2018 - 2019
Budget Plan Objectives and Implementation Plans

Contents

THE DEFINITION OF AN OBJECTIVE **1**

DEFINING THE MARKET **2**

PRIMARY AND SECONDARY MARKETS 3
TARGET MARKETS 3
TARGET CUSTOMERS 4
COMPETITIVE FACILITY OVERVIEW 5
GOLF FACILITIES IN PRIMARY MARKET BY DISTANCE FROM ANGELS CROSSING 5
COMPETITIVE ANALYSIS 6
NEW FACILITIES PLANNED 6
COMPETITIVE SUMMARY AND CONCLUSIONS 7
SECONDARY AND TRAVEL MARKETS 7
HIGHEST POTENTIAL OPPORTUNITY MARKETS 8

FINANCIAL OBJECTIVES **9**

2018/2019 9

MARKETING OBJECTIVES **10**

2018/2019 10

MAINTENANCE OBJECTIVES **13**

2018/2019 13

MEMBERSHIP DEVELOPMENT OBJECTIVES **15**

2018/2019 15

GOLF SHOP OPERATIONS OBJECTIVES **16**

2018/2019 16

FOOD &BEVERAGE OPERATIONAL OBJECTIVES **18**

2018/2019 - KITCHEN 18
2018/2019 - FRONT OF HOUSE 18
2018/2019 - BANQUET 19

CLUBHOUSE OPERATIONS/GENERAL ADMINISTRATION OBJECTIVES **20**

2018/2019 20

PERSONNEL OBJECTIVES **21**

2018/2019 21

The Definition Of An Objective

The term “goal” and “objective” are used interchangeably, there is a difference:

Goals are:

- General
- Intangible
- Broad
- Abstract
- Strategic (long range)

Objectives are:

- Specific
- Measurable
- Narrow
- Concrete
- Tactical (short range, set to accomplish)

For annual business plans and budgets we use objectives. When setting objectives, the SMART method can be helpful.

Your objective should be as specific as possible and answer the questions: What is your objective? How often or how much? Where will it take place?

How will you measure your goal? Measurement will give you specific feedback and hold you accountable.

Objectives should push you, but it is important that they are achievable. Are your objectives attainable?

Have you established a realistic objective? Can you achieve it with focused effort?

Do you have a timeframe listed in your SMART objective? This helps you be accountable and show progress to the people relying on you?

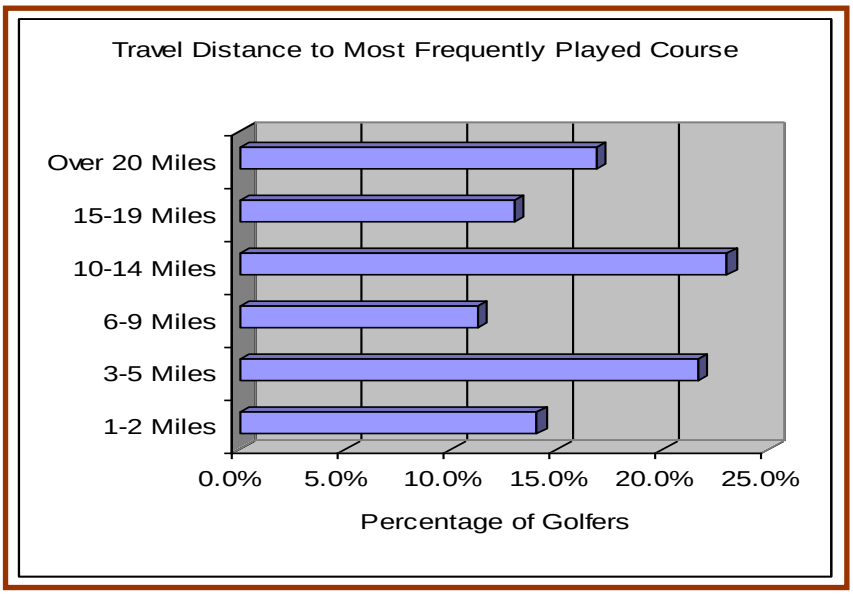
Defining The Market

Not a subject of this report, it should be noted in order to establish accurate estimates of golf play, the identification of potential geographical market areas must be investigated. The identification of viable markets will consider several factors including:

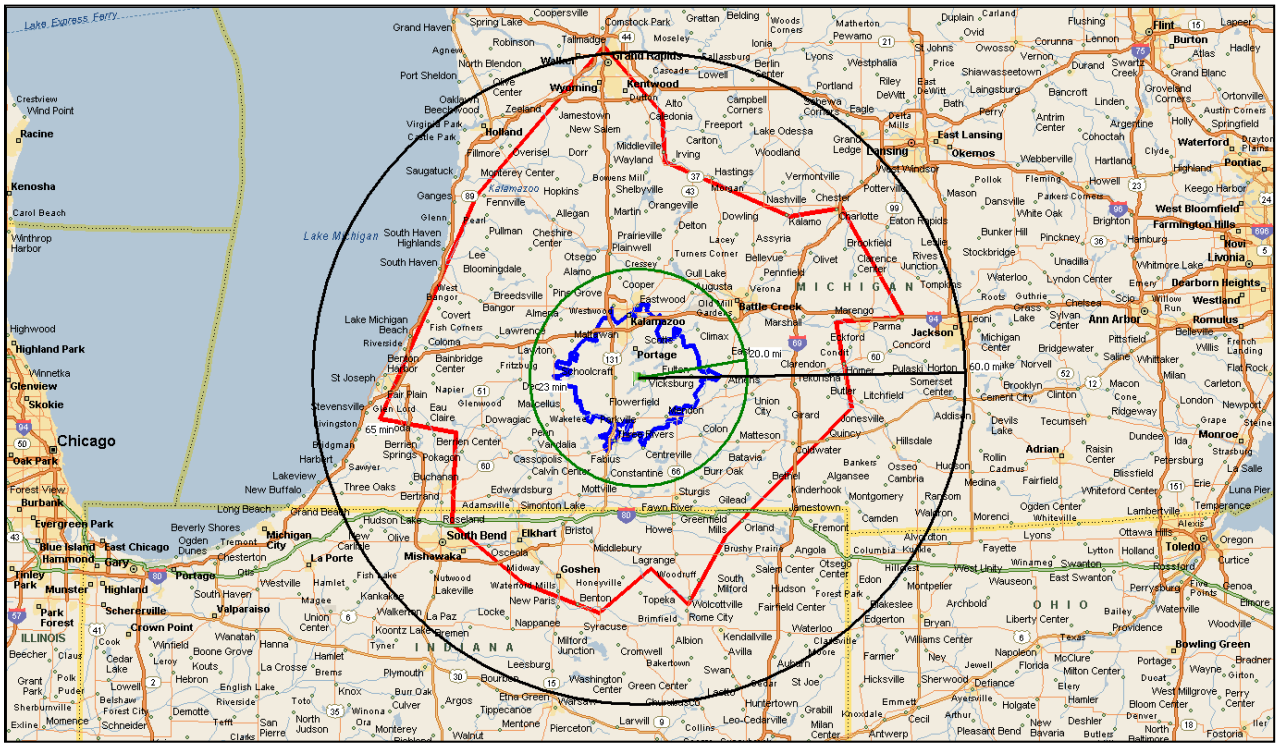
- Drive times
- Number of existing courses in the area
- Quality of existing courses in the area
- Demographics

According to *The Golf Consumer Profile*, a research document developed by the National Golf Foundation (NGF) in cooperation with Market Facts, Inc., determined that:

> "on the average nationally, golfers travel about 12 miles one way to play their most frequently played golf course. That translates into a 19-minute trip to the average golfer's most often played course." The survey also determined that golfers travel a considerable distance further to play a good course, estimated to be 26 miles or 36 minutes. In addition, it was determined in a national survey that golfers are willing to travel 48 miles or 60 minutes to occasionally play a better than average quality course.



Primary and Secondary Markets



Overlays

Angels Crossing Golf Club

20-Mile Radius from Angels Crossing — 60-Mile Radius from Angles Crossing

23-Minute (20) Drive Time Area — 65-Minute (60) Drive Time Area

The model slightly over estimates drive time due to highway system in the area.
The ( ) is estimated real time.

Target Markets

The following target markets are defined below:

1) Primary Market – residents living within a 20-mile radius from Angels Crossing Golf Club define the Primary Market.
2) Secondary Market – residents living between 20 and 60 miles from Angels Crossing Golf Club define the Secondary Market.
3) Regional Market – golfers outside a 60-mile radius of Angels Crossing Golf Club define the Regional Market.
4) Travel Market – golfers that seek quality vacation and golf experiences.

While each of these markets could be considered in the annual marketing plan for the facility, based on travel times, player trends, type of course, location, and demographics it is anticipated that a majority of play will come from the Primary and Secondary Markets.

Target Customers

Angels Crossing's target market consists of three groups:

- Members
- "Member for the day" or "Daily fee" guests (Includes League Play)
- Corporate outing groups

Marketing efforts should be directed at taking advantage of opportunities to attract players that are looking for a club with a private feel without the increasing dues structures.

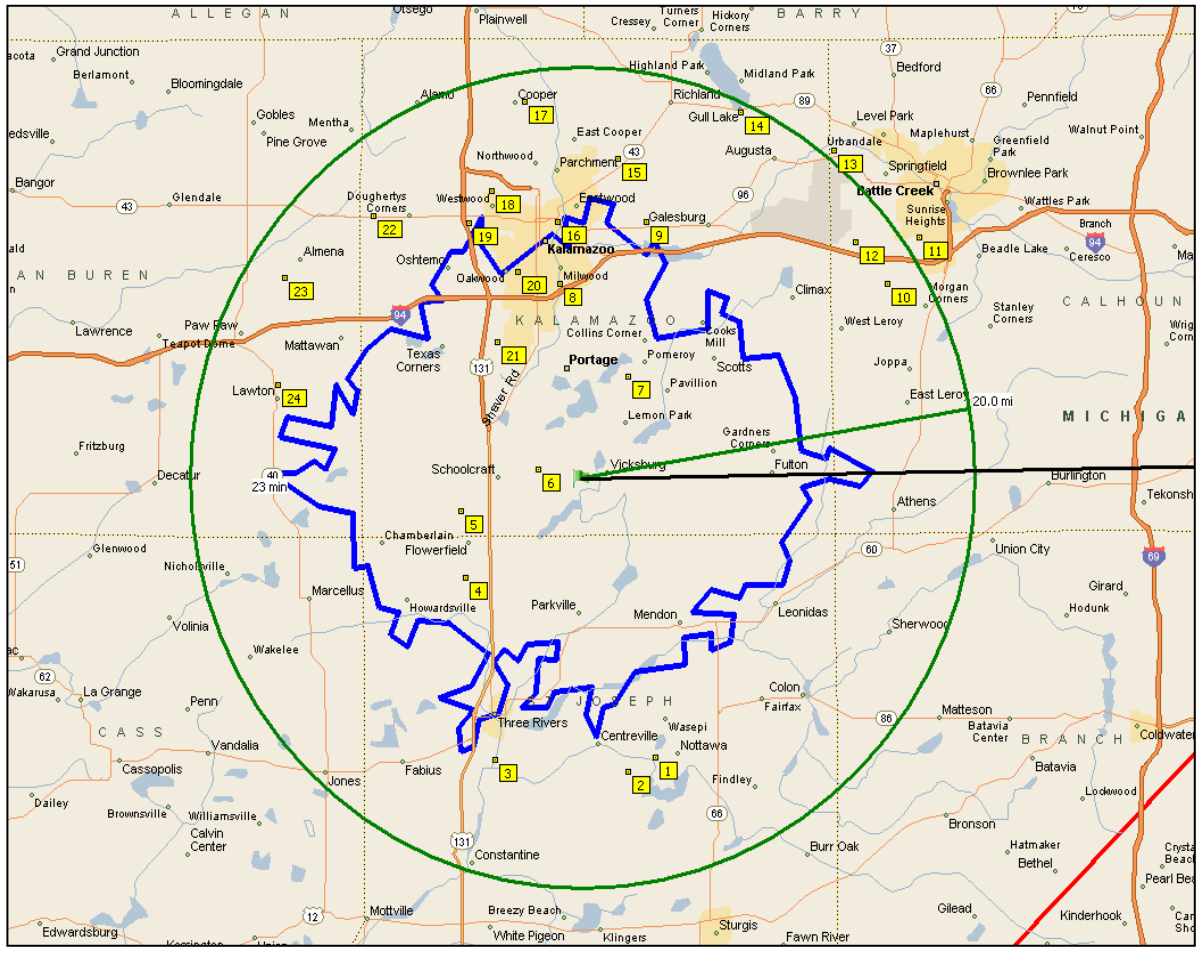
The target "daily fee" guest is a discriminating golfer who enjoys a challenging layout, excellent conditions, and special service. This player will not mind paying $7 - $10 more for superior course conditioning, proper pace of play, minimal etiquette issues, and a welcoming customer service staff.

Corporate outing groups are very valuable to any facility based on the number of players exposed to the facility, average dollar spent, and networking opportunities. Angels Crossing should be a sought after event course based on staff competency, outing administration, and course accessibility.

Competitive Facility Overview

The previous sections of this study have focused on the market's current economic condition and potential golf rounds demanded from market residents. This section will summarize the facilities in the market area that offer an alternative. The Primary Market consists of 25 facilities, twenty-one are public and four are private. Within these categories, twenty are regulation and five are executive (short) or par-3 facilities. Of the twenty public facilities, only five facilities or six 18-hole courses are considered "Premium" golf experiences. Only one of these is within 10-miles of Angels Crossing while the other five are within 20-miles.

Golf Facilities in Primary Market by Distance from Angels Crossing



Angels Crossing Golf Club

○ 20-Mile Radius from Angels Crossing _/_ 23-Minute (20) Drive Time Area

1	St. Joe Valley Golf Club	**10**	Cedar Farms	**18**	Grand Prairie GC
2	Island Hills	**11**	Battle Creek CC	**19**	Prairies Golf Club
3	Sauganash Golf Club	**12**	Cedar Creek Golf Club	**20**	Kalamazoo CC
4	Pine View Golf Course	**13**	Custer Greens GC	**21**	Moors Golf Club
5	Olde Mill Golf Club	**14**	Gull Lake View Golf Club	**22**	Ridgeview GC
6	States GC	**14**	Stonehedge Golf Club	**23**	Heritage Glen Golf Club
7	Indian Run Golf Club	**15**	Eastern Hills Golf Club	**24**	Lawton Golf Club
8	Milham Park GC	**16**	Red Arrow Golf Club		
9	Hickory Ridge GC	**17**	Crestview Golf Club		

Competitive Analysis

For comparison purposes, courses are grouped by two categories, “Value” and “Premium”. The “Value” courses consist of facilities that are viewed to represent the lower scale as far as being maintained, quality of layout, and amenities. They are courses with less than a 3.5-star rating. The “Premium” courses will carry a 3.5-star rating or above or have a green fee of $40+.

Course Name	Holes	Reg.	Exec.	Type	2017 Peak Rate	Rating	Distance	City	County	Opened
Angels Crossing Golf Club	18	18		Public+	49	**4.5**	0	Vicksburg	Kalamazoo	2004
Island Hills	18	18		Public+	80	**4.5**	14	Centreville	St. Joseph	1999
Gull Lake View Golf Club	36	36		Public+	45	**4.5**	19	Augusta	Kalamazoo	1966
Stonehedge Golf Club	18	18		Public+	45	**4.5**	20	Augusta	Kalamazoo	1987
Stoatin Brae	18	18		Public+	85		20	Augusta	Kalamazoo	2016
Milham Park GC	18	18		Muni	40	**4**	9	Kalamazoo	Kalamazoo	1931
St. Joe Valley Golf Club	18		18	Public	29	**4**	14	Sturgis	St. Joseph	1950
Heritage Glen Golf Club	18	18		Public+	52	**4**	18	Paw Paw	Van Buren	1994
Indian Run Golf Club	18	18		Public	35	2.5	5	Scotts	Kalamazoo	1967
Cedar Creek Golf Club	18	18		Public+	35	2.5	18	Battle Creek	Calhoun	1976
Olde Mill Golf Club	18	18		Public	35	2	6	Schoolcraft	Kalamazoo	1948
Crestview Golf Club	18	18		Public	31	2	19	Kalamazoo	Kalamazoo	1964
Ridgeview GC	18	18		Public+	35	1.5	17	Kalamazoo	Kalamazoo	1964
States GC	18	18		Public	29	nr	2	Vicksburg	Kalamazoo	1925
Pine View Golf Course	36	36		Public+	36	nr	7	Three Rivers	St. Joseph	1977
Red Arrow Golf Club	9		9	Muni	<20	nr	12	Kalamazoo	Kalamazoo	1937
Hickory Ridge GC	27	27		Public+	27	nr	13	Galesburg	Kalamazoo	1995
Prairies Golf Club	18	18		Public	38	nr	13	Kalamazoo	Kalamazoo	1908
Sauganash Golf Club	18	18		Public	30	nr	14	Three Rivers	St. Joseph	1924
Grand Prairie GC	9		9	Public	33	nr	15	Kalamazoo	Kalamazoo	1964
Eastern Hills Golf Club	27	27		Muni	40	nr	16	Kalamazoo	Kalamazoo	1959
Lawton Golf Club	9	9		Public	27	nr	16	Lawton	Van Buren	1973
Cedar Farms	18		18	Public	na	nr	18	Battle Creek	Calhoun	1998
Custer Greens GC	9		9	Muni	22	nr	20	Battle Creek	Calhoun	1955
Moors Golf Club	18	18		Private	80	Private	8	Portage	Kalamazoo	1979
Kalamazoo CC	18	18		Private	95	Private	10	Kalamazoo	Kalamazoo	1909
Battle Creek CC	18	18		Private	75	Private	20	Battle Creek	Calhoun	1909

Our assumptions for competitiveness and demand is based on the fact that, as reported earlier in the Defining the Market section, “golfers are willing to travel 60 minutes to occasionally play a good quality golf course” - *National Golf Foundation*. A new course always piques the interest from golfers in all markets. A facility that provides a unique experience, challenging but playable layout, quality conditions, and appropriate amenities and service levels will have the opportunity to gain loyalty among the primary market and earn return play from the Secondary Market.

New Facilities Planned

In this review, there are no additional golf facilities to enter the Primary Market.

Competitive Summary and Conclusions

The discriminating daily-fee golfer has five facilities (seven 18-hole equivalents) to choose from and these courses provide quality conditions and customer service at a slightly higher price. Angels Crossing is one of these courses, and arguably, the finest course in the Primary Market and in the state of Michigan.

Based on the analysis of Angels Crossing Golf Club's competitive market, the following observations can be made:

- The Primary Market consists of 25 facilities, twenty-one are public and four are private. Within these categories, twenty are regulation and five are executive (short) or par-3 facilities. Of the twenty public facilities, only five facilities or six 18-hole courses are considered "Premium" golf experiences. Only one of these is within 10-miles of Angels Crossing while the other five are within 20-miles.
- There is a wide range of offerings ranging from $19 to $85 with an average rate of $43.25 for prime time 18-hole weekend round with cart. The average prime time rate including cart for "Premium" courses is $56.57 with a range of $40 to $85.
- There are no additional facilities to enter the market at this time.
- Based on the competitiveness in the area, without a well executed marketing plan, the market will be subject to battling variations of discounting.
- **Angels Crossing is arguably the finest course in the Primary and Secondary Markets but does not price the product as such for green fees or membership rates.**

Course Name	Membership Cost Single
Angels Crossing Golf Club	$1,600
Island Hills	$2,500
Gull Lake View Golf Club	$2,600
Stonehedge Golf Club	$2,600
Stoatin Brae	$2,600
Milham Park GC	$1,450
St. Joe Valley Golf Club	na
Heritage Glen Golf Club	$1,800

Secondary and Travel Markets

It is estimated there are an additional 200 facilities in the Secondary Market (60-mile radius). As in the case of most golf markets, there is an ample supply of courses to meet that demand on a daily basis. However, "Premium" facilities have the attraction to pull additional rounds from these markets because they are always seeking new experiences and returning to places that offer enjoyable golf experiences. Secondary and Travel Market golfers will play an average of 10 – 15% of their golf away from their Primary Market. The rounds received by these players are high profit rounds because:

- They tend to seek prime time tee times.
- They eat and drink more during and after the round.
- They are usually in groups of 2 – 8.
- They have a tendency to be impulsive shoppers for retail.

The following tables identify some Metropolitan Statistical Areas within Secondary and Travel Markets of Angels Crossing Golf Club. The tables contain distance, total golfers, avid golfers, and golf vacation index (higher the index equates to higher propensity).

Secondary Market Table

Miles From	MSA	State	Population	Median HH Income	Avid Golfers	Total Golfers	Golf Vacation Index
64	Grand Rapids	MI	1,144,000	$50,581	35,000	157,900	118
58	Benton Harbor	MI	162,900	$41,957	2,040	17,000	82
38	Battle Creek	MI	65,364	$43,564	480	8,000	100
48	Elkhart	IN	192,000	$48,719	500	18,300	117
63	South Bend	IN	266,800	$44,350	7,500	33,000	101

Travel Markets

Miles From	MSA	State	Population	Median HH Income	Avid Golfers	Total Golfers	Golf Vacation Index
120	Ft. Wayne	IN	1,050,000	$48,000	35,000	140,000	105
165	Saginaw	MI	403,000	$43,463	3,700	57,000	95
87	Lansing	MI	461,400	$48,759	7,000	58,500	98
74	Jackson	MI	164,670	$47,540	3,360	24,000	97
133	Flint	MI	445,600	$46,235	11,000	51,000	96
110	Ann Arbor	MI	633,000	$61,450	55,000	98,000	128
137	Detroit	MI	4,471,000	$53,934	229,000	593,000	107
148	Chicago	IL	8,617,000	$58,096	595,000	1,005,000	111

Highest Potential Opportunity Markets

The Secondary Market (mainly Grand Rapids) is extremely appealing due to its proximity, upper income levels, large number of golfers, high rate of participation, and above average vacation index. Chicago holds promise of supportive market because of the influx of property purchases and vacationers that continue to grow up the west side of Michigan. The Chicago market is by far the largest of the regional markets with 1,005,000 golfers and 595,000 avid golfers. The Ann Arbor and Lansing markets have promise based on golfer and vacation index but could be challenged with many other quality golf experiences toward northeastern Michigan.

The top markets are based on distance, ease of travel, affluence, propensity to play travel golf, and total number of golfers. These markets are ranked for Angels Crossing target markets:

1. Grand Rapids
2. Chicago
3. South Bend/Elkhart
4. Lansing
5. Ann Arbor
6. Ft. Wayne

Financial Objectives

The staff and management at Angels Crossing Golf Club will make progress in streamlining operational efficiency for 2018 -2019. While continuing to be creative in developing new programs to increase revenue, as discussed below, we believe that additional improvement on the expense side must be achieved in order to be successful.

2018/2019

Objective: Achieve an EBITDA of $ 0,000.00.
Implementation Plan: Although success hinges on so many factors, including weather, quality/value perception, ownership/management decision making, etc., ultimately the financial performance will be a result of the objectives included in this plan and the success rate of the respective department manager.
Result:

Objective: Fine tune reporting/accounting integration from POS (Club Prophet) to Quickbooks or Village Accounting System.
Implementation Plan: Work closely with Michelle Morgan and Jim Mallery to streamline and improve efficiency of reporting.
Result:

Marketing Objectives

It is our objective to be completely independent from all forms of paid or bartered advertising by developing our own database.

2018/2019

Objective: Develop the Angels Crossing **Unique Marketing Position** Statement.
Implementation Plan: Work with the staff and the Village of Vicksburg to establish the definition of what makes the company unique. A single statement that should be driving the development of the organization and our marketing strategy is called the UMP (unique market position). It is a statement that we can judge every decision and strategy discussion. The UMP should clearly communicate the benefit we are offering. To develop our UMP, we will:

1. Make a list of what we know about our target audience.
2. Make a list of all the needs that our product or service could meet – these attributes are all potential UMPs for our business.
3. Screen these UMPs against trends and competitors.
4. Now remove the UMPs that are already being well met by competitors. Don't forget that our UMP is a *unique* market position so we are looking for a gap in the market.
5. Match each UMP against what we and our business are good at. Also think about how we want to be seen. For each UMP identified, create a page with words and visuals to bring the idea to life.
6. Conduct short interviews with about ten people in your target market to choose the strongest UMP for your business.
7. Double check that we have the right UMP. Does it convey one strong benefit? Is it memorable? Is it clear who the brand is targeting from the UMP? Can we deliver what it promises? Is it unique - or could a competitor claim the same thing?

As an example, one of the main reasons Apple succeeds where others fail because they communicate to the customer differently. Which message do you think is Apple's and which is what the rest say?

> **Message #1:** *We make great computers. They are beautifully designed, simple to use, and user friendly. Want to buy one?*
> **Message #2:** *Everything we do, we believe in challenging the status quo. We believe in thinking differently. The way we challenge the status quo is by making our products beautifully designed, simple to use and user friendly. And, we just happen to make great computers. Want to buy one?*

Yes, of course, message #2 is Apple.

Result:

Objective: Begin to develop our in-house marketing system.
Implementation Plan: The best marketing plan begins with satisfied customers that speak highly of their experiences with the facility and staff. This is accomplished by exceeding customer expectations and cultivating that relationship. We will use what is called the Ultimate Marketing Customer Cycle. This process fully leverages the power of a Customer Relationship Manager (CRM) and E-Marketing to optimize the marketing process. The goal is to take an unknown visitor from one of our sales magnets and turn them into a raving fan. We accomplish this by developing campaigns and strategies that target the individual interest of every customer we contact.

Stage 1: Attract Interest/Traffic
We have to generate awareness of your company and your product or service before you can start capturing interested leads. The "traffic" may come to you through website visitors, phone calls, in-person visits, and more. The methods of advertising and attracting interest will determine the quantity of leads, the quality of prospects, and the way they reach you. You may attract traffic with Pay-Per-Click ads on Google or Facebook, social media activity, partner referrals, print ads, networking, live events, or any number of other methods. Once we get the word out about your company and gain people's attention, we can begin to capture their contact information and follow up.

Stage 2: Capture Leads
Next, we need to maximize the traffic you attract. Only a small portion of your leads will become customers right away. The rest will take time to explore their options and think about their needs before they make a purchase decision. You need a way to follow up with these leads so that they come to you when they are ready to buy. Establish a free offer that has value (i.e. ebook, video, free trial), then we use your custom website to capture contact information from the leads who sign up and feed it into Renaissance Marketing. When a person converts from an anonymous website visitor to a lead, a contact is created in Renaissance Marketing.

Stage 3: Nurture Prospects
Prospects who sign up for a free offer are essentially "raising their hand" to learn more about how your products and services will satisfy their need or solve their problem. Once you capture their contact information and feed it into Renaissance Marketing, we use campaign sequences to send educational, persuasive messages that will educate prospects and maintain their attention until they are ready to buy.

Stage 4: Convert Sales
As your prospects move closer to buying, the follow-up messaging should change and / or your staff should engage to close the deal. Renaissance can automate these communication changes based on the ways prospects engage in your nurture process and can automatically create opportunities for your staff when the time is right.

Stage 5: Deliver & Satisfy
After the sale, it's time to deliver the goods and create happy customers. It is imperative that the staff delivers a top-notch fulfillment experience and automatically follows-up to make sure new and current customers are completely satisfied. This stage may include “ultimate question” exit service, a free hat coupon for next visit (Renaissance leverage buys can result in large savings on retail merchandise), enrolling someone in a birthday club program, or any other personally delivered service.

Stage 6: Up sell Customers

Establishing a remarkable customer experience makes it easier for you to earn repeat business from your existing customers. Renaissance automates the up sell process so that you can periodically offer complementary products or services to your customers and make it quick and easy to buy from you again. You maintain customer respect and interest by sending relevant offers that are related to the interests they've expressed in the past.

Stage 7: Get Referrals

An Ultimate Marketing Customer Cycle strategy wows prospects and customers at every touch point. It will naturally lead to referrals from customers. The system is designed to attract and encourage customers to share information about your facility and to join your contact list.

Result:

Objective: Increase our online presence.

Implementation Plan: Create a functional website that is controlled by Angels Crossing Golf Club management complete with online tee time booking and data gathering to be used in future marketing campaigns. Develop our Facebook and social media programs. Improve SEO (search engine optimization).

Result:

Objective: Develop a reputation management tool to capture reviews that are so valuable to internet search.

Implementation Plan: Use Renaissance Golf in-house Reputation Marketing/Management tool. Reputation sites such as Yelp and Google have become increasingly valuable to customer search and response. As reputation gains juice in the search and recommendation of business, it is increasingly important to manage this element. There are tools that can help Angels with this process but none are in place at this time.

Result:

Objective: Utilize outside resources to gather potential new play to Angels Crossing (i.e. Renaissance Golf Network).

Implementation Plan: Utilize the **Renaissance Golf Network** which is the creation of a golf network among Renaissance affiliated properties designed to drive traffic among our properties in an organized and agreed manner sharing exposure with their respective databases.

Result:

Maintenance Objectives

Angels Crossing Golf Club, by all accounts, is one of the best layouts in the state of Michigan. Initial observations of course conditioning and aesthetics are below average as they relate to expectations, pricing, and comparative in competitive set. Renaissance Golf Management believes that Angels Crossing Golf Club can be a "special" facility, but that success is dependent on improved maintenance practices and effort.

2018/2019

Objective: Improve greens conditioning and cultural practices.
Implementation Plan: Implement a proper aerification, verti-cutting, and topdressing schedule.
Results:

Objective: Increase productivity of labor.
Implementation Plan: Provide detailed work schedules so that there are no gaps, lost time, or unneeded overtime towards the end of the week or on weekends. Establish optimal workforce schedule. One example would be to have an employee work in the evenings to mow rough when the grass is dry and there is less play. The operator wouldn't have to pull off and wait for golfers as much. It would also reduce the need to run a loud blower throughout the day to clean up the mess we have when mowing wet grass first thing in the morning. Train current and new staff in regards to self-efficiency and work ethic improvement to have consistent quality work regardless of who is doing the task.
Result:

Objective: Reduce chemical/fertilizer expense by 7%.
Implementation Plan: Participate in our group purchasing program to take advantage of multi-course management company discounts.
Result:

Objective: Improve the bunker playability and conditions.
Implementation Plan: Redefine and edge all bunkers. Spray bunker faces to eliminate broadleaf and other weeds. Improve mowing practices to highlight bunker features and improve playability. Replace sand and filter rocks where needed.
Results:

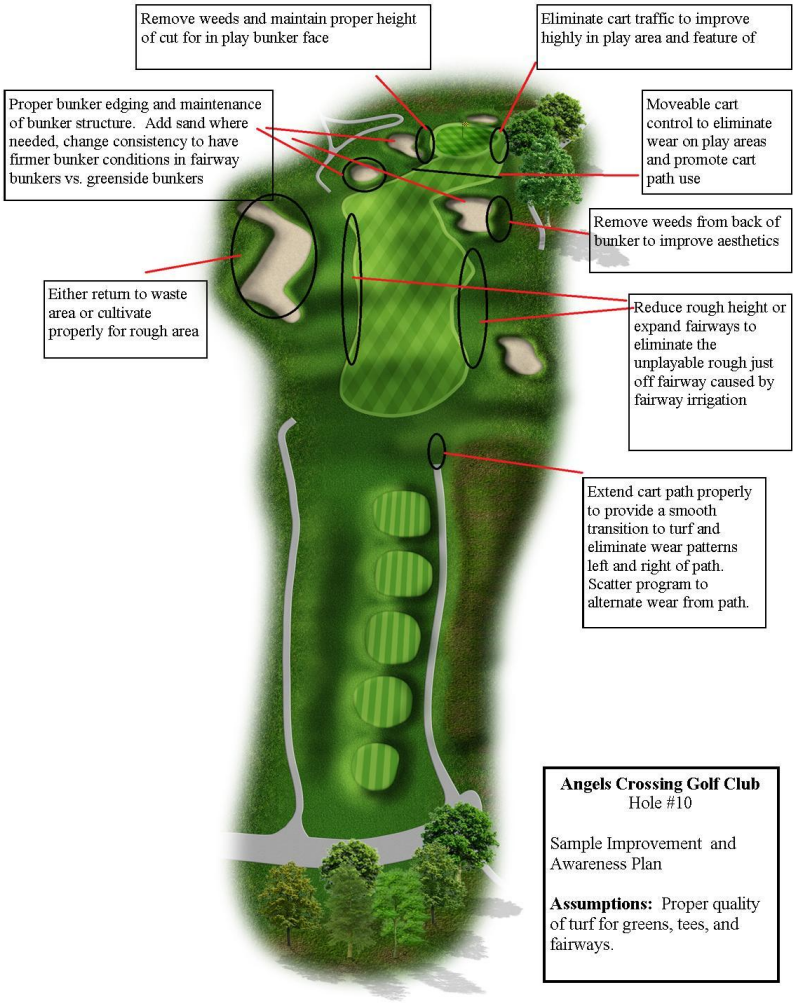
Objective: Implement an accounting system for inventory to accurately reflect the department records.
Implementation Plan: Create a spreadsheet for inventory control reporting to be performed the end of the month.
Result:

Objective: Improve features of the course that have been abandoned such as waste areas, pond surrounds, and additional run off or player option areas.
Implementation Plan: Incorporate into scheduling the treatment, clearing, and grooming of these important aesthetic areas.
Result:

Objective: Drastically improve first impression touch points such as the entrance, parking lot, and clubhouse landscape.
Implementation Plan: The entrance should be a statement of what is expected from the guest as well as the customer experience. Incorporate into scheduling the treatment, clearing, and grooming of these important aesthetic areas.
Result:

Objective: Establish cart control system for member and guest play to improve wear in sensitive play areas.
Implementation Plan: Utilize current products such as signage, rope, and cart blocks. Assess the need for additional products to achieve objective**.**
Result:

Objective: Communicate to the membership and guest play our future expectations for conditioning, aesthetic improvements, and cart etiquette.
Implementation Plan:
Establish a sample hole for all improvements and communicate the master plan for the entire course.
Result:



Membership Development Objectives

2018/2019

Objective: Make an impact on prospective members.
Implementation Plan: Improve the presentation of the membership information. Include a new welcome letter that would thank all new prospect members for their inquiry in membership. GM to introduce prospective member to the staff, give a tour, discuss new plans and features of club.
Result:

Objective: Improve the presentation of the membership information.
Implementation Plan: New member application that highlights the benefits of membership, acknowledgment of club champions, well defined rules and fees.
Result:

Objective: Create a procedure manual and train all staff on steps of new members and prospective members.
Implementation Plan: Create a membership sales manual and training for key staff members.
Result:

Objective: Offer and promote business membership.
Implementation Plan: Create a business membership plan that would be available to surrounding businesses and their employees. Accumulate data for prospective businesses and send letter of introduction about the program.
Results:

Objective: Increase membership revenue by 5%.
Implementation Plan: Utilize our current members to sell memberships to friends, family and incoming residents. Promote our memberships by hosting an Open House at Angels Crossing, hosting a business after hours and target marketing. Create and promote a trial membership.
Result:

Objective: Enhance appeal of facility to current membership.
Implementation Plan: Increase event schedule featuring a mix of social and competitive events. Create game improvement programs by PGA staff member.
Results:

Golf Shop Operations Objectives

As with any facility, the Angels Crossing golf shop operation is the nerve center of the facility. The focus is to optimize member and guest experiences while protecting the club's interest and safety standards. The club must be for all to enjoy equally and it is the golf shop operations responsibility to ensure this for all guests.

2018/2019

Objective: Increase total play revenue by 5%.
Implementation Plan: Research the slower times including Wednesday, Friday, Saturday, and Sunday afternoons to promote events like family golf time, Couples Events, group play and couples events. Utilize the Renaissance Golf Network for a featured course offer. Market to outside leagues for possible year-end events and 2019 league openings.
Result:

Objective: Establish a golf shop merchandise program.
Implementation Plan: Create new promotion and sales events. Train staff to engage with customers. Utilize facebook, website and weekly emails to promote Pro Shop. Expand out of the traditional golf offerings and find more lifetime pieces that would be attractive to our clientele. Improve the look of the Pro Shop with fixtures and accessories. Establish accounts with preferred vendors.
Result:

Objective: Improve our outside operations efficiency with handling member and guest traffic.
Implementation Plan: Improve our bag drop to include better cart staging and access. Clean up the bag drop area in the back to make it inviting. Add additional signage to direct traffic to the bag drop. Have carts set up in the area where guests arrive with keys left inside cart. Create an operational manual for bag drop service.
Result:

Objective: Establish an authority position for the golf outing business.
Implementation Plan: Create Angels Crossing's, Outing Coordinator Handbook, an A-Z manual on how to coordinate a golf outing and what to expect from Angels Crossing Golf Club.
Result:

Objective: Create a new scorecard that reflects a cleaner image.
Implementation Plan: Work with preferred Renaissance provider to create an upscale scorecard that will match Angels Crossing experience.
Result:

Objective: Replace the dated and dysfunctional golf shop point of sale system.
Implementation Plan: Work with preferred Renaissance provider to incorporate one system to run entire facility including beverage cart and halfway house.
Result:

Objective: Increase customer frequency and retention through improved data collection at point of sale.
Implementation Plan: Establish customer enticing programs to enhance additions to the database. Make the process easy for customer through quick forms or cart literature.
Result:

Objective: Improve our accountability plan for staff awareness/productivity including guest traffic and efficiency of operations.
Implementation Plan: Create a department handbook with expectations for service levels and training to focus on weak points of the customer experience.
Result:

Objective: Create additional member recognition opportunities, such as, hole in one, club champions, number of years as a member, etc.
Implementation Plan: Establish a "wall of fame" area to highlight recognitions.
Result:

Objective: Eliminate the cart charging issues and get basement electrical up to code for cart charging.
Implementation Plan: Consult with Village and local electrician to rectify capacity issues.
Result:

Objective: Create a proper Play Coordinator program.
Implementation Plan: Implement our training guide for play coordinators. Invest in radios for communication is a must.
Result:

Food &Beverage Operational Objectives

Angels Crossing Golf Club Food and Beverage operation is full service and has limited potential for events, wedding venues, and dining experiences based on kitchen and seating. The key to success is minimizing costs and limit the product selection while trying to come up with new and creative menu items.

2018/2019 - Kitchen

Objective: Control food and beverage costs of goods sold percentage to 35%.
Implementation Plan: Analyze menu costing, establish monthly inventory procedures, and improve storage security.
Result:

Objective: Establish a consistency for menu items not determined by chef on duty.
Implementation Plan: Create standardize recipes and presentation standards.
Result:

Objective: Create an identity for Creekside Grille as the unique dining spot.
Implementation Plan: Work with kitchen staff to create repeatable/quick signature menu items and signature drinks that appeal to large majority of customers.
Result:

Objective: Excel in quality and safe food management practices.
Implementation Plan: Educate and training.
Result:

2018/2019 - Front of House

Objective: Increase Creekside Grille sales by 5%.
Implementation Plan: Train servers to upsell the menu. Create friendly atmosphere, investigate live entertainment, create a club calendar featuring dining specials of the lounge.
Result:

Objective: Continue to implement our awareness of alcohol management responsibilities.
Implementation Plan: Make sure service staff are aware of all state and federal laws. Constant training of staff and attempt to get all TAM/TIPS certified. Proper display of all licenses.
Result:

Objective: Improve point of sale system to be functional throughout the club and to include halfway house and beverage cart.
Implementation Plan: Investigate with Renaissance preferred vendors the best solution for Angels Crossing.
Result:

Objective: Create our own traditional special events that are open to everyone to build our relationship with the public sector.
Implementation Plan: Work with staff to engage and promote ownership of in-house events.
Result:

Objective: Create our own traditional special events that are open to everyone to build our relationship with the public sector.
Implementation Plan: Work with staff to engage and promote ownership of in-house events.
Result:

2018/2019 - Banquet

Objective: Increase Banquet Sales profitability by 5%.
Implementation Plan: Promote and Book additional business meetings. Increase our marketing presence to help book weddings. Promote Bar Packages to weddings to help increase revenue. Create an a la cart rental for items that events
Result:

Objective: Create a professional buffet presentation.
Implementation Plan: Create display table set up with chargers, centerpieces, and table settings that enhance the image of Angels Crossing.
Result:

Objective: Create a consistent room rental rate structure.
Implementation Plan: Establish a market rate for closing the dining area that makes sense to the overall function of the facility.
Result:

Clubhouse Operations/General Administration Objectives

The Angels Crossing Golf Club clubhouse is functional but is lacking as far as storage, seating, kitchen area, and large golf outing hosting.

2018/2019

Objective: Organize the storage room in the basement
Implementation Plan: Go through all items in the storage areas and reconfigure. Implement a shelving and inventory system.
Result:

Objective: Install a facility owned security system with remote view capability for management and ownership.
Implementation Plan: Investigate the contractual agreement with leased security system.
Result:

Objective: Improve staff awareness of cleanliness and details of clubhouse.
Implementation Plan: Highlight the importance in employee handbooks, provide proper training, provide proper tools, and improve expectation level.
Result:

Objective: Create a facility wide employee empowerment program for getting inquiry information delivered.
Implementation Plan: Have proper documentation ready and easily accessed. Create an employee follow up form online that will email requested information immediately.
Result:

Objective: Enhance appeal of the clubhouse.
Implementation Plan: Create a capital improvement plan for items like carpeting, PA system, sound reduction in dining room, etc.
Results:

Objective: Improve the functional areas of the clubhouse, specifically, the shortage of ice supply for the F&B operation.
Implementation Plan: Investigate additional or larger ice machine to handle the demand.
Results:

Personnel Objectives

As we all know, personnel is the backbone of any company. Angels Crossing will continue to strive to hire the most professional and dedicated employees in the industry, provide a positive work environment, and minimize the cost of payroll while maximizing productivity. In addition, we realize that we must be proactive in attracting outstanding employees and understand that great people come along when we may not be looking to fill a need. We will be open to make every adjustment in our workforce to accommodate an outstanding person that would better the future for Angels Crossing.

2018/2019

Objective: Place a professional with experience in public sectors to blend the dynamic of public and membership play, make immediate F&B program improvements, and provide a strong leadership role for staff.
Implementation Plan: Pursue current and prospective Renaissance employees to implement a successful operation.
Result:

Objective: Analyze current staff to see who would fit the needs for the current manager and more importantly, the Club moving forward.
Implementation Plan: Use 2018 as an evaluation of current staff and perform evaluation assessments in fall of 2018.
Results:

Objective: Train department managers the importance of continuous hiring process to strengthen internal workforce.
Implementation Plan: Use social media and free job posting boards to create a constant flow of applicants.
Results:

Objective: Improve the team concept through better communication with the staff and department heads
Implementation Plan: Attempt to hold weekly staff meetings to make sure we are all on the same page. Keep all departments updated with any changes.
Result:

Objective: Appearance – maintain a professional look throughout the day.
Implementation Plan: Create a clear message in the employee handbook about standards.
Results: