

# NOTICE OF MEETING

The regular meeting of the Golf Advisory Committee will be held starting at 3:00 PM on January 11, 2024 **Via Zoom Only.**

Public comment is allowed and the public is welcome to make their public comment via telephone at (877)853-5247 (the webinar ID will be posted to our website on the day of the meeting). The meeting will be available for viewing at <https://livestream.com/accounts/3411104>.

A. PLEDGE OF ALLEGIANCE\*

B. INITIAL PUBLIC COMMENTS - *Unless otherwise determined, the time limit shall be three (3) minutes for each person wishing to make a public comment. Unless otherwise permitted by the Chair, no person shall be allowed to speak more than once on any single agenda item. Not to include comments on General Business items with scheduled public comment. The Golf Advisory Committee may address matters brought up during public comment at the conclusion of the comment period but may not deliberate on any non-agendized item.*

C. APPROVAL OF AGENDA *(for possible action)*

*The Golf Advisory Committee may make a motion for a flexible agenda which is defined as taking items on the agenda out of order; combining agenda items with other agenda items; removing items from the agenda; moving agenda items to an agenda of another meeting, or voting on items in a block.*

*-OR- The Golf Advisory Committee may make a motion to accept and follow the agenda as submitted/posted.*

D. REPORTS TO THE COMMITTEE - Reports are intended to inform the Advisory Committee and/or the public.

1. **SUBJECT:** Verbal report from the Director of Human Resources regarding the recruitment and hiring status for the Director of Golf. (Requesting Staff Member: Director of Human Resources: Erin Feore)
2. **SUBJECT:** Verbal report on Golf Now and Marketing at the District Golf Courses.(Requesting Staff Member: Marketing and Sales Manager Paul Raymore)

E. CONSENT CALENDAR (for possible action) - *These items are expected to be routine and non-controversial. The Golf Advisory Committee will act upon them at one time without discussion. Any Committee member, staff member, or interested party may request that an item be removed from the consent calendar for discussion.*

1. **SUBJECT:** Approval of the Golf Advisory Committee Meeting Minutes of December 8, 2023. – **pages 3 – 42**

F. GENERAL BUSINESS (for possible action)

1. **SUBJECT:** Review, discuss, and approve recommendations for Service Levels and Operations at both District Golf Courses.(Requesting Staff Member: Interim General Manager Mike Bandelin) – **pages 43 - 47**

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**Incline Village General Improvement District**

*Incline Village General Improvement District is a fiscally responsible community partner which provides superior utility services and community oriented recreation programs and facilities with passion for the quality of life and our environment while investing in the Tahoe basin.*

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# NOTICE OF MEETING

Agenda for the Board Meeting of January 11, 2024 - Page 2

2. **SUBJECT:** Review, and discuss the challenges and possible recommendations for the Food and Beverage Operations at the District Golf Courses. (Requesting Committee Members: Harry Swenson, and Jay Simon) – *pages 48 - 52*

G. LONG RANGE CALENDAR – *page 53*

H. FINAL PUBLIC COMMENTS - Limited to a maximum of three (3) minutes in duration.

I. ADJOURNMENT (for possible action)

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#### CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before 9:00 A.M. Monday, January 8, 2024, a copy of this agenda (Golf Advisory Committee Session of January 11, 2024) was delivered to the post office addressed to the people who have requested to receive copies of IVGID's agendas; copies were e-mailed to those people who have requested; and a copy was posted, physically or electronically, at the following locations in accordance with Assembly Bill 213:

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2. IVGID's website ([www.yourtahoeplace.com/ivgid/board-of-trustees/meetings-and-agendas](http://www.yourtahoeplace.com/ivgid/board-of-trustees/meetings-and-agendas))
3. State of Nevada public noticing website (<https://notice.nv.gov/>)
4. IVGID's Recreation Center (980 Incline Way, Incline Village, Nevada)

Persons may request copies of all agenda materials by contacting the District Clerk or by visiting the Administrative Offices at the address listed above

/s/ Heidi H. White

Heidi H. White

District Clerk (e-mail: [hwh@ivgid.org](mailto:hwh@ivgid.org)/phone # 775-832-1268)

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**Golf Advisory Committee:** *Michaela Tonking, Todd Wilson, Harry Swenson, Robert Riccitelli, Jay Simon*

**Notes:** *Items on the agenda may be taken out of order; combined with other items; removed from the agenda; moved to the agenda of another meeting; moved to or from the Consent Calendar section; or may be voted on in a block. Items with a specific time designation will not be heard prior to the stated time, but may be heard later. Those items followed by an asterisk (\*) are items on the agenda upon which the Golf Advisory Committee will take no action. Members of the public who are disabled and require special accommodations or assistance at the meeting are requested to call IVGID at 832-1100 at least 24 hours prior to the meeting. **IVGID'S agenda packets are available at IVGID's website, [www.yourtahoeplace.com](http://www.yourtahoeplace.com); go to "Board Meetings and Agendas".***

1 INCLINE VILLAGE  
2 GENERAL IMPROVEMENT DISTRICT  
3 GOLF ADVISORY COMMITTEE

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8 TRANSCRIPT OF HEARING  
9 PUBLIC MEETING  
10 Via Zoom

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12 Held via Zoom

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14 Friday, December 8, 2023

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23  
24 Reported by: Brandi Ann Vianney Smith  
25 Job Number: IVGID 13

1 APPEARANCES

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3 **COMMITTEE MEMBERS PRESENT**  
4 MICHAELA TONKING, CHAIR  
5 TODD WILSON, MEMBER  
6 HARRY SWENSON, MEMBER  
7 ROBERT RICCITELLI, MEMBER  
8 JAY SIMON, MEMBER

9  
10 **ALSO PRESENT**  
11 ANNE BRANHAM, LEGAL COUNSEL  
12 HEIDI WHITE, DISTRICT CLERK

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1	I N D E X		3
2		PAGE	
3	A. ROLL CALL	4	
4	B. PLEDGE OF ALLEGIANCE	5	
5	C. INITIAL PUBLIC COMMENTS		5
6	D. APPROVAL OF AGENDA	10	
7	E. REPORTS TO THE COMMITTEE		
8	E 1	11	
	E 2	15	
9	F. CONSENT CALENDAR	31	
10	G. GENERAL BUSINESS	32	
11	H. LONG RANGE CALENDAR		88
12	I. FINAL PUBIC COMMENTS		95
13	J. ADJOURNMENT	99	

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1 Incline Village, Nevada - 12/08/2023 - 2:02 P.M.

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4 CHAIR TONKING: I'm going to call to order  
5 the meeting of the Golf Committee on December 8th,  
6 at 2:02 P.M. via Zoom. Can we do a roll call,  
7 please.

8 A. ROLL CALL

9 MS. WHITE: Jay Simon?  
10 MEMBER SIMON: Here.  
11 MS. WHITE: Robert Riccitelli?  
12 MEMBER RICCITELLI: Here.  
13 MS. WHITE: Todd Wilson?  
14 MEMBER WILSON: Here.  
15 MS. WHITE: Michaela Tonking?  
16 CHAIR TONKING: Here.  
17 MS. WHITE: And I still --  
18 CHAIR TONKING: Oh, I was going to say can  
19 you mark the time that Harry joins the meeting?  
20 MS. WHITE: Absolutely.  
21 CHAIR TONKING: Thank you.  
22 And then we have the Pledge of Allegiance,  
23 but I'm not sure how to do that via Zoom, but we can  
24 give that a roll.  
25

<p style="text-align: right;">5</p> <p>1 B. PLEDGE OF ALLEGIANCE  2 (Pledge of Allegiance.)  3 D. APPROVAL OF AGENDA  4 CHAIR TONKING: Okay. Great. That's hard  5 on Zoom, something to think about. Approval of  6 agenda. Does anybody have any concerns with our  7 agenda?  8 Great. Then it is approved as is. Okay.  9 So now we're going to move to E reports to the  10 committee. So E 1 is going to be a verbal report  11 from --  12 MATT: Chair Tonking, public comments?  13 CHAIR TONKING: Sorry. Initial public  14 comments.  15 C. INITIAL PUBLIC COMMENTS  16 MR. HILL: Hi, everyone. This is Scott  17 Hill. I was a member of the prior Golf Committee.  18 First of all, I want to thank you all for  19 volunteering to serve on the committee. I'm happy  20 to see that we have a group that's both qualified  21 and smart. I have one general observation for you  22 and then several comments that I would like for you  23 to consider your deliberations.  24 Focusing on the Champ Course, my  25 observation is that while our course is really,</p>	<p style="text-align: right;">6</p> <p>1 really a true gem and maintained very well, it is  2 not a course that is going to command the kind of  3 non-resident or non-member pricing that the Tahoe  4 Mountain Club or Edgewood or other resort courses  5 will command. We simply do not have the warmup and  6 practice facilities, the range balls, the grass  7 hitting areas, the club house experience, or even  8 the service levels that any of those venues have.  9 Now, a few comments for you to consider.  10 I'm sure all of you have noted that we added 20  11 percent more tee times in 2023 than 2022, and yet we  12 had fewer rounds in 2023 than 2022. Club play is  13 down, Play Pass purchases are down as residents, I  14 guess, chose other golf venues and bought more  15 single play rounds and ten-play passes in  16 anticipation of their fewer rounds.  17 Secondly -- and this is important -- our  18 model of pricing, especially the timing of our  19 pricing, needs a complete redo. As a club member, I  20 gave you an example last year when we were asked to  21 move one of our events so that a very large and  22 profitable outside group could do an outing here,  23 which we agreed to. However, that group eventually  24 went elsewhere when they couldn't get a contract  25 with fixed pricing even as late as March. And we</p>
<p style="text-align: right;">7</p> <p>1 have lost other groups as a result, I understand, as  2 a result of our now-higher pricing.  3 In contrast -- just to point out -- a  4 group of my former colleagues booked a golf outing  5 in Arizona last May of 2023 for May 2024 with fixed  6 price. I mean, we just need additional certainties.  7 Our residents demand and expect consistency and  8 certainty around pricing, and we really owe it to  9 everyone and to ourselves, frankly, to have a good  10 financial result.  11 Finally, I would like the committee to  12 address the prior committee's conclusion that golf  13 at Incline should be for residents first. Whether  14 they want to organize in small groups, in larger  15 clubs, or whether they're simply individuals wanting  16 to play around here and there, golf at Incline  17 should be for residents first.  18 That's it. Thanks for your time and  19 efforts. Look forward to hearing what you have to  20 say. Thanks.  21 CHAIR TONKING: Thank you.  22 (Mr. Swenson joined the meeting at  23 2:08 P.M.)  24 MR. DOBLER: This is Cliff Dobler, 995  25 Fairway.</p>	<p style="text-align: right;">8</p> <p>1 First of all, I would like to thank the  2 committee members for their efforts in trying to  3 stabilize golf operations. I feel this committee  4 should spend some time on the bloated golf  5 operations and administrative overhead expenses.  6 About three years ago, I compared what IVGID  7 actually spent in 2018 in relationship to the  8 projections by Global Golf. As I indicated, golf  9 rounds, golf driving range revenues, course  10 maintenance, and merchandise and food and beverage  11 sales, in general, hit the golf -- Global Golf  12 projections. However, golf operations, office  13 staff, and administrative overhead missed the  14 projections by a substantial amount. The expenses  15 for the two departments exceeded projections by  16 \$443,000.  17 I read this analysis each year and asked  18 staff and the Board to consider a review of these  19 departments and to develop a diet. Nothing was  20 done.  21 On May 8th, Darren Howard and Trustee  22 Schmitz produced 44 pages of data of revenues, but  23 nothing on expenses. Now, there will be several new  24 expenses which will have to be resolved prior to  25 next year's budget.</p>

9

1 I only have time to discuss the  
 2 Championship Golf Course. For the last four  
 3 fiscal years, the food and beverage departments had  
 4 losses. Annual revenues averaged 622,000, and  
 5 average losses were 146,000. Last year's loss  
 6 totaled 315,000. Labor costs rose from 308,000 to  
 7 561,000, or 82 percent over the four-year period.  
 8 Howard's solution was to budget revenues in the  
 9 current year at 942,000, and reflected a slight  
 10 profit. We will see what actually happens sometime  
 11 in the future.

12 Central services costs, these charges  
 13 arrived by allocating a portion of the general  
 14 fund's bloated expenses to each of the recreational  
 15 venues. The Champ Course current budget allocation  
 16 is 255,000. My estimate for the '24/'25 budget  
 17 indicates the allocation will be increased by no  
 18 less than 130,000. Based on what we have seen in  
 19 the past three months, the administrative accounting  
 20 and information technology will add another million  
 21 dollars in the expenses in which the Champ burden is  
 22 13 percent.

23 The parks department has a 2023/'24 budget  
 24 of 1,147,000 in losses, and only generates 50,000 in  
 25 revenues. Last year, it was decided that the parks

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1 should be part of the general fund.  
 2 The Champ Course will have to bear  
 3 13 percent of the losses, requiring an additional  
 4 150,000 to be laid at the feet of the golfers. The  
 5 general fund's revenue are limited to property taxes  
 6 and consolidated taxes, which rates and amounts are  
 7 set by the State. There are no other sources of  
 8 income.

9 Since the increase in costs for  
 10 administrative accounting and information technology  
 11 and the parks will require additional support, the  
 12 golf courses must pay for their, quote, fair share,  
 13 which will be about twelve bucks a round.

14 Please address that bloated overhead --  
 15 (Expiration of three minutes.)

16 MATT: That was our last public comment,  
 17 Chair.

18 CHAIR TONKING: Thank you. That will  
 19 close out item E, public comments. Then let's do  
 20 the approval of the agenda.

21 D. APPROVAL OF AGENDA

22 CHAIR TONKING: Does anyone see any  
 23 changes they need to the agenda?

24 Great. So then the agenda is approved as  
 25 is. Okay. Then we'll move to item E.

11

1 E. REPORTS TO THE COMMITTEE  
 2 E 1.

3 CHAIR TONKING: The first one is E 1,  
 4 verbal report from Director of Human Resources  
 5 regarding the status of hiring an instructor of  
 6 golf. I believe our Director of Human Resources  
 7 could not make it today, I believe GM Bandelin has  
 8 an update for us all.

9 MR. BANDELIN: Thank you members of the  
 10 committee.

11 As of today, we have received 15  
 12 applications and resumes for the director of golf  
 13 operations position. We posted the position on many  
 14 websites. I don't know the exact date, but, again,  
 15 we've have 15 qualified applications that staff has  
 16 begun to walk through each one of the candidate's  
 17 information to determine an initial list of  
 18 candidates that the District would like to present  
 19 to the interview.

20 We anticipate this list becoming available  
 21 within the next week. And the District staff will  
 22 partner with our golf trustee liaison to ensure that  
 23 the selection of the candidate meets the  
 24 expectations. Once this list is finalized, moving  
 25 down from probably the amount of applications that

12

1 we have now or even more, once we finalize the list,  
 2 we will do some prescreen interviews to conduct and  
 3 further evaluate the selected candidates.

4 Ultimately, it is our goal for the  
 5 committee and the liaison to have the final  
 6 selection of the candidates conducted just after the  
 7 first of the year. That's kind of looking at our  
 8 timing. While we don't have a definitive outline of  
 9 those interviews, we have primarily suggested that  
 10 maybe the first interview panel is comprised of a  
 11 few members of the District's senior leadership  
 12 staff, the HR director, and possibly, hopefully, one  
 13 or two members of the Golf Committee. And, again,  
 14 this is kind of a preliminary suggestion. However,  
 15 once we have firmed up the schedule in place, we  
 16 will ensure our trustee liaison and the committee  
 17 are immediately updated.

18 Just to kind of recap: We do have several  
 19 applications, and the HR staff will be checking on  
 20 those and kind of coming up with a little bit pared  
 21 down list to be able to work with the trustee  
 22 liaison. And we'll keep you posted on how we're  
 23 coming along.

24 Good news is that we have quite a few  
 25 candidates at this particular time.

13

1 If I might add, just on the call, we have  
2 invited Jeff Clothier, the District's golf courses  
3 superintendent, and also Rob Bruce, the first  
4 assistant head pro is also on the call today as  
5 well.  
6 CHAIR TONKING: And Greg's also here.  
7 MEMBER SIMON: Could you send out the  
8 wording of job the posting to the committee members?  
9 MR. BANDELIN: Yes, we can. I'll make a  
10 note of that.  
11 MEMBER SIMON: Did it get posted on PGA  
12 sites?  
13 MR. BANDELIN: I don't have the answer to  
14 that, but we can certainly provide the posting and  
15 then the wording of the posting as suggested. And  
16 then, as well, the areas that we did post. If I  
17 could get back to you on that.  
18 MEMBER SIMON: Okay. Do you have criteria  
19 for the down selection, as you called it, coaling?  
20 I mean, out of the 15 candidates, are they all  
21 qualified or some of them qualified, what's your  
22 perspective?  
23 MR. BANDELIN: My perspective is that the  
24 HR staff and the golf liaison will make that coaling  
25 of all the candidates to be able to bring to staff

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1 like 150 applicants or more. I know it's early.  
2 MR. BANDELIN: That's a very good point.  
3 And I think we'll -- what I would suggest there is  
4 to have Michaela and the HR director make those  
5 decisions of how long, you know, the posting would  
6 continue to make sure that we cast a wide net to be  
7 able to get the best candidates for review.  
8 CHAIR TONKING: Good point.  
9 Any other questions?  
10 That's going to close out item E 1.  
11 E 2.  
12 CHAIR TONKING: Verbal report and a  
13 history of golf committee and past recommendations  
14 from interim General Manger and Trustee Tonking.  
15 Do you want to talk a little bit on that,  
16 Mike?  
17 MR. BANDELIN: I would just say that, one,  
18 just so the committee knows that I, myself, really  
19 have -- I was not involved of any of the meetings  
20 with the previous Golf Committee. And what we  
21 wanted to do here today is be able to at least put  
22 in print so the committee would be able to review  
23 and have an understanding of what the -- some of the  
24 recommendations were of the Golf Advisory Committee  
25 from October 2021.

14

1 and the committee to be able to start the interview  
2 process.  
3 To answer your question, I think -- yeah,  
4 we'll spend a little bit more time making sure that  
5 we get all the candidates. We'll send out the  
6 wording of the advertisement, and then the listing  
7 where we advertised for the position. And then we  
8 will go through the process and be able to inform  
9 the golf liaison trustee on how the process is  
10 moving and certainly keep Michaela in the loop.  
11 CHAIR TONKING: Yeah. I'll add on to  
12 that. Director of HR and I are meeting next week to  
13 make sure that they all meet the criteria that was  
14 in the posting, and then we'll go from there coming  
15 up with a good interview schedule. And she'll let  
16 you guys know when GM Bandelin comes up with a  
17 schedule.  
18 And then once we go from there, hopefully,  
19 we can have a member or two of committee on one of  
20 those and go from there.  
21 MEMBER SWENSON: Happy to volunteer for  
22 that.  
23 CHAIR TONKING: Thank you.  
24 MEMBER SIMON: 15 is not very many. I've  
25 been involved in a couple of searches and it was

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1 I won't -- what I'm trying to say is I  
2 just won't have a lot of -- I wasn't present at the  
3 meeting, so I'm not going to be a good soundingboard  
4 on how these recommendations were presented, how  
5 they were followed through. We don't have the  
6 director of golf that was at the committee meetings  
7 and going through the recommendations or actually  
8 how to determine recommendations. Not being there,  
9 I'm just not going to be a very good soundingboard  
10 to reflect on the minutes that are in the packet.  
11 CHAIR TONKING: Great. I think what we  
12 should start with is -- and that's why, hopefully,  
13 Rob and Greg and Jeff can help with questions around  
14 anything like in the history of golf, and they're  
15 also going to be here to help us with Item G 1 when  
16 we talk about service levels.  
17 Hopefully we'll have enough places in here  
18 to give you all the context you need. But if there  
19 are questions that you have and we don't have that  
20 information, we'll make sure to get it.  
21 I want to start out with how it all  
22 happened. Originally, there was a report done about  
23 2015, done awhile ago. It was done to talk about,  
24 like, what are some of the ideas that the golf  
25 course could do in order to improve operations at

17

1 the golf course. And that should be included in the  
 2 packet, and everyone should have had an opportunity  
 3 to look at.

4 From there, the Board had discussions over  
 5 the time about how to, like, some operations of  
 6 golf, especially, like, around pricing, and, like,  
 7 utilization and service levels. Those have been big  
 8 questions that the Board had been discussing.

9 And so what happened was in 2021, there  
 10 was a committee that was created and it was just a  
 11 general manager committee and they were -- Kendra  
 12 Wong was the trustee at the time who was overseeing  
 13 it. They were all brought together to come up with  
 14 some recommendations that could be utilized to  
 15 discuss what was believed to be some good  
 16 recommendations from the Board to consider when  
 17 talking about golf for the 2022 year.

18 And so those recommendations at that whole  
 19 time, they came out, they were presented to the  
 20 Board. And there's some recommendations that I  
 21 believe are included in your -- in Appendix D, it's  
 22 labeled within your board packet. And there was a  
 23 bunch of recommendations that came out of that group  
 24 of people that were then given to the Board.

25 So from there, the Board then took some of

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1 those recommendations and they took other data  
 2 points and came up with what, I would say, were the  
 3 Board recommendations that occurred for the  
 4 2023 year.

5 And so what our job is now and what we  
 6 need to be doing is, first, we need to talk about  
 7 service levels. What level of operations do we want  
 8 to be funding? What do we think needs to be -- what  
 9 kind of ideas you all have there. And we have Greg  
 10 and Rob and Jeff all on to have that conversation  
 11 with us. And then we'll have to then from there  
 12 move into pricing. I'll get more into that in G 1.

13 There were all these different data points  
 14 that we have from all these different committees.  
 15 And I think one of the questions we were asked is  
 16 where was the failure in some of the committees?  
 17 Why is this a new committee that's now being formed?

18 And I think it's because the committee was  
 19 so informal to begin with, and then there was not  
 20 any board direction to move it forward continuously.  
 21 And so now we have a set committee in which we can  
 22 continue moving ideas forward, continue to discuss  
 23 and, like, understand the Board direction versus it  
 24 just being a general manager committee.

25 That's kind of like the difference between

19

1 this committee and the past committee.

2 But there were a bunch of recommendations.  
 3 I did not sit on it, but I've been over them. I've  
 4 also talked to people who have been on it. If we  
 5 want to talk about any of those, we can. Or we can  
 6 wait until G 1, where we take all of the information  
 7 together to talk about it.

8 We did want to give you a little bit of  
 9 history of where things were and have -- introducing  
 10 everyone who is on this call to help us work through  
 11 this process together.

12 Are there any questions?

13 MEMBER SWENSON: I have a couple of  
 14 questions. I did read the full package, and very  
 15 insightful information.

16 What seemed to be telling to me in that  
 17 package, which included the previous, ten-year-ago  
 18 study, that I think is relevant for today, that  
 19 Global Golf had done for us, along with Darren and  
 20 Sara's financial analysis package that they  
 21 developed for their May 8th meeting, and also from  
 22 the -- and looking at what Darren had presented to  
 23 us at the last meeting. And all of them lead to  
 24 one -- a major fundamental problem that we have,  
 25 which is course utilization. It was true in the

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1 Global Golf analysis. It was true this last year  
 2 with 63 percent of the tee times being utilized.  
 3 And I think it also really affects our financial  
 4 picture.

5 One of things that concerns me about that  
 6 is if we don't really address that -- and if the new  
 7 golf -- director of golf doesn't address that and  
 8 get more in line with what are industry standards of  
 9 70 to 80 percent utilization, not 63 or 60 or less,  
 10 we're working on the wrong side of the equation when  
 11 we look at, oh, how do we reduce staff and reduce  
 12 this, or service levels, rather than figuring out  
 13 what does it take to really fill the tee sheet.  
 14 Which is -- should be the number one job of the  
 15 director of golf for us, one way or the other, and  
 16 then prioritize it, as previous comments have said  
 17 before.

18 And I also looked at the comments from the  
 19 Golf Advisory Committee, two-page recommendations,  
 20 which is, yeah, we can prioritize our local people,  
 21 our Pass Holders or our residents, and still fill  
 22 the tee sheet.

23 I've done a lot of talking to other  
 24 golfers and part-time golfers that I know here that  
 25 want to play more, but they claim -- and I'm not

21

1 going to disagree with them -- they can't get tee  
 2 times. And there are ways to make that happen.  
 3 I've seen the other golf courses utilize different  
 4 tools to make that happen, but there is an  
 5 aggressive structure necessary to basically fill the  
 6 tee times.

7 I think that has to be as equally, if not  
 8 more, important in our discussions and deliberations  
 9 than figuring out where the service levels are.  
 10 Because most of the service levels have to do with  
 11 maintenance. There's things you can do with  
 12 maintenance because the ones that were put in that  
 13 May 8th document were really minor costs, as I could  
 14 tell.

15 The major -- so those service levels that  
 16 we're already doing that may seem excessive to  
 17 people that are not intimately involved with this,  
 18 they're minor. It's usually the largest, you know,  
 19 how many times you mow, how many times do you cut?  
 20 What's your gross level of maintenance, and how much  
 21 of different types of fertilizers do you use?  
 22 That's a key thing and that's a cost item in your  
 23 service levels. Less so than whether you print out  
 24 250 score cards for a tournament.  
 25 That's kind of the things I'd like to lay

22

1 out there when we talk about this. I think that is  
 2 going to be a key to make this place, the golf  
 3 courses more sustainable.

4 MEMBER WILSON: Yeah. So I do have a  
 5 quick question for Director Bandelin, and related to  
 6 the topic here of the history of committees.

7 My question is more generally around the  
 8 history of committees here. Given your role and  
 9 history and experience, because you've had a wealth  
 10 of that here in Incline Village, are there any  
 11 things that you can point to, you can give us that  
 12 is going to give us the most likelihood of success  
 13 as a committee? You talked in our last meeting, it  
 14 came up a few times, why has that failed in the  
 15 past?

16 In your experience, not in just golf  
 17 committees, but other similar advisory committees,  
 18 is there anything that you can point to that might  
 19 help us be as successful as possible, given all the  
 20 nuances to what an improvement district is and how  
 21 those operations work?

22 MR. BANDELIN: Sure.

23 So, Michaela, would you want to first  
 24 address this? Then I might have some comments what  
 25 the Board is kind of looking for from golf

23

1 operations. We heard a little bit of that from one  
 2 of the callers, but let's hear from Michaela. Then  
 3 I might be able to expound a little bit on that.

4 CHAIR TONKING: Yeah. I guess you want me  
 5 to answer in terms of why committees have failed in  
 6 the past?

7 MR. BANDELIN: Just to address Todd's  
 8 question. Where we -- maybe what the committee,  
 9 what Todd is asking, I believe, is we've seemed to  
 10 try to kind of pencil in a pricing strategy to be  
 11 able to -- and it's fairly new -- talk about  
 12 covering operating costs, covering overhead,  
 13 covering capital and debt service.

14 And I think what Todd might be alluding to  
 15 is what sort of insight could I give that might make  
 16 the committee successful.

17 But I just thought we could hear from you,  
 18 Michaela, as the Board level -- and almost what  
 19 Harry was talking about on a couple of items. I  
 20 think they would like to hear from you from the  
 21 Board side what would make the committee successful  
 22 in the Board's eyes, and then maybe we can talk  
 23 through that a little bit.

24 CHAIR TONKING: Yeah. We talked a lot  
 25 about -- the Board has talked about: We want to see

24

1 X resident costs cover operations. And then  
 2 nonresidents will cover a portion of capital.

3 All those discussions have been at the  
 4 board level with no set amount, but it is laid out  
 5 in our pricing policy that we're looking at. And so  
 6 we've included that in the package to talk about.  
 7 We have to abide by our pricing policy when we get  
 8 to pricing.

9 But what I think what will be really  
 10 successful is to give recommendations that align  
 11 with the Board policies that exist. I think the  
 12 Board is also very much looking for this idea of  
 13 service levels at what types of services do we need  
 14 at the golf course.

15 But I think that also goes hand in hand  
 16 with pricing and service levels, your utilization,  
 17 right? So you can raise prices a bunch, but then  
 18 you see utilization go down, and that doesn't really  
 19 help any of our costs.

20 It's really having -- you can see, like,  
 21 utilization go up and that's much more sustainable,  
 22 for example. So it's coming up with, like, also  
 23 some very sustainable recommendations, and I would  
 24 argue, like, in ways to almost put the golf  
 25 committee out of a job. You've come up with such



25

1 great, sustainable recommendations, there really is  
 2 not a need for that committee. That would be a  
 3 successful committee, I would argue.  
 4 I really think it's coming together, talk  
 5 about, A, things that abide by our pricing policy.  
 6 But also, like, ideas around utilization, and if  
 7 there is any areas that we can possibly cut.  
 8 But, again, also being very aware -- or  
 9 that we may need to add back, like saying, well,  
 10 without this service, we've noticed this has usually  
 11 led to the decrease of utilization within our golf  
 12 courses. Or without this, we've seen utilization go  
 13 down.  
 14 And that's not helpful. If it is going  
 15 down and we raise prices, we're really crossing a  
 16 line. It doesn't really help us; it's only a  
 17 short-term solution. I think the key is we need to  
 18 come up with that foundation in order to have good  
 19 utilization at our courses, and then from there we  
 20 can talk about where we meet our revenues with that.  
 21 That's kind of how I'm envisioning to get  
 22 there. And I think that would be a very solid,  
 23 foundational recommendation to the Board so they can  
 24 understand: Here are the things we need.  
 25 MR. BANDELIN: I just might add, Todd,

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1 that this is the first board-appointed golf  
 2 committee. I see why you asked the question, how  
 3 does the committee be successful, and I think as a  
 4 really well-structured, board-appointed committee,  
 5 for lack of a better term, you have a seat at the  
 6 table. These are structured meetings, we have a  
 7 court reporter on, we are taking meeting minutes,  
 8 and so it has a lot more, like, structure to it to  
 9 be able to have the committee take their time to  
 10 really evaluate and present the global idea of what  
 11 we want the Incline Village General Improvement  
 12 District golf courses to be and to do and to provide  
 13 to the community.  
 14 We have not had that in the past. We've  
 15 had reports done by outside people, like Global  
 16 Golf, and then we've had this recent committee. I  
 17 couldn't really tell you how long the committee met.  
 18 But I think answering one of the questions  
 19 from a committee member at the last meeting, When is  
 20 this committee done? And I answered, Well, never,  
 21 because there's a lot to accomplish here.  
 22 I feel by answering your question in that  
 23 way, this committee has a lot of meat because  
 24 they're board-appointed and you have a trustee  
 25 liaison that is the chair of committee.

27

1 MEMBER SIMON: Do we have the course  
 2 superintendent on there?  
 3 MR. BANDELIN: Yes, Mr. Clouthier is on  
 4 here.  
 5 MEMBER SIMON: Can I ask you a question?  
 6 Kind of following up on what was mentioned. For the  
 7 last three years, there's been about 23,000 rounds,  
 8 plus or minus, on the Championship Course. Can the  
 9 course sustain 26-, 27,000 rounds of golf in such a  
 10 short period of time and maintain its status, the  
 11 same quality that we've all become accustomed to?  
 12 MR. CLOUTHIER: Yeah, I think -- first of  
 13 all, Jeff Clouthier, Superintendent for both golf  
 14 courses.  
 15 To answer your question, yes, we can  
 16 sustain more golf. I think where you need to be  
 17 careful is if you really start to push it to an  
 18 upper number, we start to get to the point where we  
 19 were 20 years when I was here. I first got here  
 20 about 22 years ago. And what that led into was that  
 21 renovation that happened 20 years ago was because  
 22 the golf courses were so worn down and there was no  
 23 time for maintenance because they are packing so  
 24 many golfers on the golf course at that time.  
 25 We've made some changes since then where

28

1 we have seven o'clock tee times instead of 6:00 A.M.  
 2 tee times. Or, I believe at that time, they were  
 3 doing split tees where they were going off both  
 4 number 1 and number 10 or six o'clock or 6:30. And  
 5 that's where you get to the point where there's no  
 6 time for maintenance. You're just trying to stay  
 7 ahead of golf.  
 8 So the quality suffers, things get  
 9 skipped, things like that happen. We get even into  
 10 some of that even now with the amount of shotguns  
 11 where we have to just get out there and get the golf  
 12 course ready so that we can get out of the way.  
 13 You have to be a little bit careful of how  
 14 much you really want to push, but absolutely you can  
 15 do more golf at that golf course. I think the  
 16 afternoons are certainly a time where you can get a  
 17 lot more golfers out. Usually the mornings are  
 18 pretty busy, in our determination.  
 19 From the time we start tee times all the  
 20 way through until the middle of the day, we're  
 21 pretty busy. I don't how much time there is in that  
 22 period to add. But, certainly in the afternoons, in  
 23 my estimation, can do quite a bit in the afternoon.  
 24 MEMBER SIMON: Okay. Thank you. The  
 25 course is in great shape.

29

1 MEMBER SWENSON: I think was Mike was --  
 2 I'm not going to speak for you, but this is my  
 3 interpretation because this a lot, the information  
 4 that was provided. Which was allusion to the  
 5 pricing -- price recovery pyramid.  
 6 I had some questions about that because it  
 7 was never explicit. Where does the golf courses  
 8 fall on that pricing -- from the trustee's  
 9 perspective -- recovery pyramid? I think read into  
 10 it when your using the words of the "pricing  
 11 recovery pyramid," back into some of the May 8th  
 12 analysis and budget presentation that we're -- that  
 13 it's consider that the golf courses at the top of  
 14 that pyramid, rather than somewhere in the middle.  
 15 When I think of the amount of utilization  
 16 the course gets from residents, it's very, very  
 17 high. So I don't think it's all individualized.  
 18 That on top of what we've heard in some of the  
 19 public comments, these courses add to the values of  
 20 all the homes here too.  
 21 So there's things of that nature that I'm  
 22 trying to understand with regard to the Board's  
 23 thinking on the pricing strategy relative to the  
 24 cost recovery pyramid. If you know of if you can be  
 25 more explicit on that, Michaela, I would really

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1 appreciate it.  
 2 CHAIR TONKING: Yeah. So I think we're  
 3 going to wait to talk about the cost recovery  
 4 pyramid until we get to G 1. I just don't want us  
 5 to go off of our agenda so I don't get yelled at by  
 6 legal. That's a great question and a good  
 7 conversation to have once we hit G 1.  
 8 Any other or questions around item F?  
 9 MEMBER SIMON: The first statement in  
 10 their recommendations seems to be kind of key what  
 11 we do or don't recommend. Kind of following up on  
 12 what Scott Hill had mentioned.  
 13 It says: The focus should be on  
 14 maximizing value to residents, regardless of whether  
 15 or not they're in a golf group.  
 16 I would tinker with that language a little  
 17 bit, but does this committee agree with that?  
 18 MS. BRANHAM: From legal perspective, I  
 19 just want to make sure everyone's aware, we're not  
 20 making any kind of determination on this item. It's  
 21 just a discussion-only.  
 22 Totally fine to have that conversation,  
 23 but just bear in mind, nothing will be changing  
 24 directly as a result of this conversation. We will  
 25 need to re-agendize anything for action in the

31

1 future.  
 2 CHAIR TONKING: I believe it can be  
 3 re-agendized in G 1.  
 4 MS. BRANHAM: Perfect.  
 5 CHAIR TONKING: There's space in here to  
 6 make the recommendation. I just wanted to have a  
 7 verbal report for some history. And then we can do  
 8 an actual working session and bring all this  
 9 material back in in a second, in item G 1. I feel  
 10 like hitting that right back. I feel like  
 11 everyone's ready to start doing the actual work.  
 12 That will close out item E 2. That will  
 13 move us on to item F.  
 14 F. CONSENT CALENDAR  
 15 CHAIR TONKING: Do I have motion to  
 16 approve the consent calendar?  
 17 MEMBER WILSON: Approved.  
 18 CHAIR TONKING: We have one motion for the  
 19 consent to be approved. Do I have a second?  
 20 MEMBER RICCITELLI: I will second it.  
 21 CHAIR TULLOCH: All in favor, please say  
 22 aye.  
 23 MEMBER WILSON: Aye.  
 24 MEMBER SWENSON: Aye.  
 25 MEMBER RICCITELLI: Aye.

32

1 MEMBER SIMON: Aye.  
 2 CHAIR TONKING: Aye.  
 3 All opposed? Okay, that passes, 5/0.  
 4 Let's move on to item G 1.  
 5 G. GENERAL BUSINESS  
 6 CHAIR TONKING: Receive, review, and  
 7 discuss the May 2023 staff report, including the  
 8 proposed rates for 2023, service levels and  
 9 operations for the District-owned golf courses, and  
 10 provide possible recommendations on service levels  
 11 to the Board of Trustees for consideration.  
 12 And then there is an item for us to talk  
 13 about any recommendations that we may have. And so  
 14 we can use all that material for that discussion.  
 15 So, it's pretty much all that we have  
 16 alluded to at the beginning. But what I want to say  
 17 as an intro to this item is I would really like this  
 18 item to be less about the costs and much more about  
 19 what kinds of service levels, the general foundation  
 20 that we are going to build on, and then any thoughts  
 21 on financial information we would like to get from  
 22 the interim financial director going forward.  
 23 Really just being able to talk about the service  
 24 levels at the course, utilization, how we feel about  
 25 some of the recommendations that have been, and then

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1 any recommendations we want to be giving to the  
 2 Board around service levels.  
 3           Again, if we're not quite there yet, we  
 4 could take all those pieces and at our next meeting,  
 5 we can make a formal motion to the Board. So no  
 6 immediate rush on that.  
 7           I think some of our first concepts we want  
 8 to talk about is the pricing pyramid, which we can  
 9 talk about briefly, and it's something that I think  
 10 we'll probably actually save more until we talk  
 11 about finances. There is a pricing pyramid. We  
 12 have not discussed where each venue -- when I said  
 13 "we," the Board has not discussed where each venue  
 14 falls onto that pricing pyramid. So that's possibly  
 15 a conversation we can have, more of the prices.  
 16           But it's basically a pyramid that shows  
 17 that, like, different venues cover costs at  
 18 different rates. Some of them are not breaking  
 19 even, some are breaking even, some are making  
 20 profits, it's all of that, and then you price  
 21 according to the pyramid.  
 22           So this really comes out of a lot of,  
 23 like, governmental recreation. And so how I would  
 24 think about it is, like, if you have senior  
 25 programming, for example, or youth programming, a

35

1 pyramid.  
 2           That's kind of how the pricing pyramid  
 3 works and its alluded to in a lot of different ways,  
 4 but that's the concept behind it.  
 5           I think it will be something really useful  
 6 when we start talking about some of the financial  
 7 data we see and we start thinking about, like, how  
 8 we would recommend the venues to be operated and the  
 9 type of financial return it should provide. But I  
 10 think for right now, it's in there because it will  
 11 be referred to a lot, and it's a hard concept to  
 12 understand. But I think it's something that we will  
 13 talk more about once we actually have hard numbers  
 14 to talk about. But I think we do really need to  
 15 build a foundation where we want to begin.  
 16           And I think, Jay, brought a really good  
 17 point starting with that first recommendation out of  
 18 the Golf Advisory Committee as a possible thought of  
 19 a place to start. Yeah, I guess if people have  
 20 different pushbacks on you want to start somewhere  
 21 else, you can start somewhere else.  
 22           I just really want us to start thinking  
 23 what type of utilization do we want to see? What  
 24 types of experience do we believe the courses need  
 25 to provide to really create that foundation to then

34

1 lot of the times the concept behind it, in  
 2 government, is that you would subsidize those to be  
 3 a little bit more affordable for children and people  
 4 on fixed incomes, is kind of the logic behind that,  
 5 so they may not be paying the full amount.  
 6           Where then you have other programs where  
 7 these are the types of programming that you would  
 8 charge all the operational costs, so they're paying  
 9 the full amount.  
 10           Or there's other programming where this is  
 11 the kind of program where we would want profit on.  
 12           So that's kind of how that pyramid works,  
 13 and it comes out of a government system around --  
 14 parks and recreation is where it originated from.  
 15 And so that's kind of why it's our pricing policy,  
 16 and something that the Board has been throwing  
 17 around and discussing in each of the venues.  
 18           It is something that we will hear about if  
 19 you guys start watching the Board meetings during  
 20 the budget workshop, it'll get brought up. But I  
 21 don't think there's been a set place that golf  
 22 overall lands on, and I think it goes along a youth  
 23 programming and stuff also led into golf and there's  
 24 all these other nuances. So, sometimes one venue  
 25 can fall within many different points of the pricing

36

1 begin thinking about the costs of it? And then the  
 2 review recovery. And I think the revenue recovery  
 3 of that will then be part of the pricing pyramid  
 4 discussion.  
 5           Hopefully that made some sense. I feel  
 6 like I rambled a lot.  
 7           MEMBER WILSON: It definitely makes sense.  
 8 It's a bit of a new concept for me, but now I  
 9 understand why. Coming more from the for-profit  
 10 sector, I think you have the same mix, where you're  
 11 trying to reach that perfect price discrimination  
 12 with every potential customer.  
 13           Have we ever done -- I've seen comparable  
 14 numbers to other golf courses in the 2012 report.  
 15 Have we ever done any elasticity-types of analysis?  
 16 You know, the willingness to pay versus what we're  
 17 probably leaning towards which is: How can we give  
 18 the best benefit to our residents?  
 19           Just curious if we've ever done so because  
 20 that could help inform the different tiers of that  
 21 pyramid quite a bit.  
 22           CHAIR TONKING: No, I do not believe we  
 23 have done a true elasticity analysis. I think we  
 24 can kind of see from some of the decisions were  
 25 we've seen the prices in different areas, you see

37

1 utilization sometimes go down in some areas.  
 2 But we've never done a pure elasticity  
 3 analysis, and I think that's great to talk about as  
 4 well.  
 5 MEMBER RICCITELLI: I do think, going back  
 6 to what Harry said earlier, the utilization of the  
 7 golf course, it's like the headstone that would  
 8 drive everything else. Because if you fill every  
 9 tee time for entire summer, would the mix of  
 10 whatever the payment is going to be, whether it's a  
 11 resident, nonresident, or outing, it's like an  
 12 airline seat. Once the summer's over, that asset is  
 13 gone, you're not going to get anymore revenue from  
 14 it.  
 15 So it seems to me that filling the tee  
 16 times at some price, whatever it is, would be the  
 17 most beneficial thing to help solve some of the  
 18 arguments over, well, you need three guys cutting  
 19 the grass or can you do it with two? Should you buy  
 20 a new lawn mower? All these things are very down in  
 21 the weeds and they probably need to be looked at.  
 22 But if you could fix the top line, it takes some of  
 23 the pressure off all of those cost discussions, I  
 24 think.  
 25 I thought that was a pretty good point

39

1 on the golf course all the time, but what are also  
 2 ways that we can ensure that people want to continue  
 3 coming to our golf course?  
 4 I think those are -- and by "people," I  
 5 mean a lot of our community, of course addressing,  
 6 like, residents first.  
 7 But what are some ideas that people have  
 8 around there on how to talk about utilization?  
 9 MEMBER SIMON: I think if you look  
 10 Darren's analysis, the thing that's really kind of  
 11 striking to me, and I knew it before, Play Passes  
 12 sales or rounds are down 22 percent this year versus  
 13 2022.  
 14 And I also believe, maybe Rob can chime  
 15 in, I have some data that I got from Nick before he  
 16 left, that club play, for better or worse, was down  
 17 probably at least 20 percent, year over year. And I  
 18 think club play and Play Passes all kind of  
 19 coordinate with each other to some extent.  
 20 In my simplistic view, we lost a good  
 21 thousand rounds or more of golf from the regulars,  
 22 whether they be in clubs or people who historically  
 23 bought Play Passes. And then we lost a lot of  
 24 rounds to shitty weather. Let's be honest, it was  
 25 bad. But we have problems every year, if it's not

38

1 from Harry. And it seems like getting people on the  
 2 golf course and maintaining it at some reasonable  
 3 price cost compared to other golf courses would go a  
 4 long way to solving the perceived problem that the  
 5 golf course loses money or we spend too much money  
 6 on it or there's no cross-subsidy or there is a  
 7 cross-subsidy.  
 8 I'd like to try and get narrowly focused  
 9 on one or two things that we could try to help. And  
 10 I certainly think getting people on the golf course  
 11 is the first one.  
 12 And the golf is in great shape. I've been  
 13 playing it for 20 years. And the greens crew does a  
 14 great job. That golf course is in a good as shape  
 15 as any private country club that I play at in the  
 16 Bay Area, sometimes better, so it's not that. I  
 17 don't think that's the issue.  
 18 CHAIR TONKING: I think that's a great  
 19 segue. I agree, I think utilization is the key  
 20 question because it leads back to sustainability.  
 21 As I talked about, you can keep prices, but that's  
 22 not really sustainable.  
 23 I think that kind of also segues into that  
 24 first recommendation: What are ways that we can  
 25 seek utilization through some type of getting people

40

1 weather, it's smoke.  
 2 If you really look at where did the sales  
 3 change, my, oh my, 22 percent drop in Play Passes.  
 4 That should tell us something.  
 5 MR. BRUCE: Rob Bruce, first assistant  
 6 here, only golf professional left at Incline.  
 7 Few things I want to comment. First of  
 8 all, someone said there's only 63 percent of our tee  
 9 times were used. And who is saying they can't get a  
 10 tee time? There's still 40 percent of tee times a  
 11 day, why can't someone get a tee time? Because they  
 12 don't want a tee time after two o'clock.  
 13 We need to figure out how to fill the two  
 14 o'clock tee time instead of the six o'clock tee  
 15 time. That where I think we lost a lot of play.  
 16 Agreeing to Jay's comment, some of the  
 17 club members decided not to buy passes this year  
 18 because of the prices. That's my straight belief.  
 19 So we might have priced some people out. When you  
 20 start talking about pricing, you need to think about  
 21 that and think about the max we can go before we  
 22 lose those players.  
 23 So, yes, play was down with the clubs  
 24 quite a bit, I've been here for eight years now,  
 25 nine years, and this is the first year I've seen

41

1 clubs go this direction, going down. Everyone else,  
 2 ever year, seems to be going up. So something we  
 3 should talk about and discuss why that happened.  
 4 But wanted to say those couple of comments  
 5 and then agree with Jay's direction.  
 6 MEMBER RICCITELLI: But if the increased  
 7 play was from an unlimited pass, that doesn't really  
 8 help revenue that much help. It would help it by  
 9 selling some additional passes, but does it really  
 10 help utilization go up, but at not much extra money,  
 11 I would think.  
 12 MR. BRUCE: More play, less money, that's  
 13 not really the good goal there, for sure.  
 14 MEMBER RICCITELLI: But the afternoon  
 15 thing I think is an important part, because, you  
 16 know, I think --  
 17 MEMBER SIMON: Play Passes are not just  
 18 unlimited play; they're 10, 20, 30, 40s. That's  
 19 real money.  
 20 CHAIR TONKING: I think what was referred  
 21 to was the All You Can Play Pass.  
 22 MEMBER RICCITELLI: That is the one that  
 23 went away; right?  
 24 MR. BRUCE: Correct.  
 25 MEMBER SWENSON: It didn't go away. It

43

1 1:30, 2:00.  
 2 I've seen a lot of openings from 12:00 to  
 3 2:00, people with -- and there are a lot of people  
 4 up here that are on fixed incomes that say, Jeez, if  
 5 I just there wait there.  
 6 But then when they wait there, they  
 7 couldn't get them because a lot of that 2:00 to  
 8 3:00, I want to say, absorbed with the -- you can  
 9 schedule all the way out. I know that happened.  
 10 MR. BRUCE: Correct.  
 11 MEMBER SWENSON: So I think rethinking --  
 12 so there's a couple of policies I think we could  
 13 think about with regard to how we set up the tee  
 14 times. And I liked what the recommendation was last  
 15 year, which was a four-week for residents, two weeks  
 16 for other people. And then I really like the fact  
 17 that this year you held people's feet to the fire on  
 18 if you don't show up, we're charging you. Sorry.  
 19 And I know you took a lot of grief, but I  
 20 appreciate that. I do know you took a lot of grief  
 21 from people that should have known better.  
 22 But those type of things were good policy  
 23 attributes that can help with, number one, cancel  
 24 within three days. At that three-day cancellation  
 25 period, maybe we go out to -- keep a list of

42

1 just got limited in the weekends for Friday and  
 2 Saturday.  
 3 CHAIR TONKING: Yeah, an hour.  
 4 MEMBER SWENSON: Which was probably okay,  
 5 maybe. As Darren recommended in the -- his  
 6 presentation at our first meeting was that you might  
 7 want to rethink that restriction and say, okay, pay  
 8 \$25 more, some value more, and you can still use  
 9 your unlimited on the Friday/Saturday hours or  
 10 Friday/Saturday/Sunday, I think, are the hours that  
 11 they are limited on. That was one thing, but let's  
 12 get back to utilization because I've been thinking  
 13 about this.  
 14 And, Rob, I know you know the course and  
 15 you're there every day more than I am, and  
 16 appreciate your knowledge. I was just at one of our  
 17 golf club's meetings, and one guy -- it's also on  
 18 the board -- said he couldn't get a two o'clock tee  
 19 time, or 2:00 to 3:30. He said, "I could get stuck  
 20 at 1:30 where I could still pay the higher price."  
 21 It may be the -- I really like the idea of  
 22 an elasticity element or a structured element of  
 23 dynamic pricing based upon day of the week, week of  
 24 the day, hour in the day, much more aggressively and  
 25 not such big breaks from two o'clock. It's that

44

1 residents that are golfers and others, here are the  
 2 available tee times over the next -- in three days.  
 3 An email blast, and maybe even an email -- or a  
 4 targeted blast to Golf Now to bring those -- to  
 5 dynamically price those open tee times like every  
 6 other golf course that I'm somewhat familiar with,  
 7 even public/private ones like we are do, which they  
 8 go to Golf Now, three days before, and say, hey,  
 9 here's a 50 percent discount, you want them?  
 10 And I've eaten up a lot of those. And  
 11 also other -- I've used those. That's probably my  
 12 primary way of going to other courses these days is  
 13 using the Golf Now discounts. Things of that  
 14 nature.  
 15 But you got to -- there's an aggressive  
 16 nature that has to happen and an aggressive  
 17 marketing. And I was sorry to see that your guys'  
 18 marketing budget was slashed this last year. Maybe  
 19 you were planning on doing things like that and that  
 20 might have helped. But that aggressive marketing --  
 21 and that was even a recommendation of the golf --  
 22 Global Golf study done in 2012. You guys gotta be  
 23 more aggressive about filling your tee sheet. Not  
 24 you guys, we. When I say "you guys," I'm talking  
 25 about all of us. I'm now you. Okay? I'm from the

45

1 government, I'm here to help you.

2 That aggressive marketing, I don't know if

3 we tried it, and we if we've tried it, where were

4 the failures? Because when you're doing that

5 aggressive marketing, you're actually analyzing on a

6 day-to-day basis your tee times, your

7 availabilities, and that nature to come up with a

8 pricing strategy that fills the tee sheet.

9 And I know you guys kept a hand-written

10 tee sheet filler thing there, but this has got get a

11 little bit more sophisticated to go large users.

12 Maybe even people that come here on occasion, that

13 don't know, oh, three days in advance I can get a

14 tee time at 1:30 and it's priced this level, hey,

15 I'm there.

16 Those are things that every golf course

17 that is trying to make money does to do that. Is to

18 aggressively market their openings. I love what Bob

19 said, it's like an airline ticket. And, by the way,

20 if the tee time goes away, you just lost the seat.

21 It's not the whole month or quarter, but it's that

22 individual tee time each time we lose a seat.

23 And going back to that Global Golf

24 strategy and others that I've been reading up on,

25 78/80 percent should be a target. I think that does

47

1 MEMBER SIMON: Don't they go to Golf Now

2 now?

3 MR. BRUCE: Inside those three days, we

4 have contacted Golf Now when our heaviest times are

5 available and let it go on the site for Golf Now.

6 We have tried that. It does work. We get some Golf

7 Now times. If you look at a lot of times between

8 2:00 and 4:00, those are a lot of times, Golf Now

9 times that are being used.

10 CHAIR TONKING: You also get -- I do

11 sometimes get an email blast that comes out, I think

12 it's 48 hours, there are some open tee times if you

13 guys would like too. I don't who sends that, but

14 those pop up once in a while. Maybe consistently

15 doing those.

16 I do have one concern about the four-week

17 and the two-week that we should talk about, and this

18 was a big debate at our board meeting. If you only

19 allow residents to book out four weeks, then we can

20 only let the golf clubs do the same, which means

21 they cannot set their schedules. So I want to make

22 that very clear that it becomes an equity issue that

23 we need to consider.

24 MEMBER SWENSON: Why? Because equity is a

25 belief structure. Maybe we can discuss this and

46

1 leave enough room for the maintenance to actually

2 work in, not saying a hundred percent, because maybe

3 it was a hundred percent 22 years ago. I have heard

4 from people that did play here 22 years ago that

5 said, you know, that tee sheet was full all the

6 time. And so getting back to those levels.

7 And, Mike, from your perspective, maybe

8 incentivizing that with a new director of golf that,

9 here's your first metric, get us up to 75 percent,

10 figure out ways to do that and how we do that.

11 I mean, I threw out some examples and some

12 ideas, but I don't know the golf business like

13 somebody that I hope we bring in does that can help

14 us fill that tee sheet.

15 And, again, I saw one of things which was

16 talked about in Sara and Darren's document May 8th,

17 and also was in this 1998 document, which was

18 40 percent of the -- you reserve 40 percent of the

19 times for residents. Well, that's kind of a hard

20 number to do. But if you did it by maybe a two-week

21 advance for the residents -- four-week advance for

22 the residents, two-week advance for the public, and

23 then three days, go out on email blast might --

24 would probably increase something. That would be

25 the first thing I try.

48

1 provide recommendations to the Board to rethink your

2 equity thoughts.

3 A lot of golf clubs -- not a lot. All of

4 them work in advance to be able to set up a schedule

5 and they're your best customers. They're not

6 equity, they're your best customers here. And so

7 there is -- you give advantages to your best

8 customers because they're bringing in the dollars.

9 This is straight business sense.

10 And going back to that, yes, there's some

11 limitation because you've allocated for the golf

12 clubs a certain level of tee times or a certain

13 level of tournament play and that type of thing.

14 But how is it not equitable when you're encouraging

15 you best customers to work with you?

16 Because that's how they perceive

17 themselves. I talk to a lot of golf members, hey,

18 -- and there is three of them on the board right

19 here -- I think of myself as a really good customer.

20 I don't think of myself as an unfair user.

21 That's a perception that I hear when I've

22 gone to some of the board meetings, and I even hear

23 it from the, I'll call it, nonresidents that don't

24 play golf. Call us "the rich people's country

25 club." I disagree with them too.

49

1 That's a perception I think we either can  
2 address or work on to come up with recommendations.  
3 MEMBER RICCITELLI: I think that's a good  
4 point in filling in the tee sheets. Certainly the  
5 golf clubs are predictable revenue. I think Rob can  
6 confirm that. I mean, there's some occasional no  
7 shows, but it's pretty rare.  
8 MR. BRUCE: I'll charge them.  
9 MEMBER RICCITELLI: Yeah. And we pay if  
10 we don't show.  
11 MR. BRUCE: And we did last year. It was  
12 the first year we charged clubs for no shows. We  
13 charged everyone who did not show up for tee times.  
14 MEMBER RICCITELLI: But I think setting up  
15 a tournament for August 4th in May is a lot  
16 different than me decided that I'm going to play at  
17 8:30 on August 4th as an individual or with a  
18 friend, because there's only me. So if I don't show  
19 up, that tee time is gone.  
20 When it's a golf club, there's a pool of a  
21 hundred-something people to fill those tee times,  
22 it's not just some guy saying, hey, I better get a  
23 2:00 tee time on August 3rd because my cousin might  
24 be here.  
25 I think it's a big difference between

51

1 about this, about what you just referring to as  
2 "equity," and maybe as part of it, you set up an  
3 agenda item -- and if we end up talking about this  
4 and deciding I'm correct, we go to the Board, as a  
5 group, and tell them what our perspective is as  
6 their advisory committee. They could fire us.  
7 CHAIR TONKING: They could.  
8 MEMBER SWENSON: But having your best  
9 customers feel like they're a nuisance is maybe  
10 why -- it was pointed out earlier -- we've gone  
11 lower in our utilization because, I'm telling you,  
12 we've heard that.  
13 CHAIR TONKING: I think Jay just said that  
14 just now.  
15 Here's my thought on how we're going to do  
16 this, based on these conversations, kind of keep us  
17 in a box. I think we're going to throw out these  
18 ideas, I have a few of them, and I'm going to try to  
19 get data where can.  
20 One recommendation I have is allow  
21 residents four weeks to book, two weeks for  
22 nonresidents. I have that recommendation. I'll see  
23 what kind of data I can get around that that's  
24 helpful for that decision.  
25 I have reach the goal of 75 percent

50

1 sliding out tee times for clubs or tournaments for  
2 that matter. Outside tournaments are coming in,  
3 they schedule it, they have to have time in advance.  
4 You can't schedule a tournament the day before.  
5 To agree with Harry, it's not a fair  
6 comparison. It's not an inequity to give an outside  
7 tournament or a club a time ahead, and then try to  
8 give that equal treatment to a guy that just wants  
9 to play on some particular Saturday in August. And  
10 the probability of that falling through is probably  
11 a lot higher than the probability of the whole  
12 outside event or golf club not showing up on that  
13 time.  
14 MEMBER SWENSON: Let me just reinforce  
15 what Bob just said. And, Rob, correct me if I'm  
16 wrong. The golf clubs, other than their outside  
17 tournament, really aren't provided so much of a  
18 advantage in tee time utilization. Yeah, our club  
19 gets three tee times, yeah, three tee times on a  
20 couple of days, and they're weekdays, which is low  
21 utilization rates for us for the golf club.  
22 MR. BRUCE: And if they're not used, they  
23 go back, so they're not blocked off indefinitely.  
24 MEMBER SWENSON: Right.  
25 So, Michaela, I have a strong opinion

52

1 utilization as another recommendation.  
2 I have utilize proactive marketing. We  
3 may need to that flush that out a little bit more.  
4 I'll bring all of these recommendations --  
5 I'll sit with staff and our golf team as well, bring  
6 these recommendations. We'll then vote on each one  
7 at our next board meeting, and we can have a  
8 discussion. And then we will have two members from  
9 the committee come and present those to the Board as  
10 their recommendations coming from the committee, if  
11 that make sense.  
12 We will create a whole list of them and  
13 vote on each one, I think, will make more sense.  
14 Give us a little more time. And any data that you  
15 think is helpful. Some data that I've been thinking  
16 about from this conversation, Jay brought up a good  
17 point about All You Can Play Passes, and then the  
18 number of passes being purchased. So my key there  
19 is I want to pull all the different types of passes,  
20 the number that's being purchased once we get the  
21 finals -- I know Darren did an outline of it, but  
22 when we have the final numbers -- and then what that  
23 price per round was for each of them just so we can  
24 kind of see.  
25 But I think it's really important to see

53

1 if we are starting to see a huge decrease in our 10  
2 pass, things like that. I think that's more  
3 concerning than All You Can Play because of the  
4 utilization return. So we need to probably be able  
5 to see that too as a data point.  
6 I think any recommendations we can start  
7 to have around -- that we want to give to the Board,  
8 that would helpful. As I said, I have three right  
9 now. And in terms of the marketing one, I am also  
10 going to hope that we can schedule a meeting for  
11 when we vote on these recommendations that Paul  
12 Raymore, our marketing director, can be there and  
13 have that conversation with us on kind of how  
14 marketing works so we can make a really firm,  
15 well-rounded recommendation there as well.  
16 Any other ideas, recommendations,  
17 questions you all have is great. I'm just taking  
18 notes. I kind of wanted to say what I thought would  
19 be a good direction going forward, but anyone can  
20 push back on that idea. I'm open for all ideas.  
21 MEMBER WILSON: I think that's a great  
22 approach. Thanks for outlining that.  
23 One question, back to our discussion with  
24 dynamic pricing, you mentioned the data we're trying  
25 to finalize and get together. That will be at least

55

1 great if we can come up with something like that.  
2 Let me know and I'll come down and try to  
3 help figure that out.  
4 MR. BRUCE: Real quick, going back to  
5 dynamic pricing, I know that, I believe last year  
6 was the first year we got rid of the 12:00 to 2:00  
7 price drop. So we have gone away from the dynamic  
8 pricing of different prices from morning to noon,  
9 noon to 2:00, 2:00 to 4:00, 4:00 to 6:00.  
10 So that was a Board decision, via maybe  
11 Darren or what, but we went to just basically  
12 three prices last year, and it was from start to  
13 2:00, 2:00 to 4:00, and then after 4:00. That  
14 dynamic pricing, we went away from, but it could  
15 have been something might have hindered our pricing  
16 of that --  
17 MEMBER RICCITELLI: Was the tee sheet more  
18 linearly filled when you had the more break points  
19 in the price?  
20 MR. BRUCE: I still feel it was full  
21 this year until 2:00, for the most part. It was  
22 usually that 1:40 wasn't filled, the 1:50 wasn't  
23 filled because I knew the time of 2:00 would be  
24 difficult. And then obviously from 4:00 on.  
25 So I don't know if that affected the

54

1 a certain level of that detail, the passes  
2 purchased, number of rounds played. It is possible  
3 to also get that detail in time slots, where we can  
4 see what time slots are filled by what passes and  
5 what time slots are not filled?  
6 Because that might start getting us closer  
7 to at least some form of dynamic pricing, and that  
8 might help improve -- in the open slots, might help  
9 improve our utilization. I know that would be a lot  
10 of data, but the more the better.  
11 CHAIR TONKING: Do we think that's  
12 something -- Rob, Greg, anyone over at the golf --  
13 that we could get broken out by time slot, whether  
14 the person was a resident, nonresident, or if they  
15 had a pass?  
16 MR. BRUCE: Working with a couple people,  
17 I could probably figure something out. Not sure.  
18 Might take a little time, but I can definitely work  
19 on it.  
20 CHAIR TONKING: Great. And I can come  
21 down too and help you look at what are those to look  
22 at. I think that's a really good insight that and  
23 also helps with the narrative too, where people  
24 can't get tee times, really be able to make an  
25 informed decision on what's going. That would be

56

1 utilization of the times in that timeframe or not,  
2 but something to maybe look at as well.  
3 MEMBER SWENSON: That would be excellent  
4 if you could break that out, as my colleague said,  
5 according to who played when.  
6 But also what -- is there a -- was there a  
7 consistency of open tee times? Because when Darren  
8 showed me the number, 63 percent, that was  
9 astounding to me. But then I realized I had seen  
10 that a lot. It's like, okay, how do we fill that?  
11 That is the question I have in my mind.  
12 MEMBER SIMON: Rob, there's one more piece  
13 of information that I wonder if you could follow up.  
14 It's something I got from Nick before he left. I'm  
15 not sure it's a hundred percent complete.  
16 And I know this is going to come up, and I  
17 think we need the data, and that has to do with the  
18 number of rounds played by the golf clubs.  
19 If what Nick gave me is accurate, and the  
20 only one thing I see that's missing is polo club, I  
21 have no idea if they play very many rounds or not.  
22 MR. BRUCE: They're not much effect. They  
23 play Friday afternoons, usually like 12 to 16 days.  
24 MEMBER SIMON: It would be -- it's  
25 astounding how low this number was from what I



57

1 thought it would be that he gave me. Do you know  
2 what I'm talking about?  
3 MR. BRUCE: Yeah. Just the percentage of  
4 tee times per day, per month, per year.  
5 MEMBER SIMON: No. It was easier than  
6 that. It's just by club, total rounds played.  
7 MR. BRUCE: Okay. I got you.  
8 MEMBER SIMON: And I think that  
9 spreadsheet already exists, if you have access to  
10 what Nick's directory was.  
11 MR. BRUCE: I think I can find that.  
12 Yeah, I'll look into that.  
13 CHAIR TONKING: Are there any other ideas  
14 or recommendations that you guys want to look more  
15 into? We talked about utilization. Are there  
16 services that you think we may need to look at  
17 either that we think could be cut? Or are there any  
18 other services that you're like this would keep  
19 people coming to the golf course that we are missing  
20 or must have that we should also discuss?  
21 MEMBER SWENSON: I've got one. And Jeff's  
22 got to chime in on this. I know a lot of the  
23 courses in the Bay Area have been modifying their  
24 watering patterns because of the droughts, but also  
25 because of the environmental impact that golf course

59

1 can be a beauty in a natural environment too. Any  
2 thoughts on that?  
3 MR. CLOUTHIER: Yeah. So you're right, a  
4 lot of golf courses have tried to do some of that,  
5 whether it's just to reduce their acreage that they  
6 maintain, certainly for water savings, labor  
7 savings.  
8 I know a lot have run into -- and I think  
9 they knew this going in -- it's not maintenance-  
10 free. It's certainly not, yeah, let's just let it  
11 go, and we don't have to do anything to that  
12 anymore.  
13 So there's those kind of factors. We  
14 actually have done a lot of that. Not recently  
15 because we did it early on, really after the  
16 renovation where we had quite a few native areas  
17 where the grass was taller, it was more of a fescue  
18 mix instead of the maintained turf that we have.  
19 And we actually had to eliminate some of them  
20 because it just made life tough and slow.  
21 It was one of those where if the ball goes  
22 in there, people are searching for it, it's nasty,  
23 gnarly stuff sometimes because -- and one of the  
24 reasons that sometimes that doesn't work is how the  
25 irrigation system is designed. If its designed to

58

1 watering really goes on to where, right in front of  
2 the tee boxes, it's more natural spaces.  
3 And I know I love ours because it's  
4 beautiful. It's called "cemetery green," which  
5 means you're green from front to back, right to  
6 left.  
7 But there is something -- is there  
8 something in the level or is it just a change? I'm  
9 going to ask Jeff this: Do you have to treat those  
10 things with as much -- those much more natural  
11 habitats with more maintenance than -- you don't  
12 save anything? If that's a reasonable question to  
13 ask you, Jeff.  
14 I know that a lot of the courses have been  
15 doing that in the Bay Area, especially the course  
16 I'm very family with, Stanford University. They've  
17 done it did more for environmental impact, but is it  
18 also impactful in giving your guys more extra time  
19 to work on the details, unless I'm just mowing the  
20 first hundred yards of at least the Champ Course. I  
21 don't think you could do that very much at the  
22 Mountain Course.  
23 But the Championship, it's got a lot of  
24 natural stuff in that first hundred yards already.  
25 In the Champ Course, we love it beautiful, but there

60

1 where you have those areas that are not going to get  
2 the water that some of the other turf is going to  
3 get, works a lot better.  
4 When you just try to let an area grow, it  
5 still may get more water than it needs, and it ends  
6 up being just nasty stuff to find a ball or hit out  
7 of.  
8 We've done a lot of that. Certain areas.  
9 And we've even talked about it this last year of  
10 maybe going back to a few of those areas. Around  
11 the tee boxes is probably the best area where you're  
12 probably not going to get balls that dribble into  
13 those.  
14 I don't have a number that says, yeah, it  
15 would save us this much or this much mowing. Our  
16 course is fairly tight and not huge acreage, so  
17 there's not a ton of areas that we could do that in.  
18 It's certainly a possibility in some areas  
19 to really look at those again.  
20 MEMBER RICCITELLI: At Blackhaw, they put  
21 woodchips all over the place. Woodchips, I guess,  
22 you get weeds or something like that, and that's a  
23 problem. But I agree with you, don't need three  
24 feet of weeds right in front of the tee box. You'd  
25 have guys looking for golf ball for 20 minutes.

61

1 MR. CLOUTHIER: Right.

2 Even in the extensive pine needle areas

3 that we've done over the years where we got rid of

4 some -- whether it was just native turf or just

5 areas that were unsightly and didn't really fit in,

6 we turned those into pine needle areas, and those

7 are not maintenance-free. We have to control those.

8 Carts go through and skid their tires or anything,

9 there's certain things we have to rake back out.

10 And so they're not maintenance-free, but

11 they're not to the extent of maintained turf.

12 MEMBER SIMON: Michaela, you're asking

13 about service levels and things. There is one

14 thing, and I can't overemphasis enough how much of a

15 negative it is, it's nothing new, and it's the whole

16 restaurant situation and what impact I think that

17 has on play.

18 I know people who have taken Incline off

19 of their go-to list from out of town because of the

20 restaurant situation is a factor. And it's a

21 nightmare, as you know.

22 So I know that's beyond the golf

23 committee, but somehow or another, it needs to be

24 addressed if you really want to enhance whole player

25 satisfaction level.

62

1 MR. BANDELIN: If I might ask you if you

2 could kind of explain the nightmare situation. As

3 not really a user of the golf course, I think

4 that -- and tell me if I'm wrong, Michaela -- is

5 totally within the purview of the Golf Committee to

6 discuss the restaurant because it's at the golf

7 course.

8 CHAIR TONKING: I think that's totally

9 fine. I think that's a question that's my next area

10 that I wanted to talk about. Maybe we're not

11 including the finances in it or maybe it's like an

12 auxiliary account where it's on the side.

13 But it is -- and that's why I kind of

14 worded it this way. What is something, our service

15 levels, that you think could be cut or something

16 that we feel like helps keep people coming to the

17 course? And I think the food, that's a great point

18 that's mentioned there too.

19 MEMBER SIMON: I want to differentiate

20 between catering, which I think runs great, from my

21 perspective. But people, on days where there's not

22 an event and no catering, you try and go up to the

23 restaurant, it's half full and you can't get a table

24 because they don't have enough staff, et cetera, so

25 now we go to Crosby's. That's not good.

63

1 So -- and you're competing against golf

2 courses, Gray's Crossing, which has really good

3 food, Edgewood, which is outstanding for dinning.

4 So somebody needs to get their hands around that

5 thing.

6 MR. BANDELIN: Good to know. As not a

7 frequent user, the more feedback we can hear,

8 especially from the Golf Committee, on what their

9 take is of The Grill, the restaurant, would be very

10 helpful.

11 MEMBER SWENSON: I have some thought on

12 that too, follow up on, yeah, you can't get a table

13 because there's lack of staffing. Well, maybe that

14 is resolving itself these days because it really

15 became an extreme difficulty in the COVID years.

16 I thought the limited venue, there's

17 limited sets of food -- and I ate there quite a lot

18 this last year, even after Chef left. I thought the

19 food was okay. But one of the things is it gets

20 really crowded really fast during the peak times.

21 I always wondered why we couldn't utilize

22 part of the dinning rooms of The Chateau. Those

23 are -- they have good views, or even out on the deck

24 of The Chateau. This is closed off to people, they

25 say, oh, we don't serve over there.

64

1 If that's staffing related, I understand

2 it. If it's venue related, I don't understand it,

3 that's only for dinning room. But I think it could

4 be made into a profit center if it was approached in

5 the right way.

6 Similarly to people eating at the ski

7 resort, it's all part of the day. You sit there,

8 you can sit out, get a couple of drinks. It's

9 always like that for me at every other course.

10 And I agree, a lot of my friends don't

11 want to do that anymore because it's crowded and

12 it's limited.

13 And I will say this: A lot of them were

14 upset at last year's golf course decisions and said,

15 "I'm not supporting that anymore if you're going to

16 charge us this amount of money."

17 And I don't have those kind of venues to

18 utilize on demand. Crosby's is a classic example of

19 where people -- I've seen a lot of my friends go to.

20 And I've gone with them on occasion.

21 Then I say, "Let's go over here, I like

22 the bartenders. I like this -- "

23 "Oh, no, no, no. I'm done with them."

24 That the kind of -- we lost. And I didn't

25 realize the data reflected this, we lost a lot of

65

1 patronage by the perception that we were being  
2 inequitable to one another in trying to solve that  
3 problem and trying to make the golf clubs the  
4 bogeyman rather than -- they can be your savior,  
5 just like ski clubs and other types of clubs that  
6 utilize, you give them an advantage not a  
7 detraction, not a punishment.  
8 But I do realize because I hear this a lot  
9 from people that are part-time users or infrequent  
10 users, "I can't get a tee time." But I would love  
11 them to get an email, here's one if want it,  
12 three days from now. Because that's the kind of  
13 play they want to do.  
14 Enough said.  
15 I think increasing the footprint -- and I  
16 don't know if it's due to the size of kitchen. Of  
17 course that kitchen supports the banquets so there's  
18 something else. Or even, heaven for bid, a Sunday  
19 banquet or Sunday afternoon buffet that people can  
20 go to. These are things you can try, and  
21 professional restaurateurs do things like this.  
22 Chef did a great job, I liked his cooking, but I  
23 don't know how much he was out there trying to  
24 figure out how to make it more profitable.  
25 MR. BANDELIN: I'll just say thank you for

67

1 think I'm a little too engrossed in the food and  
2 beverage situation to come up with a great  
3 recommendation.  
4 What you all have as a recommendation from  
5 what your experience has been would be helpful.  
6 MEMBER SIMON: Personally, I don't think  
7 food and beverage should be part of the golf  
8 reporting entity in the first place.  
9 CHAIR TONKING: And you think catering  
10 should also be out of it; correct?  
11 MEMBER SIMON: Yes.  
12 CHAIR TONKING: Okay. Great.  
13 MEMBER SIMON: I think all the food  
14 operations should stand on their own financially,  
15 reporting-wise.  
16 CHAIR TONKING: How does everybody else  
17 feel? And that's something I can put in a  
18 recommendation, food and beverage being its own  
19 reporting item.  
20 MEMBER SWENSON: I'm not sure I agree with  
21 Jay.  
22 MEMBER RICCITELLI: Yeah, I don't agree  
23 with that. Because I don't think people are going  
24 to go there and eat, just going to go there for a  
25 meal, with nothing to do with golf.

66

1 the comments from both of you.  
2 As we continue to meet and talk about  
3 things, I do wish that you always include the food  
4 and beverage portion of golf operation because part  
5 of what we're talking about is the experience as  
6 well. We heard a lot about the tee sheet and the  
7 percentage of fulfilling the tee sheet today, but I  
8 would ask at some point we'd have a discussion like  
9 do other golf courses that have a high percentage of  
10 the use of tee sheet or play or possible play use  
11 the food and beverage for offerings that increases  
12 that? Whether it be specials right before 2:00 so  
13 you get those afternoon tee time or something.  
14 So, always consider the food and beverage  
15 portion to have golf experience part of the  
16 conversation here.  
17 CHAIR TONKING: That's a really good  
18 point. I think, maybe, is there any data that you  
19 guys need specifically around food and beverage? Or  
20 is there a recommendation that somebody wants to  
21 kind of write and give to me on what they think  
22 would be a good recommendation to the Board around  
23 food and beverage? We could add that as item D in  
24 our recommendations that I'm currently at so that we  
25 can have discussion. That would be helpful. I

68

1 I've read this and all these documents.  
2 I've heard Cliff come on and talk about dividing  
3 everything up and everything on a standalone basis.  
4 I think in the case of both the food that we eat at  
5 lunch during these tournaments and stuff, the  
6 catering part, you're not going to do catering if  
7 there's nobody playing golf. I don't think -- the  
8 numbers of times I would drive to the golf course to  
9 have lunch if I wasn't playing golf are limited.  
10 Operationally, I know they're different,  
11 but from a marketing perspective, one feeds the  
12 other.  
13 MEMBER SIMON: Darren reported at one time  
14 that slightly over 75 percent of the food and  
15 beverage, not the catering, but in the restaurant in  
16 The Chateau was non-golf related. It's just  
17 community coming to eat.  
18 CHAIR TONKING: I was going to echo that,  
19 and that's actually very accurate. I know that most  
20 of the time I'm in there also -- and that's  
21 observationally and we've had that pulled -- it's  
22 actually not a lot of the golfers.  
23 Instead, a lot of golfers are coming from  
24 the clubs getting catering, and that's where -- or  
25 other golf groups or people getting fed during a

69

1 catering event. It's not so much people who are  
2 playing golf who are at The Chateau.  
3 It's a little more confusing than what you  
4 see in other places. Part of me wants to think --  
5 let me talk to GM Bandelin about if it's possible to  
6 segregate any of that catering data. And then I  
7 will put food and beverage -- I will grab the food  
8 and beverage in the office and put it next.  
9 So golf as an auxiliary and the data for  
10 that recommendation, and then we can make a decision  
11 on that recommendation. That way you guys can see  
12 the data. I'll see if we can pull --  
13 MEMBER RICCITELLI: Where does the cart  
14 that drives around and the window go?  
15 CHAIR TONKING: Into golf. That goes into  
16 golf. The restaurant does not, The Grill does not.  
17 Yes, any food bought at the window, any  
18 grab and go stuff, and anything bought on a cart  
19 should be going into the golf operation. Great  
20 question.  
21 MEMBER SIMON: My understanding is that  
22 the restaurant and The Chateau has been included in  
23 the golf financial reporting.  
24 CHAIR TONKING: It has up until we've been  
25 trying to segregate it, looking at food and beverage

71

1 think Jay is correct. I believe the cart and snack  
2 shop and grill are all within 320, golf operations,  
3 expenses and revenue. Facilities, catering,  
4 dinners, club lunches are within facilities.  
5 But I'll provide you with some information  
6 and we can double check that.  
7 CHAIR TONKING: I think our goal was --  
8 and the former financial director had found a way to  
9 pull out some of the food and beverage that was  
10 associated with the window and the cart, and then  
11 keep some of it.  
12 So need we to get together and have a  
13 conversation about object codes, board function  
14 code, and figure out what we need to pull out. We  
15 can do that with Bobby, that's fine.  
16 I do think golf-related things should stay  
17 at golf. I think we need to look at The Grill. And  
18 we can break it out a little bit more so you can see  
19 it broken out before we make the final  
20 recommendations, if that helps.  
21 MR. BANDELIN: I think I misunderstood  
22 everybody. Yeah, if you look at golf as a whole,  
23 The Grill, the cart, and snack bar are within  
24 revenue and expenses, but we have figured out how to  
25 break them out to look at them individually for

70

1 as separate entity. But, yes, up until -- what  
2 happened is originally everything was in there. You  
3 had catering in there, you had the restaurant, you  
4 had grab and go, cart, range, all of everything that  
5 was kind of at The Chateau and up at the Mountain  
6 Course was all put into the golf budget.  
7 Then when segregating, we removed the  
8 catering a few years ago and put catering as a  
9 separate entity, which doesn't account for -- as  
10 you've all mentioned, there's a lot of lunches,  
11 everything that the golf clubs do, that would go  
12 through catering, that does not come into the golf  
13 budget at all.  
14 Then the last year, we separated again  
15 food and beverage separately, just to look at it  
16 separately. And so then it was removed again, in  
17 that sense.  
18 But up until the last analysis, it's  
19 always been included, yes.  
20 MEMBER RICCITELLI: How does it work at  
21 Diamond Peak, same?  
22 CHAIR TONKING: I don't know. It does,  
23 it's all in there; right?  
24 MR. BANDELIN: Yes.  
25 Actually let me give some data, because I

72

1 reporting purposes.  
2 CHAIR TONKING: Yeah. But can you talk to  
3 us about how it's done at ski, how you report food  
4 and beverage at ski and all out of that, is the  
5 question here.  
6 MR. BANDELIN: Like golf, there's about 12  
7 operating departments or divisions, and food and  
8 beverage is one of them. We actually separate out  
9 Snow Flake Lodge and the main lodge and bar. But  
10 then if you look at ski as a whole, food and  
11 beverage or the main lodge and Snow Flake, it's  
12 combined with revenue then expenses the way it's  
13 budgeted and reported.  
14 But each one of the divisions, ski school,  
15 tickets, lift operations, snow-making, groom, ski  
16 patrol, parking, transportation, those are all  
17 individual ones. So you can look at just the food  
18 and beverage operation alone. But that doesn't  
19 combine -- just like a golf, you can look at all  
20 those individually or wrap them up, excluding all  
21 facilities, anything that happens in the dining  
22 hall.  
23 They're all done similar.  
24 MEMBER SWENSON: I have one more thought  
25 on this food and beverage because I think it's

73

1 important. When we think about food and beverage or  
 2 environment to eat at, I do know a lot of private  
 3 clubs, they have their -- basically their  
 4 requirements set on their yearly fees. Then they  
 5 also have -- not sure we can do this, but maybe in  
 6 the terms of negotiating with the golf course, one  
 7 of the things that I know in private courses to make  
 8 sure that they're green fees aren't so excessive --  
 9 because they would be as a private course -- they  
 10 require a certain amount of days and dollars spent  
 11 every month at their food venue to help offset, to  
 12 make sure that their food venue's a profit center,  
 13 and they don't have to pull -- provide full freight  
 14 for their yearly fees.

15           What that does is kind of encourages, and  
 16 maybe that's part -- I'm throwing this out as a wild  
 17 idea -- of the all you can eat pass. You gotta have  
 18 ten meals a month at The Chateau there, something  
 19 like that that can be part of that. Then you're not  
 20 charging more for it, but you end up using that as  
 21 an effective subsidy for the venue itself. That's  
 22 an idea.

23           But that's how a lot of private clubs do.  
 24 The board gets together, argues out what they're  
 25 going to say the fee is, and they say, okay, how

75

1 And that's why when you cut things up too much,  
 2 there's too many conflicting priorities and  
 3 interests sometimes where maybe those things don't  
 4 create one individual experience for the customer.

5           CHAIR TONKING: Okay. That is really good  
 6 points.

7           MEMBER SWENSON: But being able to -- for  
 8 the manager of the food and beverage to understand  
 9 their utilization on daily basis. I'm a small  
 10 partner in Garwoods, and those managers there know  
 11 what they did yesterday, what they did a week ago,  
 12 what they did last year in their productions. And  
 13 they're all basically rewarded on doing better than  
 14 yesterday, last year, last year kind of  
 15 activities -- service to be able to make that  
 16 happen.

17           I know that's a private entity and it's  
 18 got different requirements on it. But putting out  
 19 reasonable goals and associated bonuses with that  
 20 makes a lot of sense from me, even from the  
 21 government standpoint.

22           CHAIR TONKING: That's great. I think  
 23 there's a lot of great input that has been coming  
 24 out of some of these conversations. I'll bring this  
 25 up again at long range, but how I'm now seeing this

74

1 much do we have to charge on -- how much does people  
 2 have to eat every month at the food venue? The two  
 3 biggest arguments every year at a private golf  
 4 course if you're on a board. Just an idea.

5           MEMBER RICCITELLI: I'm familiar with  
 6 that, food minimum quarterly or whatever the  
 7 timeframe is. That's why the restaurants get full  
 8 at the end of everybody's food cycle.

9           MEMBER WILSON: Back to your question,  
 10 Michaela, about how we each feel about where that  
 11 reports into. I don't have a strong opinion either  
 12 way, other than to say it is very much a part of the  
 13 experience, no matter what.

14           And when we think about utilization, what  
 15 is going to drive demand, yeah, price is a big  
 16 factor. It's also availability of tee times. It's  
 17 also the beautiful grounds that you have to play on.  
 18 It's also the golf club that you walk in to buy a  
 19 glove, or the restaurant that you eat at.

20           So, however that reporting works, I think  
 21 I don't have a strong opinion. It absolutely is a  
 22 part of the experience. A good experience or bad  
 23 experience, and at least in part, hinge on your  
 24 experience in the restaurant.

25           MEMBER RICCITELLI: I agree with that.

76

1 next meeting is we'll have a list of recommendations  
 2 around if we want to move to four weeks, two weeks  
 3 for nonresidents booking in advance, 75 percent  
 4 utilization, and dynamic pricing.

5           Those will be three that I can get data  
 6 and have good conversations and probably build on,  
 7 like, would be agenda item 1.

8           Agenda item 2 would be then we talk about  
 9 what you guys brought up about marketing and really  
 10 talking about that marketing approach and how to do  
 11 that. Maybe we can make recommendations at that  
 12 time, maybe a little bit longer.

13           And then food and beverage as a whole,  
 14 separate item. And we can really sit down and talk  
 15 about -- we'll get the data, we'll have the  
 16 conversation. We can talk about the pros and cons,  
 17 and then create a recommendation out of that. I  
 18 think there's a lot of information and I think  
 19 you're all making very valid points that it is super  
 20 important that food and beverage does, it's part of  
 21 the experience, but also it serves a service to  
 22 outside people from the golf. We need to think  
 23 about that and have a true conversation around that.

24           I'll get some data and information that we  
 25 can build off of in that area to make an informed

77

1 recommendation there.

2 MEMBER SWENSON: I'll volunteer to write

3 up what I heard, ideas on food and beverage, and

4 then pass it off -- I don't know if I pass it off to

5 you or someone like Jay that's got different levels

6 of experience. Or do we have to do that all within

7 the context of our meeting time? I'm happy to do it

8 either way. I just -- I have my -- obviously,

9 people have worked with me now for two meetings and

10 understand I have strong views and perspectives. I

11 write up things probably with a view of one

12 direction, but certainly could use some balance in

13 that regard.

14 CHAIR TONKING: Anne, I have a question:

15 Is it possible for Harry and Jay to work on a memo

16 for an agenda item if I don't touch it?

17 MS. BRANHAM: Yeah, we can have them work

18 on the agenda item. I would ask that it comes

19 through to Heidi and I so we can check it first.

20 Then, as a general kind of concept,

21 anything will be shared outward with the public at

22 the same time it's distributed to board members.

23 CHAIR TONKING: Yeah. So, we have item G

24 3 be food and beverage, they could handle the memo

25 and that item together and have that be their item,

78

1 and we don't have to worry about any of those;

2 right?

3 MS. BRANHAM: Yes. They can write the

4 report up and then, as you know, we go through the

5 agenda process, check the day before it goes out. I

6 would ask that they put it in the queue. If we

7 could have them submit it ten days before we need

8 the post or whatever it may be.

9 CHAIR TONKING: Then have what we usually

10 do with agenda items, have you and Heidi look at it

11 all to get it into the right form, get all the data

12 that is needed?

13 MS. BRANHAM: Yes.

14 MEMBER SWENSON: I didn't want to

15 volunteer Jay. You mentioned his name from a

16 different perspective, not necessarily he signed up

17 for this.

18 CHAIR TONKING: I also volunteered you.

19 MEMBER SIMON: I'm fine with it. Part of

20 my perspective is from a financial reporting because

21 I think golf has looked worse than it should have

22 looked financially as a result of restaurant

23 operations. I have no idea how all of the allocated

24 costs work when you've got restaurant employees,

25 golf employees.

79

1 I have some strong accounting feelings,

2 but I'm happy to -- I also threw out the bomb that I

3 heard there's a problem with the restaurant, so I'm

4 happy to help fix it.

5 MEMBER SWENSON: Sounds good. I'll take a

6 draft at it and get you something.

7 MEMBER SIMON: Speaking of financials, is

8 there anything available yet?

9 MR. BANDELIN: Jay, no.

10 But as we get these requests, I think --

11 we're getting really close, so I think we'll be able

12 to -- even specifically from this committee, be able

13 to put a task in to our finance department so we can

14 look at something like food and beverage. We could

15 look at the golf course as a whole for the

16 '23 fiscal year so we can bring those back. I'm not

17 going to put a date when I can bring those finances

18 back to the group.

19 Let me do this, let me just task myself

20 with talking to the finance department and see when

21 we might be able to do like a one-off. And then,

22 ideally, maybe have -- because how it might look,

23 new, with our Tyler Munis software system, possibly

24 have the assistant finance director or the finance

25 director give us a preview. So I'll task myself

80

1 with being able to provide a financial report.

2 But I'd say we're really close.

3 CHAIR TONKING: On that note, I'm kind of

4 hoping at our next meeting we can have them. If

5 not, at least we can get these recommendations done.

6 And then whatever financials you guys need for some

7 of the recommendations.

8 MR. BANDELIN: I'll also mention that it's

9 actually a different special ask too, because the

10 golf courses splits between two fiscal years. When

11 we're providing a report, it's a different ask too

12 to combine May operations, June operations into the

13 following of 2022 fiscal year into the 2023 fiscal

14 year, which would be July, August, September, and

15 October.

16 MEMBER SWENSON: I know that's difficult,

17 but I saw that they did take a good stab at that on

18 that May 8th. I think we should stay -- it might be

19 really good for us, to be clearer, to keep it as a

20 group.

21 You're reminding me now and something one

22 of the commenters last meeting talked about, was

23 surprising to me, so I went back and looked at it.

24 It was that the golf course has allocated -- golf

25 courses have allocated like 42 or 44 FTEs. Is that

81

1 really 80 people or is it -- I'm trying -- I want to  
 2 get a handle on that too as you go through this  
 3 allocation.  
 4 That one concerned me. I looked into it  
 5 and, yeah, that's what the data showed on the May  
 6 30th budget documentation. So I'd like to have kind  
 7 of an understanding of how you carry your  
 8 FTEs yearly, seasonally, type of thing, and how many  
 9 really -- that breakdown, if that's possible.  
 10 MR. BANDELIN: Yes. That's a great -- we  
 11 get that question a lot, and we can answer that. I  
 12 think it was 33 FTEs for Championship golf. I'll  
 13 tell you how the equation starts, real elementary,  
 14 the amount of hours that we budget for the entire  
 15 golf season or in-budget year, rather, fiscal year  
 16 is that particular hours of number of budgeted  
 17 work hours divided by 2,080, and 2,080 is relatively  
 18 the human resources or federal Labor Standards Act  
 19 of the amount of hours that you would work in a year  
 20 or a salaried person works in a year.  
 21 I'll give you an example at the ski area:  
 22 We budget about 123,000 staff hours for the year,  
 23 but most of them happen in December, January,  
 24 February, March, and April. And then we take that  
 25 123,000 and we divide it by 2,080, and that gives us

82

1 76.9 full-time equivalent positions.  
 2 MEMBER SWENSON: That's pretty close to  
 3 the answer I was looking for. One of the things  
 4 that also stands out to me is the overhead charges  
 5 and whether they're FTE related or who's available  
 6 to pay. Those two items are two different answers.  
 7 And know how it works here is a very important  
 8 understanding, for my part, where you can attack  
 9 things -- not attack -- where you can modify things,  
 10 eliminate things or where you can't.  
 11 Here's an example: If we modified by two  
 12 FTEs, but our overhead went up by two FTE's, then  
 13 that is kind of a problem, in my sense of  
 14 accounting, if they're -- as we go forward. I want  
 15 to have that good data.  
 16 MR. BANDELIN: So when talk about service  
 17 levels, like hours worked or equation equals this  
 18 many FTEs, it's like a subparagraph of service  
 19 levels because really what is the denominator of  
 20 service levels is hours worked.  
 21 MEMBER SWENSON: I have a comment on  
 22 service levels. I was relooking at this May 8th  
 23 document, and these service levels here don't seem  
 24 to relate, in my mind, to effectively talking about  
 25 service levels. Maybe we should figure out a better

83

1 way to do that.  
 2 I mean, when I look at these things, it's  
 3 like, oh, like service levels to set up a  
 4 reservation, service levels on course. I don't see  
 5 things that I would have expected to see in that  
 6 document. So I'm kind of confused.  
 7 I'm an engineer by trade and a program  
 8 director by lobotomy, and when I looked at how  
 9 things cost, it was how much work we're doing in  
 10 this area and why, how much work we're doing in this  
 11 area and why. And these things don't add up to  
 12 major work items to me.  
 13 MR. BANDELIN: They're not. And service  
 14 levels across the District, we used to report on  
 15 those and have discussion in budget areas. It's a  
 16 little bit gray, because what you're saying, and I  
 17 would agree, those are really small items of service  
 18 levels that wouldn't really affect an expense budget  
 19 that much.  
 20 But I think I can speak for most of the  
 21 operators in the District that, especially Jeff,  
 22 there's really only one service level that we  
 23 provide to the grounds at the golf courses, and  
 24 that's the best job we can possibly do, because  
 25 there is a standard of how he wants to show you the

84

1 golf courses are maintained, and basically what the  
 2 facility -- the charge is for them.  
 3 We have that standard, Jeff will allude to  
 4 that, that's the direction we're going with  
 5 maintenance.  
 6 MEMBER SWENSON: I agree with that  
 7 standard. I love our courses, that's why I'm here,  
 8 and I want to maintain them the way they look. But  
 9 I want to help, also, the financial aspects of where  
 10 we can.  
 11 When I look at that service level, I  
 12 wouldn't touch the maintenance and care and feeding  
 13 of that course because it's done in a damn fine  
 14 fashion. That wouldn't be something I'd try to go  
 15 after, but I'm not even sure there's much things we  
 16 can go after because I don't see a lot of frills and  
 17 bells and whistles in our courses.  
 18 MR. BANDELIN: You did. You hit on a  
 19 couple today. You hit on some service levels, it's  
 20 a little bit different take on it, like what service  
 21 level of marketing would we look to see at the golf  
 22 courses, what service level of software to be able  
 23 to get away from the hand-written tee sheet.  
 24 When we come back and talk about food and  
 25 beverage, and we show the overhead because there's

85

1 some people that work in the District year round  
 2 that go back and forth from ski to golf, and it  
 3 might cost more than a regular restaurant to run,  
 4 but if we can't show a net positive in revenue and  
 5 expenses, then that might be something to look at of  
 6 what's the service level of The Grill.

7 But, yeah, you're right. As far as what  
 8 time -- how many days a week should the person work  
 9 at the Mountain Course of doing bag drops or bag  
 10 pick ups or something, those are, in my mind, kind  
 11 of ancillary.

12 CHAIR TONKING: Are there anything else  
 13 we're missing that you guys want to talk about? Or  
 14 we can kind of move, if not, into long range, and I  
 15 can kind of lay out what we're thinking.

16 MEMBER SWENSON: I have one thing I want  
 17 to talk about. We cannot do another three times of  
 18 rescheduling and two last-minute cancellations.  
 19 That does not fit in my mind of wanting to work hard  
 20 for this committee. I'll just be honest with you.

21 We've got to do better than that, and  
 22 whether it's offloading some of your duties or  
 23 somebody else's duties to one of your members, we  
 24 should discuss that or not. That's one thing.

25 And second thing was we don't have meeting

86

1 minutes; we have a transcript. Is there a reason  
 2 for that? I am the secretary for our golf club and  
 3 I write down the meeting minutes, but I don't  
 4 capture everybody's word. I will say: A discussion  
 5 ensued, and then here's what the outcome of that  
 6 discussion.

7 I tried to go through 60, 80 pages of the  
 8 transcript and I could see where, jeez, I really  
 9 said something that convoluted and wanted to correct  
 10 that, but there's no -- is that what we're going  
 11 forward with? I don't find that type of transcript  
 12 is very useful unless we're -- I don't want to say  
 13 this too bad -- involved with a lawsuit. That's my  
 14 concern.

15 CHAIR TONKING: Great. In terms of the  
 16 transcript versus minutes, this was a discussion  
 17 that the Board and certain trustee very much like  
 18 having the transcript versus having summaries of  
 19 minutes, which we used to do in the past. And so  
 20 because of that, we do the transcript, and we've  
 21 hired a court report.

22 I can bring this as an agenda item to the  
 23 Board to discuss again, because I also agree that  
 24 the minutes are hard to get through, especially when  
 25 you want to give, like, summaries for golf committee

87

1 stuff. And so I think that's a great idea for a  
 2 board item. I will have that be something that's  
 3 discussed in the new year and put it on our long  
 4 range calendar on our 13th meeting.

5 In terms of cancellations, we are really  
 6 sorry for that. That's what we're going to work on  
 7 in the long range. It's not my capacity; it was us  
 8 being in violation to Open Meeting Law because we  
 9 didn't get it posted in the representative days,  
 10 given the holidays and weekend. And so we were  
 11 violating NRS. It's more of making sure we can get  
 12 everything online at the right time. We apologize  
 13 for that.

14 In our long range, I will make sure that  
 15 we have set dates. And so this will also help our  
 16 staff to make sure we are in compliance with OML.

17 I don't want that to continue to happen,  
 18 so we're going to try to make it as easy as possible  
 19 of staff to ensure that's not the case so we don't  
 20 have anymore last-minute cancellations.

21 I will make sure that that does not happen  
 22 anymore. That's what we're going to do in long  
 23 range to help facilitate our staff and you all to  
 24 have your schedules accordingly, and we don't run  
 25 into those problems.

88

1 I thank you guys for being so adaptable  
 2 and being able to hold this meeting.

3 Any other questions about what's happening  
 4 in recommendations of G 1? Can I close item G 1?

5 MEMBER SWENSON: Close it.

6 CHAIR TONKING: I'm going to close item G  
 7 1, and we are going to move into long range  
 8 calendar.

9 H. LONG RANGE CALENDAR

10 CHAIR TONKING: So, the first thing I want  
 11 to do is -- we're changing this long range calendar  
 12 that I have in here altogether, because I feel like  
 13 we've had a much different conversation today than I  
 14 thought. That's really helpful.

15 I think that the first thing that I was  
 16 going to say for long range is we're going to have  
 17 to hold a meeting in very early January. Would that  
 18 work for people? It's a little hard to find a day  
 19 between now the then to do anything, so I was  
 20 thinking the week of January 8th, would have that  
 21 meeting. Then another meeting the week of January  
 22 22nd.

23 MS. BRANHAM: Just a reminder, of course,  
 24 as long as we have a quorum, if someone needs to be  
 25 absent from time to time, that's totally fine, but



89

1 obviously you all want to be here for every meeting.  
 2 Just to remind you of that.  
 3 CHAIR TONKING: We could also do something  
 4 the weeks of the -- what I'm trying to do is get  
 5 these meetings to be -- my thought is they're  
 6 probably going to have to be twice a month until,  
 7 like, March. I'm trying to -- is that too much of a  
 8 commitment, I guess is my first question?  
 9 MEMBER SWENSON: It's not for me. That's  
 10 a reasonable level of commitment. That's what I  
 11 expected because when golf seasons starts, our work  
 12 should be thinking about the next season.  
 13 CHAIR TONKING: How do people feel about  
 14 two in January and two in February?  
 15 MEMBER RICCITELLI: I'm okay with that.  
 16 MEMBER WILSON: No problem on twice a  
 17 month, but the sooner advance notice, the better.  
 18 MR. SIMON: I'm fine with it twice.  
 19 CHAIR TONKING: I was hoping it would be  
 20 like every Tuesday, like the second and third  
 21 Tuesday of every month or the second and third  
 22 Friday of every month so then everyone would just  
 23 have it and see if that works.  
 24 Is that a system where I could just ask  
 25 Heidi if she's okay, if she just sent out an email

90

1 and people tell what days and time would work for a  
 2 consistent second or third Tuesday, something like  
 3 that, so it's planned for everyone, it's on our  
 4 staff calendar. We don't have to worry about any  
 5 OML issues, we can make sure we get our memos,  
 6 everyone will know the dates our memos are due.  
 7 MR. BANDELIN: Staff would appreciate  
 8 that. I'll probably propose that same to the  
 9 Capital Investment Committee as well. Yeah, we  
 10 might do something like the first and third week,  
 11 and then second last week.  
 12 If you want, we can roll with that. And  
 13 then you and I can have a discussion offline about  
 14 the first and third or second and fourth week of  
 15 January and February.  
 16 If we could do a roundtable of what days  
 17 would be best.  
 18 CHAIR TONKING: Yeah. And then we'll have  
 19 Heidi send out an email to everyone on what day and  
 20 the start time that would work best for everyone.  
 21 Then it will be a standing invite on everybody's  
 22 calendar.  
 23 MEMBER SWENSON: If we are unavailable,  
 24 but we get the packages early, three days in  
 25 advance, it gives -- or longer. In this case, we

91

1 had a whole weekend to look at it before.  
 2 But if we can't make the meeting, is there  
 3 ways that we can write up comments? Do we give them  
 4 to Amy? Give them to you, Michaela?  
 5 CHAIR TONKING: You can give them to me or  
 6 Mike. If I can't make a board meeting, I send my  
 7 thoughts, I can't vote on the item, but I will send  
 8 my thoughts to the Chair, he will read them at that  
 9 item to let people know where you are. You just  
 10 don't get to vote, that's the only difference, but  
 11 it allows your voice to be heard.  
 12 We'll have two meetings in January. That  
 13 December will be a January meeting. We'll get  
 14 another update on the hiring status. I'm guessing  
 15 we won't have the financials.  
 16 We will have the marketing item and that  
 17 will be really to discuss what does marketing look  
 18 like now, and we'll talk about some recommendations  
 19 we want to see as a committee around marketing, that  
 20 will be a separate item.  
 21 We will have another separate item that  
 22 will be about food and beverage. And so really talk  
 23 about food and beverage. And Harry and Jay are  
 24 going to work on that agenda item, and will have  
 25 Heidi, if possible, send an invite to you guys on

92

1 the date that that is due in order to ensure her and  
 2 Anne have enough time to review so that we're in  
 3 compliance with legality and get it up for  
 4 everyone's review with enough time to review.  
 5 From there, we will go and have the Board  
 6 of Trustees recommendation, service level  
 7 recommendations as well. The ones that I have are  
 8 the four weeks in advance, two weeks in advance to  
 9 nonresidents, 75 percent utilization, and then  
 10 dynamic pricing, which we've had a lot of data  
 11 requests around that.  
 12 The other data point I'm going to put in  
 13 there is we will have a report to the Board where we  
 14 can discuss, and I would like to have data around  
 15 the number of passes purchased and then the price  
 16 per round of those passes so we can talk about what  
 17 that looks like, with some comparative data to  
 18 past years. Fingers crossed we can get at least  
 19 that information from our financials.  
 20 And then I think the last point is, on  
 21 that one -- that's pretty much all -- that will give  
 22 us a lot to talk about.  
 23 Then in that next January meeting, that is  
 24 going to be the third meeting or fourth meeting,  
 25 whatever that month we end up with, Mike. We should

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1 have our financials, right, Mike?

2 MR. BANDELIN: Yes.

3 CHAIR TONKING: So we will have that

4 financial conversation. And we will have a hiring

5 staff update and that will really be a financial

6 conversation, and then anything else that possibly

7 comes out of the other meeting before that we need

8 to discuss, we'll put that on there as well. But

9 that will really be where we can look at the

10 financials and we can discuss that kind of stuff.

11 I also want -- after that first meeting in

12 January, we'll have a board meeting that will

13 happen, and we'll select one or two of you to come

14 and speak to the Board about the recommendations we

15 just decided on in that first meeting in January.

16 Just think about that and that commitment. It's

17 going to be a quick conversation that would allow an

18 update so that everyone is aware of what's going on.

19 You can explain the findings and the conversation to

20 the Board, which I do brief updates at every board

21 meeting. It will be great to have your formal

22 recommendations. That can be Zoom or in person,

23 either one.

24 Those are what I have on long range for

25 the January meeting. Is there anything else people

94

1 are like, I think we really need to discuss this,

2 can we get this on the agenda, please throw those

3 out there.

4 MEMBER SWENSON: We're going to put

5 something on there about expected cost recovery part

6 of the pyramid that we belong in at least from the

7 perspective of the current board. We can agree or

8 disagree with that. Just knowing what those

9 expectations are might lead us to coming up with

10 arguments and say, you know, you have this

11 expectation or this policy, but it might not be the

12 right policy for these reasons.

13 CHAIR TONKING: Yes. I think what would

14 be very helpful for the Board is if we had a pricing

15 pyramid conversation with ourselves. Let's put that

16 on the first January meeting, and kind of think

17 about where we could sit on the pricing pyramid.

18 And I will practice explaining the pricing pyramid

19 better. That would be helpful for the Board as

20 well.

21 Any other things we're missing?

22 MEMBER SIMON: I hate to bring this up,

23 but is there going to be a more expansive discussion

24 about golf clubs?

25 CHAIR TONKING: Yes. We should probably

95

1 do that as well. I think it gets integrated in some

2 of the recommendations conversations. It's going to

3 show up when we talk about advanced bookings.

4 But let's put golf clubs on the financial

5 conversations, that second meeting in January, as

6 something we talk about. And then we also -- we can

7 put some stuff in there too.

8 And I think what will happen, could happen

9 is some of the recommendations, we could see some

10 Board questions and how those recommendations work

11 with golf clubs. I think that would be a great

12 segue into our next meeting to incorporate any of

13 those suggestions that come from Board members as

14 well.

15 Anything else?

16 That will close out our long range

17 calendar. That moves us to our last item, which is

18 closing public comments.

19 I. FINAL PUBLIC COMMENTS

20 MR. JOHNSON: Thank you for the meeting.

21 I enjoyed the time. This is John Johnson.

22 My first comment is that the clubs are

23 private entities and should have nothing to do with

24 the District, because they are private clubs, they

25 run themselves. The District should not run those

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1 clubs.

2 My other comment is that if your

3 recommendation is that residents will be limited as

4 to when they can book the time, but the clubs will

5 not, I think the clubs should have to pay a premium.

6 If I have to pay a premium, the clubs should have to

7 pay a premium because, after all, some people don't

8 want to join the clubs or can't join the clubs, for

9 whatever reason.

10 I also think it's a bit arrogant to say

11 that the clubs are your best customers. There's a

12 lot of people that play a lot of golf that aren't

13 members of the clubs. I would be one of those

14 people, and I think it's extremely arrogant to say

15 the clubs are your best customers.

16 On the food and beverage, I like some of

17 the ideas. I think a Sunday brunch would be

18 fantastic. I think the food and beverage should be

19 part of the overall golf course.

20 And then if you're going to reinstitute

21 the All You Can Play, make it available to people

22 seven days a week. I think a decent suggestion

23 would be to have those people also participate in a

24 food and beverage minimum, whether that's a monthly

25 minimum, weekly minimum, however you want to do it,

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1 but that would be a great suggestion.

2 Thank you very much for your time and this

3 opportunity.

4 MR. DOBLER: Cliff Dobler, 995 Fairway.

5 I wanted to give you guys a couple of

6 items to just think about. I've been up in Incline

7 for about 30 years, and I belong to both golf clubs

8 on the men's side. One thing to keep in mind, as

9 Jay said, that tee times fell by about 22 percent

10 from the clubs. And that may just be the idea that

11 we're just getting older and not playing as many

12 rounds of golf. In general, I'm not saying it's

13 perfect, but in general, younger people are not

14 joining clubs.

15 So when you're looking at this into

16 future, think about the idea that you may not be

17 getting the usage off the clubs that you were

18 getting in the past.

19 Also when we were up to about 30,000

20 rounds 20 years ago, that's because there weren't

21 any golf courses down in the Reno area, and they

22 used to bring busloads up to Incline Village to play

23 golf. That doesn't exist anymore. There's more

24 golf courses down there than they know what to do

25 with.

98

1 Now, also on that food and beverage, I

2 want to make sure you aware that Darren Howard's

3 salary was not all in the golf courses. What

4 Pinkerton wanted to do is make the golf courses look

5 better, so allocated about 40 percent of Darren's

6 salary to the other venues like Diamond Peak and

7 things like that. So when you're hiring this new

8 guy, if he doesn't have any food and beverage

9 experience, it wouldn't really be fair to burden the

10 other venues with the new general manager for golf

11 when he doesn't have any food and beverage

12 experience.

13 Lastly, I think what you should just be

14 aware of is when Darren came on board, him and I

15 walked the golf course and determined the square

16 footage of the golf cart paths. We determined that

17 57 percent of the paths needed to be replaced. Now,

18 this was three years, and we figured it was going to

19 cost about -- based on what we did at the Mountain

20 Course -- \$2.5 million. And the logistics will be

21 very, very difficult, and you really can't get any

22 volume unless you turn around and start

23 reconfiguring on a temporary basis the golf holes so

24 you can get some production during the summer months

25 rather than waiting for the last two weeks of

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1 October to see how much you can get in.

2 Of course the capital budget only has a

3 half a million bucks in it, mostly from carryovers

4 that they never did. So there's a couple million

5 dollars shy there.

6 And what I'd like to also say is Jay is

7 correct, 70 percent of the usage at The Grill is

8 from outside, it's not from the golf clubs. I

9 believe that the food and beverage for The Grill

10 should be handled as a separate entity. Other --

11 (Expiration of three minutes.)

12 MATT: That's our last public comment,

13 Chair.

14 CHAIR TONKING: That's the end of public

15 comment.

16 J. ADJOURNMENT

17 CHAIR TONKING: Our meeting is adjourned

18 at 4:26 P.M. Thank you all.

19 (Meeting ended at 4:26 P.M.)

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1 STATE OF NEVADA )

2 COUNTY OF WASHOE ) ss.

3

4 I, BRANDI ANN VIANNEY SMITH, do hereby

5 certify:

6 That I was present on December 8, 2023, at

7 the Golf Advisory Committee Public Meeting, via

8 Zoom, and took stenotype notes of the proceedings

9 entitled herein, and thereafter transcribed the same

10 into typewriting as herein appears.

11 That the foregoing transcript is a full,

12 true, and correct transcription of my stenotype

13 notes of said proceedings consisting of 100 pages,

14 inclusive.

15 DATED: At Reno, Nevada, this 19th day of

16 December, 2023.

17

18 /s/ Brandi Ann Vianney Smith

19

20 BRANDI ANN VIANNEY SMITH

21

22

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25

**CHAIR TONKING: [67]**  
4/4 4/16 4/18 4/21 5/4  
5/13 7/21 10/18 10/22  
11/3 13/6 14/11 14/23  
15/8 15/12 16/11 23/4  
23/24 30/2 31/2 31/5  
31/15 31/18 32/2 32/6  
36/22 38/18 41/20 42/3  
47/10 51/7 51/13 54/11  
54/20 57/13 62/8 66/17  
67/9 67/12 67/16 68/18  
69/15 69/24 70/22 71/7  
72/2 75/5 75/22 77/14  
77/23 78/9 78/18 80/3  
85/12 86/15 88/6 88/10  
89/3 89/13 89/19 90/18  
91/5 93/3 94/13 94/25  
99/14 99/17  
**CHAIR TULLOCH: [1]**  
31/21  
**MATT: [3]** 5/12 10/16  
99/12  
**MEMBER RICCITELLI:**  
**[18]** 4/12 31/20 31/25  
37/5 41/6 41/14 41/22  
49/3 49/9 49/14 55/17  
60/20 67/22 69/13  
70/20 74/5 74/25 89/15  
**MEMBER SIMON: [27]**  
4/10 13/7 13/11 13/18  
14/24 27/1 27/5 28/24  
30/9 32/1 39/9 41/17  
47/1 56/12 56/24 57/5  
57/8 61/12 62/19 67/6  
67/11 67/13 68/13  
69/21 78/19 79/7 94/22  
**MEMBER SWENSON:**  
**[29]** 14/21 19/13 29/1  
31/24 41/25 42/4 43/11  
47/24 50/14 50/24 51/8  
56/3 57/21 63/11 67/20  
72/24 75/7 77/2 78/14  
79/5 80/16 82/2 82/21  
84/6 85/16 88/5 89/9  
90/23 94/4  
**MEMBER WILSON: [8]**  
4/14 22/4 31/17 31/23  
36/7 53/21 74/9 89/16  
**MR. BANDELIN: [24]**  
11/9 13/9 13/13 13/23  
15/2 15/17 22/22 23/7  
25/25 27/3 62/1 63/6  
65/25 70/24 71/21 72/6  
79/9 80/8 81/10 82/16  
83/13 84/18 90/7 93/2  
**MR. BRUCE: [15]** 40/5  
41/12 41/24 43/10 47/3  
49/8 49/11 50/22 54/16  
55/4 55/20 56/22 57/3  
57/7 57/11  
**MR. CLOUTHIER: [3]**  
27/12 59/3 61/1  
**MR. DOBLER: [2]** 7/24  
97/4  
**MR. HILL: [1]** 5/16  
**MR. JOHNSON: [1]**  
95/20

**MR. SIMON: [1]** 89/18  
**MS. BRANHAM: [6]**  
30/18 31/4 77/17 78/3  
78/13 88/23  
**MS. WHITE: [6]** 4/9  
4/11 4/13 4/15 4/17  
4/20  
**\$**  
**\$2.5 [1]** 98/20  
**\$25 [1]** 42/8  
**\$443,000 [1]** 8/16  
**'**  
**'23 [1]** 79/16  
**'23 fiscal year [1]**  
79/16  
**'24 [2]** 9/16 9/23  
**'24/'25 [1]** 9/16  
**'25 [1]** 9/16  
**-**  
**-oo [3]** 2/14 3/15 4/2  
**/**  
**/s [1]** 100/18  
**1**  
**1,147,000 [1]** 9/24  
**10 [4]** 3/6 28/4 41/18  
53/1  
**100 [1]** 100/13  
**11 [1]** 3/7  
**12 [2]** 56/23 72/6  
**12/08/2023 [1]** 4/1  
**123,000 [2]** 81/22  
81/25  
**12:00 [2]** 43/2 55/6  
**13 [2]** 1/25 9/22  
**13 percent [1]** 10/3  
**130,000 [1]** 9/18  
**13th [1]** 87/4  
**146,000 [1]** 9/5  
**15 [5]** 3/8 11/11 11/15  
13/20 14/24  
**150 [1]** 15/1  
**150,000 [1]** 10/4  
**16 [1]** 56/23  
**1998 [1]** 46/17  
**19th [1]** 100/15  
**1:30 [3]** 42/20 43/1  
45/14  
**1:40 [1]** 55/22  
**1:50 [1]** 55/22  
**2**  
**2,080 [3]** 81/17 81/17  
81/25  
**20 [3]** 6/10 39/17 41/18  
**20 minutes [1]** 60/25  
**20 years [4]** 27/19  
27/21 38/13 97/20  
**2012 [2]** 36/14 44/22  
**2015 [1]** 16/23  
**2018 [1]** 8/7  
**2021 [2]** 15/25 17/9  
**2022 [4]** 6/11 6/12  
39/13 80/13  
**2022 year [1]** 17/17

**2023 [9]** 1/14 4/1 6/11  
6/12 32/7 32/8 80/13  
100/6 100/16  
**2023 for [1]** 7/5  
**2023 year [1]** 18/4  
**2023/'24 [1]** 9/23  
**2024 [1]** 7/5  
**22 [5]** 27/20 39/12 46/3  
46/4 97/9  
**22 percent [1]** 40/3  
**22nd [1]** 88/22  
**23,000 [1]** 27/7  
**250 [1]** 21/24  
**255,000 [1]** 9/16  
**26 [1]** 27/9  
**27,000 [1]** 27/9  
**2:00 [14]** 42/19 43/1  
43/3 43/7 47/8 49/23  
55/6 55/9 55/9 55/13  
55/13 55/21 55/23  
66/12  
**2:02 [2]** 4/1 4/6  
**2:08 [1]** 7/23  
**3**  
**30 [2]** 41/18 97/7  
**30,000 [1]** 97/19  
**308,000 [1]** 9/6  
**30th [1]** 81/6  
**31 [1]** 3/9  
**315,000 [1]** 9/6  
**32 [1]** 3/10  
**320 [1]** 71/2  
**33 FTEs [1]** 81/12  
**3:00 [1]** 43/8  
**3:30 [1]** 42/19  
**3rd [1]** 49/23  
**4**  
**40 percent [4]** 40/10  
46/18 46/18 98/5  
**40s [1]** 41/18  
**42 [1]** 80/25  
**44 [2]** 8/22 80/25  
**48 hours [1]** 47/12  
**4:00 [6]** 47/8 55/9 55/9  
55/13 55/13 55/24  
**4:26 [2]** 99/18 99/19  
**4th [2]** 49/15 49/17  
**5**  
**5/0 [1]** 32/3  
**50 percent [1]** 44/9  
**50,000 [1]** 9/24  
**561,000 [1]** 9/7  
**57 [1]** 98/17  
**6**  
**60 [2]** 20/9 86/7  
**622,000 [1]** 9/4  
**63 [4]** 20/2 20/9 40/8  
56/8  
**6:00 [2]** 28/1 55/9  
**6:30 [1]** 28/4  
**7**  
**70 [2]** 20/9 99/7  
**75 [4]** 46/9 51/25 68/14  
76/3

**75 percent [1]** 92/9  
**76.9 [1]** 82/1  
**78/80 [1]** 45/25  
**8**  
**80 [3]** 45/25 81/1 86/7  
**80 percent [1]** 20/9  
**82 [1]** 9/7  
**88 [1]** 3/11  
**8:30 [1]** 49/17  
**8th [9]** 4/5 8/21 19/21  
21/13 29/11 46/16  
80/18 82/22 88/20  
**9**  
**942,000 [1]** 9/9  
**95 [1]** 3/12  
**99 [1]** 3/13  
**995 [2]** 7/24 97/4  
**A**  
**A.M [1]** 28/1  
**abide [2]** 24/7 25/5  
**able [22]** 12/21 13/25  
14/1 14/8 15/7 15/21  
15/22 23/3 23/11 26/9  
32/23 48/4 53/4 54/24  
75/7 75/15 79/11 79/12  
79/21 80/1 84/22 88/2  
**about [113]**  
**absent [1]** 88/25  
**absolutely [3]** 4/20  
28/14 74/21  
**absorbed [1]** 43/8  
**access [1]** 57/9  
**accomplish [1]** 26/21  
**according [2]** 33/21  
56/5  
**accordingly [1]** 87/24  
**account [2]** 62/12 70/9  
**accounting [4]** 9/19  
10/10 79/1 82/14  
**accurate [2]** 56/19  
68/19  
**accustomed [1]** 27/11  
**acreage [2]** 59/5 60/16  
**across [1]** 83/14  
**Act [1]** 81/18  
**action [1]** 30/25  
**activities [1]** 75/15  
**actual [2]** 31/8 31/11  
**actually [14]** 8/7 9/10  
16/7 33/10 35/13 45/5  
46/1 59/14 59/19 68/19  
68/22 70/25 72/8 80/9  
**adaptable [1]** 88/1  
**add [9]** 9/20 13/1 14/11  
25/9 25/25 28/22 29/19  
66/23 83/11  
**added [1]** 6/10  
**additional [4]** 7/6 10/3  
10/11 41/9  
**address [7]** 7/12 10/14  
20/6 20/7 22/24 23/7  
49/2  
**addressed [1]** 61/24  
**addressing [1]** 39/5  
**adjourned [1]** 99/17  
**ADJOURNMENT [2]**

3/13 99/16  
**administrative [4]** 8/5  
8/13 9/19 10/10  
**advance [11]** 45/13  
46/21 46/21 46/22 48/4  
50/3 76/3 89/17 90/25  
92/8 92/8  
**advanced [1]** 95/3  
**advantage [2]** 50/18  
65/6  
**advantages [1]** 48/7  
**advertised [1]** 14/7  
**advertisement [1]** 14/6  
**advisory [7]** 1/3 15/24  
20/19 22/17 35/18 51/6  
100/7  
**affect [1]** 83/18  
**affected [1]** 55/25  
**affects [1]** 20/3  
**affordable [1]** 34/3  
**after [9]** 12/6 40/12  
55/13 59/15 63/18  
84/15 84/16 93/11 96/7  
**afternoon [4]** 28/23  
41/14 65/19 66/13  
**afternoons [3]** 28/16  
28/22 56/23  
**again [10]** 11/14 12/13  
25/8 33/3 46/15 60/19  
70/14 70/16 75/25  
86/23  
**against [1]** 63/1  
**agenda [19]** 3/6 5/3 5/6  
5/7 10/20 10/21 10/23  
10/24 30/5 51/3 76/7  
76/8 77/16 77/18 78/5  
78/10 86/22 91/24 94/2  
**agendize [1]** 30/25  
**agendized [1]** 31/3  
**aggressive [7]** 21/5  
44/15 44/16 44/20  
44/23 45/2 45/5  
**aggressively [2]** 42/24  
45/18  
**ago [10]** 8/6 16/23  
19/17 27/20 27/21 46/3  
46/4 70/8 75/11 97/20  
**agree [13]** 30/17 38/19  
41/5 50/5 60/23 64/10  
67/20 67/22 74/25  
83/17 84/6 86/23 94/7  
**agreed [1]** 6/23  
**Agreeing [1]** 40/16  
**ahead [2]** 28/7 50/7  
**airline [2]** 37/12 45/19  
**align [1]** 24/10  
**all [80]** 5/18 5/18 6/10  
8/1 11/8 13/20 13/25  
14/5 14/13 16/18 16/21  
17/13 18/9 18/10 18/13  
18/14 19/6 19/23 22/19  
24/3 27/11 27/13 28/19  
29/17 29/20 31/8 31/21  
32/3 32/14 32/15 33/4  
33/20 34/8 34/24 37/20  
37/23 39/1 39/18 40/8  
41/21 43/9 44/25 46/5  
48/3 52/4 52/17 52/19  
53/3 53/17 53/20 60/21



<b>B</b>	34/20 35/16 52/16 76/9 <b>Bruce</b> [2] 13/3 40/5 <b>brunch</b> [1] 96/17 <b>bucks</b> [2] 10/13 99/3 <b>budget</b> [17] 8/25 9/8 9/15 9/16 9/23 29/12 34/20 44/18 70/6 70/13 81/6 81/14 81/15 81/22 83/15 83/18 99/2 <b>budgeted</b> [2] 72/13 81/16 <b>buffet</b> [1] 65/19 <b>build</b> [4] 32/20 35/15 76/6 76/25 <b>bunch</b> [3] 17/23 19/2 24/17 <b>burden</b> [2] 9/21 98/9 <b>business</b> [4] 3/10 32/5 46/12 48/9 <b>busloads</b> [1] 97/22 <b>busy</b> [2] 28/18 28/21 <b>buy</b> [3] 37/19 40/17 74/18	62/22 67/9 68/6 68/6 68/15 68/24 69/1 69/6 70/3 70/8 70/8 70/12 71/3 <b>cemetery</b> [1] 58/4 <b>center</b> [2] 64/4 73/12 <b>Central</b> [1] 9/12 <b>certain</b> [7] 48/12 48/12 54/1 60/8 61/9 73/10 86/17 <b>certainly</b> [10] 13/14 14/10 28/16 28/22 38/10 49/4 59/6 59/10 60/18 77/12 <b>certainties</b> [1] 7/6 <b>certainty</b> [1] 7/8 <b>certify</b> [1] 100/5 <b>cetera</b> [1] 62/24 <b>chair</b> [6] 2/4 5/12 10/17 26/25 91/8 99/13 <b>Champ</b> [6] 5/24 9/15 9/21 10/2 58/20 58/25 <b>Championship</b> [4] 9/2 27/8 58/23 81/12 <b>change</b> [2] 40/3 58/8 <b>changes</b> [2] 10/23 27/25 <b>changing</b> [2] 30/23 88/11 <b>charge</b> [5] 34/8 49/8 64/16 74/1 84/2 <b>charged</b> [2] 49/12 49/13 <b>charges</b> [2] 9/12 82/4 <b>charging</b> [2] 43/18 73/20 <b>Chateau</b> [7] 63/22 63/24 68/16 69/2 69/22 70/5 73/18 <b>check</b> [3] 71/6 77/19 78/5 <b>checking</b> [1] 12/19 <b>Chef</b> [2] 63/18 65/22 <b>children</b> [1] 34/3 <b>chime</b> [2] 39/14 57/22 <b>chose</b> [1] 6/14 <b>claim</b> [1] 20/25 <b>classic</b> [1] 64/18 <b>clear</b> [1] 47/22 <b>clearer</b> [1] 80/19 <b>CLERK</b> [1] 2/12 <b>Cliff</b> [3] 7/24 68/2 97/4 <b>close</b> [10] 10/19 15/10 31/12 79/11 80/2 82/2 88/4 88/5 88/6 95/16 <b>closed</b> [1] 63/24 <b>closer</b> [1] 54/6 <b>closing</b> [1] 95/18 <b>Clothier</b> [1] 13/2 <b>Clouthier</b> [2] 27/3 27/13 <b>club</b> [19] 6/4 6/7 6/12 6/19 38/15 39/16 39/18 40/17 48/25 49/20 50/7 50/12 50/18 50/21 56/20 57/6 71/4 74/18 86/2 <b>club's</b> [1] 42/17 <b>clubs</b> [38] 7/15 39/22	40/23 41/1 47/20 48/3 48/12 49/5 49/12 50/1 50/16 56/18 65/3 65/5 65/5 68/24 70/11 73/3 73/23 94/24 95/4 95/11 95/22 95/24 96/1 96/4 96/5 96/6 96/8 96/8 96/11 96/13 96/15 97/7 97/10 97/14 97/17 99/8 <b>coaling</b> [2] 13/19 13/24 <b>code</b> [1] 71/14 <b>codes</b> [1] 71/13 <b>colleague</b> [1] 56/4 <b>colleagues</b> [1] 7/4 <b>combine</b> [2] 72/19 80/12 <b>combined</b> [1] 72/12 <b>come</b> [17] 17/13 24/25 25/18 45/7 45/12 49/2 52/9 54/20 55/1 55/2 56/16 67/2 68/2 70/12 84/24 93/13 95/13 <b>comes</b> [6] 14/16 33/22 34/13 47/11 77/18 93/7 <b>coming</b> [15] 12/20 12/23 14/14 24/22 25/4 36/9 39/3 50/2 52/10 57/19 62/16 68/17 68/23 75/23 94/9 <b>command</b> [2] 6/2 6/5 <b>comment</b> [8] 10/16 40/7 40/16 82/21 95/22 96/2 99/12 99/15 <b>commenters</b> [1] 80/22 <b>comments</b> [17] 3/5 3/12 5/12 5/14 5/15 5/22 6/9 10/19 20/16 20/18 22/24 29/19 41/4 66/1 91/3 95/18 95/19 <b>commitment</b> [3] 89/8 89/10 93/16 <b>committee</b> [64] 1/3 2/3 3/7 4/5 5/10 5/17 5/19 7/11 8/2 8/3 11/1 11/10 12/5 12/13 12/16 13/8 14/1 14/19 15/13 15/18 15/20 15/22 15/24 16/6 17/10 17/11 18/17 18/18 18/21 18/24 19/1 19/1 20/19 22/13 23/8 23/16 23/21 24/25 25/2 25/3 26/2 26/3 26/4 26/9 26/16 26/17 26/19 26/20 26/23 26/25 30/17 35/18 51/6 52/9 52/10 61/23 62/5 63/8 79/12 85/20 86/25 90/9 91/19 100/7 <b>committee's</b> [1] 7/12 <b>committees</b> [7] 18/14 18/16 22/6 22/8 22/17 22/17 23/5 <b>community</b> [3] 26/13 39/5 68/17 <b>comparable</b> [1] 36/13 <b>comparative</b> [1] 92/17 <b>compared</b> [2] 8/6 38/3 <b>comparison</b> [1] 50/6 <b>competing</b> [1] 63/1	<b>complete</b> [2] 6/19 56/15 <b>compliance</b> [2] 87/16 92/3 <b>comprised</b> [1] 12/10 <b>concept</b> [5] 34/1 35/4 35/11 36/8 77/20 <b>concepts</b> [1] 33/7 <b>concern</b> [2] 47/16 86/14 <b>concerned</b> [1] 81/4 <b>concerning</b> [1] 53/3 <b>concerns</b> [2] 5/6 20/5 <b>conclusion</b> [1] 7/12 <b>conduct</b> [1] 12/2 <b>conducted</b> [1] 12/6 <b>confirm</b> [1] 49/6 <b>conflicting</b> [1] 75/2 <b>confused</b> [1] 83/6 <b>confusing</b> [1] 69/3 <b>cons</b> [1] 76/16 <b>consent</b> [4] 3/9 31/14 31/16 31/19 <b>consider</b> [7] 5/23 6/9 8/18 17/16 29/13 47/23 66/14 <b>consideration</b> [1] 32/11 <b>consistency</b> [2] 7/7 56/7 <b>consistent</b> [1] 90/2 <b>consistently</b> [1] 47/14 <b>consisting</b> [1] 100/13 <b>consolidated</b> [1] 10/6 <b>contacted</b> [1] 47/4 <b>context</b> [2] 16/18 77/7 <b>continue</b> [6] 15/6 18/22 18/22 39/2 66/2 87/17 <b>continuously</b> [1] 18/20 <b>contract</b> [1] 6/24 <b>contrast</b> [1] 7/3 <b>control</b> [1] 61/7 <b>conversation</b> [17] 18/10 30/7 30/22 30/24 33/15 52/16 53/13 66/16 71/13 76/16 76/23 88/13 93/4 93/6 93/17 93/19 94/15 <b>conversations</b> [5] 51/16 75/24 76/6 95/2 95/5 <b>convoluted</b> [1] 86/9 <b>cooking</b> [1] 65/22 <b>coordinate</b> [1] 39/19 <b>correct</b> [9] 41/24 43/10 50/15 51/4 67/10 71/1 86/9 99/7 100/12 <b>cost</b> [9] 21/22 29/24 30/3 37/23 38/3 83/9 85/3 94/5 98/19 <b>costs</b> [12] 9/6 9/12 10/9 21/13 23/12 24/1 24/19 32/18 33/17 34/8 36/1 78/24 <b>could</b> [41] 6/22 11/7 13/7 13/17 16/25 17/14 21/13 23/15 23/17 33/4 36/20 37/22 38/9 42/19
<b>C</b>	<b>calendar</b> [11] 3/9 3/11 31/14 31/16 87/4 88/8 88/9 88/11 90/4 90/22 95/17 <b>call</b> [9] 3/3 4/4 4/6 4/8 13/1 13/4 19/10 48/23 48/24 <b>called</b> [2] 13/19 58/4 <b>callers</b> [1] 23/2 <b>came</b> [5] 17/19 17/23 18/2 22/14 98/14 <b>can</b> [136] <b>can't</b> [16] 21/1 40/9 40/11 50/4 54/24 61/14 62/23 63/12 65/10 82/10 85/4 91/2 91/6 91/7 96/8 98/21 <b>cancel</b> [1] 43/23 <b>cancellation</b> [1] 43/24 <b>cancellations</b> [3] 85/18 87/5 87/20 <b>candidate</b> [1] 11/23 <b>candidate's</b> [1] 11/16 <b>candidates</b> [8] 11/18 12/3 12/6 12/25 13/20 13/25 14/5 15/7 <b>cannot</b> [2] 47/21 85/17 <b>capacity</b> [1] 87/7 <b>capital</b> [4] 23/13 24/2 90/9 99/2 <b>capture</b> [1] 86/4 <b>cards</b> [1] 21/24 <b>care</b> [1] 84/12 <b>careful</b> [2] 27/17 28/13 <b>carry</b> [1] 81/7 <b>carryovers</b> [1] 99/3 <b>cart</b> [7] 69/13 69/18 70/4 71/1 71/10 71/23 98/16 <b>Carts</b> [1] 61/8 <b>case</b> [3] 68/4 87/19 90/25 <b>cast</b> [1] 15/6 <b>catering</b> [14] 62/20			



<b>E</b>	48/2 48/6 51/2 <b>equivalent [1]</b> 82/1 <b>especially [6]</b> 6/18 17/6 58/15 63/8 83/21 86/24 <b>estimate [1]</b> 9/16 <b>estimation [1]</b> 28/23 <b>et [1]</b> 62/24 <b>evaluate [2]</b> 12/3 26/10 <b>even [20]</b> 6/7 6/25 12/1 28/9 28/10 33/19 33/19 44/3 44/7 44/21 45/12 48/22 60/9 61/2 63/18 63/23 65/18 75/20 79/12 84/15 <b>event [3]</b> 50/12 62/22 69/1 <b>events [1]</b> 6/21 <b>eventually [1]</b> 6/23 <b>ever [4]</b> 36/13 36/15 36/19 41/2 <b>every [15]</b> 36/12 37/8 39/25 42/15 44/5 45/16 64/9 73/11 74/2 74/3 89/1 89/20 89/21 89/22 93/20 <b>every year [1]</b> 39/25 <b>everybody [2]</b> 67/16 71/22 <b>everybody's [3]</b> 74/8 86/4 90/21 <b>everyone [12]</b> 5/16 7/9 17/2 19/10 41/1 49/13 89/22 90/3 90/6 90/19 90/20 93/18 <b>everyone's [3]</b> 30/19 31/11 92/4 <b>everything [7]</b> 37/8 68/3 68/3 70/2 70/4 70/11 87/12 <b>exact [1]</b> 11/14 <b>example [6]</b> 6/20 24/22 33/25 64/18 81/21 82/11 <b>examples [1]</b> 46/11 8/15 <b>exceeded [1]</b> 8/15 <b>excellent [1]</b> 56/3 <b>excessive [2]</b> 21/16 73/8 <b>excluding [1]</b> 72/20 <b>exist [2]</b> 24/11 97/23 <b>exists [1]</b> 57/9 <b>expansive [1]</b> 94/23 <b>expect [1]</b> 7/7 <b>expectation [1]</b> 94/11 <b>expectations [2]</b> 11/24 94/9 <b>expected [3]</b> 83/5 89/11 94/5 <b>expense [1]</b> 83/18 <b>expenses [10]</b> 8/5 8/14 8/23 8/24 9/14 9/21 71/3 71/24 72/12 85/5 <b>experience [17]</b> 6/7 22/9 22/16 35/24 66/5 66/15 67/5 74/13 74/22 74/22 74/23 74/24 75/4 76/21 77/6 98/9 98/12 <b>Expiration [2]</b> 10/15	99/11 <b>explain [2]</b> 62/2 93/19 <b>explaining [1]</b> 94/18 <b>explicit [2]</b> 29/7 29/25 <b>expound [1]</b> 23/3 <b>extensive [1]</b> 61/2 <b>extent [2]</b> 39/19 61/11 <b>extra [2]</b> 41/10 58/18 <b>extreme [1]</b> 63/15 <b>extremely [1]</b> 96/14 <b>eyes [1]</b> 23/22	<b>filled [5]</b> 54/4 54/5 55/18 55/22 55/23 <b>filler [1]</b> 45/10 <b>filling [3]</b> 37/15 44/23 49/4 <b>fills [1]</b> 45/8 <b>final [5]</b> 3/12 12/5 52/22 71/19 95/19 <b>finalize [2]</b> 12/1 53/25 <b>finalized [1]</b> 11/24 <b>Finally [1]</b> 7/11 <b>finals [1]</b> 52/21 <b>finance [4]</b> 79/13 79/20 79/24 79/24 <b>finances [3]</b> 33/11 62/11 79/17 <b>financial [15]</b> 7/10 19/20 20/3 32/21 32/22 35/6 35/9 69/23 71/8 78/20 80/1 84/9 93/4 93/5 95/4 <b>financially [2]</b> 67/14 78/22 <b>financials [6]</b> 79/7 80/6 91/15 92/19 93/1 93/10 <b>find [4]</b> 57/11 60/6 86/11 88/18 <b>findings [1]</b> 93/19 <b>fine [7]</b> 30/22 62/9 71/15 78/19 84/13 88/25 89/18 <b>Fingers [1]</b> 92/18 <b>fire [2]</b> 43/17 51/6 <b>firm [1]</b> 53/14 <b>firmed [1]</b> 12/15 <b>first [40]</b> 5/18 7/13 7/17 8/1 11/3 12/7 12/10 13/3 18/6 22/23 26/1 27/12 27/19 30/9 33/7 35/17 38/11 38/24 39/6 40/5 40/7 40/25 42/6 46/9 46/25 49/12 55/6 58/20 58/24 67/8 77/19 88/10 88/15 89/8 90/10 90/14 93/11 93/15 94/16 95/22 <b>first year [2]</b> 40/25 55/6 <b>fiscal [6]</b> 9/3 79/16 80/10 80/13 80/13 81/15 <b>fiscal year [1]</b> 81/15 <b>fiscal year into [1]</b> 80/13 <b>fiscal years [2]</b> 9/3 80/10 <b>fit [2]</b> 61/5 85/19 <b>fix [2]</b> 37/22 79/4 <b>fixed [4]</b> 6/25 7/5 34/4 43/4 <b>Flake [2]</b> 72/9 72/11 <b>flush [1]</b> 52/3 <b>focus [1]</b> 30/13 <b>focused [1]</b> 38/8 <b>Focusing [1]</b> 5/24 <b>follow [2]</b> 56/13 63/12 <b>followed [1]</b> 16/5 <b>following [3]</b> 27/6 30/11 80/13	<b>food [50]</b> 8/10 9/3 62/17 63/3 63/17 63/19 66/3 66/11 66/14 66/19 66/23 67/1 67/7 67/13 67/18 68/4 68/14 69/7 69/7 69/17 69/25 70/15 71/9 72/3 72/7 72/10 72/17 72/25 73/1 73/11 73/12 74/2 74/6 74/8 75/8 76/13 76/20 77/3 77/24 79/14 84/24 91/22 91/23 96/16 96/18 96/24 98/1 98/8 98/11 99/9 <b>footage [1]</b> 98/16 <b>footprint [1]</b> 65/15 <b>foregoing [1]</b> 100/11 <b>form [2]</b> 54/7 78/11 <b>formal [2]</b> 33/5 93/21 <b>formed [1]</b> 18/17 <b>former [2]</b> 7/4 71/8 <b>forth [1]</b> 85/2 <b>forward [7]</b> 7/19 18/20 18/22 32/22 53/19 82/14 86/11 <b>found [1]</b> 71/8 <b>foundation [4]</b> 25/18 32/19 35/15 35/25 <b>foundational [1]</b> 25/23 <b>four [9]</b> 9/2 9/7 43/15 46/21 47/16 47/19 51/21 76/2 92/8 <b>four weeks [1]</b> 76/2 <b>four-week [3]</b> 43/15 46/21 47/16 <b>four-year [1]</b> 9/7 <b>fourth [2]</b> 90/14 92/24 <b>frankly [1]</b> 7/9 <b>free [3]</b> 59/10 61/7 61/10 <b>freight [1]</b> 73/13 <b>frequent [1]</b> 63/7 <b>Friday [6]</b> 1/14 42/1 42/9 42/10 56/23 89/22 <b>Friday/Saturday hours</b> <b>[1]</b> 42/9 <b>Friday/Saturday/Sunda</b> <b>y [1]</b> 42/10 <b>friend [1]</b> 49/18 <b>friends [2]</b> 64/10 64/19 <b>frills [1]</b> 84/16 <b>front [3]</b> 58/1 58/5 60/24 <b>FTE [1]</b> 82/5 <b>FTE's [1]</b> 82/12 <b>FTEs [5]</b> 80/25 81/8 81/12 82/12 82/18 <b>FTEs yearly [1]</b> 81/8 <b>fulfilling [1]</b> 66/7 <b>full [10]</b> 19/14 34/5 34/9 46/5 55/20 62/23 73/13 74/7 82/1 100/11 <b>full-time [1]</b> 82/1 <b>function [1]</b> 71/13 <b>fund [1]</b> 10/1 <b>fund's [2]</b> 9/14 10/5 <b>fundamental [1]</b> 19/24 <b>funding [1]</b> 18/8 <b>further [1]</b> 12/3
----------	---	---	--	--





<b>I</b>	increased [2] 9/17 41/6 increases [1] 66/11 increasing [1] 65/15 indefinitely [1] 50/23 indicated [1] 8/8 indicates [1] 9/17 individual [4] 45/22 49/17 72/17 75/4 individualized [1] 29/17 individually [2] 71/25 72/20 individuals [1] 7/15 industry [1] 20/8 inequitable [1] 65/2 inequity [1] 50/6 inform [2] 14/8 36/20 informal [1] 18/19 information [13] 9/20 10/10 11/17 16/20 19/6 19/15 29/3 32/21 56/13 71/5 76/18 76/24 92/19 informed [2] 54/25 76/25 infrequent [1] 65/9 initial [4] 3/5 5/13 5/15 11/17 input [1] 75/23 inside [1] 47/3 insight [2] 23/15 54/22 insightful [1] 19/15 instead [4] 28/1 40/14 59/18 68/23 instructor [1] 11/5 interested [1] 95/1 interests [1] 75/3 interim [2] 15/14 32/22 interpretation [1] 29/3 interview [4] 11/19 12/10 14/1 14/15 interviews [2] 12/2 12/9 intimately [1] 21/17 intro [1] 32/17 introducing [1] 19/9 investment [1] 90/9 invite [2] 90/21 91/25 invited [1] 13/2 involved [4] 14/25 15/19 21/17 86/13 irrigation [1] 59/25 is [197] is hours [1] 82/20 issue [2] 38/17 47/22 issues [1] 90/5 it [190] it'll [1] 34/20 it's [106] item [36] 10/19 10/25 15/10 16/15 21/22 30/8 30/20 31/9 31/12 31/13 32/4 32/12 32/17 32/18 51/3 66/23 67/19 76/7 76/8 76/14 77/16 77/18 77/23 77/25 77/25 86/22 87/2 88/4 88/6 91/7 91/9 91/16 91/20 91/21 91/24 95/17 Item G [1] 16/15	items [6] 23/19 78/10 82/6 83/12 83/17 97/6 its [4] 27/10 35/3 59/25 67/18 itself [2] 63/14 73/21 IVGID [2] 1/25 8/6	<b>J</b> January [14] 81/23 88/17 88/20 88/21 89/14 90/15 91/12 91/13 92/23 93/12 93/15 93/25 94/16 95/5 JAY [14] 2/8 4/9 35/16 51/13 52/16 67/21 71/1 77/5 77/15 78/15 79/9 91/23 97/9 99/6 Jay's [2] 40/16 41/5 jeez [2] 43/4 86/8 Jeff [8] 13/2 16/13 18/10 27/13 58/9 58/13 83/21 84/3 Jeff's [1] 57/21 job [8] 1/25 13/8 18/5 20/14 24/25 38/14 65/22 83/24 John [1] 95/21 Johnson [1] 95/21 join [2] 96/8 96/8 joined [1] 7/22 joining [1] 97/14 joins [1] 4/19 July [1] 80/14 June [1] 80/12 just [75] 7/3 7/6 12/6 12/18 13/1 15/17 15/18 16/2 16/9 17/10 18/24 22/16 23/7 23/17 25/25 28/6 28/11 30/4 30/19 30/21 30/23 31/6 32/23 35/22 36/19 41/17 42/1 42/16 43/5 45/20 49/22 50/8 50/14 50/15 51/1 51/13 51/14 52/23 53/17 55/11 57/3 57/6 58/8 58/19 59/5 59/10 59/20 60/4 60/6 61/4 61/4 65/5 65/25 67/24 68/16 70/15 72/17 72/19 74/4 77/8 79/19 85/20 88/23 89/2 89/22 89/24 89/25 91/9 93/15 93/16 94/8 97/6 97/10 97/11 98/13	30/11 30/20 34/4 34/11 34/12 34/15 35/2 36/24 38/23 39/10 39/18 46/19 51/16 51/23 52/24 53/13 53/18 59/13 62/2 62/13 64/17 64/24 65/12 66/21 70/5 73/15 75/14 77/20 80/3 81/6 82/13 83/6 85/10 85/14 85/15 93/10 94/16 kinds [1] 32/19 kitchen [2] 65/16 65/17 knew [3] 39/11 55/23 59/9 know [51] 11/14 14/16 15/1 15/5 20/24 21/18 29/24 36/16 41/16 42/14 42/14 43/9 43/19 43/20 45/2 45/9 45/13 46/5 46/12 52/21 54/9 55/2 55/5 55/25 56/16 57/1 57/22 58/3 58/14 59/8 61/18 61/21 61/22 63/6 65/16 65/23 68/10 68/19 70/22 73/2 73/7 75/10 75/17 77/4 78/4 80/16 82/7 90/6 91/9 94/10 97/24 knowing [1] 94/8 knowledge [1] 42/16 known [1] 43/21 knows [1] 15/18	leads [1] 38/20 leaning [1] 36/17 least [9] 15/21 39/17 53/25 54/7 58/20 74/23 80/5 92/18 94/6 leave [1] 46/1 led [3] 25/11 27/20 34/23 left [5] 39/16 40/6 56/14 58/6 63/18 legal [3] 2/11 30/6 30/18 legality [1] 92/3 less [5] 9/18 20/9 21/23 32/18 41/12 let [12] 14/15 47/5 47/20 50/14 55/2 59/10 60/4 69/5 70/25 79/19 79/19 91/9 let's [9] 10/19 23/2 32/4 39/24 42/11 59/10 64/21 94/15 95/4 level [17] 18/7 21/20 23/18 24/4 45/14 48/12 48/13 54/1 58/8 61/25 83/22 84/11 84/21 84/22 85/6 89/10 92/6 levels [31] 6/8 16/16 17/7 18/7 20/12 21/9 21/10 21/15 21/23 24/13 24/16 32/8 32/10 32/19 32/24 33/2 46/6 61/13 62/15 77/5 82/17 82/19 82/20 82/22 83/23 82/25 83/3 83/4 83/14 83/18 84/19 liaison [7] 11/22 12/5 12/16 12/22 13/24 14/9 26/25 life [1] 59/20 lift [1] 72/15 like [89] 5/22 7/11 8/1 11/18 15/1 16/14 16/24 17/5 17/6 17/6 18/23 18/25 21/25 23/20 24/20 24/22 24/24 25/6 25/9 26/8 26/15 28/9 31/10 31/10 32/17 32/21 33/17 33/23 33/24 35/7 36/6 37/7 37/11 38/1 38/8 39/6 42/21 43/16 44/5 44/7 44/19 45/19 46/12 47/13 51/9 53/2 55/1 56/10 56/23 57/18 60/22 62/11 62/16 64/9 64/21 64/22 65/5 65/21 66/8 72/6 72/19 73/19 76/7 77/5 79/14 79/21 80/25 81/6 82/17 82/18 83/3 83/3 84/20 86/17 86/25 88/12 89/7 89/20 89/20 90/2 90/10 91/18 92/14 92/17 94/1 96/16 98/6 98/7 99/6 liked [2] 43/14 65/22 likelihood [1] 22/12 limitation [1] 48/11 limited [8] 10/5 42/1
		<b>K</b> keep [10] 12/22 14/10 38/21 43/25 51/16 57/18 62/16 71/11 80/19 97/8 Kendra [1] 17/11 kept [1] 45/9 key [6] 21/22 22/2 25/17 30/10 38/19 52/18 kind [50] 6/2 12/7 12/14 12/18 12/20 18/9 18/25 21/25 22/25 23/10 25/21 27/6 30/10	<b>L</b> labeled [1] 17/22 labor [3] 9/6 59/6 81/18 lack [2] 26/5 63/13 laid [2] 10/4 24/4 lands [1] 34/22 language [1] 30/16 large [2] 6/21 45/11 larger [1] 7/14 largest [1] 21/18 last [32] 6/20 7/5 9/2 9/5 9/25 10/16 19/23 20/1 22/13 26/19 27/7 43/14 44/18 49/11 55/5 55/12 60/9 63/18 64/14 70/14 70/18 75/12 75/14 75/14 80/22 85/18 87/20 90/11 92/20 95/17 98/25 99/12 last year [8] 6/20 20/1 55/5 55/12 63/18 70/14 75/12 75/14 last year's [2] 9/5 64/14 last-minute [2] 85/18 87/20 Lastly [1] 98/13 late [1] 6/25 Law [1] 87/8 lawn [1] 37/20 lawsuit [1] 86/13 lay [2] 21/25 85/15 lead [2] 19/23 94/9 leadership [1] 12/11		

**L**  
**limited...** [6] 42/11  
63/16 63/17 64/12 68/9  
96/3  
**line** [3] 20/8 25/16  
37/22  
**linearly** [1] 55/18  
**list** [9] 11/17 11/20  
11/24 12/1 12/21 43/25  
52/12 61/19 76/1  
**listing** [1] 14/6  
**little** [21] 12/20 14/4  
15/15 19/8 23/1 23/3  
23/23 28/13 30/16 34/3  
45/11 52/3 52/14 54/18  
67/1 69/3 71/18 76/12  
83/16 84/20 88/18  
**lobotomy** [1] 83/8  
**local** [1] 20/20  
**lodge** [3] 72/9 72/9  
72/11  
**logic** [1] 34/4  
**logistics** [1] 98/20  
**long** [17] 3/11 15/5  
26/17 38/4 75/25 85/14  
87/3 87/7 87/14 87/22  
88/7 88/9 88/11 88/16  
88/24 93/24 95/16  
**longer** [2] 76/12 90/25  
**look** [33] 7/19 17/3  
20/11 39/9 40/2 47/7  
54/21 54/21 56/2 57/12  
57/14 57/16 60/19  
70/15 71/17 71/22  
71/25 72/10 72/17  
72/19 78/10 79/14  
79/15 79/22 83/2 84/8  
84/11 84/21 85/5 91/1  
91/17 93/9 98/4  
**looked** [7] 20/18 37/21  
78/21 78/22 80/23 81/4  
83/8  
**looking** [9] 12/7 19/22  
22/25 24/5 24/12 60/25  
69/25 82/3 97/15  
**looks** [1] 92/17  
**loop** [1] 14/10  
**lose** [2] 40/22 45/22  
**loses** [1] 38/5  
**loss** [1] 9/5  
**losses** [4] 9/4 9/5 9/24  
10/3  
**lost** [7] 7/1 39/20 39/23  
40/15 45/20 64/24  
64/25  
**lot** [60] 16/2 20/23  
23/24 26/8 26/21 26/23  
28/17 29/3 33/22 34/1  
35/3 35/11 36/6 39/5  
39/23 40/15 43/2 43/3  
43/7 43/19 43/20 44/10  
47/7 47/8 48/3 48/3  
48/17 49/15 50/11 54/9  
56/10 57/22 58/14  
58/23 59/4 59/8 59/14  
60/3 60/8 63/17 64/10  
64/13 64/19 64/25 65/8  
66/6 68/22 68/23 70/10

73/2 73/23 75/20 75/23  
76/18 81/11 84/16  
92/10 92/22 96/12  
96/12  
**love** [5] 45/18 58/3  
58/25 65/10 84/7  
**low** [2] 50/20 56/25  
**lower** [1] 51/11  
**lunch** [2] 68/5 68/9  
**lunches** [2] 70/10 71/4

**M**  
**made** [4] 27/25 36/5  
59/20 64/4  
**main** [2] 72/9 72/11  
**maintain** [3] 27/10 59/6  
84/8  
**maintained** [4] 6/1  
59/18 61/11 84/1  
**maintaining** [1] 38/2  
**maintenance** [13] 8/10  
21/11 21/12 21/20  
27/23 28/6 46/1 58/11  
59/9 61/7 61/10 84/5  
84/12  
**maintenance-free** [2]  
61/7 61/10  
**major** [3] 19/24 21/15  
83/12  
**make** [40] 11/7 13/9  
13/24 14/13 15/4 15/6  
16/20 21/2 21/4 22/2  
23/15 23/21 30/19 31/6  
33/5 45/17 47/21 52/11  
52/13 53/14 54/24 65/3  
65/24 69/10 71/19 73/7  
73/12 75/15 76/11  
76/25 87/14 87/16  
87/18 87/21 90/5 91/2  
91/6 96/21 98/2 98/4  
**makes** [2] 36/7 75/20  
**making** [6] 14/4 30/20  
33/19 72/15 76/19  
87/11  
**manager** [4] 17/11  
18/24 75/8 98/10  
**managers** [1] 75/10  
**Manger** [1] 15/14  
**many** [12] 11/13 14/24  
21/19 21/19 27/24  
34/25 56/21 75/2 81/8  
82/18 85/8 97/11  
**March** [3] 6/25 81/24  
89/7  
**mark** [1] 4/19  
**market** [1] 45/18  
**marketing** [16] 44/17  
44/18 44/20 45/2 45/5  
52/2 53/9 53/12 53/14  
68/11 76/9 76/10 84/21  
91/16 91/17 91/19  
**material** [2] 31/9 32/14  
**matter** [2] 50/2 74/13  
**max** [1] 40/21  
**maximizing** [1] 30/14  
**may** [24] 7/5 7/5 8/21  
19/21 21/13 21/16 25/9  
29/11 32/7 32/13 34/5  
42/21 46/16 49/15 52/3

57/16 60/5 78/8 80/12  
80/18 81/5 82/22 97/10  
97/16  
**May 2023** [1] 32/7  
**May 2024** [1] 7/5  
**May 8th** [5] 8/21 19/21  
21/13 29/11 46/16  
**May operations** [1]  
80/12  
**maybe** [30] 12/10 23/8  
23/22 39/14 42/5 43/25  
44/3 44/18 45/12 46/2  
46/7 46/20 47/14 47/25  
51/2 51/9 55/10 56/2  
60/10 62/10 62/11  
63/13 66/18 73/5 73/16  
75/3 76/11 76/12 79/22  
82/25  
**maybe that** [1] 63/13  
**Maybe we** [1] 82/25  
**me** [32] 19/16 20/5  
23/4 36/8 37/15 39/11  
49/16 49/18 50/14  
50/15 55/2 56/8 56/9  
56/19 57/1 62/4 64/9  
66/21 69/4 69/5 70/25  
75/20 77/9 79/19 79/19  
80/21 80/23 81/4 82/4  
83/12 89/9 91/5  
**meal** [1] 67/25  
**meals** [1] 73/18  
**mean** [6] 7/6 13/20  
39/5 46/11 49/6 83/2  
**means** [2] 47/20 58/5  
**meat** [1] 26/23  
**meet** [3] 14/13 25/20  
66/2  
**meeting** [48] 1/9 4/5  
4/19 7/22 14/12 16/3  
19/21 19/23 22/13 26/7  
26/19 33/4 42/6 47/18  
52/7 53/10 76/1 77/7  
80/4 80/22 85/25 86/3  
87/4 87/8 88/2 88/17  
88/21 88/21 89/1 91/2  
91/6 91/13 92/23 92/24  
92/24 93/7 93/11 93/12  
93/15 93/21 93/25  
94/16 95/5 95/12 95/20  
99/17 99/19 100/7  
**meeting minutes** [1]  
26/7  
**meetings** [9] 15/19  
16/6 26/6 34/19 42/17  
48/22 77/9 89/5 91/12  
**meets** [1] 11/23  
**member** [9] 2/5 2/6 2/7  
2/8 5/17 6/3 6/19 14/19  
26/19  
**members** [13] 2/3 8/2  
11/9 12/11 12/13 13/8  
40/17 48/17 52/8 77/22  
85/23 95/13 96/13  
**memo** [2] 77/15 77/24  
**memos** [2] 90/5 90/6  
**men's** [1] 97/8  
**mention** [1] 80/8  
**mentioned** [6] 27/6  
30/12 53/24 62/18

70/10 78/15  
**merchandise** [1] 8/10  
**met** [1] 26/17  
**metric** [1] 46/9  
**MICHAELA** [13] 2/4  
4/15 14/10 15/4 22/23  
23/2 23/18 29/25 50/25  
61/12 62/4 74/10 91/4  
**middle** [2] 28/20 29/14  
**might** [26] 13/1 22/18  
22/24 23/3 23/14 23/15  
25/25 40/19 42/6 44/20  
46/23 49/23 54/6 54/8  
54/8 54/18 55/15 62/1  
79/21 79/22 80/18 85/3  
85/5 90/10 94/9 94/11  
**Mike** [6] 15/16 29/1  
46/7 91/6 92/25 93/1  
**million** [4] 9/20 98/20  
99/3 99/4  
**mind** [6] 30/23 56/11  
82/24 85/10 85/19 97/8  
**minimum** [4] 74/6  
96/24 96/25 96/25  
**minor** [2] 21/13 21/18  
**minus** [1] 27/8  
**minute** [2] 85/18 87/20  
**minutes** [10] 10/15  
16/10 26/7 60/25 86/1  
86/3 86/16 86/19 86/24  
99/11  
**missed** [1] 8/13  
**missing** [4] 56/20  
57/19 85/13 94/21  
**misunderstood** [1]  
71/21  
**mix** [3] 36/10 37/9  
59/18  
**model** [1] 6/18  
**modified** [1] 82/11  
**modify** [1] 82/9  
**modifying** [1] 57/23  
**money** [7] 38/5 38/5  
41/10 41/12 41/19  
45/17 64/16  
**month** [10] 45/21 57/4  
73/11 73/18 74/2 89/6  
89/17 89/21 89/22  
92/25  
**monthly** [1] 96/24  
**months** [2] 9/19 98/24  
**more** [57] 6/11 6/14  
12/1 14/4 15/1 18/12  
20/8 20/25 21/8 22/3  
22/7 24/21 26/8 27/16  
28/15 28/17 29/25  
32/18 33/10 33/15 34/3  
35/13 36/9 39/21 41/12  
42/8 42/8 42/15 42/24  
44/23 45/11 52/3 52/13  
52/14 53/2 54/10 55/17  
55/18 56/12 57/14 58/2  
58/10 58/11 58/17  
58/18 59/17 60/5 63/7  
65/24 69/3 71/18 72/24  
73/20 85/3 87/11 94/23  
97/23  
**morning** [1] 55/8  
**mornings** [1] 28/17

**most** [7] 21/10 22/12  
37/17 55/21 68/19  
81/23 83/20  
**mostly** [1] 99/3  
**motion** [3] 31/15 31/18  
33/5  
**Mountain** [5] 6/4 58/22  
70/5 85/9 98/19  
**move** [10] 5/9 6/21  
10/25 18/12 18/20  
31/13 32/4 76/2 85/14  
88/7  
**moves** [1] 95/17  
**moving** [3] 11/24 14/10  
18/22  
**mow** [1] 21/19  
**mower** [1] 37/20  
**mowing** [2] 58/19  
60/15  
**Mr** [2] 7/22 27/3  
**much** [35] 21/20 24/12  
24/21 28/14 28/21  
32/15 32/18 38/5 41/8  
41/10 42/24 50/17  
56/22 58/10 58/10  
58/21 60/15 60/15  
61/14 65/23 69/1 74/1  
74/1 74/12 75/1 83/9  
83/10 83/19 84/15  
86/17 88/13 89/7 92/21  
97/2 99/1  
**Munis** [1] 79/23  
**must** [2] 10/12 57/20  
**my** [38] 5/24 7/4 9/16  
13/23 22/7 28/23 29/2  
39/20 40/3 40/3 40/18  
44/11 49/23 51/15  
52/18 56/4 56/11 62/9  
62/20 64/10 64/19  
69/21 77/8 78/20 82/8  
82/13 82/24 85/10  
85/19 86/13 87/7 89/5  
89/8 91/6 91/8 95/22  
96/2 100/12  
**myself** [5] 15/18 48/19  
48/20 79/19 79/25

**N**  
**name** [1] 78/15  
**narrative** [1] 54/23  
**narrowly** [1] 38/8  
**nasty** [2] 59/22 60/6  
**native** [2] 59/16 61/4  
**natural** [4] 58/2 58/10  
58/24 59/1  
**nature** [4] 29/21 44/14  
44/16 45/7  
**necessarily** [1] 78/16  
**necessary** [1] 21/5  
**need** [33] 7/6 10/23  
16/18 18/6 18/6 24/13  
25/2 25/9 25/17 25/24  
27/16 30/25 35/14  
35/24 37/18 37/21  
40/13 40/20 47/23 52/3  
53/4 56/17 57/16 60/23  
66/19 71/12 71/14  
71/17 76/22 78/7 80/6  
93/7 94/1

**N**  
**needed** [2] 78/12 98/17  
**needle** [2] 61/2 61/6  
**needs** [6] 6/19 18/8  
60/5 61/23 63/4 88/24  
**negative** [1] 61/15  
**negotiating** [1] 73/6  
**net** [2] 15/6 85/4  
**Nevada** [3] 4/1 100/1  
100/15  
**never** [4] 26/20 29/7  
37/2 99/4  
**new** [12] 8/23 18/17  
20/6 23/11 36/8 37/20  
46/8 61/15 79/23 87/3  
98/7 98/10  
**news** [1] 12/24  
**next** [13] 8/25 11/21  
14/12 33/4 44/2 52/7  
62/9 69/8 76/1 80/4  
89/12 92/23 95/12  
**next year's** [1] 8/25  
**Nick** [3] 39/15 56/14  
56/19  
**Nick's** [1] 57/10  
**nightmare** [2] 61/21  
62/2  
**nine** [1] 40/25  
**no** [21] 9/17 10/7 24/4  
27/22 28/5 33/5 36/22  
38/6 49/6 49/12 56/21  
57/5 62/22 64/23 64/23  
64/23 74/13 78/23 79/9  
86/10 89/16  
**nobody** [1] 68/7  
**non** [3] 6/3 6/3 68/16  
**non-golf** [1] 68/16  
**non-member** [1] 6/3  
**non-resident** [1] 6/3  
**nonresident** [2] 37/11  
54/14  
**nonresidents** [5] 24/2  
48/23 51/22 76/3 92/9  
**noon** [2] 55/8 55/9  
**not** [106]  
**note** [2] 13/10 80/3  
**noted** [1] 6/10  
**notes** [3] 53/18 100/8  
100/13  
**nothing** [6] 8/19 8/23  
30/23 61/15 67/25  
95/23  
**notice** [1] 89/17  
**noticed** [1] 25/10  
**now** [33] 5/9 6/9 7/2  
8/23 12/1 18/5 18/17  
18/21 28/10 35/10 36/8  
40/24 44/4 44/8 44/13  
44/25 47/1 47/2 47/4  
47/5 47/7 47/8 51/14  
53/9 62/25 65/12 75/25  
77/9 80/21 88/19 91/18  
98/1 98/17  
**now-higher** [1] 7/2  
**NRS** [1] 87/11  
**nuances** [2] 22/20  
34/24  
**nuisance** [1] 51/9

**number** [16] 1/25  
20/14 27/18 28/4 28/4  
43/23 46/20 52/18  
52/20 54/2 56/8 56/18  
56/25 60/14 81/16  
92/15  
**number 10** [1] 28/4  
**number of** [5] 52/18  
54/2 56/18 81/16 92/15  
**number one** [1] 43/23  
**number that's** [1]  
52/20  
**number was** [1] 56/25  
**numbers** [4] 35/13  
36/14 52/22 68/8

**O**

**o'clock** [7] 28/1 28/4  
40/12 40/14 40/14  
42/18 42/25  
**o'oo** [3] 2/14 3/15 4/2  
**object** [1] 71/13  
**observation** [2] 5/21  
5/25  
**observationally** [1]  
68/21  
**obviously** [3] 55/24  
77/8 89/1  
**occasion** [2] 45/12  
64/20  
**occasional** [1] 49/6  
**occurred** [1] 18/3  
**October** [3] 15/25  
80/15 99/1  
**October 2021** [1] 15/25  
**off** [11] 28/3 30/5 37/23  
50/23 61/18 63/24  
76/25 77/4 77/4 79/21  
97/17  
**offerings** [1] 66/11  
**office** [2] 8/12 69/8  
**offline** [1] 90/13  
**offloading** [1] 85/22  
**offset** [1] 73/11  
**oh** [7] 4/18 20/11 40/3  
45/13 63/25 64/23 83/3  
**okay** [17] 5/4 5/8 10/25  
13/18 28/24 32/3 42/4  
42/7 44/25 56/10 57/7  
63/19 67/12 73/25 75/5  
89/15 89/25  
**older** [1] 97/11  
**OML** [2] 87/16 90/5  
**once** [9] 11/24 12/1  
12/15 14/18 30/7 35/13  
37/12 47/14 52/20  
**one** [60] 5/21 6/21 11/3  
11/16 12/12 14/19  
15/17 18/15 19/24 20/5  
20/14 20/15 23/1 26/18  
31/18 34/24 38/9 38/11  
41/22 42/11 42/16  
42/17 43/23 46/15  
47/16 51/20 52/6 52/13  
53/9 53/23 56/12 56/20  
57/21 59/21 59/23  
61/13 63/19 65/2 65/11  
68/11 68/13 72/8 72/14  
72/24 73/6 75/4 77/11

79/21 80/21 81/4 82/3  
83/22 85/16 85/23  
85/24 92/21 93/13  
93/23 96/13 97/8  
**one-off** [1] 79/21  
**ones** [4] 21/12 44/7  
72/17 92/7  
**online** [1] 87/12  
**only** [14] 9/1 9/24  
25/16 30/21 40/6 40/8  
47/18 47/20 49/18  
56/20 64/3 83/22 91/10  
99/2  
**open** [6] 44/5 47/12  
53/20 54/8 56/7 87/8  
**openings** [2] 43/2  
45/18  
**operated** [1] 35/8  
**operating** [2] 23/12  
72/7  
**operation** [3] 66/4  
69/19 72/18  
**operational** [1] 34/8  
**Operationally** [1]  
68/10  
**operations** [17] 8/3 8/5  
8/12 11/13 16/25 17/5  
18/7 22/21 23/1 24/1  
32/9 67/14 71/2 72/15  
78/23 80/12 80/12  
**operators** [1] 83/21  
**opinion** [3] 50/25  
74/11 74/21  
**opportunity** [2] 17/2  
97/3  
**opposed** [1] 32/3  
**order** [4] 4/4 16/25  
25/18 92/1  
**organize** [1] 71/4  
**originally** [2] 16/22  
70/2  
**originated** [1] 34/14  
**other** [41] 6/4 6/14 7/1  
10/7 15/9 18/1 20/15  
20/23 21/3 22/17 30/8  
34/6 34/10 34/24 36/14  
38/3 39/19 43/16 44/6  
44/11 44/12 50/16  
53/16 57/13 57/18 60/2  
64/9 65/5 66/9 68/12  
68/25 69/4 74/12 88/3  
92/12 93/7 94/21 96/2  
98/6 98/10 99/10  
**others** [2] 44/1 45/24  
**our** [78] 5/6 5/25 6/17  
6/18 6/21 7/2 7/7 10/16  
11/6 11/22 12/4 12/7  
12/16 18/5 20/3 20/20  
20/21 20/21 21/8 22/13  
24/5 24/7 24/19 25/5  
25/11 25/19 25/20  
28/18 30/5 33/4 33/7  
34/15 36/18 39/3 39/5  
40/8 42/6 42/16 47/4  
47/18 50/18 51/5 51/11  
52/5 52/7 53/1 53/12  
53/23 54/9 55/15 60/15  
62/14 66/24 71/7 77/7  
79/13 79/23 80/4 82/12

84/7 84/17 86/2 87/3  
87/4 87/14 87/15 87/23  
89/11 90/3 90/5 90/6  
92/19 93/1 95/12 95/16  
95/17 99/12 99/17  
**ours** [1] 58/3  
**ourselves** [2] 7/9 94/15  
**out** [71] 7/3 10/19 13/7  
13/20 14/5 15/10 16/21  
17/19 17/23 20/12 21/9  
21/23 22/1 24/4 24/25  
28/11 28/12 28/17  
31/12 33/22 34/13  
35/17 40/13 40/19 43/9  
43/25 46/10 46/11  
46/23 47/11 47/19 50/1  
51/10 51/17 52/3 54/13  
54/17 55/3 56/4 60/6  
61/9 61/19 63/23 64/8  
65/23 65/24 67/10 71/9  
71/14 71/14 71/18  
71/19 71/24 71/25 72/4  
72/8 73/16 73/24 75/18  
75/24 76/17 78/5 79/2  
82/4 82/25 85/15 89/25  
90/19 93/7 94/3 95/16  
**outcome** [1] 86/5  
**outing** [3] 6/22 7/4  
37/11  
**outline** [2] 12/8 52/21  
**outlining** [1] 53/22  
**outside** [8] 6/22 26/15  
50/2 50/6 50/12 50/16  
76/22 99/8  
**outstanding** [1] 63/3  
**outward** [1] 77/21  
**over** [13] 9/7 17/4 19/3  
37/12 37/18 39/17 44/2  
54/12 60/21 61/3 63/25  
64/21 68/14  
**over year** [1] 39/17  
**overall** [2] 34/22 96/19  
**overemphasis** [1]  
61/14  
**overhead** [7] 8/5 8/13  
10/14 23/12 82/4 82/12  
84/25  
**overseeing** [1] 17/12  
**owe** [1] 7/8  
**own** [2] 67/14 67/18  
**owned** [1] 32/9

**P**

**P.M** [5] 4/1 4/6 7/23  
99/18 99/19  
**package** [4] 19/14  
19/17 19/20 24/6  
**packages** [1] 90/24  
**packet** [3] 16/10 17/2  
17/22  
**packing** [1] 27/23  
**page** [2] 3/2 20/19  
**pages** [3] 8/22 86/7  
100/13  
**pages of** [1] 8/22  
**panel** [1] 12/10  
**pared** [1] 12/20  
**parking** [1] 72/16  
**parks** [4] 9/23 9/25

10/11 34/14  
**part** [24] 10/1 20/24  
36/3 41/15 51/2 55/21  
63/22 64/7 65/9 66/4  
66/15 67/7 68/6 69/4  
73/16 73/19 74/12  
74/22 74/23 76/20  
78/19 82/8 94/5 96/19  
**part-time** [2] 20/24  
65/9  
**participate** [1] 96/23  
**particular** [3] 12/25  
50/9 81/16  
**particular hours** [1]  
81/16  
**partner** [2] 11/22 75/10  
**pass** [9] 6/13 20/21  
41/7 41/21 53/2 54/15  
73/17 77/4 77/4  
**passes** [16] 6/15 32/3  
39/11 39/18 39/23 40/3  
40/17 41/9 41/17 52/17  
52/18 52/19 54/1 54/4  
92/15 92/16  
**past** [9] 9/19 15/13  
19/1 22/15 23/6 26/14  
86/19 92/18 97/18  
**past years** [1] 92/18  
**paths** [2] 98/16 98/17  
**patrol** [1] 72/16  
**patronage** [1] 65/1  
**patterns** [1] 57/24  
**Paul** [1] 53/11  
**pay** [9] 10/12 36/16  
42/7 42/20 49/9 82/6  
96/5 96/6 96/7  
**paying** [2] 34/5 34/8  
**payment** [1] 37/10  
**peak** [3] 63/20 70/21  
98/6  
**pencil** [1] 23/10  
**people** [53] 17/24 19/4  
20/20 21/17 26/15 34/3  
35/19 38/1 38/10 38/25  
39/2 39/4 39/7 39/22  
40/19 43/3 43/3 43/16  
43/21 45/12 46/4 49/21  
54/16 54/23 57/19  
59/22 61/18 62/16  
62/21 63/24 64/6 64/19  
65/9 65/19 67/23 68/25  
69/1 74/1 76/22 77/9  
81/1 85/1 88/18 89/13  
90/1 91/9 93/25 96/7  
96/12 96/14 96/21  
96/23 97/13  
**people's** [2] 43/17  
48/24  
**per** [5] 52/23 57/4 57/4  
57/4 92/16  
**per year** [1] 57/4  
**perceive** [1] 48/16  
**perceived** [1] 38/4  
**percent** [28] 6/11 9/7  
9/22 10/3 20/2 20/9  
39/12 39/17 40/3 40/8  
40/10 44/9 45/25 46/2  
46/3 46/9 46/18 46/18  
51/25 56/8 56/15 68/14

<b>P</b> <b>percent...</b> [6] 76/3 92/9 97/9 98/5 98/17 99/7 <b>percentage</b> [3] 57/3 66/7 66/9 <b>perception</b> [3] 48/21 49/1 65/1 <b>perfect</b> [3] 31/4 36/11 97/13 <b>period</b> [4] 9/7 27/10 28/22 43/25 <b>person</b> [4] 54/14 81/20 85/8 93/22 <b>Personally</b> [1] 67/6 <b>perspective</b> [11] 13/22 13/23 29/9 30/18 46/7 51/5 62/21 68/11 78/16 78/20 94/7 <b>perspectives</b> [1] 77/10 <b>PGA</b> [1] 13/11 <b>pick</b> [1] 85/10 <b>picture</b> [1] 20/4 <b>piece</b> [1] 56/12 <b>pieces</b> [1] 33/4 <b>pine</b> [2] 61/2 61/6 <b>Pinkerton</b> [1] 98/4 <b>place</b> [6] 12/15 22/2 34/21 35/19 60/21 67/8 <b>places</b> [2] 16/17 69/4 <b>planned</b> [1] 90/3 <b>planning</b> [1] 44/19 <b>play</b> [37] 6/12 6/13 6/15 6/15 7/16 20/25 38/15 39/11 39/16 39/18 39/18 39/23 40/3 40/15 40/23 41/7 41/12 41/17 41/18 41/21 46/4 48/13 48/24 49/16 50/9 52/17 53/3 56/21 56/23 61/17 65/13 66/10 66/10 74/17 96/12 96/21 97/22 <b>played</b> [4] 54/2 56/5 56/18 57/6 <b>player</b> [1] 61/24 <b>players</b> [1] 40/22 <b>playing</b> [5] 38/13 68/7 68/9 69/2 97/11 <b>please</b> [4] 4/7 10/14 31/21 94/2 <b>PLEDGE</b> [4] 3/4 4/22 5/1 5/2 <b>plus</b> [1] 27/8 <b>point</b> [17] 7/3 15/2 15/8 22/11 22/18 27/18 28/5 35/17 37/25 49/4 52/17 53/5 62/17 66/8 66/18 92/12 92/20 <b>pointed</b> [1] 51/10 <b>points</b> [6] 18/2 18/13 34/25 55/18 75/6 76/19 <b>policies</b> [2] 24/11 43/12 <b>policy</b> [7] 24/5 24/7 25/5 34/15 43/22 94/11 94/12 <b>polo</b> [1] 56/20 <b>pool</b> [1] 49/20	<b>pop</b> [1] 47/14 <b>portion</b> [4] 9/13 24/2 66/4 66/15 <b>position</b> [3] 11/13 11/13 14/7 <b>positions</b> [1] 82/1 <b>positive</b> [1] 85/4 <b>possibility</b> [1] 60/18 <b>possible</b> [10] 22/19 32/10 35/18 54/2 66/10 69/5 77/15 81/9 87/18 91/25 <b>possibly</b> [6] 12/12 25/7 33/14 79/23 83/24 93/6 <b>post</b> [2] 13/16 78/8 <b>posted</b> [4] 11/13 12/22 13/11 87/9 <b>posting</b> [5] 13/8 13/14 13/15 14/14 15/5 <b>potential</b> [1] 36/12 <b>practice</b> [2] 6/6 94/18 <b>predictable</b> [1] 49/5 <b>preliminary</b> [1] 12/14 <b>premium</b> [3] 96/5 96/6 96/7 <b>prescreen</b> [1] 12/2 <b>present</b> [7] 2/3 2/10 11/18 16/2 26/10 52/9 100/6 <b>presentation</b> [2] 29/12 42/6 <b>presented</b> [3] 16/4 17/19 19/22 <b>pressure</b> [1] 37/23 <b>pretty</b> [7] 28/18 28/21 32/15 37/25 49/7 82/2 92/21 <b>preview</b> [1] 79/25 <b>previous</b> [3] 15/20 19/17 20/16 <b>price</b> [13] 7/6 29/5 33/20 36/11 37/16 38/3 42/20 44/5 52/23 55/7 55/19 74/15 92/15 <b>priced</b> [2] 40/19 45/14 <b>prices</b> [8] 24/17 25/15 33/15 36/25 38/21 40/18 55/8 55/12 <b>pricing</b> [39] 6/3 6/18 6/19 6/25 7/2 7/8 17/6 18/12 23/10 24/5 24/7 24/8 24/16 25/5 29/5 29/8 29/10 29/23 33/8 33/11 33/14 34/15 34/25 35/2 36/3 40/20 42/23 45/8 53/24 54/7 55/5 55/8 55/14 55/15 76/4 92/10 94/14 94/17 94/18 <b>primarily</b> [1] 12/9 <b>primary</b> [1] 44/12 <b>print</b> [2] 15/22 21/23 <b>prior</b> [3] 5/17 7/12 8/24 <b>priorities</b> [1] 75/2 <b>prioritize</b> [2] 20/16 20/20 <b>private</b> [10] 38/15 44/7 73/2 73/7 73/9 73/23 74/3 75/17 95/23 95/24	<b>pro</b> [1] 13/4 <b>proactive</b> [1] 52/2 <b>probability</b> [2] 50/10 50/11 <b>probably</b> [18] 11/25 33/10 36/17 37/21 39/17 42/4 44/11 46/24 50/10 53/4 54/17 60/11 60/12 76/6 77/11 89/6 90/8 94/25 <b>probably at</b> [1] 39/17 <b>problem</b> [7] 19/24 38/4 60/23 65/3 79/3 82/13 89/16 <b>problems</b> [2] 39/25 87/25 <b>proceedings</b> [2] 100/8 100/13 <b>process</b> [5] 14/2 14/8 14/9 19/11 78/5 <b>produced</b> [1] 8/22 <b>production</b> [1] 98/24 <b>productions</b> [1] 75/12 <b>professional</b> [2] 40/6 65/21 <b>profit</b> [5] 9/10 34/11 36/9 64/4 73/12 <b>profitable</b> [2] 6/22 65/24 <b>profits</b> [1] 33/20 <b>program</b> [2] 34/11 83/7 <b>programming</b> [5] 33/25 33/25 34/7 34/10 34/23 <b>programs</b> [1] 34/6 <b>projections</b> [4] 8/8 8/12 8/14 8/15 <b>property</b> [1] 10/5 <b>propose</b> [1] 90/8 <b>proposed</b> [1] 32/8 <b>pros</b> [1] 76/16 <b>provide</b> [10] 13/14 26/12 32/10 35/9 35/25 48/1 71/5 73/13 80/1 83/23 <b>provided</b> [2] 29/4 50/17 <b>providing</b> [1] 80/11 <b>PUBIC</b> [1] 3/12 <b>public</b> [16] 1/9 3/5 5/12 5/13 5/15 10/16 10/19 29/19 44/7 46/22 77/21 95/18 95/19 99/12 99/14 100/7 <b>public/private</b> [1] 44/7 <b>pull</b> [5] 52/19 69/12 71/9 71/14 73/13 <b>pulled</b> [1] 68/21 <b>punishment</b> [1] 65/7 <b>purchased</b> [4] 52/18 52/20 54/2 92/15 <b>purchases</b> [1] 6/13 <b>pure</b> [1] 37/2 <b>purposes</b> [1] 72/1 <b>purview</b> [1] 62/5 <b>push</b> [3] 27/17 28/14 53/20 <b>pushbacks</b> [1] 35/20 <b>put</b> [19] 15/21 21/12	24/24 60/20 67/17 69/7 69/8 70/6 70/8 78/6 79/13 79/17 87/3 92/12 93/8 94/4 94/15 95/4 95/7 <b>putting</b> [1] 75/18 <b>pyramid</b> [20] 29/5 29/9 29/11 29/14 29/24 30/4 33/8 33/11 33/14 33/16 33/21 34/12 35/1 35/2 36/3 36/21 94/6 94/15 94/17 94/18	<b>Q</b> <b>qualified</b> [4] 5/20 11/15 13/21 13/21 <b>quality</b> [2] 27/11 28/8 <b>quarter</b> [1] 45/21 <b>quarterly</b> [1] 74/6 <b>question</b> [20] 14/3 22/5 22/7 23/8 26/2 26/22 27/5 27/15 30/6 38/20 53/23 56/11 58/12 62/9 69/20 72/5 74/9 77/14 81/11 89/8 <b>questions</b> [13] 15/9 16/13 16/19 17/8 18/15 19/12 19/14 26/18 29/6 30/8 53/17 88/3 95/10 <b>queue</b> [1] 78/6 <b>quick</b> [3] 22/5 55/4 93/17 <b>quite</b> [7] 12/24 28/23 33/3 36/21 40/24 59/16 63/17 <b>quorum</b> [1] 88/24 <b>quote</b> [1] 10/12	26/4 26/10 26/17 27/17 28/14 29/25 32/17 32/23 33/22 35/5 35/14 35/16 35/22 35/25 38/22 39/10 40/2 41/7 41/9 41/13 42/21 43/16 48/19 50/17 52/25 53/14 54/22 54/24 58/1 59/15 60/19 61/5 61/24 62/3 63/2 63/14 63/20 63/20 66/17 75/5 76/9 76/14 79/11 80/2 80/19 81/1 81/9 82/19 83/17 83/18 83/22 86/8 87/5 88/14 91/17 91/22 93/5 93/9 94/1 98/9 98/21 <b>reason</b> [2] 86/1 96/9 <b>reasonable</b> [4] 38/2 58/12 75/19 89/10 <b>reasons</b> [2] 59/24 94/12 <b>recap</b> [1] 12/18 <b>Receive</b> [1] 32/6 <b>received</b> [1] 11/11 <b>recent</b> [1] 26/16 <b>recently</b> [1] 59/14 <b>recommend</b> [2] 30/11 35/8 <b>recommendation</b> [21] 25/23 31/6 35/17 38/24 43/14 44/21 51/20 51/22 52/1 53/15 66/20 66/22 67/3 67/4 67/18 69/10 69/11 76/17 77/1 92/6 96/3 <b>recommendations</b> [45] 15/13 15/24 16/4 16/7 16/8 17/14 17/16 17/18 17/20 17/23 18/1 18/3 19/2 20/19 24/10 24/23 25/1 30/10 32/10 32/13 32/25 33/1 48/1 49/2 52/4 52/6 52/10 53/6 53/11 53/16 57/14 66/24 71/20 76/1 76/11 80/5 80/7 88/4 91/18 92/7 93/14 93/22 95/2 95/9 95/10 <b>recommended</b> [1] 42/5 <b>reconfiguring</b> [1] 98/23 <b>recovery</b> [8] 29/5 29/9 29/11 29/24 30/3 36/2 36/2 94/5 <b>recreation</b> [2] 33/23 34/14 <b>recreational</b> [1] 9/14 <b>redo</b> [1] 6/19 <b>reduce</b> [3] 20/11 20/11 59/5 <b>referred</b> [2] 35/11 41/20 <b>referring</b> [1] 51/1 <b>reflect</b> [1] 16/10 <b>reflected</b> [2] 9/9 64/25 <b>regard</b> [3] 29/22 43/13 77/13 <b>regarding</b> [1] 11/5 <b>regardless</b> [1] 30/14
--	---	--	---	---	--

**R**  
**regular [1]** 85/3  
**regulars [1]** 39/21  
**reinforce [1]** 50/14  
**reinstitution [1]** 96/20  
**relate [1]** 82/24  
**related [6]** 22/5 64/1 64/2 68/16 71/16 82/5  
**relationship [1]** 8/7  
**relative [1]** 29/23  
**relatively [1]** 81/17  
**relevant [1]** 19/18  
**relooking [1]** 82/22  
**remind [1]** 89/2  
**reminder [1]** 88/23  
**reminding [1]** 80/21  
**removed [2]** 70/7 70/16  
**Reno [2]** 97/21 100/15  
**renovation [2]** 27/21 59/16  
**replaced [1]** 98/17  
**report [14]** 5/10 11/4 15/12 16/22 31/7 32/7 36/14 72/3 78/4 80/1 80/11 83/14 86/21 92/13  
**reported [3]** 1/24 68/13 72/13  
**reporter [1]** 26/7  
**reporting [7]** 67/8 67/15 67/19 69/23 72/1 74/20 78/20  
**reporting-wise [1]** 67/15  
**reports [5]** 3/7 5/9 11/1 26/15 74/11  
**representative [1]** 87/9  
**representative days [1]** 87/9  
**requests [2]** 79/10 92/11  
**require [2]** 10/11 73/10  
**requirements [2]** 73/4 75/18  
**requiring [1]** 10/3  
**rescheduling [1]** 85/18  
**reservation [1]** 83/4  
**reserve [1]** 46/18  
**resident [4]** 6/3 24/1 37/11 54/14  
**residents [17]** 6/13 7/7 7/13 7/17 20/21 29/16 30/14 36/18 39/6 43/15 44/1 46/19 46/21 46/22 47/19 51/21 96/3  
**resolved [1]** 8/24  
**resolving [1]** 63/14  
**resort [2]** 6/4 64/7  
**resources [3]** 11/4 11/6 81/18  
**restaurant [15]** 61/16 61/20 62/6 62/23 63/9 68/15 69/16 69/22 70/3 74/19 74/24 78/22 78/24 79/3 85/3  
**restaurants [1]** 74/7  
**restaurateurs [1]**

65/21  
**restriction [1]** 42/7  
**result [5]** 7/1 7/2 7/10 30/24 78/22  
**resumes [1]** 11/12  
**rethink [2]** 42/7 48/1  
**rethinking [1]** 43/11  
**return [2]** 35/9 53/4  
**revenue [9]** 10/5 36/2 37/13 41/8 49/5 71/3 71/24 72/12 85/4  
**revenues [6]** 8/9 8/22 9/4 9/8 9/25 25/20  
**review [8]** 8/18 15/7 15/22 32/6 36/2 92/2 92/4 92/4  
**rewarded [1]** 75/13  
**RICCITELLI [2]** 2/7 4/11  
**rich [1]** 48/24  
**rid [2]** 55/6 61/3  
**right [21]** 24/17 31/10 35/10 41/23 48/18 50/24 53/8 58/1 58/5 59/3 60/24 61/1 64/5 66/12 70/23 78/2 78/11 85/7 87/12 93/1 94/12  
**Rob [10]** 13/3 16/13 18/10 39/14 40/5 42/14 49/5 50/15 54/12 56/12  
**ROBERT [2]** 2/7 4/11  
**role [1]** 22/8  
**roll [5]** 3/3 4/6 4/8 4/24 90/12  
**room [2]** 46/1 64/3  
**rooms [1]** 63/22  
**rose [1]** 9/6  
**round [4]** 10/13 52/23 85/1 92/16  
**rounded [1]** 53/15  
**rounds [15]** 6/12 6/15 6/16 8/9 27/7 27/9 39/12 39/21 39/24 54/2 56/18 56/21 57/6 97/12 97/20  
**roundtable [1]** 90/16  
**run [5]** 59/8 85/3 87/24 95/25 95/25  
**runs [1]** 62/20  
**rush [1]** 33/6

**S**  
**said [17]** 20/16 33/12 37/6 40/8 42/18 42/19 45/19 46/5 50/15 51/13 53/8 56/4 64/14 65/14 86/9 97/9 100/13  
**salaried [1]** 81/20  
**salary [2]** 98/3 98/6  
**sales [3]** 8/11 39/12 40/2  
**same [7]** 27/11 36/10 47/20 70/21 77/22 90/8 100/9  
**Sara [1]** 46/16  
**Sara's [1]** 19/20  
**satisfaction [1]** 61/25  
**Saturday [4]** 42/2 42/9 42/10 50/9

**save [3]** 33/10 58/12 60/15  
**saviors [2]** 59/6 59/7  
**saving [1]** 65/4  
**saw [2]** 46/15 80/17  
**say [29]** 4/18 7/20 15/17 16/1 18/2 31/21 32/16 41/4 42/7 43/4 43/8 44/8 44/24 53/18 63/25 64/13 64/21 65/25 73/25 73/25 74/12 80/2 86/4 86/12 88/16 94/10 96/10 96/14 99/6  
**saying [6]** 25/9 40/9 46/2 49/22 83/16 97/12  
**says [2]** 30/13 60/14  
**schedule [8]** 12/15 14/15 14/17 43/9 48/4 50/3 50/4 53/10  
**schedules [2]** 47/21 87/24  
**Schmitz [1]** 8/22  
**school [1]** 72/14  
**score [1]** 21/24  
**Scott [2]** 5/16 30/12  
**searches [1]** 14/25  
**searching [1]** 59/22  
**season [2]** 81/15 89/12  
**seasonally [1]** 81/8  
**seasons [1]** 89/11  
**seat [4]** 26/5 37/12 45/20 45/22  
**second [10]** 31/9 31/19 31/20 85/25 89/20 89/21 90/2 90/11 90/14 95/5  
**Secondly [1]** 6/17  
**secretary [1]** 86/2  
**sector [1]** 36/10  
**see [33]** 5/20 9/10 10/22 23/25 24/18 24/20 26/2 35/7 35/23 36/24 36/25 44/17 51/22 52/24 52/25 53/1 53/5 54/4 56/20 69/4 69/11 69/12 71/18 79/20 83/4 83/5 84/16 84/21 86/8 89/23 91/19 95/9 99/1  
**seeing [1]** 75/25  
**seek [1]** 38/25  
**seem [2]** 21/16 82/23  
**seemed [2]** 19/16 23/9  
**seems [4]** 30/10 37/15 38/1 41/2  
**seen [9]** 9/18 21/3 25/12 36/13 36/25 40/25 43/2 56/9 64/19  
**segregate [2]** 69/6 69/25  
**segregating [1]** 70/7  
**segue [2]** 38/19 95/12  
**segues [1]** 38/23  
**select [1]** 93/13  
**selected [1]** 12/3  
**selection [3]** 11/23 12/6 13/19  
**selling [1]** 41/9

**send [6]** 13/7 14/5 90/19 91/6 91/7 91/25  
**sends [1]** 47/13  
**senior [2]** 12/11 33/24  
**sense [8]** 36/5 36/7 48/9 52/11 52/13 70/17 75/20 82/13  
**sent [1]** 89/25  
**separate [7]** 70/1 70/9 72/8 76/14 91/20 91/21 99/10  
**separated [1]** 70/14  
**separately [2]** 70/15 70/16  
**September [1]** 80/14  
**serve [2]** 5/19 63/25  
**serves [1]** 76/21  
**service [39]** 6/8 16/16 17/7 18/7 20/12 21/9 21/10 21/15 21/23 23/13 24/13 24/16 25/10 32/8 32/10 32/19 32/23 33/2 61/13 62/14 75/15 76/21 82/16 82/18 82/20 82/22 82/23 82/25 83/3 83/4 83/13 83/17 83/22 84/11 84/19 84/20 84/22 85/6 92/6  
**services [4]** 9/12 24/13 57/16 57/18  
**session [1]** 31/8  
**set [11]** 10/7 18/21 24/4 34/21 43/13 47/21 48/4 51/2 73/4 83/3 87/15  
**sets [1]** 63/17  
**setting [1]** 49/14  
**seven [2]** 28/1 96/22  
**several [3]** 5/22 8/23 12/18  
**shape [3]** 28/25 38/12 38/14  
**share [1]** 10/12  
**shared [1]** 77/21  
**she [1]** 89/25  
**she'll [1]** 14/15  
**she's [1]** 89/25  
**sheet [12]** 20/13 20/22 44/23 45/8 45/10 46/5 46/14 55/17 66/6 66/7 66/10 84/23  
**sheets [1]** 49/4  
**shitty [1]** 39/24  
**shop [1]** 71/2  
**short [2]** 25/17 27/10  
**short-term [1]** 25/17  
**shotguns [1]** 28/10  
**should [37]** 7/13 7/17 8/4 10/1 16/12 17/1 17/2 20/14 30/13 35/9 37/19 40/4 41/3 43/21 45/25 47/17 57/20 67/7 67/10 67/14 69/19 71/16 78/21 80/18 82/25 85/8 85/24 89/12 92/25 94/25 95/23 95/25 96/5 96/6 96/18 98/13 99/10

**show [8]** 43/18 49/10 49/13 49/18 83/25 84/25 85/4 95/3  
**showed [2]** 56/8 81/5  
**showing [1]** 50/12  
**shows [3]** 33/16 49/7 49/12  
**shy [1]** 99/5  
**side [4]** 20/10 23/21 62/12 97/8  
**signed [1]** 78/16  
**similar [2]** 22/17 72/23  
**Similarly [1]** 64/6  
**SIMON [2]** 2/8 4/9  
**simplistic [1]** 39/20  
**simply [2]** 6/5 7/15  
**since [2]** 10/9 27/25  
**single [1]** 6/15  
**sit [6]** 19/3 52/5 64/7 64/8 76/14 94/17  
**site [1]** 47/5  
**sites [1]** 13/12  
**situation [4]** 61/16 61/20 62/2 67/2  
**six [2]** 28/4 40/14  
**size [1]** 65/16  
**ski [9]** 64/6 65/5 72/3 72/4 72/10 72/14 72/15 81/21 85/2  
**skid [1]** 61/8  
**skipped [1]** 28/9  
**slashed [1]** 44/18  
**sliding [1]** 50/1  
**slight [1]** 9/9  
**slightly [1]** 68/14  
**slot [1]** 54/13  
**slots [4]** 54/3 54/4 54/5 54/8  
**slow [1]** 59/20  
**small [3]** 7/14 75/9 83/17  
**smart [1]** 5/21  
**Smith [4]** 1/24 100/4 100/18 100/20  
**smoke [1]** 40/1  
**snack [2]** 71/1 71/23  
**snow [3]** 72/9 72/11 72/15  
**snow-making [1]** 72/15  
**so [115]**  
**software [2]** 79/23 84/22  
**solid [1]** 25/22  
**solution [2]** 9/8 25/17  
**solve [2]** 37/17 65/2  
**solving [1]** 38/4  
**some [79]** 8/4 12/2 13/21 15/23 16/24 17/5 17/14 17/15 17/20 17/25 18/16 22/24 24/23 27/25 28/10 29/6 29/11 29/18 31/7 32/25 33/7 33/18 33/19 33/19 35/6 36/5 36/24 37/1 37/16 37/17 37/22 38/2 38/25 39/7 39/15 39/19 40/16 40/19 41/9 42/8 46/11 46/11 47/6 47/12

<b>S</b>	<b>staff hours [1]</b> 81/22	<b>summer months [1]</b> 37/15 40/8 40/10 40/10 98/24	<b>their [27]</b> 6/16 8/2 10/12 19/21 26/9 30/10 45/18 47/21 50/16 51/6 52/10 57/23 59/5 61/8 61/19 63/4 63/8 67/14 73/3 73/3 73/4 73/11 73/12 73/14 75/9 75/12 77/25
<b>some... [35]</b> 48/10	<b>staffing [2]</b> 63/13 64/1	<b>summer's [1]</b> 37/12	<b>their yearly [2]</b> 73/4 73/14
48/22 49/6 49/22 50/9	<b>stand [1]</b> 67/14	<b>Sunday [4]</b> 42/10	<b>them [35]</b> 13/21 19/3 19/23 21/1 33/18 43/7 44/9 48/4 48/18 48/25 49/8 51/5 51/18 52/12 52/23 59/19 64/13 64/20 64/23 65/6 65/11 71/25 71/25 72/8 72/20 77/17 78/7 80/4 81/23 84/2 84/8 91/3 91/4 91/5 91/8
52/15 54/7 59/4 59/19	<b>standalone [1]</b> 68/3	65/18 65/19 96/17	<b>themselves [2]</b> 48/17 95/25
60/2 60/18 61/4 63/11	<b>standard [3]</b> 83/25	<b>super [1]</b> 76/19	<b>then [87]</b> 4/22 5/8 5/22 10/19 10/24 10/25 13/15 13/16 14/6 14/7 14/14 14/18 17/24 17/25 18/11 18/11 18/19 20/16 22/24 23/2 23/22 24/1 24/17 25/19 26/16 27/25 31/7 32/12 32/20 32/25 33/20 34/6 35/25 36/1 36/3 39/23 41/5 43/6 43/16 46/23 47/19 50/7 52/6 52/8 52/17 52/22 55/13
66/8 70/25 71/5 71/9	84/3 84/7	<b>superintendent [3]</b> 13/3 27/2 27/13	52/24 56/9 64/21 69/6 69/10 70/7 70/14 70/16 71/10 72/10 72/12 73/4 73/19 76/8 76/13 76/17 77/4 77/20 78/4 78/9 79/21 80/6 81/24 82/12 85/5 86/5 88/19 88/21 89/22 90/11 90/13 90/18 90/21 92/9 92/15 92/20 92/23 93/6 95/6 96/20
71/11 75/24 76/24	<b>standards [2]</b> 20/8 81/18	<b>support [1]</b> 10/11	<b>there [95]</b> 7/16 8/23 10/7 14/14 14/18 14/20 15/3 16/8 16/18 16/22 17/4 17/9 17/22 17/25 18/9 18/11 18/13 18/19 19/2 19/12 21/2 21/4 22/1 22/10 22/18 25/1 25/7 25/19 25/22 27/2 27/22 28/11 28/21 32/12 33/3 33/11 35/10 38/6 39/8 41/13 42/15 43/3 43/5 43/5 43/6 45/10 45/15 47/12 48/7 48/18 52/18 53/12 53/15 56/6 56/6 57/13 57/15 57/17 58/7 58/7 58/25 59/22 61/13 62/18 63/17 63/25 64/7 65/23 66/18 66/20 67/24 67/24 68/20 70/2 70/3 70/23 73/18 75/10 77/1 79/8 83/25 85/12 86/1 91/2 92/5 92/13
77/12 79/1 80/6 84/19	<b>standing [1]</b> 90/21	<b>supporting [1]</b> 64/15	
85/1 85/22 91/18 92/17	<b>standpoint [1]</b> 75/21	<b>supports [1]</b> 65/17	
95/1 95/7 95/9 95/9	<b>stands [1]</b> 82/4	<b>sure [22]</b> 4/23 6/10 14/4 14/13 15/6 16/20 22/22 30/19 41/13 54/17 56/15 67/20 73/5 73/8 73/12 84/15 87/11 87/14 87/16 87/21 90/5 98/2	
96/7 96/16 98/24	<b>Stanford [1]</b> 58/16	<b>sustain [2]</b> 27/9 27/16	
<b>somebody [4]</b> 46/13	<b>start [20]</b> 14/1 16/12 16/21 27/17 27/18 28/19 31/11 34/19 35/6 35/7 35/19 35/20 35/21 35/22 40/20 53/6 54/6 55/12 90/20 98/22	<b>sustainability [1]</b> 38/20	
63/4 66/20 85/23	16/21 27/17 27/18	<b>sustainable [5]</b> 22/3 24/21 24/23 25/1 38/22	
<b>somehow [1]</b> 61/23	28/19 31/11 34/19 35/6	<b>SWENSON [2]</b> 2/6 7/22	
<b>someone [4]</b> 40/8	35/7 35/19 35/20 35/21	<b>system [4]</b> 34/13 59/25 79/23 89/24	
40/11 77/5 88/24	35/22 40/20 53/6 54/6		
<b>something [38]</b> 5/5	55/12 90/20 98/22	<b>T</b>	
33/9 34/16 34/18 35/5	<b>starting [2]</b> 35/17 53/1	<b>table [3]</b> 26/6 62/23 63/12	
35/12 40/4 41/2 46/24	<b>starts [2]</b> 81/13 89/11	<b>Tahoe [1]</b> 6/3	
49/21 54/12 54/17 55/1	<b>State [2]</b> 10/7 99/21	<b>take [10]</b> 19/6 20/13 26/9 33/4 54/18 63/9 79/5 80/17 81/24 84/20	
55/15 56/2 56/14 58/7	<b>statement [1]</b> 30/9	<b>taken [1]</b> 61/18	
58/8 60/22 62/14 62/15	<b>status [3]</b> 11/5 27/10 91/14	<b>takes [1]</b> 37/22	
65/18 66/13 67/17	<b>stay [3]</b> 28/6 71/16 80/18	<b>taking [2]</b> 26/7 53/17	
73/18 79/6 79/14 80/21	<b>stenotype [2]</b> 100/8 100/12	<b>talk [43]</b> 15/15 16/16 16/23 18/6 19/5 19/7 22/1 23/11 23/22 24/6 25/4 25/20 30/3 32/12 32/23 33/8 33/9 33/10 35/13 35/14 37/3 39/8 41/3 47/17 48/17 62/10 66/2 68/2 69/5 72/2 76/8 76/14 76/16 82/16 84/24 85/13 85/17 91/18 91/22 92/16 92/22 95/3 95/6	
84/14 85/5 85/10 86/9	<b>still [7]</b> 4/17 20/21 40/10 42/8 42/20 55/20 60/5	<b>talked [9]</b> 19/4 22/13 23/24 23/25 38/21 46/16 57/15 60/9 80/22	
87/2 89/3 90/2 90/10	60/5	<b>talking [12]</b> 17/17 20/23 23/19 35/6 40/20 44/24 51/3 57/2 66/5 76/10 79/20 82/24	
94/5 95/6	<b>straight [2]</b> 40/18 48/9	<b>taller [1]</b> 59/17	
<b>sometime [1]</b> 9/10	<b>strategy [4]</b> 23/10 29/23 45/8 45/24	<b>target [1]</b> 45/25	
<b>sometimes [7]</b> 34/24 37/1 38/16 47/11 59/23 59/24 75/3	<b>striking [1]</b> 39/11	<b>targeted [1]</b> 44/4	
<b>somewhat [1]</b> 44/6	<b>strong [5]</b> 50/25 74/11 74/21 77/10 79/1	<b>task [3]</b> 79/13 79/19 79/25	
<b>somewhere [3]</b> 29/14 35/20 35/21	<b>structure [3]</b> 21/5 26/8 47/25	<b>taxes [2]</b> 10/5 10/6	
<b>sooner [1]</b> 89/17	<b>structured [3]</b> 26/4 26/6 42/22	<b>team [1]</b> 52/5	
<b>sophisticated [1]</b> 45/11	<b>stuck [1]</b> 42/19	<b>technology [2]</b> 9/20 10/10	
<b>sorry [4]</b> 5/13 43/18 44/17 87/6	<b>study [2]</b> 19/18 44/22	<b>tee [57]</b> 6/11 20/2 28/1 28/2 28/19 37/9	
<b>sort [1]</b> 23/15	<b>stuff [9]</b> 34/23 58/24 59/23 60/6 68/5 69/18 87/1 93/10 95/7		
<b>soundingboard [2]</b> 16/3 16/9	<b>submit [1]</b> 78/7		
<b>Sounds [1]</b> 79/5	<b>subparagraph [1]</b> 82/18		
<b>sources [1]</b> 10/7	<b>subsidize [1]</b> 34/2		
<b>space [1]</b> 31/5	<b>subsidy [3]</b> 38/6 38/7 73/21		
<b>spaces [1]</b> 58/2	<b>substantial [1]</b> 8/14		
<b>speak [3]</b> 29/2 83/20 93/14	<b>success [1]</b> 22/12		
<b>Speaking [1]</b> 79/7	<b>successful [6]</b> 22/19 23/16 23/21 24/10 25/3 26/3		
<b>special [1]</b> 80/9	<b>such [3]</b> 24/25 27/9 42/25		
<b>specials [1]</b> 66/12	<b>suffers [1]</b> 28/8		
<b>specifically [2]</b> 66/19 79/12	<b>suggest [1]</b> 15/3		
<b>spend [3]</b> 8/4 14/4 38/5	<b>suggested [2]</b> 12/9 13/15		
<b>spent [2]</b> 8/7 73/10	<b>suggestion [3]</b> 12/14 96/22 97/1		
<b>split [1]</b> 28/3	<b>suggestions [1]</b> 95/13		
<b>splits [1]</b> 80/10	<b>summaries [2]</b> 86/18 86/25		
<b>spreadsheet [1]</b> 57/9	<b>summer [2]</b> 37/9 98/24		
<b>square [1]</b> 98/15			
<b>ss [1]</b> 100/1			
<b>stab [1]</b> 80/17			
<b>stabilize [1]</b> 8/3			
<b>staff [19]</b> 8/13 8/18 11/15 11/21 12/12 12/19 13/24 13/25 20/11 32/7 52/5 62/24 81/22 87/16 87/19 87/23 90/4 90/7 93/5			

<b>T</b> there... [9] 93/8 93/25 94/3 94/5 94/23 95/7 97/20 97/24 99/5 there's [41] 17/20 21/11 26/21 27/7 28/5 29/21 31/5 34/10 34/21 34/23 38/6 40/8 40/10 43/12 44/15 48/10 49/6 49/18 49/20 56/12 59/13 60/17 61/9 62/21 63/13 63/16 65/17 68/7 70/10 72/6 75/2 75/23 76/18 79/3 83/22 84/15 84/25 86/10 96/11 97/23 99/4 thereafter [1] 100/9 these [28] 8/18 9/12 16/4 18/13 18/14 26/6 29/19 34/7 34/24 37/20 44/12 51/16 51/17 52/4 52/6 53/11 63/14 65/20 68/1 68/5 75/24 79/10 80/5 82/23 83/2 83/11 89/5 94/12 these days [1] 63/14 they [68] 6/24 7/14 10/23 13/20 14/13 16/5 17/11 17/13 17/19 17/19 18/1 19/20 20/25 21/1 23/20 25/23 27/23 28/2 28/3 34/5 37/21 39/22 40/9 40/11 42/11 43/6 43/6 44/7 47/1 47/21 48/16 50/3 50/3 50/22 51/6 51/7 54/14 56/21 56/22 59/5 59/9 60/20 62/24 63/23 63/24 65/4 65/13 66/21 73/3 73/4 73/9 73/9 73/13 73/25 75/11 75/11 75/12 77/24 78/3 78/6 80/17 84/8 95/24 95/24 96/4 97/21 97/24 99/4 they perceive [1] 48/16 they're [27] 7/15 16/14 21/18 26/24 30/15 34/8 41/18 48/5 48/5 48/6 48/8 50/20 50/22 50/23 51/9 56/22 61/10 61/11 68/10 72/23 73/8 73/24 75/13 82/5 82/14 83/13 89/5 They've [1] 58/16 thing [18] 21/22 37/17 39/10 41/15 42/11 45/10 46/25 48/13 56/20 61/14 63/5 81/8 85/16 85/24 85/25 88/10 88/15 97/8 things [42] 19/9 20/5 21/11 21/25 22/11 25/5 25/24 28/8 28/9 29/21 37/20 38/9 40/7 43/22 44/13 44/19 45/16 46/15 53/2 58/10 61/9 61/13 63/19 65/20	65/21 66/3 71/16 73/7 75/1 75/3 77/11 82/3 82/9 82/9 82/10 83/2 83/5 83/9 83/11 84/15 94/21 98/7 think [147] thinking [9] 29/23 35/7 35/22 36/1 42/12 52/15 85/15 88/20 89/12 third [6] 89/20 89/21 90/2 90/10 90/14 92/24 this [106] this year [3] 39/12 40/17 43/17 this year until [1] 55/21 those [68] 6/8 12/9 12/20 14/20 15/4 17/7 17/18 18/1 19/5 21/15 22/21 24/3 33/4 34/2 37/23 39/4 40/22 41/4 43/22 44/4 44/5 44/10 44/11 45/16 46/6 47/3 47/8 47/14 47/15 49/21 52/9 54/21 58/9 58/10 59/13 59/21 60/1 60/10 60/13 60/19 61/6 61/6 61/7 63/22 64/17 66/13 72/16 72/20 75/3 75/10 76/5 78/1 79/16 79/17 82/6 83/15 83/17 85/10 87/25 92/16 93/24 94/2 94/8 95/10 95/13 95/25 96/13 96/23 thought [12] 23/17 35/18 37/25 51/15 53/18 57/1 63/11 63/16 63/18 72/24 88/14 89/5 thoughts [5] 32/20 48/2 59/2 91/7 91/8 thousand [1] 39/21 three [24] 8/6 9/19 10/15 27/7 37/18 43/24 43/24 44/2 44/8 45/13 46/23 47/3 48/18 50/19 50/19 53/8 55/12 60/23 65/12 76/5 85/17 90/24 98/18 99/11 three days [5] 44/2 44/8 45/13 46/23 65/12 three guys [1] 37/18 three minutes [2] 10/15 99/11 three months [1] 9/19 three prices [1] 55/12 three tee [2] 50/19 50/19 three that [1] 76/5 three times [1] 85/17 three years [3] 8/6 27/7 98/18 three-day [1] 43/24 threw [2] 46/11 79/2 through [16] 11/16 14/8 16/5 16/7 19/10 23/23 28/20 38/25 50/10 61/8 70/12 77/19 78/4 81/2 86/7 86/24 throw [2] 51/17 94/2	throwing [2] 34/16 73/16 ticket [1] 45/19 tickets [1] 72/15 tiers [1] 36/20 tight [1] 60/16 time [66] 4/19 7/18 8/4 9/1 12/25 14/4 17/5 17/12 17/19 20/24 26/9 27/10 27/23 27/24 28/2 28/6 28/16 28/19 28/21 37/9 39/1 40/10 40/11 40/12 40/14 40/15 42/19 45/14 45/20 45/22 45/22 46/6 49/19 49/23 50/3 50/7 50/13 50/18 52/14 54/3 54/4 54/5 54/13 54/18 55/23 58/18 65/9 65/10 66/13 68/13 68/20 76/12 77/7 77/22 82/1 85/8 87/12 88/25 88/25 90/1 90/20 92/2 92/4 95/21 96/4 97/2 timeframe [2] 56/1 74/7 times [40] 6/11 20/2 21/2 21/6 21/19 21/19 22/14 28/1 28/2 28/19 34/1 37/16 40/9 40/10 43/14 44/2 44/5 45/6 46/19 47/4 47/7 47/7 47/8 47/9 47/12 48/12 49/13 49/21 50/1 50/19 50/19 54/24 56/1 56/7 57/4 63/20 68/8 74/16 85/17 97/9 timing [2] 6/18 12/8 tinker [1] 30/16 tires [1] 61/8 today [7] 11/7 11/11 13/4 15/21 19/18 84/19 88/13 today, [1] 66/7 today, but [1] 66/7 TODD [5] 2/5 4/13 23/9 23/14 25/25 Todd's [1] 23/7 together [8] 17/13 19/7 19/11 25/4 53/25 71/12 73/24 77/25 ton [1] 60/17 TONKING [4] 2/4 4/15 5/12 15/14 too [19] 29/20 38/5 47/13 48/25 53/5 54/21 54/23 59/1 62/18 63/12 67/1 75/1 75/2 80/9 80/11 81/2 86/13 89/7 95/7 took [5] 17/25 18/1 43/19 43/20 100/8 tools [1] 21/4 top [3] 29/13 29/18 37/22 topic [1] 22/6 total [1] 57/6 totaled [1] 9/6 totally [4] 30/22 62/5	62/8 88/25 touch [2] 77/16 84/12 tough [1] 59/20 tournament [6] 21/24 48/13 49/15 50/4 50/7 50/17 tournaments [3] 50/1 50/2 68/5 towards [1] 36/17 town [1] 61/19 trade [1] 83/7 transcribed [1] 100/9 transcript [8] 1/8 86/1 86/8 86/11 86/16 86/18 86/20 100/11 transcription [1] 100/12 transportation [1] 72/16 treat [1] 58/9 treatment [1] 50/8 tried [5] 45/3 45/3 47/6 59/4 86/7 true [6] 6/1 19/25 20/1 36/23 76/23 100/12 trustee [9] 8/21 11/22 12/16 12/21 14/9 15/14 17/12 26/24 86/17 trustee's [1] 29/8 Trustees [2] 32/11 92/6 try [12] 23/10 38/8 38/9 46/25 50/7 51/18 55/2 60/4 62/22 65/20 84/14 87/18 trying [14] 8/2 16/1 28/6 29/22 36/11 45/17 53/24 65/2 65/3 65/23 69/25 81/1 89/4 89/7 Tuesday [3] 89/20 89/21 90/2 turf [4] 59/18 60/2 61/4 61/11 turn [1] 98/22 turned [1] 61/6 twelve [1] 10/13 twice [3] 89/6 89/16 89/18 two [31] 8/15 12/13 14/19 20/19 37/19 38/9 40/12 40/13 42/18 42/25 43/15 46/20 46/22 47/17 51/21 52/8 74/2 76/2 77/9 80/10 82/6 82/6 82/11 82/12 85/18 89/14 89/14 91/12 92/8 93/13 98/25 two weeks [1] 98/25 two-page [1] 20/19 two-week [3] 46/20 46/22 47/17 Tyler [1] 79/23 type [7] 35/9 35/23 38/25 43/22 48/13 81/8 86/11 types [7] 21/21 24/13 34/7 35/24 36/15 52/19 65/5 typewriting [1] 100/10	<b>U</b> Ultimately [1] 12/4 unavailable [1] 90/23 understand [10] 7/1 18/23 25/24 29/22 35/12 36/9 64/1 64/2 75/8 77/10 understanding [4] 15/23 69/21 81/7 82/8 unfair [1] 48/20 University [1] 58/16 unless [3] 58/19 86/12 98/22 unlimited [3] 41/7 41/18 42/9 unsightly [1] 61/5 until [9] 19/6 28/20 30/4 33/10 55/21 69/24 70/1 70/18 89/6 up [66] 12/15 12/20 14/15 14/16 17/13 18/2 22/14 24/21 24/22 24/25 25/18 27/6 30/11 34/20 41/2 41/10 43/4 43/13 43/18 44/10 45/7 45/24 46/9 47/14 48/4 49/2 49/13 49/14 49/19 50/12 51/2 51/3 52/16 55/1 56/13 56/16 60/6 62/22 63/12 67/2 68/3 69/24 70/1 70/5 70/18 72/20 73/20 75/1 75/25 76/9 77/3 77/11 78/4 78/16 82/12 83/3 83/11 91/3 92/3 92/25 94/9 94/22 95/3 97/6 97/19 97/22 update [4] 11/8 91/14 93/5 93/18 updated [1] 12/17 updates [1] 93/20 upon [1] 42/23 upper [1] 27/18 ups [1] 85/10 upset [1] 64/14 us [36] 11/8 16/15 18/11 19/10 19/19 19/23 20/15 22/11 22/12 22/19 25/16 30/4 31/13 32/12 35/22 40/4 44/25 46/9 46/14 48/24 50/21 51/6 51/16 52/14 53/13 54/6 60/15 64/16 72/3 79/25 80/19 81/25 87/7 92/22 94/9 95/17 usage [2] 97/17 99/7 use [6] 21/21 32/14 42/8 66/10 66/10 77/12 used [7] 40/9 44/11 47/9 50/22 83/14 86/19 97/22 useful [2] 35/5 86/12 user [3] 48/20 62/3 63/7 users [3] 45/11 65/9 65/10 using [3] 29/10 44/13 73/20
--	--	--	---	---



**U**  
usually [6] 21/18 25/10  
28/17 55/22 56/23 78/9  
utilization [32] 17/7  
19/25 20/9 24/16 24/18  
24/21 25/6 25/11 25/12  
25/19 29/15 32/24  
35/23 37/1 37/6 38/19  
38/25 39/8 41/10 42/12  
50/18 50/21 51/11 52/1  
53/4 54/9 56/1 57/15  
74/14 75/9 76/4 92/9  
utilize [5] 21/3 52/2  
63/21 64/18 65/6  
utilized [2] 17/14 20/2

**V**  
valid [1] 76/19  
value [2] 30/14 42/8  
values [1] 29/19  
venue [8] 33/12 33/13  
34/24 63/16 64/2 73/11  
73/21 74/2  
venue's [1] 73/12  
venues [9] 6/8 6/14  
9/15 33/17 34/17 35/8  
64/17 98/6 98/10  
verbal [4] 5/10 11/4  
15/12 31/7  
versus [5] 18/23 36/16  
39/12 86/16 86/18  
very [29] 6/1 6/21  
14/24 15/2 16/9 19/14  
24/12 24/23 25/8 25/22  
29/16 29/16 37/20  
47/22 56/21 58/16  
58/21 63/9 68/19 74/12  
76/19 82/7 86/12 86/17  
88/17 94/14 97/2 98/21  
98/21  
via [6] 1/10 1/12 4/6  
4/23 55/10 100/7  
Vianney [4] 1/24 100/4  
100/18 100/20  
view [2] 39/20 77/11  
views [2] 63/23 77/10  
VILLAGE [5] 1/1 4/1  
22/10 26/11 97/22  
violating [1] 87/11  
violation [1] 87/8  
voice [1] 91/11  
volume [1] 98/22  
volunteer [3] 14/21  
77/2 78/15  
volunteered [1] 78/18  
volunteering [1] 5/19  
vote [5] 52/6 52/13  
53/11 91/7 91/10

**W**  
wait [4] 19/6 30/3 43/5  
43/6  
waiting [1] 98/25  
walk [2] 11/16 74/18  
walked [1] 98/15  
want [57] 5/18 7/14  
15/15 16/21 18/7 19/5  
19/8 20/25 22/23 23/4  
23/25 26/11 28/14 30/4

30/19 32/16 33/1 33/7  
34/11 35/15 35/20  
35/22 35/23 39/2 40/7  
40/12 42/7 43/8 44/9  
47/21 52/19 53/7 57/14  
61/24 62/19 64/11  
65/11 65/13 76/2 78/14  
81/1 82/14 84/8 84/9  
85/13 85/16 86/12  
86/25 87/17 88/10 89/1  
90/12 91/19 93/11 96/8  
96/25 98/2  
wanted [8] 15/21 31/6  
41/4 53/18 62/10 86/9  
97/5 98/4  
wanting [2] 7/15 85/19  
wants [4] 50/8 66/20  
69/4 83/25  
warmup [1] 6/5  
was [104]  
WASHOE [1] 100/2  
wasn't [4] 16/2 55/22  
55/22 68/9  
watching [1] 34/19  
water [3] 59/6 60/2  
60/5  
watering [2] 57/24  
58/1  
way [17] 20/15 26/23  
28/12 28/20 38/4 43/9  
44/12 45/19 62/14 64/5  
69/11 71/8 72/12 74/12  
77/8 83/1 84/8  
ways [7] 21/2 24/24  
35/3 38/24 39/2 46/10  
91/3  
we [345]  
we'd [1] 66/8  
we'll [22] 10/25 12/22  
14/4 14/5 14/14 15/3  
16/17 16/20 18/11  
33/10 52/6 76/1 76/15  
76/15 79/11 90/18  
91/12 91/13 91/18 93/8  
93/12 93/13  
we're [37] 5/9 12/22  
20/10 21/16 24/5 25/15  
28/20 29/12 30/2 30/19  
33/3 36/16 43/18 51/15  
51/17 53/24 62/10 66/5  
79/11 80/2 80/11 83/9  
83/10 84/4 85/13 85/15  
86/10 86/12 87/6 87/18  
87/22 88/11 88/16 92/2  
94/4 94/21 97/11  
we've [25] 11/15 23/9  
24/6 25/10 25/12 26/14  
26/16 27/11 27/25  
29/18 36/19 36/25 37/2  
45/3 51/10 51/12 60/8  
60/9 61/3 68/21 69/24  
85/21 86/20 88/13  
92/10  
wealth [1] 22/9  
weather [2] 39/24 40/1  
websites [1] 11/14  
weeds [3] 37/21 60/22  
60/24  
week [18] 11/21 14/12

42/23 42/23 43/15  
46/20 46/21 46/22  
47/16 47/17 75/11 85/8  
88/20 88/21 90/10  
90/11 90/14 96/22  
weekdays [1] 50/20  
weekend [2] 87/10  
91/1  
weekends [1] 42/1  
weekly [1] 96/25  
weeks [10] 43/15  
47/19 51/21 51/21 76/2  
76/2 89/4 92/8 92/8  
98/25  
well [21] 6/1 13/5  
13/16 25/9 26/4 26/20  
37/4 37/18 46/19 52/5  
53/15 53/15 56/2 63/13  
66/6 90/9 92/7 93/8  
94/20 95/1 95/14  
well-rounded [1] 53/15  
well-structured [1]  
26/4  
went [6] 6/24 41/23  
55/11 55/14 80/23  
82/12  
were [31] 6/20 9/5  
15/24 16/4 16/5 17/11  
17/13 17/19 17/24 18/2  
18/13 18/15 19/2 19/9  
21/12 21/13 27/19  
27/22 28/2 28/3 36/24  
40/9 43/22 44/19 45/3  
61/5 64/13 65/1 87/10  
97/17 97/19  
weren't [1] 97/20  
what [115]  
what days [1] 90/1  
what's [6] 13/21 21/20  
54/25 85/6 88/3 93/18  
whatever [7] 37/10  
37/16 74/6 78/8 80/6  
92/25 96/9  
when [50] 6/20 6/24  
14/16 16/15 17/16  
20/10 22/1 24/7 26/19  
27/19 29/10 29/15  
33/12 35/6 40/19 43/6  
44/24 45/4 47/4 48/14  
48/21 49/20 52/22  
53/11 55/18 56/5 56/7  
60/4 70/7 73/1 74/14  
75/1 78/24 79/17 79/20  
80/10 82/16 83/2 83/8  
84/11 84/24 86/24  
89/11 95/3 96/4 97/15  
97/19 98/7 98/11 98/14  
where [56] 14/7 18/16  
19/6 19/9 21/9 23/8  
25/20 27/16 27/18  
27/25 28/3 28/5 28/5  
28/11 28/16 29/7 33/12  
33/13 34/6 34/6 34/10  
34/11 34/14 35/15  
36/10 40/2 40/15 42/20  
45/3 51/19 54/3 54/23  
58/1 59/16 59/17 59/21  
60/1 60/11 61/3 62/12  
62/21 64/19 68/24

69/13 74/10 75/3 82/8  
82/9 82/10 84/9 86/8  
89/24 91/9 92/13 93/9  
94/17  
whether [13] 7/13 7/15  
21/23 30/14 37/10  
39/22 54/13 59/5 61/4  
66/12 82/5 85/22 96/24  
9/21 10/6 10/13 18/21  
19/17 19/25 20/14  
20/20 29/4 33/8 36/17  
42/4 43/15 44/7 46/15  
46/17 47/20 50/20 58/4  
62/20 63/2 63/3 70/9  
80/14 86/19 92/10  
93/20 95/17  
while [3] 5/25 12/8  
47/14  
whistles [1] 84/17  
WHITE [1] 2/12  
who [11] 17/12 19/4  
19/10 39/22 40/9 47/13  
49/13 56/5 61/18 69/1  
69/2  
who's [1] 82/5  
whole [11] 17/18 45/21  
50/11 52/12 61/15  
61/24 71/22 72/10  
76/13 79/15 91/1  
why [18] 16/12 18/17  
22/14 23/5 26/2 34/15  
36/9 40/11 41/3 47/24  
51/10 62/13 63/21 74/7  
75/1 83/10 83/11 84/7  
wide [1] 15/6  
wild [1] 73/16  
will [69] 6/5 8/23 8/24  
9/10 9/17 9/20 10/2  
10/11 10/13 10/18  
11/21 12/2 12/16 12/19  
13/24 14/8 24/2 24/9  
30/23 30/24 31/12  
31/12 31/20 34/18 35/5  
35/10 35/12 36/3 52/8  
52/12 52/13 53/25  
64/13 69/7 69/7 76/5  
77/21 84/3 86/4 87/2  
87/14 87/15 87/21 90/6  
90/21 91/7 91/8 91/13  
91/16 91/17 91/20  
91/21 91/22 91/24 92/5  
92/13 92/21 93/3 93/4  
93/5 93/9 93/12 93/21  
94/18 95/8 95/16 96/3  
96/4 98/20  
willingness [1] 36/16  
WILSON [2] 2/5 4/13  
window [3] 69/14  
69/17 71/10  
wise [1] 67/15  
wish [1] 66/3  
within [10] 11/21 17/22  
25/11 34/25 43/24 62/5  
71/2 71/4 71/23 77/6  
without [2] 25/10  
25/12  
won't [3] 16/1 16/2  
91/15

wonder [1] 56/13  
wondered [1] 63/21  
Wong [1] 17/12  
woodchips [2] 60/21  
60/21  
word [1] 86/4  
worded [1] 62/14  
wording [3] 13/8 13/15  
14/6  
words [1] 29/10  
work [31] 12/21 19/10  
22/21 31/11 46/2 47/6  
48/4 48/15 49/2 54/18  
58/19 59/24 70/20  
77/15 77/17 78/24  
81/17 81/19 83/9 83/10  
83/12 85/1 85/8 85/19  
87/6 88/18 89/11 90/1  
90/20 91/24 95/10  
work hours [1] 81/17  
worked [3] 77/9 82/17  
82/20  
working [3] 20/10 31/8  
54/16  
works [8] 34/12 35/3  
53/14 60/3 74/20 81/20  
82/7 89/23  
workshop [1] 34/20  
worn [1] 27/22  
worry [2] 78/1 90/4  
worse [2] 39/16 78/21  
would [79] 5/22 7/11  
8/1 11/18 15/3 15/5  
15/17 15/22 18/2 22/23  
23/20 23/21 24/23 25/2  
25/3 25/22 29/25 30/16  
32/17 32/21 33/23 34/2  
34/7 34/11 35/8 37/7  
37/9 37/16 38/3 41/8  
41/11 46/24 46/24  
47/13 53/8 53/18 54/9  
54/25 55/23 56/3 56/24  
57/1 57/18 60/15 63/9  
65/10 66/8 66/22 66/25  
67/5 68/8 70/11 73/9  
76/7 76/8 77/18 78/6  
80/14 81/19 83/5 83/17  
84/21 88/17 88/20  
89/19 89/22 90/1 90/7  
90/17 90/20 92/14  
93/17 94/13 94/19  
95/11 96/13 96/17  
96/23 97/1  
wouldn't [4] 83/18  
84/12 84/14 98/9  
wrap [1] 72/20  
write [6] 66/21 77/2  
77/11 78/3 86/3 91/3  
written [2] 45/9 84/23  
wrong [3] 20/10 50/16  
62/4

**Y**  
yards [2] 58/20 58/24  
yeah [29] 14/3 14/11  
20/20 22/4 23/4 23/24  
27/12 30/2 35/19 42/3  
49/9 50/18 50/19 57/3  
57/12 59/3 59/10 60/14

**Y**

**yeah... [11]** 63/12  
67/22 71/22 72/2 74/15  
77/17 77/23 81/5 85/7  
90/9 90/18

**year [44]** 6/20 8/17 9/7  
9/9 9/25 12/7 17/17  
18/4 19/17 20/1 39/12  
39/17 39/17 39/25  
40/17 40/25 41/2 43/15  
43/17 44/18 49/11  
49/12 55/5 55/6 55/12  
55/21 57/4 60/9 63/18  
70/14 74/3 75/12 75/14  
75/14 79/16 80/13  
80/14 81/15 81/15  
81/19 81/20 81/22 85/1  
87/3

**year's [3]** 8/25 9/5  
64/14

**yearly [3]** 73/4 73/14  
81/8

**years [19]** 8/6 9/3 27/7  
27/19 27/20 27/21  
38/13 40/24 40/25 46/3  
46/4 61/3 63/15 70/8  
80/10 92/18 97/7 97/20  
98/18

**yelled [1]** 30/5

**yes [16]** 13/9 27/3  
27/15 40/23 48/10  
67/11 69/17 70/1 70/19  
70/24 78/3 78/13 81/10  
93/2 94/13 94/25

**yesterday [2]** 75/11  
75/14

**yet [3]** 6/11 33/3 79/8

**you [228]**

**You'd [1]** 60/24

**you're [24]** 28/6 36/10  
37/13 42/15 45/4 45/5  
48/14 57/18 58/5 59/3  
60/11 61/12 63/1 64/15  
68/6 73/19 74/4 76/19  
80/21 83/16 85/7 96/20  
97/15 98/7

**you've [5]** 22/9 24/25  
48/11 70/10 78/24

**younger [1]** 97/13

**your [42]** 5/23 7/18  
13/21 14/3 17/21 17/22  
21/20 21/22 22/8 22/16  
24/16 26/22 27/15  
29/10 42/9 42/16 44/17  
44/23 45/6 45/6 46/7  
46/9 48/1 48/5 48/6  
48/7 51/8 58/18 65/4  
67/5 74/9 74/23 81/7  
85/22 85/23 87/24  
91/11 93/21 96/2 96/11  
96/15 97/2

**youth [2]** 33/25 34/22

**Z**

**Zoom [7]** 1/10 1/12 4/6  
4/23 5/5 93/22 100/8

**MEMORANDUM**

**TO:** Golf Advisory Committee

**THROUGH:** Trustee Tonking

**FROM:** General Manager Bandelin and Rob Bruce

**SUBJECT:** Golf Service Levels and Golf Operations

**DATE:** 1/11/2024

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- I. **RECOMMENDATION:** Discuss and review the service levels and operations at both the Championship Golf Course and Mountain Golf Course. Provide and approve the following recommendations to the Board of Trustees as well as any additional recommendations the committee sees fit.
  1. Residents be allowed to prebook tee times up to four weeks in advance and non-residents are allowed to prebook tee times up to 2 weeks in advance.
  2. Golf Course creates a goal of 75% utilization through the use of dynamic pricing and marketing.
  3. Recommend Dynamic Pricing for 12pm-2pm, 2pm-4pm, and 4pm-6pm.
  
- II. **BACKGROUND:** The Board of Trustees discussed the importance of service levels at each venue across the district. The Board has directed the Golf Advisory Committee to discuss the service levels needed at both golf courses. The Golf Advisory Committee met on 12/8/2022 and made ideas of possible recommendations and the data needed in order to make those recommendations.
  
- III. **DISCUSSION:** The following material will lead this discussion and the narrative provided by Interim GM Mike Bandelin and Rob Bruce.
  1. Verbal information on cancellations rates
  2. Verbal history on the changes and dead time (Appendix A)
  3. The attached information on course utilization. The number of passes purchased and the amount of rounds played (Appendix B) and list of gaps in times (Appendix C)

Pass Type	Member Cnt	ATTENDANCE FIGURES			INCOME FIGURES			
		Month	2023	2022	Variance	2023	2022	Variance
CH-10 Play		Jan	0	0	0	0.00	0.00	0.00
2023 Active Avg	115	Feb	0	0	0	0.00	0.00	0.00
2023 Purchased	187	Mar	0	0	0	0.00	0.00	0.00
2023 Renewed	10	Apr	0	0	0	0.00	0.00	0.00
2023 Transfers	0	May	14	30	16	24,920.00	34,902.00	9,982.00
2023 Cancelled	5	Jun	319	260	59-	91,670.00	45,705.00	45,965.00-
2022 Active Avg	78	Jul	471	373	98-	25,810.00	18,282.00	7,528.00-
2022 Purchased	95	Aug	557	295	262-	24,030.00	8,310.00	15,720.00-
2022 Renewed	39	Sep	272	122	150-	3,560.00	0.00	3,560.00-
2022 Transfers	0	Oct	101	66	35-	0.00	0.00	0.00
2022 Cancelled	4	Nov	0	0	0	0.00	0.00	0.00
		Dec	0	0	0	0.00	0.00	0.00
		TOT:	1,734	1,146	588-	169,990.00	107,199.00	62,791.00-

Pass Type	Member Cnt	ATTENDANCE FIGURES			INCOME FIGURES			
		Month	2023	2022	Variance	2023	2022	Variance
CH-20 Play		Jan	0	0	0	0.00	0.00	0.00
2023 Active Avg	38	Feb	0	0	0	0.00	0.00	0.00
2023 Purchased	57	Mar	0	0	0	0.00	0.00	0.00
2023 Renewed	8	Apr	0	0	0	0.00	0.00	0.00
2023 Transfers	0	May	23	46	23	36,960.00	45,000.00	8,040.00
2023 Cancelled	3	Jun	259	271	12	57,120.00	36,000.00	21,120.00-
2022 Active Avg	36	Jul	338	298	40-	8,400.00	3,000.00	5,400.00-
2022 Purchased	44	Aug	331	261	70-	1,680.00	0.00	1,680.00-
2022 Active Avg	17	Sep	124	107	17-	0.00	0.00	0.00
2022 Purchased	0	Oct	46	44	2-	0.00	0.00	0.00
2022 Renewed	0	Nov	0	0	0	0.00	0.00	0.00
2022 Transfers	0	Dec	0	0	0	0.00	0.00	0.00
2022 Cancelled	4							
		TOT:	1,121	1,027	94-	104,160.00	84,000.00	20,160.00-

Pass Type	Member Cnt	ATTENDANCE FIGURES			INCOME FIGURES			
		Month	2023	2022	Variance	2023	2022	Variance
CH-30 Play		Jan	0	0	0	0.00	0.00	0.00
2023 Active Avg	16	Feb	0	0	0	0.00	0.00	0.00
2023 Purchased	28	Mar	0	0	0	0.00	0.00	0.00
2023 Renewed	0	Apr	0	0	0	0.00	0.00	0.00
2023 Transfers	0	May	12	0	12-	26,070.00	0.00	26,070.00-
2023 Cancelled	2	Jun	178	0	178-	30,810.00	0.00	30,810.00-
2022 Active Avg	0	Jul	207	0	207-	0.00	0.00	0.00
2022 Purchased	0	Aug	188	0	188-	0.00	0.00	0.00
2022 Active Avg	0	Sep	90	0	90-	0.00	0.00	0.00
2022 Renewed	0	Oct	24	0	24-	0.00	0.00	0.00
2022 Transfers	0	Nov	0	0	0	0.00	0.00	0.00
2022 Cancelled	0	Dec	0	0	0	0.00	0.00	0.00
		TOT:	699	0	699-	56,880.00	0.00	56,880.00-

Pass Type	Member Cnt	ATTENDANCE FIGURES			INCOME FIGURES			
		Month	2023	2022	Variance	2023	2022	Variance
CH-40 Play		Jan	0	0	0	0.00	0.00	0.00
2023 Active Avg	13	Feb	0	0	0	0.00	0.00	0.00
2023 Purchased	22	Mar	0	0	0	0.00	0.00	0.00
2023 Renewed	0	Apr	0	0	0	0.00	0.00	0.00
2023 Transfers	0	May	33	0	33-	56,240.00	0.00	56,240.00-
2023 Cancelled	1	Jun	191	0	191-	5,920.00	0.00	5,920.00-
2022 Active Avg	0	Jul	198	0	198-	0.00	0.00	0.00
2022 Purchased	0	Aug	217	0	217-	0.00	0.00	0.00
2022 Renewed	0	Sep	129	0	129-	0.00	0.00	0.00
2022 Transfers	0	Oct	47	0	47-	0.00	0.00	0.00
2022 Cancelled	0	Nov	0	0	0	0.00	0.00	0.00
		Dec	0	0	0	0.00	0.00	0.00
		TOT:	815	0	815-	62,160.00	0.00	62,160.00-

# The Golf Courses at Incline Village Pass Type Comparative Report

Pass Type	Member Cnt	ATTENDANCE FIGURES			INCOME FIGURES			
		Month	2023	2022	Variance	2023	2022	Variance
CH-LIMITED-AYCP		Jan	0	0	0	0.00	0.00	0.00
2023 Active Avg	9	Feb	0	0	0	0.00	0.00	0.00
2023 Purchased	16	Mar	0	0	0	0.00	0.00	0.00
2023 Renewed	0	Apr	0	0	0	0.00	0.00	0.00
2023 Transfers	0	May	50	55	5	49,728.00	20,364.00	29,364.00-
2023 Cancelled	2	Jun	236	81	155-	2,158.00-	2,596.00	4,754.00
2022 Active Avg	6	Jul	184	70	114-	0.00	0.00	0.00
2022 Purchased	7	Aug	193	83	110-	0.00	0.00	0.00
2022 Renewed	3	Sep	166	72	94-	0.00	0.00	0.00
2022 Transfers	0	Oct	93	42	51-	0.00	0.00	0.00
2022 Cancelled	0	Nov	0	0	0	0.00	0.00	0.00
		Dec	0	0	0	0.00	0.00	0.00
		TOT:	922	403	519-	47,570.00	22,960.00	24,610.00-

Pass Type	Member Cnt	ATTENDANCE FIGURES			INCOME FIGURES			
		Month	2023	2022	Variance	2023	2022	Variance
CH-PM-10 Play		Jan	0	0	0	0.00	0.00	0.00
2023 Active Avg	20	Feb	0	0	0	0.00	0.00	0.00
2023 Purchased	35	Mar	0	0	0	0.00	0.00	0.00
2023 Renewed	0	Apr	0	0	0	0.00	0.00	0.00
2023 Transfers	0	May	11	0	11-	5,460.00	0.00	5,460.00-
2023 Cancelled	0	Jun	39	0	39-	5,460.00	0.00	5,460.00-
2022 Active Avg	0	Jul	64	0	64-	5,460.00	0.00	5,460.00-
2022 Purchased	0	Aug	82	0	82-	2,730.00	0.00	2,730.00-
2022 Renewed	0	Sep	74	0	74-	0.00	0.00	0.00
2022 Transfers	0	Oct	38	0	38-	0.00	0.00	0.00
2022 Cancelled	0	Nov	0	0	0	0.00	0.00	0.00
		Dec	0	0	0	0.00	0.00	0.00
		TOT:	308	0	308-	19,110.00	0.00	19,110.00-

Pass Type	Member Cnt	ATTENDANCE FIGURES			INCOME FIGURES			
		Month	2023	2022	Variance	2023	2022	Variance
CH-PM-20 Play		Jan	0	0	0	0.00	0.00	0.00
2023 Active Avg	9	Feb	0	0	0	0.00	0.00	0.00
2023 Purchased	15	Mar	0	0	0	0.00	0.00	0.00
2023 Renewed	0	Apr	0	0	0	0.00	0.00	0.00
2023 Transfers	0	May	13	0	13-	8,224.00	0.00	8,224.00-
2023 Cancelled	0	Jun	62	0	62-	7,196.00	0.00	7,196.00-
2022 Active Avg	0	Jul	82	0	82-	0.00	0.00	0.00
2022 Purchased	0	Aug	69	0	69-	0.00	0.00	0.00
2022 Renewed	0	Sep	33	0	33-	0.00	0.00	0.00
2022 Transfers	0	Oct	13	0	13-	0.00	0.00	0.00
2022 Cancelled	0	Nov	0	0	0	0.00	0.00	0.00
		Dec	0	0	0	0.00	0.00	0.00
		TOT:	272	0	272-	15,420.00	0.00	15,420.00-

Pass Type	Member Cnt	ATTENDANCE FIGURES			INCOME FIGURES			
		Month	2023	2022	Variance	2023	2022	Variance
CH-PM-30 Play		Jan	0	0	0	0.00	0.00	0.00
2023 Active Avg	1	Feb	0	0	0	0.00	0.00	0.00
2023 Purchased	2	Mar	0	0	0	0.00	0.00	0.00
2023 Renewed	0	Apr	0	0	0	0.00	0.00	0.00
2023 Transfers	0	May	5	0	5-	2,892.00	0.00	2,892.00-
2023 Cancelled	0	Jun	10	0	10-	0.00	0.00	0.00
2022 Active Avg	0	Jul	11	0	11-	0.00	0.00	0.00
2022 Purchased	0	Aug	12	0	12-	0.00	0.00	0.00
2022 Renewed	0	Sep	8	0	8-	0.00	0.00	0.00
2022 Transfers	0	Oct	6	0	6-	0.00	0.00	0.00
2022 Cancelled	0	Nov	0	0	0	0.00	0.00	0.00
		Dec	0	0	0	0.00	0.00	0.00
		TOT:	52	0	52-	2,892.00	0.00	2,892.00-

Pass Type	Member Cnt	ATTENDANCE FIGURES			INCOME FIGURES			
		Month	2023	2022	Variance	2023	2022	Variance
CH-PM-40 Play		Jan	0	0	0	0.00	0.00	0.00
2023 Active Avg	2	Feb	0	0	0	0.00	0.00	0.00
2023 Purchased	4	Mar	0	0	0	0.00	0.00	0.00
2023 Renewed	0	Apr	0	0	0	0.00	0.00	0.00
2023 Transfers	0	May	4	0	4-	7,192.00	0.00	7,192.00-
2023 Cancelled	1	Jun	22	0	22-	1,798.00-	0.00	1,798.00
2022 Active Avg	0	Jul	13	0	13-	0.00	0.00	0.00
2022 Purchased	0	Aug	12	0	12-	0.00	0.00	0.00
2022 Renewed	0	Sep	8	0	8-	0.00	0.00	0.00
2022 Transfers	0	Oct	10	0	10-	0.00	0.00	0.00
2022 Cancelled	0	Nov	0	0	0	0.00	0.00	0.00
		Dec	0	0	0	0.00	0.00	0.00
		TOT:	69	0	69-	5,394.00	0.00	5,394.00-

Pass Type	Member Cnt	ATTENDANCE FIGURES			INCOME FIGURES			
		Month	2023	2022	Variance	2023	2022	Variance
CH-PM-AYCP		Jan	0	0	0	0.00	0.00	0.00
2023 Active Avg	6	Feb	0	0	0	0.00	0.00	0.00
2023 Purchased	10	Mar	0	0	0	0.00	0.00	0.00
2023 Renewed	0	Apr	0	0	0	0.00	0.00	0.00
2023 Transfers	0	May	11	142	131	8,632.00	36,830.00	28,198.00
2023 Cancelled	2	Jun	74	188	114	6,474.00	6,350.00	124.00-
2022 Active Avg	20	Jul	74	207	133	0.00	0.00	0.00
2022 Purchased	23	Aug	75	188	113	0.00	0.00	0.00
2022 Renewed	11	Sep	47	171	124	0.00	0.00	0.00
2022 Transfers	0	Oct	31	108	77	0.00	0.00	0.00
2022 Cancelled	0	Nov	0	0	0	0.00	0.00	0.00
		Dec	0	0	0	0.00	0.00	0.00
		TOT:	312	1,004	692	15,106.00	43,180.00	28,074.00

Gross Figures For Passes In Report:		ATTENDANCE FIGURES			INCOME FIGURES			
		2023	2022	Variance	2023	2022	Variance	
2023 Average Active Members:	230	Jan	0	0	0	0.00	0.00	0.00
2023 Membership Purchases:	376	Feb	0	0	0	0.00	0.00	0.00
2023 Membership Renewals:	18	Mar	0	0	0	0.00	0.00	0.00
2023 Membership Transfers:	0	Apr	0	0	0	0.00	0.00	0.00
2023 Membership Cancellations:	16	May	176	273	97	226,318.00	137,096.00	89,222.00-
2022 Average Active Members:	139	Jun	1,390	800	590-	200,694.00	90,651.00	110,043.00-
2022 Membership Purchases:	169	Jul	1,642	948	694-	39,670.00	21,282.00	18,388.00-
2022 Membership Renewals:	70	Aug	1,736	827	909-	28,440.00	8,310.00	20,130.00-
2022 Membership Transfers:	0	Sep	951	472	479-	3,560.00	0.00	3,560.00-
2022 Membership Cancellations:	8	Oct	409	260	149-	0.00	0.00	0.00
		Nov	0	0	0	0.00	0.00	0.00
		Dec	0	0	0	0.00	0.00	0.00
		TOT:	6,304	3,580	2,724	498,682.00	257,339.00	241,343.00

**Appendix C**

Mountain Course	
Month	Utilization Rate
June	70%
July	74%
August	68%

Average utilization rate by time from June - September	
Time	Utilization Rate
7:00	77%
7:12	76%
7:24	59%
7:36	70%
7:48	66%
8:00	73%
8:12	78%
8:24	82%
8:36	83%
8:48	77%
9:00	88%
9:12	79%
9:24	83%
9:36	89%
9:48	83%
10:00	71%
10:12	71%
10:24	74%
10:36	75%
10:48	71%
11:00	72%
11:12	75%
11:24	73%
11:36	73%
11:48	74%
12:00	69%
12:12	78%
12:24	75%
12:36	78%
12:48	76%
1:00	79%
1:12	80%
1:24	79%
1:36	85%
1:48	84%
2:00	81%
2:12	80%
2:24	81%
2:36	83%
2:48	81%
3:00	74%
3:12	72%
3:24	72%
3:36	69%
3:48	67%
4:00	75%
4:12	63%
4:24	60%
4:36	73%
4:48	66%
5:00	56%
5:12	47%
5:24	48%
5:36	38%
5:48	49%
6:00	35%

**MEMORANDUM**

**TO:** Golf Advisory Committee

**THROUGH:** General Manager Bandelin

**FROM:** Committee Member Swenson and Committee Member Simon

**SUBJECT:** Golf Food and Beverage Service Levels

**DATE:** 1/11/2024

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- I. **RECOMMENDATION:** Discuss, review, and possibly approve recommendations for the board of trustees for golf course food and beverage
- II. **BACKGROUND:** The golf advisory committee feels that food and beverage is key to the operations and draws for people utilizing the golf course.
- III. **DISCUSSION:** Appendix D with Golf Advisory Members Swenson and Simon will lead the discussion on this item.



# Draft Dec 13, 2023

## Food & Beverage Golf Advisory Committee Recommendations Harry Swenson and Jay Simon

This document describes the Golf Advisory Committee's understanding of the challenges with current operations at the Chateau grille, snack-bar and drink/food cart. Along with the challenges, we will describe rational recommendations to be considered by the IVGID Trustees and IVGID management. We hope to help forge a path forward to reduce the unsustainable losses at the restaurant.

We believe three metrics should be considered by the Food and Beverage operation for continuous review and management: 1) Food Quality, 2) Positive Experience, and 3) Fair Pricing. These metrics can be determined through a combination of routinely reviewing social media posts (ex: trip advisor, yelp, open table, etc.) and customer surveys. It is our perception that this is not currently done.

The committee perceives the following challenges at food and beverage operations associated with the Championship Golf Course:

- 1) Inconsistent operations, primarily due to lack of staffing and lack of hands on strategic (weeks/months) and tactical (day to day) management. Examples include having to discontinue operations at unexpected times which leads to significant customer dissatisfaction and economic loss. Some residents have indicated that when they arrive for an early dinner, the grille is closed due to lack of chefs/cooks or wait staff. Also, with some frequency, golfers are turned away for lunch or drinks when the restaurant is only partially filled. If this happens too often (more than once/customer) you most likely lose that customer.
- 2) Overall size of the seating space is very limited and during high demand people are turned away, leaving customers disappointed. As an example, restaurant seating capacity is about as large as Rosewood or Sage Leaf in Incline. These restaurants have a similar limited menu to the grille yet make tactical and strategic changes based on what customers want and what is available as a value on a day to day, week to week and month to month basis. Also, the menu at the Grill gets a little dated and could use some specials and more variety.

- 3) The grille is currently primarily utilized (over 70% we are told) by residents or visitors of Incline not playing golf. We are aware some members of the golf community have the perception that IVGID doesn't appreciate their business and these golfers don't frequent the grille as much as they did in past years. Probably the largest target audience is the breakfast, lunch and dinner crowd playing golf and it is totally underutilized.
- 4) Though the views from the deck are quite spectacular, the inside area appears shabby and dated. Thus, if the outside deck is full, which it usually is during good weather, customers feel cheated that they can only sit inside and thus go elsewhere. At some point this entire area is going to need to be remodeled and updated.
- 5) The overall dining and drinking experience at the grille, especially inside, is not considered particularly enjoyable. Quite frankly a lot of that has to do with the obvious recurring chaos of an understaffed wait staff, lack of staffing at the host station at busy times, and employees who just seem to not be enjoying their jobs.
- 6) The operation of the drink/food cart is inconsistent and unpredictable. Many early golfers don't see the cart until they finish their round. We are aware that the cart operations start well after the early golfers start, but there is no reason that the cart can't meet up with the early golfers on the 13<sup>th</sup> or 14<sup>th</sup> hole. Most golfers will not buy from the cart after the 16<sup>th</sup> hole. We understand that due to staffing, service hours might be limited.
- 7) The Snack Bar operates well when staffed and the food is of good snack bar quality. No real challenges other than limited staffing thus limited operation.

These 7 challenges detract from a satisfying experience for golf associated food and beverage. The following are suggested potential solutions and recommendations to enhance customer satisfaction:

- 1) The Chateau needs to attract and hire an experienced restaurant/catering manager that can plan strategically and execute tactically. There is a Point-of-Sale system within the golf course food and beverage operations, but we don't think it is used to its full capacity to understand current trends and manage effectively. This data should be looked at daily by a good manager. We need to treat the staffing of both the grille and event services holistically.

It is the Committee's perception that other than the cooks the staff is too rigidly designated as catering/grill or otherwise. As an example, if the grille is experiencing staffing shortages, the catering/restaurant manager should be adjusting overall staffing to ensure adequate servers and a hostess are in place. Finally, consider hiring a senior management position to oversee all food venues at IVGID for overall consistency and quality. We also believe all food and beverage services at the Chateau should be managed by one person as one financial reporting profit center. Also, that position is looking at a big turnaround project and is best not overseen or filled by the Club's PGA golf professional, at least until operations are normalized. We believe active recruiting of potential staff from Incline High Graduating Seniors and UNR college students that are spending the summer in the UNR dorms.

- 2) Consider increasing the size of the service area during peak times to include more of the deck and the possibility of one of the banquet areas. We also recommend the potential of holding special events like a Sunday buffet brunch, an evening buffet dinner on a Monday (when many local restaurants are closed) which could include trivia or game night after dinner. Just doing the same things over and over and expecting different results is not going to happen.
- 3) One idea to increase golfer food and beverage utilization in a practical way is to possibly have a food component as part of the play pass (at most private clubs this is a given). This could be tested next season by having an All-You-Can-Play pass priced as a 40 play plus \$800 but has the requirement of spending \$200/month (June, July and August and September) at golf food and beverage venues. [Exact pricing TBD as well as evaluating system capacity to run/monitor]. Also, golfers generally will eat and/or drink after golf, but only in Incline have we seen the requirement for golfers to make an advanced reservation. As a suggestion, if reservations are necessary, a sign could be posted in the pro shop for players to advise staff when checking in if their group is eating and the list would be sent up to the restaurant each day. We can't say this strongly enough-if you tell golfers more than once they can't eat or drink in your restaurant because they did not make reservations, or the restaurant is too busy when visibly only partially filled, they are not coming back.
- 4) Beyond expanding to the deck footprint for increased usage, possibly upgrade the bar/grille inside area. This could be done by simply encouraging local artists, on a rotating basis, to display their art on the wall

for a two week or monthly period. Also increase the size and number of TVs for viewing sporting events and consider putting a few on the deck area.

- 5) It is our feeling that hiring the right food and beverage manager at the Chateau will relieve some of the stress on the system from the lack of adequate staffing and day to day management.
- 6) Analysis should be done early in the season as well as throughout the summer to plan, execute and modify food and beverage cart routes and timing for optimum profitability. Consider training/mentoring by experienced and profitable cart operators for new hires and getting the perspective of some regular golfers. Also, post of hours of operations of the cart thus providing golfers with a better expectation of service.
- 7) The Snack bar has good grab and go food and drinks. The only suggestion might be a phone, ordering number or website that can be accessed on the eighth or ninth hole like the Mountain Course. This might be helpful to increase the pace of play at the turn, especially on drink orders.
- 8) Something a bit out of the box: We understand that the formally Sierra Nevada College (now UNR) had a degree in Hospitality, thus consideration in making our associated golf related food venues and challenges a class project with winners getting a stipend for the best paper.

These are recommendations that the committee believes would increase customer satisfaction by residents and the golf community, hopefully increasing overall profitability and sustainability. Please let us know if/how we can be of further service.

Notes

Consent Items

Report Items

Agenda Items

**Item G**

<b>Task assigned to below</b>	<b>January Meeting</b>
Agenda Items	
Report Items	Financials, Pricing Pyramid, and data on Purchased passes
Report Items	Service Level Recommendations
Report Items	Marketing Recommendations
Report Items	Food and Beverage Recommendations

<b>Task assigned to below</b>	<b>Date of Scheduled Meetings- Item Description</b>

<b>Task assigned to below</b>	<b>Date of Scheduled Meetings- Item Description</b>