



City of
Santa Rosa

Bennett Valley Golf Course Enterprise Update and Study Session

City Council
December 6, 2022

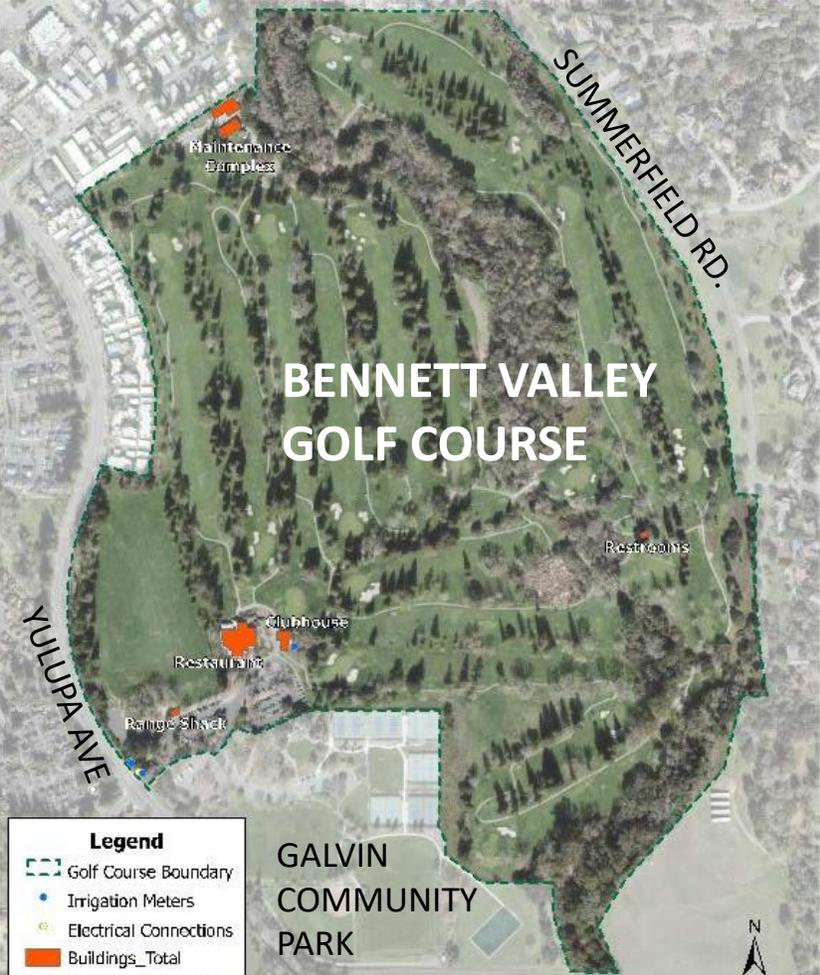
Jen Santos, Parks
Deputy Director

Agenda

- Background – Management Arrangement
- Touchstone Golf Team
- Business Plan Overview
- Marketing and Outreach
- Golf Programs
- Restaurant and Event Center
- Financial Results and Outlook
- Golf Course Fee Proposal
- Golf Carts
- Capital Improvements
- Equipment



Bennett Valley Golf Course Enterprise



Management Arrangement and Finances

- Touchstone Golf retained as professional golf course management firm July 1, 2022
- City receives all revenue to fund all expenditures
- City to address funding capital improvements and equipment
- Year 1: +/- \$3.5 million and Year 3: +/- \$4.6 million
- Annual Expenditures Year 1: +/- \$2.9 million (*without startup cost*) and Year 3: +/- \$3.8 million
- Budget projects a \$250,000 first year loss after debt service of \$395k and startup costs of \$320k
- Assumes catering and event sales of \$300k in Year 1 growing to \$600k in Year 2 and \$900k in Year 3

Touchstone Golf Team



Steve Harker,
CEO, PGA



Mark Luthman,
President



Ashley van Dissel, VP
Sales & Marketing



James Birchall,
VP Operations



Greg Anderson,
General
Manager, PGA



Chris Hill,
Food and
Beverage
Director



Jessica
Schroeder,
Director of
Sales



CJ Snyder,
Head Golf
Professional,
PGA



Doug Wiggers,
Superintendent



Chef
Matt
Carvalho



Rita Comstock,
Accounting

Business Plan Overview

Rebuild The Bennett Valley Brand

- The Bennett Valley Golf brand has suffered over recent years as deteriorating course conditions, lack of community engagement, a closed restaurant and a void in programming has marginalized the brand and weakened the golf course's competitive position in a crowded public golf marketplace. Under Touchstone management, the Bennett Valley Golf brand will be developed and restored to embrace:
 - 1) **Value.** Consistent, high quality golf course, restaurant and facility conditions that deliver exceptional value at affordable prices.
 - 2) **Community.** A widely-known reputation as "the center of the community" and the "place to play" spread among a broad array of programming and activities **for all**.
 - 3) **Service.** "Above and beyond" service creating a loyal base of golfers, guests and advocates.

Business Plan Overview

Key Business Drivers

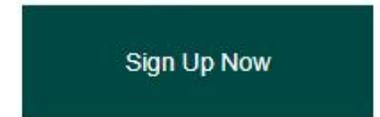
- 1) Create an inviting facility and restaurant
- 2) Improve the golf course playing conditions
- 3) Create a destination dining and event venue
- 4) Enhance the practice facility and golf instruction
- 5) Elevate customer service
- 6) Define and market to current and new customer segments
 - *Including those in the City who have never considered golf or dining at Bennett Valley Golf Course.*

Bennett Valley Golf Course Marketing and Outreach

- Website update
- Email Marketing
 - Increased email database by over 1000 subscribers
 - Average 45% open rate on all emails
- Social Media
 - 22% increase in customer engagement on Instagram



To save your spot, use the link below:



Marketing Plan – Programming Events

- Sold out first community open house
- Sold out first community golf tournament “*Spooky Scramble*”



A promotional poster for the “Spooky Scramble” event. The background is black with orange and white Halloween-themed graphics including pumpkins, lollipops, a star, a candy cane, and a ghost. The text is in white and orange. It says: “JOIN US IF YOU DARE FOR Spooky Scramble SAT, OCTOBER 22, 2011 Shotgun Start 11:30 PM \$19 per person includes green fee, cart fee, range balls, heavy appetizer, and one specialty drink or draft beer. TEAM PRIZES AND ON COURSE CONTESTS COSTUMES ENCOURAGED #Bennettvalleygolf 3330 Yulupa Ave Santa Rosa, CA 95405 707.512.3673”. There is a large red stamp that says “SOLD OUT” over the price.

GOLF

Competitive Events

Canine Golf Day

Women in Golf Day

Patriots Day Fundraiser

Leagues

Superintendents Revenge

St. Patty's Day

First Responders Day

Super Big Game

PRIVATE EVENTS

Weddings & Receptions

Tournament Groups

Celebrations of Life

Quinceaneras

Bar/Bat Mitzvahs

Birthdays

Baby & Bridal Showers

Business Meetings

Fundraiser

COMMUNITY

Concerts on the Green

Sunday Brunch

Easter Brunch & Egg Hunt

Breakfast with Santa

Mother's Day Brunch

Local Club Meetings

Wine Tasting

Community Day

Movie Nights



Now Booking
Holiday Parties &
2023 Events

Click Below to Submit Your Inquiry

Contact Jessica Today! (707) 852-1162
jschroeder@bennettvalleygolf.com



Marketing Plan – Programming Events

Bennett Valley Golf Course

Upcoming Events

Oct 22 HALLOWEEN SCRAMBLE
Shotgun Start & Hors d'oeuvres Reception.
Costumes Encouraged! 12:30 pm- 5:30 pm

Nov 11 WINE PAIRING DINNER
6 pm- 9 pm: 4 Course Meal & Wine Pairings

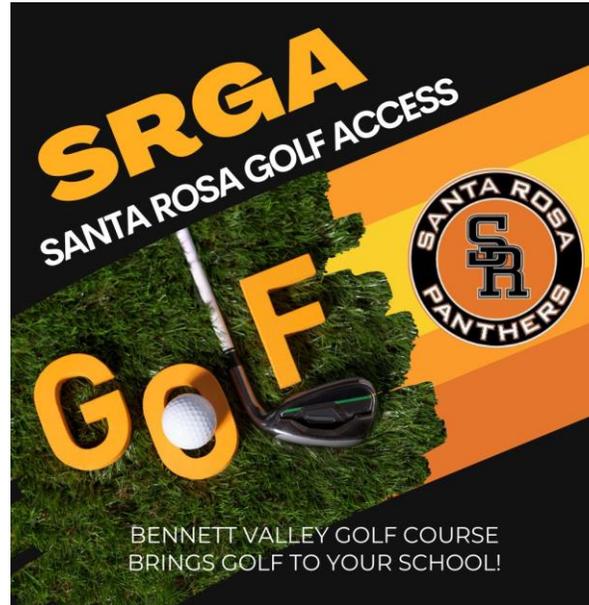
Nov 24 THANKSGIVING TOURNAMENT
Grab & Go Breakfast & Shotgun 9 am- 2 pm

Dec 6 CHARITY GOLF 101
Charity Golf Fundraising Seminar - 1:30pm- 5:30

Dec 22 BREAKFAST WITH SANTA
Brunch Buffet & Santa Meet & Greet - 10 am - 10m

Golf Programs for All !

- “SRGA” Santa Rosa Golf Access:
 - Neighborhood Services Youth
 - Lawrence Cook Middle School
 - Elsie Allen High School
 - Voices Youth
- Junior Linksters Program with scholarships for youth
- Individual and group golf lessons
- Diversity in the Workplace
 - Census of employees
 - Recruitment strategies e.g. Voices
 - Staff Training – *Cultivating A Culture of Belonging*



Bennett Valley Golf Course
October 15 at 9:00 PM · 🌐

Don't miss this putting clinic put on by our Assistant Golf Professional, Coach Will Eoff! #golfcoach #bvgc #golfinsonomacounty #golfaddict #golfing #golflife #golfswing

PUTTING Clinic

BENNETT VALLEY GOLF ACADEMY

Assistant Golf Professional
Coach Will Eoff
Sunday, October 30, 2022
11AM-12:30PM
STROKE MECHANICS, SETUP, GREEN READING
\$100 PER PERSON
To register:
E-mail weoff@bennettvalleygolf.com
Limited Availability

BENNETT VALLEY GOLF COURSE
3330 YULUPA AVE SANTA ROSA, CA 95405
707 528-3673

Restaurant and Event Center

- Bennett Valley Grille
 - Soft opening October 1st
 - Rebranding in process – building excitement
 - Full marketing plan execution
 - Grand opening early 2023
- Bennett Valley Event Center
 - \$159,000 in tentative and booked business for Nov 1, 2022 – Dec 31, 2023
 - New wedding and event website to launch Dec 2022
 - Added to Touchstone Golf lead generation websites for increased lead activity

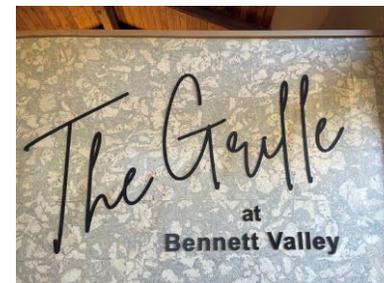


MATT CARVALHO
Executive Chef

MEET OUR CHEF

Chef Carvalho was born in Scottsdale, Arizona. His 'culinary' career started in an Italian restaurant at 15 years old where he worked as a dishwasher. He attended culinary school at Arizona Culinary Institute in Scottsdale. Starting out, he accepted an internship at Grayhawk Golf Club. His first Sous Chef job was at Mastro's Ocean Club, and after about 5 years he was promoted to Executive Sous. Matt was part of the opening for a few restaurants and bars with Evening Entertainment Group and was also an Executive Chef for J & M Catering Company.

The Arizona Cardinals hired Matt at their training facility in Tempe, AZ and he was quickly promoted to Executive Chef. After 5 years, he moved to San Diego and then made his way to Sonoma County. When he is not in the kitchen, Matt loves scuba diving, hiking, spending time with his beautiful wife and their pups. Bennett Valley Golf Course is lucky to have a talented & creative master of his craft.



NOVEMBER
Lunch & Bar Specials

MONDAY-FRIDAY
Complimentary Iced Tea or Lemonade
with Lunch Purchase

Buy one get 1/2 off second appetizer

MONDAY - THURSDAY
3 PM - 6 PM

\$1 off Cocktails, Wine
or Draft Beer

RESTAURANT HOURS
Daily 9 am - 7 pm

BENNETT VALLEY
GOLF COURSE

3328 Yulupa Ave Santa Rosa, CA 95405 707-852-1171



Restaurant and Event Center Facility Improvements



Financial Results and Outlook

Budget is to utilize \$250k in reserves the first year after Debt Service of \$359k and \$320k of startup expenses

Current Financial Results (First 120 days, October Prelim)

Total Revenue of \$1 Million Dollars on budget target

Earnings of \$90k is 88k short of budget target due to additional facility expenses to reopen and unanticipated start-up costs

Revenue Results vs. budgeted targets

Golf Driving Range revenue \$39k ahead of target

Restaurant revenue \$48k ahead of target

Golf Revenue \$97k behind target due to fewer rounds and limited golf tournament and league events in the fall (*Nothing was reserved by previous operator*)

Financial Outlook

Average Green/Cart Fee year to date of \$30.17 – this amount is below the competitive set of local golf courses & limits golf income

Restaurant exceeding revenue projections

Rounds will recover assuming normal weather and strong tournament/event sales and bookings

Market Fee increase recommended and necessary.

Golf Fees

Existing

- Golf Fees unchanged since 2017
- Over 180 variety of fees
- BVGC fees below market rate
- Capital fees

Proposed

- Update golf fees to market rate
- Reduce variety of fees
- Eliminate Capital Fee per Round
- Return to Council in January with fee update

Highlights

Weekdays & Fridays

- \$4 increase for full 18 Hole fees (12%)
- \$2 Increase for twilight (8%) and senior (7%)
- No increase to junior golfers

Weekends

- \$5 increase for full 18 Hole fees or 11%
- \$5 Increase for twilight (16%)
- \$5 Increase for super twilight (26%)

Additional Fees & Membership

- \$1 Increase in cart fee (6%)
- \$1 Increase in super twilight, 9-hole cart (11%)
- \$2 Increase in large driving range bucket (20%)
- 12 - 15% increase in membership fees
 - Approximately 100 Members, 75 are Seniors
 - Current Average Green Fee is approximately \$15 per round
 - 10,000 Total Rounds

Golf Carts

Existing:

- 56 Carts
- Lease expired October
- Temporary lease to bridge gap with existing carts

Proposed:

- 72 Carts to meet demand
- 5-year Operating Lease
- Request for Proposals RFP
- Yamaha, E-Z-GO, Club Car
- Cost Per Car Per Month





Capital Improvements

Golf Course:

Irrigation lake and pump station
\$1,100,000 – highest priority

Irrigation system replacement
\$2,500,000 – high priority

Drainage improvements \$500,000

Tee leveling \$50,000

Bridge repair \$25,000

Tree removal \$50,000

Restaurant:

Carpeting \$90,000

Equipment

Restaurant:

- Kitchen Equipment \$38k
- Banquet Chairs \$22k

Course / Maintenance:

- 3 Utility Vehicles \$38k
- Beverage Cart \$20k
- Driving Range Utility Picker \$17k
- Fairway Aerator \$55k (pictured)
- Greens Aerator \$32k
- Turbine Blower \$10k

Replacement Plan



Questions, Feedback, Next Steps

