

GOLF OPERATIONS WORKSHOP
MANAGER'S RECOMMENDATIONS

13 December 2010

Golf Center – The Golf Center (clubhouse) does not currently meet building or accessibility codes for lounge, snackshop, or restaurant operations. Minimum live load capacity of 100 psf is required for current and potential commercial uses.

Engineer's evaluation of live load capacity revealed:

- Women's Lounge – (100 psf)
- Men's Lounge – (32-75 psf)
- Snack Shop – (18 – 20 psf)
- Kitchen – (42 psf)

Additional deficiencies include leaking roof (flat pitch not designed for shingles); insufficient ceiling height; ADA accessibility issues (uneven elevations within building; no handicapped ramps or dedicated parking, minor restroom and interior needs); rotting fascia, soffit, siding; inappropriate basement venting which allows flooding into basement area. OSHA & Fire Code violations due to storage of hazardous chemicals and flammable fuels; Health Dept violation in kitchen (requires new ceiling surface and sinks, wiring)

Short-term Recommendations:

- 1) Hire engineer to design necessary structural upgrades (\$3,500)
- 2) Issue RFP for informal discussion with interested parties, offering four options for food service: a) enhanced hot/cold vending; b) snack shop/grab & go combo; c) full service restaurant; with option for catering and facility rental
- 3) Borrow \$250,000 from General Fund for \$100,000 toward capital improvements of course & equipment, \$100,000 improvement to golf center, \$50,000 to shore up operations, initiate marketing & software upgrades, develop website, facilitate staff reorganization
- 4) Begin upgrades to upstairs, beginning with structural/code compliance issues and expanding to conversion of entire upstairs to restaurant/rental facility to generate revenue for course
- 5) Initiate Staff reorganization (see below)

2-4 Month Recommendations:

- 6) Provide Associations notice of termination of lease
- 7) Design a combination Men's & Women's lounge on lower level (adding rest room and attractive bump out to increase (double) space
- 8) Eliminate exclusive leases, but consider renegotiation with associations and/or provide lounge area as service to all golfers
- 9) Re-build #16 & #4 greens and address overdue routine maintenance concerns aggressively
- 10) Study additional course mgmt options (leased course/contract mgmt/consulting arrangement)
- 11) Develop equipment replacement plan

Long-range Recommendations:

- 12) Establish commercial driving range in partnership with other area agencies to provide for additional revenue, training facility, and additional perk for course members
- 13) Develop CIP projects that will lead to increased parking, enhanced/ combined shop/food service/maintenance capability

Staff Reorganization:

- 14) Remove Golf Course from Recreation Department, but remain under umbrella of Rec Commission
- 15) Create Golf Course General Manager position, by downgrading or eliminating Golf Pro position; position would be open to internal and external candidates
- 16) Eliminate 1-2 full-time maintenance positions through natural attrition/retirement and replace with 5 seasonal workers; engage services of community service volunteers