

CITY OF BROOKSVILLE
FINANCIAL WORKSHOP
COUNCIL CHAMBERS
201 HOWELL AVENUE

AGENDA

April 12, 2011

6:00 P.M.

A. CALL TO ORDER

B. FINANCIAL WORKSHOP

1. Opening Presentation/Introductions

- T. Jennene Norman-Vacha, City Manager
- Steve Baumgartner, Finance Director

2. City of Brooksville Financials

- Steve Baumgartner, Finance Director

a. General Fund Revenue Sources

Quarry Golf Course

Mike Walker, Director of Parks, Facilities &
Recreation

Bobby Weed, Bobby Weed Golf Design

b. Pension Expenses

c. Utilities

d. Fuel Costs

C. ADJOURNMENT



JOHN GARY GRUBBS & ASSOCIATES

Operational and Land Use Assessment

April 12, 2011



CARBY LN

APRIL 12, 2011

April 12, 2011

Mike Walker, CPRP
Director, Parks/Facilities and Recreation
City of Brooksville
123 Main St.
Brooksville, FL 12345

Re: Assessment and recommendations for The Quarry golf course

Dear Mr. Walker:

We are pleased to submit this assessment and long range vision for the City of Brooksville's Quarry Course. The past several years have been extremely challenging to the golf industry. As demand for rounds of golf flattens, it is clear that there is an oversupply of courses in the United States. As such, we have seen a number of municipalities and golf course owners re-examine their assets in order to understand how to maximize financial performance.

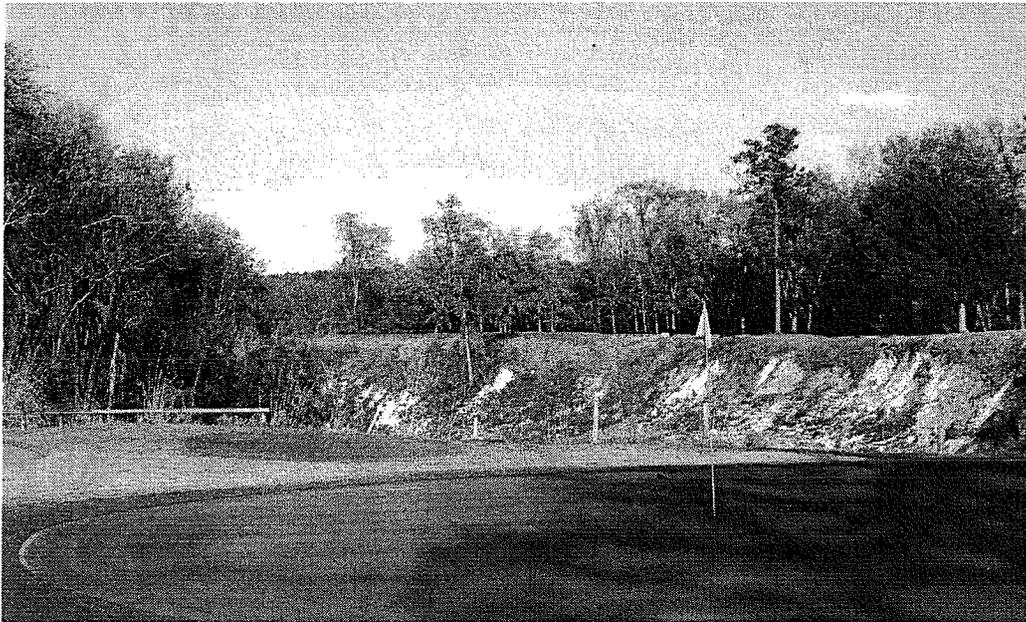
This report "begins at the end", with a summary of our key recommendations, and then it moves into more elaborate discussions about our findings and conclusions.

We have long enjoyed our relationship with the City and with many of the prominent business leaders in the community. Any opportunity to work again in the area is always welcome to us. It is our hope that the recommendations and observations within this report will help establish a successful path for the future of this unique golf facility.

With regards,



Bobby Weed, ASGCA



SUMMARY

The enclosed report is the summation of our preliminary analysis and assessment of The Quarry golf course. The key findings described herein are:

1. The City can continue offering the current level of services, but a suite of fundamental operational changes must be implemented if financial results are to be improved. Choosing this path creates the potential reward of significantly better performance, but the risk of larger losses will still exist.
2. The City can reduce the services at the course to a lesser level. Choosing this path will reduce operational and maintenance expenses to a fixed level, but it will also eliminate the possibility of producing meaningful revenue that can offset expenses.
3. Improving operational performance at any level will create a long term opportunity to consolidate or regroup land uses into a more beneficial overall land plan.

PART I: CONTEXT AND OVERVIEW

I. The Task Ahead

The Quarry Course finds itself at the crossroads of an industry. During the 20 year period from 1990-2010, the number of rounds of golf played in the United States has declined 1%, while the number of golf courses has increased nearly 25%, from about 12,000 in 1990 to slightly fewer than 16,000 today. Many of these courses were subsidized by revenue from adjacent real estate developments, and thus were capable of unsupportable levels of maintenance and operational overhead.

Today, the difficulties of the housing market have exposed the weaknesses of the golf industry. Forced to support themselves just when discretionary time and money are scarce, golf courses are finding the path to profitability difficult. The result has been a steady decline of the costs and fees associated with playing golf. Today, golfers find a multitude of choices in the marketplace at favorable pricing, while golf course owners are feverishly attempting to attract a greater portion of an ever-softer market.

The Hernando County area exhibits a microcosm of these broader market forces. Golfers in the county are well-served by the private sector. A wide range of courses - many with national recognition - provide an abundance of choices at attractive prices. Many of these courses are part of residential communities and were constructed over the same 20 year period described above. The decline of housing starts has left many facilities without revenue support from surrounding real estate developments. As a result, competition in the area for rounds of golf is fierce, to the benefit of local golfers and detriment of golf course owners.

At the intersection of this industry dynamic is the Quarry Golf Course. Built at a time when Brooksville golfers were not as well served by the private sector, the course is now one of many that service the needs of the community.

The Quarry Course has suffered annual operational losses that rightly call into question the value of the facility to the City's taxpayers. However, the course offers an experience unique to marketplace, is an incubator for new golfers (which the market sorely needs), and it occupies a remarkable piece of real estate. The current refurbishment of the mining shelter offers an ideal and appropriate time to look at the entire property and understand what is possible.

II. Defining the Value System

The process to accomplish any renewal of The Quarry Course is an understandably tricky one, particularly when there is a perception that only a limited portion of the City's stakeholders will presumably benefit (golfers). Consequently, we believe that the first and primary task of any successful improvement plan should be the articulation of an unimpeachable code or value system that defines the facility. This value system becomes a framework within which all capital decisions are made and provides continuity by transcending the turnover of committees, managers and consultants.

During our exercise, we identified several core values that we felt should guide and inform any recommendations that we offered:

1. **The property is a true asset to the City.** The quarry pits have remarkable physical and interpretive qualities. The association of previously mined land with the history of Brooksville is unquestioned. It is very appropriate that this land should be City-owned. As part of a golf course, the pits represent a highly marketable and unique feature that can be used to further set the facility apart from the competition.



The dramatic terrain of the quarry walls is a singular and unique asset.

2. **Despite the saturation in the private sector, The Quarry does offer several competitive advantages.** The course is a suitable outlet for very senior and beginning golfers, market segments which are typically underserved by the private sector. In addition, the short, rudimentary nature of the course is ideal to

introduce and retain new players to the game. The facility's municipal ownership offers several operational advantages that the private sector cannot access, such as relief from property taxes.

- 3. The continuation of the status quo is not a viable option.** The current pool of golfers playing The Quarry clearly does not support the operation. Given the past annual losses and the inventory of competition for golf already offered by the private sector in and around Brooksville, it is proper to question whether it is the duty of the City's taxpayers to continue subsidizing the golf operation at the current level. If the Quarry Course is to survive, changes must be made.

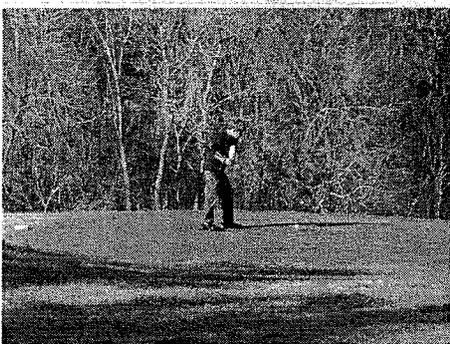


PART II: STABILIZING OPERATIONS VIA IMPROVEMENT

I. Risk and reward in operating the course

No one solution will represent a 'magic bullet' that will guarantee the success of The Quarry Course. Sustained, long-term improvement will come from (i) the cumulative effect of a number of incremental steps, (ii) a constant vigilance in monitoring what works and what doesn't work, and (iii) a continual willingness to try new solutions based on this analysis.

The operational losses of the Quarry course on a year to year basis are well documented. The previous five year losses equate to a .90 mil tax on Brooksville residents. While it can be argued that it is the role of a municipal government to provide recreational amenities for its citizens, the extent to which such efforts should be subsidized by taxpayers is discretionary. The Quarry course serves a valuable role both within the community and within the golf industry, and it is a worthwhile effort to identify where and how improvements in its financial performance can be made. The Quarry course is an 'incubator' of golfers, and the private sector benefits from the development and retention of players who will eventually matriculate to their facilities.



The Quarry Course is an ideal 'incubator' for golfers.

Further, the municipal ownership of the facility offers several operational advantages over the private sector that can assist in realizing improvement:

- (i) exemption from property taxes,
- (ii) access to labor and equipment resources.
- (iii) An excellent location, with easy and direct access off of Broad St., one of the City's most well-trafficked thoroughfares.

II. Evaluating the operation, revenues and expenses

The most basic metric of any business are its revenues compared to its expenses. Returning a business that is "in the red" to one that is "in the black" requires the examination of both sides of the equation. To assist in this effort, financial performance of The Quarry from FY2003 though FY 2010 were examined on a broad, line item basis. These figures were derived from the City's financial statements and compiled into a basic spreadsheet by Mike Walker.

Following the credo that "*what must be managed must first be measured*", we also undertook a detailed analysis of play during CY2009, using the daily tee sign-in sheets that are compiled at the counter. By charting when every round of golf was played at the course throughout the year, we were able to identify when, where and how revenue was being generated.

Through this dual analysis of revenue/expenses and actual play, we formulated the following observations and conclusions about the facility's operation:

1. **Observation: Golfers pay approximately \$1.10 per hole played.** At \$126K of revenue and roughly 10,500 rounds, each patron is paying roughly \$10 per trip to the 9-hole course. It is our opinion that this expenditure is in line with an economical facility for the level of conditioning and experience that is offered. It is unlikely that green fee pricing could increase beyond this level without negatively impacting the level of play.
 - a. **Response: Recognize how revenue will increase, and how it will not:** Increasing utilization and volume of play, and developing other non-golf revenue streams, specifically food and beverage offerings, will drive more revenue. Major pricing increases while likely have an adverse effect to the bottom line.
2. **Observation: 75% of all play - year round - tees off before 1:00 p.m.** We viewed this distinction as critical and one which must be responded to. Unlike other golf facilities that might have multiple staff members whose schedules can be adjusted for light or heavy play periods, The Quarry course – with its sole operations staff member and minimal maintenance – is either open or closed. The cost to 'turn on the lights' is the

same. We cannot recommend closing the course in the afternoon because of security concerns with non-paying golfers teeing off, but there are several operational steps that can be made to help drive revenue in the slower afternoons:

- a. ***Response: Drive and market 'programmed' play in the afternoons.*** Tournaments, outings, clinics, leagues, monthly membership packages that allow play after 2:00 – anything organized should fall into the after school hours when play at the course is lightest. Discounted rates and package pricing can be used. Since utilization of the course is already at a minimum during this time – any revenue goes straight to the bottom line.
 - b. ***Response: Consider "after work" pricing rates or early afternoon specials for morning players.*** Allowing discounted repeat play in the afternoons for morning players might help bring repeat rounds back to the course in the lower utilization periods.
 - c. ***Response: Consider introducing educational or adult-oriented golf training seminars.*** The opening of the shelter and the capabilities of Miles Groff, First Tee Director, might be put to use by developing introductory golf seminars for adult prior to First Tee programming. A number of programs within the industry already exist, i.e. Get Golf Ready, etc. Teaching adults etiquette, rules, and basic techniques will facilitate their entry into the game.
3. **Observation: Sunday is consistently the heaviest play day.** There is a marked concentration of play on this day.
- a. ***Response: Adjust rates to meet this observation.*** Consider a slight increase in rates on Sundays in order to capture more revenue on this day.
4. **Observation: Play is decisively heavier in the 1Q and then rounds were relatively evenly distributed throughout the year.** The even distribution of play through 9 months of the year with a spike in the first quarter in confirms that most golfers are likely driving from nearby, which helps influence how and where marketing should occur. This is consistent with what might be expected for a facility of this type and is inline with the seasonal increase of local residents. It also allows us to draw conclusions about the total volume of revenue that might be possible.

- a. ***Response: Direct marketing to locals.*** Golfers are unlikely to travel from longer distances to play a course like the Quarry, thus efforts to drive revenue must be focused on locals, getting them to come to the course for the first time, or incentivizing them to return.



The practice area should be producing more revenue than current levels indicate.

5. ***Observation:*** The driving range represents too small a portion of revenue. At only 12.63% of total revenue in 2009, room to enhance this traffic is considerable – we would consider the following programs:
 - a. ***Response: Expand operating hours to include lighted practice options.*** The lighted practice range is a distinct and meaningful competitive advantage. Power bills indicate that electricity expense is a relatively low cost. The private sector already provides nearly every conceivable play or practice scenario within the local market, with the exception of night play and practice. This advantage must be exploited.
 - b. ***Response: Market 'after-play' practice in the afternoon.*** Consider practice and play specials that allow for late afternoon golf followed by lighted practice at the range. Concentrate on evenings when softball play is heaviest to increase overall 'body heat' on the nights the park will already be busy.
 - c. ***Response: Continue and expand nighttime golf offerings.*** Consider combining night time practice opportunities with the glow golf events

that had begun, introducing BBQ's with flat green fees for food, practice and golf – anything to get golfers to the property while the sun is setting and keep them there after dark. Develop a "Golf Happy Hour" or similar programs that drive revenue at a specific time of day. Expand food and beverage during the evening hours to attract after work crowd – offering simple beverages while practice occurs.

- d. ***Response: When no programmed practice/ F&B occurs, limit staffing once the lights go on.*** Automate the operation. Consider the purchase a credit-card operated dispenser that allows for the distribution of golf balls after hours, and putting the lights on a timer.
 - e. ***Response: Consider low-expense capital improvements to offer a better practice experience.*** Consider formalizing the path from the pro shop to the practice tee. Expand and laser-level the tee. Add a concrete pad and mats at the rear of the tee. Place better yardage markers or other targets in the body of the range, or mow a certain area to fairway height to enhance the practice experience.
 - f. ***Response: Conduct a long term study to investigate lighting the entire course.*** Conduct a cost/benefit analysis of expanding one of the real advantages of the facility – nighttime play.
6. **Observation: Data tracking and benchmarking provide real-time information on the facility's performance.** While the City has established a beneficial practice of collecting player and revenue information from each golfer when they pay their fees, this data is not being synthesized and put to use to improve the efficiency of operations.
- a. ***Response: Establish clear tracking and benchmarking protocols and consider the installation of a point-of-sale system.*** Metrics that can be entered from the tee sheet include daily revenue, rounds, time of day, zip codes etc. All of these data points will help inform management as to how the facility is performing and if play is substantially different than the historical average, where it is coming from, and how it can be enhanced. Informed decisions can be made about operational changes. A POS system will allow for automatic data capture.

7. **Observation: Overall, maintenance and operational expenses are at the most minimal level necessary, and are commensurate with the experience that is being provided.**

- a. ***Response:*** We do not believe that that the City can 'cut' its way out of the current situation. We did not recognize any significant areas where

operational expenses could be trimmed and which would have a meaningful result. We did not observe any areas of the course that are currently being maintained that could be eliminated from maintenance to achieve savings. We believe a significant danger exists if additional cuts are made to the maintenance resources at the course. Namely, that the conditions offered to the golfer would no longer represent an authentic golfing experience, and they would naturally seek to play elsewhere. In the golf industry, revenues and expenses tend to track in line with one another, and we believe any further attempts at reducing maintenance would produce a demonstrable reduction in revenue.

Further, we do not believe that closing the course seasonally (i.e. during the summer) would be prudent. This dynamic is extremely difficult to make work with warm-season turfgrasses like The Quarry has. Bermudagrass requires the most maintenance during the warmer months when they it is growing most aggressively and revenue is lowest. Eliminating revenue opportunities outright by closing would exacerbate the problem, not reduce it. Further, closed golf courses that expect to re-open cannot be simply ignored during the period of closure. Much as a couch-potato cannot leap up and run a marathon, turfgrasses cannot be let go and then returned to a low-mown, playable condition on a moment's notice. The financial performance of the course during the summer of 2010 illustrates the point. Despite reducing maintenance to almost nothing during the period of closure, the course's annual financial performance in FY2010 was the worst of the previous decade.



There is no 'meat on the maintenance bone' left to cut. These conditions are in-line with the experience that is being offered.

III. Support of a third party

The implementation of the above suite of measures will take a considerable commitment of time and effort, which City staff may not have the resources to meet. Even after following these steps, the level of financial improvement cannot be guaranteed. Constant diligence and oversight in structuring new and creative ways to drive revenue will be required. Furthermore, an immediate or dramatic turnaround is also not likely. The current situation was not created overnight, nor will any solution be.

Given the extent of the turnaround effort required, there may be consideration to soliciting the private sector for support and assistance. We do not believe that a lease arrangement can be structured whereby a third-party assumes operational risk. Instead, any support will likely be on a fee-for-service basis only. We believe the private sector might be capable of assisting with any or all of the following:

1. Implementing the recommended operational changes,
2. Managing the staffing of the course and achieving available efficiencies with payroll,
3. Maintenance of the golf course,
4. Marketing of the golf course,
5. Management of any capital improvements.

The arrangement would be a partnership between the City and a third-party management company. Prior to taking on management, these companies can assist in the preparation of a mutually agreeable operations, maintenance and marketing plan for the course, with the City having full approval rights over projected expenditures.

Often, these companies will provide such services on a monthly, fixed fee basis with participation in any positive operating result that they create. They will not subsidize any operational losses; however, their presence would allow existing Parks and Recreation staff members to focus on their current duties such that The Quarry is not a daily drain on time and energy.

PART IV: STABILIZING OPERATIONS VIA REDUCTIONS

I. Reducing services but fixing costs

In any investment or business, risk and reward exist in equilibrium. An increase or decrease in one produces a commensurate movement in the other.

All of the operational improvements described in the previous section are designed to improve the potential financial reward of keeping the Quarry Course open. But, pursuing this avenue for greater reward leaves open the risk that a less-than-desired improvement will be achieved, and that the City may still incur losses consistent with past results.

The opposite approach would be to seek a level of fixed expenditures at the course that are acceptable, and then reduce both the services and revenue generating opportunities at the course to a point where the remaining facility can be operated at this pre-determined level. In this manner, the risk would be reduced, but so would the potential for reward.

We see the core services that the Quarry Course provides as (i) a place to introduce new players, young and old, to the game of golf and (ii) a place for Brooksville residents to practice and hit practice balls.

A new operational profile for the facility would need to maintain and expand these functions, while substantially reducing overall operational costs. We believe that these functions preserve the critical mission of The Quarry course, without competing directly with the private sector.

The attached plan illustrates the possibilities. Our recommendation for a meaningful reduction would be as follows:

1. Maintain only existing holes 1 and a portion of hole 9 to a playable, golfing condition. An additional short hole can be created to the existing chipping green, for walking-only, three-hole loop. These holes would serve as a training ground for The First Tee or other adult-oriented programs during their sessions. This area could also be lighted very economically, further expanding the hours of operations and revenue generating potential.
2. The balance of the course would revert to a 'mowed-only' state. While some maintenance of these areas would still be required, it would be at a level commensurate with other open space facilities in the Parks and Recreation portfolio. Existing cart paths would serve as a walking trail through the old golf holes. Disc golf would still be available.

3. The driving range improvements would be implemented as suggested in Part III. This facility would be the main revenue generator for the property. Automating its operation as much as possible would be highly beneficial.
4. The extent of staffing costs would dictate whether pay-for-play golf would still be possible on the three-hole loop. Certainly, it could be considered as a fee-based part of the practice experience, although it is difficult to envision with certainty whether the revenue generated would offset the staffing costs. It might be possible that one full-time equivalent could run all the training programs and keep the course open, collecting fees for practice balls, and the 3-hole golf loop.

There are precedents for operating a First Tee program from utilizing such a facility, right here in Florida. The First Tee of St. Johns County utilizes a three-hole facility for its program.



This area could become part of a reduced, 3-hole golf offering that preserves the core functions of The Quarry.

PART V: THE QUARRY COURSE AS IT COULD BE

While the focus of this assessment is providing advice on remedying short-term operational issues at the course, we did spend some time envisioning what might be possible on the property over the long term. This vision is predicated upon the sourcing of meaningful capital dollars to allow for the logical placement of land uses over the property. We believe that if the City can demonstrate a sound operational performance over a reasonable period of time, then more significant investment could be justified. Specifically, we identified the following:

In the long term, land uses should be consolidated in a more logical fashion, by grouping sympathetic land uses together:

- i. Batting cages should be located in and near the existing softball fields. This opens up room for an additional tennis court.
- ii. Horseshoe courts can be expanded in place.
- iii. Golf and tennis are logically located together. Space exists for additional tennis courts on property already owned by the City.
- iv. The ideal tennis expansion solution is to acquire a portion of the adjacent lot and relocate some of the courts there, consolidating courts in a more limited area.

It is essential that any reconfigured golf course remain a par-3 experience. The routing can engage the pit walls more directly, fully exploiting the property's most unique and identifiable feature. A new routing was developed that places all 9 of the golf holes in, around or over the quarry pits. The course loops out and back in a figure 8 configuration, ensuring that pit walls fall evenly on the left and right sides of the holes, so as not to favor one player over another.

We also believe that the southwest golf holes (nos. 5-8) do not add meaningfully to the experience and represent the least utilized land on the property. A higher and better use for the property exists for other needed land uses, i.e. a multi-purpose athletic field or walking trails.

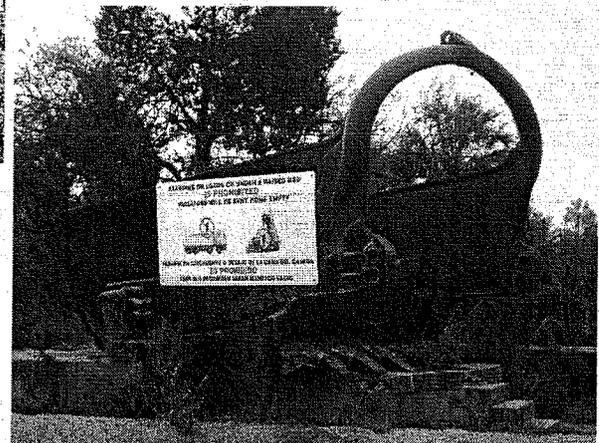
There are a number of additional amenities that are possible to program into the quarry floors, such as amphitheaters, etc. for additional late/afternoon or evening activities. Enhancing the evening activities in the park should always be a key priority, as this is the time when business can be conducted while competitors are closed.

Finally, the property's mining history is a direct link to the City's heritage and should be expanded upon in any effort made at the park. This represents a real opportunity to implement a dramatic and identifiable theme for all of the amenities.

- ***Develop an interpretive walk that follows both the new and old cart trails.*** An interpretive walk through and around the property with mining remnants, etc. would help bring the inside 'mining' experience outside and into the park proper.
- ***Locate and place mining equipment remnants in and around the park.*** Physical reminders of the property's roots would be a thematically sympathetic step that fits appropriately into the park's theme.



Remnant mining equipment enhances the ambience and adds to the interpretive qualities of the park experience.



- ***Create a specific investment vehicle to allow for the solicitation of private mining company investment into the new park.*** These companies have a vested interest in the property, the community and their collective sustainability. The land is part of their legacy. A considerable effort is underway that focuses on how mining company's reclaim and restore property's they exhaust. The Streamsong development in Wachula by Mosaic is part of this movement. Quarry Preserve is also consistent with this effort. Investment in the property can be positioned as a lower cost way to preserve that heritage and express gratitude for all that the City and region has provided. This effort would alleviate the financial burden of the City to sole-source the funds. Establishing a track record of success and profitability on the practice area would facilitate this effort and offer confidence that investing in the reconfigured golf course would be a worthy venture.

PART VI: CONCLUDING THOUGHTS

The difficulties of the golf business are readily apparent to owners and operators in both the public and private sectors around Brooksville. Given the additional strain on municipal resources, it is appropriate to examine whether the continued subsidization of a golf facility is the most efficient use of taxpayer dollars.

There is also an argument that it is the role of a public entity to provide the kinds of goods and services that the private sector often has difficulty supporting. Low cost, affordable golf is one such service. These facilities allow beginning golfers a chance to learn the game with lower entry hurdles than other courses provide. Unfortunately for the health of the industry, these facilities find themselves diminishing in the marketplace.

For this reason, the salvation of the Quarry Course is a proper initiative to explore, particularly when a number of simple, cost effective steps exist to help stabilize the operation. The golf industry needs facilities like the Quarry Course if it is to continue developing and nurturing new players.

It is our hope that the recommendations offered within can be initiated for the betterment of the facility to first stabilize and then improve its operation. The added bonus of such a commitment is structuring a compelling long term vision for the course, which offers a glimpse of the true potential of the property. Making the necessary short term changes to stabilize and improve the operation will only generate confidence that a future investment of capital dollars will produce a return.



Compressed Master Site Plan

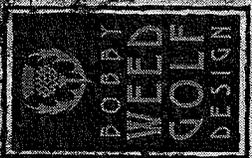
- A - Enhanced Practice Area
- B- 3 -hole training course, walking only using existing tees & greens
- C- Interpretive mining trail on existing cart paths

Additional uses (i.e. multi-purpose athletic field, restored golf holes, etc.) can be brought on-line as needs and finances allow.



Legend

- A - New putting green, pro shop
- B - 6 new tennis courts
- C - New multipurpose athletic field
- D - Pit bottoming amphitheater and stage
- E - Enhanced practice area
- F - Horseshoe court expansion area
- G - Relocate batting cages here, add convert back to tennis court
- H - Consider purchase of back of this lot for additional tennis



OVERALL

Rounds by Month	Month	Quarter
JAN	12%	
FEB	12%	40%
MAR	15%	
APR	10%	
MAY	5%	21%
JUN	6%	
JUL	5%	
AUG	7%	17%
SEP	5%	
OCT	5%	
NOV	8%	21%
DEC	8%	
TOTAL	10,501	

Play by Hour		Play by Day	
7-8 am	17%	Mon	12%
8-9 am	13%	Tues	13%
9-10am	16%	Wed	12%
10-11 am	11%	Thurs	14%
11-12 pm	8%	Fri	13%
12-1 pm	10%	Sat	14%
1-2 pm	8%	Sun	22%
2-3 pm	9%		100%
3-4 pm	4%		
4-5 pm	3%		
5-6pm	2%		
	100%		

FIRST QUARTER
40% OF PLAY

Play by Hour		Play by Day	
7-8 am	8%	Mon	12%
8-9 am	8%	Tues	14%
9-10am	18%	Wed	13%
10-11 am	12%	Thurs	14%
11-12 pm	11%	Fri	16%
12-1 pm	11%	Sat	13%
1-2 pm	10%	Sun	18%
2-3 pm	15%		100%
3-4 pm	6%		
4-5 pm	1%		
5-6pm	0%		
	100%		

SECOND QUARTER
21% OF PLAY

Play by Hour		Play by Day	
7-8 am	16%	Mon	12%
8-9 am	16%	Tues	11%
9-10am	16%	Wed	12%
10-11 am	12%	Thurs	14%
11-12 pm	8%	Fri	13%
12-1 pm	7%	Sat	16%
1-2 pm	7%	Sun	22%
2-3 pm	9%		100%
3-4 pm	5%		
4-5 pm	3%		
5-6pm	1%		
	100%		

THIRD QUARTER
17% OF PLAY

Play by Hour		Play by Day	
7-8 am	26%	Mon	11%
8-9 am	16%	Tues	13%
9-10am	10%	Wed	10%
10-11 am	7%	Thurs	12%
11-12 pm	7%	Fri	13%
12-1 pm	7%	Sat	14%
1-2 pm	7%	Sun	27%
2-3 pm	7%		100%
3-4 pm	3%		
4-5 pm	4%		
5-6pm	4%		
	100%		

FOURTH QUARTER
21% OF PLAY

Play by Hour		Play by Day	
7-8 am	18%	Mon	13%
8-9 am	11%	Tues	13%
9-10am	18%	Wed	13%
10-11 am	12%	Thurs	17%
11-12 pm	7%	Fri	11%
12-1 pm	13%	Sat	13%
1-2 pm	8%	Sun	21%
2-3 pm	6%		100%
3-4 pm	3%		
4-5 pm	2%		
5-6pm	1%		
	100%		