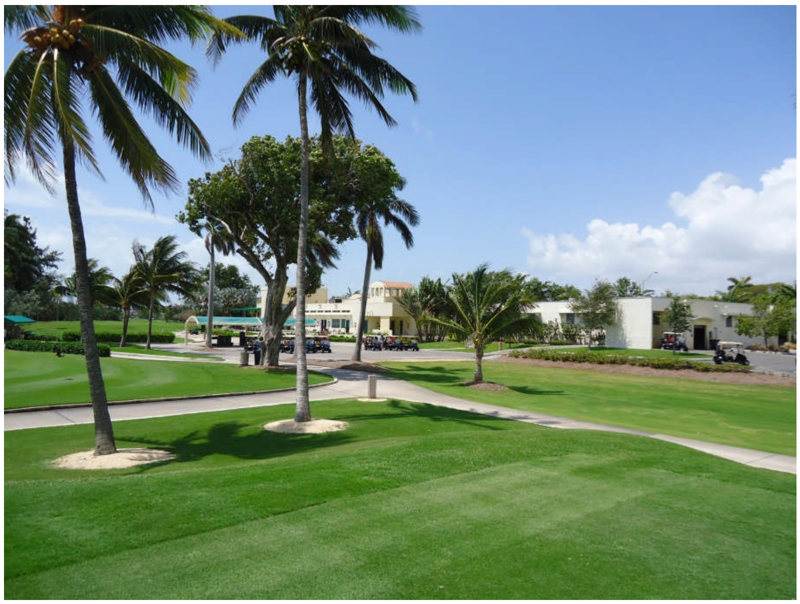
Summary Business Evaluation of Miami Beach Golf Club



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Introduction & Purpose

The City of Miami Beach Parks & Recreation Department ("City") retained National Golf Foundation Consulting ("NGF" or "NGFC") to provide independent evaluation services related to its 18-hole Miami Beach Golf Club ("Miami Beach GC" or "MBGC") and its long-time private operator, Professional Course Management ("PCM" or "Operator"). Because the management contract for MBGC has not been put out to competitive bid since the facility renovation, the City is issuing a request for proposals (RFP) this spring for management services of both MBGC and the City's other municipal golf asset, Normandy Shores Golf Course, after several renewals of the existing agreement with PCM.

Miami Beach GC, the former Bayshore Golf Club, is a highly valued and profitable asset for the City and its residents, and has enjoyed a renaissance in terms of both quality and performance since its $8 million renovation completed in 2002. Miami Beach GC is currently positioned as a premier public access golf course in the highly competitive south Florida golf market. NGF was retained - in advance of RFP responses being submitted - to provide a summary operations review and performance assessment for MBGC, and to provide and independent validation of what the City believes to be very strong management performance at MBGC. NGF has also provided a benchmarking analysis of key operational metrics across a subset of south Florida municipal golf courses, for comparison to Miami Beach GC.

This document comprises a summary of key NGF findings, and includes (but is not limited to):

- Summary market analysis comprising demographic & economic profile, golf supply and demand indicators, and identification of key competitors.
- Review of management, marketing and programming practices, as well as golf course conditions.
- Analysis of recent historical operating performance.
- Benchmarking analysis of Miami Beach GC and other Miami-Dade County and Broward County competitive and/or comparable golf facilities.

The study effort was managed by NGF Director of Consulting Ed Getherall, with in-field assistance from Senior Director of Consulting Richard Singer and administrative support from Consulting Administrator Jodi Reilly. NGF's activities conducted in completion of this report included:

- Meetings and/or interviews with:
  - The City's Director and Assistant Director of Parks & Recreation
  - Professional Course Management owner / president
  - MBGC key staff, including the General Manager, Head Golf Professional , Director of Marketing, and Golf Course Superintendent
  - Area golf operators
- Facility tour, including clubhouse, golf course and practice facility
- Analysis of recent MBGC financial statements / other materials pertaining to the operation
- Golf market analysis and research

Golf Market Overview

Below, NGF Consulting provides a summary of key "external" factors that characterize the trade area in which Miami Beach Golf Club operates, as well as NGF's macro perspective of the U.S. golf industry. On a local/regional basis, the overview includes basic demographic measures that have the potential to affect the economic performance of the golf facility, as well as an analysis of supply and demand indicators in the public golf market.

NATIONAL GOLF INDUSTRY OVERVIEW

While socio-demographic, financial and cultural headwinds certainly persist for golf, the industry continued its macro trend toward stabilization in 2015-2017. The game remains popular and is fortunate to have a deep well of interested prospects. While golf's pay-for-play green fee revenues and other spending will always be vulnerable to outside forces such as weather and the economy, its chief challenge remains ***getting more of those non-golfers who express interest in playing ('latent demand') to actually give golf a try, and converting more beginners into committed participants*****.**

Still, some socioeconomic and demographic trends continue to present challenges for golf operators. For instance, golf is having trouble attracting and retaining minorities and young adults (i.e., Millennials); though this segment continues to account for a large percentage of annual play and spending, factors such as debt and competing recreational activities have suppressed golf demand from this segment.

Key Trends in Demand

- **Participation -** The national golfer number (participation) continues to show some net attrition, primarily among occasional/less committed golfers. Overall, NGF survey research indicates that in 2016 there were 23.8 million people in the U.S. that played at least one round of golf in the prior year, about ±1.2 million fewer than in 2012. However, the vast majority of "core" golfers remain in the game.
- **Rounds Played 2016-17 / Looking Ahead** – Nationally, rounds played were down 2.7% year-over-year in 2017, at least partially attributable to weather events. For Florida overall, rounds were down 1.3%, despite a nearly 19% decline in September (Hurricane Irma). The Miami-Ft. Lauderdale market was down by 0.9%. YTD 2018 is off to a rough start nationally and in Florida, with rounds down by 5.6% and 6.6%, respectively, year-over-year through March. Miami-Ft. Lauderdale was down by 7.2% through March (data source: Golf Datatech – see Appendix A).
- **Baby Boomer Effect** – As Baby Boomers age and retire over the next 15 years, we expect to see a measurable increase in total rounds played in the U.S. Boomers - born between 1946 and 1964 - are currently 53 to 72 years old. About 6 million of them are golfers; that's about 1/4 of all golfers, and they currently play about 1/3 of all rounds. Boomers started turning 65 in 2011, and already 1 million+ golfing Boomers have reached retirement age. The Social Security Administration reports that 10,000 or more Boomers retire every day. And ~300,000 Boomer golfers will turn 65 each year for the next 15 years. Retired Boomers (age 65+) play about twice as much as younger, non-retired Boomers (40 rounds vs 21 rounds).

Golf Course Supply

The correction in golf course supply continued in 2017 at a level comparable with the previous several years. According to NGF data, since the market correction in golf course supply began in 2006, there has been a cumulative net reduction of golf courses equivalent to about 6.9%. For perspective, golf supply grew by 44% in the previous 20 years (1986-2005). ***Closures continue to be disproportionately high among 'value' priced (peak green + cart fee below $40) facilities; in 2016, nearly 70% of closures fell in this category.*** Many golf courses shutter due to competitive dynamics; increasingly, however, golf courses – especially in geographies where developable land is at a premium – are closing because residential or commercial is a much "higher and better use". This move toward supply/demand equilibrium is expected to continue for several years. (Later in this section, we will discuss golf course supply trends for the Miami-Dade and Broward markets).

LOCAL / REGIONAL MARKET

To put MBGC's activity levels and performance into context, the environment in which the facility operates must be understood. Therefore, it is helpful to examine local demographic factors that have the potential to impact rounds played and fee tolerances. This overview includes an analysis of the area's demographic profile and trends relative to their potential impact on demand for golf. (See Appendix B for a summary table with all the measures and metrics referenced in this section). In the second part of this section we provide an overview of key golf market demand and supply indicators, as well as a summary review of the competitive market for MBGC.

Defining the Miami Beach GC Primary Trade Area

A number of factors assist in determining the expected market area for a golf facility. In addition to the quantity, quality, and nature of existing competitive facilities in the area, the availability of highway and major thoroughfare infrastructure, traffic patterns, economic and demographic factors, and the propensity for golfers to travel to play golf all play a role in establishing the primary market area for a golf facility. NGF research shows that golfers are willing to travel up to 30 minutes to regularly play their favorite golf courses, and occasionally longer to play "luxury" rounds at higher quality courses.

Based on these factors, as well as our knowledge of this market, interviews with area golf operators, and the distribution of public golf course supply in the greater Miami area, NGF expects that the majority of demand for MBGC to come from Miami, Miami Beach and surrounding communities generally within a 15-mile range of the course. This market stretches north to the Hollywood/Pembroke Pines area, west towards the Florida Turnpike, and south toward the south Miami/Kendall area. Of course, a high quality facility such as MBGC will also draw some demand from further away, including the Ft. Lauderdale area.

Demographic Analysis

Below, we summarize the population, median age, and median household income trends for the 15-mile-market around MBGC, as well as Broward and Miami-Dade Counties overall, derived from U.S. Census Data and NGF's Golf Market Analysis Platform (GolfMAP). NGF observations:

- There are an estimated 2+ million people living in MBGC's defined primary trade area, indicative of a dense urban population. Annual population growth rates in the local market are projected to be about 40% to 50% higher than the national rate of growth between 2017 and 2022. Overall, the 15-mile primary trade area is expected to add about 116,000 net new residents in the next five years.
- The Median Age in the primary trade area for MBGC is moderately higher than the national median of 38.1 years. In general, the propensity to play golf with greater frequency increases with age, making older markets more attractive to golf facility operators, all factors equal.

- At just over $44,000, the Median Household Income in the 15-mile trade area for MBGC is 25% lower than the national median of $59,240. We note, however, that there are many pockets of very high income neighborhoods in immediate proximity to the club. In general, higher income residents are more likely to participate in golf, and they play more frequently than lower income residents.

Estimated Local Market Demand

NGF summary observations regarding key golf demand characteristics of the local market area:

- Both the primary trade area and Miami-Dade County overall have age, income and other demographic characteristics that tend to coincide with lower-than-average participation in golf. The overall golf participation and demand metrics for these markets is about 20% lower than the US benchmark. However, resident golf demand is strongly supplemented by demand from seasonal residents and visitors.
- NGF estimates about 79,500 golfing households in the 15-mile market; population growth is expected to add about 2,800 golfing households by 2022.
- Based on actual facility-reported and modeled data, NGF estimates that golf courses in the 15-mile market area and Miami-Dade County overall average about 44,000 to 45,000 rounds played per 18 holes annually, compared to the national average of ±33,000 rounds. (We note that public course-only averages are higher, especially among lower price point courses).

Visitor Golf Demand

Area visitors (nearly 16 million stayed overnight in Miami-Dade County in 2016) contribute significantly to golf course activity in the region, with peak demand during the winter/early springtime. NGF research shows that roughly one-third of all golfers participate in the activity while traveling, playing 0.557 rounds per day of travel. As a premier public golf course located in the heart of a tourist destination, Miami Beach, MBGC draws considerably from these visitors, especially through its relationships with area hotels and the convention center (renovation soon complete).

Corporate / Organizational Market Demand

The greater Miami area is home to numerous large employers that are sources of demand for both golf and food & beverage service at area golf courses (e.g., tournaments, corporate team building events and meetings). Additionally, groups such as civic & fraternal organizations and churches are candidates for organized activities such as outings and leagues. These types of activities are an important supplement to daily fee rounds for public golf courses, especially in today's hypercompetitive golf markets, but require an organized direct selling effort.

Local Golf Supply

NGF observations regarding key golf supply measures for the local market, including demand/supply ratios - numbers that act as a proxy for facility oversupply or undersupply, relative to the US benchmark (US = 100):

- There are 21 total golf facilities (includes 15 public, 10 of which are municipal) in MBGC's primary 15-mile trade area. After the spate of closures over the last decade+ (more below), there are now 25 total golf facilities (19 public/11 municipal) in Miami-Dade County.
- Ratio analysis based on national benchmarks shows that the 15-mile market area has about 2.6 times as many golfing households available to support each 18 holes of golf compared to the national benchmark.

- The phenomenon of golf course closures has been particularly acute in Broward and Miami-Dade Counties, where changing demographics have been a key factor. Twenty golf courses (17.5 eighteen hole equivalents) have closed in Broward County and 11 have closed in Miami-Dade (10 18H-EQ) in the last 15 years. Few markets in the country have lost as many golf holes during that time. The City of Miami is reportedly considering re-use options for International Links – Melreese CC, one of MBGC's foremost competitors.
- The NGF database shows no new golf course projects under development in either Miami-Dade or Broward Counties.

MIAMI BEACH GOLF CLUB COMPETITIVE MARKET

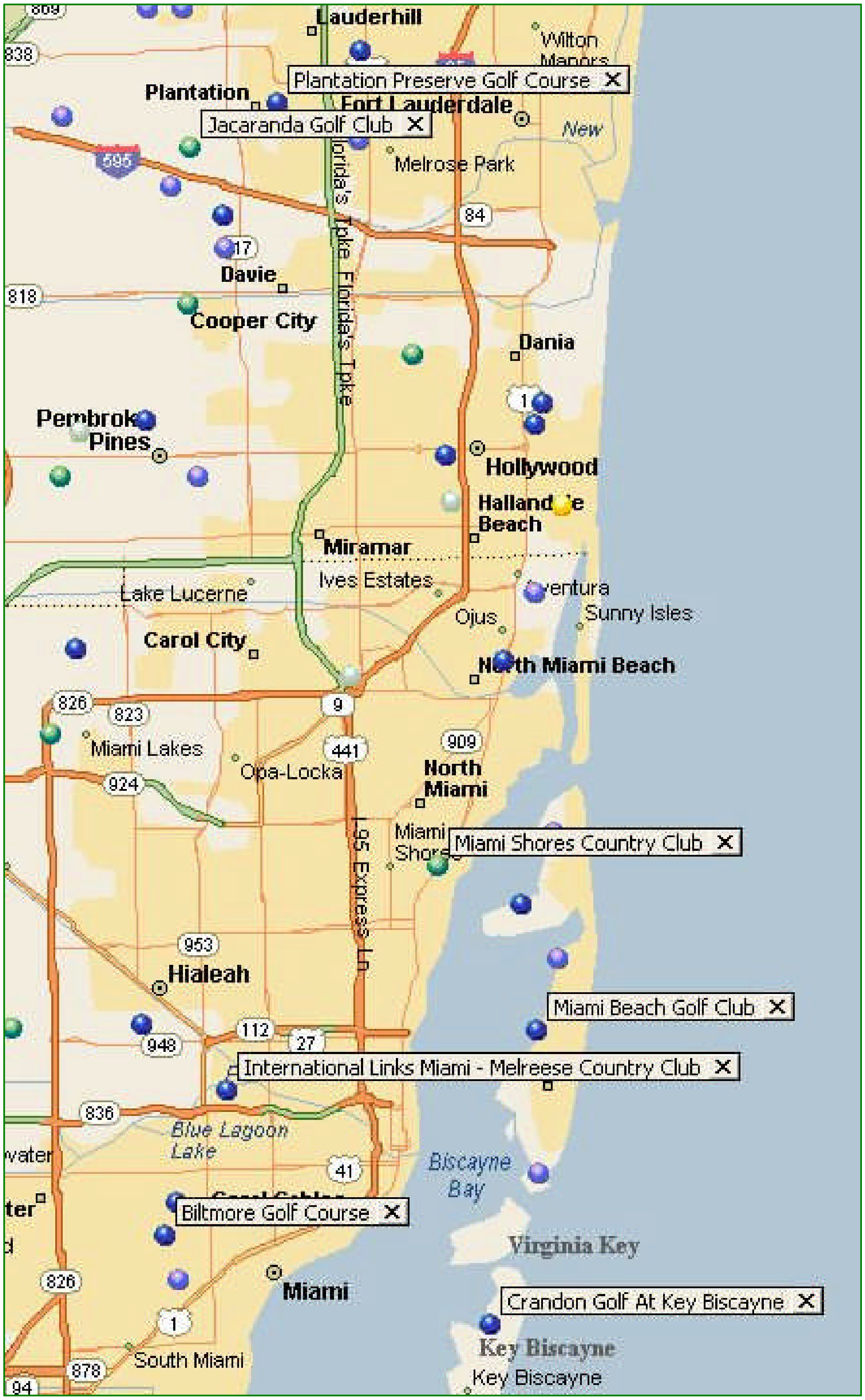
Based on the market positioning of Miami Beach GC, NGF identified a subset of primary and secondary competitors for the golf facility. These facilities were chosen based on factors such as price point, location, type (18-hole or greater public regulation length only) and amenities offered, and comprise both municipal and privately owned daily fee operations:

Primary Competitors	**Secondary Competitors**
Biltmore Golf Course	Jacaranda Golf Club
Crandon Golf at Key Biscayne	Plantation Preserve Golf Course
International Links Miami – Melreese CC	
Miami Shores Country Club	

This list was not meant to be exhaustive or to account for all of the potential public golf competition to Miami Beach GC. For instance, off season pricing (dynamic) at the Trump National Doral Golden Palm and Red Tiger courses, as well as the Silver Fox, can be comparable to, or even lower than, MBGC's non-resident rates, especially in off peak times.

A map illustrating the relative locations of Miami Beach GC and the identified competitors is shown below. Following the map, we provide NGF key findings regarding the competitive market as well as summary operating information such as peak green fees, rounds played, and summary operating metrics.

Map of Primary and Secondary Competitors



Primary and Secondary Competitors – Summary Information

The table below provides summary information for MBGC and the identified subset of primary and secondary competitive golf facilities.

Key Competitors - Regulation Public Access Facilities						
Golf Facility	**Location**	**Type**	**Year Open**	**Par / Slope**	**Front Tee / Back Tee**	**Location Relative to Miami Beach Golf Club**
Miami Beach Golf Club	Miami Beach	18H-MU	1932/2002	72 / 128	5,908 / 6,813	-
Miami Shores Golf Club	Miami Shores	18H-DF	1939	72 / 131	5,031 / 6,705	5 miles NW
Crandon Golf Key Biscayne	Key Biscayne	18H-MU	1972	72 / 148	5,192 / 7,325	6.5 miles South
Intl. Links Miami-Melreese CC	Miami	18H-MU	1960	71 / 128	5,534 / 7,270	7.5 miles W/SW
Biltmore Golf Course	Coral Gables	18H-MU	1924	71 / 121	5,201 / 6,772	10 miles SW
Pembroke Lakes Golf Club	Pembroke Pines	18H-MU	1974	72 /140	5,160 / 6,815	18 miles NW
Plantation Preserve Golf Club	Plantation	18H-MU	2006	72 / 134	5,182 / 7,071	23 miles N/NW
Jacaranda Golf Club	Plantation	36H-DF	1971			24 miles N/NW
East			2006 reno.	71 / 129	4,923 / 7,247	
West				72 / 131	5,026 / 6,778	

Primary and Secondary Competitors – Summary Operating Metrics

The table below provides summary operating metrics for MBGC and the identified subset of primary and secondary competitive golf facilities.

Miami Beach Golf Club and Key Market Competitors - Comparison Chart - 2016							
Facility	**Type**	**Peak Winter Green Fee**	**2016 Rounds Played**	**Golf Fee Rev. per Round**	**Total Operating Revenue[2]**	**Total Operating Expense[3]**	**Net Operating Income**
Miami Beach Golf Club	18H-MU	$225	42,683	$82.99	$3,908,702	$3,084,712	$823,990
Biltmore Golf Course	18H- MU	$202	37,000*	n/a	n/a	n/a	n/a
Crandon Golf Key Biscayne	18H-MU	$176	42,664	$50.18	$3,181,158	$3,410,395	($229,237)
Intl. Links Miami-Melreese CC	18H-MU	$195	31,822	$60.37	$3,519,574	$3,424,547	$95,027
Miami Shores Golf Club	18H-DF	$109	45,586	$44.88	n/a	n/a	n/a
Plantation Preserve Golf Club	18H-MU	$109[1]	48,050	$52.01	$3,727,293	$2,881,981	$845,312
Pembroke Lakes Golf Club	18H-MU	$75	43,613	$42.13	$1,994,527	$1,848,674	$145,683
Jacaranda Golf Club	36H-DF	$140	75,000*	n/a	n/a	n/a	n/a

*NGF Consulting estimate
1. Rates do not include tax.
2. For municipal golf courses, represents revenue from municipality perspective; if concessions present, only net payment to municipality included.
3. Expenses do not include depreciation, debt service or capital items.

Key Findings – Miami Beach Golf Club and Competitive Set

A summary of general findings regarding the competitive market for MBGC:

- Based on location, proximity and price point, Miami-Dade County's Crandon Golf at Key Biscayne is the most direct competitor and comparable facility to Miami Beach Golf Club among the competitors identified above. Jacaranda GC and Plantation Preserve, while 20+ miles north of MBGC, qualify as secondary competitors based on them being among the premier public golf facilities in Broward and Miami-Dade, and the fact that they are likely prevent some golf demand from southern Broward County golfers from migrating south.
- NGF summary observations regarding key operating metrics for MBGC and its identified competitors:
  - Excluding Trump National Doral, at $225 non-resident rate in-season MBGC has the highest green fees among south Florida public golf courses. At ±$200, Biltmore GC and International Links are the next highest among the competitive set.
  - With average golf fee revenue (green + cart + membership) per round of $83, MBGC was easily the highest among the competitive set, about $23 higher than International Links and $30+ higher than both Plantation Preserve and direct competitor Crandon Golf Key Biscayne. The gap with Crandon and International Links is especially impressive given the relative closeness in peak season rack rates, and is a sign of the City and golf course staff doing an excellent job of maintaining rate 'integrity'.
  - Average rounds played per 18 holes among this subset were approximately 40,500. MBGC exceeds this average despite the highest green fees in the market. MBGC has similar activity levels to key competitor Crandon Golf, but at a much higher rate.
  - Despite including only net payments for the pro shop and food & beverage concessions, total revenue at MBGC is the highest among this subset, and more than $700,000 higher than at Crandon.
  - Both Crandon Golf and International Links have higher operating expense profiles than MBGC, though Links has expenses associated with the maintenance of its First Tee Miami building, and Crandon reportedly has a water bill of about $1 million.
  - MBGC and Plantation Preserve each generated more than $800,000 in net operating income in FY16. By comparison, Crandon Golf lost about $230,000 – ***a number that increased to $1 million in FY17.***
- As NGF has observed in many other markets, newer golf courses (e.g., Plantation Preserve, Palm Beach County's Osprey Point), those that have invested in improvements (Pembroke Lakes, Miami Beach Golf Club, Jacaranda GC, International Links Miami), and those that have a very strong customer service profile (i.e., "country club for a day") have fared the best in this regional market, while those that have deferred capital improvements and everyday course maintenance (Country Club of Miami; many examples in Broward County) have seen declining demand and financial performance.
- In addition to annual and seasonal memberships (pre-paid green fees), facility-specific loyalty programs (such as Miami-Dade Patron Card), and web specials, discounted fees are also available through various programs such as CanAm, PGA GolfPass (Palm Beach and Broward), and the Premier Golf Card (owned by Golfnow), as well as through third party tee time providers such as Golfnow.

- The Premier Card has resulted in increased activity levels at many south Florida golf courses, especially during the long off season. Premier has been in existence for 27 years and offers features such as 5-day advance booking and discounted green fees (some cart-only during off season). Along with MBGC, local courses that participate in the Premier Card program include International Links, Plantation Preserve, Pembroke Lakes, Normandy Shores and Miami Shores.
- The presence of a "buyer's market", the extreme seasonality of demand in south Florida, and the various discount programs in this market (like most nationwide) have resulted in average daily rates (ADRs) that have been essentially flat for 5 or even more years. It is not unusual for even high quality public golf courses in this market to see rack green + cart fees fall as low as ±$30 for a peak weekend morning round in summer.

Benchmarking Comparison – Broward and Miami-Dade Municipal Golf Operations

NGF Consulting compiled a FY2016 benchmarking analysis of some basic operating metrics for south Florida (Broward, Miami-Dade, Palm Beach) municipal golf operations. Key findings relating to Miami Beach GC's performance, pricing, etc. compared to the subset of reporting Broward and Miami-Dade municipal golf operations follow. The sources for this information are municipal comprehensive annual financial reports (CAFRs) and data supplied directly by municipal and/or golf course staff. The total sample set, excluding MBGC, for these two counties comprises 9 facilities (11 courses). The summary table can be found in Appendix C.

Key NGF findings:

- From a pricing perspective, the responding facilities comprise a mix of low-market (e.g., Orangebrook, CCM), mid-market (Pembroke Lakes, Plantation Preserve, Normandy Shores) and upper tier (MBGC, Crandon, International Links) golf courses. Three facilities – Crandon, CCM, and Palmetto GC are owned and operated by Miami-Dade County. Three – MBGC, NSGC, and Pembroke Lakes – are managed by PCM.
- On a per 18-hole basis, Plantation Preserve is the most active among the benchmark subset, with 48,000+ rounds in FY16. This was achieved at an average rate of $52; MBGC's rounds, by contrast, were about 11% lower but achieved at an average daily rate (ADR) of $83, or 60% higher than Plantation Preserve. In public golf, there is generally an inverse relationship between rounds activity and green fee level. MBGC has been able to earn a high rate per round while still reaching or approaching its desired activity levels.
- The lowest ADRs among the benchmark set belonged to the City of Hollywood's 36-hole Orangebrook G&CC at just $19.93, followed by Miami-Dade's Palmetto GC at just under $24 and Country Club of Miami at $25.36. Both Orangebrook and CCM suffer from significant deferred maintenance and capital needs.
- Excluding MBGC, five of the nine facilities had negative net operating income in FY16. Pompano Beach GC, which has more than $600,000 in City Admin & Overhead and $156,000 in FAA land rent included on its expense books, lost more than $1 million, while CCM lost $942,000. Crandon Golf Key Biscayne lost $229,000, a deficit that climbed to $1 million in FY17, approximately the amount of the golf course's water bill.
- MBGC, at $3.54 million, earned more than $1 million more in golf fee revenue than the next highest facility, Plantation Preserve. MBGC had only about $180,000 more in total revenue (city perspective) because only concession net payments are included. In terms of NOI, MBGC and Plantation Preserve are easily the most profitable of the benchmark subset, at $824,000 and $845,000, respectively.

- In addition to the municipal golf courses listed in the table, NGF was able to find some information for several others that did not provide information.
  - The City of Sunrise's 18-hole executive course, Seven Bridges at Springtree, hosts about 38,000 rounds and lost nearly $700,000 from operations in FY16.
  - The City of Davie's 18-hole Davie G&CC is operated under lease agreement and gains or loses a 'nominal' amount each year.
  - The City of Tamarac's 36-hole (18 Reg. + 18 Exec.) Colony West Country Club lost about $400,000 on 61,000 rounds in FY16.
  - The City of Miami Springs' 18-hole Miami Springs G&CC has traditionally lost hundreds of thousands each year, though the deficit is reportedly decreasing with improved course conditions and higher rounds.

Business Analysis of Miami Beach GC

In this section, NGF Consulting provides a summary business review of the Miami Beach Golf Club, comprising: NGF's subjective analysis of PCM performance in various functional areas based on our review and the Consultants' 45+ years of collective experience evaluating golf course operations; and, an objective analysis of facility financial performance – both stand-alone and benchmarked against regional municipal golf operations.

Information in this section is based on NGF's review in the spring of 2018, including meetings and interviews with MBGC and PCM management, facility tour, review of recent historical operating information and other documentation, and, market analysis. We note that our on-site review was limited to a one-day facility visit; however, we are confident that what the consulting team observed and experienced is representative of the everyday product quality and customer service profile of Miami Beach Golf Club.

NGF's summary findings for MBGC are presented below, following an overview MBGC's 2001-02 renovation.

MIAMI BEACH GOLF CLUB RENOVATION OVERVIEW

In December of 1998, the City of Miami Beach retained a consultant to perform an evaluation and analysis of the City-owned golf courses with the objective of assessing development alternatives, market and financial potential. Pursuant to the recommendations and conclusions of the report, the Mayor and City Commission voted to finance the complete renovation of Bayshore and Normandy Shores golf courses and related facilities. The City retained the retained highly respected golf course architectural firm, Arthur Hills, Steve Forrest and Associates to design plans for an upscale, visitor-oriented course at the Bayshore GC site and a more modest, but high quality 'resident' course at Normandy Shores.

The following is excerpted directly from materials supplied to NGF Consulting:

"The City's primary objective was to reposition Bayshore and Normandy Shores with the goal of creating an attractive new amenity to improve the appeal of Miami Beach as an upscale visitor destination, while providing residents access to top quality public golf at reasonable rates, and insuring that golf course revenues fully cover maintenance and operating expenses.

In August of 2000 the City initiated the RFP process for the Comprehensive Management and Operation of the City's Golf Courses, Clubhouses and Related Facilities. On November 29, 2000, the Mayor and City Commission accepted the recommendation of the City Manager and authorized the Administration to enter into negotiations with Professional Course Management II, LTD., (PCM) for these services.

The reconstruction of the Bayshore Golf Course, subsequently renamed the Miami Beach Golf Club at the recommendation of PCM, began in December of 2001. The newly renovated facility opened on December 17, 2002. Prior to opening the Administration entered into an interim professional services agreement with PCM to manage the golf course until the long term agreement was completed. The Management Agreement for the Comprehensive Management and Operation of the City's Miami Beach Golf Courses, Clubhouse and Related Facilities between the City of Miami Beach and Professional Course Management II, LTD., (PCM) was negotiated in September 2003. Normandy Shores Golf Club construction began in May, 2007 and that golf course was opened in December of 2008. In May of 2010 Normandy Shores Golf Club's new clubhouse was opened."

MANAGEMENT AGREEMENT

Both Miami Beach Golf Club and Normandy Shores Golf Course are owned by the City of Miami Beach and operated by PCM. Golf is not accounted for as an enterprise fund, but rather as a separate account within the City's Parks & Recreation Department. The original agreement with PCM for MBGC had a 3-year term, with two 1-year renewal options. PCM has subsequently been renewed twice for 5-year terms, in 2008 and 2013. The current agreement with PCM expires on September 30, 2018. PCM is responsible for all aspects of facility management, and has separate concession agreements for merchandise, food & beverage operations, and lessons (PCM subleases to Jim McLean Golf School).

The City is responsible for all expenses except those related to the concessions, for which it receives 5% of food & beverage revenues and pro shop sales, and 20% of lesson revenues. The City receives 100% of green, cart, membership, range and miscellaneous other revenues.

NGF Summary findings:

- PCM received a $125,000 base management fee in the first year of the most recent renewal period, increasing in subsequent years by the CPI index or 3%, whichever is smaller. In addition, PCM is eligible for an incentive fee, capped at $125,000. The full $125K is payable if net operating income before debt service equals or exceeds $800,000 (fee is reduced by proportionate percentage to NOI below $800K). There is the potential to earn an additional 5% incentive fee on gross revenues above $4 million. In the 2013 renewal, the compensation formula for PCM was adjusted to become more incentive-based than the previous deals.
- In FY16 and FY17, PCM's total management compensation was $250,000 and $234,603, respectively. The effective percentage compensation in these years was 6.4% and 6.3% of total facility gross revenues (City perspective), respectively. ***Based on NGF experience, both the structure of the City's management agreement with PCM (base management fee plus incentive) and the effective compensation are within expectations for a premier municipal golf course at this price point and revenue level.***

GREEEN FEE AND MEMBERSHIP PRICING

With non-resident peak season green fees of $225, Miami Beach Golf Club has the highest green fees in south Florida for municipal golf courses, and trail only Trump National Doral ($400+ peak season) among all public courses. Miami Beach and south Florida (Palm Beach, Broward, Miami-Dade and Monroe counties) enjoy considerable discounts, with peak season fees of $80 and $120, respectively. The City Commission has final authority on setting of golf fees at MBGC.

- As is the case with every public golf course in south Florida, MBGC has considerably lower rates during the shoulder and summer seasons (complete fee schedule in Appendix D). However, unlike the vast majority of municipal golf courses, MBGC has few green fee categories that offer discounts off of rack rates due to the quality of, and demand for, its product.
    - Aside from the Canadian Golf Pass ($10 off south Florida resident rate; accounts for fewer than 1,000 annual rounds), MBGC offers discounted rates only through the Premier Card, which provides 10% and 15% discounts off of peak season and off season fees, respectively, and which has accounted for anywhere between 13,000 and 17,000 summer rounds each year. Hotels are not offered special rates, though concierges receive a 20% commission for referring individual and group play.

- Miami Beach GC resident green fees have changed very little over the years, with only a $5 increase since 2007. South Florida peak season resident rates have increased by only $20, from $100 to $120, while non-resident fees were $150 at inception and are now $225.
- MBGC also offers a membership program offering unlimited green fees, $20 cart fee, 19-day advance tee time (public is 5-day), and preferred guest rates, among other benefits. The program is capped at 200, with a waiting list of 40+; ~95% of members are Miami Beach residents (including many seasonal). Pricing for singles is $3,500, and for couples $4,500.
- **NGF key findings regarding MBGC fee structure**:
  - MBGC's pricing model was set up so that revenue would be maximized from visitor rounds, thus allowing the City to 'subsidize' affordable golf fees for Miami Beach and south Florida residents as a matter of public policy. Additionally, fees are set with the goal of attracting rounds volume in the low to mid 40,000s, so as to not put too much maintenance strain on the golf course and preserve a premier golf experience and provide good pace of play. ***NGF observes that these objectives have been served by the overall pricing structure and policies***.
  - While the pricing structure adheres to public policy goals, we do note that revenues are significantly constrained by offering resident fees that are well below 'market rate'. This is not an uncommon strategy among premier municipal golf courses in the US. Examples where there are large municipally mandated differences between resident and non-resident rates are the City of San Diego's Torrey Pines, Indian Wells Golf Resort, Desert Willow Golf Resort (Palm Desert), and Bethpage State Park Golf Course (State of New York).

MIAMI BEACH GC RECENT OPERATING RESULTS

Below, NGF summarizes key findings regarding the financial results of Miami Beach GC for the FY13 through FY17 time period, as well as year-to-date FY18. (Please refer to exhibits in Appendix E).

Rounds Played

As discussed earlier, the City – from the inception of the renovated Miami Beach Golf Club – established that the club would be expected to adhere to certain parameters related to activity levels, rate achieved, and course conditions. To maintain the operating and maintenance model the City desired, it was determined that rounds played should generally fall into the ±45,000 range each year, thus maintaining great golf course conditions, fast pace of play, and overall customer experience. Below are NGF's key findings about rounds activity at MBGC over the subject period.

- Total rounds played have been on a downward trend since peaking at more than 47,000 in FY14, though there have been some intervening factors that have contributed to the decrease. Overall, rounds in FY17 were 13.2% lower than in FY14, though the former year represents an outlier (on the high side) for rounds activity at MBGC since reopening. External factors suppressing rounds played in recent years include the renovation of the Miami Beach Convention Center beginning in 2016, the Zika virus in 2017, and hurricanes in both 2016 and 2017 (Irma). Also, NGF was told that hotel room rates have increased significantly in Miami Beach, perhaps putting a strain on discretionary income available to visiting golfers.
- MBGC has consistently received about 36% to 37% of its total play from rack rounds; the percentage of these rounds that has come from Miami Beach residents has increased from about 16% of play in the 2013 – 2014 period to the current level of about 20%. Member + guest rounds have increased over the last five years from about 10% of total play to about 16%, while Premier Summer members played 31% of rounds in FY17, down from just under 38% in FY13.

- Both Premier and unlimited play members have helped management to achieve a high level of play throughout the year, despite the strong seasonality of demand in south Florida. MBGC's busiest month the last two years was May - not traditionally the strongest in this climate – and the facility hosted nearly 4,000 rounds in July 2017.
- Despite some constraints with regard to facilitating large outings during the peak season, MBGC is very active with tournaments, hosting between 4,000 and 4,500 rounds per year.

Operating Revenues

- Golf fee revenue was $3.75 million in both FY14 and FY15, subsequently decreasing by about 5% in FY16 and another 5%+ in FY17 in the face of lower rounds played. Total revenue (City perspective) has declined each year since reaching $4.1 million in FY14, and was about 8.8% lower in FY17 than that recent high water mark.
- Golf fee revenue per round has generally been in the range of $79.50 to $83.20 during the five-year time period, with the exception of FY15 when the average rate reached $87.15.
- Other revenue centers:
    - The driving range has been a consistent performer at Miami Beach Golf Club, at ±$4 per round.
    - Pro shop lease revenues per round have followed a 'bell curve' pattern, peaking at $0.97 in FY15, and subsequently declining to $0.87 in FY17.
    - Food & beverage lease revenues per round have increased from $0.99 in FY13 to $1.23 in FY17.
    - Lesson revenues to the City (@ 20% of gross) have more than doubled over the five-year period, from about $70,000 to more than $143,000
- Total revenue per round (City perspective has been just under $92 the last two full fiscal years, after reaching $94.54 in FY15
- With an increase of about 10% in the revenue budget in FY15 and the decline in revenues over the last few years, the annual revenue budget variance has reached $400,000+ during the last two fiscal years, and has totaled more than $1 million over three years.

Operating Expenses

- Miami Beach GC's total operating expense has been very consistent over the last four years, ranging between about $3.07 million and $3.1 million, despite increased costs from adding the streetscape maintenance responsibilities in 2017.
- The FY17 total expenditures for labor and benefits were just over $1.5 million, including $816,000 for the maintenance department. At about 50% of the total expenditures, this level is within norms of industry standards as observed by NGF Consulting.
- The total golf course maintenance budget for FY17 was $1.56 million, which is at the high-end of the range public 18-hole golf courses, and appropriate for a golf course of this caliber and price point.

YTD FY 2018

As the table below illustrates, key indicators are all up for the first seven months of FY 2018, including rounds played (up by 7.6%), total revenues (9%), and total golf fee revenue per round (2.1%).

YTD (thru April) FY2017 vs. FY2018 (City Perspective)		
	Oct 2016 - April 2017	**Oct 2017 - April 2018**
Golf Fee Revenue	$2,213,830	$2,432,355
Total Revenue	$2,466,455	$2,689,202
Rounds played	24,466	26,315
Golf revenue per round	$90.49	$92.43
Total revenue per round	$100.81	$102.19

Net Operating Income - Longer-Term Performance (FY 2005 – FY 2017)

NGF took a longer-term view of MBGC in the context of net operating income (NOI) performance since FY 2005 (see summary table below). What emerged were about four distinct periods in terms of rounds played and NOI performance, with the main variables causing differences in performance between these periods owing largely to external factors:

- The FY05 through FY07 period was a period of strong performance, with average NOI of about $965,000. The five-year period that followed included the financial crisis of 2008-09 and its lingering effects, such as large corporate outing cancellations (e.g., IBM, Morgan Stanley) and the severe decline in business and leisure travel, resulting in a decline in NOI to an average of $761,000.
- As those negative effects of the financial crisis began to wane, MBGC enjoyed a very profitable three-year period between FY13 and FY15, when it averaged more than $1.02 million in NOI on an average of 45,000 rounds played.
- Finally, the triple challenges of the convention center construction, Zika virus scare and Hurricane Irma have affected play the last two years, when average rounds declined by more than 3,000 from the prior period, and NOI dropped by about 25% to an average of $740,000.

MBGC - Rounds and Net Operating Income (FY 2005 – FY 2017)				
	FY05-FY07	**FY08-FY12**	**FY13-FY15**	**FY16-FY17**
Rounds Played	43,302	43,077	45,032	41,804
NOI	$964,806	$761,089	$1,026,741	$740,128

Summary

All in all, MBGC has been a very consistent performer since its rebirth, with negative variations in performance largely - or perhaps entirely - due to external factors. Rounds played have been in the range desired by the City to preserve the asset and the golf experience, and the public policy of subsidizing resident rates below ‘market rate’, while constraining revenues, has allowed the majority of resident golfers to enjoy this premier public golf offering.

GOLF COURSE CONDITIONS

Below are NGF's key observations about golf course maintenance conditions at MBGC, based on facility tour and discussions with the Superintendent:

- In total, MBGC includes about 120 acres of managed property (includes streetscapes, which were added to the golf course responsibilities and budget in 2017). As noted above, the total golf course maintenance budget for FY17 was $1.56 million, which is at the high-end of the range public 18-hole golf courses.
    - All of the turfgrass at MBGC is Paspalum variety, a salt-tolerant grass that nevertheless presents some maintenance challenges, especially with respect to greens, which require a lot of topdressing and "TLC' to regulate consistency and speed to golfer desires.
    - The irrigation source is City potable water (was formerly brackish water from ponds), which cost the golf course $178,000 in FY17. The Toro irrigation system dates to 2000. Though there are no major problems (pumps have been repaired several times), the City should begin planning for its replacement ±10 years down the road.
    - Maintenance equipment is obtained via a lease agreement (operating budget); it is a full-fleet lease with 4-year turnover, and equipment appeared to be in very good condition during the NGF visit. (Golf carts are also on operating lease, with a 3-year cycle - new fleet due in December 2018).
    - There are 53 total bunkers on the course, many of which need face work (ongoing project done out of operating budget). Re-sodding of holes is underway & part of on-going maintenance (also out of operating budget).
    - The driving range features both mats and grass; mats are utilized M-Th and grass Fri-Sun to preserve turf quality and conditions.
    - **Current Capital Plans**: PCM is proposing new capital for practice area enhancement (expanding the tee area), as well as range netting replacement.

NGF overall takeaway: Globally, NGF found MBGC to be in very good condition, befitting its price point and golfer expectations of "country club for a day". This opinion is validated by the very strong ratings that MBGC garners through its Golf Outing Evaluation Forms, where 'excellent' ratings are generally in the 80% to 100% range (depending on golf course component and year), and not a single rating was just 'fair' or 'poor' among 65+ responses over a 5-year period.

STAFFING/BUDGET

Miami Beach Golf Club staffing comprises personnel who fall on the City budget, as well as staff that work in one of the concession areas (merchandising, food & beverage, golf school) who are compensated by PCM. NGF observations on MBGC staffing:

- The FY17 total expenditures for labor and benefits were just over $1.5 million, including $816,000 for the maintenance department (see previous section).
- Golf course maintenance staffing comprises 20 full-time positions:
  - Key positions: Superintendent, Assistant Superintendent, Mechanic, Irrigation Technician, Spray Technician.
  - Operators (7) and Laborers (8).
- Management/Golf Operations is a mix of full-time and part-time employees:
  - Shared Management (MBGC and Normandy Shores) includes General Manager (PCM employee), Director of Golf, Director of Membership & Marketing, Controller and Purchasing Assistant.
  - Golf Operations – management/pro shop: Head Golf Professional, 1st Assistant Golf Professional, Golf Shop Attendants (3), Merchandise Assistant (PCM employee).
  - Golf Operations - outside services/other: Rangers (3 p/t), Starters (2 f/t), Cart Attendants/ Bag staff (10, including ~7 f/t).
- PCM compensates all employees associated with the pro shop and food & beverage concessions, including the F&B Manager. PCM also compensates the City $2,000 per month for City staff selling merchandise.
- MBGC staff does not provide lessons. Jim McLean Golf School compensates all instructors.

NGF observation regarding staffing and labor budget: MBGC staffing is robust, but very much in line with what NGF has observed at other top tier public golf courses. MBGC staff is obviously well trained and takes pride in its work. Staff has reportedly had very little turnover, and thus has significant institutional knowledge with the property. As with golf course conditions, golfers have a level of expectations with overall facility service that is commensurate with the high green fee charged. Overall, this facility is providing a very high level of service, requiring a large employee "footprint" that is not directly comparable to industry norms. Based on our review, NGF does not believe the budget could be reduced without a corresponding reduction in service level or maintenance quality / condition.

MARKETING / DIRECT SELLING

MBGC spent a total of $8,200 on advertising and promotions in FY17, not including other money spent on dues and memberships (chamber of commerce, etc.). PCM also employs a full-time Director of Membership and Marketing, with duties and compensation split between MBGC (60%) and NSGC (40%). NGF observations on MBGC marketing and direct selling:

- In the past, NGF recommended about 1% to 2% of total gross revenues as a benchmark for a golf course marketing budget, which would equate to about $40,000 at MBGC at minimum. However, in today's golf marketing world, much of the communication is through low- or no-cost digital channels (website, email database marketing, social media, etc.), so NGF's rough rule of thumb no longer applies.

- Additionally, MBGC's marketing budget is effectively understated, as it employs a marketing director who is active in direct sales, which NGF believes is the most important component of a marketing program for a premier public golf facility in a destination market. The director of membership and marketing reported spending about 25% of his time on direct selling for groups and outings, and has cultivated an active concierge program with area hotels and the Miami Beach Convention Center. Both the DOM and other staff are also actively engaged in public relations and direct selling to the rest of the community (more later in report).

NGF key findings on marketing and direct selling: Though the overall spend on advertising is low, it is important to note that MBGC is very well established in the community and has a high level of awareness among both south Florida residents and visitors, thus reducing the need for a robust marketing budget. Also, the budget is effectively understated due to the importance of direct selling for a premier public facility in a resort market with many lodging properties and a high-volume convention center. Finally, MBGC has been performing with rounds activity levels at, or very close to, the target levels established by the City Commission from the inception of the club.

CUSTOMER SERVICE

Though NGF did not implement its customer satisfaction program (GolfSAT) at MBGC for this project, we did review five years' worth of Golf Outing Evaluation Forms (see Appendix F for tables of summary results) as a proxy for assessing overall golfer customer satisfaction at the facility. (We note that large corporate and group outings contain many business people, including *Fortune 500* clientele, with high expectations and low tolerances for poor service or experience). NGF observations about MBGC customer service:

- NGF consultants observed a high level of service from the moment we entered the premises, starting with the cart attendant (even though we were not golfing), and including our lunch at the restaurant. NGF was consistently greeted warmly by employees.
- Results of the outing evaluation forms from FY13 through FY17 reveal ratings consistently ~ 80% to 95% 'excellent' (varies somewhat by year) for the categories of 'Outing Administration', 'Staff', and 'Food & Beverage'. For FY17, ratings across 8 measures within these categories were all 100% excellent. Over the entire 5-year period, only one reviewer out of about 70 outings gave anything other than an excellent or good rating in these areas (was for pre-outing communication).
- The City employs periodic 'secret shoppers' to monitor customer service at MBGC.

NGF key findings on customer service: Though maintaining an excellent customer service culture and profile is important for all businesses, including golf courses, it is especially critical for a premier municipal golf facility in a market with many golfing choices such as greater Miami. Bad experiences reflect poorly on the City (golfers associate the golf course and employees directly with the City). The key to successful customer service at a facility such as MBGC is ***managing the experience***, and NGF believes that the City and facility management have effectively achieved that objective, as borne out by the consistent economic performance and measurement vehicles like the outing forms and secret shopper.

MERCHANDISE AND FOOD & BEVERAGE CONCESSIONS

As discussed earlier, merchandising, food & beverage (along with lessons/instruction) at MBGC are operated via concession agreements. Though NGF did only a cursory review of these concessions - including dining for lunch at the restaurant - during our one-day visit, the various concessions appeared to have strong customer service profiles. NGF observations about the pro shop and food & beverage concessions at MBGC:

- The pro shop, though relatively small, was amply stocked with a preponderance of soft goods, shoes and apparel, including a lot of logoed merchandise – something NGF always recommends for destination facilities with attractive and unique logos such as that at MBGC. Pricing appeared to be commensurate with the price point and destination appeal of the facility.
- The restaurant/bar, also relatively small in size, is nicely appointed and had a good mixture of both golf and non-golf lunch customers during our visit. As per the City directive when the clubhouse was initially programmed and designed, the meeting/banquet space is limited, with a capacity of about 60. Between the meeting space and adjacent outdoor space, there is barely sufficient capacity to accommodate a full field double shotgun outing of 144 players. The restaurant, meeting room and outdoor patio together can accommodate a total of ~230 people.
- The restaurant is open 7 days a week, for breakfast, lunch and dinner. It opens from 6:30 am to 9:00 am for continental breakfast, and the kitchen opens at 9:00 am. The full-liquor bar is open from 6:30 am until 8 pm. Saturday and Sunday mornings feature full service breakfast service from 9 am until 2 pm.
- The restaurant features a varied and extensive menu comprising brunch items, desserts, salads, starters, burgers, and hot and cold specialty sandwiches and wraps. As with the pro shop merchandise, pricing is commensurate with the Miami Beach tourist destination and the price point of the golf course. (NGF often uses the price of a hamburger as a benchmark for overall pricing; the 'Miami Beach Burger' is $12.50).

NGF key findings on concessions: Though the clubhouse size at Miami Beach Golf Club is somewhat limiting in terms of revenue maximization and customer service (e.g., facilitating large outings and meetings), PCM appears to be doing a good job with both the pro shop and food & beverage concessions. NGF believes that food & beverage operations located at golf courses should strive to cover their costs and even make a profit, but **their primary purpose is to serve golfers**. Because private vendors have a profit imperative, service to golfers can sometimes become secondary. This is not the case at MBGC, where the vendor also happens to manage the entire golf facility for the City. The most important aspects for serving golfers include providing space for golfers to feel comfortable being served in golf attire after playing a round (hats, golf shoes, etc.), and providing rapid "walk-up" service for golfers still on the course (MBGC has ahead service).

INSTRUCTION AND PROGRAMMING

Miami Beach GC offers a full menu of adult lessons, clinics, etc. through the Jim McLean Golf School. In addition, PCM is very active with junior instruction, and MBGC is host to one of the premier amateur golf events in the world.

Juniors

- PCM created a free junior golf program hosted at Normandy Shores Golf Club to introduce children to the game that otherwise would not have the opportunity due to financial constraints. The program began with support through a grant from the USGA, and over the years the program has grown. Now with grant support from the FJGC and the fundraising Billy Shockett Memorial Golf Tournament, there are 2 free clinics each week during the school year, taught by PGA professionals.
- The City has also made an effort to grow the game by providing a $5.00 junior rate to walk after 2:00 at Normandy Shores, and through funds raised at the Billy Shockett Memorial Tournament US Kids tees were added so that children of all ages and abilities can play from the appropriate yardage.

- Weekly junior clinics at Normandy Shores are held on Saturday mornings and at Miami Beach Golf Club on Tuesday, Wednesday, Thursday and Saturdays with the Jim Mclean Golf School. During summer there is a full schedule of weeklong camps at both facilities, capped off with the Miami Beach Junior Open.

South Beach International Amateur Tournament

The South Beach International Amateur Tournament has enjoyed a consistent place the top of the world's rankings for amateur tournaments, and was considered a "major" international event for the 6th straight year. Highlights for the 2017 South Beach International Amateur – held December 17 through 22 - include (**source**: PCM):

- Again earned "A" status from the Royal & Ancient Golf Club of St. Andrews, one of golf's two governing bodies, for its continued "major" status, and reaching the 5th spot in the worldwide amateur rankings.
- Remained the #4 ranked amateur tournament in the nation behind the United States Amateur, Western Amateur and NCAA Division 1 Championship.
- Was again sold out and attracted 210 of the top amateurs in the world with a wait list that consisted of over 150 players.
- The tournament featured the highest number of international amateurs (102) of any amateur tournament in North America and was second only to the British Amateur worldwide.
- More than 1,000 hotel room nights were sold to participants and guests.
- Attracted approximately 450 parents, coaches and contestants to Miami Beach for an average of 5 days. Based on visitor spending average figures from the Miami Beach Chamber of Commerce (at $269 per day, represented a $671K financial impact to the City).

NGF observation: Through both the Jim McLean Golf School and their own staff at both MBGC and NSGC, PCM is very active with adult and junior instruction, and the South Beach International Amateur Tournament has a large positive impact on both MBGC and the community.

COMMUNITY ENGAGEMENT

For a municipal golf course, community engagement is both necessary and helpful to maximizing activity and support from residents and businesses. NGF observations about PCM's level of community engagement:

- PCM reported spending many hours every year attending community meetings (e.g., chamber of commerce), getting feedback from constituents, etc. As noted earlier, golf course staff is very active in engaging local hotels and the convention center to direct players to MBGC.
- MBGC and NSGC staff goes out to the community to teach the game to children, conducting 6-week sessions at the Scott Rakow, Flamingo Park and North Shore Park Youth Centers. At the conclusion of these sessions, through the grant from the FJGC, each facility received a donated SNAG Coaching Kit so that the counselors can continue to teach golf to the children.
- Staff also conducts a week-long complimentary summer camp in conjunction with Miami Beach Parks & Recreation summer programs.

NGF observation: After more than 15 years at MBGC and Normandy Shores, PCM seems to have established many relationships and appears to be deeply entrenched in the community.

RECORDKEEPING / REPORTING

Though NGF has found through its experience that lack of financial responsibility at golf courses is uncommon, municipalities that entrust their golf operations to a private operator run the risk of either substandard recordkeeping and/or 'creative accounting'. Therefore, it is very important to have point-of-sale and reporting systems in place that ensure that oversight at the municipal level is seamless, and that records and data provided to the City are accurate, easy to understand and informative. NGF observations about recordkeeping and reporting at MBGC, based on information supplied to us for this engagement:

- PCM is required to submit daily audits to the City.
- PCM, working with the City, prepares annual budgets, capital plans.
- Internal reporting, such as the Monthly Progress Reports, is well organized, easy to understand and clearly show year-over-year performance trends in rounds and revenues.

NGF key findings on recordkeeping and reporting: NGF was not retained to do an audit of systems and reporting at MBGC. However, we have done hundreds of operations reviews and have found the reporting and recordkeeping at MBGC to be among the most organized, concise and useful that we've come across. Additionally, when we made requests for documentation during the course of our study, the data and information was readily available and quickly sent to us.

Summary Statement

Miami Beach Golf Club is an historic and valued community amenity that underwent a renaissance with its early 2000s renovation. With the reinvention of the old Bayshore Golf Course, the City established clear cut goals with respect to asset stewardship and operating parameters of the club, with a focus on providing a top quality golf experience to all players, while preserving affordable playing fees for Miami Beach and south Florida residents.

NGF's summary business analysis of MBGC and its management has revealed a very high quality product that benefits from a management team with many years' of experience navigating the nuances of public golf in south Florida. As noted in the report, MBGC has had remarkably consistent performance since at least the FY 2005 period (time frame for which NGF had operating results). And during those periods when demand and net operating income were lower, the declines were largely attributable to external uncontrollable factors, such as the financial crisis of 2008-09, as well as the convention center construction, Zika virus and Hurricane Irma over the last few years.

We note that operating a high-end municipal golf course with established public policy goals can be a difficult balancing act. For example, at MBGC management must juggle the needs of several different user groups, including city residents, tourists, members, and groups, each wanting to play this premier golf course during their preferred playing times. Another challenge with respect to golf operations in south Florida is trying to equalize activity levels during the year, in the face of extreme seasonality of demand. PCM has effectively done this by cultivating the facility's annual membership and Premier Card programs.

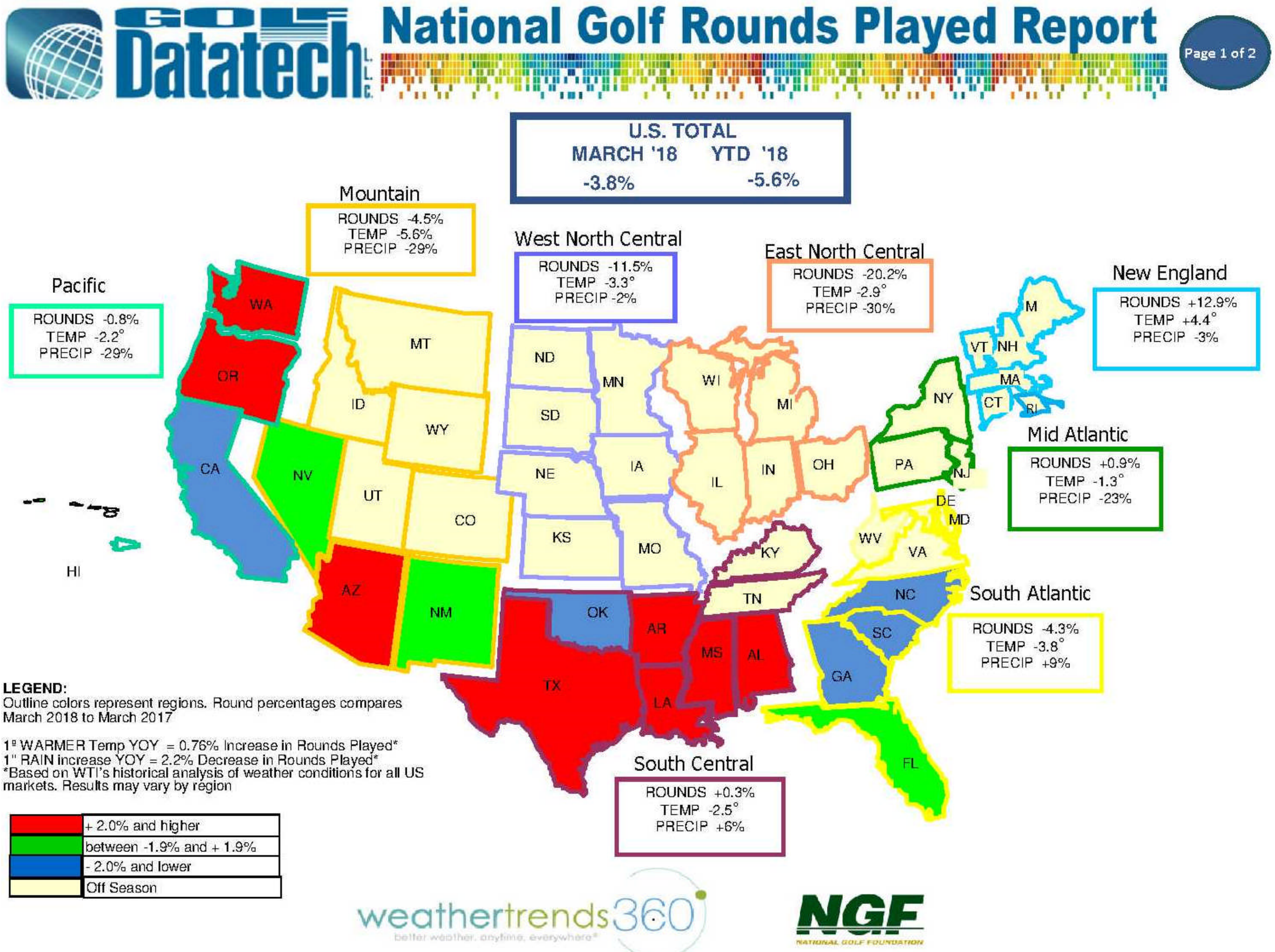
NGF Consulting's principals have visited and analyzed hundreds of municipal and daily fee golf operations over the last three decades. Our overriding finding from our tour and summary business analysis is that MBGC is one of the top municipal golf operations in the country, with an outstanding, very well maintained golf course and net operating income performance that places the facility in the top 2% of municipal golf facilities in the U.S., even considering the revenue constraint resulting from resident green fees that are well below 'market' rates.

NGF's independent review and analysis revealed no obvious weaknesses, with best business practices adhered to in all of the aspects of the operation that we observed. One area that requires some fine tuning is the establishment of the annual revenue budget, which was increased by about 10% in FY15. The significant increase in the budget, combined with lower than expected revenues in the face of external factors noted above, has resulted in large negative variances between actual and budgeted revenue over the last fiscal several years.

In summary, while our analysis was based on a somewhat limited scope, NGF Consulting concludes that Professional Course Management is doing an excellent job of *managing the experience* at the premier "country club for a day" facility that Miami Beach Golf Club represents. Entrusted with a top flight golf facility, PCM appears to have been a very good steward of the City's asset, while at the same time actively engaging the community and accomplishing the public policy goals established by the City with the reinvention of the club in 2002.

Appendices

APPENDIX A – NATIONAL ROUNDS PLAYED REPORT



GOLF Datatech L.L.C.

National Golf Rounds Played Report

MARCH 2018

		MARCH	YTD
UNITED STATES		-3.8%	-5.6%
PUBLIC ACCESS		-3.7%	-5.4%
PRIVATE		-3.9%	-6.3%

		MARCH	YTD
PACIFIC		-0.8%	15.1%
CA		-9.4%	13.9%
	Los Angeles	-14.3%	7.5%
	Orange County	-4.2%	17.8%
	Palm Springs	3.1%	6.6%
	Sacramento	-17.6%	12.3%
	San Diego	0.9%	14.5%
	San Francisco/Oakland	-12.2%	30.1%
HI		-0.9%	0.0%
OR		12.1%	13.7%
	Portland	64.7%	56.6%
WA		65.4%	45.6%
	Seattle	63.7%	39.3%
MOUNTAIN		-4.5%	2.1%
AZ		8.1%	7.0%
	Phoenix	8.4%	7.2%
CO		-11.9%	-13.4%
	Denver	-15.7%	-18.5%
ID, WY, MT, UT		-37.7%	-18.6%
NM		-1.3%	5.0%
NV		-1.8%	7.3%
	Las Vegas	-1.1%	3.7%
WEST NORTH CENTRAL		-11.5%	-20.2%
KS, NE		-5.5%	-15.3%
ND,SD		NA	NA
MN		NA	NA
	Minneapolis/St.Paul	NA	NA
IA, MO		-0.5%	-10.4%
	St Louis	-35.6%	-39.0%
	Kansas City	5.3%	-6.5%
EAST NORTH CENTRAL		-20.2%	-28.2%
IL		10.0%	-5.8%
	Chicago	16.4%	0.5%
IN		-37.6%	-43.9%
MI		12.3%	2.4%
	Detroit	27.0%	7.9%
OH		-39.2%	-42.7%
	Cincinnati	-29.2%	-41.6%
	Cleveland	-55.1%	-56.7%
WI		NA	NA
SOUTH CENTRAL		0.3%	-15.2%
AL		9.9%	-4.4%
AR, LA, MS		3.5%	-18.9%
KY		-5.8%	-20.7%
OK		-3.2%	-18.6%
TN		-25.7%	-30.7%
	Nashville	-11.3%	-27.1%
TX		5.0%	-12.4%
	Dallas/Ft. Worth	-7.1%	-22.2%
	Houston	2.2%	-16.6%
	San Antonio	8.4%	-7.6%
SOUTH ATLANTIC		-4.3%	-10.5%
DE, DC, MD		-23.6%	-36.5%
	Washington/Baltimore	-14.6%	-27.9%
FL		-0.7%	-6.6%
	Jacksonville/Daytona	-8.2%	-11.2%
	Orlando	4.5%	2.7%
	Tampa	-0.9%	-4.7%
	Palm Beach	5.1%	2.3%
	Sarasota	1.9%	6.4%
	Naples/Ft Myers	1.7%	1.0%
	Miami/Ft.Lauderdale	4.4%	-7.2%
GA		-14.0%	-23.4%
	Atlanta	-11.1%	-21.5%
NC		-6.7%	-12.5%
	Greensboro/Raleigh	-19.0%	-29.9%
SC		-4.5%	-12.2%
	Charleston	-3.3%	-8.9%
	Hilton Head	1.9%	-7.2%
	Myrtle Beach	-3.6%	-7.3%
VA		-8.7%	-21.4%
WV		-8.7%	-23.4%
MID ATLANTIC		0.9%	-20.9%
NJ		-6.6%	-21.8%
NY		38.0%	-13.4%
	New York City	6.2%	-12.6%
PA		-12.1%	-25.7%
	Philadelphia	-10.7%	-31.1%
	Pittsburgh	-37.6%	-45.9%
NEW ENGLAND		12.9%	0.3%
CT		34.6%	9.8%
MA, RI		5.1%	-3.7%
	Boston	NA	-8.2%
ME, NH, VT		NA	NA

The percentages represent the differences in number of rounds played comparing March 2018 to March 2017.
For more information contact Golf Datatech, golfroundsplayed@golfdatatech.com or call 407-944-4116

APPENDIX B – LOCAL DEMOGRAPHIC, DEMAND, AND SUPPLY

Local Demographics and Demand

Miami Beach Golf Course	10-mile ring	15-mile ring	Broward County	Miami-Dade County	U.S.
Summary Demographics					
Population 1990 Census	843,753	1,560,870	1,255,215	1,936,985	248,584,652
Population 2000 Census	883,483	1,732,334	1,622,997	2,253,397	281,399,034
CAGR 1990-2000	0.46%	1.05%	2.60%	1.52%	1.25%
Population 2010 Census	932,433	1,837,437	1,748,066	2,496,435	308,745,538
CAGR 2000-2010	0.54%	0.59%	0.75%	1.03%	0.93%
Population Estimate 2017	1,024,927	2,001,551	1,931,908	2,727,606	324,310,011
Population 2022 Projected	1,088,678	2,117,598	2,080,678	2,876,016	337,744,388
CAGR 2017-2022	1.21%	1.13%	1.49%	1.07%	0.82%
CAGR 2010-2022	1.30%	1.19%	1.46%	1.19%	0.82%
Median HH Income (2017)	$39,875	$44,102	$56,960	$47,705	$59,240
Median Age (2017)	40.5	40.7	$40	$40	38.1
Ethnicity					
White	65.7%	68.8%	59.9%	73.8%	70.4%
African American	26.1%	23.5%	29.3%	18.6%	13.3%
Asian	1.6%	1.7%	3.9%	1.9%	5.7%
All Other	6.6%	5.9%	6.9%	5.8%	10.6%
Hispanic Population					
Hispanic	58.4%	60.6%	28.0%	66.8%	17.5%
Not Hispanic	41.6%	39.4%	72.0%	33.2%	82.5%

CAGR = Compound Annual Growth Rate

Golf Supply

Miami Beach Golf Course	10-mile ring	15-mile ring	Broward County	Miami-Dade County	U.S.
Golf Demand Indicators					
Total Households	399,209	739,757	734,888	945,276	124,506,607
Number of Golfing Households	37,581	79,554	100,881	107,908	17,069,440
Projected Golfing Households (2022)	38,692	82,335	104,127	111,840	17,934,830
Projected Annual Growth Rate	0.60%	0.70%	0.60%	0.70%	1.00%
Seasonal Golfing Households	3,830	6,190	6,691	5,137	732,421
Latent Demand/Interested Non-Golfers	159,751	283,846	285,794	348,815	40,573,960
Household Participation Rate	9.40%	10.80%	13.70%	11.40%	13.70%
Number of Golfers	54,534	118,438	144,812	169,775	23,815,640
Rounds Potential (resident golfers)	1,094,890	2,215,515	2,718,467	2,820,102	468,634,000
Estimated Course Rounds (in-market supply)	513,239	1,094,203	2,112,552	1,222,426	468,634,000
Demand Indices					
Golfing Household Participation Rate	68	78	100	83	100
Seasonal Golfing Households	163	142	155	92	100
Latent Demand/Interested Non-Golfers	124	113	118	102	100
Rounds Potential per Household (resident golfers)	75	82	101	81	100

Supply-Demand

Miami Beach Golf Course	10-mile ring	15-mile ring	Broward County	Miami-Dade County	U.S.
Supply-Demand Ratios					
Households per 18 Holes					
Total	38,020	30,194	14,410	34,374	8,802
Public	49,901	41,098	20,701	45,013	12,063
Public: Daily Fee	399,209	105,680	31,272	90,026	15,541
Public: Municipal	57,030	67,251	61,241	90,026	53,911
Private	159,684	113,809	47,412	145,427	32,559
Premium (>$70)	66,535	73,976	63,903	94,528	73,913
Standard ($40-$70)	399,209	105,680	34,181	99,503	28,881
Value (<$40)	399,209	739,757	293,955	630,184	28,784
Golfing Households per 18 Holes					
Total	3,579	3,247	1,978	3,924	1,207
Public	4,698	4,420	2,842	5,138	1,654
Public: Daily Fee	37,581	11,365	4,293	10,277	2,131
Public: Municipal	5,369	7,232	8,407	10,277	7,391
Private	15,032	12,239	6,508	16,601	4,464
Premium (>$70)	6,264	7,955	8,772	10,791	10,133
Standard ($40-$70)	37,581	11,365	4,692	11,359	3,960
Value (<$40)	37,581	79,554	40,352	71,939	3,946
Household Indices					
Total	424	337	161	384	100
Public	404	333	168	364	100
Private	489	349	145	446	100
Premium (>$70)	90	100	87	128	100
Standard ($40-$70)	1,396	369	120	348	100
Value (<$40)	1,295	2,400	954	2,044	100
Golfing Household Indices					
Total	290	263	160	317	100
Public	276	259	167	302	100
Private	334	272	145	369	100
Premium (>$70)	62	78	86	106	100
Standard ($40-$70)	952	288	119	288	100
Value (<$40)	884	1,871	949	1,692	100
Rounds per 18 Holes					
Rounds Potential (resident golfers)	104,275	90,429	53,303	102,549	33,131
Estimated Course Rounds (in-market supply)	48,880	44,661	41,423	44,452	32,927

APPENDIX C – REGIONAL MUNICIPAL GOLF BENCHMARKING

Golf Facility	Number of Holes	Management Structure	2016 Total Rounds Played	Peak Winter Green + Cart Fee[1]	Peak Summer Green + Cart Fee	2016 Golf Fee Revenue	Avg. Golf Fee Revenue / Round	Total Facility Operating Revenue[2]	Total Facility Operating Expense[3]	Net Operating Income
Country Club of Miami	36H R	S-O	40,448	$58	$45	$1,025,631	$25.36	$1,480,639	$2,422,522	($941,883)
Crandon Golf Key Biscayne	18H R	S-O + FB	42,664	$176	$69	$2,140,980	$50.18	$3,181,158	$3,410,395	($229,237)
Intl. Links Miami - Melreese CC	18H R	S-O	31,822	$195	$125	$1,921,014	$60.37	$3,519,574	$3,424,547	$95,027
Miami Beach Golf Club	18H R	MC + FB + PS	42,683	$225	$120	$3,542,456	$82.99	$3,908,702	$3,084,712	$823,990
Normandy Shores Golf Course	18H R	MC + FB + PS	31,554	$125	$80	$1,673,439	$53.03	$1,868,277	$1,973,314	($105,037)
Orangebrook Golf & Country Club	36H R	S-O + FB	59,146	$47	$280	$1,178,925	$19.93	$1,555,781	$1,961,389	($404,880)
Palmetto Golf Course	18H R	S-O + FB	39,783	$50	$47	$947,607	$23.82	$1,619,804	$1,575,706	$44,098
Pembroke Lakes Golf Club	18H R	MC + FB + PS	43,613	$75	$45	$1,837,637	$42.13	$1,994,527	$1,848,674	$145,853
Plantation Preserve Golf Course	18H R	MC	48,050	$109	$70	$2,498,892	$52.01	$3,727,293	$2,881,981	$845,312
Pompano Beach Golf Course	36H R	S-O + M +FB + PS	76,965			$2,360,940	$30.68	$2,602,420	$3,650,758[4]	($1,048,338)
Palms Course			38,105	$45	$26					
Pines Course			38,860	$65	$40					

1. Represents non-resident rate where applicable.
2. Represents revenue from municipality perspective; if concessions present, only net payment to municipality included.
3. Expenses do not include depreciation, debt service or capital items.
4. Expenses include $613,508 in City Admin and Overhead, FAA land rent of $156,378; exclude non-recurring capital charge of $455,062.

R – Regulation Length **Management Structure Key**: S-O – Municipal self-operation; MC – Management Company **Concession Key**: M – Priv. Mtce.; PS – Pro Shop; FB – Food & Beverage

APPENDIX D – MIAMI BEACH GC FEE CHART

Miami Beach Golf Course - 2017-2018 Golf Rates

	Regular Rates	South Florida Residents	Miami Beach Residents
Shoulder Season 11/1/2017-12/15/17	$130	$100	$60
Peak Season 12/16/2018-4/30/18	$225	$120	$80
Summer Season 5/1/2018-10/31/18	$120	$80 Weekdays $95 Weekends	$45 Weekdays $60 Weekends

Miami Beach Golf Course - 2017-2018 Membership Rates

	Resident	Non-Residents
Single Golf	$3,500	$5,500
Husband & Wife or Domestic Partners	$4,500	$7,000
Each Dependent (under 18 years of age)	$450	$700

Member Cart is an additional $20, plus tax (per round)
Bag storage is included with membership; Lockers are $175 per year, plus tax

APPENDIX E – MIAMI BEACH GC OPERATING PERFORMANCE EXHIBITS

Exhibit 1: Rounds History

Miami Beach Golf Club - Rounds History										
	FY2013		FY2014		FY2015		FY2016		FY2017	
	# of Rounds	% of total	# of Rounds	% of total	# of Rounds	% of total	# of Rounds	% of total	# of Rounds	% of total
Member	3,999	8.9%	4,082	8.7%	4,358	10.1%	4,724	11.1%	6,003	14.7%
Member Guests	583	1.3%	486	1.0%	593	1.4%	624	1.5%	471	1.2%
Rack Rate	7,268	16.2%	7,884	16.7%	6,618	15.4%	5,433	12.7%	4,861	11.9%
MB Residents	7,041	15.7%	7,713	16.3%	7,227	16.8%	8,592	20.1%	8,300	20.3%
So FL Residents	2,364	5.3%	2,376	5.0%	2,130	4.9%	2,085	4.9%	1,987	4.9%
Tournament	3,954	8.8%	4,090	8.7%	4,572	10.6%	4,171	9.8%	4,144	10.1%
9-Hole Member	2,005	4.5%	2,395	5.1%	2,513	5.8%	2,105	4.9%	2,108	5.2%
Canadian Golf Pass	638	1.4%	686	1.5%	554	1.3%	496	1.2%	425	1.0%
Promotion-High School	52	0.1%	67	0.1%	77	0.2%	125	0.3%	26	0.1%
Premier Summer Member	16,979	37.8%	17,396	36.9%	14,397	33.5%	14,328	33.6%	12,599	30.8%
Totals	**44,883**	**100.0%**	**47,175**	**100.0%**	**43,039**	**100.0%**	**42,683**	**100.0%**	**40,924**	**100.0%**

Exhibit 2: Operating Revenue – City Perspective

Miami Beach Golf Club - Operating Revenue (FY13 - FY17 - City Perspective)

Golf Revenue	FY2013	FY2014	FY2015	FY 2016	FY 2017
Greens Fees	$1,992,544	$2,051,322	$2,166,576	$1,957,495	$1,776,782
Cart Fees	1,081,367	1,130,889	1,009,768	1,005,998	952,583
Membership @ 1/6	587,229	567,627	574,373	587,224	630,341
Sub-Total Golf Revenue	**$3,661,140**	**$3,749,838**	**$3,750,717**	**$3,550,717**	**$3,359,706**
Other Revenue					
Range	$181,204	$180,538	$163,780	$169,454	$159,425
Lessons @ 20%	70,530	88,315	65,131	107,009	143,493
Pro Shop Lease @ 5%	41,462	44,418	41,642	38,295	35,777
Miscellaneous	-	-	-	-	-
Food & Bev Lease @ 5%	44,463	47,545	47,734	51,969	50,483
Sub-Total Other Revenue	**$337,659**	**$360,816**	**$318,287**	**$366,727**	**$389,178**
Totals	**$3,998,799**	**$4,110,654**	**$4,069,004**	**$3,917,444**	**$3,748,884**

Exhibit 3: Operating Revenue –Facility Perspective

Miami Beach Golf Club - Operating Revenue (FY13 - FY17 - Facility Perspective)

Golf Revenue	FY2013	FY2014	FY2015	FY 2016	FY 2017
Greens Fees	$1,992,544	$2,051,322	$2,166,576	$1,957,495	$1,776,782
Cart Fees	1,081,367	1,130,889	1,009,768	1,005,998	952,583
Membership @ 1/6	587,229	567,627	574,373	587,224	630,341
Sub-Total Golf Revenue	**$3,661,140**	**$3,749,838**	**$3,750,717**	**$3,550,717**	**$3,359,706**
Other Revenue					
Range	$181,204	$180,538	$163,780	$169,454	$159,425
Lessons	352,650	441,575	325,655	535,045	504,085
Pro Shop	829,240	888,360	832,840	765,900	466,960
Miscellaneous	-	-	-	-	-
Food & Bev	889,260	950,900	954,680	1,039,380	624,260
Total Other Revenue	**$2,252,354**	**$2,461,373**	**$2,276,955**	**$2,509,779**	**$1,754,730**
Totals	**$5,913,494**	**$6,211,211**	**$6,027,672**	**$6,060,496**	**$5,114,436**

Exhibit 4: Operating Revenue per Round – City Perspective

MBGC - Operating Revenue per Round (FY13 - FY17 - City Perspective)

Golf Fee Revenue	**FY2013**	**FY2014**	**FY2015**	**FY2016**	**FY2017**	**Oct 2017 - April 2018**
Rounds	44,883	47,175	43,039	42,683	40,924	26,315
Golf Fee Revenue	$3,661,140	$3,749,838	$3,750,717	$3,550,717	$3,359,706	$2,432,355
Average rate	$81.57	$79.49	$87.15	$83.19	$82.10	$92.43

Other Revenue	**FY2013**	**FY2014**	**FY2015**	**FY2016**	**FY2017**	**Oct 2017 - April 2018**
Range	$181,204	$180,538	$163,780	$169,454	$159,425	$104,653
Lessons @ 20%	70,530	88,315	65,131	107,009	143,493	92,087
Pro Shop Lease @ 5%	41,462	44,418	41,642	38,295	35,777	26,066
Miscellaneous	-	-	-	-	-	-
Food & Bev Lease @ 5%	44,463	47,545	47,734	51,969	50,483	34,041
Total Other Revenue	**$337,659**	**$360,816**	**$318,287**	**$366,727**	**$389,178**	**$256,847**

Other Revenue per Round	**FY2013**	**FY2014**	**FY2015**	**FY2016**	**FY2017**	**Oct 2017 - April 2018**
Rounds	44,883	47,175	43,039	42,683	40,924	26,315
Range	$4.04	$3.83	$3.81	$3.97	$3.90	$3.98
Lessons @ 20%	1.57	1.87	1.51	2.51	3.51	3.50
Pro Shop Lease @ 5%	0.92	0.94	0.97	0.90	0.87	0.99
Miscellaneous	-	-	-	-	-	-
Food & Bev Lease @ 5%	0.99	1.01	1.11	1.22	1.23	1.29
Total Revenue per Round	**$7.52**	**$7.65**	**$7.40**	**$8.59**	**$9.51**	**$9.76**

Total Revenue	**$3,998,799**	**$4,110,654**	**$4,069,004**	**$3,917,444**	**$3,748,884**	**$2,689,202**
Total Revenue per Round	**$89.09**	**$87.14**	**$94.54**	**$91.78**	**$91.61**	**$102.19**

Exhibit 5: Operating Revenue per Round – Facility Perspective

MBGC - Operating Revenue per Round (FY13 - FY17 - Facility Perspective)

Golf Revenue	**FY2013**	**FY2014**	**FY2015**	**FY 2016**	**FY 2017**
Rounds	44,883	47,175	43,039	42,683	40,924
Greens Fees	3,661,140	$3,749,838	$3,750,717	$3,550,717	$3,359,706
Average rate	$81.57	$79.49	$87.15	$83.19	$82.10

Other Revenue	**FY2013**	**FY2014**	**FY2015**	**FY2016**	**FY2017**
Range	$181,204	$180,538	$163,780	$169,454	$159,425
Lessons	352,650	441,575	325,655	535,045	504,085
Pro Shop Lease	829,240	888,360	832,840	765,900	466,960
Miscellaneous					
Food & Bev Lease	889,260	950,900	954,680	1,039,380	624,260
Total Other Revenue	**$2,252,354**	**$2,461,373**	**$2,276,955**	**$2,509,779**	**$1,754,730**

Other Revenue per Round	**FY2013**	**FY2014**	**FY2015**	**FY2016**	**FY2017**
Rounds	44,883	47,175	43,039	42,683	40,924
Range	$4.04	$3.83	$3.81	$3.97	$3.90
Lessons	7.86	9.36	7.57	12.54	12.32
Pro Shop Lease	18.48	18.83	19.35	17.94	11.41
Miscellaneous	-	-	-	-	-
Food & Bev Lease	19.81	20.16	22.18	24.35	15.25
Total Other Rev. per Rd.	**$50.18**	**$52.18**	**$52.90**	**$58.80**	**$42.88**

Total Revenue	**$5,913,494**	**$6,211,211**	**$6,027,672**	**$6,060,496**	**$5,114,436**
Total Revenue per Round	**$131.75**	**$131.66**	**$140.05**	**$141.99**	**$124.97**

Exhibit 6: Summary Performance – City Perspective

Miami Beach Golf Club - Summary Performance (City Perspective) FY 2005 - FY 2017

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Rounds Played	42,923	42,905	44,078	41,879	43,358	42,426	45,437
Golf Fee Revenue	$3,791,830	$3,867,221	$4,010,138	$3,911,610	$3,524,289	$3,405,779	$3,562,581
Golf Fee Rev. per Round	$88.34	$90.13	$90.98	$93.40	$81.28	$80.28	$78.41
Total Operating Revenue	$4,004,154	$4,113,632	$4,272,083	$4,222,222	$3,836,118	$3,599,142	$3,893,173
Total Rev. per Round	$93.29	$95.88	$96.92	$100.82	$88.48	$84.83	$85.68
Operating Expense	$3,059,585	$3,151,311	$3,284,554	$3,416,517	$3,163,173	$2,925,128	$2,993,999
Net Operating Income	$944,569	$962,321	$987,529	$805,705	$672,945	$674,014	$899,174

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Average
Rounds Played	42,283	44,883	47,175	43,039	42,683	40,924	43,287
Golf Fee Revenue	$3,331,293	$3,655,556	$3,750,182	$3,742,259	$3,542,456	$3,358,697	$3,724,778
Golf Fee Rev. per Round	$78.79	$81.45	$79.50	$86.95	$82.99	$82.07	$86.12
Total Operating Revenue	$3,635,164	$4,001,657	$4,110,654	$4,061,494	$3,908,702	$3,747,875	$3,991,503
Total Rev. per Round	$85.97	$89.16	$87.14	$94.37	$91.58	$91.58	$92.27
Operating Expense	$2,881,759	$2,916,366	$3,066,991	$3,110,224	$3,084,712	$3,091,610	$3,142,038
Net Operating Income	$753,405	$1,085,291	$1,043,663	$951,270	$823,990	$656,265	$849,465

Exhibit 7: Profit Loss Yearly Comparison

Miami Beach Golf Club - Profit & Loss Yearly Comparison						
	FY2013	**FY2014**	**FY2015**	**FY2016**	**FY2017**	**Oct 2017 - April 2018**
Actual	$3,998,799	$4,110,654	$4,069,004	$3,917,444	$3,748,884	$2,689,202
Budget	$4,028,000	$3,956,000	$4,337,000	$4,350,000	$4,163,000	$2,641,391
Variance	($29,201)	$154,654	($267,996)	($432,556)	($414,116)	$47,811

APPENDIX F – MIAMI BEACH GOLF OUTING EVALUATIONS

Golf Outing Evaluations

	2013					**2014**				
	Total Ratings	Excellent	Good	Fair	Poor	Total Ratings	Excellent	Good	Fair	Poor
Golf Course Conditions										
Tees	14	92.9%	7.1%			14	71.4%	28.6%		
Fairways	14	78.6%	21.4%			14	78.6%	21.4%		
Traps	14	85.7%	14.3%			14	78.6%	21.4%		
Greens	14	85.7%	7.1%	7.1%		14	85.7%	14.3%		
Clubhouse										
Entrance	14	71.4%	28.6%			14	78.6%	14.3%	7.1%	
Pro Shop	14	71.4%	28.6%			14	71.4%	28.6%		
Outing Administration										
Pre-Outing Communications	14	92.9%	7.1%			14	85.7%	14.3%		
Organization	14	92.9%	7.1%			13	92.3%	7.7%		
Bag Handling	14	92.9%	7.1%			13	100.0%			
Specials Events	13	92.3%	7.7%			12	91.7%	8.3%		
Post Event Scoring	10	90.0%	10.0%			12	100.0%			
Staff										
Appearance	13	92.3%	7.7%			14	85.7%	14.3%		
Courteous	13	92.3%	7.7%			14	92.9%	7.1%		
Helpful	13	92.3%	7.7%			14	92.9%	7.1%		
Food & Beverage										
On Course Beverage Service	14	85.7%	14.3%			14	85.7%	14.3%		
Buffet	9	88.9%	11.1%			10	80.0%	20.0%		
Service Staff	13	92.9%	7.1%			13	92.3%	7.7%		

	2015					2016					2017				
	Total Ratings	Excellent	Good	Fair	Poor	Total Ratings	Excellent	Good	Fair	Poor	Total Ratings	Excellent	Good	Fair	Poor
Golf Course Conditions															
Tees	17	82.4%	17.6%			11	81.8%	18.2%			15	100.0%			
Fairways	17	82.4%	17.6%			11	81.8%	18.2%			15	93.3%	6.7%		
Traps	18	72.2%	27.8%			11	81.8%	18.2%			15	93.3%	6.7%		
Greens	17	82.4%	17.6%			11	81.8%	18.2%			15	86.7%	13.3%		
Clubhouse															
Entrance	17	70.6%				12	75.0%	16.7%	8.3%		15	93.3%	6.7%		
Pro Shop	17	82.3%	11.8%	5.9%		12	75.0%	16.7%	8.3%		14	100.0%			
Outing Administration															
Pre-Outing Communications	17	73.5%	23.5%			12	83.3%	8.3%		8.3%	14	100.0%			
Organization	17	88.2%	11.8%			12	83.3%	16.7%			14	100.0%			
Bag Handling	16	81.2%	18.8%			12	83.3%	16.7%			15	100.0%			
Specials Events	14	78.6%	21.4%			11	81.8%	18.2%			12	100.0%			
Post Event Scoring	14	92.9%	7.1%			11	90.9%	9.1%			13	100.0%			
Staff															
Appearance	17	94.1%	5.9%			11	90.9%	9.1%			15	100.0%			
Courteous	17	94.1%	5.9%			12	100.0%				15	100.0%			
Helpful	17	94.1%	5.9%			11	90.9%	9.1%			15	100.0%			
Food & Beverage															
On Course Beverage Service	15	80.0%	13.3%	6.7%		12	83.3%	16.7%			13	84.6%	15.4%		
Buffet	9	88.9%	11.1%			8	75.0%	25.0%			9	100.0%			
Service Staff	16	81.2%	6.3%	12.5%		10	80.0%	20.0%			13	100.0%			