

1 INCLINE VILLAGE
2 GENERAL IMPROVEMENT DISTRICT
3 GOLF ADVISORY COMMITTEE

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8 TRANSCRIPT OF HEARING
9 PUBLIC MEETING
10 Via Zoom

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12 Held via Zoom
13
14 Thursday, March 14, 2024
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24 Reported by: Brandi Ann Vianney Smith
25 Job Number: IVGID 30

1 APPEARANCES

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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

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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

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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

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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

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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

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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,

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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

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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

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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

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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

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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,

29

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

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 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

32

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 --

33

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 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 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 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 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 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 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 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 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 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

58

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

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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

69

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

72

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.

79

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

78

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.

81

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

82

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

83

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

84

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

85

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

86

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

87

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.

95

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.

97

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

98

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.

99

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

100

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

101

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 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 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 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.

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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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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

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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