



Sun Lakes HOA-2 Golf Strategic Plan

10/16/24

**Five Year Golf Strategic Plan for
SLHOA #2
Current as October 16, 2024**

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 Planning of the Golf Committee strives to optimize the member's golfing experience while preserving SLHOA2 financial and environmental integrity. There is the assumption that the designated HOA2 Board is a participant in the implementation of the strategic plan and on-going community education of the plan.

The core team members for the strategic plan are:

- 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
- Joey Jones, Head Pro Palo Verde

The HOA2 Board of Directors (BOD) made water conservation a part of management goals beginning in 2015. The Golf **Subcommittee for Water Conservation** was created to explore, evaluate, and prioritize options for the ongoing modification of water usage based upon anticipated changes in water allotment for SLHOA2 properties. The prospective water conservation plan is to provide two (2) stage scenarios for significant water allotment reduction as compared to 2024 allotment allowances. This plan will be directed by the HOA2 Board of Directors. Selected contents in this plan may need to be re-evaluated for financial modifications to the overall Capital Replacement/Improvement Fund planning process.

Year	Allotment (Acre-Feet)	% Reduction	Rainfall (Inches)	Actual (Acre-Feet)	YTY % Reduction (-)
2016	1410	0		1352	
2017	1410	0		1384	2.31%
2018	1410	0		1281	-8.04%
2019	1410	0		1300	1.46%
2020	1410	0	4.25	1391	6.54%
2021	1410	0	8.33	1251	-11.19%
2022	1410	0	10.93	1142	-9.54%
2023	1358	3.7%	6.40	1263	+10.11%
2024	1358	0	5.78	1303	+3.17%
Emergency Reduction Plan (Year Unknown)	1000	24.7%	??		
Emergency Reduction Plan (Year Unknown)	500	62.3%	??		

THE GOLF COMMITTEE'S 5 YEAR STRATEGIC PLAN (2024 – 2029)

CATEGORIES AND FOCUS

I. Golfer and Membership Community

Practice Operational Stewardship	Process Owner(s)	Completion	Comments	Status
<ul style="list-style-type: none"> 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 Annually evaluate and implement a revised pricing structure to cover both operating costs of the Golf Shop and Golf Maintenance, given supply chain, wages, and inflation Reinstitute a Fee Structure for the Driving Range as being separate from the Annual Membership fees or included in a Premium Membership package. Set aside \$350,000 into the reserves on an annual basis for routine equipment replacements. 	<p>Dept Managers- Maintenance & Pro Shops</p> <p>Chair-Golf Committee w/ subcommittee task force support</p> <p>Management</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> Pace of Play: Random audits from Ranger's rounding reports. Evaluate status of standby play requests during peak season. Evaluation to include cost projections of labor, health insurance, 401K, seed, and fertilizer along with anticipated cost reduction measures Evaluate Cost/Revenue for driving range operations 	

<ul style="list-style-type: none"> • Evaluate opportunities to increase retail golf revenues sales through consistent communication with members • Implement an annual pricing structure to cover operating costs with membership priority given to Phase 2 homeowners • Evaluate effectiveness of a player card for Phase 2 homeowners and possibility to expand to Phase I/III homeowners at higher rate if needed. • Institute strict procedures on players checking in at clubhouse as we evaluate scanners or other technology that can be purchased. • Evaluate integration of proshop scanner and course ranger role to rectify tee sheet and cash pay • Evaluate need for alternative Signage/Maps • Implement and evaluate the effectiveness of a Golf Orientation process for all golfers including code of conduct, policies, and course rules. • Explore potential opportunity for revising grass products on fairways to promote consistent turf and water stewardship 	<p>Management-Pro Shops</p> <p>Management & Chair- Golf Committee w/ subcommittee task force support</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Annually</p> <p>2025-2026</p> <p>2025/2026</p> <p>2030</p>	<ul style="list-style-type: none"> • Implement and evaluate impact of having various vendors come every month in high season • Consider “fun” sales events <p>Inflation rate incorporated into pricing structure.</p> <p>Player cards for daily and twilight have been highly successful. Higher player card rate associated with Priority 2 Jonas level</p> <p>Ensure consistent usage oversight process for use of play cards per established guidelines. Evaluate effectiveness of check and balance procedures</p> <p>Investigate cost/benefit analysis with current available scanner technology. Provide scanners to collect all daily round fees</p> <p>Focus is providing user friendly hole locations and golf cart flow, especially for shot gun starts/new golfers</p> <p>Program to include information regarding Jonas, Leagues and course rules, pace of play, and check-in process</p> <p>Establish Reserve program for \$10 M</p>	
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Enhance Communication	Process Owner(s)	Completion	Comments	Status
<ul style="list-style-type: none"> • Develop a system for consistent and timely communication with Golf Members and Phase 2 Homeowners • Maintain “Turf Talk” articles to provide updates regarding Golf Maintenance • Implement golf course and play reminders at beginning of golf season • Orient HOA 2 Board Members to CWPV Golf Business and Operations as requested by the board. • Evaluate and modify Jonas system to ensure priority for SLHOA2 homeowners with Annual Golf Membership for preferred tee times per membership structure. • Evaluate effectiveness of Course Ranger to enforce rules and optimize pace of play on both courses 	<p>Dept Managers-Maintenance/Pro Shops</p> <p>Chair-Golf Committee W/ subcommittee/task force support</p> <p>Pro Shop Managers with Chair Golf Committee w/ subcommittee/task force support</p>	<p>Ongoing</p> <p>Ongoing every other month</p> <p>Ongoing</p> <p>As Needed</p> <p>Ongoing</p> <p>Ongoing</p>	<p>See Addendum A Sub Committee and Management team to develop process for ongoing communication to golfers</p> <p>Golf Booklet revised for 24-25 Season, along with acknowledgement Statement</p> <p>See Addendum B Need to identify expected measurable outcomes of Ranger program Pace of Play Goal is to achieve a Course Play Time</p> <ul style="list-style-type: none"> • CW 4- 4:15 hrs • PV 3- 3:30 hrs 	

<ul style="list-style-type: none"> Educate golfers on appropriate tees based on how far they drive the ball, golfer handicap and golfer enjoyment 		Ongoing	Share article regarding hitting distances and tee selection The 7-Iron Solution (usga.org)	
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II. Water Conservation and Management

Enhance Irrigation Technology	Process Owner(s)	Completion	Comments	Status
<ul style="list-style-type: none"> Adjust Irrigation sprinklers to improve efficiency with seasonal watering Purchase and Install New Satellites and Sprinklers for Palo Verde and Cottonwood Courses. Three (3) large water control valves now being included in PV project as these valves are “frozen” in open positions. Install soil moisture meters to better balance sectional turf-soil water requirements Obtain updated maps of lakes, pumps, and irrigations systems Use water wetting agents to assist in maximizing ground absorption of water Evaluate long term turf type options available to address probable reductions with SLHOA2 water allotment <ul style="list-style-type: none"> Evaluate reliability of turf products based on how heat impacts with various activity usage 	Dept Manager- Golf Maintenance	Ongoing 2023-25 2024/2026 2025/2026 Ongoing 2025/2026	See Addendum C Investigate new technology, including current installations. On hold awaiting repair of CW intake line and probably 3 other intake lines at CW and PV Collaborate with other golf course superintendents who have implemented various turf modalities. Review USGA findings and recommendations. Complete a site visit to obtain firsthand experience.	Ongoing reprograming software /updates. Punch list complete for satellites and sprinklers

	Process Owner	Completion	Comments
<ul style="list-style-type: none"> Implement 50% watering reduction to identified areas 	Department Superintendent/ Managers: Golf & Landscaping	N/C	Pump station and intake line failure at CW #13-14 impacted organized trial of limited watering to selected areas. The intake line will need replacement. See above comment on maps
<ul style="list-style-type: none"> Limited fall overseeding on 4 -par 3 holes at CW (#5,8,13, & 15) except within 10-30 yards around greens. (approx. 2 acres) No overseeding on Unit 20 at the finger lakes in PV (approx. 5 acres) 		Fall, 2024	Bermuda grass will go dormant in areas and no winter ryegrass will take its place. Evaluate impact of change in hole playing condition. Area golf courses have also initiated this practice to reduce cost and seasonal irrigation demands.
<ul style="list-style-type: none"> Emergency Water Abatement 		2025-2026	In Collaboration with Facilities & Grounds Committee, develop emergency water abatement plan

Enhance Lakes and Lake Systems	Process Owner(s)	Completion	Comments	Status
<ul style="list-style-type: none"> • Evaluate and implement plans to enhance water holding capacity through dredging and sludge treatment. Expand to include North Lakes12 (hidden lake) • Evaluate and seal identified lakes to reduce water loss @ PV hole #14 • Evaluate and install intake line as needed @ CW hole #13. Concern regarding collapse of the pipe. • Evaluate lake wall integrity 	Dept Manager-Golf Maintenance	<p>Complete process along with ongoing prevention</p> <p>Complete</p> <p>2026-2027</p> <p>2025-2027</p>	<p>Continue Routine Midge fly abatement maintenance program.</p> <p>Water loss issues related to bed integrity resolved at PV hole #14</p> <p>Evaluation completed. Capital Replacement timing. Other intake lines will also require modifications for more efficient operations of the pumps.</p>	

Declaration of “Mandatory Significant Water Reduction” Plan

Stage One: Irrigation Reduction to 1000 Acre-Feet	Process Owner	Completion	Comments	Status
<p>A. OVERSEEDING: REDUCTION AND/OR ELIMINATION</p> <ul style="list-style-type: none"> ○ Eliminate overseeding in all areas. <ul style="list-style-type: none"> i. 5-Lakes ii. Winston/Swan Lake iii. Lake 12 iv. Unit 20 finger lakes v. Sisk Park vi. CW and PV CC, including golf course and club lawns. ○ Research cost/effects of converting to Tif-Tuf Bermuda or Zoysia for fairways to alleviate overseeding. <p>B. Modify the lake area to minimize water needs.</p> <ul style="list-style-type: none"> ○ PV hole #14 	<p>Golf Course Superintendent, Golf Committee Chair, Water Conservation Sub-Committee,</p>	<p>One (1) year from mandated reduction</p>	<p>Existing dirt areas will be covered with turf as needed (Dormant new grass recovers better without overseeding)</p> <p>Dormant areas will be painted, and color retention evaluation completed. Anticipated areas should retain color until warm weather begins in March/April</p> <p>Complete a site visit to obtain first-hand experience.</p>	

<p align="center">Stage Two: Irrigation Reduction to 750 Acre-Feet</p>	<p align="center">Process Owner</p>	<p align="center">Completion</p>	<p align="center">Comments</p>	<p align="center">Status</p>
<ul style="list-style-type: none"> • Remove turf, install desert rock gardens, & landscape plants <ul style="list-style-type: none"> ○ Cottonwood Golf Course <ul style="list-style-type: none"> ▪ Between holes 2 & 7 ▪ Between holes 3 & 6 ▪ Between holes 10 & 11 ▪ Between holes 17 & 18 ▪ Areas left of cart paths (2,3,4,5,6,7,9,10,15) ○ 5 Lakes ○ Winston/Swan Lake ○ Lake 12 ○ Unit 20 finger lakes ○ Sisk Park • Modify lake areas to minimize water needs <ul style="list-style-type: none"> ○ Winston/Swan Lake ○ Lake 12 		<p>One (1) year from mandated reduction</p>		

III. Bunker Quality and Integrity

Enhance Golfer Experience and Modify Maintenance	Process Owner(s)	Completion	Comments	Status
<ul style="list-style-type: none"> • Evaluate quality and integrity of bunkers, recommended modifications, and outcomes including sand replacement, drainage, and removal. • Develop revitalization plan and priority timelines for complete bunker modification. • Annually update status of bunker conditions and plan for modifications as needed. Reshape CW bunkers 6 & 7 	Golf Superintendent Maintenance	Ongoing 2024 2025	See Addendum F	Bunker modifications are to be presented at the end of each calendar year.

IV. Golf Operations and Practice Areas

Enhance Golfer Experience and Modify Maintenance	Process Owner(s)	Completion	Comments	Status
<ul style="list-style-type: none"> ● Evaluate effectiveness of driving range hitting mats and opportunities to enhance golfer experience, safety, and area maintenance, add electrical system for enhanced golf training ● Replace Driving Range Fence and Screens ● Evaluate and update both Golf Shops' Space and Design to improve revenue, golfer experience, and sound check-in process. <ul style="list-style-type: none"> ○ Develop plan for indoor instruction, education, and simulated golf training ● Enhance short game practice area at Cottonwood ● Renovate the original starter building to store demo equipment and secure range-dispensing equipment in an environmentally protected space. Explore the feasibility of providing nourishments. ● Explore expanding the size of forward tee boxes 	<p>Dept Managers- Golf Maintenance/ Pro Shops</p> <p>Chair-Golf Committee W/ subcommittee/task force support</p>	<p>2023</p> <p>2024-2025</p> <p>2024/25</p> <p>2027-2028</p> <p>2026</p> <p>Ongoing</p>	<p>10 Year Warranty Request for routine rotation of grass and mats. Regular tees can be used. Huge success and improved grass hitting areas.</p> <p>In process – damaged poles replaced, awaiting new netting</p> <p>Consider contracting with space planner Management to evaluate space/equipment needs for training.</p> <p>Project In-House</p>	

<ul style="list-style-type: none">• Explore the opportunity to redesign holes 13 and 14 at CW to increase speed of play and decrease bottlenecks	Department Managers- Maintenance/Pro Shop and Chair, Golf Committee	2025-2026		
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V. Greens, Fairways and Rough Area Management

Enhance Golfer Experience and Modify Maintenance	Process Owner(s)	Completion	Comments	Status	
<ul style="list-style-type: none"> • Evaluate the best turf results and overseeding options by maintaining current data trends and results from Arizona golf courses • Evaluate and Resurface Greens at Cottonwood/ Palo Verde • Resurface and reshape greens to get back to original shape. • Evaluate tee box locations and explore implementing combo tee box options along with AGA Changes • Move tees forward at PV: #9 white tee and # 7 and #18 red tees. • Evaluate cart path condition integrity 	Dept Manager- Golf Maintenance	2024	2024-2025	Overseeding trials completed on: Palo Verde: holes 3,16 Cottonwood: holes 5,15 Plan to not overseed CW PAR 3 holes for 2024-2025 season	
		2027			
		2025-2027	See Addendum G	Trial widening challenged due to 2023 summer weather	
		Chair-Golf Committee W/ subcommittee/task force and management	2026		
		Ongoing	2023-2024	AGA new Rating evaluation to be completed. Need to update cards when the existing supply is exhausted.	
		Ongoing			

Analysis of Strengths, Weaknesses, Opportunities, and Threats

Strengths	Weaknesses
The HOA has dedicated management team hired by Homeowner Board of Directors	Pro Shop technology does not integrate with HOA Admin IT and limits global communication to all golfers
Challenging golf experience including Championship and Executive Courses	Inconsistent check-in process and revenue verification with existing methodology.
Professional and experienced Golf course management team	Leagues who consistently use non-league days for multi-day events resulting in tee time dissatisfaction for golfers who routinely play on that particular day
Strong involved golf leagues and annual membership	League Committee Reps and Members have inconsistent engagement in identified committee activities and projects.
Jonas 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, including Golf Genius and other golf technologies
Active Golf committee members prioritizing and addressing member needs, course, and regulatory issues	
Experience, vision, and operational commitment of the new GM for the Golf Committee's strategic plans	
New irrigation system and water conserving technologies	
The new Jonas system will create a fair experience for revised membership structure	

Opportunities	Threats
The HOA board to have consistent members with interest in, and/or knowledge of, the golf business	Impact of food, supply, and labor costs on operational and reserve funds
Jonas System does not create a fair experience for Phase 2 non annual Golf member's needs	Prohibitive costs of newly available technology which improve water conservation and course play conditions
Head pros to use their professional experience to align their opportunities and plans with the golf committee	Inability to downsize membership without negatively impacting operating budget and HOA 2 community satisfaction
Develop Annual Sand Trap revitalization plan	Land locked and inability to expand
Golf committee members to be consistently engaged in the committee efforts to address ongoing concerns and issues of the strategic plan and identified scope of issues	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
Offer post special event liquor bar setup outside pro shops as permitted	Ongoing readjustment of water allotment in conjunction with regional and state water reduction mandates
Ensure consistent and cohesive Pro Shop Team approach regarding communication, education, golf fees, and accountability of golfers	Impact non-HOA 2 players have on homeowner experience of a private course
Continue to evaluate ability to eliminate and/or resize selected bunkers	Evolving age demographics and competition to play at CWPV Country Clubs
Continue to evaluate and recommend ongoing water conservation efforts	Inconsistent homeowner adherence to the use of the golf course for only golf and not as a park, everyday golf cart throughput, or convenience parking
Continue to 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	Inconsistent homeowner adherence to the use of the golf course for only golf and not as a park, everyday golf cart throughput, or convenience parking

Perceived imbalance of high season rounds sold, realistic course capacity, and playing experience	Increase in short-term rentals and lack of knowledge of golf operations
Inconsistent coordination of both men/women leagues' leadership and events	Impact non-HOA 2 players have on homeowner experience of a private course
Ensure consistent and cohesive Pro Shop Team approach regarding communication, education, golf fees, and accountability of golfers	Evolving age demographics and competition to play at CWPV Country Clubs
Evaluate ability to eliminate and/or resize selected bunkers	
Evaluate and recommend ongoing water conservation efforts	
Continue to evaluate and 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	

ADDENDUMS

ADDENDUM A

- Engage “In The Know” and Fliers and ongoing communication blurbs
- Coordinate with ALL Golf League Chairpersons to ensure ongoing communication from the Pro Shops and Golf Committee representatives are distributed to their members
- Consider new opportunities to engage non-league players in course playing events

ADDENDUM B

- Redefine/modify roles of the Golf Operations Staff to meet operational needs and policy enforcements
- Consider the addition of ice machines and snack coolers as operational funds allow at each shop. Snack coolers installed at CW
- Provide Golf Course Rangers to be course ambassadors with the authority to coach, monitor, and educate golfers including:
 - Course play and other relevant golf operation procedures and daily updates
 - Ensuring course policy issues are identified and addressed including:
 - Pace of play
 - Parameters for driving golf carts on the course
 - Collecting golf fees for non-members and guests who are not reflected on the final tee sheets.

ADDENDUM C

Palo Verde	Cottonwood
<ul style="list-style-type: none"> ● Satellites – 43 Complete (2024) 	<ul style="list-style-type: none"> ● Satellites – 53 Complete (2023)
<ul style="list-style-type: none"> ● Sprinklers – 2,823 Complete (2024) <ul style="list-style-type: none"> ▪ RainBird 700’s - 603 ▪ RainBird 750’s – 706 ▪ RainBird 550’s – 6 ▪ Hunter I-20’s – 1,470 ▪ RainBird “pop-ups” - 38 	<ul style="list-style-type: none"> ● Sprinklers – 1827 Complete (2023) <ul style="list-style-type: none"> ▪ RainBird 700’s - 579 ▪ RainBird 750’s – 854 ▪ RainBird 550’s – 10 ▪ Hunter I-20’s – 322 ▪ RainBird “pop-ups” - 62

ADDENDUM D

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

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
- Completed Bunker repair work as of 10/25/2023

1. Cottonwood

- a. Hole 4:
 - Removed back greenside bunker
- b. Hole 11:
 - Installed new drainage in both greenside bunkers
 - Trial of using existing sand unsuccessful- will need to remove old sand and replace with new
- c. Hole 12:
 - Removed left fairway and greenside bunkers
 - Installed drainage sand in front greenside bunker
- d. Hole 14:
 - Installed drainage left fairway bunker, removed sand, installed new sand
- e. Hole 16:
 - Installed drainage and sand at both left and right fairway bunkers
- f. Hole 17:
 - Removed bunker behind green
 - Drainage and sand to both greenside bunkers

2. Palo Verde:

- a. Hole 7:
 - Install drainage at right fairway bunker
 - Removed bunker on left side of fairway
- b. Hole 8:
 - Installed drainage sand to both greenside bunkers
- c. Hole 10:
 - Remove 1 bunker on left fairway

d. Hole 13:

- Remove left side fairway bunker
- Install drainage at right greenside bunker

ADDENDUM G

- Resurface Greens
 - Trial widening of green surface to original 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