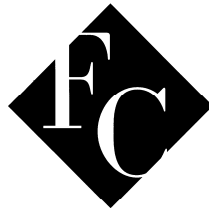


*Sample of a Report From a Planning
Session for a Private Club*



Private Club Logo

*"to make the right decisions you
need to ask the right questions and
get the right information"*



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How do Members describe the Club now – Current position

- A golf club.
- A short course conducive for walkers.
- Very good golf programs, including a good junior program.
- A gender friendly club.
- Members and staff are very friendly.
- A club with multi-generations and a mix of ages.
- An immature club that is still developing
- Family-friendly club.

Vision for the Club – Future position

- A full service country club with great golf programs and a high quality golf course.
- A gender friendly club.
- Members and staff are very friendly.
- Family-oriented club.
- Financially strong Club.
- Membership waiting list with new Members residing in high income areas near the Club.

Mission Statement

A premier club providing outstanding golf and dining experiences for its members and their guests

GM Concept and Role of the Committees

GM:

- Board will concentrate on policy making and strategic planning.
- GM will be responsible for implementation of policy, rules, and all operational areas.
- GM will supervise, evaluate, hire and negotiates contracts with ALL employees.
- GM makes pricing decisions.

Committees:

- Committees are advisory arms to the Board.
 - Committees will be assigned issues to explore by the Board.
 - Committees make recommendations to the Board.
 - Committees represent and communicate the views of the Membership to the Board.
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Major Issues for the Club

- Drainage of the golf course.
- Acquiring land for expansion.
- Facilities:
 - ◆ Fitness center.
 - ◆ Short game practice facility.
 - ◆ Driving range.
 - ◆ A par-3 hole.
 - ◆ Golf course maintenance barn and cart storage.
- Maintenance of the course, e.g., erosion, secondary areas, etc.
- Membership marketing.
- Quality of the locker rooms.
- Bury power lines.
- Structure and revenue streams of the golf professional and department.
- Reciprocity with other clubs.
- Association or mergers with other Clubs.

Strengths

- A course conducive for walkers.
- Quality of the golf course.
- Very good golf programs, including a good junior program.
- A gender friendly/equal club.
- Members and staff are very friendly.
- A club with multi-generations and a mix of ages.
- Family-oriented club.
- Very good food and beverage operation (food quality and service).
- Only food and beverage facility in the immediate area.
- High quality staff.

Weaknesses

- Location - average income residential area adjacent to the Club.
 - Maintenance of the course, e.g., erosion, secondary areas, etc.
 - Golf course maintenance barn and cart storage.
 - Quality of the locker rooms.
 - Facilities that are aging and need updating.
 - Inadequate golf practice areas.
 - Restrooms on the golf course.
 - Drainage on the golf course.
 - Communication to the membership.
-

Threats

- Lack of non-golf sport facilities makes the Club primarily a golf club and not a country club.
- Club is land-locked, making expansion difficult for other activities and lengthening the golf course.
- Recession and poor economy continues.
- Membership number continues to decline.
- Residential areas adjacent to the Club are declining in quality.
- More competition:
 - ◆ Restaurants.
 - ◆ High-end daily fee courses.

Opportunities

- Recruiting new Members from high income residential areas near the Club.
 - Improvements to the golf course will make the Club attractive to candidates for membership.
 - Full-service country club will attract both golfers and non-golfers for membership.
 - Implementing revenue streams will make the Club stronger financially for both capital projects and operations.
 - Only dining facility in the area and quality food and beverage operations will make the Club unique and attractive for membership.
 - Land acquisition will allow the Club to expand services and facilities:
 - ◆ Fitness center.
 - ◆ Short game practice facility.
 - ◆ Driving range.
 - ◆ A par-3 hole.
 - Recruitment committee identifies good candidates for membership and sponsors for those candidates.
 - Increase the value of membership through
 - ◆ Reciprocity agreements with other clubs.
 - ◆ Association or mergers with other Clubs.
 - Metropolitan area appears to be less prone to severe recessions than other major cities.
 - Capital project improvements will make the Club attractive to candidates for membership and lower the attrition rate.
-

Issues and Responsibility (ABBREVIATED)

Membership Committee: (3 months)

- Aging membership with a large number of senior members:
 - ◆ Place a cap on the number allowed in the senior category.
 - ◆ Increase the criteria for individuals eligible for the discount (from 75 years of age and 25 years as a member to 80 years of age and 30 years as a member).
 - ◆ Decrease the discount offered for the senior category (from 30% to 10%).
 - ◆ Reduce or restrict the privileges for the senior category (no golf play during peak periods, etc.).
 - ◆ Grandfather those currently in the senior category.
- Non-golfing memberships:
 - ◆ Recruitment strategies.
 - ◆ Notify the membership that the club is looking for non-golfing members.

Golf Committee: (6 months)

- Leagues and tournaments:
 - ◆ Number of leagues and events.
 - ◆ Day and time of events.
 - ◆ Member and guests in events.
- Access to the tee.
- Improve junior programs in golf.

Board: (ongoing)

- Increase communication:
 - ◆ Web site.
 - ◆ Newsletter.

General Manager and Staff: (ongoing)

- Seasonal staffing:
 - ◆ Compensation plan to supplement base pay.
 - ◆ Training of staff.
 - ◆ Attraction of qualified individuals.

Strategic Planning Committee: (9 months)

- Responsibilities of the committee:
 - ◆ Strategic oriented.
 - ◆ Develop five-year capital plan.
 - ◆ Develop financial plan.
 - ◆ Update capital and financial plans annually.
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Strategic Planning Committee Capital Projects: (on going)

- Golf course drainage:
 - ◆ Architect and contractor estimates:
 - ◆ Timeline to complete the work, push to complete in the fall (September to December).
 - ◆ Close the course completely or keep it open partially.
 - Pro shop project:
 - ◆ Expansion and renovation.
 - ◆ Merchandise presentation.
 - Financial plan.
 - ◆ Refundable assessment.
 - ◆ Depreciating refundable assessment.
 - ◆ Incur debt with the current low rate in interest and have a dues increase to pay the debt.
 - Locker rooms:
 - ◆ Male locker room.
 - First-class locker room for a premier club.
 - New lockers.
 - Update wet areas.
 - ◆ Female locker room.
 - Full-length lockers.
 - Update with cosmetic improvements.
 - Clubhouse:
 - ◆ Improve the meeting rooms to make it more attractive for the profitable meeting business. Add technology and equipment to host business meetings at the club, which will also make the club attractive to nominees for clubhouse memberships.
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