



# Sun Lakes HOA-2 Golf Strategic Plan

8/3/22

**Five Year Golf Strategic Plan for  
SLHOA #2  
Current as of August 3, 2022**

**Mission Statement**

To provide exceptional facilities and services for current and future members, while maintaining responsible fiscal management

**Vision Statement**

To be the most congenial golf country club community for homeowners seeking a private club experience by providing a beautiful setting and relaxing atmosphere with a commitment to value and excellence

**Values Statement**

Our Core Values are truly important and direct the decisions we make and preserve what is special about Cottonwood/Palo Verde Golf Club's.

- **Respect:** Exhibit mutual respect among members, management, and staff
- **Reputation:** Protect and enhance our well-deserved reputation for friendliness and hospitality.
- **Responsibility:** Be fiscally responsible and transparent, help to maintain property values in a financially stable community.
- **Excellence:** Provide superior facilities, with great service and activities while maintaining a balance of value and quality
- **Communication:** Promote transparency through clear, honest, and open communication.
- **Environment:** Be conscientious of the future environmental needs

## **Business and Team Summary**

The Strategic Golf Committee strives to optimize the member's golfing experience while preserving SLHOA2 financial and environmental integrity.

The core team members are as follows:

Pat Shouse, Golf Committee Chairperson  
Diane French, Golf Committee Secretary  
Gregg Lorimor, Golf Committee Member at Large  
Denise Orthen, Golf Committee Member at Large  
Scott Anderson, Golf Course & Common Area Manager  
Jon Griglak, Head Pro Cottonwood  
Gregg Tokash, Head Pro Palo Verde

There is the assumption that the designated HOA2 Board Liaison is a participant in implementation of the strategic plan.

# THE GOLF COMMITTEE’S 5 YEAR STRATEGIC PLAN (2022 – 2027)

## CATEGORIES AND FOCUS

### I. Membership

Practice Operational Stewardship	Process Owner(s)	Completion	Comments
<ul style="list-style-type: none"> <li>• Annually evaluate golf operating costs and membership volume structure to include impact on member satisfaction regarding ability to obtain desired tee times and pace of play</li> <li>• Annually evaluate and implement a revised pricing structure to cover both operating costs of the Golf Shop and Golf Maintenance, given supply chain and inflation</li> <li>• Reinstigate a Fee Structure for the Driving Range as being separate from the Annual Membership fees</li> <li>• Evaluate opportunities to increase retail golf revenues sales through consistent communication with members</li> <li>• Implement revised pricing structure to cover operating costs with priority on Phase 2 homeowners</li> <li>• Implement a simplified structure for Phase 2 annual memberships</li> </ul>	<p>Dept Managers- Maintenance/Pro Shops</p> <p>Chair-Golf Committee W/ subcommittee/task force support</p>	<p>Ongoing</p> <p>Ongoing</p> <p>2022</p> <p>2022</p> <p>2022</p>	

<ul style="list-style-type: none"> <li>Evaluate need to issue one single punch cards to Phase 2 homeowners with process oversight</li> </ul>		2022	
<b>Enhance Communication</b>	<b>Process Owner(s)</b>	<b>Completion</b>	<b>Comments</b>
<ul style="list-style-type: none"> <li>Develop a system for consistent and timely communication with Golf Members and Phase 2 Homeowners</li> <li>Implement “Turf Talk” articles to provide updates regarding Golf Maintenance</li> <li>Orient HOA 2 Board Members to CWPV Golf Business and Operations</li> <li>Evaluate and modify Chelsea system to ensure priority for SLHOA2 homeowners with Annual Golf Membership for preferred tee times</li> <li>Provide On Course Marshall to enforce rules and optimize pace of play on both courses</li> </ul>	<p>Dept Managers-Maintenance/Pro Shops</p> <p>Chair-Golf Committee W/ subcommittee/task force support</p>	<p>2022</p> <p>2022</p> <p>Ongoing</p> <p>2022</p> <p>2023</p>	<p><b>See Addendum A</b></p> <p><b>See Addendum B</b></p>

## II. Water Conservation and Management

<b>Enhance Irrigation Technology</b>	<b>Process Owner(s)</b>	<b>Completion</b>	<b>Comments</b>
<ul style="list-style-type: none"> <li>• Adjust Irrigation sprinklers to improve efficiency with seasonal watering</li> <li>• Purchase and Install New Satellites and Sprinklers for Palo Verde and Cottonwood Courses</li> <li>• Install moisture sensors from tee to green at identified Course Locations</li> </ul>	Dept Manager- Golf Maintenance	2023  2023 CW 2024 PV  2023	<b>See Addendum C</b>  <b>See Addendum D</b>
<b>Enhance Lakes and Lake Systems</b>	<b>Process Owner(s)</b>	<b>Completion</b>	<b>Comments</b>
<ul style="list-style-type: none"> <li>• Evaluate and implement plan as needed to Dredge Lakes to improve water holding capacity</li> <li>• Evaluate and seal identified lakes to reduce water loss @ PV hole #14</li> <li>• Evaluate and install intake line as needed @ CW hole #13</li> <li>• Evaluate lake wall integrity @ PV hole #9 and CW holes #13/14</li> </ul>	Dept Manager- Golf Maintenance  Golf Committee's Water Conservation Sub- committee	2024  2023  2023  2026	<b>See Addendum E</b>

### III. Bunker Quality and Integrity

Enhance Golfer Experience and Modify Maintenance	Process Owner(s)	Completion	Comments
<ul style="list-style-type: none"> <li>• Evaluate types and quantity of bunker modifications</li> <li>• Develop revitalization plan and priority timelines for complete bunker modification</li> <li>• Install drainage to identified bunkers which tend to hold water</li> <li>• Incrementally execute Bunker Revitalization Plan over 5 years</li> </ul>	Dept Manager- Golf Maintenance	2022  2022  2023  2027	<b>See Addendum F</b>

## IV. Golf Operations and Practice Areas

Enhance Golfer Experience and Modify Maintenance	Process Owner(s)	Completion	Comments
<ul style="list-style-type: none"> <li>• Install hitting mats on Practice Tees to enhance golfer experience, safety, and area maintenance</li> <li>• Replace Driving Range Fence and Screens</li> <li>• Evaluate and update both Golf Shops' Space and Design to improve revenue, golfer experience, and round check-in process.</li> <li>• Develop plan for indoor instruction, education and simulated golf training</li> <li>• Develop short game practice area by CW first tee</li> </ul>	<p style="margin: 0;">Dept Managers- Golf Maintenance/ Pro Shops</p> <p style="margin: 0;">Chair-Golf Committee W/ subcommittee/task force support</p>	<p style="margin: 0;">2023</p> <p style="margin: 0;">2027</p> <p style="margin: 0;">2024</p> <p style="margin: 0;">2024</p> <p style="margin: 0;">2027</p>	<p style="margin: 0;">Project In-House</p>



## V. Greens, Fairways and Rough Area Management

Enhance Golfer Experience and Modify Maintenance	Process Owner(s)	Completion	Comments
<ul style="list-style-type: none"> <li>Evaluate best turf results and overseeding options by maintaining current data trends and results from Arizona golf courses</li> <li>Evaluate and Resurface Greens at Cottonwood/ Palo Verde</li> <li>Evaluate ability to revise grass products on fairways to promote consistent turf</li> </ul>	Dept Manager- Golf Maintenance	2024	<b>See Addendum G</b>
		2026	
	Chair-Golf Committee W/ subcommittee/task force support	2026	

**\*\*\*\*Note: Financial Projections Need to be Obtained for Category Contents**

## Analysis of Strengths, Weaknesses, Opportunities, and Threats

Strengths	Weaknesses
The HOA has dedicated management team hired by Homeowner Board of Directors	Chelsea System does not create a fair experience for Phase 2 Golf member's needs
Challenging golf experience including Championship and Executive Courses	Perceived imbalance of high season rounds sold, realistic course capacity, and playing experience
Professional and experienced Golf course management team	Lack of Sand Trap revitalization plan
Strong involved golf leagues and annual membership	Aged irrigation system and water conserving technologies
Chelsea automated tee time scheduling	Lack of good electronic data and email system for golf membership
Golf course homeowner property appeal	Lack of organized Golf Ambassador Program to welcome new golfing homeowners to golf leagues
Active Golf Club committee members prioritizing and addressing member, course, and regulatory	Inconsistent coordination of both men/women leagues' leadership and events

<b>Opportunities</b>	<b>Threats</b>
The HOA board to have consistent members with interest in, and/or knowledge of, the golf business	Experience, vision, and operational commitment of the new GM for the Golf Committee's strategic plans
Head pros to use their professional experience to align their opportunities and plans with the golf committee	Impact of food, supply, and labor costs on operational and reserve funds
Golf committee members to be consistently engaged in the committee efforts to address strategic plan and identified scope	Inability to downsize membership without negatively impacting operating budget and HOA 2 community satisfaction
Offer post special event liquor bar setup outside pro shops	Land locked and inability to expand
Ensure consistent and cohesive Pro Shop Team approach regarding communication, education, and accountability for golf members	Board members and/or HOA 2 homeowners who do not see the value that golf has in impacting amenities, business, and/or real estate values
Evaluate ability to eliminate and/or resize selected bunkers	Ongoing readjustment of water allotment in conjunction with regional and state water reduction mandates
Evaluate and recommend ongoing water conservation efforts	Evolving age demographics and competition to play at CWPV Country Club
Restructure price options and golf course memberships to meet current operating budget and enhance the golf member's experience with focus on HOA 2 Homeowners	Impact non-HOA 2 players have on homeowner experience of a private course

## Financial Impact

	Revenue/Cost	Process Owner(s)	Evaluation Criteria
Membership			
Water Conservation & Management			
Bunker Quality & Integrity			
Golf Operations & Practice Areas			
Greens, Fairways and Rough Area Management			

## ADDENDUMS

### ADDENDUM A

- Re-engage “In The Know” and Fliers
- Implement annual/semi-annual golf workshop(s) on golf news
- Coordinate with ALL Golf League Chairpersons to ensure ongoing communication from the Pro Shops and Golf Committee representatives are distributed to their members

### ADDENDUM B

- Redefine/modify roles of the Golf Operations Staff
- Evaluate Beverage Cart revenue/expense margins as opportunity to transfer monies to cover Course Marshall
- Provide Course Marshall with water cooler for water distribution as needed for safety

### ADDENDUM C

Palo Verde	Cottonwood
<ul style="list-style-type: none"> <li>• Satellites – <b>43</b></li> </ul>	<ul style="list-style-type: none"> <li>• Satellites – <b>53</b></li> </ul>
<ul style="list-style-type: none"> <li>• Sprinklers – <b>2,823</b> <ul style="list-style-type: none"> <li>▪ Rainbow 700’s - <b>603</b></li> <li>▪ Rainbow 750’s – <b>706</b></li> <li>▪ Rainbow 550’s – <b>6</b></li> <li>▪ Hunter I-20’s – <b>1,470</b></li> <li>▪ Rainbow “pop-ups” - <b>38</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Sprinklers – <b>1827</b> <ul style="list-style-type: none"> <li>▪ Rainbow 700’s - <b>579</b></li> <li>▪ Rainbow 750’s – <b>854</b></li> <li>▪ Rainbow 550’s – <b>10</b></li> <li>▪ Hunter I-20’s – <b>322</b></li> <li>▪ Rainbow “pop-ups” - <b>62</b></li> </ul> </li> </ul>

## ADDENDUM D

Palo Verde	Cottonwood
<ul style="list-style-type: none"><li>• Holes 1, 7, 10, 13</li></ul>	<ul style="list-style-type: none"><li>• Holes 1, 6, 10, 17</li></ul>

## ADDENDUM E

- All findings and information are to be brought to the board for discussion and recommendations

## ADDENDUM F

- Establish timelines for renovation of identified bunkers
- Reposition sand and recondition bunkers to loosen sand and reshape bunkers
- Complete drainage installation for bunkers which consistently hold water
  - Anticipate 6- 8 bunkers/year
  - CW- Holes 9, 14, 16, 18
  - PV – Holes 8,10,13
- Project labor TBD based on cost and efficiencies

## ADDENDUM G

- Resurface Greens
  - Increase Green surface size back to original shape
  - Reshape hole 5 at Palo Verde
- Consider not overseeding and install new turf types
  - Palo Verde – Holes 3 & 6
  - Cottonwood – Holes 5 & 13