



REPORT OF GENERAL MANAGER

NO. 16-079

DATE April 06, 2016

C.D. Various

BOARD OF RECREATION AND PARK COMMISSIONERS

SUBJECT: GOLF DIVISION – IMPLEMENTATION OF VARIOUS GOLF CONSULTANT RECOMMENDATIONS RELATED TO GOLF FEES

R. Barajas _____
H. Fujita _____
V. Israel _____

*K. Regan _____
N. Williams _____

General Manager

Approved

Disapproved _____

Withdrawn _____

RECOMMENDATIONS:

That the Board:

1. Approve the elimination of the Resident vs. Non-resident fee structure at all City of Los Angeles (City) golf facilities, as outlined in the Summary of this Report;
2. Approve the proposed changes to the Schedule of Rates and Fees for Golf (Attachment A) as outlined in the Summary of this Report, effective May 1, 2016, subject to the approval of the United States Army Corps of Engineers (USACE) where applicable;
3. Direct staff to request approval from USACE of the revised golf green fees for those golf courses located on USACE property;
4. Authorize Department staff to amend the Schedule of Rates and Fees to incorporate the aforementioned changes; and,
5. Approve the implementation of a Capital Contribution Surcharge on every round of golf, as outlined in the Summary of this Report.

SUMMARY:

The Department of Recreation and Parks (RAP) Golf Division maintains and operates seven (7) 18-hole golf courses, three (3) 9-hole golf courses, two (2) 9-hole pitch and putt golf courses, an 18-hole pony course, and a golf training academy. The training academy provides golf instruction to youth under the age of eighteen (18) and performs significant outreach to inner city underprivileged children. The 18-hole pony course is located within Holmby Park. Golf Division staff is responsible for the maintenance of the golf course as well as bowling greens, children’s play area, and the park’s grounds.

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City employees perform all maintenance, starter, and electric cart fleet management on each golf facility. The Golf Division also self-operates three (3) of its five (5) driving ranges. All salary expenses, including indirect costs of employees, utilities, supplies and contract services, are funded through revenue generated by the golf facilities. In addition to covering operational expenses, it is essential that the Golf Division generate additional revenue to maintain and improve the City's golf assets.

During 2014 and 2015, RAP contracted with Global Golf Advisors ("GGA"), a golf industry consulting group, to assist the Golf Division in studying ten (10) specific study areas related to the operation of City golf facilities and developing a short and long term strategic plan. Final recommendations were presented by GGA to the Board of Recreation and Parks Commissioners on December 9, 2015.

With this Report, staff is proposing approval for implementation of three (3) of the fifteen (15) recommendations put forth by GGA:

- Non-Resident Engagement
- Yield Management and Dynamic Pricing
- Golf Cart Pricing

NON-RESIDENT ENGAGEMENT

On July 1, 2008, RAP implemented a Resident vs. Non-resident fee structure at all City golf courses. (Report No. 08-178) Subsequently, within one (1) year, the non-resident pricing was eliminated at Harbor (9-hole), Los Feliz (3-par), Rancho Park (3-par) and Holmby Park/Armand Hammer (3-par) golf courses due to the significant drop in play resulting from the Resident vs. Non-resident pricing differential. The current price for golfers residing outside the boundaries of the City of Los Angeles is Five Dollars (\$5.00) higher for 18-hole courses and Three Dollars (\$3.00) higher for 9-hole courses.

GGA believes that non-resident golfers are deterred from City golf facilities due to the current pricing structure. GGA's recommendation states the following:

- The City's facilities are located within a close proximity to the administrative boundaries of the City. Consequently, some golfers may reside less than one (1) mile from a given facility, yet be deemed 'Non-residents' because they do not reside within the administrative boundary. As a result, the delineation of Resident and Non-resident rates is driving 'Non-resident' golfers away from City courses.
- On average, twenty-seven percent (27%), thirty-four percent (34%), and forty-nine percent (49%) of people are deemed Non-residents within a 5mile, 10mile, and 20mile radius, respectively, surrounding each City Golf facility, while Non-resident rounds played currently average less than fourteen percent (14%) of all rounds played annually.
- The Patron Survey ("Survey") revealed that thirty-three percent (33%) of participants have a friend who avoids City courses because they have been deemed to be a Non-resident.

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All golf patrons, including non-resident golfers, are integral to revenue generation for operational and capital expenditure needs of City golf facilities. Revenue generated from non-resident golfers is applied directly to the maintenance and preservation of City assets. As a result, RAP is proposing the elimination of the Resident vs. Non-resident fee structure at all City golf facilities in order to increase play and revenue at the City's golf courses.

YIELD MANAGEMENT AND DYNAMIC PRICING

Over the last decade, golf courses across the United States, as well as, the local golf market have trended towards the adoption of a dynamic pricing model. Dynamic pricing allows golf courses to increase utilization by matching supply and demand for a given tee-time. The greatest impact of rounds increases are seen during off-peak times. GGA believes that rounds played at City golf courses can be increased through the adoption of yield management best practices and dynamic pricing.

After a comprehensive market study, GGA has the following findings:

- RAP should implement a sophisticated yield management program and dynamic pricing model at all City courses utilizing the new information system to be implemented.
- Yield management requires active management of the tee sheets and rates. The tee sheet should be constantly monitored and analyzed in order to identify times of opportunity to release special pricing for specified times in order to utilize all available inventory.
- The first objective of a yield management system is to fill the tee sheet for each course at the highest possible rate. Once the tee sheet is reasonably full, management will begin to increase the variable rate to test and measure the elasticity of price within its targeted audience.
- In order to manage a yield management program effectively, key performance indicators must be readily available and monitored to allow for quick and decisive action. The information system utilized by the City must be sophisticated enough to track and report key performance indicators and allow for advanced tee sheet management.
- A comprehensive Market Study was conducted by GGA to determine the upper end of the market for City golf facilities. These "market rates" are considered by GGA to be the "price ceiling" for LA City golf courses. GGA, however, is proposing 2016 posted peak prices that are lower than the price ceiling, as it will be important for the City to adjust pricing to market over a period of time.
- As part of the yield management directive, Golf Division management will need to have the ability to offer any range of discounts, specials, packages and promotions below the

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ceiling price, including the ability to offer services and access for no charge as part of any number of programs or specials.

- With the tracking and reporting capabilities that will be available through the anticipated new information system, RAP staff will develop discounting guidelines based on performance indicators. GGA recommends that the actual revenue received per round as compared to the actual posted peak rate should remain higher than sixty-five percent (65%) at all times, with a target of seventy percent (70%) to eighty (80%). This measurement is a key requirement in an effective yield management program and provides feedback to the City with respect to the effectiveness of the program. If overall yield drops below sixty-five percent (65%), management must reduce the size and scope of discounting. If the overall yield rises above eighty percent (80%), management must slowly increase the size and scope of discounting or risk a significant reduction in utilization and erosion of affordable golf.
- The City should adjust pricing in 2016 to reflect the proposed peak rate pricing shown in Table 2, and increase these rates annually at the pace of inflation (estimated to be one point eight percent (1.8%) per year) without seeking further Board approval.

Table 2: Recommended 2016 Peak Rate Pricing Adjustments

Facility	2015		Proposed 2016		2015		Proposed 2016		2015		Proposed 2016	
	MON - THUR		MON - THUR		FRI		FRI		SAT - SUN / HOL		SAT - SUN / HOL	
	Res	Non-Res	Posted Peak Rates	Res	Non-Res	Posted Peak Rates	Res	Non-Res	Posted Peak Rates	Res	Non-Res	Posted Peak Rates
Encino	\$30.00	\$35.00	\$32.00	\$34.00	\$39.00	\$36.00	\$40.00	\$45.00	\$42.00			
Balboa	\$30.00	\$35.00	\$32.00	\$34.00	\$39.00	\$36.00	\$40.00	\$45.00	\$42.00			
Woodley Lakes	\$30.00	\$35.00	\$28.00	\$34.00	\$39.00	\$32.00	\$40.00	\$45.00	\$38.00			
Hansen Dam	\$30.00	\$35.00	\$29.00	\$34.00	\$39.00	\$33.00	\$40.00	\$45.00	\$39.00			
Rancho Park 18	\$33.00	\$38.00	\$35.50	\$37.00	\$42.00	\$39.50	\$43.00	\$48.00	\$45.50			
Wilson	\$33.00	\$38.00	\$35.00	\$37.00	\$42.00	\$39.00	\$43.00	\$48.00	\$45.00			
Harding	\$30.00	\$35.00	\$32.00	\$34.00	\$39.00	\$36.00	\$40.00	\$45.00	\$42.00			
Harbor Park	\$16.00	\$16.00	\$17.00	\$18.50	\$18.50	\$19.50	\$21.00	\$21.00	\$22.00			
Penmar	\$14.50	\$17.50	\$16.00	\$16.75	\$19.75	\$18.25	\$19.00	\$22.00	\$20.50			
Roosevelt	\$14.50	\$17.50	\$16.00	\$16.75	\$19.75	\$18.25	\$19.00	\$22.00	\$20.50			

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Facility	2015		Proposed 2016	2015		Proposed 2016	2015		Proposed 2016
	MON - THUR		MON - THUR	FRI		FRI	SAT - SUN / HOL		SAT - SUN / HOL
	Res	Non-Res	Posted Peak Rates	Res	Non-Res	Posted Peak Rates	Res	Non-Res	Posted Peak Rates
Rancho Park 9	\$7.00	\$7.00	\$8.00	\$7.50	\$7.50	\$8.50	\$8.00	\$8.00	\$9.00
Los Feliz	\$5.50	\$5.50	\$6.50	\$6.25	\$6.25	\$7.25	\$7.00	\$7.00	\$8.00

- RAP should also have in place ceiling prices equal to “market rates”, with annual inflationary increases, to further provide Golf Division staff flexibility and enable yield management and dynamic pricing. Ceiling prices recommended by GGA that factor in market forces as of 2015 are shown in Table 1 below:
- The Ceiling Price will provide the Golf Division with the flexibility needed to implement a component of dynamic pricing whereby rates that are above the regular posted peak rates are available to be charged for periodic/limited special events and tournaments.

Table 1: Recommended Ceiling Price

Facility	Ceiling Price (green fees)
Encino	\$45.00
Balboa	\$45.00
Woodley Lakes	\$41.00
Hansen Dam	\$42.00
Rancho Park 18	\$51.50
Wilson	\$50.50
Harding	\$45.00
Rancho Park 9	\$10.00
Harbor Park	\$25.00
Penmar	\$23.00
Roosevelt	\$23.00
Los Feliz	\$9.00
Tournaments	\$77.25

- The GGA Strategic Plan recommends that RAP invest in capital improvements to considerably improve the golf facilities and the patron experience. City golfers, through surveys and focus groups, have indicated that they are willing to pay more for an improved golf experience. RAP should implement a Capital Contribution Surcharge on every round, to be earmarked and protected for City of Los Angeles golf course capital related expenses only. The Capital Contribution Surcharge per round is summarized in

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Table 3 below, to be increased annually at the pace of inflation. The Capital Contribution Surcharge is included in the proposed 2016 prices as summarized in Table 2.

Table 3: Capital Contribution Surcharge

Facility	Capital Contribution Surcharge
Encino	\$2.00
Balboa	\$2.00
Woodley Lakes	\$2.00
Hansen Dam	\$2.00
Rancho Park 18	\$2.50
Wilson	\$2.00
Harding	\$2.00
Rancho Park 9	\$1.00
Harbor Park	\$1.00
Penmar	\$1.00
Roosevelt	\$1.00
Los Feliz	\$1.00

GGA believes the City can increase rounds played by an estimated 183,900 across all facilities, resulting in an increase of green fee revenue of Four Million, One Hundred Twenty-One Thousand, One Hundred Twenty-One Dollars (\$4,121,121.00).

- 89,500 rounds can be added through the implementation of dynamic pricing. The most underutilized facilities will see the greatest increase in rounds due to dynamic pricing.
- 51,610 rounds can be added through the removal of Non-Resident rates.
- An additional 42,790 rounds can be added through price adjustments in accordance with local market conditions surrounding each facility. Woodley Lakes and Hansen Dam will experience the greatest influx of new market-driven rounds as the proposed rates for these facilities have been lowered to increase utilization.

RAP proposes the approval of the following recommendations by GGA:

- Implementation of yield management and dynamic pricing as a means to increase rounds and revenue;
- Implementation of 2016 Posted Peak Prices and Price Ceilings as summarized in the attached Schedule of Rates and Fees for Golf (Attachment A). Department management will determine all further discounted fees (i.e. twilight fees, super twilight fees, senior discounts, junior discounts, etc.) using yield management best practices; and

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- Implementation of a Capital Contribution Surcharge by facility. All Capital Contribution Surcharge fees collected will be deposited to the Golf Capital Improvement Account 89G402, Fund 52H, Department 89.

GOLF CART PRICING

The City self-operates the rental of its golf cart fleet at its seven (7) 18-hole golf courses and the Harbor Park 9-hole golf course. Electric golf cart rentals generate over Three Million, Seven Hundred Thousand Dollars (\$3,700,000.00) in annual revenue. The City currently has a single rider fee of Sixteen Dollars (\$16.00) and a double rider fee of Twenty-Four Dollars (\$24.00). GGA believes this pricing structure is not ideal, since golfers not sharing a cart are penalized with a higher rate. GGA also believes that City golf cart rates are slightly below market levels for comparable facilities. This provides an opportunity to increase golf cart revenue through price restructuring, as dictated by the market. GGA is recommending that the City discard the single and double rider cart fees and have a single "per seat" rate of Fourteen Dollars (\$14.00) per 18-holes for 2016.

At the Harbor Park 9-hole golf course, the City currently charges a rental fee of Ten Dollars (\$10.00) per cart, regardless of the number of riders. GGA recommends maintaining the existing pricing structure at Harbor Park with an increase of Two Dollars (\$2.00) to Twelve Dollars (\$12.00) per cart rental fee for 2016.

GGA believes that electric cart revenue will increase by One Million, Fifty Thousand, Eight Hundred Seventy-Six Dollars (\$1,050,876.00) due to the change in cart pricing structure.

- The current cart rates of Twenty-Four Dollars (\$24.00) (double) and Sixteen Dollars (\$16.00) (single) result in a weighted average cart price of approximately Twelve Dollars and Eighty-Five Cents (\$12.85) per seat. The new Fourteen Dollars (\$14.00) per seat results in an approximate nine percent (9%) increase in cart revenue per round at facilities where this rate is implemented.
- The remainder of the increased Cart revenue is a function of the increase in rounds played.

In addition to the 2016 pricing proposed by GGA, and similar to the pricing structure for green fees, RAP is proposing to implement a ceiling price of Sixteen Dollars (\$16.00) "per seat" at the 18-hole facilities and a ceiling price of Fourteen Dollars (\$14.00) per cart at Harbor Park golf course, to be adjusted annually for inflation.

OTHER GOLF FEES

In addition to golf green fees and electric golf carts, various other fees are collected on the City's golf courses. To grant the Golf Division the flexibility to market its golf resources, RAP is requesting approval of the following ceiling prices for various fees collected at the golf course:

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Fee Description	Ceiling Price
Player Card	\$30.00 per year
Hand Cart Rental	\$8.00
Golf Club Rental	\$2.00
Golf Club Set Rental	\$50.00
Locker Rental Daily	\$5.00 per day
Locker Rental Monthly	\$20.00 per month
Locker Rental Annual	\$100.00 per year
No Show Penalty	Total Reservation Price
Web Reservation Fee for Non-Player Cardholders	Total Reservation Price
Merchandise Sales	100% Markup
Driving Range Ball Rental	\$0.25 per ball
Driving Range Key Discount	30%
Driving Range Stall Rental Monthly*	\$1,000.00 per month
Driving Range Stall Rental Hourly*	\$50.00 per hour
Electric Cart Special Use Rental	\$300.00 per day
Youth Golf Camp Permit	\$100.00 per hour

* Fee available also for Golf Professional Lesson Services

FISCAL IMPACT STATEMENT:

There is no negative impact on the RAP General Fund, as all revenue is deposited to and expenses are paid from the Golf Operations Special Fund 52H.

Report prepared by James N. Ward, Golf Manager, Golf Division.

GOLF
(Revised ~~December 11, 2013~~ May 1, 2016)

I. CEILING PRICE

Maximum fee to be charged at each facility. Whenever the Golf Manager or designee deems that a different rate is appropriate for dynamic pricing, yield management, marketing, course conditions, temporary circumstances, special events and tournaments, the established fees may be modified as needed. Ceiling Price is to be adjusted for inflation annually.

All fees generated from golf operations shall be deposited into the Golf Special Fund.

Green Fees and Electric Golf Cart Fees

Facility	Green Fees Ceiling Price	Electric Golf Carts Ceiling Price Per Rider
Rancho Park 18	\$51.50	\$16.00
Wilson	\$50.50	\$16.00
Encino	\$45.00	\$16.00
Balboa	\$45.00	\$16.00
Woodley Lakes	\$41.00	\$16.00
Hansen Dam	\$42.00	\$16.00
Harding	\$45.00	\$16.00
Harbor Park	\$25.00	\$14.00*
Penmar	\$23.00	N/A
Roosevelt	\$23.00	N/A
Rancho Park 9	\$10.00	N/A
Los Feliz	\$9.00	N/A
Holmby Park	\$7.00	N/A
Tournaments	\$77.25	\$16.00

* Fee is for single or double rider

Other Golf Fees

Fee Description	Ceiling Price
Player Card	\$30.00 per year
Hand Cart Rental	\$8.00
Golf Club Rental	\$2.00
Golf Club Set Rental	\$50.00
Locker Rental Daily	\$5.00 per day
Locker Rental Monthly	\$20.00 per month
Locker Rental Annual	\$100.00 per year
No Show Penalty	Total Reservation Price
Web Reservation Fee for Non-Player Cardholders	Total Reservation Price

Fee Description	Ceiling Price
Merchandise Sales	100% Markup
Driving Range Ball Rental	\$0.25 per ball
Driving Range Key Discount	30%
Driving Range Stall Rental Monthly*	\$1,000.00 per month
Driving Range Stall Rental Hourly*	\$50.00 per hour
Electric Cart Special Use Rental	\$300.00 per day
Youth Golf Camp Permit	\$100.00 per hour

*Fee available also for Golf Professional Lesson Services

II. 2016 POSTED FEES

Whenever the Golf Manager or designee deems that a discount rate is appropriate for dynamic pricing, yield management, marketing, course conditions, or temporary circumstances, the established fees may be discounted as needed. Posted fees to be adjusted for inflation annually, or as deemed necessary.

Green Fees

Facility	Green Fee Weekdays (Mon-Thurs)	Green Fee Friday	Green Fee Weekends & Holidays	Electric Cart
Rancho Park 18	\$33.00-\$38.00 \$35.50	\$37.00-\$42.00 \$39.50	\$43.00-\$48.00 \$45.50	\$24 per cart \$14 per seat
Wilson	\$33.00-\$38.00 \$35.00	\$37.00-\$42.00 \$39.00	\$43.00-\$48.00 \$45.00	\$24 per cart \$14 per seat
Encino	\$30.00-\$35.00 \$32.00	\$34.00-\$39.00 \$36.00	\$40.00-\$45.00 \$42.00	\$24 per cart \$14 per seat
Balboa	\$30.00-\$35.00 \$32.00	\$34.00-\$39.00 \$36.00	\$40.00-\$45.00 \$42.00	\$24 per cart \$14 per seat
Harding	\$30.00-\$35.00 \$32.00	\$34.00-\$39.00 \$36.00	\$40.00-\$45.00 \$42.00	\$24 per cart \$14 per seat
Hansen Dam	\$30.00-\$35.00 \$29.00	\$34.00-\$39.00 \$33.00	\$40.00-\$45.00 \$39.00	\$24 per cart \$14 per seat
Woodley Lakes	\$30.00-\$35.00 \$28.00	\$34.00-\$39.00 \$32.00	\$40.00-\$45.00 \$38.00	\$24 per cart \$14 per seat
Harbor Park	\$16.00 \$17.00	\$18.50 \$19.50	\$21.00 \$22.00	\$20 per cart \$12 per cart
Penmar	\$14.50-\$17.50 \$16.00	\$16.75-\$19.75 \$18.25	\$19.00-\$22.00 \$20.50	N/A
Roosevelt	\$14.50-\$17.50 \$16.00	\$16.75-\$19.75 \$18.25	\$19.00-\$22.00 \$20.50	N/A
Rancho Park 9	\$7.00 \$8.00	\$7.50 \$8.50	\$8.00 \$9.00	N/A

Facility	Green Fee Weekdays (Mon-Thurs)	Green Fee Friday	Green Fee Weekends & Holidays	Electric Cart
Los Feliz	\$5.50 \$6.50	\$6.25 \$7.25	\$7.00 \$8.00	N/A
Holmby Park	\$3.00	\$3.50	\$4.00	N/A

Senior Citizens (Age 60 and Over)

Senior Citizen discounted fees are effective Monday through Friday (non-holidays) and on weekends and holidays on an as-needed basis at the discretion of the Golf Manager or his designee.

Facility	Weekdays (Mon-Thurs)	Friday	Weekends & Holidays	Weekdays (Mon-Thurs) 9-Hole/Twilight	Friday 9-Hole/Twilight
Rancho Park 18	\$20.00-\$25.00 \$21.00	\$23.00-\$28.00 \$23.00	N/A \$25.00	\$13.00-\$16.00 \$14.00	\$15.00-\$18.00 \$16.00
Wilson	\$20.00-\$25.00 \$21.00	\$23.00-\$28.00 \$23.00	N/A \$25.00	\$13.00-\$16.00 \$14.00	\$15.00-\$18.00 \$16.00
Encino	\$19.00-\$24.00 \$20.00	\$22.00-\$27.00 \$22.00	N/A \$24.00	\$12.00-\$15.00 \$12.50	\$14.00-\$17.00 \$14.50
Balboa	\$19.00-\$24.00 \$20.00	\$22.00-\$27.00 \$22.00	N/A \$24.00	\$12.00-\$15.00 \$12.50	\$14.00-\$17.00 \$14.50
Harding	\$19.00-\$24.00 \$20.00	\$22.00-\$27.00 \$22.00	N/A \$24.00	\$12.00-\$15.00 \$12.50	\$14.00-\$17.00 \$14.50
Hansen Dam	\$19.00-\$24.00 \$19.00	\$22.00-\$27.00 \$21.00	N/A \$23.00	\$12.00-\$15.00 \$12.00	\$14.00-\$17.00 \$14.00
Woodley Lakes	\$19.00-\$24.00 \$19.00	\$22.00-\$27.00 \$21.00	N/A \$23.00	\$12.00-\$15.00 \$12.00	\$14.00-\$17.00 \$14.00
Harbor Park	\$10.00 \$10.50	\$12.00 \$12.50	N/A \$15.00		
Penmar	\$9.00-\$12.00 \$9.50	\$11.00-\$14.00 \$11.50	N/A \$13.50		
Roosevelt	\$9.00-\$12.00 \$9.50	\$11.00-\$14.00 \$11.50	N/A \$13.50		
Rancho Park 9	\$5.00 \$5.50	\$5.50 \$6.00			
Los Feliz	\$4.00 \$4.50	\$4.75 \$5.25			

Senior Citizen Lifeline Program (Age 65 and Over) Fees

Senior Citizen Lifeline Program discounted fees are effective Monday through Friday (non-holidays) after 12:00 pm. Seniors who qualify for the Department of Water and Power Lifeline Rate exemption or qualify for Supplemental Security Income (SSI) from the Social Security Administration, and present additional identification showing proof of age and residency within the City of Los Angeles, will be

issued a card verifying eligibility that will entitle Seniors to a discount equal to 50% of the weekday green fee.

Facility	Weekdays (Mon-Thurs)	Friday	Weekdays (Mon-Thurs) 9-Hole/Twilight	Friday 9-Hole/Twilight
Rancho Park 18	\$16.50	\$18.50	\$10.00	\$11.00
	\$17.75	\$19.75	\$11.00	\$12.00
Wilson	\$16.50	\$18.50	\$10.00	\$11.00
	\$17.50	\$19.50	\$10.50	\$11.50
Encino	\$15.00	\$17.00	\$9.50	\$10.50
	\$16.00	\$18.00	\$10.00	\$11.00
Balboa	\$15.00	\$17.00	\$9.50	\$10.50
	\$16.00	\$18.00	\$10.00	\$11.00
Harding	\$15.00	\$17.00	\$9.50	\$10.50
	\$16.00	\$18.00	\$10.00	\$11.00
Hansen Dam	\$15.00	\$17.00	\$9.50	\$10.50
	\$14.50	\$16.50		
Woodley Lakes	\$15.00	\$17.00	\$9.50	\$10.50
	\$14.00	\$16.00		
Harbor Park	\$8.00	\$9.25		
	\$8.50	\$9.75		
Penmar	\$7.25	\$8.50		
	8.00	\$9.00		
Roosevelt	\$7.25	\$8.50		
	8.00	\$9.00		
Rancho Park 9	\$3.50	\$3.75		
	\$4.00	\$4.25		
Los Feliz	\$2.75	\$3.75		
	\$3.25	\$3.50		

Juniors

Junior fees apply until September 1 of one's year of high school graduation or one's 19th birthday, whichever comes first. Any golfer age 12 or younger must be certified to play and must be accompanied by an adult. Golfers 12 years of age and younger at Los Feliz and Holmby Park do not need to be certified but must be accompanied by an adult.

Facility	Weekdays (Mon-Fri)	Weekend / Holiday / Permit Play *	Weekdays (Mon-Fri) 9-Hole/ Twilight	Weekend & Holiday 9-Hole/ Twilight	Tournaments/ League Play
Rancho Park 18	\$6.00	\$7.00	\$5.00	\$6.00	\$11.00
	\$8.00	\$15.00	\$6.00	\$10.00	\$15.00
Wilson	\$6.00	\$7.00	\$5.00	\$6.00	\$11.00
	\$8.00	\$15.00	\$6.00	\$10.00	\$15.00

Facility	Weekdays (Mon-Fri)	Weekend / Holiday / Permit Play *	Weekdays (Mon-Fri) 9-Hole/ Twilight	Weekend & Holiday 9-Hole/ Twilight	Tournaments/ League Play
Encino	\$6.00	\$7.00	\$5.00	\$6.00	\$11.00
	\$8.00	\$15.00	\$6.00	\$10.00	\$15.00
Balboa	\$6.00	\$7.00	\$5.00	\$6.00	\$11.00
	\$8.00	\$15.00	\$6.00	\$10.00	\$15.00
Harding	\$6.00	\$7.00	\$5.00	\$6.00	\$11.00
	\$8.00	\$15.00	\$6.00	\$10.00	\$15.00
Hansen Dam	\$6.00	\$7.00	\$5.00	\$6.00	\$11.00
	\$8.00	\$15.00	\$6.00	\$10.00	\$15.00
Woodley Lakes	\$6.00	\$7.00	\$5.00	\$6.00	\$11.00
	\$8.00	\$15.00	\$6.00	\$10.00	\$15.00
Harbor Park	\$5.00	\$6.00			\$6.00
	\$6.00	\$10.00			\$10.00
Penmar	\$5.00	\$6.00			\$6.00
	\$6.00	\$10.00			\$10.00
Roosevelt	\$5.00	\$6.00			\$6.00
	\$6.00	\$10.00			\$10.00
Rancho Park 9	\$3.50	\$4.50			\$5.00
	\$4.00	\$5.00			\$7.00
Los Feliz	\$3.50	\$4.50			\$5.00
	\$4.00	\$5.00			\$7.00
Holmby Park	\$2.00	\$2.00			\$2.00
	\$3.00	\$4.00			\$4.00

*High Schools, classes, etc.

Whenever the General Manager or designee (Assistant General Manager) deems that a discount rate is appropriate for marketing, or due to course condition or temporary circumstances, the established twilight, super twilight and mid-day rates will be utilized.

All fees generated from golf operations shall be deposited into the Golf Special Fund

SECTION I — STANDARD FEES

RESIDENT GREEN FEES

MUST HAVE RESIDENT PLAYER CARD TO RECEIVE RESIDENT DISCOUNT

— (with the exception of Harbor Park, Rancho Park 3 Par, Los Feliz, and Holmby Park)

Regulation Courses (Woodley Lakes, Wilson, Harding, Hansen Dam, Encino, Balboa, Rancho Park)

	<u>Weekdays</u>		<u>Weekends &</u>
	<u>(Mon Thurs)</u>	<u>Friday</u>	<u>Holidays</u>
Regulation			
—18 Hole Play			
Rancho Park/Wilson	\$33.00	\$37.00	\$43.00
Other 18 Hole	\$30.00	\$34.00	\$40.00
—9 Hole Play			
Rancho Park/Wilson	\$20.00	\$22.00	\$25.00
Other 9 Hole	\$19.00	\$21.00	\$24.00
Other Courses			
Harbor Park	\$16.00	\$18.50	\$21.00
Penmar	\$14.50	\$16.75	\$19.00
Roosevelt	\$14.50	\$16.75	\$19.00
Rancho Park 3 par	\$ 7.00	\$ 7.50	\$ 8.00
Holmby Park 3 par	\$ 3.00	\$ 3.50	\$ 4.00
Los Feliz 3 par	\$ 5.50	\$ 6.25	\$ 7.00
(Replay \$3.00 Monday to Friday only)			

NON RESIDENT GREEN FEES

	<u>Weekdays</u>		<u>Weekends &</u>
	<u>(Mon Thurs)</u>	<u>Friday</u>	<u>Holidays</u>
Regulation			
—18 Hole Play			
Rancho Park/Wilson	\$38.00	\$42.00	\$48.00
Other 18 Hole	\$35.00	\$39.00	\$45.00
—9 Hole Play			
Rancho Park/Wilson	\$23.00	\$25.00	\$28.00
Other 9 Hole	\$22.00	\$24.00	\$27.00
Other Courses			
Penmar	\$17.50	\$19.75	\$22.00
Roosevelt	\$17.50	\$19.75	\$22.00

SECTION II — RESIDENT DISCOUNTED FEES

MUST HAVE RESIDENT PLAYER CARD TO RECEIVE RESIDENT DISCOUNT

— (with the exception of Juniors, Harbor Park, Rancho Park 3 Par, Los Feliz, and Holmby Park)

SENIOR CITIZEN GREEN FEES (age 60 and over)

Discounted fees are only effective during non-holidays, Monday through Friday and on weekends after 10:00 a.m. at non-premium golf courses on an as-needed basis.

	<u>Weekdays (Mon - Thurs)</u>	<u>Friday</u>
<u>Regulation</u>		
<u>18-Hole Play</u>		
Rancho Park/Wilson	\$20.00	\$23.00
Other 18-Hole	\$19.00	\$22.00
<u>9-Hole Play</u>		
Rancho Park/Wilson	\$13.00	\$15.00
Other 9-Hole	\$12.00	\$14.00
<u>Other Courses</u>		
Harbor Park	\$10.00	\$12.00
Penmar	\$ 9.00	\$11.00
Roosevelt	\$ 9.00	\$11.00
Rancho Park 3 par	\$ 5.00	\$ 5.50
Los Feliz 3 par	\$ 4.00	\$ 4.75
Holmby Park 3 par	No Discount Allowed	

STUDENT/JUNIOR GREEN FEES (Junior rates apply until September 1 of one's year of high school graduation or one's 19th birthday, whichever comes first)

Any golfer age 12 or younger must be certified to play and must be accompanied by an adult. Golfers 12 years of age and younger at Los Feliz and Holmby do not need to be certified but must be accompanied by an adult.

Weekend/Holiday access: Junior golfers will be charged the weekend junior rate on weekends and holidays, on a walk-on basis only, subject to no existing reservations and no call sheet.

<u>Weekdays only, except as above</u>	<u>Tournament</u>	<u>Weekdays (Mon-Friday)</u>	<u>Weekend & Holiday (Sat-Sun) & Permit Play*</u>
<u>Regulation</u>			
18-Hole Play	\$11.00	\$6.00	\$7.00
9-Hole Play	n/a	\$5.00	\$6.00
<u>Other Courses</u>			
Harbor Park	\$6.00	\$5.00	\$6.00
Penmar	\$6.00	\$5.00	\$6.00
Roosevelt	\$6.00	\$5.00	\$6.00

*High Schools, classes, etc.

<u>All day</u>	<u>Weekdays (Mon-Fri)</u>	<u>Weekends & Holidays (Sat-Sun)</u>	<u>League w/permit & Reserved Time</u>
Rancho Park 3 par	\$3.50	\$4.50	\$5.00
Los Feliz 3 par	\$3.50	\$4.50	\$5.00
Replay	\$2.00	\$2.50	
Holmby Park 3 par	\$2.00	\$2.00	\$2.00

SENIOR CITIZENS LIFELINE GOLF PROGRAM (65 years or older)

Green fees under the Senior Citizens Lifeline Golf program apply to all courses, except Holmby Park, for weekday play only (Monday to Friday) AFTER 12:00 PM. Seniors who qualify for the Department of Water and Power Lifeline Rate exemption or qualify for Supplemental Security Income (SSI) from the Social Security Administration and present additional identification, showing proof of age and residency within the City of Los Angeles, will be issued a card verifying eligibility that will entitle Seniors to a discount equal to 50% of Weekday Green Fees. Purchase of a Golf Reservation Card is not required.

	<u>Weekdays (Mon - Thurs)</u>		<u>Friday</u>
<u>Regulation</u>			
<u>-18 Hole Play</u>			
Rancho Park/Wilson	\$16.50		\$18.50
Other 18 Hole	\$15.00		\$17.00
<u>-9 Hole Play</u>			
Rancho Park/Wilson	\$10.00		\$11.00
Other 9 Hole	\$9.50		\$10.50
<u>Other Courses</u>			
Harbor Park	\$ 8.00		\$ 9.25
Penmar	\$ 7.25		\$ 8.50
Roosevelt	\$ 7.25		\$ 8.50
Rancho Park 3 par	\$ 3.50		\$ 3.75
Los Feliz 3 par	\$ 2.75		\$ 3.25

RATE REDUCTION WHEN TEMPORARY GREENS ARE IN USE

When more temporary greens are in use than the number stated below, regular weekday and weekend green fees only will be reduced as follows:

	<u>18 Hole Rates</u>		<u>9 Hole Rates</u>	
	<u>More than 3</u>	<u>More than 6</u>	<u>More than 2</u>	<u>More than 4</u>
Standard Green Fees only	\$2.50	\$5.00	\$1.50	\$3.00

Note: Temporary Green Discount does not apply to alternate greens. Discounts also do not apply to Senior & Junior green fees or other discounted rates.

MIDDAY, TWILIGHT, AND SUPER TWILIGHT FEES

Times and fees for Midday, Twilight, and Super Twilight rates are subject to approval of the General Manager.

	<u>Weekdays</u>		<u>Weekends</u>
	<u>(Mon - Thurs)</u>	<u>Friday</u>	<u>& Holidays</u> <u>(Sat - Sun)</u>
Midday*	\$3.00 less than 18 hole green fees		
Twilight	18 Hole	Same as 9 hole green fees	
	9 Hole	\$ 8.50	\$10.25 \$12.00
Super Twilight	Rancho Park/Wilson	\$13.00	\$14.00 \$15.00
	Other 18 Hole	\$12.00	\$13.00 \$14.00

*Midday rates (\$3.00 less than 18 hole green fees) will begin at the discretion of the General Manager.

SECTION III — NON RESIDENT DISCOUNTED FEES

SENIOR CITIZEN GREEN FEES (age 60 and over)

Discounted fees are only effective during non holidays, Monday through Friday and on weekends after 10:00 a.m. at non premium golf courses on an as needed basis.

	<u>Weekdays (Mon - Thurs)</u>	<u>Friday</u>
<u>Regulation</u>		
<u>18 Hole Play</u>		
Rancho Park/Wilson	\$25.00	\$28.00
Other 18 Hole	\$24.00	\$27.00
<u>9 Hole Play</u>		
Rancho Park/Wilson	\$16.00	\$18.00
Other 9 Hole	\$15.00	\$17.00
<u>Other Courses</u>		
Penmar	\$12.00	\$14.00
Roosevelt	\$12.00	\$14.00

STUDENT/JUNIOR GREEN FEES (Junior rates apply until September 1 of one's year of high school graduation or one's 19th birthday, whichever comes first)

Any golfer age 12 or younger must be certified to play and must be accompanied by an adult. Golfers 12 years of age and younger at Los Feliz and Holmby do not need to be certified but must be accompanied by an adult.

Weekend/Holiday access: Junior golfers will be charged the weekend junior rate on weekends and holidays, on a walk-on basis only, subject to no existing reservations and no call sheet.

<u>Weekdays only, except as above</u>	<u>Tournament</u>	<u>Weekdays (Mon-Fri)</u>	<u>Weekends & Holidays (Sat-Sun) & Permit Play*</u>
<u>Regulation Courses</u>			
18 Hole Play	\$11.00	\$6.00	\$7.00
9 Hole Play	n/a	\$5.00	\$6.00
<u>Other Courses</u>			
Harbor Park	\$6.00	\$5.00	\$6.00
Penmar	\$6.00	\$5.00	\$6.00
Roosevelt	\$6.00	\$5.00	\$6.00

*High Schools, classes, etc.

<u>All day</u>	<u>Weekdays (Mon-Fri)</u>	<u>Weekends & Holidays (Sat-Sun)</u>	<u>League w/permit & Reserved Time</u>
Rancho Park 3 par	\$3.50	\$4.50	\$5.00
Los Feliz 3 par	\$3.50	\$4.50	\$5.00
Replay	\$2.00	\$2.50	
Holmby Park 3 par	\$2.00	\$2.00	\$2.00

RATE REDUCTION WHEN TEMPORARY GREENS ARE IN USE

When more temporary greens are in use than the number stated below, regular weekday and weekend green fees only will be reduced as follows:

	<u>18 Hole Rates</u>		<u>9 Hole Rates</u>	
	<u>More than 3</u>	<u>More than 6</u>	<u>More than 2</u>	<u>More than 4</u>
Standard Green Fees only	\$2.50	\$5.00	\$1.50	\$3.00

Note: Temporary Green Discount does not apply to alternate greens. Discounts also do not apply to Senior & Junior green fees or other discounted rates.

MIDDAY, TWILIGHT, AND SUPER TWILIGHT FEES

Times and fees for Midday, Twilight, and Super Twilight rates are subject to approval of the General Manager.

		<u>Weekdays</u>	<u>Friday</u>	<u>Weekends & Holidays</u>
		<u>(Mon Thurs)</u>		<u>(Sat Sun)</u>
Midday*		\$3.00 less than 18 hole green fees		
Twilight	18 Hole	Same as 9 hole green fees		
	9 Hole	\$10.50	\$12.25	\$14.00
Super Twilight	Rancho Park/Wilson	\$16.00	\$17.00	\$18.00
	Other 18 Hole	\$15.00	\$16.00	\$17.00

*Midday rates (\$3.00 less than 18 hole green fees) will begin at the discretion of the General Manager.

SECTION IV — OTHER FEES

FEE FOR REGISTRATION CARDS

One-Year Card

Resident (with Reservation Privileges)	\$25
Residency (No Reservation Privileges)	\$10
Non-Resident (with Reservation Privileges)	\$25
Resident and Non-Resident Senior (with Reservation Privileges)	\$25

Three-Year Card

Resident (with Reservation Privileges)	\$65
Residency (No Reservation Privileges)	\$25
Non-Resident (with Reservation Privileges)	\$65
Resident and Non-Resident Senior (with Reservation Privileges)	\$65

NO SHOW PENALTY \$5.00 (per individual)

Penalty to be charged when starter cannot fill no show vacancy from the course's call waiting sheet.

WEB RESERVATION FEE FOR NON CARDHOLDERS

All Courses* \$5 Non-refundable fee per player

*With the exception of Los Feliz 3 Par, Rancho Park 9 3 Par, and Holmby Park, where reservations are not taken.

TOURNAMENT FEES

	<u>Weekdays</u>		<u>Weekends & Holidays</u>
	<u>(Mon - Thurs)</u>	<u>Friday</u>	
18 Hole	\$40.00	\$40.00	\$50.00
9 Hole	\$18.00	\$19.50	
Rancho Park 3 par	\$ 9.00	\$ 9.50	
Los Feliz	\$ 7.00	\$ 7.50	

SHOTGUN TOURNAMENT FEES

For morning events or afternoon events as part of a "double shotgun", the package rate, per person, includes the following:

	<u>Prior to 8 a.m.</u>	<u>After 8 a.m.</u>
Tournament Fee	\$45.00	\$65.00
Electric Cart Fee	1/2 regular cart fee	1/2 regular cart fee
Golf Shop Fee	\$5.00	\$5.00
Restaurant Fee	\$5.00	\$5.00
Total Per Person Fee	\$55.00 plus 1/2 regular cart fee	\$75.00 plus 1/2 regular cart fee

ELECTRIC CART RENTAL - HARBOR GOLF COURSE ONLY \$10.00

HAND CART RENTAL

Holmby, Los Feliz, & Rancho 3 par	\$1.00
All other courses	\$3.00

GOLF CLUB RENTAL

3 par and Holmby Park courses only	\$0.25/each
Harbor Park Golf Course	\$3.00/set with bag

GOLF BALL SALES

New golf ball sales	\$1.00/each
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GOLF COURSE LOCKER RENTAL

	<u>Rancho</u>	<u>Sepulveda</u>	<u>Griffith</u>
Daily	\$2.50	\$1.50	\$2.50
Monthly	\$7.50	\$5.00	\$7.00
Annual			
— Small	\$25.00	\$10.00	
— Medium	\$30.00	\$25.00	
— Large	\$42.00	\$35.00	\$40.00
— Giant	\$50.00		

FUND RAISING EVENTS

(Non Department Sponsored
By Board Approval Only. Limited to 2 Events Per Year Per Course)

GOLF PROFESSIONAL LESSON SERVICES

Monthly Fee	\$500.00/month (April to October)
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	\$400.00/monthly (November to March)
Hourly Fee	\$210.00/hour
