging in a master planning process and is attached hereto as Exhibit "A"; and

WHEREAS, Staples Golf is an international golf course architecture firm based in Scottsdale, Arizona, with expertise in sustainable design, water and energy conservation, and with the tools and resources to help golf course owners increase efficiency and use of their facilities; and

WHEREAS, the City has tasked the Mulligans Commission with recommending a course of action in the best interest of the City; and

WHEREAS, the Mulligans Commission recommends the use of Staples Golf to assist the City in the establishment of a Mulligans Master Plan; and

WHEREAS, the City desires expeditious planning recommendations, with delivery to be made prior to the end of this calendar year.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF SOUTH JORDAN CITY, UTAH:

SECTION 1. South Jordan Purchasing Policy Exemption for Professional Services. The City Council grants an exception to the South Jordan City Purchasing Policy and authorizes the City Manager to enter into negotiations and secure a contract with Staples Golf for the development of a Mulligans Master Plan.

SECTION 2. Funding. The funding shall be drawn from the Mulligans Enterprise Fund in accordance with the City's budgetary guidelines.

SECTION 3. Effective Date. This Resolution shall become effective immediately upon passage.

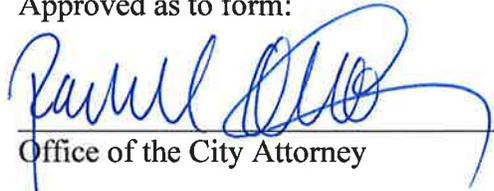
**APPROVED BY THE CITY COUNCIL OF THE CITY OF SOUTH JORDAN, UTAH,
ON THIS _____ DAY OF _____, 2015 BY THE FOLLOWING VOTE:**

	YES	NO	ABSTAIN	ABSENT
Mark Seethaler	_____	_____	_____	_____
Chuck Newton	_____	_____	_____	_____
Donald Shelton	_____	_____	_____	_____
Steve Barnes	_____	_____	_____	_____
Christopher Rogers	_____	_____	_____	_____

Mayor: _____
David L. Alvord

Attest: _____
City Recorder

Approved as to form:



Office of the City Attorney



Mulligans Assessment
Prepared By:
Staples Golf Resource Group
For:
South Jordan City
September 29, 2015



Community Links Report – Mulligans

To the City of South Jordan:

This facility assessment is undertaken on the basis of a day visit over the afternoon and evening of Thursday, August 6th, and the morning of Friday, August 7th, 2015. The goal of this assessment is to first, understand the facility in terms of its strengths and weaknesses in overall design quality, function, and usability, the current resource use and efficiency, and to then suggest possible improvements. The second, equally important objective, is to assess the current levels of community engagement and look for ways to increase the facility's value as a City asset.

During our visit, we toured the entire course twice, including one detailed survey with Doug Brown, Mulligans Head Golf Professional and stand-in superintendent. We also had the opportunity to meet with City Manager Gary Whatcott, Councilman Mark Steethaler, Councilman Don Shelton, Councilman Chuck Newton, the Mulligans Golf Commission, Executive Director Laura Hanson of the Jordan River Commission, the Save Mulligans advocacy group, as well as a great group of South Jordan residents who attended the City promoted Mulligans Open House, which took place Thursday, August 6th, 6:30-8:30pm, at Mulligans.

After these very informative meetings two things became crystal clear; firstly, Mulligans is a beloved amenity for South Jordan residents unlike anything we've ever seen. We heard statement such as "date night," "kid friendly," and "family oriented." This fits perfectly into our focus of: "Kids, families, seniors." By more actively marketing to these segments, Mulligans will have undoubtedly made known its distinction, which no other golf facility in your area will be able to compete against. And, by engaging your residents early, you will have buy-in from all aspects of the community.

Secondly, there are zero plans to do away with the facility or eliminate this great open space at any time in the future. We were very encouraged by the positive feedback we received from the community, and equally encouraged that the City of South Jordan's leadership is focused completely on making this facility more enjoyable for their residents, as well as operationally sustainable for its assured future. I feel now is the time to have the discussions of how to raise the expectations of what Mulligans can be. I can envision a "best in class" facility that provides the leading technology in the fields of golf training, education and health oriented activities.

Another observation we made that must be pointed out, is that there are numerous opinions and ideas on where the facility goes from here. We heard everything from leaving Mulligans alone altogether, to completely renovating the entire facility. Our job is to begin the process of discovering, vetting, and recommending all appropriate options to ensure the successful viability of this much cherished asset.

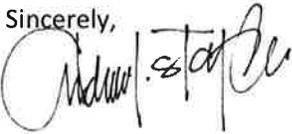
As a point of reference, many facilities across the country are asking many of these same questions. The one direct parallel to Mulligans is, the courses that have a plan in place and are actively implementing the plan have proven to be the most successful and economically viable. By taking a hard look at doing things systematically and with good reason, benefits of increased use and overall increased enjoyment will occur.

These adjustments would make your facility more desirable and render a more sophisticated presentation of the entire facility. In the end, our intention is to prepare a path for your facility to be viewed as a top asset that is used by all of your residents. Our Community Links™ concept and brand does just this, and we will discuss this concept in more detail in a following section.

We hope with this report, that both the City of South Jordan, and the South Jordan residents, fully understand the immediate needs of Mulligans as it pertains to quality and safety, and begins to coalesce around the ideas that will strengthen the facility, and make it more enjoyable in the long term.

As difficult as it is to address all areas of concern with just one visit and within one report, our intention is to open a dialogue about your golf course and adjoining facilities, and promote “outside of the box” thinking in order to present the City of South Jordan with ways to position this property for great future success.

Sincerely,

A handwritten signature in black ink, appearing to read "Andy Staples". The signature is written in a cursive, somewhat stylized font.

Andy Staples, ASGCA
Staples Golf Design

(Please note, these observations and recommendations are based on the information provided to us at the time of writing this report, and should be used for discussion purposes only. Therefore, many of the ideas discussed herein should be properly researched and examined further to ensure their viability and cost effectiveness.)

Attachments:

Course Profile

Community Links Plausibility Assessment

Community Comments from Open House

Site Notes

Energy Snapshot

Executive Summary

General comments

1. I am incredibly excited and encouraged about the possibilities Mulligans presents. I see this as a perfect opportunity to not only increase the enjoyment and utilization by local residents, but also as a strategic piece of the overall land use/ open space plan for the entire region. Further, there is no doubt this facility and its impact on local and regional residents can be used as a model, and promoted as the example of “how it should be done” for those that are looking to better utilize their facility.
2. It is highly advisable to perform a comprehensive Master Plan that address areas noted within this report. A Master Plan should be viewed as a “road map” to your future. A proper plan addresses issues of concern and areas of opportunity, mapped out in realistic, achievable steps that can be implemented at any time. The most successful clubs across the country are continuing to invest in their facilities, and are doing so at the direction of a plan. Taking this step will ensure that Mulligans stays at the forefront of the local market, and positions itself for future success.
3. The overall health of the entire facility is deteriorating quickly. This can be seen in the concrete hitting stall structure, the pond banks, the errant golf balls from the range onto adjacent golf holes, the deteriorating conditions of the turf, to name a few. Since there are major areas that need to be addressed, now is the perfect time to be examining these needs and putting them in a comprehensive, systematic plan for upgrade. All indications are, most if not all of these items will need to be addressed at some point, and by addressing them in a plan, the costs can be maximized as economically and efficiently as possible.
4. All individual user group segments of your community should be examined, and then prioritized moving forward. One of the biggest challenges in regards to community outreach at Mulligans is the perceived quest to “make everyone happy.” My job is to focus on what’s important to the community as well as the facility, identify the priorities as actionable items, and to then develop a realistic and achievable plan. The plan will focus on the value of the game of golf, and the ability to generate pride and ownership around the community’s golf facility.
5. Taking the responsibility of placing Mulligans at the heart of the City’s plan for recreational open space and regional focus along the Jordan River is a tremendous endeavor. I can sense big plans are coming for Mulligans. Both parties, Staples Golf and the City of South Jordan, need to have strategic conversations of the role their golf course facility can, and will play moving into the future. It’s my understanding past conversations about potential plans for this asset have been tenuous and sometimes combative; my job is to work with the City to find that common ground, and begin to build upon it. With the right leadership, this project will unite your community around the foundation that brought us all together – the game of golf.

Specific Recommendations

Branding

- Consider branding the facility as a Community Links™, integrating the phrase into the overall name such as: Mulligans Community Links or South Jordan Community Links
- Perform focus groups to engage the golfers and non-golfers in order to begin educating local residents as soon as reasonable around the concepts of Community Links
- Formalize your brand of families, kids and seniors, while creating a best in class facility for golf training, health and education

Site Plan

- Consider redesigning front entry into grand circular drive with added parking, place batting cages underground with large skylights and openings for fresh air, to increase visual aesthetics direct the flow of traffic
- Remove white fencing around the property, or find a less obtrusive alternative, especially any fencing that disturbs views through the property
- Consider creating better views from within the property itself and out to the surrounding landscape
- Add a viewing point on the property; utilize existing high point on the south west corner of the property, if possible
- Investigate opportunities to expand outdoor seating, redesign cart staging area along with the double decker range tee, make the space more inviting and conducive to gathering
- Investigate opportunities to increase connection with the Jordan River, utilize the parking lot and existing maintenance building as a means of integrating additional business opportunities such as bike, ice skate and kayak rentals
- Create a winter ice skating rink within the driving range, regulation hockey is preferred
- Consider the integration of alternate parking options during times when parking space becomes challenged, or if adding additional parking is not feasible, in order to expand on programs that bring large groups of people to the property
- Consider parking requirements throughout the property, expand as necessary

Golf Course

- Consider adjusting mowing patterns to enlarge fairways, create more short mown areas around greens and expand all teeing areas in order to spread out wear and tear, and create more strategic, fun options around the golf course
- Evaluate the putting green surfaces and address poor soils, consider rebuilding the greens to a sand-based construction to allow for better drainage
- Entire golf course could be aerated and sand top dressed more regularly to continue to slowly transition the poor soils to a more free draining medium
- Investigate lower priced top dress sand

- Test the soil and water, have the results examined by an agronomist to address quality issues in all turf areas, and poor performing trees
- Consider redesigning the water features on the property, investigate reducing the total acreage of ponds, convert to “channel” features with reinforced banks
- Investigate ponds for their water holding ability, ensure they are properly sealed
- All ponds should be excavated to a depth of at least eight (8) feet deep to ensure good water quality and to minimize the amount of erosion on the edge (erosion is due to the fluctuation of the water levels during irrigation cycles and/or leakage)
- Investigate ponds and streams for the appropriate total water holding capacity relative to the irrigation demands
- Address drainage issues in order to reduce maintenance and minimize erosion along pond banks by installing drain pipe and/or slight modifications to the slope of the turf.
- Consider developing a master drainage plan that addresses the various drainage issues around the course
- Investigate the current golf course layout and compare to current industry standards relative to safety setbacks and “safe zone” corridors – focus on holes adjacent to the range and the homes along holes #6 and 7
- Look to install naturalized areas surrounding all water features to assist in run off retention and increase the visual aesthetic of the course
- Look for strategic areas to reduce turf, introduce native grass areas
- Eliminate the white fencing between parking lot and putting green to open up flow of pedestrian traffic and make entrance to golf course more welcoming

Driving Range

- Investigate ways to contain golf balls more fully into the intended landing areas
- Consider shifting the angles of the range tees to better align the hitting patterns with the longest and widest parts of the range (this may mean adjustments to the surrounding golf holes)
- Engage in an engineering study on the life expectancy of the current double decker range concrete structure
- Investigate ways to better utilize the double decker range tee by increasing levels of quality on the top level by adding seating, shade umbrellas, etc., and utilize the upper deck of the range tee structure to showcase the offsite views
- Consider relocating double decker range tee to open views from clubhouse and better utilize the infrastructure into your business plan, i.e., utilize top level for high value activities that better utilize the space and perhaps evolve these space to a more premium area designed for larger groups
- Consider adding a space on the range tee for a regulation sized ice hockey rink for winter months
- Consider shifting the range tees around to open views from the clubhouse to the golf course and surrounding landscape

- Add strategic aiming targets to simulate real world golf conditions, expand on the short game areas and bunker practice
- Investigate expanding the entire range facility into the area's most reputable, best in class teaching facility and training center

Mini Golf/Batting Cages

- Investigate water features, upgrade where necessary to reduce pump run times and leaks in order to save water and power
- Overall "details" of maintenance of the surrounding landscape should be reviewed and improved where feasible
- All ripped, worn, severely faded carpet should be placed on a plan for upgrade
- Consider different type of fencing to open views and not be so obtrusive
- Consider providing an "upgrade" option for serious golfers that includes regulation putters and balls to better simulate golfing conditions

River Connection

- Investigate all opportunities to tie the facility into the trail system of the river in order to capture additional traffic through a restaurant
- Consider creating a separate space adjacent to the river trail that facilitates stopping, gathering, health oriented activities, etc.
- Leverage the existing maintenance building infrastructure into added amenities such as mountain bike or kayak rentals
- Introduce landscape elements that allow the golf course to become an extension of the river corridor in terms of landscape pallet, the attraction of wildlife and views to and from the river trail

Surrounding Homes

- Identify points of entry from the surrounding homes into the overall trail system, connect the trail system through the golf course where feasible

Operations

- Investigation of "self-operation" vs. contracting to an outside management company various segments of the business should be considered, especially related to the food and beverage operation
- Consider pricing models that directly affect the ability to provide additional services, weigh increasing rates vs. adding tiered, premium options
- Consider adding staff on the maintenance side of the operation, +/- 2-3 more part time
- Look for strategic ways to reduce expenses, i.e.; reduce cost of top dress sand, reduce power and gas expense, water costs
- Hire a full time, fully educated and trained golf course superintendent

- Evaluate expansion or relocation of the current clubhouse in order to expand the food and beverage side of the business, utilizing newly formed activity centers as a focus of the business as well as capitalize on the current customer
- Look to expand on the food truck concept by utilizing space on the golf course

Marketing

- Establish an annual marketing budget
- Consider bringing in an outside professional marketing company to establish initial annual budget/ strategies
- Consider a 'Celebrity' endorsement such as PGA Tour star and local resident Tony Finau
- Establish a specific marketing role to either a SJC employee, or a Mulligans staffer
- Update website, in regards to both design and content
- Establish marketing strategies/ promotions/ initiatives; social, print, radio
- Establish cohesive, improved brand
- Improve property signage, communication to traffic along 106th

Next Steps

In considering “What to do next?” I offer the following steps to guide the City in moving forward with master planning, and in considering a transition to a Community Links. These steps are based on experience in the field of golf course renovation and master planning, and an understanding that buy-in from the top is critical to the success of any project of this significance. It is understood and expected that all City procedures should be followed, and that the public engagement process is adhered to.

Step 1 - Gather support from the highest levels of City government, engage the City Council, and achieve buy-in from the top around the idea of a Community Links.

Timeframe: Begin immediately!

Step 2 - Form a Master Plan advisory committee (Mulligans Commission?) that will be used to direct and approve the planning process. It is important to have a diverse group representing as many facets of the community as possible including non-golfers.

Timeframe: 1 month

Step 3 – Conduct strategic outreach to the community in a series of Town Hall type meetings focused on specific user groups that the City feels are relevant to our discussion. These groups should be structured to include golfers and non-golfers alike. We will engage them in a conversation about their golf course and facility, how they use it, and brainstorm ideas of how the facility can/should be improved.

Timeframe: Approximately 1-2 months

Step 4 - Begin the Master Planning process upon learning what the community’s needs really are based off the Town Hall meetings.

Timeframe: Approximately 2-3 months

Step 5 - Approve the Master Plan. This can be done through a presentation to the Council or to the community at large.

Timeframe: 1 month

Step 6 - Begin Implementing the Plan. This should be done at a pace that is acceptable to the City, and within approved budgets and timelines.

Timeframe: To be determined.

The Community Links™ Concept

The Mulligans Golf Commission was diligent in creating the “Mulligans Guiding Principles” as an initial first step in laying the groundwork for the facility’s future. We agree that these guiding principles are very important to the mission of improving weaknesses and reinforcing strengths, and are encouraged by the principles’ similarities set forth when compared to those of our Community Links concept. It suggests that the City of South Jordan and Staples Golf Resource Group are more than appropriate moving forward. The Mulligans Guiding Principles are:



Going back to the origins of the game of golf, our sport has played an important role in developing a sense of community and supporting local residents, which we feel Mulligans has done successfully. We can point to age old places such as the Old Course in St. Andrews, Scotland, and at Pinehurst in North Carolina. More recently we have similar developments such as Bandon Dunes in Oregon, and the Kohler courses in Kohler, Wisconsin. Generally speaking, our experience is that most golf courses do not take advantage of the innate characteristic of community development through golf; a missed opportunity for sure. Most courses are left to support themselves on the merits of their designs, unique attributes of location and property, or pricing structure. In the end, for a variety of economic and social factors, most municipal courses end up breaking even at best, or more often, end up losing money. All the while, the course and its infrastructure continue to deteriorate. While the latter is sure to happen regardless of how special the facility is, the former must lead to adaptation.

Nationwide, courses are looking for reasons to invest into this asset, while also increasing their ability to market their community to prospective residents or businesses. Not surprising, most investments have been put off due to lack of support for allocating budget dollars towards an amenity that loses money or breaks even. Our Community Links concept however, creates a paradigm shift in the way a golf course should be viewed, tells a story of the importance of the game of golf, and demonstrates how a golf facility can be better utilized as a valuable community asset.

A Community Links facility is much more than a renamed golf course; *it's an opportunity for a community to focalize the specific values important to them, which creates a stronger community.* It allows for everyone in the community to come together to learn, grow, establish healthy habits, and cultivate positive attitudes. Integrity, discipline, etiquette, patience and sportsmanship are the valuable lessons a Community Links strives to instill into the local youth. Beyond that, healthy living and an appreciation for nature is duly promoted.

The societal benefits of harmony and good will rarely happen without intentionality. It's up to the community leaders to establish the vision of what makes their community a positive one, to put a plan in place, and to then see it through to fruition. The same concepts apply to a golf facility. The fact that the Mulligans Golf Commission has stated their intentionality to pursue many of the above virtues we find so important when improving community golf facilities, should be duly noted.

The benefits of the Community Links Concept can best be summarized in three equally important parts; social, economic, and environmental.

Social Benefits- *Community Links emphasizes all members of the community, not just golfers.*

- Links residents to each other and to the facility, breaking down the traditional view of how a golf course can be utilized.
- Promotes health and wellness through exercise and “prescriptive” activities.
- Promotes nature through walking trails and other non-golfing activities.
- Emphasizes youth development and character building.

Economic Benefits- *Community Links emphasizes bringing in more revenue.*

- More golfers can be brought in by updating the facility to a unique and affordable option in the area, focusing on families, kids and beginner golfers.
- New golfers can be brought in by focusing on the practice areas and establishing new player programs.
- Non-golfers can be brought in by establishing versatile auxiliary areas/ activities; walking trails, community open space, picnic areas, dog-park near concessions, corporate events, farmers’ markets, concerts, weddings, etc.
- Advocates cost reduction through sustainable initiatives (see below).

Environmental Benefits- *Community Links emphasizes responsible use of resources.*

- “Fast and Firm” playing conditions that use less water and inputs.
- Irrigation upgrades and other improvements to save water, energy, money.
- Turf reduction where appropriate reduces maintenance costs and saves water, energy, money.
- The responsible stewardship of resources sets a good example for the community.

Great communal facilities that don’t drain the coffers and are environmentally responsible are what all residents want and expect from their amenities. Staples Golf believes the Community Links Concept does just that!

We recommend that the Mulligans Golf Commission strongly considers re-branding their facility to either “Mulligans Community Links,” “South Jordan Community Links,” or some other iteration of “Community Links” as part of its new appeal. While we appreciate the Mulligans Golf and Games brand that has been established, it is certainly clear that a new chapter for the facility is imminent. Later in this report, we will be addressing *Marketing Expectations* which we feel corresponds with rebranding, and will further emphasize the need to specifically, and aggressively, capture more users of this new and improved facility, and of course the inherent revenue to sustain its future improvements and long term sustainability.

What is a Master Plan?

A Master Plan, developed with an outside, non-biased perspective, is a written and graphic document identifying issues, problems, and areas of opportunity at the golf course facility and serves as a roadmap for future improvements.

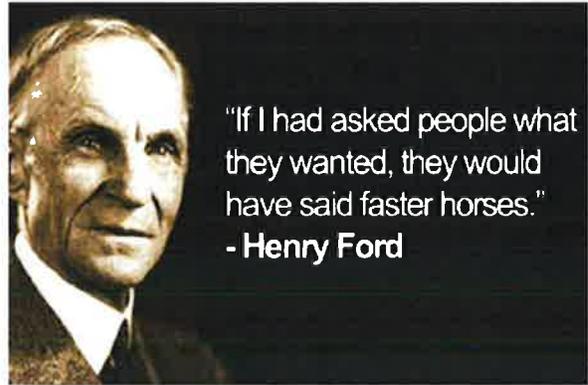
To more fully understand what a Master Plan is, it is often useful to explain what a Master Plan is not:

- It is not change for the sake of change
- It is not an excuse to spend money
- It is not a haphazard collection of certain individuals' ideas

One may ask, "Why do a Master Plan?" It is indeed because golf is a business! Real issues continue to affect the entire golf industry today, and will continue on into the future. Rising costs, new competition, deteriorating conditions, and even safety issues due to the longer distances a golf ball travels, all weigh heavily on the idea that golf is a business. These are verifiable reasons why a golf facility needs to be ready to address these issues and invest for the future.

Fact: Changes will be made to the golf course by golf course staff.

Most golf courses have some form of a governing body in charge of caring for the long term health of the facility. They are charged with allocating budgets, proposing improvements, and ensuring the overall quality of the course is maintained. It is prudent to have a plan in place that addresses these changes and directs staff when projects are implemented. Proper planning has proven to reduce costs and ensures projects are done right the first time.



An example of a tee built as an after-thought

Fact: A golf course naturally evolves and changes mostly for the worse.

As outlined in the Expected Life Cycle of Golf Course Items, it is shown that components of a golf course do have a life expectancy and will deteriorate over time. This life expectancy is also directly related to how well these items are maintained.

GOLF COURSE ITEMS

EXPECTED LIFE CYCLE

HOW LONG SHOULD PARTS OF THE GOLF COURSE LAST?

No two golf courses are alike except for one thing: deferring replacement of key items can lead to greater expense in the future, as well as a drop in conditioning and player enjoyment. The following information represents a realistic timeline for each Item's longevity.

Component life spans can vary depending upon location of the golf course, quality of materials, original installation and past maintenance practices. The American Society of Golf Course Architects (ASGCA) encourages golf course leaders to work with an ASGCA member, superintendents and others to assess their course's components.

ITEM	YEARS
Greens (1)	15 – 30 years
Bunker Sand	5 – 7 years
Irrigation System	10 – 30 years
<i>Irrigation Control System</i>	10 – 15 years
<i>PVC Pipe (under pressure)</i>	10 – 30 years
<i>H.D.P.E. Pipe</i>	40 – 60 years
<i>Pump Station</i>	15 – 20 years
Cart Paths – asphalt (2)	5 – 10 years (or longer)
Cart Paths – concrete	15 – 30 years (or longer)
Practice Range Tees	5 – 10 years
Tees	15 – 20 years
Corrugated Metal Pipes	15 – 30 years
Bunker Drainage Pipes (3)	5 – 10 years
Mulch	1 – 3 years
Grass (4)	Varies

NOTES: (1) Several factors can weigh into the decision to replace greens: accumulation of layers on the surface of the original construction, the desire to convert to new grasses and response to changes in the game from an architectural standpoint (like the interaction between green speed and hole locations). (2) Assumes on-going maintenance beginning 1 - 2 years after installation. (3) Typically replaced because the sand is being changed while the machinery is there to change sand, it's often a good time to replace the drainage pipes as well. (4) As new grasses enter the marketplace – for example, those that are more drought and disease tolerant — replanting may be appropriate, depending upon the site.

ASGCA thanks those at the USGA Green Section, Golf Course Builders Association of America, Golf Course Superintendents Association of America and various suppliers for their assistance in compiling this information.

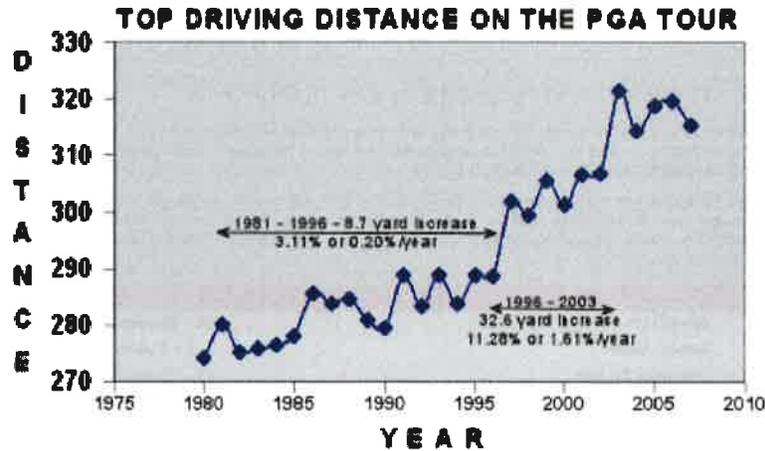
The materials presented on this chart have been reviewed by the following Allied Associations of Golf:

For more information, contact ASGCA at (262) 786-5960 or visit www.ASGCA.org

DATA COMPILED BY ASGCA, 125 NORTH EXECUTIVE DRIVE, SUITE 302, BROOKFIELD, WI 53006

Fact: For a variety of factors, the golf ball is traveling further, and therefore has increased the total area needed to maintain a safe environment.

Generally speaking, an area of concern for clubs built prior to 1980, is in regards to the issue of safety related to the close proximity of adjoining golf holes. Due to increased club and ball technology, many courses are seeing golf balls hit into places not seen before. As the golf ball has continued to fly further (and will most likely continue), the entire facility should be analyzed and assessed for possible future adjustments.



Fact: Due to a nationwide trend of the reduction of played rounds, diversification of the golf course facility is a proven and viable option.

A typical golf facility is traditionally utilized by only 10% of the community. However, all courses will need to look toward the 90% of those who do not play the sport, but are looking for the added benefits a golf course provides. The health of residents, youth especially, is becoming more front and center, and seen by many local governments as an issue they should be addressing where possible. Updating the facility to bring in non-golfers, and to promote health oriented, outdoor recreational options is a wise move going forward.

HEALTH BENEFITS

NATURE IS THE BEST NURTURE
MANY STUDIES SHOW SIGNIFICANT HEALTH GAINS FOR THOSE IN CONTACT WITH NATURE

- REDUCED ANXIETY & DEPRESSION
- DECREASED STRESS
- INCREASED ENERGY
- INCREASED IMMUNITY
- 50% LOWER RISK OF DIABETES
- INCREASED VITAMIN D PRODUCTION
- INCREASED WEIGHT LOSS & FITNESS
- REDUCED SYMPTOMS OF A.B.D.

★ 50% LOWER RISK OF HEART ATTACK ★ 30% LOWER RISK OF COLON CANCER ★

Fact: The costs to operate a golf facility and the likelihood of additional restrictions levied on these facilities are only increasing.

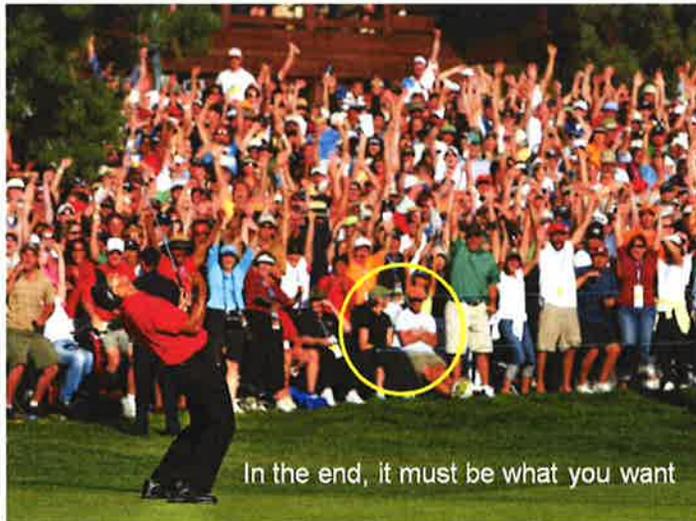
As the costs for resources such as water, energy, and fuel continue to rise and become less available, all golf facilities will need to become increasingly aware of how to address their future sustainability. Courses are already having to make unprecedented compromises in order to secure their future success. A Master Plan looks for opportunity to reduce water and chemical use, improve maintenance efficiency and do its part to secure long term sustainability.



How much will our resources cost in the future?

Fact: Without a firm direction or plan, a golf course will slowly lose its continuity over time, negatively affecting the long term health of the golf course.

So, as an answer to why a golf facility should have a Master Plan in place, it's very simple; a golf course needs a plan to account for the changes in the course that occur naturally, and to direct officials and staff when they plan to make changes, to positively affect and preserve the long term health of the Golf Course.



Observations

General

Mulligans Golf and Games was opened in 1992, and was designed and built by Utah’s own golf star, Jimmy Blair, as a family-fun park which included a nine hole, par 3 course known today as “The Meadow”, 36 miniature golf holes, batting cages, a lit driving range facility, and a practice putting and chipping area. A few years later, the addition of the 9 hole, executive course know today as “The Ridge” was added, and the most recent amenity of foot golf came to be in late 2014. In all, the par 3 and the executive course plays to 3,216 yards and a par 60.

The location of the facility is set north, off 106th South, in a prime location. Considered as the “entry to the City,” Mulligans can be considered to be one the first things one would see as they enter into South Jordan. The natural beauty of the land is immediately observed as you enter the property. Added to the experience is the Jordan River, immediately adjacent to the property to the east. Mulligans sits on 65 acres of which approximately 58.5 acres are maintained as turf, 2.6 acres are open water and 4.25 acres of impermeable surface, i.e. pavement, buildings, etc.

The facility lacks a true “entry” as the user is met directly with the parking lot and a view to the batting cages once the turn from 106th is made onto the property. The facility provides little to no sense of arrival, and misses out on an excellent opportunity to communicate to the patron what they will be experiencing at Mulligans. The parking seems adequate, clean and well taken care of. The visual access to the clubhouse has been disrupted by a stark white barrier fence along the parking lot, and again towards the batting cages. At first glance, there is confusion as to how to access the facility, but as one wanders towards the small round-about adjacent to the clubhouse, the entrance appears.



Current entry into Mulligans

The modest clubhouse is small in size, and seems to be designed properly for the type of the activities that are currently being offered. At the time of the visit, the kitchen appeared to be closed. It was confirmed that kitchen had been closed for some time, limiting the options to the customers to various packaged snacks and drinks.

Upon exiting the clubhouse and towards the range, it is immediately noticeable that the facility is blessed with an abundance of space for the driving range, however all of the views to these facilities, as well as the offsite views to the surrounding landscape, are blocked by the large concrete “double decker” driving range tee. Currently, the connection from the clubhouse to the range, through the cart storage area is sterile, cold and all concrete. It is normally within this space that specific attention is paid to attract users to sit, talk about the day’s activities, and spend some time (*hopefully while also buying something!*). Consideration should be given to the expanding this outdoor space, possibly relocating the concrete range tees to the west, and open the views to the course and surrounding landscape. And, with a good connection to the course, this space is ideally suited for outdoor event space and/or tournament activities.



View from the South West corner of the property looking East

Once outside, the true beauty of the property begins to unveil itself. Upon winding through a haphazard layout of cart paths and walking trails, the user finally finds himself at the golf course or driving range. Or, if the user returned through the door they entered, they haven’t even noticed the golf course yet. After making the full circle around the clubhouse, the true picture of the facility is gained and appreciated.

Infrastructure

Golf Course

Overall, my impressions of the entire golf course is incredibly positive, and should be celebrated! This is exactly the type of entry level facility that was ignored during the late 80's and into the roaring 90's, as the "member for a day" offering seemed to dominate the landscape of golf development. The City should be applauded for having the foresight to allow this type of beginner facility to be built for their citizens, and then also for deciding to purchase it and invest in it for their future.

In regards to the overall net profits relative to all the offerings at Mulligans, the golf course is the only segment that loses money. From our perspective, there are a few key reasons for this, of which, should be addressed in future planning. 1) The quality of the turf (specifically the putting greens) and; 2) the quality of the layout. These factors will be addressed in part within this report, however, these issues are complex and not straightforward. Some will take additional improvements, and perhaps some major adjustments to the overall facility. In the end our intention is to raise the standards of the entire facility, and at minimum, bring the golf course to a break even enterprise.

Two main areas of the maintenance plan for the golf course should be considered for additional investigation for improvement. Soil tests should be taken throughout the property, documenting the soil structure and physical property makeup of as many areas on the course as possible. Each test can cost around \$500, but if analyzed properly, an understanding of what level of quality of turf is attainable. My feelings are Mulligans is working with the deck stacked against them, in that the soils are very poor, not very well draining, and in need of significant amending. I would also test the water, and use these results to understand the impacts the water quality is having on the soil. It is very common to have the water/soil result be the cause of many turf problems due to high salinity, high pH or just to "hard." This testing can be well worth the investment, and the results can positively affect all areas of management. There is a reason your trees do not do very well on this property, and I'm sure it would be traced back to the water/soil result.

All of that said, there are many areas of the course that have been let go in terms of maintenance, some even ignored. Most of these issues are easily addressed. Others will take a little more deliberation in order to provide a responsible path to improvement. Overall, the course suits the current market well. However, in terms of "what it could be," I feel the facility is lacking.

Another area that merits additional study is the close proximity of many of the golf holes relative to the adjacent homes site (holes 5, 6 and 7 on the Ridge course) and the holes adjacent to the driving range (hole 2, 4, 6 and 8 on the Meadow course). There have been occasions where golf balls have ventured outside of the preferred lines of flight, causing potential conflicts in the future.

The Greens

It is the greens that most every golfer pays attention to when playing a certain course. It is what they talk about after their round, and what brings them back for repeat business. If Mulligans has the intentions to compete at any higher levels of quality related to their putting green surfaces, the current construction



Typical cross section of the greens at Mulligans. Note the heavy grey clay under the sandy, light colored material.



Another cross section of the greens at Mulligans. Note the dry nature of the soil.

of the greens make this almost impossible. As the pictures provided below will show, the construction method that was used at the time of the original construction is called “native soil, push up” greens. Essentially the soil that is found on site was “pushed up” to create the complexes and were seeded with what appears to be bentgrass, a turf typical of putting greens in northern climates. This type of construction with the soils available at the site will limit any turf manager’s ability to push the putting greens to the levels of smoothness and speed that today’s golfer has come to expect as “normal.” This is due to the root zone being prone to compaction, varying levels of moisture retention (staying too wet for too long, or easily drying out needing to be over watered), and high levels of the maintenance attention in the forms of sand top dressing and aeration. It’s a testament to the current staff, and the resilience of turf grass, that the conditions of Mulligans are as good as they are!

The greens on the Meadow course appear to be the worst of the bunch. The turf quality appears to struggle the most, and has problems draining. The layout of these green appear to be built as afterthoughts, and squeezed into a space that appeared to be “left over” from the original range design – a result of not having enough ground.

The overall design and strategy of the greens on the Ridge course appears to be of much better quality, and provides the opportunity for fun golf, targeted at beginners, and even the more accomplished golfer. The minimal bunkering (5 total bunkers) is also a positive and fits well for attracting the Mulligans’ target market.



The design of greens on The Ridge nine are well suited to the clientele at Mulligans.

The Tees

The size of each tee complex appear to be adequate for the amount of play, and provide an average amount of variety to ensure the 9 hole course remains fresh and full of variety. However, many tees are un-level and have inconsistent turf quality. I would like to see the tees enlarged a bit in order to spread out wear and tear for the current demand, and also in the event additional play does occur. I'd also investigate opportunities to locate additional tees for added variety and to give an entirely new look to the course, focusing on "beginner" tees at very short yardages with no forced carries to the greens.

Consideration should be given to expand the mowing extents of the tees to combine all the tees into one large "teeing ground." Harkening to the courses of the UK, the large grounds begin to insert variety into the game and allow for greater flexibility in laying out the course. It also allows for the new trend beginning take hold in the game – the golf version of basketball's game called "H-O-R-S-E." If large areas of turf are expanded from the previous green, a player can "call his shot" from anywhere on the course. Instead of being relegated to teeing from a specific tee marker or tee box, a player can use their creativity in finding the next area to play from. This facet of the game encourages creative shot making skills and loosens the traditional idea of the role of the teeing ground and where the golfer should play his first shot.

Bunkers

There are a total of five (5) bunkers on the Ridge and zero bunkers on the Meadow. This limited amount of bunkers fits perfectly into the idea that golf does not have to be difficult to be fun, and should not be changed. Consideration should be paid to upgrading the sand and drainage in each bunker to improve the playing condition of each bunker as the years of neglect appear to have gotten the best of them.



The bunkers are in need of upkeep including reconstruction of edges, new sub surface drainage and new sand.

Fairways and Roughs

The most notable observation of the fairways and roughs is the current turf grass selection throughout the courses (other than the greens). There appears to be a mix of blue grasses and buffalo grass, which is causing a significant color and textural contrast. In and of itself, I'm not against varying colors or textures, but it needs to be done in a manner that is consistent with a well thought out plan and within a customer's expectations. In this case, there appears to be no rhyme or reason behind the different turf selections. As a matter of fact, it appears as though the areas of buffalo grass were intentionally planted. In any case, an overall planting concept plan should be considered in order to focus on how the golf course plays, and should be maintained and matched to what a customer expects. This may result in a replanting or turf conversion sometime in the future.



A 9-deck gang mower manufactured by Kesmac in Canada.

There is one area of possible efficiency gain to be achieved regarding fairway mowing. In an effort to expand the short mown area for increased strategy, more player friendly options, and overall better visual appeal, an expansion of the fairway and chipping areas around the greens should be examined. Since the fairway areas constitute a smaller percentage of the overall mown area, an expansion shouldn't be too difficult to manage. Consideration should be given to adding a piece of mowing equipment similar to the one shown in the photo. This equipment has been proven to dramatically reduce the time it takes to mow fairways, and reduces the number of needed staff dedicated to mowing. The negative to this equipment may be in terms of less detail around features (which there are only 5 bunkers), less flexibility around severe slopes or mounds, and slightly less quality of cut. However, based on the target market, combined with the current staff levels, this appears to be a real viable option.

Practice greens, Chipping green, and Practice bunkers

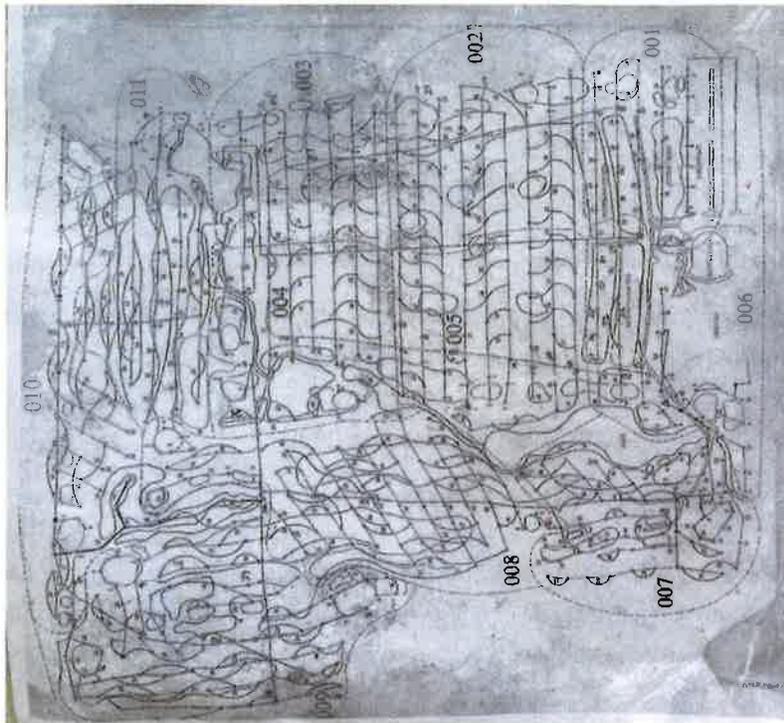
These features are an incredible asset to Mulligans and should be viewed as a must save in any plan moving forward. There is, however, a bit of disconnection between all three of these features. It is

important to allow for adequate space around these greens for the occasional failed shot or “skull.” This is actually very important as people learn the game and practice. Being located next to the parking lot, and adjacent to a building leaves a feeling of uneasiness as shots are being struck. Also, the eastern most putting green near the concrete range tee appears to have been built in way that is hard to use, and not consistent with the conditions found on the course. There is opportunity to comprehensively plan these features into one practice area, providing adequate space, variety, and make them incredibly fun to use.

Irrigation

The one true way to assess an irrigation system and pumping station is through an irrigation catch can audit and pump efficiency test – both of which would be recommended as part of the future planning process. However, much can be learned by visually inspecting the course and its irrigation infrastructure.

The first item we looked to acquire is the irrigation system asbuilt. This does exist, albeit, in poor condition. The asbuilt tells us the system was properly designed, but with possible inconsistencies in head spacing and control. I verified the spacing in the field as being pretty consistent with a few minor exceptions (however, I did not perform an exhaustive investigation). This process tells us the system should be in good condition.



The current irrigation as-built for Mulligans.

The next area of research was the pump station. There are two areas of possible concern surrounding the pumps. First, the irrigation pond appears to be eroding severely around the pump enclosure. This is most likely due to strong cavitation around the intake pipe at the base of the wet well at the bottom of the

pump. *This situation should be addressed asap.* The second would be the overall hydraulics and main line sizing. These items would be identified during an audit, but there does not appear to be any areas of concern. A side note: it was noted the current pump station has a Premium Efficient motor, placing the efficiency of the motor in the top 2% of the best available options. Great work!



Example of the pond bank erosion, causing encroachment to the pump station enclosure.

A best management practice for all golf course irrigation systems is checking the working order of the sprinkler nozzles, ensuring sprinklers are set level to the ground and that all heads are functioning properly in terms of rotation and timing. Many of these items can be accomplished by staff, however, a comprehensive irrigation system audit would be recommended.

The final area of interest regarding irrigation is the overall water use plan, how the water is utilized, stored and handled around the site. Currently, a series of interconnected channels and small holding ponds totaling approximately 2.6 acres. Also, currently there is no mechanism to monitor how much water is coming on to the property, and how much leaves. Each golf course handles this differently, but consideration should be given to establishing a method of measuring the amount of water used on the golf course.

An area of consideration concerning the ponds is the total amount of acreage that is dedicated to holding water. Consider investigating the option of reducing the overall size of the ponds to maximize space, reduce mosquito pressure, reduce the maintenance of the collapsing edges and improve the overall strategy of the course. Also, since the ponds are only about 5-feet deep, continued erosion is likely to occur due to the constant fluctuation of the water level.



Erosion is occurring along all banks of the ponds.



Drainage issues are present throughout the course.



Signs of range balls landing on the adjacent golf holes are present on The Meadows nine.



Various varieties of competing turf grasses exist on The Ridge nine, causing color and textural differences.

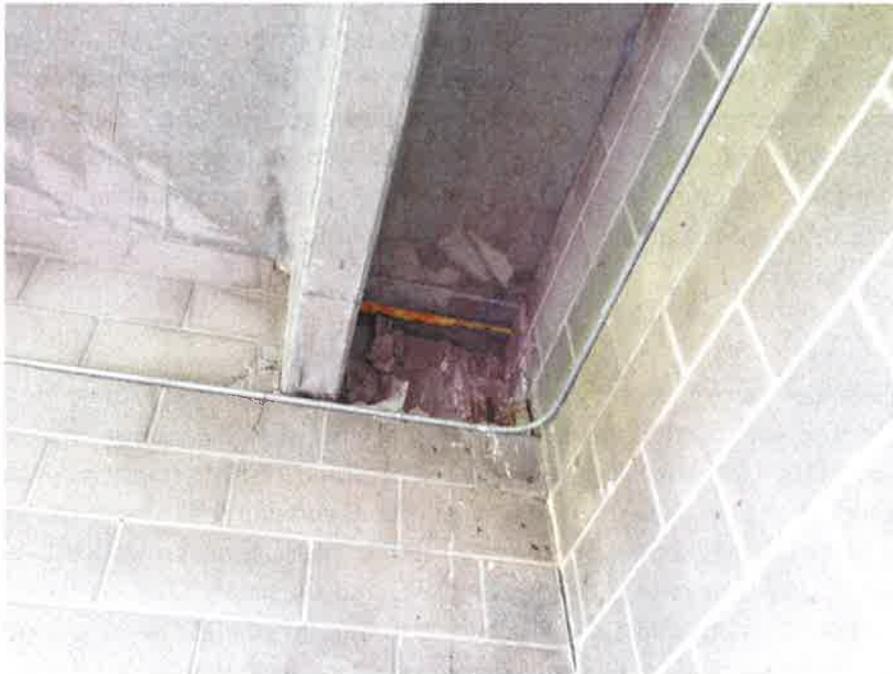
Adjoining Buildings

Clubhouse

It appears as though the current clubhouse facility is functioning well for the current operation. However, the current design will be restrictive in terms of how to expand the operation to include a more robust F&B operation, connection to a quality gathering space, all the while continuing to offer good services in terms of goods sold and taking greens fees. Expansion and/or relocation of this building must be considered as part of the improvement plan moving forward.

Surrounding infrastructure

It's readily apparent various infrastructure has been deteriorating over the years, and is cause for concern. Of primary concern is the cracking of the concrete of the driving range stalls. An engineering study should be performed to understand the true extent of the potential issue. Moving forward, this structure should play a significant part in the overall plan as the upper deck of this structure is a very desirable asset. I have a vision of upgrading the upper deck of this area into private hitting areas, complete with upgraded seating, umbrellas and tables, able to be reserved for corporate meetings, or date nights. With added menu ordering and upgraded hitting mats and clubs, this space could be utilized as a higher-end service offering with great views and privacy.



The concrete "Double Decker" range tee structure appears to have significant structural issues.

A short note about the ball cleaning station located outside the clubhouse; this building appears to be functioning, but it certainly needs to be evaluated for its longevity and future safety.

Maintenance building

The current maintenance building also seems to be meeting the needs of the current operation, however, it could be considered too small due to the amount of equipment that is needing to be stored outside. When considering a connection to the Jordan River, the location of this building is perfectly suited to address added services related to the river. Rentals of mountain bikes or kayaks could be run out of this building with little to know modifications. And, with some slight adjustments to the fence line and parking lot, this entire space could be transformed into a river activity center that could include a trail connection, exercise station, kid's park, educational opportunities, shade structures, and even light food service. Consideration should be given to this location and its desire for trail access, along with building a new "Turf Management Center" that addresses the needs of additional space, offices and a conference room.

Miniature Golf

Generally, the design of the course is above average. And, having 36 holes allows for plenty of capacity and overall play. That said, the current state of the mini-golf amenity could use an overall face-lift. While doing our walkthrough, it was apparent that some portions of carpet were in need of replacement sooner than other portions. There will be a need to replace all of the carpet soon, but it's pretty obvious where the more immediate needs should be addressed. In addition, some of the water features were leaking, which points to the need of having all of the plumbing thoroughly inspected. The pond basins need to be thoroughly addressed as well, as previous patchwork and repairs are blatant in some areas. Ensuring no weak areas are present, and the potential for other weak areas are improved, will help prevent future long-term maintenance of the pond basins, and save water. Fresh coats of paint on many of the structural features is also recommended, as is basic repair maintenance to these structures throughout. An inventory of immediate and longer term needs, balanced with an improvements budget should be established through a dedicated Mini-Golf "master plan." Lastly, consideration for removing the segregating white fence around the mini-golf amenity should be given so a more "open" feel can be established.

Batting cages

The batting cages appear to be in decent working order, but could also use some attention. One thing we couldn't help but notice was that it is the first thing anyone entering Mulligans is going to see; as well as anyone driving down 106th. While moving the cages elsewhere off the main entrance would be ideal, there are ways to "spruce" it up from an aesthetics standpoint. Consideration should be given to replacing the current black netting with white netting, or even green netting. The cage poles could also be painted white for overall cohesion, if white or green netting was implemented. Ultimately however, our feelings are the location of the cages should be addressed in a manner consistent with an overall plan and should be seriously considered for relocation or placing underground, in the event this option is feasible.



The miniature golf carpet is worn in many places, and are showing signs of needing to be repaired in the near future.



The water features surrounding the mini golf are severely leaking and are in need of repair or possible replacement.

Operations

When assessing operations, from our perspective, we tend to look at standards relative to overall revenues and/or relative to each business segment and the complexity of each unit. For example, what are the industry standards for FTE of maintenance crew relative the size and maintenance levels of the golf course? The intention of the this section will be to identify what appears to be working well, what can be looked at as an opportunity for efficiency gain and what could be planned for in the future in the event additional offering would be provided, i.e.; additional rental offerings such as bikes or kayaks.

From the 12 months ending June 30, 2015 P&L:

- Total revenue - \$1,084,907
- Total Expenses to Labor - \$447, 840 or 41.2%
- Total Expenses to Material, Golf Course, etc. - \$290,173 or 26.7%
- TOTAL EXPENSES COMPARED TO REVENUE = \$738,013 or 68.0%

To adequately assess these numbers, additional detail regarding specific reasons for the expenses are needed. However, based on our experience, our summary is as follows:

1. Total Labor expenses could be considered too low, or you have a very efficient work staff. Having toured the facility, it appears that some of the daily maintenance grounds isn't being performed as often as would be ideal. It appeared there are ample staff in the clubhouse, serving patrons once they arrived on the property.
2. Total Material, Golf Course, etc. expenses could be considered adequate or trending toward the high side. Areas to review here would be R&M of equipment, sand purchases for topdressing, and Electricity and Gas. In our short time on property, there appeared to be opportunity to work to reduce some expenses without affecting the product you are selling.
3. Total Expenses compared to Revenue appear to be well within the normal percentage. The target we see is 75% of expenses to revenue to the "average" golf facility. A higher end product facility may look to not exceed 85% of expenses to revenue. Thus, it appears Mulligans is well within what would be considered "industry standards" for the expense outlay for the business.

Staffing

With regards to total staffing (measured in Full Time Equivalent employees or FTE's) for Mulligans, this equation is based entirely on the quality of product and level of service you plan to provide. Based on our site visit, it appears the current levels of the quality of service and product provided to customers would be considered average to below average. This assumption is based on the current levels of golf course maintenance, customer service upon arrival, F&B options, and the lack of other interactions with staff when on the property.

Standard levels of staffing for a facility similar to Mulligans:

- Golf course staff = 7-10 staff, or the equivalent to 4-5 FTE's
- Clubhouse staff = 4-5 staff or 2-3 FTE's

- F&B staff = 5-8 staff (to be shared in part with Clubhouse staff) or 3-4 FTE's

It came to our attention that recently the golf course superintendent position became open, and at the time of our visit, was not officially filled. The current duties were being performed by other current staff, including Doug Brown. Overall, based on our observations during our visit, it appears that the staffing levels are adequate for the current expectations of the customers. However, based on facilities similar to Mulligans, the facility could be deemed as slightly under the adequate levels. Again, Mulligans should seriously consider moving forward with a full time golf course superintendent to lead the grounds maintenance department.

Food and Beverage/Events

The question was brought up during our visit about the City's ability to provide food service along with the possibility of attracting outside events and large groups. There are a few ways to answer this; first of all, the levels of the F&B need to match what the level of expectation your customers have when entering the property, combined with the ability to service this expectation. Currently, Mulligans is very limited in your ability to provide even average food service. The kitchen is small, poorly spaced relative to the rest of the building and is restrictive in what can be produced. It is however, an asset, and should/could be better utilized. Further, it was our experience during our time spent on property, that your customers expressed interest in having a minimal level of food service. And, combined with the current lack of a quality, outdoor gathering space, there appears to be a strong opportunity to expand this area of the business. Consideration should be given to analyzing the current design of the clubhouse and how it can be re-programmed/expanded upon to increase the usability of the entire space.



Upon exiting the clubhouse to the north (or the east) presents perfect opportunities for outdoor seating and expanded gathering space

Outside Management

It was identified the City has outsourced the F&B in the past, with little success. Observations suggest the lack of interests in this area revolve around the limited facilities to provide quality services both in terms of food options and enjoyment of the space – the design of the clubhouse is very limited in its ability to offer a quality experience. Past disappointments aside, an investigation of outsourcing the management of the facility should be considered. The value on outside company brings in terms of marketing, user databases and overall experience is a compelling reason to see if the City could gain some value in this direction.

Options regarding outside management:

1. Management of the entire facility
2. Food & Beverage only
3. Golf operation and F&B
4. Maintenance contracting separate from golf and F&B

Social, Economic and Environmental Sustainability

Social Sustainability

Much of what we see as “social sustainability” will come as a result of the aforementioned Town Hall style meetings. It’s crucial that the community (aka the customer) has a chance to continue to add their ideas into the conversation of what Mulligans will become. This is not only beneficial to the current challenges of structuring acceptable capital improvements, but for future project needs at the facility, should they arise. Additionally, increasing the user base to improve the quality of life in South Jordan cannot be over stated. This type of social sustainability results in a stronger sense of community, and a sense of pride for one’s city. Inclusivity is something Mulligans does a good job of, but could be further emphasized through the addition of more health oriented, and educational opportunities. Incorporation of the Jordan River is practically a must when addressing this topic.

Economic Sustainability

Mulligans offers their products at a fair price for the type of quality facility currently offered. Once improvements are made, and quality increases, it’s only fair that prices increase respectively as well, particularly with the addition of an improved golf course. This price increase may come on a tiered basis, in the event additional premium services are added. By allowing many of the current prices for the current base services to remain constant, while increasing the “upgrades,” the pricing equation should be agreeable to the entire customer base. Other amenities, if implemented, should also offer reasonable ROIs, such as bike/ kayak rentals, F&B offerings, auxiliary space rentals, concerts, etc. By turning around the golf course which is the main loser to date, and by adding proven, financially responsible amenities, Mulligans can undoubtedly be operating well into the black.

Environmental Sustainability

It’s well known that Mulligans offers a unique natural environment due to the fact that it borders the Jordan River. We strongly feel this should be capitalized on in more than just a monetary capacity, i.e.; diversified flora and fauna throughout the property. Natural grasses, and other native plants could easily be incorporated into the courses and around the adjacent buildings at Mulligans. While maintenance of this type of vegetation would be required, its necessity would be comparatively less than nonnative plants. This would not only encourage more diverse wildlife to interact with the land, but also add a real sense of being in nature, which most people feel (and science backs-up) is emotionally and physically beneficial; see “social sustainability.”

Marketing Expectations

It’s recommend that marketing dollars be included in the annual budgeting of Mulligans, as well as an assigned individual, either in the city or staffed at Mulligans, to implement the marketing plan, once created. The marketing plan should include the following; improved cohesive branding, an updated Mulligans website, coupons/ special offerings/ special events promotion ran in local publications and through social media, valley wide radio advertisement when appropriate, and so on. Consideration should also be given to bringing in an outside marketing company along with a strategic “endorsement” of the

entire effort. We've seen tremendous results by engaging in this two-pronged approach (for the first 12-24 months of the project), work well by growing local pride in the project, and also attracting a more broad based appeal from regional and national media.

While an overall marketing strategy generally evolves towards the end of a Master Planning process, we feel it's also important to touch on how improving certain amenities may impact user demographics going forward, and what considerations may be on the horizon for adding additional amenities for increasing overall facility users.

We understand the demographics who currently utilize the facility as families, young adults, seniors, and practice area users. Mulligans users essentially breakdown into two group; golfers (those who use the range and the course), and non-golfers (those who use mini-golf, foot golf and the batting cages). While acknowledging crossover does occur, these are two distinct groups for the most part.

The Golf Course and Driving Range

If there is one sure thing that can be gleaned from the fiscal documents provided to us, it's that the golf course loses money while all other activities operate in the black. This falls in line with the fact that the course needs considerable improvements, and that the course is not the main attraction, being used the least of all the amenities.

As noted throughout the *Golf Course* section under "Observations," the quality of the course needs serious attention. If Mulligans were to do nothing else but address the course quality issues, the golf course has a realistic opportunity to make money. No grand marketing initiatives needed; simple word of mouth would spur increased use. However, the real impact is going to come from a comprehensive plan that allows the golf course to be an integral segment into an entire strategic plan.

The driving range is second in revenue to only mini-golf, and while we feel marketing the range is important, it goes hand in hand with the golf course. Improving the structural integrity and the aesthetic appeal of the double-decker range is also encouraged, and should increase use upon completion. Further, continuing to promote the range to families, beginners, and people that have a real interest in practice.

Mini-golf, Foot Golf, and Batting Cages

Upon review of the fiscal documents provided to us, it is encouraging that Mini-golf is a really money maker. Coupled with the driving range, they are what keeps the whole operation afloat. To a lesser extent the batting cages are profitable, and what we've been told regarding the newly added foot golf, it too sees revenues when accounted separately from traditional green fees.

Being that these particular non-golfing amenities are so popular, increasing their appeal and quality should also be emphasized. While people don't necessarily look for quality when determining where they play mini-golf, it is a large part of the overall environment, and should be taken into account when capital improvements take place. This goes for foot golf as well. It may not deter too many people from playing, but increasing the quality of the par-3 course would likely influence whether someone on the fence revisits the foot golf amenity.

New Amenities

Broadly, we see additional opportunities to place more of an emphasis on health oriented individuals, beginner golfers, regular golfers, school groups, as well as larger community events. A small focus should be placed on attracting corporate events or small work related gathering. This isn't to say these types of people/groups don't already visit Mulligans, we'd just like to see much more of them if possible.

We were happy to receive a fair amount of community member recommendations, which underscored our initial ideas, during the open house. The opportunities which we feel would be most viable in the short term and coincide with the Community Links concept are; a Jordan River trailhead, lookout spots along the trail, interpretation areas along the trail focusing on the Jordan River ecosystem, workout stations along the trail, First Tee or SNAG golf programs for beginner golfers/ home schoolers/ school field trips, an auxiliary pavilion area with seating and shade, as well as a hockey/ ice skate rink during the winter season.

A more long term amenity would include a new clubhouse, or clubhouse addition for indoor auxiliary uses such as; corporate events, banquets, town-halls, workshops, seminars, and other community events. Long term considerations would also include moving the clubhouse closer to the trail, improving signage, as well as reconfiguring the parking lot, with the possibility of moving the batting cages elsewhere on property.

Food seems to be a popular amenity most would like to see implemented more seriously at Mulligans (as mentioned previously), but how it is to be implemented is still up for much debate. Some would like to see a full menu restaurant, while others would be happy with a glorified snack-bar to include hamburgers and hotdogs. While we agree that some sort of food amenity is important, we are unable to make a specific recommendation this early in the process, and along with all the other recommendations, would find their way into the Master Planning phase.

The focused plan moving forward should be to determine what Mulligans *does*, and to do those "things" very well. *Adding amenities should only be done when a clear purpose is identified.* We certainly do not feel adding services for the sake of adding services is the right approach. Land constraints, and competing against yourself, are reasons to avoid trying to do too much.

Community Links Revisited

As mentioned previously, Mulligans is a unique facility which currently does a good job of engaging non-golfers, which is what we focus on through our Community Links projects. However, it is apparent that with the addition of new users, new amenities, new signage, new marketing etc., Mulligans lends itself to the opportunity of establishing a more focused vision and a new brand. We feel strongly that Staples Golf was initially selected to assess Mulligans because of our unique approach to municipal golf facilities, and specifically for our Community Links concept which emphasizes growing the game of golf, being in nature, and healthy activities for the entire community. Therefore, we again recommend utilizing the Community Links concept in the rebranding of Mulligans to the "South Jordan Community Links," or the "Mulligans Community Links."

End.

Attachments:

Course Profile:

Course Name: Mulligans Golf and Game

Location: South Jordan, Utah

Superintendent: None

Assistant Superintendent: None

Golf Course Equipment Mechanic: Guy Gunning

Part-time Staff: Al Vrable, Rodney McKenna, Josh Stout, Jaxon Christensen,

Maintenance budget (annually): 35000 for grounds and maintenance and about \$50,000 for labor

Director of golf: Doug Brown

Golf course architect: Jimmy Blair

Par, Yardage/Rating/Slope: Par 33- 2200, 1818

Par 27- 1016, 833

Rounds (annual): About 25,000 per year in 9 hole starts

Percentage of play walking: About 48% in 2014

Pace of play average range: When busy: 2 hrs. Generally: 1 ½ hrs.

Soil type(s): Clay/ heavy clay, poor

Average annual precipitation: 16.1 inches

Monthly average temperature:

January	22°	41°
February	25°	47°
March	32°	56°
April	38°	65°
May	46°	75°
June	54°	87°
July	61°	95°
August	60°	94°
September	51°	83°
October	40°	69°
November	30°	53°
December	22°	41°

Prevailing wind: Directly north or directly south, no crosswind.

Total acreage of golf course site: 67 acres

Elevation: Clubhouse Base: 4,324 ft.

High point & elevation: 4,341 ft.

Low point & elevation: 4,317 ft.

Total Greens: 18

Greens size avg.: Exec- 4940.66 sq. ft. / Par 3- 2667 sq. ft.

Greens construction: Exec- Push up/ Par 3- Push up

Green turf type(s): Bentgrass with some Poa Annua

Overseed: None.

Greens cut: .145 inches

Stimpmeter reads: Par 3 greens; 5.5/ Executive greens: 7.

Tees turf type: Blue Grass with some Buffalo

Tee cut: .25 in.

Fairways: 8.72 Acres

Roughs: 32 Acres

Bunkers- total #, avg. size, and total size:

Greenside bunkers: 5, .09 acres, 4332 sq. ft. total (including practice bunkers)

Fairway bunkers: 0

Practice bunkers: 2, .01 acres

Water hazards: There is one large lake (flowing river) that cuts through the course. This comes into play on one executive hole and three par 3 holes. There are also temporary ponds that are filled that come into play on a few executive holes.

Other hazards: 0

Practice facility: 2 large practice greens, 1 chipping green. Both are close to the club house.

Irrigation: Pump capacity (GPM), # heads: 600-700 GPM. Approx. 500 sprinklers

Water window: 11pm to 6am, 7 hours

Water source: 90% secondary water and 10% culinary. Water is out of a pump near #4 tee box.

Water storage: Ponds

Annual water use average (2014): 158 ac.ft. According to *Site Pro*, Mulligans used 51,807,318 gallons from 9/17/2014 to 9/17/2015

Annual utility spend per year: \$60,000 power, gas and water

Trees – dominant species: Russian olive (exotic and invasive), Tamarisk (exotic and invasive),
Siberian elm (exotic and invasive)

Wildlife - dominant species:

Birds: Geese, Swans, Teal, Mergansers, Pheasants, Quail, Grebes, Pelicans, Cormorants, Herons, Bitterns, Egrets, Ibises, Eagles, Hawks, Harriers, Kestrels, Falcons, Coots, Cranes, Killdeer, Others

Mammals: Shrews, Evening Bats, Hares, Rabbits, Squirrels, Chipmunks, Gophers, Mice, Beaver, Coyotes, Foxes, Raccoon, Skunks, Others

Reptiles: Turtles, Horned Lizards, Lizards, Skinks, Snakes, Others

Community Links Plausibility Assessment:

The following items are deemed integral when increasing community engagement. Opportunities for implementation are denoted with **Yes**, **No**, or **Maybe**. It is important to note that each of the following will have to be vetted to determine their likely impacts on improving the property both socially and economically. This will happen during the Master Planning process. The town-hall meetings will also help determine what is desired by the community.

Trail Connection: Yes

Trail connectivity should be essential when discussing the future amenities at Mulligans. We feel this addition will greatly increase what we are referring to as “social sustainability” within the South Jordan community, allowing for residents to park at Mulligans, and utilize this new Jordan River trailhead. Small concessions should be a consideration for Mulligans near the trailhead, both to accommodate trail users and to increase revenues for the facility. We also believe revenues for other Mulligans amenities will increase by nature of increased traffic.

Exercise Stations: Maybe

Consideration should be given to an exercise station only in conjunction with the new Jordan River trailhead at Mulligans. It need not be extensive, and 2-3 pieces of static equipment could allow for increased incentive to use the trailhead at Mulligans. Ex. Chin-up bar, dip station, incline for sit-ups.

Lookout Points: Yes

We feel at least one lookout point for Mulligans, either in conjunction with the Jordan River trail or incorporated within the property (SW corner), again incentivizes the community to enjoy the great green space provided at Mulligans. It was suggested and should be considered that a lookout point could even be rented if designed to accommodate group gatherings.

Educational Points of Interest: Yes

Consideration should be given to Educational Points of Interest, both in conjunction with the Jordan River trail, as well as at various points throughout the courses. We’re confident the Jordan River Commission would be enthusiastic about spreading awareness of the Jordan River in terms of the current ecosystem’s flora and fauna, as well as challenges that impact the Jordan River’s conservation efforts. Equally important would be Educational Points throughout the courses to highlight the efforts Mulligans has, in-turn, taken to support the Jordan River.

Foot Golf: Yes

It’s our recommendation that Foot Golf remains at Mulligans due to its increasing popularity and revenue potential. With the increased quality of the par 3 course, foot golf stands to be a large benefactor. Small accommodations specific to the foot golf amenity should be considered to improve the overall experience.

Concert Accessibility: Maybe

Concert viability for Mulligans is certainly present with various capacity options. Concerns about 11pm rock concerts every weekend are certainly warranted, but mid-sized and smaller scale musical and theatrical acts with reasonable curfews a few times a year are feasible and should warrant serious consideration. Parking concerns could be handled with no trouble with segmented vehicle access to a portion of the range.

Beginner Golf Programs: Yes

We feel the education of kids through golf programs should be a high priority for Mulligans in the future. Dedicated beginner areas and even a classroom used in conjunction with introductory programs such as the First-Tee, should be considered. Aside from this great stand-alone amenity, Mulligans' improved golf courses lend themselves to increased utilization by these kids as they become more and more passionate about the game of golf.

Practice Areas/ Programs: Yes

Improving the Practice Areas at Mulligans would happen in conjunction with the overall improved quality of the courses. Mulligans should also be providing more Practice Programs and clinics to the community. We feel both of these measures are vital to becoming the most reputable, best in class teaching facility and training center in the area.

Specified Multi-Use Area Indoor: Maybe

The clubhouse situation will need to be fully addressed per the needs of the improved facility, but more information must be gathered at this time. An entirely new clubhouse verse a clubhouse renovation to accommodate the future patrons and staff at Mulligans must be evaluated for their merits. A Multi-Use Area Indoors would be included in this discussion and is highly encouraged, but at this early stage it is difficult to say which makes more sense for the City of South Jordan. The city should consider bringing in professionals in the field of building and renovating such structures.

Specified Multi-Use Area Outdoor: Yes

As above, the Multi-Use Area Outdoors hinges on the determined future of the clubhouse, but is more easily adaptable in the short term. We could see a new clubhouse closer to the trailhead which could easily incorporate this pavilion type of space furnished with increased seating and shade, or we could see it incorporated off the existing clubhouse. Determining where and how this amenity should be implemented again requires further information, but its addition should be considered integral to the future of Mulligans.

Additional Sporting Areas: Maybe

Volleyball courts, tennis courts, etc., are a real possibility at Mulligans, but to what extent the facility's improvements take place will determine how feasible these options really are. At this time we are considering them a low priority. Ideas for a winter skate/ hockey rink however seem to be popular and warrants more serious considerations than other potential sporting areas.

Water Recreation Availability: No

Given the space Mulligans is confined to, and the serious consideration we recommend giving to improving and consolidating the water features at Mulligans, extending an amenity for Water Recreation on the Mulligans property itself seems unrealistic at this time. This does not discount however potential Water Recreation options for the Jordan River which should be giving further considerations.

Community Garden Space: Maybe

A Community Garden at Mulligans is certainly feasible and should not be ruled out at this time. While we consider it a low-priority given the range of other facility recommendations, a Community Garden would be a unique addition, offering opportunities for hands-on learning.

Community Comments from Open House

On August 6th 2015, the City of South Jordan in conjunction Staples Golf, hosted an open house event at Mulligans. We certainly appreciate all the residents who came out and took part in this initial conversation regarding the future of Mulligans. For those who weren't able to attend, large, topic-specific poster boards were placed about, and residents were encouraged to comment, and to share ideas and desires, per each topic. Below are the compiled comments; all of which will be taken under consideration moving forward. Thanks again.

Public Use & Access

"The multiple opportunities for public use and access within Mulligans, the adjoining public space, and the Jordan River Trail make Mulligans a destination as well as a launching point for adventure."

- Build better access to Jordan River for launching kayaks/canoes for Mulligan or tie into 9800 S park.
- Maybe a walking rail around part of the course – maybe even one of those "Exercise Station" spaced out at certain spots.
- Need scouting discounts/programs – Loves the military discount.
- New access point.
- There are concerns about incorporating the wet land area north of the golf course. The resident in the area will be furious.
- Invest in marketing social media –school –seniors.
- Public/free access with grassy areas, trees, benches, limited picnic tables. Some quiet, reflective areas possibly with water feature. Some family play areas.
- Offer prizes to play free at senior center –Bingo & Dinners.
- Does High School have classes for golfing?
- We already have access to river. We want to keep Mulligans as Mulligans. No dog park.
- Whatever additional access you consider, please think about impact on wetlands. Keep Mulligans as Mulligans.

Open space Preservation

“The 67 acres of publicly owned recreational open space will be preserved for residents to view wildlife, explore and relax.”

- Having a small stage area for grade school students to come and hear how golf courses work, nature interface, wildlife, etc. and then those students will want to come and spend money.
- Consider moving bunker westward; create area for bowery for use of people coming/going off trail.
- 1- Plant a lot more trees. 2- Maintain existing green space. 3- Improve waterfowl habitat on east side.
- Mulligans is the premier family recreation center in SL Valley. We want Mulligans to remain as Mulligans.

Operational Sustainability

“Mulligans is an operationally sustainable enterprise for South Jordan City – No longer reliant on general fund transfers. Improvements and operating expenses will now be funded exclusively through user fees.”

- Consider additional parking, add bowery cover over picnic tables by clubhouse, consider bike rentals for trail use, consider kayak rentals for river use, add trail access from parking lot (fence locked usually), expand clubhouse, possibly w/ large meeting room for rental, redesign course, widen some fairways to avoid cross over by reducing down to mostly par 3 w/ 2-3 4/5 par, add some holes just for foot golf to keep them out of hair of golfers, is there another amenity to add w/ mini-golf and batting cages?
- Upgrade baseball batting cages.
- There needs to be some food of some sort here. If people want a whole meal, perhaps they can just go across the street. However; most patrons would appreciate and purchase food and drink before, during and after activity.
- Please don't go in to debt to make any improvements. Add marketing budget to increase usage.
- Food needs to be available on site. A clubhouse would be nice for events. Better marketing for lessons, coupons.

- Don't drive debt onto Mulligans that make it financially sustainable. Prioritize deferred maintenance.

Environmental Interface

"The open space provides a unique sense of place in the community, and will continue to serve as a buffer between the natural environment and the Jordan River and the surrounding development."

- Don't impact wildlife area. Improve existing habitat.
- Stem education programs. Environmental education. Winter programs.
- Plant more trees on the course – although I've heard that secondary water kills some trees – need to do some research.
- Better access to trail. Better signs directing to trail. Develop Mystic Springs 9800 park area for wildlife viewing w/ interpretive signs.
- Don't destroy green space, don't destroy golf course.
- May add a toilet on the north end. Also; some small shade pavilions if trees don't grow.
- When considering new access points, someone suggested building a road to east of Mulligans on city owned land. Please do Not do this as this will impact the Jordan River and wildlife. Keep it as a walking/biking trail.
- Be more aggressive with mosquito abatement.

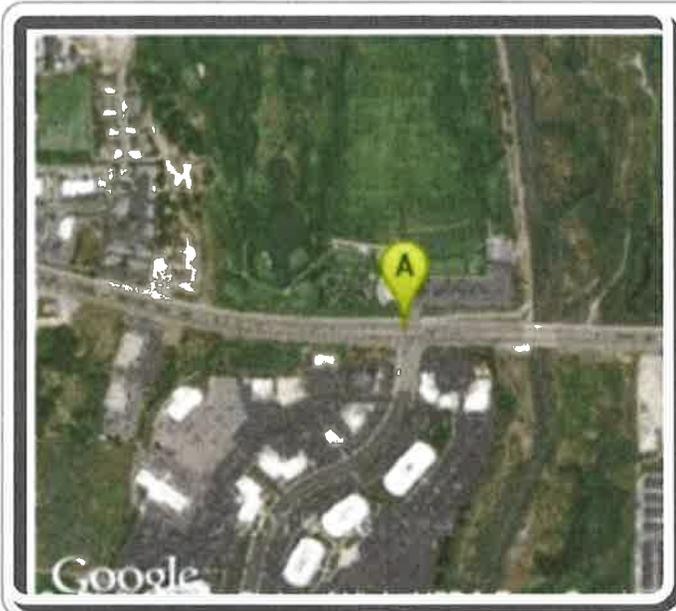
Recreational Improvements

"Mulligans provides family-centered recreational opportunities for all ages and abilities. Golf training, practice, and playing facilities serve as its core operations, and miniature golf and batting cages add additional recreational value to our community. Ongoing improvements to the venue are essential for continued customer enjoyment."

- Consider bike rentals for trail. Consider kayak rentals for river.
- Expand night golfing w/ lights or lighted golf balls – early spring and early fall.
- The boundary could be opened up to bikers, runners & walkers. Trails, tables, ect. Make it feel like part of the parkway.

- Sand-base greens. Better drainage. Ice skating or hockey area.
- Recreational facilities year round, including educational learning & experiences.
- Have an area that can be flooded & frozen for winter ice skating. Also; add more water ponds on the course. The one they added a month ago is a hit.
- Add a "Green Bike" parking area for people to borrow bikes and ride them on the JR walking trail.
- Lacking yardage markers. Add more driving range targets (heard three times). Add yardage on markers (heard multiple times).
- Stop Foot Golf.
- Love Foot Golf.
- Replace some of the old driving mats – they are bad. Nicer tees. The balls are great!
- Brilliant covered driving range for winter.
- Attractions for girls.
- Greens on putting greens (mini golf) need repair.
- Add trail around course. Add 2-3 bowery's by river. Bowery over the top of picnic tables by clubhouse. Add better trail access- fence locked a lot.
- Electronic score boards
- More grass driving ranges
- Create tower by trail or walkout area above river to provide viewing area for wildlife. More parking.
- Budget for marketing.
- Don't add boweries along river, keep wetlands as is or improve them.
- Some more golf carts for seniors, those w/ younger children to drive along trail.

Mulligans Golf and Games



Mulligans Golf and Games

800 S Jordan Pkwy
South Jordan UT 84095

Attn: Head Golf Professional - Doug Brown

Prepared by: Andy Staples

Report Date: 8/7/2015

Phone: (602) 845-9074

Email: snapshot@staplesgolfdesign.com



Energy



\$3,633

estimated annual savings



Water



\$1,279

estimated annual savings

TOTAL ESTIMATED ANNUAL SAVINGS



\$4,912 Combined Savings



27 Tons of CO2 Saved

Note: All savings estimates are for informational purposes and are not to be construed as guarantees. In no event will Staples Golf Resource Group be held liable if the customer fails to achieve a specified amount of savings.

Report provided by Staples Golf Resource Group - 4300 N. Miller Rd. #124, Scottsdale, AZ, 85251 USA - (602) 845-9074
www.staplesgolfdesign.com

Pump Efficiency Tip



Consider performing a pump test on each individual golf pump and well pump to identify opportunity to increase Overall Plant Efficiency. Install variable speed drive (VSD) on pump station and well pumps. Installing a VSD on fixed speed pumps is the single best way to reach maximum efficiency and prolong the life of the pumps.

Estimated Savings: 3% - 15% reduction in pumping costs



Irrigation Audit Tip



Consider a comprehensive irrigation audit to identify areas of efficiency gain, assist with increasing Distribution Uniformity (DU) and hydraulic performance and establish a water budget. Limit water use by installing more efficient nozzles, verifying correct head pressures, fix pipe leaks, and ensure ponds have adequate holding capacity.



Irrigation Water Use Reduction Tip



Limit water use by installing more efficient nozzles, verifying correct head pressures, fix pipe leaks, and ensure ponds have adequate holding capacity. Identify possible mowing pattern adjustments to fairways, roughs, bunkers and green surrounds to promote fast and firm playing conditions where ever feasible.

Estimated Savings: 2% - 15% water use reduction.

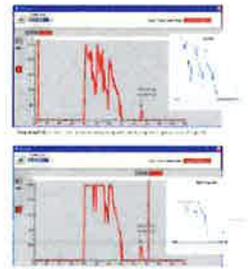


Central Control Programming Tip



Investigate Central Control programming and adjust as necessary to maximize irrigation cycle and water window efficiency. Eliminate pump cycling and dramatic changes in flows throughout one watering cycle. Identify possible nightly flow reductions in the central computer and turn pumps off during various times of year. Turning off unneeded pumps and extending your water window can significantly reduce your energy costs.

Estimated Savings: 5% - 15% reduction in pumping costs.



Note: All savings estimates are for informational purposes and are not to be construed as guarantees. In no event will Staples Golf Resource Group be held liable if the customer fails to achieve a specified amount of savings.

Report provided by Staples Golf Resource Group - 4300 N. Miller Rd. #124, Scottsdale, AZ, 85251 USA - (602) 845-9074
www.staplesgolfdesign.com

Efficient Lighting Savings Tip



Reduce or replace inefficient, outdated, or excessive lighting within your buildings and outdoor areas with energy efficiency options such as LED's or CFL's. Replace incandescent EXIT signs with LED versions. Install lighting occupancy sensors and other energy management systems that can automatically turn lights on or off, depending on occupancy.

Estimated Savings: 20% - 30% reduction in lighting costs.



Conditioned Space Savings Tip



Install programmable thermostats that automatically adjust temperature settings based on the time of day and day of the week. If you have multiple HVAC units, set thermostats to return to the occupied temperature 30 minutes apart. Set thermostats as warm as possible in summer and as cool as possible in winter without sacrificing comfort and productivity. Consider installing locking devices on thermostats to maintain desired temperature settings.

Estimated Savings: 5% - 15% reduction in HVAC costs.



Office Energy Use Savings Tip



To save energy during periods of inactivity, ensure that the built-in power management system for your office equipment is active, and install plug load controllers in cubicles and offices. To conserve energy and reduce heat gain, turn off computers, monitors, printers and copiers during non-business hours.



Energy Education Tip



Understand how to read your power bill. It is not uncommon for a utility company to change rates or billing cycles overnight. Be on the lookout! If you have any questions about your bill, contact your local utility representative for a detailed explanation.



Note: All savings estimates are for informational purposes and are not to be construed as guarantees. In no event will Staples Golf Resource Group be held liable if the customer fails to achieve a specified amount of savings.

Report provided by Staples Golf Resource Group - 4300 N. Miller Rd. #124, Scottsdale, AZ, 85251 USA - (602) 845-9074
www.staplesgolfdesign.com



Mulligans Golf And Games

Capital Acquisition Tip



When replacing old or inefficient equipment, inquire about cash rebate opportunities! Rebate dollars will almost always cover the cost of the new equipment and even a portion of the installation. Talk to your local utility company about rebates before replacing equipment. Examples include: golf carts, pumps, appliances and lighting.



*Note: All savings estimates are for informational purposes and are not to be construed as guarantees.
In no event will Staples Golf Resource Group be held liable if the customer fails to achieve a specified amount of savings.*

Report provided by Staples Golf Resource Group - 4300 N. Miller Rd. #124, Scottsdale, AZ, 85251 USA - (602) 845-9074
www.staplesgolfdesign.com