

West Shore Golf & Country Club

March 5, 2019 Board of Directors Special Meeting

Attendance:

- Brad Scott – President
- Mark Enright – Vice President
- Brian Kromrei – Treasurer
- Tom Tanciar – Secretary
- Ray Charron – Director
- Rick Robinson – Director
- Jim Nelson – Director
- Jim Houston – General Manager
- Joe Wilson – Golf Operations Manager
- Jim Thrall - Controller

Guests:

Absent:

Meeting was called to order at 6:08 PM.

Old Business

Today's meeting is to discuss the proposal from the February 18th meeting about promoting Joe Wilson to Director of Golf, Membership and Communications and the hiring of a golf professional for the pro shop. A proposed organizational chart was passed out and discussed. Briefly outlining the Org chart: The WS BOD's is on top, Jim Houston (Operations Manager and Golf Course Superintendent) reports to the BOD's. Reporting to Jim Houston would be Joe Wilson (Director of Golf, Membership and Communications) and Forest Stonebrunner (Assistant Superintendent and Golf Mechanic). Reporting to Joe Wilson would be the TBD Golf Professional, Jim Thrall (Accounting Consultant), and David Graham Events (Food and Beverage Manager). Reporting to Forest Stonebrunner will be the Golf Course and Maintenance Staff. Reporting to the TBD Golf Professional would be the Golf Shop Staff and Golf Services/Locker Room Staff. Reporting to Jim Thrall would be the Administrative/HR Assistant. Reporting to David Graham Events would be the Housekeeping and Bar Staff.

A brief description of the new proposed Director of Golf, Membership, and Communications is as follows:

The Director of Golf will oversee the entire golf operation at WS. They will train and manage the Head Golf Professional and with their assistance will oversee all club events, outside events, member leagues, and member programs.

The Director of Golf will also act as the Membership and Communications coordinator of the club. This position will be the main contact person to all members with any questions/concerns that they may have regarding their WS membership. The Membership coordinator will actively recruit new members throughout the season and promote any specials the BOD approves, as well as come up with ideas on different programs that may increase membership/revenue at the club. All documentation for these programs, as well as marketing material will be created through this position with the help from day to day staff.

The Membership and Communications coordinator will work on making deals with past members regarding their equity in attempting to lower the equity balance of currently non golfing members.

This position will manage the communications through the club (i.e. e-mails, website, social media, etc.) and will actively pursue cost effective ways to upgrade the technology around WS.

In addition, this position will be the main contact for club sponsored social events (i.e. Christmas, Welcoming Party, etc.) and will work with the Food and Beverage Director on adding events that will increase revenue and add advantages to the WS Membership.

This position will assist in the day to day operation of each aspect of the club (office, Food and Beverage, Golf Course) and work with management staff and BOD in creating a more efficient and cost effective structure to WS which will give more value to each membership.

Finally, this position will also work on different programs to increase revenue, as well as upgrade the facility adding more value to the membership.

A brief description of the proposed Head Golf Professional is as follows:

The Head Golf Professional will manage the day to day operation at WSG&CC and will work under the Director of Golf, Membership, and Communications. The position will begin on March 11, 2019 and will be an annual position as an employee of WS. The professional will be asked to work at least 3 days in the golf shop handling day to day activities, as well as 2-3 days a week for the majority of the golf season serving as a "rover" around the golf operation helping

out with everyone's golfing needs. The Head Golf Professional, with the help from the Director of Golf, will manage the outside service staff, golf shop staff, and maintenance of golf cart fleet.

The Head Professional, with the help from the Director of Golf, will run all club events, outside events, member leagues, and member programs. All lessons given at the club will be through the Head Golf Professional who will be able to do these lessons during their rover time or during an agreed upon time passed with the Director of Golf. The Head Golf Professional will be responsible for the Junior Golf Program and is expected to work under all budgets provided to them by the Director of Golf.

The Head Golf Professional is also expected to assist in other day to day activities and projects around the club (bar sales, social events, club upgrades, etc.)

The BOD had good discussions of the pros and cons of the proposed organizational structure. The BOD did acknowledged that Joe Wilson has been doing all of the activities of the proposed Director of Golf, membership, and communications for the last number of years without getting compensated for the added duties that he has been performing. The BOD did not have any reservations about promoting Joe Wilson to the proposed Director of Golf, Membership, and Communications.

Kris Wilson is not returning to WS in the golf shop. It is evident that WS needs a person in the golf shop that can take on the day to day activities of the golf club, relieving some of that burden from Joe Wilson. The BOD discussed at length the pros and cons of hiring a Golf Professional and the added cost of doing so. The added cost to WS of hiring a golf professional is about \$10,000 to \$15,000 when we consider that we will not be paying Kris Wilson, or another temporary golf pro for lessons, and farming out the Junior Golf program. The BOD did discuss the financials of WS with the probability at 2019 YE being in a deficit position. Since the new fiscal year will be from April 1, 2019 to March 31, 2020 the deficit will be a lot less or nothing. WS is currently at a 190+ members, most of the revenue from the new members will not be realized until the end of 2019 and all of 2020. The BOD believes that the benefits of the new members will be totally realized in the fiscal year of April 1, 2020 to March 31, 2021 and that WS will have a very positive financial position.

Taking all the discussion into consideration, a motion to adopt the new organizational structure of WSG&CC as stated in paragraph one, the motion was seconded. Motion passed six ayes to one nay. The nay was based on the hiring of the golf professional.

The meeting was adjourned at 7:32 PM.

Next meeting is on March 18, 2019 at 6:00 PM

Tom Tanciar

Secretary