

**ISSUE # 1/2020**  
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# **MOKA BLAG**

**NEWSLETTER**

**WE'RE  
BACK!**

**AT FIRST  
GLANCE**

HOW WE  
NAVIGATE  
THROUGH THE  
YEAR

**PLANS &  
VISION**

A LOOK AT HOW  
WE MOVE  
FORWARD

**MEMBERS &  
EMPLOYEES**

THANKS FOR  
YOUR SUPPORT



# YES MEMBERS, MOKA BLAG IS BACK!

This first edition introduces the plan forward with the new board which assumed office in April 2019. The Board was given the opportunity to serve our members with Mr. Richard Camacho as President. His key responsibility is to ensure integrity of the board's processes, uphold meetings and execute the required policies and procedures. The Board's objective is to ensure all members and employees are elated to be a part of the St. Andrews Golf Club. Our responsibility is to ensure your recreational time is spent in a relaxing atmosphere on and off the course whilst creating a memorable experience. Your satisfaction remains our main priority.

The Board of Directors sincerely thanks all members and employees for supporting us in our efforts thus far to operate the St. Andrews Golf Club, in particular, during the recent Covid- 19 Pandemic.



# AT FIRST GLANCE

When we took office, we were faced with the loss of four (4) key positions within the Club. The General Manager, Club Administrator, Food and Beverage Manager and the Head Mechanic had all resigned or retired. These key positions affected the smooth operations of the club in particularly the day to day running of the relevant departments. The board had to immediately start the process of introducing corrective measures. We rehired Mr. Anderson Julius to return as Head Mechanic as well as Mr. Robert Lara as Operations and Pro Shop Coordinator.

In May 2019, we engaged Mrs. Thais Camps-Hospedales to complete an audit of the Operations at St. Andrews Golf Club. Her summary report stated that the problems were directly linked to the absence of an Executive Management Team and a lack of Policies and Procedures. Non implementation and improvement of structure in each department negates the sustainable growth of the Club. We then contracted her as a consultant to implement her findings. Her first priority being the Food and Beverage Department in its entirety.

Some of the Key Points identified were:

- Absence of a proper hand over procedure from one board to the next.
- Meetings amongst the Executive Management Team were not consistent which then contributed to poor communication and leadership.
- Lack of Transparency with updating the membership regularly.
- Lack of Tools and Equipment that affected employees offering quality of service.
- Absence of an Organizational Chart.

Since then, the Board has continued to work towards stabilizing the operations and ensuring continuity of St. Andrews Golf Club.





## MAKING THE CLUB BETTER FOR ALL

- The numerous erosions located throughout the Quebrada, particularly the 8th and 10th Fairways, were deemed critical and major efforts were executed to ensure these issues were resolved immediately. Works started in July and despite severe rain and contractor constraints, the task was finally completed. **Thanks to all.**
- The implementation and improvement of operational systems and controls were mainly focused in the Food and Beverage department. The many other areas where we reviewed thereafter were the Head Office, Pro Shop and the Caddy Master's Department/Bag Storage Room. As of recent, the team has extended its operational procedures and management controls into the Maintenance Department working alongside the Superintendent and golf course workers.
- In the day to day running of the operations, we encountered several areas in need of repairs. As a result, renovation works started and are almost at a completion for this first phase. These repairs were deemed necessary on entry followed by the recent COVID-19 Pandemic, where we took the opportunity to fast track the renovation works.

Renovations started in areas throughout the club including:

- Thorough clean-up of the kitchen, removal of non-functional hood
- Re-design of the alcohol store-room
- Paint and clear damaged and used items in the Kisskadee store-room
- Upgrade of members washroom
- Re-do of the pro shop
- Extend cold storage room for restaurant
- Refurbish the caddy room
- Partly enhance the front entrance
- Extend the maintenance shed and clean up works
- Refurbish the Kisskadee Notice Board
- Install network and television in the conference room for training and rentals
- Full upgrade of the Members Bar, able to offer additional amenities for Kisskadee rentals
- Renovation of all administrative offices

- The revenue lost from not hosting our Carnival Fete was tremendous and continues to affect the club. We had to cut back on many projects due to lack of funds. The Carnival fete from inception, contributed at its lowest, \$850,000.00 annually. This revenue was largely responsible for keeping each category of the membership fee at a reasonable cost and also ensuring all operational costs were covered.

Our intention is to complete the surrounding pool area, entrance pathway onto course and purchase new equipment for the maintenance department. Our strategy is a Tournament thrown in aid of each renovation work and upgrade. We thank each and every member for your continued full support.

- In the upcoming Moka Blag we will be proposing new initiatives and our aim is to make the Full Playing option the "**top choice**" for all golfers.



# OUR PLANS & VISION



We will be presenting more events, tournaments, dinners and fetes. Rental packages will be marketed to potential clients. Members will be informed of these events and we look forward to your continued support, along with support from sponsors who have already shown interest. Our aim is to accomplish all areas outlined by the Management Team in their Troubleshooting List.



A strategic plan has been developed and will soon be presented to the membership for approval. This plan must remain our guide as we set in motion the mechanics of the Club. We see this as vital and we must ensure these plans remain constant and that each successive Board pursues the goals set into motion by the previous Boards to achieve the Club's strategic objective.

This Board has a challenge to develop these policies in an effort to "break the cycle of a new plan" every time a board changes. Our Vision and Mission must remain our primary focus to ensure continuity of the St. Andrews Golf Club. This, together with development of the course and golfing rules as the golfing fraternity evolves each year.

The COVID-19 pandemic has impacted on the world economy and the Club must now endeavor to operate on membership fees as its main source of income. Membership Fees over the last few years on average cover 62% of the Club's Operational Expenditure. The dynamics of how the Club earns supplemental income has changed and we must now seek new innovative ways of closing the gap.

During the COVID-19 pandemic, I must make mention that our Management Team and Employees responded remarkably to the changes and its effect on the Operations. The Management Team implemented the required protocol with immediate effect and followed through with an immediate troubleshooting list incorporating clean up, renovations and restoration of the course and club house.

The membership must realize the severity of the matters addressed above and where possible, help the board with its role and functions. The Constitution will have to be revisited and reviewed with some of our plans for 2020 / 2021 and thereafter. We will intensely deliberate and agree upon in order to make progressive changes in our upcoming AGM.



We trust that this newsletter gives you a feel for where we are at this time and hopefully a roadmap of where we intend to go.

*Golf strong, go long!*