

Chester Golf Course

Long Range Planning Committee

Chairman's Guide

Compiled by Dale Rafuse
Chair Nov 2006 -

Prepared
June 2008

Overview

The Chair of the LRPC is appointed by the Club President; there are no terms of office. The Chair reports directly to the board and is a director of the club.

The LRPC was created in the mid 1990's to serve as a "Think Tank" for the Executive, with respect to Long Range Plans of both the physical appearance of the golf course, and to the fiscal well being of the club. The intent was to create a body, through which suggested changes or policies could be scrutinized with a "long range" vision in mind.

I first served on this committee in 2002, when Rob Nunn was the Chair. Subsequent, I served under Donald Tanner, on both LRPC, and the special sub committee created to build both the new maintenance building and fairway irrigation system. Don resigned in November 2006, when the irrigation system was completed.

The following pages are of my own compilation, and are to aid future chairs from starting from scratch. I trust that they will be of help.

Dale Rafuse

Chester Golf Club

Long Range Planning Committee

Committee members: (suggested minimums)

Chair

2 Officers of the Executive (treasurer +1)

2 Employees

2 Members at Large

1 Trustee

Ex-officio President of the Club

Meetings

The Committee should meet at least 6 times per year.

In my tenure, all meetings were held “in camera”, and the Chair took minutes which he summarized and circulated to each committee member. Meetings may include discussions on Course Capital Expenditures, Fiscal Planning, Business Model, Management Model, etc. Concepts were approved by consensus, and rarely by vote. In the case of a vote, the chair would only vote in the event of a tie.

Mandate

The LRPC is a volunteer body of members and employees that provides advice to the Board of Directors. The committee attempts to scrutinize changes to the club with a vision for the future, in both physical appearance and financial impact. A goal of the LRPC is to help prevent changes to the course that might be completed on a whim of a current executive. An example would be a President who did not like a particular bunker, and thus had it filled in. Or, a snap decision to spend large sums of money on a Capital project. It has become a custom for the President of the club to request LRPC review such suggestions and report back to the board.

Capital Projects

In my tenure, LRPC worked closely with Tees and Greens to prepare Capital Project Budgets in consultation with our Course Superintendent Dave MacMillian and Course Architect Les Furber.. In May of 2007, Mr. Furber gave us his ideas for potential improvements to various holes, and it is well documented. The current committee is using these notes as a guide.

Annual Dues and Green Fee Rates

The LRPC is charged with the responsibility to recommend dues and fee rates each year. It is important that you monitor the amount of current rounds played and green fee revenue received, compared to previous years, to assist in your process. The Proshop manager has access to this information, and is a valuable source for your committee. Also, it is important to remain competitive with the green fee rates at other clubs in the area. Many clubs post their green fee and membership rates on their websites, all of which can be found under the NSGA page.

It is understood that we want to keep the club as affordable as possible for the citizens of Chester, according to the intent of the original donors. (See By-Laws)

Membership

Since 2001, every 2 or 3 years, a joint committee of LRPC, Trustees and the Membership committee sit to review membership criteria, boundaries, and categories. This was done in June of 2008.

Strategic Planning

There is not a formal strategic plan in place for the golf club. The LRPC has been working on a plan to improve each hole at the golf club as revenue allow, following Les Furber's revitalization thoughts (as noted). This is an on-going plan, and the current phase is to improve tee decks throughout the course.

In 2002, a member survey was conducted, that prioritized what capital projects our members wanted. To date, much from that list has been accomplished:

1. Build new maintenance buildings and remove old barns (\$225,000)
2. Increase capacity of irrigation pond (\$100,000)
3. Clubhouse renovations to kitchen (\$15,000)
4. Install Fairway Irrigation system (\$500,000)
5. Improve Drainage throughout course (\$50,000)

The last item to be completed from that survey is paving our parking area. That would include burying the existing power lines. Also, the structural condition of the Clubhouse will need to be assessed.

In 2009, our committee plans to survey the membership, as in 2002.

