



Golf Fees Adjustment

Proposed Greens Fees 2020

Fee Overview

The fees that were presented by Golf Course Manager Patrick Oropallo and adopted by the commission (April 2019) are a departure from the traditional pricing model in place at Oak Knoll.

- Price Differentiation – Charging weekday and weekend fees is different.
- Fee Alignment - Fees would align us with similar 9 hole facilities in the Southern Oregon market.
- Average Greens Fee - Current avg. greens fee \$17.33, adopted avg. greens fee \$21.50 representing a 24% increase in the average greens fee.
 - Industry standard greens fee increase would typically be 3-5% year over year.

Community Feedback

Below represents suggestions and feedback from community members and frequent golfers of Oak Knoll G.C.

- “Increase in fees is too much too fast.”
- “We know we have been getting a great deal and we are prepared to pay more but \$4 and \$6 increases are going to be hard to swallow.”
- “I will still play Oak Knoll, but I will play it less.”
- “Please consider adjusting the rates you proposed.”
- “I am willing to pay the new fees but I expect better course conditions.”
- “I am an annual member so raising the fees is good for me because there will be less play.”

Rationale

- Despite a sound plan that included a comparative market analysis (CMA), price differentiation and a much needed increases in fees; the increase of 24% in the avg. green fee is too much for our community members and frequent players to support.
- It is critical for Oak Knoll to increase revenue and rounds, however, the fees that were adopted and proposed may actually negatively impact the very metrics that we need to improve.
- The adjusted fees I am seeking approval for represent a 5.7% increase in the avg. green fee.

Fee Overview

Greens Fees In Season	<i>Oak Knoll (Adopted 2020)</i>	<i>Oak Knoll (Current)</i>	<i>Oak Knoll (Proposed)</i>
Weekday 9 Holes	\$ 18.00	\$ 16.00	\$ 17.00
Weekday 18 Holes	\$ 28.00	\$ 24.00	\$ 25.00
Weekend 9 Holes	\$ 20.00	\$ 16.00	\$ 17.00
Weekend 18 Holes	\$ 30.00	\$ 24.00	\$ 25.00
Twilight WD 9 Holes	\$ 15.00	\$ 10.00	\$ 11.00
Twilight WD 18 Holes	\$ 22.00	\$ 18.00	\$ 19.00
Twilight WE 9 Holes	\$ 15.00	\$ 10.00	\$ 11.00
Twilight WE 18 Holes	\$ 22.00	\$ 18.00	\$ 19.00
Senior WD 9 Holes	\$ 16.00	\$ 14.00	\$ 15.00
Senior WD 18 Holes	\$ 26.00	\$ 22.00	\$ 23.00
Senior WE 9 Holes	\$ 18.00	\$ 14.00	\$ 15.00
Senior WE 18 Holes	\$ 28.00	\$ 22.00	\$ 23.00

Fee Conclusion

A fee increase is necessary, however, a 24% increase in the average green fee y-o-y is more than our community members will support.

Alternatively, I am suggesting a fee adjustment that represents 5.7% increase in the average green fee. I believe that our community members will support this increase and future 3-5% increases y-o-y.



Annual Membership

Proposed Membership 2020

Annual Membership

We offer two annual membership options at Oak Knoll G.C.

- Individual Membership \$1,100.00 (12 mo.)
 - Must be paid in full.
- Family Membership \$1,560.00 (12 mo.)
 - Must be paid in full.
 - Includes two adults and dependents under the age of 18 in the household.

Proposed Annual Memberships

I am seeking approval of seven different membership options some annual and some monthly.

- Adult - \$1,099.00 Annually or \$110.00 Monthly
 - Requires a 12 month commitment.
- Senior/Veteran - \$999.00 Annually or \$100.00 Monthly
 - Requires a 12 month commitment.
- Couple/Domestic Partnership - \$1,299.00 Annually or \$125.00 Monthly
 - Requires a 12 month commitment.
- Family +2 - \$1,499.00 Annually or \$215.00 Monthly
 - Requires a 12 month commitment.
- Junior (17 U) \$199.00 Annually.
 - Must be paid in full
- Snowbird (6 mo.) \$750.00
 - Must be paid in full
- Student (Term) Fall & Winter \$215.00, Spring \$300.00 and Summer \$380.00
 - Must be paid in full

Rationale

- Because we only have two membership options combined with the fact that the membership must be paid in full prior to activation, limits the number of people that can join.
- By offering more membership options more people will join. Combine this differentiation strategy with the ability to pay monthly makes the membership more attractive to more people.
- Monthly payments are attractive for many people because of personal cash flow and the nature of ones household income.

Membership Overview

	Adult (Current)	Adult (Proposed)	Senior/Vet (Current)	Senior/Vet (Proposed)	Couple/Domestic Partnership (Current)	Couple/Domestic Partnership (Proposed)
<i>Annual (Paid in Full)</i>	\$ 1,100.00	\$ 1,099.00	NA	\$ 999.00	NA	\$ 1,299.00
<i>Monthly Price (12 month Commitment)</i>	NA	\$ 110.00	NA	\$ 100.00	NA	\$ 125.00
<i>Monthly (Annual Total)</i>	NA	\$ 1,320.00	NA	\$ 1,200.00	NA	\$ 1,500.00
<i>\$ Diff.</i>	NA	\$ 221.00	NA	\$ 201.00	NA	\$ 201.00

	Junior (Current)	Junior (Proposed)	Family +2 (Current)	Family +2 (Proposed)
<i>Annual (Paid in Full)</i>	NA	\$ 199.00	NA	\$ 1,499.00
<i>Monthly Price (12 month Commitment)</i>	NA	NA	NA	\$ 140.00
<i>Monthly (Annual Total)</i>	NA	NA	NA	\$ 1,680.00
<i>\$ Diff.</i>	NA	NA	NA	\$ 181.00

Special Memberships	Snow Bird 6 mo. (Current)	Snow Bird 6 mo. (Proposed)	SOU Student (Current)		SOU Student (Current)	SOU Student (Proposed)
	NA	\$ 750.00	NA	<i>Fall Term</i>	NA	\$ 215.00
				<i>Winter Term</i>	NA	\$ 215.00
				<i>Spring Term</i>	NA	\$ 300.00
				<i>Summer Term</i>	NA	\$ 380.00

	Current Program in Place
	Proposed Program

Membership Conclusion

Having a dynamic membership with lots of options and the ability to pay monthly will increase rounds and revenue.

