

Parks and Recreation Advisory Board Minutes
Special Meeting – PGA Workshop
November 1, 1999

Item 1 Called to Order by Chairman Jamie Hamilton at 11:40 a.m.

Roll Call

Board Members Present: Jamie Hamilton
 Tillie Bishop
 Bob Cron
 Lena Elliott
 RT Mantlo
 Karen Madsen

City Administration: Mark Achen, City Manager

Parks & Recreation Staff Present: Joe Stevens, Director
 Don Hobbs, Assistant Director
 Doug Jones, Golf Course Superintendent
 Erika Doyle, Administrative Specialist

Item 2 PGA Workshop with Jeff Beaudry

Jeff Beaudry began the meeting stating that his intent was purely to assist the City of Grand Junction and the Parks and Recreation Advisory Board in locating a pool of qualified applicants that are members of the PGA for the position of Director of Golf/Head Golf Professional. Mr. Beaudry shared a bit of his background noting that he has no allegiances that might be at odds with what the City would want. Mr. Beaudry is also the Chairman of the Board for the Utah Special Olympics and clearly understands the dynamics of volunteer boards.

Karen Madsen asked Mr. Beaudry how he was paid and if the City would have any responsibility for any type of payment. Mr. Beaudry stated that his consulting is a service provided by the PGA to municipalities around the country and is paid entirely by the PGA. No costs whatsoever would be incurred by the City of Grand Junction. Mr. Beaudry is one of seven consultants in the United States and feels very strongly that since neither the hiring party (City of Grand Junction) or any potential applicant would pay a fee for the process (i.e. via a hiring agency or headhunting firm), Mr. Beaudry could be completely unbiased in the selection process. Mr. Beaudry stated that his plan was to assist the City in putting together a profile for use in locating qualified candidates that would match the needs of the City. Once the City could provide this profile to Mr. Beaudry, he would try to contact approximately 200 candidates in his database for consideration. Based on this initial poll of candidates, within approximately 14 days, Mr.

Beaudry would submit 15-25 resumes of “ready, willing and able” candidates for consideration and interviews by the City of Grand Junction. Mr. Beaudry also recommended that the City publish a notice in a Section Bulletin for Colorado, Utah and any other surrounding states with possible interest. This will greatly help the pool of candidates. It may take a bit longer than the 14-day block for resumes to come back from a Section Bulletin. Mr. Beaudry also stated that he differed from a hiring agency in the fact that after submitting the original 15-25 resumes, he doesn’t rank or recommend a final candidate.

Mr. Beaudry recommended that the process worked best when a large group of people gave input as to what they felt was necessary in the potential candidates followed by a smaller group evaluating the resumes and interviewing the candidates.

Bob Cron asked Jamie Hamilton to outline exactly what we were there to do at this Board Meeting. Mr. Hamilton stated that we were there to look at options for hiring a Director of Golf/Head Golf Professional by: 1) contracting out services (i.e. Classic Golf), 2) hire as a salaried employee of the City, or 3) hire a “hybrid” as a salaried employee with built in incentives. Lena Elliott inquired as to the current “trend” of municipalities hiring processes. Jeff Beaudry answered that as the value of golf courses as recreational facilities is going up, retail sales and profit margins in pro-shops is going down. This, in great part, is due to off-site retailers and Internet sales. What this means for golf professionals is that if they were to have a financial interest in pro-shop operations, their profit margins are much lower as well. Most candidates, if given the choice between a salaried position at \$50,000 and a “ownership” position with the possibility of earning up to \$60,000 – the candidate will choose the salaried position at \$50,000 so as not to incur the financial risk.

Lena Elliott asked if Jeff Beaudry could bring the same number of resumes and candidates willing to assume an entrepreneurial role in the golf courses as would apply for a salaried city position. Mr. Beaudry answered “no”. Mrs. Elliott then asked how the City would keep the person we hire focused on the “management” aspect rather than the “incentive” portion? Mr. Beaudry answered that: 1) the profile would clearly indicate the demand for a business/management type person, 2) the resumes the City receives should show the strong points of the person, and 3) the interview should give a clear idea of what the person’s focus is.

Tillie Bishop asked if Jeff Beaudry thought it would be difficult to come up with a pool of candidates. Mr. Beaudry stated that currently there are approximately 20,000 golf professionals to 16,000 facilities. Like any industry, the best of the best already have jobs – but depending on compensation, the City of Grand Junction should be able to draw from a very qualified pool of candidates.

Mark Achen inquired as to when the City of Grand Junction golf course operations would necessitate having two people to manage. Doug Jones stated that when Jack Summers was managing the courses, he had two assistants (one at each course) as well as an assistant that took care of the “business” end (i.e. payroll, account payables/receivables,

inventory, etc.) The business assistant was paid approximately \$30,000 and the golf course assistants were paid in the range of \$25-\$28,000. Lena Elliott asked who would be responsible for paying the staff of the Director of Golf/Head Golf Professional. Joe Stevens responded that as the City will receive all revenues, it will in turn have to pay all the expenses including that of any staff.

Karen Madsen asked how would we set-up an incentive program – where would money come from for incentives? Joe Stevens answered through profits from cart rentals, pro-shop sales, driving range lessons, etc.

Bob Cron asked Joe Stevens what the bottom line was – would it cost us more to assume control of golf course operations versus contracting services out? Mr. Stevens stated that it would not cost us more. Doug Jones interjected that the first year we should break even but by year two we should profit approximately \$20,000 according to his projections.

Lena Elliott stated that she would like the staff to send out a letter to the community golf representatives that were present at the meeting at Tiara Rado Golf Course asking them to assist in submitting criteria to Jeff Beaudry as well as invite them back to review resumes. Mrs. Elliott also stated that it would be preferable to separate the groups by category (i.e. women's, men's, juniors, seniors, etc.) Parks Board members and staff would then interview and make all final decisions.

Mark Achen asked if the PGA had any sample profiles. Joe Stevens answered that Jeff Beaudry had an instrument available for us to use and he would be e-mailing it to the staff upon his return to Salt Lake City.

Tillie Bishop asked if Jeff Beaudry recommended giving out a profile questionnaire prior to meeting with the golf representatives. Mr. Beaudry highly recommended that the representatives receive the profile and have it filled out prior to meeting in a group.

Lena Elliott asked if the Parks and Recreation Advisory Board should let the City Council know the process that they are working on currently regarding golf course operations. Mark Achen stated yes and that it should be addressed in the budget presentation as well to let them know what we are budgeting. We will explain that we are budgeting for the highest return and highest expenses but could certainly end up somewhere in the middle.

Tillie Bishop reiterated Lena Elliott's suggestion to send out letters to representatives from each group of the golfing community and invite them to meet with the Parks and Recreation Advisory Board. Joe Stevens stated that he would address several groups including RMO Committee, Men's (Tiara Rado & Lincoln Park), Ladies (Tiara Rado & Lincoln Park), Juniors/Mesa State/Area High Schools, and Seniors. Mr. Stevens will set-up these meetings (approximately 45 minutes in length and back-to-back). Mark Achen suggested that these meetings take place very soon, as it would be most helpful to have the information back before the Thanksgiving holiday.

Jeff Beaudry stated that the City's odds were better to hire a salaried employee. The City may very well find an entrepreneur, but the pool is much smaller going that route. Hiring a salaried employee of the City is the most secure and financially safe way to go and five years from now Mr. Beaudry believes the City would be very happy with this decision.

Item 3 Other Business

Two Rivers Convention Center

Lena Elliott asked if the Parks and Recreation Advisory Board was ready to make a recommendation to City Council on the choice of architect for Two Rivers Convention Center. Joe Stevens stated that the recommendation already came from the Downtown Development Authority, Parks and Recreation Staff and Parks and Recreation Advisory Board members who were on the architectural selection committee. At this point the City Council has authorized Parks and Recreation to enter into a contract with Sink Combs Dethlefs (a firm out of Denver), which was the first choice of the committee. The contract is currently being reviewed and revised. This contract will be set-up similar to the design build system used for several Mesa State College projects and most recently for the City's City Hall project.

CIP Budget

Lena Elliott asked Joe Stevens where the \$317,000 had been recommended and approved by the Parks and Recreation Advisory Board as she had read in the Daily Sentinel. Mr. Stevens stated that this was not a recommendation from him but a directive from the City Council. Mrs. Elliott also asked about money delegated for Canyon View Park as it was the Parks and Recreation Advisory Boards number one goal and it seemed the money was no longer there. Mr. Stevens replied funding for the complete development of Canyon View Park is in the year unassigned due to the amount required (up to \$4.5 million). The Parks and Recreation Advisory Board at any time could bring up issues for inclusion into the budget. Changes as well as subtractions and amendments can be considered at any time.

RRC Associates Survey

Joe Stevens advised the Parks and Recreation Advisory Board that the phone portion of the survey that RRC Associates is performing is just about complete and the staff is about ready to set-up a meeting with the Parks and Recreation Advisory Board and then City Council to present their findings. Mr. Stevens recommended that the Parks and Recreation Advisory Board increase the phone poll from 300 to 500 participants. The reasoning behind this request is that obtaining additional information from polling 200 additional residents may eliminate the need for a follow-up mail survey. Mr. Stevens also stated that preliminary information suggests potential trends may identify ways to address some major improvement projects that have been difficult to identify within the 10-year CIP.

Tillie Bishop motioned to increase the survey from 300 to 500 participants. Lena Elliott seconded the motion.

Unanimously approved: Yes 6 No 0

Item 4 Adjourn

Karen Madsen moved to adjourn the meeting, Bob Cron seconded the motion.

Meeting adjourned at 1:30 p.m.

Respectfully submitted,

Erika L. Doyle
Administrative Specialist