



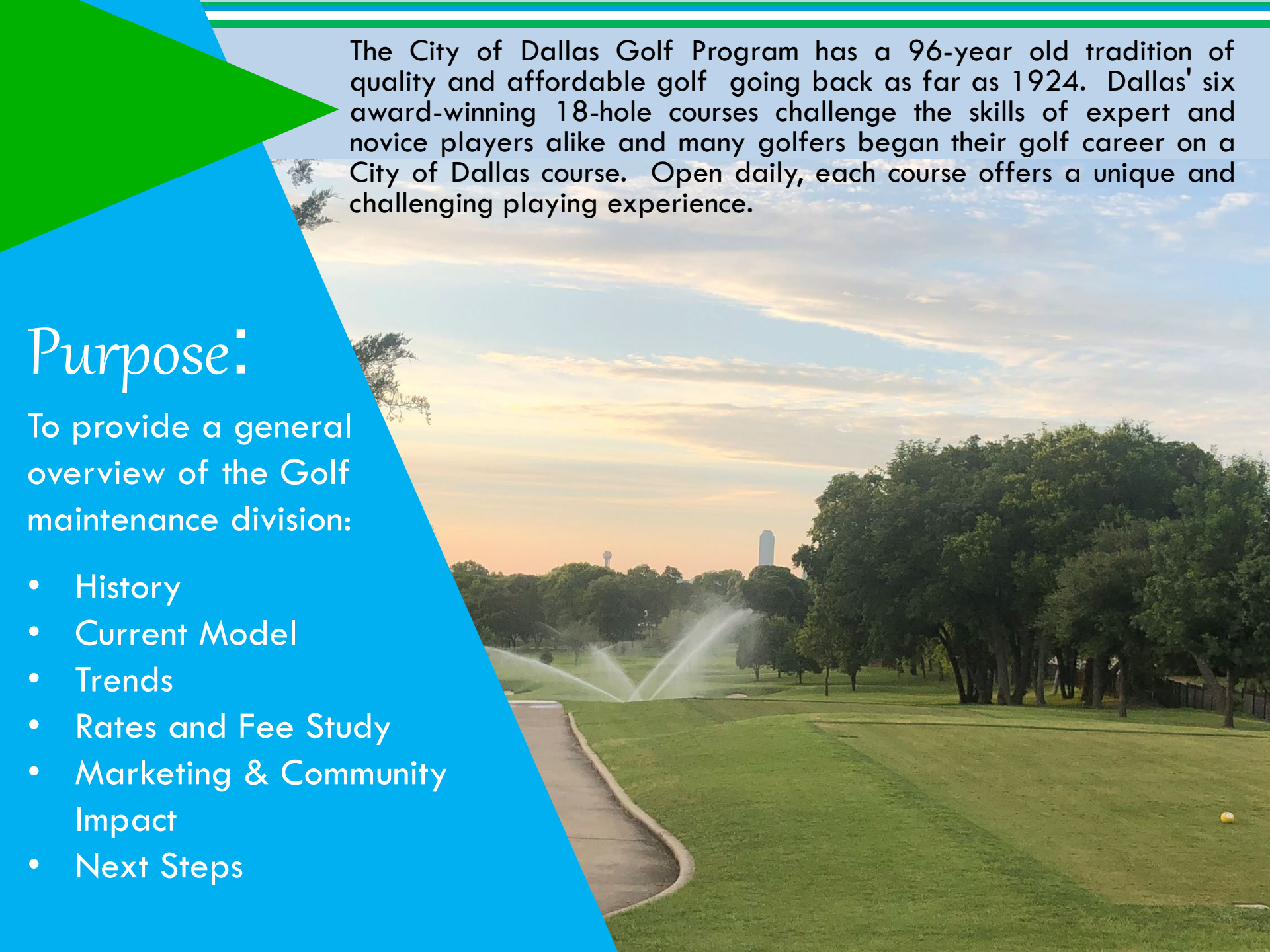
Dallas Park & Recreation

Special Services
GOLF
OVERVIEW

Park & Recreation Board

June 3, 2021





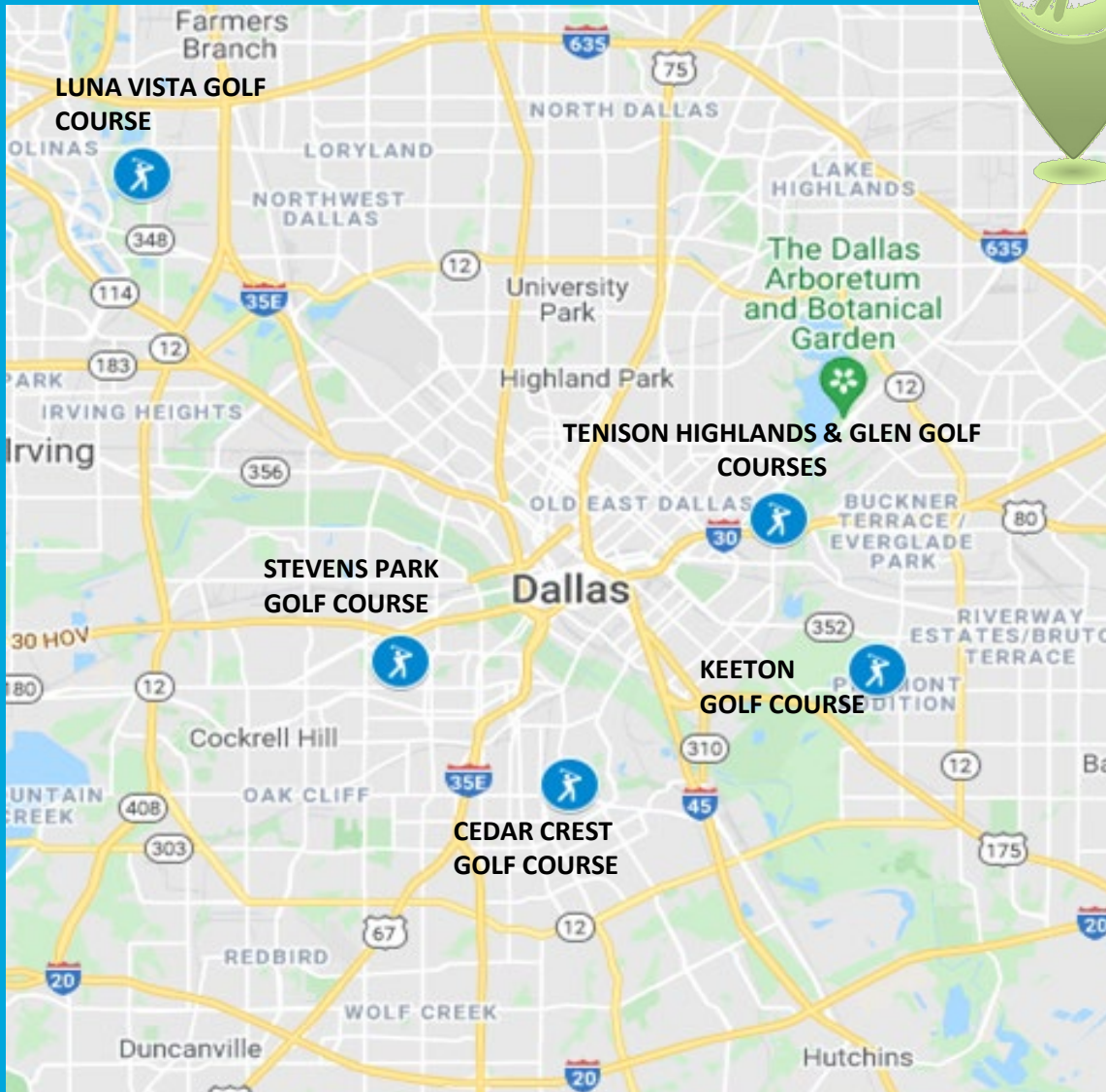
The City of Dallas Golf Program has a 96-year old tradition of quality and affordable golf going back as far as 1924. Dallas' six award-winning 18-hole courses challenge the skills of expert and novice players alike and many golfers began their golf career on a City of Dallas course. Open daily, each course offers a unique and challenging playing experience.

Purpose:

To provide a general overview of the Golf maintenance division:

- History
- Current Model
- Trends
- Rates and Fee Study
- Marketing & Community Impact
- Next Steps

6 Locations



- **Cedar Crest**
1800 SOUTHERLAND AVE, 75203
- **Keeton Park**
2323 JIM MILLER RD, 75227
- **Luna Vista**
11223 LUNA RD., 75229
- **Stevens Park**
1005 MONTCLAIR AVE., 75208
- **Tenison Glen &
Tenison Highland**
3501 SAMUELL BLVD., 75223

History

- Historians believe that golf originated in the Netherlands
- In 1297, A game referred to as “Kolf” took place in the Netherlands, the Dutch played a game with a stick and a leather ball. The winner was determined by whoever hit the ball into a target within the fewest strokes from several hundred yards away
- Today’s version of the game was invented in Scotland in the 14th Century
- The first golf association was established in Europe in the 18th century
- In 1888, the St. Andrews Golf Club of Yonkers, New York was established
- Golf gained popularity in the United States in the 1920’s



History

- Golf was introduced by H.L. Edwards and R.E. Potter in 1896
- They created a six-hole golf course at Haskell and Keating, near Turtle Creek
- This venture led to the formation of the Dallas Golf Club in 1900
- In 1912, they sold the land and moved the course three miles north on land they purchased in Highland Park
- This property still exists as Dallas Country Club
- By 1914, there were three private golf courses, but there was nothing that the public could enjoy
- The Dallas Parks Department leased 117 acres along Turtle Creek and built a golf course
- The facility was used from 1922 to 1935 when the land was returned to the Cole Estate



History

- Tenison Park golf course was established as a golf course in 1924, because of a donation of land from Mr. and Mrs. E.O. Tenison
- The first clubhouse was built in 1924 and was reconstructed in 1941
- Tenison Highlands was fully renovated in 1999



- Stevens Park golf course was opened in 1924 in Oak Cliff as the second municipal course in Dallas.
- L.A. Stemmons was instrumental in developing the Kessler Park/Stevens Park area
- The course was fully renovated in 2010

History

- Cedar Crest was developed as a private club in 1916
- It hosted the 1927 PGA Championship which was won by Walter Hagan
- It was acquired by the City of Dallas in 1946 from the Schoellkopf estate
- The course was fully renovated in 2004 and underwent a partial renovation in 2016



- Luna Vista, formerly L.B. Houston was purchased by the City of Dallas in 1963
- The course was designed by Donald Kleinschmidt, and opened in 1969
- The course was built entirely by City employees
- The course was fully renovated in 2012

History

- The land for Keeton Park golf course was acquired in 1973 from the Pleasant Grove Chamber of Commerce
- The course was designed by Dave Bennett and opened for play in 1979
- It named after a long tenured employee of the Parks Department





Mission and Vision Statements

Mission:

Provide affordable, quality courses for all levels of play for both citizens of Dallas and its visitors, while promoting and growing the game of golf and supporting the longstanding traditional values of the game.

Vision:

Provide quality playing conditions, lessons, public service and concessions at a reasonable price for all ages and socio-economic backgrounds while educating the community to be well informed about City of Dallas golf opportunities.

Current Model

Golf Pro Responsibilities

- Pro shop services were contracted out to golf pros in 1970
- Current contract were approved by the City Council in 2008, 10 year agreements with a 5 year renewal option. Contracts expire in 2023
- Facility is operated by a Class A PGA professional
- Manage day to day operations and provides staffing for a 365 day per year operation
- Provide golf carts, merchandise, food and beverage services, lessons, rental equipment and clinics
- Pay commissions and utility reimbursement based on each pro's concession agreement
- Organize leagues and tournaments
- Operates instructional camps and various youth programs
- Facilitates credit card processing and the fees associated with these transactions

City of Dallas Responsibilities

- Golf course maintenance is responsible for the daily maintenance and upkeep of 700 acres of maintained turf, 364 days per year
- Creates a comprehensive maintenance plan, detailing the chemical and cultural activities for the year
- Efforts to maintain optimal playing conditions of the greens, tees, fairways, rough
- Provides maintenance equipment for each property and the conducts the necessary repairs
- Provides maintenance and repairs to the pro shop and other course structure through the Building Services division and Facility Services
- Assess issues on the course and create long term solutions
- Identifies and implements special projects on the course, such as irrigation installation, drainage projects and minor construction
- Provides a Point of Sale system

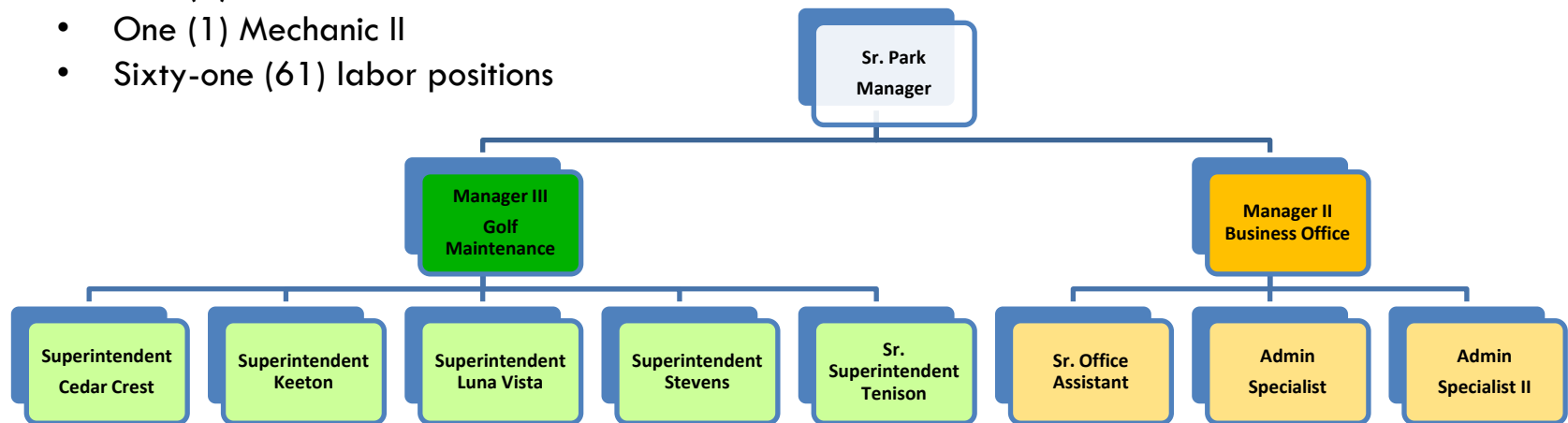
Special Services Division

Business Office Staff

- One (1) Business Manager and three (3) Administrative Support staff
- Ensures accurate and responsible financial oversight, budget monitoring and projections, procurement, vendor coordination, invoice processing revenue processing and tracking, internal audits, Human Resources assistance and customer
- Responsible for the administrative support to all golf and tennis stakeholders

Golf Operations

- One (1) Manager III over golf operations
- One (1) Senior Superintendent
- Four (4) Superintendents
- Six (6) Assistant Superintendents
- One (1) Senior Mechanic
- One (1) Mechanic II
- Sixty-one (61) labor positions



Technological Advancements in Golf Course Maintenance

In recent years, Golf has researched and implemented various forms of technology to increase the efficiency and efficacy of our operations. Those technologies include:

GPS Spray Rigs

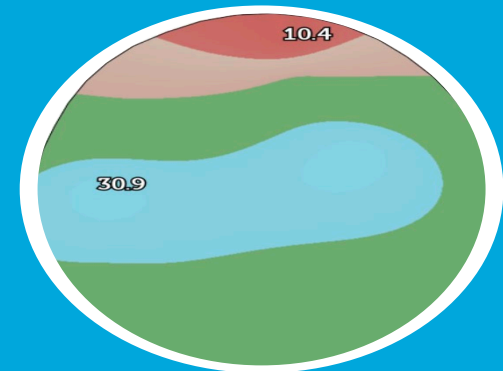
- Allows for applications to only be made in the targeted area
- Has shown a 25% reduction in chemical usage
- Began use in 2016

Advanced Scoreboard

- Allows work instructions to be seen in the field and eliminates back and forth trips to the shop
- Reduces or eliminates down time between an employees 1st and 2nd jobs
- The financial data collected can help justify the need for various projects
- Began use in 2017

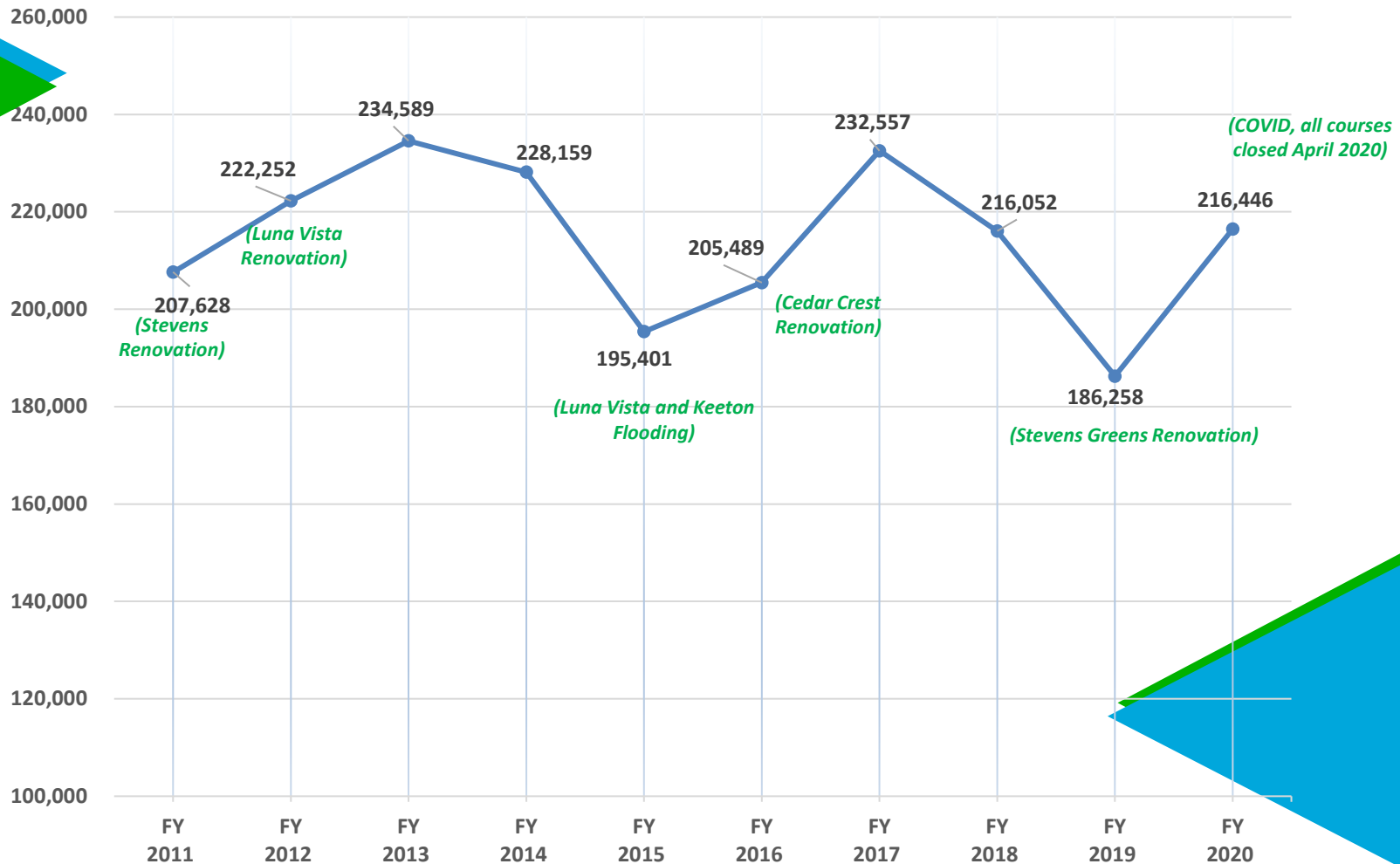
POGO

- GPS based moisture monitoring unit
- Reads soil moisture, salinity, electro conductivity and temperature
- Readings can be used to properly time chemical applications
- Data can be used to fine tune the irrigation system
- Began use in 2015

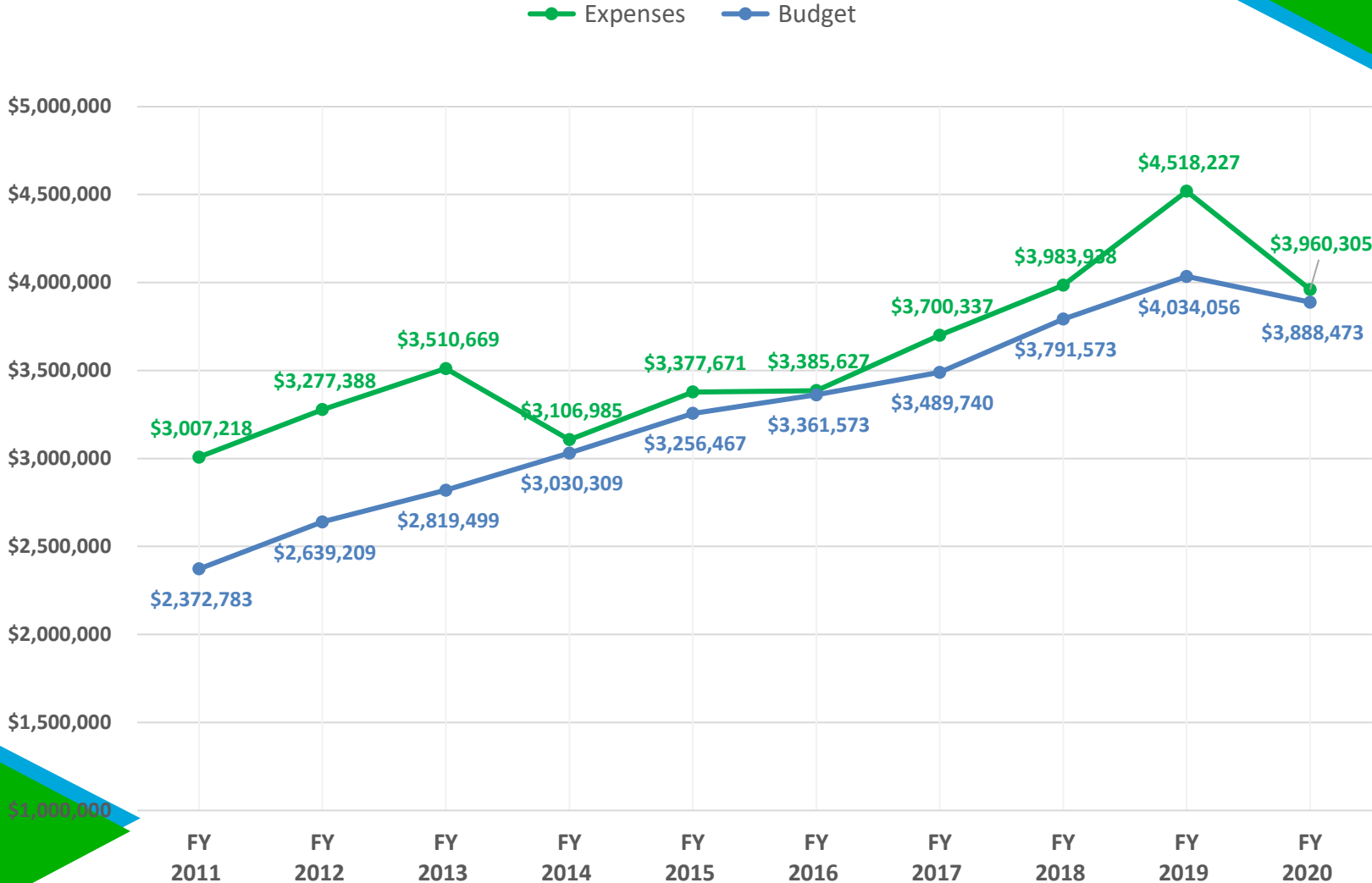


Attendance

Golf has been listed as one of the top ten safest activities to perform during the current pandemic. Industry wide, there has been significant growth in participation, club sales, and range usage. The City of Dallas golf courses have seen unprecedented growth in attendance. The spike in participation shows an influx of new golfers.



General Fund Budget & Expenses



City Revenue

■ General Fund ■ MYF

\$7,000,000

\$6,000,000

\$5,000,000

\$4,000,000

\$3,000,000

\$2,000,000

\$1,000,000

\$-

FY
2011

FY
2012

FY
2013

FY
2014

FY
2015

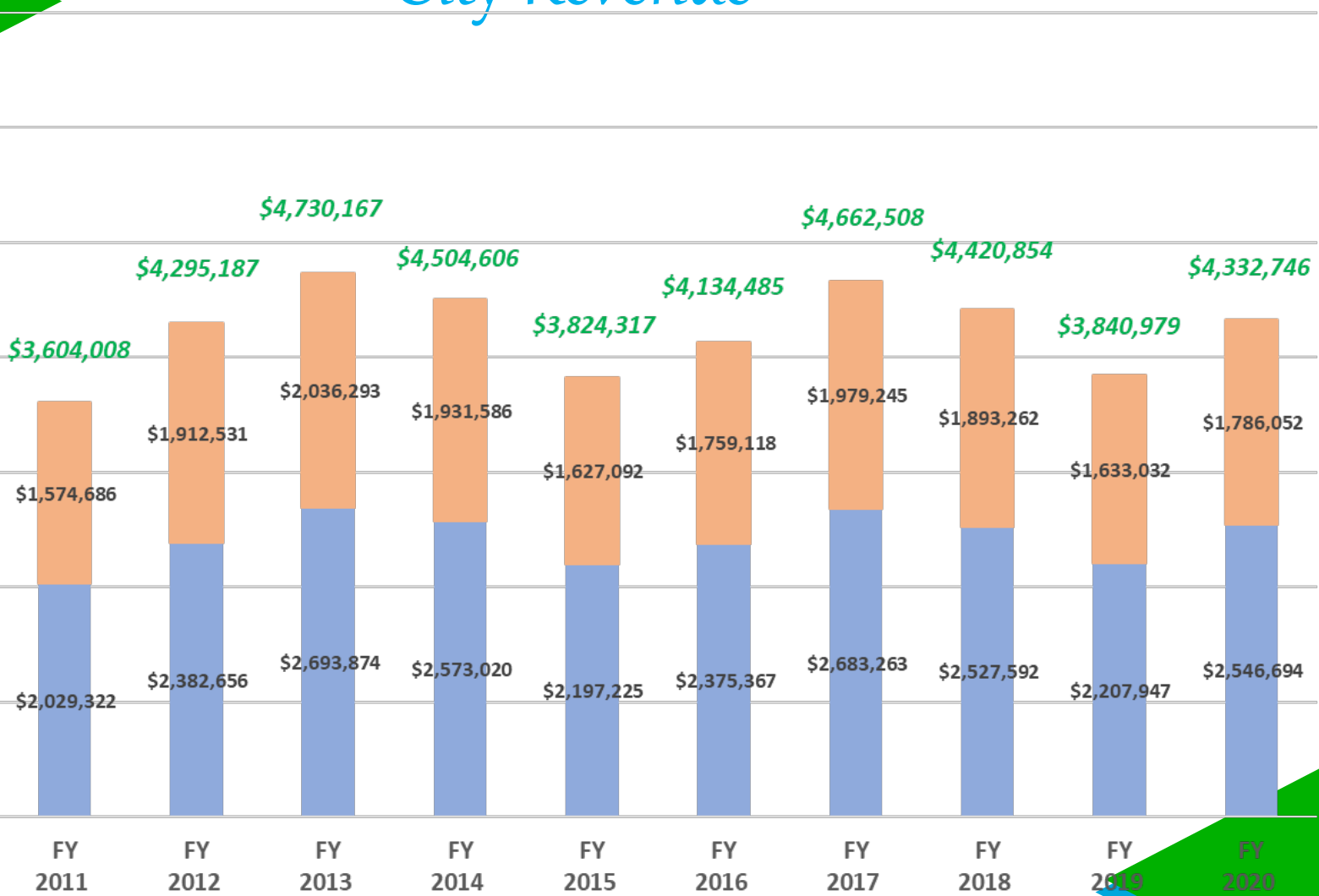
FY
2016

FY
2017

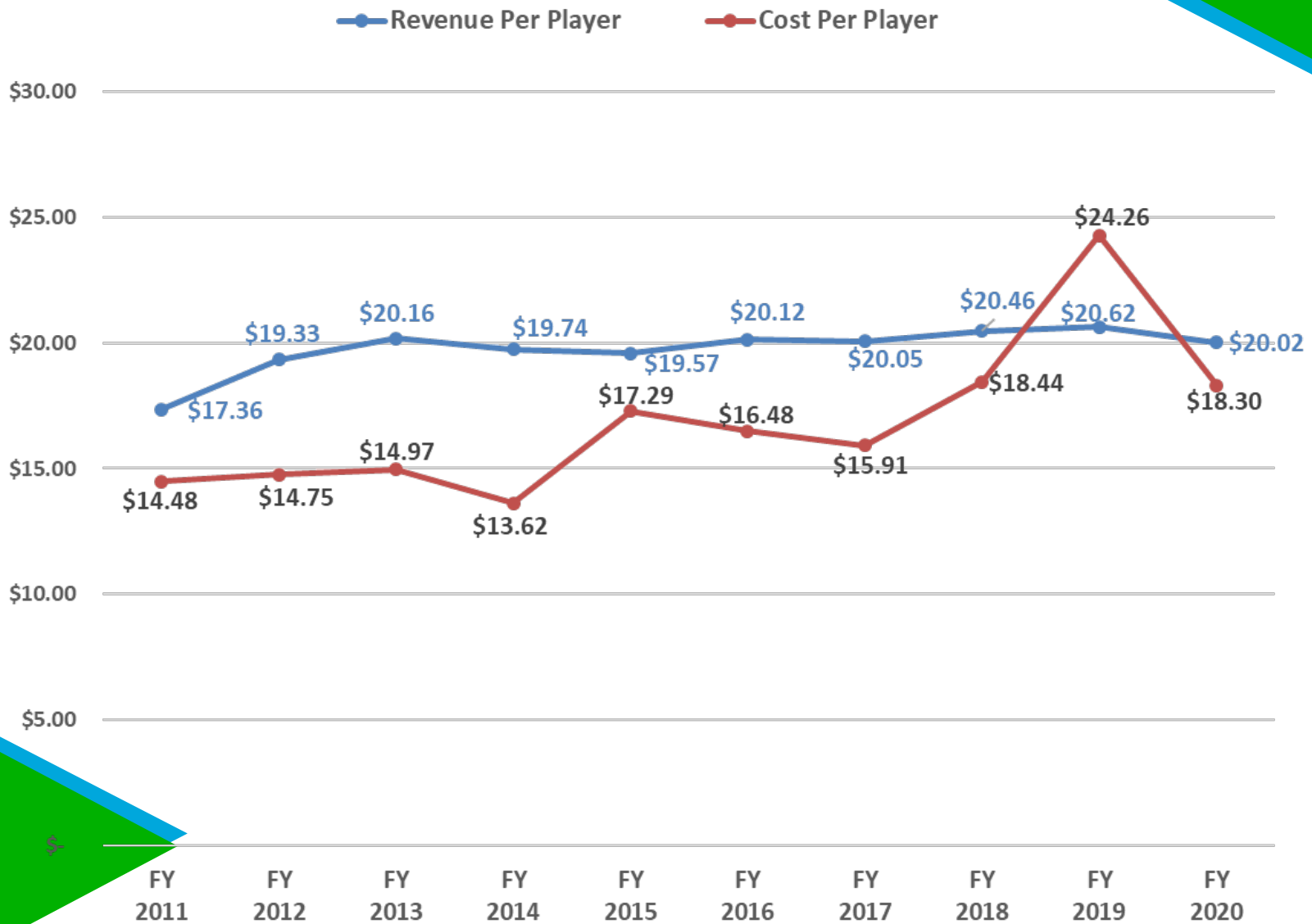
FY
2018

FY
2019

FY
2020

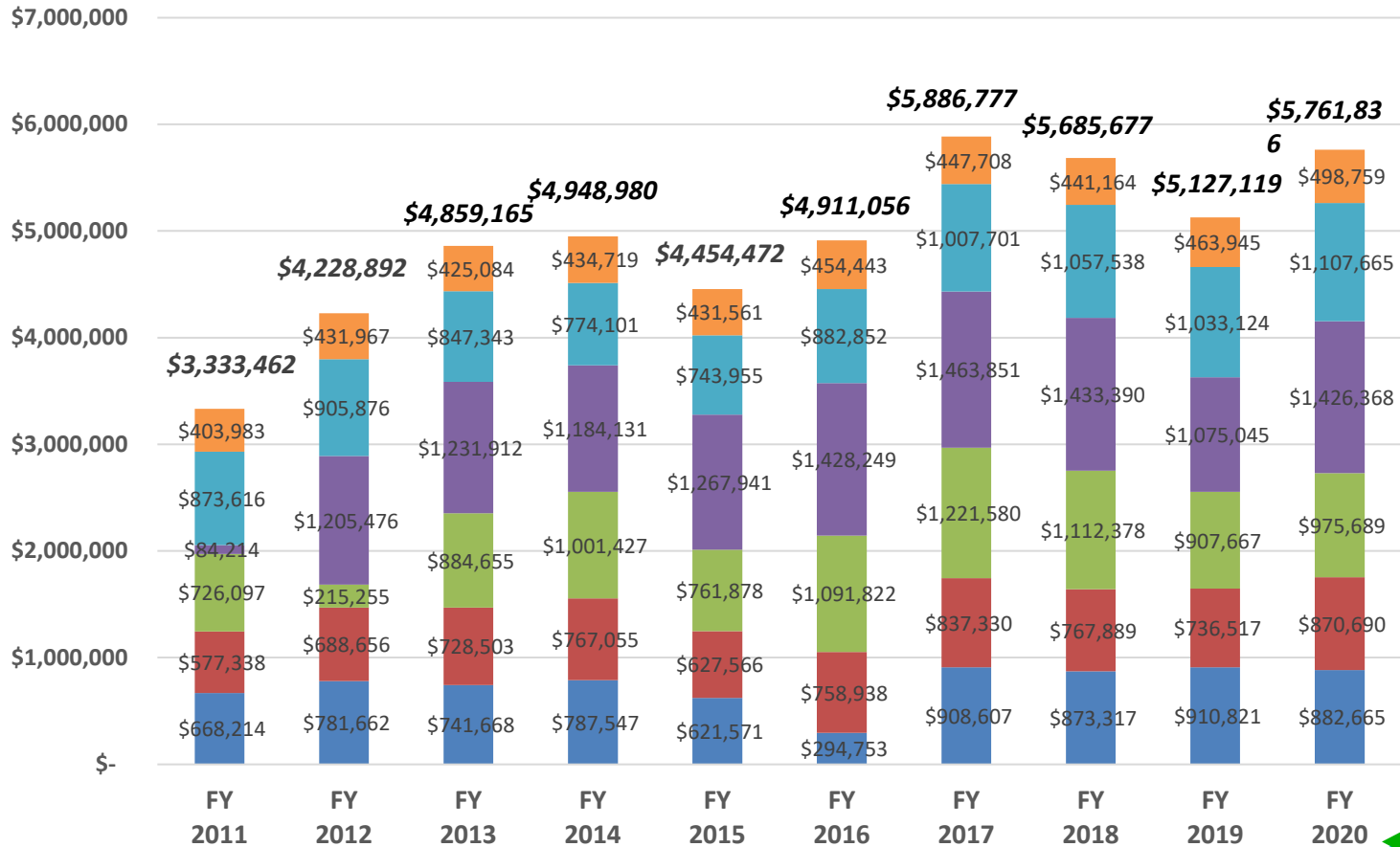


City Revenue & Cost Per Player



Golf Pro Revenue by Location

■ Cedar Crest
 ■ Keeton
 ■ Luna Vista
 ■ Stevens
 ■ Tenison Glen
 ■ Tenison Highlands



Marketing

We Keep Dallas Swinging

Great City. Great Golf.
Golf Dallas

Novice and experienced golfers can have the ultimate playing experience at six 18-hole golf courses operated by the Dallas Park and Recreation Department

LEARN MORE!

Dallas Park & Recreation

The Business Office has worked with several different media groups to market Golf at Dallas Courses through print, radio, tv and digital marketing. Some of our partners include:

- **DFW Links**
 - Five (5) full page and four (4) half page printed ads
 - Six (6) 15 minute radio segments, 40 thirty second radio ads, and 40 fifteen second radio ads
- **Cumulus Radio**
 - Radio campaigns on three stations (KESN, KTCK, WBAP)
 - Geo-Targeted Digital Banner Ads
- **CBS**
 - Five (5) eight minute marketing segments airing twice a week for 14 weeks
 - Webpage promotion spots and monthly email blasts
- **Texas VIP Go Mobile**
 - SMS/MMS campaign
- **Dallas Morning News**
 - Geo-Targeted Digital Ads and e-newsletter marketing

In FY21, Marketing budget went from \$150k to \$75k due to budget reductions. The division plans to collaborate with the PKR Marketing team to increase in-house golf marketing efforts for FY22.

Next Steps

- **Green Fee Increase**
 - Targeting specific rates within specific courses
 - Anticipate increase in revenues of \$130,000
- **Current Contracts End in 2023**
 - Request For Proposal to start in Fall 2021
 - Request for Proposal specifics to Admin and Finance Committee in next few months
 - Award in early 2022
- **Tenison Glen Renovation**
 - Working with potential partner
 - Briefing later in the month
- **Future Bunker Projects**
- **Youth Golf Instruction Request for Proposal is out for proposals**
- **Promotions/Discounts**
 - Seasonal promotions
 - Considering new “8 For” program





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June 3, 2021



APPENDIX



CEDAR CREST
GOLF COURSE



Cedar Crest Golf Course

- Golf Pro: Ira Molayo, IAM J
- 18-Hole Course
- Designed by renowned golf course architect A. W. Tillinghast, opened as a country club in 1919
- Hosted the 1927 PGA Championship
- Renovated and significantly enhanced by D. A. Weibring, Golf Resources, Inc.
- First reclaimed water project by the City of Dallas
- Picturesque skyline view of downtown Dallas

Quick Facts

- Averages 30,387 attendance rounds
- Averages \$564,124 in City revenue

Keeton Park Golf Course



- Golf Pro: Tony Martinez
- 18-Hole Golf Course
- Designed by renowned golf course designer Dave Bennett
- Opened in 1979
- 18 holes constructed on an old pecan plantation in the Trinity River Forest lakes
- Elevated greens among tree-lined fairways
- Audubon sanctioned habitat with diverse wildlife
- 10 minutes SE downtown Dallas

Quick Facts

- Averages 33,105 attendance rounds
- Averages \$433,709 in City revenue



Luna Vista Golf Course

- Golf Pro: Phillip Bleakney
- 18-Hole Course
- Opening in 1969 LB Houston is now Luna Vista
- Recently renovated in 2012
- Unparalleled golfing experience
- Enjoy a relaxing, picturesque backdrop
- Outside deck seating available
- Gorgeous fairways, challenging water hazards and sand traps
- Quality experience and exceptional service accompanied by a comfortable atmosphere.

Quick Facts

- Averages 36,572 attendance rounds
- Averages \$681,241 Revenue a year
- Active community engagement
- Increasing summer camp program





Stevens Park Golf Course

- Golf Pro: James Henderson
- 18 Hole Golf Course
- Nestled in the historic Kessler Park
- 6,005 yards of panoramic tree lined fairways
- Renovated in 2011
- Outside deck seating available
- Hilly course along the banks of Coombs Creek
- Scenic views of Kessler Park flora and downtown skyline
- 5 minutes SW of downtown



Quick Facts

- Averages 42,372 attendance rounds
- Averaged \$1,030,338 in City revenue
- 2014 Golfweek's Best Municipal Course

Tenison Glen Golf Course

- Head Pro: Bob Smith
- 18-Hole Golf Course
- 6,762 yards of enchanting, meandering greens through the White Rock Creek greenbelt
- One mile south of White Rock Lake
- Careful club selection is a must to conquer 13 unique holes
- Opened in 1924 and has been home to numerous legendary golfers such as Titanic Thompson and Lee Trevino
- Hosted the USGA National Publinks Championship

Quick Facts

- Glen Averages 25,397 attendance rounds
- Glen Averages \$369,893 in City revenue



Tenison Highlands Golf Course

- Head Pro: Bob Smith
- 18-Hole Golf Course
- 18 captivating holes with a unique combination of elevation changes among a beautiful natural forest
- Rolling greens incorporating water & sand 3 miles east of downtown Dallas on I-30.
- The first municipal golf course in Dallas
- Opened in 1924 on land donated by E.O Tenison
- Redesigned by D.A. Weibring, Golf Resources, Inc.

Quick Facts

- Highland Averages 38,420 attendance rounds
- Highland Averages \$1,118,888 in City revenue



Tenison Highlands



Renovations

2008

Tenison – Bunkers were redesigned. New liner and sand were installed.

Keeton – Greens and Tees were renovated.

2010

Stevens Park – Complete full-scale renovation. The work included the installation of a new irrigation system and several flower beds, greens, tees, fairways, and rough updated.

2011

Tenison – Full scale driving range renovation, including new irrigation, target greens and drainage.

2012

Luna Vista – Complete full-scale renovation. The work included the installation of a two-wire irrigation system, additional drainage and bunkers. Greens, tees, fairways, and roughs updated.

2016

Cedar Crest – Greens were converted from Tif-Dwarf to Mini-Verde. The bunkers were renovated and Better Billy Bunker liners were installed. Excess dirt used to enhance the driving range target greens.

2019

Stevens Park – The greens were converted from Mini-Verde to Champion Bermuda grass. Minimal changes to the tee boxes and drainage added.

Luna Vista – All 1236 sprinkler heads were replaced with the Toro infinity sprinkler head and the decoder system was upgraded.

2021

Tenison – Bunker liners and old sand removed and replaced with Capillary Concrete and a high-quality sand.

City Revenue

CITY REVENUE					
Location		FY18	FY19	FY20	3 Yr Avg
Cedar Crest					
	General Fund	\$ 332,068	\$ 317,745	\$ 337,787	\$ 329,200
	MYF	\$ 243,078	\$ 226,960	\$ 234,735	\$ 234,924
	Total	\$ 575,146	\$ 544,705	\$ 572,522	\$ 564,124
Keeton					
	General Fund	\$ 249,438	\$ 213,143	\$ 263,653	\$ 242,078
	MYF	\$ 200,934	\$ 170,320	\$ 203,638	\$ 191,631
	Total	\$ 450,372	\$ 383,463	\$ 467,291	\$ 433,709
Luna Vista					
	General Fund	\$ 437,297	\$ 356,190	\$ 399,591	\$ 397,693
	MYF	\$ 314,694	\$ 256,682	\$ 279,270	\$ 283,549
	Total	\$ 751,991	\$ 612,872	\$ 678,861	\$ 681,241
Stevens					
	General Fund	\$ 647,410	\$ 468,841	\$ 647,821	\$ 588,024
	MYF	\$ 510,317	\$ 363,746	\$ 452,879	\$ 442,314
	Total	\$ 1,157,727	\$ 832,587	\$ 1,100,700	\$ 1,030,338
Tenison Glen					
	General Fund	\$ 248,126	\$ 225,793	\$ 265,625	\$ 246,515
	MYF	\$ 126,060	\$ 108,905	\$ 135,169	\$ 123,378
	Total	\$ 374,186	\$ 334,698	\$ 400,794	\$ 369,893
Tenison Highlands					
	General Fund	\$ 613,253	\$ 626,235	\$ 632,217	\$ 623,902
	MYF	\$ 498,179	\$ 506,419	\$ 480,361	\$ 494,986
	Total	\$ 1,111,432	\$ 1,132,654	\$ 1,112,578	\$ 1,118,888
Total - All Courses					
	General Fund	\$ 2,527,592	\$ 2,207,947	\$ 2,546,694	\$ 2,427,411
	MYF	\$ 1,893,262	\$ 1,633,032	\$ 1,786,052	\$ 1,770,782
	Total	\$ 4,420,854	\$ 3,840,979	\$ 4,332,746	\$ 4,198,193