



City of Helena

## GOLF ADVISORY BOARD SUMMARY January 12, 2016



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|---|--|
| <input checked="" type="checkbox"/> Pete Aspinwall        | <input checked="" type="checkbox"/> Christopher DeVerniero |
| <input checked="" type="checkbox"/> Dave Bauer            | <input checked="" type="checkbox"/> Arthur Pembroke        |
| <input checked="" type="checkbox"/> Kelly Casey           | <input checked="" type="checkbox"/> Lynn Staley            |
| <input type="checkbox"/> Andy Cottrell ( <i>excused</i> ) |  |

### Ex-Officio Members

- Larry Kurokawa, Golf Course Superintendent
- Scott Longenecker, Head Golf Pro
- Amy Teegarden, Parks and Recreation Director
- Jennifer Schade, Recorder

**LOCATION:** City-County Building, Room 326

**TIME:** 12:00 P.M. – 1:00 P.M.

### Visitor(s):

#### 1. Call to order/establish quorum/review agenda

Chairman Pete Aspinwall called the City of Helena Golf Advisory Board Meeting to order at 12:00 pm. A quorum was present.

#### 2. Approval of minutes: December 8, 2015

After review of the minutes, Lynn moved to approve the December 8, 2015 minutes as presented. Dave seconded. Motion carried.

#### 3. Old business

##### Review Consultant RFI's and identify next steps

- The first order of business was to review the RFI's that were submitted to the committee. Pete suggested we go around the room and get a short synopsis from each member on their recommendations.
- Lynn began the discussion. She felt NGF Consulting did the best job of representing themselves. They provided excellent background information and she thought their documentation was presented well. Lynn also like Paradigm.
- Chris was most impressed with NGF; however, when he looked through these, he stated he doesn't put a whole lot of stock in the RFI. We may not want to exclude any of the RFI's. When we go out to solicit a proposal, will we be offering a stipend for those creating RFP's?

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- Per Pete – in the public sector, respondents always pay own fee. In going back to previous discussions, one of the reasons we put out the RFI was to take their responses, what we are looking for, and what is the thought process the respondents have? What are their skills? What are their backgrounds and what ideas do they have? This is really the framework of how we build our RFP; this is how we want you to respond – these are the things we want you to address. So these responses will really help us in forming our RFP and in turn will help us get the people we want.
- Pete liked NGF and Paradigm. He also liked PRO Consulting but only because they have a lot experience in the public sector; however, they seem more tailored to cost cutting instead of revenue enhancement. He would like to have seen more strength with PRO. Pete really liked NGF – liked their experience and background and the fact that they took care and effort in preparing their responses.
- Scott – Paradigm and NGF were Scott’s selections. He appreciated Paradigm as they took time to call and get initial information. In talking with the gentleman, Scott got the impression that they understand what it is that we are looking for. PROS provided good detail, but Scott thought they deal more with courses that are general fund supported.
- Art scanned through the documentation early last month. He liked Paradigm and NGF and added that he felt the examples provided from NGF had “more meat”.
- Dave ranked them about same based on the fact that he didn’t have time to go through the documentation in detail so he passed on comment.
- Larry stated he felt both NGF and Paradigm had good presentations. NGF has been in the consulting business a long time. Paradigm has a lot of purchase and management experience – real hands-on information.
- Jennifer stated she felt that either Paradigm or NGF would be a good choice. Both proposals were excellent. Not as impressed with the other two.
- Kelly – will the RFP go to multiple businesses? Per Pete – when we put out a RFP, it will be open to the public sector. We may get even more respondents. The idea behind the RFI was to get some initial interest that would give us an idea of the kind of qualifications that exist out there so that we can possibly model our RFP around more specific qualifications.
- Amy – it was her understanding that the intent of the RFI was to help us understand what services consultants offer. It is very important that we focus what our RFP is. All of the RFI’s submitted included discussion of an analysis of operating expenses and program expenses. In previous discussion, we had determined that we did not want to look at efficiencies in our operating and program expenses. But is it realistic to not look at those things?
- Amy reviewed the RFI’s – she had some concerns. She felt Paradigm took our business statement and basically put everything in their RFI that was in our statement. Therefore, she is really not sure what they will do. We have to do a really good job up front in knowing what we want from a consultant. We need deliverable product we can use to make important, informed decisions. Amy believes any of the businesses that submitted a RFI can do job – it is up to us to define what we want them to do.
- The next steps will be to incorporate some of the information provided into the budget. It doesn’t appear that we need to wait until next year for this project – move sooner than later.

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- Amy did give Paradigm credit – they called Scott and Amy both which indicates to Amy that they would be very hands-on. She was just surprised of the overlapping of wording.
- Go through here and what are the nuggets we want? What are their approaches we find valuable. We need to ask ourselves:
  1. Do we want a comprehensive evaluation?
  2. Do we want a needs/market analysis?
  3. Do we want them to go through every operation and develop policy?
  4. Are we asking for a business plan or a cost analysis?
- These are the deliverables that we need to focus on. What are we asking for?
- Pete agreed and added that if we put out our RFP, we really need to have that document focused on our desired end result.
- Pete stated he thinks our next step would be to go back through the RFI's and focus on specifics in these responses towards what we believe to be a goal of ours. Ask yourself "what is it that we want out of this RFP?" Is it a business plan or something directed towards a more specific goal such as facilities upgrades? If we are going to achieve that goal, will need to put out a RFP that will get us to that point. Provide us with the justification and fire power that we need to present to the City-County Board. Here is not only our plan, but our goals – this is what we want and this how we intend to get there. Read responses again with this in mind. Amy agreed and added that we don't need anyone to come in and shadow Scott and Larry – they know how to do their jobs. We want someone that will get us to the next step.
- Amy added the RFP will help us "sell" going to the next step. Sometimes it is better to hear this from an outside source that says to the City Commission "if you want this golf course to grow and succeed, here is what you need to do".
- Go back and reread the responses and glean these for nuggets. Amy suggested everyone review again and take 5-7 nuggets that would help shape an RFP and combine the lists and see where the overlap is at the next meeting. At this point, Amy can begin to shape the RFP. Review services and deliverables that resonated with you. This will capsule that goal of getting to a business decision.
- Per Pete – please go through all of the RFI's (as there were good points in all of them) and pull 5 – 7 points that will take us to our goal.
- Amy – if you could have your points to us before the next meeting, Jennifer will consolidate into a long list to discuss at the next meeting. Per Pete – please get your ideas to Jenny by February 2<sup>nd</sup>.

**ACTION ITEM:                    Committee will submit points to Jennifer by February 2<sup>nd</sup>. She in turn will consolidate the suggestions for discussion at the February 9<sup>th</sup>, 2016 meeting.**

## **5. New business**

### ADA Audit (distribute report and discuss at February meeting)

- Amy distributed the ADA report. She explained that every city park in was audited for ADA compliance using the same criteria. This is a snapshot of the Bill Roberts Golf Course.

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- As previously discussed, the Bill Roberts Advisory Board intends to use this information for making business decisions in regards to the RFP.
- There are things we need to do now, but there are also things that need to be weighed in when making our business decisions.

## 6. Reports

### Parks and Recreation Director's Report

#### Golf Superintendent Report

- Landscaping Phase II – Presentation and Recommendation
- Larry and Amy created a PowerPoint presentation regarding the landscaping projects for the golf course.
- Some of the landscaping improvements previously discussed included:
  1. Entrance beautification – create a sense of arrival
  2. Ensure course entrance is well identified and defined
  3. Traffic flow and directional flow
  4. Improve safety for pedestrians, golfers, softball players, vehicles, etc.
  5. Improve site security (locking gate)
  6. Freshen-up appearance of buildings
  7. Open-up area around the clubhouse and pro shop
- The project was divided into phases.
- Along Benton, trees were planted through growing friends – irrigate down to 15<sup>th</sup> tee box. On the Batch field side, maintenance replaced the old green ash and is working on the green area and vegetation. They are on board with what we are doing these upgrades.
- A large portion of the expense is curbing and asphalt.
- Amy stated she was very impressed with seeing the pictures side by side.
- Larry added they will repaint power box.
- Per staff recommendations, it was decided we step back and reconsider what we are doing with the landscaping to include ADA recommendations. We can now focus on other course priorities. The justification for holding off on landscaping includes:
  1. Allow for thorough landscape planning, design, and budget review
  2. Integrate landscaping budget into the CCIP process
  3. Business planning effort may result in overall site changes (traffic flow, etc.)
  4. Delay will allow for focusing on deferred and improved maintenance items.
- Amy asked for a list of priorities for the upcoming FY16-FY17. Those maintenance priorities include:
  1. Purchase of 6 pieces of equipment (\$230,000) – aging equipment from 10 years old to 20 years old.
  2. Hole #2 retaining wall – retaining wall next to the school is falling over – staff has some ideas on how to repair this.
  3. Golf cart paths repair – re-grade, reshape, re-gravel. Larry's goal is to shorten some of the holes up. Regarding the path on the #9 green that comes over the hill between the pond and the green, Larry wants to reclaim and turf it. Once

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you establish the cart paths, they tend to keep growing. We're proposing a little more man power and materials to fix this.

4. Managing irrigation control system – we really need to spend more time on the new irrigation program. Larry expects to see lower costs of water consumption.
  5. Increase weed spraying
  6. Develop fairway improvement management plan – for those of us that golf in late summer, you see that the fairway tends to yellow. Larry believes this is a water soil issue and plans to get samples sent in to correct the problem.
  7. Develop driving range team maintenance improvement plan – this stems from Dave's concerns that driving range users don't like to be on the mats. The new plan is to dedicate person each morning that will go out and fill divots. By getting seed and sand down early, Larry hopes to get a head of cycle. However, we need to remember that with the additional labor and materials, this may cost us \$4,000 - \$5,000 extra to do this. This was an action item from a previous meeting. Scott – how many days are we on the mats? Larry stated we average 6 days a month for a 6 month period. With our current users, we are seeing bigger and deeper divots. With this fix, we hope to improve tee quality which will give us an edge.
  8. Add weekends to the bunker raking schedule – Larry wants to add weekends to the bunker schedule. This would equal approximately 8 hours a week more of staff going out and raking bunkers.
  9. Work on out buildings – the buildings need a little TLC – a little repair and painting.
  10. Review the ADA assessment and planning – all ties in with budget
  11. Training of Kurtis Robinson – he comes to us from Coeur d'Alene, Idaho.
- Thanks to Amy for PowerPoint
  - Mike and Kurtis working on equipment and doing winter maintenance.
  - Amy – Does it make sense to delay future planning? Larry stated he believes it does. Dave – are you thinking expansion would be delayed 2 to 3 years potentially? Amy stated she believes no sooner than years as so much is riding on the discussion with our business decision. Pete added that in terms of priorities, this is one item that can go down towards bottom of the list. Amy added that what we have done this year has made a huge impact! If we do a capital project and do any type of building, parking and landscaping could be part of this overall project.

#### Golf Professional Report

- Scott – we've had great success with the simulator in the month of December. It was booked the majority of month – only 3 hours available last week. We are getting more and more calls for reservations and unfortunately, have to turn some people away because we don't have any available spots.
- Amy suggested to Scott that they document the times when they have to turn someone away. This is lost revenue and the biggest reason why we need a second simulator.

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- Scott booked another tournament. The Helena Building Industry Association will hold their annual golf tournament and family picnic on Thursday, July 21, 2016. This is the first time this event will be held at BRGC. Historically this has been held at Fox Ridge and Green Meadow, so we are extremely excited about this.
- Merchandise sales were down a little this month – largely due to the fact that we didn't push merchandise credits being used. January should be up.
- We have had a lot of cross country skiers at the course.

#### Men's League Report

- None

#### Ladies League Report

- None

### **7. Public comment**

- None

### **8. Next meeting date – February 9, 2016**

### **9. Future agenda items**

- ADA Audit Discussion

### **Adjournment**

Pete reminded everyone to work on their homework assignments! With no further business, the Bill Roberts Golf Course meeting adjourned at 12:53 pm.

### **ADA NOTICE**

The City of Helena is committed to providing access to persons with disabilities for its meetings, in compliance with Title II of the Americans with Disabilities Act and the Montana Human Rights Act. The City will not exclude persons with disabilities from participation at its meetings or otherwise deny them the City's services, programs, or activities.

Persons with disabilities requiring accommodations to participate in the City's meetings, services, programs, or activities should contact the City's ADA Coordinator, Elroy Golemon, as soon as possible to allow sufficient time to arrange for the requested accommodation, at any of the following:

(406) 447- 8490  
TTY Relay Service [1-800-253-4091](tel:1-800-253-4091) or 711  
[citycommunitydevelopment@helenamt.gov](mailto:citycommunitydevelopment@helenamt.gov)  
316 North Park, Avenue, Room 440, Helena, MT 59623

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