



***Business Plan 2018***



***Highlands Golf Management LLC***

# **Makefield Highlands Golf Club**

## **Mission Statement**

*The mission of Makefield Highlands is to “Redefine Public Golf” by setting a standard of operations that exceed our customer’s expectations in the area of service, course conditions, course design, instruction dining, and banquet services providing our customers and residents with a feeling of belonging to our club.*

## **Facility Vision Statement**

*Our vision is to provide our customers with the best overall public golf and dining experience by creating a friendly and professional atmosphere that aligns with our mission of “Redefining Public Golf”; To create a culture among our team that provides the golf community and residents with a world class golf facility that they will be proud to call their home course. To provide our residents, customers and employees with the opportunity to play, learn, practice, dine and work in an atmosphere that is inviting and full of positive energy. To create a place our customers, residents and employees will want to share with their friends and family as we set the standard for municipal upscale golf.*

## **Executive Summary**

*The 2017 golf season presented some challenges with weather from March thru early May. At the start of the year, we had unseasonably warmer weather which allowed revenue to spike early. However, March yielded snow and cold weather which set revenue behind budget in the first quarter.*

*During the first quarter (January-February) there was very little snow fall. With February being an unseasonably warm month we had over 1,400 rounds of golf during the month! The month of March saw winter return which really hurt us with the course being closed for over 2 weeks. Fortunately, the weather throughout the summer months was warm and rounds fell in line with the 8 year averages. Through September 2017 the course generated 35,000 rounds and is on pace to do 41,500 rounds. The completion of the tent and surrounding patio in October 2015 led to new marketing opportunities for the 2016 and 2017 season. The utilization was greater in 2017 than in past years. Ten events were booked by our team which hit the budgeted goal.*

*Our golf academy programs and range revenues continued to grow. The course was in fair condition this season with a minor setback mid-summer with a misapplication of chemicals. The green conditions*

*suffered slightly during those months which may have impacted rounds slightly as well. With all of that being said, the facility again received an award “Best of Bucks County 2017”. The course held the USGA Junior Qualifier in June and received rave reviews from players, officials and spectators. The club will be looking to host other events with the GAP into the 2018 season.*

*As we move ahead into the operation’s ninth season, we will continue to focus on managing the course utilization and increasing profits. To assure this, Spirit Golf will do the following: manage the pace of play, enhance the customer experience, improve the overall playing conditions through new grounds equipment and agronomic practices, as well as continue to promote and market new programs which will increase participation and community awareness. We are well positioned to take advantage of strong emphasis on our player development programs that continue to see steady growth. We will continue to enhance our banquet and wedding business into 2018 as we will grow from the positive momentum from 2017 season.*

*As the industry moves to establishing a stronger marketing presence in growth of the game, Spirit Golf continues to take advantage of strong public relations and marketing initiatives through the PGA and USGA. Spirit Golf continues to lead the industry in the area of growth of the game and player development. Makefield Highlands is a model facility for others in the industry and continues to redefine public golf.*

*Our forecast for 2018 is again to increase f&b revenues by taking advantage of the momentum built in 2017 and working to expand and grow our share in the market. This is especially true of the food and beverage revenues as we are forecasting an increase in revenues with the “Manor” in the wedding and banquet business along with our a la carte business.*

*2017 saw quite a bit of transition with regards to our management team. Ed Gibson was promoted from Director of Golf to the new General Manager position. On the golf side, Dave Smith, PGA, was hired as the New Director of Golf along with a new assistant/Junior golf coordinator, Joe Garstka, who both joined the MHGC/Spirit Golf team from the First Tee of Philadelphia at Walnut lane. Howard Hirsch, our teaching and playing professional, continues to add a great wealth of knowledge and experience to our Golf Academy / Instructional programs. Ed will lead the team and oversee all facility operations ensuring their success. Ed’s time has been re-directed and will be focused on; improving customer service, working with golf, food and beverage and the maintenance management to ensure the overall success of the facility. The Team has really settled into their roles and have developed a strong following with our local customers.*

*Our maintenance department expenses continue to be well managed in 2017 by Mark, Jennifer and their staff. The 2017 winter season was interesting as we had a very unseasonably warm February with a lot of activity on the course. As stated before, winter came late with March being a very snowy month. The golf course was closed for over 2 weeks, and we had very little play in March 2017. In addition, with a wet spring, April and May were months that we saw our rounds decrease slightly on the weekends due to rain. In midsummer, the golf course sustained turf disease on the front nine holes. We had some*

*isolated areas of turf loss including #5 green; a portion had to be resodded. As the second half of summer came on and especially the fall season, the course rebounded nicely, and we finished the season in excellent condition. The first phase of our bunker repairs will be implemented late fall of 2017 with 2 bunkers being the focus. The goal would be to improve some of our greenside larger bunkers with a new product called "Billy Bunker" for a better experience overall.*

*As we look ahead to 2018, we look to increase the labor and manage chemical budget with variables such as weather and demand on the facility can always play a factor in our need to spend more on water and chemicals to maintain the quality of the turf conditions. With that said, we have been able to manage under budget for our maintenance operating expenses over the past 5 years. We also have more infrastructure needs including irrigation repairs, cart paths and ongoing bunker improvements that will be addressed in our capital improvement goals. With another good season of average weather, we believe the budget will be very achievable. Potentially, we could save money on water and chemicals in 2018.*

*With a full selling season and the addition of our banquet sales manager, Alexandra Charen from a part time position to a full time position in August of 2017, we see the opportunity to continue to grow the food and beverage revenues through additional banquets and events in 2018 and beyond. Our team with the addition of Alexandra and promotion of a new Food and Beverage manager Greg Stanch, we continued to expand our Wedding and event market in order to fully utilize the tented facility from April-October. As a result, we saw a 100% increase in events in the tent from 2016 to 2017 and outperformed our anticipated goal by 40% to reach 14 tent events for the 2017 season while achieving our budgeted revenue goals for the Manor. In addition to banquets, we look to use the patio and deck to increase ala carte and alfresco dining options. New seasonal menus and taking advantage of the outdoor dining options will also factor into our 2018 goals. These initiatives are accomplished by: updating our wedding brochures and banquet packages, and attending and offering wedding shows. We are confident this will allow us to target our community golf and dining offerings.*

*Spirit Golf has teamed up with a new marketing team and are working closely together to provide the marketing and promotional support to help the club achieve its sales goals. Social media and direct email marketing continue to be our key marketing components. Database management and expanding our presence in the areas of Facebook, Twitter, Pinterest, Wedding Wire and Instagram for our wedding services have all been part of the increased push towards building a strong reputation in the market. In 2017, we hosted a staged wedding/photo shoot, and it turned out spectacular. This video allows us to highlight the facility in such a way that the bride and groom can see our overall potential for their great day. Our golf plan will include targeted ads and promotions to our core golfers and incentives to our occasional players through our email marketing and Highland Rewards Programs to increase their rounds played per year at Makefield Highlands.*

## **GOALS AND SPECIFIC OBJECTIVES FOR 2018**

*Our goals in the year 2018 are to continue to maintain the vision we established in 2010 in managing Makefield Highlands Golf Club as a model facility that strives to maintain a level of fiscal management that promotes the highest level of service, presentation and playing conditions to our customers while providing the township with positive net income and our employees with a positive work environment.*

*Our overall vision to improve the facilities in 2018 includes the following goals. Each goal has been defined with specific objectives to arriving at our 2018 goals that are detailed by department.*

- ***Goal: Grow the Food and Beverage business by 20%***
- ***Goal: Increasing outing rounds by 3% in 2018***
- ***Goal: Continue to Manage our Long Term Capital Plan for overall Facility Growth***
- ***Goal: Continue to focus on our Customer Service Program***
- ***Goal: Continue to Manage the Experience of our Customers by Monitoring the pace of play guidelines of 4:30 or better depending on course load.***
- ***Goal: Strive to Improve the Course Conditions***
- ***Goal: Offer our Patrons a Clean, Well-Presented Clubhouse and Grounds***
- ***Goal: Enhance the Experience & Overall Tournament Operations/League play***
- ***Goal: Grow our “Award Winning” Golf Academy / Player Development Programs***
- ***Goal: Grow our “Award Winning” Junior Player Development Programs to more of a Year Long Atmosphere***
- ***Goal: To improve the marketing, promotion and registration of events by updating the website, improving our social media presence, collateral materials, local advertising and open house events by:***
- ***Goal: Expand Event Experience by continuing to promote The Manor at Makefield Highlands to the Wedding Planning community with a broad based outreach.***

## **General and Administrative**

2018 Plans for our general and administrative include continuing to support the golf, maintenance and f&b departments to ensure operational, H.R procedures and processes are being maintained to ensure quality and controls of operations.

➤ **Goal: Enhance our Customer Service Program**

- *Objective: Conduct a spring staff meeting focused on S(smile).O(offer).A(anticipate).R(respond).ing Service program*
- *Objective: Provide ongoing training to new hires through our staff orientation program.*
- *Objective: Improve our hiring process to include additional background checks to pre-qualify for employment.*
- *Objective: Offer monthly staff awards for employees going above and beyond.*

**Budget Line Item Modifications – 2018**

*Slight increases and bonus plan for merchandise sales. In 2017 we are experiencing consistent sales in the golf shop based on our 7 year average and the bonus plan will only help incentivize the staff to beat 2017 sales.*

*Cleaning Supplies increased to accommodate additional banquet guests.*

*Credit card fees adjusted for revenues.*

# Golf Operations

Revenues have been steady in 2017 even with a poor start to the year, snow/wet weather in March – May. We are seeing a great start to the fall season and with continued good weather we are projecting over 41,500 rounds being played this season. The Makefield Highlands Golf Association saw a nice increase in new members which can be attributed to the overall experience the players are feeling ‘more like a country club’ atmosphere.

Being the host site the USGA Junior Qualifier in June 2017, holding the Philadelphia PGA Playing Ability Test in October enhanced the visibility of Makefield Highlands in the marketplace and attracted new players to the facility.

The 2017 season will again focus on enhancing the “Highlander Club” loyalty program, as well as the Makefield Highlands Golf Association. In addition, we will focus efforts to increase our dollar per round by attracting additional outing rounds and non-resident rack rate rounds. Merchandising of the pro shop will continue to be tightened up inventories with streamlining hard good and soft good sales and removal of unproductive items and vendors while increasing margins on existing merchandise.

- **Goal: Continue to Manage the Experience of our Customers by Monitoring the pace of play guidelines of 4:30 or better depending on course load.**
  - Objective: Enhance our training of starter and ranger staff to continue to keep track of ‘turn times’ and interaction with customer.
  - Objective: Rangers and starters to better utilize our Hole timing matrix which shows where groups should be ‘time wise’ related to how many holes they have completed.
  - Objective: Continue to make sure groups start at appropriate times and stay consistent to the 10 minute intervals
  - Objective: Add a sign at the ‘turn area’ reminding players of the importance of keeping their turn times to a minimum of 5 minutes.
- **Goal: Enhance the Experience & Overall Tournament Operations/League play**
  - Objective: Continue to offer MHGC theme based tournaments throughout the year such as the Arctic Cross Country– Feb, St. Patrick’s Day Scramble – March; Fall Classic – October; Black Friday Superintendent’s Revenge-November
  - Objective: Create a Tournament Committee within our MHGA association to help encourage growth in participation of events through peer encouragement.
  - Objective: League survey to capture players input as to find ways to improve our formats, pace of play and overall performance.
  - Objective: Continue to educate our players regarding our Gallus Golf App for handheld GPS, live scoring, push notifications and online booking.
  - Objective: Hosting local events such as GAP qualifier, Philadelphia PGA Junior

*Tour, Hurricane Junior Golf Tour, Philadelphia PGA Playing Ability Test and US Kids Tour events which opens up 'word of mouth' advertisement regarding our facility.*

- **Goal: Grow our "Award Winning" Golf Academy / Player Development Programs**
  - *Objective: Offer more options for intermediate level instruction for Adults*
  - *Objective: Game Improvement Clinics for adults on weekends*
  - *Objective: Enhance our club fitting clinics to help generate additional sales in the golf shop*
  - *Objective: Offer a "Play With The Pros" opportunity throughout the summer months*
  
- **Goal: Grow our "Award Winning" Junior Player Development Programs to more of a Year Long Atmosphere**
  - *Objective: Start a new junior player development program Op 36. (3 semesters)*
  - *Objective: Additional afterschool junior clinics; Intermural program along with "Girls Golf" program in both Spring and Fall*

### **Golf Shop Budget Line Item Modifications – 2018**

#### **Summary**

**Labor** – *With the 2017 season being a season of transition with our management team, not only has the team really come together nicely to have a great working atmosphere, but our labor costs have been able to be tightened up a bit within the department. We believe that we have tightened up labor outlays and presently have the appropriate level of service provided to our guests in response to increase course activities. Rangers/starters dollars have been adjusted to actual required hours and golf shop and cart staff has been adjusted to provide for proper coverage during peak hours.*

**Repairs & Maintenance (Carts)** – *With the cart fleet being updated as of 2016 with a new fleet of 75 Club Cars, repair dollars should be reduced as the fleet is under warranty through 2020.*

## ***Food & Beverage***

As we continue to re-position the Food and Beverage operations of the Highlands Grille and the Manor Banquet facilities we are encouraged by the past season's milestones and some of the staffing changes that have led to a more consistent and focused effort on growing both the ala carte and banquet business. Under the direction of Greg Stanch, food and beverage director and Alexandra Charen, banquet sales manager we are well positioned to increase our business and improve our service. Our objective of increasing the overall sales business by 20% in 2018 is achievable through the groundwork we have laid in 2017 with new media, wedding shows, online tours and full time attention to the banquet business.

- **Goal: Grow the Food and Beverage business by 20%**
  - *Objective: Increase banquet business by 5 new weddings or larger events.*
  - *Objective: Increase the use of seasonal menus to promote more ala carte offerings.*
  - *Objective: Improve social media and wedding marketing to support ala carte and banquet sales.*
  - *Objective: Invest in new outdoor furniture and new menu offerings to enhance the dining experience to our customers.*

Plans for 2018:

- House sponsored special event
  - Wine tastings
  - Tap Takeovers
  - Beer Fest – mid spring: will plan around existing events in the area
  - Holiday Season Events (ie: Brunch with Santa)
  - Special dinners
- Banquets (local networking utilized to grow these specific areas)
  - Holiday Parties
  - Special Occasions
    - Weddings, bar/bat mitzvahs
- Grille business to continue lunch & dinner
  - Enhance the customer's dining experience in the Highlands Grille by introducing a rotating, seasonal dining, wine, and beer menu.
    - Daily specials
    - Work on lunch specials for local businesses (drop flyers off to them)

### **Budget Line Item Modifications – 2018**

Revenue – show increases due to anticipated weddings and events using the tent in 2018

China Glass and Silver – expect increases in usage and breakage to supply the tent and increasing number of events and headcounts per each event

Labor – increase in labor due to expansion of services and bar service with the tent

Linens – increases due to anticipated expansion of parties and events to continue

Equipment Rental – increased rentals will be expected for larger parties in 2018

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## **Grounds and Maintenance**

Superintendent's Mark Peterson and Jennifer Torres again hit the ground running and accomplished many of our goals for the 2017 season. We experienced a very wet season up until September although there were also periods of high heat and winds that presented a challenge to find the happy medium of enough moisture in the ground and quality turf.

Plans for the 2018 season include:

- Conduct bunker sand study and possibly replace existing sand in some bunkers if reports show doing so would be to our benefit.
  - Working with **Better Billy Bunker** and **Capillary Concrete** to renovate a few of our problem bunkers. The first round of renovations plans to redo #3 Front Right Greenside and #17 Small Pot Greenside bunkers using Capillary Concrete and #8 Small Pot Greenside, #18 Right Greenside bunkers using Better Billy Bunker.
  - Continue utilization of experimental spray programs and mowing of native areas in a manor to get weeds under control. That being said the waving natives will not be allowed to get very high over the next few years.
  - Continue replacing irrigation heads on tee areas with 835S heads to provide improved coverage and better water management.
  - Add topsoil and reseed target greens on Range as well as redefine some of the bunkers on the range.
  - Repair ageing cart paths, seal cracks.
  - Begin planting trees in high danger crossover areas as per Rick Jacobson's plan.
  - Plant more seasonal landscaping near clubhouse and Manor House areas.
- **Goal: Strive to Improve the Course Conditions**
- Objective: Provide our customers with consistent greens and playing conditions.
  - Objective: Continuing to work towards managing the fescue at a six inch height to reduce weed infiltration.
  - Objective: Manage overall water usage to maintain tournament like conditions throughout the season.
  - Objective: Improve our greenside bunkers to provide for more consistency and playability.
  - To hire several seasonal and full time employees to fill in vacant positions from 2017 season.

### **Budget Line Items Modifications - 2018**

**Course and Grounds Labor** – Labor budget increases in 2018 and we reduce operating expenses which is more in line with our current spending and need for additional full time staff to better support the need throughout the season.

***Chemicals*** – a slight increase in chemical purchases during the year based on prior year averages. In 2016 we did see increases due to the weather. In 2017, cost went down due to the weather being mild. If 2018 is an average weather year we expect we could see saving for the year.

## **Capital Investment 2018**

Plan: Our 2018 Capital plan remains consistent with our long range plan to maintain Makefield Highlands and the premier public access golf course in the market while being mindful of the impact the additional debt service has on the bottom line and the need to maintain buildings, equipment and infrastructure of the now 14 year old facility. Over the past two and half years we did make major stride in updating the clubhouse, bathrooms, kitchen layout, appliances and added the Manor Tented area. During that same period we made upgrades to the course including a new on course bathroom, updates to the driving range tee, cart path repairs and bunker renovations.

As we look at our long term capital plan we do have other items including an equipment lease coming up for renewal in 2018, The tent agreement with Bucks Mont Tent Rentals, Tables and Chairs that are aging out and HVAC concerns that need to be addressed. Bunker renovations, a second on course bathroom for the front nine, landscaping plan, pond liner and a bridal suite and storage needs to continue our banquet growth.

- **Goal: Continue to Manage our Long Term Capital Plan for overall Facility Growth**
  - *Objective: New tables and chairs to enhance the overall dining experience both indoors and outdoors.*
  - *Objective: Install a new shed for the banquet business.*
  - *Objective: Continuing bunker renovations to enhance experience*
  - *Objective: Adopt a tree plan to meet the design and landscaping of the course*
  - *Objective: Continue to update equipment with the lease/purchase of a sprayer, rough mower, green mower, and bunker rake and fairway mower.*

## **Makefield 2018 Marketing**

*2018 ushers in a new marketing era for both Makefield Highlands. Makefield's marketing and communications will ascend to a new level of planning, creativity and execution.*

*The residents of Bucks County are fortunate to have such an impressive facility as part of their community. Accordingly, it is important to position the club through branding and awareness as the area's premier golf and event venue. Community awareness will serve as foundation for attracting more inquiries and, of course, more bookings.*

*With a very healthy golf program, the lion's share of the club's marketing efforts will be directed toward attracting events – banquets, weddings, parties and other events. We plan to leverage The Manor as a unique "rustic elegant" venue.*

*We are exploring feasible budgetary options to rely heavily on digital media, including social media, as well as target local publications. When individuals look for event venues, they rely on their computers and phones – often consulting trusted sources and conducting local searches on Google. Paid search marketing can place Makefield at the top of the search results for potential consumers searching for our services. For those active on social media, a social media marketing program can identify those who are in our target market and serve them graphical ads or videos to keep us front of mind. For those who click on any of our ads and visit the Makefield Highlands website, graphical ads can "follow" them throughout their browsing wherever they go. This integrated digital approach would keep us front of mind in multiple places, and increases the likelihood that our audience will click, return and make further inquiries.*

*While paid social media is important for our target market, organic social media is also an important tool for promoting events. Regular social media updates provide an excellent database for those considering holding an event with us. When new brides can look through our social media photos and see the venue staged as they might imagine, it reinforces our brand messaging as a desirable wedding venue. Accordingly, we will continue to build on last year's social media success.*

*Public Relations will be utilized to generate third-party credible content that reinforces our brand messaging. This content is key to our brand message and promotable across digital and social platforms. Wedding and event promotions (including contests, guerilla marketing) fall under this category, and can both create good stories and attract numerous interested parties. We are developing newsworthy content and pitching it to appropriate media sources for editorial coverage.*

*On the golf marketing side, we will continue to support the club's efforts at maintaining the number of annual rounds and successful golf events. We will also advertise the availability of instructors for those looking to take up the game or improve.*

## **Marketing :**

- **Goal: To improve the marketing, promotion and registration of events by updating the website, improving our social media presence, collateral materials, local advertising and open house events by:**
  - *Develop an integrated media plan detailing the media outlet, reach, timing and budget*
  - *Present a unified brand message for events. Position Makefield as the go-to rustic elegant venue in the area that is aspirational, but affordable*
  - *Leverage the precise targeting and tracking of digital advertising*
  - *Maintain a robust social media presence*
  - *Generate relevant, actionable e-blast content to our subscribers that keeps Makefield front of mind*
  - *Capitalize on relationships with partnerships for brand awareness and to obtain event bookings*
  
- **Goal: To increase our outing and non-golf events business by 3% in 2018**
  - *Objective: by actively marketing to those requesting donations, previous customers and focusing our efforts on our local business parks by reaching them through our golf academy programs.*
  - *Continuing to expand the number of non-golf events in 2018 through entertainment options (outdoor 'happy hour' experience, whisky tastings, craft beers and wine tastings).*
  - *Continue to provide fresh seasonal menu options for our dining customers.*
  
- **Goal: Expand Event Experience by continuing to promote The Manor at Makefield Highlands to the Wedding Planning community with broad based outreach to include:**
  - *Hosting our own Bridal Show, featuring The Manor and vendors of our choosing*
  - *Wedding brochure & sales literature*
  - *Bucks County Magazine wedding issue*
  - *Target bridal shows in Philadelphia*
  - *Church and synagogue bulletins, and related print and digital outreach*
  - *Enhanced website with strong presence in wedding & related parties*

# Marketing Analysis & Detail

## Market Demographics

Bucks County, PA

Courtesy of Point2Homes & the United States Census Bureau

<b>Demographic &amp; Statistic Information</b>	<b>Bucks County</b>
<b>Population:</b>	
Total Population	634,904
Male Population	310,884
Female Population	324,020
Percent Change Since 2000	6.20%
Percent Change Since 2010	1.50%
Median Age	41.5
Veterans (2009-2013)	40,571
Persons 65 years and over, percent, 2013	16.20%
<b>Households:</b>	
Total Households	240,933
Family Households	172,435
Non-family Households	68,498
Households With Children	80,216
Households Without Children	160,717
Average People Per Household	2.6
<b>Education:</b>	
No High School	10,606
Some High School	25,365
Some College	81,209
Associate Degree	32,391

Bachelor's Degree	93,299
Graduate Degree	58,814
<b>Marital Status:</b>	
Never Married	141,159
Married	246,842
Separated	13,105
Widowed	12,223
Divorced	33,770

## Demographic Evaluation

*In 2009, the median age in the United States was 36.8 years old. Bucks County's median age of 41.5 proves an older demographic, which is a serious competitive advantage for all of the courses in the area. Persons 65 years and older make up 16.20% of total population of 634,904 in Bucks County, which is about 39,192 seniors. Due to the fact that seniors (age 60+) have higher availability during the week than a middle-aged individual (ages 35-50), they are an effective tool to help optimize Makefield Highlands' efficiency. In order to draw in more customers Makefield Highlands must produce a variation of rates during the week, and possibly the weekends to seniors.*

## Target Market

- ❖ *Seniors (age 60+): Since the median age in Bucks County is nearly 5 years above the national average, this shows that there is a surplus of seniors, ages 60 and up. This is Makefield Highlands' primary target market. To capture this demographic, Makefield Highlands must continue to offer senior rates, and come up with more promotional campaigns to acquire retention.*
- ❖ *Juniors (ages 18 & under): Every golf course has the responsibility to teach and build the game of golf through youth. In order to continue to grow the game of golf, Makefield Highlands must target and encourage juniors to play the game. Junior golfers are an investment to the game, because they will eventually become a customer. It is essential to make the game as affordable as possible for juniors, so that they keep coming back until they evolve into a paying customer.*

- ❖ *Families: Golf, like any other sport, is typically introduced by a parent/guardian. When parents bring their children to play golf, they are creating a potential future customer. Makefield Highlands must create a positive experience for all families, in order to get them to come back. By offering a family rate, Makefield Highlands can make the game more affordable and fun, which will help introduce juniors to the game.*

## Competitive Analysis

Competitors	Public/Private	Distance from MHGC	Weddings (Y/N)
<i>Makefield Highlands GC</i>	<i>Public</i>	<i>-----</i>	<i>Yes</i>
<i>Northampton Valley CC</i>	<i>Public</i>	<i>9.3 miles</i>	<i>Yes</i>
<i>Five Ponds CC</i>	<i>Public</i>	<i>17.5 miles</i>	<i>No</i>
<i>The Bucks Club</i>	<i>Public</i>	<i>14.6 miles</i>	<i>Yes</i>
<i>Yardley CC</i>	<i>Private</i>	<i>3.2 miles</i>	<i>-----</i>
<i>Jericho National GC</i>	<i>Private</i>	<i>7.1 miles</i>	<i>Yes</i>
<i>Trenton CC</i>	<i>Private</i>	<i>4.3 miles</i>	<i>Yes</i>
<i>Hopewell Valley GC</i>	<i>Private</i>	<i>10.4 miles</i>	<i>Yes</i>
<i>Bensalem Township CC</i>	<i>Public</i>	<i>16.7 miles</i>	<i>Yes</i>
<i>Middletown CC</i>	<i>Public</i>	<i>9.6 miles</i>	<i>Yes</i>
<i>Lookaway GC</i>	<i>Private</i>	<i>12.4 miles</i>	<i>Yes</i>
<i>Mountain View GC</i>	<i>Public</i>	<i>3.1 miles</i>	<i>Yes</i>
<i>Mercer Oaks East &amp; West</i>	<i>Public</i>	<i>15.7 miles</i>	<i>Yes</i>
<i>Princeton CC</i>	<i>Public</i>	<i>13.2 miles</i>	<i>No</i>

RATES*	Weekday Rates (Monday-Thursday) w/ cart	Weekend Rates (Friday-Sunday) & Holidays w/ cart
<i>Makefield Highlands GC</i>	<i>\$73.00</i>	<i>\$80.00</i>
<i>Northampton Valley CC</i>	<i>\$60.00</i>	<i>\$68.00</i>
<i>Five Ponds CC</i>	<i>\$55.00</i>	<i>\$65.00</i>

<i>The Bucks Club</i>	<b>\$52.00</b>	<b>\$65.00</b>
<i>Yardley CC</i>	<b>N/A</b>	<b>N/A</b>
<i>Jericho National GC</i>	<b>\$115.00</b>	<b>\$115.00</b>
<i>Trenton CC</i>	<b>----</b>	<b>----</b>
<i>Hopewell Valley GC</i>	<b>----</b>	<b>----</b>
<i>Bensalem Township CC</i>	<b>\$50.00</b>	<b>\$55.00</b>
<i>Middletown CC</i>	<b>\$41.00</b>	<b>\$49.00</b>
<i>Lookaway GC</i>	<b>----</b>	<b>----</b>
<i>Mountain View GC</i>	<b>\$64.00</b>	<b>\$71.00</b>
<i>Mercer Oaks East &amp; West</i>	<b>\$64.00</b>	<b>\$71.00</b>
<i>Princeton CC</i>	<b>\$58.00</b>	<b>\$62.00</b>

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<b>RATES*</b>	<b>Weekday Rates (Monday-Thursday) Walking</b>	<b>Weekend Rates (Friday-Sunday) &amp; Holidays Walking</b>
<i>Makefield Highlands GC</i>	<b>\$53.00</b>	<i>N/A before noon, \$45.00</i>
<i>Northampton Valley CC</i>	<b>\$36.00</b>	<b>\$40.00</b>
<i>Five Ponds CC</i>	<b>\$40.00</b>	<b>\$45.00</b>
<i>The Bucks Club</i>	<b>\$30.00</b>	<b>\$35.00</b>
<i>Yardley CC</i>	-----	-----
<i>Jericho National GC</i>	<b>\$90.00</b>	<b>\$90.00</b>
<i>Trenton CC</i>	-----	-----
<i>Hopewell Valley GC</i>	-----	-----
<i>Bensalem Township CC</i>	<b>\$35.00</b>	<b>\$35.00</b>
<i>Middletown CC</i>	<b>\$33.00</b>	<b>\$39.00</b>
<i>Lookaway GC</i>	-----	-----
<i>Mountain View GC</i>	<b>\$48.00</b>	<b>\$55.00</b>
<i>Mercer Oaks East &amp; West</i>	<b>\$48.00</b>	<b>\$55.00</b>
<i>Princeton CC</i>	<b>\$42.00</b>	<b>\$46.00</b>

<b>SPECIALS*</b>	<b>Senior Rate w/ cart</b>	<b>Junior Rate</b>	<b>Twilight Rate w/ cart (Weekdays)</b>
<i>Makefield Highlands GC</i>	<i>\$47.00</i>	<i>\$27.00</i>	<i>\$65.00</i>
<i>Northhampton Valley CC</i>	<i>\$41.00</i>	----	<i>\$41.00</i>
<i>Five Ponds CC</i>	<i>\$45.00</i>	----	<i>\$40.00</i>
<i>The Bucks Club</i>	<i>\$45.00</i>	<i>\$25.00</i>	<i>\$30.00</i>
<i>Yardley CC</i>	----	----	----
<i>Jericho National GC</i>	----	----	----
<i>Trenton CC</i>	----	----	----
<i>Hopewell Valley GC</i>	----	----	----
<i>Bensalem Township CC</i>	<i>\$37.00</i>	----	<i>\$37.00</i>
<i>Middletown CC</i>	<i>\$36.00</i>	<i>\$24.00</i>	<i>\$35.00</i>
<i>Lookaway GC</i>	----	----	----
<i>Mountain View GC</i>	<i>\$46.00</i>	<i>\$30.00</i>	<i>\$41.00</i>
<i>Mercer Oaks East &amp; West</i>	<i>\$46.00</i>	<i>\$30.00</i>	<i>\$41.00</i>
<i>Princeton CC</i>	<i>\$42.00</i>	<i>\$26.00</i>	<i>\$37.00</i>

*\*All rates & specials are based off of guest / non-resident rates*

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**2018 Budget Summary**

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