

Ken Lacy
& Pete Ferguson

Agreement to Perform Consulting and Management Services to City of Smithville

Date	Services Performed By:	Services Performed For:
March 1, 2018	Ken Lacy & Pete Ferguson	City of Smithville 104 E Main St Smithville, TN 37166

Executive Summary

The City of Smithville will control and operate the golf course, pool, and tennis facilities. All three facilities offer different opportunities for players of all ages. In order to preserve, protect and enhance the City’s recreational resources, the Mayor, City Council, Ken Lacy, and Pete Ferguson will develop a business plan to assure the City’s recreational resources are operating at their peak. The golf course has struggled to meet financial expectations and has relied on the City to support operations. The ultimate goal of the plan is to assist the City in eliminating this reoccurring annual deficit while also saving revenues for future operations and capital projects.

Mission

The mission of the City of Smithville Golf Course, Pool, and Tennis facility is to provide a high-quality experience for the residents of DeKalb County of all ages.

Vision

- High quality daily golf experience
- Golf leagues
- Golf tournaments/outings/ scrambles/ fund raisers
- Golf lessons/JR golf program
- Daily pool activities during summer months
- Pool party rental facility
- Swimming lessons
- Tennis lessons

Goals & Objectives

The goal is to create a comprehensive plan for future operations, maintenance and capital improvements with input provided from Mr. Lacys' years of experience as both a golf professional and superintendent, and country club management, and Mr. Ferguson's financial background; Mr. Ferguson is a CFA with an MBA from Kellogg School of Management/Northwestern University.

The objectives are to:

- Create a sustainable funding mechanism for operations and capital improvements by developing a fiscally responsible pricing plan
- Implement new, creative marketing and advertising with the right media and message to increase participation and remain competitive in the marketplace
- Increase communication both internally and externally to develop consistency in how all facilities are operated, managed and maintained.

Golf Course

Hours: 7:30am-8:00pm during peak season

1 staff member at \$8.00/hr required for bookings, collecting fees, overseeing operations.

Clubhouse

Hours: 11:00am-6:00pm hot food sales

7:30am-8:00pm golf service

1 staff member at \$8.00/hr who can cover both golf sales too.

1 cook at \$8.00/hr

Pool

Hours: 10:00am-7:00pm

6 lifeguards at \$8.00/hr each. Will abide by state laws for number of working lifeguards on duty during hours of operation.

Driving Range

Hours: 7:30am-8:00pm will be maintained and operated out of the clubhouse. No additional staff members needed.

(Mr. Ferguson and Mr. Lacy will offset some labor hours when available)

Revenue Centers

<i>Revenue Center</i>	<i>Notes</i>	<i>Payment for City</i>
Golf Course	Memberships, green fees, cart fees, Proshop, lessons	100% minus lessons
Pool	Gate fees, pool parties, lessons	100% minus lessons
Clubhouse	Food & Beverage, proshop items	100%
Driving Range	Baskets of balls	100%

Marketing & Sales

Mr. Lacy and Mr. Ferguson will be responsible for all marketing and sales. City will provide minimal costs associated with marketing. (paper, copies, etc.)

Compensation

City will pay Ken Lacy and Peter Ferguson \$1,000 month each plus offer the City's healthcare insurance packages. This equates to a shared annual wage of \$24,000. Basing 30 hrs/person, this would breakdown to \$7.69/hr.

This is a briefing of year 1 of a 3 year plan.