

**2017 ANNUAL REPORT TO THE BOARD OF DIRECTORS
GOLF ADVISORY COMMITTEE**

Section I. COMMITTEE MEMBERS AND STATUS OF TERMS.

Name	Date Appointed	On term	Comments
Kessler, Bob	Dec 9, 2016	1	Chairman
Davies, Larry	Dec 9, 2016	1	
Janasek, Tom	Dec 9, 2016	1	
Novy, Olga	Dec 9, 2016	1	
Lynch, Joe	Dec 9, 2016	1	
Bianceniello, Frank	Dec 9, 2016	1	
McGovern, Ginger	Dec 9, 2016	1	
Stiles, Ernie	Dec 9, 2016	1	
Beisler, Jim	Dec 9, 2016	1	

The committee was activated in Dec 2016 after being inactive for a number of years by a previous BOD's action.

Section II. SUMMARY OF MAJOR ACTIVITIES DURING REPORTING PERIOD.

The committee identified ways to improve the golf course, golf operations, and revenue generation. The following recommendations ranked in order of importance are provided for management consideration.

- 1. Golf Course Management:** Return management responsibility of the Golf Course and the Tern Grille to the Director of Golf. The condition of the course is a major issue when selling the appeal of golf to members, guests and outside play. Almost all Tern Grille revenues result from golf operations. The Director needs to be in control of all aspects of the golf operation to efficiently manage the facility and to optimize value to the customer. Member events were moved to outside venues in 2017 at a substantial loss in revenue because F&B operations were not responsive.
- 2. Golf Professional Staff.** An additional golf pro should be hired to broaden the quality and quantity of professional services. Pro shop employees need training to know the fee structure, how to use the computer, how to greet and welcome players, etc. We need a specified starter and knowledgeable marshals with defined authority on heavy outside play days to manage play effectively.
- 3. Course Conditions: Drainage:** Budget to complete the drainage program. Holes 8 and 9 should be addressed first. Greens which were rebuilt recently are badly stressed on some holes. Recommend a review by the USGA of our maintenance approach: staff, technology, best practices. While this summer's rainfall contributed to some current conditions, other local courses are in significantly better shape. Documentation to support cleaning and daily inspections is needed for all restrooms.
- 4. Golf Membership Rates:** Maintain current rates. 2017-2018 rates were lowered to attract new members with some success. Another year may see additional members.

5. **Golf Membership Year:** Membership year to run from May 1 to April 30. (Attached is a proposed prorated schedule to convert current variable start and finish dates to a set fiscal year.)

6. **Interdepartmental Communications:** There does not appear to be effective communications from the Administration to Course management. Evidence of this problem surfaces when one tries to find out who is responsible for what, e.g., bathroom maintenance on course and in clubhouse, maintenance of Tern Grille inventory.

Section III. PROBLEMS ENCOUNTERED AND ASSISTANCE REQUIRED.

1. None

Section IV. REQUEST FOR ITEMS TO BE CONSIDERED FOR INCLUSION IN THE NEXT OPA BUDGET.

1. None from the committee but OPA will need to budget for the drainage program. The current Golf Operations budget does not adequately define or explain maintenance expenditures. More transparency is necessary for proper analysis and review.

Section V. RECOMMENDATIONS FOR BOARD ACTION.

1. That the BOARD implements the recommendation discussed in Section II above to improve the golf course, golf operations and revenue generation.

Section VI. RECOMMENDATIONS FOR COMMITTEE WORK IN 2018.

1. Monitor financial performance and address ways to improve net operating results.
2. Monitor golf operations for customer satisfaction.
3. Address ways to increase non-member golf rounds and revenue.
4. Identify ways to improve communication with members, especially new members.
5. Assist Course Management in increasing Tern Grille revenues; happy hour events, menu improvements.

		2018 - 2019 PROPOSED PRORATED MEMBERSHIP RATES											
		MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL
		100%	90%	80%	70%	60%	50%	30%	20%	10%	0%	0%	0%
MEMBERSHIP TYPE	RATE												
FAMILY	\$2,000	\$2,000	\$1,800	\$1,600	\$1,400	\$1,200	\$1,000	\$600	\$400	\$200			
INDIVIDUAL	\$1,200	\$1,200	\$1,080	\$960	\$840	\$720	\$600	\$360	\$240	\$120			
FAMILY AFTER 12	\$1,200	\$1,200	\$1,080	\$960	\$840	\$720	\$600	\$360	\$240	\$120			
INDIVIDUAL AFTER 12	\$800	\$800	\$800	\$640	\$560	\$480	\$400	\$240	\$160	\$80			
FAMILY CART PACKAGE	\$1,600	\$1,600	\$1,440	\$1,280	\$1,120	\$960	\$800	\$480	\$320	\$160			
INDIVIDUAL CART PACKAGE	\$1,100	\$1,100	\$990	\$880	\$770	\$660	\$550	\$330	\$220	\$110			
JUNIOR	\$225	\$225	\$205	\$180	\$160	\$135	\$195	\$70	\$45	\$25			
30/60 ROUND (CART INCLUDED)	\$1,290	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Prorated amounts when calculated for the membership period will be rounded to the next higher five dollars.													
No prorated memberships will be sold in February, March and April. However, members who purchase a prepaid annual membership for the following year will receive a free membership for the remainder of the current year (February, March, and April) as applicable.													
In their first year when converting from a random fiscal year to a fixed fiscal year (1 May-30 April) membership, the members prorated amount will be calculated from the first full month after the current membership expires.													
30/60 round (cart included) memberships will not be prorated. They can be purchased at any time during the year but will expire on 30 April. Any rounds not played will not carry over to the new membership year.													