

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
 11
 12 Held via Zoom
 13
 14 Thursday, March 28, 2024
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 21
 22
 23
 24 Reported by: Brandi Ann Vianney Smith
 25 Job Number: IVGID 31

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

5

1 B. INITIAL PUBLIC COMMENTS

2 MR. DOBLER: This is Cliff Dobler. Got

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

4 State wins.

5 I wanted to make a few comments before you

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

7 question: What are service levels?

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

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

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

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

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

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

14 with the staff at all.

15 So we have our service levels down that

16 the responsibility falls upon the user. Now, all

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

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

19 you're talking about fees.

20 Now, what my problem is is service levels,

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

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

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

24 And I just look at two things that I think

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

6

1 have no control by the staff of the golf course

2 called "central service cost allocations," and also

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

4 central service cost allocation works out at the

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

6 the fleet maintenance services works out to be about

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

8 going to two organizations that are within IVGID

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

10 two service levels that are being provided that are

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

12 So what I guess I don't understand is

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

14 what's going on with central service cost

15 allocations and the fleet.

16 Now, central service cost allocations is a

17 bunch of overhead from the general fund getting paid

18 high salaries and cranking out as many reports that

19 they can get that are completely meaningless, and it

20 would seem to me that that should be the

21 concentration.

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

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

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

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

7

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

2 So, therefore, those two areas that you

3 have no control over are turning around and

4 burdening the golf courses with this enormous sum of

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

6 So to me --

7 (Expiration of three minutes.)

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

9 a golfer. I live at 582 Douglas Court.

10 First, I appreciate all the work that your

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

12 golf advisory committee three years ago, and we were

13 very frustrated by the lack of financial information

14 we were given. We only received budgets, not

15 actuals, during the fiscal year, similar to your

16 plight.

17 Regarding you recommendations, number one,

18 increase utilization rates are commendable.

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

20 decline in golf course revenues last summer, despite

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

22 the point where raising prices for residents results

23 in less use and less revenue. Please consider a

24 recommendation to hold rates study and don't shift

25 the decision to staff to raise them. Local golf

8

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

2 there is a cost problem, IVGID needs to address

3 that.

4 Number two, in line with that, I am

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

6 Pass is too expensive and will not be purchased by

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

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

9 pass. I endorse that approach.

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

11 percent discount for couple's All You Can Play

12 Passes is justified. Most don't usually play

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

14 than two unrelated pass holders. Maybe only offer a

15 modest discount?

16 Number four, regarding tee times,

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

18 residents without restrictions worked well.

19 Residents seemed to be happy and there were lots of

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

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

22 on residential reservations, please be mindful that

23 last year there was the consensus among trustees

24 that the same restrictions would be placed on the

25 golf clubs. Unintended consequences could be

9

1 brutal.

2 Number five, if you recommend free

3 advanced tee times for residents, please add a

4 restriction that there is no resale or transfer for

5 consideration.

6 Number six, please be mindful that one

7 year ago three trustees had firm opinions on the All

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

9 the heroic efforts of Trustees Tonking and Noble was

10 individual, limited All You Can Play Pass approved.

11 I encourage you to have well-thought-out

12 reasons and maybe alternative proposals to any

13 recommendation that change the status quo.

14 Thank you much.

15 CHAIR TONKING: Any other public comments?

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

17 CHAIR TONKING: Okay. That moves us on.

18 C. APPROVAL OF AGENDA

19 CHAIR TONKING: Does anybody have any

20 changes to the agenda?

21 So then the agenda is approved as is. Now

22 that moves us on.

23 D. CONSENT CALENDAR

24 CHAIR TONKING: Approval of the Golf

25 Advisory Committee meeting minutes for March 7,

10

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

2 MEMBER WILSON: So moved.

3 CHAIR TONKING: Second?

4 MEMBER SIMON: I second.

5 CHAIR TONKING: All in favor, please say

6 aye.

7 MEMBER SWENSON: Aye.

8 MEMBER SIMON: Aye.

9 MEMBER WILSON: Aye.

10 CHAIR TONKING: Aye.

11 That passes 4/0.

12 E. GENERAL BUSINESS

13 E 1. Review Recommendations

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

15 General business, review the recommendations from

16 the previous meeting, make any changes, create

17 additional recommendations for the Mountain Course

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

19 presented to the Board.

20 So here is my game plan for this, because

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

22 think we should do is staff created a

23 recommendation, I believe you all have received and

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

25 Tim could walk through their recommendation and how

11

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

2 and then Robert just had some comments for me to

3 read.

4 My goal is we can decide if we want to

5 make any changes after staff recommendations. Then

6 we need to make a decision on the Mountain Course

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

8 Championship Course. Then we need to talk about the

9 cancellation policy and the prebooking. I think we

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

11 have to schedule a meeting for next week.

12 Tim, can you present some of your

13 findings?

14 MR. SANDS: Yes. Good afternoon.

15 Kind of as I stated in the

16 recommendations, I feel like me and the staff are

17 still shooting a little bit blind on exactly where

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

19 need guidance from this committee and then the Board

20 of Trustees.

21 Kind of in the beginning of the packet of

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

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

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

25 that, we still had substantial raises to all the

12

1 fees.

2 As we go down further, me and the staff

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

4 between recommendations from Advisory and then also

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

6 the '23 season with price increases.

7 Obviously, Rob did a great job with

8 compiling some firm numbers that we had in a

9 previous spreadsheet. And even to an earlier

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

11 but it is a very difficult balance to find because

12 we don't have pure financials available.

13 CHAIR TONKING: Thank you. Do you want to

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

15 talked about it in your memo -- that occurred

16 between the Golf Advisory Committee's

17 recommendations and staff recommendations so we can

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

19 can decide if they want to change any of the

20 recommendations or feel comfortable where we left

21 things off.

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

23 CHAIR TONKING: Can you talk about the

24 differences between your recommendation and the

25 committee's recommendation? I think there was two

13

1 differences.

2 MR. SANDS: Yeah. So I believe Committee

3 Member Simon had mentioned about 165 percent

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

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

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

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

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

9 out of having this consistent revenue.

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

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

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

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

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

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

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

17 through this as quick as possible without really

18 understanding what we're doing.

19 MEMBER SWENSON: I have a suggestion. I

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

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

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

23 unlimited. But I think that it would be very

24 beneficial and it would be extremely strong when

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

14

1 budget information to the Board that you game out a

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

3 apply these costing profiles to last year's basic

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

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

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

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

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

9 scoping for the level of utilization that we kind of

10 asked for, which is an increased utilization, how

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

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

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

14 half between last year's utilization and the goal

15 utilization. Then finally get it to the goal

16 utilization and see what we end up with as a

17 costs -- I mean as revenue.

18 I think that would be really beneficial

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

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

21 things and look at things. And give them the

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

23 that. Okay?

24 Now, that's one high recommendation I have

25 for --

15

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

2 agree completely because one of the things that I

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

4 non-residents and residents.

5 MEMBER SWENSON: Good. I think that makes

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

7 around things. We think we went overboard with

8 trying -- basically a shotgun approach last year and

9 not really understanding how that was going to

10 effect the demand. There was a lot of

11 misinformation. A lot of hard feelings, as

12 Mr. Briggs talked about earlier in his comments.

13 But coming up with a reasonably priced All

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

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

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

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

18 simplifying it with 10 and 20.

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

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

21 a really good suggestion in some of the other emails

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

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

24 to micromanage and delve into your good advice.

25 One of things I thought was tried last

16

1 year by making the limited play pass was to increase

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

3 weekend. I thought I saw an excellent suggestion

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

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

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

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

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

9 the high-priced guys.

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

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

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

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

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

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

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

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

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

19 tee times and then cut out those couple of days

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

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

22 idea.

23 Last year, we did not get any new benefit

24 of reducing the All You Can Play Pass time with

25 high-paying visitors, which was the anticipated goal

17

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

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

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

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

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

19

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

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

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

18

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

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

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

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

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

20

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

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

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

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

25 MR. SANDS: Absolutely agreed. But I

21

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

23

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

22

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

24

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

25

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

26

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

27

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

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

29

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

31

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

30

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

32

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

33

1 found it online.

2 CHAIR TONKING: Okay. So then the policy,

3 Todd, any concerns with the policy?

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

5 and appropriate.

6 CHAIR TONKING: So then the next thing is

7 the prebooking. We moved prebooking this year so

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

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

10 they would like.

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

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

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

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

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

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

17 fee.

18 CHAIR TONKING: Any concerns about that?

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

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

21 That's our next thing.

22 MEMBER SIMON: That handout about the golf

23 with the cancelation could also have a written in it

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

25 suspended from playing golf for a year or something

34

1 at Incline.

2 CHAIR TONKING: Similar to what you see on

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

4 could be revoked or whatever.

5 MEMBER SIMON: Right. That didn't even

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

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

8 you're out.

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

10 Any other concerns about booking in advance?

11 MEMBER SIMON: Rob's the only person who

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

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

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

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

16 resident groups can make a calendar outside, make it

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

18 do the same thing with no penalty also.

19 I think the booking process is good, and

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

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

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

23 their tee times.

24 CHAIR TONKING: We didn't see anyone at

25 the beginning of the year just booking tons and tons

35

1 of prime times or anything like that; right?

2 MR. BRUCE: I could probably name

3 three residents that book out the entire year once

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

5 times.

6 MEMBER SIMON: Do a lot of people book out

7 the first time after like two o'clock?

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

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

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

11 that are the favorite times or whatever. I got

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

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

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

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

16 play.

17 MEMBER SIMON: To the woman who wrote in

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

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

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

21 enforce the cancelation policy and the policy worked

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

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

24 are we changing it?

25 CHAIR TONKING: My only request on that is

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

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

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

4 MEMBER SWENSON: I have a question about

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

6 What about you guys when you bring in --

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

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

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

10 for you?

11 I don't want to overly restrict your

12 ability to encourage, to bring in higher-paying

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

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

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

16 there on that?

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

18 of people going through or website looking for

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

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

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

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

23 something along those lines.

24 Like I said, 95 percent of them have

25 already book and they're on the books.

37

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

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

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

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

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1 little bit further.

2 CHAIR TONKING: That would be great. Any

3 other comments on long range?

4 MEMBER WILSON: I just wanted to add to

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

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

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

8 even make recommendations on that, let alone

9 influence it.

10 Having said that, I do think that it will

11 be necessary to us to understand how we present that

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

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

14 dollars in golf operations. How do we justify

15 making a recommendation that doesn't include

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

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

18 MS. WHITE: I wanted to make everybody

19 aware that any recommendations that you make to the

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

21 noon to make the packet. I will need agenda

22 language for that Friday previous.

23 CHAIR TONKING: I think we can get agenda

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

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

42

1 will add in the two main recommendations on

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

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

4 to come out of that meeting. Sorry.

5 Anything else?

6 That closes out long range.

7 G. FINAL PUBLIC COMMENTS

8 MR. DOBLER: Cliff Dobler.

9 Jay, you're a hundred percent right that

10 you have no authority to make my decisions, and

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

12 recommendations. So I had done over 35 or 40

13 memorandums about accounting, and you can see what

14 the current condition of it is now by making my

15 recommendations and making people realize that many,

16 many mistakes were made.

17 The idea is we talk about central service

18 costs or we talk about fleet charges, but nobody

19 understands what they are. I would think that you

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

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

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

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

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

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

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

2 a good golfing friend of mine that is up in

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

4 all the service of all the equipment for the city

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

6 that.

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

8 authority, but before you would want to have any

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

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

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

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

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

14 What I find also very interesting is that

15 the financial statements, according to Magee, for

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

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

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

19 fiscal year when the previous fiscal year has been

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

21 So you could have got the data, but you

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

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

24 you to know anything, and you need to start

25 understanding that about the Board. Not the guy

44

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

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

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

4 And you do have the authority to study,

5 and that's all I got to say.

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

7 H. ADJOURNMENT

8 CHAIR TONKING: That ends the Golf

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

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

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

3

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

6 That on March 28, 2024, I attended the
7 Golf Advisory Committee Public Meeting, and took
8 stenotype notes of the proceedings entitled herein,
9 and thereafter transcribed the same into typewriting
10 as herein appears.

11 That the foregoing transcript is a full,
12 true, and correct transcription of my stenotype
13 notes of said proceedings consisting of 45 pages,
14 inclusive.

15 DATED: At Reno, Nevada, this 2nd day of
16 April, 2024.

17

18 /s/ Brandi Ann Vianney Smith

19

20 BRANDI ANN VIANNEY SMITH

21

22

23

24

25

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