



JUNIPER GOLF COMMISSION MEETING MINUTES

Date and Time: 26 February 2013; 2:00 pm

Location: Juniper Golf Course; 1938 SW Elkhorn Avenue, Redmond

Commission Members Present: Paul Klotz, Chair; Pam Garney, Vice-Chair; John Brenton; Don Noldge; William Saling

City Staff Present: Camden King, Council Liaison; Jason Neff, Budget/Finance Manager; Susan Bailey, Public Works Administration

CourseCo/Juniper Staff Present: Steve Bratcher, CourseCo, General Manager; Tom Bugbee, CourseCo; Tom Isaak, CourseCo.

Media/Others Present: None

CALL TO ORDER

Klotz welcomed the Commission and called the meeting to order at 2:00 pm.

PUBLIC COMMENTS *(Items Not on the Agenda)*

No members of the public were present.

APPROVAL OF MINUTES

Brenton made a motion to approve the minutes of 08 November 2012, as written; second by Saling; motion carried by vote.

DISCUSSION/DECISION ITEMS

Nomination and Selection of Officers

Noldge made a motion to keep nominations the same for the next year. All members agreed; Klotz will remain as Chair and Garney as Vice-Chair.

Monthly Update and Review of Financials

Bratcher gave an overview of the financials from October through February. He explained that January was 7% over from the prior year in public green fees. He noted that February is already over budget for rounds and green fees. Bratcher stated that cart revenue is 22% under budget, but that they did beat the prior year. He explained that there are a lot of walkers on the course and that they hope to make up the variance with a strong Spring. Bratcher stated that range revenue is doing well with the cards and that they are looking to double revenues by the end of the month. Merchandise revenue is still down and lessons have stopped for the Winter. Stuart will be back for Spring and they are looking for bigger and better programs like junior golf; they hope to get 100 kids.

Course Co Report/ Operational Update

Memberships- Bratcher reported that there are 236 members for year-end and today. The annual membership total collected for 2012 was \$86,190. They have reduced joining fees for new members and are offering gift cards for food, beverages, and merchandise until March 31st. Bratcher explained that the goal is to get monthly dues.

Food and Beverage- Bratcher reported that they beat the budget by 12%. He explained that holiday events were very successful, with over \$28,000 in revenues in December. He stated that February has already reached its monthly goal and they expect \$4,000 more in revenue before the end of the month. They will be doing four school night dinners as a benefit to local schools.

Maintenance- The course is in good shape and they came in 7% under budget for maintenance. Bratcher explained that they used black sand to help maintain the soil temperature. They were able to open the greens on February 16th. Bratcher stated that they will be getting ready for Spring mowing and maintenance.

Marketing- Bratcher discussed membership promotions and explained that they are doing more commercials and getting new marketing materials. They have participated in a wedding show, the Chamber Business Hop and the Portland golf show. Bratcher stated that they will be doing more commercials for the restaurant and that they did have television spots during the Oscars.

Expenses- Bratcher explained that they are under budget in all areas and that they are watching costs, labor and maintenance. Overall they were \$5,035 under budget.

ACTION ITEMS

Review of 5-year Forecast

Bugbee explained that the forecast presentation was given to Council this morning. He reviewed the moderate assumptions stating that no courses within the general market will be opening or closing, and no private courses are changing their public access policies. He stated that rounds growth at 1% is a good steady growth. He reported that average green fee price increases are slow and steady to meet pricing power in the market. He stated the need to target both locals and out-of-towners and noted that the goal is to get a second round out of players.

Bugbee reviewed expense assumptions for the next 5 years including a 5-year equipment replacement schedule. He noted that there is no increase in water expense. Brenton asked about salary increases and Noldge asked about the increase in green fees based on volume.

Bugbee reviewed the aggressive assumptions that showed rounds growth at 3%, explaining that there is corresponding growth in expenses. Noldge asked about competitive pricing and social membership fees. Brenton noted comparisons at Widigi Creek. Klotz asked about getting second play from "out-of towners" and the benefit of doing a package deal with other courses.

Bugbee stated that he feels supported by the City and that the general concern remains that debt continues to be subsidized. King noted that maintaining these past few years has been a win instead of going backwards. King noted advertising at the Airport and how the two entities can reciprocate.

Noldge asked about repayment of the debt and Neff explained that the City will pay around \$300,000 and Juniper will contribute around \$70,000. Klotz asked about capital expenditures in the next 5 years and Neff stated that there is still \$50,000 left over from the old account. Neff stated that we may use \$20,000 this year on the well and that the City will need to look at funding capital expenditures in addition to the debt service. Options were discussed for capital reserve accounts versus paying debt service in the future.

FY13/14 Budget Review and Approval

The budget discussion was moved up on the agenda. Bugbee reviewed the budget for FY13/14 and noted the opportunities for continued growth citing fee increases that went into effect the first of the year. There is no fee increases built in for the 2nd half of the fiscal year.

Bugbee noted the contribution to debt service of \$110,000. He explained that equipment expenses will be for refurbished equipment, not used. Bugbee explained the extra pay period in November. Bugbee stated that they are confident in meeting the budget numbers.

Motion: Saling made a motion to approve the budget for FY13/14, as presented; second by Breton; motion carried unanimously by vote.

The group discussed changing the meeting days and times. Brenton left the meeting.

Meeting the third Tuesday of each month at 9:00am was proposed and will be revisited in the summer.

Review of Operating and Marketing Plan

Bugbee discussed the marketing plan, explaining that it covers the season, not the budget year. He explained that they are focusing on all 3 revenue categories and are very happy with events. Noldge asked about a membership drive and promotions where members bring in other members.

Bugbee and Isaac left the meeting.

Bratcher continued discussion on the marketing plan. He explained the SWOT analysis, mission, target market, competition, and the goals for achieving budgeted numbers. Bratcher stated that communication tools help to stay on task and that growing the database is critical. He also noted utilizing the Bend Chamber list and working with the Redmond Chamber. Klotz asked if marketing tools are followed by the City. King explained that the quantified analysis is very helpful.

Neff noted that the SWOT analysis indicated that signage is a weakness. Bratcher explained the need for more signage at the road.

Bratcher explained the marketing and special events calendars and the focus of marketing on revenue streams.

Klotz called for comments. King mentioned the FMCA.

COMMISSIONER/STAFF COMMENTS

No additional comments.

PUBLIC COMMENTS

None.


ADJOURN

There was no further business. The meeting was adjourned at 3:34pm.

Next Meeting: The Commission discussed changing future meeting dates to the third Tuesday of each month at 9:00am. The next meeting will be 19 March 2013, at 9:00am, at the Juniper Golf Course.

APPROVED by the Juniper Golf Commission and SIGNED by the Chairperson this

16th day of April, 2013.



Chairperson