

**CITY COUNCIL OVERSIGHT COMMITTEE MEETING**

**CONFERENCE ROOM – MUNICIPAL BUILDING  
201 WEST GRAY**

**WEDNESDAY, NOVEMBER 13, 2013**

**5:30 P.M.**

- 1. DISCUSSION REGARDING GOLF PRO SERVICES FOR WESTWOOD GOLF COURSE.**
- 2. MISCELLANEOUS DISCUSSION.**



# office memorandum

Date: November 6, 2013  
To: Steve Lewis, City Manager  
From: Jud Foster, Director of Parks and Recreation *J.F.*  
Subject: Westwood Golf Professional Position

On October 17, 2013 David Lisle submitted his resignation as the Head Golf Professional at Westwood Park Golf Course. His last day at Westwood will be January 14, 2014. David has been our Head Professional for 27 years. This transition period provides an opportunity for us to re-evaluate the various management options in the golf industry.

In 2008 we discussed four different golf course management options with the Finance Committee.

1. Sell the property and get out of the golf business – We determined at that time that it is very important for the City of Norman to have a municipal golf facility. We are positioned in the golf market to be an attractive, relatively inexpensive option to beginning players, youth, family and senior players, as well as to more advanced and accomplished players. Our citizens appreciate having this type of recreation opportunity available to them.
2. Lease to a commercial golf course management company to operate on a long term lease – Reviews of golf course management contracts in Tulsa and Broken Arrow indicate that it would be difficult to save money with this option. The City of Norman would give up control and still be responsible for the existing debt service on the facility (approximately \$200,000 per year) and would most likely be required to pay into an annual Capital Improvement Fund, pay a management fee and continue to own and maintain the golf course maintenance equipment.
3. Municipal Authority/Salaried Employee – In this option, the Golf Course Manager becomes a City Employee and the City owns the golf shop merchandise. It would require additional investment for pro shop merchandise, additional salary for Golf Professional and bookkeeping and would put us in competition with local retail operations. Lack of experience with retail operations and risk of public funds for unsold merchandise are additional concerns for this option.
4. PGA Professional Manager (current model) - Municipal Authority governs the operation through a contracted PGA Professional who is hired to oversee the daily operations. This is a very common option in our region of the country which allows citizen involvement, utilizes PGA professional training and experience and maintains affordable golf for the public.

The Finance Committee agreed that the current model was the best option for Westwood Park. Since that time, we have worked to develop a performance based management approach for the contracted position. Additional emphasis was placed on new programming and marketing in addition to setting goals that are evaluated on an annual basis. We have seen positive results from these efforts in recent years.

I have recently reviewed all of these options with two local PGA Professionals and an industry consultant who worked with us in our previous reviews and helped to develop our outcome based management criteria. Because of the positive results that we have seen and because of the potential increased costs that may come from other operating models, all of these professionals believe that our current operating model is still the best fit for Westwood Park Golf Course.

Our current Golf Professional Contract provides that the Professional will maintain, manage and operate the golf course and facilities and provide services for golf lessons and for the rental and sale of golf supplies and equipment. The Professional is responsible for keeping records of all receipts and collections of Authority revenue. The Finance Department provides a semi-annual audit of golf activity. The contract provides a fixed fee of \$42,000 per year and the same health benefits provided to other full time City Employees. Upon annual review, the City Manager may recommend an adjustment to the fixed fee based on demonstrated progress by the Professional. The Professional also receives 100% of the gross receipts from the rentals of lockers which are furnished by him; 100% of the gross receipts from the servicing, storage and repair of golf clubs, bags and pull carts, the latter of which are furnished by him; 100% of the gross receipts from the rental of golf clubs and bags, which are furnished by him; and 100% of the gross receipts from the Professional Shop, the merchandise for which is furnished and supplied by him. These provisions are commonly found in municipal Golf Professional contracts in our region of the country. A copy of the current Golf Professional Contract is attached for your review.

I have been in contact with Mr. Kevin Walls, PGA Employment Consultant with the PGA of America. He has provided detailed materials relative to the hiring procedure which include a time line, information on creating a search committee and interview questions to consider. He has also provided samples of Golf Professional advertisements which are distributed through the PGA of America. Their services are available to us at no cost and are clearly the best way to reach out to potential candidates. Copies of Golf Professional announcements are attached for your reference.

I believe it would be in our best interest to work with Mr. Walls to announce this job opening within our region of the country as soon as possible. I would anticipate a time line of approximately twelve weeks to complete this transition. Additionally, I would like to move forward to establish a search committee that would assist us in the process by reviewing information from potential candidates and being involved in the first round of interviews for those selected. Final interviews will be conducted by me, with a recommendation through you to the City Council. The search committee would include myself, our Greens Superintendent, a representative from the Park Board, representatives from the PGA of America and a representative from our local men's golf association.

Please let me know if you have any questions on this information. I look forward to starting this process as soon as possible.

Attachments: Current Employment Agreement  
PGA Job Notifications  
FYE '14 Norman Budget Division Summaries

EMPLOYMENT AGREEMENT

THIS AGREEMENT made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2013, by and between the Trustees of the Norman Municipal Authority, a Public Trust, hereinafter referred to as "Authority," and David P. Lisle, Golf Professional-Manager, hereinafter referred to as "Professional."

WITNESSETH:

WHEREAS, the Authority owns and possesses a Municipal Golf Course known as "Westwood Park" situated in Norman, Oklahoma, including the grounds and clubhouse with restaurant thereon and all other improvements appurtenant thereto, and,

WHEREAS, the Professional is desirous of maintaining, managing and operating said Golf Course and facilities (excluding the grounds thereof) (hereinafter called "Westwood Park") for the Authority.

NOW, THEREFORE, in consideration of the mutual covenants, promises and agreements hereinafter set forth, it is agreed as follows:

1. Authority hereby employs Professional and Professional accepts employment for a period of two years from the date above written, with annual review by the City Manager, to maintain, promote, market, manage and operate said Golf Course and facilities, and the Professional must assume full responsibility for the general management and operation of said Golf Course (excluding the grounds thereof), clubhouse, driving range, and golf carts and rentals thereof, and provide to the general public services for golf lessons and for the rental and selling of golf supplies, golf equipment and repairs to golfers' equipment, subject to the overall direction of the Director of Parks and Recreation and the Authority. The Director of Parks and Recreation shall have supervision over the performance of the acts and things herein contained and covenanted.

2. Professional agrees to keep accurate records of all receipts and collections of Westwood Park income in a manner approved by the Authority and/or its designated agent or auditor, the cost thereof to be paid by the Authority. Professional shall make such records available for inspection by the Authority or the Director of the Norman Parks and Recreation Department at any time upon demand and shall submit such records to whomever the Authority or Director of Parks and Recreation Department may designate hereafter for the purpose of auditing such records on or before the tenth day of each month for the preceding month. Additionally, the Finance Director shall provide a semi-annual audit of golf activity and submit a report to the Authority as directed.
3. Professional agrees to keep accurate records of all golf professional income and expenses for (a) sales and rental of golf merchandise and equipment, (b) servicing, storage and repairs to golfer's personal equipment and supplies, (c) golf lessons, and (d) locker rentals, in a manner approved by the Authority and/or its designated agent, the cost thereof to be paid by the Professional. Professional shall make such records available for inspection by the City Manager or the Director of Norman Parks and Recreation Department at any time after reasonable notice. Additionally, the Professional shall provide to the City Manager or the Director of Norman Parks and Recreation Department, a semi-annual financial statement of the Professional's personal business activities, said semi-annual periods to be agreed upon by the City Manager or his designee and the Professional. Authority recognizes that the personal business records of the Professional contains information that is proprietary in nature, is being voluntarily supplied and therefore may be returned to Professional upon proper request under the provision of the Oklahoma Open Records Act, 51 Okla. Statutes §24A.10.
4. A schedule of fees and prices applying to green fees, advanced green fees, lockers, golf carts and driving range shall be established by the Authority.
5. The Golf Course, clubhouse, driving range and all other facilities described above shall be open for full operation daily. The specific hours of such operations shall be established by the Director of Parks and Recreation Department. Professional agrees to abide by such established hours of operation and to assure that professional services and employees will be available to the patrons during all the hours of operation.
6. Income and disbursements will be administered in the following manner:

(A) Professional will receive all gross receipts from (a) the sales and rental of golf merchandise, the latter to be purchased at his own cost and expense, (b) the charges for repairs to golfers' personal equipment and supplies used and sold in the Repair Shop, which Repair Shop the Professional shall equip and maintain at his own cost and expense, and (c) from golf lessons given by the Professional to patrons of Westwood Park Golf Course;

(B) Authority shall receive all gross receipts from green fees, driving range, advance fees, golf cart rentals, restaurant sales, self-service machines, pay telephones and any and all merchandising machines, excluding self-service machines that dispense golf merchandise sold in the golf shop. The income of the Authority shall be deposited daily in such bank as is hereafter designated by the Parks and Recreation Department and the Authority.

7. Yearly audits of all activities of the park under the Professional's supervision and control shall be performed in order to determine profit and loss, which audit shall be supplied by the Authority.

8. As consideration for the Professional's supervision and management of Westwood Park Golf Course, driving range, lockers, golf carts and other activities appurtenant to the golf course (not including the swimming pools or snack bar therewith connected and appurtenant), the Professional shall receive, as remuneration, the following:

(A) A fixed fee of \$42,500 per year, paid monthly at a rate of \$3,541.67 for each month of service completed, provided that it is recognized that the Director of Parks and Recreation and the Professional are jointly preparing a Business Plan for the operation of the Westwood Park Golf Course and that upon the anniversary date of the effective date of this contract the City Manager may recommend an appropriate adjustment to this fixed fee for the remainder of the contract term based on implementation of said Business Plan and demonstrated progress towards Business Plan goals in areas that are the responsibility of the Professional;

(B) The Professional shall receive 100% of the gross receipts from the rentals of lockers which shall be furnished by the Professional; 100% of the gross receipts derived by the Professional from the servicing, storage, and repair of golf clubs, bags and pull carts, the latter of which shall be furnished by the Professional; 100% of the gross receipts derived by the Professional from the rental of golf clubs and bags, which he shall furnish; 100% of the gross receipts derived by the Professional from the Professional Shop, the merchandise for which shall

(A) Professional shall provide loss and damage insurance necessary to protect Professional's golf merchandise and Professional's equipment in the Repair Shop and property and equipment of patrons in the possession of Professional. Professional assumes all risks incident to or in connection with Professional's sale of golf merchandise, repairs referred to above, the giving of golf lessons to golf patrons while on said golf course, and shall indemnify, defend and save the Authority and the City of Norman harmless from damages or injuries of whatever nature or kind to persons or property arising directly or indirectly out of the above-specified activities. In this connection, the Professional shall carry Comprehensive General Public Liability Insurance in the amount of \$100,000 for one person and \$300,000 for any one accident involving injury to more than one person with Property Damage Insurance of not less than \$25,000 for any one accident. Professional further agrees to save the Authority and The City of Norman harmless from any and all damages arising out of any act or omission by him outside the scope of his employment.

(B) Authority shall provide insurance for Comprehensive General Public Liability and Property Damage for the clubhouse and restaurant herein (except the areas of golf merchandise sales and golfers' repair shop), its equipment and grounds equipment, golf carts, and to protect the Authority, its agents and employees including the Professional from any and all accidents in the general operation of said golf course and facilities, except those stated in Paragraph 12 (A) above. The Authority shall provide insurance against fire and theft on the clubhouse, its equipment and grounds equipment and golf carts.

(C) Professional shall qualify for a Corporate Surety Bond in the amount as specified in Section 8-109(2)C of the Code of the City of Norman to be procured by the Authority at its cost and expense. Conditions of said bond shall be the faithful performance of all the covenants and obligations imposed on the Professional by this Agreement.

14. All expenditures of Authority funds for supplies and equipment shall be approved by the Director of Parks and Recreation, and any expenditure exceeding \$12,500 shall be approved by the governing body of The City of Norman.

15. Authority agrees to furnish at the above-named Golf Course to the Professional: office space, office equipment, storage area and suitable area in which to sell golf equipment and supplies, free of rent.

16. Professional agrees to abide by the Ordinances of The City of Norman and the Statutes of the State of Oklahoma and rules and regulations established by the Director of Parks and Recreation and the Authority in the performance of his duties and responsibilities under this contract.

17. Provided further that this contract is subject to the annual appropriation by the City Council of the funds allocated herein. Should the City Council fail to appropriate funds sufficient to fulfill the uses and purposes of this agreement, then this contract shall terminate.

18. In the event the Authority or Professional shall fail to perform, keep and observe any of the terms, covenants and conditions herein contained, Authority or Professional may give the other written notice to correct such condition or cure such default, and action to correct any such condition or default shall be taken within thirty (30) days after receipt of such notice by Authority or Professional. Thereafter, if it is determined by the Authority, or by the Professional, as the case may be, that no action has been taken or that the action to correct such condition or default is not appropriate or is insufficient, then the other may terminate this contract by the giving of written notice to that effect addressed to the other party by registered mail in which the contract terminates after the expiration of ninety (90) days from the date of notification. If the Professional shall at any time be incapacitated by illness or otherwise from performing his duties for a reasonable period of time, or if he shall, in the opinion of the Director of Parks and Recreation and Authority, be or become in any way unfit to act as Professional or if he commits acts to the detriment of the Authority or improperly performs his duties, the Authority may, by three calendar months' written notice, terminate this contract, notwithstanding anything herein contained to the contrary. Notwithstanding the forgoing, this contract is terminable on reasonable notice, without penalty or cause, at the end of one year.

19. In the event the Authority initiates termination of this agreement the Authority shall purchase from the Professional the merchandise, equipment, supplies and clothing owned by him in the operation of the golf pro shop as follows:

(A) All new merchandise, delivered or undelivered at the date of notice of termination, which has been paid for by the Professional, including, but not limited to, clothing, shoes, clubs, golf balls and other items for sale in the golf pro shop shall be purchased at actual invoice price plus actual freight costs. Professional shall supply documentation to the Authority indicating said

actual cost.

(B) Any payments due to the Professional from the Authority shall be paid within thirty (30) days of the date of termination.

20. It is contemplated between the parties hereto that during the term of this contract that various improvements may be made to the Golf Course and its facilities. In the event that improvements shall be made of such a substantial nature as to disrupt the normal operation of the Golf Course and the clubhouse, the parties may, by mutual agreement, set a minimum gross income figure to a figure that more properly represents the conditions existing at that time.

21. It is agreed that this contract shall not be assigned in whole or in part without written consent of Authority and the Professional.

22. During the continuance of this agreement, Professional shall devote the whole of his time during the operating hours of this course and clubhouse and shall use his best endeavors to promote the interest and welfare of the Authority. Professional shall be allowed to participate in golf tournaments and other professional golf activities after obtaining permission from the Director of Parks and Recreation.

23. If any casualty or unforeseen occurrence shall render the fulfillment of this contract by Authority impossible, including without limitation thereto, the requisitioning of the premises by the United States Government or the State of Oklahoma or the City of Norman or any arm or instrumentality thereof for a major portion of the term, then this contract shall terminate and Professional waives any claim for damages or compensation, should this contract be so terminated. If the Authority determines that it is in the best interest of the Authority to discontinue the operation of said Golf Course and clubhouse, it may, at its discretion, terminate this contract on three (3) months' written notice to Professional and Professional waives any claim for damages or compensation in case of such termination.

24. It is understood and agreed by and between the parties that the terms and conditions of this contract contain all matters which constitute the employment relationship herein created and any duties, responsibility, benefit, privilege or condition not expressly contained herein is deemed to have been considered and rejected as part of this agreement and is not subject to further negotiation unless mutually agreed to by the parties.





December 29, 2009

#### CAREERLINKS JOB NOTIFICATION

**Member Number: 99990006**

Dear Kevin,

PGA Employment Services is pleased to inform you that the information in your Careerlinks profile meets the criteria established by the employer for the following position:

**Position Title/ Facility Information:** General Manager of Burnt Pine Golf Club at Sandestin Resort, an 18 hole private facility in Destin, Florida. The 7,000 yard Rees Jones designed private club is located along Choctawhatchee Bay and is part of the 72 hole, 2400 acre resort on the northwest coast of Florida. Sandestin Resort has lodging of 1700 rooms and 60,000 square feet of conference space. Burnt Pine Golf Club is deemed the "Crown Jewel of Florida Golf" by Golf Magazine and recognized as one of the "Top 30 Courses in Florida" by Golf Digest and Golfweek. Burnt Pine Golf Club has a full service clubhouse with restaurant, men's and ladies locker rooms.

**Position Description:** The General Manager is responsible for all food and beverage operations, membership management and golf operations at the facility. The General Manager also serves as the communication contact for club and resort owner with the membership and is responsible for maintaining open lines of communication. This includes, but is not limited to:

- Extensive financial reporting
- Hiring and training of all staff members
- Purchasing
- Event planning
- Tournament operations
- Revenue generation
- Membership growth

The employer is seeking a PGA Class A member in good standing with strong interpersonal and communication skills, with a minimum of 4 years experience preferred as General Manager or Director of Golf at a private or semi-private golf club. The candidate should have an oversight of a food and beverage facility including a full service dining room or ballroom.

This is a year round position and has a scheduled start date of March 1, 2010. The position will report to the Vice President of Resort Activities.

**Compensation/ Benefits:** The compensation package will include a base salary of \$75,000-\$85,000 commensurate with experience and qualifications, plus additional income potential of company bonus program that has a maximum of 20% of base salary based primarily on financial performance of the facility.

- Health insurance
- Family club privileges
- Certain family resort privileges
- Cell phone

Sandestin Resort has indicated a resume deadline of January 15, 2010. If you would like to find out more about this opportunity, click on the following link and log into PGALinks.com and choose job order #KW8479.

<http://apps.pgalinks.com/professionals/apps/employment/careerlinks/viewjobstracked.cfm>



November 28, 2009

**CAREERLINKS JOB NOTIFICATION**

**Member Number: 99990006**

Dear Kevin,

PGA Employment Services is pleased to inform you that the information in your Careerlinks profile meets the criteria established by the employer for the following position:

**Position Title/ Facility Information:** Head Professional at Gray Plantation Golf Club, an 18 hole, 7200 yard beautifully landscaped semi-private facility in Lake Charles, Louisiana. The facility is a charter member of the Audubon Golf Trail for the Louisiana Department of Tourism. Golf Digest has recognized Gray Plantation as "Best Place To Play In 2007", and "America's 100 Greatest Public Courses".

**Position Description:** The Head Professional will assist the Director of Golf in managing the daily golf operations and all related activities. Key responsibilities include:

- Playing and teaching golf with members and guests of all ages and handicap levels
- Playing in Gulf States Section events and attending educational meetings
- Recruiting, hiring, training, supervising golf shop and outside service personnel
- Managing the retail merchandising program with Merchandise Assistant (includes: ordering, input to IBS, analyze sales, open to buy budget, etc).
- Manage, promote, and coordinate tournaments and outings
- Assist the Teaching Professional with developing and coordinating clinics, inter-clubs, and junior program.
- Assisting with marketing, sales, and membership programs
- Managing and monitoring golf operation budgets and reporting with IBS Software
- Create a fun, productive, and hard working atmosphere throughout the entire facility

The employer is seeking a PGA Class A member in good standing with strong interpersonal and communication skills, some Head Professional experience preferred, excellent business management and computer skills, and the ability to develop programs and activities to maximize rounds and revenues.

This is a year round position and will begin as soon as possible after the hiring process is completed. The position will report to the Director of Golf.

**Compensation/ Benefits:** The compensation package will include a base salary of \$32,000-\$40,000 commensurate with experience and qualifications, plus additional income potential.

- 90% of lesson income
- Facility bonus program
- Two weeks vacation after first year
- Health insurance, 100% individual coverage
- PGA dues and education allowance
- Uniform allowance
- Staff equipment contract
- One meal per work day

Gray Plantation Golf Club has indicated a resume deadline of December 15, 2009. If you would like to find out more about this opportunity, click on the following link and log into PGALinks.com and choose job order #KW8441.

<http://apps.pgalinks.com/professionals/apps/employment/careerlinks/viewjobstracked.cfm>

PGA Employment Services is pleased to inform you that the information in your CareerLinks profile meets the criteria established by the employer for the following position.

**Position Title: Golf Shop Manager/Head Professional**  
**PGA Section: South Central**

**Facility Information:** Lakeside Golf Course is a golf course owned and operated by the City of Stillwater, Oklahoma. Lakeside was opened in 1945 and the architect was OSU Golf Coach, Labron Harris. It served as the home course for the 10-time national champion Oklahoma State University Men's Golf Team for almost 50 years until the opening of Karsten Creek Golf Club in 1994. Lakeside has been the home course and training facility for many notable PGA Tour, LPGA Tour, and prominent Amateur players. Some of the world's most important golf trophies have been on display in the golf shop. The US Amateur, the British Amateur, the team NCAA Championship, the individual NCAA Championship, the Walker Cup, Western Amateur, PGA Championship, American Cup and World Cups have occupied positions of prominence on the modest mantel alongside such less opposing trophies such as the Oklahoma Open and Oklahoma Amateur.

In 1998, architect Tripp Davis renovated Lakeside to its current layout. The golf course stretches over 6756 yards with SR1020 bent grass putting surfaces, 419 Bermuda fairways, and a mixture of Zoysia/419 Bermuda tee boxes. The golf course wanders through mature blackjacks oaks in the gentle rolling hills of north central Oklahoma.

**Position Description:** The Golf Shop Manager/Head Golf Professional will manage all aspects of the golf administration operation including staffing, operations, and performance.

- Promote daily play and direct all activities & services
- Provide the highest level of service to patrons and customers
- Hire, train, supervise, and develop assigned personnel
- Manage the Lakeside Junior Golf Academy and teach to all skill levels
- Manage the displaying and selling of golf merchandise
- Organize, market, and conduct a successful tournament program
- Possess a positive attitude and be able to flourish in a TEAM environment

**Qualifications:**

- PGA Class A member or Level 3 PGA Apprentice in good standing
- Strong interpersonal, communication, and leadership skills
- Excellent business management and computer skills
- Experience in all aspects of a successful upscale golf operation
- Passionate about junior golf and promoting the game of golf in the community
- Proven record of providing superior customer service and staff training and development

**Resume Process:**

Interested candidates should note that all applicants must complete a City of Stillwater application which can be located at <http://files.stillwater.org/jobs/cityapp.pdf>. The application cannot be saved and sent on-line, the application must be either mailed or faxed along with your resume.

**DIVISION SUMMARY****029-7032 WESTWOOD GOLF COURSE****MISSION:**

The mission of the Westwood Golf Course Division is to promote the game of golf and provide the highest quality golf facility possible to the citizens of Norman.

**DESCRIPTION:**

Westwood Golf Course is an 18-hole course, which includes a driving range, two large practice greens, a fully stocked pro shop and restaurant. Lessons are available, as well as programs for active men, women, juniors and seniors. Several tournaments are hosted at Westwood throughout the year.

**PERSONNEL:**

	FYE 12 ACTUAL	FYE 13 ORIGINAL	FYE 13 REVISED	FYE 13 ESTIMATE	FYE 14 ADOPTED
Full-time Positions	2	2	2	2	2
Part-time Positions	0	0	0	0	0
Total Budgeted Positions	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

**EXPENDITURES:**

	FYE 12 ACTUAL	FYE 13 ORIGINAL	FYE 13 REVISED	FYE 13 ESTIMATE	FYE 14 ADOPTED
Salaries & Benefits	207,552	207,033	207,033	207,033	207,646
Supplies & Materials	3,247	7,607	7,392	7,392	7,607
Services & Maintenance	200,871	197,529	197,744	184,232	194,927
Internal Services	2,174	1,970	1,970	1,944	1,474
Capital Equipment	1,347	0	0	0	0
Subtotal	<u>415,192</u>	<u>414,139</u>	<u>414,139</u>	<u>400,601</u>	<u>411,654</u>
Capital Projects	0	0	0	0	0
Cost Allocations	0	0	0	0	0
Debt Service	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Subtotal	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Division Total	<u>415,192</u>	<u>414,139</u>	<u>414,139</u>	<u>400,601</u>	<u>411,654</u>

## DIVISION SERVICE EFFORTS AND ACCOMPLISHMENTS WESTWOOD GOLF COURSE

**GOALS:**

- To grow the game of golf and create future interest in Westwood as an amenity that can be utilized for individual or family recreation, social activity and as a conduit to conduct business for Norman citizens and citizens from across the state.
- To continue to improve the course and provide an excellent golf facility with outstanding customer service and satisfaction.
- To increase revenue by increasing regular rounds of golf played, memberships, association activity and tournament play.
- To create junior, women's and couples play.

**OBJECTIVES:**

- Continue to improve membership programs and promote the men's, women's and junior associations to increase customer loyalty and frequency of play by implementing current trend indicators in the golf industry (pricing, programs and procedures) that influence our geographic location.
- Keep membership, association members and all players informed by emailing notices and having greater website ability becoming more proactive to the informational needs of the golfing community.
- Promote the game of golf through our professional teaching staff that has knowledge of golfing technique, principals and equipment to provide the individual golfer's game.
- Promote junior clinics and the Junior Golf Academy.
- Implement the First Tee junior golf program.
- Continue to promote couples and family play and tournaments.

**PERFORMANCE MEASUREMENTS - RESULTS REPORT:**

	FYE 11 ACTUAL	FYE 12 ACTUAL	FYE 13 PLAN	FYE 14 ESTIMATE	FYE 14 ADOPTED
<b>PERFORMANCE INDICATORS:</b>					
Annual rounds of golf*	36,422	36,815	37,754	36,953	37,127
Men's & Women's Associations	28	36	25	30	30
Outside tournaments	39	30	45	35	35
Junior Academy Participants	87	99	100	100	100
Regular annual memberships	4	7	4	7	9
Regular annual membership w/range balls	0	2	2	2	3
Regular annual membership w/cart	10	9	10	10	12
Regular annual membership w/cart & w/range	10	11	10	11	12
Senior annual membership	1	1	1	1	1
Senior annual membership w/range	0	0	0	0	0
Senior annual membership w/cart	7	9	8	9	10
Senior annual membership w/cart & w/range	2	3	2	3	4
Junior annual membership	2	3	2	3	4
Junior summer membership	2	2	4	3	5
Range only membership	2	2	2	2	4
Additional family member	9	11	9	11	12
Annual trail fee membership	1	1	1	1	3

Notes to Results Report:

\*Number of rounds played is affected by weather, course conditions, price and number of other available golf courses in the area. Also Men's 9-hole Tournaments played on Thursday evenings from March 29<sup>th</sup> through September 27<sup>th</sup> are not included in totals above.

**DIVISION SUMMARY**

## 029-7031 WESTWOOD PARK MAINTENANCE

**MISSION:**

To provide a quality championship golfing facility which will be an asset to the Norman community, as well as an attraction for out of town visitors.

**DESCRIPTION:**

The Westwood Maintenance Division is responsible for maintaining the grounds and equipment at Westwood Park. The facility is a 137-acre complex, which includes an 18-hole championship golf course, 8 lighted tennis courts, a park with playground and pavilion, a 250-space parking lot and a swim complex. The golf course has approximately 65 acres of intensely maintained turf. There are five full time staff members and approximately 6,000 man-hours of temporary labor during the growing season.

**PERSONNEL:**

	FYE 12 ACTUAL	FYE 13 ORIGINAL	FYE 13 REVISED	FYE 13 ESTIMATE	FYE 14 ADOPTED
Full-time Positions	5	5	5	5	5
Part-time Positions	1	1	1	1	1
Total Budgeted Positions	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>

**EXPENDITURES:**

	FYE 12 ACTUAL	FYE 13 ORIGINAL	FYE 13 REVISED	FYE 13 ESTIMATE	FYE 14 ADOPTED
Salaries & Benefits	507,082	514,729	514,729	514,729	516,878
Supplies & Materials	82,276	90,416	89,012	89,725	89,812
Services & Maintenance	4,024	5,686	7,090	7,090	5,686
Internal Services	17,044	17,504	17,504	16,745	15,572
Capital Equipment	78,959	78,000	78,000	78,000	75,000
Subtotal	<u>689,385</u>	<u>706,335</u>	<u>706,335</u>	<u>706,289</u>	<u>702,948</u>
Capital Projects	0	0	0	0	0
Cost Allocation	0	0	0	0	0
Debt Service	0	0	0	0	0
Interfund Transfers	0	0	0	0	0
Subtotal	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Division Total	<u>689,385</u>	<u>706,335</u>	<u>706,335</u>	<u>706,289</u>	<u>702,948</u>

## DIVISION SERVICE EFFORTS AND ACCOMPLISHMENTS WESTWOOD PARK MAINTENANCE

**GOALS:**

- To maintain a high level of customer satisfaction with the golf course operations.
- To maintain a golf cart fleet that is comfortable, easy to operate, safe and trouble free for the customer.
- To maintain putting greens and other turf areas that are consistent, have a good pace and allow for healthy vigorous turf.
- To provide a safe working environment for Westwood staff.
- To collect customer satisfaction data by customer surveys.

**OBJECTIVES:**

- Provide a program for customer comments.
- Produce vigorous turf using good cultural practices, as well as an integrated pest management system.
- Conduct regular safety meetings and training sessions.
- Initiate renovation projects.
- Monitor and improve quality of turf on the golf course.
- Achieve 95% customer satisfaction level.

**PERFORMANCE MEASUREMENTS - RESULTS REPORT:**

	FYE 11 ACTUAL	FYE 12 ACTUAL	FYE 13 PLAN	FYE 14 ESTIMATE	FYE 14 ADOPTED
<b>PERFORMANCE INDICATORS:</b>					
Golf cart availability rate	99.2%	99.5%	100%	99.8%	100%
Turf quality*	8.3	8.74	8.5	8.5	8.5
Customer satisfaction (scale of 1-5)**	4.3	4.5	4.0	4.6	4.2

**Notes to Results Report:**

\*Turf quality is expressed as a Stimp Measurement. This measure is the industry scale to compare the pace of greens. This data is collected every Friday, weather permitting.

\*\*Customer satisfaction surveys were initiated in FYE 2010