

# NOTICE OF MEETING

The regular meeting of the Golf Advisory Committee will be held starting at 3:00 PM on February 22, 2024 Via Zoom Only.

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

- A. PLEDGE OF ALLEGIANCE\*
- B. INITIAL PUBLIC COMMENTS - *Unless otherwise determined, the time limit shall be three (3) minutes for each person wishing to make a public comment. Unless otherwise permitted by the Chair, no person shall be allowed to speak more than once on any single agenda item. Not to include comments on General Business items with scheduled public comment. The Golf Advisory Committee may address matters brought up during public comment at the conclusion of the comment period but may not deliberate on any non-agendized item.*
- C. APPROVAL OF AGENDA *(for possible action)*  
*The Board of Trustees may make a motion for a flexible agenda which is defined as taking items on the agenda out of order; combining agenda items with other agenda items; removing items from the agenda; moving agenda items to an agenda of another meeting, or voting on items in a block.*  
*-OR- The Board of Trustees may make a motion to accept and follow the agenda as submitted/posted.*
- D. REPORTS TO THE COMMITTEE - *Reports are intended to inform the Committee and/or the public.*
1. **SUBJECT:** Verbal update regarding the hiring of the General Manager Golf Operations. (Requesting Staff Member: Director of Human Resources Erin Feore)
  2. **SUBJECT:** Verbal report on Golf Club Agreement. (Requesting Trustee Michaela Tonking)
- E. CONSENT CALENDAR (for possible action)
1. **SUBJECT:** Approval of the Golf Advisory Meeting Minutes for January 11, 2024. – **pages 3 to 25**
  2. **SUBJECT:** Approval of the Golf Advisory Meeting Minutes for January 25, 2024. – **pages 26 to 39**
- F. GENERAL BUSINESS (for possible action)
1. **SUBJECT:** Review, discuss, and provide committee feedback regarding Draft Golf Advisory Meeting Minutes provided by the District Clerk for January 25, 2024. – **pages 40 to 44**
  2. **SUBJECT:** Review and discuss Golf Data regarding the utilization of the district courses, the play mix, local course pricing, and a 5-year financial comparison of the Championship and Mountain Courses. – **pages 45 to 67**  
*Recommendation for Action:* Provide input and recommendations to be provided to the Board of Trustees regarding the Golf Data on utilization of the district courses, the play mix, local course pricing, and a 5-year financial comparison of the Championship and Mountain Courses.

## Incline Village General Improvement District

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

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# NOTICE OF MEETING

Agenda for the Board Meeting of February 22, 2024 - Page 2

- G. LONG RANGE CALENDAR
- H. FINAL PUBLIC COMMENTS - Limited to a maximum of three (3) minutes in duration.
- I. ADJOURNMENT (for possible action)

## CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before 9:00 A.M. Friday, February 16, 2024, a copy of this agenda (Golf Advisory Committee Session of February 22, 2024) was delivered to the post office addressed to the people who have requested to receive copies of IVGID's agendas; copies were e-mailed to those people who have requested; and a copy was posted, physically or electronically, at the following locations in accordance with Assembly Bill 213:

1. IVGID Anne Vorderbruggen Building (893 Southwood Boulevard, Incline Village, Nevada; Administrative Offices)
2. IVGID's website ([www.yourtahoeplace.com/ivgid/board-of-trustees/meetings-and-agendas](http://www.yourtahoeplace.com/ivgid/board-of-trustees/meetings-and-agendas))
3. State of Nevada public noticing website (<https://notice.nv.gov/>)
4. IVGID's Recreation Center (980 Incline Way, Incline Village, Nevada)

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

/s/ Heidi H. White

Heidi H. White

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

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

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

1 INCLINE VILLAGE  
2 GENERAL IMPROVEMENT DISTRICT  
3 GOLF ADVISORY COMMITTEE

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

12 -o0o-

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1 Incline Village, Nevada - 1/04/2023 - 4:00 P.M.  
2 -o0o-  
3  
4  
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

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

10

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

13

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

14

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.

16

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,

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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

20

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

<p style="text-align: right;">21</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>24           Now jumping back before the pandemic, we  25 get into some of our paid advertising programs where</p>	<p style="text-align: right;">22</p> <p>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.</p> <p>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.</p> <p>25           And then back, going even further back,</p>
<p style="text-align: right;">23</p> <p>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.</p> <p>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.</p> <p>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</p>	<p style="text-align: right;">24</p> <p>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.</p> <p>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.</p> <p>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</p>



25

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

26

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

27

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

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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

38

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.

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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 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 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 dining and drinking experience at  
 25 The Grille, especially inside, is considered --

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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 dining 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.

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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.

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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

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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.)  
19  
20  
21  
22  
23  
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

**Payment Due:** February 11, 2024

**Amount Due (USD):** \$766.00

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

**Subtotal:** \$866.00

thank you for the accomodation: (\$100.00)

**Total:** \$766.00

**Amount Due (USD):** \$766.00

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 25, 2024

24 Reported by: Brandi Ann Vianney Smith  
25 Job Number: IVGID 19

1 APPEARANCES

3 COMMITTEE MEMBERS PRESENT  
4 MICHAELA TONKING, CHAIR  
5 TODD WILSON, MEMBER  
6 ROBERT RICCITELLI, MEMBER

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

12 -o0o-

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13 -o0o-

1 Incline Village, Nevada - 1/25/2024 - 3:00 P.M.  
2 -o0o-

5 CHAIR TONKING: It's 3:00. Let's begin  
6 with the Pledge of Allegiance.

7 A. PLEDGE OF ALLEGIANCE  
8 (Pledge of Allegiance.)

9 B. INITIAL PUBLIC COMMENTS.

10 MR. DOBLER: Cliff Dobler here. I want to  
11 just make a couple comments on this job description  
12 for the director of golf. What I thought was  
13 interesting in the summary, on the second line, it  
14 says that the -- this includes golf, facilities, and  
15 events.

16 Now, I don't know what facilities and  
17 events mean, but I believe it may be our facility  
18 department that takes in Aspen Grove and the  
19 Chateau. Now, that's that catering operation that  
20 does almost \$2 million dollars in sales based on the  
21 2024 budget, and is to lose about \$157,000.

22 Now, what's unique about this is when I go  
23 and look at when you start saying about what  
24 knowledge they have to have in this area, it's  
25 completely silent. So I guess you're going to hire

5

1 a person for a job description that doesn't have any  
 2 experience at all in food and beverage, yet we have  
 3 a \$2 million operation in catering alone and another  
 4 700- to 800,000 in the golf courses. I don't quite  
 5 get it.

6           And then what I didn't understand is if  
 7 you go through the essential duties and  
 8 responsibilities, item number 8, it says: Perform  
 9 long range strategic planning for current and new  
 10 facilities.

11           I didn't know that the director of golf  
 12 would be involved in planning new facilities. I  
 13 don't know -- and programs. I have no idea what  
 14 that means.

15           And that's all I really have. I just  
 16 think that what's interesting, also, if you go to  
 17 16, you have: Inputs and monitors employees' time  
 18 and pay records using an automated system, and  
 19 ensures records are accurate each month.

20           But he has no control over the fleet  
 21 services. That's handled by a completely different  
 22 department. So here you are saying that the  
 23 maintenance is supposed to be under his control, but  
 24 it's not under his control at all.

25           So I don't know if this is just a cut and

6

1 paste from a previous job description, but it looks  
 2 to me like very little thought was given to it at  
 3 all. There are a lot of adjectives and nouns in  
 4 here, so it's a nice, four pages -- three and a half  
 5 pages of nonsense.

6           But at any rate, that's all I got. Good  
 7 luck to you guys.

8           CHAIR TONKING: Is there any more public  
 9 comment?

10           MATT: That's the only public comment in  
 11 the queue, Chair.

12           CHAIR TONKING: Thank you.

13           That moves to item C, approval of the  
 14 agenda.

15 C. APPROVAL OF AGENDA

16           CHAIR TONKING: I do have some changes to  
 17 the agenda. I was hoping that we would have a  
 18 flexible agenda. And with that, move general  
 19 business 2 to item 1.

20           Then I want to confirm, because there are  
 21 two agendas on -- the agenda I've opened off the  
 22 website still has item E 3 on there. That, I would  
 23 also like removed. I believe it should have been  
 24 removed when there was a supplement put out, but it  
 25 has not been on the one on the website. So, E 3

7

1 should be removed.

2           And the reason I'm asking that is I want  
 3 to make sure that we have the correct data, and  
 4 there was some issues that were incorrect in some of  
 5 this data that we had, and so I didn't want us  
 6 having to discuss that. We are also on a slight  
 7 time crunch because we have a special meeting this  
 8 evening, and I would like to give everybody some  
 9 opportunity to take a break in between the two  
 10 meetings.

11           Does anyone have any questions about the  
 12 agenda or other changes they would like made?

13           Great. That leads -- the agenda's  
 14 approved.

15 D. CONSENT CALENDAR

16           CHAIR TONKING: Consent calendar, nothing  
 17 there.

18 E. GENERAL BUSINESS

19           CHAIR TONKING: Then general business  
 20 item, which was formerly 2, will now be item 1.

21           E 1. Director of Golf Update

22           CHAIR TONKING: That is the verbal update  
 23 on the recruiting progress of the director golf job  
 24 description. Discussion and possible direction to  
 25 staff. Requesting staff member, Director of Human

8

1 Resources Erin Feore.

2           MS. FEORE: I was asked to provide a copy  
 3 of the current job description for the director of  
 4 golf position. As a reminder to the committee, this  
 5 is a job description that has existed for a very  
 6 long time, and so job descriptions, of course, you  
 7 probably heard me say this specifically about the GM  
 8 job description and is true of all job descriptions,  
 9 they are living, breathing documents. They can be  
 10 changed as expectations change, as business needs  
 11 change. If there are recommendations, we are open  
 12 to it.

13           And I also wanted to get everybody updated  
 14 on the director of golf recruiting. We did meet  
 15 with -- thankfully, I had a great staff of IVGID  
 16 members. Bobby Magee, our interim Director of  
 17 Finance, IGM Bandelin, myself, we also had Mr. Jay  
 18 Simon, and Chair Schmitz joined us for some  
 19 interviews that occurred yesterday for the director  
 20 of golf.

21           We'd intended to continue interviewing  
 22 through yesterday and then also today, however, an  
 23 unexpected emergency did require us to cancel the  
 24 additional interviews and reschedule for a later  
 25 date.

9

1 But this is a priority. It is held in the  
 2 highest of priorities. The train will be back on  
 3 its tracks very, very shortly. And obviously, you  
 4 know, we remain completely committed to getting this  
 5 recruitment completed, expediently as possible.  
 6 I will continue to keep the Golf Committee  
 7 updated on this process.  
 8 CHAIR TONKING: Thank you.  
 9 Does anyone have any questions on the  
 10 status of the recruiting? And, otherwise, we can  
 11 also move to the job description.  
 12 MEMBER WILSON: Yeah, just curious how you  
 13 view the -- I suppose it's not unique, but it's not  
 14 typical, the combination of a -- I'll call it  
 15 "public course," with the uniqueness of an  
 16 improvement district?  
 17 I don't see anything specific in the job  
 18 description, and it doesn't need to be, but how does  
 19 that come into play and how do you consider the  
 20 right candidate that, not only runs a good golf  
 21 course, but also can interact with a Board of  
 22 Trustees and we, the committee?  
 23 MS. FEORE: That's a fantastic question.  
 24 We actually have been doing -- and this is with the  
 25 IVGID staff, we've been doing a deeper dive into

10

1 what I think the changing expectations are with the  
 2 director of golf and what may be required to satisfy  
 3 the expectations of, not only the general manager's  
 4 expectations, the Board's expectations, the  
 5 community's expectation.  
 6 And much like any other positions with  
 7 IVGID, this is a bit of a unicorn. And so looking  
 8 at what it is that we're requiring and how that  
 9 compares to, for a great example, perhaps  
 10 PGA-defined positions or other defined positions out  
 11 there where the business is much more expansive than  
 12 just a golf course and golf shop, that kind of  
 13 thing.  
 14 We do have a much bigger conversation to  
 15 have. We're doing to internally. We are actively  
 16 looking at this to ensure that whoever the next  
 17 person is -- and I want to be careful in setting  
 18 unrealistic expectations or perhaps even  
 19 overstepping my place here, but I do think we're in  
 20 a good position to evaluate the overall  
 21 organizational chart, let's say, of the golf course,  
 22 and define what is needed, what does that look like,  
 23 are there expectations that maybe belong with other  
 24 positions so that this particular position can be  
 25 more on the business side of things?

11

1 Mike, you're welcome to jump in and stop  
 2 me, because I'm rambling a bit.  
 3 We still have a lot of ideas on the table,  
 4 and I want to make sure that you all are comfortable  
 5 in understanding that we are actively looking at  
 6 this. And long before anything is ever said and  
 7 done, obviously, we will be making proposed changes  
 8 to the golf committee, and obviously to the Board of  
 9 Trustees.  
 10 Mike, anything further?  
 11 MR. BANDELIN: I think you covered it. We  
 12 have some good candidates that we're interviewing,  
 13 we did yesterday, and it sounds like early next  
 14 week. We will keep the committee apprised on how  
 15 that's going.  
 16 MEMBER SIMON: Let me follow up. We --  
 17 there are interview questions about that topic. And  
 18 the candidates obviously need to be able to present  
 19 themselves very well to the Board. I think that  
 20 that is pretty high on my list, to get somebody who  
 21 is fully capable of presenting material in front of  
 22 a crowd, on the camera, under pressure.  
 23 So, if that's part of the question, I  
 24 think it's something that I know I'm really looking  
 25 at.

12

1 CHAIR TONKING: Thank you for spending  
 2 time doing these interviews. We really appreciate  
 3 it.  
 4 And then I had some comments from Harry  
 5 that I was going to read. Harry said:  
 6 "After the reading the job description for  
 7 the job, I was very concern that we're still looking  
 8 for the director of golf that also includes a major  
 9 focus on food and beverage. I don't believe that  
 10 there are many individuals that both have experience  
 11 in food and beverage and golf operations. This is  
 12 exasperated by the fact that most of the job  
 13 description describes golf operations and  
 14 management, including training and background, but  
 15 nothing regarding what is expected or experience in  
 16 providing hospitality management or training."  
 17 "If this position is for both management  
 18 of the golf operations and The Chateau's food and  
 19 beverage and venue operations, then the job  
 20 requirements and description are severely lacking."  
 21 "So I would recommend, as we did in the  
 22 food and beverage document, that we break the job  
 23 into two positions: one for golf operations and the  
 24 others for The Chateau's food, beverage and venue  
 25 operations."

13

1           Those were comments by Harry.  
 2           I wanted to ask HR along those lines,  
 3 because that seems to be a common question, and  
 4 maybe this is also for interim Bandelin, are we also  
 5 trying to juggle this need of food and beverage and  
 6 openings we have there, as well as the need to have  
 7 a golf director?  
 8           MS. FEORE: It is a most-recurring theme  
 9 that folks are asking about that because, obviously  
 10 again, with not just perhaps the folks we have  
 11 talked to, but also some of the folks that we have  
 12 reviewed who has come into an interest for the  
 13 position.  
 14           This is one of those little unicorn items  
 15 where we are unique in this situation. This is  
 16 actually one of the top topics that I am talking  
 17 with IGM Bandelin to see -- again, without speaking  
 18 out of turn or saying things that I don't have the  
 19 authority to say, it does continue to be a question,  
 20 and it continues to be a big concern. And if it  
 21 continues to be a question and a big concern from  
 22 everyone outside of the small sphere that is HR,  
 23 then it's clearly something that we need to take a  
 24 look at. And so I would say that is the number one  
 25 concern.

14

1           I do want to quickly address that in the  
 2 past, the position was the director of golf and  
 3 community services, which incorporated a few other  
 4 things. We did take some of that back because we  
 5 were looking specifically for a director of golf.  
 6 As such, the director of golf has historically  
 7 overseen the food and beverage operations, whether  
 8 it was just for that period of time that food and  
 9 beverage was operating at the golf course. And then  
 10 it became a function of the general manager of the  
 11 ski resort during the ski season.  
 12           But this position has historically had  
 13 oversight of the catering and events, staff, and  
 14 function.  
 15           So, again, I think these are big  
 16 operations. And if somebody is coming to us with  
 17 just specific golf knowledge, is this providing us  
 18 with the skills we need to, again, satisfy not just  
 19 the general manager and members of the District, but  
 20 also the Board of Trustees and the golf community?  
 21           So, it's a big question. And I think --  
 22 this is the first time I've had the opportunity to  
 23 get involved with this recruitment effort, so I  
 24 think I have personally had a lot of questions  
 25 raised, and I think the conversations are coming.

15

1           CHAIR TONKING: Thank you so much.  
 2           Anymore questions?  
 3           That closes out item D 1.  
 4           MEMBER SIMON: I have to -- I'm not sure  
 5 if we, as a committee, should weigh in on that  
 6 further, or if that is going to be just a board  
 7 decision or how you want to approach that?  
 8           CHAIR TONKING: If you guys want to add  
 9 some -- obviously, this isn't an item where there  
 10 can be direct recommendations, but I can relay, in  
 11 my trustee update, and Erin can also have in her  
 12 back pocket, some ideas that was stated at this  
 13 meeting. Not like a full-on recommendation, but  
 14 thoughts from the committee.  
 15           If anyone does have those, please.  
 16           MEMBER SIMON: I would say in general, the  
 17 résumés that I reviewed, and there were five, my  
 18 comments are not all inclusive, but in general, the  
 19 people who are applying are golf pros. And it's  
 20 interesting, the first interview we had --  
 21           MS. FEORE: If we can be really sensitive  
 22 about what were talking about. I'm so sorry,  
 23 Mr. Simon. I just -- I know I -- I do apologize.  
 24 I'm not doing this intentionally or to be  
 25 disrespectful. I just want to make sure that I'm

16

1 protecting certain information.  
 2           MEMBER SIMON: I don't think I said  
 3 anything that --  
 4           CHAIR TONKING: I think you're okay so  
 5 far.  
 6           Erin, that's a good warning that we don't  
 7 saying anything that would give away anyone's  
 8 identity, and then talk about --  
 9           MEMBER SIMON: I have no intention of  
 10 doing that. I just want to say that, in general,  
 11 these people are golf professionals, and the  
 12 concept of running food and beverage in a restaurant  
 13 is not something that they have done before, nor  
 14 would they. Even though it's on the job  
 15 description, it's just not necessarily their forte.  
 16 And they wouldn't have expected it to be their  
 17 forte, even though it's on the job description.  
 18           So I think that either we have to change  
 19 who we're looking for to be more of a golf general  
 20 manager-type, somebody who has worked their way all  
 21 the way up the spectrum and is now in a general  
 22 manager function. And that's a little bit different  
 23 search than what we're doing right now. Or we have  
 24 to do what Harry is talking about and split the  
 25 jobs.

17

1 CHAIR TONKING: Okay.

2 MS. FEORE: Very well stated.

3 CHAIR TONKING: Maybe, then, that's

4 something too where your committee will figure that

5 maybe we don't have the right people, and there's

6 some details that we need to consider, whatever

7 happens.

8 But I think that's a really good point. I

9 don't think we want to throw somebody into a new

10 role in which they would not succeed well at because

11 of these other responsibilities that come with it

12 that will make us a little bit more different.

13 MEMBER RICCITELLI: I finally got in.

14 Sorry about that.

15 CHAIR TONKING: We were just talking about

16 the job and hiring process for the new director of

17 golf. We had some discussions from Jay and Erin

18 about the process. And I read some comments. And

19 Todd asked some questions about that food and

20 beverage role a little bit more and how to look at

21 it as a local, like, a governmental golf course

22 versus a private course and how you get that lense.

23 Then we have also talked a little bit

24 about how food and beverage is part of that job

25 description, how to find that balance of a person.

18

1 That's where we are. I don't know if you

2 had any thoughts on the job description that you

3 wanted to bring forward.

4 MEMBER RICCITELLI: Yeah, same. I mean, I

5 heard the beginning part. And I heard Mr. Dobler's

6 comments. And I read through the job description

7 myself.

8 It does seem pretty broad and expansive,

9 and it just seemed like a lot of detail. I kind of

10 agree that maybe trying to find somebody that can

11 run a golf course and the food and beverage and

12 events might be a little broad.

13 I know at the golf courses that I play at

14 and the club that I belong to, those are two

15 separate jobs, the golf director doesn't deal with

16 food and beverage, for example.

17 So, that's it.

18 CHAIR TONKING: Yeah. I think that's a

19 good comment.

20 MS. FEORE: Can I ask a quick question of

21 the committee?

22 CHAIR TONKING: Yeah.

23 MS. FEORE: And I'm going to apologize to

24 the entire committee. I am not as familiar with the

25 world of golf. I am terrible at it, so I get

19

1 frustrated and give up. And, also, they don't make

2 golf clubs for me, and the kid's clubs don't work.

3 That said, I am learning a lot through this process,

4 which has been really good.

5 My question is: Are there companies,

6 agencies, resorts out there that have that a general

7 manager of golf operations? Is that a common job

8 title that, maybe, you had seen in your travels and

9 experience?

10 MEMBER RICCITELLI: In my case, the club I

11 belong to in the Bay Area, of course, there's a

12 general manager of the club that runs the more-broad

13 aspects of the club: food, the gym, restaurants.

14 But the golf pro or the head pro or the

15 director of golf runs the operations, which includes

16 maintenance of the golf course and the golf shops

17 and the driving range and that, but not the food

18 services around golf, you know, the bar, the

19 restaurant.

20 But I don't know. I mean, there may be

21 other places where they do. It just seems that

22 the -- I don't know how it works at Diamond Peak,

23 but does the director of Diamond Peak run the food

24 at Diamond Peak as well?

25 MR. BANDELIN: Yeah. To answer your

20

1 question specifically, Robert, the general manager

2 at the ski resort oversees all operations, there's

3 ten different departments, which one of those is

4 including the food and beverage.

5 I think I'll just take a minute to make

6 the comment that until the resignation of the food

7 and beverage director that we saw this summer, there

8 was an actual director of food and beverage for the

9 District. That person had all the skill sets to

10 direct and operate all food and beverage operations

11 within the District.

12 So the golf -- the previous golf director

13 didn't have to have a lot of experience in food and

14 beverage, just as -- I can tell you honestly, just

15 being part of Diamond Peak for quite a while, I have

16 a good understanding of food beverage offerings at

17 the ski area. And a golf manager or director would

18 probably have a good idea of offerings that happens

19 at a golf course facility, including a snack bar,

20 beverage carts, and restaurants or banquet

21 facilities.

22 So the way that we had designed it in the

23 District, we had a natural director that would work

24 with the venue managers, if you will, and it worked

25 really good.

21

1 So a director of golf or a general manager  
 2 of a golf facility, in my mind, doesn't have to know  
 3 everything there is to know about a food and  
 4 beverage operation, but it would be working as a  
 5 peer or coinciding with the director position or  
 6 what we have now, an executive chef and assistant  
 7 manager, that's what they do for a career.  
 8 That might be helpful.  
 9 CHAIR TONKING: Any other questions around  
 10 this and the operations and with the job  
 11 description?  
 12 That's going to close out item D 1. Let's  
 13 go on to item D 2, which was formerly D 1.  
 14 E 2. Golf Advisory Committee Goals/Objectives  
 15 CHAIR TONKING: Discuss the goals and  
 16 objectives of the Golf Advisory Committee, and I am  
 17 the requesting trustee on the issue -- or community  
 18 member.  
 19 What this is is I just wanted to discuss a  
 20 little bit more about what our goals are so we're  
 21 all on the same page of what they are as we enter  
 22 our next meeting, which we'll really be looking at  
 23 all that data and all the different parts of the  
 24 data that we spoke about. That's going to be:  
 25 finance data, utilization data, and who is the

22

1 makeup of our golf course.  
 2 But I want to make sure that, as we move  
 3 in that direction, that we are all on the same idea  
 4 of objectives and goals. And so what we were tasked  
 5 from a Board perspective is to able to provide  
 6 service level recommendations, as well as possible  
 7 operational and pricing recommendations that we see  
 8 are needed. Or policy recommendations that we see  
 9 are needed at the golf course.  
 10 And that can come out in varying different  
 11 ways. But that is our golden task, is to be able to  
 12 help make the budgeting process and funding process  
 13 much better than it had been in the past. That's  
 14 kind of what we're assigned to do. And to deal with  
 15 any recommendations at both of the golf courses. So  
 16 kind of the areas.  
 17 Does anyone else have certain areas that  
 18 they feel like we really need to look and dig into  
 19 more, or where you see that certain ideas need to be  
 20 addressed? I will open the floor for that.  
 21 Then I can also read to you comments given  
 22 to me from Harry as well after we discuss.  
 23 MEMBER RICCITELLI: I did talk to Harry  
 24 earlier in the week, and I have a question regarding  
 25 kind of the data that we needed to even start all

23

1 these discussions. For instance, the financials,  
 2 the tee sheet data, any operational metrics that are  
 3 being measured today, you know, hours per something  
 4 or people per task, it just seems like I don't  
 5 understand the data to even begin to suggest areas  
 6 that might be improved.  
 7 CHAIR TONKING: I think it's very hard to  
 8 have that discussion without the data. We will have  
 9 updated utilization data, which will be very similar  
 10 to the tables that you saw two weeks ago, it will  
 11 just bring it back out a couple of months, and then  
 12 have what it would look like if it was opened  
 13 consistent hours, how that utilization would look.  
 14 I know that Rob has been working on  
 15 putting together the makeup of the tee times, so who  
 16 is participating in each of those tee times and all  
 17 that information so that we can have a better idea  
 18 of, like, is there a ton of residents playing or  
 19 employees or non-residents, just to see the play mix  
 20 and makeup, because that's really -- you can't price  
 21 without knowing the play mix.  
 22 And then we're also going to have Bobby  
 23 Magee -- our interim Director of Finance is also on  
 24 this call right now -- will be bringing information  
 25 forward of the financials.

24

1 And so I had walked through some of it  
 2 with him on a call last week, and it would be really  
 3 broken out down to what we call the "object code  
 4 level," really showing us some line item expenses so  
 5 we can look there, as well as revenues.  
 6 And I'm hoping -- and in one where Bobby  
 7 is working to find -- to have it broken out by each  
 8 of those task types so we can see what that looks  
 9 like as well.  
 10 And then the last part of that, like,  
 11 prong, I think -- and I now have another one that  
 12 you just brought up -- the last part is also: Here  
 13 are the recommendations that came from the budgeting  
 14 process last year from the Board, and let's see if  
 15 there was positive affects or negative affects and  
 16 kind of walk through some of those.  
 17 Then the other thing is operational  
 18 metrics, which you mentioned. And I don't know what  
 19 operational metrics are utilized over at the golf  
 20 course. I don't know if somebody on this call can  
 21 speak to those?  
 22 MR. BRUCE: I know we do have one.  
 23 CHAIR TONKING: Okay. So, that's going to  
 24 be something I will work with Mike and Rob to come  
 25 up with on how we -- and I don't know, Robert, if

25

1 you have some ideas -- or Bob -- of what you think  
 2 would also be helpful in terms of data besides what  
 3 I just mentioned, or if anyone else on the committee  
 4 has ideas of other data that they would need.  
 5 I do want to make sure that the data is as  
 6 accurate and complete, so that was why we had to  
 7 delay the item a little bit to ensure that.  
 8 MEMBER RICCITELLI: I don't disagree with  
 9 that. It's just that it's not clear to me, still,  
 10 what the problems are that we might be trying to  
 11 solve. And without the data, is there a financial  
 12 problem, is there a problem getting tee times, does  
 13 it take too long to play golf, are there too many  
 14 guys cutting the grass?  
 15 I'm just not sure what the issues are that  
 16 we're trying to solve. Is the Play Pass a big  
 17 problem? Are we selling too many of them? Is it  
 18 affecting the financials?  
 19 We talked about what tee times are open,  
 20 they're mostly booked in the morning, not so much in  
 21 the afternoon.  
 22 I guess just trying to hone in on a set of  
 23 problems that we can try to come up with set of  
 24 potential solutions for.  
 25 CHAIR TONKING: And I think that makes a

26

1 lot of sense. Right now, yes, we don't know what  
 2 the problem is.  
 3 I will tell you when this committee was  
 4 formed and what led to the formation of this  
 5 committee was last year, there was a lot of  
 6 discussion across the community and across the  
 7 Board: Are tee times available? Can people who are  
 8 not in clubs be able to get tee times? Can people  
 9 go and find tee times if they wanted?  
 10 There was a lot of conversation about why  
 11 are both the golf courses losing money and what's  
 12 causing that? Should they be losing money, should  
 13 they not be losing money?  
 14 And so there was -- it is because we have  
 15 too high of service levels and are expenses too  
 16 high? Is it because we have these All You Can Play  
 17 Passes, and they're playing all the time and thus  
 18 per round they're paying like \$10?  
 19 There was all of these conversation that  
 20 were floating around between the public and the  
 21 Board. And so the Board made a series of decisions,  
 22 such as to eliminate the All You Can Play Pass to a  
 23 limited one, raising different fees, all that kind  
 24 of stuff.  
 25 And now our job to task is really to try

27

1 to get some of that data that was discussed and  
 2 presented in a way that the Board can make an  
 3 informed decision and much quicker than they did  
 4 last time so it's not May 1st, and everyone is  
 5 trying to figure out what they're going to pay to be  
 6 part of golf this year.  
 7 That is the overarching goal, and that's  
 8 how we were formed. And so, right now, we don't  
 9 know -- and we'll have all that data at our next  
 10 meeting, but we don't know if all of that is still  
 11 the case. Right? Or did the Board make some  
 12 decisions that worked?  
 13 Also, with that in mind, we made some  
 14 choices, did they harm you all's playing experience?  
 15 Did it also have unintended consequences? So maybe  
 16 we saw some more revenue, but was it the right  
 17 choices or were there better choices we could have  
 18 made?  
 19 MEMBER RICCITELLI: I get that. And my  
 20 view is until we have all that information, I'm not  
 21 really sure what we can do to help address whatever  
 22 issues there may be.  
 23 CHAIR TONKING: Perfect. So I just wanted  
 24 to make sure there was no objectives or goals that  
 25 you guys disagreed with what we are looking at. And

28

1 I was just trying to make it very clear that we're  
 2 going to be looking at service levels and  
 3 operational issues.  
 4 And so, again, I also don't know the exact  
 5 problem, since I have not seen all the data. But  
 6 even looking through to financials -- I got a quick  
 7 glance at some draft financials from Mr. Magee,  
 8 there's some weird things still in there that he's  
 9 trying to have the team look into -- I was able to  
 10 see, yes, it looks like there could be some  
 11 improvement and the things that we did were  
 12 effective.  
 13 So maybe some of those problems are not as  
 14 relevant as they were when first discussed.  
 15 MEMBER RICCITELLI: Okay. Fair enough.  
 16 Thanks.  
 17 MEMBER WILSON: I totally agree with the  
 18 objectives as you have stated it. It is high level  
 19 and it's broad. And I think any of more detailed or  
 20 specific areas, tactical or otherwise, that we've  
 21 talked about fall within that. I can't think of  
 22 anything that hasn't so far, whether it's  
 23 utilization, price elasticity, financial solvency,  
 24 any of the above, falls within that objective.  
 25 I agree with Robert, the data is going to



29

1 tell the story.

2 I would also add to part of that as part

3 of that objective, I see it as our job to try and

4 uncover those areas of improvement. It's something

5 that we wouldn't want to put that burden on the

6 Board of Trustees, there's simply not hours in a

7 day. And if we can dig deeper, spend more time,

8 whether that's hiring the right person to lead our

9 golf operations or figuring out ways that it can

10 become more appealing to our community and drive

11 utilization and just the overall enjoyment, still

12 falls within that objective.

13 So my answer to your question doesn't

14 change. But I do think that's a key part of what we

15 are here to do is to really identify all those areas

16 of improvement so that we keep the very highest

17 level of experience on the golf courses as possible.

18 CHAIR TONKING: I think that's really

19 helpful. And I think what we will see when we look

20 at these three buckets of data that we will have, we

21 can really then discuss where do we need to dig

22 deeper, and who wants to take the reins on doing

23 that to then give informed recommendations to the

24 Board, instead of having a last-minute view or

25 having the Board dig into. I know that Trustee

31

1 and all the stuff, but not a day ahead of the

2 meeting.

3 So if it's ready, let's send it out and

4 look at it. Okay?

5 CHAIR TONKING: Yeah, that's totally fair,

6 Jay.

7 There are some requirements we have with

8 OML and agendas. But I'm hoping staff -- and Bobby

9 and Mike can hear me right now -- can actually get

10 this one well before our deadline, because we've

11 been working on this data now almost a month. And

12 so my hope is we can get that to you with a lot more

13 time to review, not just a three-business-day

14 window.

15 MEMBER SIMON: The financial statements

16 that are coming out, are they going to be -- since

17 you're on a fiscal year, June 30th, what are we

18 looking at, what are we going to get?

19 CHAIR TONKING: We are going to look at it

20 on a fiscal year. It's going to be good practice

21 for all of us to understand that it is a split

22 season. But that's because that's also how the

23 Board of Trustees is making their budget, it's based

24 off a fiscal year.

25 So we want to make sure that there -- one

30

1 Schmitz did a lot of financial digging at the

2 last minute; this will help prevent a lot of that.

3 MEMBER SIMON: Do you have a target date

4 that we need to provide the Board revenue

5 recommendations?

6 CHAIR TONKING: Yeah. It was originally

7 going to be February, but, given that we're still

8 waiting on some of this data, I'm hoping we can have

9 our discussion -- our first February meeting, go

10 through all the data, have any questions, and then

11 be able to give them some recommendations by March.

12 So we'll have the two meetings, the two February

13 meetings. If we need to throw in another, we throw

14 in another.

15 Good news is our interim financial

16 director and our interim GM are both going to be on

17 those calls too, so they will really help talking

18 about how that's going to work with their budget

19 process as well.

20 MEMBER SIMON: Couple of comments.

21 The data that you're putting together, if

22 you could send it out -- instead of one big dump of

23 data a couple of days before the meeting, it's very

24 hard to go through all that on short notice. I'm

25 fully available to review these financial numbers

32

1 of the columns I've asked Mr. Magee to put in there

2 is to have what percent of the budget is remaining

3 at that point. So what percent that they budgeted

4 is still remaining, knowing that we will still have

5 May and June as part of that budget.

6 MEMBER SIMON: Are we going to get a

7 year-end, June 30th, '23, financial statement, and

8 financial statements for July, August, September?

9 CHAIR TONKING: So we will be getting the

10 finances for 2019 -- I believe it's 2019, 2020,

11 2021, 2022, 2023, and 2024. Or maybe just starting

12 at 2020, I forget, but it will I show you all of

13 them.

14 Mike, please interject if I'm wrong.

15 MR. BANDELIN: So, Jay, we're going to

16 provide a five-year look, and then we're -- for the

17 last fiscal year that completed in June 30, we're

18 going to do an actual-to-budget for that, a

19 percentage of budget to actual and actuals. And we

20 do this for the first part of fiscal year 2024, so

21 that would include July, August, September, and

22 October for both courses.

23 MEMBER SIMON: Okay.

24 MR. BANDELIN: Part of this agenda item

25 too was maybe kind of open it up to see if we can

33

1 get some feedback on what KPIs the community would  
 2 like to see or build for the new director or build  
 3 for continuous committee meetings that you, as  
 4 golfers, that are on the committee are important to  
 5 look at. If we had like a set of KPIs of what do  
 6 you want to see in utilization? Do you want to see  
 7 five or ten years of rounds played? Do you want to  
 8 see five or ten years of rounds played resident  
 9 versus nonresident? Play Pass utilization-type of  
 10 items? Do we want to know -- and this is all stuff  
 11 that Rob can build for us -- do we want to know what  
 12 percentage of the play was -- for entire season was  
 13 done by nonresidents, groups, or residents?  
 14           So those are kind of key performance  
 15 indicators to help provide information. Or we can  
 16 -- if we know what those indicators are, then we can  
 17 provide information to the committee, but would also  
 18 be helpful to be able to provide to you as we start  
 19 the new season for you to track on what the  
 20 committee develops for key performance indicators.  
 21           So, we're asking: What's important to  
 22 know?  
 23           You guys are the golfers, and staff would  
 24 like to be able to build or report on what is  
 25 important. I think that would also kind of lead

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1 course that we don't even know that are important.  
 2 And I would love to hear what is most important from  
 3 your operational viewpoint as well.  
 4           MR. BANDELIN: That'll probably come from  
 5 Jeff. We'll provide an agenda item that could be  
 6 like an open conversation with some sort of  
 7 recommendation or action to just have an open  
 8 conversation with Rob and Greg and Jeff.  
 9           CHAIR TONKING: That's a really good idea.  
 10 I think if everyone does spend some time thinking  
 11 about those KPIs and we can kind of put that as an  
 12 agenda item, maybe before or after we look at the  
 13 data, but to have thought about it.  
 14           And I think we'll learn too just from  
 15 starting to discuss some of this data, and as we've  
 16 learned just seeing some of it at our last meeting  
 17 is that it opens more doors for other information  
 18 that's needed. Like, this isn't fitting the  
 19 narrative or this isn't quite how we thought it was.  
 20 I think that will be really helpful.  
 21           I did want to read Harry's comments so  
 22 they got into the record before -- and then I can  
 23 continue, and this may spark thoughts. He says:  
 24           "I believe the original position  
 25 description that we applied for generally describes

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1 into your recommendations.  
 2           MEMBER WILSON: That's great. And I think  
 3 providing so many different perspectives to go into  
 4 will eventually hone in on what's most important for  
 5 the Incline set of golf courses. That is a great  
 6 exercise, probably for each one of us on the  
 7 committee, to take away and come back with what we  
 8 think is important. Even in advance of some of the  
 9 data that will likely raise new questions.  
 10           And some of them will be easy, like what's  
 11 our utilization rate? That a simple calculation.  
 12 Some of them will probably be more difficult, like  
 13 how do we keep the same level of quality of our  
 14 courses that we see right now and turn that into  
 15 KPI? I don't even know where to begin. I wouldn't  
 16 want that to be less, it's spectacular, but that's  
 17 what makes it such a special place.  
 18           That's a great exercise for us to start  
 19 thinking through and put proposed KPIs in place that  
 20 we decide what makes the most sense.  
 21           I also think it's a collaborative effort.  
 22 We're giving one perspective that is the perspective  
 23 of golfers in a community. But there's probably  
 24 going to be aspects to it that you know or that the  
 25 new director knows or the current team that runs the

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1 the goals and objectives of the Golf Advisory  
 2 Committee. At the highest level, it is to assist  
 3 the trustees by providing our collective knowledge  
 4 and experiences in golf operations, move the IVGID  
 5 golf operations and associated business towards more  
 6 profitability and sustainability for the IVGID  
 7 community."  
 8           "Due to the limited understanding of golf  
 9 operations and associated businesses by the IVGID  
 10 trustees, our goals are also to provide timely  
 11 feedback and recommendations to the trustees  
 12 regarding the director of golf, operation's budgets,  
 13 priorities, operational plans."  
 14           "I believe that we also should be a  
 15 soundingboard for the director of golf operations on  
 16 her/his strategies and approaches to achieve a more  
 17 profitable and sustainable operation, as well as  
 18 review and provide advice to the director of golf on  
 19 presentations and recommendations to the IVGID  
 20 trustees."  
 21           "I believe that in any presentation or  
 22 recommendation that are made to the Board by the  
 23 director of golf should include either our advisory  
 24 board's consent in support of specific objectives.  
 25 This would be highly beneficial for a more efficient

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1 utilization of the trustees' time to approve or  
 2 respond to materials and recommendations provided by  
 3 the director of golf."  
 4 "Last year, we observed the director of  
 5 golf go before the board three times to just present  
 6 a budget. And the last time, he had to work  
 7 extensively with a trustee and director of finances  
 8 to supply a budget and operation plan to start the  
 9 beginning of golf operations for the 2023 year.  
 10 This would not have been necessary if a committee,  
 11 such as ourselves, would have been able to provide  
 12 advice to the director of golf to prepare the budget  
 13 and operational plan prior to the expected approval  
 14 by the Board of Trustees."  
 15 "With that said, I had the understanding  
 16 that we were to complete and vote on our  
 17 recommendations for a food and beverage document. I  
 18 would have it corrected that after we discussed last  
 19 meeting consensus, we should go forward, except with  
 20 some minor editing. I'm hoping at this meeting we  
 21 can complete it in a (inaudible) manner."  
 22 And those are his comments.  
 23 I will address the food and beverage area.  
 24 I think I would like to have the F and B members too  
 25 before we give the final recommendation and allow

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1 rates, I'm going to have it from May through  
 2 October. And I'm going to have set hour rates as  
 3 well. So, I'm going to show you what it's utilized  
 4 based on what we're open now, and what it would look  
 5 like if we were open, let's say, 7:00 to 6:00 on the  
 6 peak months or something like that. So I will have  
 7 multiple percentages that you all can look at.  
 8 We are going to have -- Rob and team is  
 9 putting together who is playing and the makeup of  
 10 our play at the courses.  
 11 And then Bobby Magee has a five-year look  
 12 and it can -- I'm not sure of all five years, but we  
 13 can drill down, all the way into the object level so  
 14 we can really look at certain line items and see how  
 15 things are looking. And we will be looking at a  
 16 fiscal year.  
 17 Is there anything else that is needed that  
 18 you can think of right now that you want to ask from  
 19 staff so that we can make sure we give you  
 20 information?  
 21 MR. SIMON: Yeah. If we're going to be  
 22 recommending rates by around the first of March or  
 23 whenever, we need to get the rates from other  
 24 courses, and we need to add Tahoe Donner to that  
 25 list of -- because Tahoe Donner is probably the most

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1 everyone time to edit that document.  
 2 I also have met with the F and B manager  
 3 who had some insights too on it and would like to be  
 4 at our next meeting -- or the next meeting that we  
 5 discuss it. That's why that had not been brought up  
 6 for agenda, but appreciate Harry's reminder on it.  
 7 MEMBER SIMON: Who is the F and B manager?  
 8 CHAIR TONKING: Evan --  
 9 MS. BRANHAM: Currently, we have that  
 10 vacant position, which we're holding off on, of the  
 11 director of food and beverage for the District, but,  
 12 currently, Evan Carson. And Brittany Hutchkins  
 13 (phonetic) is the assistant manager, and Evan is the  
 14 executive chef, both of them working for the  
 15 District for nearly ten years.  
 16 MR. BRUCE: Evan Carsman.  
 17 CHAIR TONKING: Any other questions or  
 18 thoughts based off of Harry's comments or that we've  
 19 spoken about?  
 20 I also want to reiterate, the data we're  
 21 bringing forward at the next meeting, in case I'm  
 22 missing anything, we can make sure to get it so that  
 23 you can make some informed decisions and have robust  
 24 dialogue.  
 25 Again, I'm going to have utilization

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1 comparable in the sense that they have all the same  
 2 play passes that we do. Their owned by an HOA, it's  
 3 a very comparable situation, and they have a lot of  
 4 data.  
 5 And I had talked to their pro, and they  
 6 should have that data done by the end of this month.  
 7 CHAIR TONKING: Okay.  
 8 MR. SIMON: But we want to get pricing  
 9 from like -- it was there last year, you know the  
 10 courses.  
 11 MR. BRUCE: I do have a report of that  
 12 already with all the courses that are local. I have  
 13 all their prices for 2024, since they bring their  
 14 prices out on January 1. I don't have Tahoe Donner,  
 15 but I have most of the other courses in the area.  
 16 I'll follow up with Tahoe Donner.  
 17 MR. SIMON: Do you know the pro there?  
 18 MR. BRUCE: I know the old pro. I don't  
 19 know if he's still there. But I might know the  
 20 general manager there right now.  
 21 MR. SIMON: Yeah. It takes awhile because  
 22 they're really not very open. It would really be  
 23 interesting to get all of their play pass  
 24 information.  
 25 MR. BRUCE: Absolutely. I'll look into

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1 that.

2 CHAIR TONKING: Rob, can you also work

3 with Jay to make sure the list that you have aligns

4 with the list, Jay, that you're thinking of as well,

5 you two can just connect on that to make sure it's

6 all the correct courses?

7 MR. SIMON: Sure.

8 MR. BRUCE: Yep. Sounds good.

9 CHAIR TONKING: Thank you.

10 MEMBER WILSON: Just one additional

11 comment on some of that data.

12 First of all, thank you, team, for putting

13 that together. I know that's a distraction from the

14 rest of your responsibilities, so thank you very

15 much for that.

16 On the slot data, I just wanted to comment

17 that the more that is detailed and in a raw form,

18 the better analysis that can be done on top of that.

19 If it's summarized -- and we've had some great

20 reports that summarize that are by month or

21 category, et cetera, that's really great. But if

22 we're trying to do regression analysis or do any

23 kind of advanced statical analysis, which I would

24 really like to do, especially if we're going to

25 consider elasticity, the more details the better.

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1 And I don't even know what that means in

2 terms of making that data available, that maybe too

3 much to ask, but just want to comment the more

4 detail, the better that becomes.

5 CHAIR TONKING: I had the wonderful

6 opportunity of --

7 (Chair Tonking "froze" on Zoom.)

8 CHAIR TONKING: -- and had it laid out by

9 day, by hour. So I have it laid out at every tee

10 time -- I don't have who played at it, but I do the

11 number of people who played at it by every tee time

12 and every day for every course. So you could really

13 take that data and do what you want with, at least,

14 that number. That's all in Excel. It's easily run

15 to do a bunch of different stuff.

16 MEMBER WILSON: Thank you. I apologize

17 for being redundant.

18 CHAIR TONKING: Not at all. I did not put

19 it in the packet last week because I thought nobody

20 want to see this, but I will, a hundred percent, put

21 that in the packet for this next meeting.

22 Anything else that we need?

23 **Okay. That was a great meeting. Thank**

24 **you, everybody. That will then move us to our last**

25 **agenda -- or item F.**

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1 F. LONG RANGE CALENDAR

2 CHAIR TONKING: I just think the long

3 range, it's going to be what I just spoke about, all

4 those data sources and having that discussion.

5 And then probably meeting after that,

6 we'll bring back food and beverage to discuss that

7 area. But I think we first need to get through the

8 golf data that we'll have.

9 So I would say our first meeting in

10 February will be all the data, and then from there

11 I'm guessing there will be other needs that need to

12 come after that. That's kind of what our long range

13 looks like right now, unless there's something

14 somebody thinks is super pressing too that needs to

15 be there, and then I will put the F and B at the end

16 of that February meeting, hopefully, if that works

17 for the staff.

18 MEMBER SIMON: Quick question. The

19 financial statement we're going to get, are we going

20 to get a full set of financials including a balance

21 sheet, or are we just going to get the -- what are

22 we going to get from the general ledger side?

23 CHAIR TONKING: Bobby Magee, do you want

24 to speak to exactly what you were planning giving

25 them?

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1 MR. MAGEE: Yeah. Sure. So, no, we're

2 not planning on doing a full set of financial

3 statements that you would typically see a private

4 accounting firm do.

5 What we are doing is creating the

6 five-year look back of all of the revenues and

7 expenditures, in accordance with what we would

8 typically show on our financial statements according

9 to GASB.

10 And then we are also creating a separate

11 column for the current fiscal year which shows what

12 the budgeted amounts were by line item, how much the

13 revenues and expenditures are against each one of

14 those line items, and then the percentage of budget

15 for this fiscal year.

16 So, that's what we're working on right

17 now.

18 MEMBER SIMON: So, Bobby, one of the items

19 that -- and somebody brought this up to me and it's

20 an interesting one, all of the deferred revenue, all

21 of the money that's collected for Play Passes, et

22 cetera, et cetera, so I would assume on the

23 October financials that they had just threw any

24 remaining amount of prepaid or advance deposits --

25 You know what I'm talking about?

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1 MR. MAGEE: Sure.

2 MEMBER SIMON: -- deferred revenue, it

3 would all wash through, I would think, in October.

4 It should be a pretty big number.

5 Because we were told by Darren that a lot

6 of people forfeited or left behind, didn't use up

7 their Play Passes, that was part of his

8 presentation, in my mind, there should be a fairly

9 large adjustment to income in that October

10 statement.

11 And if there's not, then something in my

12 mind isn't right.

13 MR. MAGEE: So what you may have heard me

14 say to the full Board on a number of occasions is

15 when I got here about six months ago, we were

16 several months behind on many of the accounting

17 procedures here. And since I've been here, we've

18 completely rebuilt the entire finance leadership

19 staff. So we have a new revenue manager, a new

20 controller, and a new assistant director.

21 And in working with a team of consultants

22 as well as our new staff, we've been completely

23 focused on getting caught up on last year's

24 financials. We've just now started on this year's

25 financials, which started back to July 2023, and so

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1 we are still behind on those.

2 When Trustee Tonking asked me to provide

3 some information related to golf financials, we did

4 see some things that look like abnormalities within

5 the accounting system. And I think, really, what

6 this is is items that we haven't caught up on yet,

7 we haven't booked to these accounts.

8 And so I understand completely what you're

9 saying. What I will say, as I've shared with the

10 trustee, we're working on it. She's asked us to

11 look at this, and so we're taking a little bit of a

12 deeper dive into what these numbers really mean.

13 And the deferred revenue piece is one of

14 them that I've asked our staff to take a closer look

15 at, because the data is currently in system right

16 now, I don't trust it, and I think that we need to

17 take a look at why that data is not correct.

18 And I think it's really related to

19 unposted transactions and -- but we will get to the

20 bottom of it. We hope to have that soon.

21 MEMBER SIMON: Okay.

22 CHAIR TONKING: Thank you very much.

23 Any other questions?

24 That's closes long range.

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1 G. FINAL PUBLIC COMMENTS

2 CHAIR TONKING: Do we have any public

3 comment in the queue?

4 MATT: We do not at this time, Chair.

5 H. ADJOURNMENT

6 CHAIR TONKING: So that will lead to the

7 adjournment of the Golf Advisory Committee at 4:07

8 P.M. Thank you all for your time.

9 (Meeting ended at 4:07 P.M.)

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1 STATE OF NEVADA )

2 COUNTY OF WASHOE ) ss.

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4 I, BRANDI ANN VIANNEY SMITH, do hereby

5 certify:

6 That on January 25, 2024, I attended the

7 Golf Advisory Committee Public Meeting, and took

8 stenotype notes of the proceedings entitled herein,

9 and thereafter transcribed the same into typewriting

10 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 48 pages,

14 inclusive.

15 DATED: At Reno, Nevada, this 3rd day of

16 February, 2024.

17

18 /s/ Brandi Ann Vianney Smith

19

20 BRANDI ANN VIANNEY SMITH

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## Comments for the IVGID Golf Advisory Committee for January 25 2024 by Harry Swenson

### General Business Agenda item 1.

Discuss goals and objectives for the Golf Advisory committee.

I believe that the original position description that we applied for generally describes the goals and objectives of the golf advisory committee. At the highest level it is to assist the trustees by providing our collective knowledge and experiences in golf operations move the IVGID golf operations and associated businesses towards more profitability and sustainability for the IVGID community. Due to the limited understanding of golf operations and associated businesses by the IVGID Trustees, our goals are also to provide timely feedback and recommendations to the Trustees regarding Director of Golf Operations budgets, priorities and operational plans.

I believe that we should also be a sounding board for the Director of Golf operations on her/his strategies and approaches to achieve a more profitable and sustainable operations. As well as review and provide advice to the Director of Golf on presentations and recommendations to the IVGID Trustees. I believe that in any presentation or recommendations that are made to the board by the Director of Golf should include either our advisory board's consent and support or specific objections. This would be highly beneficial for a more efficient utilization of the Trustees time to approve or respond to materials and recommendations provided by the Director of Golf. Last year we observed the Director of Golf go before the board three times to just present a budget, and the last time he had to work extensively with a trustee and Director of finances to supply a budget and operation plan to start the beginning of golf operations for the 2023 year. This would not have been necessary if a committee such as ourselves would been able to provide advice to the Director of Golf prepare the budget and operational plan prior to the expected approval by the Board of Trustees.

With that said I had the understanding that we were to complete and vote on our recommendations for our Food and Beverage document. I would have expected that after we discussed it last meeting with consensus that we should go forward, except with some minor editing. I was hoping that this meeting we would complete it in a timely manner.

### Agenda item 2: Update on the Director of Golf's job search.

After reviewing the job description for the job, I was very concerned that we are still looking for a Director of Golf that also includes a major focus of Food and Beverage. I don't believe that there are many individuals that have both experience in Food and Beverage and Golf operations. This is exasperated by the fact that most of the job description describes golf operations and management including training and background but nothing regarding what is expected or experience in providing hospitality management or training. If this position is for both the management of the golf operations and the Château's food, beverage, and venue operation then the job requirements in the description are severely lacking. So I would recommend, as we did in the Food and Beverage document that we break the job into two

positions, 1 for golf operations and the other for the Chateau's food, beverage and venue operations.



**Incline Village General Improvement District  
Golf Advisory Committee**

*Michaela Tonking  
Todd Wilson  
Harry Swenson  
Robert Riccitelli  
Jay Simon*

**MEETING MINUTES**

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT GOLF ADVISORY COMMITTEE  
HELD IN INCLINE VILLAGE ON January 25, 2024**

\*Viewing available by clicking the link and choosing BOT Meeting 01.25.2024 at <https://livestream.com/accounts/3411104>

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**GOLF COMMITTEE MEMBERS PRESENT:** *Michaela Tonking, Todd Wilson, Harry Swenson, Robert Riccitelli, Jay Simon*

**A. PLEDGE OF ALLEGIANCE\***

Interim General Manager Bandelin led the Pledge of Allegiance.

**B. INITIAL PUBLIC COMMENTS**

Zoom Caller 4577 - Cliff Dobler, provided public comment regarding the job description of the Director of Golf position. He provided feedback on the summary where it doesn't include Golf duties facilities and events (possibly the catering events).

He also provided feedback on the section regarding the following items under duties and responsibilities:

Item 8 - performs long range strategic Planning for current and new facilities and programs

Item 16 - inputs and monitors employee time and pay records using an automated system, to ensure that the records are accurate each month.

**C. APPROVAL OF AGENDA**

Trustee and Chair of the Committee Michaela Tonking requested that the meeting have a flexible agenda and move General Business Item E.2., to the first Item of the meeting and Item E.1. to follow.



She also requested that the original agenda posted with Item E.3. should be taken off of the website.

With no other comments from the Committee, the Agenda was approved.

#### **D. CONSENT CALENDAR**

No Items on the Consent Calendar

#### **E. GENERAL BUSINESS (for possible action)**

##### **E.2 Verbal update on recruitment progress of the Director of Golf Job description; discussion and possible direction to staff. (Requesting Staff Member: Director of Human Resources Erin Feore)**

Erin Feore, Director of Human Resources, provided a brief update on the Director of Golf job description and provided an update on the recruitment and interviews of the Director of Golf.

Committee member Todd Wilson asked about the job description and the expectations for this position and how that would play into the recruitment.

Director Feore provided additional information regarding the ongoing ideas.

Trustee Michaela Tonking read comments provided by Committee member Harry Swenson (**Below**) (***By Committee Member Swenson***).

*After reviewing the job description for the job, I was very concerned that we are still looking for a Director of Golf that also includes a major focus of Food and Beverage. I don't believe that there are many individuals that have both experience in Food and Beverage and Golf operations. This is exasperated by the fact that most of the job description describes golf operations and management including training and background but nothing regarding what is expected or experience in providing hospitality management or training. If this position is for both the management of the golf operations and the Château's food, beverage, and venue operation then the job requirements in the description are severely lacking. So I would recommend, as we did in the Food and Beverage document that we break the job into two positions, 1 for golf operations and the other for the Chateau's food, beverage and venue operations.*

The Committee discussed how to find the balance between the expansive job description, and that Golf Professionals typically do not have experience in the food and beverage side of this job description.

Interim General Manager Bandelin explained that as a director of a venue such as ski or golf, that as the director, they would work cooperatively with the Executive Chef and assistant manager of Food and Beverage.

## **E.1 Discuss the goals and objectives of the Golf Advisory Committee.**

Chair Michaela Tonking opened the discussion regarding the goals and objectives of the Golf Advisory Committee, and advised that the Board of Trustees tasked this committee to provide service recommendations and possible operational pricing recommendations, to help the board with regard to the budgeting process and funding process.

She opened the floor for discussion.

Committee member Robert Riccitelli asked the committee, "what are the problems that this committee is trying to solve?" He also asked about the financial information and operational metrics utilized by the course, and how this would assist with the committee's research.

Committee member Jay Simon asked if there was a target date for Board recommendations. Chair Michaela Tonking provided a target for the end of March.

Interim General Manager Mike Bandelin informed the committee that staff is preparing the following reports for the committee: 5-year financial look; a financial report for the last fiscal year; June 30, 2023 actual to budget; and financials for the first part of FY 2024.

GM Bandelin also asked the committee, "What key performance indicators would the golf community like to see?"

Trustee Michaela Tonking read comments provided by Committee member Harry Swenson **(Below)**

### ***(By Committee Member Swenson).***

*I believe that the original position description that we applied for generally describes the goals and objectives of the golf advisory committee. At the highest level, it is to assist the trustees by providing our collective knowledge and experience in golf operations to move the IVGID golf operations and associated businesses towards more profitability and sustainability for the IVGID community. Due to the limited understanding of golf operations and associated businesses by the IVGID Trustees, our goals are also to provide timely feedback and recommendations to the Trustees regarding Director of Golf Operations budgets, priorities and operational plans.*

*I believe that we should also be a sounding board for the Director of Golf operations on her/his strategies and approaches to achieve a more profitable and sustainable operations. As well as review and provide advice to the Director of Golf on presentations and recommendations to the IVGID Trustees. I believe that in any presentation or recommendations that are made to the board by the Director of Golf should include either our advisory board's consent and support or specific objections. This would be highly beneficial for a more efficient utilization of the Trustees time to approve or respond to materials and recommendations provided by the Director of Golf.*

*Last year we observed the Director of Golf go before the board three times to just present a budget, and the last time he had to work extensively with a*

*trustee and Director of finances to supply a budget and operation plan to start the beginning of golf operations for the 2023 year. This would not have been necessary if a committee such as ourselves would been able to provide advice to the Director of Golf prepare the budget and operational plan prior to the expected approval by the Board of Trustees.*

*With that said I had the understanding that we were to complete and vote on our recommendations for our Food and Beverage document. I would have expected that after we discussed it last meeting with consensus that we should go forward, except with some minor editing. I was hoping that this meeting we would complete it in a timely manner.*

Michaela went over the data being brought forward at the next meeting - Utilization rates from May through October, set hour rates for different hours of operation,

Robert Bruce and his team will put together a list of who is playing and the make-up of who is playing at the courses. Bobby Magee will provide a 5-year financial look.

Jay Simon requested that we get rates from other courses and include Tahoe Donner's Course.

Todd Wilson requested that detailed play data be included

## **F. LONG RANGE CALENDAR**

### **February 8th Meeting**

Utilization rates from May through October

Set hour rates for different hours of operation,

Robert Bruce and his team will put together a list of who is playing and the make up of who is playing at the courses.

Bobby Magee will provide a 5-year financial look.

Jay Simon requested that we get rates from other courses and include Tahoe Donner's Course.

Todd Wilson requested that detailed play data be included.

### **February 22nd Meeting**

Golf operations and the other for the Chateau's food, beverage and venue operations.

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

No final public comments

**H. ADJOURNMENT (for possible action)**

The Golf Advisory Committee Adjourned at 4:07 P.M.

Example Draft

**MEMORANDUM**

**TO:** GOLF ADVISORY COMMITTEE

**THROUGH:** Michaela Tonking, Board of Trustees

**FROM:** 1<sup>st</sup> Assistant Golf Professional Robert Bruce, and Assistant Director of Finance Adam Cripps

**SUBJECT:** Review and discuss Golf Data regarding the utilization of the district courses, the play mix, local course pricing, and a 5-year financial comparison of the Championship and Mountain Courses.

**DATE:** February 22, 2024

---

**I. RECOMMENDATION**

Provide input and recommendations to be provided to the Board of Trustees regarding the Golf Data on utilization of the district courses, the play mix, local course pricing, and a 5-year financial comparison of the Championship and Mountain Courses.

**II. ATTACHMENTS**

1. Utilization percentage report REB 2.13.24
2. Champ. Course ROUND COUNT 2023-Season
3. Mountain Course ROUND COUNT 2023 Season
4. 2024.01.22 - Championship Golf Course 5 Year Comparison
5. 2024.01.22 - Mountain Golf Course 5 Year Comparison

**Utilization**

Champ rounds 2023	22,612
Mt. rounds 2023	15,219
total	37,831

Champ 2023 season usage	75%	least used		
High season June-Sept	78%	8:30am	1:30pm - 1:50pm	4:50pm - 6:00pm
			65%	65%
				56%

Champ 2023 player type  
 Resident  
 Non Res  
 Guest

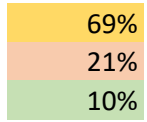
Mountain 2023 season usage	63%	least used		
High season July-Sept	69%		7:00am - 9:00am	12:30pm - 1:30pm
			54%	63%

Mountain 2023  
 Resident  
 Non Res  
 Guest

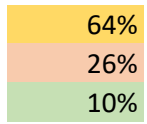
Passes useage				
Champ	most used	passes		
	10play	20play	limited	40play
				30play
Passes useage				
Mountain	most used	passes		
	10play 9hole	limited	20play 9 hole	10play
				40play

**Highest local rates**

<b>Edgewood</b>	\$	350.00	2024	\$	350.00	2023	grass range	included
<b>Old Greenwood</b>	\$	275.00	2024	\$	275.00	2023	grass range	included
<b>Grays Crossing</b>	\$	260.00	2024	\$	260.00	2023	grass range	included
<b>Incline Championship</b>		?	2024	\$	247.00	2023	mat range	not included
<b>Coyote Moon</b>	\$	190.00	2024	\$	190.00	2023	hitting net	included
<b>Tahoe Donner</b>		?	2024	\$	190.00	2023	mat range	
<b>Grizzly Ranch</b>	\$	175.00	2024				grass range	included
<b>Whithawk</b>	\$	149.00	2024					



play pass 26%



play pass 16%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	
1	<b>2023</b>	<b>Champ Course</b>			<b>Play Passes</b>																		
2		<b>Residents</b>	<b>Guest</b>	<b>Non-Res</b>	<b>10 play</b>	<b>20 play</b>	<b>30 play</b>	<b>40 play</b>	<b>Limited</b>	<b>10 pm pl</b>	<b>20 pm pl</b>	<b>30 pm pl</b>	<b>40 limit pm</b>	<b>Pm AYCP</b>	<b>Other</b>	<b>Total Rounds</b>	<b>total revenue</b>	<b>Total available</b>	<b>% utilization</b>	<b>Weather</b>	<b>Outings</b>		
3		<b>MAY</b>																					
4		1														0							
5		2														0							
6		3														0							
7		4														0							
8		5														0							
9		6														0							
10		7														0							
11		8														0							
12		9														0							
13		10														0							
14		11														0							
15		12														0							
16		13														0							
17		14														0							
18		15														0							
19		16														0							
20		17														0							
21		18														0							
22		19														0							
23		20														0							
24		21														0							
25		22														0							
26		23														0							
27		24														0							
28		25														0							
29	Friday	26	103	12	13	3	4	3	6	8	6	5	2	0	2	4	171	\$ 10,878.00	216	79%			
30	Saturday	27	74	16	38	1	4	1	11	8	0	1	0	1	1	4	160	\$ 12,763.50	216	74%			
31	Sunday	28	84	26	28	2	2	2	0	5	2	2	1	1	1	12	168	\$ 13,181.00	216	78%			
32	Monday	29	84	18	5	2	4	1	8	9	2	1	0	1	3	14	152	\$ 8,764.50	216	70%			
33	Tuesday	30	57	0	4	2	2	3	6	12	1	4	1	1	2	10	105	\$ 3,588.00	124	85%	Res SG bad weather		
34	Wednesday	31	49	3	4	4	7	2	2	8	0	0	1	0	2	2	84	\$ 4,025.50	132	64%	Res SG Maintenance day		
35		<b>Total</b>	<b>451</b>	<b>75</b>	<b>92</b>	<b>14</b>	<b>23</b>	<b>12</b>	<b>33</b>	<b>50</b>	<b>11</b>	<b>13</b>	<b>5</b>	<b>4</b>	<b>11</b>	<b>46</b>	<b>840</b>	<b>\$ 53,200.50</b>	Average usage	<b>75%</b>			
36		<b>allocation</b>	<b>54%</b>	<b>9%</b>	<b>11%</b>	<b>2%</b>	<b>3%</b>	<b>1%</b>	<b>4%</b>	<b>6%</b>	<b>1%</b>	<b>2%</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>	<b>5%</b>							
37		<b>Res/Passes</b>	<b>80%</b>																				
38																							



2019/2020 Play totals and other data

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
39	Champ Course			Play Passes																		
40		Residents	Guest	Non-Res	10 play	20 play	30 play	40 play	Limited	10 pm pl	20 pm pl	30 pm pl	40 limit pm	Pm AYCP	Other	Total Rounds	total revenue	Total available	% utilization	Weather	Outings	
41	JUNE																					
42	Thursday	1	61	9	71	3	3	5	5	11	1	4	1	2	3	9	188	\$ 13,289.00	240	78%		Levingston group (30)
43	Friday	2	98	3	70	2	7	3	4	11	0	3	1	0	5	11	218	\$ 17,713.50	240	91%		
44	Saturday	3	67	25	48	1	5	2	6	12	1	2	0	1	1	12	183	\$ 14,896.00	240	76%		
45	Sunday	4	67	11	16	5	5	8	10	9	0	0	1	0	3	8	143	\$ 7,819.50	156	92%	Res SG pm	
46	Monday	5	27	2	9	3	3	2	2	9	0	0	0	0	0	2	59	\$ 3,403.00	132	45%	Res SG am	kids and horses charity
47	Tuesday	6	90	8	19	1	4	3	7	7	1	3	1	1	6	9	160	\$ 7,626.00	208	77%	Res am SG	
48	Wednesday	7	65	4	19	3	6	2	2	8	1	2	0	1	3	12	128	\$ 6,548.00	216	59%	Res am SG	
49	Thursday	8	37	17	65	5	7	6	1	5	0	3	1	3	3	4	157	\$ 12,926.50	228	69%		Cable group (16)
50	Friday	9	81	15	43	4	5	6	4	9	3	2	0	0	4	3	179	\$ 18,473.00	240	75%		Wayne group (16)
51	Saturday	10	41	34	50	1	6	5	8	11	2	3	1	0	2	6	170	\$ 15,608.50	228	75%		
52	Sunday	11	58	6	19	0	3	0	3	14	1	0	1	1	2	3	111	\$ 7,479.50	148	75%	Res SG am/pm	
53	Monday	12	4	0	6	3	0	0	1	1	1	1	0	0	0	11	28	\$ 1,393.00	224	13%	Awful Weather	
54	Tuesday	13	41	7	8	13	12	6	11	9	2	3	1	1	2	7	123	\$ 5,742.00	224	55%	Res am SG/ bad weather	
55	Wednesday	14	23	7	18	19	17	8	4	7	1	3	0	1	1	1	110	\$ 6,482.00	140	79%	Maintenance day	
56	Thursday	15	44	17	20	7	7	8	9	11	3	4	1	2	6	13	152	\$ 10,440.00	204	75%	Res SG am	
57	Friday	16	58	16	45	13	16	8	4	8	1	1	0	0	3	11	184	\$ 16,927.00	256	72%		
58	Saturday	17	42	8	52	6	4	6	7	11	2	1	0	1	1	5	146	\$ 16,047.00	256	57%		
59	Sunday	18	67	25	28	10	6	2	3	6	2	1	0	0	1	12	163	\$ 17,193.00	256	64%		
60	Monday	19	4	14	0	6	6	4	10	2	0	0	0	0	2	68	116	\$ 6,410.00	124	94%		Veterans Charity
61	Tuesday	20	46	3	15	24	16	12	10	4	2	3	0	2	3	9	149	\$ 6,167.00	184	81%	Res SG am	
62	Wednesday	21	37	4	18	32	24	11	12	8	0	3	0	0	4	6	159	\$ 5,981.00	192	83%	Res SG am	
63	Thursday	22	44	0	22	22	19	6	9	8	2	0	4	1	3	6	146	\$ 6,032.00	184	79%	Res SG am	Ahlstrom group (16)
64	Friday	23	67	8	59	16	9	11	5	5	3	2	0	1	3	11	200	\$ 19,089.00	256	78%		Ho Aloha (16) audino (12)
65	Saturday	24	43	18	86	10	1	1	11	11	2	0	0	2	2	16	203	\$ 23,941.00	256	79%		Lotti group (20)
66	Sunday	25	30	1	15	11	15	3	6	2	0	0	0	0	0	3	86	\$ 7,011.50	92	93%	Open SG am Res SG pm	
67	Monday	26	44	12	58	14	6	6	3	7	3	3	0	2	4	13	175	\$ 16,598.50	204	86%	Res SG am	Kaplan group (24)
68	Tuesday	27	43	9	24	16	8	3	5	6	0	3	1	0	3	11	132	\$ 8,769.00	208	63%	Res SG am	
69	Wednesday	28	63	10	11	26	19	15	11	14	1	1	0	0	0	4	175	\$ 6,924.00	200	88%		
70	Thursday	29	58	11	27	14	8	10	9	6	1	4	1	0	2	16	167	\$ 11,755.00	256	65%		
71	Friday	30	78	27	21	26	11	15	6	6	2	3	0	1	4	21	221	\$ 16,530.00	256	86%		
72		Total	1528	331	962	316	258	177	188	238	38	58	15	23	76	323	4531	\$ 335,214.50	Average usage	73%		
73		allocation	34%	7%	21%	7%	6%	4%	4%	5%	1%	1%	0%	1%	2%	7%						
74		Res/Passes	71%			31%																

2019/2020 Play totals and other data

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
75		Champ Course			Play Passes																	
76		Residents	Guest	Non-Res	10 play	20 play	30 play	40 play	Limited	10 pm pl	20 pm pl	30 pm pl	40 limit pm	Pm AYCP	Other	Total Rounds	total revenue	Total available	% utilization	Weather	Outings	
77		JULY																				
78	Saturday	1	70	19	37	11	4	6	11	10	0	0	1	0	5	15	189	\$ 18,692.00	256	74%		
79	Sunday	2	106	44	37	5	1	4	1	4	0	3	0	1	3	19	228	\$ 26,088.00	256	89%		
80	Monday	3	96	24	32	11	7	7	4	8	2	4	1	1	2	14	213	\$ 20,542.00	256	83%		
81	Tuesday	4	61	13	21	11	0	6	14	4	2	1	0	0	3	8	144	\$ 13,364.00	232	62%		
82	Wednesday	5	87	31	45	10	7	6	3	2	1	3	0	0	0	12	207	\$ 23,067.00	256	81%		
83	Thursday	6	67	26	40	19	6	5	11	7	4	5	0	2	3	14	209	\$ 19,963.00	256	82%		
84	Friday	7	61	25	24	15	16	11	8	5	0	4	1	0	3	9	182	\$ 14,415.00	202	90%	Res SG am	
85	Saturday	8	77	18	37	9	7	7	2	10	2	0	0	1	3	12	185	\$ 19,713.00	256	72%		
86	Sunday	9	60	11	12	7	14	1	4	1	0	0	0	0	0	0	110	\$ 7,673.00	120	92%	Res SG am / pm	
87	Monday	10	58	10	14	19	18	11	11	7	4	5	1	0	3	11	172	\$ 8,624.00	208	83%	Res SG am	
88	Tuesday	11	83	20	54	20	7	3	0	7	4	4	2	0	7	15	226	\$ 21,040.00	256	88%		
89	Wednesday	12	52	0	18	23	27	11	10	9	0	0	0	0	0	1	151	\$ 6,715.00	164	92%	Res SG am / Maintenance	
90	Thursday	13	52	11	75	15	10	4	6	6	2	6	1	0	0	14	202	\$ 19,694.00	224	90%	Res SG am	Klein (16) Johnson (16) Smails (12)
91	Friday	14	47	10	100	19	14	11	5	3	1	1	0	0	4	10	225	\$ 25,225.00	256	88%		Georgetown group (18)
92	Saturday	15	67	36	48	16	7	5	10	9	2	2	0	0	0	20	222	\$ 23,172.00	256	87%		
93	Sunday	16	62	28	73	9	6	2	1	7	1	2	0	1	2	27	221	\$ 27,386.50	256	86%		
94	Monday	17	55	35	3	25	20	13	11	6	0	0	0	0	0	3	171	\$ 8,476.00	188	91%	Res SG am / pm	
95	Tuesday	18	49	11	12	12	9	4	6	7	4	7	1	0	3	19	144	\$ 6,572.00	192	75%	Res SG am	
96	Wednesday	19	45	18	64	14	25	9	8	5	3	3	0	0	2	12	208	\$ 17,674.00	228	91%	Res SG am	
97	Thursday	20	64	60	14	32	15	9	10	11	4	3	1	0	4	9	236	\$ 16,578.00	256	92%		Switzer (20)
98	Friday	21	35	56	39	27	18	9	7	4	0	1	0	0	0	1	197	\$ 18,346.86	220	90%	Res SG pm	IVGC Invitational
99	Saturday	22	36	12	11	0	0	0	0	3	1	1	0	0	0	3	67	\$ 5,245.00	72	93%	Res SG am	IVGC Invitational
100	Sunday	23	64	36	17	19	15	8	7	8	3	1	0	0	7	7	192	\$ 13,341.00	200	96%	Res SG am	IVGC Invitational
101	Monday	24	68	25	36	7	7	8	4	8	2	5	0	1	2	18	191	\$ 17,532.00	256	75%		
102	Tuesday	25	39	15	24	24	14	5	10	5	5	5	1	0	4	5	156	\$ 8,651.00	188	83%	Res SG am	
103	Wednesday	26	74	19	11	21	13	9	4	7	0	0	0	1	1	7	167	\$ 9,467.50	184	91%	Res AG am/pm Maintenance	
104	Thursday	27	57	14	61	14	9	10	9	3	3	1	1	2	4	12	200	\$ 18,854.50	256	78%		
105	Friday	28	59	18	61	22	15	9	4	6	6	4	0	2	3	19	228	\$ 20,793.00	256	89%		Hawkins (20)
106	Saturday	29	68	34	87	7	2	5	5	7	2	2	0	0	0	11	230	\$ 30,149.50	256	90%		Doc (44)
107	Sunday	30	46	13	14	10	14	4	8	4	0	4	0	0	1	4	122	\$ 8,295.00	136	90%	Res SG am/pm	
108	Monday	31	41	6	24	17	10	4	3	3	4	4	0	1	5	13	135	\$ 8,473.00	148	91%	Res SG am	
109		Total	1906	698	1145	470	337	206	197	186	62	81	11	13	74	344	5730	\$ 503,821.86	Average usage	86%		
110		allocation	33%	12%	20%	8%	6%	4%	3%	3%	1%	1%	0%	0%	1%	6%						
111		Res/Passes	68%			29%																

2019/2020 Play totals and other data

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
113	Champ Course			Play Passes																		
114		Residents	Guest	Non-Res	10 play	20 play	30 play	40 play	Limited	10 pm pl	20 pm pl	30 pm pl	40 limit pm	Pm AYCP	Other	Total Rounds	total revenue	Total available	% utilization	Weather	Outings	
115	AUG																					
116	Tuesday	1	69	8	38	20	15	3	10	8	5	7	1	0	5	15	204	\$ 11,480.00	212	96%	Res SG am	
117	Wednesday	2	43	16	33	29	23	11	7	16	1	4	0	0	1	19	203	\$ 11,464.00	212	96%	Res SG am	
118	Thursday	3	59	33	60	11	9	6	5	3	3	2	0	1	3	14	209	\$ 22,873.50	256	82%		
119	Friday	4	70	24	60	24	19	7	3	5	4	3	0	0	5	16	240	\$ 2,335.00	256	94%		Stewart (12)
120	Saturday	5	55	21	79	10	3	5	4	8	2	3	0	0	1	17	208	\$ 26,884.00	256	81%		
121	Sunday	6	57	16	15	13	10	2	10	6	3	2	0	1	3	11	149	\$ 11,532.00	192	78%	Res SG am/pm	
122	Monday	7	54	33	37	8	10	12	7	10	4	2	0	1	3	11	192	\$ 17,200.00	256	75%		
123	Tuesday	8	75	18	22	24	13	5	10	8	3	5	1	0	4	12	200	\$ 11,551.00	232	86%	Res SG am	
124	Wednesday	9	42	8	2	11	18	9	5	4	0	0	0	0	0	1	100	\$ 4,095.00	136	74%	Res SG am/pm Maintenance	
125	Thursday	10	64	32	57	20	10	5	11	6	9	5	0	0	1	17	237	\$ 22,323.50	256	93%		
126	Friday	11	101	77	21	26	14	9	7	7	1	1	0	0	5	10	256	\$ 27,718.50	256	100%		
127	Saturday	12	55	28	19	29	11	4	13	1	1	0	0	1	2	5	169	\$ 10,960.00	196	86%	Res SG am	TIGC Invitational
128	Sunday	13	45	22	11	8	7	1	1	2	3	2	0	0	1	10	113	\$ 8,284.00	180	63%	Res SG am	TIGC Invitational
129	Monday	14	33	11	27	13	6	6	8	6	3	1	0	0	2	20	136	\$ 9,363.00	208	65%	Res SG am	TIGC Invitational
130	Tuesday	15	67	17	36	16	6	5	8	7	7	6	1	0	6	12	194	\$ 15,368.00	256	76%	Weather day	
131	Wednesday	16	30	8	38	35	17	8	7	8	0	0	0	0	1	5	157	\$ 9,595.00	188	84%	Res SG am/pm	
132	Thursday	17	58	34	39	11	7	8	10	8	5	2	0	0	2	15	199	\$ 17,328.50	256	78%		
133	Friday	18	63	33	53	26	12	7	7	5	3	2	1	1	2	19	234	\$ 22,759.00	256	91%		
134	Saturday	19	57	60	44	11	5	4	3	7	1	0	0	0	1	9	202	\$ 25,484.00	244	83%		Hennis (24)
135	Sunday	20	49	15	9	20	10	3	8	1	0	0	0	0	0	3	118	\$ 9,768.00	128	92%	Res SG am/pm	
136	Monday	21	12	15	26	6	2	2	2	3	2	1	1	0	1	7	80	\$ 8,869.50	256	31%	Weather day	
137	Tuesday	22	40	11	45	9	1	0	1	6	4	4	2	2	4	5	134	\$ 13,353.50	188	71%	AM Weather day	
138	Wednesday	23	33	3	12	26	21	8	8	9	3	4	0	0	1	5	133	\$ 5,753.00	172	77%	Res SG am Maintenance	
139	Thursday	24	55	19	26	15	19	6	10	5	4	1	1	1	2	4	168	\$ 10,234.00	184	91%	Res SG am	Gravatt (24)
140	Friday	25	58	24	57	22	10	12	4	5	2	1	0	0	2	10	207	\$ 22,068.00	256	81%		
141	Saturday	26	60	38	66	14	6	3	6	7	2	1	1	0	2	10	216	\$ 25,478.00	256	84%		
142	Sunday	27	81	25	49	14	7	5	2	2	1	0	0	0	0	7	193	\$ 20,127.00	200	97%	Res SG pm	
143	Monday	28	55	26	33	18	6	7	7	9	1	4	1	2	4	13	186	\$ 16,243.00	256	73%		
144	Tuesday	29	57	10	28	23	11	7	17	6	5	2	1	0	4	9	180	\$ 11,474.00	212	85%	Res SG am	
145	Wednesday	30	41	8	26	26	15	11	6	7	0	1	0	0	3	7	151	\$ 9,487.00	208	73%	Res SG am	
146	Thursday	31	72	18	25	16	7	6	7	8	0	3	1	0	2	6	172	\$ 13,474.00	244	70%		
147		Total	1710	711	1093	554	330	187	214	193	82	69	12	11	73	324	5540	\$ 454,927.00	Average usage	81%		
148		allocation	31%	13%	20%	10%	6%	3%	4%	3%	1%	1%	0%	0%	1%	6%						
149		Res/Passes	68%			31%																

2019/2020 Play totals and other data

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
151	Champ Course			Play Passes																		
152		Residents	Guest	Non-Res	10 play	20 play	30 play	40 play	Limited	10 pm pl	20 pm pl	30 pm pl	40 limit pm	Pm AYCP	Other	Total Rounds	total revenue	Total available	% utilization	Weather	Outings	
153	SEPT																					
154	Friday	1	40	9	33	12	8	3	5	3	7	4	0	0	3	5	132	\$ 13,417.00	244	54%	Weather day	
155	Saturday	2	54	17	39	12	2	1	9	3	1	0	0	0	1	13	152	\$ 17,723.00	240	63%		
156	Sunday	3	27	16	3	3	0	0	0	0	4	0	0	0	1	11	65	\$ 5,787.50	216	30%	AM Weather day	
157	Monday	4	64	13	9	17	6	4	7	11	4	2	0	2	3	11	153	\$ 10,746.00	240	64%		
158	Tuesday	5	46	9	15	17	10	4	12	8	4	4	2	1	4	5	141	\$ 8,372.00	184	77%	Res SG am	
159	Wednesday	6	85	0	1	19	10	12	10	0	0	0	0	0	0	0	137	\$ 4,300.00	148	93%	Res SG am Maintenance	
160	Thursday	7	67	12	59	16	1	4	7	9	3	1	2	0	1	13	195	\$ 20,268.00	244	80%		
161	Friday	8	50	19	27	14	3	3	2	5	1	1	0	0	1	5	131	\$ 13,966.00	240	55%		Garcia (16) pre charge grp
162	Saturday	9	50	47	81	16	4	1	8	10	0	0	0	0	1	4	222	\$ 32,971.00	240	93%		Grouchy Bear (40) x2
163	Sunday	10	50	12	37	7	4	4	3	7	0	2	0	1	2	13	142	\$ 15,385.00	228	62%		
164	Monday	11	37	8	34	6	4	1	2	5	1	1	0	0	1	15	115	\$ 12,238.00	216	53%		
165	Tuesday	12	43	21	55	14	8	2	5	8	3	5	1	0	1	5	171	\$ 18,233.00	228	75%		
166	Wednesday	13	42	13	27	18	11	6	3	13	4	1	0	1	2	1	142	\$ 10,060.50	160	89%	Res SG am	
167	Thursday	14	10	8	126	0	0	0	0	0	2	1	0	0	1	0	148	\$ 22,860.00	156	95%		TJ. Invitational
168	Friday	15	26	7	104	1	0	0	0	4	2	0	0	0	2	1	147	\$ 20,243.00	168	88%		TJ. Invitational
169	Saturday	16	58	22	84	7	4	7	5	9	2	1	0	0	1	2	202	\$ 25,493.00	232	87%		De Santiago (26)
170	Sunday	17	32	17	55	3	2	0	3	3	3	0	0	0	0	9	127	\$ 14,675.00	212	60%		LTI invitational not charged
171	Monday	18	13	8	2	8	6	8	3	9	2	0	0	0	1	0	60	\$ 3,001.00	72	83%		Assisi Charity not counted day of
172	Tuesday	19	54	27	25	10	6	4	8	8	7	2	1	0	4	5	161	\$ 13,043.00	216	75%		
173	Wednesday	20	23	16	10	8	5	8	6	7	5	2	1	1	3	80	175	\$ 10,390.00	192	91%		charity play rang in
174	Thursday	21	13	15	53	2	0	0	1	3	3	0	0	0	0	1	91	\$ 12,783.00	150	61%	PM Weather day	Park (50)
175	Friday	22	62	30	20	10	8	2	4	9	6	2	0	0	3	3	159	\$ 15,622.00	204	78%		
176	Saturday	23	20	6	100	0	0	0	0	4	1	1	0	1	1	4	138	\$ 20,233.00	160	86%		Stag Invitational
177	Sunday	24	19	11	5	10	3	2	5	1	0	0	0	0	0	62	118	\$ 9,731.00	160	74%	Open SG am / Charity pm	Golf from the Heart Charity
178	Monday	25	58	11	30	10	6	8	3	6	3	2	0	0	2	20	159	\$ 9,605.50	204	78%		
179	Tuesday	26	48	12	24	15	4	2	8	6	1	1	0	0	2	2	126	\$ 7,420.00	204	62%		
180	Wednesday	27	0	0	120	0	0	0	0	0	0	0	0	0	0	0	120	\$ 17,400.00	120	100%		CATT tourney (120)
181	Thursday	28	42	17	21	9	5	3	7	9	1	1	0	1	5	14	135	\$ 7,538.00	168	80%	Res SG am	
182	Friday	29	44	11	35	8	2	1	1	3	3	0	0	0	1	9	118	\$ 10,797.00	204	58%	PM Weather day	
183	Saturday	30	27	23	22	6	1	0	2	2	0	0	0	0	0	3	86	\$ 9,243.00	188	46%	PM Weather day	
184		Total	1204	437	1256	278	123	90	129	165	73	34	8	8	47	316	4168	\$ 413,544.50	Average usage	73%		
185		allocation	29%	10%	30%	7%	3%	2%	3%	4%	2%	1%	0%	0%	1%	8%						
186		Res/Passes	59%			23%																
187																						

2019/2020 Play totals and other data

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
188	Champ Course			Play Passes																		
189		Residents	Guest	Non-Res	10 play	20 play	30 play	40 play	Limited	10 pm pl	20 pm pl	30 pm pl	40 limit pm	Pm AYCP	Other	Total Rounds	total revenue	Total available	% utilization	Weather	Outings	
190	OCT																					
191	Sunday	1	28	1	26	4	2	0	3	2	1	0	0	0	1	3	71	\$ 5,867.50	184	39%	Weather day	
192	Monday	2	39	10	12	5	4	2	2	4	1	0	0	0	3	13	95	\$ 5,639.00	184	52%		
193	Tuesday	3	49	12	19	11	1	0	6	6	2	1	1	0	3	1	112	\$ 7,366.00	184	61%		
194	Wednesday	4	31	1	26	6	4	2	0	4	2	1	1	0	2	1	81	\$ 6,454.00	136	60%	Maintenance day	
195	Thursday	5	40	12	23	6	4	0	3	5	0	0	1	1	3	3	101	\$ 7,164.00	184	55%		
196	Friday	6	61	10	47	11	3	5	2	4	3	1	0	0	2	12	161	\$ 13,364.50	184	88%		Cooper (20)
197	Saturday	7	34	17	45	6	2	1	2	7	4	0	0	1	2	4	125	\$ 13,013.50	184	68%		
198	Sunday	8	36	8	21	2	1	0	4	3	0	1	0	0	1	6	83	\$ 7,635.50	97	86%		Working Bears billed
199	Monday	9	38	5	24	7	4	5	0	5	1	1	0	0	2	9	101	\$ 6,649.00	168	60%		
200	Tuesday	10	18	4	8	1	0	1	2	3	2	0	0	4	3	0	46	\$ 2,992.00	114	40%		Ortman (44) Kruegar (24) billed 10/11
201	Wednesday	11	49	5	60	7	5	1	1	8	0	0	1	0	0	2	139	\$ 12,429.00	176	79%		
202	Thursday	12	37	9	18	7	3	0	1	4	1	0	0	0	1	2	83	\$ 6,140.00	176	47%		
203	Friday	13	54	10	9	10	5	0	3	6	4	2	1	0	0	5	109	\$ 7,174.00	176	62%		
204	Saturday	14	47	10	23	5	1	0	6	8	1	1	0	1	1	7	111	\$ 8,985.50	176	63%		
205	Sunday	15	43	10	15	4	3	2	5	8	4	1	0	0	2	11	108	\$ 7,190.00	176	61%		
206	Monday	16	56	9	22	3	2	1	1	8	6	1	0	0	2	14	125	\$ 8,425.50	172	73%		
207	Tuesday	17	74	10	16	7	2	4	6	8	6	3	1	4	3	8	152	\$ 8,149.00	172	88%		
208	Wednesday	18															0					
209	Thursday	19															0					
210	Friday	20															0					
211	Saturday	21															0					
212	Sunday	22															0					
213	Monday	23															0					
214	Tuesday	24															0					
215	Wednesday	25															0					
216	Thursday	26															0					
217	Friday	27															0					
218	Saturday	28															0					
219	Sunday	29															0					
220	Monday	30															0					
221	Tuesday	31															0					
222		<b>Total</b>	<b>734</b>	<b>143</b>	<b>414</b>	<b>102</b>	<b>46</b>	<b>24</b>	<b>47</b>	<b>93</b>	<b>38</b>	<b>13</b>	<b>6</b>	<b>11</b>	<b>31</b>	<b>101</b>	<b>1803</b>	<b>\$ 134,638.00</b>	Average usage	<b>64%</b>		
223		<b>allocation</b>	<b>41%</b>	<b>8%</b>	<b>23%</b>	6%	3%	1%	3%	5%	2%	1%	0%	1%	2%		<b>6%</b>					
224		<b>Res/Passes</b>	<b>69%</b>			23%											<b>22612</b>	<b>\$ 1,895,346.36</b>				
225																						
226																						
227																	<b>CHAMP</b>	rounds	22612			
228																		revenue	\$ 1,895,346.36			
229						Champ	2023	Res	Gst	Non Res												
230						Average		69%	10%	21%								<b>Mountain</b>	rounds	15219		
231																			revenue	\$ 659,025.50		
232																						
233						Mountain	2023	Res	Gst	Non Res									<b>total rnds</b>	<b>37831</b>		
234						Average		64%	10%	26%									<b>total rev.</b>	<b>\$ 2,554,371.86</b>		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	
1		<b>Mountain Course</b>	<b>Play Passes</b>																				
2			<b>Residents</b>	<b>Guest</b>	<b>Non-Res</b>	<b>10 play</b>	<b>20 play</b>	<b>30 play</b>	<b>40 play</b>	<b>Limited</b>	<b>10 pm pl</b>	<b>20 pm pl</b>	<b>30 pm pl</b>	<b>40 limit pm</b>	<b>Pm AYCP</b>	<b>Other</b>	<b>Total Rounds</b>	<b>total revenue</b>	<b>Total available</b>	<b>Weather</b>	<b>Outings</b>		
3		<b>MAY</b>																					
4		1															0						
5		2															0						
6		3															0						
7		4															0						
8		5															0						
9		6															0						
10		7															0						
11		8															0						
12		9															0						
13		10															0						
14		11															0						
15		12															0						
16		13															0						
17		14															0						
18		15															0						
19		16															0						
20		17															0						
21		18															0						
22		19															0						
23		20															0						
24		21															0						
25		22															0						
26		23															0						
27		24															0						
28		25															0						
29	Friday	26															0						
30	Saturday	27															0						
31	Sunday	28															0						
32	Monday	29															0						
33	Tuesday	30															0						
34	Wednesday	31															0						
35		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$</b>	<b>-</b>				
36		<b>allocation</b>																					
37		<b>Res/Passes</b>																					

2019/2020 Play totals and other data

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	
38																							
39		Mountain Course			Play Passes																		
40		Residents	Guest	Non-Res	10 play	20 play	30 play	40 play	Limited	10 play 9	20 play 9	30 play 9	40 play 9	Pm AYCP	Other	Total Rounds	total revenue	Total available	Weather	Outings			
41		JUNE																					
42	Thursday	1														0							
43	Friday	2														0							
44	Saturday	3														0							
45	Sunday	4														0							
46	Monday	5														0							
47	Tuesday	6														0							
48	Wednesday	7														0							
49	Thursday	8														0							
50	Friday	9	48	11	18	5	0	0	0	0	5	0	1	0	0	16	104	\$ 3,781.50	208	50%			
51	Saturday	10	35	4	61	0	0	0	2	0	1	0	0	0	0	3	106	\$ 5,638.00	208	51%			
52	Sunday	11	56	8	23	3	2	0	0	0	0	0	0	1	0	3	96	\$ 3,652.50	208	46%			
53	Monday	12	29	5	9	0	0	0	2	0	0	0	0	0	0	1	46	\$ 1,765.00	184	25%	Res SG am / Awful Weather		
54	Tuesday	13	36	2	12	0	2	0	0	0	3	4	0	0	0	2	61	\$ 1,785.00	216	28%	bad weather		
55	Wednesday	14	70	5	27	0	0	0	2	0	2	0	0	0	0	1	107	\$ 4,475.50	216	50%			
56	Thursday	15	43	2	29	0	0	0	0	0	0	0	0	0	0	5	79	\$ 3,392.00	192	41%	Res SG am		
57	Friday	16	54	23	57	4	3	0	0	0	1	2	0	1	0	4	149	\$ 8,275.00	216	69%			
58	Saturday	17	64	16	33	0	0	0	1	0	0	0	0	0	0	2	116	\$ 6,459.00	216	54%			
59	Sunday	18	79	7	62	4	2	0	1	0	3	0	0	0	0	2	160	\$ 8,048.00	216	74%			
60	Monday	19	80	7	27	4	1	0	1	0	20	9	1	1	0	6	157	\$ 5,087.50	224	70%	Res group		
61	Tuesday	20	55	4	26	1	4	0	1	0	8	2	0	2	0	4	107	\$ 3,823.50	224	48%			
62	Wednesday	21	41	16	47	5	1	0	4	0	3	1	0	1	0	7	126	\$ 5,335.50	224	56%			
63	Thursday	22	51	10	43	0	2	0	3	0	20	6	1	1	0	4	141	\$ 5,027.00	224	63%			
64	Friday	23	63	21	62	1	0	1	1	0	4	2	0	1	0	5	161	\$ 8,606.50	224	72%	Res group		
65	Saturday	24	49	22	45	0	0	0	0	0	3	1	0	0	0	7	127	\$ 6,827.50	160	79%		Buller Group (36)	
66	Sunday	25	82	14	18	4	4	0	3	0	0	3	0	3	0	4	135	\$ 5,406.00	224	60%			
67	Monday	26	69	6	19	2	1	0	1	0	21	7	0	0	0	11	137	\$ 4,180.00	224	61%	Res group		
68	Tuesday	27	44	10	25	2	0	1	2	0	8	2	0	2	0	4	100	\$ 3,867.50	224	45%			
69	Wednesday	28	50	12	27	0	2	0	1	0	0	0	0	0	0	6	98	\$ 3,581.50	176	56%	Res SG am		
70	Thursday	29	49	8	29	0	1	0	0	49	0	0	0	0	0	3	139	\$ 4,157.50	224	62%	9&Wine	Nine and Wine \$ not calculated	
71	Friday	30	88	48	21	2	2	1	2	0	1	0	0	2	0	5	172	\$ 7,862.50	224	77%			
72		Total	1235	261	720	37	27	3	27	49	103	39	3	15	0	105	2624	\$ 111,034.00	average usage	56%			
73		allocation	47%	10%	27%	1%	1%	0%	1%	2%	4%	1%	0%	1%	0%	4%							
74		Res/Passes	63%			12%																	

2019/2020 Play totals and other data

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
75		<b>Mountain Course</b>			<b>Play Passes</b>																	
76		<b>Residents</b>	<b>Guest</b>	<b>Non-Res</b>	<b>10 play</b>	<b>20 play</b>	<b>30 play</b>	<b>40 play</b>	<b>Limited</b>	<b>10 play 9</b>	<b>20 play 9</b>	<b>30 play 9</b>	<b>40 play 9</b>	<b>Pm AYCP</b>	<b>Other</b>	<b>Total Rounds</b>	<b>total revenue</b>	<b>Total available</b>	<b>Weather</b>	<b>Outings</b>		
77		<b>JULY</b>																				
78	Saturday	1	86	47	45	0	0	1	0	0	0	0	0	0	0	8	187	\$ 10,012.00	224	83%		
79	Sunday	2	102	26	35	7	4	1	5	0	1	0	0	0	0	7	188	\$ 8,431.00	224	84%		
80	Monday	3	80	22	40	0	2	1	3	0	22	10	1	1	0	9	191	\$ 8,168.00	224	85%	Res group	
81	Tuesday	4	70	15	42	2	3	1	2	0	1	0	0	0	0	2	138	\$ 6,913.00	224	62%		
82	Wednesday	5	82	21	37	4	4	1	1	0	6	1	0	1	0	11	169	\$ 7,166.50	224	75%		
83	Thursday	6	47	11	27	1	1	0	1	0	8	0	1	1	0	6	104	\$ 4,286.00	224	46%		
84	Friday	7	69	25	56	4	0	0	4	0	0	0	0	0	0	10	168	\$ 8,638.00	224	75%		
85	Saturday	8	64	11	41	5	2	0	2	0	3	0	0	1	0	11	140	\$ 7,171.00	224	63%		
86	Sunday	9	85	12	32	2	4	0	3	0	4	1	0	0	0	3	146	\$ 6,748.00	224	65%		
87	Monday	10	59	9	35	2	4	1	3	0	27	9	1	1	0	4	155	\$ 5,072.00	224	69%	Res group	
88	Tuesday	11	68	12	38	2	1	0	1	0	10	6	0	0	0	4	142	\$ 5,715.00	224	63%		
89	Wednesday	12	82	18	42	5	1	0	4	0	5	2	0	0	0	12	171	\$ 7,282.00	224	76%		
90	Thursday	13	59	20	36	1	3	0	2	24	17	9	1	1	0	5	178	\$ 6,584.50	164	109%	Res group	9&Wine
91	Friday	14	52	23	90	2	1	0	3	0	8	2	1	1	0	0	183	\$ 10,819.50	224	82%		Jude Smails (12)
92	Saturday	15	55	40	41	3	1	0	2	0	0	0	0	1	0	8	151	\$ 7,611.00	224	67%		
93	Sunday	16	64	28	29	2	3	0	3	0	2	0	0	0	0	6	137	\$ 6,500.50	224	61%		
94	Monday	17	72	12	30	1	1	0	2	0	21	12	1	2	0	5	159	\$ 5,497.00	212	75%	Res group	
95	Tuesday	18	52	13	60	3	2	0	0	0	11	9	0	0	0	9	159	\$ 6,796.00	224	71%		
96	Wednesday	19	63	9	67	4	2	0	2	0	2	1	0	0	0	6	156	\$ 7,714.50	224	70%		
97	Thursday	20	66	20	12	0	1	0	2	0	26	10	1	1	0	1	140	\$ 3,858.00	188	74%	Res SG am	
98	Friday	21	65	21	80	2	2	1	2	0	2	0	0	2	0	6	183	\$ 10,583.00	224	82%		Dobrez (16)
99	Saturday	22	62	44	32	4	1	1	2	0	3	0	0	0	0	2	151	\$ 8,424.00	204	74%		
100	Sunday	23	51	19	38	6	0	2	6	0	2	0	0	3	0	10	137	\$ 7,175.00	188	73%	Res group	
101	Monday	24	58	17	29	2	0	0	0	0	26	10	1	1	0	11	155	\$ 5,504.00	224	69%	Res group	
102	Tuesday	25	84	11	36	2	4	0	2	0	6	4	0	1	0	3	153	\$ 6,768.50	180	85%	Res SG	
103	Wednesday	26	80	22	46	5	1	0	1	0	7	1	1	1	0	6	171	\$ 7,164.00	224	76%		
104	Thursday	27	25	1	50	2	1	0	1	58	22	14	1	2	0	5	182	\$ 4,647.50	204	89%	Res group	9&Wine
105	Friday	28	45	27	94	0	0	0	1	0	3	2	1	0	0	9	182	\$ 11,062.00	204	89%		Ellis (16)
106	Saturday	29	85	26	41	3	0	0	2	0	1	2	0	3	0	6	169	\$ 9,035.00	204	83%		
107	Sunday	30	69	20	36	4	2	0	3	0	0	0	0	1	0	16	151	\$ 6,510.50	204	74%		
108	Monday	31	54	7	19	3	0	0	0	0	24	11	1	1	0	7	127	\$ 3,585.50	204	62%	Res group	
109		<b>Total</b>	<b>2055</b>	<b>609</b>	<b>1336</b>	<b>83</b>	<b>51</b>	<b>10</b>	<b>65</b>	<b>82</b>	<b>270</b>	<b>116</b>	<b>12</b>	<b>26</b>	<b>0</b>	<b>208</b>	<b>4923</b>	<b>\$ 221,442.50</b>	average usage	<b>75%</b>		
110		<b>allocation</b>	<b>42%</b>	<b>12%</b>	<b>27%</b>	<b>2%</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>	<b>2%</b>	<b>5%</b>	<b>2%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>4%</b>						
111		<b>Res/Passes</b>	<b>60%</b>			<b>15%</b>																
112																						



2019/2020 Play totals and other data

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
113		<b>Mountain Course</b>			<b>Play Passes</b>																	
114		<b>Residents</b>	<b>Guest</b>	<b>Non-Res</b>	<b>10 play</b>	<b>20 play</b>	<b>30 play</b>	<b>40 play</b>	<b>Limited</b>	<b>10 play 9</b>	<b>20 play 9</b>	<b>30 play 9</b>	<b>40 play 9</b>	<b>Pm AYCP</b>	<b>Other</b>	<b>Total Rounds</b>	<b>total revenue</b>	<b>Total available</b>	<b>Weather</b>	<b>Outings</b>		
115		<b>AUG</b>																				
116	Tuesday	1	58	24	45	1	3	0	0	8	2	1	2	0	10	154	\$ 6,451.00	204	75%			
117	Wednesday	2	69	19	40	4	2	0	4	6	1	0	0	0	1	146	\$ 5,992.50	204	72%			
118	Thursday	3	64	19	28	0	0	1	1	0	25	11	0	3	3	155	\$ 4,869.50	204	76%	Res group		
119	Friday	4	74	22	51	5	2	0	1	0	2	0	0	0	1	158	\$ 7,890.00	204	77%			
120	Saturday	5	43	12	49	2	0	0	2	0	0	0	0	2	15	125	\$ 6,955.50	184	68%			
121	Sunday	6	61	13	19	7	4	1	2	0	2	0	0	2	13	124	\$ 5,016.00	204	61%			
122	Monday	7	65	17	23	2	0	0	0	0	29	7	0	1	8	152	\$ 5,097.50	204	75%	Res group		
123	Tuesday	8	69	17	50	3	0	0	1	0	11	5	0	2	5	163	\$ 6,735.50	204	80%			
124	Wednesday	9	84	22	31	2	0	0	1	0	4	1	0	0	4	149	\$ 6,754.50	204	73%			
125	Thursday	10	40	7	42	5	1	0	1	63	17	10	1	2	5	194	\$ 5,142.00	210	92%		9&Wine	
126	Friday	11	57	18	82	5	0	0	1	0	1	1	0	0	1	166	\$ 10,037.00	204	81%		Rubin (16)	
127	Saturday	12	83	35	47	3	1	0	1	0	0	0	0	3	0	173	\$ 9,846.50	204	85%		Adams (16)	
128	Sunday	13	63	23	29	4	2	0	3	0	1	2	0	0	5	132	\$ 6,488.50	204	65%			
129	Monday	14	60	11	30	4	1	0	1	0	21	10	0	2	11	151	\$ 4,664.50	204	74%	Res group		
130	Tuesday	15	51	8	22	6	2	0	1	0	5	5	0	3	1	104	\$ 3,866.00	204	51%			
131	Wednesday	16	81	28	25	5	1	0	3	0	3	1	0	1	6	154	\$ 6,124.50	204	75%			
132	Thursday	17	82	19	26	4	0	0	0	0	19	13	1	3	7	174	\$ 5,456.50	204	85%	Res group		
133	Friday	18	60	22	66	0	2	0	1	0	4	0	0	0	0	155	\$ 8,858.00	204	76%			
134	Saturday	19	53	29	32	1	0	0	2	0	0	0	0	1	12	130	\$ 6,496.50	204	64%			
135	Sunday	20	68	11	47	5	2	0	4	0	0	1	0	1	3	142	\$ 7,443.00	204	70%			
136	Monday	21	42	8	18	2	0	0	2	0	0	0	0	0	4	76	\$ 3,304.00	164	46%	Res SG am		
137	Tuesday	22	14	0	3	0	0	0	0	0	11	6	0	0	0	34	\$ 566.00	60	57%	Res SG pm	Hyatt team (36) not rang in	
138	Wednesday	23	67	34	78	6	2	0	2	0	2	2	0	3	10	206	\$ 9,984.50	212	97%		Hyatt rang in	
139	Thursday	24	55	13	31	0	0	0	0	76	18	9	1	1	7	211	\$ 5,365.50	224	94%	Res group	9&Wine	
140	Friday	25	51	27	53	2	1	0	4	0	5	3	0	0	4	150	\$ 8,583.50	204	74%		Kassul (12)	
141	Saturday	26	54	17	56	2	0	0	2	0	0	2	0	2	6	141	\$ 7,816.50	204	69%			
142	Sunday	27	67	21	30	0	0	2	3	0	0	3	0	3	8	137	\$ 6,217.00	204	67%			
143	Monday	28	72	7	28	0	0	0	1	0	21	11	0	1	1	142	\$ 4,828.00	192	74%	Res group		
144	Tuesday	29	50	15	41	5	2	0	2	0	10	3	0	2	11	141	\$ 5,542.00	204	69%			
145	Wednesday	30	53	4	20	7	1	0	0	0	4	5	0	1	5	100	\$ 3,559.00	204	49%			
146	Thursday	31	60	8	19	2	3	0	2	0	20	11	0	1	6	132	\$ 3,775.50	204	65%			
147		<b>Total</b>	<b>1870</b>	<b>530</b>	<b>1161</b>	<b>94</b>	<b>32</b>	<b>4</b>	<b>48</b>	<b>139</b>	<b>249</b>	<b>125</b>	<b>4</b>	<b>42</b>	<b>0</b>	<b>173</b>	<b>4471</b>	<b>\$ 189,726.50</b>	average usage	<b>72%</b>		
148		<b>allocation</b>	<b>42%</b>	<b>12%</b>	<b>26%</b>	<b>2%</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>	<b>3%</b>	<b>6%</b>	<b>3%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>4%</b>						
149		<b>Res/Passes</b>	<b>62%</b>			<b>16%</b>																
150																						

2019/2020 Play totals and other data

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	
151	<b>Mountain Course</b>				<b>Play Passes</b>																	
152	<b>Residents</b>	<b>Guest</b>	<b>Non-Res</b>	<b>10 play</b>	<b>20 play</b>	<b>30 play</b>	<b>40 play</b>	<b>Limited</b>	<b>10 play 9</b>	<b>20 play 9</b>	<b>30 play 9</b>	<b>40 play 9</b>	<b>Pm AYCP</b>	<b>Other</b>	<b>Total Rounds</b>	<b>total revenue</b>	<b>Total available</b>	<b>Weather</b>	<b>Outings</b>			
153	SEPT																					
154	1	54	13	33	3	2	0	4	0	2	2	0	1	0	1	115	\$ 5,848.00	192	60%	Weather day		
155	2	60	27	53	1	0	0	0	0	1	1	0	1	0	6	150	\$ 7,915.50	192	78%			
156	3	29	12	24	0	0	0	2	0	0	1	0	0	0	5	73	\$ 3,831.00	192	38%	AM Weather day		
157	4	90	14	8	2	5	0	2	0	12	9	1	1	0	8	152	\$ 5,043.50	192	79%	Res SG am		
158	5															0				CLOSED cart project		
159	6															0				CLOSED cart project		
160	7															0				CLOSED cart project		
161	8															0				CLOSED cart project		
162	9															0				CLOSED cart project		
163	10	60	9	50	7	4	0	5	0	4	1	0	0	0	7	147	\$ 7,205.00	192	77%		REY cup (22)	
164	11	48	1	6	3	0	0	4	0	1	1	0	0	0	4	68	\$ 2,084.00	120	57%	cart project Res group		
165	12	19	1	11	0	1	0	0	0	2	0	0	0	0	4	38	\$ 4,615.00	68	56%		SWGL (80) not rang in	
166	13	50	12	42	5	2	0	3	0	6	3	0	0	0	3	126	\$ 5,760.50	152	83%			
167	14	58	3	19	5	1	0	2	0	0	0	0	0	0	2	90	\$ 3,442.00	120	75%		15 minute intervals cart project	
168	15	50	18	48	2	0	0	1	0	5	1	0	0	0	0	125	\$ 7,793.00	192	65%			
169	16	24	4	57	2	0	0	2	0	0	0	0	0	0	4	93	\$ 4,696.00	104	89%		LTI am SG (92) bill back	
170	17	63	10	31	4	3	0	2	0	5	3	0	2	0	9	132	\$ 5,876.00	192	69%			
171	18	36	5	14	2	0	0	0	0	7	5	0	0	0	1	70	\$ 2,321.00	148	47%	cart project Res group		
172	19	43	7	18	4	1	0	0	0	6	1	0	1	0	2	83	\$ 2,691.50	188	44%	cart project Res group		
173	20	46	14	36	2	0	0	4	0	4	6	0	0	0	1	113	\$ 4,445.00	188	60%	cart project Res group		
174	21	18	5	8	0	0	0	1	0	9	8	0	0	0	1	50	\$ 1,591.00	188	27%	Weather day		
175	22	44	11	39	3	4	0	3	0	4	1	0	2	0	1	112	\$ 5,645.00	188	60%	cart project Res group		
176	23	7	0	0	2	0	0	0	0	0	0	0	0	0	0	9	\$ 385.00	12	75%		Stag Invitational bill back	
177	24	21	23	34	2	1	0	1	71	2	1	0	1	0	2	159	\$ 7,121.00	188	85%		Charity event	
178	25	27	1	8	2	2	0	1	0	3	5	0	0	0	3	52	\$ 1,336.00	88	59%	Res group cart project		
179	26	20	3	11	0	0	0	3	0	8	1	1	1	0	7	55	\$ 1,519.00	128	43%	cart project Res group		
180	27	47	13	24	5	1	0	4	0	5	1	0	2	0	11	113	\$ 4,380.00	188	60%	cart project Res group		
181	28	33	3	15	5	0	0	2	0	10	5	1	0	0	2	76	\$ 1,914.00	188	40%	cart project Res group		
182	29	16	5	25	0	0	0	1	0	4	2	0	0	0	4	57	\$ 2,475.50	188	30%	cart project Res group	PM Weather day	
183	30															0				CLOSED cart project		
184	<b>Total</b>	<b>963</b>	<b>214</b>	<b>614</b>	<b>61</b>	<b>27</b>	<b>0</b>	<b>47</b>	<b>71</b>	<b>100</b>	<b>58</b>	<b>3</b>	<b>12</b>	<b>0</b>	<b>88</b>	<b>2258</b>	<b>\$ 99,933.50</b>	average usage	<b>61%</b>			
185	<b>allocation</b>	<b>43%</b>	<b>9%</b>	<b>27%</b>	3%	1%	0%	2%	3%	4%	3%	0%	1%	0%	<b>4%</b>							
186	<b>Res/Passes</b>	<b>63%</b>			17%																	
187																						

2019/2020 Play totals and other data

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
188		<b>Mountain Course</b>			<b>Play Passes</b>																	
189		<b>Residents</b>	<b>Guest</b>	<b>Non-Res</b>	<b>10 play</b>	<b>20 play</b>	<b>30 play</b>	<b>40 play</b>	<b>Limited</b>	<b>10 play 9</b>	<b>20 play 9</b>	<b>30 play 9</b>	<b>40 play 9</b>	<b>Pm AYCP</b>	<b>Other</b>	<b>Total Rounds</b>	<b>total revenue</b>	<b>Total available</b>	<b>Weather</b>	<b>Outings</b>		
190		<b>OCT</b>																				
191	Sunday	1	6	0	2	3	2	0	1	72	1	0	0	0	0	1	88	\$ 2,661.00	108	81%		<b>Rotary club charity</b>
192	Monday	2	23	5	7	1	0	0	5	0	7	6	1	1	0	4	60	\$ 1,638.00	132	45%	<b>Weather day</b>	<b>15 minute intervals cart project</b>
193	Tuesday	3	33	4	22	2	2	0	0	0	6	1	0	0	0	7	77	\$ 3,110.00	132	58%	<b>15 minute intervals cart project</b>	
194	Wednesday	4	16	8	8	0	1	0	6	0	5	0	1	3	0	1	49	\$ 1,329.00	72	68%		<b>Outing (48 ) not rang in</b>
195	Thursday	5	38	4	20	0	1	0	2	0	4	0	0	0	0	6	75	\$ 2,911.00	132	57%		
196	Friday	6	23	3	21	3	0	0	4	0	2	0	0	1	0	1	58	\$ 2,759.00	132	44%		
197	Saturday	7	27	5	21	2	2	0	0	0	1	2	2	2	0	5	69	\$ 3,157.00	128	54%		
198	Sunday	8	52	3	12	0	3	0	2	0	1	1	0	1	0	3	78	\$ 3,041.00	128	61%		
199	Monday	9	28	3	13	2	0	0	2	0	5	2	1	0	0	2	58	\$ 2,185.00	132	44%		
200	Tuesday	10	23	1	2	0	0	0	0	0	2	0	0	0	0	2	30	\$ 956.00	132	23%		
201	Wednesday	11	16	4	0	0	2	0	0	0	4	1	0	0	0	4	31	\$ 792.00	120	26%		
202	Thursday	12	25	1	7	1	0	0	2	0	2	4	0	0	0	2	44	\$ 1,334.50	120	37%		
203	Friday	13	38	1	27	1	0	0	2	0	1	0	0	0	0	2	72	\$ 3,770.00	120	60%		
204	Saturday	14	37	9	19	2	0	0	1	0	3	0	2	0	0	1	74	\$ 3,760.50	120	62%		
205	Sunday	15	43	5	18	2	2	0	1	0	2	1	0	2	0	4	80	\$ 3,485.00	120	67%		
206	Monday	16															0					
207	Tuesday	17															0					
208	Wednesday	18															0					
209	Thursday	19															0					
210	Friday	20															0					
211	Saturday	21															0					
212	Sunday	22															0					
213	Monday	23															0					
214	Tuesday	24															0					
215	Wednesday	25															0					
216	Thursday	26															0					
217	Friday	27															0					
218	Saturday	28															0					
219	Sunday	29															0					
220	Monday	30															0					
221	Tuesday	31															0					
222		<b>Total</b>	<b>428</b>	<b>56</b>	<b>199</b>	<b>19</b>	<b>15</b>	<b>0</b>	<b>28</b>	<b>72</b>	<b>46</b>	<b>18</b>	<b>7</b>	<b>10</b>	<b>0</b>	<b>45</b>	<b>943</b>	<b>\$ 36,889.00</b>	average usage	<b>52%</b>		
223		<b>allocation</b>	<b>45%</b>	<b>6%</b>	<b>21%</b>	<b>2%</b>	<b>2%</b>	<b>0%</b>	<b>3%</b>	<b>8%</b>	<b>5%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>0%</b>	<b>5%</b>						
224		<b>Res/Passes</b>	<b>73%</b>			<b>23%</b>											<b>15219</b>	<b>\$ 659,025.50</b>				
225																						
226																						
227																	rounds	15219				
228																	revenue	\$ 659,025.50				
229						<b>2023</b>	<b>Res</b>	<b>Gst</b>	<b>Non Res</b>													
230						<b>Average</b>	64%	10%	26%													
231																						

**CHAMPIONSHIP GOLF COURSE 5 YEAR COMPARISON**

								2024	
								Actual	
								2024	% of
								Actual	Budget
		2019	2020	2021	2022	2023	2024 Budget		
<b>31</b>									
<b>Revenue</b>									
Sales & Fees									
4200	Passes	(670,004)	(836,839)	(795,397)	(463,932)	(908,205)	(685,741)	(464,475)	68%
4205	Admissions & Fees	(1,803,490)	(1,929,951)	(1,763,270)	(680,329)	(591,266)	(855,713)	(524,795)	61%
4206	Admissions & Fees - Guest			(59,570)	(258,838)	(279,003)	(378,428)	(295,087)	78%
4207	Admissions & Fees - Non-Resident			(176,985)	(568,998)	(864,425)	(1,015,681)	(772,102)	76%
4225	Sponsorships					-	-	-	0%
4240	Parcel Owner Allowances	926,288	905,155	689,403	132,201	106,409	184,905	49,086	27%
4241	Parcel Owner Allowance for Golf Passes		213,759	38,735		-	-	-	0%
4250	Inter-District Program Allowances	5,831	12,626			-	-	-	0%
4270	Charitable Allowances	1,520	5,000		300	-	2,300	-	0%
4280	Employee Allowances	27,943	20,303	15,278	14,021	15,711	10,950	10,769	98%
4285	Promotional Allowances	114,722	71,012	43,926	4,686	720	3,000	132	4%
4290	Yield Management Allowances					-	-	-	0%
4405	Merchandise Sales	(798,094)	(773,689)	(602,235)	(651,920)	(561,138)	(674,100)	(313,012)	46%
4409	Allocated to others	42,810	24,324			-	-	-	0%
4410	Personal Services	(45,248)	(43,844)	(58,563)	(54,185)	(59,545)	(85,100)	(32,290)	38%
4417	Service & User Fees	(60,180)	(71,014)	(22,277)	(48,750)	(47,480)	(60,200)	(43,071)	72%
4420	Food Sales	(1,152,004)	(1,128,348)	(333,277)	(279,673)	(390,631)	(600,300)	(289,129)	48%
4424	Beer Sales	(161,791)	(152,667)	(73,865)	(90,236)	(104,072)	(155,000)	(88,022)	57%
4428	Wine Sales	(182,725)	(166,548)	(45,179)	(31,922)	(45,254)	(58,200)	(30,579)	53%
4432	Liquor Sales	(198,568)	(186,375)	(71,674)	(85,053)	(115,334)	(155,000)	(100,087)	65%
Sales & Fees Total		(3,952,989)	(4,037,096)	(3,214,950)	(3,062,626)	(3,843,513)	(4,522,308)	(2,892,661)	64%
Facility Fee									
4490	Facility Fees	(217,866)	(171,994)	(33,019)		(521,513)	-	-	0%
Facility Fee Total		(217,866)	(171,994)	(33,019)		(521,513)	-	-	0%
Misc. Rev.									
4503	Operating Contributions					-	(11,305)	-	0%
Misc. Rev. Total						-	(11,305)	-	0%
Invest Inc.									
4710	Investment Earnings				(248)	6,000	-	9,471	n/a
Invest Inc. Total					(248)	6,000	-	9,471	n/a

Sale of Assets									
4730	Sales of Capital Assets	(17,032)	(10,330)	(14,176)	(21,446)	(21,850)	-	-	0%
Sale of Assets Total		(17,032)	(10,330)	(14,176)	(21,446)	(21,850)	-	-	0%
Transfers									
8820	In				(181,455)	-	-	-	0%
Transfers Total					(181,455)	-	-	-	0%
<b>Revenue Total</b>		<b>(4,187,887)</b>	<b>(4,219,420)</b>	<b>(3,262,146)</b>	<b>(3,265,776)</b>	<b>(4,392,181)</b>	<b>(4,522,308)</b>	<b>(2,883,190)</b>	64%
<b>Expense</b>									
Wages									
5010	Regular Earnings	1,419,789	1,413,731	1,087,390	1,167,248	1,535,167	1,538,672	386,968	25%
5012	Hourly					-	-	657,012	n/a
5013	Other Earnings					-	-	-	0%
5014	Overtime					-	-	-	0%
5020	Other Earnings	93,596	102,861	83,286	88,989	69,457	72,039	49,866	69%
5028	Wages applied to CIP Project	(3,509)	(4,763)			-	-	-	0%
5030	Leave					-	-	11,318	n/a
Wages Total		1,509,876	1,511,829	1,170,676	1,256,237	1,604,624	1,610,711	1,105,164	69%
Benefits									
5050	Taxes	110,459	111,183	95,314	103,027	123,582	130,312	81,696	63%
5100	Retirement Fringe Ben	82,761	101,882	88,046	93,362	119,578	135,721	76,190	56%
5200	Medical Fringe Ben	114,714	126,616	104,669	95,511	130,484	155,075	70,752	46%
5250	Dental Fringe Ben	10,570	10,938	8,282	7,349	9,903	10,827	5,517	51%
5300	Vision Fringe Ben	1,251	1,291	984	877	1,076	1,149	583	51%
5400	Life Ins Fringe Ben	581	663	507	452	2,549	1,425	2,281	160%
5500	Disability Fringe Ben	2,797	3,291	2,611	2,360	1,782	3,768	205	5%
5600	Unemployment Fringe Ben	22,456	22,233	18,487	20,567	24,707	25,646	16,516	64%
5700	Work Comp Fringe Ben	37,568	43,577	31,039	36,555	39,102	42,724	79,866	187%
Benefits Total		383,157	421,675	349,938	360,061	452,762	506,648	333,605	66%
Professional Services									
6020	Audit	4,440	4,560	4,735	3,434	3,920	4,680	-	0%
6030	Professional Consultants	2,192	1,450	1,668	1,800	1,040	1,700	970	57%
Professional Services Total		6,632	6,010	6,403	5,234	4,960	6,380	970	15%
Services & Supplies									
7010	Advertising - Paid	49,178	39,003	2,926	10,463	3,546	8,000	-	0%
7020	Advertising - Trade	4,800	1,760			-	-	-	0%
7200	Banking Fees & Processing	77,012	87,014	78,126	76,463	92,355	96,800	2,125	2%
7210	Community Relations					-	-	-	0%
7300	Computer & IT Small Equip	8,318	1,594	535	450	1,281	320	-	0%
7310	Computer License & Fees	10,094	6,617	1,889	4,890	9,674	8,285	1,530	18%

7330	Contractual Services	19,314	17,036	13,537	13,982	22,233	17,043	11,080	65%
7335	Discounts Earned	(4,496)	(6,339)	(5,135)	(5,176)	(5,061)	(5,065)	(315)	6%
7340	Dues & Subscriptions	11,469	4,372	6,111	4,199	3,589	4,500	300	7%
7350	Employee Recruit & Retain	7,462	2,307	2,289	591	2,415	5,625	640	11%
7405	Office Supplies	3,470	2,116	1,637	3,565	2,970	2,195	281	13%
7415	Operating	245,014	203,051	189,632	218,327	202,316	204,358	116,517	57%
7420	Fuel	23,101	14,787	18,556	17,249	33,961	20,800	15,431	74%
7425	Chemical	50,738	46,771	52,118	51,075	63,001	56,125	20,231	36%
7430	Uniforms	11,579	4,024	11,974	9,139	9,850	10,310	1,816	18%
7433	Safety	1,221	5,049	1,614	2,257	266	1,980	200	10%
7435	Small Equipment	5,041	9,597	5,020	7,108	6,445	9,400	4,526	48%
7450	Permits & Fees	2,914	5,761	5,171	5,614	5,453	5,300	6,039	114%
7455	Over & (Short)	(12,456)	(7,929)	(2,651)	(330)	8,057	-	(68)	n/a
7460	Postage	3	18	3	5	19	-	27	n/a
7480	Rental & Lease	27,185	11,437	3,523	5,782	10,771	6,200	1,307	21%
7505	Repairs & Maintenance				18,694	-	-	-	0%
7510	R& M General	11,152	273,181	11,935	16,392	3,267	37,250	6,841	18%
7515	R&M Preventative	4,506	1,778	2,626	824	3,988	-	330	n/a
7520	R&M Corrective	7,033				-	-	-	0%
7525	Snow Removal	3,564	1,408	1,223	1,680	12,585	2,964	-	0%
7530	Janitorial	10,160	5,223	426	11,263	6,016	14,400	5,130	36%
7540	Fleet Maintenance Services	276,693	283,902	298,788	342,172	265,385	392,494	131,287	33%
7545	Engineering Services					622	6,900	827	12%
7550	BLDGS Maintenance Services	119,477	88,226	86,894	61,623	53,237	104,200	-	0%
7605	Security	5,621	5,720	5,667	5,469	5,531	8,900	2,813	32%
7680	Training & Education	1,453	2,210	2,010	1,079	315	2,850	-	0%
7685	Travel & Conferences	8,669	9,994	834	975	6,890	8,750	459	5%
Services & Supplies Total		989,286	1,119,686	797,277	885,825	830,979	1,030,884	329,353	32%
Insurance									
7710	General Liability	45,516	68,363	72,765	77,941	88,080	96,300	-	0%
Insurance Total		45,516	68,363	72,765	77,941	88,080	96,300	-	0%
Utilities									
7810	Electricity	26,684	29,810	21,170	23,438	27,892	22,000	17,274	79%
7815	Heating	14,133	16,532	10,850	14,760	21,306	14,100	11,646	83%
7820	Water & Sewer	125,579	135,009	142,707	137,645	153,762	183,700	133,089	72%
7825	Trash	27,558	36,007	24,071	23,485	26,939	24,500	10,064	41%
7830	Internet	4,096	4,427	3,729	5,076	6,878	4,300	2,598	60%
7835	Cable TV	4,744	4,778	4,337	4,097	3,935	4,100	2,215	54%
7840	Telephone	18,759	18,051	21,096	15,488	20,172	15,400	4,278	28%

Utilities Total		221,553	244,614	227,960	223,990	260,885	268,100	181,164	68%
Cost of Goods Sold									
7920	Food	352,088	308,779	97,022	79,362	193,368	161,600	75,462	47%
7922	Food Waste & Employee Meals	11,161	42,290	12,494	16,943	29,836	-	-	n/a
7924	Beer	43,067	33,521	16,487	20,501	25,168	31,000	17,726	57%
7928	Wine	59,072	54,032	15,411	8,451	33,646	23,200	12,232	53%
7932	Liquor	47,356	32,255	15,885	15,371	73,239	32,600	21,016	64%
7940	Merchandise for resale	406,329	425,315	325,305	283,081	357,297	337,055	146,562	43%
7945	Freight on Inventory Purchases	21,430	17,084	9,257	13,880	12,639	13,500	(2,698)	-20%
Cost of Goods Sold Total		940,504	913,275	491,861	437,588	725,191	598,955	270,300	45%
Central Services Cost									
7980	Central Services Cost Allocation	188,900	236,800	225,626	179,012	232,561	252,974	-	0%
Central Services Cost Total		188,900	236,800	225,626	179,012	232,561	252,974	-	0%
Capital Expend.									
8120	Capital Improvements	-	(0)	0	96,520	773,707	209,500	208,375	99%
Capital Expend. Total		-	(0)	0	96,520	773,707	209,500	208,375	99%
Debt Service									
8210	Principal		-		177,395	183,496	-	-	0%
8220	Interest	(1,232)	-	(1,213)	4,910	1,586	-	469	n/a
Debt Service Total		(1,232)	-	(1,213)	182,305	185,083	-	469	n/a
Amortization									
8230	Amort Bond Disc/Prem/Iss Costs	784		1,567	784	-	-	-	0%
Amortization Total		784		1,567	784	-	-	-	0%
Transfers									
8840	Out		623,201			-	-	-	0%
Transfers Total			623,201			-	-	-	0%
<b>Expense Total</b>		<b>4,284,975</b>	<b>5,145,453</b>	<b>3,342,861</b>	<b>3,705,496</b>	<b>5,158,832</b>	<b>4,580,452</b>	<b>2,429,400</b>	<b>53%</b>
<b>31 Total</b>		<b>97,088</b>	<b>926,034</b>	<b>80,715</b>	<b>439,720</b>	<b>766,652</b>	<b>58,144</b>	<b>(453,790)</b>	<b>-780%</b>

**MOUNTAIN GOLF COURSE 5 YEAR COMPARISON**

								2024							
								Actual							
								2024	% of						
								Actual	Budget						
								2019	2020	2021	2022	2023	2024 Budget		
<b>32</b>															
<b>Revenue</b>															
Sales & Fees															
4200	Passes	(102,353)	(60,238)	(53,194)	(50,109)	(88,830)	(123,501)	(69,169)	56%						
4205	Admissions & Fees	(558,494)	(615,007)	(646,370)	(207,019)	(228,362)	(269,002)	(203,707)	76%						
4206	Admissions & Fees - Guest			(16,484)	(79,099)	(93,405)	(100,069)	(79,650)	80%						
4207	Admissions & Fees - Non-Resident			(70,688)	(220,518)	(257,396)	(338,160)	(263,779)	78%						
4215	Rental Income	(2,000)	(750)			-	-	-	0%						
4240	Parcel Owner Allowances	179,179	151,626	140,634	14,997	41,661	30,220	43,116	143%						
4241	Parcel Owner Allowance for Golf Passes		(8,636)	1,678		-	-	-	0%						
4270	Charitable Allowances	5,740	1,180	900	960	7,526	-	360	n/a						
4280	Employee Allowances	2,490	669	1,339	1,147	629	2,500	213	9%						
4285	Promotional Allowances	18,215	16,271	9,723	275	-	-	-	0%						
4405	Merchandise Sales	(104,852)	(104,965)	(81,155)	(65,601)	(105,613)	(138,600)	(103,377)	75%						
4417	Service & User Fees	(31,387)	(21,160)	(9,090)	(25,322)	(26,995)	(37,400)	(25,589)	68%						
4420	Food Sales	(36,628)	(26,059)	(28,185)	(32,581)	(27,853)	(87,000)	(36,698)	42%						
4424	Beer Sales	(28,622)	(35,557)	(32,896)	(29,797)	(32,987)	(39,600)	(33,359)	84%						
4428	Wine Sales	(14,840)	(7,416)	(4,173)	(7,001)	(2,262)	(6,300)	(2,605)	41%						
4432	Liquor Sales	(17,117)	(14,422)	(21,785)	(18,296)	(17,146)	(25,300)	(22,131)	87%						
4440	Insurance Proceeds - Operating	(50,300)				-	-	-	0%						
Sales & Fees Total		(740,968)	(724,464)	(809,745)	(717,965)	(831,032)	(1,132,212)	(796,374)	70%						
Facility Fee															
4490	Facility Fees	(328,831)	(327,607)	(222,882)		(1,142,639)	-	-	0%						
Facility Fee Total		(328,831)	(327,607)	(222,882)		(1,142,639)	-	-	0%						
Misc. Rev.															
4705	Non-Operating Lease Income	(39,239)	(40,256)	(41,464)	(41,962)	(42,130)	(44,383)	(22,028)	50%						
Misc. Rev. Total		(39,239)	(40,256)	(41,464)	(41,962)	(42,130)	(44,383)	(22,028)	50%						
Invest Inc.															
4710	Investment Earnings				(248)	6,000	-	9,471	n/a						
4715	Other Interest Income				(12,829)	(12,069)	-	-	0%						
Invest Inc. Total					(13,077)	(6,069)	-	9,471	n/a						
Sale of Assets															
4730	Sales of Capital Assets	(3,500)	(804)	8,002	(17,029)	(9,880)	-	-	0%						



4737	Insurance Proceeds - Capital		(243,548)			-	-	-	0%
Sale of Assets Total		(3,500)	(244,352)	8,002	(17,029)	(9,880)	-	-	0%
Transfers									
8820	In				-	-	-	-	0%
Transfers Total					-	-	-	-	0%
<b>Revenue Total</b>		<b>(1,112,538)</b>	<b>(1,336,679)</b>	<b>(1,066,090)</b>	<b>(790,033)</b>	<b>(2,031,750)</b>	<b>(1,176,595)</b>	<b>(808,931)</b>	<b>69%</b>
<b>Expense</b>									
Wages									
5010	Regular Earnings	330,614	311,279	338,123	347,061	403,605	384,879	107,325	28%
5012	Hourly					-	-	205,615	n/a
5013	Other Earnings					-	-	1,332	n/a
5014	Overtime					-	-	4	n/a
5020	Other Earnings	12,527	11,925	8,653	9,762	8,681	12,857	11,790	0%
5028	Wages applied to CIP Project	(3,129)	(2,811)			-	-	-	0%
5030	Leave					-	-	-	0%
Wages Total		340,012	320,393	346,777	356,823	412,285	397,736	326,067	82%
Benefits									
5050	Taxes	26,612	25,403	28,600	28,509	30,526	35,986	24,724	69%
5100	Retirement Fringe Ben	17,139	21,508	25,961	28,648	30,067	37,736	18,257	48%
5200	Medical Fringe Ben	32,612	33,044	38,375	37,300	40,207	66,588	22,982	35%
5250	Dental Fringe Ben	2,970	2,880	3,060	2,943	3,254	5,189	1,859	36%
5300	Vision Fringe Ben	340	335	359	345	353	541	196	36%
5400	Life Ins Fringe Ben	142	155	167	163	499	432	470	109%
5500	Disability Fringe Ben	590	670	757	931	504	1,154	58	5%
5600	Unemployment Fringe Ben	4,607	4,350	5,579	5,716	6,153	7,070	5,010	71%
5700	Work Comp Fringe Ben	8,511	8,237	9,598	11,182	11,684	11,845	23,306	197%
Benefits Total		93,523	96,581	112,455	115,737	123,247	166,540	96,861	58%
Professional Services									
6020	Audit	1,110	1,140	1,184	859	980	1,170	-	0%
6030	Professional Consultants	327	5,885	1,112	900	900	1,400	900	64%
Professional Services Total		1,437	7,025	2,296	1,759	1,880	2,570	900	35%
Services & Supplies									
7010	Advertising - Paid	28,759	19,927	2,088	6,269	1,915	5,200	-	0%
7020	Advertising - Trade	5,600	1,500			-	-	-	0%
7200	Banking Fees & Processing	10,981	13,219	18,122	17,999	(29,704)	21,800	-	0%
7300	Computer & IT Small Equip	2,297				-	-	-	0%
7310	Computer License & Fees	1,650	700			1,400	700	-	0%
7330	Contractual Services	2,695	443	396	489	443	240	81	34%
7340	Dues & Subscriptions	398	1,131	1,196	1,396	1,654	1,545	-	0%

7350	Employee Recruit & Retain	2,095	948	411	208	1,083	1,500	353	24%
7405	Office Supplies	544	917	73	20	60	1,600	55	3%
7415	Operating	49,262	59,373	56,877	88,472	55,781	76,345	35,314	46%
7420	Fuel	11,951	9,580	7,216	7,990	15,902	14,500	10,290	71%
7425	Chemical	6,222	6,257	10,104	8,212	9,663	9,275	5,127	55%
7430	Uniforms	3,646	616	3,721	3,959	2,646	5,700	145	3%
7433	Safety	152	60	90	1,950	31	300	-	0%
7435	Small Equipment		975	845	743	-	3,000	-	0%
7450	Permits & Fees	2,335	2,791	2,358	2,582	2,380	600	2,486	414%
7455	Over & (Short)	(277)	4,324	117	174	1,236	-	129	n/a
7480	Rental & Lease	1,487	1,367	34,008	2,820	5,947	1,500	1,794	120%
7505	Repairs & Maintenance				7,705	-	-	-	0%
7510	R& M General	7,780	167,652	5,836	9,535	3,898	20,660	1,954	9%
7515	R&M Preventative	1,397	2,227	1,634	1,405	383	-	-	0%
7520	R&M Corrective		1,417		1,677	-	-	441	n/a
7525	Snow Removal	6,209	4,411	6,004	4,648	17,231	2,860	-	0%
7530	Janitorial	6,272	3,281	85	9,766	5,601	8,550	4,815	56%
7540	Fleet Maintenance Services	90,712	132,353	135,185	129,946	165,798	137,530	72,349	53%
7545	Engineering Services					670	-	6,517	n/a
7550	BLDGS Maintenance Services	75,399	42,377	41,477	31,722	43,669	62,185	-	0%
7605	Security	5,269	5,349	5,462	5,669	5,743	5,640	2,928	52%
7680	Training & Education					-	450	-	0%
7685	Travel & Conferences		74			3	-	-	n/a
Services & Supplies Total		322,832	483,269	333,305	345,354	313,431	381,680	144,776	38%
Insurance									
7710	General Liability	15,782	15,687	16,725	17,932	20,265	22,100	-	0%
7720	Work Comp Excess Liability	-				-	-	-	0%
Insurance Total		15,782	15,687	16,725	17,932	20,265	22,100	-	0%
Utilities									
7810	Electricity	7,433	4,190	3,973	4,919	6,128	4,700	3,481	74%
7815	Heating	5,927	6,960	4,682	6,444	10,828	6,200	4,246	68%
7820	Water & Sewer	60,950	63,693	66,194	67,468	73,499	88,000	60,833	69%
7825	Trash	7,455	4,237	2,843	4,840	4,641	5,100	1,600	31%
7835	Cable TV	1,665	490	1,052	905	324	1,000	-	0%
7840	Telephone	4,104	4,126	5,372	3,616	6,682	3,300	2,273	69%
Utilities Total		87,535	83,695	84,117	88,192	102,104	108,300	72,433	67%
Cost of Goods Sold									
7920	Food	12,764	8,468	8,250	6,941	7,339	23,100	5,461	24%
7922	Food Waste & Employee Meals		39	1,629	222	415	-	-	0%

7924	Beer	7,147	6,496	7,563	6,732	7,264	8,000	6,726	84%
7928	Wine	(1,052)	655	1,350	(19)	829	2,500	1,042	42%
7932	Liquor	3,600	2,411	4,698	3,262	3,071	5,300	4,647	88%
7940	Merchandise for resale	29,047	46,511	36,708	30,342	105,316	66,150	49,288	75%
7945	Freight on Inventory Purchases	15		1,593	500	-	3,050	-	0%
Cost of Goods Sold Total		51,521	64,580	61,792	47,980	124,234	108,100	67,164	62%
Central Services Cost									
7980	Central Services Cost Allocation	47,800	54,000	56,533	61,381	70,989	81,257	-	0%
Central Services Cost Total		47,800	54,000	56,533	61,381	70,989	81,257	-	0%
Capital Expend.									
8120	Capital Improvements		0		556,500	99,859	100,000	271,765	272%
Capital Expend. Total			0		556,500	99,859	100,000	271,765	272%
Debt Service									
8220	Interest				1,225	156	-	469	n/a
Debt Service Total					1,225	156	-	469	n/a
Transfers									
8840	Out		1,592,962			-	-	-	0%
Transfers Total			1,592,962			-	-	-	0%
<b>Expense Total</b>		<b>960,442</b>	<b>2,718,191</b>	<b>1,013,999</b>	<b>1,592,883</b>	<b>1,268,451</b>	<b>1,368,283</b>	<b>980,434</b>	<b>72%</b>
<b>32 Total</b>		<b>(152,096)</b>	<b>1,381,513</b>	<b>(52,090)</b>	<b>802,849</b>	<b>(763,299)</b>	<b>191,688</b>	<b>171,503</b>	<b>89%</b>