



**City of Alameda**

**Alameda Recreation and Park Department**

# **GOLF COMMISSION MANUAL**

## INTRODUCTION

The purpose of this manual is to assist new and long-term commissioners in understanding their role as Golf Commissioners. Commissioners should consider themselves to be a valued resource to the golfing community, Corica Park management, and Alameda elected city officials and staff. Their role is to be in touch with and communicate the needs, interests and desires of Alameda golfers and act as advocates for Alameda golf programs and facilities.

The goal of this manual is to assist commissioners in clarifying their roles. Materials in this manual have come from a variety of sources, including the "Commissioners and Board Members Handbook", produced by the California Association of Commissioners and Board Members. Thank you for contributing your time and effort to making the City of Alameda a better place to live.

## PURPOSE OF THE GOLF COMMISSION

***"None of us is better than all of us! . . . Commissions which utilize all the resources among its members will solve problems, render decisions and make accomplishments of a quality that exceeds the best of an individual in the group."***

Commissions are established to provide a communication link between the community, staff, and the City Council. The Commission is advisory in nature and their input, which is usually in the form of a recommendation to the City Council or staff, is considered in evaluating effectiveness of programs and policies.

Commission members are expected to learn the scope of their authority and responsibility as delegated by the City Council. In addition, it is important that each Golf Commissioner gain an understanding of his/her relationship with Corica Park management, City Council, staff and community.

Though the Golf Commission has no legal authority, it serves important functions in the interpretation of the program, facilities, services, and in advocacy efforts that help advance golf services in Alameda.

Commissions are vitally important as liaison for improving the quality of life and recreation opportunities for their community.

## **GOLF COMMISSION ROLES**

The primary function of the Golf Commission as an advisory body is to advise and make recommendations to Corica Park management, City staff and City Council. To that end, a process should be followed that produces the most timely result. Individual issues, recommendations and concerns should first be presented to Corica Park management for consideration and resolution. City staff can then be consulted and finally, issues that are unresolved or have a broader impact are requested to be put on the Commission agenda.

Some of the basic functions of the Golf Commission are as follows:

1. Investigate and determine the needs and interests of the community for park, recreation programs and facilities and make recommendations to meet those needs.
2. Inform and interpret the needs of the general public to Corica Park management staff, the Recreation and Parks Director, and City Council.
3. Serve as a forum in introducing innovative and new ideas, concepts, programs, policies and procedures.
4. Generally work toward a favorable public opinion of, and support for, golf services, programs and the Corica Park Golf Course.
5. Assist the Corica Park management staff in developing cooperative arrangements with other organizations and private groups. This function will assist in providing new and innovative programs for the citizens of the community.
6. Assist Corica Park management in developing and evaluating golf programs and activities.
7. Provide recommendations on golf facilities and advise the Recreation and Parks Director, the City Manager, and City Council with respect thereto.
8. Review and make recommendations with respect to fees and golf programs for Alameda residents, seniors, and students.
9. Continuously seek knowledge and information on activities, facilities and services that would improve the golf experience in Alameda.

## **GOLF COMMISSION RESPONSIBILITIES**

Each Commissioner must learn, understand, accept and accomplish delegated responsibilities in order to be an effective and viable force on the commission. The areas of responsibility are:

1. Commission attendance
2. Committee work
3. Assignments delegated by City Council
4. Knowledge of golf facilities and organizations
5. Technical consultant in areas of expertise

The major responsibility of the commission is to participate in the review and make recommendations on the Corica Park short and long-term goals and objectives. These include:

1. Policy
  - a. Policy should be planned action - not reaction.
  - b. Periodic review and recommendation on program policies.
  - c. Commission members, staff or City Council may initiate recommendations for changes in policy.
  - d. Unenforceable policies should be reviewed or deleted.
2. Land Acquisition and Facility Development
  - a. Be knowledgeable on the Corica Park Golf Course facility and amenities.
  - b. Receive community input regarding wants and needs.
  - c. Keep public informed regarding plans and progress.
  - d. Review and make recommendations regarding developments with community best interests in mind.
3. Financing
  - a. Be involved in reviewing program facility fees and charges.
  - b. Assist City officials with bond issues, levies or tax initiatives as requested.
4. Public Relations
  - a. Commission members are always in public relations for the City. Their words, actions and deeds reflect upon the City.
  - b. Assist Corica Park and City staff in promoting programs as requested.
  - c. Keep lines of communication open to the public.
  - d. Participate in community input meetings relative to the Golf Course.
5. Programming
  - a. Programming is a staff function.
  - b. Commissioners solicit community feedback and recommendations to ascertain that community needs are being met.
  - c. Support program efforts.
  - d. Serve as a buffer between staff and special interest groups.

## **COMMISSIONERS AND RELATIONSHIPS**

As a Commissioner, you will be responsible for working with a wide range of individuals. Each Commissioner comes from various backgrounds - educationally, occupationally, religiously, socially, economically, physically and culturally. When relating to others, it is important to keep this in mind. Below is a short statement about the relationships with the various groups.

### **1. Relationship with Other Commission Members**

- a. Respect the other Commissioner's viewpoint even though it may be opposite of yours.
- b. Allow other Commissioners to articulate their views and then attempt to make an objective evaluation of those views to the limit of your ability.
- c. Evaluation of other Commissioner's viewpoint should be based upon what is best for the City of Alameda, its residents, and Corica Park golfers.
- d. Strive to minimize political action among Commissioners whenever possible.
- e. Be open and honest at all times.
- f. Do not expect every Commissioner to give of their time, talent and knowledge to the same degree.
- g. Recognize and assist new Commissioners and make them feel welcomed.

### **2. Relationship with City Council**

- a. The relationship is defined by City Council and may change as councils change.
- b. It is unethical for an individual Commissioner to attempt to influence or persuade the City Council to assume a position that may be in opposition to the Commission as a whole.
- c. When a split opinion exists at the Commission, it would be appropriate to forward to City Council a majority and minority report with the final recommendation.
- d. Remember Commissioners are appointed by City Council.
- e. Contact with City Council should be open and never used to circumvent staff or the Commission.
- f. Never knowingly and openly embarrass City Council or staff.
- g. Render as much assistance as possible to City Council and avoid placing them in an untenable position.
- h. Assist City Council in developing public trust.
- i. Be sensitive to the City's priorities. There are times when, for the good of the overall agency, it may require adjustment of the priority level of a particular project.
- j. Commissioners fall under the restrictions of the Brown Act whereby decisions and recommendations can only be made at a duly constituted meeting that is open to the public.

### **3. Relationship with Government Officials**

- a. Be aware that elected officials are sensitive to political involvement that may be viewed as their prerogative and within their purview. Roles need to be clarified by the City Council prior to involvement.
- b. Contacts with elected officials on behalf of the City should be made only with knowledge and approval of the City Council.
- c. Personal political involvement should be influential and supportive of the City's objectives.
- d. Commission members should support legislative efforts favorable to parks and recreation issues.
- e. The Commission should not be used for personal political gain, favors or influence.
- f. Commission members may act as liaison with city, county, state and national elected officials on behalf of the city when coordinated with the City Council.

## **KEY POINTS FOR COMMISSIONERS**

**DO**

- ❑ Accept responsibility.
- ❑ Learn committee assignments.
- ❑ Learn the role of commissioner.
- ❑ Participate and attend meetings.
- ❑ Associate with commissioners from other agencies.
- ❑ Become familiar with golf programs.
- ❑ Visit facilities in operation.
- ❑ Voice your opinion.
- ❑ Be firm, fair and factual.
- ❑ Be an active representative.
- ❑ Be enthusiastic about golf.
- ❑ Be aware that you are a Golf Commissioner when speaking with employees of Corica Park or the food and beverage staff.

**DO NOT**

- ❑ Run the show.
- ❑ Do staff's job.
- ❑ Make golf a political issue.
- ❑ Make promises you can't keep.
- ❑ Break the chain of command.
- ❑ Try to always get your way.
- ❑ Become a one-interest commissioner.
- ❑ Forget your role is advisory only.
- ❑ Don't represent the entire commission without their approval.
- ❑ Expect or accept any discounts or gratuities at Corica Park or food and beverage facilities.