
NOTICE OF MEETING

The regular meeting of the Golf Advisory Committee will be held starting at 3:00 PM on October 24, 2023 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. ROLL CALL OF GOLF ADVISORY COMMITTEE*

C. **INITIAL PUBLIC COMMENTS** *Remarks by speakers during any public comment period shall be limited to three (3) minutes each. The Board Chair reserves the right to reduce the time allowed for public comment so long as such reduction is clearly communicated prior to the commencement of the comment period. Each individual's right to comment is subject to reasonable time, place, and manner restrictions as set forth in Board policy and this agenda statement. Public comments must be addressed to the Board Chair only, and not to staff or other attendees. No person may allocate their unused public comment time to any other person. The Chair may prohibit a person from continuing to make a public comment if it becomes clear that the content of the comment is a topic that is not relevant to or within the authority of the Board, or if the content of the comment is willfully disruptive of the meeting by being repetitious or interfering with the rights of other speakers. Any restriction on public comment for these reasons must be viewpoint neutral. The Board of Trustees may address matters brought up during public comment at the conclusion of the comment period but may not deliberate on any non-agendized item.*

D. 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.*

E. CONSENT CALENDAR (for possible action)

F. GENERAL BUSINESS (for possible action)

1. **SUBJECT:** Verbal confirmation from District Legal Counsel that all members have received training on the Nevada Open Meeting Law and Ethics
2. **SUBJECT:** Role of the Committee: review the following information:

1. **Responsibilities/Authority** - All committees are advisory to the Board. The committees shall review all relevant information and make recommendations to the Board, in alignment with the District's Strategic Plan, any applicable District master plans, and Board identified priorities. They are to identify the financial impacts of all their recommendations, identify how the recommendations align with the budget, and if applicable, how they affect the 5-year capital plan. The Board can set timelines and committee goals and expectations. Committee Trustees shall report monthly on the progress of the committee.
2. **Objectives Golf Committee** - Discuss and review operational service levels, financial sustainability, formulate community-focused recommendations in alignment with board policies

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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www.yourtahoeplace.com

NOTICE OF MEETING

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and identify necessary capital investments. Identify if any related district policy revisions are needed.

3. **Goal** - To formulate recommendations for the board's consideration related to optimizing all aspects of the golf operations, including revenue growth opportunities, cost efficiency optimization and expanding passholder participation. Provide input on current and the 5-year plans to improve sustainability in alignment with policies that provide fairness and equity to all recreation pass holders and protect the golf course assets for future generations.

3. **SUBJECT:** Committee Introductions/ Committee protocols
4. **SUBJECT:** Review and discuss end-of-year data and Statistics from Director of Golf Darren Howard.
5. **SUBJECT:** Review and Discuss recommendations from the Director of Golf on next years operations plans and points of consideration for the Golf Committee and Board of Trustees
6. **SUBJECT:** Review and Discuss Key Issues for the committee to develop and create recommendations

G. LONG RANGE CALENDAR

H. FINAL PUBLIC COMMENTS - See Item C for applicable rules.

I. ADJOURNMENT (for possible action)

CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before 9:00 A.M. Thursday, October 19, 2023, a copy of this agenda (Golf Advisory Committee Session of October 24, 2023) 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:

1. IVGID Anne Vorderbruggen Building (893 Southwood Boulevard, Incline Village, Nevada; Administrative Offices)
2. IVGID's website (www.yourtahoepace.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)

/s/ Heidi H. White

Heidi H. White

District Clerk (e-mail: hhw@ivgid.org/phone # 775-832-1268)

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 Board of Trustees 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.yourtahoepace.com; go to "Board Meetings and Agendas".**

2023 Golf Season Wrap-up



The following slides are presented only as an overview for the 2023 golf season. There are no financials available at this time and these are only revenue numbers that come from the POS system and have not been fully vetted yet. Golf Operations usually compiles the end-of-season golf report about a month after the season has been ended and all financial are in, this report was done in a day and a half to meet the deadline for this meeting and numbers have not been fully vetted. I would caution that this meeting is a extremely pre-mature to make any decisions concerning golf operations for next year, and this report is ONLY for an overview of the season and thus should not be used for anything else.

**Darren Howard
Director of Golf and Community Services**

-Summary-

- **Green Fee revenues were up 19% over the 2022 Golf Season.**
 - **Contributing factors for increase in revenue:**
 - **More rounds during the peak times and moving peak times back to 2pm.**
 - **Increase in all Green Fee pricing across all play types, under direction from the Board of Trustees.**
- **Daily Green Fee Play mix is starting to move higher than historical averages and Play Pass rounds are decreasing resulting in a higher dollar per round average. (see slide #10)**
- **Average dollar per round is higher for Play Passes due to: 1) Play Pass structure change and 2) golfers did not use all their allotted play pass rounds that they paid for.**
- **New pricing structure over the last 4 years is positively effecting revenue. Average dollar per round is up at both courses as well as overall revenue.**
 - **1800-2000 rounds were lost at the Championship course for the season due to some type of rain (25 days), which resulted in a potential loss of \$187,000 to \$ 208,000 in revenue. (using \$104 average dollar per round figure for the season).**
 - **1800 to 2000 rounds were lost at the Mountain course in May and June due to opening later than usual, which resulted in a potential loss of \$86,112 to \$95,680. (using \$47.84 average dollar per round figure for the season)**
 - **Another 1200-1400 rounds were lost at the Mountain course due to rain as mentioned above for the Mountain course, which resulted in a potential loss of \$57,408 to \$66,976. (using \$47.84 average dollar per round figure for the season)**
- **The Merchandise Department has continued to improve season to season.**
 - **Total Merchandise margins for both golf courses combined remain high, 38% profit.**
 - **Mountain course has become our discount outlet, but margins still remain above average.**
- **Golf Course Superintendent Jeff Clouthier and his staff continue to provide a high quality product that Residents and Guests continue to rave about. Congratulations are in order for the Championship course being rated #17 Overall, #3 for course layout and #2 for course condition in the United States by “Golfers Choice” .**
- **Tee time intervals returned to 10 minutes at the Championship course and 12 minutes at the Mountain course, therefore helping increase average dollar per round.**

Play Pass Breakdown by type:

Championship Course Play Pass Revenue

	Rounds	Revenue	\$\$/Round
CH&MT-AYCP-COLLEGE	83	\$ 2,495.00	\$ 30.06
CH&MT-AYCP-JR	76	\$ 1,890.00	\$ 24.87
CH-10 Play	1734	\$ 170,880.00	\$ 98.55
CH-20 Play	1117	\$ 104,160.00	\$ 93.25
CH-30 Play	696	\$ 61,620.00	\$ 88.53
CH-40 Play	808	\$ 62,160.00	\$ 76.93
CH-LIMITED-AYCP	925	\$ 49,728.00	\$ 53.76
CH-PM-10 Play	304	\$ 19,110.00	\$ 62.86
CH-PM-20 Play	273	\$ 15,420.00	\$ 56.48
CH-PM-30 Play	52	\$ 2,892.00	\$ 55.62
CH-PM-40 Play	69	\$ 5,394.00	\$ 78.17
CH-PM-AYCP	311	\$ 17,264.00	\$ 55.51
Total	6448	\$ 513,013.00	\$ 79.56

Mountain Course Play Pass Revenue

	Rounds	Revenue	\$\$/Round
MT-10 Play	292	\$ 14,076.00	\$ 48.21
MT-10 Play (9 Hole)	765	\$ 25,470.00	\$ 33.29
MT-20 Play	153	\$ 6,240.00	\$ 40.78
MT-20 Play (9 Hole)	356	\$ 11,172.00	\$ 31.38
MT-30 Play	15	\$ 1,096.00	\$ 73.07
MT-30 Play (9 Hole)	29	\$ 749.00	\$ 25.83
MT-40 Play	215	\$ 8,184.00	\$ 38.07
MT-40 Play (9 Hole)	106	\$ 2,796.00	\$ 26.38
MT-AYCP-JR	18	\$ 1,140.00	\$ 63.33
MT-LIMITED-AYCP	124	\$ 4,911.00	\$ 39.60
Totals	2073	\$ 75,834.00	\$ 36.58

Championship Course Play Totals

	May	June	July	August	September	October	Totals
Picture Pass Holder	463	1,663	2,111	1,850	1,252	759	8,098
Pass Play	195	1,418	1,673	1,758	988	416	6,448
Guest of Picture Pass Holder	75	331	698	711	439	143	2,397
Non-Picture Pass	95	978	1,155	1,095	1,162	416	4,901
Other	17	321	191	198	257	86	1,070
Total	845	4,711	5,828	5,612	4,098	1,820	22,914

Total Rounds	Picture Pass Holder	Pass Play	Guest of Picture Pass Holder	Non-Picture Pass	Other
2020 (23,053)	8,313	8,870	2,397	2,750	723
2021 (21,842)	7,047	8,056	2,208	4,063	468
2022 (22,994)	6,752	8,253	2,149	5,293	547
2023 (22,914)	8,098	6,448	2,397	4,901	1,070
Percentage of play					
2020	36%	38.5%	10.5%	12%	3%
2021	32%	37%	10%	19%	2%
2022	29.5%	36%	9.5%	23%	2%
2023	35%	28%	10%	21%	5%

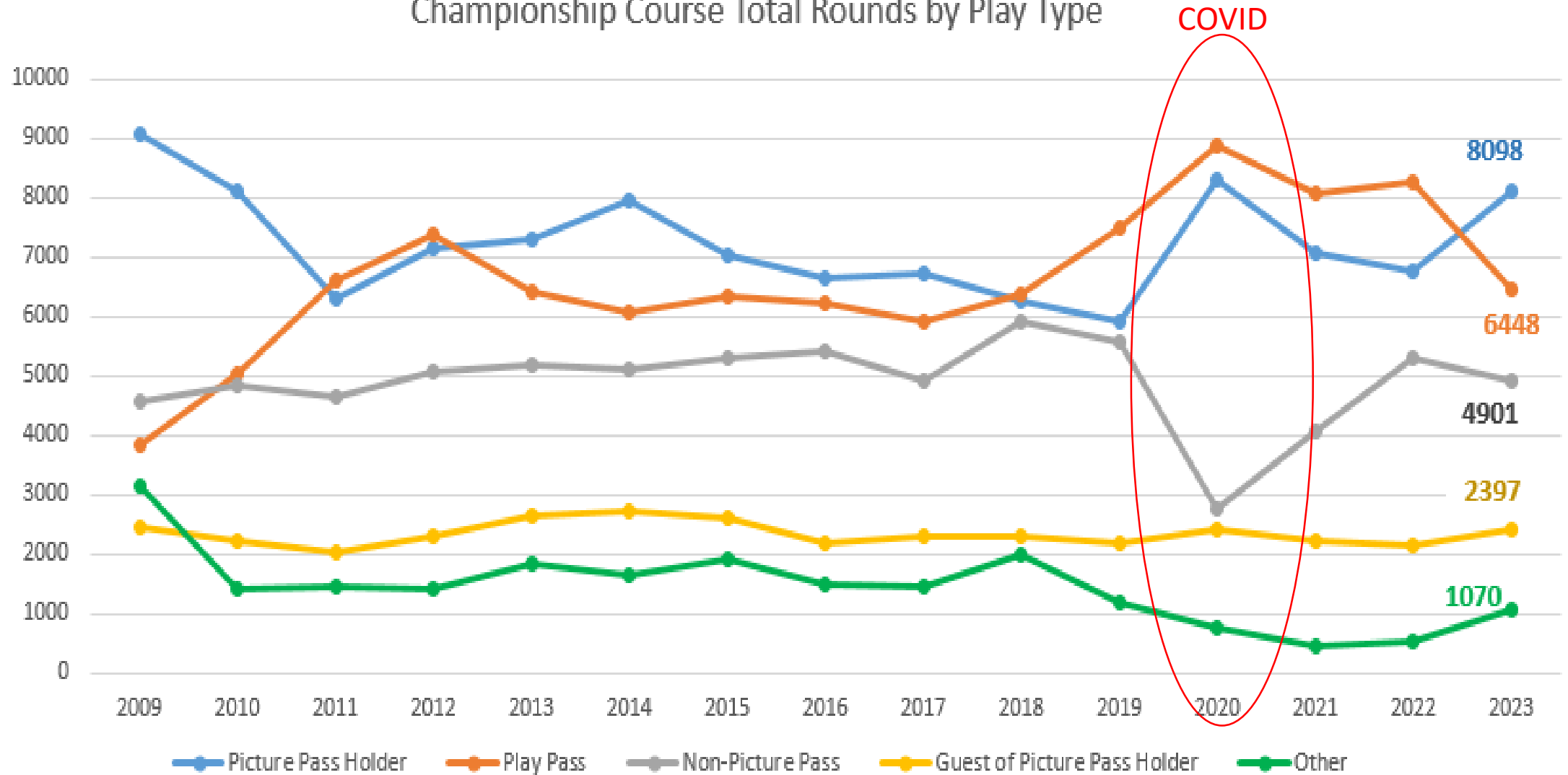
Championship Course Monthly Average Rounds Per Day

	2019	2020	2021	2022	2023
• May	52	116	120	135	141
• June	137	136	175	154	157
• July	198	176	179	175	188
• August	189	170	128	155	181
• September	139	143	121	129	137
• October	92	129	96	123	107

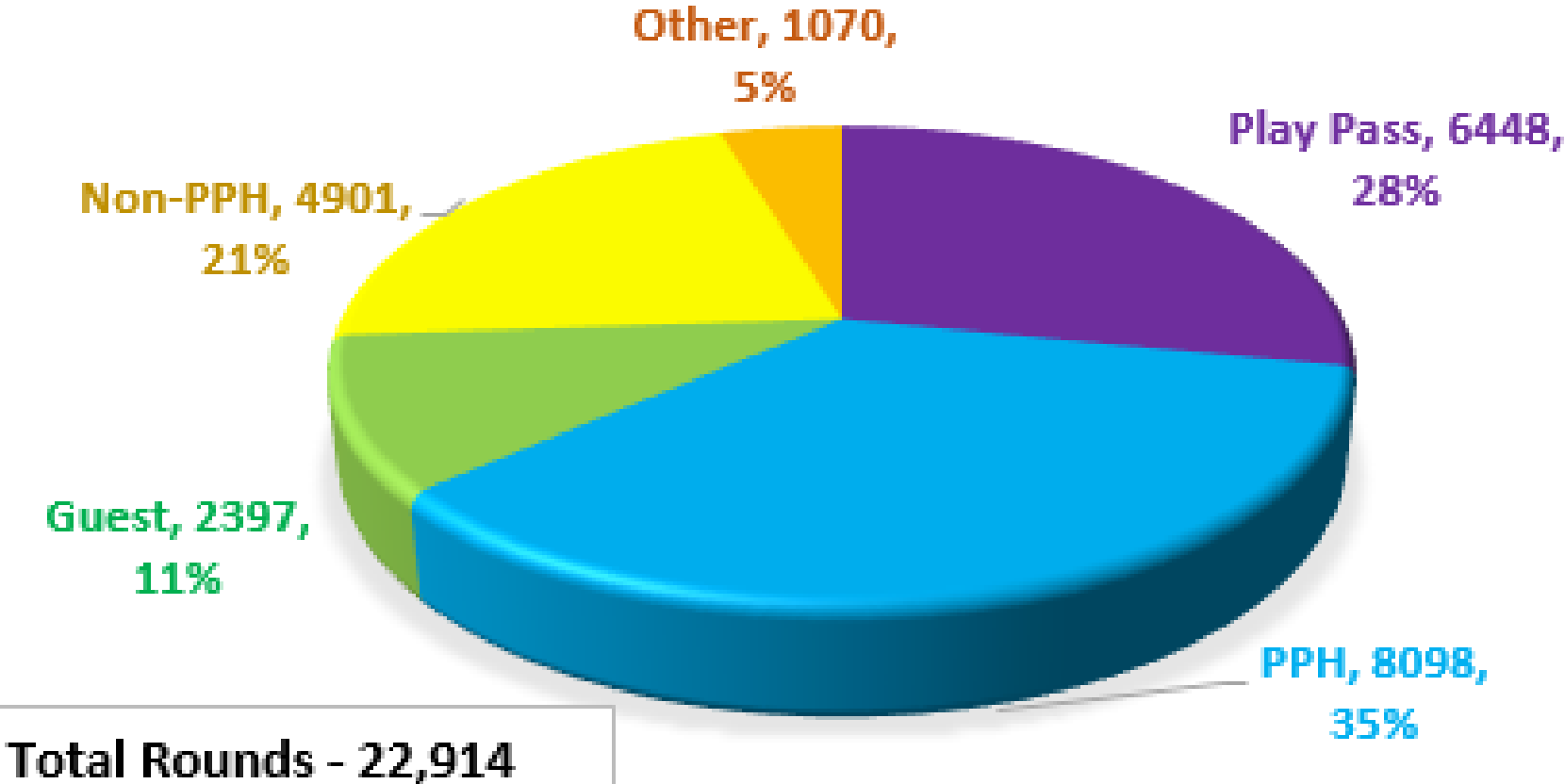
Opening day in 2019 was May 17
 Opening day in 2020 was May 18
 Opening day in 2021 was May 17
 Opening day in 2022 was May 16
 Opening day in 2023 was May 26

Closing day in 2019 was October 20
 Closing day in 2020 was October 18
 Closing day in 2021 was October 17
 Closing day in 2022 was October 16
 Closing day in 2023 was October 17

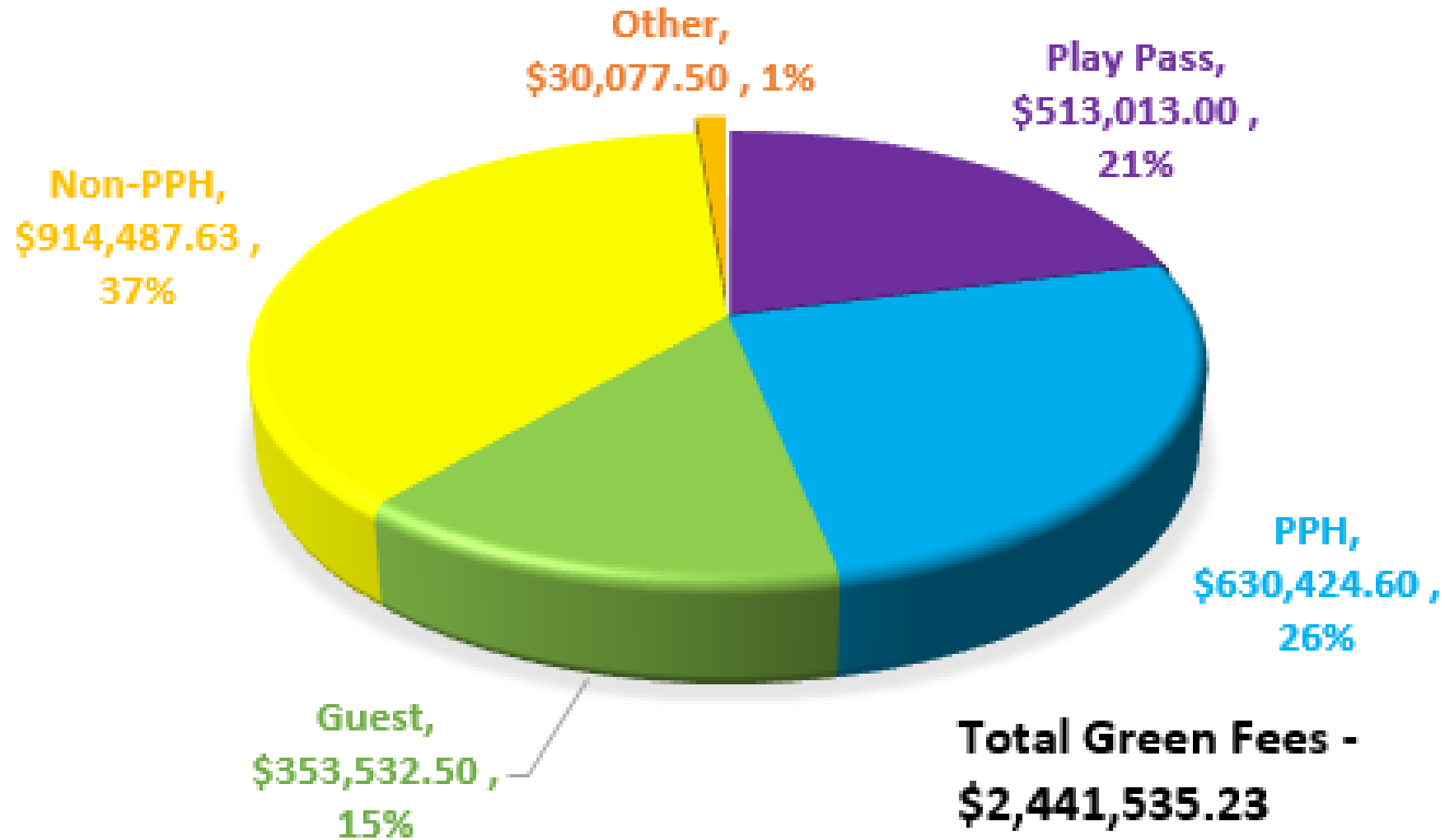
Championship Course Total Rounds by Play Type



CHAMPIONSHIP COURSE ROUND % BY PLAY TYPE



CHAMPIONSHIP COURSE % OF REVENUE BY PLAY TYPE



Total Average Dollar Per Round

	2019	2020	2021	2022	2023
Picture Pass Holder	\$60.38	\$64.89	\$64.22	\$70.89	\$77.85
Play Pass	\$53.40	\$49.92	\$62.19	\$66.57	\$79.56
Guest of Picture Pass Holder	\$93.26	\$98.86	\$118.19	\$127.28	\$147.49
Non-Picture Pass	\$117.01	\$141.05	\$148.18	\$152.69	\$186.59
Other	\$2.49	\$3.42	\$19.16	\$28.76	\$25.09

All Play Combined

2019	2020	2021	2022	2023
\$70.54	\$69.82	\$83.45	\$90.63	\$106.52

Championship Revenue Financial Comparison (Net)

Revenues	2019	2020	2021	2022	2023	2023 Budget
Golf Fees	\$1,705,463	\$1,622,659	\$1,875,596	\$2,083,934	\$2,481,242 <small>Includes pre-book fees</small>	\$2,540,873
Range Fees	\$128,196	\$178,898	\$160,243	\$166,538	\$148,074	\$170,750
Rental Fees	\$52,881	\$9,135	\$45,037	\$50,017	\$43,634	\$59,805
Lessons	\$38,579	\$52,273	\$50,985	\$ 44,146	\$63,404	\$78,100
Totals	\$1,925,119	\$1,862,965	\$2,131,861	\$2,344,635	\$2,736,354	\$2,849,528
Average Total Per Round	\$86.27 <small>22,316</small>	\$80.81 <small>23,037</small>	\$97.60 <small>21,842</small>	\$101.97 <small>22,994</small>	\$119.42 <small>22,914</small>	

Mountain Course Play Totals

	May	June	July	August	September	October	Totals
Picture Pass Holder	0	1,233	2,158	1,902	971	428	6,692
Pass Play	0	297	645	652	324	155	2,073
Guest of Picture Pass Holder	0	261	611	533	215	56	1,676
Non-Picture Pass	0	742	1,369	1,216	615	200	4,142
Other	0	97	115	118	146	32	508
Total	0	2,630	4,898	4,421	2,271	871	15,091
Total Rounds	Picture Pass Holder		Pass Play	Picture Pass Guest		Non-Picture Pass	Other
2020 (18,322)	9,212		2,957	1,962		3,624	567
2021 (16,511)	6,886		3,708	1,464		3,956	497
2022 (16,832)	6,794		3,573	2,012		4,128	325
2023 (15,091)	6,692		2,073	1,676		4,142	508
Percentage of play							
2020	50%		16%	11%		20%	3%
2021	42%		22%	9%		24%	3%
2022	40%		21%	12%		25%	2%
2023	44%		14%	11%		28%	3%

Mountain Course Monthly Average Rounds Per Day

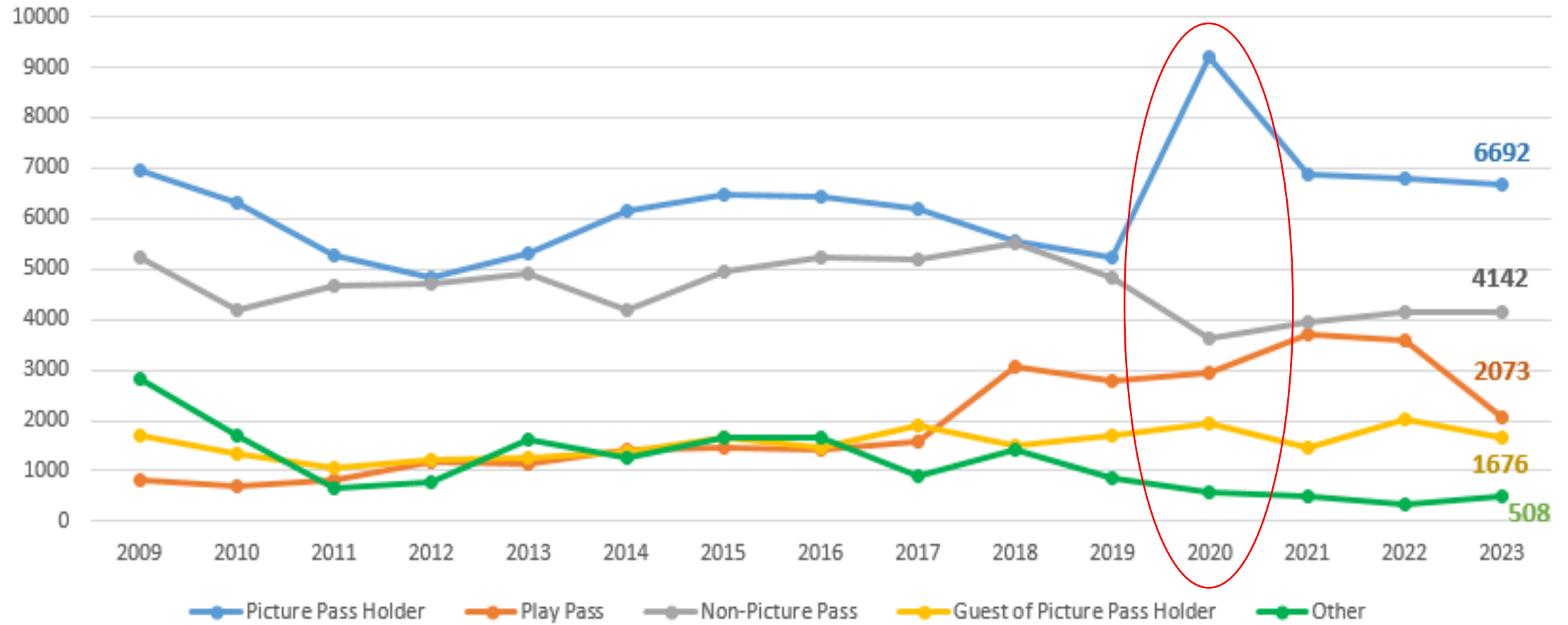
	2019	2020	2021	2022	2023
• May	52	100	108	107	0
• June	108	113	145	115	88
• July	157	148	156	141	158
• August	155	136	105	138	143
• September	158	143	** 86	101	76
• October	*0	120	45	83	58

Opening day in 2019 was May 28
 Opening day in 2020 was May 25
 Opening day in 2021 was May 24
 Opening day in 2022 was May 23
 Opening day in 2023 was June 9

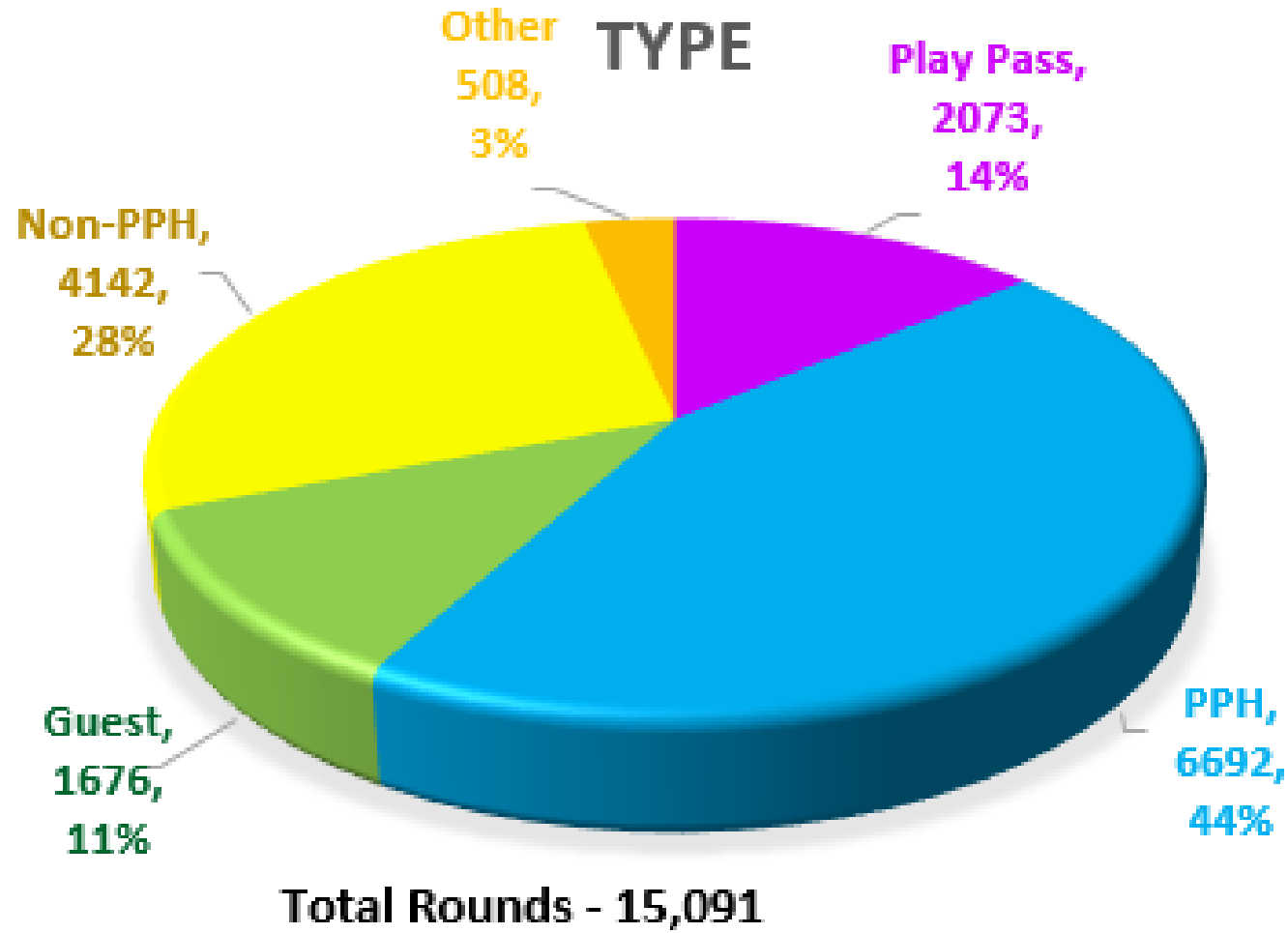
*Closing day in 2019 was September 15
 Closing day in 2020 was October 11
 **Closing day in 2021 was October 14
 Closing day in 2022 was October 9
 Closing day in 2023 was October 15

**(9 holes only available after September 15)*

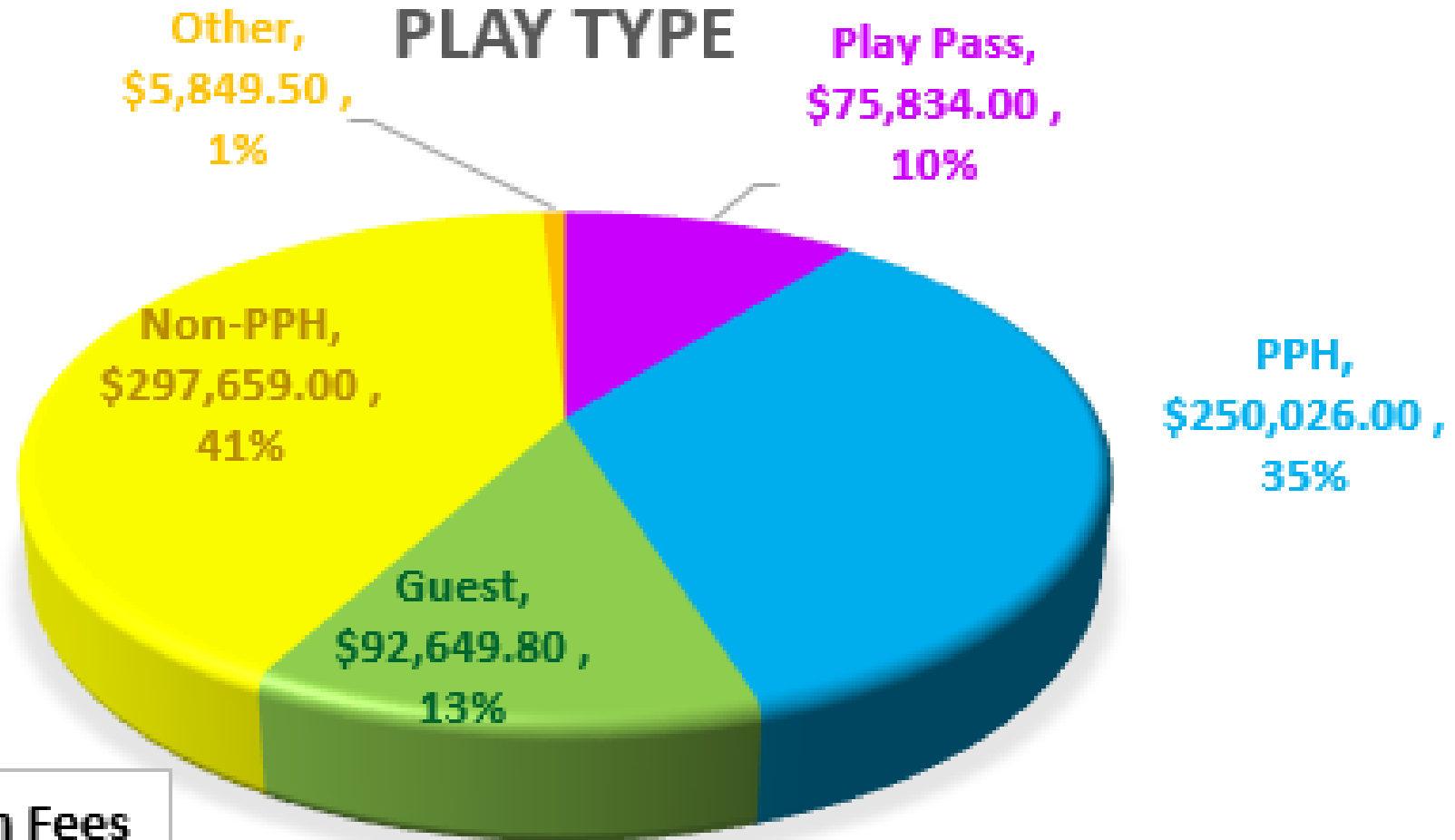
Mountain Course Total Rounds by Play Type



MOUNTAIN COURSE ROUND % BY PLAY



MOUNTAIN COURSE % OF REVENUE BY PLAY TYPE



**Total Green Fees
\$722,018.30**

Total Average Dollar Per Round

	2019	2020	2021	2022	2023
Picture Pass Holder	\$32.32	\$30.23	\$29.80	\$34.13	\$37.36
Play Pass	\$36.21	\$17.83	\$19.27	\$25.18	\$36.58
Guest of Picture Pass Holder	\$41.83	\$39.79	\$47.07	\$52.06	\$55.28
Non-Picture Pass	\$53.39	\$50.65	\$54.43	\$62.91	\$71.86
Other	\$2.06	\$1.29	\$.63	\$.36	\$11.51

All Play Combined

2019	2020	2021	2022	2023
\$39.11	\$32.40	\$33.99	\$40.77	\$47.84

Mountain Course Revenue Financial Comparison (Net)

Revenues	2019	2020	2021	2022	2023	2023 Budget
Golf Fees	\$472,977	\$621,827	\$574,896	\$686,165	\$730,558 <small>Includes pre-book fees</small>	\$781,870
Club Rentals	\$26,700	\$335	\$24,412	\$31,240	\$32,220	\$36,850
Totals	\$499,677	\$622,162	\$599,308	\$717,409	\$762,778	\$818,720
Average Total Per Round <small>Rounds</small>	\$32.35 <small>15,446</small>	\$33.96 <small>18,322</small>	\$36.34 <small>16,491</small>	\$42.62 <small>16,832</small>	\$50.55 <small>15,091</small>	

Total Play Breakdown by Play Type

Championship Course

Play Type	Rounds	% of Play	14 Year Average Rounds	14 Year Average % of Play –
Picture Pass Holder	8,098	35%	7,178	32%
Play Pass	6,448	28%	6,627	29%
Guest of Picture Pass Holder	2,397	11%	2,331	10%
Non-Picture Pass	4,901	21%	4,897	22%
Other	1,070	5%	1,519	7%
Total	22,914		22,552	

Mountain Course

Play Type	Rounds	% of Play	14 Year Average Rounds	14 Year Average % of Play
Picture Pass Holder	6,692	44%	6,260	40%
Play Pass	2,073	14%	1,902	12%
Guest of Picture Pass Holder	1,676	11%	1,547	10%
Non-Picture Pass	4,142	28%	4,663	30%
Other	508	3%	1,195	8%
Total	15,091		15,567	

Areas to Discuss at Future Meetings

- 1. Golf Clubs**
 - a. Membership of golf clubs
 - b. Tee Time Access
 - c. Communication
- 2. Community Communication (Built off conversation during intro meeting)**
- 3. Golf Course Management (Built off presentation from Darren Howard at intro meeting)**
 - a. Job description
 - b. Updates on process
- 4. Financials**
 - a. Impact of pricing decisions made by board last year
 - i. Areas that need improvement
 - ii. All you can play passes
 - b. Food and Beverage related to golf
 - c. Recommended financial goals for the board from the committee
 - d. Golf Operations