

1 INCLINE VILLAGE
2 GENERAL IMPROVEMENT DISTRICT
3 GOLF ADVISORY COMMITTEE

8 TRANSCRIPT OF HEARING
9 PUBLIC MEETING
10 Via Zoom

12 Held via Zoom
14 Thursday, January 11, 2024

24 Reported by: Brandi Ann Vianney Smith
25 Job Number: IVGID 18

1 APPEARANCES
2
3 **COMMITTEE MEMBERS PRESENT**
4 MICHAELA TONKING, CHAIR
5 HARRY SWENSON, MEMBER
6 ROBERT RICCITELLI, MEMBER

8 **ALSO PRESENT**
9 SERGIO RUDIN, LEGAL COUNSEL
10 HEIDI WHITE, DISTRICT CLERK

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5 CHAIR TONKING: I'm going to call to order
6 the Golf Advisory Committee via Zoom, called to
7 order at 4:00 P.M. on January 11th of 2024.

8 A. PLEDGE OF ALLEGIANCE
9 The first item on our agenda is the Pledge
10 of Allegiance.

11 (Pledge of Allegiance.)

12 CHAIR TONKING: Now that moves us on to
13 Item B, initial public comments.

14 B. INITIAL PUBLIC COMMENTS

15 MATT: We do have one, Chair, in the
16 queue.

17 MR. DOBLER: Cliff Dobler, 995 Fairway.
18 I wanted to make a few comments to give

19 you guys some food for thought. First of all, at
20 the meeting on Wednesday, the treasurer report was
21 given, and on page 5 of the overall board package,
22 page 88 317, it indicates that the golf course from
23 July through November had about 3.6 million in sales
24 and had 2.9 million in expenses, so they made a
25 \$700,000 profit. And, of course according to

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5

1 budget, they were supposed to lose 400 grand. So
 2 here we have something that is about a million one
 3 difference between the budget. These numbers were
 4 not correct, and I thought that the committee may
 5 look into it. I thought it was quite cute at the
 6 bottom, it says: Financial records are not yet
 7 closed for the months of July and November. Reports
 8 are subject to change as additional information is
 9 available and updated.

10 So my question is: If you don't have the
 11 books closed, why are you doing this at all? It
 12 doesn't make any sense.

13 I want to talk just briefly about golf
 14 now. I'm down here in Palm Desert, it's a company
 15 founded in 2021, it has 600 employees, and it's a
 16 real good system. The question I have is we don't
 17 have the hotels that Palm Desert has down here in
 18 the desert. GolfNow works good because there's a
 19 huge number of people looking to play golf on public
 20 courses, and I'm not so sure it'll work in Incline
 21 Village because there's really, other than a few
 22 hotels and some Airbnbs, there's not much going on
 23 there.

24 Now, the most important thing that I'd
 25 like to talk about is this idea of service levels.

6

1 Okay? So we're providing a service, and I suppose
 2 we have levels. So do we have one service with
 3 different levels or do we have service levels
 4 meaning there are various levels that need to be
 5 discussed? I don't know what that even means, and,
 6 therefore, we're just throwing two words around that
 7 I doubt have any meaning whatsoever. And because
 8 the service levels depend almost exclusively on the
 9 people and the culture, the culture at IVGID has
 10 been and probably will continue to be no rush about
 11 anything, we get a check, we don't have any
 12 incentive to do things in an orderly fashion. So I
 13 don't know if service levels -- I don't even know
 14 what it means.

15 Now, the last thing is I did read over the
 16 report by Simon and Swenson. Very good report, well
 17 thought out. I think it was an idea, it's a leap
 18 forward, I guess. But, again, the idea of the
 19 putting a play pass attached to using \$800 or some
 20 amount at The Grille is a good idea.

21 (Expiration of three minutes.)

22 CHAIR TONKING: Any other public comments?

23 MATT: That's the only public comment in
 24 the queue at this time.

25 CHAIR TONKING: We will move to item C.

7

1 C. APPROVAL OF THE AGENDA

2 CHAIR TONKING: Does anyone have any
 3 changes to the agenda?

4 So the agenda is approved as is. That
 5 will move us to item D.

6 D. REPORTS TO THE COMMITTEE

7 D 1. Recruitment and Hiring Status/Director of
 8 Golf

9 CHAIR TONKING: Verbal report from the
 10 Director of Human Resources regarding the
 11 recruitment and hiring status of the director of
 12 golf.

13 MS. FEORE: I wanted to get you updated on
 14 where we are with the director of golf recruitment
 15 status. We have identified five candidates, five
 16 very knowledgeable, very viable candidates to
 17 interview. As we have received ideas and direction,
 18 we have selected to have one Board of Trustees
 19 member, one golf committee member, and then the
 20 senior team attend as the panelists to interview for
 21 the candidates.

22 So a decision point I would need, then, is
 23 from the Golf Committee, is there a person on the
 24 Golf Committee that would like to attend as the
 25 panelist? And I will kind of leave that at your

8

1 direction.

2 I will tell you that the idea is that we
 3 get these interviews going as quickly as possible.
 4 If the stars align and we're able to get this
 5 knocked out quickly, it's a goal of ours to have --
 6 I'd like to be able to go to the Board of Trustees
 7 on the 31st and say: We've identified the
 8 candidate, and we're ready to move forward with an
 9 offer of employment.

10 But, obviously, I'm at the mercy of a lot
 11 of schedules here. We're going to move quickly.
 12 Obviously, this is a very critical role that needs
 13 to be filed quickly, so, yeah that's kind of it.

14 CHAIR TONKING: I will reach out to the
 15 committee since we only have three members right
 16 now, we have two who are absent today, and make sure
 17 that we get all that information and we can talk
 18 about assigning somebody. I will handle that.

19 Any other questions for Director of HR?

20 MEMBER SWENSON: I thought Jay's comments
 21 to the board -- or to us, since he was going to be
 22 away, were very insightful with his experience in
 23 reviewing candidates, including the expectation or
 24 even the offer to play a round of golf with the
 25 potential candidates.

9

1 I thought that was really smart, and
 2 especially with his experience in doing it, that
 3 might be an opportunity. Maybe we will play down at
 4 Toiyabe or other places down in Carson or others.
 5 But getting a sense of how the candidates
 6 really feel about golf and their experience and
 7 their etiquette made a lot of sense. I don't know
 8 if you were going to relay those comments or not.
 9 CHAIR TONKING: I was going to read the
 10 email if that works.
 11 But any thoughts on that recommendation?
 12 Erin, I know it's hard given the timing.
 13 MS. FEORE: Right. Yeah. I don't know
 14 how you would -- if the idea is that we're going to
 15 try and make an offer before the end of January, or
 16 at least identify the candidate to move forward
 17 before the end of January or even the first of
 18 February, I guess we're -- I'm assuming that you
 19 would have to go to another golf course that is
 20 likely under snow right now, so we could talk about
 21 the timing of that.
 22 This is -- I will be forthcoming to the
 23 committee. This is new for me. The last time we
 24 hired a director of golf and community services, I
 25 was not involved in that process that much, outside

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1 of being one of the panelists. And I remember it
 2 was a much bigger process, and we've pared it down
 3 just a little bit so that we can have a greater
 4 focus on the candidates and not such a great focus
 5 on the process.
 6 I guess I would ask for some feedback from
 7 our interim General Manager what are your thoughts
 8 on that idea?
 9 CHAIR TONKING: I'll read you what the
 10 exact email is. I know our GM was on it, but
 11 Mr. Simon said:
 12 "I see the director of golf search is on
 13 the agenda, and what I would add there is my hope
 14 that the Golf Committee gets a chance to be involved
 15 in the final interviews, and also just stress I
 16 think it's important to have a small group play golf
 17 with the final two, although it might be difficult
 18 to do logistically."
 19 "My previous searches for head golf
 20 professionals were decided on the course, as that
 21 was the deciding factor. Demeanor on course, golf
 22 etiquette, and enjoyment of play with quality
 23 players, et cetera. If it is at all possible to do
 24 in Carson or Reno or anywhere, it is worth it."
 25 "I know the candidate needs overall

11

1 management skills, but if they are not seen as key
 2 component of the golf community, it won't work long
 3 term."
 4 I think that's good advice. Maybe I can
 5 set -- we can work with interim GM Bandelin and
 6 Director of HR Feore to meet with Mr. Simon to
 7 express more, but I'm glad Mr. Swenson brought that
 8 forward. We can -- you guys can have a sitdown to
 9 kind of discuss some of that together. He is on a
 10 flight back from South America today. And I think
 11 that you can all get in that room and kind of talk
 12 about what can be done and take some of his
 13 expertise.
 14 Does that work for the committee as well,
 15 that they discuss some of that?
 16 MEMBER RICCITELLI: Sure. That's good for
 17 me.
 18 MEMBER SWENSON: Works for me. And as I
 19 said at the last meeting, I was hoping that we would
 20 at least get an idea of the -- of what IVGID has
 21 asked of the golf, you know, for them to apply for.
 22 We hadn't seen anything like that yet.
 23 CHAIR TONKING: Erin, can you have Heidi
 24 send out the job description that we posted? Will
 25 that help?

12

1 MS. FEORE: I can share that right now.
 2 MR. SWENSON: Please share that with all
 3 the members of the committee.
 4 MS. FEORE: I'm happy to.
 5 The only significant change we made with
 6 this position is removing the community services
 7 title and some of the duties that were specific to
 8 community services as we are looking to reorganize
 9 those functions.
 10 MR. SWENSON: What do you mean by
 11 "community services"?
 12 MS. FEORE: Previously the position's
 13 title was "Director of Golf and Community Services."
 14 As such, this position had a hand in some of the
 15 issues and items that occurred with our Parks and
 16 Rec team. I don't know that they had much
 17 involvement with ski, but it really was that they
 18 had a lot of involvement in some of the other
 19 community services venues. That has been removed so
 20 that this position is solely focused on golf and
 21 golf services.
 22 (Document shared via screen share.)
 23 MS. FEORE: Again, this is the information
 24 that was published as part of the recruitment. And
 25 it goes through and lists, again, very, very similar

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1 to the previous job description, sans the community
 2 services work that was included.
 3 Do you want to go through it line by line,
 4 just to kind of scroll through? One particular
 5 function you would like to see?
 6 MEMBER SWENSON: Since this is good
 7 detail, I would prefer to read it and review it and
 8 absorb it, that's my preference, on a -- basically
 9 as a, I'll say, in a non-pressure-related activity.
 10 But I appreciate it coming up here so that others in
 11 our community can also see this. Going line by line
 12 is probably a little bit counterproductive because
 13 there's a lot of detail here, and I appreciate the
 14 detail.
 15 But I will defer to other people and their
 16 perspective. But would have loved to have seen this
 17 and had the ability to ask questions about it awhile
 18 ago, but I guess that's water under the bridge or
 19 wherever water goes these days. But I do appreciate
 20 it.
 21 And my brief scan looks like it covers a
 22 lot, and it still includes that food and beverage
 23 because we really were concerned about that when Jay
 24 and I took the effort to kind of think through what
 25 food and beverage is all about. We're not sure golf

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1 professionals are very good at that particular item,
 2 but that's -- I read that in a top level real quick.
 3 MS. FEORE: There's been no change to that
 4 reporting structure at this time. To my knowledge,
 5 and GM Bandelin can jump in and correct me if I'm
 6 wrong, but I believe that food and beverage
 7 continues to report.
 8 MR. BANDELIN: Our direction with food and
 9 beverage at this particular time, not really written
 10 in stone, with the absence of the director of
 11 community services attached to the director of golf
 12 position that the food and beverage would report to
 13 the venue manager where they're operating.
 14 So during the ski season, the food and
 15 beverage team would report to and converse and
 16 express ideas and concerns to the ski resort general
 17 manager, and then while the food and beverage team
 18 is at the golf course, would work with the
 19 facilities, food and beverage people, and the
 20 director of golf and operations.
 21 CHAIR TONKING: So what I think I will do,
 22 I will have Erin send that to me, I will forward it
 23 to everybody. Then in our meeting at the end of the
 24 month, I will have an item G 1 that will be just
 25 have some question and answer around that item. And

15

1 if Ms. Feore could come join us again, that would be
 2 great.
 3 Does that give everyone some time to
 4 review -- I'll make sure that it's also included in
 5 the board packet so it's available to the public to
 6 see as well.
 7 MEMBER SWENSON: Thanks. As I've said
 8 before, I will happily volunteer to help with this.
 9 In Jay's experience, it sounds like he has a lot
 10 more experience in hiring people, so if it's just
 11 going to be one, I would defer to Jay if he's
 12 willing to do it. But I'm happy to do it. Or Bob,
 13 if he wants to do it.
 14 I'm open until January 22nd.
 15 CHAIR TONKING: How about we have
 16 Mr. Simon meet with Ms. Feore and Mr. Bandelin, and
 17 then he can be kind of our point person from the
 18 committee. Then I believe there's a member from the
 19 Board, who I believe will be Chair Schmitz, so then
 20 we won't worry about any quorum issues.
 21 I think that kind of gives some -- does
 22 that work, everybody?
 23 MR. RICCITELLI: Yeah, it's fine for me.
 24 MS. FEORE: And I understand from Chair
 25 Schmitz that her availability begins after the 24th.

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1 Again, if we're able to get information
 2 back to the Board on the 31st, it's not a
 3 hard-and-fast date. It's a nice-to-have date. If
 4 we're able to do it, obviously, we don't want to
 5 rush the process just to meet a deadline. We'd
 6 rather do it the right way and make sure that the
 7 director of golf that is hired is done with the
 8 approval of both our GM and obviously with
 9 assistance from the Golf Committee. Although, speed
 10 is of the essence, it's not going to -- if we need
 11 to delay this process for availability, we
 12 absolutely will.
 13 And so, Trustee Tonking, would it be fair
 14 to presume that is Mr. Simon; correct?
 15 CHAIR TONKING: Yes.
 16 MS. FEORE: Would also be my point of
 17 contact for feedback on the developed interview
 18 questions? We've always involved panelists in this.
 19 CHAIR TONKING: That makes sense, yes.
 20 MS. FEORE: So I will forward the job
 21 description over to you that you can pass along to
 22 everyone. And obviously my contact information is
 23 there, and I'm available to help answer questions as
 24 needed as well.
 25 CHAIR TONKING: Anymore questions for HR

17

1 Director Feore?
 2 That closes out D 1.
 3 D 2. GolfNow/Marketing
 4 CHAIR TONKING: Verbal report on GolfNow
 5 and the marketing at the District golf courses.
 6 Requesting staff member, Marketing and Sales Manager
 7 Paul Raymore.
 8 MR. RAYMORE: I'm the marketing manager
 9 for community services venues at IVGID as a whole.
 10 So Diamond Peak is our focus in the wintertime, then
 11 as we transition into spring and summer, it's golf
 12 courses, Parks and Rec, tennis and pickleball, as
 13 well as there's always year-round work at the ski
 14 resort as well.
 15 I have been here for about eight years
 16 now. I have seen a little bit of kind of everything
 17 in terms of the way the golf courses have been
 18 marketed. We've certainly seen some dramatic
 19 changes in these past few years since the pandemic.
 20 So will happily launch into kind of a
 21 quick overview if you want. Or if anyone wants to
 22 give me a little guidance on more specifics, what
 23 you're interested in hearing about, I'm happy to
 24 make sure to include that in my spiel.
 25 CHAIR TONKING: Quick overview for us,

18

1 Paul, and then people can ask some questions and you
 2 can explain. I think some context would be helpful
 3 just on how it all works.
 4 MR. RAYMORE: Let me talk about -- I may
 5 try and share my screen just show you guys a couple
 6 of examples from years past as well.
 7 Essentially, we take a kind of
 8 multifaceted approach to marketing and
 9 communications about the golf course. I note on the
 10 topic, GolfNow and marketing, for me, those are
 11 fairly different things. GolfNow is the platform on
 12 which people can make tee times. I would say it is
 13 a marketing platform for courses, but the way we use
 14 it -- and, Rob Bruce, correct me if I'm wrong -- is
 15 more just like our tee time booking platform for the
 16 public. It's a great solution in that it's one of
 17 industry standards. A lot of golfers know the
 18 platform, have an account on the platform, know how
 19 to use it, and it makes booking tee times at our
 20 courses very easy for them. But we don't control
 21 too much on that platform.
 22 What I'm going to talk about is the
 23 marketing programs that we control and actively
 24 manage. And then if you have any questions about
 25 how courses interact with GolfNow, I think Rob can

19

1 answer those better than I can.
 2 Essentially, we try to communicate, first
 3 and foremost, with our resident golfers and our
 4 residents, whether they are full-time residents
 5 living here in Incline Village/Crystal Bay year
 6 round, some are only here during the summer months
 7 or just part-time homeowners who may come up
 8 occasionally or rent out their properties, we try
 9 and reach them wherever they may be, locally or down
 10 in the Bay Area, across the country. We do so, in
 11 the last few years, primarily through our email
 12 newsletters that golfers can subscribe to on our
 13 website, social media, Facebook and Instagram
 14 primarily, as well as through public relations,
 15 that's outreach to the news media. We publish a
 16 press kit each year, we sent that out to all of our
 17 local media, as well as regional golf-specific
 18 media, and we do work with some regional partners
 19 that host media familiarization tours or FAM tours
 20 where they're bringing golf media into the Tahoe
 21 Basin to play different courses and, hopefully,
 22 write stories about the different options here.
 23 We have certainly worked with partners
 24 like Travel Nevada, the Reno/Sparks Convention and
 25 Visitors Authority, the North Tahoe Community

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1 Association, and other regional partners that are
 2 devoted to boosting travel and tourism to the area,
 3 as appropriate.
 4 All of those were vetted through our
 5 director of golf, Darren Howard most recently, in
 6 terms of which of those opportunities we wanted to
 7 participate in and which ones made the most sense
 8 for our courses.
 9 We do have the two different courses, so a
 10 lot of marketing is similar, but we do have some
 11 differences. We target golfers at the Championship
 12 Course a little bit differently than those that we
 13 are targeting for the Mountain Course. The Mountain
 14 Course is that less, long-range planner type and
 15 more of spur of the moment, I've got three hours in
 16 my schedule, what can I do in Tahoe? Hey, it would
 17 be great to go play a round of golf.
 18 Some are creative in our messaging and our
 19 adds targeted for the Mountain Course is more that
 20 kind of stuff, as well as super family friendly, if
 21 you're new to golf, Mountain Course is a great
 22 course for you.
 23 Then the Champ Course is kind of that
 24 bucket list, classic Tahoe golf course experience
 25 for folks who are coming up, planning a

21

1 golf-specific trip, and want to play one of best, if
 2 not the best, courses in the Basin. We always try
 3 to target, essentially, the same folks that Edgewood
 4 would be targeting: People who are really coming up
 5 to play on a multi-day trip and play some of the
 6 classic Lake Tahoe courses.

7 But also, obviously our outreach first and
 8 foremost is always to our local residents who live
 9 here, trying to get them to play more golf, more
 10 rounds, and get out there and utilize these assets
 11 that they have.

12 That's what we've been doing the last
 13 couple of years. And that is at the direction of
 14 the director of golf, who has kind of told us in the
 15 marketing department to kind of pull back on our
 16 efforts. They didn't want to see too much marketing
 17 for the courses, and they didn't want to make it so
 18 that there weren't tee times available for our local
 19 residents.

20 Ever since the pandemic, that's kind of
 21 been the direction that we've been given, so we have
 22 pulled back on a lot of the programs we used to do
 23 in the marketing team before the pandemic.

24 Now jumping back before the pandemic, we
 25 get into some of our paid advertising programs where

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1 we used to have a fairly significant budget of
 2 almost \$60,000 that we would use for paid
 3 advertising. That just allowed us to really broaden
 4 the reach of our messaging, not just to people who
 5 subscribe to our emails, newsletters, or follow us
 6 on social media or happen to read about us in one of
 7 the golf publications we get into through our public
 8 relations outreach. But really targeting folks that
 9 we know are golfers, that are interested in golf, or
 10 that are searching specific keywords on the internet
 11 about golf in Lake Tahoe.

12 We had fairly expensive campaigns,
 13 everything from Google search to the typical, like,
 14 banner ads that you see all over the internet.
 15 Sometimes you click on a product to investigate it
 16 and you see ads for that all over every site you
 17 visit. We were doing some of that. We used to have
 18 billboards on I80, targeting folks who were coming
 19 up during the prime golf season with some beautiful
 20 course photos and whether it was a special offer at
 21 the Mountain Course or just that classic Tahoe, you
 22 gotta play this bucket list course message for the
 23 Champ Course, we would do some outdoor advertising
 24 on billboards as well.

25 And then back, going even further back,

23

1 our department, the marketing team used to have a
 2 sales manager position who would do even more
 3 outreach, specifically to the travel trade
 4 industries, those kind of golf tour operators
 5 booking golf packages for kind of higher-end travel
 6 groups. This was typically like, hey, golf buddies
 7 who were planning a golf trip and reach out to a
 8 golf-specific travel agent. We had our sales
 9 manager was doing outreach specifically to those
 10 types of tour operators who were booking those kind
 11 of packages, letting them know about the courses, as
 12 well as any discounts or offers we had for those
 13 types of tour operators.

14 That position also did a lot of regional
 15 hotel outreach, was able to connect with all of the
 16 local properties, as well as regionally, within the
 17 Tahoe Basin and down in the Washoe Valley and Reno
 18 and Carson that do bring golfers in for package
 19 trips, and make sure that they're aware of what we
 20 offer up here in Incline Village and provide a point
 21 of contact if they want to book packages for those
 22 golfers.

23 And, finally, that position also
 24 administered a coupon program that would distribute
 25 to all our different travel partners as well as a

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1 lot of those hotels that we worked with, offering
 2 incentive to book around either Champ Course or the
 3 Mountain Course. Just a physical piece that when
 4 someone is checking into the hotel and they
 5 mentioned or asked the concierge, Where should I
 6 play golf? This is a piece that they could give
 7 them and say, oh, if you're looking to go up to the
 8 Lake, here's an offer at the Incline Village
 9 Championship Course. I've been there, I've played
 10 it, it's an amazing course.

11 Those are some of things we used to do.
 12 The sales manager position within our department was
 13 eliminated about three years ago. And as I
 14 mentioned, ever since the COVID pandemic, we've
 15 really been told to rein in the paid advertising
 16 pretty much down to zero. In 2021, we did a small,
 17 small buy at the direction of the director of golf
 18 because we had some open tee times we were looking
 19 to fill.

20 So far this year, we haven't spent any
 21 money in our paid advertising budget. And if you
 22 guys remember, when I go before the Board to get our
 23 advertising budget approved each year, that budget
 24 is only approved not to exceed \$10,000, those
 25 dollars are split across both golf courses. So it's

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1 a fraction of what we used to do where we had a
 2 \$60,000 paid advertising budget, which we would
 3 spend consistently in years before the pandemic.
 4 If you guys want, I can share my screen
 5 and show you, get into some of the details and some
 6 of the results on some of those campaigns. I'll
 7 just stop here and let you guys ask any questions
 8 you might have.
 9 MEMBER RICCITELLI: I have a question:
 10 When you stop or change the advertising budget, did
 11 it have a material impact on play or the mix of
 12 guests to residents or anything like that?
 13 MR. RAYMORE: Yes. And it's hard because
 14 the pandemic was really the reason that we halted
 15 all that advertising program. And obviously the
 16 pandemic had a huge impact on play patterns, who was
 17 playing, how much golf people were playing.
 18 So, in general, the pandemic was great for
 19 the golf industry in that people wanted to get
 20 outdoors. Golf was one of those activities that was
 21 seen as safe. You could play with your foursome and
 22 never interact with random people. The pandemic, in
 23 some ways, was great for golf.
 24 And I am sure Rob can talk about how/what
 25 different affects they saw. A lot more people were

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1 living up here, getting out of the city, living in
 2 Incline, utilize their local course a lot more. And
 3 I think that's the reason we were told to really cut
 4 back on the paid advertising because we wanted to
 5 make sure that residents get first shot at all those
 6 tee times. And we're getting play out of our local
 7 residents, we don't need to bring in visitors.
 8 In general, our advertising campaigns,
 9 when we had them, were targeted at those higher
 10 dollar, higher yielding visitor rounds. Locals, we
 11 expect, will know about the courses.
 12 So through or media buying agency, we were
 13 really able to target all of those ads as much as
 14 possible to people outside of this specific area, so
 15 we're not wasting dollars trying to advertise to our
 16 locals things that they already know and can
 17 subscribe to our email and newsletters. Folks from
 18 the Bay, from Texas, Florida, taking a trip to Lake
 19 Tahoe and through their searches online, we can
 20 target the ads to them as someone who might be
 21 interesting in playing golf.
 22 CHAIR TONKING: Are there other questions?
 23 MEMBER SWENSON: I think I started this
 24 whole thing about, okay, what kind of marketing are
 25 we doing? My data from Darren, our data, showed it

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1 as 65 percent utilization rate. But latest
 2 supplemental --
 3 CHAIR TONKING: I did it. And I can
 4 explain some of the issues. I got the tee sheets
 5 from Rob, and then spent a lot --
 6 MEMBER SWENSON: I sent Mr. Bandelin and
 7 you, Michaela, that question. I'm at a complete
 8 loss now because I'm totally confused about --
 9 CHAIR TONKING: I want to finish October
 10 for each of them. Then I can't do September -- I
 11 went to September and October, for each of them was
 12 the two months. September I can't do and October
 13 for the Mountain Course, but I can do it for the
 14 Champ, and I want to run the analysis one more way.
 15 That's including if you were open from like 7:00
 16 A.M. to 7:00 P.M.
 17 So right now, that utilization calculation
 18 is only running off the hours that the golf course
 19 was opened. You know how we calculate the pages and
 20 hours, so I think my concern is -- so when you do
 21 the -- I reread our minutes from when you did the
 22 back-of-the-envelope math, and your math is based
 23 off a consistent opening and closing. And I think
 24 that is where I want to rerun these numbers based
 25 off that, which I can do pretty quickly.

28

1 When we get to item G 1, I can talk to
 2 more about how I'm thinking about doing that.
 3 MEMBER SWENSON: Mine and Darren's were
 4 fairly simple in that regard, but we did opening
 5 time was 7:00 and we didn't count anything after
 6 4:00. Even using that calculation, there was a
 7 utilization rate that was fairly low. And that's
 8 why I said, hey, we don't have a -- my impression,
 9 we have a marketing problem. Mr. Raymore was asked
 10 to come, okay, what are we doing for marketing?
 11 It makes sense that you're not doing
 12 anything based upon -- if those numbers that we just
 13 received are correct, I think there's another
 14 possibility that's going on that we need to actually
 15 discuss.
 16 I did a little more research, and I think
 17 I found it, but I'm not exactly sure because in both
 18 calculations, we utilized his -- the values of paid
 19 rounds. I think there must be a significant number
 20 of comped rounds. As I've been looking into this, I
 21 guess all employees at 20 weeks -- or 20 hours a
 22 week have the ability for free rounds, and it's half
 23 cost for everybody that works six hours a week
 24 during the summer.
 25 So do we have a significant number of

29

1 employee utilizations that -- I understand that's
 2 the policy, but then that really affects the cost
 3 significantly for everyone else. I'm trying to
 4 figure that one out. I'd like our Board to
 5 understand that completely because that kind of blew
 6 my mind when I started looking into this. And your
 7 numbers show that the utilization was very high. I
 8 thought that was great, but it didn't match my
 9 expectation or the numbers that Director Howard
 10 previously done or I had done, which accounted for
 11 seven o'clock in the morning after June 15th or
 12 prior to that, 8:30 in the morning was the start
 13 time we used from May until that June 15th time, and
 14 then used the 4:00 cut off in both those areas. And
 15 then looking at the paid rounds relative to that.

16 So I'm really at a quandary. I need some
 17 clarity, and I hope other members of the team would
 18 like similar clarity to figure this out. If it's
 19 not a utilization problem, then it's a pricing
 20 problem. We're working -- I thought we had a
 21 solution with utilization but it turns out it's
 22 blown out of the water based on the data that I see
 23 here.

24 CHAIR TONKING: Yes. There's a lot of
 25 points I want to make to this. I don't want to do

30

1 this on this agenda item because we will get in
 2 trouble by legal because that's not the topic of
 3 this item. Sergio keeps looking up at us.

4 And I want to, when we get to G 1, talk
 5 about your employee point, because I don't think
 6 that's the issue. I think that's only two percent
 7 of utilization. I can track that for us.

8 I want to walk through some of the things
 9 that I think are happening in comparison between
 10 your calculation and my calculation. And I want
 11 to -- we'll have that discussion when we get to G 1.

12 Are there any other questions for Paul
 13 that we want answered before we get into this
 14 discussion around service levels?

15 Okay. Thank you, Paul. That closes out
 16 item D 2. That moves us to item E 1.

17 E 1. APPROVAL OF CONSENT CALENDAR

18 CHAIR TONKING: Is there a motion on
 19 approving the consent calendar?

20 MEMBER RICCITELLI: I'll motion to approve
 21 it.

22 CHAIR TONKING: Second? I can second it.
 23 All those in favor, please say aye.

24 MEMBER RICCITELLI: Aye.
 25 MEMBER SWENSON: Aye.

31

1 CHAIR TONKING: Aye.
 2 Opposed? No. Okay. That motion passed
 3 3/0. That moves us to item F.

4 F. GENERAL BUSINESS

5 F 1. Service Levels and Operations

6 CHAIR TONKING: Review, discuss, and
 7 approve recommendations for service levels and
 8 operations at both District golf courses.
 9 Requesting staff member, interim General Manager
 10 Mike Bandelin.

11 One housekeeping note I want to talk about
 12 on this. As you as just saw on the consent
 13 calendar, in order for anything to pass, we need all
 14 three of us. I think there's possibly more data
 15 that we could need under this.

16 So one of my thoughts is we can talk about
 17 this information, and then we can have this item
 18 brought back in our later meeting at the end of the
 19 month so that all of our committee members can be
 20 present and vote. That's my one thought on it.

21 But, of course, at any point anyone can
 22 make a motion, and we will then vote on that motion.
 23 So I don't want to hinder what everyone else wants,
 24 but that was just a thought I had, given there's
 25 only three of us today. If anyone has other

32

1 thoughts, we can talk about as it goes on.

2 We had two supplemental information forms
 3 that went with this idea and these concepts that we
 4 talked about. The first one is looking at golf
 5 utilization rates. And so that is given to us out
 6 of Vermont, a tee sheet that has every time and then
 7 how many people played at those times. And then it
 8 was calculated off of the available room.

9 Here's some issues that I'm concerned
 10 about, and I would like to dig into a little bit
 11 that data some more. One of them is to see what
 12 happens in September and October, which are no
 13 longer our peak season. I think we're really well
 14 in our peak season, but I think there are some
 15 issues once we get outside of the peak season. And
 16 so I want to be able to kind of talk about that a
 17 little bit more.

18 Then the other issue is that seven o'clock
 19 round time is probably not utilized in June at all
 20 and then only part of half of July and then starts
 21 taper off in August. So we really need to talk
 22 about what kind of hours are we looking at? So I
 23 want to look at utilization with consistency across
 24 hours because of that back of math envelope that
 25 Darren had did.

33

1 I can try to run an analysis in comparison
 2 to Darren's. I apologize for not doing that. It
 3 took a lot of hours entering every single player's
 4 tee time into a sheet, every day. But at least we
 5 have some sort of information to look at. I was
 6 also surprised by the amount of utilization that
 7 existed. That was the big thing, and I was shocked
 8 by it too. A lot of it is there's a lot of
 9 three-person tee times. And so that's an
 10 interesting area.

11 There isn't a lot of employees. The
 12 policy with employees is -- I don't know the exact
 13 number of hours, but you can't schedule a tee time
 14 as an employee. You can only drop-in if that tee
 15 time is available. And I have, at least for the
 16 Mountain Course, the system sheet I had showed like
 17 what type of person they were, if they were playing
 18 on a 10 pack, an All You Can Play, comped round,
 19 game professional, or an employee. I would say
 20 employee utilization, just like from what I saw as I
 21 was filling it out, was really low. Probably under
 22 three percent of the utilization number.

23 We have to see what else is driving it. I
 24 can get with Rob, and we can try to find a way to
 25 look at who is playing, the makeup of who is

34

1 playing, so we will have a comparable utilization to
 2 Darren's calculation. And we'll look at who are the
 3 people -- the makeup of the people playing, and
 4 seeing if there's something going on there too.

5 Would that help with some of your
 6 questions?

7 MEMBER SWENSON: That would be very
 8 helpful. But now I understand -- I got to say this
 9 right -- the fallacy with your tee time analysis.
 10 If you're just saying did anybody use the tee time?
 11 That's bad. That's not utilization. It's like --
 12 and this is the point I was trying to make in the
 13 previous meeting, tee sheet names four people on
 14 that tee time. If you're just looking at how many
 15 times that utilization or how many times people use
 16 that tee time, that is a very different thing, other
 17 than the amount of rounds, the amount of full tee
 18 times that were used.

19 CHAIR TONKING: I think I explained round.
 20 Let me show you what the back end of that looks like
 21 so it will be clear. I'm saying the number of
 22 people at every tee time. So, at 7:10, I would
 23 enter if there was four people on there, enter 4.
 24 If there was three people, enter 3. If there's two,
 25 2. One, 1. Then I based the total number of

35

1 slots -- let me show it you.
 2 (Document shared via shared screen.)
 3 CHAIR TONKING: This is what was
 4 happening. If you're looking at June, we open at
 5 8:00 up until the 12th, and then at the 12th, they
 6 started opening the 7:36 tee time, and then et
 7 cetera.

8 But the total number of tee times was
 9 based on the hours that we were actually open
 10 instead of the comparison where I probably should
 11 have had the number of available tee times, really
 12 thinking about if we opened at 7:30 or something
 13 like that because we also are probably utilizing our
 14 hole opening slots. Does that -- but that's how
 15 it's calculated.

16 Then like July, this is the Mountain
 17 Course, here's all your times, here's the dates,
 18 here's when people played. August, same idea.

19 MEMBER RICCITELLI: It's the total
 20 available per day and then the ones that are used?

21 CHAIR TONKING: This column is available
 22 slots. And then this is the amount of slots that
 23 were filled, and that's the percentage per time.
 24 Then here is per day. And then there's a total, so
 25 summing all of our available slots per day, all of

36

1 the people who used it, and what percentage that
 2 gets.

3 MEMBER SWENSON: I'm looking at this now,
 4 and this looks like you got 12-minute tee times. We
 5 went to ten this last year.

6 CHAIR TONKING: Not at the Mountain
 7 Course. This is Mountain Course.

8 MEMBER SWENSON: I'm less concerned about
 9 the Mountain Course. It fits within that pyramid
 10 that I was told about before. It's well within
 11 its -- making up to -- whatever it is -- 33 percent
 12 of its revenue or 66 percent of its -- it pays for
 13 itself, essentially.

14 I'm really concerned about the
 15 perception -- and I found out more about this --
 16 that the Champ Course doesn't pay for itself. It's
 17 significantly -- I found out this too -- it's at the
 18 top of the pyramid where it is required to, based on
 19 your -- and I asked you this last time -- trustees
 20 policy, then it has to pay for its full operational
 21 costs.

22 CHAIR TONKING: We haven't actually
 23 decided that as a board yet. I think that that
 24 might be --

25 MEMBER SWENSON: But you decided this

37

1 last year, I thought.

2 CHAIR TONKING: No.

3 MEMBER SWENSON: That's what it was --

4 okay. If I'm confused, then I'm getting more

5 confused, because I'm getting inconsistent answers

6 from you, and when I hit up Sara and Mr. Dent

7 recently about that and they were adamant --

8 CHAIR TONKING: We have not decided on the

9 pyramid --

10 MEMBER SWENSON: Oh, that's going to give

11 me a headache.

12 CHAIR TONKING: That's fair.

13 We're having a pricing pyramid discussion

14 as a board for the first time on exactly where

15 everything will fall on the pyramid in two meetings.

16 We do have a pricing policy, and the pricing policy

17 talks about the method in which we have to price

18 each of our venues and the amount that it has to be

19 covered by different types of prices. So that price

20 that residents pricing has to cover, the price that

21 guest pricing has to cover, and the guests that not.

22 But we are putting the pricing pyramid as

23 a discussion for our venues in a meeting in two

24 meetings from now for our board. At that point, we

25 will then have a straight answer on the pricing

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1 pyramid. It has never been decided fully as a

2 board. We discussed it, but now we're really going

3 to work through it.

4 But we do have a pricing policy that says

5 the amount that needs to be covered. Also, if

6 you're looking at financials, and we're going to

7 have financials brought to us at our next meeting

8 and that will be really helpful, you'll have all

9 three pieces of this argument. You'll have

10 utilization, we can tell you who's playing at the

11 course, and we can tell you what the revenue is

12 looking like as well as expenditures. I think will

13 then give you all that full picture so we can really

14 see across all those courses, if they are covering

15 those costs based on pricing policy, if they are

16 not, and then we can really make informed

17 recommendations.

18 Would that be helpful?

19 MEMBER RICCITELLI: Yes, it would be.

20 MEMBER SWENSON: Certainly.

21 CHAIR TONKING: Okay. So I think --

22 MEMBER RICCITELLI: And I still don't

23 totally understand what the exact problem is that

24 we're trying to solve because, I guess, we don't

25 have any math to identify whatever the issue is.

39

1 Like, is the thing losing money? Does it

2 have to make money? Should the tee times be more

3 full or should the fees be higher or are there too

4 many people cutting the grass? I still haven't seen

5 anything, unless I missed something, that would

6 point to any particular problem.

7 CHAIR TONKING: The discussion last year

8 at this exact area was that the Board talked a lot

9 about the idea that golf covers their cost of

10 operations. That was a big -- and not having to

11 subsidize the cost of golf using our recreation fee.

12 And that recreation fee should really only be there

13 to cover capital and cover debt. That was the big

14 points. And so the Board made a bunch of decisions,

15 put in a bunch of changes to some pricing.

16 And now really as a committee we want to

17 look and see are those changes working? Were there

18 flaws with those changes or unperceived implications

19 of implementation? And maybe where we can dig in a

20 little bit deeper and see if there are other

21 problems so that we can give the Board an informed

22 idea for budget on some of the areas around the golf

23 course.

24 MEMBER RICCITELLI: Is there a P and L for

25 the golf course yet?

40

1 CHAIR TONKING: I was told -- I talked to

2 our interim Director of Finance yesterday, and I was

3 told that they will pull together a P and L for us

4 for this next meeting so that we can then have

5 numbers to actually have what I would think would be

6 a fruitful conversation.

7 MEMBER RICCITELLI: I just find it -- it

8 boggles my mind that we would be expected to run a

9 golf course profitably, but it is now January and

10 there's no numbers to even know if it -- how is Rob

11 supposed it decide what to do if the golf course has

12 been closed for four months and nobody knows what he

13 spent or took in, other than going back to the tee

14 sheet and doing some rough math as to how much they

15 might have earned or going to the point of sales

16 system to try to get the revenue numbers?

17 That seems to be a very, very fundamental

18 challenge to me.

19 CHAIR TONKING: And I think that's a

20 fundamental challenge for the District, as a whole,

21 and interim General Manager.

22 MR. BANDELIN: So, Robert, you make a good

23 point. All the venue managers are going through,

24 we're kind of biting our tongue a little bit

25 because we know the end is near as we switch the

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1 financial system platforms and making the switch
 2 from our Enterprise platform to a Tyler Munis
 3 platform. It's taking a little bit of time to be
 4 able to do that, while we're in the middle of an
 5 audit.

6 We can assure you that they're coming.
 7 Our plan for the District has always been to be able
 8 to provide venue managers with expenses, sources and
 9 uses expenses and revenues. So we're biting a
 10 little bit, just like waiting to -- we lost our
 11 previous finance director and the previous
 12 controller, we're rebuilding the department. We
 13 talk about that a lot on the stages and how we're
 14 progressing in open session with the Board.

15 We'll get you those and --

16 MEMBER RICCITELLI: Would you have these
 17 numbers from two years ago, when you were on the old
 18 system?

19 MR. BANDELIN: In the last packet, that's
 20 what we did. We provided -- if you go back and look
 21 at that last packet, we have five years of data of
 22 revenue and expenses in that packet. Maybe we can
 23 include that again or add -- we can almost add to it
 24 when we get the financials.

25 I would suggest that the --

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1 MEMBER RICCITELLI: I'll go back and look.
 2 MR. BANDELIN: I would suggest that the
 3 committee, because we kind of went through that
 4 packet pretty fast last time, we got off on a couple
 5 different topics, but that was the May 8th, 2023
 6 board meeting that we held at the Chateau, and it
 7 was purely about financials and service levels and
 8 so forth. They were in the last golf committee
 9 packet.

10 MEMBER RICCITELLI: Those were the actual
 11 financial accounting statements for golf?

12 MR. BANDELIN: Correct. Yes. Different
 13 expenditures and different line items and different
 14 revenues and different line items. And that where
 15 we talked about food and beverage in a couple of
 16 those tables. And I came back in front of the Board
 17 and talked about food and beverage.

18 Before I forget, though, I wanted to
 19 mention to you, Robert, something you brought up
 20 that I think would be helpful when you kind of said,
 21 well, I think it would be helpful if the committee
 22 spent a little time with the chair of the committee
 23 to be able to outline kind of that mission statement
 24 or values that the committee wants to look at.

25 We're ahead on page 43 of your packet that

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1 we're in now about the recommendations, but you
 2 might want to -- I think it was you, Robert, in the
 3 beginning, our first meeting, that you asked, well,
 4 how long is the committee last and what are we going
 5 to do?

6 I don't think we got around yet to
 7 actually identifying exactly what the committee
 8 should be looking at, and that's where we just got
 9 into that conversation about the financials or P and
 10 Ls and so forth. If we kind of all took a
 11 few minutes or some time within one of these
 12 meetings to actually identify the objectives or
 13 maybe like KPIs of what you'd like to see. We just
 14 talked about utilization and P sheets and so forth,
 15 but maybe there's certain KPIs that are developed
 16 about what percentage of utilization by pass type or
 17 by product type that we would like to see, or more
 18 specifically, what sort of tool or matrix that we
 19 want to use or identify that we use the same one all
 20 the time for utilization so as we go through a
 21 season, and it's kept up through the season, we can
 22 compare it to the same one that we built for last
 23 season.

24 It's just an idea from my seat of it might
 25 be a good idea to really represent a few bullet

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1 items or tasks that the committee's working on as
 2 the Board has developed this committee to be able to
 3 come up with recommendations. Because you made a
 4 really good point -- and that's why I'm speaking --
 5 what are we really supposed to do?

6 CHAIR TONKING: That's a great idea. We
 7 can throw that as G 1 at our next meeting, and then
 8 have a conversation in that following item on who
 9 has utilized the golf -- give all the information.
 10 Who's utilized the golf course, and we can segue
 11 into that.

12 MR. BANDELIN: Pricing might be one of
 13 those actual, the list, to-do list, for lack of a
 14 better term because the Board might be looking for a
 15 recommendation from the committee about pricing.

16 So we send you that Pricing Policy 6.2.0,
 17 and a question might be or the committee might
 18 suggest, well, what if the District funds all the
 19 capital portion of the golf course, which might be
 20 anywhere from 600,000 to 1.2 million on an annual
 21 basis, depending on how much linear feet of cart
 22 path that we're doing or replacing carts. We'll
 23 show you the five-year capital plan. What if the
 24 District covers that, then the golf course would be
 25 scored on their ability to break even outside of

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1 capital through utilization and/or pricing to show a
2 breakeven, excluding capital.
3 There's a lot of -- I think that would be
4 one of the actual charters of this committee because
5 that's why you're all in the room today is to be
6 able to help the District have a good understanding:
7 How should we operate or how should we report on the
8 District golf courses?
9 MEMBER RICCITELLI: I think the
10 utilization revenue and costs, those are pretty good
11 pillars because if the utilization is a hundred
12 percent and you're still losing money, and you
13 either aren't charging enough or spending too much.
14 If the utilization is 50 percent, well, then maybe
15 you're charging too much or maybe the marketing
16 guy -- at this point, it's still unclear to me
17 whether it's a cost problem, a revenue problem, and
18 is the revenue problem because nobody is playing on
19 the golf -- I play there every week in the summer.
20 It seems pretty busy to me. I have played
21 much-more-empty golf courses over the years.
22 That's why I think those three numbers
23 would be quite helpful. And I'll go back and look
24 at the older data.
25 MR. BANDELIN: That's why people like

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1 having all those people. I didn't see tons of free
2 time as I was looking through either.
3 I think it will be really interesting to
4 see who is utilizing it, which I think will answer
5 some of that question, is it a ton of employees that
6 we have coming in the afternoons that are utilizing
7 it and that's a much cheaper cost? Or are there
8 some other things going on?
9 And then the next one is what -- maybe
10 this year all those changes the Board made were
11 super successful and we're actually in the green,
12 and then how relevant, like, what, then, is our
13 problem? We don't have that same problem we had
14 last year anymore. That's another good point.
15 Those are the three things I mentioned.
16 Do you think there's anything else I'm missing that
17 we would need data on to help better understand some
18 of these issues that you noticed?
19 MEMBER SWENSON: I started searching
20 online when I started scratching my head on, okay, I
21 tried to infer what challenge was between our --
22 understand it, your microanalysis was more about tee
23 time utilization, not rounds utilization per tee
24 time. So you need to go through that. And where
25 you see three or two or one, even, you know, that's

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1 Jeff, the Superintendent, is on the call too, and
2 you heard from the caller about service levels. But
3 at our first meeting, touched on it, we'll probably
4 touch on it at every meeting, but to me, in my mind,
5 one of the service levels that we talked about, you
6 and I, the condition of course. We know that --
7 think you all said it, we like that, that should be
8 the standard of our course.
9 But it costs this much. So then, do you
10 ever have a conversation of, well -- this is where
11 Jeff would come with some data or something. Jeff
12 even gave a couple of ideas, okay, we did reduce
13 maintenance costs in little areas, and some people
14 were doing straw or no turf in front of the tees or
15 something.
16 The committee will eventually say, well,
17 we know the costs for the maintenance of the golf
18 course, but this is our standard and this what we
19 want the District golf courses be maintained to this
20 level. Then work on other expenses.
21 CHAIR TONKING: That makes a lot of sense.
22 And I think we don't really -- we can't even tell
23 you what the problem is. I noticed that too when we
24 were looking at utilization. I am concerned that,
25 yes, it could be a pricing issue then if we're

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1 underutilized -- we're not utilizing the capacity of
2 the golf course, and therefore we're losing funds.
3 And that's kind of why I thought one of the reasons
4 why this committee was maybe established was, hey,
5 the Board doesn't know the first thing about golf,
6 or the trustees don't know the first thing about
7 golf, except you that has some knowledge as you said
8 from your high school days, and they needed some
9 people.
10 And now we're trying to -- the people you
11 join, we have, I'll say, long-term experience in the
12 business world, and when we see a problem, we're
13 going to jump on it, and maybe we're jumping too
14 quickly. And if I'm overly aggressive, I apologize.
15 I feel the clock is running, so I'm going to operate
16 on spurious data, anecdotal data, anything I can
17 grab my hands on to help make sure we have a viable
18 golf operation here at Incline.
19 I love it. I'm sorry. I'm not that big
20 of a fan of Diamond Peak, but I am a definite fan of
21 that golf course from May through October. So
22 trying to help. Please bear with me, because I'll
23 jump on stuff that I see and say, I'm confused, and
24 the only way I can get that confusion fixed is more
25 data or understanding how everybody's getting their

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1 data or -- I don't want to jump to conclusions. I
2 want to jump to recommendations and help.
3 CHAIR TONKING: I like the questions
4 you're asking, so I want to make sure we're
5 providing enough data here to give you the
6 information you need and the committee to have that
7 same information to solve these problems. I agree,
8 it's hard to figure out what the true problem is
9 when data is saying different things.
10 I did want to ask, I think -- and maybe my
11 calculation is wrong, the way I'm thinking about it
12 is not the way you guys think about it, and want to
13 make sure that I'm providing good utilization data.
14 My understanding, if I took four times the number of
15 tee times available, and I times that by four, and
16 then I add up the total number of players at play,
17 and came up with a utilization rate.
18 Is that not the way you want me to do it?
19 If that's the case, tell me a better method to
20 calculate it or have the tee time --
21 MEMBER SWENSON: I thought that was right.
22 I thought you indicated that if there was one or two
23 people playing at that tee time, then it was okay.
24 CHAIR TONKING: Oh, no.
25 MEMBER SWENSON: Now I'm trying to --

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1 of July it might fill, but I think in the course of
2 the season, you're not going to have four times the
3 number of tee times, even if you give rounds away
4 for ten bucks.
5 MEMBER SWENSON: I agree with you, Bob.
6 Still trying to get down to that inconsistency that
7 I see of that macroanalysis with the microanalysis.
8 We can go down -- we'll look at little bit more of
9 that in detail, and Bob gave a good three pillar key
10 performance indicators, KPIs, that should be looked
11 at on a daily, weekly, monthly basis to figure out
12 where we're going. I'm just here to help.
13 CHAIR TONKING: I agree. It was very
14 confusing too as I was going on through it.
15 I think another question I have actually
16 for Rob: Do you think that tee sheet I was given,
17 all those people showed up? That's now my new
18 concern.
19 MR. BRUCE: The tee sheet you received
20 shows all the golfers that were checked in. And
21 while we're on the subject, as I'm dealing --
22 getting into the tee sheet and looking at some
23 numbers myself, some of the Vermont reports, the
24 system that we use, is different than me physically
25 counting physical numbers.

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1 because I like the fact that it's a micro-level
2 analysis rather a macro-level analysis, but still
3 trying to figure out where are all gaps?
4 Because I'm telling you, your
5 calculations -- and feel my anecdotal and probably
6 Bob's anecdotal notion of it seems really full. So
7 I was down that, if you will, rabbit hole to figure
8 stuff out.
9 MEMBER RICCITELLI: When there's a
10 threesome on the tee at 7:30 in the morning, unless
11 there's a single that happens to wake up that day or
12 the day before that can't find another tee time,
13 it's unlikely you're going to fill every slot, four
14 people, because you have to have a single that is
15 going to go on there. If I'm playing with my buddy,
16 we go on three people, maybe the next guy would
17 rather play with his buddy, and he needs a slot for
18 two or four.
19 I don't think every slot is going to be
20 filled with four people. And I thought the way you
21 did the math seemed fair, and I actually thought
22 rates weren't that far off of what I would have
23 expected based on both my experience playing and
24 just my experience playing other places. Tee sheets
25 are never -- day on 4th of July weekend or the dead

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1 So, I'm afraid to say that some of the
2 reports you might get from Vermont might be skewed
3 for some reason. I don't know why. It seems like
4 the only way to get actual factual information is to
5 sit down, one by one, count each day, count each
6 player, which takes a lot of time.
7 I'm in the process of doing that so I can
8 compare what Vermont reporting says versus what I
9 physically count so we can see if those two items
10 are similar or even close. I feel like they're not
11 that close. That is why we have some numbers, in my
12 opinion, that are skewed. Some are different
13 because, physically, one is a report from Vermont,
14 our system that we use.
15 CHAIR TONKING: Which could explain our
16 differences, because I did it by hand. We'll have
17 to figure that out.
18 I agree, there is something, so I want to
19 make sure that if I get who is playing and I get
20 good financial data for our next meeting, that will
21 give us all pieces of the conversation, and we'll
22 feel like we can start to make these discussions.
23 Any other questions on G 1? I don't think
24 we have enough information to be making a motion.
25 MEMBER SWENSON: I have one more comment,

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1 actually to Bob. He says he's fine going out with
2 three people. I'm a little concerned because that's
3 when you market that one spot. I go to GolfNow all
4 the time, and I go into other places and there's one
5 available. I'll take it.

6 MEMBER RICCITELLI: It's going to be
7 harder to sell the one slot than the four because
8 you need a single.

9 MEMBER SWENSON: Always is. That's why
10 you can only -- normally you can buy them in twos,
11 but if there is one available, I'm going to -- at my
12 old course, they used to call me "Jock Walkup,"
13 because I'd walk up all the time and always get out.

14 But Now is a little better tool because we
15 are out here in the winter lands, if you will, that
16 if somebody knows 24 hours in advance, hey, I got a
17 spot to go, I'm -- something opened up and I'm ready
18 to go.

19 That's where I'm interested to get us,
20 maybe, a little better marketing.

21 MR. BRUCE: We do, once it's inside 72
22 hours, any individual times or twosome times will
23 show up on GolfNow.

24 CHAIR TONKING: Maybe we can think of some
25 other strategies around filling those too with Paul

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1 courses. Requesting committee members, Harry
2 Swenson and Jay Simon.

3 Harry, I was hoping you would be willing
4 to walk us through this document you guys put
5 together, a lot of really great ideas.

6 Bob and I could ask any questions we have.
7 And then I was hoping if there was any edits or
8 changes that need to occur, it's now in the
9 possession of all of the committee members, and they
10 can give their edits to Heidi, and we can accept as
11 a whole at our next meeting and give it to the Board
12 as a recommendation. Maybe one of you guys could
13 present it the Board.

14 That's kind of where I am as an
15 administrative, and if you don't mind leading us
16 through, that would be great.

17 MEMBER SWENSON: Let me share my screen or
18 what? Similar to what our director of human
19 resources said, I can go through it in detail.

20 (Document shared via screen share.)

21 MEMBER SWENSON: I can use this as a
22 guide. We spent some time, both editing -- creating
23 the ideas and then editing so it was fairly clear.
24 I know I gave it to Mike awhile ago. I appreciate
25 bringing it up now.

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1 from marketing. That's a good point, and I like
2 that creative solution. There are a lot of three
3 slots that I was seeing throughout filling out that
4 sheet, and that could be --

5 MR. BRUCE: Also in that, a lot of those
6 threesomes could have been a foursome, originally,
7 and that last player got a no-show fee if they made
8 a foursome and didn't show up with four. So even
9 though on the tee sheet it shows three players, that
10 fourth player might have got charged because we had
11 a --

12 MEMBER SWENSON: That's a great question
13 because I was using what Darren had originally
14 provided, paid rounds, that could be a way that
15 you're looking at this. And if they're charged,
16 good, it's a paid round, then it's full. Threesome
17 got an advantage, that's all.

18 MR. BRUCE: Exactly.

19 CHAIR TONKING: That's a good point too.
20 Anything else we have on G 1?
21 That's going to move us on to item F 2.
22 F 2. Food and Beverage Operations
23 CHAIR TONKING: Review and discuss the
24 challenges and possible recommendations for the food
25 and beverage operations at the District golf

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1 We got together, chatting, talking about
2 things, and I drafted these things -- these items,
3 and I call them "challenges," we came up with seven
4 challenges and I think eight solutions.

5 But I was recently called -- this scared
6 the heck out of me again, not having the finances
7 but having people that are hysterical about finances
8 that actually read this document when it became a
9 public document, they said, We were missing the
10 point.

11 So I was a little concerned about this.
12 There was an indication -- at least an anecdotal
13 evidence that our food and beverage loses \$2,000 a
14 day. That's \$60,000 a month or over \$300,000 a
15 season. That scared the crap out of me because
16 that's basically what it would cost just to operate
17 that place without food, with the personnel costs,
18 the heating, staffing costs, all those operations.

19 I have a little experience with food and
20 beverage. I'm a limited partner in one. I've
21 invested in others. Lost money in some. But that
22 level of losses was more than daunting. So I just
23 kind of want to have at least a discussion
24 whether -- because it doesn't matter what say here,
25 if that's that the level of losses what we're

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1 getting, that -- if it was a private entity, they
2 would have already maxed out their credit cards, and
3 they would have the dogs at door and the real estate
4 agent that leased them the property would be putting
5 locks on there.

6 Did I hear that -- am I hearing that wrong
7 or incorrectly? Because much of this doesn't matter
8 if that is really the depth of the problem. I'm
9 interested from anybody here that could the give me
10 any insight to make it feel like I didn't waste my
11 time trying to come up with ideas to help out,
12 maybe, better improve it.

13 MR. BANDELIN: So the numbers that you're
14 friends and foe contacted you with came from a
15 report that I gave to the trustees, I think it was
16 in August at a board meeting there.

17 So in lieu of knowing that this document
18 was going to be published and in the packet for this
19 evening's meeting, I had reached out to our budget
20 analyst in the District to be able to provide us
21 with some current actuals, because I did say at the
22 meeting when I presented those numbers, the numbers
23 I presented, to back up real quick, The Grille,
24 which includes bar cart service and snack bar, and
25 then it had the expenses and revenue for facilities,

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1 profitability versus not. And so it was a big
2 shocking.

3 I will be happy to wait. I feel like I
4 didn't waste my time. But if those numbers are
5 anywhere close to reality, we've got a significant
6 hole to fill.

7 MR. BANDELIN: That's why I say the work
8 that you've done is worthwhile. What if they are --
9 what if the net is the negative? And we'll be able
10 to explain to you a little bit why that is. I might
11 even bring one of our food and beverage managers on
12 one of these calls when we talk about food and
13 beverage. But what if it is? That's what you're
14 talking about in the draft summary here.

15 CHAIR TONKING: I don't think, like, this
16 is a waste of time. I think this information was
17 extremely helpful because I think food and beverage
18 is a pain point. And it's a pain for golfers, it's
19 a pain point for the Board, in the budgets, it's
20 becoming a pain point in general.

21 I think that was super well thought out
22 and some things that I applied when looking through
23 it, this is really interesting and really good
24 discussion.

25 So I'm glad you both took the time to do

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1 expenses and revenue for ski, for beach, so all the
2 food and beverage operations.

3 And so I would hope I can have that back
4 and call him tomorrow morning and see when we get
5 those numbers. Then I can to show the committee
6 what we know as the actuals, because what I
7 presented at that meeting and actually stated that
8 these were not current actuals. That included the
9 first part of the golf season and then last year. I
10 think I had the report run for five years.

11 Again, here's another story where I'm
12 saying please wait for the financials to come in.

13 But to your point, we have been shown a little bit
14 of loss. There was actually a table and a slide in
15 that May 8th, 2023, packet that I provided at the
16 last golf committee meeting and spoke about those
17 numbers.

18 So, I don't think the work that you and
19 Mr. Simon have done is not -- it's good work, it's
20 solid work, and please give me the opportunity to
21 bring you back some good numbers that would include
22 The Grille and the snack bar and so forth.

23 MEMBER SWENSON: I was aghast. With my
24 limited knowledge of restaurant operations that I
25 have, and I've got enough to understand good

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1 this and facilitate this conversation. I'm greatly
2 appreciative of it.

3 MEMBER SWENSON: I'll go on and talk about
4 what we did. And then happy to accept comments.

5 We focused our efforts on the Chateau
6 Grille, the snack bar, and the beverage and food
7 cart operation. And we're -- those were our focus.

8 Again, in this similar conversation,
9 people told me that the golf clubs get a free ride
10 with the food. And I know and Bob knows that's not
11 the case. We pay the Chateau to provide us lunches
12 or dinners or that type of thing. I don't know if
13 it's separate accounting or confusion, and maybe
14 those costs aren't, again, enough to cover the costs
15 structure that is desired for the operation.

16 I leave that as an open comment at this
17 point in time until we really get cross-data.

18 But in my experience and Jay's similar
19 experience, food and beverage operation needs
20 continuous review and management on food quality,
21 positive experience, and fair pricing. These three
22 metrics, again KPIs, should be determined through a
23 combination of routinely review social media posts,
24 Tripadvisor, Yelp, OpenTable, and consumer surveys.
25 It's our perception that we currently don't do that

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1 and have not done that. Because I've talked to -- I
2 spent a lot of time at The Grille there and talked
3 to their people there and said, How does this
4 compare to last week? I don't know. And I go, You
5 don't know?

6 I know from a successful management of
7 restaurant operations, you know what happened
8 yesterday, last week, last month, and how it
9 compares to last year, last week, and last month.
10 That needs to go through -- and people are always
11 looking at, especially managers, their Yelp posts to
12 try and fix things because they don't like bad Yelp
13 posts. That is ruins everything.

14 So we came up with these seven challenges
15 that we see. First off was the inconsistent
16 operations, primarily due to lack of staffing and
17 lack of hands-on strategic management from over the
18 weeks or months or tactical day to management.
19 Examples including discontinued operations at
20 unexpected times, which leads to significant
21 customer dissatisfaction and economic loss. Some
22 residents have indicated they arrived for early
23 dinner at The Grille because it's closed at 7:00, so
24 they come at 6:00, and they find out there's no
25 cooks or wait staff available and are turned to go

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1 customer wants, what is available, and as the value
2 on a day to day, week to week, month to month basis.
3 I keep going back to this: Continuous management
4 review and exercise.

5 Also The Grille menu gets a little dated
6 and could use some specials and more varieties. But
7 both these restaurants, which are limited
8 capacities, they're not turning people away but they
9 use a reservation system. We will talk about that
10 when we come up with solutions to help with this.

11 Also, we understand that The Grille is
12 currently utilized -- and we're told by -- at a
13 level of 70 percent by residents or visitors of
14 Incline golf players, we're aware members of the
15 golf community have a perception that IVGID doesn't
16 really appreciate their business. And though it's
17 the best golf course around, bar none, they're not
18 happy and feel cheated when they can only sit
19 inside. Thus they go elsewhere.

20 At some point, the entire area needs to be
21 remodeled and updated. It's on the capital
22 improvement plan, whether it's new carpeting or
23 others, we'll talk about that in a minute.

24 Overall dinning and drinking experience at
25 The Grille, especially inside, is considered --

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1 away.

2 This is untenable. If we can't call the
3 people that have reservations, I'm sorry, don't come
4 down, we can't serve you right now. And we wait for
5 them to show up, that is not customer service,
6 that's customer disrespect. We need to be able to
7 be aware of that.

8 Also, with some frequency, golfers are
9 turned away for lunch and dinner when the restaurant
10 is only partially filled. This happens too often
11 and more than once. And I play with golfers that
12 say, I'm not going there anymore. Let's go to
13 Crosby's. They always take care of us.

14 That's a primary challenge, inconsistent
15 operation, and I know we've had challenges with
16 staff and such, but that needs to be resolved by
17 another manager or future management.

18 The second thing is the overall size and
19 spacing, it's very limited, people are turned away,
20 leaving customers disappointed once again. As
21 example, the restaurant seating capacity is about as
22 large as Rosewood or Sage Leaf. Both those
23 restaurants have similar limited menus, like us, but
24 they -- for them to make money, they manage things
25 strategically and tactically, based on what a

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1 outside, is not considered particularly enjoyable.
2 Quite frankly, there are a lot of -- it has to do
3 with the obvious recurring chaos of the staff and
4 understaff and wait staff and lack of the staffing
5 at the host station. At busy times, the employees
6 seem not to be enjoying their jobs.

7 I will tell you, and this is -- we all
8 realize this, if somebody greets you with a smile,
9 especially if they're having challenges, is a heck
10 of a lot better than -- every restaurant does this
11 that's in high demand, that I'm happy you're here.
12 Jay and I talked a lot about this and I was a little
13 leery about putting this here, but it's a perception
14 that they're not happy we're there sitting in the
15 dinning area. We're bothering them, almost.

16 I'm saying this from perceptions that I've
17 got. Not necessarily I feel this way, I will tell
18 people really quickly that I'm not happy with them
19 and either make me happy or I'm leaving. They're
20 more than happy to say goodbye. And I'm saying,
21 Okay, I'm good.

22 But having a quality staff that enjoys
23 what they do is very important.

24 I'm switching to the operation of the food
25 and drink cart, it's inconsistent and unpredictable.

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1 Many early golfers don't see them until they finish
 2 their round. We're very aware that the cart
 3 operations start well after the early golfers start.
 4 But there is no reason that the cart can't meet up
 5 with those early golfers on the 13th or 14th hole.
 6 After that, they're going to wait until they're
 7 finished. We're not going to buy anything after the
 8 16th hole.

9 And I know the cart system, the GPS
 10 system, basically can show us where all golfers are,
 11 and that might be something when they pick up their
 12 cart, oh, I see guys on the 13th, let me run down
 13 there and those are my first customers that I'm
 14 going to go hit.

15 Some of them do that. Some of the more
 16 experienced golf cart drivers do that. I'm an early
 17 golfer, I see them on the 16th or the 14th or 15th,
 18 and it's a perfect time for a good Bloody Mary.
 19 We've got to be able to do that.

20 There's also some of the operators that
 21 are really good. I mentioned Claire. She was the
 22 best. I mean, she could sell us iced drinks on the
 23 coldest of days. I don't remember her last name,
 24 but she was good. Others are -- she would always
 25 greet you with a smile. I want to do a shout-out to

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1 her. If she has an opportunity to come back, we
 2 definitely need to hire people more like that.

3 The snack bar operates well with staff,
 4 the food is of good snack bar quality, no real
 5 challenges, other than the limited staffing.

6 For each one of these, Jay and I kind of
 7 said, okay, we just laid out problems. What can we
 8 do to help or provide guidance?

9 Now, the first one which is a manager
 10 problem. And I don't know what you do up there,
 11 Mike, because I understand your food operations is
 12 very professional, maybe it's because it's very
 13 good, people enjoy it, lots of profitability. But I
 14 assume that your manager up there plans both
 15 strategically and tactically based on what they
 16 believe is going to happen by looking at what
 17 happened last week. And I know we have a point of
 18 have sales system at both places, but I don't
 19 believe it's utilized for that analysis at The
 20 Chateau Grille. There might be days where we say,
 21 hey, let's not even ask staff to show up because we
 22 haven't got any reservations. Every Tuesday it's
 23 dead in here from these hours to these hours. We've
 24 got to dynamically manage effectively.

25 That data needs to be looked at daily by a

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1 good manager. And we need to treat the staffing of
 2 both the Grille -- we also need, I believe, to treat
 3 the staffing at The Grille and the event services
 4 possibly holistically. That's our recommendation.

5 It's a perception that, other than the
 6 cooks, the staff is too rigidly designated catering
 7 or grill or otherwise. As an example, if The Grille
 8 is experiencing staffing shortages, possibly the
 9 catering or restaurant manager could adjust the
 10 overall staffing to ensure that adequate servers and
 11 hostesses are in place.

12 Finally, consider hiring a senior
 13 management position to oversee all food venues.
 14 Food is -- even though you got a golf twinge to it,
 15 and this is what I'm a little concerned about our
 16 golf pro being also a food and manager -- food and
 17 beverage manager, I don't these those two compute
 18 very much together.

19 Also the positions looking at a big
 20 turnaround project and it's best not to be overseen
 21 by -- don't make your PGA professional because -- my
 22 perception is Darren didn't give a crap about the
 23 food and beverage, so he never added his management
 24 acumen or expertise to help with it. It needs
 25 active management. Hate to say that, but go ahead.

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1 That's the first management and maybe ways
 2 to combine staffing elements.

3 Second, consider increasing the size of
 4 the service area, especially during the peak times.
 5 We have that whole, expansive deck out there that
 6 I'm told is the Chateau's, not The Grille's. That's
 7 BS. It's ours. And whether that's true or not,
 8 we've got to change that, especially 'cause during
 9 the peak times, we need to have more tables out
 10 there, tables they have the nice, outstanding views
 11 of the golf course. That's one thought we have.

12 And consider holding special events. I've
 13 been told in the past and I don't know if this is
 14 true, but we've been told that we're not supposed to
 15 compete with local restaurants. Well, you know,
 16 let's choose a Monday evening where a lot of local
 17 restaurants aren't open. Having a buffet at The
 18 Grille, if it's one meal or one or two items, you
 19 can make a lot of money on those buffet options if
 20 you get some experience. And you also could turn it
 21 into a game night or trivia night or something of
 22 that environment. So either Sunday buffet brunch or
 23 evening buffet dinner on Monday might be a good way
 24 to pack in a few people, make a few extra dollars.

25 One idea that we talked about, which is

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1 kind of standard practice in every place, is having
 2 a food element as part of your All You Can Play
 3 Pass. You can try it out. It might be a good idea
 4 where we price -- we got two separate prices for the
 5 40 play and the All You Can Play, both of them have
 6 very similar -- maybe you do an All You Can Play
 7 with an \$800 total or \$200 a month food requirement
 8 where you have to buy -- this might be a little
 9 challenging, you would have to buy a coupon at the
 10 beginning of the year, beginning of season to help.
 11 And that will then attract -- once some guy says,
 12 I've got to spend my two hundred bucks here, others
 13 will come in. That's an important thing, we think,
 14 because having a food portion of your Play Pass is
 15 kind of routine at every other golf establishment I
 16 know of. Leave up the details; these are
 17 suggestions, as I said.
 18 Also is the suggestion, maybe start making
 19 reservations right at our tee time, little sign says
 20 when making tee time or checking in, you want to
 21 eat, let us know. That would be helpful and a
 22 reminder that we are limited in staffing and that --
 23 and it'll reinforce people that you can go up there
 24 because you have a reservation now and you won't be
 25 turned away.

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1 Again, number 5, hiring the right food
 2 manager at The Chateau will relieve some of the
 3 stress on the system from the lack of adequate
 4 staffing from day today.
 5 Number 6, which relates to food cart,
 6 analysis should be done early in the season as well
 7 as throughout the summer to plan, execute, and
 8 modify food and beverages and the food and beverage
 9 carts routes for timing for optimum profitability.
 10 Consider training and mentoring by experienced and
 11 profitable cart operators for new hires. And I know
 12 you guys do this, I just don't -- it seems not to be
 13 reinforced because I know you give them a ride out,
 14 somebody that's coming in for the job, they give
 15 them one ride around and say, Here's how you do it.
 16 I think a little bit more mentoring might be
 17 helpful, especially from people like Claire that was
 18 really good.
 19 The snack bar has good grab-and-go drinks.
 20 The only suggestion might be a phone ordering, like
 21 we have at the Mountain Course so that people aren't
 22 delayed at the turn.
 23 And then -- Jay didn't really have a
 24 chance to look at this because I added this later.
 25 I thought it was something outside the box. We

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1 understand that the formerly Sierra Nevada College,
 2 now UNR, has a degree in hospitality, consider
 3 making our associated golf-related food venues and
 4 challenges a project with winners getting a stipend
 5 or something.
 6 We're coming up with ideas from our
 7 experiences, but getting more youth involved and
 8 younger people involved to help make that operation
 9 more profitable, at least not digging a hole that it
 10 can't get itself out of. It scares me when somebody
 11 told me it was \$2,000 a day in losses. I rolled my
 12 shoulder and said, Close the doors. I'm telling
 13 you, close the doors if that's really what it is,
 14 and we can't make ends meet on that.
 15 Or see if we can hire it out to somebody
 16 else that could run it. I have no challenge with
 17 that. A lot of food and beverage organizations are
 18 independently contracted. And their profitability
 19 is dependent upon their ability to do -- to maintain
 20 their profitability with the venue.
 21 I think that was possibly something that
 22 happened some years ago, but I hate -- I was a
 23 senior executive in a government organization.
 24 Governments are not good at trying to do things
 25 profitably. I throw that out there as an option, as

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1 a recommendation, or even getting UNR to spend a
 2 little time with us and see if they can learn what
 3 -- see if they can apply what they learned in
 4 classes to help turn around the food operation.
 5 That's pretty much all I have. Like I
 6 said, we put this out there and hoping people could
 7 read it beforehand. If they got questions,
 8 comments, suggestions, happy to take them. Or send
 9 them all to Heidi or whatever, or I could send out a
 10 Word document, and we can add to it as it feels
 11 necessary.
 12 CHAIR TONKING: I think it would be great
 13 if you could send a Word document to either
 14 myself -- or send it to Heidi, just so we're not
 15 worrying about anything like that. Send it to
 16 Heidi.
 17 And then, Heidi, if you don't mind, send
 18 it to all of us to put any edits just because not
 19 everyone's here.
 20 I like solution 2, I like bullet 3. I
 21 think a lot of these are creative solutions. Some
 22 of my favorites were solution 2 and 3.
 23 I think there's some wording I want to
 24 change in the challenges section, especially around
 25 staffing and that kind of stuff. I will provide my

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1 edits along that just from my own experience and my
 2 belief. We can talk about -- that would be an
 3 agenda item next week just to pass through those.
 4 MEMBER RICCITELLI: I think they are all
 5 good suggestions.
 6 My question is: Who is the manager of
 7 that place, and why don't they figure this out?
 8 I'm not a restaurant manager, and a lot of
 9 these problems, to me, including the golf and the
 10 food, seemed to be just basic business management
 11 problems. There's no reporting. They have an
 12 employee -- can't get people to stay or hire people.
 13 They're certainly charging enough for the
 14 food there, and I think the food's pretty good
 15 there.
 16 I mean, maybe the fact there's not a GM or
 17 something. I was a manager for 40-something years,
 18 if these things were going on where I worked, I
 19 wouldn't have been a manager for 40-something years.
 20 I would have got fired immediately. Some of this
 21 stuff is just basic.
 22 Financials and -- I did sit in the
 23 restaurant for a good half hour one day while this
 24 one poor guy was trying to be a waiter for like
 25 25 people, and he was frustrated. So I think the

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1 wanting -- looking at the cost or maybe some of
 2 those values that I shared with the Board, looking
 3 at costs, we didn't just go and hire a new director
 4 right away. So, they assumed the roles of operating
 5 The Grille and the snack bar and the facilities
 6 area.
 7 I've shared this with them and they kind
 8 of concur how they need to up the game a little bit.
 9 And I think a lot of those items here really point
 10 to culture. I will also elude to the fact that
 11 those same people that manage The Grille and
 12 operations down at golf also do the ski area, and
 13 it's just a little bit different culture up here.
 14 They have a little bit more insider managed from a
 15 different level, even though they're managers
 16 themselves.
 17 I see a lot of items in here that I speak
 18 to a lot for all the employees we have at ski is
 19 culture. I have a little bit of a mantra that I
 20 talk about very often, we want to treat our
 21 employees like we want them to treat their guests,
 22 our guest.
 23 And I think just a little bit of coaching
 24 and then really kind of setting the -- maybe we
 25 didn't do such a good job in the past of setting the

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1 managers that work in IVGID should fix this stuff.
 2 It's good to give them the suggestions, I
 3 guess, but it all seems like pretty basic stuff to
 4 me.
 5 CHAIR TONKING: We can give the
 6 suggestions to the Board, just like say that as the
 7 rationale behind this was that food is a big aspect
 8 of the golfing experience, so we can give those.
 9 And then I hope we're not spending much
 10 time, other than accepting the policies with some
 11 changes and having it presented to the Board, is my
 12 thoughts.
 13 MEMBER RICCITELLI: Do you talk to these
 14 manager and people that work in these venues? What
 15 do they think? Do they think they're overworked or
 16 underpaid?
 17 MR. BANDELIN: Well, so let me bring back
 18 the financials. But I don't want to take -- we have
 19 counsel that needs to leave here pretty soon.
 20 The manager, the director of food and
 21 beverage for all the operations resigned in the
 22 middle of last summer, and we went through the
 23 season -- with my interim seat, I appointed the
 24 executive chef and the assistant food and beverage
 25 manager to kind of handle operations without

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1 expectations of the food and beverage managers at
 2 the golf operations. I think a lot of these items
 3 can be done, like you said, Robert, from the
 4 management side.
 5 And then we look at expenses. I've
 6 already been told, meeting with those two managers
 7 over the summer that we're unsure how -- they
 8 already have some really good ideas on how to change
 9 the culture going on into the next season.
 10 I will elude a little bit one of comments
 11 was there may have been somebody that said that the
 12 District doesn't want to compete with other food and
 13 beverage operations within the community. That's an
 14 old adage. That's not true anymore. There is no
 15 board policy or practice that states that.
 16 That actually started a long time ago with
 17 Sam Azzara and Joe Marsin, who was on the board,
 18 they own sandwich shops and pizza and pasta shops.
 19 Again, just wanted to echo the sentiments
 20 that this is very good. From seeing a report like
 21 this or ideas or recommendations from the committee
 22 that you might not necessarily get in a fast-paced
 23 environment from a customer. When it's written down
 24 and explained, and the management team that we have
 25 right now, those two managers, they want to see

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1 things work really good down there.

2 And I would say, most heartedly, that if

3 we, the District or management set the correct

4 expectations that we can make The Grille succeed.

5 CHAIR TONKING: Are there any other

6 questions on item G 2?

7 MEMBER SWENSON: Yes, this is management

8 101. When chef left, he was a great chef. I don't

9 know if he knew how to manage, and that's one of the

10 challenges with great chefs, they're not -- they

11 don't have manager skills. They don't know how to

12 reinforce good behavior, challenge bad behavior,

13 and, as you said, up the game. I really appreciate

14 what you said there. That will go a long way to

15 fixing perception and real problems at our food and

16 beverage venue.

17 But, again, as I said, if we're really

18 losing \$2,000 a day, that's carry. I'll leave that

19 there. I'm glad it came from at least a decent

20 source: You, Mike. I appreciate that.

21 And I had already sent both a PDF and Word

22 copy, I believe, to Heidi.

23 CHAIR TONKING: Heidi, let me know for

24 some reason if you don't have it, and you can send

25 an email to Harry to ask for it.

78

1 My follow-up on this item is we will send

2 a Word documentation, everyone can add edits to it,

3 and then send them to Heidi. We will bring this up

4 as, hopefully, something we can talk very fast under

5 general business.

6 So that closes out item F 2.

7 G. LONG RANGE CALENDAR

8 CHAIR TONKING: So what I have written

9 down for long range is I have an item with the HR

10 director to talk about the job description. That

11 will be a general business item.

12 I have another item, which I will label

13 item number 2, which is going to be the mission of

14 the committee. Spending some time talking, like,

15 what we believe the mission to be.

16 That will bring us to the third item,

17 which will be basically the service level item we

18 just talked about, but we'll have a better

19 understanding on who is making up that utilization

20 and we will have financial numbers for that

21 conversation.

22 And then we will move to the last item,

23 which would be accepting edits to this report we

24 just received on item F 2, and going over any of

25 those edits.

79

1 Is there anything I am missing in that

2 long range or did not capture something you wanted?

3 MEMBER RICCITELLI: I'm good.

4 MEMBER SWENSON: I'm good also. It's

5 consistent. And hopefully, sooner rather than

6 later, we can get the other side of the equation to

7 help with and see where we are.

8 CHAIR TONKING: I'm hoping we will have it

9 all.

10 MEMBER SWENSON: I want to point out --

11 put this in your mind, my perspective, the golf

12 courses are utilized as the exercise venues for so

13 many members of the community. Maybe when we're

14 looking at that, we should look at how members of

15 communities that -- because I understand and I don't

16 know where I saw this, but that our Rec Center,

17 which is considered at the top of the pyramid -- or

18 bottom of the pyramid, bottom, has an amenity that

19 everybody loves. But if I look at -- I use it and I

20 love it. I use it five times a week, and I see the

21 same 30 people in there, five times a week, and

22 maybe there are a lot of people that consider golf

23 --

24 CHAIR TONKING: We lost him.

25 MEMBER SWENSON: That was all I had to

80

1 say.

2 CHAIR TONKING: That is a really good

3 point. Part of that utilization is you want the

4 makeup, is it residents, resident guests,

5 nonresident, and employees. Perfect. That is

6 something that Rob can probably find some way to

7 pull together and discuss that.

8 That closes out long range. Which brings

9 us to H.

10 H. FINAL PUBLIC COMMENTS

11 MATT: We have at least three, Chair.

12 MR. HILL: This is Scott Hill.

13 Thank you guys for -- guys and gals for

14 everything that you're doing here. Another great

15 meeting, great job.

16 I want to comment on the proposal on

17 four-week advanced tee times for Picture Pass

18 Holders. Unfortunately, I wasn't able to joint the

19 meeting for that part of the discussion, so I just

20 caught the last half of the meeting. If you

21 considered this and dealt with it, fine.

22 But in short, I think the going back to

23 the four-week advanced tee times would be going

24 backward. I recall that last year we opened tee

25 times up at the beginning of the year for all

81

1 Picture Pass Holders, we still advanced period for
 2 non-picture pass holders. I did not see anything
 3 but positive results from that change. So many of
 4 those residents that were complaining about the lack
 5 of tee time availability thought there were plenty
 6 of tee times available if they were served further
 7 in advance.

8 The committee needs to recognize that our
 9 goal should be to fill the golf course, not to make
 10 tee times more available for the Picture Pass
 11 Holders that decide they want a morning tee time a
 12 few days in advance or even a couple of weeks in
 13 advance. Opening it up at the beginning of the year
 14 all residents, first of all, is much simpler in the
 15 overall management of process, rather than having to
 16 manage the opening every four weeks or every day or
 17 every two weeks or however often you decide to do
 18 it. And, further, puts the residents and clubs on a
 19 similar advance reservation basis. Please take that
 20 into consideration.

21 And, again, thank you for effort and work
 22 that you do.

23 MR. JOHNSON: I'd like to thank the
 24 committee for their time. This is John Johnson.
 25 Just a few points. I'd like to echo what

82

1 the last caller just mentioned about the tee time
 2 availability. I think that was a step in the right
 3 direction.

4 I thought the food report was fantastic
 5 and very well done. I would just like to point out,
 6 though, that every time I've played the Mountain
 7 Course and tried to call in a food or drink order
 8 from that tee box, that the person generally tells
 9 me, Just show up here and you can order when you get
 10 here. That's not a very good process, given there's
 11 a sign up on that tee box.

12 Then with regard to the utilization, the
 13 numbers I think as they were put together were very,
 14 very good. The one item I would like to find out
 15 about, though, were how many people were charged for
 16 not showing up? I played a lot in full foursomes,
 17 and when I played it was supposed to be a full
 18 foursome. Quite often, there were only two or
 19 three players, so I hope that the non-show-ers were
 20 charged.

21 Finally, I would just like to point out
 22 for the committee's benefit that the job description
 23 for the director of golf is online and has been
 24 online at yourtahoeplace.com. It's available for
 25 everybody to see, and I would think that the golf

83

1 committee could have seen that quite a while ago.
 2 Thank you very much for your time. Have a
 3 great day.

4 MR. DOBLER: This is cliff Dobler again.
 5 I just wanted to give some food for
 6 thought. First of all, appreciate Harry and Robert
 7 coming to the meeting, kind of short on the
 8 committee members, but that's the way it goes. But
 9 this idea of taking the food and beverage and
 10 breaking it up by venue and not having an oversee-er
 11 is a horrible mistake. What you should be doing in
 12 reverse is taking all the food and beverage venues
 13 and giving it the one operator, outside, work with
 14 him on a percentage of the gross, and get IVGID out
 15 of the food and beverage business.

16 That is a business that has to be truly
 17 hands-on. And it's important -- and I know this
 18 because I was in the restaurant business as an
 19 investor taking percentage of grosses for 14 years,
 20 and I know how difficult it is because primarily
 21 it's a day-to-day operation where you don't know
 22 what your crowds might be and it's a people's
 23 business. You need to have adjustments for some
 24 guys are going to have to roll up their sleeves and
 25 get out of the back off and make it happen. That

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1 can only happen when a guy has some skin in the game
 2 and is willing to strive for the American dream of
 3 being an entrepreneur and being profitable.

4 So to turn around and take the food and
 5 beverage and break it up into three segments, that
 6 being the beaches, then ski, and then also the golf,
 7 I think is a horrible mistake.

8 Now, Darren, of course, didn't do his job.
 9 I doubt he didn't even had any experience in it.
 10 But that's a scary thing. You can try it out next
 11 year. I don't think you'll be successful at it, but
 12 that's my own opinion and speaks from experience.

13 Then what I don't understand is how the
 14 treasurer can put out a report that he has the
 15 financial numbers, and then you're turning around
 16 and saying at this meeting that you don't have the
 17 financial numbers. Why would the treasurer produce
 18 a report two days ago saying, hey, here's the
 19 numbers. And then you're saying, well, we don't
 20 have the numbers.

21 I don't know if you guys don't have your
 22 cell phones working or you don't talk to each other,
 23 but that needs to be addressed.

24 By the way, Greg and Jeff, I appreciate
 25 everything you guys do. You're two guys that know

1 what you're doing in your segment of the business,
2 that's maintenance and also the merchandise, and
3 that's not the problem of this golf. The problem is
4 the massive overhead, and that's what has to be
5 addressed.

6 Anyway, thank you very much. Appreciate
7 it. Bye.

8 CHAIR TONKING: Any other comments?

9 MATT: That's currently our last caller in
10 the queue.

11 I. ADJOURNMENT

12 CHAIR TONKING: Thank you form coming.

13 This was a great meeting. We'll have a meeting at
14 the end of the month. I want to thank everyone for
15 being here.

16 The Golf Advisory Committee meeting at
17 6:09 P.M. Thank you.

18 (Meeting ended at 6:09 P.M.)
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24
25

1 STATE OF NEVADA)
2 COUNTY OF WASHOE) ss.
3

4 I, BRANDI ANN VIANNEY SMITH, do hereby
5 certify:

6 That I viewed the recorded January 11,
7 2024 the Golf Advisory Committee Public Meeting, and
8 took stenotype notes of the proceedings entitled
9 herein, and thereafter transcribed the same into
10 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 86 pages,
14 inclusive.

15 DATED: At Reno, Nevada, this 19th day of
16 January, 2024.

17
18 /s/ Brandi Ann Vianney Smith

19
20 BRANDI ANN VIANNEY SMITH
21
22
23
24
25

INVOICE

BAVS SM-LLC
brandiavsmith@gmail.com
United States

BILL TO
Incline Village General Improvement District
Susan Herron / Heidi White

775-832-1218
AP@ivgid.org

Invoice Number: IVGID 18

Invoice Date: January 19, 2024

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Amount Due (USD): \$766.00

Items	Quantity	Price	Amount
Base fee January 11, 2024 GAC meeting	1	\$350.00	\$350.00
Per page fee January 22, 2024 GAC meeting	86	\$6.00	\$516.00

Subtotal: \$866.00

thank you for the accomodation: (\$100.00)

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