

NOTICE OF MEETING

The Special Meeting of the Incline Village General Improvement District (IVGID) Golf Advisory Committee will be Held Starting at 3:00 PM on May 3, 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 the District 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 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 Golf Advisory Committee may make a motion to accept and follow the agenda as submitted/posted.
- D. CONSENT CALENDAR (for possible action)
1. **SUBJECT:** Approval of the Golf Advisory Meeting Minutes for March 14, 2024. – *pgs. 3 - 34*
 2. **SUBJECT:** Approval of the Golf Advisory Meeting Minutes for March 28, 2024. – *pgs. 35 - 47*
- E. GENERAL BUSINESS (for possible action)
1. **SUBJECT:** Review and Discuss the Mountain, and Championship Golf Course, Utilization and Rate Recommendations to be Provided to the IVGID Board of Trustees from Staff and the Golf Advisory Committee. (Requesting Staff Member: Director of Golf Operations Timothy Sands, and Requesting Committee Members: Todd Wilson, and Harry Swenson) – *pgs. 48 – 84*
(additional Supplemental Material to follow)
- F. LONG RANGE CALENDAR
- G. FINAL PUBLIC COMMENTS - Limited to a maximum of three minutes in duration.
- H. ADJOURNMENT (for possible action)

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.

893 Southwood Boulevard, Incline Village, Nevada 89451 • (775) 832-1100 • EMAIL: info@ivgid.org

www.yourtahoeplace.com

NOTICE OF MEETING

Agenda for the Board Meeting of April 15, 2024 - Page 2

CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before 9:00 A.M. Tuesday, April 30, 2024, a copy of this agenda (Golf Advisory Committee Session of April 15, 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)
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/phone # 775-832-1268)

Golf Advisory Committee: Trustee 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; go to "Board Meetings and Agendas".**

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1 INCLINE VILLAGE
 2 GENERAL IMPROVEMENT DISTRICT
 3 GOLF ADVISORY COMMITTEE
 4
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 6
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 8 TRANSCRIPT OF HEARING
 9 PUBLIC MEETING
 10 Via Zoom
 11
 12 Held via Zoom
 13
 14 Thursday, March 14, 2024
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 22
 23
 24 Reported by: Brandi Ann Vianney Smith
 25 Job Number: IVGID 30

1 APPEARANCES
 2
 3 **COMMITTEE MEMBERS PRESENT**
 4 MICHAELA TONKING, CHAIR
 5 TODD WILSON, MEMBER
 6 ROBERT RICCITELLI, MEMBER
 7 JAY SIMON, MEMBER
 8 HARRY SWENSON, MEMBER
 9
 10 **ALSO PRESENT**
 11 ANNE BRANHAM, LEGAL COUNSEL
 12 HEIDI WHITE, DISTRICT CLERK
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1 Incline Village, Nevada - 3/14/2024 - 3:00 P.M.
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 5 CHAIR TONKING: It looks like it is
 6 three o'clock. I will call to order the Golf
 7 Advisory Committee meeting via Zoom. First we'll do
 8 a quick roll call.
 9 Bob Riccitelli?
 10 MEMBER RICCITELLI: Here.
 11 CHAIR TONKING: Harry Swenson?
 12 MEMBER SWENSON: Here.
 13 CHAIR TONKING: Todd Wilson?
 14 MEMBER WILSON: Here.
 15 CHAIR TONKING: Jay Simon?
 16 MEMBER SIMON: Here.
 17 CHAIR TONKING: And Michaela Tonking, I'm
 18 here as well. That opens us to next item.
 19 A. PLEDGE OF ALLEGIANCE
 20 (Pledge of Allegiance.)
 21 B. INITIAL PUBLIC COMMENTS
 22 MR. DOBLER: This is your favorite buddy,
 23 Cliff Dobler.
 24 I wanted to ask guys if you ever read the
 25 Budgeting and Fiscal Management Community Service

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1 and Beach Pricing for Products and Services, which
 2 is a practice to the Board Policy 16.1? That was
 3 done back in August 2022, and the intent of it is to
 4 try and define what costs should be recovered.
 5 There's five elements of the cost, which you can
 6 read over, and depending on where you fit in the,
 7 what they would call "the pyramid," it's decided
 8 that certain venues may have to recover all of their
 9 costs and some venues don't have to recover all of
 10 their costs and some have to recover all depending
 11 what benefit it gives to the community and to the
 12 individual. I would highly recommend that you read
 13 that over because, realistically, that's the
 14 starting point to determine fees.
 15 Unless you know what your costs are in an
 16 upcoming year, you wouldn't know how to set your
 17 fees because, first of all, you got to know what the
 18 costs are, then you got to define where you fall in
 19 the pyramid, and then that would tell you what you
 20 got to go out and make.
 21 Now, I'm somewhat concerned because I
 22 think there seems to be a misconnect between the
 23 Board and this committee that the committee has been
 24 driving a lot about rates, but it should be more
 25 about service levels. In other words, we do know

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1 that the fleet maintenance is outrageous, should be
 2 maybe outsourced, we're finding out people are
 3 putting time in there when they're not even around.
 4 We got tournament efficiency, you got course
 5 management, how you're going to do it, and try to
 6 get rid of all those Excel spreadsheets, that's
 7 quite amazing.
 8 So I ran through that 19 pages of income
 9 and expense, and I'm a little bit concerned because
 10 what I did is I extrapolated May and June of this
 11 last year and added it to the cost, and it looks
 12 like we're going to end up around 2.4 million, but
 13 our revenues for Championship Course were scheduled
 14 to be 2.8 million, so it's about 400,000 less, which
 15 is about 15 percent. You add that to the food and
 16 beverage, and then the central service cost
 17 allocations that were not booked, you're at looking
 18 at over a million dollars, about a million one.
 19 And then I noticed in (inaudible) memo
 20 that he doesn't want to do any cart paths, but
 21 four years ago when I got together with Darren
 22 Howard, we determined that 57 percent of the cart
 23 paths have to be replaced, which is about 14,000
 24 linear feet, and that's going to be a cost around
 25 2.5 million.

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1 (Expiration of three minutes.)
 2 CHAIR TONKING: Is there any more public
 3 comment?
 4 MATT: There is not at this time.
 5 CHAIR TONKING: Which close out Item B.
 6 C. APPROVAL OF THE AGENDA
 7 CHAIR TONKING: Are there any changes to
 8 the agenda?
 9 We will approve the agenda as is.
 10 D. CONSENT CALENDAR
 11 CHAIR TONKING: Item D 1, approval of the
 12 Golf Advisory meeting minutes for February
 13 22nd, 2024, pages 3 through 25.
 14 Do I have a motion?
 15 MEMBER WILSON: Motion to accept.
 16 CHAIR TONKING: Perfect. Second?
 17 MEMBER SIMON: I think we need to add a
 18 discussion. We need to talk about what Cliff just
 19 talked about, this pricing policy.
 20 CHAIR TONKING: We can discuss that in
 21 item E 2, it fits under that. And everyone should
 22 have a copy of the pricing policy. It's been in the
 23 packets twice, and I can make sure that Heidi sends
 24 it out.
 25 MEMBER SWENSON: We've had some discussion

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1 on that before.
 2 CHAIR TONKING: Exactly. It's totally
 3 fine to be in there.
 4 Heidi, if you don't mind sending that out.
 5 I know it's been publicly available now for this
 6 meeting, so it shouldn't be a problem.
 7 MEMBER SWENSON: I did have one comment.
 8 When I looked at the -- and before I approve
 9 the minutes. The minutes are still text, right?
 10 CHAIR TONKING: They are still text until
 11 the Board, on April 10th, it's an agenda item to get
 12 rid of that.
 13 MEMBER SWENSON: I motion that we accept
 14 the meeting transcripts as is from the previous golf
 15 meeting and strive toward getting it into a more
 16 concise form.
 17 CHAIR TONKING: Let's do this: Let's then
 18 remove item D 1 off the consent calendar, and that
 19 will be item E 0, so that you can make that specific
 20 motion.
 21 Then we will open general business.
 22 E. GENERAL BUSINESS
 23 E 0. Golf Advisory Meeting Minutes Approval
 24 CHAIR TONKING: Subject: Approval of the
 25 Golf Advisory Committee meeting minutes for February

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1 22nd, 2024, pages 3 through 25, and now, Harry, you
 2 can make that motion.
 3 MEMBER SWENSON: Okay. With the motion
 4 that we strive towards getting the meeting
 5 transcript into a more concise form.
 6 CHAIR TONKING: Do I have a second on that
 7 motion?
 8 MEMBER WILSON: Second.
 9 CHAIR TONKING: All in favor, please state
 10 aye.
 11 MEMBER WILSON: Aye.
 12 MEMBER RICCITELLI: Aye.
 13 MEMBER SWENSON: Aye.
 14 MEMBER SIMON: Aye.
 15 CHAIR TONKING: Aye.
 16 Any opposed? No. Okay. That passes 5/0.
 17 E 1. Questions for General Manger of Golf
 18 Operations
 19 CHAIR TONKING: Requesting staff member,
 20 General Manager of Golf Operations Timothy Sands.
 21 This was just brought up at our last
 22 meeting. Again, to stay in compliance with Open
 23 Meeting Law, make sure you're only asking him about
 24 golf operations and financials. We're not going to
 25 deep dive into his life.

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1 those calls. But there probably is some opportunity
 2 to make some small little tweaks, beneficial for the
 3 District, I just haven't come to any conclusions
 4 yet. It still is a little bit early for me.
 5 MEMBER SWENSON: And your background?
 6 MR. SANDS: Oh, yep, sorry about that.
 7 Obviously, I'm a PGA member. I've gone through
 8 multiple different certifications for transitioning
 9 into a general manager's position, especially
 10 running two different private country clubs. The
 11 private country clubs were for-profit, which is a
 12 different scenario than some, and so that's where
 13 the kind of food and beverage and fiscal
 14 responsibility as been a big part of my career path.
 15 CHAIR TONKING: Any additional questions?
 16 MEMBER SIMON: Do you think that you and
 17 Rob would be in a position, if we asked you, to
 18 projection out rounds for next year?
 19 MR. SANDS: Not wanting to jump the gun, I
 20 would try to avoid it, but, yeah, we can probably
 21 get some projections, definitely, especially after
 22 seeing the growth after the past three seasons.
 23 It's tough for me to a look into it
 24 because even I'm looking at the utilization graph
 25 right now, I mean, overall we're looking at 70

10

1 If anyone has any questions for Mr. Sands,
 2 please feel free to open with them.
 3 MEMBER SWENSON: Can you give us a brief
 4 summary of your background in golf operations? Just
 5 a brief summary and any thoughts you now have after
 6 spending the two weeks here at Incline on what you
 7 perceive are our challenges and potential
 8 opportunities to proceed forward.
 9 MR. SANDS: From what I've seen so far and
 10 working with the current staff, I do feel like it is
 11 a busy golf course in the summertime. Going through
 12 round counts and observing some tee sheets, there
 13 are some potential changes that might come out that
 14 could be a really good thing or it could be a
 15 negative thing.
 16 I know that the community itself, the
 17 golfing community, is very active. We see that on
 18 our calendar, and I think on just total rounds
 19 last year doing 37,800 rounds on a short season with
 20 two golf courses is pretty darn good.
 21 I do want to kind of get into the season
 22 because that's always the hard part on overview, but
 23 I haven't seen it so it's tough for me to have
 24 judgment. I'm going to rely on the long-time staff
 25 that's been here and a lot of this committee for

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1 percent-plus usage. We could probably definitely
 2 follow that trend, and then look at the current
 3 calendar last was starting to form last fall. We
 4 could probably work on that. And I'll touch base
 5 with Bobby Magee to see what he would want me to do
 6 on that as well.
 7 MEMBER SIMON: Okay. Because sooner or
 8 later, sooner than later, we're going to need to put
 9 together a projection. Obviously, we need rounds,
 10 times, prices. I'd rather that that came from you
 11 and Rob than us trying to guess it.
 12 MR. SANDS: Understood.
 13 CHAIR TONKING: Any other questions?
 14 MEMBER SWENSON: I do have a follow-up
 15 question. When you talked about utilization, and I
 16 thought I saw in maybe in Jay's supplement material
 17 that we were actually down the number of rounds this
 18 last year compared to the year before, even though
 19 we had reduced our tee time periods by five minutes
 20 from two years ago to this last year, and we were
 21 down rounds.
 22 So that's something that I hope we can
 23 overcome this next year through a number of methods.
 24 And if you got ideas on what would help you
 25 increase -- get ideas to increase utilization, that

13

1 would be highly beneficial for us to mull over, talk
 2 to you about, and then encourage the Board -- I
 3 don't know what kind of authority, the broad
 4 authority that they should be giving you, but give
 5 you to implement those ideas. Okay?
 6 MR. SANDS: Okay. Understood.
 7 CHAIR TONKING: Any other questions?
 8 MEMBER WILSON: I did just want to say
 9 welcome, it's great to have you in the community,
 10 very excited to see what that brings, and a pleasure
 11 to have you on board.
 12 I do just want to state my personal view
 13 is, as a committee, our goal is to support you and
 14 your great team that you have there, and that is
 15 everything we're striving to do. You're the
 16 feet-on-the-ground, you're the one with expertise,
 17 you and the team, and we're here to help support.
 18 MR. SANDS: Thank you.
 19 CHAIR TONKING: And, yes, really excited
 20 to have you, and I'm excited to meet you in person.
 21 I look forward to meeting you as well, and I'm
 22 really excited that you're on this team. It's going
 23 to be a really fun season.
 24 MEMBER SIMON: Is there a way a send
 25 information to the community about Tim and his hire?

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1 It's like people don't know.
 2 CHAIR TONKING: That's a really good
 3 question.
 4 Kari, are you guys going to do a
 5 announcement about Tim or press release of some sort
 6 so that the community's aware that we've hired
 7 somebody?
 8 MS. WINGATE: Absolutely. I just need to
 9 get with Tim now that he's up to speed a little bit
 10 more.
 11 CHAIR TONKING: Thank you for bringing
 12 that up. Thank you, Kari, for doing that.
 13 Any other questions?
 14 That close out item E 1.
 15 E 2. Golf Pricing and Course Utilization
 16 CHAIR TONKING: Review, discuss, and
 17 recommend golf pricing and course utilization for
 18 the Incline Village General Improvement District
 19 Board of Trustees' consideration. Requesting staff
 20 member Assistant Director of Finance Adam Cripps.
 21 And committee member Todd Wilson was on here too for
 22 some of this data.
 23 I will now do an opening on what I think
 24 this will kind of look like, and I want to thank
 25 everybody for putting in their suggestions, for

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1 adding some recommendations. What I was thinking we
 2 could do is talk a little bit about what these
 3 recommendations are going to do and how they're
 4 going to be utilized. From there, talk about --
 5 Harry and Jay had put together some great
 6 recommendations, a little bit different, and so I
 7 was going to walk through each of the different
 8 categories so we could each then make
 9 recommendations based off that, then probably do a
 10 motion after each one that we decide on.
 11 With that being said, I'll also have Adam
 12 and/or Bobby explain to you guys some of the
 13 budgeting process and how this will kind of go
 14 forward.
 15 Start off, we are going to have this -- I
 16 know it's a little later than expected, and I'm
 17 hoping Adam and Bobby will explain why. We're going
 18 to have this be part of the April 10th board
 19 meeting, and I would also like it sooner, but we are
 20 where we are with this budgeting process. They'll
 21 talk a little bit about it.
 22 And then these recommendations, we will
 23 present our recommendations along with what staff
 24 has found doing their zero-based budgeting, so the
 25 Board will then be able to hear both of those and be

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1 able to make decisions going on forward.
 2 But I don't really know if Bobby or Adam,
 3 whichever on this call, wants to present how the
 4 budgeting process kind of works so our committee is
 5 just aware how it will be going forward, and our
 6 timing. Then we can start moving into data and
 7 recommendations.
 8 MR. MAGEE: So, yes, I've asked Adam to
 9 talk a little bit about the budget schedule today
 10 and budget process because, obviously, he has had
 11 the lead on that.
 12 The item that will be going up to the
 13 Board on the 10th will be the pricing policy. We
 14 definitely need to get that up there. Obviously, I
 15 know that's an important part of this overall
 16 process. We will be making some -- we're
 17 anticipating, anyways, making some recommended
 18 revisions to that policy at that time. I know the
 19 timing isn't great on that, but that's where we're
 20 on as of today.
 21 Adam, if you would talk a little bit about
 22 the budget calendar, please, and what the budget
 23 process is.
 24 MEMBER SWENSON: Before you go away, can I
 25 ask you an overarching question about the details

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1 and the processing. Where do you -- because we've
 2 had this discussion before because we haven't really
 3 gotten a firm answer. Where is the two courses and
 4 the, I guess, The Chateau itself, on the pricing
 5 policy, where do you see that?
 6 MR. MAGEE: If I'm being candid, I've had
 7 other people working on it, and I don't know how to
 8 answer that question today. We are intending on
 9 getting some meetings scheduled, hopefully next
 10 week, that we can all bring ourselves up to speed
 11 and start diving into this thing hardcore.
 12 MEMBER SWENSON: Maybe I should ask the
 13 question differently. You haven't been given any
 14 board guidance on the pricing pyramid regarding
 15 those, the two golf courses or The Chateau?
 16 MR. MAGEE: I have not personally heard
 17 that that direction was previously given, and I have
 18 not received that direction.
 19 What the Board has asked me to do is bring
 20 forward a recommended revision to the policy.
 21 MEMBER SIMON: If you go back to
 22 the minutes from the May 8th of 2023 meeting,
 23 there's a pretty good description of what they did
 24 last year on the pricing policy, how they calculated
 25 it. I mean, it's in there. Go back to that meeting

19

1 ago along those lines, just to eliminate any
 2 confusion. But we -- that is something that I think
 3 the Board is hoping that staff will present those
 4 recommendations.
 5 To Jay's point, in that May 8th meeting,
 6 staff took that same lense and thought about pricing
 7 in a way that addressed that pricing policy and
 8 being in the middle of that.
 9 MEMBER SWENSON: I understand that because
 10 we've had discussion before in this group, and I was
 11 asking if there was any changes from that point in
 12 time until now. I'm fine with its being nebulous,
 13 but it is an important -- as we make
 14 recommendations, an important fact is -- because you
 15 had asked that we provide some recommendations up on
 16 the Board. And if we go up there and somebody says,
 17 you got it all wrong, you're at this level with the
 18 pricing pyramid, I wouldn't want to be in that
 19 position to say that this is where we think it fits,
 20 these are the reasons, the rationale.
 21 CHAIR TONKING: I think that's good logic.
 22 That will be kind of that next piece that I spoke
 23 about, is we'll come with our recommendations.
 24 Staff and Adam and Tim have a lot of time
 25 thinking about the budget and what they're going to

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1 and I can tell you what pages it's on later if you
 2 want them.
 3 MEMBER SWENSON: I've got it and I've read
 4 that before, but I didn't get a firm understanding
 5 where -- I understand the whole policy, how it
 6 works, but not a firm understanding of where our
 7 courses operate within that pricing pyramid.
 8 And that's what I've been trying to
 9 understand because without that, we're kind of
 10 shooting shot in the dark, if I could say that
 11 directly, and we can shoot. I've shot in the dark
 12 before, but I was just wondering if you had any
 13 guidance that was tangible that we could utilize on
 14 that pricing policy so we don't try to do something
 15 that's over-egregious relative to what it is or come
 16 up with a recommendation that doesn't even come
 17 close to what is expected. How's that?
 18 MEMBER SIMON: Go back to May 8th, 2023,
 19 look at pages -- it's around 225 to 240, I'm looking
 20 at page 225, and there's a pricing analysis that was
 21 done last year.
 22 MR. MAGEE: Thank you.
 23 CHAIR TONKING: To your point, Harry,
 24 there's been no direction from the Board in specific
 25 areas. And we kind of mentioned this a few meetings

20

1 do as well, and then they can kind of connect some
 2 of those details to align it. I think we'll be able
 3 to hit that benchmark.
 4 I don't think using the pricing pyramid
 5 and the staff budgeting -- and I'm hoping staff is
 6 hearing this conversation -- I sent them all the
 7 recommendations that had been sent to me to make
 8 sure if they had any concerns that those were
 9 brought forward as well.
 10 And so my thought is we'll be pretty close
 11 to being aligned, obviously knowing they have a
 12 little bit more time and they find some other things
 13 along the journey, but we'll be all semi together.
 14 MEMBER SIMON: I'm not really sure what
 15 you just said. I share Harry's concern. I wouldn't
 16 want to go to that meeting and get whacked over the
 17 head because we didn't do it right.
 18 CHAIR TONKING: I don't think that can
 19 come out of this since there is no Board direction
 20 on where that is. It's not as though there is a
 21 right way in which to be doing it because the Board
 22 has not given that direction.
 23 My thought is we have staff on this call,
 24 we have you all on this call, is that we will be
 25 able to give a recommendation that is very much

21

1 close to where staff would be unless we go against
 2 what staff says during this call, that's different.
 3 I believe it's not going to be this blindsided
 4 surprise. I can't predict what the Board will do,
 5 but I'm saying everything will be much more uniform,
 6 and there will be decisions that may be made within,
 7 but I don't think we'll be in two different ball
 8 fields, if that is the concern that people are
 9 having.

10 And, Bobby, please chime in if I'm
 11 speaking for you incorrectly.

12 Any other questions?

13 Adam, do you want to start talking about
 14 the budgeting process, and then I'll start to bring
 15 us into the recommendation area.

16 MR. CRIPPS: Where we're at, it is
 17 actually tomorrow is my deadline for the operating
 18 expenditure budgets to be in by the departments.
 19 The assigned budget team here has been working hand
 20 in hand with the departments to make sure that that
 21 deadline is complete. And with that, that's going
 22 to give us an idea of where we stand as far as the
 23 needs with the revenues. Now, that doesn't mean
 24 we're just going to plug in a revenue line. Through
 25 this meeting and what I was hoping to get out of it,

22

1 basically a target that we're looking at as far as a
 2 revenue.

3 There's two phases that go into the
 4 budget. You're going to have a tentative budget
 5 that is going to be due to the State by the 15th.
 6 And what that is is that's actually going to be sent
 7 in after an internal management review to see what
 8 resources we have and what we've budgeted for and
 9 where these numbers lie. It's not just going to be
 10 we have what we have today; it's going to be a
 11 review at the management level to make sure that
 12 these are really -- these budgets are palatable.

13 The tentative budget goes to the State,
 14 and then afterwards then we're on the clock for when
 15 we can set the time for the actual budget hearing,
 16 and there can be adjustments at that budget hearing.
 17 During that time, if we do find the need for a
 18 different fit in the pyramid, if there's a different
 19 need for resources, what resources we need, how do
 20 we find those resources, those can all be vetted out
 21 during that time.

22 CHAIR TONKING: Any questions?
 23 So I think with that synopsis, we'll have
 24 these recommendations. I think with that being
 25 viewed too, we can see how different presentations

23

1 are going, and we'll definitely have other meetings
 2 in which we may have other ideas that are run by us,
 3 and we've seen that happen with our other committees
 4 as well, that the Board may make a decision or be
 5 thinking about a decision and things come up and
 6 they've run it by the other committee as well to
 7 hear their thoughts.

8 Obviously, it's always evolving, and so
 9 this is not like end-all be-all, but I would like
 10 this to be our best recommendations. And if we're
 11 not there yet, that's fine, we can add another
 12 meeting between now and the 10th, or two, I guess,
 13 because we have one coming up.

14 I'm definitely not trying to pressure us
 15 to get there, but I do want to keep that ball
 16 moving.

17 Do I have any questions kind of about the
 18 general administration part? Otherwise I can start
 19 moving into recommendations ideas.

20 MEMBER SIMON: Who is going to do the
 21 calculations that are required for the pricing
 22 pyramid?

23 CHAIR TONKING: The difference between --
 24 you're asking if between operating and then what it
 25 would cause for resident rates and then the

24

1 non-resident rate including capital and debt?

2 MEMBER SIMON: Yeah.

3 CHAIR TONKING: Yes. That is usually the
 4 job of staff. And, again, we tried to be very much
 5 aligned with the policy. There's been cases, like
 6 in the pyramid, the pyramid allows for that flex a
 7 little bit. For example, a community service
 8 program, some of those are free even though they
 9 bear the costs, there's the parts of it.

10 I think one idea that I really like and
 11 I've seen done in the past that's been helpful is
 12 there is at some point a ceiling, though, even if
 13 you do the calculation and you're getting, let's
 14 say, \$150 a round for after 4:00 p.m. for residents,
 15 that seems a little excessive, and we know that it
 16 doesn't have high utilization and we have to think
 17 about the other factors than just the policy.

18 And so I found it really helpful when we
 19 talked about the ceiling also. And I think that is
 20 what a lot of these recommendations are, you see a
 21 ceiling of four percent mix rate increase or eight
 22 percent increase. Whatever we decide, I think
 23 that's also what we feel like the elasticity of what
 24 can be held.

25 MEMBER SIMON: Well, it's interesting that

25

1 the pyramid, the definition, it's a ceiling not a
 2 flow for resident rates.

3 CHAIR TONKING: It's a combo, because at
 4 some point, you're going to cover costs for things
 5 in that pyramid. For example, there will be a
 6 community service program that would have to be
 7 covered in order provide a benefit to the community,
 8 that we would bear -- the District or government
 9 agency would bear some costs, where there's others
 10 that are much more like a business, and you would
 11 want them to operate covering all of their costs.

12 That's how the pyramid --

13 MEMBER SIMON: I'm only worried about
 14 golf.

15 CHAIR TONKING: I understand. I'm just
 16 saying in the big picture, that's how this pyramid
 17 plays. I think they all play off each other.

18 My thought is we have been doing prices
 19 based off of the pricing policy of resident rates
 20 being the operating, non-residents being the capital
 21 and debt, and we've talked a lot about that in all
 22 past conversations, so our rates are pretty close
 23 right now. Unless something drastically happens,
 24 we're not seeing that financial, where all of a
 25 sudden the costs went exuberantly high from

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1 prior years, we are in that area. That is what
 2 Darren had done in the past two years on those
 3 rates. And that's how we saw a lot of rate hikes
 4 occurring in the last two years.

5 We'll talk a little bit about
 6 utilizations. We had a large conversation around
 7 service levels when we first started this, which
 8 then lead us into, okay, what are -- we felt like
 9 there was a lot of great opportunity, and then we
 10 talked about utilization. That was kind of our next
 11 area.

12 And so we saw -- and I think Harry does a
 13 great job of weighing this out within his
 14 recommendation, we see the range of utilization
 15 existing where it's across certain tee times or
 16 certain times of the year.

17 And so I was thinking we should, looking
 18 at Harry's recommendation, talk about what we think
 19 is a good utilization goal rate. Then with that
 20 conversation, what we think about pricing
 21 (inaudible), and if there's any changes we wanted to
 22 make to that.

23 I will remind us, I re-watched our very
 24 first meeting, it was exciting, and in that meeting,
 25 Darren had suggested one thing to think about in the

27

1 future years -- two things, he said to think about
 2 ending the end-of-shoulder season discount, to give
 3 a beginning and get rid of that end-of-shoulder
 4 discount. In October, there's a discounted price,
 5 right after Labor Day, there starts to be a discount
 6 in pricing again. It's no longer considered peak
 7 season. He had suggested ending that.

8 His other suggestion was thinking about
 9 having a constant rate from the beginning of the day
 10 until 4:00, which is something that golf courses
 11 have been doing, but he said to keep our eye on that
 12 and would recommend that in this next year.

13 I think that's one benefit of this
 14 committee is we get to make these decisions now, and
 15 then we get to really work through this so that we
 16 can be making decisions for this in December instead
 17 of in March. That would be exciting.

18 Does anyone have any thoughts on
 19 utilization? Harry, I don't want to put words in
 20 your mouth in what you said in the recommendations.
 21 Feel free to really lead that. Then the other part
 22 of that would be timing. I want to hear people's
 23 thoughts around that.

24 MEMBER SWENSON: There were like a suite
 25 of things.

28

1 CHAIR TONKING: I have a sheet where I
 2 took your recommendations and I took Jay's
 3 recommendations and then I had my thought on how I
 4 felt. I was hoping we could take them a little bit
 5 in pieces, but I kept track of how we changed some
 6 of them because I know that each of you created them
 7 in a menu, so what changes that would cause to other
 8 ones, I'm trying to keep track of it that way. I
 9 was trying to take the differences to try to find
 10 some common areas.

11 MEMBER SWENSON: Do you want to focus on
 12 utilization?

13 CHAIR TONKING: I want to talk a little
 14 about utilization, and I want to talk about pricing
 15 discounts a little bit. Those are the two areas I
 16 think would be helpful right now. Then I think we
 17 can move into the passes and then the rates.

18 MEMBER SWENSON: Let me just say an
 19 overarching theme of what I believe, based upon the
 20 data that has been presented to us over the last
 21 several meetings.

22 Number one, our golf course, I believe, is
 23 underutilized except during the month of July. I
 24 think if we push the utilization either through
 25 pricing or other tools, we can get closer. In July,

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1 it's 81 percent, I said maybe 85 percent, which I
2 think is kind of unreasonable, but trying to give it
3 towards -- and I saw your recommendation that 80
4 would be really good, and it would cover, based upon
5 my simple calculations, all the operational costs.
6 Just based upon that more utilization, all the
7 operational costs sans the costs of the food and
8 beverage. Which when I looked at that budget and
9 that allocation, I almost think that we are not
10 pricing the food or beverage to cover employee
11 costs, which is -- I mean, if you look at the price
12 of the employees during that period, that's a loss
13 almost. Within \$100,000, that's the major part of
14 the food and beverage losses last year.

15 So either we're not pricing our -- there
16 is an error in pricing food and beverage costs or
17 we're trying -- I know that Bob in our last meeting
18 talked about that when he has a hamburger there or
19 hot dog, those seem to be reasonable costs relative
20 to other things. But it could be that it's the
21 high-end cost of food that we're somehow not
22 capturing. That poke salad that's really good but
23 it's really inexpensive relative to any other place
24 I've been to. The New York steak sandwiches that
25 you can get are really good, have been really. The

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1 figuring out exactly what's happening in that area.
2 There's a lot of components that go into
3 food and beverage, other than golf. Golf is a big
4 component of it, but there are a bunch of other
5 places and things that are happening behind the
6 scenes that we need to dig a little more deeper
7 into.

8 MEMBER SIMON: There's another
9 explanation, and I don't know what we do about it,
10 that's the allocation of labor is just wrong. It's
11 just not transferring or coded to the right people,
12 to the right division. It is so out of whack that
13 when I look at that, first thought is that's just
14 not right.

15 I don't know we do with that. I would
16 refer that back to the accounting department to
17 trace all the allocation of costs, make sure that
18 it's done right.

19 CHAIR TONKING: I think also ensuring that
20 it's getting allocated to the correct site. I know
21 that was an issue with the actual food itself, so it
22 could also be an issue with some of our FTE counts
23 that are going on, and make sure the correct FTE
24 form and not --

25 MEMBER SWENSON: Yeah. I would enforce

30

1 barbecue, the smoked meats are really good. But
2 they are priced nowhere close to what the prices on
3 the outside are.

4 I don't know if that's something that
5 we'll handle this year, but that's why I kind of
6 took that out because I don't understand that level
7 of loss for our food and beverage, unless I look at
8 it and say someone didn't calculate in employee
9 costs in their calculations of food costs and
10 beverage costs.

11 Because that's the number one thing you
12 have there. You don't have rent. It's really just
13 the price of employees. That's why I was trying to
14 take that out to figure out how to solve that one.

15 CHAIR TONKING: That's fair for right now.
16 I think Bobby and team and the Board are all having
17 a lot of -- food and beverage is being talked in all
18 different areas right now. I think for this
19 conversation on recommendations, I think considering
20 it as part of the venue, which I think is key.

21 You had a recommendation about a gift card
22 that went there, providing that people have to use
23 it there, that kind of stuff I think are great
24 solutions to help address some of it. But I don't
25 think we need to get into the nitty-gritty of

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1 what Jay says. When I looked at the personnel
2 numbers for the catering area versus the personnel
3 numbers for the golf course as a whole, it's like
4 there's more people catering than there are dealing
5 with the golf course itself. Maybe that's the case,
6 but I didn't think it was sized right. I don't know
7 if they're just throwing numbers in there, but I
8 found that sizing very strange to me, that we have
9 more -- it appeared, I looked at it last week, I was
10 circling the numbers of people dedicated to food and
11 beverage and those dedicated to golf, and it looked
12 like we have a lot more or at least an equivalent
13 number in that little venue relative to the whole
14 golf maintenance organization.

15 Of course, the fleet thing kind of
16 confuses me too. I don't know how their FTE counts
17 are either, so I'll leave it at that.

18 CHAIR TONKING: That's fair. And I think
19 this is a good plug, I'm sure that Adam and team
20 when their doing their budget and reporting it and
21 starting at zero, actually are looking at these and
22 would flag some of these looking on, just a flag
23 he's looking on when he comes and presents the
24 budget to the Board.

25 We talked about utilization rate around --

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1 Harry, you mentioned 85, I said 80. I also am
 2 slightly worried it's a little high just thinking
 3 about some of those off months. And with thinking
 4 about a utilization rate, what tools does staff need
 5 to have in order to achieve that utilization rate?
 6 Because if say you need to get 80 percent, that's
 7 great, but if we price everything super high, or we
 8 have a bunch of -- we don't allow some sort of
 9 spending like pricing all those other similar
 10 factors that happen, it's really hard to achieve
 11 that goal.
 12 I was kind of wanting people to think
 13 about that as well in this process.
 14 MEMBER WILSON: I had the same goal in
 15 mind of 80 percent. And I had the same question:
 16 If we're looking at low 70s now, is it achievable to
 17 get to 80 percent? That's a big leap.
 18 And with that in mind, try to provide some
 19 more analysis that got more targeted. Hopefully
 20 this will be a helpful tool, but it does allow you
 21 to look at specific areas of targeting the low and
 22 high for the Champ Course is different than the low
 23 and high for the Mountain Course. The utilization
 24 of different passes is very different.
 25 And so if we think about very targeted

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1 campaigns, marketing efforts, dynamic pricing that
 2 all target those specific areas in a way that's not
 3 broad, it's not just, well, let's just go for this
 4 day of the week or this time slot, but it's
 5 targeted, I do think that will make it -- in my
 6 mind, it made it attainable to get to that 80
 7 percent. Not just the dynamic pricing, the
 8 advertising that could be applied to those very
 9 specific tee times and player types, but I think
 10 it's likely we'll have slightly or better or more
 11 favorable weather, which means more rounds. Just
 12 based on averages, that's true.
 13 And then one other area was the reduced
 14 downtime because of the cart path, just to clarify
 15 that I was not proposing no cart path projects
 16 rather than highlighting the fact that we had
 17 downtime that I didn't see coming this year that
 18 might add to that, therefore, 2024 utilization could
 19 be improved. In no way was that a recommendation on
 20 whether or not we move forward with cart paths.
 21 Having said that, I do think it's
 22 reasonable to achieve that 80 percent if we focus on
 23 it. No doubt the team does that already, but if we
 24 get very targeted, it seems achievable to me.
 25 MEMBER RICCITELLI: What are the knobs

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1 that you can turn to get more volume on the golf
 2 course? Some of it is just based on when people are
 3 in Incline, some of it's based on weather, I assume,
 4 which you can't do anything about.
 5 Does it make sense to have a more dynamic
 6 pricing model with July as the busiest month, which
 7 any of us that live here know that's probably the
 8 busiest, then maybe the prices should be different
 9 in June than they are in July, and maybe they should
 10 be different towards the end of August than they are
 11 over the 4th of July week.
 12 I mean, I don't know what other knobs --
 13 you can advertise. People know the golf courses
 14 here. They're not going to drive in from out of
 15 town because they saw an ad about Incline. I think
 16 it's priced, the quality of golf and the golf course
 17 I think is great. The service that the golf pros
 18 provide and the golf course maintenance guys, it's
 19 great.
 20 So the only thing left, if you want to get
 21 the utilization up when there's less people in town
 22 playing golf, to me, would be to have a more dynamic
 23 price model. Like the afternoon, we know is not
 24 busy, maybe it should be cheaper in the afternoon.
 25 Maybe July should be more expensive.

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1 If you're up here and you're going to
 2 play, you're going to play whether it's 90 bucks or
 3 a hundred bucks. You're up here for that week.
 4 I'm not sure how much price sensitivity
 5 there is in terms of people not playing if it's an
 6 extra five or ten bucks, and I'm not even sure that
 7 there's any pricing sensitivity, you know, if it's
 8 ten bucks less. I don't know what other knobs there
 9 would be.
 10 CHAIR TONKING: I think some of it too is
 11 we don't currently spend any marketing dollars on
 12 the golf course, just an FYI. So that might be
 13 something that we consider and bring as a
 14 recommendation to the Board to help get us to that
 15 80 percent, I do think.
 16 And then I think there's something to say
 17 because we don't do that, I think people sometimes
 18 end up -- you're right, you have to stay within that
 19 pricing because you don't want to get out of what
 20 you have around the basin, because those
 21 opportunities exist as well. And then I think it's
 22 also being known. Yes, people need to know it
 23 exists.
 24 But it's hard sometimes, a view from that
 25 non-resident level is, well, I can't get on their

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1 beaches and I can't get into some of the other
 2 stuff, so is that golf course also available for me
 3 or is that a private course?
 4 That's some dialogue that I think that
 5 could help.
 6 MEMBER RICCITELLI: That's fair. I'm sure
 7 that's part of it too.
 8 MEMBER SWENSON: You've talked to a lot of
 9 people and I've talked a lot of, I'll call them
 10 "casual golfers," having such -- and they say it
 11 this way: I can't get on the course.
 12 And I'm going, hey, we're 70 to 80 percent
 13 utilization, at the high end 80 percent, 70 percent.
 14 Why can't you get on?
 15 One of the things I think we do is start
 16 blasting out open tee times to either a group of
 17 golfers or every Incline resident or whatever, and
 18 say: These are currently open, first come, first
 19 served.
 20 MEMBER RICCITELLI: I think that whole
 21 thing is because everybody wants to play between
 22 eight o'clock and eleven o'clock. So if you can't
 23 get a tee time at ten o'clock, then you say, oh,
 24 there's no tee times.
 25 MEMBER SWENSON: I agree with what you're

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1 this, that they do consider the Mountain Course more
 2 like a Rec Center activity where it's a community
 3 benefit and the like, whereas the Champ Course is
 4 for rich guys, so we got to charge them to cover not
 5 only their costs, but everybody else's cost. I'm
 6 joking a little bit there, but please scratch from
 7 the transcript. I plan to get us towards that
 8 operational costs. If we can find that sweet mix
 9 where the golf course is covering at the very least
 10 its operational costs, which is that higher end on
 11 the pyramid, then we're close.
 12 And that's why I think utilization and
 13 getting those tee times filled is one knob on that
 14 utilization course. Of course then, like Todd might
 15 say, well, there's the pricing elasticity, we might
 16 lose money because we're giving them away for less
 17 than they're costing, but there's something to try
 18 there.
 19 Some people that -- we have now a
 20 professional that's run two different golf courses,
 21 maybe they -- especially that has private, but had
 22 to cover their costs part of it, was an at-profit
 23 thing. We're not looking for profit, we're looking
 24 for covering the operational costs of it. I
 25 understand it.

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1 saying, but this actually defends against that.
 2 Say, here, here are the tee times available.
 3 MEMBER RICCITELLI: I agree. Trying to
 4 fill up those less-desirable tee times, because it
 5 stays light pretty late, the weather's pretty nice
 6 on most days, so going to play golf at one, two
 7 o'clock in the afternoon, it's not a weather thing,
 8 generally. It's just people don't, apparently, want
 9 to play.
 10 Do you make it cheaper if it's that time?
 11 Then you burn all the slots right before it because
 12 if it's cheaper at 2:00, then I'm not going to tee
 13 off at 1:00.
 14 In my opinion, it is just some kind of
 15 pricing model. And maybe more marketing if people
 16 feel like it's a private course or you have to be a
 17 resident, that could be impacting it as well.
 18 CHAIR TONKING: Here's my thought from
 19 just this dialogue, I could be really off base,
 20 here's what I'm kind of thinking as a possible
 21 motion. I think we need to divide it by Mountain
 22 and Championship Course, I don't think 80 is valid
 23 across both of them.
 24 MEMBER SWENSON: I've heard from a couple
 25 of the other trustees that I've talked to about

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1 CHAIR TONKING: What do people see as a
 2 utilization rate at the Mountain Course?
 3 MEMBER SWENSON: I think 60 to 70 is good,
 4 that's my own view.
 5 CHAIR TONKING: I had 68 percent, which is
 6 probably not a really easy percentage to use, so we
 7 can pick something a little bit more round.
 8 MEMBER SIMON: Somebody must have done
 9 some work last year. In the pricing analysis for
 10 the last year -- and this is interesting -- the
 11 projected number of rounds of golf for the season
 12 that just ended on Championship was 26,146 versus --
 13 and we did about 23,000 actual. So somebody must
 14 have already gone through an exercise to come up
 15 with 26,146, I'd like to know who and where that
 16 analysis is.
 17 CHAIR TONKING: I believe it was Darren,
 18 and I believe the analysis was pulling from Vermont
 19 in the way the tee sheet uploaded. I tried to call
 20 him earlier today to get some background, I can ask
 21 and see if we can get a copy of that.
 22 MEMBER SIMON: And the projection on the
 23 Mountain Course was 17,800 rounds, and we actually
 24 did roughly 15,000. So it's a pretty big miss on
 25 both of them, but it -- and I have gone to calculate

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1 what those utilization percentages would be, but
 2 somebody's done a lot of leg work that I think maybe
 3 we should look at.
 4 CHAIR TONKING: Good point.
 5 I think that 15,000 gets us really close
 6 to -- I'm sorry. That 17,800 gets us at 72 percent.
 7 I feel like those numbers are very close to this
 8 goal.
 9 And, Rob, do you have any background or
 10 knowledge on this, this utilization goal that we
 11 hit? The 26 one is at 83.274.
 12 MR. BRUCE: I don't have any insight on
 13 that. I know Darren was doing that end of last
 14 season, I believe. He was looking at all those
 15 numbers and calculating some things, but I don't
 16 know how he got to those numbers.
 17 CHAIR TONKING: My thought is they're
 18 close to where ours are, a little bit higher one,
 19 actually both have them, if we did 68 percent and
 20 80.
 21 Tim, the little you know, do those goals
 22 feel really high, feasible? And, of course, it's
 23 just a goal.
 24 MR. SANDS: Well, outside looking in at
 25 first glance, I think the big thing for me -- and

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1 kind of understanding the area to a certain extent,
 2 where are we try to pull these golfers from for
 3 higher utilization? Are we trying to pull them from
 4 the District or are we looking outside of the
 5 District?
 6 MEMBER RICCITELLI: That's a good point,
 7 Tim.
 8 CHAIR TONKING: My thought would be we'd
 9 get a few within the District. And, again, that's
 10 not going to be this huge money driver either. And
 11 then you're going to end up -- I think the appeal is
 12 to try to get people from outside the District who
 13 would love to go somewhere else.
 14 That's my own opinion. I don't know how
 15 others view it.
 16 MEMBER RICCITELLI: I think that's
 17 probably true. Like the people that are in Incline,
 18 the residents, people that live here or come here in
 19 the summer, they're going to play golf when they
 20 want to play golf and they're probably not that
 21 price sensitive, maybe more time sensitive.
 22 I think you're right. If you're trying to
 23 get that extra five or ten percent, it's probably
 24 people that aren't otherwise going to play there,
 25 like us, the guys in the golf clubs, people that

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1 live there, people that play there all summer.
 2 There may be some upside there.
 3 What do you think the right utilization
 4 rate is?
 5 MR. SANDS: Frankly, I don't know because
 6 I haven't seen the flow of the operation.
 7 But remember when I'm looking at this 2023
 8 utilization summary, the Championship Golf Course
 9 had 76.2 percent, and that's because it's
 10 Championship Golf Course. When you have an
 11 executive course like the Mountain, you're getting
 12 that casual golfer that isn't willing to play four
 13 days a week; they're playing four times every two
 14 months.
 15 So I think that's something that I have to
 16 kind of see and understand in the moment. I'm going
 17 to work with Rob, especially on how we look at
 18 outside revenue, because I think if we're going to
 19 tap into that, that may be the way to go if we are
 20 looking to grow rounds.
 21 MEMBER SIMON: If you're going to tap into
 22 outside revenue, I mean, the evidence that we have
 23 right now is that it's plus or minus 500 rounds a
 24 year, unless you change something dramatic like
 25 advertising and marketing to try and pull them in.

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1 At 270 or whatever dollars, or \$60 a
 2 round, plus the range, I don't think they're
 3 knocking the door down. It's not going to -- I'm
 4 serious, I think to change that is going to entail a
 5 different way of thinking to sell golf.
 6 MR. SANDS: And I definitely will sit down
 7 with the marketing team and have them show me what
 8 they've one in the past, and then see where we go
 9 with that. Marketing is a big part of that. If I'm
 10 trying to find a guy that stays at Edgewood that
 11 plays Edgewood one day and comes up and plays
 12 Incline the next day, they'll be a big part of that.
 13 CHAIR TONKING: We had marketing come and
 14 speak to us, I think, at the beginning of January.
 15 And it might be helpful for you to look at that
 16 transcript too and just hear some of the questions.
 17 Obviously sit with Paul, but then also looking at
 18 some of the dialogue that we had around that
 19 conversation could also be helpful too.
 20 MR. SANDS: 2024 of January, correct?
 21 CHAIR TONKING: Yes. Our Golf Committee
 22 just started in October of 2023.
 23 MEMBER RICCITELLI: The upside of people
 24 that don't play every three or four times a week
 25 anyway because they're here, that's probably where

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1 the incremental four or five percent of golfers are
 2 going to come from either groups or people that
 3 are -- some kind of way to get people to play later
 4 in the day when the tee times aren't that full.
 5 Rob, what's your opinion?
 6 MR. BRUCE: Kind of the same page with
 7 Tim. If you're going to pull an extra 2- to 5,000
 8 rounds, this is going to have to come from
 9 probably-not-local play. So having to pull that out
 10 when we market that for getting those extra people
 11 or going back to what we had done in the past where
 12 we kind of start getting with the casinos again and
 13 getting groups from casinos.
 14 MEMBER SWENSON: When we talked about
 15 marketing, the bottom line was that they canceled
 16 that part of the budget anyway, so we really don't
 17 market anymore. Somebody that's in financial
 18 trouble, that's the last people you cut is the
 19 marketeers.
 20 CHAIR TONKING: That's a good point.
 21 Here's what I'm thinking of an idea, and
 22 obviously you're not stuck, Tim and staff, on this
 23 80 percent, we have 80 and 60, let's just say 65
 24 percent for percentage purposes at the Mountain.
 25 My thought is we recommend the 80 and

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1 65 percent with the recommendation for marketing
 2 efforts and giving staff -- marketings efforts and
 3 dynamic pricing, the ability to use dynamic pricing,
 4 and then have them come back to us after the season
 5 or half way through the season and tell us how those
 6 things are going. And maybe this goal was really
 7 unfeasible and we have to really think about
 8 something completely different, but least give a
 9 goal and something for them to keep on eye on so
 10 they kind of know where things are and where they're
 11 at. And here's some of the factors that we don't
 12 know because we've been in such a transition that
 13 none of us know the operations of it, and they can
 14 kind of tell us what is happening.
 15 How do people feel about that
 16 recommendation?
 17 MEMBER WILSON: That makes a lot of sense
 18 to me.
 19 MEMBER RICCITELLI: Same.
 20 MEMBER SIMON: That's fine. But then the
 21 projections that Tim and Rob do need to tie into
 22 those numbers.
 23 CHAIR TONKING: Yes. I think that's fair.
 24 How does staff feel about that? Does that
 25 seem really off base and you're just setting us up

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1 for a really tough season, kind of your feelings?
 2 MR. SANDS: If I was going to answer that
 3 I would say once I had official direction, I could
 4 give you a better answer.
 5 CHAIR TONKING: Okay. Perfect.
 6 And, again, this is just a recommendation
 7 that we will present to the Board. I just don't
 8 want to present something to the Board that you feel
 9 is really not helpful. I'm just trying to make sure
 10 we're all there.
 11 MR. SANDS: I couldn't really answer it
 12 properly at this time, to be honest.
 13 CHAIR TONKING: That's totally fine.
 14 That's one of my recommendations. Do we,
 15 Anne, have to vote on these?
 16 MS. BRANHAM: I think that would make for
 17 a cleaner record, and I would take them separately,
 18 which I think you mentioned before. A vote would be
 19 great.
 20 CHAIR TONKING: I would do this one on the
 21 record. Okay.
 22 I will make a motion, even though I
 23 probably shouldn't be the one making it, but I'll
 24 make it since I suggested it.
 25 I move that the committee recommends to

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1 the Board of Trustees a goal of a Championship
 2 utilization rate of 80 percent and a Mountain Course
 3 utilization rate of 65 percent. And am suggesting
 4 to staff they utilize some marketing efforts and
 5 dynamic pricing to help achieve this goal.
 6 Is there a second?
 7 MEMBER WILSON: Second.
 8 CHAIR TONKING: All those in favor, please
 9 state aye.
 10 MEMBER WILSON: Aye.
 11 MEMBER RICCITELLI: Aye.
 12 MEMBER SWENSON: Aye.
 13 MEMBER SIMON: Aye.
 14 CHAIR TONKING: Aye.
 15 Opposed? No. That's our utilization.
 16 **The next section that really got brought**
 17 **up between the recommendations would be the Play**
 18 **Passes. And the talking about a couple's Play Pass**
 19 **and an All You Can Play versus All You Can Play**
 20 **limited. I vote we start with the couple's, that**
 21 **might be a little bit easier.**
 22 **When I looked back our meeting, Darren**
 23 **recommended reintroducing the couple's Play Pass**
 24 **back into the mix, that that would be really**
 25 **helpful, and then I saw both Jay and Harry recommend**

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1 that as well.
2 And so I was wanting to get feedback from
3 everybody else, and Jay and Harry on their logic as
4 well.
5 MEMBER SWENSON: My logic was that will
6 help with utilization, actually. I know that
7 couples, in it is past -- and it was a much
8 cheaper -- correct me if I'm wrong, Rob -- when we
9 had a couple's pass before, it seemed to be a lot
10 less expensive than one and a half times the
11 Championship fee.
12 But I think that would increase,
13 number one, utilization, two, a lot of couples got
14 frustrated -- and I bet you if we really did a good
15 analysis, if there was an analysis done on how much
16 the couples actually played versus how much they
17 paid for the privilege to have that couples pass
18 because they thought they were going to play a lot
19 more, it might surprise you.
20 And there were a lot of -- I've been
21 approached by a lot of people, golfers that I know
22 that say, We really enjoyed that couple's pass.
23 I said, Well, was it the price, was it
24 this?
25 They said, No, it just allowed us to do

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1 MEMBER SIMON: Obviously, it increased the
2 utilization, but I'm also not recommending that we
3 give it away. I think that there is -- I don't want
4 to say a premium price, but I think a fair price.
5 When I talked to Darren before he left, I
6 asked him about the couple's Play Pass, and he says,
7 Well, I don't think I would put that back because
8 it's a double discount. You're giving two
9 discounts.
10 And I thought about that, and so what I
11 tried to do was to put the pass back in play, but to
12 put it back at a price that I don't think it's a
13 double discount.
14 CHAIR TONKING: You want to talk a little
15 bit more about that just so we have it on the
16 record? Kind of how you thought about that rate.
17 MEMBER SIMON: Well, I priced it at what I
18 thought, if I was a couple buying a pass, I would
19 buy a pass, but I would probably play, plus or
20 minus, 80 rounds between myself and my wife.
21 And I'm figuring \$80 a round, which is
22 pretty close to the dollar amount that is charged
23 for a 20-pass player, and comes up to 6,400 bucks.
24 So I'm pricing it at -- right at the range where I
25 don't feel it's a double discount. I feel it's a

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1 things as couple.
2 And they played in the afternoon a lot
3 where --
4 MEMBER RICCITELLI: That's a good point.
5 MEMBER SWENSON: -- the experienced golfer
6 would spend his days playing in the morning, if he
7 could, and with his wife or couple, his significant
8 other, their significant other, then they'd play
9 more in the afternoon, and that would kind of
10 increase the utilization there too.
11 That was my thinking was increasing
12 utilization. There's a untapped resource there that
13 a lot of people, a lot of couples would like, and
14 then go from there. That fit within my overall
15 theme of how do we get to 80 percent or more? That
16 was one method.
17 CHAIR TONKING: I think that makes a lot
18 of sense. I agree with the couples. I heard a lot
19 from people after that was eliminated, that that was
20 kind of a hard thing, and I think Darren heard the
21 same thing as he recommended we put it back in.
22 Other thoughts on that?
23 MEMBER SIMON: I'm recommending the
24 couple's pass come back.
25 MEMBER RICCITELLI: I second that.

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1 fairly priced pass that somebody who is going to
2 play a lot of couple's golf is going to be into it
3 for about \$80 a round or less if they play combined
4 more than 80 rounds.
5 CHAIR TONKING: I'm trying to pull that
6 percentage off your sheet. You have the old pass in
7 here was --
8 MEMBER SIMON: 52.58.
9 CHAIR TONKING: 52.58, and you have the
10 individual, you're using an individual rate of
11 4,000, right?
12 MEMBER SIMON: Yep.
13 CHAIR TONKING: So 4,000 divided by 64,
14 1.625, it's 162 percent higher.
15 MEMBER SIMON: Yeah.
16 CHAIR TONKING: Okay.
17 MEMBER SIMON: But for the individual, I'm
18 assuming I'm pricing it out at 50 rounds.
19 CHAIR TONKING: Yeah. And we can talk
20 about the individual. I was just going to recommend
21 we do a percentage above the other pass. I think
22 that would make sense to think about it that way in
23 case the staff or Board comes up with a different
24 price, that they would then be we think is a good,
25 middle ground, X percentage above is kind of how I

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1 was thinking about it just to keep it adjustable.
2 Harry, you suggested 150 percent. I was
3 at 180 percent, so I'm probably costing us way out
4 of it, because I was a little anti-couple's pass.
5 After listening to your guys' argument, I
6 feel like it makes a lot of sense, and I feel like
7 with that utilization that's a really good thing to
8 think about. And I didn't think about the different
9 times that you play as a couple versus when you're
10 playing with others utilizing your pass. That was a
11 really fair argument.
12 Do we feel good at 160 percent, 170
13 percent?
14 MEMBER WILSON: I also had the couple's
15 pass as my set of recommendations. And in part
16 that's because Director Howard had recommended that
17 in his last meeting with us.
18 But in part too, very anecdotal, no
19 evidence to point to, but I've heard that from many
20 places that that would bring back at least some more
21 golfers, and that to me is the key. The closer we
22 get to that being 1.8, 1.9, then we're probably not
23 attracting the additional golfers because you might
24 as well buy an individual pass, the discount is
25 really going to make the difference.

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1 rate of 1.65, relative to the overall cost to the
2 golfer.
3 MS. BRANHAM: Just to clarify for the
4 record, that's to recommend that the Board consider
5 reintroducing?
6 CHAIR TONKING: Yes, to recommend. And I
7 think that's what the agenda item is.
8 Anne, it's all recommendations to the
9 Board, do we have to reiterate that?
10 MS. BRANHAM: No. Just because it was the
11 motion, I just wanted the record to be good.
12 CHAIR TONKING: Second?
13 MEMBER RICCITELLI: Second it.
14 CHAIR TONKING: All those in favor, state
15 aye.
16 MEMBER WILSON: Aye.
17 MEMBER RICCITELLI: Aye.
18 MEMBER SWENSON: Aye.
19 MEMBER SIMON: Aye.
20 CHAIR TONKING: Aye.
21 All opposed? No. That passes, 5/0.
22 MEMBER SWENSON: The other part of that,
23 which is it's available at both courses?
24 CHAIR TONKING: We can make a quick
25 motion. Anne, help.

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1 By comparison, if I calculated it right,
2 the Rec Center couple's pass is a 35 percent
3 discount, so that would put us at 1.65, I believe,
4 or thereabouts, seems right to me.
5 CHAIR TONKING: Do people feel good with
6 that 1.6? Does anyone want to make a motion?
7 MEMBER SWENSON: 1.65 seems fair. I threw
8 150 percent in there just as a wag, but, you know,
9 it gets there.
10 Also I think you'll find that I also put
11 in there that the couple's pass -- and I don't know
12 if this was always the case -- should be available
13 to be used at both courses. Because, actually,
14 you'll find --
15 MEMBER SIMON: That was part of my
16 proposal is that it's both courses.
17 MEMBER RICCITELLI: I agree.
18 CHAIR TONKING: I think at the both
19 courses, I would feel better at the 1.65 because it
20 also aligns with the Rec Center, it keeps us
21 consistent.
22 Whoever wants to make a motion, please
23 feel free to do it.
24 MEMBER WILSON: I motion that we
25 reintroduce the couple's pass, and that it be at a

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1 MS. BRANHAM: Yes. No problem. Let's
2 just say that there was a friendly amendment to the
3 original motion, and then if you could just get
4 everyone's approval again.
5 CHAIR TONKING: All those in favor of the
6 friendly amendment, say aye.
7 MEMBER WILSON: Aye.
8 MEMBER RICCITELLI: Aye.
9 MEMBER SWENSON: Aye.
10 MEMBER SIMON: Aye.
11 CHAIR TONKING: Aye.
12 Passes, 5/0. Thank you for that.
13 This moves on to the harder ones. The All
14 You Can Play Pass limited versus not limited versus
15 adding on some food and beverage, getting rid of the
16 40 and 50 Play Passes or, yeah, plays. All those
17 kind of go into one bucket when we think about this
18 All You Can Play.
19 I'll give some history behind it, and I
20 think you guys all probably know it better than me.
21 There was a lot of push from both the Board and from
22 staff in prior years that we were losing a lot of
23 money around this All You Can Play Pass. So then it
24 was eliminated, but then we also saw we lost a lot
25 of rounds. Jay does a good job of laying out that

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1 whole narrative.

2 We just have to think about with this, if

3 we want to reintroduce it, what are some of the

4 other things we do to help enhance it, to make sure

5 that it levels out a little bit. Instead of just an

6 All You Can Play Pass, I think one of the

7 recommendations was we get rid of the 40 and 50 Play

8 Passes because those aren't utilized as much. You

9 get rid of those, you plug this in, and it forces

10 people to either stay at the 20 or the All You Can

11 Play.

12 Just some of those give and takes, because

13 what happens is we get this select bundle that's

14 getting it, and then it ends up not necessarily

15 always leading to a better bottom line. We just

16 need to think about that also.

17 I am all ears for everyone's suggestions.

18 MEMBER SWENSON: You summarized it. I

19 think it should be just like it was last year except

20 you have the option to play -- and this is

21 especially true for those of us that play in a

22 couple of tournaments that we have on Saturday for

23 all the clubs, that playing on Saturday and Sunday

24 for your guests, guest tournament, it hurts to have

25 to pay full price when you already paid an All You

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1 Can Play Pass.

2 So I was thinking maybe a \$50 increase,

3 which is kind of what Darren had come up with for

4 that morning utilization on the weekends.

5 MEMBER SIMON: I don't know what you're

6 talking about. I mean, these Play Passes are all

7 unlimited.

8 MEMBER SWENSON: No. Right now,

9 they're -- we have a limited Play Pass.

10 CHAIR TONKING: Yeah, we have an All You

11 Can Play limited pass.

12 MEMBER SIMON: You guys are talking about

13 having an unlimited and a limited Play Pass?

14 CHAIR TONKING: No. He's saying just

15 change the All You Can Play limited and add a \$50

16 fee if you want to play during the off times of that

17 pass. He's saying keep the All You Can Play

18 limited. It's Darren's recommendation from the

19 first meeting too.

20 MEMBER SIMON: But that was before we had

21 All You Can Play unlimited passes available. That's

22 what we just voted on.

23 CHAIR TONKING: We voted on a couple's

24 pass. You can have a couple's All You Can Play

25 limited also. Whatever we decide on this pass, it

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1 will be 165 percent above that. We need to decide

2 what this pass looks like.

3 The motion is 165 percent, couple's pass,

4 is going to be based on --

5 MEMBER RICCITELLI: Versus whatever the

6 regular --

7 CHAIR TONKING: -- whatever we decide this

8 regular pass could be. And so if the single pass is

9 an All You Can Play limited, if it's an All You Can

10 Play, that's what we need to --

11 MEMBER SIMON: I'm not recommending any

12 individual pass other than an unlimited All You Can

13 Play Pass.

14 CHAIR TONKING: Okay. And so we have --

15 and part of yours is also eliminating some play

16 passes, is that correct?

17 MEMBER SIMON: Right.

18 I did look at this also from the

19 perspective from if I was a trustee here, that --

20 well, first of all, there's way too many things on

21 menu of choices for play. It's confusing, I think

22 it's very cumbersome.

23 So I think that people need to decide if

24 they want to buy an All You Can Play or 10 or 20. I

25 don't think there should be anything in between.

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1 You can always buy another 10 if you have a 20.

2 But wasn't thinking about putting any kind

3 of a limitation on any of the passes.

4 MEMBER RICCITELLI: To me, an All You Can

5 Play Pass is like paying dues at a private club, and

6 so it needs to be priced accordingly. And it might

7 get the utilization rate up, but it's not going to

8 change the revenue.

9 Tim, what do you think about those passes?

10 MR. SANDS: It's a good concept. I'm

11 trying to figure out through your guys'

12 recommendations what a staff recommendation would

13 be, but I'm not there yet either.

14 MEMBER SIMON: It changes the revenue from

15 \$80 a round from zero a round.

16 MEMBER RICCITELLI: Yeah, but how many of

17 those did we actually -- I don't have the data in

18 front of me, but it didn't seem like there was an

19 enormous number of All You Can Play Passes in that

20 spreadsheet that Darren had made for us, were there?

21 MEMBER SIMON: You have to go back to when

22 there was unlimited play passes, back to '22.

23 MEMBER RICCITELLI: It just didn't seem

24 like a big number, but maybe it was that intervening

25 year where there were stricter limits on it.

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1 CHAIR TONKING: We did see it decrease in
 2 the amounts of passes that were purchased in the
 3 limited Play Pass version.
 4 I can tell you from my perspective, I felt
 5 like the All You Can Play Pass was getting us -- was
 6 not as beneficial to the District from the numbers
 7 that Darren had showed in the sense of how much per
 8 round it was. It was a lot less than the other
 9 people were playing with other ones. I'm trying to
 10 find that presentation he gave to the Board in 2022.
 11 That was definitely one of my key drivers
 12 in why he had recommending for a long time removing
 13 it, I think, since 2021.
 14 MEMBER RICCITELLI: It just exasperates
 15 this entitlement perception that there's a handful
 16 of people that pay for an All You Can Play Pass, and
 17 then they averaged down the cost per round to like
 18 60 bucks because they play four times a week. That
 19 was my --
 20 MEMBER SIMON: There are a very limited
 21 number couples that are going to play more than 80
 22 rounds of golf between the two of them, which I
 23 think will be offset by the couples that end up
 24 playing less than 80 rounds from when they bought
 25 the pass.

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1 fee, seems a little excessive too.
 2 MEMBER SIMON: This individual pass would
 3 be 23 percent higher than it was in 2022. Am I
 4 hearing that the people don't think that 4,000 is
 5 enough for an individual All You Can Play Pass?
 6 MEMBER RICCITELLI: That would be 40ish
 7 rounds, right?
 8 MEMBER SIMON: Fifty.
 9 MEMBER RICCITELLI: Yeah, 50 rounds of
 10 Play Passes, I guess.
 11 MEMBER SIMON: Fifty times 80. If you
 12 bought a --
 13 CHAIR TONKING: In 2022, the Championship
 14 All You Can Play Pass, there was 1,320 rounds played
 15 on it, and it came out to be about \$63.28 round.
 16 Where your 10 play and 20 play were around \$94.60
 17 and \$83.66.
 18 MEMBER RICCITELLI: Again, I think that
 19 adds to the perception that there's the haves and
 20 the have nots. Somebody's paying \$63 a round, and
 21 then somebody's paying \$94.
 22 MEMBER SIMON: I get what you're saying.
 23 So let's just price it accordingly then.
 24 MEMBER RICCITELLI: Yeah. I'm not
 25 suggesting we rid of it, I'm just saying that it

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1 MEMBER RICCITELLI: I don't have any
 2 problem with the couple's pass. I think you're
 3 right, it might make it easier for the husband to
 4 get the pass if the wife is involved or vice versa.
 5 I don't think that the All You Can Play
 6 Pass, from what I recall, it just wasn't that many
 7 people that bought them, but the people that did
 8 were apparently very committed to it.
 9 Like in Blackhawk, a full membership there
 10 to play as much as you want in the Bay Area is 15-
 11 \$1,600 a month. That would be for three or four
 12 months of play, five grand.
 13 I think if we do an All You Can Play Pass,
 14 it ought to be more aligned with that kind of
 15 pricing as opposed to if you don't want to play that
 16 much, you just buy a 10 or a 20.
 17 CHAIR TONKING: That's one of my thoughts,
 18 is I think if you're going to offer an All You Can
 19 Play Pass, it has to be at a high price, which I
 20 know is probably not loved by many. And that's why
 21 I think that limited Play Pass is helpful, but I
 22 also see the flaws of it.
 23 Harry brought the really good one, if you
 24 bought your pass and you're trying to play on a
 25 Saturday morning, now you have to pay a whole nother

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1 just incensed you to play 50 rounds when you might
 2 otherwise play 40. Like I said, it's like a private
 3 club, you pay an amount, and it don't cost you
 4 anything to play. Although at my club in the East
 5 Bay, you do have to still pay or figure out a way to
 6 pay for a cart, where this one includes everything,
 7 because there's no separate fee for a cart, there's
 8 no option to really have your own cart.
 9 I just think \$63 a round on average is
 10 pretty cheap. I probably average more than that at
 11 a club.
 12 MEMBER SIMON: \$63 a round is a little bit
 13 misleading because it would have been based on old
 14 pricing.
 15 CHAIR TONKING: But same concept.
 16 MEMBER SWENSON: I think somebody should
 17 do an analysis on this. I remember why we did the
 18 limited, not for a perception, it was to get the
 19 high-profit, weekend players.
 20 MEMBER RICCITELLI: To guys that are
 21 coming in and paying 200 bucks a round.
 22 MEMBER SWENSON: I think it's a valid
 23 point still. That's why I kind of like it that way,
 24 the limited version, unless you pay a little extra.
 25 CHAIR TONKING: I kind of like having it a

65

1 more affordable limited pass, and then adding the
 2 extra fee if you want to play the other time. I
 3 think it helped with that thought.
 4 The times we have blocked off on the
 5 limited to talk about our utilization is it helps
 6 get people to play at those other times too. So now
 7 they have the option, at a fee, and I think it will
 8 actually be a revenue driver because people said,
 9 No, I'm not going to pay 150, but I'll pay fifty
 10 bucks.
 11 MEMBER RICCITELLI: If you're only here on
 12 the weekends, you're not going to be buying an
 13 unlimited pass. You're going to pay when you're
 14 here. If you're staying at the Hyatt, and you're
 15 going to pay 200 bucks or whatever a round, I agree
 16 with you. You don't want someone playing on a play
 17 pass eating up those \$200 slots.
 18 Tim, do you have an opinion on that?
 19 Rob might have a better view because he's
 20 observed longer.
 21 MEMBER SWENSON: Rob did an analysis on
 22 the cost of the passes or amount of Play Passes
 23 utilized and the utilization thereof. I do know,
 24 I'll say anecdotal information, from some friends of
 25 mine that had the limited. They first complained

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1 play there on the weekend unless there's a
 2 tournament or something because it's too busy, too
 3 slow.
 4 MEMBER SWENSON: There was a lot of bad
 5 blood that came out of golf with the perception that
 6 the Board hated golf.
 7 MEMBER RICCITELLI: Yeah. And then the
 8 response was, well, I'm not buying.
 9 MEMBER SIMON: The theory is is that if
 10 you have a limited pass, you're going to hold open
 11 these tee times on the weekends, and all of the
 12 people are going to come in and pay a lot more money
 13 for those times, right?
 14 MEMBER SWENSON: That's that theory.
 15 MEMBER SIMON: So then why last year, when
 16 we put this policy in place did the non-Picture Pass
 17 rounds go down by 400 rounds? Outside play went
 18 down 400 hundred rounds.
 19 MEMBER RICCITELLI: Didn't have anything
 20 to do with this because those weren't All You Can
 21 Play people anyway.
 22 MEMBER SIMON: No, no. I'm just saying,
 23 it's like build it and they will come, hold open the
 24 times and hope they'll come, but they didn't come.
 25 CHAIR TONKING: That's fair.

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1 about the limited All You Can Play Pass, but then
 2 they found out, hey, I'm playing faster on the
 3 afternoon when I play in the afternoon because
 4 there's less people.
 5 And the morning is then a profit.
 6 MEMBER RICCITELLI: Open for the
 7 high-paying players. You'll end up getting the
 8 utilization rate up, but you're not going to add any
 9 money to the math.
 10 CHAIR TONKING: The other thing about the
 11 All You Can Play Pass that we have to consider,
 12 which is like playing devil's advocate on it, the
 13 limited part of it, we did see a lot less purchases.
 14 And I don't know if we're going to solve that
 15 problem by adding that \$50 fee and by adding a
 16 couple's option, if that solves it.
 17 I just want that to say in the background
 18 too, because data does suggest that it wasn't a
 19 great decision.
 20 MEMBER RICCITELLI: I think a lot of
 21 people just emotionally reacted to that, well, I'm
 22 not doing it if you're going to not let me play on
 23 Saturday.
 24 When they probably wouldn't play on
 25 Saturday anyway because it's too busy. I wouldn't

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1 I think this is kind of that middle ground
 2 between it, and I could be wrong and please push
 3 back, but I think this is the middle ground between
 4 it. You're saying we didn't actually get the \$200
 5 revenue, so maybe now we can get some more of that,
 6 like \$50, \$100 revenue from people who are going to
 7 play sometimes on Saturdays and also keep them open,
 8 find that mix, because if we're also creating this
 9 possible marketing and other emphasis, it should
 10 allow the mix for staff to have those times open
 11 because it's a little bit different that what we've
 12 done in the past.
 13 MEMBER SIMON: You want to hold them open
 14 and hope they come?
 15 CHAIR TONKING: Fifty percent of them --
 16 MEMBER RICCITELLI: I don't think that's
 17 fair. Hold them open and then market and try to get
 18 them filled at a price that people will pay, as
 19 opposed to just having people show up and play that
 20 are not generating any revenue. I think it's two
 21 separate issues.
 22 MEMBER SIMON: I don't agree with you at
 23 all that they're not generating any revenue. The
 24 people are putting up -- if they don't hit the bogey
 25 of 50 rounds, they paid more than the person who

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1 bought the play passes.

2 CHAIR TONKING: The real analysis is is

3 how much per round are we charging the additional

4 and how much additional play are -- let's use \$63 a

5 round, that's what you're getting no matter what on

6 a Saturday now with All You Can Play. With the

7 limited --

8 MEMBER RICCITELLI: Even if it went up 20

9 or 30 bucks, it's still only \$80 or \$90 average.

10 That's about what the 10 play would be.

11 MEMBER SIMON: 80 or 90 is better than

12 zero. But I've expressed my opinion.

13 CHAIR TONKING: I would argue, it's not

14 that we were getting -- the times were still filled,

15 that still happened, those times on Saturday are

16 still --

17 MEMBER SIMON: No. Saturday is not really

18 that busy. I mean, it's busy, but it's not as busy

19 as during the week.

20 CHAIR TONKING: As busy.

21 MEMBER RICCITELLI: It's probably busy

22 July and maybe a part of August.

23 CHAIR TONKING: And the last week of June,

24 yeah.

25 I have question for staff: Is doing

70

1 something like an All You Can Play limited pass and

2 adding a fee, is that really hard for staff to do?

3 Is that going to be cumbersome also? That's another

4 factor we need.

5 The recommendation, one of the ideas is

6 doing a limited All You Can Play Pass that we had

7 last year, but allowing people to pay \$50 to play on

8 times that weren't on their pass.

9 MR. SANDS: And would that be difficult to

10 implement is the question?

11 CHAIR TONKING: Yes. Exactly. From

12 staff's perspective.

13 MR. SANDS: I think it brings in a little

14 bit of the human error factor on the staff side

15 because when we start -- and even me, looking at all

16 these charts that I'm trying to learn, there's so

17 many different options, it would create confusion.

18 I think trying to streamline, especially

19 how I look at it as a staff member and as a manager,

20 I want my counter interaction to be smooth and

21 efficient so we're not wasting anybody's time.

22 Adding another layer to that could make it more

23 difficult.

24 CHAIR TONKING: With that in mind, what

25 would you recommend?

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1 MR. SANDS: I don't have a recommendation,

2 I truly don't, because what I'm listening to on the

3 committee side and then the trustee side, there is

4 obviously different points of view.

5 I think the main objective and what I need

6 to work with Rob is what you guys are talking about:

7 What are you looking for your residents average cost

8 per round? Not necessarily the play passes or

9 things like.

10 That you equate costs into an unlimited

11 play pass. To Jay's point, if you say a couple is

12 going play 40 rounds, 80 rounds total on that

13 unlimited couple's play pass, you can calculate the

14 dollar amount.

15 I think the committee and the trustees

16 need to look at if our rate, Friday, Saturday,

17 Sunday for peak season for non-resident was \$247,

18 and then what you want to get out of the resident

19 Picture Pass Holder rate, that's not for me really

20 to say.

21 CHAIR TONKING: From the board meeting

22 when we set these last year was to cover the

23 operating costs, removing capital and debt. That

24 was the recommendation from the Board at the last

25 meeting. So I would say that was probably the

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1 direction at that time that we would build off of.

2 MR. SANDS: I would probably direct that

3 question to finance because they would have a better

4 firm answer, because I don't have that clear data.

5 I have the spreadsheet from the round count that Rob

6 created, but the overall operational impact, I could

7 not tell you that.

8 CHAIR TONKING: And maybe we're talking

9 about two different things.

10 I think what we're saying is

11 philosophy-wise when you think about -- we're not

12 giving you a price for those, we're just talking

13 about right now, do you think an unlimited All You

14 Can Play versus having it semi-limited and adding a

15 different fee, if you have thoughts on that process,

16 really they're indifferent to you, but it's harder

17 for staff to do.

18 Just kind of hearing your thoughts and

19 from your experiences, what do you think those --

20 when you have an unlimited play at a club, it has a

21 monthly fee and it adds. We're just trying to have

22 that conversation, especially what you've seen in

23 your experience, what that kind of would look like

24 from listening to our dialogue.

25 MR. SANDS: To simplify it, I would

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1 definitely not recommend adding an option,
 2 especially when it's a limited-type pass, because if
 3 you look at a private club and different
 4 classification of member that pay different rate,
 5 you would never allow them to cross into a different
 6 category by paying a daily fee.
 7 I would say if you did a limited p.m. pass
 8 type of thing, you should not give them the option
 9 to play in prime time.
 10 MEMBER SIMON: Let's just build it into
 11 the price. How much do you think you should play
 12 extra to play on the weekend? Originally, it was a
 13 cart fee. What do you guys think?
 14 CHAIR TONKING: To add on to the limited,
 15 what would it be?
 16 MEMBER RICCITELLI: I don't think that an
 17 unlimited pass makes sense, but that's just my view.
 18 You could make the play passes cheaper as you go up,
 19 but at least with the play pass you know what the
 20 cost of the round is. Even if you end up with a
 21 30-play pass, that's 70 bucks.
 22 I think it's easier to rationalize than
 23 the Play Pass. I just think the Play Pass ends up
 24 getting a bad reputation because it appears that
 25 people are playing golf on a public golf course for

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1 a third or a half of what the going rate is. That's
 2 my opinion.
 3 The weekend thing or the weekday thing, I
 4 know you don't agree with that, but that's my
 5 position.
 6 MEMBER SIMON: I don't. It's money up
 7 front to the club. If my back hurts, if we have a
 8 lot of smoke, if the weather is crappy, all my risk.
 9 Everything's on the weekend.
 10 MEMBER RICCITELLI: That's a good point.
 11 I agree with that.
 12 CHAIR TONKING: Maybe it's a pricing
 13 issue, then. You price it really high?
 14 MEMBER SIMON: Yeah. You can price it
 15 only so high before people are going to say that's
 16 ridiculous.
 17 At some point, somebody had a calculation
 18 of how many people actually played more than 60
 19 rounds a year or something. It's like ten. It's
 20 not a lot of people.
 21 CHAIR TONKING: I think it's 13, but they
 22 play excessively over, the difference is really
 23 high.
 24 MEMBER SIMON: You know what I say to
 25 those people? Good for you. It's 13 people.

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1 CHAIR TONKING: But it's still a lot of
 2 rounds. They're the ones who are bringing down your
 3 average by a lot. An average is still an average.
 4 It's still telling you what you're getting.
 5 MEMBER SIMON: There's the guys like me
 6 who can't get to the number.
 7 CHAIR TONKING: But the average of 64 is
 8 still \$64 either way, even if it's just you who is
 9 only playing nowhere near the number of the other
 10 people, it still gets you to that same average
 11 amount.
 12 MEMBER SIMON: The \$64 number you're
 13 quoting is what?
 14 CHAIR TONKING: It's total revenue divided
 15 by rounds played of that pass. Two years ago.
 16 MEMBER SIMON: That was \$64, and I'm
 17 saying that we're increasing by 25 percent, that's
 18 more like \$80 in today's dollars.
 19 MEMBER WILSON: I follow your logic. If I
 20 look at the numbers that Rob provided, the number of
 21 10 plays, 20 plays, 30 plays, 40 plays, then the
 22 limited, all are progressively discounted at a
 23 constant rate. And so that 925 rounds played
 24 this year with the 35 52 cost per pass, I'm getting
 25 closer to \$63 in the current year, and there's still

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1 some revenue to add. I'm just going based on the
 2 number of passes sold from the January 11th report
 3 of '16.
 4 I think when you get to that threshold,
 5 you're effectively pricing that at about 50 rounds,
 6 but because we got an average that's higher than
 7 that, it looks like it was more like 57, if that 925
 8 is accurate, 57 rounds per person.
 9 So you are getting a benefit of that.
 10 It's not a huge benefit if you look at that
 11 discounted -- the volume discounting that we've done
 12 with the other play passes. I'm not saying that's
 13 right or wrong, it's just that that is consistent.
 14 It's not wildly different from the 40 plays or the
 15 fewer pass, 30, 20, and 10.
 16 MEMBER RICCITELLI: Fair enough
 17 mathematically. I just think it's more of a
 18 perception thing than a revenue thing.
 19 MEMBER WILSON: I agree. If we look at
 20 the 16 people that bought limited passes at the
 21 Champ Course, it's a very small percentage. Even if
 22 you look the revenue, it's a very small percentage.
 23 Each of the 40 plays and the 30 plays each brought
 24 in more revenue than the limited.
 25 So really what we're talking about is

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1 what's the perception, what's the good will that we
 2 want to create, being fiscally responsible as well.
 3 Because of all the change that happened over the
 4 last couple of years, the less we do of that the
 5 better, and keep it as simple as possible so it's
 6 not overly complicated, whether that's at the
 7 register or you're trying to figure out what pass
 8 you want.

9 MEMBER SIMON: If you follow that logic,
 10 there wouldn't be a couple's All You Can Play Pass
 11 either, then.

12 CHAIR TONKING: I think you're never going
 13 to have a couple's All You Can Play; it's just a
 14 couple's based off of whatever we decide. So if
 15 it's an All You Can Play or limited play. Or are
 16 you suggesting we do a couple's All You Can Play?

17 I was believing that it was 165 percent of
 18 whatever we decide the baseline was.

19 MEMBER SIMON: You're saying if there's no
 20 baseline, there's no topline?

21 CHAIR TONKING: Yes, then we would have to
 22 get rid of that in theory. I feel like we have to
 23 have a -- or we can make a motion to not have a
 24 baseline, but then we have to think about a way for
 25 them to price it.

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1 Jay's come with, 60 rounds, that's seem reasonable,
 2 there is still going to be those guys that are going
 3 to be out there at the end playing at \$40,
 4 effectively. Because they're going to play -- seven
 5 days a week times five months is a lot.

6 CHAIR TONKING: How do you feel about an
 7 All You Can Play Pass versus the limited?

8 MEMBER SWENSON: If it's priced right,
 9 then maybe it's fair. We're still going to have the
 10 challenges. But it should be -- as Todd says,
 11 they're generally discounted rates, the more we can
 12 count on you, the less you're going to pay. That
 13 seems like a fair discounted policy.

14 Now, where we discount it to is a
 15 question, and I don't want the question to be
 16 resolved based upon the guys that are -- okay, this
 17 price of \$63 per round is really based upon
 18 three individuals that are getting it at \$40 a round
 19 because they play every day.

20 And so I'd like to take out, if they are,
 21 the two sigma standard deviation out there, I
 22 wouldn't drive our policies based upon them; I'd
 23 drive our recommendations based upon what's a round
 24 mean. What's one standard deviation? What are the
 25 people that utilize the All You Can Play Pass like

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1 MEMBER SIMON: I say we can explain All
 2 You Can Play Passes if they're priced properly. If
 3 you were to use the number of rounds that the -- the
 4 median number of rounds, I don't know what kind of
 5 data we have from the old play passes back in '22.
 6 And weren't there a lot more passes sold back then?

7 CHAIR TONKING: Yeah. Because also the
 8 Mountain Course rate was at \$25.11 a round. The
 9 total number of Play Passes sold in 2021 was 121,
 10 and then in 2022, 194 at the Mountain. And at the
 11 Champ, it was 320 in '21 and 360 in 2022.

12 2019 was an anomaly because you were able
 13 to upgrade your pass in the middle of the year.

14 MEMBER SWENSON: There are a couple of
 15 anomalies out there that play every day. And we use
 16 those averages, those anomalies that may be getting
 17 it at \$40, effectively for them, or \$20, effectively
 18 for them. You can't drive our total policy on them
 19 because those are golf wild men, I'll call them.
 20 Not people like Jay or myself that like to play two
 21 or three times a week, not every day of the week.
 22 They're out there, and they're going to
 23 get a benefit no matter what, however we price this,
 24 because they're wild men, literally, because no
 25 matter -- if we price it based upon \$80 or what

80

1 Jay does, and go from there and say what's a fair
 2 price for them, not the guys that are, no matter
 3 where you're going to go, taking advantage of -- it
 4 almost becomes a challenge to them. Part of his
 5 challenge is to see how small he can make his
 6 average round. But they're few, not everybody, not
 7 everybody with the Play Pass.

8 When we look at this as an average, are we
 9 looking at the All You Can Play Pass cost per round
 10 average, it's because there's some group down there,
 11 some small group, I believe, that's really driving
 12 their costs down, but the rest of them are probably
 13 paying \$80, \$70 a round.

14 And I know when I bring my guests on in
 15 July, it's \$126 a round. Not my guests, my family
 16 comes up, that actually have passes, it's still
 17 pretty pricey.

18 MEMBER SIMON: Last summer I played 50
 19 rounds of golf. I bought a 30-play and then I
 20 bought two, separate 10-plays. I paid \$4,150 to
 21 play 50 rounds of golf last summer.

22 What would be a fair price if I prepaid
 23 for the whole summer and I bore all the risk? It
 24 would be less than 4150, don't you think?

25 CHAIR TONKING: 4150 is \$83 a round.

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1 I like staying in the 80s a round. I
2 think it's better than 60.
3 MEMBER SIMON: I used them all because I
4 blew through the 30, and then I blew through the 10.
5 MEMBER RICCITELLI: \$83 a round is still a
6 pretty good price to play on that golf course.
7 MEMBER SIMON: I agree with that, it's
8 still a pretty good price.
9 MEMBER RICCITELLI: And it doesn't come
10 with the perception by the non-golfing community
11 that somehow a half a dozen or a dozen golfers are
12 gaming the system and getting and buying these
13 passes and averaging their price down to \$50 or
14 whatever it is.
15 I agree. In the math, it probably doesn't
16 matter because there's not that many people that do
17 it. But I'm just thinking somebody will always hold
18 up the three guys that played a hundred rounds as
19 the indicator that there's some favoritism going on,
20 when the reality is buying the 10 or 20 or 30 -- you
21 could make a 50-play pass that comes out to the same
22 price, but I don't think it would have the same
23 perception. That's just my view.
24 MEMBER WILSON: I'm just curious, thinking
25 about the other side of that, because that's

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1 a round -- a percentage less than what they end up
2 pricing it at with the golf courses. We don't know
3 what their price is going to be.
4 I just feel maybe we did see the problems
5 with doing it this way. We lost a bunch of people
6 buying them, and I do see that was an unintended
7 consequence. I just don't want to have it be the
8 most affordable deal. It has to be economically
9 thought about as opposed to what it's sometimes
10 ended up being in the past.
11 MEMBER SIMON: I'm trying to bring play
12 back, Play Pass play back, because it went down
13 dramatically.
14 MEMBER RICCITELLI: It didn't hurt the
15 revenue, though, right?
16 MEMBER WILSON: No, it didn't.
17 MEMBER SIMON: I disagree. It's real
18 money when you sell an All You Can Play for a couple
19 for \$6,400.
20 MEMBER WILSON: There's some evidence
21 here, though, that some of that shifted to the 30-
22 and 40-Play Pass.
23 MEMBER RICCITELLI: Right.
24 MEMBER WILSON: Because you've got,
25 between the three, \$55,000 for the 30-play, another

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1 certainly important if there's anecdotal evidence
2 that that is perceived that way now. What would the
3 other side of that be? What would the perception be
4 -- albeit from a limited number of people -- if we
5 did away with the All --
6 MEMBER RICCITELLI: Well, I think we have
7 it from Jay because he's making the points for the
8 Play Pass. And I think he makes some good points.
9 That's the opposite side of it. They're giving you
10 money, something could happen, they might not play,
11 maybe it rains every day, we have big fires again,
12 they break their leg. I get that counter argument.
13 CHAIR TONKING: There's the insurance on
14 it.
15 MEMBER SIMON: It's the real deal. We
16 left early in '21 and '22, never used them.
17 So anyway, we're kind of beating this to
18 death. What's the general consensus?
19 Personally, I'm not scared about some
20 people getting upset if the Play Passes make
21 economic sense. If there's ten people who abuse it,
22 I don't care.
23 CHAIR TONKING: I think I can possibly get
24 on board with the idea of an All You Can Play Pass,
25 but priced at much -- I was even going as low as \$90

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1 \$60,000 for the 40-play, both of which are more than
2 the \$56,000 for the All You Can Play limited. So if
3 we did away with those, it would likely shift
4 somewhere.
5 But even though that went down, it does
6 look like it did shift. I'm not sure the net
7 affect, but it's not zero, it's probably close to
8 it.
9 MEMBER RICCITELLI: Why don't we just ask
10 Tim and Rob to go off and sort it out and make a
11 recommendation?
12 CHAIR TONKING: Based off of the feedback
13 they heard through us. How do people feel about
14 that?
15 MEMBER SIMON: I feel like we can't push
16 this off much longer.
17 CHAIR TONKING: Yeah. I think we wouldn't
18 be pushing it off much longer. I think we present
19 our recommendations, and then saying that we could
20 not reach a consensus around the All You Can Play or
21 the limited All You Can Play.
22 MEMBER SIMON: Is the All You Can Play
23 going to see -- it is going to be a big problem
24 going to the rest of the trustees?
25 CHAIR TONKING: I feel like it's probably

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1 the most contentious one, that's why I postponed it
 2 until the end, but I don't know.
 3 Maybe that's the dialogue we have
 4 presented to them is we couldn't quite decide on the
 5 best method, but here are our two proposals and here
 6 are the present comments to them and have the
 7 trustees --
 8 MEMBER SIMON: I don't like that.
 9 CHAIR TONKING: Okay. That's fine. We
 10 can --
 11 MEMBER SIMON: How many people are in
 12 favor of a play pass if we can come to a fair price?
 13 MEMBER RICCITELLI: I just think you're
 14 going to have a hard time defining what a fair price
 15 is to everybody.
 16 MEMBER SIMON: If you start pricing it at
 17 an assumed 60 rounds, for an individual, 60 rounds
 18 at \$85, \$80, whatever it is, I mean, the number of
 19 people who are going to play more rounds is totally
 20 offset by the people that play less.
 21 It's no different to me than in the end
 22 selling these 10-, 20-, 30-Play Passes.
 23 MEMBER SWENSON: And wish we had a number
 24 that said, okay, not the average but how
 25 many days -- was the standard deviation of players

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1 that had All You Can Play passes actually played.
 2 CHAIR TONKING: We don't have that
 3 standard deviation analysis on it, but the average
 4 was 45 at the Mountain and 52 at the Champ.
 5 MEMBER SWENSON: It was an average for 52
 6 rounds for people with the All You Can Play.
 7 CHAIR TONKING: There's a chart that shows
 8 individuals, that was pretty cool because obviously
 9 it's an average so it's going to get skewed a
 10 little. But I like the idea of 60 at an \$80 price.
 11 MEMBER SIMON: Because I think it is
 12 relevant, where are you in regards to the four
 13 percent increase on the other numbers?
 14 CHAIR TONKING: I was fine with the four
 15 percent increase, other than on non-resident because
 16 I worry we might be capping ourselves out on that.
 17 And I would request that staff use that analysis.
 18 How do others feel about that?
 19 I don't play much golf outside of the
 20 Champ Course and down at Carson/Reno, so I would not
 21 be a good person to look at if the non-resident rate
 22 is too high. I was just worried, looking at what I
 23 saw as comps, that it would be getting us too high.
 24 MEMBER SWENSON: Before we go on from
 25 this, if we take that 60 times 80, we end up with a

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1 \$4,800 pass, which is thousand-something more than
 2 it was this last year? People are going to have a
 3 hemorrhage. It might be fairly priced, but I'm not
 4 sure I could get around that recommendation.
 5 Thousand dollar increase?
 6 MEMBER SIMON: Plus -- it's actually a
 7 \$1,248 increase, but it goes from limited to
 8 unlimited.
 9 CHAIR TONKING: Which if you're using your
 10 \$50, that's 25 out of peak -- or on peak times you
 11 could have. But if we're raising all the rates,
 12 that would get raised by four percent anyway,
 13 naturally, so then we would have to do it at that
 14 difference.
 15 MEMBER SWENSON: I'm not in favor, because
 16 I'm not convinced yet -- of just arbitrarily raising
 17 the rates. As Todd pointed out when he did his
 18 simple calculation the other day, the last meeting,
 19 the straightforward calculation, we're almost at
 20 operational costs except for operational revenue
 21 except for the anomaly of the food and beverage.
 22 CHAIR TONKING: Let's just go back to this
 23 for a second. What rate do you feel 60 rounds -- 55
 24 rounds --
 25 MEMBER SWENSON: What is the 20 play? If

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1 we looked at last year's 20 play.
 2 MEMBER SIMON: It's \$84 a round, \$87 plus
 3 change in today's rates per round.
 4 MEMBER SWENSON: Maybe this goes hand in
 5 hand with changing the shoulder season costs to be
 6 more reflective. I paid the much cheaper rate until
 7 it went up in June 15, and then used my 40 play
 8 during that period. I still had to buy at the back
 9 end, but that's how I worked it.
 10 If we're going to eliminate the 30- and
 11 40-play, I'm a little adverse to that, and make the
 12 All You Can Play Pass \$4,800 --
 13 CHAIR TONKING: What happens if we take --
 14 what was the 30-play? What was the average round?
 15 MEMBER SIMON: Would be four percent
 16 increase would be \$82 a round.
 17 CHAIR TONKING: And the 40 was?
 18 MEMBER WILSON: Discounts for every ten.
 19 CHAIR TONKING: So then what happens if we
 20 do it off the 40-play at 75?
 21 MEMBER SWENSON: And then eliminate the
 22 40-play? That might work for me.
 23 CHAIR TONKING: 4,500.
 24 MEMBER SIMON: At 55, it's 42 and change.
 25 MEMBER SWENSON: That's a good point.

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1 Since you said when they had the All You Can Play,
2 the data showed that the average person played 52
3 rounds.
4 CHAIR TONKING: Yep.
5 MEMBER SWENSON: So maybe 55 sounds good.
6 Expecting the 55 round --
7 MEMBER SIMON: That makes the couple's
8 pass \$6,900.
9 CHAIR TONKING: How do we feel about using
10 a 55 at a \$75 rate?
11 MEMBER WILSON: I get the economics of it.
12 I think the perception of it would just instantly be
13 a comparison to what it was three years ago or four
14 years ago.
15 MEMBER RICCITELLI: That's what's going to
16 happen because the other math is not going to be
17 transparent.
18 So it's just going to be, I paid X
19 last year, now I'm paying X times whatever the
20 increase factor is.
21 MEMBER SIMON: It went up a thousand
22 dollars, you think you can't overcome the negative
23 taint of a pass, even though it might make economic
24 sense. Is that what we're saying? The perception
25 trumps the --

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1 back an All You Can Play Pass at a fair price. And
2 one lens that we suggest is that \$75 for 55 rounds
3 to calculate on average.
4 MEMBER SIMON: Was Todd against this?
5 MEMBER WILSON: I can support that as a
6 recommendation. I still believe that that is going
7 to have a huge, negative perception, and I think
8 that will play into what we see in terms of the
9 passes.
10 I get that there's the other side of that,
11 the perception that there's a handful taking
12 advantage of the system.
13 Given all that's happened in the past
14 few years, my preference would be to change as
15 little as possible so that it's not such a big
16 shock. I get all the numbers, one hundred percent.
17 I could even go higher than that and justify it.
18 But that's not the way it's going to be
19 reading. The way it's going to be reading is we got
20 a 40 percent increase in the All You Can Play Pass,
21 and that just feels like that would be hard to
22 overcome even with people that don't intend to buy a
23 Play Pass. It just points to, well, yeah, it's all
24 over the place again.
25 There's this perception -- I know it

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1 MEMBER RICCITELLI: No. I'm on your side
2 on this one. I just think raising it that much
3 would just be too much of a year-over-year increase
4 for the same benefit.
5 CHAIR TONKING: But we're giving them back
6 the All You Can Play Pass that people have been
7 asking for all season. Otherwise, if we took the
8 original recommendation that Harry had suggested,
9 it's still playing 20 peak times on top of their
10 pass.
11 I kind of like the math behind it. I have
12 now flipped a lot in this whole conversation.
13 MEMBER SIMON: It's unfortunate. The only
14 other course that has these -- Tahoe Donner has the
15 same pass structure, but I don't know what their
16 2024 rates are yet. But they offer, just for what
17 it's worth, they're similar in structure to us, and
18 you can either say the golf course is not as good or
19 whatever you want to say, but they have 10 play, 20
20 play, no more than that, and then they have all you
21 can play pass available. And then I think they
22 might have one for the afternoon, all you can play.
23 It's the only comparable one out here.
24 CHAIR TONKING: I like the idea of
25 recommending to the Board that we recommend bringing

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1 shouldn't matter, and, Jay, I understand, yeah, I'm
2 okay with that if somebody has a negative
3 perception. But the reality is we're a different
4 kind of course. We're a municipal course that in
5 many ways operates like a private course, and a mix
6 of that means public perception does matter.
7 MEMBER SIMON: Is your percept that our
8 fellow golfers are going to think the prices are too
9 high or that the non-golfing community is going to
10 think that prices are too low? I'm confused.
11 MEMBER WILSON: I think perception would
12 be within the community, not without. It's really
13 like what you read from the minutes or,
14 unfortunately, the Facebook posts, that is where
15 that perception comes into play.
16 Whether it's accurate or not, it doesn't
17 mean anything. You can't argue with looking up the
18 rate and seeing, did it really go up to \$4,200?
19 Yeah, it did.
20 MEMBER SIMON: That's a 28 percent
21 increase over what it was two years ago.
22 MEMBER WILSON: I also believe that it's a
23 small number of people that we've spent the last
24 hour talking about. It may be that we're making too
25 much of nothing.

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1 CHAIR TONKING: I think what we could do
2 to solve this is maybe make a motion, and then in
3 that presentation that's given to the Board -- and
4 I'll send an email about that -- in it, it will have
5 a little bit of the areas that we saw as a committee
6 that could lead to (inaudible) so the Board can then
7 spend some time discussing those and think about how
8 they feel about those perceptions as a whole.
9 Would that be helpful?
10 MEMBER SIMON: Can we share our thoughts
11 with each other? You know, write an email?
12 MS. BRANHAM: I can weigh in. One-on-one,
13 yes. What you can't do is sort of like daisy chain,
14 use one person's opinion to go get the next person's
15 opinion to tell the next person, so where you get to
16 a quorum of having everyone who shared their
17 opinion.
18 You are allowed to email each other,
19 individually, but what we don't want is for you to
20 collect opinions and then share those, it's
21 effectively a quorum.
22 That would be my recommendation. If you
23 want to do one-on-one emails, that's fine, but we
24 always prefer that it's handled at a meeting like
25 this where everyone can be there.

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1 CHAIR TONKING: How do people feel about
2 that?
3 MEMBER WILSON: I was simply wanting to
4 call out the fact that I do think that that will
5 create some perception, even if it's a limited
6 number, it can be --
7 CHAIR TONKING: I think that makes sense.
8 Yes, dialogue happens fast in this community.
9 MEMBER SIMON: The only practical way to
10 avoid that negativity would be to just get rid of
11 this pass, and even though it's basically the same
12 price -- I'm just -- I know some people are going to
13 be -- think it's too much.
14 I'm confused over what the negative
15 reaction is going to be.
16 CHAIR TONKING: It's just a reaction that
17 it is increasing, and last year we increased a bunch
18 of prices. So it's probably the perception that
19 everything is constantly increasing, I think is what
20 Todd was getting to.
21 And so I think the recommendation is if we
22 keep everything else pretty flat, we've now moved
23 back to their old pass that people have suggested,
24 we raised to what we believe is an economically fair
25 price, then there will be -- unfortunately, in any

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1 CHAIR TONKING: I can also set an hour
2 meeting and have the document early the week of the
3 25th or the week of the first, before we submit the
4 document to the Board, and have everyone's opinions
5 on it, if that's helpful, like, just talk about it.
6 Would that be beneficial and set an hour
7 meeting?
8 MEMBER SIMON: What document are we
9 submitting to the Board?
10 CHAIR TONKING: We have to give our
11 recommendations to them, so I was going to compile
12 it. And then if someone wants to then present it.
13 MEMBER WILSON: Yeah. Maybe just take one
14 short step back because I don't know if I quite
15 answered your question.
16 If we were to align right now a
17 recommendation that keeps most things the same, but
18 increases the All You Can Play to \$4,200, I could
19 get behind that.
20 CHAIR TONKING: Okay.
21 MEMBER WILSON: I just wanted to make sure
22 that --
23 CHAIR TONKING: If we keep everything else
24 pretty flat, you could get --
25 MEMBER WILSON: Yeah.

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1 way, we're going to get push back in every
2 direction.
3 MEMBER SWENSON: I think we're
4 overthinking it. Most people that are going to play
5 an All You Can Play Pass probably have been a member
6 of a golf club in the past, probably paid a lot more
7 than that, even as prorated value, for their yearly
8 dues, even in proprietary clubs.
9 And so I keep thinking about it, I think
10 the 4,125 or 4,200, which is 55 times 75, seems fair
11 to me.
12 MEMBER SIMON: Yeah.
13 MEMBER RICCITELLI: I agree.
14 MEMBER SWENSON: Especially when you say,
15 okay, we'll get rid of that restriction that you had
16 last year. You're gaining back and here's a fair
17 price.
18 MEMBER SIMON: Well, yeah, I mean, I
19 agree. I think it's fair. If people don't want to
20 buy it, they can go buy the 10, 20 plays.
21 CHAIR TONKING: Then we have a motion that
22 we recommend that the Board bring back the All You
23 Can Play Pass at a fair economic value, roughly
24 around \$4,200, looking at about \$75 per 55 rounds.
25 Yeah.

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1 Does that sound like a motion?

2 MEMBER SIMON: I make that motion.

3 CHAIR TONKING: Second?

4 MEMBER RICCITELLI: Second.

5 CHAIR TONKING: All in favor, please state

6 aye.

7 MEMBER WILSON: Aye.

8 MEMBER RICCITELLI: Aye.

9 MEMBER SWENSON: Aye.

10 MEMBER SIMON: Aye.

11 CHAIR TONKING: Aye.

12 Opposed? No. That passes, 5/0.

13 We now have two, quick other decision

14 points. The other one is do we want to get rid of

15 the 30 and 40 play passes or are we going to be

16 leaving those? I vote we get rid of those.

17 MEMBER SIMON: I vote we get rid of them.

18 MEMBER WILSON: I'm trying to look through

19 what I --

20 MEMBER RICCITELLI: Yeah, that's probably

21 fair.

22 MEMBER SWENSON: Yeah.

23 MEMBER WILSON: My only concern is that we

24 lose some of that revenue because we got \$110,000

25 that came in through 30 and 40. The question is

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1 does it go up to the All You Can Play? I think

2 that's probably --

3 MEMBER RICCITELLI: Right. Or they will

4 go down to two 20s?

5 MEMBER WILSON: It's more likely to go

6 down to multiple 20s, but net affect is you're still

7 going to pay less than you would -- well, I'm not

8 sure. It's just going to be an individual

9 calculation.

10 The thing that stands out to me on the 30

11 and 40 is the number of unused rounds. It's a

12 little higher than you see from the 10 and 20. That

13 tells me that people probably were calculating that

14 out and didn't quite meet those numbers, for

15 whatever reason. So we might already see some of

16 that go down to the 10 or the 20 anyway.

17 In the end, it's probably not going to

18 matter too much either way, and it does make it

19 simpler. And anything we can do to make it simpler

20 is a good thing.

21 MEMBER SWENSON: I don't remember the 30-

22 and 40-play two years ago.

23 MEMBER SIMON: It wasn't there.

24 CHAIR TONKING: They came in because we

25 moved to limited All You Can Play.

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1 MEMBER SWENSON: So we're not changing

2 something people have really grabbed on to.

3 CHAIR TONKING: No. It was just from

4 last year.

5 MEMBER SWENSON: But we're redoing the

6 experiment of trying to get us in an economically

7 viable way.

8 CHAIR TONKING: Yes. Exactly. That is

9 what we would do.

10 Do I have a motion?

11 MEMBER WILSON: I move that we eliminate

12 the 30-play and 40-Play Passes. I'll recommend to

13 the Board.

14 CHAIR TONKING: Second?

15 MEMBER RICCITELLI: Second.

16 CHAIR TONKING: All those in favor, state

17 aye.

18 MEMBER WILSON: Aye.

19 MEMBER RICCITELLI: Aye.

20 MEMBER SWENSON: Aye.

21 MEMBER SIMON: Aye.

22 CHAIR TONKING: Aye.

23 All opposed? No. Passes, 5/0.

24 That brings us to the final one about rate

25 increases. Does anyone have any thoughts on rate

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1 increases? Four percent was proposed. We talked

2 about keeping things flat because of the perception

3 of all the stuff that's already happened. Darren

4 has suggested no changes to the fees. Harry had

5 also suggested making that guest a little lower to

6 try to get some more of those guests of IVGID

7 Picture Pass Holders.

8 MEMBER SWENSON: Yeah. I was not in favor

9 of an arbitrary increase, four percent inflation, or

10 whatever until -- because I'm trying to solve it

11 with the utilization. If we can't solve it with the

12 utilization, let's just -- I would just rather push

13 us towards utilization rather than, oh, everything's

14 going up. And we're already going up with the All

15 You Can Play Pass pretty substantially. But it's an

16 economically reasonable amount relative to what I've

17 seen at private courses that I've been involved

18 with.

19 I'm just not willing to go there with,

20 well, let's just do four percent because it's easy.

21 MEMBER RICCITELLI: What is the labor cost

22 increases for next year?

23 CHAIR TONKING: I don't know the answer to

24 this. I was like this is a perfect opportunity for

25 this to be something staff decides, we're putting

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1 this a hundred percent in staff's court. They're
 2 doing that whole budget makeup, they're going to
 3 have their own recommendations.
 4 I think it's something -- we brought back
 5 big picture things, we talked about how they all
 6 play together, we recommended using dynamic pricing,
 7 I don't think we need to get into the weeds of the
 8 percentages.
 9 MEMBER RICCITELLI: I agree. Let them do
 10 it.
 11 MEMBER SIMON: Let them do what?
 12 CHAIR TONKING: Let them decide if there
 13 is going to be a rate due to cost of living or
 14 something. Because they're doing the whole budget,
 15 so they'll know.
 16 I think we should let staff handle what
 17 they do when they do zero-based budgeting and figure
 18 out where they're at. I agree, I don't know if we
 19 can arbitrarily pick a number based off of
 20 everything.
 21 MEMBER SWENSON: I would really like it
 22 based upon what the budgetary costs are. Let's just
 23 figure out how much rounds, how many people are
 24 playing, use last year's data for the distribution
 25 of All You Can Play versus the other ones, and come

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1 up with an economically reasonable value.
 2 But, again, it sticks in my craw about the
 3 amount of money we've lost. I really think that if
 4 we're going to lose that kind of money again
 5 this year in food and beverage, we need to close it
 6 down. It's not viable.
 7 CHAIR TONKING: Yeah. Food and beverage,
 8 it's a whole, big issue that we need to think about
 9 too.
 10 MEMBER SIMON: I'll say two things about
 11 this.
 12 One, it's most likely that the costs are
 13 going to go up double digit, so what are you going
 14 to do with that?
 15 Second of all, if I were a trustee and
 16 somebody came in with I don't want to increase the
 17 prices, I probably wouldn't be very accepting of
 18 that.
 19 I've seen enough of the financial
 20 statements to no know that we could be debating what
 21 expenses to include in terms of pricing increases of
 22 overhead. Are you only limiting it to labor? Are
 23 you going let them calculate all the costs? And
 24 then if you're going to do all the costs, you've got
 25 a lot of costs in there like depreciation and all

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1 the common costs that are allocated, do you include
 2 all those? Those are way up.
 3 So I think we're going to end up with an
 4 arbitrary number.
 5 MEMBER SWENSON: Again, let's have them do
 6 the analysis.
 7 CHAIR TONKING: I don't think we're
 8 recommending there should be a change. I think
 9 we're just saying we think this is much better with
 10 the knowledge that staff has.
 11 MEMBER RICCITELLI: I agree.
 12 CHAIR TONKING: I don't think any of us
 13 are saying it should be zero, we don't know, and I
 14 don't want us to --
 15 MEMBER SIMON: A couple have thought zero.
 16 CHAIR TONKING: I think they thought that
 17 maybe not -- yeah, and that could be option.
 18 MEMBER SWENSON: I thought zero because
 19 I'm trying to drive it on the utilization level
 20 rather than the cost level. I'd rather use
 21 utilization as the way to increase revenue rather
 22 than an arbitrary -- again, an arbitrary.
 23 If Tim and Bruce do their analysis and
 24 number of rounds expected, they can do some rough
 25 calculations on how much more can you get out of

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1 marketing, how much is that going to cost and that
 2 type of thing, and come up with what the values are.
 3 And then use last year's data for expenses, not
 4 expenses, but help them with the last year's data.
 5 I really think we gotta drive towards
 6 utilization. Maybe we don't get the full 80 percent
 7 of utilization, do it with some range, 75 to 80, and
 8 give the decision point to the decision-makers. If
 9 we get 80 percent based upon last year's
 10 utilization, here is what it costs. If we get 75
 11 percent utilization, here's what it costs.
 12 And then you can figure out that number of
 13 what the right -- that's what I'd expect my people
 14 to do, which was give me range, give me the options,
 15 and give me your bottom line on how you got them.
 16 MEMBER WILSON: I hope the utilization
 17 will get us there. But not knowing the zero-based
 18 budgeting approach and what that means, I simply
 19 wouldn't be doing any more than giving a guess at
 20 that either.
 21 I think that's where the recommendations
 22 from staff, who really does know those numbers, is
 23 critical.
 24 MEMBER SIMON: When do you think we'll
 25 have that from staff?

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1 CHAIR TONKING: The staff is working on
 2 the budget. And so I think that they're submitting
 3 their budgets to Adam, and I think Adam gave that
 4 timeline.
 5 I think it will be part of the Board's
 6 budgeting process, that that part will be included.
 7 MEMBER SIMON: Are we going to have all
 8 that data by the end of the month?
 9 MR. CRIPPS: That's not really like a yes
 10 or no question. The analysis will be continuing at
 11 the end of the month. Whether golf is done or not
 12 at that time, that's to be seen. We're looking at
 13 the whole district, so there's going to be a lot of
 14 moving components where we focus on each department
 15 individually.
 16 I don't know that golf will be done by the
 17 end of the month or not.
 18 MEMBER SIMON: I'm trying to avoid going
 19 to the Board with an incomplete presentation, that's
 20 all I'm at.
 21 CHAIR TONKING: I don't think it's
 22 necessarily an incomplete presentation. I just
 23 think that that's the one piece that it's really in
 24 staff's hands. I don't think we have that much
 25 control over it. Staff has to tell us what they're

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1 expecting and that's owned by staff.
 2 But I can try to find a way that as Adam
 3 and staff gets it, that it can be presented to us,
 4 and we can provide feedback on it. So let me work
 5 with Adam on that to try to set a meeting once we
 6 know what they're thinking so that we can have it as
 7 well.
 8 Does that work for everybody?
 9 MEMBER WILSON: Yep.
 10 MEMBER RICCITELLI: Yes.
 11 CHAIR TONKING: Are there any
 12 recommendations I'm missing that people want to
 13 make? We have our utilization, our couples, our All
 14 You Can Play, and our elimination of some Play
 15 Passes.
 16 MEMBER SWENSON: One or more thing, and,
 17 again, I got this anecdotally from a bunch of
 18 members, and you also see it in the data, we had a
 19 lot less guests last year. And I think because the
 20 guests -- and I was told by many people that brought
 21 their guests, the guest pricing was just too high.
 22 I don't know what's a fair one, but the way that we
 23 did it last year which was half way between the full
 24 non-resident rate and the current rate that
 25 residents pay, I think that was pretty large.

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1 I was thinking something like 135 percent
 2 of what the current resident rate is seems
 3 reasonable to me. I'd like other people's opinion
 4 on that. I do know several people that said, Well,
 5 you know, my guests, we could play cheaper at
 6 Toiyabe.
 7 That isn't serving, I believe, our
 8 residents who, effectively, own the course. Right?
 9 And when I paid at my own private club, you brought
 10 a guest in, it wasn't that huge amount difference.
 11 I mean, it wasn't a huge amount, and usually as a
 12 club member I could buy a discounted one, guest
 13 pass, for so many rounds.
 14 I just thought that that guest rate, and
 15 it showed by the data, we had a lot less guests
 16 last year.
 17 MEMBER SIMON: No, we didn't. We had more
 18 guests last year. We had 250 more guests. Guests
 19 has been a pretty constant number for the last
 20 four years, plus or minus a 100 or two, which is
 21 kind of interesting.
 22 I hate to go backwards. I'm putting on my
 23 trustee hat. I hate to go backwards on pricing, but
 24 that's just me.
 25 CHAIR TONKING: We've probably covered

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1 most of them. I also feel (inaudible) going on
 2 pricing and then raising others because I don't see
 3 quite a big drop either. And I think this is
 4 something we should flag for data as we collect the
 5 other throughout. As we said, this committee will
 6 continue going, so as we start to see the year,
 7 we'll see if this is something that starts to become
 8 an issue. I have it noted as this could be
 9 something we need to address and think about.
 10 MEMBER SIMON: I know this is a long
 11 meeting. What are we doing as far as -- I saw
 12 clubs, I think, is on the Board's, are we supposed
 13 to make a presentation about the golf clubs or are
 14 we past that?
 15 CHAIR TONKING: There is going to be a
 16 policy that is going to exist for all clubs within
 17 the District, Bobby and legal are working on that,
 18 and really that policy is just going to be what do
 19 you have to do in order to maintain the club and how
 20 are clubs designated into the District and all that
 21 kind of stuff. We have a bunch across the whole
 22 District.
 23 MEMBER SIMON: I mean, how far into the
 24 weeds is that going?
 25 CHAIR TONKING: It shouldn't be going very

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1 far into weeds because it has to be something that
 2 goes across the whole District, so it has to be
 3 pretty general.

4 MEMBER SIMON: When is that going to
 5 appear?

6 CHAIR TONKING: My understanding from my
 7 conversation with Sergio is it would be done before
 8 the golf season starts. But as I said, there's
 9 other clubs that are affected by it. We have staff
 10 right now taking their first stab at it, and then
 11 they're reviewing it with the GM. It is moving.

12 MEMBER SIMON: And the golf clubs release
 13 their schedules?

14 CHAIR TONKING: Yes. I don't see why they
 15 could not release schedules to other members. Yes.

16 MEMBER SIMON: That's a big deal.

17 CHAIR TONKING: I don't see this being any
 18 issue with golf clubs' existence, if that's what
 19 you're asking. No. It's just -- yes, they can
 20 release their schedule.

21 MEMBER SIMON: I'm trying to be nicer
 22 about it.

23 CHAIR TONKING: I understand what you're
 24 asking, and no. My conversations with staff and
 25 with legal have been much more about what do we have

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1 in place and what benefits are received by clubs,
 2 and what do they have to do to comply in order to
 3 continue to get those benefits and to become a club.

4 MEMBER RICCITELLI: Can we get a look at
 5 that?

6 CHAIR TONKING: Definitely will. Once I
 7 have it, get it, I think we can all get a look, and
 8 we can talk. But I know staff is working on it
 9 right now. I know that Bobby and legal are then
 10 supposed to review it.

11 It's going to be something going to the
 12 Board. But I believe that once we have some more
 13 progress on it, I can check in and see if it's
 14 something that the clubs can also have a look at to
 15 make sure to gather their input.

16 MEMBER SIMON: It would be nice if it came
 17 to this committee.

18 CHAIR TONKING: Again, it is going to be a
 19 more general policy.

20 MEMBER SWENSON: And hopefully it will
 21 start out with: This is the problem we're trying to
 22 solve.

23 CHAIR TONKING: The problem we're trying
 24 to solve is how do people become clubs, because I
 25 think that is one issue. And then what

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1 responsibilities do you have as a club and what
 2 benefits do you receive from the District at the
 3 club.

4 MEMBER SWENSON: Is there a problem with
 5 the interaction of the golf clubs today? I didn't
 6 think there was.

7 CHAIR TONKING: And I don't think there
 8 is. I think it's truly to make sure that we have a
 9 club policy that's consistent.

10 For example, we had a member of the
 11 community talk about how he started the new club.
 12 So just making sure we have policies in place across
 13 the whole District to ensure that if you are going
 14 to become a club, how do you do it, so everyone is
 15 aware and can take the proper method. And then also
 16 ensuring that the benefits are equivalent across the
 17 District in making sure that -- and what to do for
 18 if for some reason you violate.

19 Because we have clubs that fall under
 20 community services also that, I would say, are very
 21 different in nature than the golf clubs, but also
 22 have different benefits. We just want to make sure
 23 everything is functioning together, is kind of the
 24 goal, so that we don't end up in a liability issue.

25 MEMBER SIMON: Does this committee need to

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1 weight in on what is a club or not?

2 CHAIR TONKING: You might if the
 3 definition of it comes out and we're concerned.

4 Again, I was originally asked to do this
 5 policy because there was a lot of golf clubs. I
 6 then spoke with legal with the GM, and it was
 7 (inaudible) if it was a staff policy then coming
 8 from one board member, and so that's kind of where
 9 we ended up now. They are working on it in a sense,
 10 but I will keep us apprised of the status.

11 MEMBER SWENSON: Are they doing it
 12 universally? We got pseudo tennis clubs, we got
 13 master swimmers that are clubs, we have guys that
 14 play bocce ball, they are effectively treated as a
 15 club? Is it universal or is it just --

16 CHAIR TONKING: That was my big push. I
 17 didn't want it to be a policy that was just about
 18 golf clubs, and that is how it's now got to the
 19 level it's gotten because I believe it to be a
 20 district-wide policy.

21 That is when staff has now taken it up
 22 with legal. I spoke to them, and we're very much of
 23 the understanding that we have -- the golf clubs do
 24 a good job of referring to themselves as golf clubs.
 25 There are other groups across the District that I

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1 would also categorize as social gathering clubs that
 2 probably also need to fall underneath this policy.
 3 So it's very much -- and that's why I didn't want it
 4 to be a golf-only policy, because I do think there's
 5 a lot of other clubs that receive benefits that we
 6 just need to make sure everyone is under the same
 7 understanding of what it is.
 8 And then also to create the awareness of
 9 if you want to become a club, how can you do that
 10 and all that kind of stuff.
 11 To Jay's point, it is not in the intention
 12 of removing clubs.
 13 Anything else before I close out item E 2?
 14 MEMBER WILSON: One other recommendation
 15 that I think still needs a discussion, if not a
 16 recommendation now, is that we figure out how to set
 17 the 2025 pricing by the end of the year. I get that
 18 precedes zero-based budgeting, there's all kinds of
 19 complications with that, so it's probably a longer
 20 conversation.
 21 CHAIR TONKING: I think it's a longer
 22 conversation. I think it's probably a conversation
 23 that we don't necessarily need to make a
 24 recommendation for, but something that we need to,
 25 once we get our recommendations out at our next

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1 was unfair that people reserve the whole time and
 2 they never get a chance to.
 3 Clubs that I've been involved with, it's a
 4 week in advance, two weeks in advance. That's
 5 usually the extent of the tee time reservations that
 6 I've seen for normal club operations.
 7 CHAIR TONKING: Yes, we don't have a
 8 recommendation on that right now.
 9 MEMBER SIMON: The system, would it allow
 10 you to restrict people to, let's say, only having
 11 six reservations on the board at any one time? Do
 12 you have a policy so you can only have six open
 13 reservations? I'm just picking that number
 14 randomly.
 15 MR. BRUCE: I don't know if that could be
 16 set up through Vermont. That would be more of an IT
 17 question. I know it's not something we've done in
 18 the past. I kind of doubt it at this point. It's
 19 something we would have to try to call the Vermont
 20 and see if we could do something about that.
 21 CHAIR TONKING: That's an interesting
 22 idea. I think we can look into feasibility of some
 23 of those ideas.
 24 Our meeting on the 28th had to be canceled
 25 because there's a special meeting of the Board of

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1 meeting, talk to staff about what we can do and what
 2 can be done in order to facilitate a faster
 3 budgeting price conversation and how we can think
 4 about that with all the different endings of the
 5 season and ending and that all.
 6 I think that's a really valid point, and
 7 that is high on my list because as much fun as doing
 8 this on March 15th is, we're all probably a little
 9 over that. I get it.
 10 Thank you for reminding me. Yes, and that
 11 is kind of what I wanted to talk once we close this
 12 and move into long range.
 13 MEMBER SWENSON: One last, did we ever
 14 resolve the issue of tee time reservations? Is that
 15 going to come in the future?
 16 CHAIR TONKING: What about tee time
 17 reservations?
 18 MEMBER SWENSON: Is the policy going to be
 19 the same as last year? Are we modifying?
 20 CHAIR TONKING: The cancellation policy?
 21 MEMBER SWENSON: Not the cancellation.
 22 The reservation, the season-long reservation that
 23 you can do. Is it going to be something like a
 24 month or -- I did get a lot of feedback from golfers
 25 that, whether I believe them or not, they felt it

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1 Trustees, unless we wanted to do an hour-long
 2 meeting, and we discuss some of that. I can gather
 3 some data from Rob and Tim and some feasibility
 4 ideas about talking advanced bookings. Otherwise,
 5 we would just have to find another date to talk
 6 about it.
 7 Bobby and Heidi, would that work if we
 8 just took an hour of time, a Zoom call meeting, 3:00
 9 to 4:00, hard stop at 4:00?
 10 MR. MAGEE: I can do that.
 11 CHAIR TONKING: That is item E 2.
 12 F. LONG RANGE CALENDAR
 13 CHAIR TONKING: Long range, we're going to
 14 have a meeting on the 28th, and in that meeting
 15 we're just going to talk about reservations system,
 16 and I'll distribute what we're thinking as
 17 recommendations just from the notes on what we move
 18 as a motion and some language around it. I would
 19 like people to think about if they would want to
 20 present it on the 10th. I can also do it, but if
 21 someone else would like to or two of you would.
 22 And then the other option from there is
 23 that is we would then move into the next month of
 24 April. I would say we would have that first meeting
 25 on the 11th that just talked about the findings and

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1 anything that came out of that board meeting, just
 2 be an open kind of discussion.
 3 Then as soon as I get that golf club
 4 policy, we'll have a meeting on that.
 5 Then we kind of need to talk about at the
 6 beginning of May what we want to be discussing and
 7 how often during this really off-golf season, like
 8 the off time of the budget, and try to figure out
 9 what other things we need to be doing and discussing
 10 and how often. We need to just kind of level set
 11 again.
 12 MEMBER SWENSON: I know that in the past
 13 the director of golf presented his budget to the
 14 Board at a public meeting, but prior to that, maybe
 15 he presents it to us and discuss it, and we, as a
 16 group, agree with it, agree with all of it, or here
 17 are some issues that we think the Board ought to
 18 reconsider on this.
 19 I'm not going to tell Tim any of his
 20 business, but I know he's got to do that, and I
 21 think it would come much stronger if he's convinced
 22 us that that's the right path to go.
 23 CHAIR TONKING: Yes. I thought we would
 24 have a meeting before Adam's public hearing.
 25 MR. CRIPPS: My only hesitation to that,

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1 and I would want to clear it with legal first, after
 2 the preliminary submission to the State, it goes to
 3 a public hearing notice. I don't know if a
 4 component of budget would qualify or break any kind
 5 of --
 6 CHAIR TONKING: Which is why I was
 7 thinking after the tentative, between the tentative
 8 and the special hearing.
 9 MR. CRIPPS: Yeah. So what happens is
 10 once the tentative is submitted, that kind of starts
 11 a timer of when we can issue a public hearing
 12 notice, and it gets us into a pretty tight window.
 13 Before that, I don't know that we can present any
 14 kind of budget items in a public forum.
 15 CHAIR TONKING: My understanding, legal is
 16 on here too, is that we could do something in
 17 between the tentative and the public hearing.
 18 MR. CRIPPS: That's what I would want to
 19 clear through legal. What I read is after we submit
 20 the tentative, then the next budget discussion would
 21 be a public hearing.
 22 MR. MAGEE: I understand where Adam's
 23 going with this. I think it would be appropriate
 24 for us to check with legal first before we made a
 25 commitment to that.

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1 If we can do it, we'll absolutely do it.
 2 MS. BRANHAM: I don't know off the top,
 3 but I'm happy to look into it.
 4 CHAIR TONKING: We will come up with some
 5 type of plan.
 6 MEMBER SWENSON: I just remember Darren,
 7 last year, went to the Board three times with the
 8 budget. I thought some of that could be eliminated
 9 if he had had somebody else help him describe what
 10 his budget is and his rationale.
 11 CHAIR TONKING: This was a concern that
 12 was brought up, making sure that the budget is seen
 13 a few times, because it does end up getting a lot of
 14 reiterations.
 15 Let me work with staff, think about a
 16 timing, and legal, and see what's possible.
 17 Anything else that needs to be added to
 18 long range?
 19 That closes long range calendar.
 20 G. FINAL PUBLIC COMMENTS
 21 MR. DOBLER: This is Cliff Dobler again.
 22 That was brutal, three hours.
 23 I just want to let you know that between
 24 2016 and 2022, on average, the Championship Golf
 25 Course only lost \$255,000 per year, which did not

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1 include any depreciation, did not include the
 2 facility fee, and did not include any capital costs.
 3 That was the operating losses.
 4 Now, I had a chance during that brutal
 5 three hours to look at this trial balance that was
 6 sent out by Adam, and if you add it all up, food and
 7 beverage, \$287,000 losses, golf didn't hit the mark,
 8 \$432,000, no central service cost allocations,
 9 \$334,000, no insurance liability, that was left
 10 blank, \$100,000, and workers' comp was actually
 11 doubled, adding another \$45,000.
 12 I think you're looking at this 2023, 2024
 13 when it ends, you're going to have loss around,
 14 let's see, about a million two. \$1,200,000, without
 15 rec fee, without any capital projects, and we're
 16 talking about a four percent increase on \$2 million
 17 in revenue, it's like a pea in the ocean.
 18 I think, as I stated before and I'll state
 19 again, Timothy, costs are the most important thing.
 20 Two and a half hours of deciding on what you're
 21 going to charge to customers, it's not going to fly
 22 depending on -- based on these costs that have
 23 happened this last year. Maybe there's an
 24 explanation, maybe we can figure it out. I don't
 25 know.

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1 But all I know, seven years we ran at 255
 2 grand, and we're about a million two this year, and
 3 that's where -- what do they call it? -- the rubber
 4 meets the road.

5 Last thing I wanted to say, just out of
 6 curiosity, you might be shocked to know this, but
 7 \$405,000 comes from the fleet department to take
 8 care of equipment at the Mountain Course for
 9 five months a year. \$405,000, and what we found out
 10 is that sometimes they were billing 34 hours a day
 11 when you only got 24 hours in the clock.

12 At any rate, I guess that's part of the
 13 forensic audit, but we need to understand what's
 14 going on there. 405,000 bucks, that's almost 20
 15 bucks a head on each golf round, so we're doing a
 16 good job, I guess, repairing equipment that most of
 17 it's under warranty.

18 Then what I thought was funny, they got on
 19 the budget \$65,000 for an automatic blade sharpener,
 20 so that's kind of cute.

21 Good luck to you guys. I appreciate your
 22 work.

23 MR. JOHNSON: Hi. This is John Johnson.
 24 I very much appreciate your time. The
 25 discussion about the annual pass was spot-on, just

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1 by way of comparison, and I think the rate that
 2 you're proposing, the 75 bucks times 55 or 60
 3 rounds, is a very good one.

4 If you look at the Tahoe Mountain Club, an
 5 individual there this \$5,600 this year in 2024, with
 6 a \$14,000 initiation fee. Couples are 7,500 bucks
 7 with an \$18,000 initiation fee. Those are big
 8 numbers, so it's a big savings.

9 When you look at these rates, I think you
 10 ought to look at the minimum rate that you want to
 11 play, then estimate the number of rounds, which is
 12 how you did it, which is great.

13 One thing I'd like to see is a 9-hole
 14 couple's pass up at the Mountain Course, available
 15 any day, any time. There's a lot of people that go
 16 up there and only play nine holes.

17 Finally, the reservation policy, I get a
 18 kick out of this is one. If you want folks to get
 19 mad, restrict when they can make the reservation,
 20 because the clubs get prebooked without a fee,
 21 including the club that I just formed, we prebooked
 22 without a fee.

23 The comment was made, you got these
 24 hardcore golfers that suck up the times and lower
 25 their average rate when they buy an annual pass.

123

1 Those same hardcore golfers, which I might be one,
 2 prebook, but it's very few people that do that, very
 3 few people that can do that, so I just don't see the
 4 problem.

5 You talk about is there a problem that we
 6 need a solution to, I don't think there's a problem
 7 that we need a solution to. Just allow everybody to
 8 prebook when the tee sheet opens up.

9 Thank you very much. I appreciate your
 10 time.

11 H. ADJOURNMENT

12 CHAIR TONKING: That adjourns the meeting
 13 of the Golf Advisory Committee at six p.m.
 14 (Meeting adjourned at 6:00 p.m)

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 25

124

1 STATE OF NEVADA)
 2 COUNTY OF WASHOE) ss.
 3
 4 I, BRANDI ANN VIANNEY SMITH, do hereby
 5 certify:
 6 That on March 14, 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 124 pages,
 14 inclusive.

15 DATED: At Reno, Nevada, this 25th day of
 16 March, 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 30

Invoice Date: March 25, 2024

Payment Due: April 14, 2024

Amount Due (USD): \$1,094.00

Items	Quantity	Price	Amount
Base fee March 14, 2024 GAC meeting	1	\$350.00	\$350.00
Per page fee March 14, 2024 GAC meeting	124	\$6.00	\$744.00

Subtotal: \$1,094.00

Total: \$1,094.00

Amount Due (USD): \$1,094.00

1 INCLINE VILLAGE
 2 GENERAL IMPROVEMENT DISTRICT
 3 GOLF ADVISORY COMMITTEE
 4
 5
 6
 7
 8 TRANSCRIPT OF HEARING
 9 PUBLIC MEETING
 10 Via Zoom
 11
 12 Held via Zoom
 13
 14 Thursday, March 28, 2024
 15
 16
 17
 18
 19
 20
 21
 22
 23
 24 Reported by: Brandi Ann Vianney Smith
 25 Job Number: IVGID 31

1 APPEARANCES
 2
 3 **COMMITTEE MEMBERS PRESENT**
 4 MICHAELA TONKING, CHAIR
 5 TODD WILSON, MEMBER
 6 JAY SIMON, MEMBER
 7 HARRY SWENSON, MEMBER
 8
 9 **ALSO PRESENT**
 10 ANNE BRANHAM, LEGAL COUNSEL
 11 HEIDI WHITE, DISTRICT CLERK
 12
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1 Incline Village, Nevada - 3/28/2024 - 3:00 P.M. 4
 2 -o0o-
 3
 4
 5 CHAIR TONKING: It's three o'clock. We're
 6 still missing Todd, but I think -- there he is.
 7 This begins the Golf Advisory Committee at 3:00
 8 p.m., via Zoom. We'll do a quick roll call of
 9 committee members.
 10 Harry Swenson?
 11 MEMBER SWENSON: Here.
 12 CHAIR TONKING: Jay Simon?
 13 MEMBER SIMON: Here.
 14 CHAIR TONKING: Todd Wilson?
 15 MEMBER WILSON: Here.
 16 CHAIR TONKING: And I'm here.
 17 Robert Riccitelli, he will not be here.
 18 He sent me an email and said that he would not be
 19 able to make it last minute.
 20 That will move us to agenda item one.
 21 A. PLEDGE OF ALLEGIANCE
 22 (Pledge of Allegiance.)
 23 CHAIR TONKING: Moves on to item B.
 24
 25

5

1 B. INITIAL PUBLIC COMMENTS

2 MR. DOBLER: This is Cliff Dobler. Got

3 the basketball games on tonight, so let's hope Iowa

4 State wins.

5 I wanted to make a few comments before you

6 go to the Board. And I guess I'll ask it with a

7 question: What are service levels?

8 Now, all I've heard about are fees, but I

9 belong to a golf club that has about 400 members,

10 and the golf club, of course, breaks into about 15,

11 16 groups, but we take care of our tournaments, our

12 tee times, we take care of everything and it's up to

13 us to get it done, and we don't have any involvement

14 with the staff at all.

15 So we have our service levels down that

16 the responsibility falls upon the user. Now, all

17 I've ever heard about from you guys over the last

18 several weeks -- or mostly, not all -- was that

19 you're talking about fees.

20 Now, what my problem is is service levels,

21 does that mean you're going to have a shoe shine

22 person, you're going to have a person giving you a

23 coat and tie, or what is the service levels?

24 And I just look at two things that I think

25 is really quite amazing. There's two areas that

6

1 have no control by the staff of the golf course

2 called "central service cost allocations," and also

3 called "fleet maintenance," and both cases, the

4 central service cost allocation works out at the

5 golf course to be almost 15 bucks a round, and then

6 the fleet maintenance services works out to be about

7 17 bucks. So that combined is \$32 of your fees are

8 going to two organizations that are within IVGID

9 that you have no control over. And yet those are

10 two service levels that are being provided that are

11 turning around and eating up a third of the fees.

12 So what I guess I don't understand is

13 you're talking about fees, and I'm talking about

14 what's going on with central service cost

15 allocations and the fleet.

16 Now, central service cost allocations is a

17 bunch of overhead from the general fund getting paid

18 high salaries and cranking out as many reports that

19 they can get that are completely meaningless, and it

20 would seem to me that that should be the

21 concentration.

22 Then on fleet, we know as a fact that the

23 machinery is down for six months out of the year,

24 but we have people saying that they're working on a

25 machine 34 hours a day. Well, how can you work on

7

1 34 hours a day when there's only 24 hours in a day?

2 So, therefore, those two areas that you

3 have no control over are turning around and

4 burdening the golf courses with this enormous sum of

5 money and nobody knows what the hell's going on.

6 So to me --

7 (Expiration of three minutes.)

8 MR. BRIGGS: Hi. This is Michael Briggs,

9 a golfer. I live at 582 Douglas Court.

10 First, I appreciate all the work that your

11 entire team is performing. I served on the GM's

12 golf advisory committee three years ago, and we were

13 very frustrated by the lack of financial information

14 we were given. We only received budgets, not

15 actuals, during the fiscal year, similar to your

16 plight.

17 Regarding you recommendations, number one,

18 increase utilization rates are commendable.

19 However, as shown by the drop in rounds played and

20 decline in golf course revenues last summer, despite

21 approximately 20 percent more tee times, we're at

22 the point where raising prices for residents results

23 in less use and less revenue. Please consider a

24 recommendation to hold rates study and don't shift

25 the decision to staff to raise them. Local golf

8

1 courses are not raising their green's fees. If

2 there is a cost problem, IVGID needs to address

3 that.

4 Number two, in line with that, I am

5 concerned that a \$4,200 individual All You Can Play

6 Pass is too expensive and will not be purchased by

7 many. I read Mr. Simon's suggested package for some

8 limits on weekend times with a price of \$3,700 for a

9 pass. I endorse that approach.

10 Number three, I don't believe that a 35

11 percent discount for couple's All You Can Play

12 Passes is justified. Most don't usually play

13 together and don't spend more at the golf course

14 than two unrelated pass holders. Maybe only offer a

15 modest discount?

16 Number four, regarding tee times,

17 last year's policy of free advanced tee times for

18 residents without restrictions worked well.

19 Residents seemed to be happy and there were lots of

20 tee times available. Don't solve a problem that

21 doesn't exist. If you want to impose restrictions

22 on residential reservations, please be mindful that

23 last year there was the consensus among trustees

24 that the same restrictions would be placed on the

25 golf clubs. Unintended consequences could be

9

1 brutal.

2 Number five, if you recommend free

3 advanced tee times for residents, please add a

4 restriction that there is no resale or transfer for

5 consideration.

6 Number six, please be mindful that one

7 year ago three trustees had firm opinions on the All

8 You Can Play Pass and couple passes. Only due to

9 the heroic efforts of Trustees Tonking and Noble was

10 individual, limited All You Can Play Pass approved.

11 I encourage you to have well-thought-out

12 reasons and maybe alternative proposals to any

13 recommendation that change the status quo.

14 Thank you much.

15 CHAIR TONKING: Any other public comments?

16 MATT: There is not at this time, Chair.

17 CHAIR TONKING: Okay. That moves us on.

18 C. APPROVAL OF AGENDA

19 CHAIR TONKING: Does anybody have any

20 changes to the agenda?

21 So then the agenda is approved as is. Now

22 that moves us on.

23 D. CONSENT CALENDAR

24 CHAIR TONKING: Approval of the Golf

25 Advisory Committee meeting minutes for March 7,

10

1 2024. Is there a motion for the consent calendar?

2 MEMBER WILSON: So moved.

3 CHAIR TONKING: Second?

4 MEMBER SIMON: I second.

5 CHAIR TONKING: All in favor, please say

6 aye.

7 MEMBER SWENSON: Aye.

8 MEMBER SIMON: Aye.

9 MEMBER WILSON: Aye.

10 CHAIR TONKING: Aye.

11 That passes 4/0.

12 E. GENERAL BUSINESS

13 E 1. Review Recommendations

14 CHAIR TONKING: We are on to item E 1.

15 General business, review the recommendations from

16 the previous meeting, make any changes, create

17 additional recommendations for the Mountain Course

18 All You Can Play, and address any pros and cons

19 presented to the Board.

20 So here is my game plan for this, because

21 we have about 50 minutes. The first thing that I

22 think we should do is staff created a

23 recommendation, I believe you all have received and

24 I know it was really last minute. I was hoping that

25 Tim could walk through their recommendation and how

11

1 they got there. From there, Jay had some comments,

2 and then Robert just had some comments for me to

3 read.

4 My goal is we can decide if we want to

5 make any changes after staff recommendations. Then

6 we need to make a decision on the Mountain Course

7 prices for the same passes that we've decided on for

8 Championship Course. Then we need to talk about the

9 cancellation policy and the prebooking. I think we

10 can do it pretty efficiently. If not, we'll just

11 have to schedule a meeting for next week.

12 Tim, can you present some of your

13 findings?

14 MR. SANDS: Yes. Good afternoon.

15 Kind of as I stated in the

16 recommendations, I feel like me and the staff are

17 still shooting a little bit blind on exactly where

18 we need to go with this. And I think we're going to

19 need guidance from this committee and then the Board

20 of Trustees.

21 Kind of in the beginning of the packet of

22 the recommendation, we're seeing what we did in the

23 2022 season -- fiscal '21/'22, and then fiscal

24 '23/'24. There wasn't a big spike in revenue. With

25 that, we still had substantial raises to all the

12

1 fees.

2 As we go down further, me and the staff

3 kind of came up with what we felt was a happy medium

4 between recommendations from Advisory and then also

5 how we crunched the numbers from the '22 season to

6 the '23 season with price increases.

7 Obviously, Rob did a great job with

8 compiling some firm numbers that we had in a

9 previous spreadsheet. And even to an earlier

10 caller's point, we're trying to find that balance,

11 but it is a very difficult balance to find because

12 we don't have pure financials available.

13 CHAIR TONKING: Thank you. Do you want to

14 talk a little bit about the differences -- you've

15 talked about it in your memo -- that occurred

16 between the Golf Advisory Committee's

17 recommendations and staff recommendations so we can

18 kind of hone in on the same area, and the committee

19 can decide if they want to change any of the

20 recommendations or feel comfortable where we left

21 things off.

22 MR. SANDS: Say the first part of that?

23 CHAIR TONKING: Can you talk about the

24 differences between your recommendation and the

25 committee's recommendation? I think there was two

1 differences. 13

2 MR. SANDS: Yeah. So I believe Committee

3 Member Simon had mentioned about 165 percent

4 increase for these All You Can Play Passes. We do

5 feel as a staff that these All You Can Play Passes

6 are a value to the residents. They've been very

7 vocal, I think at this level and at the staff level,

8 about that. But we don't want to price ourselves

9 out of having this consistent revenue.

10 Like I said, it's a balance between are we

11 going to have more business or are we going to have

12 less business? We found out last year we had less

13 business because of some of these decisions. I'm

14 still kind of shooting in the dark, though, because

15 I have not seen a full season underneath my belt.

16 Being the new guy on the block, I'm try to get

17 through this as quick as possible without really

18 understanding what we're doing.

19 MEMBER SWENSON: I have a suggestion. I

20 like what I saw in Mr. Sands' memo because I thought

21 that the \$4,200 that we came up with was just a

22 little high, and when I say "a little high," for the

23 unlimited. But I think that it would be very

24 beneficial and it would be extremely strong when

25 Mr. Sands has to present the information -- his

14

1 budget information to the Board that you game out a

2 few things. And what I mean by "gaming out," is you

3 apply these costing profiles to last year's basic

4 demand, okay, and maybe you need some help from the

5 financials to do some gaming here, gaming, work out

6 the details in Excel or some other tool to help do

7 that, and then you start staying, all right, that

8 was based upon this level of utilization. We're now

9 scoping for the level of utilization that we kind of

10 asked for, which is an increased utilization, how

11 you get there, you can talk about ways on how to get

12 there, but when you do that, then price it out

13 again. And the third thing is then price it out at

14 half between last year's utilization and the goal

15 utilization. Then finally get it to the goal

16 utilization and see what we end up with as a

17 costs -- I mean as revenue.

18 I think that would be really beneficial

19 for the Board to understand you're not just looking

20 at a single-point solution, you're trying to bound

21 things and look at things. And give them the

22 opportunity to say, hey, I like this, I don't like

23 that. Okay?

24 Now, that's one high recommendation I have

25 for --

15

1 MR. SANDS: Can I jump in real quick? I

2 agree completely because one of the things that I

3 would like to do is simplify all of our offerings to

4 non-residents and residents.

5 MEMBER SWENSON: Good. I think that makes

6 a lot of sense in being able to get your handle

7 around things. We think we went overboard with

8 trying -- basically a shotgun approach last year and

9 not really understanding how that was going to

10 effect the demand. There was a lot of

11 misinformation. A lot of hard feelings, as

12 Mr. Briggs talked about earlier in his comments.

13 But coming up with a reasonably priced All

14 You Can Play Pass, even at that \$3,800 level is

15 pretty reasonable, I think. And then the couple's

16 pass also, I've heard from a number of individuals

17 that want the return of the couple's pass. And

18 simplifying it with 10 and 20.

19 I'm good with that. I'd like to see if

20 you could game it out and help out. Also I did see

21 a really good suggestion in some of the other emails

22 floating around and added to this, which was we want

23 you and Rob to run the golf course. We don't want

24 to micromanage and delve into your good advice.

25 One of things I thought was tried last

16

1 year by making the limited play pass was to increase

2 the high-paying guests or visitors that come on the

3 weekend. I thought I saw an excellent suggestion

4 that maybe you reserve 10:00 to 11:00, 10:00 to

5 12:00, 10:00 to 10:30, and game this out also by

6 giving -- because last year the intent was, oh, the

7 All You Can Play Pass, people don't want them --

8 we're going to move them to afternoons so we can get

9 the high-priced guys.

10 We didn't get any more high-priced guys

11 because it was all filled by the 20- and 10-play

12 folks, I believe, that use their -- or me, I was a

13 40-play last year, so I played on Saturday morning

14 with my 40-Play Pass. But you guys should have some

15 authority to bang around where, say, okay, Saturday

16 and Sundays are high pay out days, maybe we spend --

17 we cut out two hours for the visitors, they're going

18 to pay the high rate. And then maybe hold off those

19 tee times and then cut out those couple of days

20 before, open them up to the rest of us if they

21 haven't been used. I thought that was an excellent

22 idea.

23 Last year, we did not get any new benefit

24 of reducing the All You Can Play Pass time with

25 high-paying visitors, which was the anticipated goal

17

1 of that objective. And so lesson learned, I
 2 believe.

3 CHAIR TONKING: What I heard as a summary
 4 that you are good with staff's recommendations,
 5 little bit lower rate to the All You Can Play Pass
 6 and the couples pass. And when they're doing that
 7 to explain to the Board some -- show some scenarios
 8 of different utilization, what that revenue would
 9 look like, as well as you liked, I believe it was
 10 Jay's idea, blocking off some of that Saturday time.

11 MEMBER SIMON: Not just Saturday, but the
 12 peak times.

13 CHAIR TONKING: Okay. Jay, tell me how
 14 you feel. And then Todd, and I'll read Robert's
 15 comments.

16 MEMBER SIMON: I think there's a general
 17 feeling that we don't -- may have overshot the price
 18 point, and there's general feeling that we'd like to
 19 keep the prices about the same. In order to do that
 20 and have an unlimited play pass, I think people need
 21 to give a little. And to give the little is to give
 22 a few tee times or least the opportunity for the tee
 23 times, because if I'm the trustee, I'm not going to
 24 approve keeping the prices where they are and adding
 25 unlimited without making sure that we can try and

18

1 get some more of the outside higher-priced rates.
 2 So I think there's a way to do that that's
 3 not too offensive to people, that tries to book the
 4 times, then release the times back to the community
 5 if they're not used. That's the only way I think
 6 you can get to the \$3,800 price point.

7 CHAIR TONKING: You are both in agreement
 8 in that. I think that's okay. I'm a little
 9 concerned about the couple price. I still think
 10 it's a little low, but, again, it is up to this
 11 committee what they want to recommend.

12 MEMBER SIMON: You think it's low, you
 13 think the 1.65 that was eluded to is not sufficient?

14 CHAIR TONKING: It wasn't 1.65 in their
 15 recommendation, it's a little bit lower, 1.3.

16 MR. SANDS: Yep. And I'll just chime in
 17 real quick. I definitely agree with the committee
 18 in saying some of the prime tee times on Friday,
 19 Saturday, and Sundays, there has been discussions at
 20 the staff level on how we can open up and change how
 21 the tee sheet is laid out to have more prime tee
 22 times available, and then have a -- we're working on
 23 a cancelation policy that would then help us if we
 24 don't obtain non-residents, we then allow that to go
 25 back to our community residents.

19

1 CHAIR TONKING: Todd, what are your
 2 feelings?

3 MEMBER WILSON: First, I think when I
 4 compare the recommendations and what director has
 5 proposed here, it's pretty similar, there are not
 6 any big, glaring differences between it. And,
 7 frankly, I believe the staff who is devoted and it
 8 is their full-time job to run a good course, is
 9 going to know better than we will. I am in complete
 10 support of everything listed there. I understand
 11 the points made on the price point. Maybe there's
 12 some tweaking there that we may want to discuss, but
 13 I'm a hundred percent in support of that.

14 I do have one question which may be
 15 something we want to include as part of the
 16 presentation to the Board of Trustees and that's
 17 around the last bullet which mentions the use of the
 18 spreadsheet, which, again, thank you to Rob for
 19 putting that together, really helpful, and will
 20 continue to be so. At the end of that in brackets
 21 it says "abuse or nonuse." I'd love to understand
 22 more, how can we begin to get better at identifying
 23 abuse? Because I think that's one of the things
 24 I've heard with respect to the unlimited All You Can
 25 Play Pass is that it gets abused. Okay, well, if

20

1 that's the case, and we have ways we can begin to
 2 track and monitor that, I'd love to highlight that
 3 as part of this overall price that we land on
 4 because they go together.

5 MR. SANDS: I'll jump in there real quick,
 6 and I appreciate that comment. How I kind of
 7 simplify it in my training and what I look at, it's
 8 similar to The Bell Curve on the grading system of
 9 schooling, The Bell Curve obviously goes up and down
 10 on both sides of the spectrum.

11 We're going to have folks that get A
 12 pluses, we're going to have folks that get D
 13 minuses. We're going to look at that complete scale
 14 and try to find that happy medium. That will then
 15 allow us to find the correct price point that caters
 16 to, not only the majority of the residents that use
 17 the facilities, but then how do we price our
 18 non-residents off of that.

19 MEMBER SIMON: Do you think it would be
 20 necessary to put a cap on the unlimited? If you
 21 really were worried about those people that are
 22 severely abusing the system and if other people are,
 23 you could always put a cap on the number of rounds.
 24 Cap could be 80, whatever you think.

25 MR. SANDS: Absolutely agreed. But I

21

1 think one of the major focuses that I'm tasked with,
 2 along with what we're talking about now, is also on
 3 the food and beverage side.
 4 If I have people using the facility, I
 5 need to also capture them on the food and beverage
 6 side of things to help bolster revenue. If I can do
 7 both of these, we can then look at the numbers and
 8 see, okay, hey, we're allowing too much if
 9 somebody's playing 100 to 120 rounds which is kind
 10 of unrealistic, then maybe a cap does come into
 11 play.
 12 I don't have that information yet because
 13 we really haven't cultivated that information over
 14 the years. With Rob's spreadsheet, which is very
 15 detail oriented, we need to use that to our
 16 advantage.
 17 CHAIR TONKING: What I'm hearing, Tim, in
 18 that sense is you want one year to really see what's
 19 happening and then make a decision on some of those
 20 more restricted measures; is that correct?
 21 MR. SANDS: Correct. Because the
 22 conversations that we're all having, I think we need
 23 to build a bridge with golf and the community
 24 instead of trying to separate it more.
 25 CHAIR TONKING: Then, Todd, I just wanted

22

1 to hear if you had any thoughts around the idea of
 2 blocking off some hours during these prime tee
 3 times.
 4 MEMBER WILSON: I concur with everything
 5 that's been said. I think it's a great idea.
 6 CHAIR TONKING: I'm going to read what
 7 Robert sent to us real fast.
 8 "My view on the All You Can Play Passes is
 9 we should eliminate that option, just use 5, 10, et
 10 cetera packages. It would also simplify no-shows,
 11 you should just debit one of the play passes. I
 12 feel this is a fair way to give a discount for the
 13 multiple rounds without creating the perception of a
 14 private club where you play unlimited rounds for a
 15 monthly fee. There are just not enough of these
 16 passes used."
 17 He's a little bit different.
 18 Does anyone have a motion on any of the
 19 changes they want to see -- Harry?
 20 MEMBER SWENSON: I have one more question.
 21 When people talk about abuse, I don't even know what
 22 that means in this point in time. Abuse to me means
 23 you make a tee time and don't show up.
 24 I thought we had that fixed last year by
 25 charging everybody if they -- no-shows got charged.

23

1 MEMBER SIMON: The abuse he's talking
 2 about is somebody who plays a hundred rounds.
 3 MEMBER SWENSON: That doesn't seem to be
 4 abuse to me, but okay.
 5 MR. SANDS: Hindsight is 20/20. I can
 6 change that verbiage. Probably not the correct use
 7 of verbiage on that, and I can work on that.
 8 MEMBER SWENSON: I do think maybe a
 9 restriction like I heard last time -- I don't want
 10 to say restriction.
 11 You can schedule out as many tee times as
 12 you want throughout the season, I think a reasonable
 13 restriction is you could only hold so many at a
 14 time, if that makes sense. And I don't know if
 15 that's manageable, that would probably be up to the
 16 golf -- when I say "manageable," with the computer
 17 systems we have.
 18 But seven or ten tee times simultaneous, I
 19 know several that the second it opened up, scheduled
 20 the whole year or the whole season at a certain
 21 time. I think that might be a reasonable trade off.
 22 MEMBER SIMON: We asked that question
 23 before and we need an answer, like Rob or somebody,
 24 did you check into that, and is that possible?
 25 MR. BRUCE: Vermont, wouldn't be possible

24

1 to do it through the system. It would have to be
 2 done by hand, and we would have to have a folder
 3 that: Mr. Smith made ten tee times, that's all he
 4 gets for the remainder of the season.
 5 Vermont can't do that. We would have to
 6 do it physically on paper.
 7 CHAIR TONKING: I think, then, my next
 8 question is does anybody have a motion on that
 9 section of changing how we're viewing those prices?
 10 MEMBER SIMON: Which section?
 11 CHAIR TONKING: Both the All You Can Play
 12 and the couple's and with the caveat of what you had
 13 brought up restricting some times for non-residents.
 14 MEMBER SIMON: We have to take this sort
 15 of global concept and put it on paper because
 16 there's a lot more types of passes and pricing, we
 17 need to have a complete grid of all the prices so
 18 that we can do a projection of our revenue with the
 19 prices, times, the projected rounds. If we don't go
 20 to the trustees with that at a minimum, I think
 21 you're going to have a problem.
 22 CHAIR TONKING: Why don't we say, then,
 23 our recommendation is kind to what Harry's point
 24 was, that we recommend that staff proposes something
 25 that shows the different pricing with the different

25

1 utilization to show what would make the most sense
 2 for strategic budgeting purposes, and then have an
 3 idea as to off times for non-residents, that's an
 4 idea of a motion, but something like that would sum
 5 up what you're saying.
 6 MEMBER SIMON: I guess I would make a
 7 motion that the staff complete the pricing grid for
 8 all different category of pricing within the
 9 Championship Course and the Mountain Course. And
 10 they simultaneously project what they would like to
 11 see for number of rounds, all of those different
 12 price points for next year, we have the data from
 13 all the prior years, so we can come up with a final
 14 projection of revenue to present to the trustees.
 15 CHAIR TONKING: Do I have a second on that
 16 motion?
 17 MEMBER WILSON: Second.
 18 CHAIR TONKING: All in favor, please state
 19 aye.
 20 MEMBER SIMON: Aye.
 21 MEMBER SWENSON: Aye.
 22 MEMBER WILSON: Aye.
 23 CHAIR TONKING: Aye.
 24 That passed 4/0.
 25 MEMBER SIMON: Have we thrown too many,

26

1 too big of a curveball at Tim?
 2 MR. SANDS: I will say we will do our best
 3 to come up with those numbers, but those projections
 4 will be suspect. Because, again, as we navigate
 5 through this year into our next fiscal year with
 6 General Manager Magee, I think some things will come
 7 to light that will help us understand exactly where
 8 golf operations stand.
 9 CHAIR TONKING: Okay.
 10 MEMBER SWENSON: Tim, I think you can use
 11 last year's data and project that forward with
 12 this year's pricing and leave everything else the
 13 same. And then we've asked or we've talked about
 14 the utilization rates going up, start marching that
 15 forward at least two more times. One to the -- half
 16 way between now and the goal and then finally the
 17 goal, and see where these prices end up -- or that
 18 value ends up.
 19 And I think it will be educational at the
 20 very least for you to financially understand what
 21 we're projecting, as Jay said, and what we'd like to
 22 see as we've kind of come to is if you're given the
 23 authority -- we want to give you the authority -- to
 24 market the elements as -- or market our tee times as
 25 to fill that utilization.

27

1 CHAIR TONKING: Yeah.
 2 MEMBER SIMON: You cannot go to that board
 3 meeting without that projection.
 4 CHAIR TONKING: I was going to say that
 5 too. And I think the best data -- and I want to be
 6 careful because I also speak from the Board
 7 perspective. I think for myself, as a board member,
 8 the best data is also looking at this past year and
 9 the then before, because there's a lot of changes
 10 that occurred between those two. I think that kind
 11 of spoke a little bit to your player mix that you
 12 just brought up that we didn't see this huge
 13 increase in revenue even though we increased prices.
 14 Using kind of both of those information.
 15 We also changed -- between the two years,
 16 we also changed from 15-minute intervals to
 17 10-minute intervals, so we really should have seen
 18 an increase in price and we didn't.
 19 I think that that kind of dialogue could
 20 be helpful.
 21 MR. SANDS: Do you mean increase in price
 22 or increase in revenue?
 23 CHAIR TONKING: We didn't see an increase
 24 in revenue, but there were increases in price.
 25 Drastic increases in revenue -- right? -- that's

28

1 what you said in the beginning of your memo.
 2 MR. SANDS: Correct.
 3 MEMBER SIMON: Can the staff prepare and
 4 propose all the different price points that we've
 5 discussed and fill in the menu of available options
 6 on the Championship and the Mountain Golf Course?
 7 Do you have enough data to do that? Just the price,
 8 price per round or the price per pass.
 9 MR. SANDS: I'd have to break it down off
 10 of the spreadsheet that we've created, but, yes, I
 11 think I can come to a conclusion on that.
 12 MEMBER SIMON: So you could do that and
 13 you could bring it our next meeting and we could
 14 review that and we could approve or modify that.
 15 And then you need to, by category, by
 16 types of unlimited, by non-residents, et cetera, we
 17 need to come up with a -- you gotta do it, you gotta
 18 come up with a financial projection.
 19 If you can at least try and project what
 20 you think the rounds that are going to be played
 21 next year, and then maybe Todd could help put an
 22 Excel spreadsheet together to project or give him a
 23 template. Is that doable?
 24 MR. SANDS: Yes and no, because like we're
 25 talking about that spreadsheet that was created from

29

1 the golf staff, that is really the only hard data
2 that we have to go off of. When I go into other
3 records of accounting and revenue, they're not
4 matching up, so I'm still in a real big gray area
5 for that financial information.
6 CHAIR TONKING: Okay, but you still have
7 some data points that you could utilize last year
8 and you should have some from the year before in
9 some capacity, because we've been able to use some
10 stuff.
11 Do you not think you have rounds or number
12 of rounds played information?
13 MR. SANDS: I would say in some capacity,
14 we have that, yes.
15 CHAIR TONKING: I think some information
16 is probably slightly better than none.
17 MEMBER SIMON: We have it off of Darren's
18 presentation.
19 CHAIR TONKING: Do you feel like this is
20 feasible, is this too much work? Where are you
21 standing? We do need to be able to present
22 something to get these rates moving.
23 MR. SANDS: Yes, I would love -- if we're
24 going to shoot for a Board of Trustees meeting on
25 April 10th, we should probably have another meeting

31

1 the Board in the middle of the summer. The Board
2 originally had passed a cancelation policy that had
3 five days' notice, but there was a lot of issues,
4 feedback from golfers that that was really hard to
5 abide by given all the different changes. So we
6 moved to more of something that was more aligned
7 across the basin, back to 120 days.
8 And correct me if I'm wrong, but anyone
9 who had any Play Pass, staff, we had a card on file
10 as well to collect that fee from them if they were
11 to miss a tee time?
12 MR. BRUCE: Yes, that's correct. We do
13 have all the residents' at least and most
14 non-residents' cards on file so we can charge a
15 no-show fee when they don't show.
16 MS. WHITE: We have a Capital Committee
17 meeting at 3:00, Thursday, next week.
18 CHAIR TONKING: Friday, I could do the
19 morning. People can do the morning? I could
20 definitely do the morning of Friday. Let's do a
21 10:00, next Friday.
22 Does anyone have any thoughts on the
23 cancellation policy?
24 MEMBER SWENSON: I think it's a good
25 cancelation policy. I think it works. We got -- it

30

1 next Thursday, and I will work with myself and the
2 -- go ahead.
3 CHAIR TONKING: I don't know if Todd would
4 be helpful, if you wanted some help, maybe in that
5 sense to do some financial -- I'm also volunteering
6 you as well. If you wanted some other help, that
7 might be somebody who could help you with those
8 financial projections in an easier way. If not, no
9 need to to reach out either. Just trying to offer
10 you some support. I know you have a lot on your
11 plate.
12 MEMBER WILSON: I'm happy to help with
13 that. I think the trickiest part of that
14 projection, given the data we have and the changes
15 we're talking about, is trying to project what's the
16 likely number of rounds for couple pass this year
17 since we didn't have it last year.
18 But I'm happy to help with that. We do
19 have multiple years to consider.
20 MR. SANDS: Thank you for that offer. I
21 appreciate that.
22 CHAIR TONKING: We will have a meeting
23 next week, same time on Thursday.
24 The other thing we need to talk about real
25 fast is the cancelation policy that was passed by

32

1 was overly aggressive earlier in the season, got
2 modified. I like the fact that -- because no-shows
3 really bother me, and it bothers all the golfers, I
4 believe, because that's something that -- just leave
5 it at that.
6 MEMBER SIMON: I think people just need
7 to -- based upon, somebody wrote in, people need to
8 know that it's actually being actively enforced.
9 And that there is a loophole in the All You Can Play
10 that I'm going to work with Rob, but does this have
11 to go to the Board for a wording change?
12 CHAIR TONKING: No, it doesn't go to the
13 Board yet for wording change unless we need it to or
14 unless we offer it as a wording change.
15 MEMBER SIMON: Okay. So, I mean, it is
16 possible, and I've heard it is possible to work
17 around the All You Can Play to get out of paying the
18 penalty. So I think just as a wording change.
19 I would also suggest that policy be
20 photocopied and given to everybody when they buy a
21 Play Pass. At the beginning of the season, you buy
22 a 10-play, you get the sheet, you buy an All You Can
23 Play, you get the sheet. Everybody knows what it
24 is.
25 That's my -- but it is a good policy. I

33

1 found it online.

2 CHAIR TONKING: Okay. So then the policy,

3 Todd, any concerns with the policy?

4 MEMBER WILSON: No. I think it's clear

5 and appropriate.

6 CHAIR TONKING: So then the next thing is

7 the prebooking. We moved prebooking this year so

8 that non-residents still have to book two weeks in

9 advance, and then residents can book as far out as

10 they would like.

11 MR. BRUCE: That's correct. Once we open

12 the tee sheet, residents can make tee times all the

13 way through October. Non-residents can also, but

14 they can't do it online. Online non-residents have

15 to do it inside two weeks, but if they call the shop

16 we can do it outside of two weeks with a \$15 prebook

17 fee.

18 CHAIR TONKING: Any concerns about that?

19 We did we receive a lot of emails. And I think we

20 all saw the newspaper article on this issue as well.

21 That's our next thing.

22 MEMBER SIMON: That handout about the golf

23 with the cancelation could also have a written in it

24 about if you're caught selling tee times, you're

25 suspended from playing golf for a year or something

34

1 at Incline.

2 CHAIR TONKING: Similar to what you see on

3 the ski pass if you violate the rules that your pass

4 could be revoked or whatever.

5 MEMBER SIMON: Right. That didn't even

6 occur to me. But I would put it on the handout to

7 everybody in the pro shop: If you get caught,

8 you're out.

9 CHAIR TONKING: That's a really good idea.

10 Any other concerns about booking in advance?

11 MEMBER SIMON: Rob's the only person who

12 would know. Did it work good, any problems?

13 MR. BRUCE: As far as booking, I think

14 it's fine. I kind of was on board with what the

15 Board was saying last year as far as if the clubs

16 resident groups can make a calendar outside, make it

17 for the whole year, the residents should be able to

18 do the same thing with no penalty also.

19 I think the booking process is good, and

20 if you have a few people that might make extra tee

21 times and not make them, but once again, we're going

22 to charge them a no-show fee if they don't make

23 their tee times.

24 CHAIR TONKING: We didn't see anyone at

25 the beginning of the year just booking tons and tons

35

1 of prime times or anything like that; right?

2 MR. BRUCE: I could probably name

3 three residents that book out the entire year once

4 the tee sheet opens. But they don't miss their tee

5 times.

6 MEMBER SIMON: Do a lot of people book out

7 the first time after like two o'clock?

8 MR. BRUCE: What I see a lot of is the

9 first time of the day or the twelve o'clock time or

10 the two o'clock times. It's kind of the three times

11 that are the favorite times or whatever. I got

12 people who like to play fast so they want the seven

13 o'clock time. People who are coming out to play at

14 two o'clock because they want the two o'clock rate.

15 Noon must just be a time for other people like to

16 play.

17 MEMBER SIMON: To the woman who wrote in

18 and said "You had to be nuts to have a policy to be

19 able to book times for entire year," I don't -- I

20 hear what that person is saying, but if we strictly

21 enforce the cancelation policy and the policy worked

22 last year, and like when Michael called in, he said

23 we're not in search of a problem. If it works, why

24 are we changing it?

25 CHAIR TONKING: My only request on that is

36

1 let's just make sure that we don't see any big

2 issues like we have year to year, make sure it still

3 works, and then we can gauge feedback as it happens.

4 MEMBER SWENSON: I have a question about

5 this also, and this is to Rob and Tim.

6 What about you guys when you bring in --

7 how do you work the deal when you're bringing in

8 some high-paying visitor groups? Do you call them

9 up and how do you modify stuff? Is that possible

10 for you?

11 I don't want to overly restrict your

12 ability to encourage, to bring in higher-paying

13 customers. I also want to balance that a little bit

14 with don't throw everybody out. So how do you work

15 that? Can you give me a sense of what makes sense

16 there on that?

17 MR. BRUCE: I can tell you that 95 percent

18 of people going through or website looking for

19 tournaments, 95 percent of them, I can get them on

20 the books. There's only about five percent that I

21 have to turn away just because it's maybe a weekend

22 where there's a member guest or a member member,

23 something along those lines.

24 Like I said, 95 percent of them have

25 already book and they're on the books.

37

1 CHAIR TONKING: Any other questions?
 2 That was impressive. We moved through all
 3 those. We have next steps for -- that will close
 4 out item E 1. That will move us to long range
 5 calendar.
 6 F. LONG RANGE CALENDAR
 7 CHAIR TONKING: It looks like that ten
 8 o'clock, next Friday time works, we'll have that.
 9 And in that meeting, we're really hoping to see some
 10 financial projections that would be given to the
 11 Board and have a discussion as a committee about how
 12 we feel about those.
 13 Is there anything I missed that we want to
 14 add to that agenda?
 15 MEMBER SIMON: First of all, I would be
 16 available to help put the data together to get to
 17 the final product projection. In my mind, I know
 18 exactly we need, it needs some legwork, and I'll
 19 help if they need it.
 20 CHAIR TONKING: I think you have a lot of
 21 opportunity here, Tim and Rob and staff, if you do
 22 need help, just make sure that we don't have an Open
 23 Meeting Law violation.
 24 MEMBER SWENSON: I had one more point. I
 25 want to cycle back because -- what Cliff suggested

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1 management, and maybe stay on management or work
 2 with Tim over the summer. But I cannot control
 3 central service costs. If you wanted to change the
 4 way they're allocated to the golf, I don't even know
 5 how that's done, probably at the Board level. I
 6 don't know who decides how the costs are allocated.
 7 CHAIR TONKING: And I think some of that
 8 is definitely a Board decision and discussion during
 9 the budget process.
 10 Any other questions on long range?
 11 MEMBER SWENSON: One other point, because
 12 Cliff keeps bringing it up, we spent our first two
 13 meetings talking about service levels, and we came
 14 to the conclusion all the service levels that
 15 actually cost money are in the maintenance of the
 16 golf course. We don't have guys shining shoes, we
 17 don't have a lot of service levels in that regard.
 18 It just came down to some recommendations we
 19 discussed which were how to perform maintenance, the
 20 level of maintenance, and I don't think any of us
 21 wanted maintenance reduced because of that.
 22 And so when this bogey of service levels
 23 comes up, it's a red herring as far as I'm
 24 concerned, other than how it's looked at with regard
 25 to maintenance of the golf course, how many times we

38

1 earlier bothered the heck out of me when I reviewed
 2 our financials also. And I would encourage Tim,
 3 we're not going to deal with last year, but get a
 4 handle and an understanding of what fleet services
 5 actually is supplying you, and if it makes sense
 6 from your perspective, don't look at last year, but
 7 maybe there's -- they need to at least let you know,
 8 let Tim know, that we're charging him for fixing
 9 stuff.
 10 I'd just like to see some more
 11 accountability in that area. I know we can't get
 12 accountability on the central services, but we
 13 certainly could probably get accountability on fleet
 14 services as it's utilized and if it make sense from
 15 a checklist on Tim's shoulders.
 16 CHAIR TONKING: Any other comments on long
 17 range that we're missing for that next meeting?
 18 MEMBER SIMON: I think there's a
 19 perception that this committee is going to be able
 20 to control and monitor expenses of the golf course,
 21 and that is just not true. I mean, to Cliff, we
 22 have no data, we can't get the data, we have no
 23 people, we have no authority, we have nothing.
 24 So, the best we can do is identify
 25 something that looks out of line and tell

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1 cut the grass, how many times we have to redo
 2 something. So that's kind of the issues.
 3 And one of the things, the supervisor, the
 4 superintendent talked to us about, we shot ourselves
 5 in the foot 20 years ago when we didn't put sand
 6 underneath the golf course, so we have a high
 7 service level maintenance of our golf courses. But,
 8 again, that's maybe reflected more into a
 9 maintenance cost which is fleet services that, as I
 10 suggested, come back to something that Tim ought to
 11 keep track of.
 12 CHAIR TONKING: I think that's something
 13 really important. We did spend a good portion of
 14 the beginning while we were waiting on financials to
 15 talk about service levels. I feel after hearing
 16 Mr. Clothier's presentation, and Mr. Bruce, they
 17 really laid out a bunch of different services that
 18 are offered, and a lot of it was maintenance.
 19 Mr. Clothier, I think we all agreed, did a
 20 really good job at maintaining our course and making
 21 it a place where people want to be. You don't want
 22 to take many shortcuts in that area.
 23 MR. SANDS: To that point, committee, I do
 24 have an initial meeting with public works and fleet
 25 next week, I get to understand their operation a

41

1 little bit further.

2 CHAIR TONKING: That would be great. Any

3 other comments on long range?

4 MEMBER WILSON: I just wanted to add to

5 that because I think that's an important highlight,

6 it is out of our control. We don't have -- we've

7 all agreed -- the ideal financial data to be able to

8 even make recommendations on that, let alone

9 influence it.

10 Having said that, I do think that it will

11 be necessary to us to understand how we present that

12 argument to the Board of Trustees, given that we've

13 got a budget that looks like we're losing a million

14 dollars in golf operations. How do we justify

15 making a recommendation that doesn't include

16 inflation? I think it's important to be prepared

17 for that even if it is somewhat out of our control.

18 MS. WHITE: I wanted to make everybody

19 aware that any recommendations that you make to the

20 Board will need to be turned into me no later than

21 noon to make the packet. I will need agenda

22 language for that Friday previous.

23 CHAIR TONKING: I think we can get agenda

24 language. We might have to be little late on some

25 of the supplemental like we've been in the past. I

42

1 will add in the two main recommendations on

2 efficiency. I will get that in there, that was on

3 the front, but I think a lot of it is going to have

4 to come out of that meeting. Sorry.

5 Anything else?

6 That closes out long range.

7 G. FINAL PUBLIC COMMENTS

8 MR. DOBLER: Cliff Dobler.

9 Jay, you're a hundred percent right that

10 you have no authority to make my decisions, and

11 that's fine. But you do have the authority to make

12 recommendations. So I had done over 35 or 40

13 memorandums about accounting, and you can see what

14 the current condition of it is now by making my

15 recommendations and making people realize that many,

16 many mistakes were made.

17 The idea is we talk about central service

18 costs or we talk about fleet charges, but nobody

19 understands what they are. I would think that you

20 as a committee would be, first of all, understanding

21 what are they, what is being charged to the golf

22 course, and why is it being charged? And then maybe

23 we can have clarity about whether we don't think

24 it's fair or not for the golf course because, after

25 all, we're just trying to be fair.

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1 Now, what I have trouble with is -- I have

2 a good golfing friend of mine that is up in

3 Stockton, he has a Chevrolet dealership, and he does

4 all the service of all the equipment for the city

5 and he gets paid a fee. We should be looking at

6 that.

7 The idea is is sure, you don't have any

8 authority, but before you would want to have any

9 authority anyhow, you gotta know what we're talking

10 about. You do have the authority to go and study,

11 and study takes a lot of time and a lot of energy,

12 but then you don't have to shoot from the hip

13 anymore. That's all I have to say.

14 What I find also very interesting is that

15 the financial statements, according to Magee, for

16 this last year were done. Okay? So why has that

17 not been delivered to you for the golf courses? Why

18 are you only getting a half a year for the current

19 fiscal year when the previous fiscal year has been

20 done, I assume, for at least two to weeks?

21 So you could have got the data, but you

22 have to understand they're not going to give it to

23 you. You gotta fight for it because they don't want

24 you to know anything, and you need to start

25 understanding that about the Board. Not the guy

44

1 like Rob, but I'm talking the financial people.

2 They have an attitude that you won't be able to

3 change, but you have the fight for the information.

4 And you do have the authority to study,

5 and that's all I got to say.

6 MATT: That's the only one in the queue.

7 H. ADJOURNMENT

8 CHAIR TONKING: That ends the Golf

9 Advisory Committee meeting at 3:59 p.m.

10 (Meeting adjourned at 3:59 p.m.)

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

3

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

6 That on March 28, 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 45 pages,
14 inclusive.

15 DATED: At Reno, Nevada, this 2nd day of
16 April, 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 31

Invoice Date: April 2, 2024

Payment Due: April 28, 2024

Amount Due (USD): \$620.00

Items	Quantity	Price	Amount
Base fee March 28, 2024 GAC meeting	1	\$350.00	\$350.00
Per page fee March 28, 2024 GAC meeting	45	\$6.00	\$270.00

Subtotal: \$620.00

Total: \$620.00

Amount Due (USD): \$620.00

Golf Rate Analysis

4/24/2024

GM of Golf Tim Sands

What Was The Plan For 2023-2024?

Championship Course - Build a Sustainable Approach

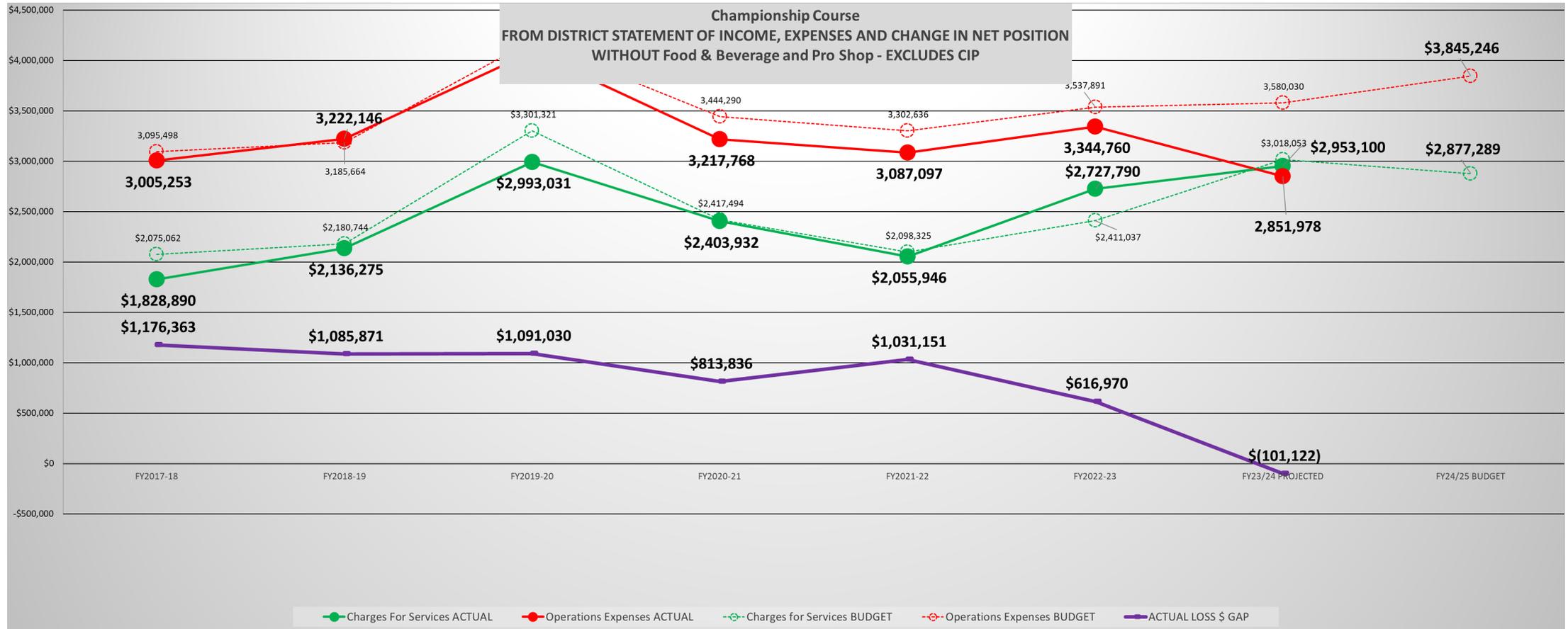
Address the “**gap**” between operational expenses and revenue

- a. Reduce Operational Expense budget to be more accurate
- b. Increase Revenue
 - i. Decrease tee time intervals
RESULT: Didn't increase rounds of golf
Champ budget was 26,146 rounds vs. 22,612 actual
Mountain budget was 17,800 rounds vs. 15,219 actual
 - ii. Increase Non-PPH rates to competitive market rates
RESULT: **Reduction of Non-PPH play from 39% in 2022 to 21% in 2023**
 - iii. Evaluate options for PPH rate increases/play mix adjustments
- c. Identify the 2023-24 Targets and Monitor Results

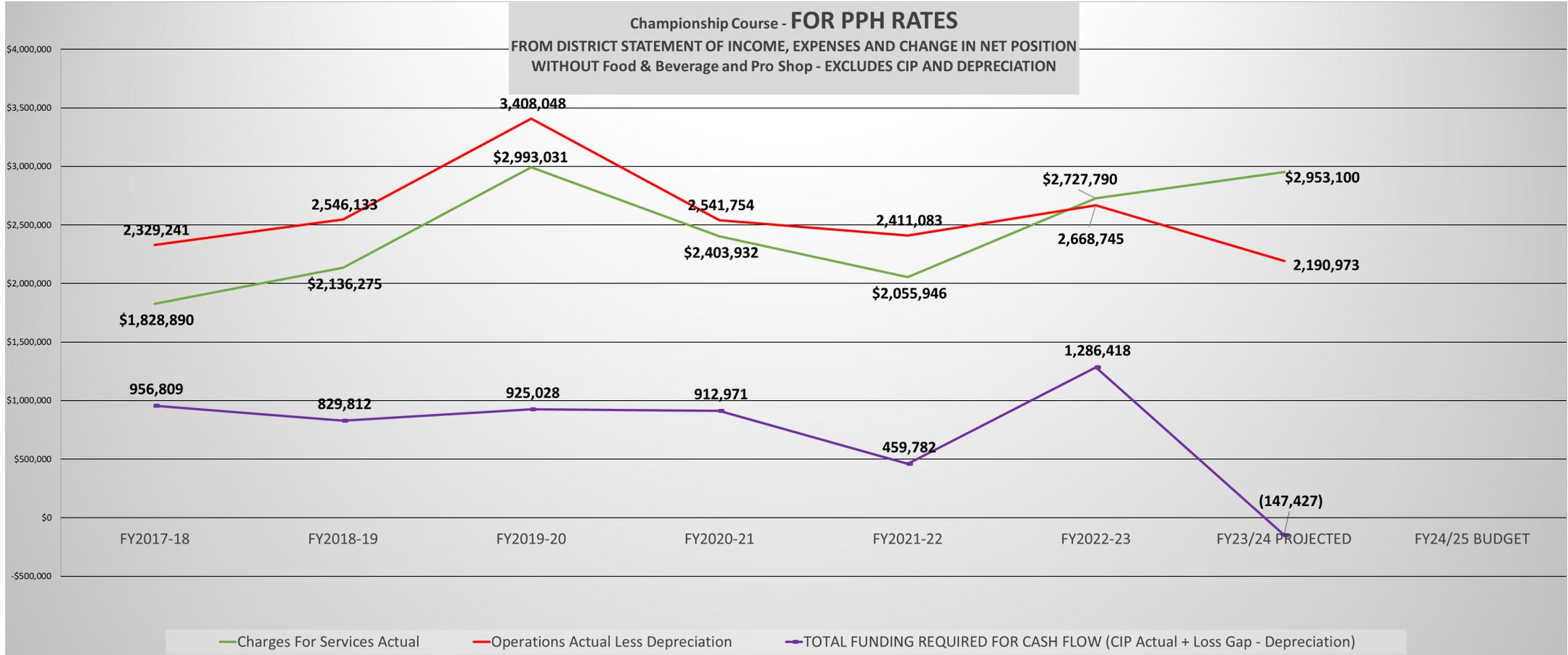
Staff's Recommended Plan For 2024

- a. Leave the Non-Picture Pass Rate mostly unchanged, **do more marketing** for increased play by this category of golfer and have **tee sheet prime time placeholders** (with 14-day release) to increase revenue
- b. Leave tee time intervals unchanged
- c. Increase Picture Pass Holder and Guests of Picture Pass Holders pricing for **inflation**
- d. Eliminate the **“super twilight”** rate (5:30 PM and after)
- e. Conduct more financial analysis before proposing play passes at a later time – the goal being equity for all Picture Pass Holder (residents) while closing the gap between golf operations revenue and expenses
- f. Continue with the **cancellation policy** as implemented last season (\$30K recovered last season)
- g. Ensure all shotgun starts have a minimum of 48 golfers or require the group to pay the predetermined fee per player for the use of the golf course
- h. Request the Board fund capital improvements through the Facility Fee

Championship Golf – Net Income (exclude Recreation Fee)



Championship Course - \$147K into Fund Balance



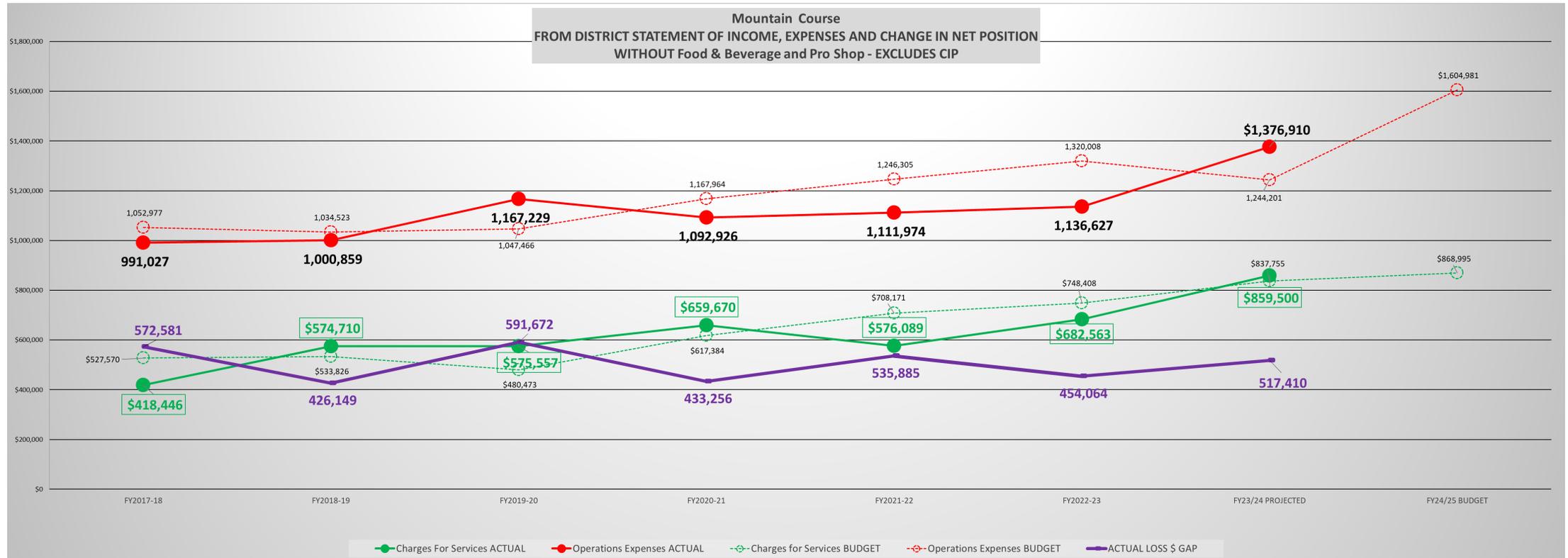
Community Benefit with Golf

Mountain Course – Build a Sustainable Approach

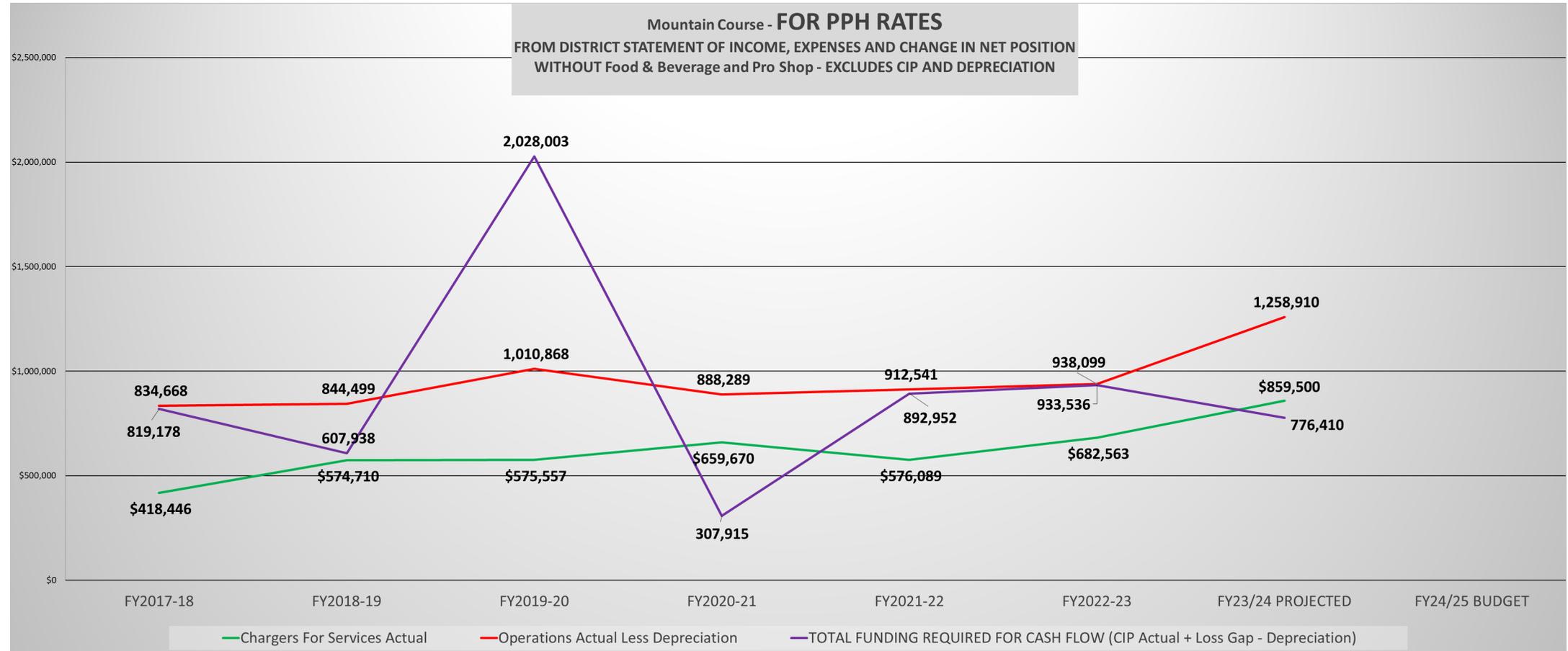
- a. Reduce Operational Expense budget to be more accurate
 - i. Adjust service levels according to peak play and slower periods
 - ii. Staff training to understand service levels and expectations

- b. Increase Revenue
 - i. Increased fees over most categories of day and time
 - ii. Create additional new golfer programs targeting families
 - iii. Evaluate options for more outside events and tournaments through marketing

Mountain Golf – Net Income (exclude Recreation Fee)



Mountain Course - \$767K of Fund Balance Required for Operations and CIP



Championship Rates for 2024

- **Championship Course Picture Pass Holder:**

- Open/June 9th: (approved 2023* rates)

- First Tee Time – 2pm: (weekday) **\$75** – (fri,sat,sun) **\$85** (\$83)
- 2pm-4pm: (weekday) **\$55** – (fri,sat,sun) **\$65** (\$63)
- After 4pm: (weekday) **\$40** – (fri,sat,sun) **\$45** (\$37)
-

- June 10th– Sept 22nd:

- First Tee Time – 2pm: (weekday) **\$110** – (fri,sat,sun) **\$120** (\$120)
- 2pm-4pm: (weekday) **\$80** – (fri,sat,sun) **\$85** (\$80)
- After 4pm: (weekday) **\$50** – (fri,sat,sun) **\$60** (\$58)
-
-

- Sept 23rd – Closing:

- First Tee Time – 2pm: (weekday) **\$85** – (fri,sat,sun) **\$90** (\$91)
- 2pm-4pm: (weekday) **\$70** – (fri,sat,sun) **\$75** (\$63)
- After 4pm: (weekday) **\$40** – (fri,sat,sun) **\$50** (\$37)
-

- **Championship Course Guest of Picture Pass Holders:**

- Open/June 9th:

- First Tee Time – 2pm: (weekday) **\$110** – (fri,sat,sun) **\$130** (\$128)
- 2pm-4pm: (weekday) **\$85** – (fri,sat,sun) **\$100** (\$96)
- After 4pm: (weekday) **\$55** – (fri,sat,sun) **\$65** (\$56)
-

- June 10th– Sept 22nd:

- First Tee Time – 2pm: (weekday) **\$175** – (fri,sat,sun) **\$190** (\$186)
- 2pm-4pm: (weekday) **\$125** – (fri,sat,sun) **\$135** (\$133)
- After 4pm: (weekday) **\$85** – (fri,sat,sun) **\$90** (\$89)
-

- Sept 23rd – Closing:

- First Tee Time – 2pm: (weekday) **\$125** – (fri,sat,sun) **\$140** (\$139)
- 2pm-4pm: (weekday) **\$90** – (fri,sat,sun) **\$100** (\$102)
- After 4pm: (weekday) **\$55** – (fri,sat,sun) **\$60** (\$56)
-

- **Championship Course Non-Picture Pass Rate:**

- Open/June 9th:

- First Tee Time – 2pm: (weekday) **\$150** – (fri,sat,sun) **\$170** (\$170)
- 2pm-4pm: (weekday) **\$115** – (fri,sat,sun) **\$130** (\$128)
- After 4pm: (weekday) **\$70** – (fri,sat,sun) **\$80** (\$75)
-

- June 10th– Sept 22nd:

- First Tee Time – 2pm: (weekday) **\$235** – (fri,sat,sun) **\$255** (\$247)
- 2pm-4pm: (weekday) **\$175** – (fri,sat,sun) **\$190** (\$185)
- After 4pm: (weekday) **\$115** – (fri,sat,sun) **\$120** (\$119)
-

- Sept 23rd – Closing:

- First Tee Time – 2pm: (weekday) **\$170** – (fri,sat,sun) **\$185** (\$187)
- 2pm-4pm: (weekday) **\$125** – (fri,sat,sun) **\$145** (\$140)
- After 4pm: (weekday) **\$75** – (fri,sat,sun) **\$85** (\$74)

Mountain Course Rates 2024

- **Mountain Course Picture Pass Holder:**

- Open/June 9th: (approved 2023*)

- First Tee Time – 2pm: **18 HOLES** (weekday) **\$45** – (fri,sat,sun) **\$50** (\$48)
- First Tee Time – 2pm: **9 HOLES** (weekday) **\$30** – (fri,sat,sun) **\$40** (\$31)
- 2pm-5pm: **18 HOLES** (weekday) **\$40** – (fri,sat,sun) **\$45** (\$43)
- 2pm-5pm: **9 HOLES** (weekday) **\$30** – (fri,sat,sun) **\$35** (\$28)
- After 5pm: **9 HOLES** (weekday) **\$25** – (fri,sat,sun) **\$30** (\$19)

- June 10th– Closing:

- First Tee Time – 2pm: **18 HOLES** (weekday) **\$55** – (fri,sat,sun) **\$60** (\$55)
- First Tee Time – 2pm: **9 HOLES** (weekday) **\$35** – (fri,sat,sun) **\$40** (\$38)
- 2pm-5pm: **18 HOLES** (weekday) **\$45** – (fri,sat,sun) **\$55** (\$55)
- 2pm-5pm: **9 HOLES** (weekday) **\$30** – (fri,sat,sun) **\$35** (\$35)
- After 5pm: **9 HOLES** (weekday) **\$25** – (fri,sat,sun) **\$30** (\$22)

- **Mountain Course Guest of Picture Pass Holder:**

- Open/June 9th:

- First Tee Time – 2pm: **18 HOLES** (weekday) **\$55** – (fri,sat,sun) **\$60** (\$57)
- First Tee Time – 2pm: **9 HOLES** (weekday) **\$35** – (fri,sat,sun) **\$40** (\$37)
- 2pm-5pm: **18 HOLES** (weekday) **\$45** – (fri,sat,sun) **\$55** (\$53)
- 2pm-5pm: **9 HOLES** (weekday) **\$30** – (fri,sat,sun) **\$35** (\$34)
- After 5pm: **9 HOLES** (weekday) **\$25** – (fri,sat,sun) **\$30** (\$25)

- June 10th– Closing:

- First Tee Time – 2pm: **18 HOLES** (weekday) **\$70** – (fri,sat,sun) **\$75** (\$71)
- First Tee Time – 2pm: **9 HOLES** (weekday) **\$45** – (fri,sat,sun) **\$50** (\$46)
- 2pm-5pm: **18 HOLES** (weekday) **\$65** – (fri,sat,sun) **\$70** (\$68)
- 2pm-5pm: **9 HOLES** (weekday) **\$40** – (fri,sat,sun) **\$45** (\$42)
- After 5pm: **9 HOLES** (weekday) **\$35** – (fri,sat,sun) **\$40** (\$28)

- **Mountain Course Non-Picture Pass Rate:**

- Open/June 9th:

- First Tee Time – 2pm: **18 HOLES** (weekday) **\$65** – (fri,sat,sun) **\$70** (\$66)
- First Tee Time – 2pm: **9 HOLES** (weekday) **\$45** – (fri,sat,sun) **\$50** (\$45)
- 2pm-5pm: **18 HOLES** (weekday) **\$55** – (fri,sat,sun) **\$65** (\$66)
- 2pm-5pm: **9 HOLES** (weekday) **\$40** – (fri,sat,sun) **\$45** (\$40)
- After 5pm: **9 HOLES** (weekday) **\$35** – (fri,sat,sun) **\$40** (\$33)

- June 10th– Closing:

- First Tee Time – 2pm: **18 HOLES** (weekday) **\$90** – (fri,sat,sun) **\$95** (\$90)
- First Tee Time – 2pm: **9 HOLES** (weekday) **\$55** – (fri,sat,sun) **\$60** (\$55)
- 2pm-5pm: **18 HOLES** (weekday) **\$85** – (fri,sat,sun) **\$90** (\$90)
- 2pm-5pm: **9 HOLES** (weekday) **\$55** – (fri,sat,sun) **\$60** (\$55)
- After 5pm: **9 HOLES** (weekday) **\$40** – (fri,sat,sun) **\$45** (\$38)

Board of Trustees make a motion to:

- Approve recommended Golf Rates for PPH, Guest, and Non-Residents for the 2024/25 season at the Championship & Mountain Courses
- Review play pass options and continue discussion further at next Board Meeting

Next Steps – Post Board Rate Decisions

- a. Continue financial analysis
 - i. Refine budget for expenses
 - ii. Review options for play passes
 - iii. Present findings and recommendations to the Board of Trustees

- b. Closely Monitor Results
 - i. Food and Beverage (District consultant report in the upcoming months)
 - ii. Golf Utilization (promote via golfnow and other sources to obtain more non-resident play)
 - iii. Review Play Mix monthly
 - iv. Financial Reports (food/beverage & revenue to expense)

- c. Collaborate and Define Golf Club and Non-Profit Policies
 - i. How many clubs are reasonable?
 - ii. What are the requirements of a club?
 - iii. How many events allowed or required to effectively run operations
 - iv. Black-out dates/times?
 - v. Bulk pre-bookings (cost?) & percent of tee times utilization?
 - vi. Staffing support Levels?

IVGID Golf Committee Report to the Trustees

Committee Members

Michaela Tonking (chair), Jay Simon, Robert Riccitelli, Todd Wilson, and
Harry Swenson

April 24, 2024

Outline

- Committee History
- Committee developed independent pricing model and results
- Committee Recommendations

Committee History

- Appointed September 19, 2023
- First meeting October 24, 2023
 - Reviewed Golf Director's high-level revenue and usage synopsis of 2023 season
 - Similar Revenue and play as previous year even with 20% increase in tee-times
 - Appeared courses have low utilization, by Director Howards estimate (65.5%/2023 , 79.3%/2022 Champ course)
 - Ethics training and committee consensus on expectations
- December 8, 2023
 - Reviewed previous year budget and guidance from 2022 Manager's Golf Committee and staff recommendations for previous year
 - Assigned 2 committee members to draft Food and Beverage recommendations

Committee History (cont.)

- January 11, 2024
 - Discussed appropriate service level expectation
 - Service Levels associated with course maintenance are appropriate “Courses are in great shape”
 - Service levels appear consistent with normal Municipal golf courses
 - Reviewed attendance/income data for 2023/2022 (similar usage slightly higher income)
 - Discussed and received committee consensus on Food and Beverage recommendations and provided to Acting GM Bandelin.
 - Reviewed preliminary data on course utilization
 - Tee time utilization may be on the order of low 70% for Champ. Course
- January 25, 2023
 - Discussed goals and gained consensus on Golf Committee goals without clear financial cost data
 - Reviewed Director of Golf’s job description and determined that it really didn’t adequately cover the Food and Beverage job requirement, assigned a committee member to help review applicants

Committee History (cont.)

- March 14, 2024
 - Reviewed and discussed different options for revenue forecasting
 - Three different usage models: 2023, goal and ½ between
 - Create an economically viable All-You-Can-Play pass (54 rounds/year ave. AYCP traditional usage)
 - Non-limited AYCP rational: last years data showed no extra non-resident play for 2023 AYCP limited periods
 - Provide a couples pass at 150% to 160% of AYCP good at both courses
 - Limit to 10 and 20 play pass
 - Consider “guest” play with resident at 135%- 150% of resident daily rate
 - Due to cost comparison with other local Golf venues, maintain current non-resident cost
 - Consider maintaining some “some prime weekend tee-times for non-resident play”
- March 28, 2024
 - No forecasting data to review
 - Discussed current Committee recommendations to Trustees
- April 5, 2024
 - Reviewed pass-based revenue options provided by Mr. Sands, Director of Golf
 - No forecasting data thus the Committee was unwilling to agree or disagree with pass pricing proposal

Committee History (cont.)

- February 22, 2024
 - Reviewed and discussed detailed data on course usage and player mix (gross utilization 65% Champ course from D. Howard post season report)
 - Started to discuss season utilization goals between 80-85%/Champ and 65-75%/Mountain
 - Reviewed initial cost and income course data
 - Committee had difficulty understanding the data
 - requested clarifications for next meeting
- March 7, 2023
 - Received detailed cost and income data attempting at a season level
 - Committee still had difficulty understanding data
 - Three major areas of question
 - Food and Beverage/Château. (loosing on the order of \$300,000/season)
 - Fleet Services (seems high relative to the committee members experience in private/semi-private clubs)
 - Central Services Allocation (not sure how it is calculated, but seems high relative to #/employees)
 - Reviewed and discussed proposed rates for upcoming season
 - Rate increases based on simplistic inflation model
 - Committee requested income forecasting based on a simpler player pass recommendation and different course usage to base rates
 - Model current usage, goal usage and ½ way between

Golf Committee Independent Cost Forecast

- One of our committee created an independent golf course pricing forecast model using data provided by Staff during our committee meetings
- The model evaluated three options for both the Champ and Mountain courses including price elasticity and based on:
 - Staff recommended pass rates provided to the committee on 4/3/24 “option A”
 - Create an economically viable non-limited All-You-Can-Play pass, rational: last years data showed no extra non-resident play for 2023-24 AYCP limited periods
 - Provide a couples pass at 155% of AYCP good at both courses (4/3/24 “option A”)
 - Limit to 10 and 20 player pass and due to cost comparison with other local Golf venues, maintain current non-resident cost
- Options: 1) Last year’s utilization, 2) increased utilization of 2%, 3) last year’s utilization with higher elasticity due to the increased AYCP price

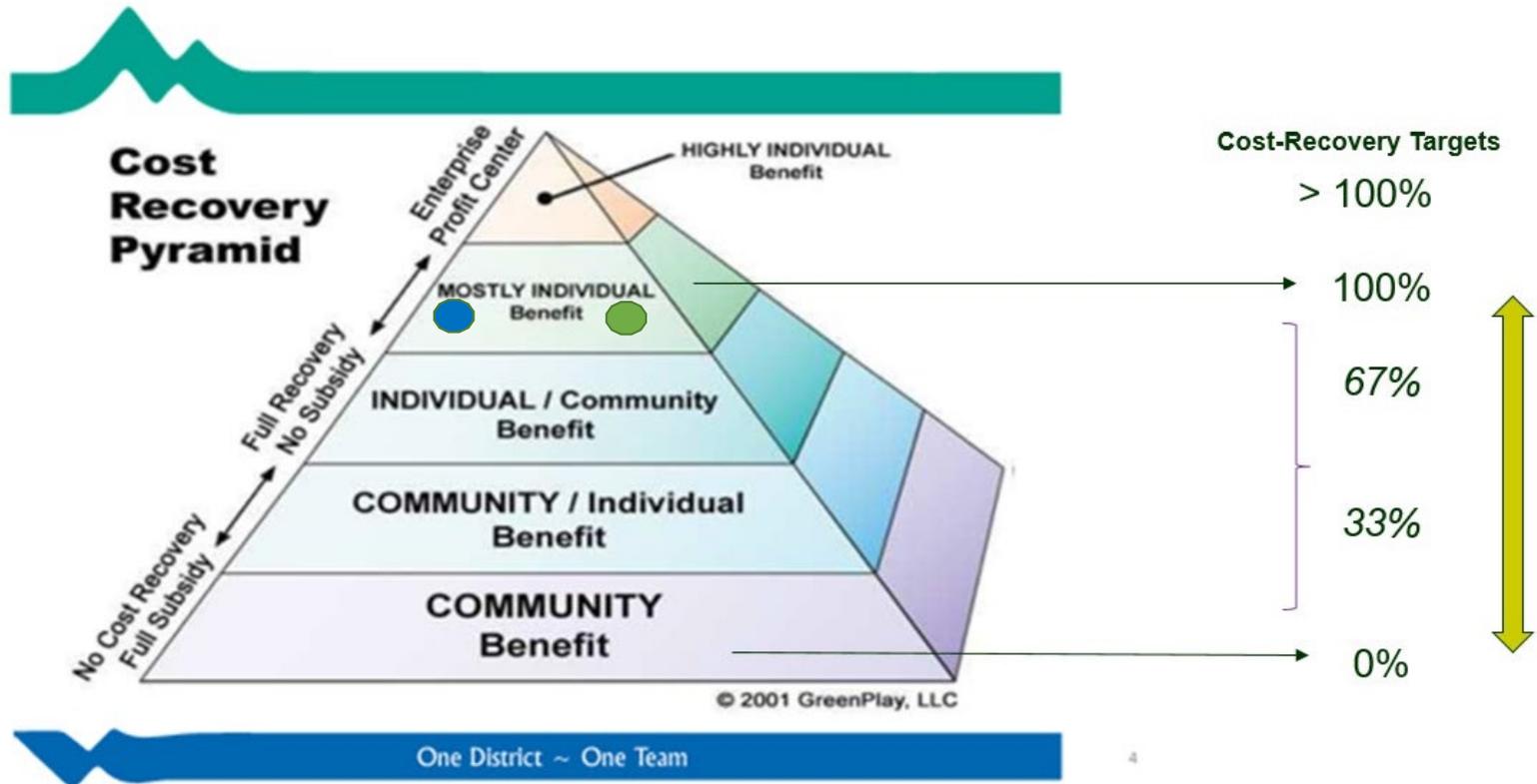
Forecast Model Results with Cost Recovery based on 2023-2024 Budget

	Last year's utilization	increased utilization of 5%,	Higher than expected elasticity due to AYCP increases	Staff pricing from BOD supplemental material from 4/21/24 ²
Champion Course Forecast	\$2,514,856.00	\$2,552,841.00	\$2,484,426.00	\$2,554,300.00
Mountain Course Forecast	\$770,029.00	\$836,440.00	\$762,364.00	\$787,606.00
2023 Champion Course Cost w/o Food & Bev due to their significant losses or Cap improvement ¹	\$3,202,384.00			
2023 Mountain Course Cost w/o Cap improvement ¹	\$1,037,025			
Cost Recovery Champ	79%	80%	77%	80%
Cost Recovery Mtn	74%	80%	73%	75%

Note 1: Cost from March 7th Golf Advisory Committee Staff cryptic "Golf YTD 03.01.2024" supplement 2023 golf play revenue \$2,408,359 Champ, \$734,859 Mountain

Note 2: Not all pass options could be modeled in the available time, consider an estimate

Cost Recovery per Course



- Champion Course with 5% increase utilization
- Mountain Course with 5% increase utilization

Golf Committee Recommendations

- Goal Championship course utilization rate of 80%, goal Mountain Course utilization rate of above 65%
- Course management should use a combination of dynamic pricing and internal IVCB and external marketing to help achieve goals
- Staff should look at competitive pricing for resident's (course owners) relative to other private/semi-private local venues.
- Staff should generate a revenue forecasting model to determine economically viable pricing to achieve Golf Advisory Committee endorsement
- Consider closing the golf operations books at the end of the season and forecasting the next year's expected rates as early as January. This is consistent with other major courses.
- Reduce complexity of number of pass options (ex: eliminate 40 and 30 pass)
- The Committee believes that the overall cost of the courses is high and the complexity of the finances make it very difficult to understand why. The General Manager of Golf should provide extra oversight of at least the following cost areas
 - Food and Beverage/Château
 - Fleet Management
 - Cost Center Allocation

To: IVGID Golf Committee

From: Todd Wilson, Committee Member

Date: April 30, 2024

Subject: Golf Revenue Projection Modeling Tool

Summary: This workbook is intended to be a projection modeling tool for use in projecting revenue at the IVGID golf courses. Please note the following:

- Historical data with each source cited
- Where there are discrepancies in data, reasonable efforts were made to determine the most accurate
- All assumptions re: elasticity and demand fluctuation are noted and based on instinctive reasoning, which is entirely subjective to the author's view; no demand curve calculation was used since there is not enough historically data, especially given the changes to pass options
- The 2024 staff recommendation rates are based on the last input received from Director Sands at the BOT 4/24/2024 meeting; as the recommendation changes, the assumptions will be adjusted

Given the multitude of variables that factor in to any projection this modeling tool will hopefully provide a means to quickly create a forecast for each set of recommendations and can be adjusted to any variation in assumptions by the user.

5 year Comparison (provided by staff 2024-02-22)

	2019	2020	2021	2022	2023
Championship Course					
Total Revenue	\$4,187,887	\$4,219,420	\$3,262,146	\$3,265,776	\$4,392,181
Total Expenses	\$4,284,975	\$5,145,453	\$3,342,861	\$3,705,496	\$5,158,832
Surplus/(Deficit)	(\$97,088)	(\$926,033)	(\$80,715)	(\$439,720)	(\$766,651)
Facility Fees	\$217,866	\$171,994	\$33,019	\$181,455	\$521,513
Net before CIP/Depr	(\$314,954)	(\$1,098,027)	(\$113,734)	(\$621,175)	(\$1,288,164)
CIP				\$96,520	\$773,707
Debt Service	(\$1,232)	\$0	(\$1,213)	\$182,305	\$185,083
Operating Surplus/(Deficit)	(\$316,186)	(\$1,098,027)	(\$114,947)	(\$342,350)	(\$329,374)
Total Expenses					
Total Expenses	\$4,284,975	\$5,145,453	\$3,342,861	\$3,705,496	\$5,158,832
Merchandise COGS	\$406,329	\$425,315	\$325,305	\$283,081	\$357,297
Food & Beverage	\$512,744	\$470,877	\$157,299	\$140,628	\$355,257
CIP	\$0	\$0	\$0	\$96,520	\$773,707
Debt Service	(\$1,232)	\$0	(\$1,213)	\$182,305	\$185,083
Golf-only Expenses ²	\$3,367,134	\$4,249,261	\$2,861,470	\$3,002,962	\$3,487,488
<i>Operating Cost per Round</i>	\$151	\$184	\$131	\$131	\$152
Mountain Course					
Total Revenue	\$1,112,538	\$1,336,679	\$1,066,090	\$790,033	\$2,031,750
Total Expenses	\$960,442	\$2,718,191	\$1,013,999	\$1,592,883	\$1,268,451
Surplus/(Deficit)	\$152,096	(\$1,381,512)	\$52,091	(\$802,850)	\$763,299
Facility Fees	\$328,831	\$327,607	\$222,882		\$1,142,639
Net before CIP/Depr	(\$176,735)	(\$1,709,119)	(\$170,791)	(\$802,850)	(\$379,340)
CIP				\$556,500	\$99,859
Debt Service				\$1,225	\$156
Operating Surplus/(Deficit)	(\$176,735)	(\$1,709,119)	(\$170,791)	(\$1,360,575)	(\$479,355)
Total Expenses					
Total Expenses	\$960,442	\$2,718,191	\$1,013,999	\$1,592,883	\$1,268,451
Merchandise COGS	\$29,047	\$46,511	\$36,708	\$30,342	\$105,316
Food & Beverage	\$22,459	\$18,069	\$23,490	\$17,138	\$18,918
CIP	\$0	\$0	\$0	\$556,500	\$99,859
Debt Service	\$0	\$0	\$0	\$1,225	\$156
Transfer Out ¹	\$0	\$1,592,962	\$0	\$0	\$0
Golf-only Expenses ²	\$908,936	\$1,060,649	\$953,801	\$987,678	\$1,044,202
<i>Operating Cost per Round</i>	\$59	\$58	\$58	\$59	\$69
Combined					
Total Revenue	\$5,300,425	\$5,556,099	\$4,328,236	\$4,055,809	\$6,423,931
Total Expenses	\$5,245,417	\$7,863,644	\$4,356,860	\$5,298,379	\$6,427,283
Surplus/(Deficit)	\$55,008	(\$2,307,545)	(\$28,624)	(\$1,242,570)	(\$3,352)
Facility Fees	\$546,697	\$499,601	\$255,901	\$181,455	\$1,664,152
Net before CIP/Depr	(\$491,689)	(\$2,807,146)	(\$284,525)	(\$1,424,025)	(\$1,667,504)
CIP	\$0	\$0	\$0	\$653,020	\$873,566
Debt Service	(\$1,232)	\$0	(\$1,213)	\$183,530	\$185,239
Operating Surplus/(Deficit)	(\$492,921)	(\$2,807,146)	(\$285,738)	(\$1,702,925)	(\$808,729)

¹ Unidentified Transfer Out - Account 8840; removed from Golf Operations Expenses

² Any expenses related to club rentals, range costs, or lessons are not identified in financial summary and, therefore, have not been removed from golf operations total costs. This may slightly inflate the Golf-only totals.

Green Fees Revenue Summary by Year

	2019	2020	2021	2022	2023	2024 Projected ²	2024 Scenario A	2024 Scenario B	
Championship Course									
Green Fees	\$1,705,463	\$1,622,659	\$1,875,596	\$2,083,934	\$2,481,242	\$ 2,544,655	\$ 2,594,030	\$ 2,634,719	
Rounds	22,316	23,037	21,842	22,994	22,914	23,000	23,000	23,372	
Cost per round ¹	\$ 76.42	\$ 70.44	\$ 85.87	\$ 90.63	\$ 108.28	\$ 110.64	\$ 112.78	\$ 112.73	
+/- from prior year		-7.83%	21.91%	5.54%	19.48%	2.17%	4.15%	4.10%	
Mountain Course									
Green Fees	\$472,977	\$621,827	\$574,896	\$686,165	\$730,558	\$ 780,312.65	\$838,879.15	\$853,438.60	
Rounds	15,446	18,322	16,491	16,832	15,091	15,100	15,100	15,393	
Cost per round ¹	\$ 30.62	\$ 33.94	\$ 34.86	\$ 40.77	\$ 48.41	\$ 51.68	\$ 55.55	\$ 55.44	
+/- from prior year		10.83%	2.72%	16.94%	18.75%	6.75%	14.76%	14.53%	
Total Rounds	37,762	41,359	38,333	39,826	38,005	38,100	38,100	38,765	
Total Green Fees	\$2,178,440	\$2,244,486	\$2,450,492	\$2,770,099	\$3,211,800	\$3,324,967	\$3,432,909	\$3,488,158	
		3.03%	9.18%	13.04%	15.95%	3.52%	6.88%	8.60%	
Other Revenue									
Range Fees	\$128,196	\$178,898	\$160,243	\$166,538	\$148,074	\$ 155,000	\$ 155,000	\$ 158,100	
Lessons	\$38,579	\$52,273	\$50,985	\$44,146	\$63,404	\$ 60,000	\$ 60,000	\$ 60,000	
Club Rentals									
Championship Course	\$52,881	\$9,135	\$45,037	\$50,017	\$43,634	\$ 50,000	\$ 50,000	\$ 51,000	
Mountain Course	\$26,700	\$335	\$24,412	\$31,240	\$32,220	\$ 32,000	\$ 32,000	\$ 32,640	
Merchandise						\$ 675,000	\$ 675,000	\$ 688,500	
F&B						\$ 1,100,000	\$ 1,100,000	\$ 1,122,000	
Grand Total Revenue Projection						\$ 5,396,967	\$ 5,504,909	\$ 5,600,398	
						2023 Golf-only Expenses + 4% ³	\$ 4,712,958	\$ 4,712,958	\$ 4,712,958
						Golf-only Net excl F&B	\$ (415,990)	\$ (308,049)	\$ (234,560)
						<i>Ratio</i>	<i>91%</i>	<i>93%</i>	<i>95%</i>

Source: 2023 Golf Season Wrap-Up provided by Director Howard at 10/24/23 Committee meeting.

¹ Does not include other revenue (Range fees, rental fees, lessons), only green fees

² Includes projected play pass sales from staff recommendations, and unchanged rates and demand for non-play passes

³ Inflation rate of 4% applied over 2023 Golf-only expenses

IVGID Pricing Comparison

% = pricing comparison of similar options across venues

% = pricing disparity between courses

Championship Course	% of Market Rate	Mountain Course	% of Market Rate	Diamond Peak ²	% of Market Rate	Beaches ⁵	% of Market Rate	Rec Center ⁴	% of Market	Tennis ⁶	% of Market Rate
Peak Market Rate	\$ 255.00 100%	Peak Market Rate	\$ 95.00 100%	Adult Peak Market Rate	\$175 100%			Day Pass Market Rate	\$20 100%	Court Reservation Market Ra	\$ 18 100%
PM Peak Market Rate	\$ 190.00 100%	9 Hole Peak Market Rate	\$ 50.00 100%	Adult Peak Season Pass	\$ 560.00 100%			Annual Market Rate	\$ 723.00 100%	Adult Season Market Rate	\$ 525 100%
				Resident Season Pass Early Bird	\$ 319.00 57%	Resident (Beach Fee \$455/5 Estimated 10 visits	\$91 \$9.10 57%	Resident Annual	\$ 543.00 75%	Resident Season Rate	\$ 420 80%
Resident Peak Rate	\$ 120.00 47%	Resident Peak Rate	\$ 60.00 63%	Resident Adult Peak	\$ 45.00 26%			Resident Day Pass	\$ 15.00 75%	Court Reservation Resident	\$ 15 83%
Guest of Resident	\$ 190.00 75%	Guest of Resident	\$ 75.00 79%			Guest Beach Fee	\$16 100%				
10 Play (\$925/10)	\$ 89.00 35%	10 Play (\$430/10)	\$ 43.00 45%					Flex Pass 11-visit (\$150/11)	\$ 13.64 68%		
20 Play (\$1,700/20)	\$ 84.00 33%	20 Play (\$815/20)	\$ 40.75 43%								
AYCP (\$4,375/70)	\$ 62.50 25%	AYCP (\$1,637/60) ¹	\$ 27.28 29%					Resident Annual Couples	\$ 897.00 62%		
AYCP Couples (\$6,600/120) <i>Couples Factor 1.51</i>	\$ 55.00 22%	AYCP Couples (@\$1,637*1.51/120) ³ <i>Couples Factor (2022 \$865/\$1331) 1.54</i>	\$ 20.60 22%					<i>Couples Factor 1.65</i>			
AYCP PM (\$3,150/60)	\$ 52.50 28%	9 Hole 40 Play (\$1200/40)	\$ 30.00 60%								

Amenities with no charge for residents or non-residents:

- Bocce
- Disc Golf
- Parks
- Incline Fitness Trail
- Skate Park
- Bike Park

¹ 2023 rate includes; staff eliminated in 2024.

² <https://www.diamondpeak.com/tickets-passes-rentals/lift-tickets/>

³ 2022 rate includes; eliminated in 2023; staff eliminated in 2024; this projection assumes \$1,637 * 1.51 factor.

⁴ https://www.yourtahoeplace.com/uploads/pdf-parks-rec/Recreation_Center_Membership_Rates_2023.2024.pdf

⁵ <https://www.yourtahoeplace.com/parks-recreation/outdoor-recreation/beaches>

⁶ <https://www.yourtahoeplace.com/parks-recreation/tennis-center/hours-rates>

IVGID Golf Committee
2024 Staff Recommendations Modeling

	2022 ¹					2023 Season					2024 Season (Staff Projections)					Scenario A: Estimated Demand					Scenario B: Increased Demand					
	Rate	Per Round	Sold	Rounds Played	Revenue	Rate	Per Round	Change %	Sold	Rounds Played ⁴	Revenue ⁶	Staff Recommended Rate	Per Round	Change %	Staff Projects Sold	Staff Projected Revenue ⁷	Notes	Approved Non-play pass rates from BOT 4/24/2024 & Committee Play Pass Recommendations	Per Round	Change %	Projected Sold	Projected Revenue	Notes	Utilization increase by 2% at each course	Notes	
Championship Course																										
Non-resident Peak	\$ 229	\$ 229.00	4,901	4,901	\$ 247	\$ 247.00	7.86%	4,901	4,901	\$ 1,895,346	\$ 255	\$ 255.00	3.24%	4,901	\$ 942,830	Variable rates based on month, day, and time of day (\$150-\$255); elasticity offset by rate. Variable rates based on month, day, and time of day (\$75-\$130). Peak rate unchanged and nominal changes to off peak.	\$ 255	\$ 255.00	3.24%	4,901	\$ 942,830	Consistent with new staff non-play pass projections	\$ 961,686	Utilization increase will affect non-play pass demand by 2% filling available times; play pass demand will remain constant		
Resident Peak	\$ 101	\$ 101.00	8,098	8,098	\$ 120	\$ 120.00	18.81%	8,098	8,098	\$ 972,077	\$ 120	\$ 120.00	0.00%	8,098	\$ 972,077	Variable rates based on month, day, and time of day (\$110-\$190). All rates increased by small percentage.	\$ 120	\$ 120.00	0.00%	8,098	\$ 972,077	Consistent with new staff non-play pass projections	\$ 765,079			
Guest Peak	\$ 168	\$ 168.00	2,397	2,397	\$ 186	\$ 186.00	10.71%	2,397	2,397	\$ 442,573	\$ 190	\$ 190.00	2.15%	2,397	\$ 454,573	Variable rates based on month, day, and time of day (\$110-\$190). All rates increased by small percentage.	\$ 190	\$ 190.00	2.15%	2,397	\$ 454,573	Consistent with new staff non-play pass projections	\$ 348,404			
AYCP Limited Individual	\$ 3,260	\$ 50.15	10	403	\$ 22,960	\$ 3,552	\$ 54.65	8.96%	14	925	\$ 49,728	\$ 3,700	\$ 67.27	4.17%	10	\$ 37,000	Now limited to 55 rounds. Now limited to 120 rounds total (factor of 1.51 over equivalent of 70 play); strong demand in 2022	\$ 3,700	\$ 67.27	4.17%	10	\$ 37,000	Rate increase will reduce demand, but elimination of 40 play will partially gravitate to AYCP. Nominal increase in demand.	\$ 37,000		
AYCP Couples	\$ 5,258	\$ 43.82	64		\$ 129,920	\$ 6,600	\$ 55.00	25.52%	20	\$ 132,000	\$ 6,600	\$ 55.00	25.52%	20	\$ 132,000	Staff projects a lower number of 10 Play purchases from 2023 even though 30 & 40 Play options are eliminated.	\$ 6,600	\$ 55.00	25.52%	20	\$ 132,000	2022 data supports increased demand for couples pass.	\$ 132,000			
10 Play Pass	\$ 831	\$ 83.10	130	1,146	\$ 107,199	\$ 925	\$ 92.50	3.93%	195	1,734	\$ 170,880	\$ 925	\$ 92.50	3.93%	160	\$ 148,000	Play options are eliminated.	\$ 925	\$ 92.50	3.93%	195	\$ 180,375	With little change in rate, and no downward pressure, demand should remain similar to 2023 (195)	\$ 180,375		
20 Play Pass	\$ 1,500	\$ 75.00	57	1,027	\$ 84,000	\$ 1,680	\$ 84.00	12.00%	62	1,117	\$ 104,160	\$ 1,700	\$ 85.00	1.19%	60	\$ 102,000	Staff projects a lower number of 20 Play purchases from 2023 even though 30 & 40 Play options are eliminated.	\$ 1,700	\$ 85.00	1.19%	70	\$ 119,000	With little change in rate, and some downward pressure with elimination of 30 & 40 play, demand should be higher than 2023	\$ 119,000		
30 Play Pass					\$ 2,370	\$ 79.00			26	696	\$ 61,620	n/a					30 & 40 Play passes eliminated in 2024									
40 Play Pass					\$ 2,960	\$ 74.00			21	808	\$ 62,160	n/a					30 & 40 Play passes eliminated in 2024									
70 Play Pass											\$ 4,375	\$ 62.50		5	\$ 21,875	New 70 Play Pass unlimited	\$ 4,375	\$ 62.50		5	\$ 21,875	No history other than AYCP, therefore unknown demand.	\$ 21,875			
AYCP PM	\$ 1,270	\$ 19.54	34	1,004	\$ 43,180	\$ 2,158	\$ 33.20	69.92%	8	311	\$ 17,264	\$ 3,150	\$ 48.46	45.97%	22	\$ 69,300	With elimination of PM options below, staff expects \$48k to gravitate toward AYCP vs \$60k in 2023 (all PM options combined). Limit is now 70 rounds.	\$ 3,150	\$ 48.46	45.97%	22	\$ 69,300	With significant increase in cost, demand will decrease and migrate to Resident daily PM options. Elimination of all other PM passes will positively impact demand.	\$ 69,300		
AYCP Junior	\$ 300	\$ 4.62	13		\$ 2,226	\$ 315	\$ 4.85	5.00%	6	76	\$ 1,890						Staff recommends removing									
AYCP College	\$ 475	\$ 7.31	11		\$ 5,225	\$ 499	\$ 7.68	5.05%	5	83	\$ 2,495						Staff recommends removing									
PM 10 Play					\$ 546	\$ 54.60			35	304	\$ 15,110	n/a					PM passes eliminated									
PM 20 Play					\$ 1,028	\$ 51.40			15	273	\$ 15,420	n/a					PM passes eliminated									
PM 30 Play					\$ 1,446	\$ 48.20			2	52	\$ 2,852	n/a					PM passes eliminated									
PM 40 Play					\$ 1,798	\$ 44.95			3	69	\$ 5,394	n/a					PM passes eliminated									
Other			547						1,070																	
Mountain Course																										
Non-resident Peak	\$ 80		4,128		\$ 90	\$ 90.00	12.50%		4,142	\$ 659,026	\$ 95	\$ 95.00	5.56%	4,142	\$ 297,085	Variable rates based on month, day, and time of day (\$65-\$95); elasticity offset by rate increases	\$ 95	\$ 95.00	5.56%	4,142	\$ 297,085	Rates unchanged, therefore, demand unchanged.	\$ 303,027			
Resident Peak	\$ 51		6,794		\$ 55	\$ 55.00	7.84%		6,692	\$ 333,764	\$ 60	\$ 60.00	9.09%	6,692	\$ 333,764	Variable rates based on month, day, and time of day (\$45-\$60)	\$ 60	\$ 60.00	9.09%	6,692	\$ 333,764	Rates unchanged, therefore, demand unchanged.	\$ 340,439			
Guest Peak	\$ 66		2,012		\$ 71	\$ 71.00	7.58%		1,676	\$ 97,124	\$ 75	\$ 75.00	5.63%	1,676	\$ 97,124	Variable rates based on month, day, and time of day (\$55-\$75)	\$ 75	\$ 75.00	5.63%	1,676	\$ 97,124	Rates unchanged, therefore, demand unchanged.	\$ 99,067			
10 Play Pass	\$ 405	\$ 40.50			\$ 414	\$ 41.40	2.22%		292	\$ 14,076	\$ 430	\$ 43.00	3.86%	28	\$ 12,040	Small increase should not affect demand	\$ 430	\$ 43.00	3.86%	28	\$ 14,076	Decreased demand due to Rate pressure offset by elimination of 30 & 40 Play passes	\$ 14,076			
20 Play Pass					\$ 780	\$ 39.00			153	\$ 6,240	\$ 815	\$ 40.75	4.49%	20	\$ 16,300	Small increase should not affect demand; gains from elimination of 30 and 40 passes.	\$ 815	\$ 40.75	4.49%	20	\$ 16,300	Decreased demand due to Rate pressure offset by elimination of 30 & 40 Play passes	\$ 16,300			
30 Play Pass					\$ 1,096	\$ 36.53			15	\$ 1,096	n/a						30 & 40 Play passes eliminated in 2024									
40 Play Pass					\$ 1,364	\$ 34.10			215	\$ 8,184	n/a						30 & 40 Play passes eliminated in 2024									
AYCP Individual	\$ 865	\$ 13.31			\$ 1,637	\$ 25.18	89.25%		124	\$ 4,911	n/a						Staff recommends removing	\$ 1,719	\$ 28.65	5.01%		\$ 6,876	Retain 2023 AYCP with 5% increase (\$1,637*1.05=\$1,719)	\$ 6,876		
AYCP Couples	\$ 1,331	\$ 10.24									n/a						Staff recommends not reintroducing (given the CH/MT combo above)	\$ 2,595	\$ 21.63	111.21%		\$ 12,975	2022 data supports increased demand for couples pass. Add with 1.51 factor over AYCP (\$1,719*1.51=\$2,595)	\$ 12,975		
AYCP Nine Hole Pass	\$ 600	\$ 9.23			\$ 1,118	\$ 17.20	86.33%				n/a						Staff recommends removing	\$ 1,174	\$ 18.06	5.00%	20	\$ 23,478	Retain 2023 AYCP Nine Hole + 5%	\$ 23,478		
10 Play Nine Hole	\$ 270	\$ 27.00			\$ 283	\$ 28.30	4.81%		765	\$ 25,470	n/a						Staff recommends removing	\$ 297	\$ 4.57	5.00%	50	\$ 14,858	Retain at 2023 rate + 5% (\$283 + 5% = \$297)	\$ 14,858		
20 Play Nine Hole					\$ 532	\$ 26.60			356	\$ 11,172	n/a						Staff recommends removing	\$ 559	\$ 8.59	5.00%	40	\$ 22,344	Retain at 2023 rate + 5% (\$532 + 5% = \$559)	\$ 22,344		
30 Play Nine Hole					\$ 749	\$ 24.97			29	\$ 749	n/a						Staff recommends removing									
40 Play Nine Hole					\$ 932	\$ 23.30			106	\$ 2,796	\$ 1,200	\$ 30.00	28.76%	20	\$ 24,000	Only 9-hole option remaining; high rate will drive down demand and gravitate toward Resident rates (\$30-\$35) will also reducing total rounds.										
AYCP Junior	\$ 180	\$ 2.77			\$ 200	\$ 3.08	11.11%		18	\$ 1,140	n/a						Staff recommends removing									
Other			325						508																	
Total						\$ 82.71			38,005	\$ 3,143,219	\$ 3,324,967										\$ 3,432,909		\$ 3,488,158			
Non-Play Pass						\$ 91.53			27,906	\$ 2,554,372	\$ 2,762,462											\$ 2,762,462		\$ 2,817,701		
Play Pass						\$ 65.22			9,029	\$ 588,847	\$ 562,515											\$ 670,457		\$ 670,457		
Championship Course						\$105.10			22,914	\$ 2,408,359	\$ 2,544,655											\$ 2,594,030		\$ 2,634,719		
Non-Play Pass						\$123.11			15,396	\$ 1,895,346	\$ 2,034,480											\$ 2,034,480		\$ 2,075,169		
Play Pass						\$ 79.56			6,448	\$ 513,013	\$ 510,175											\$ 559,550		\$ 559,550		
Mountain Course						\$ 48.70			15,091	\$ 734,860	\$ 780,313											\$ 838,879		\$ 853,439		
Non-Play Pass						\$ 52.68			12,510	\$ 659,026	\$ 727,973											\$ 727,973		\$ 742,532		
Play Pass						\$ 29.38			2,581	\$ 75,834	\$ 52,340											\$ 110,907		\$ 110,907		

Notes:
¹ Pass Type Comparative Report (Appendix B) provided by staff at 1/11/24 Committee meeting. Includes Championship course only. Requested Mountain Course version not yet received.
² Supplemental Material Item E.1. provided by Director Sands at 3/28/24 Committee meeting. Where there are discrepancies in numbers, the PassType Comparative report takes precedence.
³ Recommended Rates provided by Director Sands at 4/5/24 Committee meeting with missing rates confirmed by Director Sands via email.
⁴ Round Count provided by Rob Bruce for 2023 season at 3/14/2024 Committee meeting

⁵ Play Pass Revenue 2023 spreadsheet provided by staff at 2/22/24 Committee meeting. Total revenue significantly understated compared to Pass Type Comparative and other source

⁶ 2023 Golf Season Wrap Up provided by Director Howard at 10/24/23 Committee meeting.

⁷ Includes projected play pass sales from staff recommendations, and unchanged rates and demand for non-play passes

⁸ 2022 data is for reference purposes only and is incomplete.

Championship Course Green Fee Projections based on Rounds per Day History ¹

This model predicts total revenue based on historical average rounds per day and Open/Close dates for each course. Input into the yellow cells allows for modeling based on dates and % change to Utilization.

							Scenario:		
							Utilization		
							Modeling		
Championship Course	2019	2020	2021	2022	2023	2024 ²			
Open	5/17/2019	5/18/2020	5/17/2021	5/16/2022	5/26/2023	5/17/2024	Input to	77.26%	2023 Utilization
Close	10/20/2019	10/18/2020	10/17/2021	10/16/2022	10/17/2023	10/15/2024	forecast	80.00%	2024 Goal
Days	157	154	154	154	145	152			
Price per Round	\$ 76.42	\$ 70.44	\$ 85.87	\$ 90.63	\$ 108.28	\$ 110.64	Input to	\$ 110.64	
							forecast		
Average Rounds Per Day									
May	52	116	120	135	141	120		120	
June	137	136	175	154	157	154		154	
July	198	176	179	175	188	179		179	
August	189	170	128	155	181	170		170	
September	139	143	121	129	137	137		137	
October	92	129	96	123	107	107		107	
Total Available Days									
May	15	14	15	16	6	15		15	
June	30	30	30	30	30	30		30	
July	31	31	31	31	31	31		31	
August	31	31	31	31	31	31		31	
September	30	30	30	30	30	30		30	
October	20	18	17	16	17	15		15	
Total Days	157	154	154	154	145	152		152	
Total Rounds per Month									
May	780	1,624	1,800	2,160	846	1,800		1,800	
June	4,110	4,080	5,250	4,620	4,710	4,620		4,620	
July	6,138	5,456	5,549	5,425	5,828	5,549		5,549	
August	5,859	5,270	3,968	4,805	5,611	5,270		5,270	
September	4,170	4,290	3,630	3,870	4,110	4,110		4,110	
October	1,840	2,322	1,632	1,968	1,819	1,605		1,605	
Total Rounds	22,897	23,042	21,829	22,848	22,924	22,954		22,954	
Calculated Green Fee Revenue per Month									
May	\$ 59,610	\$ 114,390	\$ 154,568	\$ 195,760	\$ 91,609	\$ 199,147		\$ 204,607	
June	\$ 314,100	\$ 287,383	\$ 450,823	\$ 418,708	\$ 510,022	\$ 511,144		\$ 525,158	
July	\$ 469,086	\$ 384,305	\$ 476,499	\$ 491,665	\$ 631,085	\$ 613,926		\$ 630,758	
August	\$ 447,764	\$ 371,203	\$ 340,736	\$ 435,475	\$ 607,587	\$ 583,058		\$ 599,044	
September	\$ 318,685	\$ 302,175	\$ 311,712	\$ 350,736	\$ 445,051	\$ 454,719		\$ 467,186	
October	\$ 140,619	\$ 163,555	\$ 140,142	\$ 178,359	\$ 196,970	\$ 177,573		\$ 182,441	
Predicted Revenue	\$ 1,749,865	\$ 1,623,011	\$ 1,874,480	\$ 2,070,702	\$ 2,482,325	\$ 2,539,565		\$ 2,609,196	
Actual Revenue	\$ 1,705,463	\$ 1,622,659	\$ 1,875,596	\$ 2,083,934	\$ 2,481,242	\$ 2,544,655 ³			
Prediction Accuracy	102.60%	100.02%	99.94%	99.37%	100.04%	99.80%			

¹ 2023 Golf Season Wrap Up provided by Director Howard at 10/24/23 Committee meeting.

² Projected rounds based on median of 5 year averages

³ Bottom up projections from Projections tab staff rate recommendations.

Mountain Course Green Fee Projections based on Rounds per Day History ¹

This model predicts total revenue based on historical average rounds per day and Open/Close dates for each course.

	2019	2020	2021	2022	2023	2024 ²	Scenario: Utilization Modeling
Mountain Course							
Open	5/28/2019	5/25/2020	5/24/2021	5/23/2022	6/9/2023	5/31/2024	65.47% 2023 Utilization
Close	9/15/2019	10/11/2020	10/14/2021	10/9/2022	10/15/2023	9/30/2024	65.47% 2024 Goal
Days	111	140	144	140	129	123	
Price per Round	\$ 30.62	\$ 33.94	\$ 34.86	\$ 40.77	\$ 48.41	\$ 51.68	\$ 51.68
Average Rounds Per Day							
May	52	100	108	107		104	104
June	108	113	145	115	88	113	113
July	157	148	156	141	158	156	156
August	155	136	105	138	143	138	138
September	158	143	86	101	76	101	101
October		120	45	83	58	71	71
Total Available Days							
May	4	7	8	9	-	1	1
June	30	30	30	30	22	30	30
July	31	31	31	31	31	31	31
August	31	31	31	31	31	31	31
September	15	30	30	30	30	30	30
October	-	11	14	9	15	-	-
Total Days	111	140	144	140	129	123	123
Total Rounds per Month							
May	208	700	864	963	-	104	104
June	3,240	3,390	4,350	3,450	1,936	3,390	3,390
July	4,867	4,588	4,836	4,371	4,898	4,836	4,836
August	4,805	4,216	3,255	4,278	4,433	4,278	4,278
September	2,370	4,290	2,580	3,030	2,280	3,030	3,030
October	-	1,320	630	747	870	-	-
Total Rounds	15,490	18,504	16,515	16,839	14,417	15,638	15,638
Calculated Green Fee Revenue per Month							
May	\$ 6,369	\$ 23,757	\$ 30,120	\$ 39,257	\$ -	\$ 5,349	\$ 5,348
June	\$ 99,213	\$ 115,053	\$ 151,646	\$ 140,641	\$ 93,722	\$ 175,183	\$ 175,182
July	\$ 149,034	\$ 155,711	\$ 168,589	\$ 178,186	\$ 237,113	\$ 249,907	\$ 249,905
August	\$ 147,135	\$ 143,086	\$ 113,473	\$ 174,395	\$ 214,602	\$ 221,071	\$ 221,070
September	\$ 72,573	\$ 145,598	\$ 89,942	\$ 123,519	\$ 110,375	\$ 156,579	\$ 156,578
October	\$ -	\$ 44,799	\$ 21,963	\$ 30,452	\$ 42,117	\$ -	\$ -
Predicted Revenue	\$ 474,324	\$ 628,004	\$ 575,733	\$ 686,450	\$ 697,930	\$ 808,089	\$ 808,083
Actual Revenue	\$ 472,977	\$ 621,827	\$ 574,896	\$ 686,165	\$ 730,558	\$ 780,313 ³	
Prediction Accuracy	100.28%	100.99%	100.15%	100.04%	95.53%	103.56%	

¹ 2023 Golf Season Wrap Up provided by Director Howard at 10/24/23 Committee meeting.

² Projected rounds based on median of 5 year averages

³ Bottom up projections from Projections tab staff rate recommendations.

2023 Utilization ¹

Championship Course	
Rounds Played	22,914
Rounds Available	29,659
	77.26%

Mountain Course	
Rounds Played	15,091
Rounds Available	23,050
	65.47%

2023 Round Availability (w/o blocked times) ²

	May	Jun	Jul	Aug	Sep	Oct	Total
Championship Course							
Days Available	6	30	31	31	30	17	
Rounds Per Day	240	256	256	256	240	184	
Total Available Rounds	1,440	7,680	7,936	7,936	7,200	3,128	35,320
						Rounds Played	22,914
							64.88%
Mountain Course							
Days Available	-	22	31	31	30	15	
Rounds Per Day		224	224	204	192	132	
Total Available Rounds	-	4,928	6,944	6,324	5,760	1,980	25,936
						Rounds Played	15,091
							58.19%

¹ Available rounds from the Round Count spreadsheet provided by Rob Bruce for 2023 season at 3/14/2024 Committee meeting

² Estimated total available rounds based on daylight hours during each month. Same approach as source ¹, but does not exclude tee times for events or other closures (e.g. cart path project). This will, therefore, increase the denominator of the utilization calculation.

From 2/22/2024 Agenda Packet & Online Research

Course	Location	Open	2024	2023	Range	Range Incl	Google	GolfPass	GolfDigest	GolfNow	Facebook	Yelp
Edgewood	Stateline, NV	5/8/2024	\$ 350	\$ 350	grass	Y	4.8	4.7	3.8			4.2
Old Greenwood	Truckee, CA	5/10/2024	\$ 275	\$ 275	grass	Y	4.7	4.7		4.7	4.3	3.7
Grays Crossing	Truckee, CA	5/17/2024	\$ 260	\$ 260	grass	Y						3.1
Incline Championship	Incline Village, NV	5/17/2024	\$ 255	\$ 247	mat	N						4.5
Coyote Moon	Truckee, CA	5/24/2024	\$ 195	\$ 190	net	Y						2.9
Tahoe Donner	Truckee, CA	6/1/2024	\$ 190	\$ 190	mat	N	4.4					3.5 AYCP \$2,900; Members: 9-hole \$340, 10-pack \$800; 20-pack \$1500
Grizzly Ranch	Portola, CA	5/24/2024	\$ 175		grass	Y						4.4 AYCP \$2,999; Family \$5,998
Whitehawk	Clio	5/23/2024	\$ 149		grass	Y						4.3 AYCP \$3,100; Family \$4,600

My name is Jay Simon, my wife and I live on Golfers Pass Road and have been residents of Incline for 12 years. I currently serve on the Golf Committee. My background is Public Accounting and I retired as a Managing Partner at Baker Tilly. When I applied for the position on the Golf Committee I said golf course operations were not broken, and after 6 months on the Golf Committee I still feel strongly they are not.

What is needed now is to evaluate both the impact of pricing and policy decisions made last year and current market conditions. It is clear the golf market has about had it with price increases and the data from last season shows that there are limits on what non-picture pass holders will pay. Non-resident rounds played at the Championship Course were down 400 or 7% from 2022 and down 12% from 2019, the last full pre-covid year.

In addition, Play Pass rounds were down 22% from 2022. In 2023, Incline lost some of its most prolific golfers to not only other golf courses, but to the pricing and play pass policies that were instituted in 2022. In addition, in spite of adding 20% more tee times at the Championship Course as a result of changing tee time intervals from 12 minutes to 10, total rounds played were slightly down from 2022.

To me, the recommendations are clear. Keep picture pass, guest and non-resident rates at or near 2023 levels which is exactly what the competition is doing. Simplify and condense the massive menu of play passes down to 10 and 20 play passes which should also be priced at or near 2023 levels. Bring back resident play that was lost

from eliminating all you can play passes by reinstating both individual and couples unlimited passes, pricing the individual pass at approximately \$3,850 based off 2023 pricing with a \$100 monthly premium for being unlimited during peak months. Couples passes would then be priced at approximately \$6,350 applying a factor of 1.65 consistent with pricing at the Recreation Center. The Incline Championship course has at least 3,000 more rounds it could sell this coming season over last season. The overwhelming majority of rounds are not going to come from outside Incline, so they have to come from within. Boosting resident play also flows through the system to the restaurant, catering, pro shop and range which were all negatively impacted last season.

I realize this is a business with bills to pay, and that unlimited all you can play passes may be perceived as limiting higher rate outside play—even though that was not the case last season as play passes were limited and outside play actually went down, not up. However, I believe there needs to be a reasonable tradeoff between resident golfers and the need to generate higher outside revenue. I propose that the Championship course block a limited number of tee times on weekends during peak season for outside play. The mechanics of this would be up to the Director of Golf to work out. Tee times not reserved would be released back in to the resident pool, and targeting an estimated 400 more rounds of outside play over an entire golf season just to get back to 2022 levels would not materially impact residents.

I want to address what I do see as broken and that is the financial reporting of golf operations and the restaurant at the Chateau. Our Committee was extremely frustrated by the lack of financial information and the quality of the information we did receive. At a minimum, the reporting of the Championship golf course needs to break out restaurant revenue and expenses as well as the pro shop. Currently, the financial reports are at best misleading and at worst materially incorrect. I personally believe they are both. The golf courses are being allocated costs that are both excessive and I believe materially incorrect. These costs and the allocation methodology will be further analyzed by the Golf Committee once we get past pricing issues. Somebody needs to own these issues and

take the time and effort to clean things up. Currently, I don't see the will to get this done and to me that is unacceptable.

As to the restaurant at the Chateau I want to be clear. I have never thought this should be included in golf course operations. It has been a poorly managed asset for a long time and puts a material financial burden on the golf course. It needs a complete managerial and financial overhaul that is long past due and is addressed further in a separate memorandum prepared by the Golf Committee. I would be happy to discuss any of this in further detail. Jay Simon