

City of Portland Golf Advisory Committee  
Meeting Minutes of July 8, 2015  
Red Tail Golf Course

***Attending:***

*Members:* Vicki Nakashima, Shanda Imlay, Vincent DiGiano, Yvonne Deckard, Kristin Dozono, Bill Brooks, Bill McAllister, Lissa Guyton

*Concessionaires:* Craig Zimmerman (RedTail), Rob Cumpston (Eastmoreland), Randy Morrison (Heron Lakes), Hank Childs was absent, he had someone sitting in for him (Rose City)

*Staff:* Todd Melton (Financial Analyst, PP&R), Diana Fielitz (Business Operations Supervisor), John Zoller (Golf Manager, PP&R), Eileen Argentina (Services Manager, PP&R), Warren Jimenez (Assistant Director, PP&R), Kathy Hauff (Superintendent Eastmoreland, PP&R), and Jim Heck (Superintendent Rose City, PP&R)

*Other:* Barb Trammell (CEO, OGA), Aaron Brennen (OGA), Henry Childs (OGA), Carolyn Lee (Management Assistant, PP&R), Josh Wells (EAGLE alumnus), Meuy Saecho (EAGLE alumna), & Olivia Anderson (EAGLE alumna), Travis Ruybal (CPM III, PP&R)

Meeting Called to Order

January meeting minutes approved

Agenda adopted

**I. SPECIAL REPORTS & PROJECT UPDATES**

***Program Updates – EAGLE PROGRAM***

- a. Former EAGLE participants joined the GAC to share their experiences in the program.
- b. Carolyn introduced the EAGLE participants. The first EAGLE alumni was Olivia. She is a Madison HS graduate and is currently studying geology at the University of Oregon. The second EAGLE alumni, Meuy, is also a graduate of Madison HS and is currently studying human physiology and biology at the University of Oregon. Former EAGLE participant and current PP&R employee was also present.
- c. All of the alumni had memorable experiences, but recommended we do more to raise awareness about the EAGLE program.
- d. In order to participate in the EAGLE program, Carolyn stated that the individual has to have an economic need, be a sophomore in high school when applies, and be a student in

a school in Portland. EAGLE participants need to caddy 80 rounds of golf in order to apply for an Evans Scholarship.

- e. To date, approximately 90 participants have received Evans Scholarships. The scholarship covers costs to attend the University of Oregon.
- f. Meuy said that she worked at Heron Lakes and had a great experience there. She didn't have any background knowledge in golf before. Her counselor had recommended she participate in the EAGLE program. Through working at a golf course for two summers, she learned a lot about golf and communication. She continues to use the skills she gained during her time with the EAGLE program today.
- g. Josh said he got to work in all aspects of the golf course like the pro shop and maintenance. He really appreciated that as well as getting to work with other people. He learned that there are a lot of different elements. Josh ended up helping with a golf camp which led him to work in a PP&R summer camp and is now a PP&R employee.
- h. Olivia said her experience wasn't easy at first and that she faced a new challenge every day with different groups of people. She learned a lot about herself through the process. Olivia learned to communicate better, conduct herself professionally and put herself out there. She built courage and confidence within herself while learning more about golf and professionalism.
- i. When asked how the EAGLE program has shaped their career paths, Meuy said she is working towards pediatric oncology and will apply the skills she gained (specifically communication) through the EAGLE program in her career. Josh said helped with him in his career because of the exposure.
- j. Olivia said she values being challenged every day and constantly learning new things. She looks for jobs that push her and force her to analyze things from a different perspective. That's why she likes philosophy. She's not sure what she'll do in the future. As long as she is able to learn new things, it will be a good career. She would love to learn to play golf. If she had the time and finances in the future, she would definitely look into taking up golf.
- k. Vincent said he has had the opportunity to golf with numerous EAGLE participants and has enjoyed seeing them grow over the course of two summers in the program. He said he thinks this program that the City puts on to lift the financial burden of students and families is wonderful.
- l. Kathy Porter suggested the EAGLE participants be more identifiable at the courses. John Z stated that the kids are supposed to wear their EAGLE t-shirts. Carolyn chimed in that

program fliers should be visible at the courses. Vicki recommended the participants wear name badges, this seemed to be agreed upon by the group.

- m. When asked about training. Olivia said that one of the golf staff oriented her with golf terms and showed her a map. Then she went out with the golf staffer for a few holes. She wished she'd had more training before she went out to get more used to it, but she also stated that learning happened throughout her experience. Olivia said her first round caddying at Rose City Golf Course was with someone who worked there, this was helpful as it helped ease her in and the staffer gave her advice.
- n. Meuy had a similar experience with getting oriented and that it was also helpful to caddy her first rounds with a golf staffer to ease her in. She says she was 15 years old when she started and saw a lot of growth in herself. She will naturally shift to playing golf when she gets older.
- o. Vincent suggested developing an EAGLE alumni database. His own alumni association is active in linkedin for instance. Vincent said that it's hard to get a job, even with a college degree. EAGLE alumni share a common bond and they can leverage these relationships and ask about opportunities. It doesn't have to be anything formal.

#### ***Colwood Business Plan Update***

- a. Eileen introduced PP&R Capital Project Manager III Travis Ruybal. Travis has been the lead on the redevelopment of the Colwood project.
- b. The first phase of redevelopment at Colwood was the golf course. The second phase includes right-of-way improvements, getting the parking lot up to code, constructing a 25 stall driving rang pad, infrastructure upgrades (i.e. septic system), adding stadium lights to allow the range to be open longer, improving access to the maintenance facility, lighting up the parking lot and patio area, and creating an outdoor patio area where people can be served while using the driving range and for a multitude of events.
- c. Travis stated that they are in the permit process now. They hope to be out to bid early winter with construction starting in January 2016. Travis said they are wrestling with the approach to construction – shut down the business or keep it open and take a phased approach. There are pros and cons to both approaches.
- d. Kristin asked if any parking spaces would be lost. Travis said as a result of redeveloping the parking spaces, things grew. They ended up going with a one way model. The good news is that we only lost five spots.
- e. Travis said PBOT is going to add a signal to the intersection of Columbia Blvd. and Alderwood. He said we're giving up some of the parcel of land to the west of Alderwood, to make room for a merging lane onto Columbia Blvd.

- f. Warren said with our messaging, we promised to do a master plan in the future. He said we told the community the master planning process would likely start at least 5 years out. Warren said we would do the improvements we're talking about here no matter what we're talking about here. Travis said these improvements will just get more expensive if we wait. Travis said he thinks it will really help the golf course payback the acquisition cost.
- g. Travis said they're looking at construction starting in January and then 4-5 months of construction. Kristin said she's worried about all the work into getting people there and then closing it. It would take work to get them back. She asked if there could be an interim place to pay to play. Travis said this is a valid suggestion, but there are also safety concerns.
- h. John said when Travis is looking at the implications of shutting down the course. John is going to be looking at alternatives. John said as long as we can get people there, that's fine. He said parking will be the big issue. John said maybe he should invest in a flagger.
- i. Eileen said maybe bring this back before bidding when know more. Travis said he needs to know before bidding because bidding will impact bottom line.
- j. Vicki asked if there will be incentives for the contractor to meet certain time requirements. John said it goes both ways. If we pressure them to get the job done fast, it could bump up the price. Vicki said the State offers incentives, but she's not sure if the City does. She's concerned about lost revenue as get closer to the better weather.
- k. Travis said construction cost is estimated at \$2.8 million. Vincent asked how we'll pay for it. Warren said it will be funded by system development charges and golf.

### ***Implementation of Smoking Policy***

- a. Eileen said the Commissioner wants a soft implementation of the policy. She said John and she sat in a training last week about verbal judo. It's a technique about how to avoid escalation of conflict. Eileen will look at how we can provide verbal judo training for concessionaires and staff.
- b. John said from what he's witnessed, the implementation has been gentle, marshals have approached people. John said he hasn't seen anyone get upset or leave the property as a result of the policy. He thinks it's good that they started so gently. John shared the green wallet cards that were created to help educate patrons about the policy. He said if a marshal sees someone smoking, he or she can have the card and pass it out. John said it's been about education and is really self-enforcement.

## II. PORTLAND PUBLIC GOLF REPORTS

### *Financial Reports*

- a. Warren introduced Todd Melton, the new Financial Analyst who will be working with golf and Diana Fielitz who has been helping Todd. Warren said Diana joined our Finance team last year, she comes to us with great experience and works closely with our Finance Manager Jeff Shaffer.
- b. Todd said the month of June was down a bit, largely due to the heat. The lack of rain also hasn't helped. He said year-to-date everything looks pretty good, but partially because Colwood has been added.
- c. Food/wine/liquor are up, pro shop is down about \$12,000, but the last six months they were up \$8,000. Cart revenue is up \$17,000. Range was down \$9,000, but was down \$21,000 before the past six months. Greens fees were up \$23,000, but gained \$62,000 the last six months. He said he feels like customers are feeling better about where we are economically.
- d. Craig said the golf course environment on the west side continues to be a challenge. Most notably, we continue to fight a price battle. The best example is with Langdon Farms who has a \$14 deal going on right now. We did really well with nine holes, but things are almost deteriorated to nothing now. Craig said it's a different dynamic than when he started 13 years ago. To get back to numbers that are flat with last year was a lot more work. Our other revenues, we're fortunate to grow with range and pro shop and food. But, the golf course is a continuing battle.
- e. Rose City Golf Course business has improved in all categories. They saw big increases starting in February. With all increases happening last five years. The weather has been a big factor this spring, improvement in economy overall, lower gas prices, golf courses in great shop, maintenance crew has done a great job. Tapping into new golfers. July starting out slower because of weather. Slight, potential fallout with smoking policy, there was concern from patrons early on, but not sure how things will pan out.
- f. Randy said they had a great year at Heron Lakes. Outings set record by small margin. Rounds up about 3% since last year. Only segment of business down was the drive range. He anticipated that because of Colwood. The money is still in the program, but some has shifted to Colwood. Last summer, we had some heat. We ended last summer on an average summer, but then we had a good winter and spring.
- g. Randy said in Colwood first year, they came up shy of their revenue target, but overall things looked good. They had no prior history, so hard to know what to expect. Randy said they were short on green fees and rounds played, that's more of an awareness piece. Food and beverage did well with all of the events and the restaurant is picking up. Randy

said they'll get more aggressive with driving rounds like building on the email database and offering discounts for hot weather. The customer experience at Colwood is very positive. They had a junior competition recently and it went well. We handed out coupons to junior participants.

### ***Strategic Plan Implementation***

- a. The final three things – the strategic plan update. Vicki said we'll have that on every agenda and there will be a workplan.
- b. Eileen said this is just a template to monitor the strategic plan. Eileen said we have an aggressive plan. Everything we see here was pulled out of the plan. We have a timeline. Eileen said he and John will work together to make sure there is a project manager for each initiative. Eileen said they can use this to track progress.

### ***Golf Course Maintenance Update – Red Tail Golf Course***

- a. John V said there are some things they worked on the back 9 at Red Tail. They switched the 10<sup>th</sup> hole to a par 5, there is a new red tee and yellow tee on the 14<sup>th</sup> hole, they expanded the 11<sup>th</sup> hole black tee and they had to remove a couple trees. The trees are down now, ready to start grinding stumps. The next item is hole 7 renovation. John V said they're breaking this up into four phases. Phase 1 is removing an electrical box in a landing area. Phase 2 is opening up the landing area. John V said they'll move dirt around and try to cover the pump house a bit. Phase 3 includes building a new green on 7 and making it shorter. Then they're demolishing the old green. For Phase 4, they want to put in a short course for kids. John said the work on hole 7 will open up both sides. John said the hole that causes problems is 11, but in reality it's a better par 5. John said the course will be more user friendly. It also gives us more room to do a beginner's short course for juniors.
- b. Andrea said a lot of the girls who played on hole 7 dreaded it, so they'll be excited about the changes.

## **III. UNFINISHED BUSINESS**

### ***Golf Program Budget Process***

- a. Vincent has a meeting scheduled on the budget process. Vincent said they'll meet after the meeting.

### ***GAC Member Vacancy***

- a. Vicki said they're still reaching out for new members. Kristin said the Commissioner has to choose someone. Bill said there is someone who applied previously too. Eileen said Elizabeth Kennedy-Wong with PP&R has the application, we could get it back out.

***Announcements & Good of the Order***

- a. Vicki asked if there is anything else pressing. Vincent said on return from airport, he noticed fencing around the Colwood driving range. John said they wanted to put fencing there to protect people playing the hole. The trees will protect them from above, but not below.