

# Golf Consults Combined Recommendations

Baker + Davidson Consultations, Jan. 2016

## Business Improvements –

- Develop a Business Plan
- Review all personnel annually and establish a mission statement and goals.
- Professionally manage the expenses to be aligned with the competition of the golf industry.
- Increase department head authority/responsibility in developing and administering budgets.
- Conduct a review monthly to ascertain the under/over amounts in all budget line items.
- Develop a chart of accounts with detailed descriptions of each line item. Proposed budgets should be "zero-based" with all known or projected expenses listed by month.
- Add a clerical or admin. assist. position to take care of recordkeeping, reporting, ordering, etc.
- Conduct a search and interview legal counsel and labor negotiation professionals to determine if current counsel is providing the best advice and strategies towards relations and interaction with the union.
- Clean and organize the shop areas to dramatically improve appearance and functionality.
- Clean up merchandise display and inventory in the golf shop.

## Improve Revenue –

- Establish a golf marketing budget of at least \$17,500 annually divided:
  - 25% for internet (web) and other electronic marketing
  - 50% for printed materials and print advertisement
  - 25% for other items, such as promotions, radio spots, etc.
- Develop the "Stay and Play" program that was effective in the past.
- Get Golf Ready – PGA sponsored for player development. Closest program is 100 miles away.
- Foot Golf – golf + soccer played with a regulation soccer ball on a shortened golf course.

## Improve Website -

- The internet is having a larger and larger impact on golf.
- The most successful golf websites have several pictures of all aspects of the facilities.
- Expand the use of photographs. Include -
  - Pictures of the most scenic locations such as Hole No. 15 on the golf course
  - At least one picture of each hole in the course description page
  - Multiple pictures of the clubhouse, especially banquets and parties
  - Pictures of the practice facilities and BBQ areas for tournament play
  - Pictures of key staff
  - Prominent display of the facility logo on each page

## Improve Member/Golfer Relations –

- E-mail databases are essential in as a means of staying in touch with the customer base.
  - Capture as many of the golfers email address for promoting the golf course.
  - Continuously expand and update this database of golf customer.
- E-mail marketing is one the most cost-effective types of advertising.
- Survey the membership and golfers for significant feedback and to collect email addresses.

- Create a position (e.g., ombudsman) not in the golf department or in a supervisory position at HVLA, to conduct a review of all written warnings before they become official. This will help insure fairness in the progressive discipline process, with a chance to avoid such warnings becoming official union grievances.

### **Improve Union/Management Relationship -**

- Renegotiate the Union agreement
  - Eliminate the onerous work rules that apply to management.
  - Ask that union officials and unionized staff become full partners in making the golf course a proud asset of the community and a viable business operation.
- Review the compensation and benefits package in the labor agreement
  - Reduce or eliminate items that are costly to the Association, but have a minimal impact on the employees and their families.
  - Labor-related costs must be reduced to counter the severe losses in the golf ops.; to come closer in line with competing courses and the compensation/benefits-standards of the industry.

### **Improve Maintenance -**

- Secure a pesticide use permit. At least one staff must have a valid pesticide applicators license.
- Clean up the pesticide storage room, and bring it up to code.
- Develop programs for pesticide training, safety equipment availability/storage, emergency evacuation or containment plans, and notification of upcoming applications, recordkeeping, and reporting.
- Develop training programs for the crews that include certifications/licenses.
- Develop job and task descriptions, as described by text and example in the report.
- Set standards for conditioning all areas of the course. Create a grading sheet that allows for a reasonably objective evaluation of the different elements on the course.
- Create a tree management plan as described in detail in the report.
- Improve the practice/teaching areas near the Pro Shop by developing good cultural management practices.
- Remove the lava sand from the bunkers. Redistribute sand to other bunkers.
- Reduce or eliminate the abundant algae in the course ponds.
- Purchase equipment management software that provides for maintenance schedules and tracks the cost and details of repairs.
- Post work schedules in an obvious place. (Current schedule makes it difficult to determine who is actually on the job.)
- Review advantages/disadvantages of separate golf and non-golf maintenance functions. Currently the superintendent oversees both areas. It is recommended they be separated. Accordingly, the maintenance foreman should be given an increase in status and compensation.
- Hire an assistant golf course superintendent. Someone from the outside with experience and training in the industry.

**This summarization has NOT changed or modified the original intent of either consultant's recommendations.**

**[Hidden Valley Lake OWNER ADVOCATE](#)**

