

# City of Brookings MEETING AGENDA

## CITY COUNCIL

**Monday, November 14, 2011, 7:00pm**

City Hall Council Chambers, 898 Elk Drive, Brookings, OR 97415

Council will meet in Executive Session at 6:30pm, in the City Manager's Office, under the authority of **ORS 192.660(2)(d)** to deliberate with the City Manager as the person designated by the City Council to carry on labor negotiations.

### **A. Call to Order**

### **B. Pledge of Allegiance**

### **C. Roll Call**

### **D. Ceremonies/Appointments/Announcements**

1. Proclamation – Worldwide Candle Lighting Day [pg. 5]

### **E. Oral Requests and Communications from the audience**

1. Public Comments – 5 minute limit per person.\*

### **F. Staff Reports**

1. Consider request from Brookings Merchant Association for City staff assistance in the installation of holiday ribbon on downtown street light poles. [pg. 6]
  - a. Email from Brookings Merchants Association representative, Jack Cook. [pg. 7]
2. Authorize the City to participate in the cost of installing chain link fencing and gate along the common property line between the City's Mill Beach access property and Macklyn Cove condominiums, using General Fund Reserves. [pg. 8]
3. Request financial documentation of financial losses from the Claveran Group demonstrating its inability to make 2010 and 2011 lease payments, or instruct the City Manager to develop an amended lease agreement granting the extension and addressing items as outlined in the staff report. [pg. 9]
  - a. October 11, 2011 letter from Salmon Run General Manager Ed Murdock with 2012 Business Plan. [pg. 11]
4. Approve and authorize the Mayor to sign the Third Amended and Restated Joint Powers Agreement of the Border Coast Regional Airport Authority. [pg. 32]
  - a. Third Amended and Restated Joint Powers Agreement [pg. 34]
5. Approve the *ConnectOregon* IV Program Application and support letter for the Border Coast Regional Airport Authority. [pg. 47]
  - a. Application cover and project description [pg. 48]
  - b. Letter of support [pg. 50]

### **G. Consent Calendar**

1. Approve Council minutes for October 24, 2011. [pg. 51]
2. Accept Parks and Recreation Minutes for September 22, 2011. [pg. 55]
3. Accept October 2011 Vouchers in the amount of \$668,260.38. [pg. 57]

## **H. Remarks from Mayor and Councilors**

### **I. Adjournment**

\*Obtain Public Comment Forms and view the agenda and packet information on-line at [www.brookings.or.us](http://www.brookings.or.us), at City Hall and at the local library. Return completed Public Comment Forms to the City Recorder before the start of meeting or during regular business hours.

All public meetings are held in accessible locations. Auxiliary aids will be provided upon request with advance notification. Please contact 469-1102 if you have any questions regarding this notice.



December 2011

December 2011							January 2012						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	1	2	3	1	2	3	4	5	6	7
11	12	13	14	8	9	10	8	9	10	11	12	13	14
18	19	20	21	15	16	17	15	16	17	18	19	20	21
25	26	27	28	22	23	24	22	23	24	25	26	27	28
				29	30	31	29	30	31				

Monday		Tuesday		Wednesday		Thursday		Friday	
Nov 28		29		30		Dec 1		2	
						3:00pm 4:00pm CC - Staff			
5		6		7		8		9	
11:00am 12:00pm CC - VIPS 4:00pm 6:00pm CC - Council Wkshp 7:00pm 10:00pm FH-FireTrng				8:30am 9:30am CC - Staff 10:00am 12:00pm CC- Site Plan 12:00pm 1:00pm CC - Stout Park 7:00pm 9:00pm FH-PoliceResrvs		9:00am 10:30am CC-Crm-Stoppers 1:00pm 2:00pm CC - Court			
12		13		14		15		16	
7:00pm 10:00pm FH-FireTrng 7:00pm 9:30pm CC-Council				10:00am 11:00am FH-BRFD 10:00am 12:00pm CC- Site Plan 4:00pm 6:00pm CC - Workshop 6:00pm 8:00pm FH/CC - Victims Impact					
19		20		21		22		23	
11:00am 12:00pm CC-VIPS 7:00pm 10:00pm FH-FireTrng				10:00am 12:00pm CC- Site Plan					
26		27		28		29		30	
7:00pm 10:00pm FH-FireTrng				10:00am 12:00pm CC- Site Plan					

Nov 28 - Dec 2

Dec 5 - 9

Dec 12 - 16

Dec 19 - 23

Dec 26 - 30

# City of Brookings *Proclamation*

**WHEREAS**, every year in the United States nearly 150,000 infants, children, teens and young adults die, and countless tens of thousands are born still or are miscarried; and

**WHEREAS**, we recognize that our children are our country's, our state's, and our city's most valuable resource; and

**WHEREAS**, the work of local chapters of The Compassionate Friends provides a caring environment in which bereaved parents, siblings, and grandparents can work through their grief with the help of others traveling the same road; and

**WHEREAS**, The Compassionate Friends Worldwide Candle Lighting on the second Sunday in December has become a symbolic day when these children are remembered around the globe;

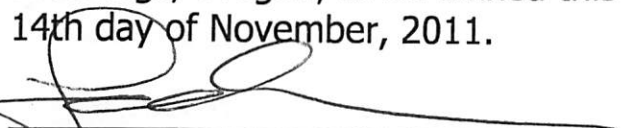
**NOW, THEREFORE BE IT RESOLVED**, that I, Larry Anderson, Mayor of the City of Brookings, do hereby declare and proclaim the second Sunday of December, 2011, as



## *Worldwide Candle Lighting Day*

**BE IT FURTHER RESOLVED** that all residents are encouraged to observe this day by lighting a candle for one hour at 7 p.m. the second Sunday of December in support of bereaved families in the City of Brookings and participate in other appropriate activities in remembrance of all children who have died.

*In Witness Whereof*, I, Mayor Larry Anderson, do hereto set my hand and cause the official seal of the City of Brookings, Oregon, to be affixed this 14th day of November, 2011.

  
Mayor Larry Anderson

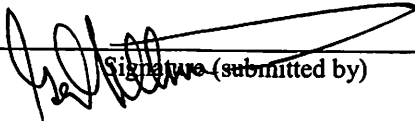


# CITY OF BROOKINGS

## COUNCIL AGENDA REPORT

Meeting Date: November 14, 2011

Originating Dept: City Manager

  
Signature (submitted by)  
\_\_\_\_\_  
City Manager Approval

---

Subject: Downtown Holiday Decorations

Recommended Motion:

Should the City Council be interested in facilitating this request: Motion to authorize City Staff to work with the Brookings Merchants Association in the installation of holiday ribbon on downtown street light poles.

Financial Impact: Labor cost associated with installation/removal of decorations.

Background/Discussion:

The Brookings Merchants Association has requested permission to wrap downtown street light poles in holiday-theme ribbon

City staff has conducted an evaluation of an earlier request to decorate the downtown street light poles with banners and lighting. However, this would require modification of the poles and installation of electrical improvements at an estimated cost of \$50,000. City staff plans to explore other alternatives over the course of this winter by observing methods of installing illuminated holiday decorations in other communities.

The pole decorations proposed at this time would consist of a red ribbon that would be wrapped around the poles to a height of eight feet. We would need to assure that whatever method is used to adhere the ribbon to the poles would not damage the powdercoated surface. City Public Works staff would assist with the installation.

The original request from the Downtown Merchants Association (attached) included the installation of flags; it was found that the proposed flags were too light-weight to withstand heavy usage and wind. The request for a Christmas tree at the pocket park has been referred to the Public Art Committee, which designed and oversaw construction of the park. This will be handled administratively.

Attachment(s):

- a. Email from Jack Cook representing the Brookings Merchants Association.

## Gary Milliman

---

**From:** Jack Cook [drmcruise@yahoo.com]  
**Sent:** Monday, November 07, 2011 7:50 AM  
**To:** Gary Milliman  
**Subject:** Christmas Decorationa

11 07 11

Good moring Gary,

The BMA Board has asked me to follow through with you regarding some of the ideas to dress up Chetco Ave for the holidays.

Wrapping the light poles with red ribbon - we think we have a source for the ribbon that seems reasonable. We need to know if this would be ok, and if so how many light poles are there. Additionally, we would need to know if there is any financial or physical assitance availabe from the City.

Feather Flags - The flags are 8 feet tall and come with their own support poles. The idea would be to use the same holes, if there is no conflict with the American flags during the holidays. Again, we would need to know how many flag holes are north of the bridge, and if there is any financial support from the city for these. The BMA members would be able to manage the placement without any City help. The flags list is \$13.50 plus freight. We should be able to get a quantity price reduction for the quantity we would need.

Christmas Tree - at the new pocket park, was a hot topic at the last General meeting. Is this something that would meet with City approval?

Thank you for your response to these items

I am availabe to meet with you at your convenience

Thank You !

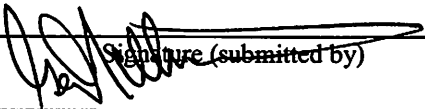
Jack Cook  
503 703 5184

# CITY OF BROOKINGS

## COUNCIL AGENDA REPORT

Meeting Date: November 14, 2011

Originating Dept: City Manager

  
Signature (submitted by)  
\_\_\_\_\_  
City Manager Approval

---

Subject: Fence at Mill Beach access and Maclyn Cove Condominium Property Line

Recommended Motion:

Authorize City participation in the cost of the installation of a chain link fence and gate along the common property line between the City's Mill Beach access property and the Maclyn Cove condominiums, with the cost to be paid from General Fund reserves.

Financial Impact: Approximately \$1,250.

Background/Discussion:

The Maclyn Cove Homeowners Association has requested City participation in the construction of a fence along the common property line between the Mill Beach access road and the condominiums. The Association is proposing the fence because of their concerns about the potential for trespassing and criminal mischief occurring on their property as a result of increased public use of the beach access. The City recently acquired additional property for the access, improved the road and cleared brush from the property.

The Association estimates the cost of a chain link fence at \$2,500. A gate would need to be incorporated in the fence to allow Fire Department access to the lower portion of the condominium buildings.

The Association also requested that the fence be located 2-3 feet inside the City property and that the City participate in the cost of planting trees along the property line.

Staff recommends City participation on one-half of the cost of the chain link fence installation.

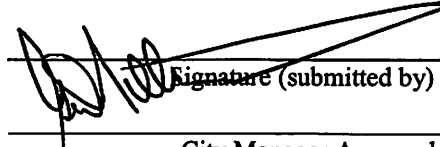


# CITY OF BROOKINGS

## COUNCIL AGENDA REPORT

Meeting Date: November 14, 2011

Originating Dept: City Manager

  
Signature (submitted by)  
\_\_\_\_\_  
City Manager Approval

---

Subject: Salmon Run Lease Payment Extension Request

Recommended Motion:

Motion to request that the Claveran Group provide documentation of financial losses demonstrating its inability to make lease payments for 2010 and 2011.

If the City Council is inclined grant the request for an extension without financial documentation of losses:

Motion to instruct the City Manager to develop an amended lease agreement for the Salmon Run Golf course which extends the period for making the first lease payment to February 2014 and, further, such amended agreement must address the following matters:

1. Approval of the 2012 Business Plan.
2. Expansion of the golf course business activity beyond the property currently owned by the City as proposed in the 2012 Business Plan.
3. Development of rental units on the property and related utility service matters.
4. Allocation and development of City water rights for the golf course operation.
5. Securing annual financial statements from the leasee to verify the golf course financial condition, and specifically its inability to make lease payments in 2012 and 2013.
6. Securing an annual report on progress toward achieving the goals outlined in the 2012 Business Plan.

Financial Impact:

Further delay in receiving golf course lease revenue, bringing the total amount of reduced revenue to \$110,000 over a period of four years.

Background/Discussion:

The City entered into a lease agreement with the Claveran Group in 1998 for the development and operation of a golf course on 182 acres of land donated to the City for golf course purposes by South Coast Lumber Company.

The original lease agreement provided that the Claveran Group would begin making lease payments in 2010. The agreement was later amended to extend the first lease payment date to February 2012. The first payment would be in the amount of \$30,000. The Claveran Group has now requested a further extension to make the first payment to February 2014.

A letter dated October 31, 2011, states that the reason for the request is that the business has not been able to generate sufficient revenue to meet operating costs or pay down any construction

debt due to economic conditions. The letter also states that the Claveran Group continues to finance the shortfall and there are a number of equipment replacement and facility maintenance costs that will be necessary in the near future.

Staff is unable to evaluate the request as no documentation of the golf course financial situation is provided (i.e. no prior year financial statements, profit/loss statements, debt information, etc). There is nothing in the current lease agreement that authorizes the City to review or obtain a copy of financial statements for the golf course.

Accompanying the October 31, 2011, letter is a Business Plan. The Business Plan indicates an "average" net loss during the period 2006-10 of \$40,789 annually. The Business Plan projects that the golf course will experience a \$61,207 net loss in 2012 and then experience a dramatic turn-around beginning in 2013 with net revenues of \$23,652 that year and rising to \$104,832 by 2015. While there is no line item indicating the amount being paid to service a construction loan, staff presumes that this is included in the line item entitled "Other." The most significant increase in revenues is projected to be in range fees, rising from \$9,357 in 2012 to \$33,154 in 2013 and \$70,726 in 2014. Expenditures are projected to rise in all operating areas except food and beverage.

The Business Plan calls for a number of facility improvements and business additions. The most significant items are:

- Developing a new driving range on adjacent private property.
- Removal of the existing clubhouse and remodeling the maintenance building to serve as a clubhouse.
- Placement of park model units as rentals in the area now occupied by the clubhouse.
- Developing a permanent water source. The Claveran Group is seeking an allocation of the City's current water rights on the Chetco River.

Attachment(s):

- a. October 11, 2011, letter from Salmon Run General Manager Ed Murdock with 2012 Business Plan.

# SALMON RUN



*Instinct will bring you back!*

October 31, 2011

Gary Milliman  
City of Brookings  
898 Elk Drive  
Brookings, OR 97415

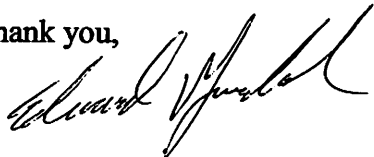
Mr. Milliman,

This letter is to request a 24 month extension to the lease payments scheduled to start February of 2012. Due to economic conditions, the business has not been able to generate the revenue needed to meet operating costs or pay down any construction debt. The ownership continues to finance the shortfall, and there are a number of equipment replacement and facility maintenance costs that will be necessary in the near future.

We have been working on a number of different business plans to move the course to a profitable position. These have included improvements to the course, the clubhouse, the driving range, and the addition of a lodging component. All of these options require a substantial investment. The two sources of funding that we have identified are the sale of the current clubhouse, and a federal grant through Curry County. Both are still possible, but the grant will not be available till next spring, and the proshop building has not sold despite our listing it for the past year and reducing the price once.

We believe the golf course is a positive element of the community. It provides a recreational activity for residents, attracts tourists to the area, provides about 20 jobs, and is a fundraising tool for many local charities. The Claveran Group is willing to move forward to increase the attractiveness and therefore, the impact of the course. We are hoping the city will continue to be a supportive partner in this endeavor.

Thank you,



Ed Murdock  
General Manager

Cc: Steve Muir, Pete Pavich

"Providing a unique golf experience"

99040 South Bank Chetco River Road • Brookings, OR 97415 • 541-469-4888 • 541-469-4889 – Fax  
emurdock@salmonrun.net • www.salmonrun.net



## **Business Plan – 2012**

### **Table of Contents**

**Executive Overview..... Page 2**

**The Industry.....Page 2**

**The Company.....Page 3**

**Pricing & Positioning Statement.....Page 4**

**Marketing Plan.....Page 5**

### **Action Plan.....Page 7**

**Phase I: City of Brookings..... Page 7**

**Phase II: Business Management.....Page 8**

**Phase III: Golf Course Improvement ....Page 9**

**Phase IV: Driving Range .....Page 10**

**Phase V: Clubhouse .....Page 10**

**Phase VI: Lodging .....Page 11**

**Conclusion .....Page 11**

## 1. Executive Overview

Salmon Run is at a critical crossroads. There are many courses around the country that are at the brink of closing, including Salmon Run. Golf is a difficult business due to the amount of time, money, and skill it requires. In the current economy rounds have gone down and therefore, revenue. The time has also come to start paying lease payments to the city, which is difficult to do when there is no surplus. Lack of a permanent water source is a major issue, but is not necessarily the most immediate problem. All of these problems create an atmosphere that is difficult, but not impossible.

According to the NGF, the number one reason a golfer chooses a course is the distance it is from their front door. (*Inside the Ropes*, Sept. 2008) The Brookings-Harbor area does not have enough golfers to support a golf course, so golfers must come from other areas. Non-resident rounds have come from primarily from the Medford and Northern California in the past, and marketing will continue to target these areas. Another possible solution would be to provide lodging. This would not only increase the rounds on the course, but would be a profit center in itself.

The next reason a golfer chooses a course is its layout and conditioning. Salmon Run needs improvement to attract more players in this area. Its perceived difficulty has been a hindrance in trying to get players to return. The focus of any improvement needs to be playability. The course improvement plan (Appendix D) lays out the changes that need to be made to the course. Maintenance is also a part of improving playability, and must be taken to a higher standard. The final key is effective marketing following these changes to maximize their impact.

All of these adjustments, along with a new clubhouse plan, will help us move to profitability. With cooperation from the City of Brookings, Curry County, and State and Federal agencies, we will be able to create more jobs, bring visitors into the area, and improve the quality of life here on Oregon's southern coast.

## 2. The Industry

### Primary Characteristics

According to a report commissioned by The Golf Alliance of Oregon (<http://www.oga.org/docs/eis/Oregon-EIS-Summary.pdf>), the size of Oregon's direct golf economy in 2008 was \$1.2 billion. Its total economic impact was \$2.5 billion, supporting 27,200 jobs with \$703.6 million worth of income. Charitable giving attributed to the game of golf is close to \$28.5 million in 2008. Golf is a major part of this state's economy, and it has an effect here in Brookings as well. Last year, around 3,000 people from out of the area played Salmon Run. Those visitors stayed in hotels, ate at restaurants, shopped, and enjoyed the community we have here. Salmon run has approximately 120 members that live here, and over 500 locals that are resident card holders. This represents a considerable portion of the local population that is either directly or indirectly affected by the golf course.

The past two years have seen a sizable decrease in the average income for golf courses. Nationally there have been more course closures than openings for the past three years. Salmon Run has felt the effect of this economic downturn in lower numbers of rounds, a decrease in membership, and a decrease in non-

resident rounds. At the same time, many of the costs of doing business have increased. Fuel prices, minimum wage increases, and health insurance rates are just a few examples. All of this combines to create a difficult environment to move forward in. However, with proper planning, a good relationship with the city, and supportive customers, it can be done.

### The Participants

There are 3 courses within 50 miles of Brookings with Salmon Run being the only 18 hole facility. The other two nine hole courses do have a loyal following, so we still compete with them. Regionally there are 30 courses within 150 miles. These include the Bandon Dunes courses, Eagle Point, Centennial, Beau Pre, Watson Ranch and Sand Pines to name a few. We do have a regional marketing association, Southern Oregon Visitors Association (SOVA) that has done some state and national marketing for the area.

Crooks Point Golf Course will be about 15 miles away from Salmon Run. Their opening has been delayed for environmental and financial reasons. They will compete for local rounds, but should be an overall benefit for Salmon Run, due to the attraction of out of town players.

### 3. The Company

#### Mission Statement

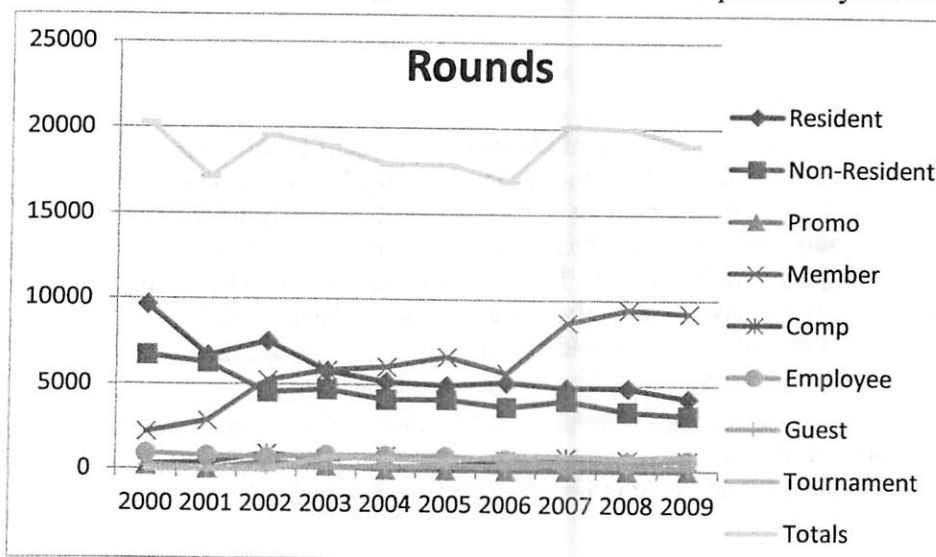
The mission of the Salmon Run Golf Course is to welcome our valued customers to a unique golf experience. This will be accomplished by an organization that demonstrates the highest level of integrity, emphasizes quality, and creates a fun atmosphere for the customer and the employee. We commit to:

- Strive to provide the products and services desired by our customers
- Engender a strong, positive image in our community
- Grow the business through proper management of our organization and resources
- Value our employees and the knowledge, enthusiasm and customer responsiveness they bring to the organization
- Safely maintain the property we are privileged to use while protecting our sensitive environment

#### Background

Salmon Run has been open to the public for 11 years. The Claveran group built the golf course on land donated to the city by South Coast Lumber Company. During those years we have seen rounds go down, and then come back to original levels in 2007. For the past three years they have gone down again, due

mainly to economic conditions. The main increase prior to 2007 was in member rounds, and non-resident rounds have continued to fall throughout the 11 years. There are two things that out of town players continue to cite as their reasons for not returning: The course is too hard, and it's too short.



### **Future Plans**

Efforts have been made to create the best plan to move the company into a profitable position. Recently, OB Sports was retained to evaluate the company's position and improvement plan. Their general response was that the changes proposed will have a positive effect, but that the tasks should be prioritized with those things that make the biggest difference at the lowest cost at the top. Their report is Attachment A.

### **Products/Service Description**

Salmon Run is 42 acres of turf and 4 acres of lakes surrounded by coastal forests. Due to the terrain and the climate, the course is difficult to maintain at a high level. Economic factors have also reduced the size of our maintenance crew, so quality has suffered. This is a major problem resulting in negative word of mouth. All other revenue sources, such as Food & Beverage and the Proshop depend on customers coming in to golf the course. Suggestions for improving this critical area have been given by OB sports, and outlined in this business plan.

The second area of income is the proshop. Salmon Run sells golf equipment and accessories. We have good relationships with a number of vendors, and have learned what the customers here want to see. This has allowed us to improve our sales over the last few years, despite the difficult economic climate.

The Food & Beverage operation has been difficult to manage. Few rounds mean that few customers are available to provide food service to. We are fortunate to have a couple of employees that are capable of working in the proshop and the food area, providing a limited menu most of the time. The types of items provided are usually frozen to limit waste or ready-made to reduce labor costs.

The driving range has been one of the major problems at Salmon Run. Early surveys revealed it as the most common point of dissatisfaction in a player's experience at Salmon Run. There have been a number of attempts to improve it, but the limited size has proved too difficult to overcome. This is one of the most important elements for find a solution for. A thriving driving range could be a major part of the business' success.

### **Facilities Description**

Physical facilities include a 4,000 sq. ft. building that includes the proshop, kitchen, dining area, restrooms, and offices. A 3,000 sq. ft. metal building holds the cart fleet of 65 carts, and a 6,000 sq. ft. building that was the lumber company's caterpillar service building is the maintenance building. There are no permanent on-course restrooms, so portable toilets are used.

### **Future Development Plans**

The goal from the beginning of Salmon Run has been to build a permanent clubhouse. This may be accomplished by converting part of the maintenance building. The sale of the current clubhouse could provide the funds to start this project, but efforts to do this have not succeeded yet.

Providing lodging could be a critical part to the success of Salmon Run. Efforts to attract an established lodging provider to partner in this venture have begun. This will give us a good start in this part of the business, as well as a way to share initial costs.

#### **4. Price and Positioning Statement**

##### **Current Fees and quality**

There is currently no need to change pricing. Lowering prices in this low volume local market is not recommended. Volume would not increase enough to justify lowering prices. However, the overall quality of the facility is simply not good enough to compete with other destination resorts of similar price and location.

Substantial improvements and additions would need to occur before the facility would be able to compete as a destination resort. To do this, the golf course, clubhouse and surrounds, and practice facility need to be significantly improved and again, an on-site lodging facility would be desirable. These changes would also improve the attraction for the local market.

OB Sports is correct in asserting that the greens should be allowed and helped to transition to Poanna. This would allow the greens to achieve a level of consistency and speed that is currently not achievable. They need to be rolling between 8 and 9.5 on the stimp meter consistently. Developing more and better bunkers and changing a number of tees will improve the playing conditions considerably.

##### **Competitive Analysis**

There are currently only two other courses within 50 miles of Salmon Run. They are both 9 hole courses that have limited maintenance and service. They both are struggling financially, but still have a small group of loyal customers. Over the past few years they have raised their prices to be comparable to ours, but they do have one advantage, both courses are walkable, while Salmon Run is not. We continue to work with them to provide cooperative golf events such as home & home tournaments, visitations, and junior tournaments.

Regionally we compete with Bandon Crossings, Centennial, Eagle Point, Watson Ranch, Beau Pre, and a number of others. Most of these are well maintained with a price point between \$40 and \$90 per player. The only course in the area with national recognition is Bandon Dunes. Their prices are \$275 in the summer, and go as low as \$75 for Oregon residents in the winter.

#### **5. Marketing Plan**

##### **Overview of Marketing Strategy**

Marketing is most effective when combined with a positive word of mouth. In the past, experience and surveys have shown that the cause of negative perceptions have come primarily from the difficulty of the course and the poor quality of the range. As these elements change, it will be important to combine them with an effective marketing campaign to improve the perception of Salmon Run and in turn increase rounds.

Salmon Run has done a number of surveys that point to the internet as our best marketing tool. We have an adequate website currently, but plan to improve its content, appeal, and profitability by hiring a web specialist. We have compared three different companies, and found 101 marketing to fit our needs the best. A sample of the website proposed is in the appendix. Other media to be used includes e-mail blasts and facebook. Local customers can be reached most effectively through the Curry Coastal Pilot, our local newspaper. This, along with a few regional pieces with a long shelf-life, is the only print media to be used.



### **Internet Based**

1. Website: 4 areas of focus
  - a. Customer information capture:
    - i. Use all points of contact including front desk check-in, web site account and offers, tournament and event participation or interest, etc.
  - b. Sales
    - i. Create an on-line proshop
    - ii. Create a special events page – tournament sign up, events information and sign up, member and course information
  - c. Tee time capture
    - i. Every page will include a direct link to the tee-time page
  - d. Communication
    - i. Event reporting, planning guides, course information
2. E-mail
  - a. Monthly e-mail newsletter & specials, resident and non-resident
  - b. Other special events and offers sent as needed
3. Facebook
  - a. This is a new and interesting marketing vehicle that adds a complicated and extremely effective layer of contact with customers. We can pay per click advertise to friends and non-friends alike, sell specific products on our “wall,” invite friends to events/programs, and gain incredible “visibility” with no direct cost other than the labor associated with managing the program.
4. Internet – SEO management
  - a. *Google and Yahoo Adwords*: This continues to be an effective marketing tool and increases traffic to our site. The pay per click method of advertising fits perfectly in the budget and gives tremendous control of the budget, almost guaranteeing a return on investment.
  - b. SEO management will be necessary if Salmon Run enters the destination resort market.

### **Print Media**

1. Regional pieces judged by their effective marketing area and shelf-life
2. Local
  - a. Use of the Pilot as needed for local events and offers
  - b. Informational brochure - Continue to place information in local hotel & restaurants

### **Golf Shows**

1. Attendance at the Portland and San Francisco shows will be evaluated on their effectiveness.

### **Goals of Marketing Strategy**

1. Create positive word of mouth by improving the golf course
2. Create positive word of mouth by improving customer service – to go above and beyond
3. Improve the website to include more up-to-date information, information on the course and services, and immediate action items (on-line proshop, tournament entry, customer information capture, and tee time sign up)
4. Reach customers through meaningful e-mail campaigns
5. Improve local customer participation through social activities, junior programs, and new golfer programs
6. Encourage and create opportunities for groups to come from the regional area
7. Use print media based on its shelf life and market specific targeting

## 8. Increase marketing visibility as the action plan is implemented

### **Trends and Growth Potential**

The economy has shown signs of growth, however slow. There is currently another course in the planning stages close to Brookings, Crooks Point, so now is the time to improve the course, our marketing, and customer service to be ready to cooperate with them to bring more golfers to the coast.

When the course improvements are made, the clubhouse is ready, and at least a portion of the lodging is in place, our marketing strategy will change to include more main stream, golf related outlets. For example, we will invite Golf Digest and other prominent publications to visit and we will be more involved with golf shows in Portland and San Francisco.

### **6. Organization & Management**

During the improvement stages organization may change depending on the project. The general manager will still oversee all departments, but will concentrate on construction of the new proshop and the course improvements with help from a temporary construction crew and the maintenance crew. A general contractor will be hired to oversee all building, and sub contractors that are willing to trade for golf will be given first option. There have been a number of members who have offered their donated time for improvement projects as well.

A PGA class A pro will be hired to run the proshop. He or she and the proshop staff, which will be minimal, will take care of merchandise, schedules, and tournaments.

The food & beverage department will be minimal until lodging and the new proshop are in place. At that time the option to lease the restaurant will be explored as opposed to creating a larger F&B department.

Maintenance will increase over the next five years until we reach our quality standards.

### **Action Plan:**

#### **Phase I: City of Brookings**

##### *Lease Agreement*

The item that must be addressed first with the city is the payment of rent. Before any further investment is made in this course, a new arrangement must be agreed to. The manager and the council are aware of our financial issues, and have mentioned their willingness to work out a solution that is in the best interest of all parties.

##### *Permanent Water Plan*

Water has been an issue for the past 8 years. Working toward a resolution with the Freeman family has come to a standstill. Tor Flatebo has been helping us work on the alternative solution, putting in a pump at the confluence of Jack Creek and the Chetco River. The cost for this alternate is estimated at \$75,000, if we put the pipe and electrical conduit in. This estimate also assumes we have the proper equipment to complete the job. Curry County, Coos Curry Electric, the Department of Fish & Game, and South Coast Lumber Company have all looked at this project, and agree that it can move forward. The collection unit is still a question, however. The previous estimate is for a small pump with a screen placed directly in the

river. Due to the need to draw water all year long for the lodging units, this can be adjusted to include a hard pipe, slightly increasing the price.

Following the city's approval, the diversion point should be moved to the confluence of Jack Creek and an easement with South Coast Lumber Company should be signed for access to that point. An approval letter should be sought from the Department of Fish & Game to ok the project, and the permit to construct obtained from the county.

The timing of this phase is important. Currently our agreement with Freeman will continue for another 7 years, so there is time. Getting the easements, the water right transfer, and any permits that are necessary should be done as soon as possible, and then the actual construction can take place close to the end of the Freeman agreement. The new pipe from the entry to the irrigation pond at #9 should be put in immediately, however, to take care of any additional potable water needs, and to reduce damage to the irrigation system that occurs from using it as a delivery system.

The estimated cost of this phase:

New pipe from entry to #9:	\$12,900
Pipe and electric:	<u>\$62,100</u>
Total:	\$75,000

## Phase II: Business Management

There are few things that can be done to improve the efficiency and effectiveness of the business. One is to invest in an integrated software product that does many of the things we currently do by hand including member billing, tournament accounting, and POS and bookkeeping integration. This would free up labor hours to work on tournaments and sales as well as creating a more accurate and usable system.

The other important element would be to hire a PGA pro. The pro would be a working pro, and would not increase the proshop budget by more than 10%.

The budget for the next four years is in the appendix. Here is a break-down of the totals:

Totals for 4 year project

	2012	2013	2014	2015	2006-10 Average
<u>Revenue</u>					
Golf	621,034.33	665,221.40	711,074.60	724,483.70	516,627.15
Range	9,357.00	33,154.00	70,726.00	74,714.00	6,879.95
Merchandise	85,500.00	85,500.00	85,500.00	85,500.00	91,680.56
Other					2,260.00
Food	52,010.00	49,024.80	55,279.20	57,176.40	64,351.27
Total	769,501.33	835,300.20	953,959.80	975,144.10	683,515.90

Expenses	2012	2013	2014	2015	2006-10 Average
Payroll	428,270.83	452,126.96	488,552.18	492,174.20	370,406.82
Maintenance	308,911.62	310,257.80	339,448.00	339,448.00	251,291.78
Proshop	177,860.34	169,720.29	187,944.29	191,361.29	167,258.35
F&B	34,977.37	35,446.03	37,877.71	38,611.55	46,595.62
Marketing	33,140.56	42,240.56	42,240.56	37,740.56	20,538.35
Other	176,061.13	145,778.07	152,351.07	159,500.82	164,608.77
Net	(61,207.11)	23,652.45	85,893.17	104,832.88	(40,789.10)

### Phase III: Golf Course Improvement

Two things that a golfer looks for in a course are course conditions and course layout. The latter relates to the two most common complaints we have: it's too short, and it's too tough. Players want to use their driver more often, and the average player has difficulty with our narrow fairways. Over eleven years in operation, these have been the most common complaints about the course. Discussions on this subject have included the ladies club president from Roseburg CC, the men's club from Centennial GC, the Ladies Club from Cedar Bend, the membership at Grants Pass CC, and the managers of PCGA, a professional golf circuit, and managers and golf pros from Centennial, Bandon Crossing, Beau Pre, and Watson Ranch. All of these and other individuals have expressed the sentiment from numerous individuals in their membership that the course is too hard and/or too short. We have worked on softening the edges of the course over the years, but more is needed. Creating playable areas under the trees that line the fairways would help a great deal. The player could at least find the ball, and perhaps have a shot back the fairway. Lengthening the course would be difficult, but there are areas we can change to make it more acceptable to hit the driver without adding length. The main focus is playability, for all skill levels. Rounds data shows that non-resident rounds have been steadily decreasing. Many of those customers, as well as local customers, do not return due to the course's difficulty. This is the perception that needs to change.

There are a number of areas that need to be improved on the course. The 'A' list are those projects that will have the most impact for the lowest cost. Making the course easier to play, creating better tee boxes, improving bunkers, and improving green conditions are the focus of this phase. These are improvements that would improve the word of mouth about the course. A breakdown of the projects is in the appendix.

One problem we have is the first two holes of the course. They are difficult and slow golfers considerably. Depending on the result of the redesign of #10 and 11, one option may be to make the back nine the front nine. This could speed up play on the first few holes, resulting in a better experience for the customer.

A few changes to the course would also make it walkable. The hills we have now would be softened or circumvented. The path the carts would take would also be less severe resulting in fewer accidents and less wear and tear on the carts.

All of these changes will require the cooperation of city, state, and federal governments. South Coast Lumber Company has expressed their willingness to work with our needs as long as there is good communication on the areas that will be impacted.

One other thing to consider is building two restrooms on the course. The cost of a single, self contained unit is \$15,000. We pay \$3,000 per year to maintain the restrooms we have on the course now, so it would take 10 years for these restrooms to pay for themselves, and they would be much better.

Estimate of the cost of this phase (see attached schedule and cost sheet):

List A: \$83,000

#### **Phase IV: Driving Range**

There is a need and market for inexpensive recreational activities that appeal to golfers and non-golfers alike. This is the single most effective way to overcome the lack of golfers in the local market. As discussed in the NGF report, new golfers are one of the principal targets for generating more rounds. One option that we have looked into is using the property adjacent to the course owned by the Freeman's. This option is not currently available, however, but may be in the future. Another option would be to change the direction of the current range. If it is directed more to the North, with a little clearing the range could be up to 300 yards long. The land owner, South Coast, is not sure if they will allow this, but it is being discussed.

A full driving range could be one item that would produce revenue immediately. Due to the lack of land, however, this phase could be a problem. The only option without more land would be to extent the range back on one or both sides of the maintenance building. This option is possible, but the number of usable stalls would be limited.

Estimated cost of this project:

Range: \$20,000-50,000

#### **Phase V: Clubhouse**

The current clubhouse is for sale. If and when it is sold, the proceeds will be used to start a new clubhouse in the current maintenance building. This will create a more efficient operation due to the proximity to the cart barn and the larger parking lot. The first tee will be re-arranged to allow the proshop

to see the first tee from the window. The main part of the building can be built in such a way that it can accommodate up to 200, and will eliminate the need for the tent as well.

Estimated cost of this project:

Phase 1 (proshop):	\$50,000
Phase 2 (second story):	\$40,000
Phase 3 (finish work):	\$40,000

### **Phase VI: Lodging**

Due to our remote location, the lack of hotels in Brookings, and the desirable setting, lodging would be a profitable component of Salmon Run. With or without the removal of the current clubhouse, there is an area that already has a parking lot, power, and septic. It would be relatively simple to bring in park models. A few local lodging providers are interested in putting the units in and managing them. The details of the lease and the final lease itself would need the city's approval.

### **Conclusion**

There are a number of reasons to make these changes at this time. The first is the down economy. According to the fall 2009 NGF report, 10-15% of public courses are at risk. Nearly 90% of those report an operating loss. We are in that category. This report also claims that successful facilities are those that show a focus on customer service, strategic planning, player development, seeking new revenue sources and improving the golf experience. If we can make these changes, we will be in a better position to become profitable even before the economy improves. This economy also makes resources more available. Labor is easier to find, and it is less expensive than it has been in the past. There may also be funds available from government sources to create jobs and improve businesses.

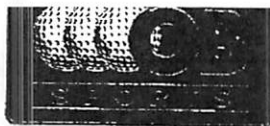
Another reason to make this move is the building of Crooks Point Golf Course. They are planning on starting construction within 2 years, and if we are a more attractive venue by the time they open, we will be able to attract more of their players. Discussions with OB sports, who will be managing the course, indicate that they are interested in working together with us as well as Bandon Crossing to the north to bring more players to the area.

Currently we have the capability to do this project. The staff at Salmon Run has discussed this proposal and find it to be the best way to get to profitability. As discussed, a number of key employees would be hired, but the personnel here currently are a solid foundation to build on.

The results of these changes are uncertain, and outside factors will play a major part. Making the course a better experience by reducing the chance of losing a ball, building better tees, and making it playable for the lower and high handicap player would all increase both resident and non-resident rounds. Moving the proshop would make the business more efficient for the short term, and it would create a better event center in the long run, but that depends on the sale of the current clubhouse, or outside funding. The driving range would be an immediate revenue increase, but is currently difficult to do. It would help us

bring in low income, and new golfers for the future as well. The lodging component would also be beneficial, and would help secure the long term success of this business.

Salmon Run has been a positive element of the community for 11 years. It provides a recreational activity for residents, attracts tourists to the area that benefit other area businesses, provides approximately 20 jobs, and is a fundraising tool for many local charities. Moving forward with the changes suggested in this plan will increase its capacity to be a constructive piece of the Brookings – Harbor economy and community.



April 14, 2011

Mr. Ed Murdock  
General Manager  
Salmon Run Golf Course  
Brookings, Oregon

Dear Ed,

Thank you very much for your hospitality during my stay in Brookings earlier this week. Every trip comes with some pre-conceived notions and I must say how pleasantly surprised I was with what I saw. The overall setting and ambiance for golf is stunning, and I can see why you are still so excited about the opportunity for the golf course after so many years. The following report will hopefully contain materials that will assist you and your staff in achieving the goals of the City of Brookings, the golf ownership, the staff, the members and the resort guests.

In most cases, a good recommendation is to try to not be too many things to too many people. In other words, define your target market and don't vary from it. In this case, the recommendation will be a little different because of the times and the place. As you know, the golf business has struggled since the 2007 golf season and has had a hard time finding it's way back. This trend exists not only in Brookings but throughout the industry. Obviously from reviewing your financials, Salmon Run has not been exempt. We need to find a new way in addition to some of our old ways. This new era in golf management goes beyond traditional methods of operations and incorporates additional thoughts and ways of maximizing the uses of the entire property. We have hundreds of acres of pristine forests, lakes, wetlands, grass and world class views. How can we promote and expose the rest of the non-golfing community to this beautiful countryside and create activities that in some cases go beyond the game of golf? We will cover many of those thoughts during the review.

Again, we will be looking for ideas and solutions that will take advantage of what you already have: location; monopoly and wonderful, friendly people. I was really impressed with the staff on-site. They already have the two most difficult attributes to find in service:

1. A great attitude, and
2. Natural friendliness.

All the other skills can be trained and learned through education. The latter is a constant process that will improve through time and effort. The individuals that I met with personally including; Karen, Lorraine, Bruce and Jeff all exemplify individuals that are capable of going to the next level with the proper resources and training. Please thank them for their time and input.



Ed Murdock letter, page 2

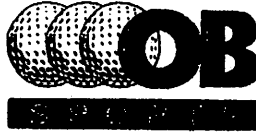
Included with this report will be a copy of our Charity All-Stars program; a sample Marketing Plan; a Sample Business Plan, a Wedding Planner; and some methods from our agronomist on tee and green renovation. You have already been provided with our facility audit check-list including operations, behavior and service standards, walk-thru evaluation, equipment and supplies, sales and marketing, and human resources procedures. Please fill out the relevant portions that apply to Salmon Run and use this as a living document. As we discussed, you are always able to call on OB Sports for assistance and we now consider you a part of the family. With our size and buying power, we may be able to assist the operation in purchasing food, merchandise, equipment, parts, insurance and many other items that prove more expensive for a stand alone operation. At this point, I feel our most important task is to procure permanent water rights, propel Salmon Run over the hump financially, and to assure it's relevance in the golf community and the City of Brookings.

Ed, thank you again for your professionalism and wonderful approach to your job.

Sincerely,



Orrin D. Vincent  
Chairman & Founder; OB Sports



## Salmon Run Strategic Plan April 14, 2011

There are a plethora of agenda items that must be accomplished to achieve the major goals of the golf course. There is no one item that is more important than securing a **PERMANENT WATER SOURCE**. It is almost inconceivable that the golf course could have been built, opened and has been operating under the premise of a temporary water solution. The entire investment hinges on the consistent availability of water and could fail within days with any major interruption. This issue must be solved immediately and needs the cooperation of all parties involved. Salmon Run is a regional asset. It is the only golf experience in the area and serves the southwest coast for all golfing needs. Even for those non-golfers, it is one of the things that makes a community whole. It appears as though the water is available and in working with the City of Brookings, needs to be delivered to the golf course with a dedicated line from the point of origin. All parties need to work together for a reasonable solution to this crisis and one that can be delivered at a reasonable cost. That is what the economics dictate. Ed Murdock has researched the costs and they look reasonable with most of the work being done in house. Anything beyond these estimates (\$75,000) will not allow the project to find any hope of financial success. This is of the highest priority and needs to be worked on starting immediately.

\* \* \* \* \*

Once the water issue is on the way to resolution, the **IMPROVEMENT PLAN** needs to be strategized and then implemented. There are many items that need to be changed and upgraded to initiate a future of success. Prioritizing them is the key. We need to make sure that the first improvements make an immediate impact to the operation so that members and resort guests can enjoy and feel the changes. There are several things that can be done short term that will improve conditions, design, character, and profitability. Several of these will basically "clean up" the operation and make it feel more upscale while improving maintenance, services and overall conditions. It will also provide more opportunity for both golfers and non-golfers alike to enjoy the Salmon Run experience. Some of these improvements can be accomplished this summer (2011) and continued through the winter preparing for the 2012 golf season. This should be set as an initial timetable to complete most of the phase one tasks.

One change that will have immediate impact is to clean up the **PRACTICE FACILITY**. This space is totally inadequate and really sets a bad tone for what is to come. It is obviously too small and therefore has been over-screened and provides for little more than hitting into a net. The entire area is unsightly and does not represent the quality that Salmon Run should be trying to achieve. We recommend the removal of all screens, mats, sheds, and other items that detract from the operation.

This area currently only generates about \$7,000 in revenues and certainly is running as a deficit. Between losing balls and attempting to maintain something that is un-maintainable, we can put the effort, cost and labor to much better use. This area can be remodeled in-house, and can be converted to a wonderful "short game" area; with three or four short holes that can be played.

This represents an asset that is found at many top flight golf clubs and provides an area for recreation, learning, practice, and can be revenue generating. This renovation will clean up one of the most unsightly areas at Salmon Run and convert it into an asset. As we will discuss later, it will also provide for an easy access from any new operations building and actually act as landscaping. In addition to the short game area, we should build a very large "putting course". This can also be revenue generating while serving as a place to learn and practice. These putting courses can also be used for a place to start playing the game and is a great place to hold events and birthday parties. Putting is an activity that everyone is capable of doing. It is a great entry to the game of golf and would therefore bring many non-golfers to Salmon Run to enjoy the activity which will lead to many of those continuing to learn and play the game. This is one of the strategies we must confront immediately: bringing more locals to the game and provide them with a point of entry to continue on. Golf can be perceived as a difficult sport and these improvements will allow for individuals to stick their toe in the water and test the market.

\*\*\*\*\*

Also, as an enticement to enter golf, we must provide first class **INSTRUCTION** and a great program for any interested parties to learn and pursue their games. We have good instruction available on-site, but need to continue to provide more space and facilities that will enhance the program. Since we are currently hitting into a net, we can duplicate that same opportunity in a much better situation. We recommend that the current area used for a nursery be converted into a range tee and another full golf shot (100 yards) be provided by building another green to the far end of the space. This will give us all grass tees, several short shots to practice, including several bunker shots, side hill lies, rough lies and flat fairway shots. We can simulate all the shots to be confronted while playing the course. We can also use the current elevated tee at the opposite end of the area to not only hit to the new green, but also build eight tees that can be used for full swing instruction and warm up simply by turning around and facing the opposite direction. These full swings would go into a screen that is carefully landscaped into "zero visibility". There would be a "shot tracker" or some like devise that could provide all the data necessary for students, teachers, and club fitters to analyze shot results. This would supply a very upscale and practical solution to an issue that needs addressing. It would also provide the opportunity for many residents to enter the game before taking on a very challenging Salmon Run Golf Course.

\*\*\*\*\*

The best way to gain market share and achieve the reputation necessary for resort players to discover Salmon Run will be through **MINOR COURSE MODIFICATIONS** in design and the improvement of **COURSE CONDITIONS**. To address the design changes, we need to go no further than the first tee. Generally all the tees on the course are too small, mis-aligned and in poor condition due to construction and shade. The tee elevations need to be evaluated for all of these factors plus safety. The good news is that this project can be mostly completed in-house with some moderate supervision. The tees need to find the best elevation to give the players a vision and perspective as to where their shot needs to be hit. They need to be placed so that the grass on the tees can remain healthy throughout the year. This will be accomplished by planting in poa annua seed which grows in cool shady climates and will provide the players with a nice teeing surface. The tee sizes need to be increased to provide for additional golf traffic and to

allow for mowing patterns that will set the tone for the hole. In many areas, this can be accomplished simply by changing the teeing ground to the same elevations rather than a multitude of small pods. Most tees will increase in size two or three times over by making this very simple change. Once the tees have been modified, they also need to be mowed with either a tri-plex or a walking green mower. This will allow for the striping to be a dominant figure in the presentation of the hole. Currently, many of the tees are being mowed with a rotary mower which leaves a cut that is too long as well as providing for poor mowing patterns. This project can be completed at a very low cost and is a high priority. If approved, this project can start this season and be accomplished during play with very little interference. OB Sports' corporate agronomist will provide a set of standards and directions as to the procedure. We will also help in seed and other purchases required to complete the project. Ed Murdock will work with OB's team to prioritize which holes will be completed this season and in what order they will be built.

\* \* \* \* \*

The next area that needs addressing is the **PUTTING SURFACES**. The greens were originally built with runoff to the front. This brings all of the drainage water to the forward portion of the greens and approaches. Much of the strategy on the course requires shots to hit and bounce on to the greens by players of all levels. When the greens and approaches are very wet, it doesn't allow for that shot to be hit. It also creates wet ground in an area that almost all golfers walk through. The wear and tear is apparent. The greens were planted in Pencross Bentgrass, which was the standard grass in the industry at the time of construction. With all of the seed research conducted since, there are many new generations which will perform much better. The problem is that during this period, most of the greens have been infested with poa annua which makes them appear very blotchy. The roll is inconsistent as the two grasses mixed together have different rates of growth and are hard to present in manner for great putting. The mix of poa and bent are from thirty to seventy percent. At this stage, it will be better to just speed up the process and allow the greens to be 100% poa annua. We can accomplish this during the spring and early summer period by heavy verti-cutting and mowing without baskets at a low height. This will plant the poa seeds during this period of heavy bloom and should only take a few months for total conversion. This can be accomplished at very little cost and will provide Salmon Run with the ability to present the putting surfaces at a very high quality.

\* \* \* \* \*

The final phase one task to accomplish on the golf course is the **BUNKER RENOVATION**. Currently, there is locally supplied sand in the bunkers. While this sand is adequate as to playability and drainage, it's presentation is very poor. The bunkers are undefined and blend into the landscape. If we are to create a more upscale look, this must be renovated immediately. There are many bunkers that were built in the original design but were merely grassed over. The shapes are still in place, so to finish the "championship" look, a good, light colored sand source needs to be found locally. This will make the sand affordable and will allow for the completion of the project. As of this writing, we are searching for a local sand source with the proper screening equipment that can supply the course with the right material. Most of this work can be done in-house with only the sand cost being a factor.

Everyone who plays Salmon Run will notice an immediate improvement when these tasks are completed. Ed Murdock has carefully compiled an **IMPROVEMENT PLAN** that will assist the operation to go to the next level. What we are addressing currently is a phase one attempt at accomplishing some of these tasks while keeping the expenses in line and getting results immediately. Once these results are met, we can then consider some of the other improvements that are a little more costly. It is imperative that we do these things as efficiently and effectively as possible. These improvements will completely change the perception of the golf course and allow us create new golfers, attract more resort players and eventually, get the average rate and the annual rounds to a position it needs to be to run an effective business enterprise.

\* \* \* \* \*

There are other issues to be addressed which will improve the operation. The **FOOD AND BEVERAGE** department currently operates with a "bar food" menu. This is appropriate for the current program. The club also has a pavilion which has and serves multiple functions. The concept is good; the tent is not. Pavilions can and should be real profit centers for golf operations. They serve tournaments and outings; they can provide excellent meeting space; they can be used for groups and wedding receptions. All of these functions are in addition to golf and are constantly used by non-golfers and community members. Once a master building plan is finalized and the elements are in place, a permanent pavilion should be built to serve these and other needs. It should be heated, have a scoreboard, televisions and communications. The sides can be retractable. Also a permanent wedding area should be developed, as golf courses are some of the most desirable places for weddings and receptions. These functions also provide activity for the community at large and are very profitable. They allow the food and beverage department to be a profit center, and in turn, provide better daily activity for golfers and residents alike. One piece of equipment that should be purchased is a "Turbo Chef" oven. They have a very quick payback and are truly unique. They are a combination of a microwave and a conventional oven and prepare an array of bar food in minutes. They have frozen product that can be purchased especially for the oven and are very high quality. This is a prudent investment and one which will provide a good return. They are used in most SUBWAY stores.

\* \* \* \* \*

The **MEMBERSHIP PLAN** is one that needs development. Currently there are about 95 members with an all time high peaking out at about 120 members in 2007. This is certainly better than most private clubs in the country from a percentage viewpoint. Equity clubs throughout the country have sell lists at well over 20% of membership. Their prices have fallen substantially. Most private clubs were built as real estate investments with the golf being only a sales and marketing tool. Most of these clubs were doomed to fail from the start because of the format. Salmon Run is in a much different position because it is a golf-only project. It was conceived as a golf course without housing which makes it very appealing from a golf standpoint. It is the only game in town; which means that player development is even more crucial than it normally would be. In a small community, the opportunity to develop the clientele exists as an ongoing challenge. In the state of Oregon, about 13% of the population plays golf. In many small communities, the percentage can be much higher if the proper programs are put in place. It could rise to as high as 30% in a very short period of time. That would be appealing and really

contribute to a better level of potential membership sales. Activities are good for the members currently. The staff has a great relationship with the members and even more activities and membership benefits need to be established. One of our most popular membership perks is the "traveling benefits" as provided by OB Sports. This allows members traveling privileges while in other states as well as Oregon. It also brings OB Sports Members and Cardholders to properties as guests, which provides additional traffic for the host clubs. We always cap the year with the OB Sports Team Championship at different locations, nationwide. Details of this program can be found on [www.obsports.com](http://www.obsports.com).

\* \* \* \* \*

Golf **CARTS AND EQUIPMENT** are extremely important when looking to upgrade the image of the club. The current fleet of 65 EZ-GO carts is six years old. Considering that they are "trained" to the cart staging area from overnight storage every day, the body damage is minimal. Some of the carts are on their third set of batteries, which would be normal for carts this age. The good news is they are paid for; the bad news is that they will need to be replaced in the next couple of years. The golf course requires riding for most players, as there are some very steep tee entrances and some major separation from greens to tees on several holes. Walking these areas is very difficult and slow. The golf carts are included in the resort fee which is appropriate. There have been some locals who have not joined because of the cart requirement and staff feels that there are memberships being left on the table. This seems like "low hanging fruit". If 30 or 40 more memberships could be sold if walking was a viable alternative, this most certainly needs to be addressed. A resolution to this issue could start with placing carts in strategic locations and allowing walkers to use them. Once the walkers are back in position, they would leave the cart and staff members would replace them in their original position for the next player needing assistance. The logistics of this program will need to be thought out, but it is a good solution and will assist players getting to positions that are too difficult to assess on foot, especially if it stimulates membership sales. As far as carts, OB Sports has national buying power and will be able to assist in the purchase of parts and equipment as needed.

\* \* \* \* \*

A **MARKETING PLAN** needs to be written and implemented. With many of the phase one improvements to be completed, the marketing plan will be well served by the end result of the improvements themselves. This will tell the story as to the branding exercise that will take place over the next two years. "This is who we are". Obviously, with the continuing evolution in electronics and communications, Salmon Run needs to be at the forefront to make sure people know who we are and where we are. A complete analysis needs to be done to identify the most effective ways to get the word out on golf in Brookings and Salmon Run specifically. Much of this will be covered by the media at no charge as the improvements are completed. The very best advertising is word of mouth. Two things will create "buzz" include:

1. The Phase One improvement plan, and
2. Promoting activities for non-golfers.

Another thought will be to step up the services, including a golf host or concierge. The onsite service staff is excellent. Provided with the proper training and tools, the service levels can become extraordinary for the area and will be noticeable and will be recognized by all. Most of the marketing budget can be used to accomplish these things during the next year. It will be a good use of those funds. We will attach within this booklet a "sample" marketing plan from OB Sports to illustrate the types of thoughts and programs we might recommend. We will also include a sample of our Charity All-Stars program and Wedding recruitment programs.

\* \* \* \* \*

Another profit center is **LODGING**. There have been overtures made to possibly allow a lodging agent to build cabin type structures on site. If this is a permitted use, it will be an asset that will definitely put the operation over the top. Not only will the resort play grow, but the food and beverage program will be able to do many of the things that are restricted currently because of low activity levels. This will also act as a fabulous marketing element and expose the project to an array of new visitors and guests. This is truly the "home run". Management has explored the potential of moving golf operations and opening up that area for lodging. The exploration of this possibility should be pursued immediately.

\* \* \* \* \*

If the lodging component comes to fruition, the new **OPERATIONS CENTER** and club facilities need to be explored and designed. This would be the crowning Jewel that would allow the members a real place to congregate, a place to host a proper food and beverage business, a place to promote and sell retail products and provide the finishing element to complete the project. This structure should be carefully designed to maximize potential and minimize cost. There are some great Oregon architects that are capable of designing this structure. OB Sports can help with these recommendations if requested.

In conclusion, and in reviewing the operating numbers of the club, Salmon Run is really at the "tipping point". The multitude of on-site assets, as well as the staff and management, will allow an opportunity to step up and step forward. The losses mount and without action, will not improve to the point of a reasonable return on the investment without this action. Fortunately there exists at Salmon Run some truly special people in a special place that are ready to step up and take on the challenge. There needs to be cooperation from the community, a real partnership with the City of Brookings, neighbors who understand the importance of Salmon Run to the entire region and are willing to cooperate, and an ownership dedicated to making the project better than they envisioned.

With the challenge ahead, it will test the resolve of all! Thank you again for including me and OB Sports in this initial analysis of Salmon Run. Please call to further discuss this report.

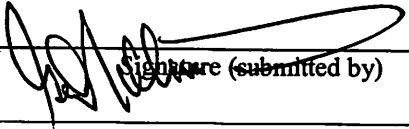
***Orrin D. Vincent***  
***Chairman & Founder; OB Sports***

# CITY OF BROOKINGS

## COUNCIL AGENDA REPORT

Meeting Date: November 14, 2011

Originating Dept: City Manager

  
Signature (submitted by)  
\_\_\_\_\_  
City Manager Approval

---

**Subject:** Joint Powers Agreement of the Border Coast Regional Airport Authority

**Recommended Motion:**

Approve and authorize the Mayor to sign the Third Amended and Restated Joint Powers Agreement of the Border Coast Regional Airport Authority

**Financial Impact:**

None

**Background/Discussion:**

The Border Coast Regional Airport Authority (BCRAA) was initially formed in October 2007 with the membership of the County of Del Norte, the City of Crescent City and the Elk Valley Rancheria. Later the BCRAA was enhanced by the addition of the City of Brookings and the County of Curry.

The initial vision for the BCRAA was to bring the Oregon jurisdictions and the tribes within the region into the governing structure. With regard to the Smith River Rancheria, legislation was needed from the State of California to classify the Tribal Council as a "public agency" under the California Joint Exercise of Powers Act. The signing of AB 798 this year by Governor Brown, the result of several years of the Tribe's efforts, supported by the BCRAA, accomplishes this reclassification. The legislation takes effect on January 1, 2012.

The attached Third Amended and Restated Joint Powers Agreement (JPA) responds to the new California law by authorizing the Smith River Rancheria to join in the governance of the airport as a full member of BCRAA.

Because the JPA is an agreement by all of its member entities (a multi-governmental partnership, if you will), an amendment to the agreement requires the consent of the existing members as well as the proposed new participant. Therefore, an amended agreement must be executed.

The new JPA, attached, is largely the same as the second amended agreement. It does, however, contain a few editorial and small substantive amendments that merit review. The substantive changes to the JPA are:

1. The addition of subparagraph "o" in paragraph 3.1, which reads, "To provide the public with information in support of emplanements and aviation at the airport;" and
2. Changes to 3.2.a and 4.3, related to the approval of the budget when a participant is a financial contributor.



The effective date of the new JPA is stated as January 1, 2012, the day the new law takes effect. BCRAA is working to arrange a signing ceremony at the Smith River Rancheria on January 6, 2012, tentatively at 1:00pm.

Attachment(s):

- a. Third Amended and Restated Joint Powers Agreement of the Border Coast Regional Airport Authority

**BORDER COAST REGIONAL AIRPORT AUTHORITY  
THIRD AMENDED AND RESTATED  
JOINT POWERS AGREEMENT**

THIS AMENDED AND RESTATED AGREEMENT is made effective and entered into this 1st day of January, 2012, by and between the County of Del Norte, a legal subdivision of the State of California, hereinafter referred to as "County", the City of Crescent City, a municipal corporation existing under the laws of the State of California, the Elk Valley Rancheria, a federally recognized Tribe, the City of Brookings, a municipal corporation existing under the laws of the State of Oregon, the County of Curry, a political subdivision of the State of Oregon, and the Smith River Rancheria, a federally recognized Tribe, collectively referred to as "Participants", who agree as follows:

**RECITALS**

This Third Amended Joint Powers Agreement amends and restates the original Joint Powers Agreement of the Border Coast Regional Airport Authority dated October 4, 2007, the First Amended Joint Powers Agreement dated August 7, 2008, and the Second Amended Joint Powers Agreement dated February 16, 2010, under which the Participants other than the Smith River Rancheria have operated the Authority to date.

Del Norte County owns Del Norte County Regional Airport, Jack McNamara Field, a commercial airport located in Del Norte County, which serves passengers from both California and Oregon (the "airport"). Recognizing the bi-state regional significance of the airport, the Del Norte County Board of Supervisors has decided to enter into this Border Coast Regional Airport Authority (the "Authority") in order to permit other governments to share in operational decision making for the airport. In addition to the City of Crescent City, the Elk Valley Rancheria, the City of Brookings, and the County of Curry, these governments may include other local government agencies in the State of Oregon as well as sovereign tribal governments. The parties to this agreement believe that by working together in the framework of this Authority, the role of

the airport in accommodating current and future air travelers, facilitating the economic development of the border-coast region, and maintaining and operating the airport as an essential component of the region's emergency response network, will be protected and enhanced.

The Authority now manages and operates the airport under a Master Lease dated May 24, 2011 between the Authority and the County of Del Norte.. By entering into this JPA agreement, Del Norte County does not intend to transfer ownership of the land and facilities that make up the airport. Nor does entry into this agreement by entities other than Del Norte County imply a commitment on their part to provide funding for the capital improvement or operation of the airport. However, these and other issues may become the subjects of ongoing conversation among the Authority's Participants.

This agreement is entered into pursuant to the provisions of California Government Code, Sections 6500 and following, hereinafter referred to as the "California JPA Law," and Oregon Revised Statutes, Section 190.420, hereinafter referred to as the "Oregon JPA Law," for the purpose of creating an agency to provide for the planning, operation, marketing, and maintenance, directly or indirectly, of the commercial airport located in Del Norte County and known as Del Norte County Regional Airport, Jack McNamara Field.

It is the intent of the Participants in the Border Coast Regional Airport Authority that the membership in the Authority will be open to all those public agencies in the States of California and Oregon that elect to join the Authority, and meet the following criteria: (a) the territory of the public agency is substantially located in Del Norte County, California, or Curry County, Oregon; (b) the public agency has the power under the California JPA Law or Oregon JPA Law, to join the Authority; and (c) the public agency has the power to operate an airport. Participation in the Authority will remain open to those entities that may decide to join after the Authority is formed and operational.

**ARTICLE I**  
**CREATION AND OPERATION OF THE AUTHORITY**

SECTION 1.1 CREATION OF AUTHORITY: Pursuant to the California and Oregon JPA Laws, there is hereby created a public entity to be known as the "BORDER COAST REGIONAL AIRPORT AUTHORITY", referred to herein as the "Authority". The Authority is a public entity separate and apart from the parties hereto.

SECTION 1.2 PARTICIPANTS: The Participants in the Authority are Del Norte County, the City of Crescent City, the Elk Valley Rancheria, the City of Brookings, Curry County, and the Smith River Rancheria. SECTION 1.3 GOVERNING BOARD; INITIAL BOARD; APPOINTMENTS: The Authority is administered by a governing board, which is called the "Board of Commissioners of the Border Coast Regional Airport Authority," and which is referred to herein as the "Board." The Board of the Authority initially consisted of five members appointed as follows: The Del Norte County Board of Supervisors appointed three members, two of whom were Supervisors of that County, and two of whom were designated to serve four-year terms and one of whom was designated to serve a two-year term; the first two additional Participants were Crescent City and the Elk Valley Rancheria, which appointed one member each, with each of those members serving a term congruent with the term of the two-year appointee of the Del Norte County Board of Supervisors. Upon approval of the First Amended Joint Powers Agreement and becoming a Participant, the City of Brookings appointed one member to the governing board, with that member serving a term congruent with the four-year appointees of the Del Norte County Board of Supervisors.

SECTION 1.4 GOVERNING BOARD; PERMANENT CONSTITUTION: The number of members of the permanent Board shall be between seven and eleven. Appointments must be made by resolution of the governing body of the Participant. Following the terms of the initial Board, the terms of all Board members are four years. However, each Board member serves at the pleasure of the appointing authority for that position and may be removed and replaced according to the rules of the governing body of that Participant. If a Board member's term expires before that member's reappointment or the appointment of a successor, the incumbent may continue to serve until he or she is reappointed or a successor is appointed.

SECTION 1.4.1 GOVERNING BOARD; ADDITION OF SMITH RIVER RANCHERIA: Upon approval of this Third Amended and Restated Joint Powers Agreement, as amended to include the Smith River Rancheria, the Smith River Rancheria becomes a Participant and may appoint one member to the Governing Board, who will serve a term congruent with the terms of the four-year appointees of the Del Norte County Board of Supervisors.

SECTION 1.5 ALTERNATE MEMBERS: The governing body of each Participant may by resolution appoint an alternate to serve in the absence of any member of the Governing Board appointed by that Participant.

SECTION 1.6 COMPENSATION: Members of the Board of Commissioners will receive no compensation. However, they may be reimbursed for the actual expenses incurred while performing the duties and activities of the Board.

SECTION 1.7 REGULAR MEETINGS: The Board of Commissioners will provide for its regular and special meetings; provided, at least one regular meeting must be held each calendar quarter.

SECTION 1.8 RALPH M. BROWN ACT: All meetings of the Board of Commissioners of the Authority, without limitation, including regular,

adjourned regular, special and emergency meetings, must be called, noticed, held, and conducted in accordance with the provisions of the Ralph M. Brown Act, California Government Code, Sections 54950 and following.

SECTION 1.9 OREGON PUBLIC MEETINGS LAW: All meetings of the Board of Commissioners of the Authority, without limitation, regular, adjourned regular, special and emergency meetings, must be called, noticed, held and conducted in accordance with the provisions of the Oregon Public Meetings Law, Oregon Revised Statutes, Sections 192.610 through 192.690.

SECTION 1.10 PUBLIC MEETINGS: BROAD INTERPERTATION: In any instances of conflict between the Ralph M. Brown Act and the Oregon Public Meetings Law, the Authority must comply with those notice and meeting-conduct provisions of law which will provide the highest level of public participation, observation, and transparency of the Authority's affairs.

SECTION 1.11 MINUTES: The Board must provide for taking, approving, and preserving minutes of the meetings of the Board.

SECTION 1.12 QUORUM: The attendance of a majority of the Board is required for the transaction of business at meetings of the Board.

SECTION 1.13 RULES: The Board of the Authority may adopt and amend rules and regulations for the conduct of its meetings and affairs.

SECTION 1.14 MANNER OF EXERCISING POWERS: The manner of exercising the powers of the Authority is subject to the same restrictions on the exercise of like powers that apply to the County of Del Norte. In all respects, including Public Contracting procedure, employment practices and ethics/conflicts of interest, the Authority will be mindful of the cross-border

nature of the Authority and must conduct its affairs to comply with applicable State Laws.

SECTION 1.15 FISCAL YEAR: The fiscal year of the Authority is from July 1 through June 30.

SECTION 1.16 TERM OF AGREEMENT: This agreement will continue indefinitely, except that this agreement may be terminated sooner if withdrawal is elected pursuant to Section 1.17 of this agreement by either the County of Del Norte or by all Participants other than the County of Del Norte.

SECTION 1.17 WITHDRAWAL: Any Participant may withdraw from this agreement by giving sixty (60) days written notice to the Authority and to all other Participants. The withdrawing entity will not be entitled to the return of any assets or contributions that the Participant made to the Authority.

## **ARTICLE II OFFICERS**

SECTION 2.1 CHAIR, VICE-CHAIR, AND AIRPORT DIRECTOR: The Board of Commissioners must elect a Chair and a Vice Chair from among its members. It may appoint an Executive Director or an Airport Director, who must not be a member of the Board of Commissioners.

SECTION 2.2 TREASURER: The Treasurer of Del Norte County is hereby designated as the Treasurer of the Authority and as the depositary to have custody of all the money of the Authority from any source. The Treasurer, and the officer performing the functions of Auditor or Controller, who must be the Auditor-Controller of Del Norte County, will have the duties and obligations set forth in Section 6505 and 6505.5 of the California JPA Law and will assure that there will be a strict accounting of all funds and accurate reports of all receipts and disbursements of the Authority. The Treasurer and the Auditor-Controller must provide any Oregon entities participating in the Authority

those financial reports as are necessary and convenient to those entities.

**SECTION 2.3 BONDING OF PERSONS HAVING ACCESS TO PROPERTY:**

From time to time, the Board of Commissioners may designate public officers or persons, in addition to the Treasurer and the Auditor-Controller, having charge of handling or having access to any property of the Authority, and the Board must determine the amount of their official bond, pursuant to Section 6505.1 of the California JPA Law.

**ARTICLE III  
POWERS AND DUTIES**

**SECTION 3.1 POWERS:** Border Coast Regional Airport Authority has each of the following powers:

- a. To make and enter into contracts and to receive and expend funds, providing for aviation and airport-related services to the public;
- b. To supervise and oversee the performance of aviation and airport-related service contracts;
- c. To provide all services necessary to operate the Airport;
- d. To acquire, construct, manage, maintain or operate any facilities or improvements;
- e. To acquire, hold and dispose of property;
- f. To incur debts, liabilities or obligations, which do not constitute a debt, liability or obligation of the member entities;
- g. To employ personnel;
- h. To sue and be sued in its own name;
- i. To invest in accordance with the provisions of Section 6509.5 of the California JPA Law, money in the treasury of the Authority that is



not required for immediate necessities of the Authority;

- j. To apply for, accept, and utilize funds from any source for public Airport purposes, including funds available through the Federal Aviation Administration;
- k. To raise revenues, including the establishment of lease rates, parking fees, passenger facility fees, and other revenue and tax rates as authorized by law, to support aviation and airport-related services;
- l. To incur short-term indebtedness;
- m. To petition the federal and state governments;
- n. To receive contributions from Participants and to provide for their repayment on those terms as the Authority finds advisable and consistent with this agreement;
- o. To provide the public with information in support of emplanements and aviation at the airport;
- p. All other powers necessary and proper for the Authority to have in order to provide aviation and airport-related services.

SECTION 3.2 DUTIES: Border Coast Regional Airport Authority has the following specific duties:

- a. On or before June 15th of each year, the Authority must prepare and submit to the Board and to each of the Participants a proposed budget for the upcoming fiscal year. The proposed budget will be the operating budget of the Authority until the final budget is approved but no later than September 30th of each year. A final budget will be prepared and approved by the Board, subject to further approval and ratification by the funding Participant(s) as set forth in Section 4.3.

- b. The Authority will oversee and maintain an ongoing Airport Capital Improvement Plan (ACIP) to address the future needs of the airport, including the maintenance and periodic updating of the Airport Master Plan and an Airport Layout Plan, anticipating the needs of the public for commercial air service.
- c. The Authority will actively pursue funding, and the development of sources of funding, for the implementation of its plans for aviation improvement and airport development.

SECTION 3.3 OBLIGATIONS OF AUTHORITY: (a) To the extent permitted by the laws of the home state of each Participant, the debts, liabilities, and obligations of the Authority will not be the debts, liabilities and obligations of any of the member entities.

(b) To further ensure that the debts, liabilities, and obligations of the Authority will not be the debts, liabilities, and obligation of any of the member entities, the Authority will negotiate for the inclusion of a clause having the same force and effect as the following in each contract entered into by the Authority:

No Recourse Against Authority Participants. Notwithstanding any provision in the laws of California or the State of Oregon, [Contractor] agrees that any debts, liabilities or obligations of the Authority as set forth in this [contractual agreement] will not be the debts, liabilities or obligations of the members of or participants in the Authority.

(c) If the Authority must, in the judgment of the Board, enter into a contract that does not include the clause set forth in (b), above, no debt, liability or obligation that is not budgeted in the then-current-year's budget of the Authority may be undertaken or entered into by the Authority unless and until the governing body of each Participant has been provided the opportunity to approve or reject the proposed debt, liability or obligation. Notwithstanding any other provision of this agreement, the rejection of a proposed debt, liability

or obligation of the Authority by the governing body of a Participant will effect the immediate withdrawal of the Participant from the Authority and this withdrawal will be deemed to be effective prior to the incurring of the debt, liability or obligation by the Authority.

SECTION 3.4 TORT LIABILITIES AND INSURANCE: The Authority must procure and maintain aviation-operations (including premises liability) insurance with policy limits of not less than \$45 million. This insurance must name each Participant as an additional named insured. Additional policies of liability and property insurance with commercially reasonable policy limits must be maintained by the Authority consistent with the best practices of airport management, as well as Worker's Compensation Insurance that complies with the laws of the State of California.

SECTION 3.5 AUTHORITY MUST INDEMNIFY AND DEFEND PARTICIPANTS: The Authority must defend, indemnify, and hold harmless the Participants, and their officers, employees, and agents from and against any and all causes of action, claims, liabilities, obligations, judgments or damages, including reasonable attorneys' fees and costs of litigation ("claims"), arising out of the Authority's performance of its obligations or the exercise of Authority's powers under this Agreement or out of the operations conducted by the Authority, including any Participants' active or passive negligence, except for the loss or damage arising from the sole negligence or willful misconduct of the Participant. In the event a Participant indemnitee is made a party to any action, lawsuit, or other adversarial proceeding arising from Authority's performance of this Agreement or its operations hereunder, the Authority must provide a defense to the Participant(s) or at Authority's option reimburse the Participant(s) their costs of defense, including reasonable attorney's fees, incurred in the defense of these claims. Each Participant entitled to indemnity hereunder agrees to cooperate reasonably in the conduct of its defense and the defense of the Authority.

**ARTICLE IV**  
**FUNDING**

SECTION 4.1 CONTRIBUTIONS NOT REQUIRED: Except as provided in section 4.2, no Participant is or will be required to make contributions to the Authority, except as that Participant may in its sole discretion agree. No Participant is subject to assessment.

SECTION 4.2 ADMINISTRATIVE AND OPERATING COSTS: For the duration of this Agreement, the County of Del Norte is required to provide annual funding to the Authority at the level of the County's budgeted commitment to support the airport for the fiscal year 2006-2007, subject to reduction only by the consent of the Authority.

SECTION 4.3 APPROVAL OF BUDGET: The Board may tentatively adopt the final budget of the Authority; however, the final budget will have no force and effect until it is approved or ratified by each Participant that is contributing funds to the Authority pursuant to or in support of that budget. The Participant approval required in this Section does not apply to adjustments to budget line-items approved following the adoption of the final budget nor to project budgets funded at least ninety-five percent (95%) with grant funds.

**ARTICLE V**  
**DISPOSITION OF ASSETS UPON TERMINATION**

SECTION 5.1 NO SUCCESSOR ENTITY: Upon termination of the Border Coast Regional Airport Authority, without a successor entity, pursuant to paragraph 1.17 or otherwise, and subject to the terms of any repayment agreements entered into pursuant to paragraph 3.1, subparagraph n, the Board must convey or quitclaim all assets and property of the Authority to the County of Del Norte.

IN WITNESS WHEREOF, the parties hereto have caused this agreement

to be executed and attested by their proper officers, who are duly authorized,  
as of the day and year first above written.

ATTEST:

---

Larry Anderson, Mayor  
City of Brookings

---

Joyce Heffington, City Clerk  
City of Brookings

ATTEST:

---

Charles Slert, Mayor  
City of Crescent City

---

Robin Patch, Clerk  
City of Crescent City

ATTEST:

---

Leslie McNamer, Chair  
Board of Supervisors  
County of Del Norte

---

Jeremi Ruiz, Clerk  
Board of Supervisors

ATTEST:

---

Dale A. Miller, Tribal Chairman  
Elk Valley Rancheria

---

Christina Jones, Tribal Secretary  
Elk Valley Rancheria

ATTEST:

---

George Rhodes, Chair  
County of Curry

---

Colleen Carpenter, Legal Assistant  
County of Curry

ATTEST:

---

David G. Itzen, Vice Chair  
County of Curry

---

Colleen Carpenter, Legal Assistant  
County of Curry

ATTEST:

---

Bill Waddle, Commissioner  
County of Curry

---

Colleen Carpenter, Legal Assistant  
County of Curry

ATTEST:

---

Kara Brundin Miller, Chairperson  
Tribal Council  
Smith River Rancheria

---

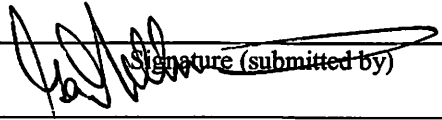
Loren Bommelyn, Secretary  
Tribal Council  
Smith River Rancheria

# CITY OF BROOKINGS

## COUNCIL AGENDA REPORT

Meeting Date: November 14, 2011

Originating Dept: City Manager

  
Signature (submitted by)  
\_\_\_\_\_  
City Manager Approval

---

Subject: ConnectOregon IV Grant Application

Recommended Motion:

Motion to approve ConnectOregon IV Program Application and Support Letter for the BCRAA Regional Airport Project

Financial Impact:

A total of \$550,000 in grant funding is requested through the Oregon Department of Transportation. These funds would be "passed through" the City to the BCRAA. The City would experience some costs associated with accounting and processing payment requests.

Background/Discussion:

The Border Coast Regional Airport Authority (BCRAA), of which Brookings is a member, has developed a grant proposal under the ConnectOregon IV program. ConnectOregon IV was developed as a fourth year of a program to provide funding for infrastructure projects that improve intermodal transportation systems serving Oregon residents.

BCRAA has prepared an application for funding under the program and is requesting that the City serve as the Oregon-based applicant. The City has performed a similar function in connection with planning funds received for the Del Norte County airport terminal project under ConnectOregon III.

The subject application seeks \$550,000 in grant funding, which is approximately 3.0 per cent of the total project cost estimated at \$22 million. BCRAA is seeking to fund 95 per cent of the project from Federal Aviation Administration funds and is also pursuing grant funding in California. The project includes replacement of the existing passenger terminal, parking and runway improvements.

Attachment(s):

- a. ConnectOregon IV Program Application cover sheet and project description.
- b. Letter of Support.



## ConnectOregon IV Program Application 2011-2012

To ensure you have current program information, sign up for the *ConnectOregon* electronic mailing list at:  
<https://public.govdelivery.com/accounts/ORDOT/subscriber/new?>

- Please read *ConnectOregon IV* Application Instructions prior to completing this application.
- The Application Instructions, the Draft Project Agreement, and Frequently Asked Questions are available on the *ConnectOregon IV* Web site: <http://www.oregon.gov/ODOT/COMM/CO>
- Submission Requirements are detailed in Section 9 of the Application Instructions

### **Project Summary and Certification**

#### 1. Applicant

ORGANIZATION NAME City of Brookings	CONTACT PERSON NAME Gary Milliman	
ADDRESS 898 Elk Drive	CONTACT PERSON TITLE City Manager	
CITY, STATE, ZIP Brookings, OR 97415	PHONE 541-469-1101	FAX 541-469-3650
WEB SITE ADDRESS www.brookings.or.us	E-MAIL (REQUIRED) gmillimna@brookings.or.us	

#### 2. Project name and location

PROJECT NAME Regional Airport Project	PROJECT LOCATION Crescent City, CA	STAFF USE ONLY
--	---------------------------------------	----------------

#### 3. Cost summary (These fields will fill automatically as the application is completed.)

a. <i>ConnectOregon IV</i> grant amount.....	\$550,000.00
b. Match amount (20% of grant) .....	\$137,500.00
c. <i>ConnectOregon IV</i> loan amount .....	\$ 0.00
d. <i>ConnectOregon IV</i> project total .....	\$687,500.00

#### 4. Certification

I certify that Brookings, Oregon supports the proposed project, has the legal authority

APPLICANT ORGANIZATION

to pledge matching funds, and has the legal authority to apply for *ConnectOregon IV* funds. I further certify that matching funds are available or will be available for the proposed project. I understand that all State of Oregon rules for contracting, auditing, underwriting (where applicable), and payment will apply to this project. I certify that I have read the Sample Draft Agreement and will sign the Agreement if selected.

APPLICANT SIGNATURE X	PRINT NAME Gary Milliman	DATE
--------------------------	-----------------------------	------



## **Project Description**

### **5. Project summary**

**BRIEF SUMMARY OF PROJECT (MAXIMUM 400 CHARACTERS; FIELD WILL EXPAND AS YOU TYPE)**

This airport project consist of the design and construction of a new airport terminal building, aircraft apron area, vehicle parking facilities, road realignment, new entrance road, security fencing, plus infrastructure and utility improvements. The City of Brookings, Oregon has identified improved access to commercial passenger air transportation service as key to economic development.

### **6. Project purpose and description**

Project maps must be included with this application. Maximum map size: 11 by 17 inches.

**PROJECT DESCRIPTION AND PURPOSE (MAXIMUM 4500 CHARACTERS; FIELD WILL EXPAND AS YOU TYPE)**

**BACKGROUND:**The Regional Airport consists of approximately 544 acres originally constructed for military purposes during WWII. The existing terminal was constructed and dedicated in the late 1950's in an effort to attract air service to the region. The existing terminal facility consists of approximately 2000 sf permanent structure, which houses all passenger, ticketing, baggage handling and initial security screening services. This building is augmented with a 900 sf portable building which is used for final security screening and a secure passenger boarding area. The maximum terminal seating capacity is 25 persons with airline passenger seating capacity of 30. This area is congested during aircraft visits with planing and deplaning passengers and baggage pick-up. The aircraft apron can only accommodate one commercial flight at one time. The Del Norte County Airport is governed by a seven member Joint Powers Authority (JPA), the Border Coast Regional Airport Authority which includes one elected representative from the City of Brookings and one from Curry County.

**PURPOSE:**

- 1) The City of Brookings, Oregon has identified improved access to commercial passenger air transportation service as a key element in its economic development. This strategy includes attracting permanent residents to the area. A major constraint to attracting new residents to the area is the lack of adequate passenger air service.
- 2) The project will improve the economic viability of the region by producing short and long term jobs.
- 3) This project will help attract an air carrier to provide northbound service to Medford and/or Portland.
- 4) Chambers of Commerce and private business located in Curry and Del Norte Counties function and market the two-county area as a region known as the Wild Rivers Coast region. The airport is a means of accessing the Wild Rivers Coast region for both recreation and business.
- 5) Medical transport is a major element of the current aviation services at the airport. Both trauma and less urgent cases are transferred to other medical facilities via aircraft, with Medford being the most common destination. The Regional Airport is an essential lifeline to medical services for Curry County residents.
- 6) The remoteness of the region makes it critical that adequate air transportation facilities be available following such calamities as major earthquake, tsunami, flood or fire.

**PROJECT DESCRIPTION:** The project includes the development of a new passenger terminal building to accommodate traffic demands, terminal apron ramp, landside vehicle roads and pedestrian circulation, and an adequate parking area. The new terminal facility would accommodate two aircraft parking positions, ticketing/check-in positions, passenger and baggage security screening areas, passenger holding room, air carrier support space, retail and food concession services, and baggage handling and claim systems. The aircraft parking apron is designed to accommodate two design aircraft for this category of runway, currently served by commuter type turbo-prop aircraft with a 30 seat passenger capacity. The Airport Authority has completed an Environmental Impact Report for this project to comply with federal/NEPA environmental review requirements. The Airport Authority has been issued a FONSI and a coastal development permit. The Airport Authority has retained the services of VANIR Construction Management Co. to serve as Construction Project Manager and the architectural services for design from Waddell Engineering. The project qualifies for Federal grant funding under the FAA Airport Improvement Program (AIP) program. FAA AIP grant funds are expected to be the primary source of funding.



# City of Brookings

898 Elk Drive, Brookings, OR 97415  
(541) 469-1100 Fax (541) 469-3650 TTL (800) 735-1232  
[gmilliman@brookings.or.us](mailto:gmilliman@brookings.or.us)

**GARY MILLIMAN**

*City Manager*

Credentialed City Manager  
International City Management Association

November 14, 2011

ODOT Freight Mobility Unit  
555 13<sup>th</sup> Street NE, Suite 2  
Salem, OR 97301-3871  
Attn: *ConnectOregon* Program

The purpose of this letter is to support the *ConnectOregon* IV application submitted on behalf of the Border Coast Regional Airport Authority for replacement of the passenger terminal at the Del Norte County Airport.

The City of Brookings joined the Border Coast Regional Authority in 2008. Through this vehicle, Brookings is partnering with the City of Crescent City, California, the County of Del Norte, California, the Smith River Rancheria and the Elk Valley Rancheria in developing plans for improvements to regional air service to serve Oregon and California residents.

The Del Norte County Airport is the "home" commercial airport for Brookings area residents and businesses. Development of the new passenger terminal is an essential component of the City's economic development program.

We fully expect that the passenger terminal project, along with ancillary businesses that will be created or will expand as a result of the project, will increase jobs for Oregon residents. For example, an estimated 35 percent of the 1600 employees at Pelican Bay Prison in Del Norte County, including the entire management team, reside in the Brookings area, and an estimated 30 percent of the 200 employees of Smith River Rancheria in Del Norte County are Brookings area residents.

Oregon participation in this airport terminal project is appropriate because it serves the economic interests of Oregon job creation and business development.

We urge approval of *ConnectOregon* IV funding for the Del Norte County Airport terminal project.

Respectfully,

Gary Milliman  
City Manager

# City of Brookings MEETING Minutes

## **CITY COUNCIL**

**Monday, October 24, 2011**

City Hall Council Chambers, 898 Elk Drive, Brookings, OR 97415

The City Council met in Executive Session at 6:00pm in the City Manager's office under authority of ORS 192.660.2.e, "to conduct deliberations with persons designated by the governing body to negotiate real property transactions," under ORS 192.660.2.h, "to consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed," and under ORS 192.660.2.d, "to conduct deliberations with persons designated by the governing body to carry on labor negotiations."

### **Call to Order**

Mayor Anderson called the meeting to order at 7:00pm.

### **Roll Call**

Council Present: Mayor Larry Anderson, Councilors Ron Hedenskog, Dave Gordon, Jake Pieper, and Brent Hodges; a quorum present.

Staff Present: City Manager Gary Milliman, Public Works Director Loree Pryce, Senior Planner Donna Colby-Hanks, City Attorney Martha Rice and City Recorder Joyce Heffington.

Others Present: Curry Coastal Pilot Reporter Steve Kadel and approximately 13 public.

### **Ceremonies/Appointments/Announcements**

Mayor Anderson proclaimed the week of October 23-29<sup>th</sup> as Red Ribbon and Drug Awareness Week.

*Re-appoint Timm Rolek to Public Art Committee Position 3.*

**Councilor Pieper moved, a second followed and Council voted unanimously to re-appointed Timm Rolek to Public Art Committee Position 3.**

*Appoint Bryan Tillung to Planning Commission Position 5.*

**Councilor Hedenskog moved, a second followed and Council voted unanimously to appoint Bryan Tillung to Planning Commission Position 5.**

### **Public Hearings/Ordinances/Resolutions/Final Orders**

*Legislative public hearing on file CP-1-11, revisions to Chapter 7 of the City's Transportation System Plan (TSP).*

The public hearing in the matter of file CP-1-11 was opened at 7:13pm. Hearing no exparte, declarations of conflict or personal interest, nor objections as to jurisdiction, Mayor Anderson reviewed the guidelines.

Senior Planner Colby-Hanks provided the staff report regarding required revisions to the TSP to incorporate street standards adopted by Council in January, 2011.

There were no public comments and the hearing was closed at 7:17pm.

Mayor Anderson commented that the revisions were the result of many months of work and thanked Councilor Hedenskog for his efforts in moving this forward.

**Councilor Pieper moved, a second followed and Council voted unanimously to approve revisions to Chapter 7 of the Brookings Transportation System Plan, Street Design Standards, and direct staff to move forward with adoption of the ordinance.**

*Ordinance 11-O-684, amending Chapter 7 of the Transportation System Plan.*

**Councilor Gordon moved, a second followed and Council voted unanimously to do a first reading of Ordinance 11-O-684 by title only.**

Mayor Anderson read the title.

**Councilor Gordon moved, a second followed and Council voted unanimously to do a second reading of Ordinance 11-O-684 by title only.**

Mayor Anderson read the title.

**Councilor Pieper moved, a second followed and Council voted unanimously to adopt Ordinance 11-O-684 [amending Chapter 7 of the Transportation System Plan].**

*Ordinance 11-O-685, amending Brookings Municipal Code Chapter 2.50.*

City Manager Milliman gave the staff report regarding proposed Code changes to Chapter 2.50 including general language clean-up, a reduction in membership from seven to five members, a change in meeting times from once a month to once every other month and defines a quorum as a majority of the membership.

**Councilor Gordon moved, a second followed and Council voted unanimously to do a first reading of Ordinance 11-O-685 by title only.**

Mayor Anderson read the title.

**Councilor Hedenskog moved, a second followed and Council voted unanimously to do a second reading of Ordinance 11-O-685 by title only.**

Mayor Anderson read the title.

**Councilor Hedenskog moved, a second followed and Council voted unanimously to adopt Ordinance 11-O-685, [amending Brookings Municipal Code Chapter 2.50].**

### **Staff Reports**

*Authorize the City Manager to execute Bargain and Sale Deed and Easement Agreement for Bird Island Condominiums, located on Parkview Drive.*

Mayor Anderson recused himself from the discussion and the vote on this subject and turned the meeting over to Council President Hedenskog.

Public Works Director Loree Pryce provided the staff report regarding documents needed to correct a survey discrepancy and to provide access to two water meters located on private property. The property is owned by Larry and Susan Anderson.

**Councilor Gordon moved, a second followed and Councilors Hedenskog, Gordon, Pieper and Hodges voted to authorize the City Manager to execute Bargain and Sale Deed and Easement Agreement for Bird Island Condominiums, tax lot # 401436-90000, located on Parkview Drive. Mayor Anderson recused himself.**

*Authorize a Change Order to the 2010/2011 Street Maintenance Project to include the paving, sealing and striping of the City Hall parking lot in an amount not to exceed \$41,059.40.*

Public Works Director Loree Pryce gave the staff report.

**Councilor Hedenskog moved, a second followed and Council voted unanimously to authorize a Change Order to the 2010/2011 Street Maintenance Project to include the paving, sealing and striping of the City Hall parking lot in an amount not to exceed \$41,059.40.**

*Review alternatives for Social Security Bar and provide direction to staff.*

City Manager Milliman provided the staff report outlining options for the disposition of City owned property which contains access to Social Security Bar.

Public Comments were made by the following:

Tony Hobbs, Bayview Drive, President of South Coast Fisherman, commented that they would not want the access and property sold to a private concern and would prefer that the City keep it with additional regulations, or possibly sell it to Oregon Department of Fish and Wildlife (ODFW).

Ray Brouette, E. Hoffeldt Lane, commented that he would prefer that the City retain ownership with the addition of better enforcement and signs, and not allow vendors because it would take business away from the nearby market.

George Morrison, Oceanview Drive, commented that restricting access in any way would be a disservice to the community.

Carolyn Milliman, Parkview Drive, commented that she would like to see the property made into a park, with the addition of better signage and asked Council not to sell it, gate it, or allow vendors.

Councilor Gordon said he was not in favor of closing it or allowing vendors and that a first attempt should be made to resolve the problems with better signage.

Councilor Hedenskog said he would like to see better signage and a permanent public right of way established, and then possibly sell the property.

Councilor Pieper said he was in support of retaining ownership, improving signage, establishing a public right of way and would possibly entertain a proposal from ODFW, depending on their plan for the property, but did not support the idea of vendors. He added that he did not want to see development of the property as a park in an area outside the City limits due to the cost and upkeep involved.

Councilor Hodges said he'd like the City to retain ownership and improve signage, but wouldn't want access to be limited or taken over by another agency, and added that was against the idea of vendors and thought turning it into a park would be financially difficult. He said he would support permanent access.

Mayor Anderson asked if it was within the Urban Growth Boundary and City Manager Milliman said it was. Anderson then said that a park might be a good volunteer project for the Parks and Recreation Commission someday, and added that he wanted to see the bid for signage opened up to all local sign companies.

**Councilor Pieper moved, a second followed and Council voted unanimously to direct staff to improve signage at [Social Security Bar] and to take the necessary steps to establish a public right of way through the property.**

*Approve Agreement for Services of Municipal Judge Pro Tem with James Fallman with a monthly stipend of \$200 effective January 1, 2012.*

City Manager Milliman gave the staff report, stating that the addition of compensation is related to the expansion of the Municipal Court to handle traffic citations; Fallman would be providing one night of traffic court each month.

**Councilor Hedenskog moved, a second followed and Council voted unanimously to approve Agreement for Services of Municipal Judge Pro Tem with James Fallman with a monthly stipend of \$200 effective January 1, 2012.**

**Consent Calendar**

1. Approve Council minutes for October 10, 2011.
2. Receive monthly financial report for September, 2011.

**Councilor Hedenskog moved, a second followed and Council voted unanimously to approve the Consent Calendar as written.**

**Remarks from Mayor and Councilors**

Mayor Anderson remarked on a request for a joint meeting from the County Commissioners at which time the County would present information about the effect of dwindling County revenues on public services. Staff was directed to work out a mutually agreeable date and time, with November 16<sup>th</sup> as a proposed date.

**Adjournment**

**Councilor Pieper moved, a second followed and Council voted unanimously to adjourn by voice vote at 8:17pm.**

Respectfully submitted:

ATTESTED:  
this \_\_\_\_\_ day of \_\_\_\_\_ 2011:

\_\_\_\_\_  
Larry Anderson, Mayor

\_\_\_\_\_  
Joyce Heffington, City Recorder

**MINUTES**  
**BROOKINGS PARKS AND RECREATION COMMISSION**  
**September 22, 2011**

**CALL TO ORDER**

Chair Parrish called the meeting to order at 7:00 pm followed by the Pledge of Allegiance.

**ROLL CALL**

*Present:* Chair Tony Parrish, Commissioners Tony Baron, Mitchell Bolt, Don Vilelle

*Also present:* City Manager Gary Milliman, Public Works Director Loree Pryce

**APPROVAL OF MINUTES**

- A. Motion made by Commissioner Baron to approve the minutes of July 21, 2011 as written; motion seconded and Commission voted; the motion carried unanimously.**

**PUBLIC APPEARANCES**

Mike Harris, 917 Tanana Place, Costa Mesa, CA introduced himself as a visitor with intentions of possibly relocating to the area and his previous experience of being a member of the Parks & Rec Commission in Costa Mesa. In regards to decreasing the number of Commissioners from seven to five, he advised that from his past experiences with a five member commission, it is easier to obtain a quorum and to fill Commission seat positions which is difficult with a seven member Commission, leaving Commissioner seat positions going unfilled.

**REGULAR AGENDA**

- A. Fencing and Improvements at Bud Cross Park – Commissioner Baron requested this item be removed from the agenda and will bring back at a later date.
- B. Smoking Ban in City Parks – City Manager Milliman presented information collected regarding smoking bans in other communities that have enacted similar regulations in their City parks. Commissioner Baron questioned enforcement and how it would impact the Police Department. City Manager Milliman advised that enforcement would be determined by the Police Department. Chair Parrish believed enforcement would be self-enforced and most people would obey the laws, and that potential fire hazards and cigarette butt litter would be reduced. Commissioner Baron believed the Police Department would be unreasonably called upon to enforce the ban in order to eliminate cigarette butt litter and stated he had discussed the issue with Parks Foreman Dave Lentz who had told him he did believe cigarette butt litter was that great. Commissioner Vilelle suggested that a cigarette butt box in the parks might alleviate some of the litter. Commissioners Baron and Vilelle do not agree with imposing further regulations on individuals. Further discussion and input from the Police Department was suggested, item tabled for further review.

**INFORMATION UPDATES/DISCUSSION ITEMS**

*Lower Stout Park* – Chair Parrish advised that the bricks are in at Lower Stout Park and he has received many positive responses and more donations. The next money project is a transformer box for electricity to power the pump of the cistern well, the water feature and park irrigation; if the City were to provide the funds to pay for the transformer, the money raised will go towards the well itself. Also, the Azalea Middle School leadership class will be planting daffodils with Master Gardeners and Azalea Garden Club at a date to be determined.

**STAFF REPORTS.**

- A. City Manager Milliman advised that the City Council will be meeting September 26th and discussing reorganization of the Parks & Recreation Commission, possibly by reducing the

Commission from seven to five members, possibly increasing the number of non-resident Commissioners from one to two, possibly by relieving requirements for regular monthly meetings and by looking at the possibility of having the Commission establish sub-committees for each park, the golf course and major events. Primary discussion is to be the size of the Commission.

- B. City Manager Milliman advised he will be recommending to new Public Works Director Loree Pryce that the Capital Projects Plan Priority list be put on the next agenda for the Commission's review and recommendations to the City Council on which projects to proceed with.
- C. Public Works Director Pryce advised that Public Works had received a complaint about residents using the Stout Park parking lot for long-term overnight parking. Parking enforcement is handled by the Police Department by issuing citations. Suggested signage "No Overnight Parking" with hours posted at the parking lot entrance or on either side; matter to be further reviewed.

### **COMMISSIONERS COMMENTS**

Chair Parish advised he had received emails concerning making "Make a Difference Day" an annual event sponsored by the City, and establishing a sub-committee to start planning for next year. Commissioner Baron found the email complaining about the lack of involvement by the City Council was untrue and believed that negative remark should be addressed. Matter to be investigated to determine if City wants to sponsor event annually.

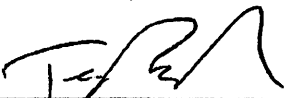
### **PUBLIC COMMENTS**

Mike Harris, 917 Tanana Place, Costa Mesa, CA – in regards to the smoking ban agreed with Commissioner Baron's concerns requiring law enforcement to enforce.

### **ADJOURNMENT**

With no further business before the Commission, the meeting adjourned at 7:37 pm. Next meeting scheduled for October 27, 2011.

Respectfully submitted,



---

Tony Parrish, Chair

(approved at October 27, 2011 meeting)



## Report Criteria:

Report type: Summary

GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Check GL Account	Amount
10/11	10/29/2011	65859	4768	Sean Clemens Co.	10002005	60.00- V
10/11	10/29/2011	66893	1357	Curry County Clerk	10002005	153.00- V
10/11	10/03/2011	66960	2122	Cardmember Service	10002005	4,685.36- V
10/11	10/03/2011	66961	2122	Cardmember Service	10002005	4,260.36
10/11	10/06/2011	66962	4856	911 Supply	10002005	89.48
10/11	10/06/2011	66963	4854	ACE Engineering LLC	10002005	5,460.00
10/11	10/06/2011	66964	3236	AT&T Mobile	10002005	144.99
10/11	10/06/2011	66965	4778	Ausland Builders, Inc.	10002005	488,320.31
10/11	10/06/2011	66966	146	Bay West Supply, Inc	10002005	370.94
10/11	10/29/2011	66967	148	B-H Chamber of Commerce	10002005	.00 V
10/11	10/08/2011	66968	147	Brookings Glass Inc	10002005	395.00
10/11	10/08/2011	66969	313	Brookings Vol Firefighters	10002005	2,250.00
10/11	10/08/2011	66970	4193	C & K Markets	10002005	455.00
10/11	10/06/2011	66971	417	Cabela's Mktg & Brand Mgt Inc	10002005	81.47
10/11	10/06/2011	66972	1840	Chetco Federal Credit Union	10002005	3,053.00
10/11	10/06/2011	66973	3834	Clean Sweep Janitorial Service	10002005	700.00
10/11	10/06/2011	66974	183	Colvin Oil Company	10002005	3,271.94
10/11	10/06/2011	66975	182	Coos-Curry Electric	10002005	55.76
10/11	10/06/2011	66976	315	Curry County Tax Collector	10002005	25.00
10/11	10/06/2011	66977	173	Curry Equipment Company	10002005	122.94
10/11	10/06/2011	66978	195	Curry Transfer & Recycling	10002005	1,576.13
10/11	10/06/2011	66979	259	Da-Tone Rock Products	10002005	241.67
10/11	10/06/2011	66980	185	Del Cur Supply	10002005	312.39
10/11	10/06/2011	66981	1	Frank Cembillin	10002005	25.86
10/11	10/06/2011	66982	1	Lorraine Daneau	10002005	8.64
10/11	10/06/2011	66983	1	Jo Dicus	10002005	39.04
10/11	10/06/2011	66984	1	Kast, Valerie	10002005	52.47
10/11	10/06/2011	66985	1	Mentor Oregon	10002005	41.49
10/11	10/06/2011	66986	1	Brigitte Smith	10002005	57.71
10/11	10/06/2011	66987	1	Dustin Younce	10002005	14.82
10/11	10/06/2011	66988	2340	Diamond Communications, Inc	10002005	98.25
10/11	10/06/2011	66989	4646	Frontier	10002005	845.54
10/11	10/06/2011	66990	3639	Gleaves Swearingen	10002005	90.00
10/11	10/06/2011	66991	3961	Grizzly Fence & Construction	10002005	620.00
10/11	10/06/2011	66992	1130	H.D. Fowler	10002005	2,580.10
10/11	10/06/2011	66993	154	Hagen's Dry Cleaners	10002005	375.00
10/11	10/06/2011	66994	199	Harper, Richard	10002005	300.00
10/11	10/06/2011	66995	4171	In-Motion Graphics	10002005	1,000.00
10/11	10/06/2011	66996	4721	International Code Council, Inc	10002005	127.50
10/11	10/06/2011	66997	4498	Mauldin Electric	10002005	103.00
10/11	10/06/2011	66998	4269	Milliman, Gary	10002005	67.50
10/11	10/06/2011	66999	2827	Morris, Dianne	10002005	34.00
10/11	10/06/2011	67000	1844	My-Comm, Inc	10002005	48.00
10/11	10/06/2011	67001	4487	Net Assets Corporation	10002005	130.00
10/11	10/06/2011	67002	1573	Northwest Business Systems	10002005	20.07
10/11	10/06/2011	67003	2283	NW Technical, Inc	10002005	3,500.00
10/11	10/06/2011	67004	279	One Call Concepts, Inc	10002005	29.04
10/11	10/06/2011	67005	4855	Oregon Wholesale Seed Company	10002005	650.00
10/11	10/06/2011	67006	322	Postmaster	10002005	820.00
10/11	10/06/2011	67007	187	Quality Fast Lube & Oil	10002005	40.50
10/11	10/06/2011	67008	3	Valerie Kast	10002005	24.27
10/11	10/06/2011	67009	3	William Robinson	10002005	70.53
10/11	10/06/2011	67010	3954	Riverside Manufacturing Co	10002005	256.39

M = Manual Check, V = Void Check

GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Check GL Account	Amount
10/11	10/08/2011	67011	4363	Robert N. Black, Attorney	10002005	5,462.50
10/11	10/08/2011	67012	169	Roto Rooter	10002005	31,549.58
10/11	10/08/2011	67013	591	Salmon Run	10002005	1,073.00
10/11	10/08/2011	67014	3499	Simplot Grower Solutions	10002005	415.20
10/11	10/08/2011	67015	582	South Coast Office Supply	10002005	45.86
10/11	10/08/2011	67016	316	South Coast Storage & Industry	10002005	548.00
10/11	10/08/2011	67017	612	Strahm's Sealcoat	10002005	2,460.00
10/11	10/08/2011	67018	797	Town & Country Animal Clinic	10002005	120.00
10/11	10/08/2011	67019	3752	Trace Analytics Inc	10002005	75.00
10/11	10/08/2011	67020	136	United Pipe & Supply Co Inc	10002005	1,846.84
10/11	10/08/2011	67021	990	UPS	10002005	66.08
10/11	10/08/2011	67022	2863	Verizon Wireless	10002005	282.56
10/11	10/08/2011	67023	861	Village Express Mail Center	10002005	26.27
10/11	10/12/2011	67024	2407	Blue Star Gas	10002005	3,129.57
10/11	10/12/2011	67025	4788	BOLI	10002005	500.00
10/11	10/12/2011	67026	3015	Charter Communications	10002005	84.90
10/11	10/12/2011	67027	1745	Coastal Paper & Supply, Inc	10002005	90.25
10/11	10/12/2011	67028	1740	Code Publishing Company Inc	10002005	365.50
10/11	10/12/2011	67029	3844	Colby-Hanks, Donna	10002005	115.75
10/11	10/12/2011	67030	586	Cole-Parmer Instrument Co	10002005	274.48
10/11	10/12/2011	67031	183	Colvin Oil Company	10002005	6,867.86
10/11	10/12/2011	67032	182	Coos-Curry Electric	10002005	57.85
10/11	10/12/2011	67033	4713	Corpro Companies	10002005	590.00
10/11	10/12/2011	67034	4858	Dan McAvoy	10002005	100.00
10/11	10/12/2011	67035	166	Dan's Auto & Marine Electric	10002005	603.78
10/11	10/12/2011	67036	284	Day Management Corp	10002005	410.85
10/11	10/12/2011	67037	4357	Downtown Commerical Center	10002005	300.00
10/11	10/12/2011	67038	153	Ferrellgas	10002005	770.56
10/11	10/12/2011	67039	4646	Frontier	10002005	18.82
10/11	10/12/2011	67040	139	Harbor Logging Supply	10002005	22.68
10/11	10/12/2011	67041	4857	Huntco Supply, LLC	10002005	1,462.00
10/11	10/12/2011	67042	328	Les Schwab Tire Center	10002005	148.50
10/11	10/12/2011	67043	867	Local Gov't Personnel Inst	10002005	3,726.51
10/11	10/12/2011	67044	3561	Oil Can Henry's	10002005	157.89
10/11	10/12/2011	67045	4316	Pieper, Jake	10002005	68.19
10/11	10/12/2011	67046	3309	Roberts & Associates	10002005	390.00
10/11	10/12/2011	67047	4662	Sig Sauer Inc	10002005	189.00
10/11	10/12/2011	67048	136	United Pipe & Supply Co Inc	10002005	1,000.00
10/11	10/12/2011	67049	610	WESCO Distribution Inc	10002005	317.50
10/11	10/19/2011	67050	882	Advanced Security Systems	10002005	70.50
10/11	10/19/2011	67051	4801	Ali's Graphic Shirts & More	10002005	193.50
10/11	10/19/2011	67052	2505	Aramark	10002005	111.30
10/11	10/19/2011	67053	4610	Barrigar, Jason	10002005	221.00
10/11	10/19/2011	67054	148	B-H Chamber of Commerce	10002005	2,332.62
10/11	10/19/2011	67055	4859	BHGC	10002005	691.35
10/11	10/19/2011	67056	1522	Blumenthal Uniforms	10002005	90.50
10/11	10/19/2011	67057	4193	C & K Markets	10002005	222.12
10/11	10/19/2011	67058	3015	Charter Communications	10002005	990.00
10/11	10/19/2011	67059	1840	Chetco Federal Credit Union	10002005	14,035.72
10/11	10/19/2011	67060	4860	Comfort Inn & Suites	10002005	352.00
10/11	10/19/2011	67061	182	Coos-Curry Electric	10002005	371.21
10/11	10/19/2011	67062	4640	Creative Designs by Darlene Wheeler	10002005	30.00
10/11	10/19/2011	67063	2542	Crystal Fresh Bottled Water	10002005	160.00
10/11	10/19/2011	67064	151	Curry Coastal Pilot	10002005	719.56
10/11	10/19/2011	67065	1357	Curry County Clerk	10002005	51.75
10/11	10/19/2011	67066	1357	Curry County Clerk	10002005	4.25

GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Check GL Account	Amount
10/11	10/19/2011	67067	1	Backman, Brian	10002005	6.07
10/11	10/19/2011	67068	1	Jerry Norman	10002005	26.26
10/11	10/19/2011	67069	2640	Dyer Partnership Inc., The	10002005	40,844.88
10/11	10/19/2011	67070	4757	First American Title Insurance Co.	10002005	275.00
10/11	10/19/2011	67071	3961	Grizzly Fence & Construction	10002005	480.00
10/11	10/19/2011	67072	167	Hach Company	10002005	551.09
10/11	10/19/2011	67073	4861	Headsets.com Inc	10002005	1,112.50
10/11	10/19/2011	67074	3930	Hilton Portland & Exec Tower	10002005	226.00
10/11	10/19/2011	67075	4862	HSC WORKSHOPS	10002005	140.00
10/11	10/19/2011	67076	3408	IDEXX Distribution Inc	10002005	412.30
10/11	10/19/2011	67077	4863	Ken Meier Tree Service	10002005	300.00
10/11	10/19/2011	67078	162	Kerr Hardware	10002005	465.50
10/11	10/19/2011	67079	1960	Ntl Fire Fighter Wildland Cor	10002005	247.24
10/11	10/19/2011	67080	3935	Northern California Glove	10002005	310.43
10/11	10/19/2011	67081	1573	Northwest Business Systems	10002005	145.40
10/11	10/19/2011	67082	3789	Oak Street Health Care Center	10002005	400.00
10/11	10/19/2011	67083	4277	OFSI	10002005	246.00
10/11	10/19/2011	67084	687	Owen Equipment Company	10002005	957.14
10/11	10/19/2011	67085	252	Paramount Pest Control	10002005	42.00
10/11	10/19/2011	67086	866	Pitney Bowes Global Financial	10002005	137.00
10/11	10/19/2011	67087	3063	Rettke, Tim	10002005	174.00
10/11	10/19/2011	67088	4864	SOC-ICC	10002005	200.00
10/11	10/19/2011	67089	4226	Technical Controls, Inc.	10002005	933.86
10/11	10/19/2011	67090	785	U.S. Identification Manual	10002005	82.50
10/11	10/19/2011	67091	4370	Verizon Business	10002005	223.03
10/11	10/19/2011	67092	861	Village Express Mail Center	10002005	23.22
10/11	10/19/2011	67093	718	Western Mercantile Agency Inc	10002005	126.40
10/11	10/19/2011	67094	4764	Wright, Travis	10002005	221.00
10/11	10/19/2011	67095	4768	Sean Clemens Co.	10002005	60.00
10/11	10/21/2011	67096	1357	Curry County Clerk	10002005	51.75
10/11	10/26/2011	67097	4866	Barbara Edmiston	10002005	56.00
10/11	10/26/2011	67098	1373	Cascade Fire Equipment	10002005	14.01
10/11	10/26/2011	67099	4865	CRN Construction	10002005	11,843.00
10/11	10/26/2011	67100	4357	Downtown Commerical Center	10002005	360.00
10/11	10/26/2011	67101	145	EBS Trust	10002005	39.74
10/11	10/26/2011	67102	4646	Frontier	10002005	42.16
10/11	10/26/2011	67103	198	Grants Pass Water Lab	10002005	320.00
10/11	10/26/2011	67104	4288	Johnson, Caleb	10002005	25.95
10/11	10/26/2011	67105	4498	Mauldin Electric	10002005	130.00
10/11	10/26/2011	67106	1844	My-Comm, Inc	10002005	316.50
10/11	10/26/2011	67107	3935	Northern California Glove	10002005	85.00
10/11	10/26/2011	67108	3603	Norwest Safety	10002005	811.20
10/11	10/26/2011	67109	4475	Watson, Dusty	10002005	58.00
Grand Totals:						668,260.38

Dated: \_\_\_\_\_

Mayor: \_\_\_\_\_

City Council: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

City Recorder: \_\_\_\_\_

Report Criteria:

Report type: Summary