

**COUNTY OF SACRAMENTO  
CALIFORNIA**

For the Agenda of:  
September 13, 2007  
9:30 a.m.

**To:** Board of Supervisors

**From:** Department of Regional Parks

**Subject:** Report Back: Contracting for Maintenance Services at Ancil Hoffman

**Contact:** Gary Kukkola, Director, 875-6132

**Introduction**

This is a report back regarding contracting for maintenance services at Ancil Hoffman Golf Course. In October 2005, the Board directed staff to pursue full Fee Management Agreements at Cherry Island and Ancil Hoffman Golf Courses. In May 2006, Empire Golf was awarded the contract for operations of Cherry Island Golf Course, including golf course maintenance services. Ancil Hoffman Golf Course continues to be maintained by Parks staff, and the pro shop and restaurant is operated under other agreements.

**Background**

In October, 2005, the Board directed Parks to implement a Fee Management program similar to Mather Golf Course, at Cherry Island and Ancil Hoffman. In May 2006, a Fee Management Agreement, which encompassed food & beverage, pro shop services and course maintenance, was approved for Cherry Island. Parks had held ten vacancies in the Department to accommodate those County employees who had been assigned to Cherry Island. Section 71-J of the County of Sacramento Charter prohibits elimination of staff due to contracting for services; therefore, Parks accumulated vacancies through attrition over a four year period to have enough positions to accommodate the employees assigned to Cherry Island. This was a significant hardship for Parks staff who had to cover for those vacancies, and park users who experienced a decline in park maintenance services.

In Fiscal Year 2006/07, the Golf Fund paid back the General Fund loan of \$450,000 in full, and ended the fiscal year with a negative \$102,213 fund balance. This fund balance is \$186,078 lower than the anticipated Year-End fund balance. If Golf did not have the obligation for a loan payment to the General Fund, the ending fund balance would have been positive as much as \$300,000.

The negative fund balance was also due to \$67,000 in revenues not received for Campus Commons Golf Course, the Ancil Hoffman Aerojet Water Remediation Project, and a

1999 Refunding COPS (Capital Projects) reimbursement for a new Point of Sale System. Expenditures for those projects were incurred in Fiscal Year 2006/07, totaling \$67,000.

### **Challenges**

In order to contract for maintenance services at Ancil Hoffman, Parks would need to accumulate 10 vacancies. This would result in a 26% vacancy rate. In addition, Parks would need to re-allocate a Golf Course Superintendent to a Park Maintenance Supervisor and secure a vacancy for the employee, and secure a position for a Park Maintenance Superintendent, a managerial position. Since there are fewer park maintenance positions assigned to Parks as in years past, the hardship of accumulating vacancies to accommodate golf course staff would be a more significant hardship than in past years.

Parks should coordinate County-wide to successfully accommodate these vacancies, and to lessen the impact of decreased maintenance services to park users. Park maintenance workers are assigned to Airports and Waste Management and Recycling, and Parks' employees could likely be accommodated in those Departments. Parks will work with Agency staff to meet and discuss opportunities to accommodate park maintenance workers in other areas of the County. Once commitments for accommodations for Parks employees are secured, a specific timeline for contracting for maintenance services at Ancil Hoffman can be developed.

### Additional Opportunities for Efficiencies

With the golf rounds flat or slightly declining, and costs for providing golf services continuing to rise, Parks staff is investigating other opportunities to create economies and efficiencies in the County's golf program. A Best Management Practices tour is scheduled for Parks staff to visit City of Roseville, City of Alameda, and City of Vacaville. These cities also manage multiple golf courses through a variety of leases and concession agreements. Park staff will be discussing how these agencies fund capital improvement projects, manage day-to-day accounting and audits, types of agreements, and roles and responsibilities between the agency and the golf management company. Parks staff will be providing a report back to the Board members on the findings from this tour, and what elements can be implemented in the County's golf program to lessen the cost of doing business while providing a quality product that competes well in the competitive Sacramento area.

### Potential Timeline

- |                   |                                                                                                                                                                            |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| September/October | Best Management Practices Tours                                                                                                                                            |
| October           | Conduct a cost benefit analysis of alternative management techniques explored during the Best Management Practices Tour                                                    |
| October           | Meet with representatives from Airports and Waste Management & Recycling to discuss opportunities to accommodate golf course park maintenance workers in their Departments |

December	Report to the Board regarding results of meetings with County departments and Best Management Practices Tour; provide recommendations and potential timeline for action steps that would provide a Cost-Benefit to the County's Golf Program
January	Release RFP for Ancil Hoffman, if approved by Board as an action step Take additional action steps approved by the Board to improve Golf Program
March-May	Interview candidates, evaluate proposals, negotiate agreement for Ancil Hoffman

**Conclusion**

Contracting for maintenance services at Ancil Hoffman Golf Course is one of several strategies that can be implemented to enhance the self-sufficiency of the County's Golf Program. Having a single contractor manage all of the golf courses, changes in roles and responsibilities between the agency and the golf management company, audits and accounting practices and a financing mechanism for capital improvements are activities that could have an impact on the economy and efficiency of the County's Golf Program. Parks will be reporting back to the Board members this fall on additional measures that can assist in making the Golf Program self sufficient.

Respectfully submitted,

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GARY KUKKOLA, Director  
Regional Parks

APPROVED:  
TERRY SCHUTTEN  
County Executive

By: \_\_\_\_\_  
PAUL J. HAHN, Administrator  
Municipal Services Agency