

**CARBONDALE PARK DISTRICT
GOLF ADVISORY COMMITTEE MEETING
TUESDAY, OCTOBER 5, 2021
4:00 PM
HICKORY LODGE
1115 WEST SYCAMORE STREET
CARBONDALE, IL
VIA ZOOM: [htt://ZOOM.us/j/9031181650](http://ZOOM.us/j/9031181650)**

AGENDA:

- A. CALL TO ORDER
- B. ROLL CALL
- C. REVIEW / APPROVAL OF MINUTES:
 - 1. September 7, 2021 meeting.
- D. CITIZEN COMMENTS AND QUESTIONS: Limited to items not appearing on the agenda.
- E. OLD BUSINESS:
 - 1. Capillary Concrete Project Update.
 - 2. Overflow Project Update.
 - 3. Equipment Update.
 - 4. T-sign Project Update.
 - 4. Clubhouse Restaurant Operations Update.
- F. NEW BUSINESS:
 - 1. Women's Association Report.
 - 2. Men's Association Report.
 - 3. Senior Association Report.
 - 4. Golf Superintendent's Report.
 - 5. Golf Professional's Report.
 - 6. Review financial reports:
 - a. July 2021
 - 7. Carbondale Park District Strategic Plan
 - 8. Committee Discussion / Recommendations:
 - a. Open discussion.
- G. SCHEDULE NEXT MEETING: November 2, 2021 at 4:00 p.m. via Zoom.
- H. ADJOURNMENT

GOLF ADVISORY COMMITTEE MINUTES SEPTEMBER 7, 2021

The Carbondale Park District's Golf Advisory Committee held a regular meeting on Tuesday, September 7, 2021 at 4:00 p.m. at 1115 W. Sycamore Street, Carbondale, IL. The attendees participated via zoom format.

PRESENT: Chuck Vaught, Kay Brechtelsbauer, Elaine Vitello, Dominic Cittadino, John Washburn, Tom Brooke, Trey Anderson and board liaison Commissioner Jane Adams.

Absent: Brian Matzenbacher and Danielle Kauffman.

Guests: None.

MEETING CALLED TO ORDER: The meeting was called to order at 4:00 p.m.

APPROVAL OF MINUTES: The minutes of July 6, 2021 meeting were approved.

CITIZENS COMMENTS AND QUESTIONS: None.

OLD BUSINESS:

1. **Capillary Concrete Project Update:** The bunker adjacent to the number one green will have capillary concrete liner installed in October or November. The sand for the bunker may come from E.T. Simonds. Samples of the sand will be tested and compared with the manufactured sand, which is more expensive, that comes from N.E. Ohio or Arkansas. The sand from the E.T. Simonds quarry is currently a byproduct of their operations. A little refinement may be necessary but the cost is expected to be significantly less than trucking the manufactured sand from another state. It is anticipated that the sand from E.T. Simonds will be used in the bunker on the number one green as a test before committing to using the product in the rest of the bunkers.

2. **Kids Golf Foundation Update:** The program had 43 kids participate and it ran smoothly for the week. The last day of the program where the participants go out on the course to play was delayed by one week due to rain.

3. **Hickory Ridge Capital Development Fund Update:** The account has been set up and letters will be going out to the fund donors. The current balance in the account is approximately \$9,500.

4. **Clubhouse Restaurant Operations Update:** The restaurant is being used more than in the past. The restaurant area and kitchen operations are doing well.

NEW BUSINESS:

1. **Women's Association:** The Association averages 15-26 players each week which represents an increase in the participation level. The last event of the year will include dinner at the clubhouse.

2. **Men's Association:** The number of players this year is down from prior years. The Association is planning a season ending 18 hole tournament that will include dinner.

3. **Senior Association:** The Association averages 35-40 players each week. The 4th and final tournament of the year will be played on September 22, 2021. There are currently 62 paid members. Tom Brooke thanked Donimic Cittadino and the Senior Association for the purchase of the wall clock displayed in the clubhouse restaurant.

4. **Golf Superintendent's Report:** Trey Anderson provided the following information of course conditions for the committee:

1. Staff sprayed the #17 green for brown patch. They also applied a fungicide.
2. The greens are scheduled to be aerified in mid October. It is later than past years due to scheduled golf outings.
3. The tees and greens are doing well and the bunkers have been sprayed for unwanted vegetative growth.
4. Trey stated that an employee by the name of Carter was working in the vacant mechanics position keeping the equipment running. The irrigation heads are old and are failing. Rather than replace them with new sprinkler heads, staff is shipping the old irrigations heads to a company that rebuilds them. The cost of the rebuilt head saves 1/3 - 1/2 of the cost of a new irrigation head.

5. Trey informed the committee that the reservoir will have to be drained to repair the leaking overflow. The repair crews will need to get to the base of the overflow to remove the old overflow tube and to attach the new one.

6. Work has started on repainting the T-signs. Staff will sell advertisement space on the signs when the painting is completed. It is expected that the marketing of the advertisement space will occur over the winter for next year. The last time the ad space was sold, the cost was believed to be \$1,100 for a 3 year contract. It was recommended that staff offer a multiple payment plan to market the T-signs. The multi payment pay plan may make it easier on the businesses to sign a three year contract and fit the cost of the contract into its advertising budget.

5. Golf Professional's Report: Tom Brooke provided the committee with the following information:

1. Revenue for the month of August 2021 was \$51,813 vs \$44,621 for August 2020. Rounds played in August 2021 were 1,105 vs 2,178 for August 2020.

2. There were two outings in July, three tournaments in August, (SIU Women's Golf, SIU Men's Golf and an Autism organization), and three outings scheduled for September.

3. The beverage cart will run on Fridays in September on 10th and 17th and in October on 1st and 15th and maybe October 9th.

4. Staff will use the month of January to set the schedule for outings for the spring, summer and fall months.

6. Review Financial Report: The committee reviewed the May and June 2021 financial reports. Expenditures exceeded the revenues for the month of May by -\$4,219 but revenues exceeded expenditures by \$6,426 in June. Year to date, the revenues exceed the expenditures by \$16,355. For the Jan-June, 2021 period, the financial position is \$64,660 better than the budget had forecast.

7. Carbondale Park District Strategic Plan: Discussion on this item was tabled until the October, 2021 meeting.

COMMITTEE DISCUSSION: No discussion.

COMMITTEE MEMBER COMMENTS AND QUESTIONS:

1. It was requested that the trees on the west side of the entrance/exit to Hickory Ridge need to be trimmed. They extend out over the roadway and they block the view of oncoming traffic. Trey stated that he will contact the county or township about the issue.

2. The strategic plan for the district proposed gardening activities to assist in landscaping Hickory Ridge Golf Course. Trey will discuss this topic with Trent Mohlenbrock, the landscaping contractor for the Hickory Ridge entrance area.

3. The committee stressed the importance of using social media for Hickory Ridge and the district's programs in general. Programs for teens and tweens (middle school age youth) are needed. They also suggested weekly golf lessons of younger age groups.

COMMITTEE RECOMMENDATIONS: None.

NEXT MEETING: October 5, 2021 at 4:00 p.m. via zoom.

MEETING ADJOURNED: 4:51 p.m.

Table 1

HICKORY RIDGE GOLF COURSE									
Financial Report for: July 2021									
		July 2021			Jan - July 2021				
		Actual	Budget	Variance	%	Actual	Budget	Variance	%
REVENUE		\$61,815	\$68,825	-\$7,010	-10.19%	\$300,909	\$327,450	-\$26,541	-8.11%
EXPENDITURES									
A	Customer Service								
	Personnel Service	\$18,435	\$8,981	-\$9,454	-105.27%	\$61,274	\$80,597	-\$677	-1.12%
	Supplies & Services	\$9,434	\$9,823	\$389	3.96%	\$53,433	\$67,748	\$14,315	21.13%
	Capital Outlay	\$0	\$0	\$0		\$0	\$0	\$0	
	Total Customer Service	\$27,869	\$18,804	-\$9,065	-48.21%	\$114,707	\$128,345	\$13,638	10.63%
B	Course Management								
	Personnel Service	\$31,749	\$30,460	-\$1,289	-4.23%	\$123,640	\$155,827	\$32,187	20.66%
	Supplies & Services	\$9,407	\$14,160	\$4,753	33.57%	\$54,368	\$86,182	\$31,814	36.91%
	Capital Outlay	\$0	\$0	\$0		\$0	\$0	\$0	
	Total Course Management	\$41,156	\$44,620	\$3,464	7.76%	\$178,008	\$242,009	\$64,001	26.45%
	Total Expenditures	\$69,025	\$63,424	-\$5,601	-8.83%	\$292,715	\$370,354	\$77,639	20.96%
	Net Income (Loss)	-\$7,210	\$5,401	-\$12,611	-233.49%	\$8,194	-\$42,904	\$51,098	119.10%
Report Name:									
Hickory Ridge									
Summary									
Financial Report									
Desktop: iMac-									
Numbers-PDF File									

4:27 PM

08/27/21

Accrual Basis

Carbondale Park District
Profit & Loss Budget vs. Actual
GOLF OPERATIONS

	Jul 21	Budget	\$ Over Budget
Income			
Alternative Revenue-Other	0.00	100.00	-100.00
Beer Sales	3,063.60	2,000.00	1,063.60
Concessions	1,603.16	3,000.00	-1,396.84
Contributions/Grant Opportuniti	0.00	0.00	0.00
Donation	0.00	0.00	0.00
Driving Range	3,194.27	3,000.00	194.27
Facility Rental	0.00	225.00	-225.00
Gaming Machines	0.00	1,000.00	-1,000.00
Gift Certificates (Golf)	0.00	0.00	0.00
Golf Cart Fees	15,450.00	18,000.00	-2,550.00
Golf Fees	30,924.29	37,000.00	-6,075.71
Jr Golf Fees	1,050.00	0.00	1,050.00
Kitchen	2,189.31		
Merchandise	2,999.92	3,000.00	-0.08
Miscellaneous Shop Revenue	491.50	0.00	491.50
Rental Revenue	0.00	1,000.00	-1,000.00
Sales Tax	848.71	500.00	348.71
Total Income	61,814.76	68,825.00	-7,010.24
Expense			
(A) Payroll Expenses			
FICA Expense	1,468.44	552.00	916.44
Health Insurance Expense	1,500.67	697.00	803.67
IMRF Expense	442.47	279.00	163.47
On Call Wages	0.00	0.00	0.00
Overtime	367.20	250.00	117.20
Salaries	0.00	0.00	0.00
Unemployment Expense	464.15	243.00	221.15
Wages Hourly Fulltime	5,874.80	2,560.00	3,314.80
Wages Hourly Part Time	8,317.71	4,400.00	3,917.71
(A) Payroll Expenses - Other	0.00	0.00	0.00
Total (A) Payroll Expenses	18,435.44	8,981.00	9,454.44
Advertising/Promotion	0.00	0.00	0.00
Awards/Recognition	0.00	0.00	0.00
Bank Charges	1,466.98	700.00	766.98
BEER/LIQUOR	1,302.35		
Building Repairs/Maintenance	1.18	167.00	-165.82
Computer Equipment/Software	0.00	0.00	0.00
Concession Supplies	736.25	3,600.00	-2,863.75
Contractor Fees	0.00	50.00	-50.00
Dues and Subscriptions	0.00	125.00	-125.00
Electric Utilities	1,283.65	1,000.00	283.65
Equipment Parts/Repairs	0.00	42.00	-42.00
Equipment Replacement	0.00	0.00	0.00
Fax/Modem	299.00	25.00	274.00
Food/Provisions	585.89	0.00	585.89
Gas Utilities	269.15	159.00	110.15
Golf Shop Supplies	1,700.73	1,667.00	33.73
Inspection Fee	0.00	0.00	0.00
Janitorial Service	0.00	20.00	-20.00

4:27 PM

08/27/21

Accrual Basis

Carbondale Park District
Profit & Loss Budget vs. Actual
GOLF OPERATIONS

	Jul 21	Budget	\$ Over Budget	
Janitorial Supplies	0.00	20.00	-20.00	
KITCHEN SUPPLIES	74.80			
Licenses	0.00	0.00	0.00	
Maintenance Contracts	303.52	417.00	-113.48	
Misc Supplies	0.00	417.00	-417.00	
Office Equipment	0.00	0.00	0.00	
Office Supplies	189.73	42.00	147.73	
Postage/Freight	0.00	29.00	-29.00	
Printing/Reproduction	0.00	0.00	0.00	
Program Supplies	39.68	0.00	39.68	
Rentals	0.00	400.00	-400.00	
Safety/First Aid Supplies	0.00	42.00	-42.00	
Sales Tax Expense	1,052.00	400.00	652.00	
Shop Supplies/Small Tools	0.00	0.00	0.00	
Telephone Expense	106.39	417.00	-310.61	
Training and Travel	0.00	0.00	0.00	
Vehicle Parts/Repairs	0.00	42.00	-42.00	
Water Utilities	22.64	42.00	-19.36	
Total Expense	27,869.38	18,804.00	9,065.38	✓-
Net Income	33,945.38	50,021.00	-16,075.62	✓-

4:27 PM
08/27/21
Accrual Basis

Carbondale Park District
Profit & Loss Budget vs. Actual
GOLF MAINTENANCE

	Jul 21	Budget	\$ Over Budget
Income			
Alternative Revenue	0.00	0.00	0.00
Contributions/Grant Opportuniti	0.00	0.00	0.00
Total Income	0.00	0.00	0.00
Expense			
(A)Payroll Expenses			
Disc Golf Labor	0.00	1,000.00	-1,000.00
FICA Expense	2,591.32	1,850.00	741.32
Health Insurance Expense	1,528.67	1,452.00	76.67
IMRF Expense	1,108.18	1,161.00	-52.82
On Call Wages	0.00	0.00	0.00
Overtime	1,186.49	300.00	886.49
Salaries	7,842.00	5,810.00	2,032.00
Unemployment Expense	651.26	816.00	-164.74
Wages Hourly Fulltime	3,721.79	4,836.00	-1,114.21
Wages Hourly Part Time	13,119.40	13,235.00	-115.60
(A)Payroll Expenses - Other	0.00	0.00	0.00
Total (A)Payroll Expenses	31,749.11	30,460.00	1,289.11
Building Repairs/Maintenance	177.03	1,000.00	-822.97
Chemicals	1,554.62	1,000.00	554.62
Clothing	0.00	100.00	-100.00
Computer Equipment/Software	340.00	0.00	340.00
Construction Materials	0.00	3,000.00	-3,000.00
Consultant Services	0.00	0.00	0.00
Contractor Fees	0.00	0.00	0.00
Course Accessories	0.00	100.00	-100.00
Dues and Subscriptions	0.00	0.00	0.00
Electric Utilities	1,522.87	2,100.00	-577.13
Equipment Parts/Repairs	292.97	100.00	192.97
Equipment Replacement	0.00	0.00	0.00
Fax/Modem	0.00	0.00	0.00
Fertilizer	0.00	1,000.00	-1,000.00
Food/Provisions	0.00	0.00	0.00
Fuel/Lubricants	1,423.89	1,440.00	-16.11
Gas Utilities	257.55	0.00	257.55
Inspection Fee	0.00	0.00	0.00
Irrigation/Drainage Supply	729.25	182.04	547.21
Janitorial Supplies	7.07	20.00	-12.93
Landscaping Supplies	0.00	2,000.00	-2,000.00
Licenses	0.00	0.00	0.00
Maintenance Contracts	145.45	280.00	-134.55
Office Equipment	0.00	0.00	0.00
Office Supplies	0.00	35.00	-35.00
Paint/Supplies	0.00	35.00	-35.00
Payment Other Entities	0.00	0.00	0.00
Postage/Freight	0.00	15.00	-15.00
Rentals	316.00	0.00	316.00
Safety/First Aid Supplies	0.00	30.00	-30.00
Shop Supplies/Small Tools	283.13	150.00	133.13
Telephone Expense	0.00	150.00	-150.00

✓-

Profit & Loss Budget vs. Actual

GOLF MAINTENANCE

	Jul 21	Budget	\$ Over Budget
Training and Travel	0.00	0.00	0.00
Vehicle Parts/Repairs	2,260.32	1,333.00	927.32
Water Utilities	96.93	90.00	6.93
Total Expense	41,156.19	44,620.04	-3,463.85
Net Income	-41,156.19	-44,620.04	3,463.85

✓ +

✓ +

4:27 PM

08/27/21

Accrual Basis

Carbondale Park District
Profit & Loss Budget vs. Actual
GOLF OPERATIONS

	Jan - Jul 21	Budget	\$ Over Budget
Income			
Alternative Revenue	385.26		
Alternative Revenue-Other	50.00	12,600.00	-12,550.00
Beer Sales	12,148.88	10,000.00	2,148.88
Concessions	5,864.46	16,900.00	-11,035.54
Contributions/Grant Opportuniti	8,000.00	7,000.00	1,000.00
Donation	0.00	0.00	0.00
Driving Range	18,128.77	11,100.00	7,028.77
Facility Rental	350.00	650.00	-300.00
Gaming Machines	138.45	5,000.00	-4,861.55
Gift Certificates (Golf)	0.00	0.00	0.00
Golf Cart Fees	62,316.90	70,000.00	-7,683.10
Golf Fees	166,702.62	168,700.00	-1,997.38
Jr Golf Fees	1,050.00	2,500.00	-1,450.00
Kitchen	7,575.95		
Merchandise	13,525.20	15,500.00	-1,974.80
Miscellaneous Shop Revenue	1,040.47	4,000.00	-2,959.53
Rental Revenue	0.00	1,000.00	-1,000.00
Sales Tax	3,603.82	2,500.00	1,103.82
Total Income	300,880.78	327,450.00	-26,569.22
Expense			
(A) Payroll Expenses			
FICA Expense	3,683.08	3,695.00	-11.92
Health Insurance Expense	5,486.68	4,879.00	607.68
IMRF Expense	2,488.68	2,093.00	395.68
On Call Wages	0.00	0.00	0.00
Overtime	770.55	500.00	270.55
Salaries	0.00	0.00	0.00
Unemployment Expense	1,492.72	1,630.00	-137.28
Wages Hourly Fulltime	24,385.87	19,200.00	5,185.87
Wages Hourly Part Time	22,966.57	28,600.00	-5,633.43
(A) Payroll Expenses - Other	0.00	0.00	0.00
Total (A) Payroll Expenses	61,274.15	60,597.00	677.15
Advertising/Promotion	0.00	1,500.00	-1,500.00
Awards/Recognition	0.00	0.00	0.00
Bank Charges	5,947.05	4,100.00	1,847.05
BEER/LIQUOR	4,712.65		
Building Repairs/Maintenance	1,912.16	1,169.00	743.16
Computer Equipment/Software	400.00	0.00	400.00
Concession Supplies	5,839.80	13,700.00	-7,860.20
Contractor Fees	0.00	250.00	-250.00
Dues and Subscriptions	700.00	875.00	-175.00
Electric Utilities	6,044.21	5,600.00	444.21
Equipment Parts/Repairs	98.43	294.00	-195.57
Equipment Replacement	428.85	5,500.00	-5,071.15
Fax/Modem	2,093.00	175.00	1,918.00
Food/Provisions	3,125.42	300.00	2,825.42
Gas Utilities	1,581.75	1,204.00	377.75
Golf Shop Supplies	9,690.88	11,669.00	-1,978.12
Inspection Fee	1,219.77	0.00	1,219.77

4:27 PM

08/27/21

Accrual Basis

Carbondale Park District
Profit & Loss Budget vs. Actual
GOLF OPERATIONS

	Jan - Jul 21	Budget	\$ Over Budget	
Janitorial Service	0.00	140.00	-140.00	
Janitorial Supplies	72.22	140.00	-67.78	
KITCHEN SUPPLIES	359.71			
Licenses	227.25	2,000.00	-1,772.75	
Maintenance Contracts	2,060.73	2,919.00	-858.27	
Misc Supplies	245.01	2,919.00	-2,673.99	
New Equipment	966.90			
Office Equipment	0.00	700.00	-700.00	
Office Supplies	400.72	290.00	110.72	
Postage/Freight	20.90	203.00	-182.10	
Printing/Reproduction	0.00	500.00	-500.00	
Program Supplies	1,119.68	3,500.00	-2,380.32	
Rentals	0.00	1,100.00	-1,100.00	
Safety/First Aid Supplies	5.06	294.00	-288.94	
Sales Tax Expense	2,829.00	2,200.00	629.00	
Shop Supplies/Small Tools	230.70	0.00	230.70	
Telephone Expense	702.59	2,919.00	-2,216.41	
Training and Travel	0.00	1,000.00	-1,000.00	
Vehicle Parts/Repairs	226.06	294.00	-67.94	
Water Utilities	172.24	294.00	-121.76	
Total Expense	114,706.89	128,345.00	-13,638.11	✓ +
Net Income	186,173.89	199,105.00	-12,931.11	✓ -

4:28 PM

08/27/21

Accrual Basis

Carbondale Park District
Profit & Loss Budget vs. Actual
GOLF MAINTENANCE

	Jan - Jul 21	Budget	\$ Over Budget
Income			
Alternative Revenue	28.35	0.00	28.35
Contributions/Grant Opportuniti	0.00	0.00	0.00
Total Income	28.35	0.00	28.35
Expense			
(A)Payroll Expenses			
Disc Golf Labor	0.00	4,000.00	-4,000.00
FICA Expense	7,320.08	9,160.00	-1,839.92
Health Insurance Expense	12,878.03	10,164.00	2,714.03
IMRF Expense	6,423.53	8,708.00	-2,284.47
On Call Wages	0.00	0.00	0.00
Overtime	2,059.56	1,200.00	859.56
Salaries	36,998.00	43,576.00	-6,578.00
Unemployment Expense	2,336.49	4,042.00	-1,705.51
Wages Hourly Fulltime	21,650.89	36,270.00	-14,619.11
Wages Hourly Part Time	33,973.20	38,707.00	-4,733.80
(A)Payroll Expenses - Other	0.00	0.00	0.00
Total (A)Payroll Expenses	123,639.78	155,827.00	-32,187.22
Building Repairs/Maintenance	2,855.20	1,200.00	1,655.20
Chemicals	11,038.12	14,000.00	-2,961.88
Clothing	0.00	300.00	-300.00
Computer Equipment/Software	340.00	0.00	340.00
Construction Materials	55.72	8,000.00	-7,944.28
Consultant Services	0.00	500.00	-500.00
Contractor Fees	205.00	0.00	205.00
Course Accessories	0.00	1,400.00	-1,400.00
Dues and Subscriptions	250.00	375.00	-125.00
Electric Utilities	7,915.85	6,800.00	1,115.85
Equipment Parts/Repairs	2,039.45	300.00	1,739.45
Equipment Replacement	0.00	17,000.00	-17,000.00
Fax/Modem	889.60	0.00	889.60
Fertilizer	4,166.49	7,000.00	-2,833.51
Food/Provisions	21.06	0.00	21.06
Fuel/Lubricants	5,824.99	5,800.00	24.99
Gas Utilities	1,528.31	1,000.00	528.31
Inspection Fee	889.00	1,200.00	-311.00
Irrigation/Drainage Supply	2,605.26	506.92	2,098.34
Janitorial Supplies	40.06	140.00	-99.94
Landscaping Supplies	947.04	4,250.00	-3,302.96
Licenses	0.00	0.00	0.00
Maintenance Contracts	1,457.05	1,960.00	-502.95
Office Equipment	0.00	250.00	-250.00
Office Supplies	93.34	245.00	-151.66
Paint/Supplies	116.59	245.00	-128.41
Payment Other Entities	0.00	0.00	0.00
Postage/Freight	36.77	105.00	-68.23
Rentals	464.00	2,500.00	-2,036.00
Safety/First Aid Supplies	0.00	210.00	-210.00
Shop Supplies/Small Tools	1,245.57	1,050.00	195.57
Telephone Expense	593.53	1,050.00	-456.47

✓+

4:28 PM

08/27/21

Accrual Basis

Carbondale Park District
Profit & Loss Budget vs. Actual
GOLF MAINTENANCE

	Jan - Jul 21	Budget	\$ Over Budget	
Training and Travel	0.00	1,500.00	-1,500.00	
Vehicle Parts/Repairs	8,241.14	6,665.00	1,576.14	
Water Utilities	509.16	630.00	-120.84	
Total Expense	178,008.08	242,008.92	-64,000.84	✓ +
Net Income	-177,979.73	-242,008.92	64,029.19	✓ +

CPKD STRATEGIC PLAN-ITEMS RELATED TO GOLF

- Mission/Vision
- 10 years
- 6 goals
- 86 short, mid, & long-range activities

ACTIVITIES RELATED TO HICKORY RIDGE/GOLF

- Continue to explore new information technology possibilities for social media apps, website development (S)
- Consider partnering with other local cities in areas of common interests (L)
- Increase parent/child small group offerings and provide weekly lessons for young/beginning golfers (S)
- Expand the disc golf program (S)
- Expand the number of bicycle trails for teens and tweens at locations like Oakdale Park, Evergreen Park, & Hickory Ridge Golf Course (spur) (M)
- Expand the footprint of Hickory Ridge by better engaging the community with the course and adjacent grounds (M)
- Fix the drainage problems on the courses practice facility to expand use and revenue (M)
- Expand junior golf (M)
- Consider building a “short-course” of 2 to 3 holes for young and beginning golfers (L)
- Develop a capital improvement plan for each department with a possible mechanism for paying for the plan (S)
- Develop an out of district fee structure for individuals so they can have access to programs/services (L)
- Initiate a walking/exercise program at Hickory Ridge (S)
- Provide continuing education for employees focusing on environmental stewardship of district property (S)
- Landscape areas around Hickory Ridge for special community viewing (M)
- Expand the list of activities on Hickory Ridge land beyond golf (basketball, bocce, walking, leisure gardens (M)
- Invite community groups and businesses to meet at Hickory Ridge (S)
- Start a cornhole program at Hickory Ridge (M)