



JUNIPER GOLF COMMITTEE

March 3, 2026

Public Works conf. Room - 243 E Antler Ave

COMMITTEE MEMBERS

Matt McGowan
Chair

Pam Garney
Vice Chair

Nate Kit
Member

Maarty Leunen
Member

Tom Majchrowski
Member

Don Noldge
Member

Vicki Sime
Member

Maria Ramirez
Staff Liaison

MARCH 3, 2026

MEETING AGENDA

8:00 AM

I. CALL TO ORDER-ESTABLISH A QUARUM

II. INTRODUCTIONS

A. Introductions of members and of the new CourseCo General Manager

III. COMMENTS FROM CITIZENS AT THE MEETING

Citizen comments are limited to three (3) minutes per person and will be accepted for a period of 30 minutes. Comments should be focused on City of Redmond business. Attendees are asked to refrain from interrupting, calling-out, or cheering during citizen comments.

IV. APPROVAL OF MINUTES

A. Approval of the November 25, 2025 Meeting Minutes

V. DISCUSSION ITEMS

- A. Nomination of the Chair and Co-Chair positions
- B. Review of the City Code for Juniper Parks Committee
- C. Annual Plan Review
- D. Operations Update
- E. Superintendent Update

VI. COMMITTEE MEMBER COMMENTS

VII. ADJOURN

**Juniper Golf Committee
Regular Meeting Minutes**

November 25, 2025

243 E Antler Ave PW Conference Room

Present: Matt McGowan Chair, Pam Garney Co-Chair, Nate Kitt, Don Noldge, Maarty Luenen, Vicki Sime, Nate Kitt

Council Liaison Present:

CourseCo Staff Present: Rob Malone, Chanaan Fasanello, Adam Pohl

City Staff Present: Special Projects and Natural Resource Manager Maria Ramirez, Recorder Brenda Pelly

Absent: Tom Majchrowski

Youth Ex Officio: Vacant

CALL TO ORDER/ESTABLISH A QUORUM:

ANNOUNCEMENTS: None

CONSENT AGENDA

- Minutes of – August 26, 2025 meeting, Committee Meeting, Member Don Noldge motioned to approve, Member Maarty Luenen 2nd the motion. Minutes were unanimously approved.

DISCUSSION/ACTION ITEMS:

- Member Rates – Rob presented the proposed 2026 rates, reflecting an average 3% increase in line with the City's and national Consumer Price Index (CPI). The committee approved the rates, which will be presented to Council on December 9, 2025.
- Top Tracer Update – Adam discussed the attached presentation outlining the expectations of the new Top Tracer installation. This will be presented to Council on Jan 6, 2026.
- Budget/Operational Recommendations – Rob discussed the financial reports attached. Citing labor costs as the largest influence to the budget.

COURSECO OPERATIONS AND MAINTENANCE UPDATE:

- Rob Malone – Rob explained that they are down to the 4 core employees. The restaurant is open from 10-5. The putting green is closed, and the back of the driving range.
- Chanaan Fasanello – Chanaan explained that the greens covering needs to be top dressed, and that they are applying fungicide. Dethatching went well, will fill in during the spring. Water usage for the year was 76M gallons.

COMMITTEE MEMBER/CITIZEN COMMENTS: None.

ADJOURN: Meeting adjourned at 9:00AM.

APPROVED by and SIGNED by me this _____ day of _____, 2024.

ATTEST:

 Matt McGowan
 Parks Committee Chair

 Maria Ramirez
 Special Projects and Natural Resource Program Manager

JUNIPER
Income Statement
For the Four Months Ending Friday, October 31, 2025

October Actuals	October Budget	Variance	Prior Year			2025 YTD		Prior Year		
			Actuals	Variance		Actuals	Budget	Variance	Actuals	Variance
1,066	1,068	(2)	1,070	(4)	Public Rounds	7,535	6,576	959	6,590	945
231	644	(413)	549	(318)	Tournament Rounds	1,548	2,190	(642)	1,868	(320)
1,413	1,153	260	1,147	266	Member Rounds	7,722	6,496	1,226	6,464	1,258
102	97	5	97	5	Comp Rounds	576	559	17	559	17
2,812	2,961	(149)	2,863	(51)	TOTAL ROUNDS	17,381	15,821	1,560	15,481	1,900
2,710	2,864	(154)	2,766	(56)	TOTAL REVENUE ROUNDS	16,805	15,262	1,543	14,922	1,883
REVENUE										
62,518	71,223	(8,705)	60,489	2,029	Green Fees	512,052	500,650	11,402	446,057	65,995
48.20	41.62	6.58	37.36	10.84	Sales per Paid Round	56.37	57.11	(0.74)	52.74	3.63
45,718	43,104	2,614	42,520	3,198	Annuals/Membership Dues	184,595	172,415	12,180	167,887	16,708
32.36	37.39	(5.03)	37.07	(4.71)	Sales per Member Round	23.91	26.54	(2.63)	25.97	(2.06)
10,877	8,194	2,683	5,875	5,002	Card Programs	43,118	33,169	9,949	30,138	12,980
13,280	10,769	2,511	8,637	4,643	Merchandise	62,601	57,387	5,214	52,029	10,571
4.90	3.76	1.14	3.12	1.78	Sales per Revenue Round	3.73	3.76	(0.03)	3.49	0.24
22,096	28,403	(6,307)	18,970	3,126	Carts	148,352	151,883	(3,531)	129,934	18,419
8.15	9.92	(1.77)	6.86	1.29	Sales per Revenue Round	8.83	9.95	(1.12)	8.71	0.12
6,784	7,072	(288)	5,706	1,078	Range	46,552	39,234	7,317	36,549	10,003
2.50	2.47	0.03	2.06	0.44	Sales per Revenue Round	2.77	2.57	0.20	2.45	0.32
1,170	3,600	(2,430)	780	390	Instruction	18,398	21,900	(3,502)	16,034	2,364
0.43	1.26	(0.83)	0.28	0.15	Sales per Revenue Round	1.09	1.43	(0.34)	1.07	0.02
305	664	(359)	685	(380)	Other Sales	4,882	3,749	1,133	3,960	922
0.11	0.23	(0.12)	0.25	(0.14)	Sales per Revenue Round	0.29	0.25	0.04	0.27	0.02
162,748	173,028	(10,281)	143,663	19,085	Subtotal -- Golf Operations	1,020,549	980,386	40,163	882,587	137,962
60.05	60.41	(0.36)	51.94	8.11	Sales per Revenue Round	60.73	64.24	(3.51)	59.15	1.58
44,700	58,646	(13,946)	48,575	(3,876)	Food & Beverage	309,393	303,231	6,162	285,736	23,657
16.49	20.48	(3.99)	17.56	(1.07)	Sales per Revenue Round	18.41	19.87	(1.46)	19.15	(0.74)
44,700	58,646	(13,946)	48,575	(3,876)	Subtotal -- Food & Beverage	309,393	303,231	6,162	285,736	23,657
207,447	231,674	(24,227)	192,238	15,209	TOTAL REVENUE	1,329,941	1,283,617	46,325	1,168,323	161,618
76.55	80.89	(4.34)	69.50	7.05	Sales per Revenue Round	79.14	84.10	(4.96)	78.30	0.84
COST OF GOODS SOLD										
2,653	7,538	(4,885)	5,984	(3,330)	Merchandise	45,024	40,171	4,853	38,997	6,027
20.0%	70.0%	(50.0%)	69.0%	(49.0%)	COGS %	72.0%	70.0%	2.0%	75.0%	(3.0%)
1,872	2,952	(1,080)	2,040	(168)	Lessons	14,793	17,958	(3,165)	15,040	(247)
160.0%	82.0%	78.0%	262.0%	(102.0%)	COGS %	80.0%	82.0%	(2.0%)	94.0%	(14.0%)
22,256	20,059	2,197	16,277	5,979	Food & Beverage	128,606	102,791	25,815	107,743	20,863
50.0%	34.0%	16.0%	34.0%	16.0%	COGS %	42.0%	34.0%	8.0%	38.0%	4.0%
26,781	30,549	(3,768)	24,300	2,481	TOTAL COST OF GOODS SOLD	188,423	160,919	27,504	161,781	26,642
180,666	201,124	(20,458)	167,937	12,728	GROSS MARGIN	1,141,518	1,122,698	18,821	1,006,542	134,976

JUNIPER
Income Statement
For the Four Months Ending Friday, October 31, 2025

October Actuals	October Budget	Variance	Prior Year Actuals	Prior Year Variance		2025 YTD Actuals	2025 YTD Budget	Variance	Prior Year Actuals	Prior Year Variance
<u>OPERATING EXPENSES</u>										
<u>General & Administrative</u>										
12,118	13,615	(1,498)	7,694	4,424	Personnel - Wages/Salaries	38,094	37,846	248	32,334	5,760
1,454	2,451	(997)	1,200	254	Personnel - Benefits, Taxes, Insurance	6,595	6,812	(217)	5,242	1,353
23,093	25,145	(2,052)	22,487	606	Non-personnel	96,797	106,887	(10,090)	91,132	5,665
0	328	(328)	0	0	Equipment Lease	361	874	(513)	875	(514)
2,155	2,220	(65)	2,155	0	Accounting Fee	8,620	8,879	(259)	8,620	0
7,361	7,361	0	7,216	144	Management Fee	29,442	29,442	0	28,865	577
46,180	51,119	(4,939)	40,752	5,428	Department Total	179,908	190,740	(10,832)	167,068	12,840
<u>Golf Operations & Marketing</u>										
36,915	28,265	8,650	29,383	7,532	Personnel - Wages/Salaries	128,966	107,678	21,288	132,946	(3,980)
5,413	6,350	(938)	4,598	815	Personnel - Benefits, Taxes, Insurance	26,952	25,540	1,412	22,696	4,257
911	3,712	(2,801)	3,269	(2,358)	Non-personnel	16,259	19,811	(3,552)	15,949	310
845	6,365	(5,520)	7,348	(6,503)	Equipment Lease	20,349	25,460	(5,111)	23,836	(3,487)
44,084	44,692	(608)	44,598	(514)	Department Total	192,526	178,489	14,037	195,426	(2,900)
<u>Golf Course Maintenance</u>										
51,765	41,851	9,914	30,643	21,122	Personnel - Wages/Salaries	184,932	153,177	31,755	148,371	36,561
11,592	11,949	(357)	8,286	3,306	Personnel - Benefits, Taxes, Insurance	37,978	45,235	(7,257)	37,477	501
29,341	37,268	(7,927)	46,744	(17,402)	Non-personnel	134,475	134,327	148	153,366	(18,891)
92,699	91,068	1,631	85,673	7,026	Department Total	357,386	332,740	24,646	339,214	18,172
<u>Food & Beverage</u>										
53,356	43,430	9,926	32,182	21,173	Personnel - Wages/Salaries	175,903	135,633	40,271	144,808	31,095
8,830	10,943	(2,113)	7,365	1,465	Personnel - Benefits, Taxes, Insurance	36,286	36,917	(631)	34,083	2,203
3,720	3,999	(279)	2,661	1,059	Non-personnel	20,455	22,048	(1,593)	19,635	821
65,905	58,372	7,533	42,208	23,697	Department Total	232,644	194,597	38,047	198,525	34,119
248,867	245,252	3,616	213,231	35,636	TOTAL OPERATING EXPENSES	962,464	896,567	65,898	900,233	62,231
91.83	85.63	6.20	77.09	14.74	Operating Costs per Revenue Round	57.27	58.74	(1.47)	60.33	(3.06)
(68,202)	(44,127)	(24,074)	(45,294)	(22,908)	NOI	179,054	226,131	(47,077)	106,309	72,745
(68,202)	(44,127)	(24,074)	(45,294)	(22,908)	NET CASH FLOW	179,054	226,131	(47,077)	106,309	72,745

Welcome



CourseCo

- 45 Golf Courses – focused on municipal golf
- 4 Core Values
 - Financial Performance
 - Community Programming
 - Environmental Stewardship
 - Stakeholder Communication

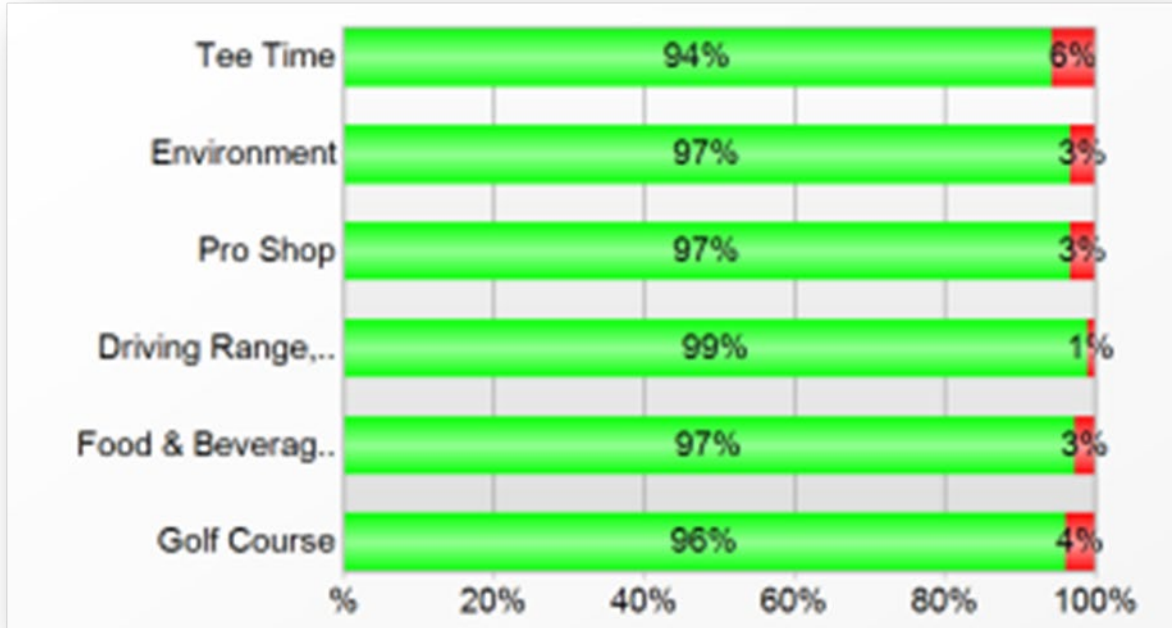


NGF | **THE TOP 100**
BUSINESSES IN GOLF | 2025



History and Accomplishments

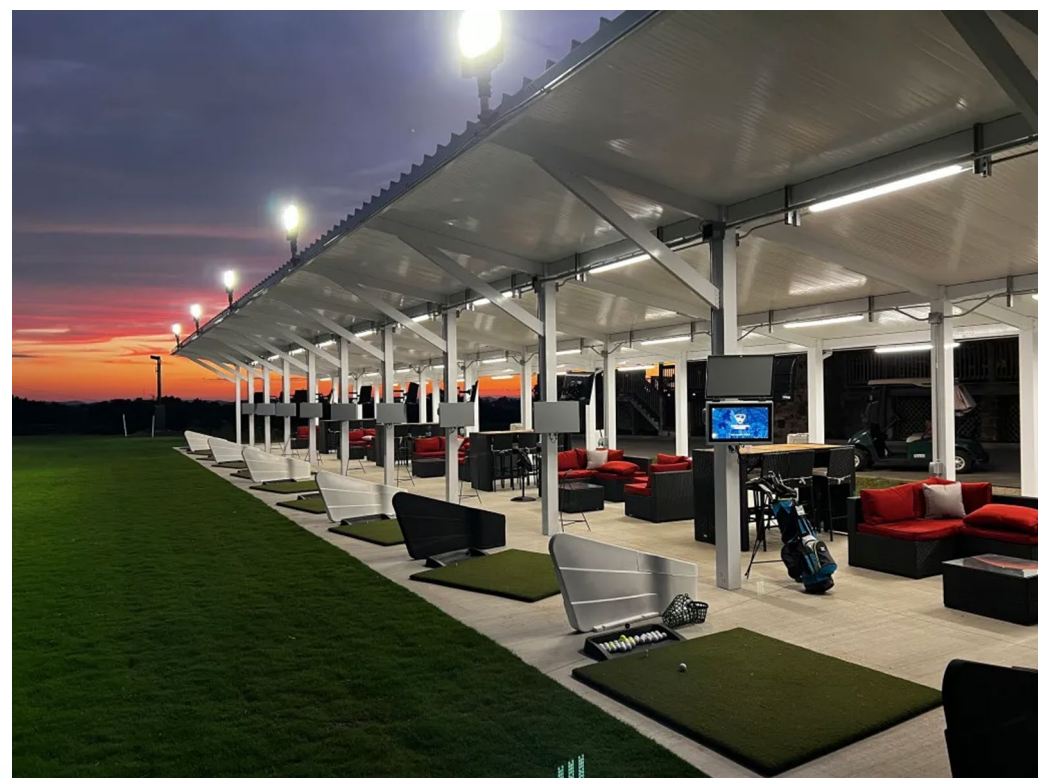
- Working in partnership with the City of Redmond since 2011
- Financial growth and capital investment
- Robust calendar of community events and programming
- Environmental awards and recognition
- Consistent positive guest survey and feedback scores
- Best in class golf course conditions



Vision & Future

Driving Range – TopTracer Upgrade

- Addition of New Technology
- Expanded Food & Beverage Experience
- \$150,000 Investment by CourseCo
- New service offerings and target market
- Immediate increase of \$100K+ in annual net profit



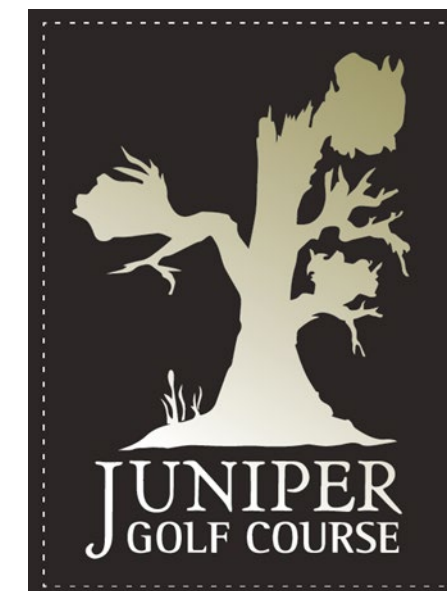
Vision & Future

“Continued Pursuit of Improvement”

- Additional net profit to support future capital projects
- Expansion of youth golf programming
- Remain best in class for golf course conditions
- New dynamic pricing (launching May 2025)
- Phase 2 of driving range (outdoor F&B experience)
- Reengage event center and clubhouse expansion studies



Thank You & Questions



2.488 Staff Support. Staffing shall be determined by the City Manager or City Manager designee.

[Section 2.488 added by Ord. #2014-18 passed October 28, 2014]

Juniper Golf Committee

2.490 Purpose Statement. The purpose of the Juniper Golf Committee is to advise the City Council on issues pertaining to operation and management of the Juniper Golf Course.

[Section 2.490 added by Ord. #2010-12 passed December 7, 2010]

[Section 2.490 amended by Ord. #2014-18 passed October 28, 2014]

2.491 Responsibilities / Scope. Juniper Golf Committee shall act in an advisory capacity to the City Council.

[Section 2.491 added by Ord. #2010-12 passed December 7, 2010]

[Section 2.491 amended by Ord. #2014-18 passed October 28, 2014]

2.492 Duties and Powers.

1. Monitor the administration of the City's management agreement with the contract operator at the Juniper Golf Course.
2. Review and approve the operator's annual fiscal year budget and operating plan.
3. Review monthly financial reports.
4. Review course fee structure.
5. Provide an annual report to the City Council.
6. Perform additional duties and functions as may be required from time to time by specific action and direction of the City Council.

[Section 2.492 added by Ord. #2010-12 passed December 7, 2010]

[Section 2.492 amended by Ord. #2014-18 passed October 28, 2014]

2.493 Membership.

1. **Number of Members.** The Juniper Golf Committee shall be composed of five members.
2. **Residency.** There are no residency requirements.
3. **Representation.** Individual seats are not geographically designated; however the Committee shall include at least one (1) member of the Juniper Golf Club, inasmuch as the Club exists and member(s) are willing to serve.
4. **Appointments.** The Mayor, with the approval of the Council, shall appoint all members.
5. **Terms.** Terms shall be for four (4) years.
6. **Removal.** A committee member may be removed by the appointing governing body for misconduct, non-performance of duty, or three successive unexcused absences from regular meetings. The non-appointing body may, by motion, request that a member be removed by the appointing governing body. If the appropriate governing body finds misconduct, non-performance of duties or three successive unexcused absences from regular meetings by the member, the member shall be removed. The Mayor can recommend, with City Council approval, the removal on any committee member without cause.

7. **Ex-Officio Youth.** One ex-officio youth (18 years of age and under) shall be appointed by the Mayor, without regard to jurisdictional restrictions, to serve a one year term. The Ex-Officio Youth shall not be a voting member.

[Section 2.493 added by Ord. #2010-12 passed December 7, 2010]

[Section 2.493 amended by Ord. #2014-18 passed October 28, 2014]

2.494 Officers.

1. **Chairperson / Vice-Chairperson.** At its first meeting of each year, the Juniper Golf Committee shall elect from among its membership a Chairperson and Vice-Chairperson. The Chairperson or Vice-Chairperson, acting as Chairperson, shall have the right to make or correct motions and vote on all matters before the Committee. A majority of the Committee may replace its Chairperson or Vice-Chairperson with another member at any time during the calendar year.
2. **Annual Report to City Council.** The Chairperson of the committee shall make an annual report to the Redmond City Council outlining accomplishments for the past year and work plan for the upcoming fiscal year, or more often as the Chairperson deems appropriate, or at the request of the Council.
3. **Redmond Development Committee Member.** The Chairperson or designee may serve as a member of the Redmond Development Committee.

[Section 2.494 added by Ord. #2010-12 passed December 7, 2010]

[Section 2.494 amended by Ord. #2014-18 passed October 28, 2014]

2.495 Meetings / Quorums.

1. **Meeting Schedule.** The Juniper Golf Committee shall hold regular meetings, recommended at least once every other month, or more often if the need exists as determined by the Committee. The Committee may have a special meeting when four of its members issue a request for a meeting, filed with the City Recorder, who shall call such a meeting and notify the chairperson thereof.
2. **Meeting Conduct.** The Rules of Parliamentary Law and Practice as in Robert's Rules of Order Revised Edition shall govern each committee meeting. The Committee may establish rules, regulations and procedures for its operation consistent with the laws of the State, City and Deschutes County.
3. **Open to the Public.** All meetings shall be open to the public.
4. **Quorum.** A majority of the members of the Committee shall constitute a quorum. Quorum will be based on the number of people officially appointed to the Committee at the time and should not include vacancies.

[Section 2.495 added by Ord. #2010-12 passed December 7, 2010]

[Section 2.495 amended by Ord. #2014-18 passed October 28, 2014]

- 2.496 Expenses / Reimbursements.** Committee members shall receive no compensation. Any expenses incurred by a committee member must be authorized by the City Manager or designee prior to incurring the expense, including reimbursements.

[Section 2.496 added by Ord. #2010-12 passed December 7, 2010]

[Section 2.496 amended by Ord. #2014-18 passed October 28, 2014]

2.497 Special Provisions.

1. The Mayor may appoint, with concurrence of the City Council, an ad hoc committee to address issues that are not under the purview of the existing Committee.
2. Annual Budget and Operating Plan. Juniper Golf Committee shall prepare an annual budget and operating plan which includes projections of rounds played and revenues and expenditures associated with golf, pro-shop, and food and beverage operations. The plan shall include contributions to debt service, reserve funds, and the general fund in addition to business and marketing plans and strategies as appropriate. The plan shall be prepared and submitted by February 1st of each calendar year for Budget Committee and City Council consideration and referenced in the City budget document.

[Section 2.497 added by Ord. #2010-12 passed December 7, 2010]

[Section 2.497 amended by Ord. #2014-18 passed October 28, 2014]

2.498 Staff Support. Staffing shall be determined by the City Manager or City Manager designee.

[Section 2.498 added by Ord. #2014-18 passed October 28, 2014]

2.540 REDMOND BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE

2.541 Purpose Statement. The purpose of the Redmond Bicycle and Pedestrian Advisory Committee is to advise the City Council on bicyclist and pedestrian issues in the City of Redmond for both quality of life initiatives, innovations in bike/ped transit tools, and transportation cost-saving measures.

[Section 2.541 added by Ord. #2014-18 passed October 28, 2014]

2.542 Responsibilities / Scope. The Redmond Bicycle and Pedestrian Advisory Committee in an advisory capacity to the City Council shall:

1. Develop, review and evaluate bicycle and pedestrian infrastructure within the City of Redmond and the planned urban growth boundary.
2. Develop programs that raise awareness about the value of bicycle and pedestrian activity in the community.
3. Work with regional and local partners to implement Redmond's Bicycle and Pedestrian Master Plans in the Transportation System Plan.
4. Any other activities which are consistent with the above responsibilities.

[Section 2.542 added by Ord. #2014-18 passed October 28, 2014]

2.543 Duties and Powers. The Redmond Bicycle and Pedestrian Advisory Committee shall advise the City Council by:

1. Advising the City Council on bicyclist and pedestrian issues.
2. Analyzing operation, routing, and safety concerns,
3. Recommending projects for pedestrian and bike facilities (sidewalks, paths, lanes, and racks).
4. Designing education and public outreach opportunities.
5. Developing bike and pedestrian systems within the community.