Golf Course Master Plan

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Introduction

In April of 2012 I was retained by Hillcrest Country Club to make professional recommendations for enhancements to its golf course. The scope has included analyzing the course and developing a "Master Plan" which, as a product, would consist of this descriptive text and plans illustrating the resulting proposed recommendations with reference to the existing course. The ultimate goal of this master plan effort is the acceptance of the recommendations as added value to a membership at Hillcrest Country Club.

Many Master Plan efforts require an extensive examination of course infrastructure and result in recommendations for the updating of those elements. Hillcrest Country Club is in the fortunate position of having upgraded or replaced many key infrastructure elements of the course in recent years including the cart paths, bunkers and trees. The clubhouse was also recently redesigned. Therefore, a good portion of this Master Plan effort has been to address the remaining aspects that directly affect the quality of the golfing experience while identifying opportunities for design adjustments that will add interest and memorability to the round. Some elements of the course are reaching their anticipated life cycle and are identified so they can be addressed in a timely and responsible manner. Also, playability, shot values, scoring resistance, and aesthetics have each been carefully studied and addressed. At the core of the effort has been the dedication to the diverse skills of the golfing membership.

At the inception of the process, and as an extension of the overall club Mission Statement, a mission statement was developed to define the intent and overall goals of the Master Plan effort. Crafted and approved by the committee, it has allowed the work to remain focused and directed. It is as follows:

Mission Statement, Hillcrest Country Club

The Mission of Hillcrest Country Club is to provide an exceptional quality golf, recreation, and social environment for an active, private community of members, their families and guests.

Golf Course Goals and Objectives

To be the region's premier golf facility providing an exceptional golf experience for members and their guests.

Golf Course Master Plan Mission Statement

Provide the membership a comprehensive and responsible plan of recommendations for enhancements and upgrades to the golf course and its related facilities that when executed in a timely manner will insure future sustainability and growth of the club.

Key objectives of this master plan effort include the following:

- Respect, maintain and expand upon the existing spirit and character of the golf course and accompanying facilities and their settings.
- Identify upgrades and timely replacement of course infrastructure that will translate to more efficient maintenance practices and enhanced course presentation.
- Identify opportunities to add strategic interest, increase shot values and strengthen resistance to scoring while maintaining or improving playability for all golfers.
- Determine the best distribution of yardages throughout the golf course to provide appropriate hole yardages for all players.
- Enhance aesthetics throughout the property.
- Develop the best practice amenities possible.
- Assess the needs of all related club facilities as part of the overall member experience.
- Consider market niche in all recommendations.
- Seek timely input and approval on proposed enhancements from the membership.
- Identify an effective and responsible implementation plan for the final scope of master plan recommendations based on member determined priorities, efficient construction sequencing and fiscal responsibility.

Satisfying these objectives can be a tall order, but with careful consideration to the wide range of possibilities this has been accomplished with the general support and enthusiasm of the committee members.

A majority of my contact with the club has been with and coordinated by Mr. Craig Lang, Green Committee Chairman. Club Manager, Norris Sturgeon has kept the process coordinated and moving forward throughout. Dave Carollo has provided additional insights related to the interaction between the membership and the golf course. I have spent the most time with Golf Course Superintendent Joe Aholt. Joe has been very helpful and involved throughout the process, having provided research and analysis of various points and items related to his area of expertise. There is tremendous value in having the golf course superintendent involved with a course master planning process since it effects their work and responsibilities the most.

Throughout the process representing the interests of the membership has been the Golf Course Long Range Planning committee. The process was carried out over 6 months and required numerous meetings that went many hours. I believe most enjoyed their participation and what I was able to convey concerning general philosophies and principals of course renovation. We all learned a lot.

As each of the individuals of the Master Plan Committee can now attest, communicating the intent and reasoning behind the recommendations has been as vital to the process as the actual recommendations themselves. This is consistent with all master plan efforts that I have had the opportunity to assist with. With this in mind, this text is intended to further support the final recommendations and can be used as desired by the club and its leadership to help educate the membership on the importance of reinvesting in the primary material asset of the Club, the golf course.

In addition to the committee meetings, I spent considerable time at the club and on the golf course. This has allowed me to gain a comprehensive and intimate understanding of the course and the club, its weaknesses and strengths, its membership and its composition of facilities. I have thoroughly enjoyed my time with the people I have met during my visits and the staff has been professional, responsive, and a joy to work with.

Throughout this master plan process many details have been analyzed and researched as key aspects of the eventual implementation of the recommendations. At this point these details support the accuracy of the information contained herein. While much of the information gathered and used in the effort has been added to this document (located in the back) for reference, other details have not been included but will be the basis for future phases of work including construction.

A point that I cannot emphasize enough is that no plan of recommendations will satisfy everyone 100%. Throughout the effort it is hoped that individual opinions can be secondary to the betterment of the course for the membership as a whole. I alone should bear responsibility for specific recommendations. This I accept by offering my professional involvement in this project.

Architects Perspective

Hillcrest Country Club is to be commended for its recent success with the construction of a new and dynamic Clubhouse. This represents a commitment to the membership of providing the best amenities as possible as well as a dedication to both the past and the future membership. In the long run this will also benefit the golf course as future capital improvements can be focused on golf.

In the introductory portion of this document is listed a mission statement as deemed appropriate for the effort. This is the foundation for what I consider a Business Plan for the golf course. As with most successful business operations, the business plan, or in this case the master plan is the roadmap by which all endeavors are guided. The master plan identifies individual areas of opportunity or need while considering the entirety of the course. Similar to a good book or novel, changes to the content within one chapter, or in our case a golf hole, will have bearing on the others. The master plan takes into consideration all aspects of the course that interrelate to form the overall golfing experience. In addition, both the short term and long term cause and effect are weighed into each recommendation made.

The passing of time has had considerable impact on the playing fields of the game and it is likely it will continue into the future. The master plan for Hillcrest Country Club combines recommendations for the responsible upkeep of the course infrastructure and features based on industry standard life cycles, along with opportunities I have identified for design adjustments that will set the course up for the future of the game. With that, proven and timeless design traits are used to enhance the golfing experience for all players.

Beyond the enhanced member experience, recommendations have been made with consideration to market share. Members often forget that their club is actually a business that competes in the marketplace. As a professional Golf Course Architect I must take into consideration that a successful master plan is one that incorporates elements and strategies meant to improve the clubs position within the market. There are currently two private country clubs including Hillcrest within the same market. Two other private clubs exist, but cater to a different customer base. The potential for a new facility to enter into the same market does exist and should be considered.

My first visit to the club in an official capacity was more than a year prior to the start of master planning. Having been invited to visit the course in the fall of 2010 to provide recommendations related to the expansion of the 18th tee area, I was afforded the opportunity to visit and spend some time with the green committee. In 2011 I was retained for the development of a long range tree plan for the course that was carried out with considerable help from golf Course Superintendent Joe Aholt. Though the club had previously used the services of a Golf Course Architect, enough time had passed that the

idea of a new and updated Master Plan was discussed as a next logical step. Spending time on the course for the tree plan process I was able to gain some initial thoughts on how I could help enhance the course for the membership.

In general, Hillcrest Country Club is a very nice membership course of modest length, is well maintained, and of unique character. It provides a pleasurable round and it presents the golfer limited penal elements. It is best suited for the middle handicap players, not too difficult but long for the higher handicap players and most ladies, and on most days, not overly challenging for the better player. Variables such as green speed or firmness, rough height, and wind tend to dictate degree of challenge.

Many may believe that the overall lack of terrain and elevation change of the property is a weakness impossible to overcome in golf design. In the case of Hillcrest Country Club, it provides opportunity to the design. Where a gently rolling property with undulating terrain can provide excellent design opportunities it also dictates the routing, and thus variety of the golf holes. When golf courses are properly routed on those types of properties they can be among the finest. But, if the area is not available to do so effectively the options are limited and the terrain may dictate a limited number of green, tee, and bunker locations thus hampering the design. At Hillcrest Country Club the flat property is a positive that provides virtually unlimited options for tee and bunker placement. This is to be exploited in the recommendations with the ultimate result being tremendous variety.

Most holes on the course have been stretched to the greatest possible length within the property. While additional forward tees have been recommended, better overall tee and yardage distribution will provide considerably more interest in the round for all players. When at their peak in speed the greens help off-set the limited yardage and keep specific holes from being too vulnerable. By no stretch of the imagination (or of the tees) will the course ever play at a true championship length by today's standards from the black tees at a par of 71. Individual holes do and may with further refinement take on championship characteristics, but the scorecard will never reach a yardage of "modern" championship length. It is also this architect's opinion that this fact is in no way detrimental to the potential quality or overall success of the course. But, it is a fact that must be understood, accepted, and factored into the master plan recommendations.

As with all successful master plan efforts, playability will be at the forefront of all recommendations made. Not to be confused with "ease of play", playability is best described as the ability of all players to negotiate their way through a round without undue penalty. In making sure that a proper fairness exists throughout the course, we must be careful not to dampen the sporting spirit one experiences when playing the course. While playability is not an overriding concern with the existing course, some areas for improvement remain. More importantly, we must be careful with our recommendations and do no less than maintain aspects of playability.

As a private country club, Hillcrest has a fairly typical demographic of golfing members and associated abilities. This point has been given due consideration within all recommendations. Among the key traits of the course design where this point is applied are shot values and resistance to scoring. These are underlying traits of any good or great golf course and are comprised of many individual design nuances that have been factored into the plan. Addressing these traits also requires a balance within the recommendations. While several areas can be made more suitable to the shot making skill level of the average country club player, other aspects can be folded into the course in terms of strategy and choices to maintain challenge for the better player. Slight repositioning of bunkers and reconfiguration of tees for a broader range of yardage options are simple examples of where these aspects have been addressed and improved.

Of particular interest to this architect is the opportunity to further enhance the visual character and styling of the course. Hillcrest Country Club has a specific and distinct character about it as defined by expansive turf and tree lined fairways. The membership is understandably proud of this trait. Therefore, this character will be expanded upon and strengthened in all efforts. All great courses are identifiable due to a commonality between quality features of the course. Beyond a consistent style of bunkering, the golf course at Hillcrest Country Club is limited in uniquely identifiable features or style. Differences between the back nine and the front nine is also too apparent. Throughout the course, tee shapes and configuration is varied. Tree varieties, while varied on the front nine holes, are too consistent on the back nine in type, color, size and planting. While well maintained, the course grasses provide limited contrast between playable areas of the holes. In composition, these traits limit memorability and do not stir the senses the way an impressionable landscape can. Improving this aspect will require simple refinement of most elements, but others areas will require more significant alteration over time. When complete a traditional and timeless quality will be identified with Hillcrest Country Club.

In select and specific areas of the course more significant design changes are suggested that will address what has been identified as either the weakest areas of the course or that provide the greatest opportunity for enhancement. One of my earliest impressions of the course was while there are numerous attractive ponds or lakes on the course, few actually come into play in a dynamic manner. In their current locations they are merely penal hazards and typically only pose a challenge to the higher handicap players. This has of course been addressed with recommendations for changes at holes 1, 7, 8, and 12. Hole 6 is in the midst of an evolution with the loss of the aging large trees that currently dictate play so a new design has been provided to help the club take a proactive approach to the hole. Short and optionally drivable par 4 holes are among the most dynamic and enjoyable holes in the game so this opportunity at hole 6 should be exploited. To better compliment the recent successful clubhouse project, recommendations have been made for improvements to the holes and other golf elements

adjacent to the building. While the clubhouse has been re-worked to best take advantage of its perched location, the 1st and 9th holes along with the other golf elements in that area do not.

As with any course assessment and master planning effort, hole length variety has been fully analyzed. As previously stated overall yardage on the property is limited, but a diverse range of yardages within the collection of golf holes is the ultimate goal. Much of this has been addressed with tee reconfiguration. With new and relocated tees we can insure that all demographics of the club are provided suitable yardages so their round is enjoyable and equitable. This is also an important aspect from a marketing standpoint moving forward. Other recommendations are made to provide greater diversity within the round with new teeing area, shifts, additions or removal of bunkers, and with the minor design adjustments. Par of 71 is appropriate for the course.

Considering the above points, this master plan document will include recommendations that will achieve the following design enhancement objectives:

1. Strengthen the traditional character and parkland theme of the golf course.
2. Add more golfing interest and strategy to the round.
3. Enhance course aesthetics by creating greater contrast and definition while improving the composition of each holes design.
4. Improve yardage distribution throughout for all levels of players.

Important recommendations geared towards responsible asset management will focus on:

1. Identify timely replacement and renovation requirements of course infrastructure and components based on industry standard life-cycles.
2. Recommend upgrade of and changes to materials, features and components that currently do not meet the expectations of today's golfer or the standards of today's game.

With the membership's recent investment in and completion of a new clubhouse, there is a sense of positive and successful progress at Hillcrest Country Club. Recent struggles in the general economy give pause, but the club is in a good position to maintain its standing within the market with its ability to provide diverse and modern club amenities. With that said, after the membership the greatest and most important asset is the golf course. The membership has invested in the golf course in the recent past on nice upgrades to key infrastructure. They are also providing the resources necessary to maintain the course to a high standard. This has put us in the good position of being able to focus on refinements and enhancements to the golf course that will have direct positive impact on the golfing experience for all levels of players. These enhancements, when implemented

will not simply help Hillcrest Country Club maintain its position in the market, they will serve to raise the bar and help the club continue to grow and strive for excellence in the future. This is an exciting time at Hillcrest Country Club and I am proud to be part of it.

Tees

While the current course tees have served the course well and modifications have been made through the years, there remains considerable room for improvement and an overall need for additional teeing space. Many tees are falling off at the edges and are in need of leveling. At several holes tees are not properly aligned or their shape is difficult to define with consideration to the surrounding grades or forms. Most apparent is the varied assortment of styles, shapes and heights of tees.

These issues combined with opportunities that have been identified to provide greater diversity in yardage and tee set-up, suggest renovation of the teeing areas throughout the golf course. In that effort the opportunity arises to instill a consistent and new yet traditional look, style and character in these key features of the golf course.

In order to provide a broad range of daily yardage options, and have maximum usable area, rectangular tees with rounded corners are suggested. The course currently has examples of this on hole 11 that are quite attractive. With new tees of this configuration course management will be able to set-up up the course to the maximum number of yardages and at a variety of distances to par 3's as well as a range of distances to bunkers within the landing areas at par 4's and 5's. With the expanded and added tees, new yardages will also be provided at the forward distances to provide greater options for the Green and Gold courses that currently do not exist.

Key to this tee style is that the elevations of the tee tops be established as close as possible to the natural surrounding grade while still providing a good view down the hole. This will also result in minimal gentle slopes and banks and tees that appear fitting and natural within each area. In some areas, cart paths will require re-routing to accommodate correct tee configuration or location. All tee surfaces are laser leveled and pitched correctly for proper drainage. Per the master plan, teeing area is increased by 20% and now reaches a standard of acceptable area that is better capable of handling traffic wear.

Bunkers

While the greens are the soul of the course, the bunkers are the spirit. Three aspects of bunkering are addressed in a master plan, bunker positioning, bunker structure, and bunker styling. Having been re-built in 2001, the structure of the bunkers is good and they currently have a style that the membership is happy with so will be only embellished as we move forward.

While the location of many of the bunkers on the golf course is generally sound, there remains opportunity to improve their positioning from a strategic standpoint, particularly with the fairway bunkers. With the passing of time and the introduction of new high tech clubs and balls, bunker positioning has been most affected. Many of the fairway bunkers were originally positioned with certain distances in mind and placed primarily in locations that better players would need to navigate. That demographic of player has seen the greatest return related to yardage among golfers and therefore many bunkers have been made nearly obsolete in their current locations. Bunkers meant to effect strategic choice or demand accurate play at the highest level will be shifted and adjusted to do so again at today's game. This is a key trait of a well thought out design as it allows for greater challenges posed to the longer players while maintaining visual interest for the casual and average player. Resistance to scoring is improved.

Fairway bunker position relates directly to tee configuration. With re-configuration of tees and new options provided for yardage set-up, recommendations are made for the repositioning of some bunkers. This helps maintain or improve shot values for broadest range of players. Other bunkers are introduced to provide interest in areas that currently have little. Specific recommendations related to bunker adjustments can be found on the individual hole plans contained herein.

Bunkers not only provide strategic interest in the round, they are also a key contributor to style and character. The quality of the bunkers in design directly relates to the presentation of the course and the overall impression that is made upon the golfer. The current bunker styling is fairly attractive, suited for the course, provides fair play conditions, and is consistent throughout the course. With that said, numerous existing bunkers have been identified for slight adjustments for a better relationship to the green, to improve their scale, and re-orient them on a more appropriate angle to the line of play. Some of the bunker leading edges can be lowered to provide more of a view of the bunker sand from afar.

Having been re-built in 2001, the existing bunkers are approaching the standard time within their life cycle for refurbishment. Refurbishment would include sand replacement, cleaning and repair of any sub-drainage lines, removal of sand blast build-up on the edges, and recapturing any lost shape. Subgrade liner material should also be added in the next refurbishment to help protect the costly sand from contamination. Many of the above design adjustments can be carried out during the refurbishment effort.

Greens

The existing green surfaces are good and require minimal change from a design standpoint. They mostly contain slope percentages suitable for today's green speeds. While the front left corner of the green at hole 4 is steep, the remainder of the surface is flat with a good portion of the back falling to the rear. Other greens have similar steep areas, but do not warrant change. At most of the greens the surfaces roll off across the front from the left side to the right side. This aspect of the green design discounts the possibility of bunkers along those edges and is a big part of why most of the greenside bunkers flank the greens only.

Several greens have been identified for expansion to create additional pin locations and new strategic interest to the hole. Expansions are located at hole 1 (back right), hole 4 (back), hole 6 (back right), hole 14 (back right), and hole 18 (back right). Reduction in surface is identified for hole 12 (left side) to compliment the other recommendation for the hole.

New greens are recommended at holes 8 and 9. Hole 8, targeted by the committee as a hole with considerable opportunity for enhancement, has a new larger green that can better handle the wear and tear of a short par 3 while providing interesting and varied pin locations. It also relates better to the ponds edge. The green complex at hole 9 is repositioned lower on the slope and left of the current location. This reduces the difficult hike up to the green from the approach, provides a superior and more interesting hole, and takes advantage of the elevation change with added dramatic visuals as golfers approach the turn. Optional redesigns are also provided for holes 1, 4, 6, 9 and 16 where new designs would improve the golf holes if deemed desired.

Several of the greens on the course are merely extensions of the approaching fairway grades. This condition can present challenges that impact playability. With reduced elevation change, surface drainage may accumulate and linger across the front of the green depending on the sub-soils and surface contours. With minimal elevation change around the green, bunkers can be difficult to construct with sand faces high enough to match others on the golf course. This often results in awkward bunker to surface relationships. While not severe, some of these conditions are found at the greens at holes 11, 14, 15 and 16. Various recommendations have been made to help offset these issues on each including a new green on 16.

Green Approaches - Renovation and enhancement of all approach areas is recommended to provide superior and consistent conditions in these key areas. Each green entry will have a specific and defined approach to the green surface that will be walk-mowed Bentgrass. This will help the maintenance staff provide superior and consistent play conditions in these key areas. All collars are also recommended for renovation. These approach areas will be excavated out and replaced to

include a 4" sand (greens mix) layer placed over herringbone sub drainage. Greater definition of the green will also result.

Fairways

The current fairways are in excellent condition and need very little attention. Efforts over the recent past in tree removal and sub drainage have alleviated drainage and turf health concerns associated with overall flat grades, shade and roots. In an ideal world a slope percentage of 3% is recommended for turf areas to insure adequate surface drainage. Though this is not possible to achieve at Hillcrest Country Club, key areas that are addressed or re-graded will meet this criteria. The first landing area on hole 11 has been identified within the recommendations for adjustment with grades raised across the fairway starting at the fairway bunker and moving down to the right. This is intended to provide a view into the green and approach bunkers from the fairway.

Small bumps and hollows within several of the fairways that can impact ball lie add interest and should be maintained or embellished where appropriate.

New fairway mowing lines have been illustrated on the Master plan. These new patterns are meant to convey a more traditional and timeless style conducive to Hillcrest CC.

Grasses

The turfgrasses of a golf course dictate two key areas. Appearance and play. Both are primary points of consideration within thus master plan. The current grasses at Hillcrest are mostly evolved variations of the original plantings carried out when the various holes were constructed more than 50 years ago. They currently provide adequate playing surfaces as maintained that the members have come to accept. With that said, they are also antiquated and newer turf varieties are available for golf use that would provide superior playing conditions and visuals.

A particular observation of the course is that while it is generally green and lush throughout most of the season, there is little contrast between the fairways, roughs and greens when viewing the hole. This is the result of the types of grasses on the course and their existence in each of those areas. It is recommended that over a period of time, or as deemed appropriate by the club, that turf varieties be changed to help provide better definition and contrast between areas of play.

The influence of the existing grasses on the quality of the playing surfaces is also an area of consideration. Though the Superintendent and his staff do a wonderful job of providing the members good playing conditions, "the deck is stacked" so to say with the grasses they are required to manage. New varieties of Bentgrasses used on greens can provide far superior putting conditions over a longer range of months. The ability to provide outstanding fairways made up of primarily Bentgrass is a standard within this region at the finer clubs and courses. Newer and improved varieties of bluegrasses or ryegrass are available that would be more suitable at rough height.

Turfgrass conversion and change can be a very invasive and time consuming process on an existing course when down time is unfavorable. Many clubs often choose not to upgrade their turf for this reason alone. Fortunately with each passing year new processes and materials are being brought to the market that allow for different approaches to be used that reduce the impact to play.

Level of expectation often dictates the decision to upgrade turf varieties. Currently within the local market there does not exist another facility that establishes a higher bar with more current standards, but this may change. In the coming years I will work with the golf course management on developing strategies for turf improvements that can be considered by the membership when deemed appropriate.

Lakes

Among my first observations about the golf course was the fact that while there were numerous lakes and ponds on the property that looked attractive from afar, few if any actually impact the play of the holes. Some come near enough to play only to be considered a hazard element that mostly penalizes the shorter and high handicap players. Only with the poorest of shots do golfers encounter the water from a golfing standpoint.

Recommendations have been made for design changes to all lakes except the irrigation lake between holes 10 and 18. In each case the lakes will be expanded into the adjacent golf hole in an effort to add interest challenge to play. Playability will be maintained by providing optional conservative routes of play around or away from the water. These lake changes are among the most aggressive of the master plan recommendations, but will result in a significant positive return.

In addition to their unrelated locations, several of the lakes are too shallow and are leaking. Lake depth is relates directly to water quality. Lakes 8' – 10' deep are required to maintain lower water temperatures and limit algae growth. The lakes at holes 1/9, 8 and 13 are 4' – 5' deep only. The irrigation lake between holes 10 and 18 is 8' deep.

Though water is basically free, there is some responsibility to conserving water as a resource. Leaking lakes where encountered should be sealed. Leaking lakes may also require unnecessary and excessive power consumption to keep full. Future government legislation on these two issues is likely. The lake at hole 13 is leaking. There are concerns based on evidence that there are some leaks at the irrigation lake on hole 10/18.

While lake work can be carried out to provide better lakes that relate better to the golf holes, an added benefit is the creation of fill material from the excavation process. Material is called for at several key areas of the golf course and could be provided by the lake work if carried out in conjunction with those projects requiring fill.

Hillcrest Country Club

Golf Course Area Calculations

Hole	Greens (SF)		Tees (SF)		Fairway (AC)		Bunkers (SF)		Lakes (AC)	
	Existing	New	Existing	New	Existing	New	Existing	New	Existing	New
1	4834	5400	5126	3615	1.15	1.33	1881	0	0.46	1.04
2	5860	5860	4656	4025	1.55	1.72	1764	2987		
3	5107	5107	5527	4572	2.03	1.71	5521	7581		
4	4728	5853	5788	6554	0.33	0.3	1873	3186		
5	5406	5406	4743	6432	1.65	1.47	1643	2279	0.52	0.57
6	5383	6355	3189	5176	0.92	1.18	5143	6352		
7	5997	5997	2775	4995	1.94	2.05	6284	3006		0.46
8	6272	8091	4720	8176	0	0	2235	2126	1.15	1.17
9	4980	6024	4680	5412	0.98	1	2489	6786		
10	5298	5298	3881	4762	1.35	1.47	4039	5362	1.34	1.34
11	6049	6049	4999	5212	2.36	2.17	9369	7347		
12	7346	6787	3651	4926	2.27	2.43	5196	2636		0.55
13	6205	6205	4431	7533	0.07	0.07	3018	1800	0.97	1
14	6300	6785	4204	4590	1.56	1.5	5121	5734		
15	6686	6686	5864	4983	1.06	1.15	3250	3125		
16	7042	5837	4503	4899	1.26	1.43	3642	3067		
17	6650	6650	5059	5871	0.19	0.13	3302	4852		
18	5935	6324	3928	7471	1.64	1.45	7115	9,833		
Total	**106,078**	**110,714**	**81,724**	**99,204**	**22.31**	**22.56**	**72,885**	**78,059**	**4.44**	6.13
Ave.	5893.22	6150.78	4540.22	5511.33	1.239444	1.253333	4049.16667	4336.6111		
PA	16274	19485	23997	38150	2.04	1.8	4683	5210		
Total	**122,352**	**130,199**	**105,721**	**137,354**	**24.35**	**24.36**	**77,568**	**83,269**	**4.44**	6.13

Yardage and Par

One of the key areas of focus during the effort was the careful examination of distribution of yardage and par. The end goal of the Master Plan is to provide the greatest amount of variety as possible within the round. Many of the finest golf courses contain a wonderful assortment of hole types and lengths. While Hillcrest Country Club is and always will be challenged in overall championship length from the back tees, there remains the opportunity to insure excellent golf holes of varied yardage. The current distribution of holes suggests a decent variety of holes within each par category with consideration to an overall par of 71. (While reference is made in the recommendations here from the back tees, all tee positions have been studied and altered as appropriate.)

The par 3's have a very good distribution of yardages and direction. They are also positioned well within the round. Additional length is recommended for Hole 4 to provide a true long par 3 from the back tees and separate it more from holes 13 and 17. Adjustments at the green help facilitate the addition of length and maintain playability. Adjustments are made in tee configuration to help improve distances for the Green and Gold tees at each of the par 3's. The new design for hole 8 will make the 134 yard test one of the finest on the course.

Par 4's are also well distributed. Again, tee configuration is improved to create more equitable yardages for the Green and Gold tees. Other slight yardage changes are recommended throughout the course with tee improvements. The short and drivable par 4 6th hole is an asset that will be fully realized with a new design that better suits its short length. A majority of the great and dynamic short (drivable) par 4 holes are associated with strategic bunkers and the optional routes of play they create. Adding these traits to the current hole will put additional value on this short hole within the round.

The par 5's are the most limited. With only 3 par 5's and 2 of them being back to back, their influence on the round is specific. Additionally, all are within 25 yards length of each other and there is no additional room available to lengthen any one of them. Therefore, the design and related shot values of each must become more varied than they currently are. Recommendations are made that will improve these holes both strategically and visually.

As the shortest of the 3 holes, hole 7 sees the introduction of water adjacent to the green. Better short par 5's include a risk reward component at the green that is definite. Expanding the lake at 5 tees to the left side of the existing 7th green will give the longer hitter something now to contemplate when going for the green in 2. Playability is maintained with a conservative route and those players will need to be more accurate on their 3rd in approach.

Hole #11 suffers from poor sightlines for the 2nd shot. This is improved by regarding the first landing area and raising it enough to provide a view down te hole and of the 2nd shot options. This will help secure the value of the strategic bunkering short of the green.

Since the long par 5 12th hole directly follows the par 5 11th, its design and playability needs to be different. While the drive remains the same, the 2nd and 3rd shots will take on an entirely different look and approach with the expansion of the existing lake into the hole from the right. The lake will extend along the right side from 134 yards out up to the greens edge. This new lake will require considerable attention from the golfer as they choose the route most suited to their game – whether a lay-up or aggressive play to the green in 2. Fairway will extend all along the left side of the water to allow those that choose a conservative play a clear and unabated route.

Yardages and Par									
		Black		*White*		*Green*		*Gold*	
Hole	Par	Existing	Proposed	Existing	Proposed	Existing	Proposed	Existing	Proposed
1	4	359	352	344	333	344	317	320	290
2	4	462	462	409	425	370	380	343	346
3	4	408	408	405	383	398	352	350	324
4	3	216	234	201	201	180	171	150	137
5	4	438	438	414	410	405	376	320	325
6	4	293	290	284	265	284	240	270	215
7	5	535	540	512	514	493	472	466	418
8	3	134	134	117	118	117	105	99	91
9	4	399	386	350	362	322	327	266	291
Out	**35**	**3244**	**3244**	**3036**	**3011**	**2913**	**2740**	**2584**	**2437**
10	4	409	415	396	391	382	355	352	310
11	5	543	543	523	523	501	501	438	415
12	5	561	565	522	530	522	476	398	420
13	3	182	185	155	168	135	141	101	113
14	4	440	440	396	420	370	383	308	337
15	4	414	415	385	388	369	357	341	310
16	4	422	426	380	406	364	375	335	325
17	3	199	201	152	180	152	158	132	133
18	4	407	428	404	404	349	340	332	312
In	**36**	**3577**	**3618**	**3313**	**3410**	**3144**	**3086**	**2737**	**2675**
Total	**71**	**6821**	**6862**	**6349**	**6421**	**6057**	**5826**	**5321**	**5112**

Character, Style, and Theme

At the core of great golf design, whether it is classic courses that have withstood the test of time or with modern greats, is style, theme, and character. While native landscapes, unique locations and memorable settings have a significant influence on the character of a course other underlying design traits such as scale, contrast, and line also add to the depth of the design. These elements all lend to a sense of place and identity. Sense of place is a primary component of a successful country club environment, one that people will want to associate with and thus become members of.

There are many areas that these elements can be applied to including the facilities, landscape, and overall golf course environment. With the recent completion of the new clubhouse the focus can now be placed on the golf to complement that effort.

At the core of the style and image of Hillcrest Country Club is the parkland style setting as it is often referred to as. While this may not be a unique trait within the Treasure Valley, it does define the course and differentiate it from the other country club in the market. At the foundation of all recommendations made will be this belief that this is the best trait to maintain. To help distinguish Hillcrest from other courses in the market other character traits within the course must be exploited and others enhanced or added.

To insure an overriding theme and style to the course, individual features must have specific character, yet relate to each other seamlessly. When the features and elements of a golf course are designed and used well a properly composed presentation results. Good composition is a trait of design that is found on finer golf courses. Using properly scaled features, flowing and carefully considered lines, and good contrast and texture, the composition results that stimulates the golfers senses as they make their way through the round.

Currently the course bunkering conveys a consistent theme throughout the course. Slight adjustments in the bunker sizes for better scale and tweaks in their orientation will further enhance the look of several holes. When tees are reconstructed throughout the course with a consistent rectangular form and configuration, golfers will experience a sense of timeless formality and old world charm as they step onto the tees. Adjusting the fairway cut shapes and lines to a simpler form will better compliment the bunkering and trees while accentuating the direction of play and dog-legs. With these adjustments, the current style and character of the course will become more prevalent and the golf course of Hillcrest Country Club more uniquely identifiable.

In many cases simplification of or paying greater attention to details of other aspects of the course will help strengthen character and style. A simple small palette of tree varieties is better than a busy

combination. Signage at country clubs is typically over-done where in many instances it really may not even be needed. Understated elegance is timeless and far more appealing in the country club environment than busy and loud attention grabbing ornamentation or accessorizing. Accessories such as benches, flags, ball washers, tee markers and similar should whenever possible be unique to the property.

Trees

The trees on the course are a key aspect of the previously identified course character, style and theme. A tree plan was developed prior to the development of the master plan with recommendations for tree removal, replacement and planning. A recommended tree palette to be used for future planting was identified that will also be helpful in breaking up the overabundance of pines on much of the back nine.

Through the master plan evaluation, several trees have been identified for removal and addition beyond what was identified in the tree plan. Those recommendations are found on the individual hole plans.

Cart Paths

The current "wall-to-wall" concrete paths that were installed in 2007 serve the course traffic needs well Some sections of path have been identified for removal or re-routing to better position them in relation to the tees or to remove them from too prominent of view off the tees. The sections extending ahead from the tees on holes 6 and 7 are examples of paths having a considerable negative impact on the view of the hole while standing on the tee.

Course Configuration

After considerable study of the existing course and impressions gained of the merits of each side of the course it is my recommendation that from a golf standpoint the two sides be switched. The potential finish to the round with holes 6 through 9 is outstanding, especially with consideration to the master plan recommendations for those holes. The variety and designs of holes 6 through 9 facilitates far greater opportunity for scoring change and the holes are more memorable. The

relationship to the clubhouse interface is improved and a finish at the clubhouse rather than remotely is more desirable and dramatic. Watching golfers finishing their rounds becomes an integral part of views from the clubhouse.

Any challenges related to control will need to be considered with an appropriate solution determined before the change.

Clubhouse Interface

An often overlooked area at many golf courses, and of particular importance at a private country club is the Clubhouse interface. This interface is the area that contains elements of the golf course that interact with the building and its associated programed uses. These elements include the 1st and 10th tees, 9th and 18th green, practice putting greens, outside services and all related pathways and access. Every golfer, customer, or in this case member experiences or views this interface area and therefore it should be considered a high priority for enhancement.

Currently the areas at the rear of the recently remodeled clubhouse do not appear finished or having been given full consideration within the clubhouse project. Some improvements have been made per my recommendations at the outside services area with a new scoreboard and attendant pavilion at the bag drop. Additional conceptual recommendations have been provided for all remaining aspects of the interface that when completed will take full advantage of the perched location and magnificent views to the north.

Throughout the master plan process there has been discussion related to the broken trolley on hole 9. The recommendations for hole 9 in part addresses the need for the trolley by lowering the green elevation and reducing the severity of the steep walk up the hill as it is extended out. While the repair of the trolley may be deemed desirable for other reasons, this new plan provides the club with a viable option.

Of particular note to this architect is the unattractive backdrop of hole 9 green. Outside services and staging with the related carts, push carts and activity occurs directly behind the green and is highly visible from the approach. Design adjustments to the 9th green coupled with others for the staging and services area have been included to improve this condition. Additional study and design development of this particular area is recommended

Practice Amenities

Among the more unfortunate situations at Hillcrest Country Club is the lack of adequate area for a full length practice range. This is a fairly common occurrence at many older clubs including some of the finer clubs in the country. Virtually land locked in its current configuration it is not anticipated that additional acreage will ever come available so it is important to make the best of what is available.

Recommendations are made as illustrated on the plan to improve and level each teeing area to maximize useful area. A small additional amount of area in the form of depth is created by placing fill material on the existing slope and pushing the tee out about 25'. The existing bulkhead wall and associated drop is removed or buried. A new teeing area is recommended for the far eastern end where longer shots from a lower more realistic elevation can be played from.

Target greens within the range have little value beyond general targeting and improved visual presentation. Distance control is not effective with limited flight golf balls and the perched elevation. In addition, there are no situations after the 1st tee shot that are similar to balls hit from the primary range tees on the bench. Minor adjustments are made within the range to the fairway cut line and targets to enhance their visual quality only.

The existing pitching complex adjacent to hole 9 is a wonderful amenity. Recommendations are provided for minor enhancements only and centered on an enlargement of the green.

The practice putting greens are re-designed in a new location. One larger green is recommended that will exhibit mostly surface conditions similar to what is found on the courses 18 greens. A flat area is also to be included for straight putting stroke practice. This is also part of the overall improvements of the clubhouse to golf interface.

The second area of analysis within the master plan is the assessment of the existing course infrastructure and components. As the club's primary asset, the golf course requires timely upgrades, replacement and repairs beyond standard maintenance over a period of time. Golf course can't simply be maintained and played, though many are. Similar to asset management of other business facilities or holdings, a golf course is comprised of various structures, components and technology that have a specific life cycle. These cycles can and should be mapped and projected to be used within an overall asset management plan for the club.

Golf course components degrade over a period of time in various ways. Many components such as tees and bunkers simply wear out from use over a certain period of years. Some mechanical and technological items simply go bad with age. Other components become outdated because newer standards and golfer expectations have been established. Meanwhile the evolution of the game with greater golfer demographics and increased yardage has outpaced the configuration, size or durability of certain features or components. All aspects are additionally exposed to the elements which weighs heavily on their integrity over time.

Following is a breakdown of each primary area of the golf course:

Tees

Tees on the golf course age in numerous ways. In the short term, tee surfaces become unlevel and inconsistent from the physical impact of play and maintenance as well as the symptoms of winter freeze and thaw.

In the long term tee slopes and banks can settle, erode down or become compacted and uneven from long term use. Combined with the short term effects, the result can be "hilltop" tees with reduced overall area and improper alignment. When at this state, simple re-leveling efforts are not adequate.

In addition, superior construction techniques, newer construction materials and higher expectations have raised current standards. Bentgrass surfaces that can be laser leveled are an example of this.

Tee configuration and Yardage Distribution -

Over the past 30 years the variety and number of golfers playing the game has greatly increased. For many older courses this results in the need for more teeing area that is properly distributed at a greater range of yardages. Proper tee distribution provides appropriate playability for all members and improved speed of play. In addition, advances in club and ball technology have resulted in the need for additional yardage to be added to the back tee positions in an effort to maintain the intended challenge. Because of this change in golf demographics and numbers average tee size that is recommended to best distribute wear and tear has increased by approximately 30%.

Typical Tee Life Cycle – 15 – 20 years

Current Tee age – 5 – 50 years (Some individual tees have been rebuilt in the last 5 to 7 years.)

Current Tee Average Size – 4,540 sf

Recommended Average Tee Size – 5,500 sf

Bunkers

Because of their nature, bunkers can age swiftly. Maintenance levels and practices as well as style have an influence on bunker life cycle. Over a period of time sand quality is diminished from dirt contamination from the subgrade and along eroding edges. Greenside bunkers also suffer from sand blast build-up on the green side that then impacts the tie-in and green surface grades. Higher and steeper sand faces also result. In some cases bunkers may contain too much sand that has built up through sand addition or "sweetening" efforts. Excessive sand depth raises bunker floor heights and makes it diffficult to provide consistent conditions with fried egg lies more prevalent. Subdrainage pipes may require cleaning to again properly convey drainage from within the bunkers. All these items impact playability and make it difficult to maintain bunkers in a consistent condition over time. As with other elements, new construction practices and materials provide upgrade opportunities to current standards. Subgrade lining materials have evolved that can now be used will help preserve new sand for a longer period of time and will greatly reduce erosion and related repair and labor.

Typical Bunker Sand Life Cycle - 7 - 10 years

Current Sand Age - 11 years (With sand added during)

Typical Bunker Structure Life Cycle - 10 – 15 years

Current Bunker Structure Age - 11 years

Greens

The effect of green age is assessed in several ways. Today's green speeds have greatly impacted standards for greens in turf type and surface slope percentages within the surface. New and improved grass types have been introduced over time with multiple generations of grasses now having occurred. Older courses that contain original grass varieties are at a disadvantage with many being contaminated with undesirable grasses that are difficult and inefficient to maintain (poa). While suitable in some specific locations and instances, these conditions result in inconsistent and lesser quality putting conditions on most courses. Older greens were designed with consideration to the slower green speeds of the day. Many therefore now have large portions of their surfaces that are too steep for fair and proper pin positions. In addition, over time excessive build-up and layering of topdressing or from adjacent bunker blasts can negatively impact the ability of greens to properly drain or provide a suitable growing profile. As with bunkers, the subdrainage piping (if there is subdrainage) can become blocked. The USGA has established recommended specifications for putting green construction that most current construction follows to insure proper and consistent green structure. In many cases, rebuilding the greens to these recommended specifications will be an improvement over what currently exists.

Typical Green Life Cycle - 15 – 30 years

Current Green Age - 37 – 45 years

Cart Paths

Because of their intended use, cart paths wear at standard rates that are then compounded by the frequent irrigating of the course. Asphalt has a much shorter life expectancy than concrete but can typically be re-surfaced once. With the overall increase in rounds and broader golfer types, cart use has dramatically increased over time. Older courses are often challenged with the need to add or extend older paths to properly carry this additional traffic. Asphalt paths are difficult to maintain at

a high level of expectation adjacent to Tees and Greens and generally are not conducive to carrying drainage away from high traffic use areas in the way concrete can when properly designed. Proper location, relationships and routing is paramount to successful path installation. Paths are also provided for maintenance vehicle access.

Typical Asphalt Path Life Cycle - 10 years

Typical Concrete Path Life Cycle - 20 – 30 years

Current Concrete Path Age - 5 Years

Irrigation System

The life cycle of an irrigation system can vary depending on the region, climate, water quality, irrigation practices and quality of original design and install. Typically in the northwest we see the average life cycle of an irrigation system to be between 25 - 30 years. Within that timeframe, mechanical and electrical components such as heads and control systems will need replaced once with computers used by the control system more frequently.

Generally over the last 15 years irrigation practices have changed to meet the demand for better course playability. A 10 to 12 hour water window used to be acceptable where today the standard is now 6 to 8 hours. A shorter water window allows for better maintenance practices and a reduction in wet conditions in the morning that golfers appreciate. Shorter water windows increase irrigation demand on the golf course at any one time and require larger mainline pipe systems to distribute that additional higher volume of flow.

The spacing between adjacent sprinkler heads has a direct correlation to consistent turf conditions. 75' wide spacing that was an acceptable standard in the region 25 years ago is no longer standard, particularly with the finer facilities. Current systems are designed with sprinklers at 60' – 65' apart. This also reduces water waste, improves irrigation water distribution uniformity) and as water regulations tighten, systems with tighter spacing will be best suited to meet restrictions and reduce water costs. New pumping systems are more efficient users of power than older systems and financial returns on those efficiencies can be significant. Shorter watering windows may also allow a facility to contract a power use agreement with the local power providers in a shorter window and at the times they provide credit for.

Typical Irrigation Control and Head Life Cycle - 15 years

Typical PVC lateral Pipe Life Cycle - 30 years

Typical PVC Mainline Pipe Life Cycle - 45 years

Typical Pump Station Life Cycle - 15 years w/ intermediate pump and motor replacements

Current System Age Front Nine - 13 years

Current System Age Back Nine - 24 Years

Drainage Components

Drainage components life cycle varies greatly. While HDPE pipes that have been properly installed may simply need occasional cleaning or clearing through a long term life, corrugated metal pipes that were used most frequently in the past require replacement earlier. Grate inlets used on the surface within turf also require replacement or renovation sooner due to their exposure. Areas that are improperly drained result in wet and poor turf conditions that when left unaddressed can become larger problems. On many courses, adjacent property uses and development require additional on-course drainage to be installed where previously not necessary. Most drainage projects on golf courses are centered on the addition of drainage to improve playing conditions.

Typical Drainage Life Cycle –

Metal Pipes - 15 – 30 years

Surface inlets and grates - 10 – 15 years

Current Drainage Systems Age - Various

Grass types

With the passing of time new grass types and varieties have been introduced for golf course applications. These new grasses have been developed to provide superior playing conditions often

with reduced maintenance requirements and suited for specific regions and climates. Other advances in maintenance practices now allow in some cases the use of grasses previously not suited for certain applications. Grass types can also dictate play depending on its texture, need for irrigation and potential height of cut. Older courses typically contain a high percentage of the grasses originally planted with a varied amount of invasive species that have come in over a period of time. These invaders often create poor playing conditions and are difficult to eradicate without significant impact to play during removal. Selective herbicides are now being developed that can be considered. Green surfaces grasses were identified above.

Typical Grass life Cycle – Varies

Current Grass Age - 45 years +/-

Lakes and Streams

Lake and stream banks erode over a period of time. In some natural settings instances this is acceptable. When these elements border maintained turf edges they need to be maintained and eventually re-established to insure a suitable appearance and integrity. Where required, lake sealing eventually requires re-sealing to insure water is not lost and proper water levels can be maintained. Lake filling requires pumping and water costs and should be done only as needed to keep those costs minimal. Shallow lakes need to be deepened to insure proper water temperatures which translates to cleaner and healthier water and reduced algae. Related lake engineered components and infrastructure require replacement as they age and lose function or to adapt to changing conditions or governing agency requirements.

Typical Lake Life Cycle – 15 – 20 years

Current Lake Ages

Hole 1 - Greater than 30 years

Hole 5/8 - Greater than 30 years

Hole 10 - 24 years

Hole 13 - Greater than 30 years

Course Accessories

An often overlooked component, course accessories including ball washers, benches, signage, drinking water stations and trash containers can have a significant impact on the presentation of the golf course. These elements should be assessed on a routine basis to insure they are in quality condition and are consistent throughout the course. These elements eventually wear out and should be replaced. Flagsticks, flags, practice green hole pins and range distance or target markers and flags also fall into this category.

Typical Life Cycle – Varies.

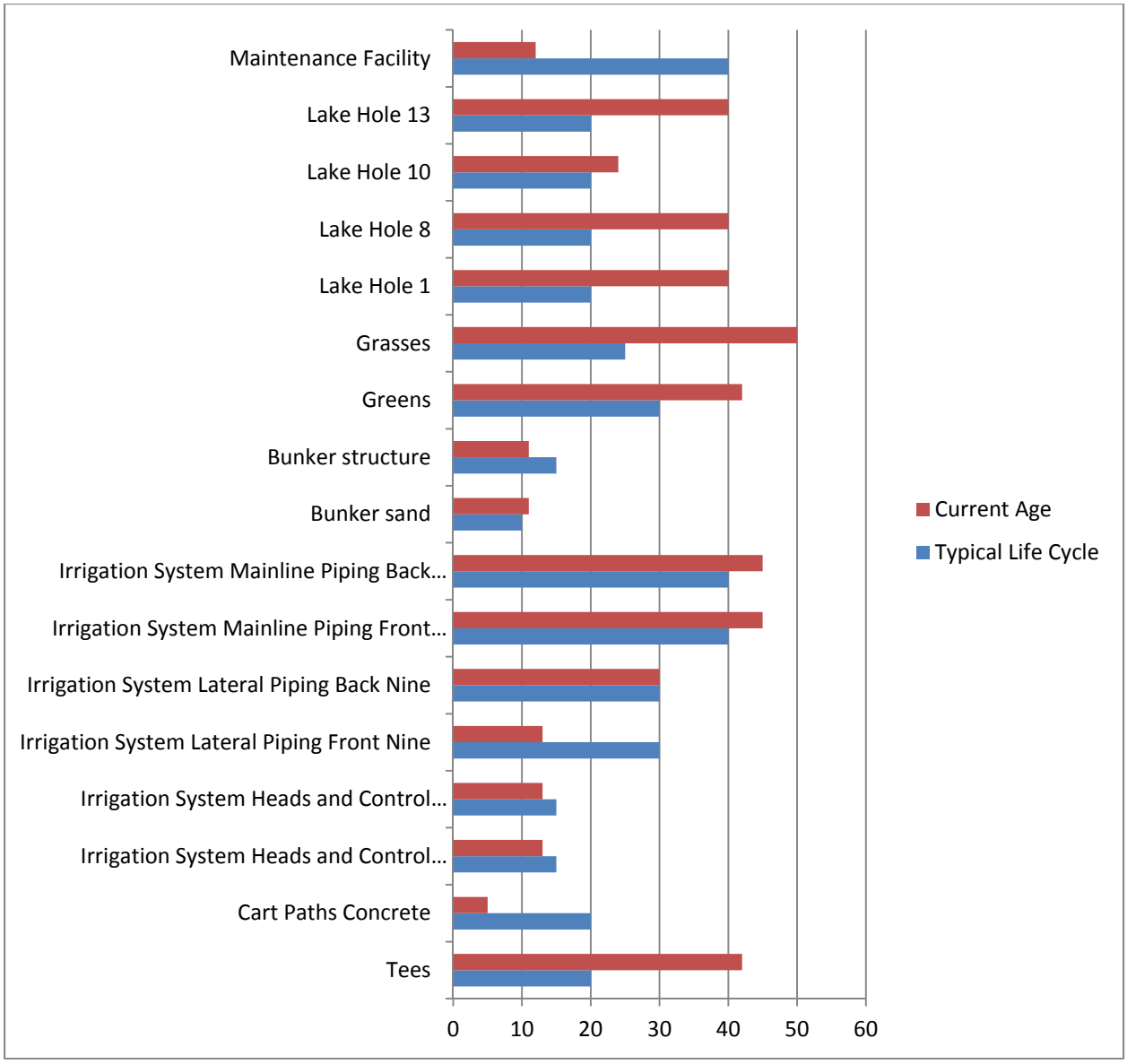
Maintenance Facility

Maintenance efficiency and levels are directly related to the quality of the facilities. An often forgotten asset, the maintenance is the center of control and activity from which the care and upkeep of the clubs single largest asset is conducted from. A dedication to those facilities typically suggests a similar dedication to the course. Labor cost and equipment maintenance and upkeep is effected by the effectiveness and efficiency of the facility. In some instances the facility is highly visible and should be enhanced accordingly. Most municipalities have increased regulatory requirements on these facilities and upgrades for safety and environmental requirements should be kept up with.

Typical Maintenance Facility Life Cycle – 40 years

Current Facility Age - 12 years

The following chart illustrates the life cycle status of each of Hillcrest Country Club's course components:



The time frames for the assets identified above are provided as generalizations. Many have smaller components or portions within their overall itemization that require intermediate attention or replacement. Most are also impacted by the quality of their maintenance over the identified period of life. A complete line item breakdown of the course assets and their individual components is recommended for long term budget planning and forecasting.

Individual Hole Recommendations Plans

Implementation and Budget

The following is provided as a categorical breakdown of costs associated with the recommended scope of enhancements and asset management projects. Identified amounts are based on conceptual level detail only and should not be used for actual construction projection and financial allocations. Industry standard and recent bid data pricing was used to generate this estimate.

For purposes of this master plan effort, recommendations have been broken into several categories based on scale and priorities as suggested by the committee. They are as follows:

Small Scale Projects –

Work to be carried out at specific features and areas of the golf course that can be completed as individual projects or in conjunction with other efforts with consideration to available funds. It is anticipated these projects can be addressed over a period of time based on designated priority, desire or financial commitment. Projects can be delayed as needed. These are items that can be considered for yearly capital improvements without additional financial commitments from the members, or at a faster rate with a small temporary capital project monthly dues assessment. All work can also be completed with minimal disturbance to play.

Example -	Year 1 -	Practice Range	$185,000
	Year 2 -	9th Green and Interface	$160,000
	Year 3 -	Tees at holes 2, 3, 4, 5 and 10	$144,000
	Year 4 -	Tees at holes 11, 12, 14, 15 and 16	$165,000
	Year 5 -	Tees at holes 7, 17 and 18	$165,000
	Year 6 -	Bunkers at holes 2, 3, 5, 10, 18	$199,500
	Year 7 -	etc	

Medium Scale Projects –

These projects are specific enhancement projects that require larger individual costs to complete and are unrelated to other work. These are primarily design oriented enhancements that can be addressed when desired and have little influence on other areas of work. They can be completed individually or, for better pricing, while other projects are occurring. These will have a temporary impact on play in their respective areas only.

Large Scale Projects –

Hole changes and Lake reconfiguration are the primary large scale projects. Each project requires a much larger financial commitment that will likely require special funding. They can be completed at any time as might be desired by the membership, but will have a larger impact on play when constructed.

Other Future Capital Projects –

Beyond the projects identified in the categories above, several important projects targeting course infrastructure and upgrades (asset management) need to be planned for. The irrigation system and related pump station are the largest pending capital assets that have a specific expiring life cycle that can be projected and budgeted for. Because of the scale and anticipated cost of these projects, funding sources are typically necessary.

Conclusion

At the core of each and every recommendation contained herein is the belief that Hillcrest Country Club is a very special place for its membership. The recent clubhouse project and other previous projects on the golf course combined with the course operating budget, suggest a high level of commitment by the membership to its club. Results with the clubhouse also have allowed the membership to gain a level of stability as Hillcrest Country Club has become an even more attractive alternative in the marketplace.

To this point the character and nature of the course has stood the test of time, primarily through the diligence and commitment of the membership and staff. This planning effort is a natural extension of that commitment as the opportunity arises to raise the bar once again, but this time with the golf course. While some may look at any recommendations to alter the existing golf course to be subjective, the key is that each of the suggested enhancements have been thoroughly planned and mapped out by a professional Golf Course Architect in a manner conducive to a quality effort that will stand the test of time.

I am fortunate to have had the opportunity to assist the membership with this exciting next step in their commitment to the betterment of their club. With the carefully considered enhancements and improvements that have been recommended herein, Hillcrest Country Club will continue to be a special place for its membership for years and generations to come.

Attachments and Support Documents

The pages following contain various information presented, obtained, and or used during the development of this master plan.

Committee Master Plan Questionnaire Answers Summary

The following are the results from the committee member survey that was used to provide the golf course architect a general idea of how the golf course is viewed by the members. Results will not directly determine master plan components, but will help establish areas of specific interest for the effort. You may find the answers in some instances interesting.

1. What type of Club is Hillcrest Country Club? Create Chart Download

	Response Percent	Response Count
Traditional Country Club	80.0%	12
Family Club	33.3%	5
Golf Club	20.0%	3
Sporting Club	0.0%	0
Neighborhood Club	0.0%	0
Other (please specify)		0
answered question		15
skipped question		0

2. Which of the following traits best describe the golf course? Create Chart Download

	Response Percent	Response Count
Parkland	26.7%	4
Strategic	46.7%	7
Difficult	26.7%	4
Easy	0.0%	0
Sporting	26.7%	4
Casual	13.3%	2
Fun	26.7%	4
Boring	0.0%	0
Memorable	40.0%	6
	Other (please specify)	0
	answered question	15
	skipped question	0

3. Hole Rankings

The following charts identify the Master Plan committee member's ranking of the golf holes. Committee members were asked to provide their ranking of the golf holes from best to worst without consideration to condition or potential. April 25, 2012

Color coding: Green = Good Yellow = Neutral Red = Bad

Hillcrest Country Club Hole Ranking																			
	Participant																		
Hole	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	Tot	Rank
1	10	4	17	1	14	9	2	10	1	1	8	11	7	17	11	16	2	141	6
2	1	18	6	16	1	3	16	17	13	9	14	3	5	8	8	2	18	158	9
3	6	7	9	8	7	5	11	1	14	2	1	5	4	9	4	5	6	104	2
4	8	16	4	18	6	8	10	18	10	10	10	4	3	5	6	8	9	153	7
5	2	15	3	13	4	1	12	11	15	5	5	1	1	1	3	1	8	101	1
6	12	6	8	2	15	17	4	2	2	3	11	17	6	18	17	13	1	154	8
7	9	12	13	14	10	16	1	16	5	14	18	16	18	14	16	14	3	209	14
8	18	10	18	3	18	12	5	9	6	15	17	18	13	12	13	18	10	215	17
9	15	5	2	5	8	11	18	3	18	16	6	12	14	4	14	4	16	171	13
10	11	8	7	9	5	6	14	4	8	7	7	6	10	2	5	6	7	122	5
11	3	17	14	15	13	18	8	5	3	11	16	15	16	16	18	15	11	214	16
12	5	11	16	6	12	14	3	12	4	13	12	8	8	6	7	12	13	162	10
13	16	9	15	10	16	15	6	7	7	12	13	9	15	15	15	17	14	211	15
14	4	14	5	7	3	2	7	13	16	8	9	2	9	3	1	7	5	115	3
15	13	2	10	17	17	10	13	6	11	4	4	10	11	13	9	9	12	171	12
16	14	1	11	12	9	7	17	14	12	6	3	7	17	11	10	11	4	166	11
17	17	13	12	11	11	13	15	15	9	18	15	13	12	10	12	10	15	221	18
18	7	3	1	4	2	4	9	8	17	17	2	14	2	7	2	3	17	119	4

Hole Ranking - Best to Worst																	
5	3	14	18	10	1	4	6	2	12	16	15	9	7	13	11	8	17

	Par 3's				Par 4's											Par 5's		
Hole	4	8	13	17	1	2	3	5	6	9	10	14	15	16	18	7	11	12
Rank	7	17	15	18	6	9	2	1	8	13	5	3	12	11	4	14	16	10
Ave	14.25				6.73											13.33		

4. What is your impression of how the course plays for each golfer classification? Create Chart Download

	Too Easy	A Bit Easy	Suitable Challenge	A Bit Difficult	Too Difficult	Rating Average	Response Count
Professional Player	**43.8% (7)**	25.0% (4)	31.3% (5)	0.0% (0)	0.0% (0)	1.88	16
Low Handicap Player	0.0% (0)	18.8% (3)	**81.3% (13)**	0.0% (0)	0.0% (0)	2.81	16
Mid Handicap Player	0.0% (0)	0.0% (0)	**68.8% (11)**	31.3% (5)	0.0% (0)	3.31	16
High Handicap Player	0.0% (0)	0.0% (0)	25.0% (4)	**68.8% (11)**	6.3% (1)	3.81	16
Seniors	0.0% (0)	0.0% (0)	31.3% (5)	**50.0% (8)**	18.8% (3)	3.88	16
Ladies Low Handdicap	0.0% (0)	6.3% (1)	**75.0% (12)**	18.8% (3)	0.0% (0)	3.13	16
Ladies High Handicap	0.0% (0)	0.0% (0)	31.3% (5)	**50.0% (8)**	18.8% (3)	3.88	16
Kids	0.0% (0)	6.3% (1)	25.0% (4)	**50.0% (8)**	18.8% (3)	3.81	16

5. Is speed of play favorable?

Create Chart Download

		Response Percent	Response Count
Yes		**68.8%**	**11**
No		31.3%	5
	Where are the issues if any. Hide Responses		9

Responses (9) | **Text Analysis** | **My Categories** (0)

Showing **9** text responses — No responses selected

Stroke play tourneys; The Invitational
3/28/2012 2:03 PM View Responses

Lack of Education. The opinion that a 5 hour round is acceptable.
3/26/2012 6:51 PM View Responses

MEMBERS HAVE NOT BEEN EDUCATED ON PLAYING READY GOLF, OR THEY JUST DON'T CARE
3/26/2012 3:36 PM View Responses

When course is crowded mid to high handicaps really slow down pace of play
3/22/2012 9:11 PM View Responses

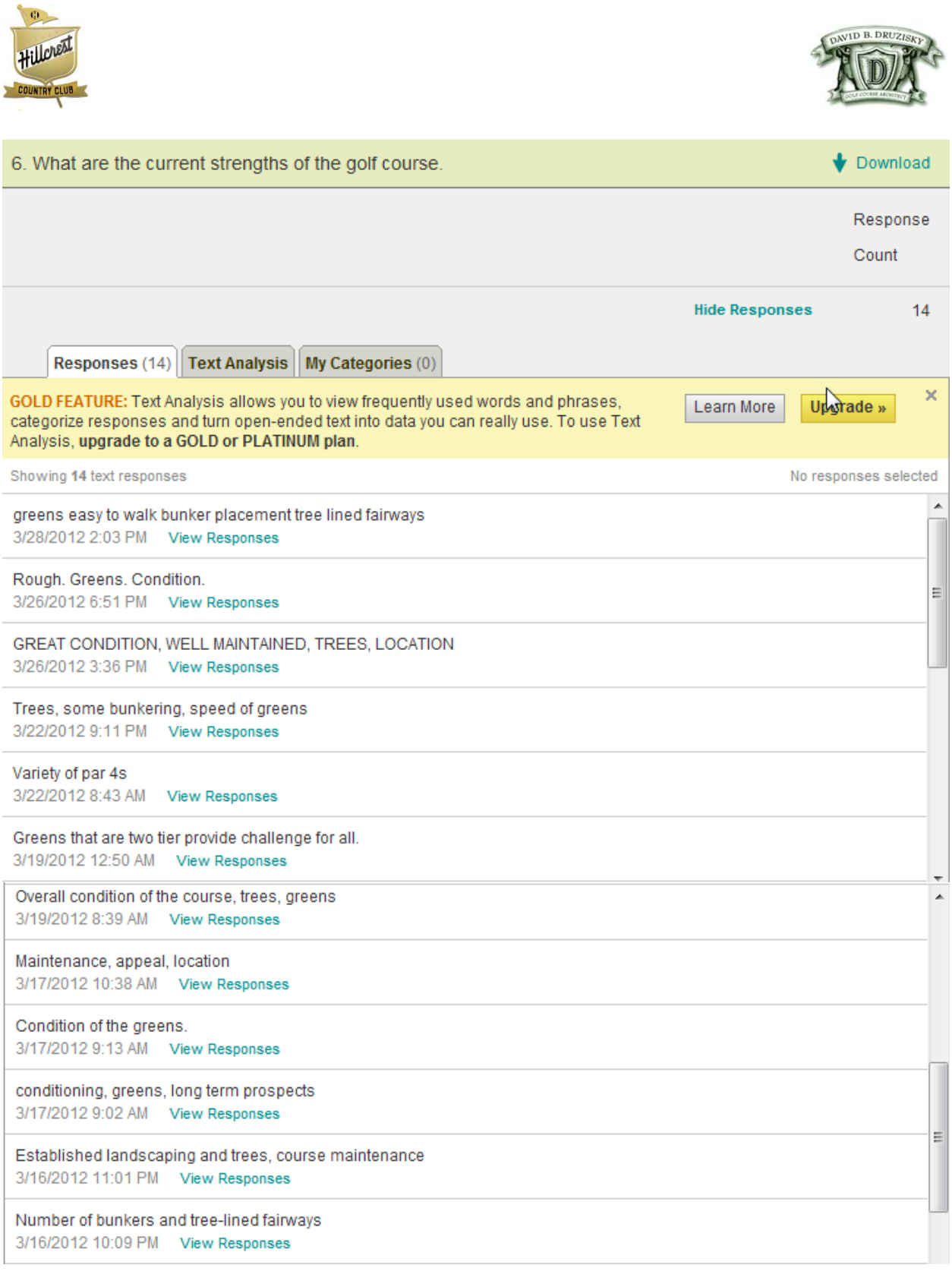
Usually it's fine, but when we need a marshall, it usually doesn't happen.
3/17/2012 9:13 AM View Responses

some of the older groups don't necessarily understand the proper position to be in - behind the group in front
3/17/2012 9:02 AM View Responses

Making the turn due too water and food not being easily accessible.
3/16/2012 11:01 PM View Responses

Making the turn
3/16/2012 8:04 PM View Responses

Lots of high handicap players and women who don't make an effort to keep pace with the group ahead.
3/16/2012 4:31 PM View Responses


6. What are the current strengths of the golf course.
Download
Response Count
Hide Responses
14
Responses (14)
Text Analysis
My Categories (0)
GOLD FEATURE: Text Analysis allows you to view frequently used words and phrases, categorize responses and turn open-ended text into data you can really use. To use Text Analysis, upgrade to a GOLD or PLATINUM plan.
Learn More
Upgrade »
Showing 14 text responses
No responses selected
greens easy to walk bunker placement tree lined fairways
3/28/2012 2:03 PM View Responses
Rough. Greens. Condition.
3/26/2012 6:51 PM View Responses
GREAT CONDITION, WELL MAINTAINED, TREES, LOCATION
3/26/2012 3:36 PM View Responses
Trees, some bunkering, speed of greens
3/22/2012 9:11 PM View Responses
Variety of par 4s
3/22/2012 8:43 AM View Responses
Greens that are two tier provide challenge for all.
3/19/2012 12:50 AM View Responses
Overall condition of the course, trees, greens
3/19/2012 8:39 AM View Responses
Maintenance, appeal, location
3/17/2012 10:38 AM View Responses
Condition of the greens.
3/17/2012 9:13 AM View Responses
conditioning, greens, long term prospects
3/17/2012 9:02 AM View Responses
Established landscaping and trees, course maintenance
3/16/2012 11:01 PM View Responses
Number of bunkers and tree-lined fairways
3/16/2012 10:09 PM View Responses

some of the holes are difficult because of the narrow landing
3/16/2012 8:04 PM View Responses

Excellent conditioning. Interesting and fun to play. Sneaky hard. Appeals to most skill levels.
3/16/2012 4:31 PM View Responses

7. What are the current weaknesses of the golf course. Download

Response Count

Hide Responses 14

Responses (14) Text Analysis My Categories (0)

Showing 14 text responses No responses selected

worm holes in fairways mature trees are diseased and dying
3/28/2012 2:03 PM View Responses

Length. Too much watering of the course at time. At times, inconsistent speed and firmness of the greens and fairways.
3/26/2012 6:51 PM View Responses

SLOW PLAY, 18TH TEE BOX, NEED TO BRING MORE WATER INTO PLAY
3/26/2012 3:36 PM View Responses

Length of holes, trees not in play, bunkers not in play. Tee boxes could use some different looks if possible.Gold tees do not challenge low handicap ladies.
3/22/2012 9:11 PM View Responses

Lack of H2O in play
3/22/2012 8:43 AM View Responses

Hole 8. Too short. Could provide more challenge if water came into play, perhaps creating slope down to water and remove front bulkhead. Lots of water but rarely comes into play. Creeks, streams?

We need more water and length.
3/19/2012 8:39 AM View Responses

Driving Range
3/17/2012 10:38 AM View Responses

Greens are not consistent in speed.
3/17/2012 9:13 AM View Responses

shade in areas that delay play (e.g.: 7 tee) and size of the back tee on 7
3/17/2012 9:02 AM View Responses

Back 9 is lacking aesthetics compared to front 9.
3/16/2012 11:01 PM View Responses

Lack of green contours, difference of distances of tees
3/16/2012 10:09 PM View Responses

some of the holes are not interesting because they are just long...straight
3/16/2012 8:04 PM View Responses

Variety of holes. Too long for many who play, especially most of the women and seniors. Not enough penalty for errant drives
3/16/2012 4:31 PM View Responses

8. Of the following, what do you see as the most important areas that can be improved or enhanced on the golf course?

Create Chart Download

	Response Percent	Response Count
Greens Surfaces	0.0%	0
Greens Surrounds	25.0%	4
Bunkering	12.5%	2
Tees	18.8%	3
Yardage - Added Length	18.8%	3
Yardage Distribution or Options	50.0%	8
Playability	12.5%	2
Strategy	50.0%	8
Challenge	18.8%	3
Aesthetics	6.3%	1
Practice Range	**87.5%**	**14**
Other (please specify) Hide Responses		2

Responses (2) | Text Analysis | My Categories (0)

Showing 2 text responses — No responses selected

Need More Water.....
3/19/2012 8:39 AM View Responses

The driving range is almost unusable most of the year because of the Nationwide
3/16/2012 8:04 PM View Responses

9. How do the following hole types stack up? Create Chart Download

	A Strength of the Course	Pretty Good	Okay	Could Be Better	A Weakness	Rating Average	Response Count
Par 3's	6.3% (1)	**50.0% (8)**	12.5% (2)	25.0% (4)	6.3% (1)	2.75	16
Par 4's	**50.0% (8)**	31.3% (5)	6.3% (1)	12.5% (2)	0.0% (0)	1.81	16
Par 5's	0.0% (0)	25.0% (4)	25.0% (4)	**37.5% (6)**	12.5% (2)	3.38	16
					Any Particular Hole Comments Hide Responses		4

Responses (4) | **Text Analysis** | **My Categories** (0)

Showing **4** text responses — No responses selected

Hole 4 is tough could be longer, Hole 8 needs some major changes, hole 2 landing area needs some help
3/22/2012 9:11 PM View Responses

Only 3 par 5's is a weakness; most women's tee boxes are an afterthought
3/16/2012 11:01 PM View Responses

#12 needs a new green tee that is a little shorter distance
3/16/2012 10:09 PM View Responses

#4 unless you can hit a HIGH shot it will not get on the green or hold no matter what your level of golf #12 is to short from the gold an to long from the green
3/16/2012 8:04 PM View Responses

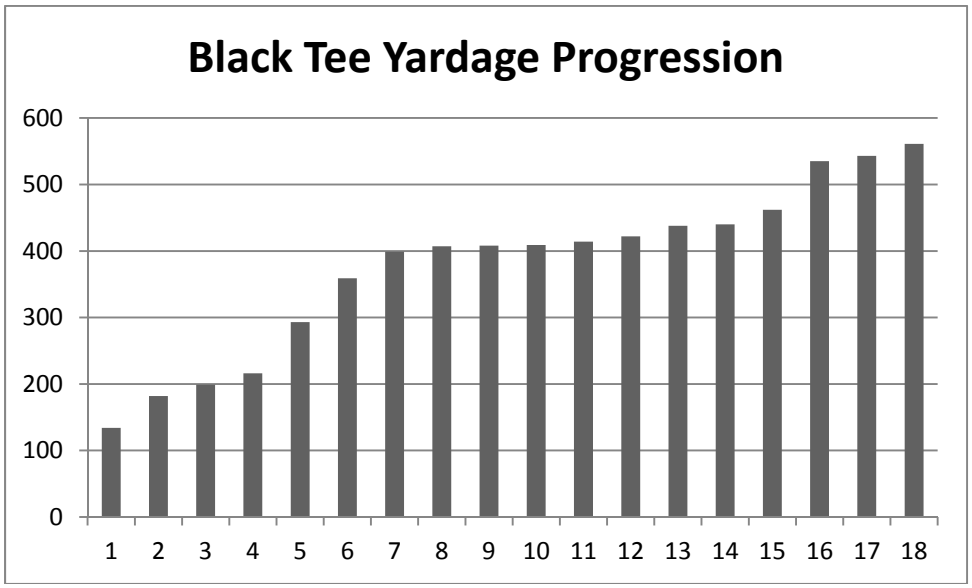
10. Rate the quality of the following course aspects 1-10. 10 being highest quality. Do not factor conditioning or maintenance influences. Create Chart

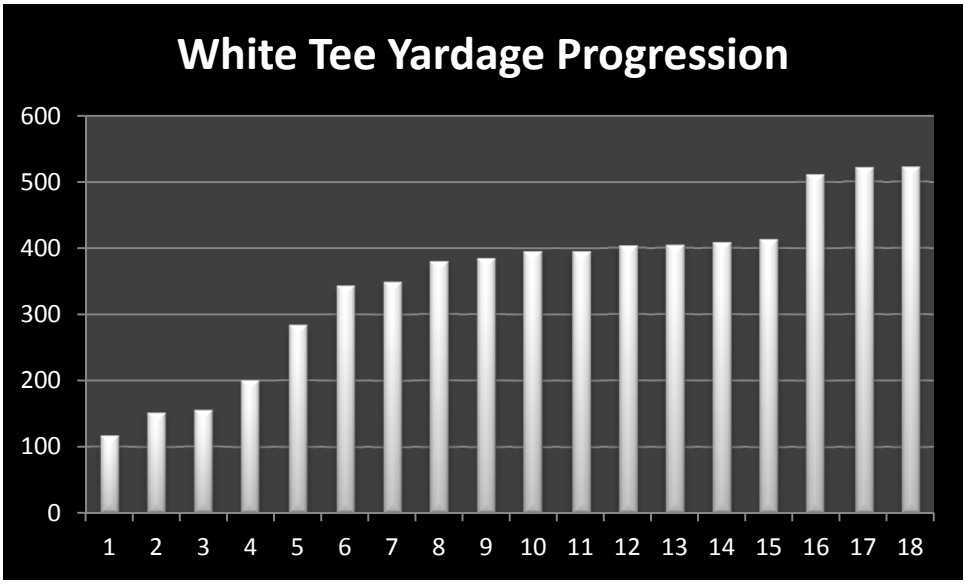
	1	2	3	4	5	6	7	8	9	10	Rating Average
Green Surfaces	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	6.3% (1)	0.0% (0)	18.8% (3)	**37.5% (6)**	**37.5% (6)**	9.00
Green Areas	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (2)	6.3% (1)	6.3% (1)	**31.3% (5)**	**31.3% (5)**	12.5% (2)	8.00
Bunker Styling	0.0% (0)	0.0% (0)	0.0% (0)	6.3% (1)	12.5% (2)	0.0% (0)	12.5% (2)	**43.8% (7)**	18.8% (3)	6.3% (1)	7.56
Bunker Placement	0.0% (0)	0.0% (0)	0.0% (0)	6.3% (1)	18.8% (3)	6.3% (1)	**25.0% (4)**	**25.0% (4)**	18.8% (3)	0.0% (0)	7.00
Tees	0.0% (0)	0.0% (0)	6.3% (1)	6.3% (1)	**25.0% (4)**	18.8% (3)	12.5% (2)	18.8% (3)	12.5% (2)	0.0% (0)	6.31
Tee Distribution	0.0% (0)	0.0% (0)	12.5% (2)	**18.8% (3)**	**18.8% (3)**	12.5% (2)	12.5% (2)	6.3% (1)	12.5% (2)	6.3% (1)	5.94
Fairways/Lies	0.0% (0)	0.0% (0)	6.3% (1)	0.0% (0)	18.8% (3)	6.3% (1)	**25.0% (4)**	18.8% (3)	**25.0% (4)**	0.0% (0)	7.00
Strategic Interest	0.0% (0)	0.0% (0)	6.3% (1)	6.3% (1)	**25.0% (4)**	18.8% (3)	6.3% (1)	18.8% (3)	18.8% (3)	0.0% (0)	6.44
Playability	0.0% (0)	0.0% (0)	0.0% (0)	6.3% (1)	6.3% (1)	12.5% (2)	18.8% (3)	18.8% (3)	**25.0% (4)**	12.5% (2)	7.63
Visual Quality	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	6.7% (1)	6.7% (1)	**26.7% (4)**	**26.7% (4)**	20.0% (3)	13.3% (2)	7.87
Trees and Landscape	0.0% (0)	6.3% (1)	0.0% (0)	0.0% (0)	12.5% (2)	12.5% (2)	**18.8% (3)**	12.5% (2)	**18.8% (3)**	**18.8% (3)**	7.38
Memorability	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	**25.0% (4)**	12.5% (2)	**25.0% (4)**	18.8% (3)	12.5% (2)	6.3% (1)	7.00
Shot Values	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	18.8% (3)	18.8% (3)	**37.5% (6)**	0.0% (0)	25.0% (4)	0.0% (0)	6.94
Par 3 Variety	0.0% (0)	6.3% (1)	12.5% (2)	6.3% (1)	12.5% (2)	0.0% (0)	12.5% (2)	18.8% (3)	**31.3% (5)**	0.0% (0)	6.56

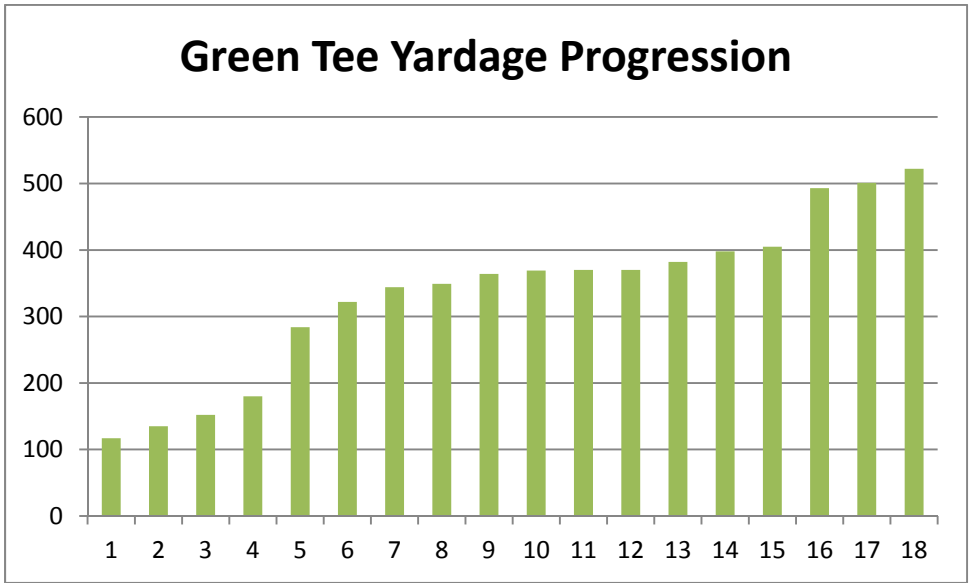
Par 4 Variety	0.0% (0)	6.3% (1)	0.0% (0)	6.3% (1)	6.3% (1)	0.0% (0)	6.3% (1)	**37.5% (6)**	31.3% (5)	6.3% (1)	7.56
Par 5 Variety	0.0% (0)	0.0% (0)	12.5% (2)	18.8% (3)	**25.0% (4)**	0.0% (0)	**25.0% (4)**	12.5% (2)	6.3% (1)	0.0% (0)	5.69
Overall Composition	0.0% (0)	0.0% (0)	0.0% (0)	6.3% (1)	6.3% (1)	0.0% (0)	31.3% (5)	**37.5% (6)**	6.3% (1)	12.5% (2)	7.56
Overall Length	0.0% (0)	0.0% (0)	6.3% (1)	12.5% (2)	**25.0% (4)**	18.8% (3)	12.5% (2)	12.5% (2)	12.5% (2)	0.0% (0)	6.06
Off the Tee	0.0% (0)	0.0% (0)	0.0% (0)	6.3% (1)	12.5% (2)	25.0% (4)	6.3% (1)	**37.5% (6)**	12.5% (2)	0.0% (0)	6.94
Approach Shots	0.0% (0)	0.0% (0)	6.3% (1)	0.0% (0)	0.0% (0)	12.5% (2)	18.8% (3)	**50.0% (8)**	12.5% (2)	0.0% (0)	7.38
Par 5 2nd Shots	0.0% (0)	6.3% (1)	12.5% (2)	6.3% (1)	12.5% (2)	12.5% (2)	18.8% (3)	**25.0% (4)**	6.3% (1)	0.0% (0)	6.00
Pace of Play	6.3% (1)	6.3% (1)	6.3% (1)	6.3% (1)	12.5% (2)	6.3% (1)	12.5% (2)	**31.3% (5)**	12.5% (2)	0.0% (0)	6.13
Lakes and Water features	6.3% (1)	**18.8% (3)**	6.3% (1)	**18.8% (3)**	0.0% (0)	6.3% (1)	12.5% (2)	12.5% (2)	12.5% (2)	6.3% (1)	5.38
Practice Range	**37.5% (6)**	18.8% (3)	18.8% (3)	6.3% (1)	0.0% (0)	12.5% (2)	0.0% (0)	0.0% (0)	6.3% (1)	0.0% (0)	2.88
Other Practice Facilities	0.0% (0)	6.3% (1)	0.0% (0)	**18.8% (3)**	6.3% (1)	**18.8% (3)**	12.5% (2)	12.5% (2)	**18.8% (3)**	6.3% (1)	6.50
Course Restrooms	12.5% (2)	0.0% (0)	18.8% (3)	0.0% (0)	**43.8% (7)**	0.0% (0)	12.5% (2)	6.3% (1)	6.3% (1)	0.0% (0)	4.81
Course Accessories	6.3% (1)	0.0% (0)	25.0% (4)	0.0% (0)	**31.3% (5)**	6.3% (1)	6.3% (1)	18.8% (3)	6.3% (1)	0.0% (0)	5.25
Clubhouse Relationship	6.3% (1)	0.0% (0)	0.0% (0)	6.3% (1)	12.5% (2)	0.0% (0)	18.8% (3)	18.8% (3)	**37.5% (6)**	0.0% (0)	7.13
History and Tradition	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (2)	6.3% (1)	6.3% (1)	25.0% (4)	18.8% (3)	**31.3% (5)**	8.25

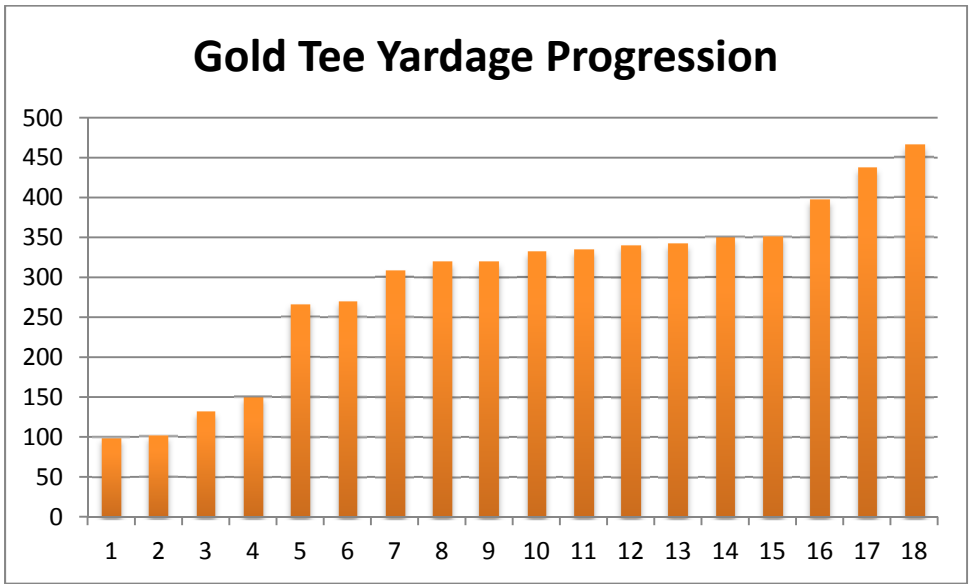
Scorecard and Yardage Analysis

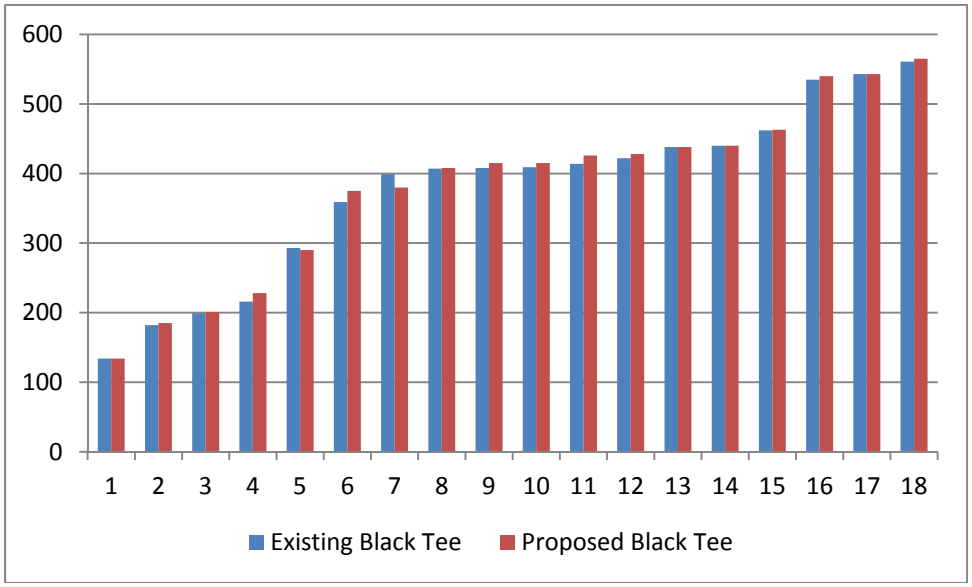
The following charts represent a simple progression of the golf hole lengths per the current scorecard and associated available tees. These are used to illustrate hole length variety as well as equity between the different markers.






Green Tee Yardage Progression
600
500
400
300
200
100
0
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18


Gold Tee Yardage Progression
500
450
400
350
300
250
200
150
100
50
0
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18



Hole Yardage Progression																		
Tees	Par 3's				Par 4's											Par 5's		
Black	8	13	17	4	6	1	9	18	3	10	15	16	5	14	2	7	11	12
White	8	17	13	4	6	1	9	16	15	10	14	18	3	2	5	7	12	11
Green	8	13	17	4	6	9	1	18	16	15	14	2	10	3	5	7	11	12
Gold	8	13	17	4	9	6	14	1	5	18	16	15	2	3	10	12	11	7

GOLF COURSE ITEMS EXPECTED LIFE CYCLE

HOW LONG SHOULD PARTS OF THE GOLF COURSE LAST?

ITEM	YEARS	ITEM	YEARS
Greens (1)	15 – 30 years	Cart Paths – concrete	15 – 30 years
Bunker Sand	5 – 7 years	Practice Range Tees	5 – 10 years
Irrigation System	10 – 30 years	Tees	15 – 20 years
Irrigation Control System	*10 – 15 years*	Corrugated Metal Pipes	15 – 30 years
PVC Pipe (under pressure)	*10 – 30 years*	Bunker Drainage Pipes (3)	5 – 10 years
Pump Station	*15 – 20 years*	Mulch	1 – 3 years
Cart Paths – asphalt (2)	5 – 10 years (or longer)	Grass (4)	Varies

NOTES: *(1) Several factors can weigh into the decision to replace greens: accumulation of layers on the surface of the original construction, the desire to convert to new grasses and response to changes in the game from an architectural standpoint (like the interaction between green speed and hole locations). (2) Assumes on-going maintenance beginning 1 – 2 years after installation. (3) Typically replaced because the sand is being changed — while the machinery is there to change sand, it's often a good time to replace the drainage pipes as well. (4) As new grasses enter the marketplace — for example, those that are more drought and disease tolerant — replanting may be appropriate, depending upon the site.*

Component life spans can vary depending upon location of the golf course, quality of materials, original installation and past maintenance practices. We encourage golf course leaders to work with their golf course architect, superintendents and others to assess the longevity of their particular course's components.

The American Society of Golf Course Architects (ASGCA) thanks those at the USGA Green Section, Golf Course Builders Association of America, Golf Course Superintendents Association of America and various suppliers for their assistance in compiling this information.

The materials presented on this chart have been reviewed by the following Allied Associations of Golf:

For more information, contact ASGCA at 262-786-5960 or www.asgca.org

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