**Tim Summers**

1) What is your opinion of the best way for the Club to generate the needed revenue over the next five to tens years?

There is no “one best way” to approach increasing revenue, be open to and flexible to all possibilities while being practical and grounded in the reality of what is feasible.

The Club should maximize all current revenue streams, Resident and non-Resident memberships, Golf, Food & Beverage and Events. An example is to ensure we fully utilize the marketing opportunities that the foreUp software we use offers.

Be open to short and long term opportunities to improve our facilities if growth of all of these revenue stream’s warrants. Initially, bring into focus our plans to be able to complete the application for the City of Montrose grant for Tavern improvements.

Develop a Long Term Comprehensive Marketing plan to cultivate business within our Greater Montrose Community as well as with potential Developers of adjacent properties.

Short term, the Board should ensure we operate the Club within our means and have realistic budget forecasts to control costs and identify additional revenue opportunities.

Long term continue with implementation of the Long Range Planning Committee’s report for revenue sharing and work closely with the Cobble Creek HOA, as in reality we are one Community that needs to jointly plan for our futures.

2) What do you believe the relationship between the Club and the HOA’s should be?

Continue working closely together as a Community Partnership to preserve our community, since we share the same concerns for the long term stability of our Cobble Creek Community and together craft the needed solutions. Including following the roadmap of the Long Range Planning Committee’s report and recommendations once we have advice from the attorneys of what is allowable under Colorado State Law.

3) What is your opinion of the current Club’s Operations and Management?

When running an organization, it is always prudent to strive for continual improvement. We are a start-up and unlike other start-ups our only source of funding comes from Club Memberships and operations, our product is as a Golf course and the associated amenities. By capturing missed opportunities and having a forward looking vision to expand revenue opportunities. A clear mission statement as an organization and a clear vision for the future will provide a sound foundation to achieve these goals.

4) What do you think the future of food service at the club should be?

A measured multifaceted approach, initially, determine what improvements can be made to the Tavern with the funding through the City’s grant. If growth of membership and the surrounding community occurs, use increased revenue to fund future expansion as needed.

Without having the benefit to read the report from the Food & Beverage Committee as a reference yet, great appreciation for all the hard work and research by these folks, looking forward to reading the report. Also, incorporate the yet to be published Food and Beverage survey results.

Information from our current Food Service Vendors as was offered to provide additional guidance of market conditions.

What can we afford and what will the community support? Is the Tavern more than a typical golf course snack bar? Do we have the expertise and do market conditions support a full service restaurant? Or some sort of a hybrid of both concepts? How can we best use our existing facilities until we secure future funding through revenue from operations ?

When appropriate, engage architects and contractors to design and price our concepts to understand costs and timelines for improvements. I have an in-depth background in commercial construction and often overlooked when renovating existing facilities are the impacts to current operations and how do we maintain services.

5) What would your priorities be as a Club Board member?

Create a Mission Statement and a Vision for the Future

Implement solutions identified by the LRPC Capital Project Expenses and Revenue Options report

Open, Honest communication with Club Members and the Cobble Creek community without bias.

Re-engage our membership and re-build relationships not only with our members but with our entire Cobble Creek Community. We have members with ideas, expertise and solutions.

Improve accounting practices so that Financial reports accurately show costs and revenue from each department to be able to help control costs and increase revenue.

Team Building with all staff to create a sense of ownership and pride. Create a culture of managing from the bottom up not top down, likely our staff have great ideas on how we can improve and grow too.