



Golf Course Master Plan

September 2017

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Introduction

Seven Oaks Golf Course Superintendent Jay Ervine initially contacted me in August of 2015 to discuss planning of improvements to the club's golf courses. The club had been turned over to the membership several years previous which had recently hired Mr. Ervine at the Superintendent position. In his time there he had quickly gained an impression of what the developers had left the club in the transfer and what would be needed to meet the expectations of the members moving forward. Discussions centering on course improvements had been increasing at the committee level and Jay realized that before they did anything, it might be good to have a well thought out plan put together to help them identify and prioritize needs.

Fast forward a few months and the situation changed. While the rest of the economy was picking back up, Bakersfield was seeing the opposite. The area's economy is largely impacted by the state of the oil industry which had turned down as oil prices had dropped significantly. Instead of a full membership as they had been previously, numbers were down so things had to be put on hold and sorted out.

The club reached out to me again in January of this year (2017). With timely adjustments to their membership plans, combined with stabilization in the oil industry, Seven Oaks had come back around enough to give club leadership the confidence necessary to start thinking about the golf course again.

My first visit to the club was in February where I spent time touring the course with Jay and discussing what he had learned about the facility from the perspective of the grounds department. Understanding when and why the course was built, I was able to quickly gain an impression of where things stood with the golf courses with most based on their age. The primary intent of the initial visit was to meet with a select group of committee and board members and present the merits of putting together a master plan for their golf course. It was a good meeting and it was clear those in attendance saw the value in approaching future efforts with a plan in hand that has been well thought with all ideas, needs and wants prioritized.

Shortly thereafter I was contracted by Seven Oaks Country Club to develop professional recommendations for enhancements to its golf course and associated golf facilities. The scope has included analyzing the property and developing a "Master Plan" which consists of this descriptive text and plans illustrating the resulting proposed recommendations. The goal of the effort is the acceptance of the recommendations as a guide for all future improvements or upgrades to the primary physical asset of the club, the golf courses.



The Master Plan effort included an extensive examination of course infrastructure and the identification of opportunities for enhancements based on the strengths and weaknesses of its design. Additional focus was given to discovering ways to improve efficiency and or reduce maintenance costs which are on the rise in California with new minimum wage standards recently put into effect. The resulting recommendations are a direct result of that analysis and reflect the conclusions drawn.

Overall the club and its courses are not very old, but they are reaching the point where much of the original infrastructure is reaching the end of their projected first life cycle and will need to be addressed. At the core of most of the final recommendations is the necessary replacement, upgrade or renovation of those aged elements. Some have already reached their useful life while others will require attention soon based on industry standard life cycle time frames. All have been identified so they may be addressed in a timely and responsible manner.

Of interest to many will be recommendations addressing design aspects of the courses. This includes opportunities for design adjustments that will add interest and fun to the round. Playability, shot values, scoring resistance, and aesthetics have each been carefully studied and addressed. At the core of the effort has been a dedication to the diverse skills of the golfing membership and improving their overall golfing experience.

At the inception of the process a mission statement was developed that identifies the intent and goals of the Master Plan effort. Crafted by the committee and approved by the Board of Directors, it has allowed the work to remain focused and directed. It is as follows:

Golf Course Master Plan Mission Statement

Seven Oaks Country Club shall provide its members the premier golf course in Bakersfield, California, and one of the finest and highly regarded private courses in Central California. The majestic setting of property surrounded by the Seven Oaks master planned community will be used fully to provide a challenging, yet enjoyable and safe golfing experience for a membership of diverse playing abilities. We shall, through a commitment to improvement and replacement of course features and elements, achieve and maintain this level of excellence, and position of strength within the marketplace. Superior playability and beauty will be achieved through a commitment to maintenance operations and careful consideration in all design recommendations. All goals and objectives will be accomplished in a fiscal responsible manner.



Areas of focus will include:

1. Determine opportunities to improve practice facilities and individual golf hole designs that will take full advantage of the course layout in the best interest of the club.
2. Preserve and enhance the current character and design trademarks of the golf course.
3. Improve greens surface design to insure playability at desired green speeds and to maximize pinnable area. Upgrade all putting surfaces to a modern and uniform turf grass species.
4. Address safety concerns where identified.
5. Upgrade irrigation system components and re-design with new and proper standards.
6. Address upgrades, removal, reduction in size and replacement during bunker refurbishment with new sand, drainage and grasses. Make minor design modifications to improve playability and style where applicable.
7. Identify non-play areas for potential turf removal and or reduction to reduce maintenance requirements and related cost. Determine new native grass or landscape treatment to be used in those areas that will enhance the aesthetics and character of the golf course.
8. Remove trees that negatively impact playability and course conditioning. Replace dead trees and add others to supplement or improve current plantings or where identified to improve the hole.
9. Improve cart path routes where possible and replace paths that are now unsafe do to tree growth under cart paths.
10. Lake and water feature:
 1. Determine any opportunities for expansion, addition or removal of water features.
 2. Improve lake circulation to improve water quality and appearance.
 3. Improve water storage and clarity concerns for irrigation storage.

Satisfying all objectives can be a tall order, but with careful consideration to the wide range of possibilities each has been addressed with the widespread support and enthusiasm of the committee members.

A majority of my contact with the club has been with and coordinated by Golf Course Superintendent Jay Ervine and club manager, Don Ciota. Both also provided valuable information concerning the business of the club. Head Professional Joe Haggerty, PGA has provided additional insights related to the interaction between the membership and



the golf course. I have spent the most time with Jay Ervine in my study of the course and its components. Jay has been very helpful and involved throughout the process, having provided research and information pertaining to 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 they are the ones directly tasked to provide an experience that meets the expectations of the membership.

Member perspective has been provided by the committee throughout the process. It was a decent size group and meetings were generally well attended. The following members and staff participated:

Green Committee:

Mitch Bronson - Chair
Brad Antonioni
Mary Fritzen
David Whisler
Rick Jhaj
Taylor Amstutz
Mike Pelle

Board and Other:

Bruce Barnhard
Joe Drew - VP
Dick Wurster
Derek Holdworth
Tom Christenson
Dan Corriea
Harvey Campbell
Neetu Jhaj
Bruce Powelson

A majority of the effort was carried out over the spring and summer months and required several meetings that extended many hours. I believe most enjoyed their participation and each gained new insight regarding philosophies and principals of course design and renovation. We all learned a lot while putting together this plan that will guide us into the future at Seven Oaks CC.

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. This is consistent with all master plan efforts that I have had the opportunity to assist with. 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.

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 and will be important aspects of the eventual work and implementation of the recommendations. As a result, 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 remain secondary to the betterment of the course for the entire membership. I alone should bear responsibility for specific recommendations. This I accept by offering my professional involvement in this project.



Architects Perspective & Approach

Seven Oaks Country Club is to be commended for its success within the marketplace. Times have been difficult for many clubs around the country over the past decade. Those within the golf industry will attest that financial pressures related to the recession between 2007 and 2012 hit golf harder than the rest of the economy. Courses throughout the country closed their doors. Many reinvented themselves to survive in the face of the adversity. While most of the country's markets were recessed, some localized economies remained healthy based on a specific local industry. For the most part Seven Oaks benefited throughout the recession from a good local economy driven by stability in the oil industry. After a short downturn in 2016, the club adjusted to the changing club membership market and again is full and has money in the bank, all the while keeping dues constant. This healthy position will allow the club to make decisions proactively as they look for ways to provide a better product for the members.

Good Business -

In the previous section of this document is listed a mission statement as deemed applicable to the effort by the club's leadership. This is the basis 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. Like a good book, 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 and long term are weighed into each recommendation made.

The passing of time has had considerable impact on the playing fields of the game. It is likely this will continue. The master plan for Seven Oaks Country Club combines recommendations for the responsible upkeep of the course infrastructure and features based on industry standard life cycles. Value is added with opportunities I have identified for design adjustments that will set the course up for the future enjoyment of the game. 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 the business of market share. Members often forget that their club is a business that must be competitive within 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 market position. Seven Oaks is currently doing well within the local private club market even though that market appears saturated with offerings. Seven oaks must remain diligent and moving forward to maintain that position.

As with all business in California, the new minimum wage regulations recently put in place will have a significant impact on the club moving forward. Currently, 55% of the course maintenance budget is related to labor. Labor provides the detailing necessary to meet the expectations of the members. Throughout the master plan these increased costs have been given due consideration and areas typically requiring high labor have been targeted and opportunities to off-set the increase in costs have been weaved into the final recommendations.

Playing the Course -

In general, Seven Oaks Country Club is a nice membership course of suitable length, is well maintained, and at its core is a sound design by a respected Golf Course Architect, Robert Muir Graves. The original intent of the facility as the centerpiece of a master planned community was to add premium to the associated housing. I am told by most members that they feel it provides a pleasurable round and as observed it presents the golfer very few overly penal challenges, typical to the design philosophies associated with the original designer.

Like many private courses it is best suited for the middle handicap players. Apart from a few shots it is not overly difficult for the higher handicap players, and for the most part, not overly challenging for the better player. Considering the lowest posted 9 hole yardage on the scorecard is 2,673, the course sets up very long for many ladies by today's data supporting standards. Variables such as green speed or firmness, rough height, and wind can impact degree of challenge. There are few if any severely sloped or dramatically contoured green surfaces which often translate to a challenge to scoring. A round at Seven Oaks is typically fast paced.

For some, the attributes identified in the paragraphs above translate to "safe" or "uninspiring" golf. The origins of golf suggest it was a game about challenging obstacles as one creatively negotiated their way through the course in the least amount of shots possible on any given day. Seven Oaks is lacking this sporting "spirit" that many golfers appreciate and look for in the courses they play. Additional interest can be added for those players while not increasing challenge for others.



Like art, the best designed courses stir emotions, stimulate the senses and are a fun experience. Combined, these traits create a memorable and enjoyable golfing experience which should be the objective of every golf facility. The following are carefully considered and have meaningful impact on the quality of that experience:

The Property -

Most of the worlds highly rated courses are blessed with a great piece of property where attributes related to location and form come together to the benefit of the golf. A few must rely solely on the creativity of man. Originally a flat farmed field, Seven Oaks exhibits only manmade forms and elevation change draped with a created landscape. It is a large property, so movement is subtle with feature areas dotted with forms that are smaller in scale. The result is that there are no significant changes in elevation on any hole or within the round. Consistent with other development golf courses, the course was used as a place to cut down and generate the dirt needed in the development of adjacent lots and achieve the elevation changes needed for roads, sewers and drainage. The golf course sits slightly below the houses resulting in nice views of the course from the homes, but it also serves as drainage retention and detention area. Ones memory of the a round has no relation to elevation differences impacting golf shots. Some areas are challenged by not enough elevation change as indicated by the resulting slow surface drainage run-off.

A benefit of this type of original property is that the golf course can be routed in whatever manner of configuration desired without being limited by natural grades, features and vegetation. The course routing was designed to check all the boxes of preferred lengths and directions for the holes. The original 18 holes (Oaks and Lakes) benefit from a "core" type routing configuration where numerous holes are grouped together with development at the perimeters. 10 years later the Islands course holes were developed with an entirely new type of routing configuration that maximized the number of premiums for the development with lots on both sides of individual wide holes. The resulting apparent differences are something that the master plan addresses.

As previously stated, the course was professionally designed by an established Golf Course Architect and therefore contains a routing that is a great foundation to work with moving forward.



Yardage and Par -

Most holes on the course have adequate length from the back markers. Par 5's and Par 3's is on the long side. While an additional new tee has been recommended for the forward marker players, overall tee and yardage distribution serves the membership well. By no stretch of the imagination (or of the tees) will the course ever play at a true championship length by today's standards (7,400 yards plus), nor does it need to. Individual holes do and may with further refinement take on championship characteristics. 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, particularly as a private membership facility. But, it is a fact that must be understood, accepted, and factored into the master plan recommendations.

I am recommending the addition of a new set of tees at the forward position. This will provide a good percentage of members and guests a better chance of reaching the greens in regulation. This is also an important aspect from a marketing and membership sales standpoint moving forward.

As previously stated overall yardage on the course is good, but a diverse range of yardages within the collection of golf holes is the ultimate goal. Variety in hole length is a trait of a good golf courses. Other recommendations are made on various holes to improve variety with new teeing area, shifts, additions or removal of bunkers, and with specific minor design adjustments. The most aggressive opportunity is at the 2nd hole of the Lakes course where new tees aligned along the lake edge ahead of the existing tees will provide more players a dynamic risk/reward option on their drive.

Game Attributes -

Seven Oaks is comprised of a broad demographic of golfing members and their related abilities typically associated with the modern private country club. This point has been given due consideration within all recommendations. Two key design traits 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 recommendation within the master 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 shot selection to maintain or expand challenge for the better player. Slight repositioning of bunkers and reconfiguration of tees for a broader range of yardage



options are examples of where these aspects have been addressed and improved. Many similar opportunities are also located at the greens.

As with all successful master plan efforts, there must be an overall dedication to playability. 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, we must be careful not to dampen the sporting spirit one enjoys when playing the course by removing all challenge. While playability is not an overriding concern with the existing course, some areas for improvement remain. Many of the fairway bunkers extend too far out of play with some behind trees. A good percentage are located too short off the tees where the shorter and higher handicap players hit the ball as longer players play beyond. Greenside bunkers are very large and too far removed from the green edges and tend to catch mostly already poorly struck shots. This results in difficult bunker shots for most caliber of players, but near impossible for the less accomplished. Within all recommendations care must be taken to do no less than maintain aspects of playability which contributes to the fast pace to a round at Seven Oaks.

Aesthetics -

Of interest to this architect during a Master Plan analysis is discovering opportunities to further enhance the visual character and styling of the course. These attributes have considerable impact on the golfing experience and helps give a course its own unique identity. Some courses can lean on attributes of the native property while others need to be created, such as the case with Seven Oaks. Bunker style, tee form, green design/size, landscape and trees, and water features all come into play as each are brought together in composition and presented to the golfer to negotiate. The quality of the design is identified by the consistency, composition and quality of these elements.

Throughout the 3 courses of Seven Oaks, individual features exhibit a nice consistent design style and character, but are composed poorly. The newer 9 holes differ slightly with larger scale and better overall composition of the features. Existing bunker styling is attractive, but appear tired and show signs of their age suggesting a refurbishment is needed. (bunkers were identified by the membership in surveys as the area in greatest need of improvement) Tee form and configuration is good, but slight differences in tees between the original 18 and later 9 holes can be easily addressed in future tee renovation efforts.

If not well composed, course features leave little impression on the golfing experience This translates to an unmemorable experience and leaves the golfer with no lasting



impression. Improving this aspect will require straightforward design refinement of the features when renovated to bring them up to current standards and condition. Others will benefit with more aggressive alteration which has been included within the recommendations of this Master Plan. When properly renovated with better overall composition and enhanced design attributed the holes and features at Seven Oaks Country Club will suggest a higher level of design excellence that all players enjoy.

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 aspects of the course or that provide the greatest opportunity for enhancement.

While the property has more than 22 acres of lakes, for the most part the lakes don't come into play or even into view 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 been addressed with recommendations for changes at holes 2 and 9 Oaks, 2-4 Lakes, and 7 Islands. With the changes, the relationship between the water and green is tightened and the visual presentation greatly enhanced. Interest and challenge is added, and those holes become much more fun and memorable.

Condition -

Golfers put considerable value on course conditioning when judging their golfing experience. Expectations range considerably, but are generally high with private memberships, and understandably so. What most golfers don't understand is what exactly effects course conditioning and the ability to provide the conditions they demand on a consistent basis. The key term is consistent.

While the courses at Seven Oaks are not particularly old, they are at a point where many of its features and infrastructure are hitting the end of their anticipated life cycle. The result is areas of the course or features that show wear and tear, are inconsistent in their performance, and have a negative impact on playability as well as aesthetics. These areas also become much more expensive to maintain at the level desired.

The bunkers throughout all 27 holes need refurbishment. This includes taking them apart and putting them back together again with all new components and materials. Green surfaces have morphed over the years and now contain at least 3 different varieties of grass types making it near impossible for the staff to manage and provide suitable putting conditions on a consistent basis.

As with any industry, standards change as materials improve or are invented. The features and components of the course are 1 to 2 generations behind. When renovated these areas will be brought up to current standards and the result will be higher



maintenance efficiency, improved aesthetics and greater consistency in their preparation for play that all will appreciate as they play.

Facilities -

Seven Oaks benefits from a strong statement that was made by the original developer with the design of the Clubhouse and related facilities. The purposeful character and style of the building is very traditional to golf and suggests a strong sense of place and arrival when one visits the club. Similar with what many clubs have experienced over the last 15 years, Seven Oaks is transitioning from a traditional country club into a more casual neighborhood and family oriented facility. The original building was also planned for 18 holes but now serves 27 which can create specific challenges. As with the golf course, over time adjustments will be needed to off-set these changes in programming and volumes that will better meet the needs and desires of the evolving membership.

Seven Oaks currently has a nice assortment of practice amenities. As designed, none are exceptional. Unlike many clubs, the range has adequate area and length for 98% of golfers. Design enhancements can result in a fine facility that will provide the members an expanded assortment of practice routines and play simulations. Putting practice is broken into 2 separate greens. Both are good sized and in good locations. There is a fair amount of wasted space surrounding the large putting green that could otherwise be put to beneficial use. The chipping complex is situated in good proximity to the other amenities, but is wedged into an area that is undersized due to priorities being placed on other adjacent uses. The resulting complex is limited in the types of routines most often designed into similar areas. Pitching practice is possible only at the range.



Bringing it All Together -

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

1. Expand upon existing styling and character in all efforts and make adjustments to improve consistency between the original 18 and newer 9 holes.
2. Add a new set of forward tees to insure all golfing members are provided a suitable course.
3. Within renovation of the features, include design adjustments to improve the overall composition of those features in each area.
4. Life Cycle renovation and replacement efforts should be taken advantage of to add strategic interest, improve shot values, and strengthen resistance to scoring within the round.
5. Identify the weakest aspects or areas of the course, or where the greatest opportunities exist and recommend design enhancements that will make a round more fun, interesting and thus memorable.
6. To address upcoming labor cost increases, identify design adjustments at labor intensive areas that will reduce expenditures while maintaining the integrity of the design.

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.

Currently in a healthy position, there is a sense of opportunity for new improvements at Seven Oaks Country Club. The club will not only maintain, but strengthen its standing within the market by insuring it is maintaining the highest current standards with its courses. After its membership, the greatest asset of any private club is the golf course. Though the membership only recently acquired the club, they have quickly looked to raise the bar by providing an even better product and member experience. The next logical step is determining those areas that might best serve this objective through an enhanced golfing experience, one that sets the bar for private club golf within their market. This is an exciting time at Seven Oaks Country Club and I am proud to be part of it.



Golf Course Assets, Infrastructure and Components

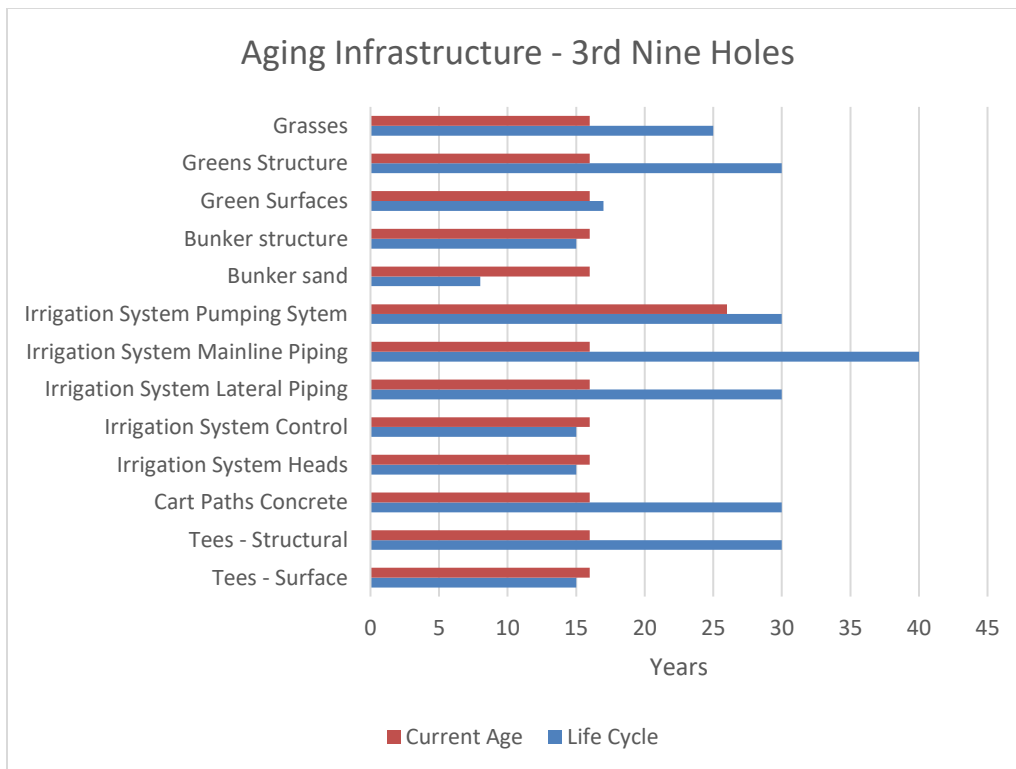
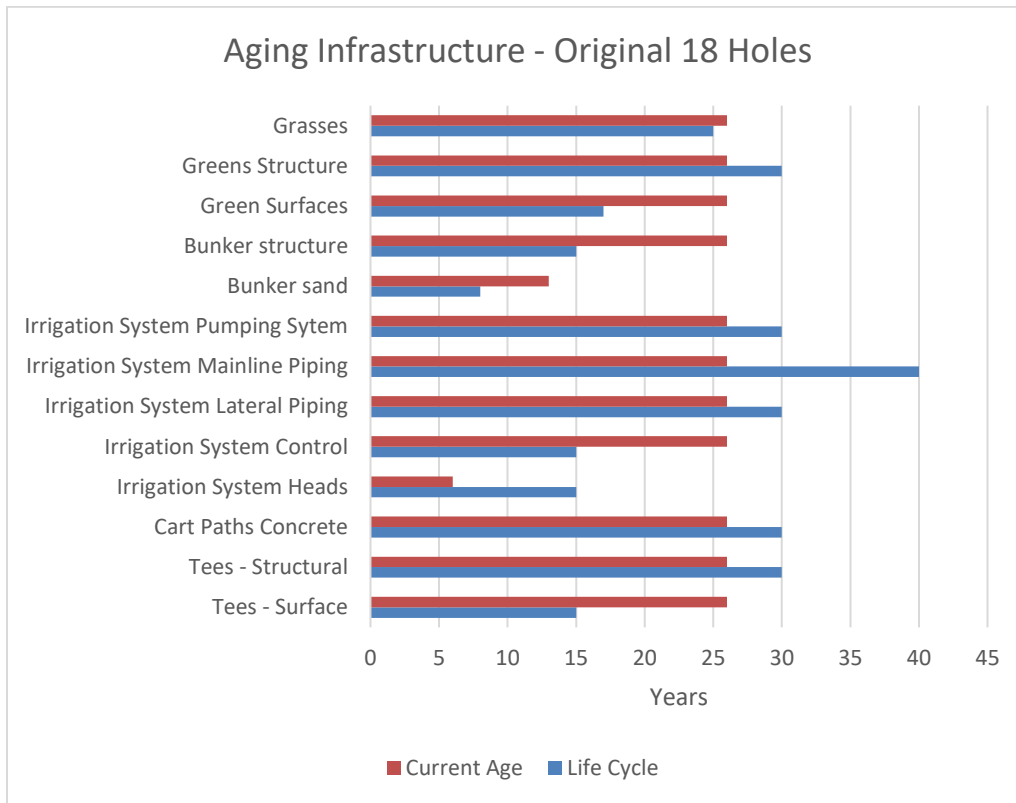
Current Life Cycle Analysis

A large component of a master plan analysis that has very little to do with design is the assessment of the existing course infrastructure and components. As the club's primary asset, the golf course is made up of components and materials that require timely upgrades, replacement and repairs beyond standard maintenance. Golf courses can't simply be maintained and played, though many are. Like managing assets of other business facilities or holdings, golf course components have a specific life cycle. These cycles can and should be mapped and projected to be used within an overall long-term management plan for the club.

Golf course components degrade over time in numerous ways. Many components such as tees and bunkers simply wear out from use and maintenance 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 native to the courses location and related climate which weighs heavily on their integrity.

The impact of the aging of the course can be significant to the golfing experience as well as positioning within the marketplace. Old infrastructure often results in poor or inconsistent conditions. This is often easily seen by golfers and can impact playability leaving a poor impression on their experience. Newer facilities with new grasses and sand, level tees and consistent conditions throughout can set a new benchmark that other facilities within the marketplace will be weighed against. Without replacement or upgrade of the old pieces, an older course will be unable to stay relevant and meet the standards desired by members or golfers.

The following graphs illustrates the current age of each primary area of the golf course in relation to anticipated life cycle:





Life Cycle Components Description

Greens

The effect of time on greens is assessed in several ways. Today’s green speeds have greatly impacted standards for greens in turf type and surface slope percentages. New and improved grass types have been introduced over time with multiple generations of grasses now having occurred since the notable Bentgrass Penncross was introduced. Older courses that contain original grass varieties are at a disadvantage with many being contaminated with aggressive 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 percentages of putting surface that is too steep for fair and proper pin positions.

In addition, over time excessive build-up and layering of topdressing material 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 sub-drainage piping (if there is sub-drainage) 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 and performance. In many cases, rebuilding the greens to these recommended specifications will be an improvement over what currently exists.

Seven Oaks – The surfaces have reached and for the most part have exceeded their life expectancy as can be evidenced by the multiple undesirable grass varieties including Poa and Bermudagrass. The newer final 3rd greens are in similar condition. Collars and perimeter grade transition tie-ins are in bad condition either from a poor original finish grading effort or years of settling combined with the accumulation of layers of topdressing material. At several greens a “collar dam” now extends across the front edge and holds water on the surface where otherwise it should drain off. Progress has been made in the last couple years on mitigating the layering of additional topdressing material that has accumulated over the years through appropriate and aggressive aerification efforts as well as other cultural practices. Sub profile material performance can only be determined through lab testing.

Typical Green Surface Life -	17 years	Green Structure Life -	30-35 years
Original 18 Holes Age -	26 years	Original 18 Holes Age -	26 Years
3 rd Nine Holes Age -	16 Years	3 rd Nine Holes Age -	16 years



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 weathering.

In the long term tee slopes and banks can settle, erode down or become compacted and uneven from general use and maintenance practices. 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. An example is that surfaces can be laser leveled to insure a consistent and even slope while maintaining good surface drainage patterns. New grass types or varieties may have also been introduced that would be more suitable or resilient at low mowing heights and to offset increased use.

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 “Championship” course tee yardages now should range from 4,600 yards at the forwardmost tees to upwards of 7,200 from the tips depending on the elevation.

Seven Oaks – The tees throughout the course are in general in fair condition with a few of the par 3 hole exhibiting more extensive “crowning” and require leveling. Improvements could be had with the introduction of a new turf type which would result in denser turf at lower heights of cut. With the style of the tees (and mowing style) it is difficult to determine how much tee edges have rolled off since the original construction and overall area may be lacking. The course would benefit from the addition of tees, primarily to provide additional shorter yardage options for those players.

Typical Tee Surface Life –	15 years	Typical Tee Structure Life -	30 years
Original 18 Holes Age -	26 years	Original 18 Holes Age -	26 years
3 rd Nine Holes Age -	16 years	3 rd Nine Holes Age -	16 years



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 along with grass debris from edging. Greenside bunkers also suffer from sand blast build-up on the green side that then impacts the collar, transition and green surface grades. Higher and steeper sand faces may also result over time. 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 difficult 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 depending on the location and climate.

Seven Oaks – Similar to green surfaces, the bunker have exceeded their life expectancy and the result is considerable inconsistency from bunker to bunker. Sand addition through the years has created varying conditions with varying depths. 26 and 16 years of sand blast has built up many of the greenside bunker faces and made for awkward transitions down to the green tie-in. AT their age it is likely that many have changed in shape. Drainage in several bunkers is faulty. The bunkers are not currently lined and considering the price of the bunker sand used, should be if renovated.

Typical Bunker Sand Life –	8 years	Typical Bunker Structure Life -	15 years
Original 18 Holes Age -	13 years	Original 18 Holes Age -	26 years
3 rd Nine Holes Age -	16 years	3 rd Nine Holes Age -	16 years

Cart Paths

Because of their intended use and physical make-up, cart paths wear at standard rates that are then compounded by the frequent irrigating of the course. Asphalt and concrete also ages by the action of freeze and thaw in those types of climates. 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. Paths are of greater importance adjacent to Tees and Greens and when properly



designed with curbing, pitch and drainage are conducive to carrying drainage away from high traffic use areas. Proper location, relationships and routing is paramount to successful path installation. An aspect often overlooked by golfers and members is the importance of cart paths for maintenance access, especially in times of poor weather.

Seven Oaks – Overall the existing concrete paths are in good condition. Several sections are heaved from tree roots or settling and will require replacement. The path condition is directly related to quality of the original mix specification and installation which appear to be good, resulting in the current integrity. Curbing was not used in key areas for traffic control and to help convey drainage as it should, and the result are wet and rutted edges in many areas which are difficult to manage and make presentable. Curbing could be added in some of the more troublesome areas at greens and tees when those areas are otherwise renovated.

Typical Concrete Path Life – 30+ years

Original 18 Holes Age - 26 years

3rd Nine Holes Age - 16 years

Irrigation System

Various aspects of golf course irrigation systems hit their life expectancy at different rates. The life cycle of an irrigation system also varies with the region, climate, water quality, irrigation practices and quality of original design and install. Typically, in regions like California we see the first life cycle to be between 15 - 20 years. Within that timeframe, exposed, mechanical and electrical components such as heads and control systems will need replaced once with computers used by the control system more frequently. Underground components such as pipe and wire have a longer life and often reach the 30-40-year mark depending on the integrity of joints, valves and other potential weak points. Excessive pressure within the lines over time can also stress and shorten the life of pipe.

Over the last 15 years irrigation practices have changed to meet the demand for better course playability and to reduce water use. 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.

Better control translates to improved conditions area by area. Some systems previously designed with multiple heads on each control station result in difficult conditions to manage and maintain effectively. Greater control on an individual head basis allows staff to water only those areas requiring the water



and not adjacent areas that otherwise do not need watering which then results in poor playing conditions with wet areas next to dry throughout.

The spacing between adjacent sprinkler heads has a direct correlation to consistent turf conditions. 70' wide spacing that may have been an acceptable standard 25 years ago is no longer standard, particularly where water conservation and cost is relevant. Current systems are designed with sprinklers rarely greater than 60' apart. This reduces water waste by improving distribution uniformity. As water regulations increase, systems with tighter spacing will be best suited to meet restrictions and better offset increasing 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.

Seven Oaks – One of the more comprehensive and expensive components of the golf course, the irrigation system at Seven Oaks was well designed and installed when new. Heads have been replaced on the original 18 holes, but the control system was not and is challenging the staff in their ability to provide expected conditions. Repair frequency on pipe, joints and valves is increasing as is typical as systems age and those aspects lose their integrity. Increases in the irrigation labor budget should be anticipated in the coming years which may in turn take staff away from other areas. Some aspects of the original design do limit the effectiveness of the watering including the lack of control in fairways with multiple heads on each watering station and the lack of isolation in key areas such as greens and tees. Some of these can and should be addressed in the renovation of those areas or in an eventual irrigation system replacement. A master plan specific to the irrigation system should be considered soon to help map out needs in this area.

See bar chart for life cycle and age of the various irrigation system components.

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 may require replacement earlier. Grate inlets used on the surface within turf also require replacement or renovation sooner due to their exposure with plastic versions needing it earlier. Areas that are improperly drained result in wet and poor turf conditions that when left unaddressed can become larger problems. On many courses, the continued development of adjacent property uses might require additional on-course drainage to be installed where previously not necessary. Most drainage projects on golf course are centered on the addition of underground drainage lines and inlets to improve playing conditions. Some areas can be addressed by improving the slope of the ground surface to achieve positive fall to a defined collection point.

Seven Oaks – Drainage on the course is generally good, but specific areas would benefit from additional lines or grading adjustments. Green approaches would improve with added drainage and a sandy

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profile which would result in better playability in this key area. Standing water along paths should be addressed and it appears some have been over time and drainage added. Not all previous drainage efforts were well conceived and could be replaced as issues arise in each area. Drainage within the existing bunkers will need close examination and potential replacement in a bunker renovation. Broken inlet grates are found throughout different areas of the course and should be replaced with new higher-grade cast iron grates. Specific areas requiring the addition of drainage system are identified on the Master plan.

Typical Drainage Life Cycle –

- Metal Pipes - 15 – 30 years*
- Plastic Pipes - 25 - 35 years*
- Surface inlets and grates - 15 – 35 years material dependent*

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 particularly 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 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. The impact of new grasses on greens was identified above.

Seven Oaks – Tees, fairways and rough are all common Bermudagrass. Common Bermuda seems to be a good variety for the fairways and rough on the course and is a good match with the overseeding. Areas that had degraded, primarily in shady rough areas and under trees are being addressed and results have been positive. Other improvements are being made in previously poor fairway areas with better management practices. Tee surfaces would benefit from the introduction of a hybrid Bermuda variety if renovated. Green surface grasses were addressed in the section pertaining to greens.



Lakes and Streams

Depending on how they were constructed, lake and stream banks erode over 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, geomembrane lake sealing liners eventually requires replacement to insure water is not lost and proper water levels can be maintained. Filling lakes with water 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 control structures and infrastructure require replacement as they age and lose function or to adapt to changing conditions or governing agency requirements.

Seven Oaks – Lake Contractor Cook and Solis visited the golf course and reviewed the existing lakes to help assess their condition and status. See attached letter. Several of the diffusers and emitters for the water circulation system appear to need repair or replacement. Others have already been addressed. No leaks or bad shoreline erosion is apparent. The waterfall on Hole 9 Lakes is functioning as it should. All systems requiring the use of power are only being used portions of the day to reduce power consumption. This may impact water quality if underutilized.

Typical Lake Liner Life – 30-40 years (depending on liner material used and disturbance since)

Typical Concrete Shoreline Life – 40+ years depending on disturbance

Typical recirculation and aeration systems life - 15-20 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-overlooked asset, the maintenance is the center of control and activity from which the care and upkeep of the club's 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 affected 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.

Seven Oaks – The maintenance facility was constructed when the course was new. It was developed with the original 18 holes in mind and therefore has some challenges with available space and function for a 27-hole facility. At 26 years old a detailed assessment of the facility should be conducted soon to help identify any upcoming needs for upgrades and replacement or to meet current codes and requirements.

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. A complete line item breakdown of the course assets and their individual components is recommended internally for long term budget planning and forecasting.



General Recommendations

Greens

Golfers and industry professionals alike will agree that greens are the most important aspect of a golf course. Courses are weighed first and foremost on the quality of their greens. The finest courses all have very good if not great greens. While that greatness starts with design, many qualify them solely based on their speed, trueness and consistency. No other area of a golf course is more scrutinized, as it should be.

Because of their importance, greens require careful and thorough analysis in a master plan effort. All aspects are studied and examined to determine their merits and if recommendations for changes might be warranted. The 3 primary areas that contribute to green quality are:

1. Physical composition of the subgrade - soil structure, drainage, USGA vs push-up.
2. Surface quality - turf type, condition and consistency
3. Overall design - including the surface and as a complex.

Conclusions on the first two areas of study are spelled out in the infrastructure analysis section of this document.

The greens at Seven Oaks are generally well received by the members although some feel they lack interest and challenge. I would agree with the later sentiment and believe interest could be added with design changes. Having been designed and built within the past 25 years by a qualified Golf Course Architect, many of the greens exhibit generally sound design attributes. Because of their age, the greens are not plagued by steep contours and slopes within the putting surfaces and most will remain sound as green speeds increase with new turf types. Overall green size is good and with the lack of internal forms most contain plenty of pin locations.

The Seven Oaks greens complexes (greens, bunkers and forms combined) do suffer from poor overall composition. Many areas also exhibit deficiencies that are best qualified as poorly executed details during the original construction effort and that are worsening as they have lingered. Bunker renovation as previously outlined will have a positive tremendous impact on the quality of the green areas. Shifting the bunkers in closer to green edges and the reshaping of the surrounding forms and grades will provide the opportunity to fine tune and enhance the entire area and the result will be both improved aesthetics and playability. Perimeter grades, tie-ins and transitional slopes that were previously poorly shaped and or fine graded will then be smoothed



out and refined. The result will be a higher quality composition that is very pleasing to the eye, easier to maintain and fair to play with new shot making interest is added.

There is considerable opportunity to enhance the golfing experience with new designs for the greens at several of the holes that position the green closer to an existing lake or pond. Currently most flanking water hazards are distant from the green and therefore do not challenge the shot and only penalize already poor play. These new greens are identified at holes Lakes #4, Oaks #2, Islands #5 and #9. Adjustment and or expansion of the existing surfaces to add pin locations challenged by water are also recommended at holes Lakes #2, Oaks #9, and Islands #1, #5 and #9.

Additional green expansion opportunities also have been identified at numerous greens to add new interesting pin locations over or near bunkers. These will add interest to several approach shots on any given day while not causing undue penalty for the average golfer.

As described in the earlier section, opportunities exist to provide superior putting conditions by replacing the existing failing surfaces with a new Bentgrass turf. Standards for green surfaces continue to be raised with the introduction of new courses within the region or the renovation of greens at existing facilities. Examples of what is possible can be found in nearby markets and on courses with similar levels of expectations as Seven Oaks. While fine putting conditions and fast speeds can be achieved at times at Seven Oaks with the current surfaces, it is becoming more and more obvious the old surfaces are less than adequate. The main objective of putting green maintenance, consistency, is no longer possible.

Green Approaches and Collars - Many of the greens are exhibiting build-up within the collar and at the approach from topdressing practices and accumulation of excessive sand over time. Poor finish work from the original construction is also at hand. These key areas should be held to the same standards as the adjacent surfaces. Scope to address these areas includes cutting out all collars and approaches, removal of the extra material, smoothing of the grade and the installation of a new improved turf type throughout. With the addition of sub-drainage, the improved approaches can be maintained consistently drier a give the golfer confidence to execute that option.



Bunkers

While greens are the heart of the course, bunkers are what give it its character. Three aspects of bunkering are addressed in a master plan, positioning, structure, and styling. As identified in the previous section, the bunkers have received little work to address aging structure since their original construction and are now reaching the end of their life cycle. Providing an acceptable level of consistent playable conditions is becoming a challenge and the club is having to budget additional maintenance resources in their upkeep. A timely bunker refurbishment effort is recommended at this point that includes rebuilding each bunker with entirely new drainage, subgrade liner and sand. Surrounding turf is removed and replaced to allow the built-up sand blast material to be removed and edges re-established where applicable.

This level of renovation provides the opportunity to improve the other aspects. The first addressed is strategic positioning, particularly in the fairway. With the passing of time and the introduction of new clubs and balls, original fairway bunkers at many courses has become obsolete because they are no longer the correct distance from the tees. Fairway bunkers were originally positioned based on yardages of the day and placed primarily in locations that better players would need to negotiate. That demographic of player has seen the greatest return related to yardage among golfers. Bunkers meant to effect strategic choice or demand accurate play at the highest level will be adjusted to do so again at the distances of today's players. This is a 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.

Numerous fairway bunkers at Seven Oaks are positioned to dare the golfer to play over it on the drive to set up a preferred 2nd shot. This is a wonderful dynamic that many golfers enjoy so it is important that the proper carry distances are in place for as many players as possible. Several bunkers will need to be adjusted to account for new distances and to insure as many players as possible can enjoy the option.

Throughout the master plan, recommendations have also been made for bunkers to be removed or added to improve strategic interest or playability on individual golf holes. 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.

The existing bunkers are very large in scale and often extend far from the primary areas of play. This results in unfair playability with a sand hazard that is strictly penal as



they mostly catch already poor shots. Several bunkers also extend into or behind adjacent trees resulting in double penalty. At the greens most of the bunkers are removed or disconnected from the green and when combined with their size, long and difficult recovery shots result that most players struggle with. Recommendations have been made on most holes to address these situations. All bunkers can be reduced approximately 1/3 in overall size to better fit the scale of the course. Fairway bunkers will move in towards the line of play and greenside bunkers brought in in the green edge.

Bunkers are also a key contributor to the quality of course style and character. Bunker design directly effects the presentation of the course and the overall impression formed by the golfer. The current style of bunker is attractive and in keeping with the age and type of course, but as identified above, they are far too large and are often out of proportion to other course features. Bunkers have become the most expensive element to maintain on a golf course so reducing their size translates to savings in the maintenance budget. Bunkers can be reduced in size while maintaining this style.

Many of the fairway bunkers are difficult to see from the tees and in some cases greenside bunkers from the landing areas. Many of the bunkers are set in and amongst surrounding mounds that are limiting sightlines into the sand from key vantage points. The recommended bunker scope includes the reshaping of these adjacent areas and situating the bunkers to bring them into view. When complete, even though overall bunker size will be reduced by as much as 35%, the remaining sand will be much more visible providing a more dramatic look to many of the holes. Adjacent forms will remain but reshaped for a better relationship to the bunkers and to improve sightlines.

Tees

Originally designed by a professional Golf Course Architect only 25 years ago (25 - Oaks/Lakes, 15 years Islands) tees as configured have served the course well. Few modifications or additions have been needed up to this point to address yardage deficiencies or to provide new markers for a broader range of players as most older courses require.

New data does suggest that an appropriate yardage for a forward most posted yardage should be no greater than 2,500 yards for nine holes with 2,400 recommended. These yardages take into consideration not only the differences in ability between players off the tees, but for the length on next shots as well. Currently the shortest yardage of the 3 courses from the red markers is 2,673 yards. This far exceeds the recommended



distance. If there was only one “change” I could recommend, it would be to add new forward tees to provide an appropriate and enjoyable course set-up for those players. It is an inexpensive proposition for a high value return.

At several holes I have recommended tee adjustments or expansion to provide greater variety of daily yardage options. New tees at Lakes hole #2 will allow the hole to be set-up on any given day as a drivable par 4. Other adjustments are identified to increase the angle of the drive to the landing area or to shift the drive away from growing trees and or adjacent development. While often addressed with tee relocation, the adjustment of distances to fairway bunkering is best addressed in this case at the bunkers.

As tees are renovated in the future some will improve by adjusting their elevation. Naturally flat property makes achieving proper view down the hole and of fairway hazards difficult and must be considered in all efforts of tee renovation. Gentle slopes and banks surrounding the tees are also important to insure easy access for players and maintenance as well as to make them appear less man made. When renovated or added, all tee surfaces are laser leveled to insure an even surface for play and that they are pitched properly for drainage. In addition, the opportunity arises to instill a more consistent style and character between the original 18 holes and the Island 9 where tees currently differ slightly.

Additional information about the timely renovation of tees was provided in the previous section

Fairways

The fairways are generally accommodating on each hole. Adjustments to mowing lines are identified on the master plan where changes will improve their form or improve playability. Some are adjusted to compliment tee realignment or bunker relocation.

As stated earlier, sightlines from the tees down several of the holes are poor. Much of this is due to arbitrary high mounds or ground located before or at the leading edge of the fairway cut. This is sometimes used as a design feature to create depth and distance deception, but here it is too often repeated. With the advent of yardage measuring devices used by golfers it is also has become an antiquated element and aspect of the game. These high areas have been identified for removal or reduction on the master plan. The material removed in that process can also be used to make miscellaneous improvements with the addition of either mounds or raised grades at the perimeter of several areas of fairways as identified.



The following spreadsheet illustrate existing sizes of the primary features of the golf course as well as new sizes per the design alteration of the master plan.

Seven Oaks Country Club								
Oaks Golf Course Areas Tally								
Hole	Tee (SF)		Fairway (AC)		Bunkers (SF)		Green (SF)	
	Exist	Proposed	Existing	Proposed	Existing	Proposed	Existing	Proposed
1	7,732	9,800	1.76	1.88	6,636	3,850	5,031	5,031
2	6,804	7,850	1.42	1.50	7,941	4,120	5,499	6,450
3	4,928	6,840	1.50	1.50	20,503	11,850	5,570	5,570
4	6,832	7,400	0.19	0.19	6,109	4,125	5,077	5,077
5	7,425	8,650	2.02	2.12	7,825	4,220	4,526	5,750
6	7,460	7,850	1.97	1.94	9,734	3,880	4,878	5,800
7	6,455	6,400	1.39	1.43	11,046	7,050	4,892	4,892
8	6,072	7,240	0.47	0.35	4,135	6,850	5,364	5,960
9	5,931	6,640	2.81	2.96	8,969	6,985	5,134	5,700
Total	59,639	68,670	13.54	13.87	82,898	52,930	45,971	50,230
Ave	6,627	7,630	1.50	1.54	9,211	5,881	5,108	5581.111
Main PG							7300	12800
2nd PG							5100	0
Chip Green							2100	4500

Seven Oaks Country Club								
Lakes (original) Golf Course Areas Tally								
Hole	Tee (SF)		Fairway (AC)		Bunkers (SF)		Green (SF)	
	Exist	Proposed	Existing	Proposed	Existing	Proposed	Existing	Proposed
1	6,358	7,050	1.32	1.18	6,577	4,475	4,441	4,860
2	4,771	7,860	1.36	1.24	2,974	2,645	5,504	5,350
3	6,713	11,800	0.19	0.10	7,567	3,840	5,250	6,220
4	6,833	8,020	1.94	1.98	9,479	4,280	6,316	6,600
5	6,442	7,140	1.55	1.60	9,018	4,870	6,037	6,037
6	7,302	8,640	0.47	0.30	2,280	2,400	4,531	5,850
7	4,937	5,200	1.83	1.89	7,237	5,000	4,999	5,320
8	5,647	6,465	1.90	1.88	3,788	4,640	4,903	5,520
9	5,248	6,130	1.08	1.20	2,943	2,880	5,558	6,220
Total	54,251	68,305	11.63	11.37	51,863	35,030	47,539	51,977
Ave	6,028	7,589	1.29	1.26	5,763	3,892	5,282	5775.222



Seven Oaks Country Club								
Islands (west) Golf Course Areas Tally								
Hole	Tee (SF)		Fairway (AC)		Bunkers (SF)		Green (SF)	
	Exist	Proposed	Existing	Proposed	Existing	Proposed	Existing	Proposed
1	7,014	8,640	2.22	2.40	5,089	1,000	6,023	6,240
2	10,647	11,200	0.42	0.35	4,449	2,850	4,924	4,924
3	7,746	8,250	3.00	3.00	12,629	9,650	6,439	6,439
4	6,555	6,240	2.86	2.86	7,236	4,240	5,902	5,902
5	8,917	9,860	0.71	0.60	3,439	6,850	5,324	5,960
6	6,739	7,900	2.22	2.12	12,172	6,250	6,088	6,088
7	7,142	8,465	1.33	1.18	4,829	2,980	5,591	5,591
8	8,503	6,685	1.79	1.89	7,524	5,568	5,903	6,410
9	6,171	7,850	3.00	3.12	8,566	4,750	5,247	5,247
Total	69,434	75,090	17.55	17.52	65,933	44,138	51,441	52,801
Ave	7,715	8,343	1.95	1.95	7,326	4,904	5,716	5866.778

Grasses

Turfgrass quality has a significant impact on course presentation and play. The current grasses at Seven Oaks are mostly the original Common Bermudagrass planted when the courses were constructed. Common Bermuda in the rough and fairways does facilitate an effective transition in and out of overseeding and is repaired with minimal expense. The ability to provide outstanding fairways is directly related to mowing height and turf type. Newer and improved varieties of bermudagrass may prove to be more suitable in key areas of play and would allow Seven Oaks to achieve standards within this region typically associated with finer clubs and courses

The current Bentgrass/Poa/Bermuda green surface turf provides merely adequate playing surfaces, even when at their finest and all indications are they are near failure when environmentally stressed. Though the Superintendent and his staff do a wonderful job of providing the members good playing conditions, results may only be as good as the turf they have to work with. New varieties of Bentgrasses used on greens can provide far superior putting conditions over a longer range of months while out competing invasive Poa with its dense cover.

Turfgrass conversion and change can be a very invasive and time-consuming process and result in considerable hole closure time. When combined with the costs associated



with the replacement of large overall turf area, many clubs often choose not to upgrade their turf. 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 and that are often cost effective.

Level of expectation often dictates the decision to upgrade turf varieties. Competition within the local private club market may dictate the standards necessary to maintain at the top end of that market. Replacing the green surface turf and approach areas will insure Seven Oaks is ahead of the curve in these key areas and at the same time provide the members with conditions they prefer.

Turf Reduction

The Seven Oaks golf property is considerable at more than 490 acres of golf plus related facilities and parking. 450 acres of that is maintained turf. Areas associated with fairway, tees and greens are suitably sized and provide good playing area. Filling out the remaining area of irrigated turfgrass is 228 acres of maintained rough. A percentage of that area could be considered “out-of-play” including the perimeters, between holes and along paths.

Water conservation is significant and necessary in California and many courses face limits on water use that are well below what would otherwise be desired. Many of those courses have addressed water savings by prioritizing where the water is applied and are removing turf throughout the course in “non-play” areas. This is not a necessity at Seven Oaks that currently enjoys ample water rights and its own well water to serve the course, but a level of conservation may still prove to be responsible and should be considered in all future efforts. Financial saving may also be realized by reducing energy consumption.

In addition, there is a vast amount of turf area at Seven Oaks that requires considerable resources and time to maintain in playable and healthy presentable condition. With the significant increase in wages to be applied within the maintenance staff in the coming years efforts should be considered to reduce labor time in as many areas as possible. While all 450 acres of the course must remain presentable not all areas need to remain as playable turf. A different “lower maintenance” treatment or landscape can be considered for these areas. Other courses have replaced rough in identified “non-play” areas with good success. With techniques learned from the courses of the desert southwest where limited amounts of maintained turf is weaved through natural and created desert or low water use landscape, similar (yet not as aggressive) applications can be borrowed. Seven Oaks has approximately 30 acres of area that could be



identified as “non-play” areas where turf could be removed in favor of a different application.

While these areas have not been specifically identified within the master plan, the concept has been studied and discussed with the group. A primary component of any turf removal effort is the proper isolation of the areas within the configuration of the irrigation system. This would require significant changes to the existing system to facilitate and is best addressed when the system itself is addressed or renovated so it can be done correctly.

Treatments within the areas should consist of up to three different applications or a combination there of:

1. Low Maintenance Grasses – similar to fescue that is left to grow tall and occasionally mowed. Key in these areas is irrigation control/isolation and weed control.
2. Simple Shrubs, Vines and Trees – Plant materials and trees that are generally low maintenance and require minimal watering – intended to complement the existing golf and fill space.
3. Accent Landscape – flowering accent plants in areas around lakes, adjacent to tees etc.

Lakes and Water features

With approximately 22 acres of water surface spread out among the 27 holes, water has a significant visual role in the character of the course. Interestingly, from a golf standpoint very little water comes into play except to further penalize poor golf shots. Recommendations have been made for minor design adjustments to the lakes at hole #3 Lakes and #9 Oaks to coincide with other beneficial design improvements to the hole as identified in the Master Plan.

Of note is the waterfall feature on Islands hole 9. Though dramatic and constructed well, the feature does not integrate well into the design of the hole as conceived. A majority of the feature is situated above the grade of the golf hole and therefore appears forced and unnatural. Playability is also awkward with a forced carry that mostly impacts the shorter and higher handicap players. The high elevation of the creek and related waterfall results in a green area that is set at a higher grade and therefore difficult to see into on the approach. The feature also forces cart access away from the hole on the approach to the green. In addition, the height of the feature cuts off the finishing hole from the clubhouse.



Specific recommendations are not being made at this time to address this feature, but if future structural issues arise with the waterfall and creek system, I suggest the club consider either a redesign or scaling back of the feature in favor of an improved golf hole.

Other lake improvements are solely based on the status and condition of the lake physical make-up and infrastructure. See information in the previous section. Although several water aerification emitters have been replaced or repairs recently, others still require attention.



Yardage and Par

A key exercise in the master plan analysis is 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 overall yardage at Seven Oaks Country Club is sufficient, there do remain opportunities to improve options for all levels of players within the membership.

With the exception being a fun short potentially drivable Par 4, the current distribution of holes suggests a decent variety within each par category with consideration to an overall par of 72. (While reference is made in the recommendations here from the back tees, all tee positions have been studied and altered where appropriate.)

The par 3's exhibit a good distribution of yardages, but trend long with 3 of the 6 being 220 yards or greater. Direction is also favorable hitting all points on the compass. They are also positioned well within the round. Green and bunker adjustments at several of par 3 greens will help enhance or maintain playability as well as overall memorability as challenging yet fun golf holes. At hole #3 Lakes shortening of the hole at the tees to facilitate changes at hole 2 will be complimented by an expansion of and adjustments within the surface the green. The result will be a classic "short" par 3 with segregated pin areas within an expanded surface. Each pin area is then flanked by bunkers or the existing pond and will require an accurate 128 yard shot from the tee.

A new green design is recommended for hole #5 Islands. The relationship of the elevations of the green, approach and pond to the right is awkward. Bunker improvements alone do not facilitate achieving an actual view of the adjacent water from the tees. A new green design built slightly higher than the existing will result in a superior hole that relates properly to the attractive pond adjacent. A superior green surface design introduces added putting interest to a green that is still open along the front to allow a run-up approach.

Par 4's are also well distributed and varied. As previously stated, missing from the round is a short potentially drivable dynamic par 4 (or two). An opportunity to introduce this type of hole exists at hole #2 Lakes through the addition of tees he lake edge and a design for a new green. High mounds within the fairway are cut down to allow improve the relationship of the fairway with the lake and promote play along the water's edge to achieve a preferred approach angle to the new green. The resulting hole takes on the risk/reward characteristics of a classic "cape" hole design with the fairway working its way around the lake. Golfers can now determine a drive angle that promote cutting off as much of the water as one is comfortable doing. The longest players may also be tempted



to drive the green with a heroic water carry that if executed correctly provides a clear path onto the greens surface. A true risk reward heroic hole. A majority of the great and dynamic short (drivable) par 4 holes are associated with hazards that must be properly weighed and negotiated or pay the price. They also include well thought out and specific green designs. The new green design replaces the current awkward and undistinguished green that also shifts away from the range.

The par 5's are all of adequate length and related challenge for membership play. The current holes are all at least 513 yards. A new back tee is identified for Lakes Hole #4 that is complimented by the changes at the green that is relocated back and right closer to the existing lake. The new tee will reduce the number of longer back tee players that currently cut the corner and overpower the dog-leg.

In each of the remaining par 5's, strategic elements are introduced or strengthened to add interest off the tee and again on the often undervalued 2nd shot. Fairway bunkering is repositioned to account for today's longer hitters forcing those better players to make more purposeful decisions in their shot selections. Oaks 9 becomes more strategic and playable by reducing the left side lake, pushing it out left resulting in an improved path routing relocated out of the primary line of play. Bunkers off the tee are pushed down the fairway to challenge the longer players only and a new bunker is added short left of the green in the approach to add strategic value to the 2nd shot. An expansion of the green back right provides a new and challenging pin location.

On each, playability is maintained by preserving a conservative route, but those players will need to be more accurate on their 3rd shot approaching the green. Aesthetics will also take a huge leap on these holes with the improved bunkering throughout.



Following are the existing and proposed yardages for each nine-hole course based on the Master Plan recommendations:

<i>Oak Nine - Existing vs Proposed Yardages</i>										
Hole	Par	Blue		White		Gold		Red		Green
		Existing	Proposed	Existing	Proposed	Existing	Proposed	Existing	Proposed	Proposed
1	4	410	373	381	346	345	331	315	306	265
2	4	375	382	345	352	315	322	291	298	215
3	4	370	360	340	342	301	301	274	271	236
4	3	173	174	161	161	136	136	108	110	103
5	5	534	534	495	495	450	450	423	423	387
6	4	447	450	417	420	382	385	352	355	325
7	4	384	381	359	357	308	325	281	303	276
8	3	220	220	193	193	165	165	137	137	105
9	5	600	600	568	568	536	536	511	470	435
Total	36	3513	3474	3259	3234	2938	2951	2692	2673	2347

<i>Lakes Nine - Existing vs Proposed Yardages</i>										
Hole	Par	Blue		White		Gold		Red		Green
		Existing	Proposed	Existing	Proposed	Existing	Proposed	Existing	Proposed	Proposed
1	4	372	372	353	353	323	323	292	292	250
2	4	406	332	378	300	349	280	315	260	240
3	3	149	122	118	108	107	96	87	90	74
4	5	513	543	486	501	444	346	408	423	400
5	4	411	411	384	384	348	348	317	317	276
6	3	226	226	199	200	175	175	149	149	112
7	4	369	369	343	341	309	306	280	275	223
8	4	436	437	407	407	374	374	340	340	291
9	5	564	570	532	538	507	507	485	478	430
Total	36	3446	3382	3200	3132	2936	2755	2673	2624	2296



<i>Island Nine - Existing vs Proposed Yardages</i>										
Hole	Par	Blue		White		Gold		Red		Green
		Existing	Proposed	Existing	Proposed	Existing	Proposed	Existing	Proposed	Proposed
1	4	354	354	322	322	282	282	257	257	225
2	3	189	189	165	165	145	145	120	120	94
3	5	534	534	516	516	471	471	443	443	410
4	4	471	471	442	443	408	408	383	383	350
5	3	242	242	214	214	186	186	157	157	126
6	4	425	425	388	388	357	354	329	327	285
7	4	475	475	414	415	382	384	358	360	340
8	5	566	568	532	532	488	488	461	461	425
9	4	377	417	356	396	305	345	277	317	286
Total	36	3633	3675	3349	3391	3024	3063	2785	2825	2541

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 gems is great style, theme, and character. While native landscapes, unique locations and memorable settings significantly influence the character of a course, other underlying design traits such as scale, contrast, texture and line when properly used in the design of the holes add to the depth of the design. As these traits are incorporated a sense of place and identity specific to the course is achieved. An underlying sense of place, the personal relationship one has with it, is a primary component of a successful country club environment, one that people will want to associate with and thus become members of.

The style and character of Seven Oaks is well defined and attractive. The former flat farm land has been transformed into a formal and nicely manicured park like landscape that serves the golf in a classic manner. It is obvious that the original master developer had a specific and intentional vision for Seven Oaks and carried it throughout all phases of the development. The recommendations within this master plan are intended to continue in that same direction and where appropriate, expand upon it.



Reducing bunker sizes will improve their scaling compared to other elements of the course. The current bunker style is attractive and will be replicated when reconstructed. Forms that currently hide them from view will be removed, opening more views of the attractive bunkering from afar.

Some differences between the original 18 holes and the 9 holes that were added 10 years later stand out. These are primarily due to the width and configuration of the corridors the golf resides in being different 10 years later. The corridors on the newer holes are wide and for the most part individual holes are flanked by homes on all sides. The holes of original 18 are routed in more of a core style routing, with 2 or more holes side by side. This results in a more intimate feel to the original 18 as where the newer holes are much more open and broad scaled. Housing is more prominent also on the newer holes due in part to there being less landscape and trees throughout to fill in the larger overall open spaces before the property lines.

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. When golf holes are put together purposely with properly scaled features, flowing and carefully considered lines, and good contrast and texture, a composition results that stimulates golfer's senses as they make their way through the round.

Trees

With a strong impact on style and character, trees are key contributors to the golfing experience. Their existence or lack thereof determines play as well as aesthetics of the golf holes. Golf courses in general either have no trees, were routed through or among existing trees, or have had trees planted throughout. When golf holes are routed through adjacent housing, trees are an integral part of the course design that the homeowners also enjoy. Trees are most often added to screen adjacent property from view and help contain or frame the golf. They can also help identify the direction a hole turns and suggest the limits of fairways.

As a former farm field, Seven Oaks was heavily planted when constructed. The result 26 and 16 years later is significant and an integral component of the courses character. On the original 18 after 26 years many of those trees have matured and line and divide the holes nicely. Some varieties are also now struggling and or no longer exist. Trees have also been planted at various times and their impact has yet to be fully realized. Tree planting appears far less dense on the newer holes, but the space available for them to fill is also far greater. This results in views down the holes that are more dominated by open



turf and homes along the unscreened perimeters. In addition, some varieties that were planted on the original 18 are not found on the newer holes including mostly evergreen and oak varieties. Recommendations are included within this master plan to add trees throughout the newer holes to address these differences.

In addition to tree location it is important to identify a tree palette to be used for future planting that is sustainable and conducive specifically to golf. After 26 years several varieties that appear not to do well here can be removed from consideration. Not all trees work well on a golf course, so the palette should be carefully considered and consist of several varieties used as “foundation” or “core” trees that can be relied upon to thrive and generally fill space. Other trees on the list can be used in accent and or for specific purposes. Some should be evergreen where appropriate and others deciduous where winter sun is preferred.

Drainage

Areas have been identified that are challenged by poor drainage. Flat grades, limited watering control and poor soils appear to be at the root of most the issues in these areas. Some are compounded by awkward drainage patterns or heavy traffic use patterns. Many of these areas can be improved with the addition of sub surface drainage. Previous sub-drainage installation efforts have alleviated some of the issues over the years, but some have failed and will require repair or replacement while others constructed better. Green approach improvements as identified in the greens section will also address many issues in those key approach areas where water runs off the fronts of greens daily.

While additional sub-drainage will improve some of the areas, other areas can only be improved by adjusting the grade. To achieve proper drainage run-off on turfed surfaces a slope percentage of 3% is required. Regrading and reshaping has been identified within the master plan at many of the fairway bunkers and around greens where these issues often arise and where play tends to concentrate. These areas will be planned out on an area by area basis as the budget allows in coming years.

Cart Paths

Cart paths are an unfortunate reality in today’s game. Many courses that were originally designed without carts as a consideration are now greatly affected by the existence of the paths. Playability and visual character are often affected the most with maintenance requirements increasing as paths fall into a state of deterioration.



Seven Oaks is new enough that concrete paths were incorporated into the original effort. The corridors of golf are wide, and the paths are effectively routed away from the primary in-play areas. For the most part they also provide good access for golfers as well as maintenance along each hole. Several sections of path have been identified for rerouting closer to adjacent greens to provide golfers with better access to the greens.

Concrete provides a superior and consistent finish for the paths and should last for some years to come. The existing paths are of adequate width for cart use, but do lack curbing and widened sections at tees and greens that would help reduce wear and tear in those high traffic areas. This can be introduced in areas where path is replaced in future efforts.

Club Related Facilities

In addition to golf holes, this effort includes a general assessment of the clubhouse interface. The interface is the area where the clubhouse and golf meet. Golf elements within the interface typically include starting and finishing holes, the turn, practice putting greens, outside services and staging, and all related pathways and access. Additional areas might include the practice range and other similar practice amenities. Every golfer, customer, or in this case member experiences or views this interface area and therefore it should always be considered a high priority for enhancement. It is both first and last impression.

Seven Oaks enjoys ample area for all these activities. This is rarely the case at clubs I work with. There is currently a bit of a disconnect between the facilities within the building and access to the key areas of golf staging and related pathways. Recommendations have been illustrated in the plan to help improve this important dynamic and should coincide with programming adjustments within the clubhouse, primarily related to golfer access to food and beverage services.

An improved cart staging area has also been conceptualized that will improve the golf shops ability to service the membership and reduce existing inefficiencies related to challenging and undefined relationships between elements. The existence of personal carts is always a challenge for any club to design and plan around with additional staging and parking. The goal in all cases should be to minimize concrete or minimize its appearance from key vantage points.

Of greatest concern is the disconnect between golf and the clubhouse. Though the course has 27 holes, and the interface area is large, there is very limited exposure and a lack of intimacy between golf and the clubhouse. No holes actually “finish” under the clubhouse.



This relationship dynamic is often a special one, especially at private clubs where the home hole truly does come home to where one's friends await.

A significant amount of the interface is currently dedicated to event lawn space that extends out from the large patio. Outdoor events are an integral part of a private club and often profitable when used effectively. In this case the large event area is situated between golf and the building resulting in a considerable distance to the 18th hole green area. Views of the 18th from the clubhouse are additionally cut off by the previously mentioned waterfall feature and related stream.

To improve the relationship between the clubhouse and the 18th green, a new design is being recommended for the 18th hole green area that is positioned beyond the existing green. A section of the stream is also filled in to allow turf to extend uninterrupted down to the green from the event area above. *Note: Additional opportunity exists for an improved finishing hole relationship through an aggressive reconfiguration of the water feature and hole re-design. This can be explored as desired.*

In addition, enhancements to the green and approach identified for Lakes hole 4 are also intended to provide an interesting and fun view from the clubhouse area of the 4th approach as golfers play through the hole. The new green design perched along the water's edge with the tree removed will be visible from the clubhouse area when complete.

Practice Amenities

With less and less time available for the game more golfers are turning to practice facilities for their golf experience. This puts greater value on the range area as an amenity of a club membership.

Among the more fortunate situations at Seven Oaks Country Club is the existence of full size practice range (too short for only the longest caliber of player). Often this is not the case at private clubs and sometimes drastic measures are often needed to find suitable area. Recommendations to improve the range include the addition of several small targets for accuracy and distance control practice routines and feedback.

The existing range tee is of good size, but does get considerable use from the considerable number of members. The existing artificial turf area at the rear of the tee is underutilized due to lack of quality and there remains room for it to be expanded along the back of the pro shop in the future. New artificial turf materials are now available that should be considered that will alleviate the pressure and resulting wear and tear on the natural turf.



The primary practice putting green is very well situated but is slightly undersized. A new design concept within the master plan expands the green and includes additional and varied surface contours. The area available is large so a putting course can also be incorporated into the green which can be used for fun events when desired at the club. This feature has been very well received at other clubs and facilities as a fun social gathering spot.

The existing chipping green (adjacent to the water feature) is undersized and poorly situated directly behind the 9th green. The master plan recommends a redesign of the putting green adjacent to Oaks #1 tees for use as a chipping complex including a practice bunker

Area is not available within the Seven Oaks property for a dedicated pitching area. Aspects of a pitching area can be incorporated into the range facility in the future as might be desired.

Miscellaneous

Street Crossings – Golfers cross neighborhood streets several times, but conflicts seem minimal. Each are nicely designed and attractive, not appearing as afterthoughts.

Maintenance Area – The maintenance Area was rebuilt in 1991 and should continue to serve the department for years to come with timely schedule upkeep and upgrades to its facilities and structure. The area was originally planned for an 18-hole golf facility, so some aspects are a little undersized.

Club Entry – When members and guests of the club enter the club entry lane the hope is that they realize they have entered a very specific place – a sense of arrival. Traffic patterns should be logical and not confusing. While stately as planned, the experience of entering the Club at the main entrance is lacking due to the condition of the trees and landscape along the entry lane that leads up to the Clubhouse

The next experience should be of leaving the car behind (parking it) and entering the experience on foot as you transition into the club facilities and interface area to join in on those activities. While the porte-cochere is a nice feature, it makes access to the main Clubhouse entry for walkers from the parking lot awkward with no comfortable direct route through the “car centric” area. New walkways and paving plans are recommended – see master plan graphic.



Perimeter screening – when originally conceived the intent of the golf course was to help promote the housing development so windows of the golf were created to let passer-byes get a glimpse of the beautiful golf. This is no longer the intent of the golf course and those windows are simply a distraction to the golf with loud and busy traffic too easily seen and heard. The master plan includes additional planting of trees and shrubs at the various perimeters that border roadways. Lakes are situated near several of those open borders. These are ideal location for water fountain aerators to be added and help cover the traffic noise.



Individual Hole and Facilities Recommendations Plans

(Print Version Only)



Implementation and Budget

On the following pages is a categorical breakdown of costs associated with the recommended scope of enhancements and asset management projects. Identified amounts are based solely on conceptual level detail and should not be used for actual construction projection and financial allocations or planning. They are simply meant to identify a Rough Order of Magnitude of costs for anticipated work. Industry standard and recent bid data pricing was used to generalize this estimate.

Priorities -

Based on the previous membership surveys, committee input and my own observations, the following list is a general prioritization of the recommended areas of work:

1. Green Surfaces
2. Bunkers
3. Irrigation Control Upgrade
4. Practice Amenities
5. Drainage
6. Larger Design Enhancements
7. Trees
8. Other Misc. improvements

Project Considerations -

Golf improvement project can range considerably in size, cost and schedule. All clubs approach these projects in their own way and determine efforts based on their own set of variables which are often centered on the following:

1. Disturbance to play – How long might the course be taken out of play or in a state of work that impacts enjoyment.
2. Cost – how much can we afford in the short and long term and how do we want to generate the associated funds.
3. Necessity – Are there things that must be addressed – proactive vs reactive



4. Mother Nature – Grass growing windows dictate when projects must occur to allow reestablishment of playable healthy turf.
5. Seasonal impacts – Months of high play and resulting revenue are often best avoided.
6. Contractor Availability – Quality Golf Course Contractors are key to the success of any golf renovation effort.

Project Implementation –

With 3 nine-hole courses, Seven Oaks has a considerable advantage when determining how to put together a renovation project. The ability to close one of the courses for renovation takes considerable pressure off the club as it can still provide the membership with 18 playable holes. While many would point to cost being the primary hurdle to overcome in seeking project approval from a membership it is my experience that disturbance to play is quite often the larger concern.

Some clubs choose to proceed with smaller scale and or targeted scope projects that can be undertaken without full closure of the golf course or golf holes. With most of these approaches, golfers simply play through various stages of disturbance on each hole on any given day. This translates to many years of various levels of impact and disturbance to the course and play.

Other clubs choose to combine scope into larger projects that dictate a closure of their course to be able to complete all the work within a suitable period. Some may close all 18 in one project while others may choose or provide at least nine holes to its members with a two-phase effort.

In all cases green replacement results in closure of holes for an extended period. Some may choose to establish temporary greens and allow members to play the course in that configuration for up to 6 months depending on the climate and grass type.

While holes are closed for green renovation it is recommended that as much other work be completed on those holes as financially feasible. With closed holes the work is much more efficient and can be completed in the shortest time frames, which also translate to the lowest cost. It can also be difficult to ask a membership to allow additional disturbance to occur on a previously closed hole or course. Comments centering on “Why didn’t we just do this when it was closed?” become the overriding call of the day.





Oaks Nine - Projects Summary Cost Estimate - ROM											DAVID B. DRUZISKY GOLF COURSE ARCHITECTS			
19-Sep-17											Other Fees			Total
Project	Hole 1	Hole 2	Hole 3	Hole 4	Hole 5	Hole 6	Hole 7	Hole 8	Hole 9	Total	Contractor	Tax	Professional	Project
Line Item	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
Green Regrassing	\$29,370	\$28,357	\$27,778	\$27,199	\$24,159	\$24,449	\$25,823	\$28,212	\$26,909	\$242,255	\$29,071	\$23,063	\$29,439	\$323,828
New Greens/Additions	\$0	\$61,174	\$0	\$0	\$11,745	\$68,505	\$0	\$7,396	\$0	\$148,820	\$17,858	\$14,168	\$18,085	\$198,930
Green Approach Areas	\$10,882	\$10,882	\$10,382	\$10,882	\$10,882	\$10,882	\$9,890	\$10,882	\$18,160	\$103,724	\$12,447	\$9,875	\$12,605	\$138,650
Bunker Renovation	\$34,880	\$37,951	\$96,303	\$35,915	\$38,079	\$35,294	\$60,224	\$59,350	\$89,270	\$487,265	\$58,472	\$46,388	\$59,212	\$651,337
Tee Renovation	\$15,608	\$13,893	\$11,660	\$15,490	\$18,082	\$19,585	\$19,188	\$15,365	\$18,330	\$147,199	\$17,664	\$14,013	\$17,888	\$196,764
Tee Additions	\$3,071	\$2,539	\$4,840	\$0	\$3,455	\$2,144	\$5,103	\$3,903	\$2,202	\$27,256	\$3,271	\$2,595	\$3,312	\$36,434
Cart Path Adjustment	\$0	\$0	\$0	\$23,263	\$16,173	\$0	\$16,332	\$36,838	\$28,171	\$120,776	\$14,493	\$11,498	\$14,677	\$161,443
Irrigation Control Upgrade	\$34,000	\$34,000	\$37,000	\$21,000	\$51,000	\$44,400	\$37,000	\$25,000	\$53,000	\$336,400	\$40,368	\$32,025	\$40,879	\$449,673
Lake Adjustments									\$68,000	\$68,000	\$8,160	\$6,474	\$8,263	\$90,897
Misc Grading/Reshaping	\$6,500		\$7,200		\$6,000				\$3,200	\$22,900	\$2,748	\$2,180	\$2,783	\$30,611
Drainage	\$0	\$6,100	\$0	\$0	\$6,100	\$4,400	\$3,900	\$0	\$0	\$20,500	\$2,460	\$1,952	\$2,491	\$27,403
Tree Planting	\$800	\$800	\$1,200	\$400	\$0	\$0	\$0	\$400	\$800	\$4,400	\$528	\$419	\$535	\$5,882
Total										\$1,729,495	\$207,539	\$164,648	\$210,168	\$2,311,851

Notes:

1. Estimate is based on Conceptual Master Plan accuracy and scope only and should not be used for project approval.
2. Line item prices provided by Landscapes Unlimited.
3. All values provided for fees are subject to change based on actual project scope.
4. Amounts provided are calculated as individual projects and are subject to change depending on actual scope.
5. Greens grassing is with Sod.
6. Bunker renovation is per conceptual master plan recommendations for bunker adjustments and relocation.





	Lakes Nine - Projects Summary Cost Estimate - ROM													
	19-Sep-17										Other Fees			Total
Project	Hole 1	Hole 2	Hole 3	Hole 4	Hole 5	Hole 6	Hole 7	Hole 8	Hole 9	Total	Contractor	Tax	Professional	Project
Line Item	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
Green Regrassing	\$24,347	\$27,199	\$27,228	\$30,395	\$28,762	\$28,554	\$29,717	\$28,617	\$27,778	\$252,597	\$30,312	\$24,047	\$30,696	\$337,651
New Greens/Additions	\$4,434	\$52,976	\$18,156	\$99,458	\$0	\$11,383	\$0	\$6,491	\$0	\$192,897	\$23,148	\$18,364	\$23,441	\$257,849
Green Approach Areas	\$10,882	\$10,882	\$10,882	\$10,882	\$10,882	\$10,882	\$10,882	\$10,882	\$10,945	\$98,001	\$11,760	\$9,330	\$11,909	\$131,000
Bunker Renovation	\$45,077	\$25,748	\$38,056	\$39,316	\$46,510	\$24,238	\$29,107	\$49,382	\$42,829	\$340,261	\$40,831	\$32,393	\$41,348	\$454,833
Tee Renovation	\$15,324	\$15,147	\$12,781	\$17,407	\$14,590	\$17,636	\$13,467	\$13,654	\$12,714	\$132,719	\$15,926	\$12,635	\$16,128	\$177,408
Tee Additions	\$4,276	\$16,789	\$11,852	\$5,433	\$2,917	\$6,043	\$8,731	\$9,294	\$11,512	\$76,846	\$9,222	\$7,316	\$9,338	\$102,722
Cart Path Adjustment	\$0	\$39,100	\$8,808	\$10,163	\$0	\$25,030	\$0	\$28,968	\$0	\$112,069	\$13,448	\$10,669	\$13,619	\$149,805
Irrigation Control Upgrade	\$37,000	\$30,000	\$18,000	\$45,000	\$20,000	\$22,000	\$52,000	\$50,000	\$55,000	\$329,000	\$39,480	\$31,321	\$39,980	\$439,781
Lake Adjustments		\$27,500								\$27,500	\$3,300	\$2,618	\$3,342	\$36,760
Misc Grading/Reshaping		\$12,500				\$1,200			\$2,100	\$15,800	\$1,896	\$1,504	\$1,920	\$21,120
Drainage	\$5,750	\$0	\$0	\$3,700	\$4,400	\$0	\$0	\$0	\$3,050	\$16,900	\$2,028	\$1,609	\$2,054	\$22,591
Tree Planting	\$400	\$3,200	\$5,600	\$1,200	\$6,400	\$1,600	\$7,200	\$9,600	\$11,200	\$46,400	\$5,568	\$4,417	\$5,639	\$62,024
Total										\$1,640,989	\$196,919	\$156,222	\$199,413	\$2,193,543

Notes:

1. Estimate is based on Conceptual Master Plan accuracy and scope only and should not be used for project approval.
2. Line item prices provided by Landscapes Unlimited.
3. All values provided for fees are subject to change based on actual project scope.
4. Amounts provided are calculated as individual projects and are subject to change depending on actual scope.
5. Greens grassing is with Sod.
6. Bunker renovation is per conceptual master plan recommendations for bunker adjustments and relocation.



	Islands Nine - Projects Summary Cost Estimate - ROM													
	19-Sep-17										Other Fees			Total
	Hole 1	Hole 2	Hole 3	Hole 4	Hole 5	Hole 6	Hole 7	Hole 8	Hole 9	Total	Contractor	Tax	Professional	Project
Project	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Green Regrassing	\$29,537	\$27,499	\$30,468	\$28,404	\$26,096	\$31,134	\$28,234	\$24,954	\$27,913	\$254,238	\$30,509	\$24,203	\$30,895	\$339,845
New Greens/Additions	\$5,522	\$0	\$0	\$0	\$56,475	\$0	\$4,426	\$8,988	\$72,545	\$147,955	\$17,755	\$14,085	\$17,980	\$197,775
Green Approach Areas	\$10,882	\$10,882	\$10,882	\$10,882	\$10,882	\$10,882	\$10,882	\$10,882	\$10,882	\$97,938	\$11,753	\$9,324	\$11,901	\$130,916
Bunker Renovation	\$20,370	\$25,810	\$78,981	\$36,017	\$48,509	\$56,458	\$45,183	\$39,050	\$22,490	\$372,868	\$44,744	\$35,497	\$45,311	\$498,420
Tee Renovation	\$12,891	\$17,467	\$11,260	\$13,261	\$15,541	\$13,292	\$16,051	\$14,233	\$15,888	\$129,884	\$15,586	\$12,365	\$15,783	\$173,618
Tee Additions	\$8,793	\$8,376	\$3,034	\$2,586	\$2,954	\$6,665	\$3,620	\$6,939	\$6,553	\$49,520	\$5,942	\$4,714	\$6,018	\$66,194
Cart Path Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,937	\$5,708	\$10,645	\$1,277	\$1,013	\$1,294	\$14,229
Irrigation Control Upgrade	\$51,000	\$21,000	\$60,000	\$57,000	\$36,000	\$51,000	\$43,000	\$44,000	\$39,000	\$402,000	\$48,240	\$38,270	\$48,851	\$537,361
Lake Adjustments										\$0	\$0	\$0	\$0	\$0
Misc Grading/Reshaping										\$0	\$0	\$0	\$0	\$0
Drainage	\$0	\$0	\$0	\$0	\$0	\$0	\$4,400	\$0	\$8,800	\$13,200	\$1,584	\$1,257	\$1,604	\$17,645
Tree Planting	\$7,200	\$2,000	\$8,000	\$7,200	\$4,800	\$6,400	\$3,200	\$1,600	\$1,600	\$42,000	\$5,040	\$3,998	\$5,104	\$56,142
Total										\$1,520,248	\$182,430	\$144,728	\$184,740	\$2,032,145

Notes:

1. Estimate is based on Conceptual Master Plan accuracy and scope only and should not be used for project approval.
2. Line item prices provided by Landscapes Unlimited.
3. All values provided for fees are subject to change based on actual project scope.
4. Amounts provided are calculated as individual projects and are subject to change depending on actual scope.
5. Greens grassing is with Sod.
6. Bunker renovation is per conceptual master plan recommendations for bunker adjustments and relocation.



Conclusion

At the core of each of the recommendations contained herein is the belief that Seven Oaks Country Club is to remain the members' club. By enlisting the services of a professional golf course architect, club leadership has taken the first step towards securing the future of the club. Assessing the courses infrastructure and design integrity so future improvements can be planned to meet the increasing expectations of the membership suggests a dedication by the club to its primary asset. As with any asset, results are directly related to the condition and quality of the pieces that compose the product.

Up to this point the golf course has served the membership well, but time marches on and things wear out or new standards are introduced that clubs should keep up with. Industry accepted life cycles suggest that the features and materials that make up the golf course are nearing their useful life and may already be impacting the golf experience. This planning effort maps out the timely replacement, renovation and upgrade of aged features and infrastructure. Combined with carefully planned and considered design enhancements, excellent value will be added to a membership at Seven Oaks Country Club. 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 considered by a professional Golf Course Architect in a manner conducive to a quality effort. One meant to 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, Seven Oaks Country Club will not only cement its place in the marketplace, it will continue to be a special place for its membership for the foreseeable future.



Attachments and Support Documents

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.



Hole Rankings

The following chart represents 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 (1) to worst (27) without consideration to condition or potential.

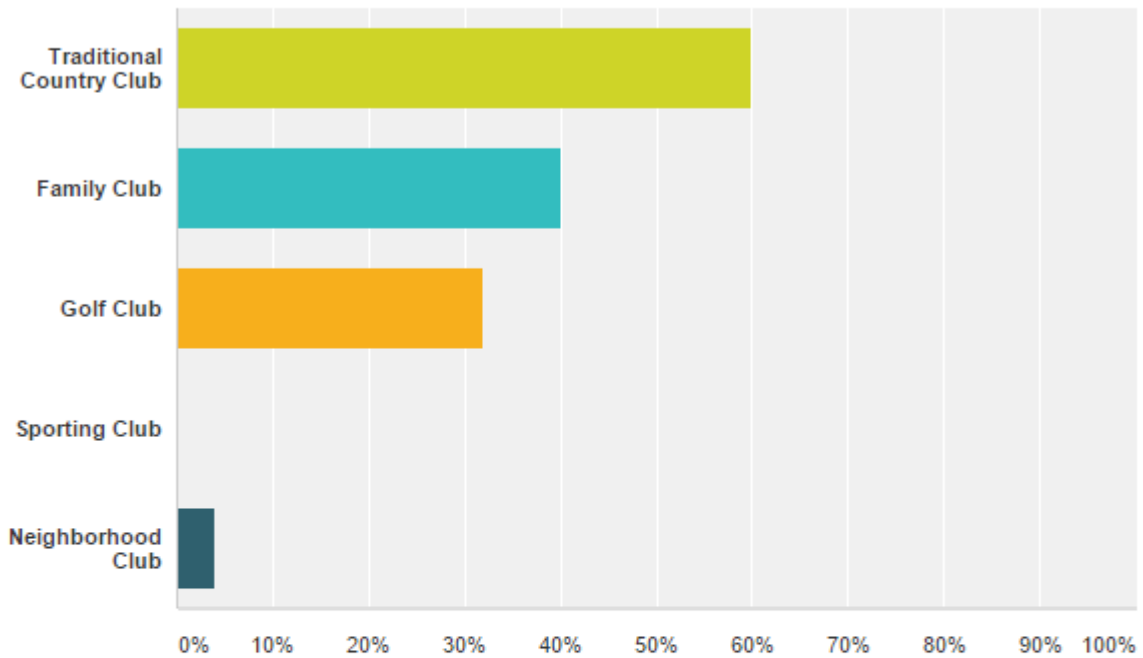
Oaks Nine Hole Ranking											Lakes Nine Hole Ranking											Islands Nine Hole Ranking									
Member	Hole										Member	Hole										Member	Hole								
	1	2	3	4	5	6	7	8	9		1	2	3	4	5	6	7	8	9		1	2	3	4	5	6	7	8	9		
1	7	8	3	5	1	9	6	4	2	1	7	3	8	9	4	5	6	1	7	1	7	4	8	1	3	9	2	5	6		
2	9	8	7	6	2	4	5	3	1	2	5	1	2	6	9	4	8	7	3	2	2	1	9	3	7	8	4	6	5		
3	8	6	4	7	2	5	9	3	1	3	7	2	9	6	5	3	8	4	1	3	2	3	8	9	5	6	7	1	4		
4	8	9	3	6	5	2	7	4	1	4	6	1	8	7	2	3	9	4	5	4	1	2	5	3	4	9	6	7	8		
5	3	6	2	4	1	9	8	5	7	5	1	8	6	4	7	2	5	9	3	5	1	2	4	9	8	3	5	7	6		
6	8	8	4	9	1	2	7	6	3	6	7	4	8	9	9	2	6	1	3	6	1	2	8	3	9	9	7	6	4		
7	9	8	4	2	1	7	3	6	5	7	6	1	4	5	7	8	2	9	3	7	3	4	7	8	9	8	5	6	1		
8	9	5	2	7	6	4	8	3	1	8	4	1	9	8	5	2	7	6	3	8	1	5	8	4	9	7	2	3	6		
9	9	6	8	5	4	2	7	1	3	9	6	8	9	2	7	4	1	3	5	9	4	5	2	7	9	1	3	8	6		
10	5	8	6	9	7	4	2	3	1	10	6	4	9	5	7	3	8	1	2	10	9	4	8	5	6	7	2	3	1		
11	6	7	9	4	8	1	5	2	3	11	6	2	9	8	4	1	7	3	5	11	8	4	9	1	3	2	5	7	6		
12	2	7	6	3	1	9	4	5	8	12	4	6	3	1	8	5	2	7	9	12	4	7	9	6	3	5	2	1	8		
13	8	9	4	5	1	7	6	2	3	13	6	1	9	8	7	2	3	4	5	13	9	1	3	2	4	8	6	7	5		
14	6	7	5	9	3	2	8	4	1	14	2	1	8	9	4	3	7	5	6	14	1	2	3	4	5	8	6	7	9		
15	7	3	2	9	4	8	6	5	1	15	3	1	2	6	9	7	4	8	5	15	1	2	6	9	8	7	4	5	3		
16	4	3	2	6	5	9	1	7	8	16	6	9	4	1	3	8	2	7	5	16	8	9	1	7	6	7	5	3	4		
17	5	6	1	7	2	3	9	8	4	17	1	6	7	2	9	3	4	8	5	17	2	1	6	7	3	8	9	5	4		
18	9	6	2	7	1	5	8	3	4	18	7	1	5	8	6	2	9	3	4	18	2	3	7	9	5	1	6	8	4		
19	9	8	9	6	5	1	7	2	3	19	6	1	9	7	3	2	8	4	5	19	4	3	9	1	5	6	2	7	8		
20	4	9	8	6	5	1	7	3	2	20	6	2	9	7	5	3	8	1	4	20	5	4	8	1	2	7	3	6	9		
21	7	4	9	6	1	3	5	8	2	21	5	1	8	6	2	9	3	7	4	21	1	2	3	8	9	4	7	5	6		
22	8	9	6	7	3	2	5	4	1	22	5	1	8	9	4	2	7	3	6	22	5	4	9	1	2	6	3	7	8		
23	9	5	6	7	4	2	8	3	1	23	3	1	9	8	6	2	7	4	5	23	5	1	8	2	7	9	3	4	6		
24	9	8	1	5	4	6	7	2	3	24	9	1	6	3	7	2	4	8	5	24	6	1	2	8	3	4	9	5	7		
25	6	7	5	9	3	2	8	4	1	25	8	1	7	9	6	5	4	3	2	25	3	2	4	8	9	1	6	7	5		
26	7	5	4	6	1	2	8	3	9	26	3	1	4	5	6	7	8	9	2	26	1	5	6	7	8	2	9	4	3		
Ave	6.96	6.73	4.69	6.23	3.12	4.27	6.31	3.96	3.04	Ave	5.19	2.65	6.88	6.08	5.81	3.81	5.65	4.96	4.31	Ave	3.69	3.19	6.15	5.12	5.81	5.85	4.92	5.38	5.46		
Rank	27	25	10	23	3	8	24	7	2	Rank	14	1	26	21	18	6	17	12	9	Rank	5	4	22	13	19	20	11	15	16		
									45.31										45.35										45.58		
Top 1/3 =																															
Middle 1/3 =																															
Bottom 1/3 =																															





What type of Club is Seven Oaks Country Club to you?

Answered: 25 Skipped: 3



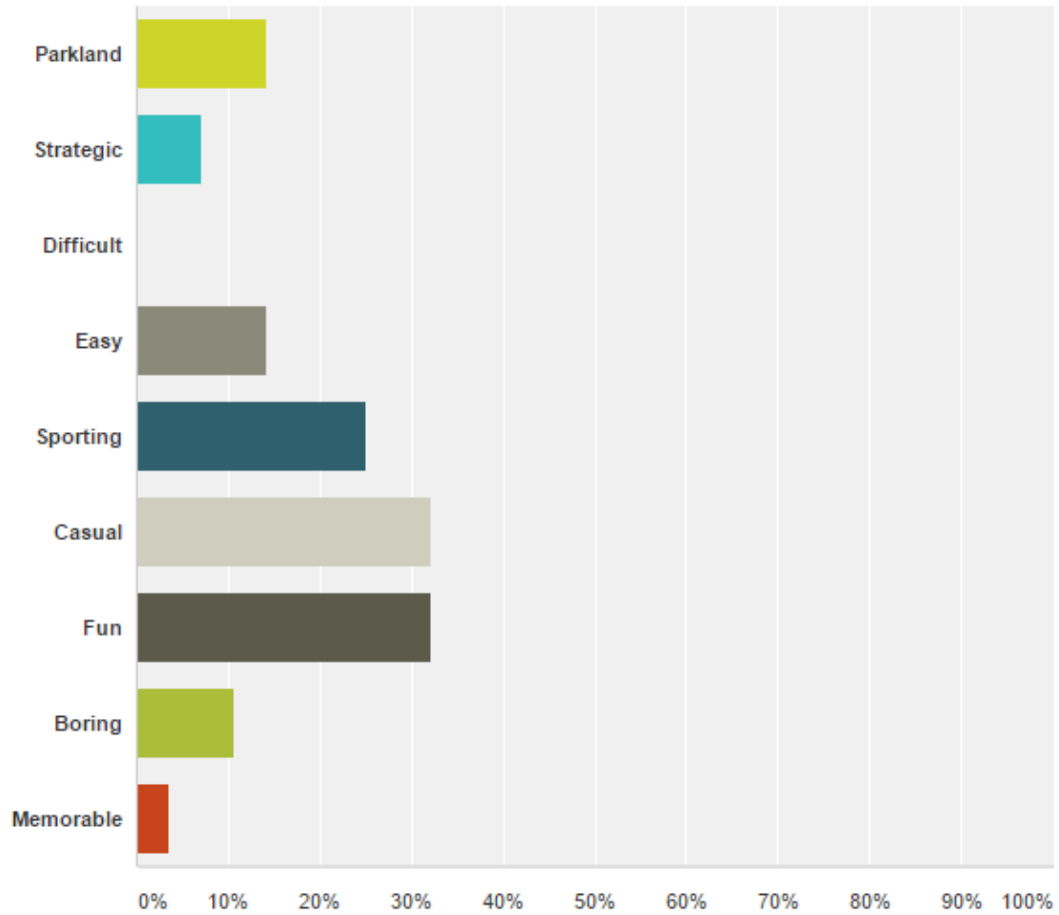
Answer Choices	Responses
Traditional Country Club	60.00% 15
Family Club	40.00% 10
Golf Club	32.00% 8
Sporting Club	0.00% 0
Neighborhood Club	4.00% 1
Total Respondents: 25	

[Comments \(3\)](#)



Which of the following traits best describe the golf course?

Answered: 28 Skipped: 0

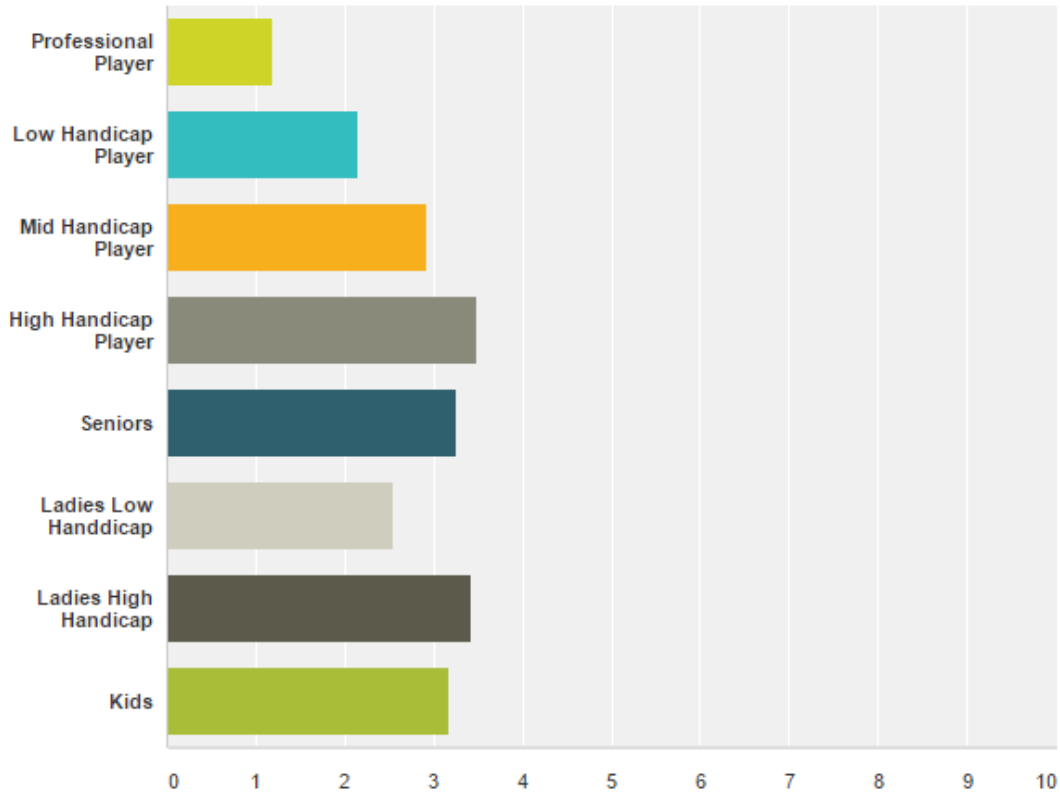


Answer Choices	Responses
▼ Parkland	14.29% 4
▼ Strategic	7.14% 2
▼ Difficult	0.00% 0
▼ Easy	14.29% 4
▼ Sporting	25.00% 7
▼ Casual	32.14% 9
▼ Fun	32.14% 9
▼ Boring	10.71% 3
▼ Memorable	3.57% 1
Total Respondents: 28	



What is your impression of how the course plays for each golfer classification?

Answered: 28 Skipped: 0

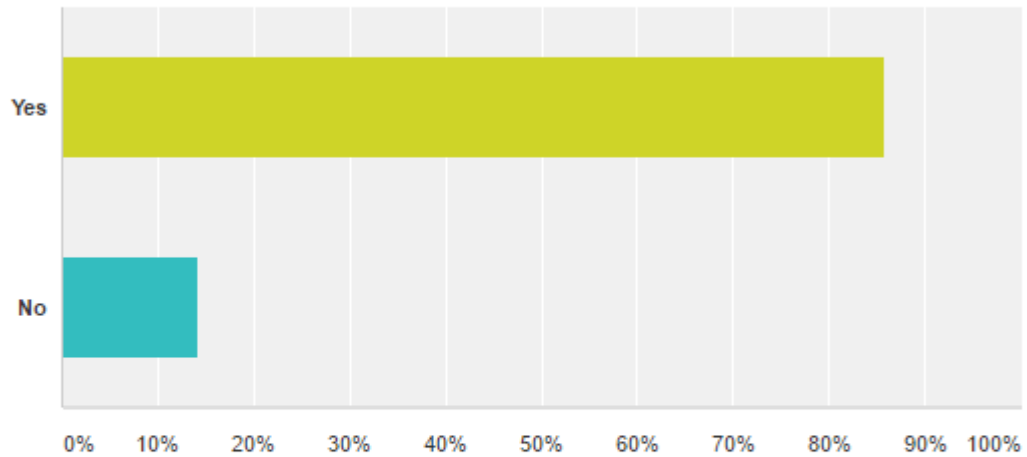


	Too Easy	A Bit Easy	Suitable Challenge	A Bit Difficult	Too Difficult	Total	Weighted Average
Professional Player	81.48% 22	18.52% 5	0.00% 0	0.00% 0	0.00% 0	27	1.19
Low Handicap Player	11.11% 3	62.96% 17	25.93% 7	0.00% 0	0.00% 0	27	2.15
Mid Handicap Player	0.00% 0	11.11% 3	85.19% 23	3.70% 1	0.00% 0	27	2.93
High Handicap Player	0.00% 0	7.41% 2	37.04% 10	55.56% 15	0.00% 0	27	3.48
Seniors	0.00% 0	7.41% 2	66.67% 18	18.52% 5	7.41% 2	27	3.26
Ladies Low Handicap	12.50% 3	29.17% 7	50.00% 12	8.33% 2	0.00% 0	24	2.54
Ladies High Handicap	0.00% 0	4.17% 1	54.17% 13	37.50% 9	4.17% 1	24	3.42
Kids	0.00% 0	4.17% 1	79.17% 19	12.50% 3	4.17% 1	24	3.17



Is speed of play favorable?

Answered: 28 Skipped: 0



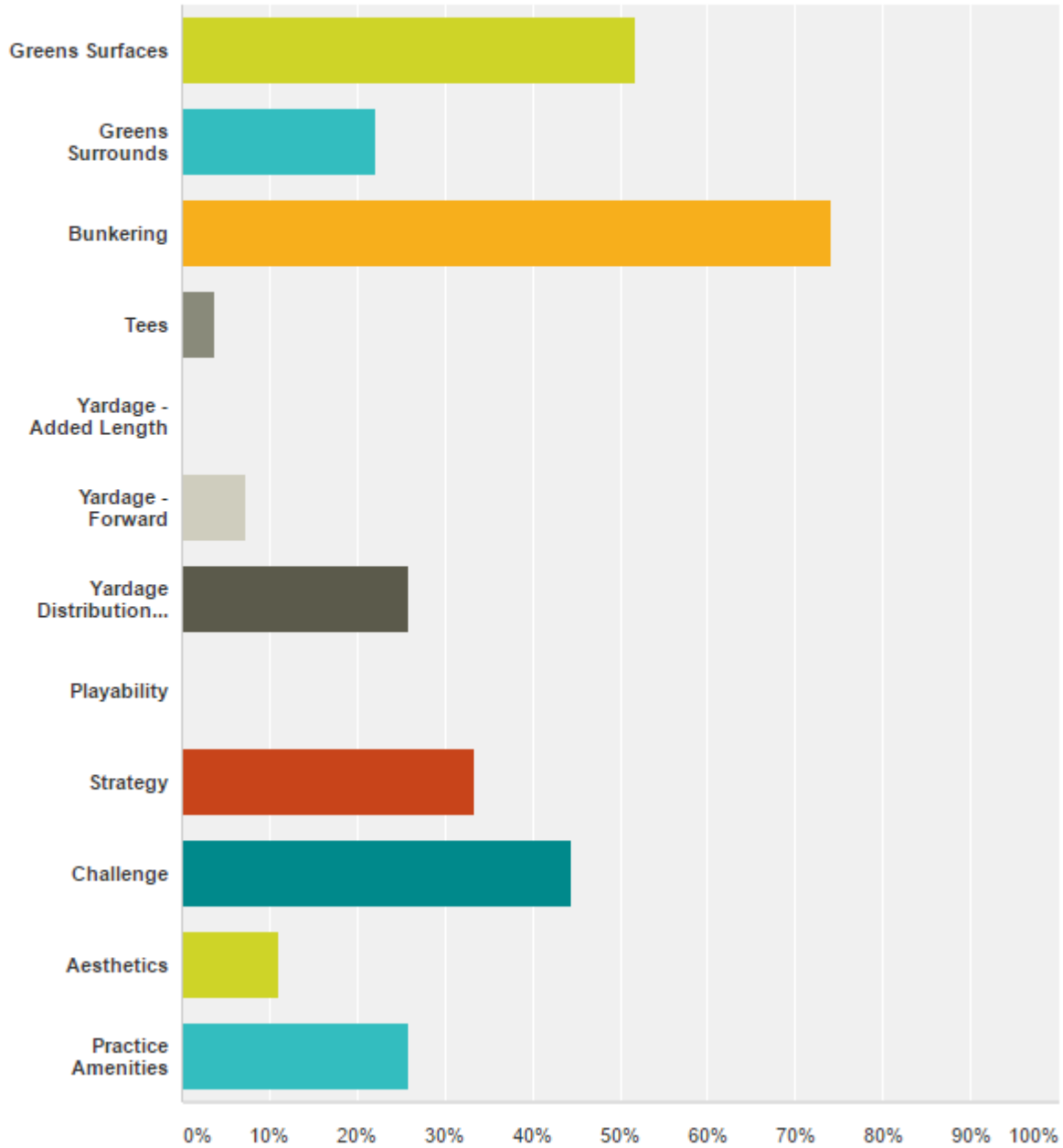
Answer Choices	Responses
Yes	85.71% 24
No	14.29% 4
Total	28

Comments (11)



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

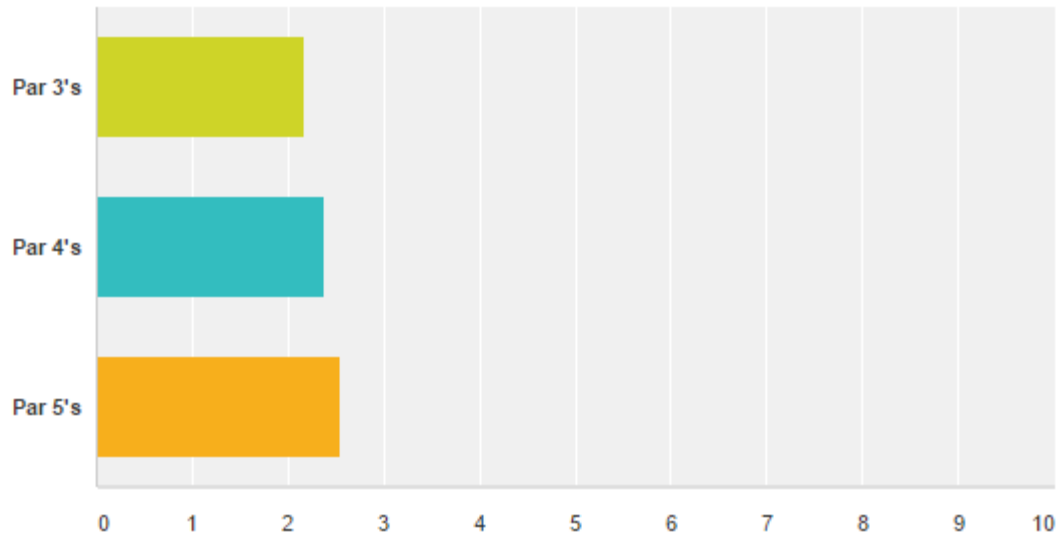
Answered: 27 Skipped: 1





How do the following hole types stack up?

Answered: 28 Skipped: 0



	A Strength of the Course	Pretty Good	Okay	Could Be Better	A Weakness	Total	Weighted Average
Par 3's	25.00% 7	50.00% 14	14.29% 4	3.57% 1	7.14% 2	28	2.18
Par 4's	17.86% 5	39.29% 11	28.57% 8	14.29% 4	0.00% 0	28	2.39
Par 5's	10.71% 3	46.43% 13	21.43% 6	21.43% 6	0.00% 0	28	2.54

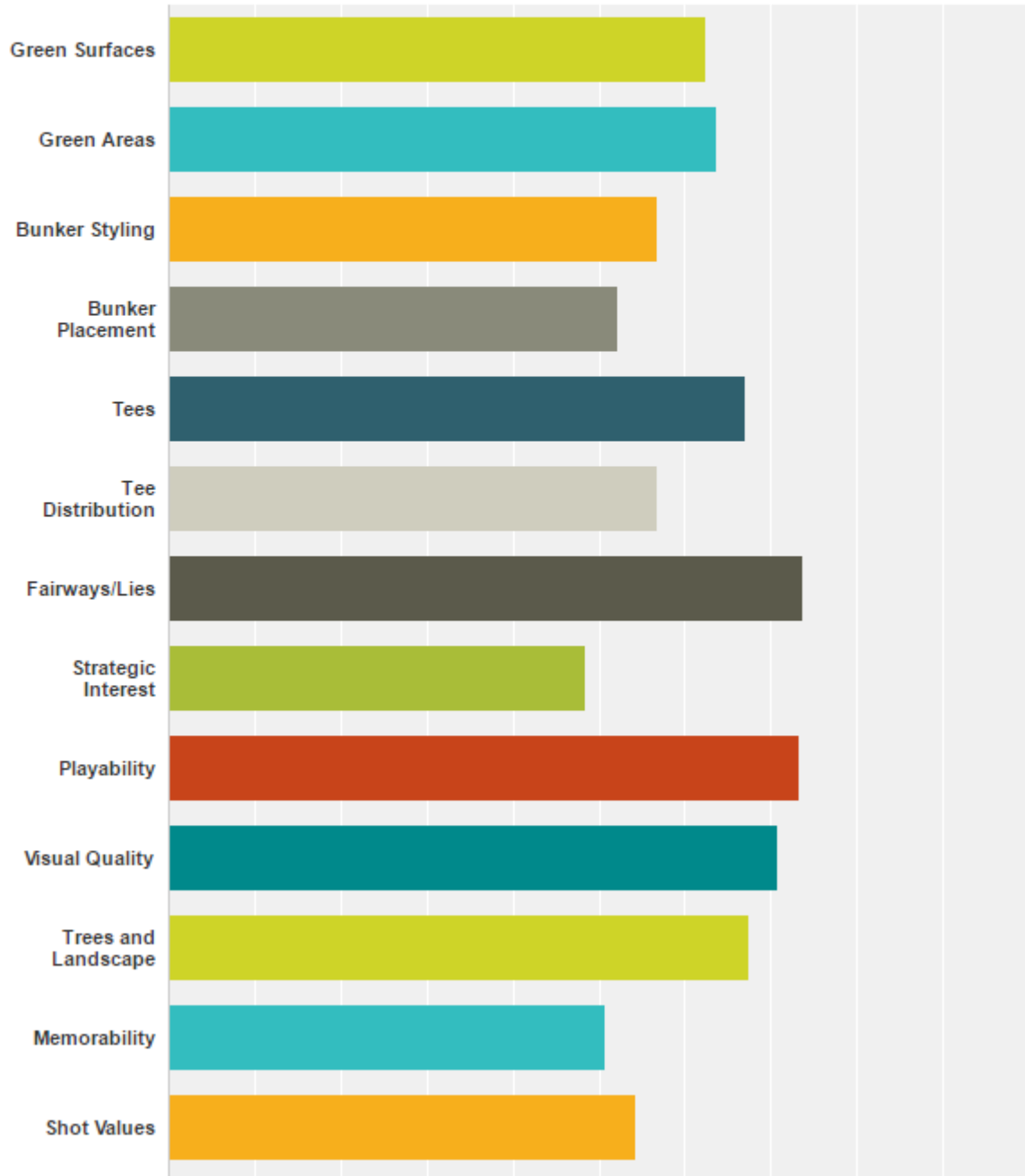
Comments (8)

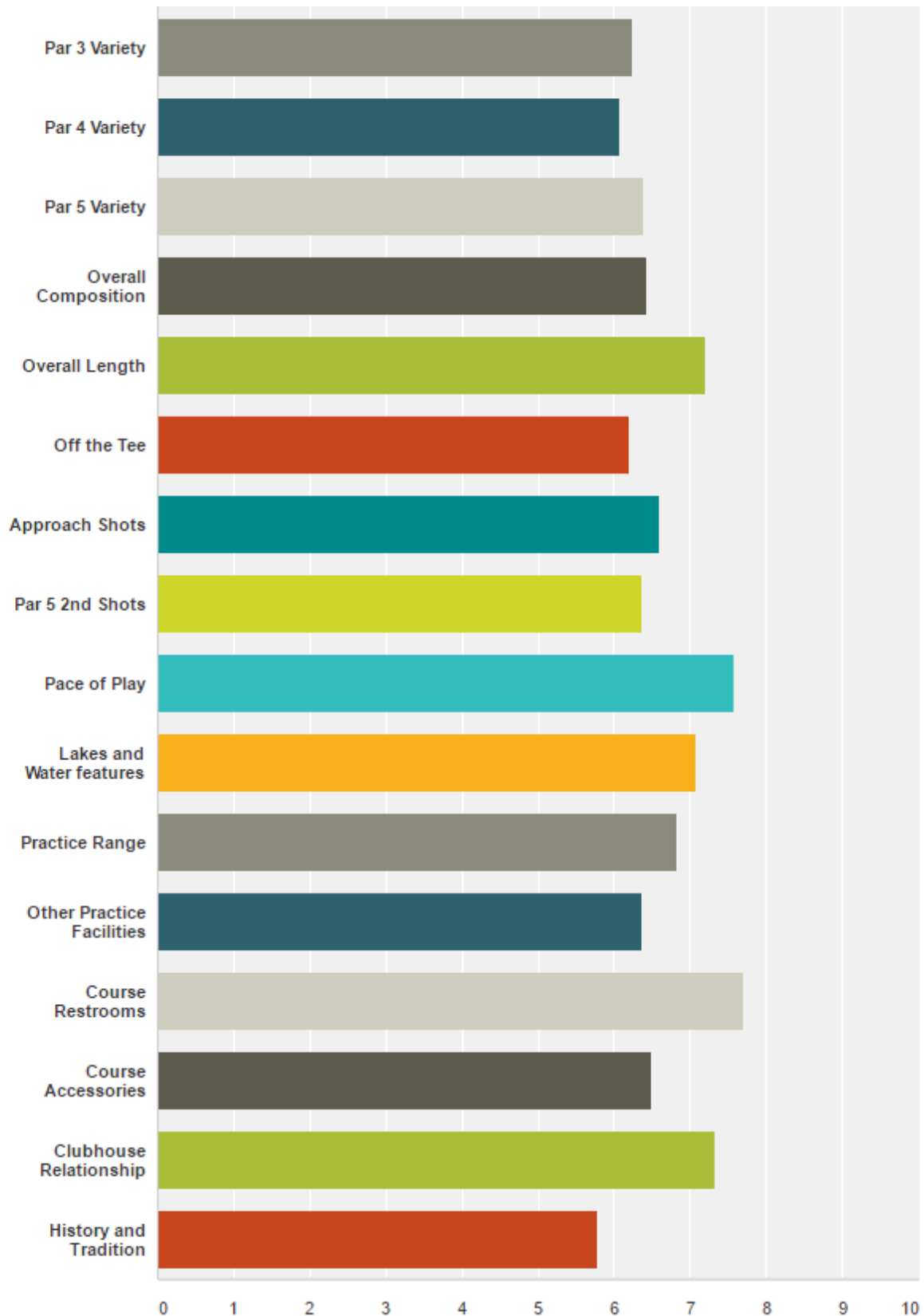


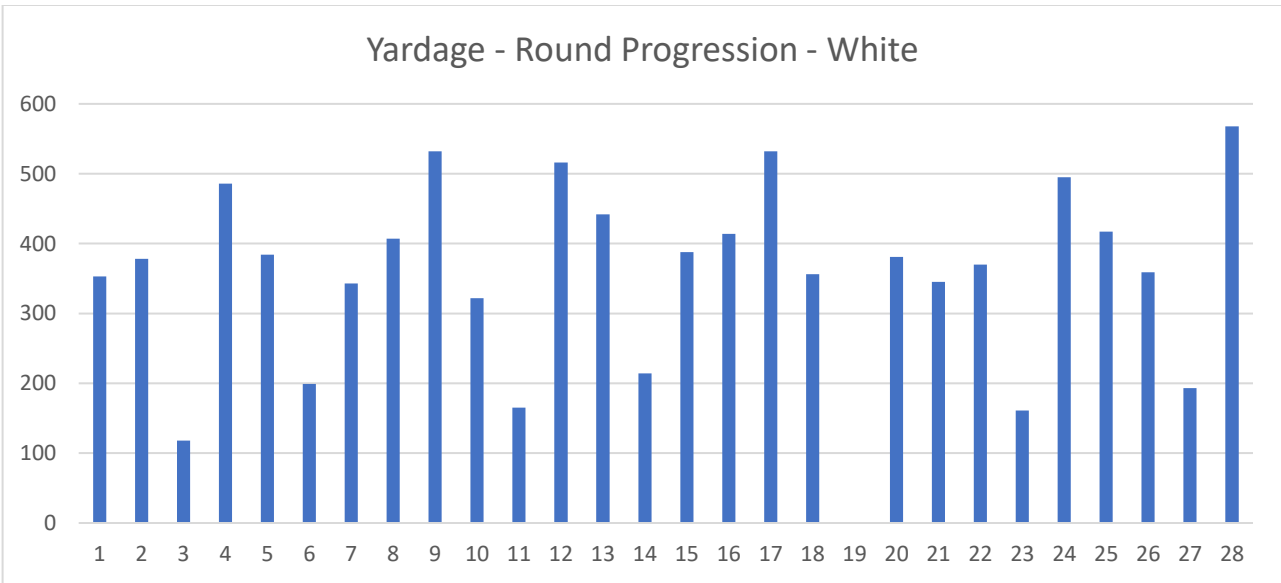
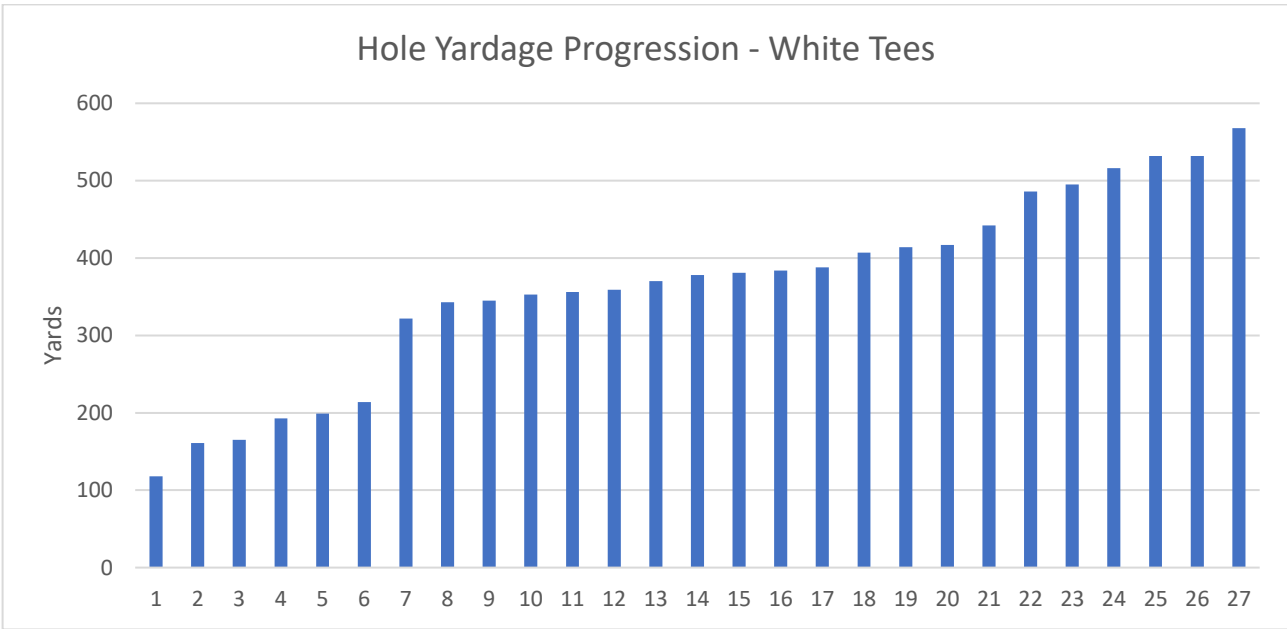


Rate the quality of the following course aspects 1-10. 10 being highest quality. Do not factor conditioning or maintenance influences.

Answered: 28 Skipped: 0









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
<i>Irrigation Control System</i>	10 – 15 years	Corrugated Metal Pipes	15 – 30 years
<i>PVC Pipe (under pressure)</i>	10 – 30 years	Bunker Drainage Pipes (3)	5 – 10 years
<i>Pump Station</i>	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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