

**OFFICIAL PROCEEDINGS OF A SPECIAL MEETING OF THE BOARD OF TRUSTEES OF THE PLEASURE DRIVEWAY AND PARK DISTRICT OF PEORIA, ILLINOIS, HELD AT 6:00 P.M., WEDNESDAY, AUGUST 30, 2017 AT AUDITORIUM OF THE NOBLE CENTER FOR PEORIA PARK DISTRICT ADMINISTRATION, 1125 WEST LAKE AVENUE, PEORIA, ILLINOIS.**

**President Cassidy presided and called the meeting to order at 6:00 p.m.**

**ROLL CALL:**

**TRUSTEES PRESENT:** Trustees Harant, Johnson, Petty, Ryan (arrived 6:06 p.m.), Snowden, Vice President Rayford and President Cassidy.

**TRUSTEE ABSENT:** None.

**STAFF PRESENT:** Executive Director Cahill, Attorneys Bill Streeter and Ken Snodgrass, Jan Budzynski, Chief Sylvester Bush, Rebecca Fredrickson, Matt Freeman, Shalesse Pie, Chris Barron, Mike Binegar, Trish Blattenberger, Meg Boyich, Bonnie Davis, Meridith Deverman, Emma Lawson, Dustin Martin, Kyle Meger, Mike Miller, Marty O'Brien, Karrie Ross, Tim Smith, Nicole Staley, Bob Streitmatter, Sue Wheeler, Tim Wilson, Erich Zimmerman and V Joyce McLemore.

**OTHERS PRESENT:** Robert Anderson, 2429 N. Lehman Rd., Peoria; Tom Auer, 3227 W. Wilshire Dr., Peoria; Michael Barber, 2025 W. Miners Dr., Dunlap; Cameron Bettin, Pekin Park District; Mike Blanco; Rich Buck; J Clift, 6508 N. Tammarack Ln., Peoria; Jas Connell, 5106 N. Isabell Ave., Peoria; Larry Dawson, 212 Ironwood Dr., Pekin; Tim Dotson, 2707 W. Wendarm, Peoria; Bob Daughtrey, 2710 W. Millbrook Ct., Peoria; Shelly Epstein, 5917 N. Roxbury, Peoria; Kent Folkerts, 4661 N. Lynnhurst Dr., Peoria; Mark Friedman, 6618 N. Post Oak Rd., Peoria; Karen Gingerich, 4109 N. Hollyridge, Peoria; Clara Hooks, 2415 W. Imperial Dr., Peoria; Steven King; Ed Lamoureux, 200 N. Dixon Ave., West Peoria; John and Kathy Louis, 10456 N. North Forest Trail, Peoria; Donna and Bob Moore, 3818 W. Richwoods, Peoria; Keith Musselman, 5216 N. Ashford, Peoria; Trip O'Connor; John O'Russa; Gene Petty, 3802 N. Molleck Dr., Peoria; Corwin Pierson, 2501 N. Villa Wood Ln., Peoria; Eddie Proctor; Dana Shackelford, 405 W. Clara Ave., Peoria; Randy Symonds; Richard Thulean, 1801 E. Crestwood, Peoria; John O'Connor, Tim Miles, Sr., and Cathy Ralston, **GolfVisions**, 2501 N. Midlothian, Mundelein IL.

**PRESS PRESENT:** Dave Reynolds, *Peoria Journal Star*

**PLEDGE OF ALLEGIANCE:** All stood and recited the Pledge of Allegiance.

**BUSINESS:**

**Discussion regarding Management of the Peoria Park District Golf System**

President Cassidy announced continuation of the discussion regarding management of the golf system – to essentially remain self managed or use a golf management company. Cassidy welcomed GolfVisions representatives that were present. Cassidy reiterated no vote would be taken at this meeting as there is ongoing discussion on the issue. Staff will first make a presentation, then the floor will be open to Board Trustees for their questions, then the floor will be open to the public for comments or questions.

Executive Director Cahill distributed handout and provided PowerPoint presentation that reviewed key information regarding management and operation of the Peoria Park District Golf System. Specific questions with regard to how a golf management contract works and the impact on Peoria Park District Golf Operations were covered by this presentation (see attached).

Cahill summarized that this is a part of a larger effort across the District to stabilize our financial position and remain a valued part of our community. In order to do that, more cuts are anticipated, most with a reduction in service levels. Throughout the process staff strives to keep in mind three priorities:

- We will be responsible stewards of all District resources.
- We will focus on services that make the greatest impact.
- We will create a culture that values and supports each other, those we serve and our community.

President Cassidy opened the floor to Board Trustee questions.

Trustee Harant thanked all Park District staff for responding to her questions and questions from the public. She asked GolfVisions about taking input from the District's Golf Advisory Committee.

Tim Miles, Sr. of GolfVisions stated they would be happy to meet and work with any staff member or committee the Board would request.

Trustee Harant asked golf leagues and keeping reduced fees.

John O'Connor of GolfVisions stated they would maintain current Park District policies.

Vice President Rayford questioned maintaining tee times for those long-time group players.

O'Connor stated GolfVisions focuses on building good relationships. There's need to open up some tee times on weekends and structure options and pricing to benefit use patterns.

Vice President Rayford asked what percentage of revenues (other than golf fees) would GolfVisions generate from food service.

Tim Miles stated industry average of 20% revenue from food/beverages.

Vice President Rayford asked if GolfVisions employ golf pros.

John O'Connor stated they definitely do and anticipate continuing PGA Programs.

Vice President Rayford noted GolfVisions had surveyed golf operations. He asked what areas of Park District golf operations they see needing improvement for efficiency.

O'Connor noted efficiencies in area of golf maintenance and utilization of golf staff.

Trustee Johnson asked if the current golf operations manager would remain employed.

O'Connor outlined full time and part time staff positions.

Trustee Ryan requested to see figures regarding what savings other park districts experienced using golf management company.

Executive Director Cahill will research specific information and provide information.

Trustee Ryan asked about projected savings up to \$250,000 in first year of operation, followed by savings in years #2 and 3. Were these numbers based on the pro forma provided by GolfVisions.

Executive Director Cahill stated staff studied the numbers and she believes numbers are firm. A zero subsidy is not possible, however a plateau will be reached.

Trustee Ryan asked what can be achieved beyond the 3-year contract.

Tim Miles stated there is no way to gauge that. But at the end of the 3 year period either GolfVisions achieved or didn't achieve the goal to run a financially sustainable golf system.

Trustee Petty asked besides the tee time and fee flexibility, how does GolfVisions propose to get more golfers.

Cathie Ralston of GolfVisions responded enhancing first impressions, attention to detail, fostering relationships, use of social media for marketing...all of these components are tools to engage and add new golfers and retain existing ones in the system.

Trustee Petty asked how the setting of fees will work.

Cahill will bring a budget to the Board in the normal budget process for Board review and approval.

Trustee Petty asked what the timeline would be moving forward.

Cahill anticipates bringing forward a recommendation to the Board on the September 7<sup>th</sup> agenda asking to let staff go forward with negotiating a contract. After that, staff will bring a contract for approval to the Board in October time frame. Then, staff will bring the full Park District Budget to the Board of Trustees for review in November.

Trustee Petty asked if GolfVisions would begin interviews with Park District employees after the agreement is approved.

Trustee Snowden asked about golf maintenance equipment. The Park District is renowned for keeping equipment a very long time. With the District being responsible for purchase of

equipment, how does GolfVisions measure the life of equipment, to get as much out of the equipment as previous.

John O'Connor stated GolfVisions is frugal and conservative and will the most out of equipment.

President Cassidy opened the floor to public comments and questions:

-question raised to explain dynamic pricing

John O'Connor stated this is revenue management, special rates for different times of day and conditions. GolfNow software is used.

-question raised regarding performance standards re: quantifying course maintenance/quality; current employees feel sense of ownership

John O'Connor stated maintenance driven by "need" not "want" and best practices/daily checklists; multitasking.

-comment regarding golf staff positions that are union positions being lost;"union busting"

President Cassidy objected to the term union busting which suggests intent. This is wrong. This is not about union busting, the Park District Board and Administration respects unions.

-comment regarding limited online access for low income populations

John O'Connor addressed digital access with mobile phones. GolfVisions promotes via social media networks.

-comment concerning dynamic pricing and how golfers will know about specials

O'Connor stated pricing will be advertised via social media.

-question raised as to how season pass holders and reserving tee times will work

O'Connor stated this to be negotiated with the Board during budget reviews. The fee schedule will be approved by the Board. The season pass tee reservations fee must fit into the business plan.

-comment regarding how equipment can be maintained properly with minimal mechanic staff

Executive Director Cahill stated GolfVisions utilizes part time workforce for maintenance. President Cassidy noted the PowerPoint presentation reflects only one full time mechanic position. The part-time staff support is important to know about. O'Connor stated there would be one full time mechanic but 320 hours per month of part time staff.

-comment that Park District should cut expenses without hiring a third outside party

-comment about eliminating publication of Playbook

-comment about offering cart rental in the season pass fee

-comments challenging administration to cut costs

President Cassidy addressed the issue of cost cutting by the Park District. Executive Director Cahill enumerated the sweeping cuts made in the workforce over the past 5 years:

- elimination of 30 full time positions which equates to 16% of the full-time workforce  
-reductions made to facility operations include closure of Donovan Golf, privatization of Operations at Central Park Pool and modifications to service and use levels at Luthy Garden, Owens Recreation Center, Knoxville Avenue IDOT facility.

-questions raised as to where revenues are deposited.

Cahill states all golf revenues are deposited into a Park District checking account for paying bills

-request for RFP

Cahill stated GolfVisions RFP cannot be disclosed in accordance with FOIA policy. However, some general number can be provided and staff will put that information in the best format it can.

-comment that dynamic pricing based on supply/demand  
-comment regarding value of volunteers in operating courses

President Cassidy thanked everyone for their participation.

Upon conclusion of discussion at 7:53 P.M., **TRUSTEE SNOWDEN MOVED TO ADJOURN. Motion seconded by Vice President Rayford and carried on unanimous voice vote. (Results: 7 Ayes; 0 Nays)**

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**V Joyce McLemore, Secretary of the Board**

Attachment:

Handout of August 30, 2017 re: Management and Operation of Peoria Park District Golf System