

**MINUTES**  
**DeKalb Park District**  
**Public Meeting of the Golf Advisory Committee**  
**November 25, 2019**  
**River Heights Golf Course Clubhouse, DeKalb, IL**  
**Public Meeting 6:00 p.m.**

**I. Meeting Call to Order**

Golf Committee Chair Dag Grada called the meeting to order at 6:00 p.m.

**Committee Members Present:** Vince McMahon, Austin Sands, Dag Grada, Gail Krmeneč, Dean Holliday, Randy Bourdages, Larry Schultz, Steven Burski, Tom Anderson, Tom Teresinski

**Committee Members Absent:** Adam Anderson

**Non-voting Members Present:** Amy Doll, Doug Eaton

**II. Action on the Agenda**

Committee Member Bourdages made a motion to approve the agenda, seconded by Committee Member Holliday. Committee Member Teresinski made a motion to amend the agenda to include a discussion of golf comparable financials, seconded by Committee Member McMahon. Motion on the addition to the agenda carried by voice vote. Motion on the agenda carried by voice vote.

**III. Public Comment**

Bob Wilson spoke about the importance of the golf course to him and his suggestions for improving it and his concerns about the management of the courses. Micah Stoddard spoke about his concerns about the administration of the golf courses. Kevin Beverly presented information in a PowerPoint presentation about his ideas for improving the golf courses. His suggestions included speeding up play and making the course more fun and less frustrating. He suggested moving the 5<sup>th</sup> tee and 17<sup>th</sup> tee and presented maps to show how the tees could be moved. Michael spoke about the staffing and asked about the hours that staff are scheduled. Bernie Perpino spoke about the marketing efforts of the District's golf courses.

**IV. Approval of Minutes from 11/20/2019 Meeting**

Mr. Teresinski made a motion to approve the minutes. Seconded by Mr. McMahon. Motion carried by voice vote.

**V. Old Business**

Vince McMahon asked as a follow-up from the previous week's meeting how much money the District would receive from the TIF, and Ms. Doll replied just under \$100,000.

Tom Anderson provided several marketing suggestions including the implementation of cart passes, which would provide cart rental money at the beginning of the season, softening any financial blow during rainy periods; implementation of cart use punchcards; to speed play, perhaps tickets should be used for the "next up" on tee. He also stated that the rangers should act as starters for a couple of hours

and then go work as starters. He things that we need to establish a starting time and ending time for the rangers and a better job description.

## **VI. New Business**

### **a. Discussion of Golf Financial Comparable Analysis**

Mr. Teresinski presented a draft of a chart that shows the tax support that other municipal courses in the region receive as well as their operating revenues and operating expenses over the past several years in comparison to the DeKalb Park District courses. The data is continuing to be gathered and analyzed. This data showed that all of the courses looked at received tax dollars in operating support and that most had expenses greater than revenues each of the past 3 years.

### **b. Discussion of Golf Staffing**

Mr. Bourdages presented a PowerPoint presentation about golf staffing. He presented a draft of an organizational chart for golf that would have a Director of Golf that would manage the 5 areas including golf maintenance, the BV clubhouse, the RH clubhouse, the RH food and beverage operations and a golf marketing intern.

Mr. McMahon noted that the Billy Casper Report stated that the Director of Golf would need to be at River Heights to oversee the day to day operation because otherwise we'd be back in the same situation that we were before.

Mr. Bourdages asked the committee if the proposed organizational chart provides the best opportunity for success at the golf courses. Mr. Schultz noted that the Director of Golf position is key. Mr. Bourdages asked if it is important that the Director of Golf be a PGA professional. Mr. McMahon said that it was important that the individual be able to run clinics and programs. Ms. Krmenc indicated that while it is important, we wouldn't want to paint ourselves into a corner. Mr. Sands suggested that he is supportive of a PGA professional or someone with a golf background be hired in the position but isn't sure that the priority should be on teaching or developing programs, clinics, or lessons. Chair Grada asked if the PGA Professional trumps all of the other desired skills and abilities such as marketing experience. Mr. Sands indicated that he viewed this position as a businessperson that also is good at golf. Several on the committee indicated that the PGA Professional designation is preferred but not absolutely required.

Mr. Bourdages suggested that the first year for the Director of Golf would be the most challenging year in learning the staff and the organization. In a discussion about what metrics should be used to measure the success of the position, Mr. McMahon stated that growth in the numbers at River Heights is important.

Ms. Krmenc indicated that the Golf Marketing intern may not be enough. She said that she thinks that the District as a whole needs a full-time position in marketing and that perhaps the marketing intern would report to a full-time marketing person at the District.

Mr. Sands and Mr. Schultz indicated that the Director of Golf shouldn't be judged on the performance of the golf course in the first year. Mr. Schultz also indicated that a new POS system would be crucial in measuring success. Ms. Krmenc stated that the goals should be break even and that would be a way to measure success. Mr. Bourdages pointed out that the information that Mr. Teresinski presented

showed that there isn't an operation out there that is at break-even. Mr. Teresinski suggested that we should make sure that we are aiming for some improvement in year one.

Mr. Bourdages shared with the committee the compensation survey results from the Parks and Recreation Compensation Survey and the salary data that was provided by the PGA. He also talked about the possible recruiting opportunities and the conversation that he had with the PGA and the complimentary service that they provide in helping with recruitment efforts of a PGA professional. Ms. Krmeneč asked if the organization is a head hunting company and suggested that the District needs to make sure that we do our homework so that people aren't just paying to get their name on the list that gets in front of the District. She pointed out that using this shouldn't be the only way that the District recruits for a position. Mr. Teresinski wanted to make sure that the District is looking for someone with experience and someone that has business skills and supervisory and management skills. He suggested that skills in supervision and managing staff will be important skills for this position.

Mr. Bourdages asked if the recruiting efforts are not successful would the District hire a management agency to fulfill the role of the Director of Golf. Mr. Teresinski stated that he would only be supportive of this as a last resort.

Mr. Bourdages indicated that it would be important that a member of the committee be involved in the interviewing and selection process for the Director of Golf.

Mr. Eaton asked if a mechanic dedicated only half to the golf course would be enough. Mr. Burski stated that if new equipment were added then the needs for a mechanic would be reduced.

Mr. Teresinski asked what the next steps are for the committee. There was a consensus that capital projects would be discussed at the next meeting and if there is an update on the comparable financial data that it would be shared as well.

## **VII. Adjourn Public Meeting**

Mr. Teresinski made a motion to adjourn, second by Mr. Holliday. Motion carried by voice vote.

Meeting adjourned at 7:40 p.m.