

SANTA BARBARA GOLF CLUB
Player Course Improvement Fund Policy Document
Established FY 2014

Purpose

The Player Course Improvement Fund is a program whereby a \$1 surcharge will be added to each greens fee to generate funds for improvements identified by golfers that will enhance the playability of the course. All greens fees will be subject to the Player Course Improvement surcharge, as all players benefit from the course improvements.

Annual Revenue and Expense

These funds are intended to be dedicated to this purpose, and not to be used for Golf Course operations or projects other than those identified through this process. Revenue generated through the Player Course Improvement fee will be collected and recorded separate from other revenues generated by the golf course. Revenue will have a separate line item on Golf Fund budgets and financial reports. Expenses related to Player Course Improvements will be budgeted and tracked in the Golf Fund capital or operational budget under the project title "Player Course Imp." Funds may only be spent equal to what has been accrued in revenue at that time. Any unspent funds at year-end will be carried forward in that account to following fiscal year. Monies can be built over several years to fund a major improvement such as rebuilding a green. Projected revenue and expense related to the Player Course Improvement Fund will be recommended with Golf Fund annual budget. Consistent with the Golf Fund budget process, the Golf Advisory Committee will make recommendations to the Parks and Recreation Commission, who will make recommendations to City Council.

Projects and Priorities

Projects to improve the playability of the course for golfers will be identified based on input from golfers, pro shop staff, Golf Advisory Committee members, and staff. A list of projects, estimated costs and priorities will be developed and reviewed on a regular basis by the Golf Advisory Committee and the Parks and Recreation Director. Player Course Improvement projects may or may not be projects included in the Golf Course Capital program to maintain infrastructure. Use of the Player Course Improvement funds may mean projects like rebuilding greens, bunkers or tee complexes, can be completed and benefit golfers earlier than what was planned. The Golf Advisory Committee will recommend projects on an annual basis as part of the budget process. Should priorities change over the course of the year, the Golf Advisory Committee can recommend to the Parks and Recreation Director a different priority for how funds will be spent, providing funds are available and within the approved budget.

Communication with Golfers

It is important for the successful implementation of this program that golfers understand and see the real value of contributing to the Player Course Improvement Fund. Golfers must have opportunities to give input on suggested improvements. Information on planned projects, progress on projects underway, and celebration of work that has been completed must become part of the golf course marketing and communication plan, particularly in the pro-shop and on the course.

March 8, 2013

Annual Evaluation and Recommendation

The Golf Advisory Committee will evaluate the Player Course Improvement program on an annual basis in coordination with the development of the proposed Golf Fund budget for the following fiscal year. The evaluation will include a review of revenue generated against budget, how those funds were used towards course improvements, completion of identified projects, marketing and communication of the program, and golfer satisfaction with the program overall. In considering whether the Player Course Improvement program will continue into the next fiscal year, the Committee will also take into consideration the overall fiscal performance of the golf course, including any proposed greens fee increases deemed necessary to offset operational costs. For example, the Committee may recommend suspending the program for a year if a proposed greens fee increase plus the Player Course Improvement fee might have an overly negative impact on golfers, rounds and revenue for that year. Alternatively, the Committee may recommend increasing the Player Course Improvement fee to provide increased funding for planned improvements, or lowering or eliminating the fee as projects get completed. The Committee will include a recommendation on the Player Course Improvement program with their recommendation to the Parks and Recreation Commission on the proposed Golf Fund budget.