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INCLINE VILLAGE  
GENERAL IMPROVEMENT DISTRICT  
GOLF ADVISORY COMMITTEE

TRANSCRIPT OF HEARING  
PUBLIC MEETING  
Live and Via Zoom

Held at 893 Southwood Boulevard  
Incline Village, Nevada

Tuesday, October 24, 2023

Reported by: Brandi Ann Vianney Smith  
Job Number: IVGID 9

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A P P E A R A N C E S

**COMMITTEE MEMBERS PRESENT**

MICHAELA TONKING, CHAIR

TODD WILSON, MEMBER

HARRY SWENSON, MEMBER

ROBERT RICCITELLI, MEMBER

JAY SIMON, MEMBER

**ALSO PRESENT**

ANNE BRANHAM, LEGAL COUNSEL (via Zoom)

HEIDI WHITE, DISTRICT CLERK

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1 Incline Village, Nevada - 10/24/2023 - 3:00 P.M.

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5 CHAIR TONKING: We are going to begin the  
6 regular meeting of the Golf Advisory Committee that  
7 will be held today starting on 3:00 P.M., via Zoom,  
8 and there's some of us in the admin building as  
9 well. I will call the Pledge of Allegiance.

10 A. PLEDGE OF ALLEGIANCE

11 (Pledge of Allegiance.)

12 B. ROLL CALL OF GOLF ADVISORY COMMITTEE

13 CHAIR TONKING: Item B, roll call of the  
14 Golf Advisory Committee.

15 MS. WHITE: Jay Simon?

16 MEMBER SIMON: Here.

17 MS. WHITE: Robert Riccitelli?

18 MEMBER RICCITELLI: Here.

19 MS. WHITE: Harry Swenson?

20 MEMBER SWENSON: Present.

21 MS. WHITE: Todd Wilson?

22 MEMBER WILSON: Present.

23 MS. WHITE: Michaela Tonking?

24 CHAIR TONKING: Present.

25 All five of us are here. The next item is

1 we will move for the approval of the agenda. Does  
2 anybody have any questions about the agenda or any  
3 changes they would like made to the agenda?

4 Great. With that, we will move forward --  
5 oh, I skipped public comment. We have none in the  
6 room, but we have one online.

7 C. INITIAL PUBLIC COMMENTS

8 MR. DOBLER: Cliff Dobler, 995 Fairway.

9 Since I own mortgages on two golf courses  
10 located in Scottsdale, Arizona, and Moorpark,  
11 California, and was an original investor in Grizzly  
12 Ranch, I think I may be able to help with your  
13 endeavors. Here are some facts:

14 First, the two operations of the golf  
15 course include all items except the Chateau. All  
16 catering is done through the separate facilities  
17 fee.

18 Second, the true revenue and expenses and  
19 capital costs drawn from seven years of audited  
20 financial statements from 2016 to 2022 indicate  
21 average annual operating losses for the Champ Course  
22 were \$255,000, and capital costs averaged \$584,000.  
23 The Mountain Course had average operating losses of  
24 \$482,000, and capital costs averaging \$799,000.  
25 Numbers have been flying around like bees in a hive.

1           Third, in establishing golf rates, food  
2 and beverage and merchandising actives should be  
3 viewed separately. The food and beverage will  
4 probably continue to lose money.

5           Fourth, after two years -- about two years  
6 ago, Darren Howard and I determined that about  
7 57 percent of the Champ Golf cart paths required  
8 replacement. The paths are five miles long and  
9 eight feet wide. A replacement of this magnitude  
10 would take about four years and cost at least \$2.5  
11 million, based on actual costs incurred at the  
12 Mountain Course two years ago, and there would still  
13 be 43 percent left to go. According to the current  
14 five-year capital plan, only \$600,000 is budgeted,  
15 including unspent carryforwards from fiscal year  
16 2023.

17           Fifth, central service cost allocations  
18 from the general fund will increase substantially as  
19 accounting costs will skyrocket and costs for the  
20 parks, which produce little income, are now reported  
21 in the general fund. Expect those costs to be  
22 doubled in fiscal 2025.

23           Sixth, the need to review back office  
24 operations by a professional management organization  
25 is a must. Two large companies come to mind: Troon

1 Golf and American Golf. Streamlining the operations  
2 must be done. Back in 2012, Global Golf was engaged  
3 to provide operating projections from 2013 to 2018.  
4 All targets were met except internal operations in  
5 general and administrative expenses exceeding  
6 projections by 35 percent. Why?

7           Lastly, many residents believe that  
8 because the golf courses exist, there is an  
9 intrinsic value to all property owners. It is true  
10 that many people use the cart paths as walking  
11 trails and cross-country ski, and no one could  
12 conclude that there is not a value attributed to all  
13 property owners. A conclusion must be reached by  
14 the current board and future board that a  
15 certain percentage of operating maintenance and  
16 capital costs should be borne by all property  
17 owners, not laid only upon the golfers. This should  
18 be a front and center debate and a resolution.

19           Any questions or backup materials can be  
20 provided if requested.

21           Thank you very much.

22           CHAIR TONKING: Any other public comments?

23           MATT: There are not at this time.

24           CHAIR TONKING: Perfect. That closes out  
25 item C. Item D.

1 D. APPROVAL OF AGENDA

2 CHAIR TONKING: Are there any items that  
3 people would like changed on the agenda?

4 Great. The agenda is approved as written.  
5 Item E.

6 E. CONSENT CALENDAR

7 CHAIR TONKING: We have nothing on the  
8 consent calendar, so we'll move on to item F.

9 F. GENERAL BUSINESS

10 F 1. Verbal Confirmation

11 CHAIR TONKING: Subject: Verbal  
12 confirmation from District legal counsel that all  
13 members have received training on the Nevada Open  
14 Meeting Law and ethics.

15 MS. BRANHAM: Yes, I'm here to confirm  
16 that I did give training to all the members of the  
17 committee. And as I mentioned at the training and  
18 will reiterate here, if any of you ever have  
19 questions, please feel free to reach out. Give me  
20 or Josh a call or email. We're always happy to  
21 help.

22 CHAIR TONKING: That closes out item F 1.

23 F 2. Role of the Committee

24 CHAIR TONKING: We are going to talk about  
25 the role of committee and review the following



1 information. We will start at subsection 1,  
2 responsibilities and authority.

3 All committees are advisory to the Board.  
4 The committees shall review all relevant information  
5 and make recommendations to the Board in alignment  
6 with the District's strategic plan, any applicable  
7 District master plans and board-identified  
8 priorities.

9 They are to identify the financial impact  
10 of all of their recommendations, identify how the  
11 recommendations align with the budget, and if  
12 applicable, how they affect the five-year capital  
13 plan.

14 The Board can set timelines and committee  
15 goals and expectations. Committee trustees shall  
16 report monthly on the progress of committee.

17 Does anyone have any questions about our  
18 responsibilities and authority?

19 MEMBER SWENSON: I am trying to  
20 understand, what is a consent calendar?

21 CHAIR TONKING: Perfect. A consent  
22 calendar is items that we would decide to vote on as  
23 a committee that we feel like don't need any more  
24 discussion. So, maybe we've talked about a  
25 particular policy, then made a few edits to it, and

1 we put it on consent calendar so we can then discuss  
2 whether or not that item is approved.

3           If at any point, you do not like something  
4 on the consent calendar, if we have something on  
5 there that you have more questions or more  
6 conversation on it, you can ask for that to be  
7 removed from the consent calendar. At that point,  
8 it will become an item under general business, and  
9 we can discuss it as a committee, as a whole.

10           Great question. Thank you. Any other  
11 questions on responsibilities and authority?

12           Great. The objective of the Golf Advisory  
13 Committee, our objective is to discuss and review  
14 operational service levels, financial  
15 sustainability, formulate community focus  
16 recommendations in alignment with Board policies  
17 (Zoom audio drop) and identify if any related  
18 District policy revisions are needed.

19           And so we will -- throughout this process,  
20 let me know if there's a policy on something and we  
21 can make sure you have access to all the correct  
22 policies, you know how to find them, and what  
23 everything says. We can all make sure we have that  
24 same information.

25           Any questions on the objectives?

1           Goal, our goal is form formulate  
2 recommendations for the Board's consideration  
3 related to optimizing all aspects of the golf  
4 operations, including revenue growth opportunities,  
5 cost efficiency optimization, and expanding pass  
6 holder participation.

7           Provide input on current and the five-year  
8 plan to improve sustainability and alignment with  
9 policies that provide fairness and equity to all  
10 recreation pass holders and protect the golf course  
11 assets for future generations.

12           Any questions on the goals?

13           MEMBER SWENSON: None on the goals. One  
14 of the things that I'd like to understand was, as we  
15 go forward, but there had been previous golf  
16 committees. What have happened to their  
17 recommendations, what happened to their -- why they  
18 were disbanded or whatever, and why is it  
19 considered -- I think it's a good idea, but why  
20 should we not worry about those type of things as  
21 the new Golf Committee?

22           MS. BRANHAM: I just was going to say  
23 that's a great idea, and maybe what we could do to  
24 give staff some time to pull former documentation  
25 and former recommendations from prior existing golf

1 committees, maybe we could bring that back as an  
2 agenda item for your next meeting, and then we could  
3 give you more of a thorough briefing on prior  
4 efforts. Would that work?

5 CHAIR TONKING: I think that's great. I  
6 just wrote long range on there.

7 And then is this a place at all that we  
8 can mention, as to, like, the format of the last  
9 golf committee as to why it's different than this  
10 one, or should I just wait until that agenda item?

11 MS. BRANHAM: Unless there's something  
12 urgent that needs to be addressed today, let's just  
13 do context and history and kind of overview of  
14 previous efforts and the makeup of previous  
15 committees at the next meeting when we put that on  
16 the agenda.

17 But, yeah, if we need to talk about  
18 additional things relating to that, we can certainly  
19 do that under the long-range calendar item.

20 CHAIR TONKING: Thank you.

21 Any other questions under our  
22 responsibilities, our objectives, or our goals?

23 Okay. That closes Item G 2. Now we're on  
24 to item G 3.

25 F 3. Committee Introductions/Committee

1 Protocols

2 CHAIR TONKING: So I was hoping everyone  
3 can go around and tell us little bit about who you  
4 are, why you want to be part of this Golf Committee,  
5 and then just kind of the lens you're bringing to  
6 this. So, like, some of your background, and that  
7 will help understand that. And then we will go from  
8 there and do committee protocols.

9 So let's start with Todd.

10 MEMBER WILSON: My name is Todd Wilson.

11 First let me say, it's a pleasure and an  
12 honor, really, to be serving in this capacity. I  
13 really value civic service and glad to be a part of  
14 this effort.

15 With respect to my background, it's a long  
16 and colorful background, unorthodox in many ways.  
17 But where it relates to the Golf Committee, either  
18 as an entrepreneur or as a corporate executive, a  
19 lot of experience around analytics and really trying  
20 to gain insights that are not found in any other  
21 way. A lot of consumer demand work. And I think  
22 that relates to how we try to extend pass holder  
23 participation and make the experience as excellent  
24 as possible.

25 I agree, completely, with the direction

1 that we just outlined in the previous agenda item.  
2 Exceptional operational service levels, anything we  
3 can do to support that. Revenue growth  
4 opportunities, anything we can do to gain insight  
5 and help support that. Cost efficiencies, same  
6 thing. And, of course, expanding pass holder  
7 participation.

8           I think the only thing I would add to that  
9 is I do think, in my experience, that the difference  
10 between a board -- in this case, an advisory  
11 board -- and the CEO-type of role, if you will, is  
12 to completely trust and enable and support that  
13 role. So I look forward to hearing from Director  
14 Howard. But I do believe that's really paramount  
15 that we support those efforts, don't assume  
16 anything, that we have a better answer, because  
17 they're the feet on the ground and making it happen,  
18 and anything we can do to help support that I think  
19 is one of the big objectives in my mind from the  
20 advisory board.

21           CHAIR TONKING: One of my questions that I  
22 think we can actually get this done too as we go  
23 through it is formality. Are we okay if I call you  
24 by your first name, or would you prefer Mr. Wilson  
25 or anything else?

1 MEMBER WILSON: (Inaudible response).

2 CHAIR TONKING: Jay, would you like to go?

3 MEMBER SIMON: Can you see me?

4 CHAIR TONKING: We can not see your video,  
5 no.

6 MEMBER SIMON: Okay. I'm not an expert.

7 CHAIR TONKING: Let me see if I can ask  
8 you to show it.

9 MS. BRANHAM: I think the panelist's video  
10 is disabled in the settings.

11 CHAIR TONKING: When IT gets back, I'll  
12 ask them if they can fix that problem for us.

13 MEMBER SIMON: Okay. No problem.  
14 So I'm in Arizona. I split time between  
15 Incline and Scottsdale. My career is a hundred  
16 percent in accounting. I retired as a managing  
17 partner of Baker Tilly about ten, 12 years ago.

18 I also have a long history with playing --  
19 I've been playing the Championship Golf Course for  
20 40 years. I have a real interest in making sure  
21 that it succeeds, that we meet golfers'  
22 expectations, that we reduce complaints, and that,  
23 basically, I'm trying to make sure the golfers stay  
24 happy.

25 Other than that, I will move on.

1 CHAIR TONKING: Great. Are you okay if we  
2 refer to you as Jay?

3 MEMBER SIMON: Yes, I'm fine with that.

4 CHAIR TONKING: And then you should be  
5 able to access you camera now. Great. We can see  
6 you.

7 Harry?

8 MEMBER SWENSON: I'm Harry Swenson. I'm a  
9 full-time resident up here, and golf in the  
10 spring/summer and snowboard in the winter.

11 I love our golf courses. I think they're  
12 fabulous venues. I've been playing them -- I've  
13 been a ten-year resident, but playing them for about  
14 35 years.

15 I really want to help the community make  
16 the golf courses much better and effective for the  
17 full community, and make sure people understand why  
18 people love golf. It is probably the only exercise  
19 a majority of our community actually gets. We have  
20 the Rec Center, we have other facilities, but I bet  
21 you if we surveyed them that you would find the golf  
22 community members' primary form of exercise is  
23 playing golf, which you can burn around 2,000  
24 calories a round, even in a chart, so it's not --  
25 anyway.



1 I hope to make the course more efficient,  
2 effective for the community and provide  
3 understanding -- an understanding to the Board of  
4 how important it is to the community.

5 Yes, you can all me Harry.

6 MEMBER RICCITELLI: Hi. Bob Riccitelli.  
7 I've had a place here in Incline for the last 20 or  
8 so years. I've been full time for the last three.  
9 Don't have any other homes except here in Incline.

10 I was an executive in both Fortune 500  
11 companies and a couple of smaller startups during my  
12 career, but I'm happily retired now and don't miss  
13 doing that at all.

14 I'm also a member of Blackhawk Country  
15 Club in Danville, California, where we do still rent  
16 an apartment there because we have grandkids there.  
17 And I've been a member there for over 20 years.

18 And I've played golf all around the world  
19 as I was working, and we lived in Europe for a  
20 couple of years. Played St. Andrews a couple of  
21 times. I am not a good golfer. Anybody that's  
22 played with me would confirm. But I enjoy the game  
23 very much.

24 I think the Championship Course, and the  
25 Mountain Course for that matter, are very well

1 maintained, based on my experience at different golf  
2 courses, and especially given the weather here and  
3 the amount of play they get, I think Darren and his  
4 guys do a great job.

5           And I just wanted to be on the committee  
6 because I love golf and I love Incline Village and I  
7 think I have some different points of view that I  
8 hope to bring to bear here in the committee.

9           And you can call me Bob.

10           CHAIR TONKING: Thanks.

11           I'll introduce myself. I'm Michaela. I  
12 am a trustee on the Board. I've been on the Board  
13 for -- this is my third year.

14           I grew up in Incline, preschool through  
15 high school here. I went away to college. I got a  
16 master's at Brown in urban ed policy and accounting.  
17 I do school funding formulas for states across the  
18 country, so I work as a glorified lobbyist. I help  
19 governors and legislatures figure out how to fund  
20 schools with the resources they have.

21           I played on the high school golf team. We  
22 were state champs twice, not due to my skills. And  
23 I still golf now. So I'm excited to be here and  
24 talk about golf. I think it's an awesome sport.  
25 And really excited for these conversations.

1           Thank you all fir signing up and for being  
2 part of this board. I think it's going to be a  
3 great effort, and I really look forward to it.

4           So formality, I think we're just going to  
5 go by first names, as we decided. I think that will  
6 be easiest.

7           We are going to go by Robert's Rule and  
8 Parliamentary Procedure. So, just kinda going on  
9 how we run through everything. The biggest thing  
10 about that is, and that's why we have legal on here,  
11 is for if we talk about something that isn't on the  
12 agenda or we stray a little too far away from the  
13 agenda, legal will help redirect us and make sure  
14 that we don't cause any violations to our Open  
15 Meeting Laws.

16           And then we also have interim GM Bandelin  
17 here. We have our Director of Golf and Community  
18 Service here for his first and last meeting. I want  
19 to thank Darren for all of his work around the golf  
20 course and around the community. We'll have him.

21           And then we'll have whatever other staff  
22 you need. As we get closer to, like, talking about  
23 financial stuff, we'll have our interim director  
24 Bobby Magee, we'll have him come and help kind of  
25 facilitate that conversation.

1           And then anyone else you guys see, golf  
2 staff, we can have come, we can make sure that we  
3 will always have people. Our person that our  
4 committee will reach to is Ms. Heidi White.  
5 Everyone should have an email from her. If you do  
6 not have an email from her or need her email, please  
7 let us know so you can reach out to her with  
8 questions.

9           If you guys need something from staff, let  
10 Heidi or I know, and we can start to figure out, A,  
11 if that's something that staff can get us easily or  
12 something us, as a committee, needs to talk about to  
13 make sure it's not too big of a heavy lift and  
14 taking up a lot of staff time.

15           That's kind of how these will be. They  
16 are going to be held on Zoom because that was the  
17 decision of the Board. This will probably be --  
18 we'll have, maybe, in person once in a while. But  
19 for the cost of having IT and staff and all of that,  
20 it's much more affordable for the District if we do  
21 it on Zoom.

22           Everyone feel comfortable using Zoom?

23           Great. And at that point, you put up the  
24 hand symbol if you have questions or raise your hand  
25 while we're on there. We'll facilitate that too. I

1 did want an in-person just -- everyone can see faces  
2 for the first time.

3           And then my one goal is to make sure that  
4 probably we're meeting, roughly, like once a month.  
5 And if that becomes too much or if we don't need to  
6 meet, we will decide that. Or if maybe something  
7 urgent is coming up as we get closer and closer to  
8 making budgets or figuring out staffing at the golf  
9 course, maybe we'll have more meetings a little bit  
10 closer.

11           My goal is to have them in the afternoons,  
12 if that works for everyone, it just works a little  
13 better in my work schedule, but we can adjust. And  
14 my goal is to make sure that I communicate in a way  
15 that you all can attend, so that we're not -- we  
16 have all voices in the room.

17           Those are kind of my committee  
18 protocols/goals. Are there anything that you guys  
19 want that I have not addressed or information you  
20 need to know, like in know?

21           MEMBER SIMON: Are you going to address  
22 where we're at on hiring replacements for Darren and  
23 Nick?

24           CHAIR TONKING: Yes. Do during our  
25 item -- well, I think it could be discussed in both

1 item F 5 and item F 6. Item F6, I have that as some  
2 of our key conversations to have. We will address  
3 that area, if that works.

4 MEMBER SIMON: Okay.

5 CHAIR TONKING: Any other questions?

6 All right. That closes item F 3. And  
7 then that brings us to item F 4.

8 F 4. End of Year Data and Statistics

9 CHAIR TONKING: Subject: Review and  
10 discuss end-of-year data statics from the Director  
11 of Golf and Community Service.

12 MR. HOWARD: Good afternoon, Golf  
13 Committee. Darren Howard, Director of Golf and  
14 Community Services. I'm trying to get this up here.

15 So, we're going to go right to my very  
16 first opening statement here, and I think I've  
17 discussed with almost all of you, that due to the  
18 fact that this presentation normally is a little  
19 over a month, we have to wait for financials to  
20 come, I try to go through and vet all the data,  
21 multiple times, and this was like a day and a half.  
22 So, there are no financials in here. These are all  
23 revenue numbers that we get from our POS system.

24 Just to let you know, there will be --  
25 this is kind of a worst-case scenario you're going

1 to see. There's more revenue to come in, as I told  
2 somebody, I just got this in my box, which is some  
3 checks from golf now which is not in any of this  
4 data. Not the rounds, not the revenues. So this is  
5 kind of -- you'll see more, probably, by the end  
6 of the year or when we get financials completed.

7           This report is mainly just to give you an  
8 overview of what the play was like this -- how we  
9 separated it out. Whether it was Picture Pass  
10 holders, Play Pass, guests, non-Picture Pass  
11 holders. It's to give you an idea and where I think  
12 we're trending to because of the new rate structures  
13 and Play Pass structure we did last year. That's  
14 kind of my disclaimer on that part.

15           MR. RICCITELLI: I have a question: Is  
16 there not, like, financial reports that come out  
17 during the season or is it at the end of the season  
18 there's a summary?

19           MR. HOWARD: Typically, I would say, yes,  
20 there are. We did go through a transition into a  
21 new system. And we did go through transition with  
22 multiple different people in the accounting office  
23 and very shorthanded.

24           So, typically, yes, this would be  
25 something that we would get or would have by the end

1 of the month, but, unfortunately, because of the  
2 lack of staff and being so far behind, that's why  
3 there's really no financials at this point.

4 I wish I had a better idea of about when  
5 this might get caught up. I'm sure Trustee Tonking  
6 will keep you abreast of that, and then you'll have  
7 a little better idea. That's why I put that in  
8 there. I wouldn't rush to make any decisions now,  
9 based on any of this data. It's just more or less  
10 to give you some trends, where we were this season.

11 And I'll just briefly go over the summary,  
12 which kind of hits the highlights of all the slides  
13 we will get to. Revenue was up, over 19 percent,  
14 from last season. A lot of that was due to being  
15 able to have more rounds in the peak times  
16 this year. We did move back to ten-minute  
17 intervals. We did move our peak time to two  
18 o'clock. There may or may not be an appetite in the  
19 future to go all the way until 4:00. That's where a  
20 lot of golf courses are going. It's -- a lot of  
21 golf courses are going to the 18-hole guarantee  
22 rate. So that would be after 4:00, you may get in  
23 18, you may not. That's where the industry's  
24 trending.

25 The dynamic pricing was back when rounds



1 -- when golf wasn't so popular, and you were just  
2 trying to get anybody you could on the golf course.  
3 Golf is in a pretty good place right now, so that's  
4 something I would think about for the future. We  
5 did look at that this past season, but I think there  
6 wasn't an appetite to go to that 2:00 to 4:00 time.

7           We were able to get a lot more rounds in  
8 the prime time this year. And I would like to take  
9 this time to thank all of the clubs for being very  
10 cooperative this year. When knew they weren't, they  
11 met the deadline, they opened up those spots, and  
12 the majority of those spots that were opened up were  
13 filled by non-residents or non-Picture Pass holders.

14           And especially at the Mountain Course, the  
15 Mountain Niners. They're pretty much keeping that  
16 place afloat almost by themselves. They're at a  
17 hundred percent occupancy, every tournament, and  
18 sometimes asking for more tee times, and we squeeze  
19 them in. Kudos to all the clubs this year for being  
20 very cooperative. That helped us out tremendously.

21           The average dollar per round was a lot  
22 higher for Play Passes this year. But I would  
23 caution this is due to two things:

24           One, I wouldn't caution you on this, but  
25 it's the new Play Pass structure because we didn't

1 really have an unlimited All You Can Play, we had a  
2 limited, and everything else was 10, 20, 30, or 40,  
3 so that price obviously went up.

4           But we also -- this is why I would caution  
5 you a little bit -- had more golfers this year than  
6 probably my other four seasons combined that didn't  
7 use all their Play Passes. So that drove that  
8 average up. I don't want to paint a false  
9 narrative. That's why that number is a little bit  
10 higher. And as we go through the slides, you will  
11 see --

12           MEMBER SIMON: Why would that be?  
13 This year with the play being the most expensive  
14 it's been, the weather was great, there was no  
15 smoke, why would so many people forfeit their round?

16           MR. HOWARD: That's a really good  
17 question. I had a number people this year that I  
18 don't really know what happened, but at the  
19 beginning of year, we had so many injuries in golf  
20 this year. I blame pickleball for a lot of it.  
21 Golfers should not be playing pickleball. You play  
22 golf for a reason.

23           But we had a lot of injuries, a lot of  
24 surgeries, a lot of -- we had some -- don't want to  
25 sound morbid, but some deaths in some families.

1 Those are the only things that we will roll over.  
2 But we also have a lot of people this year that  
3 tried to use their Play Passes in August and  
4 September. And I think you may have the data, but  
5 this number actually shocked me, for the season, we  
6 had 25 days, and I only counted the days that had  
7 thunderstorms. I didn't even count the drizzle  
8 days. We have a thunderstorm, nobody's playing  
9 golf. We're calling them off the golf course.  
10 They're going to call in and cancel. We're not  
11 going to charge them for that. So it was just a  
12 weird year. Probably, also, in four years combined,  
13 we didn't have 25 weather days.

14           The only month that was really good was  
15 July. We had one weather day in July. But June, we  
16 had quite a few. We had a late start this year, I  
17 think that contributed to part of it. August, we  
18 had a lot of rain days, weather days. September,  
19 the 1st, 2nd, and 3rd, almost completely wipeouts.  
20 That is a lot of rounds of golf. Then as you go  
21 through September, there was more. And then there  
22 was a couple at the beginning of October too.

23           So, I think it was various reasons. I  
24 can't pinpoint just one thing. It was an odd year  
25 weather-wise and injury-wise and people just not

1 using them. We don't -- we do not roll over any  
2 passes if somebody just doesn't use them. That was  
3 kind of astounding to me because we did go up,  
4 average costs went up, yet we had a lot of rounds  
5 that were not used.

6 I hope that answered it. I don't have a  
7 definite answer of any of that, just a lot of things  
8 combined.

9 And the new pricing structure, I think for  
10 the last four years we have increased, steadily  
11 increased over the last four years, so that's also  
12 driving up the average dollar at both golf courses.  
13 That's a big reason.

14 And then now we'll get into what I was  
15 just talking about. We probably had,  
16 conservatively, between 1,800 and 2,000 rounds for  
17 some type of rain, some type of weather issue, which  
18 I tried to even consider less rounds when I was  
19 figuring that out, and the potential loss is even on  
20 the low end, between \$187,000 and \$208,000. I know  
21 people would want to know how I came up with number,  
22 but that's using the yearly average of what the  
23 average round of golf was, which was \$104.

24 And then we had another 1,800 to 2,000  
25 lost at the Mountain Course. Two main reasons

1 there, and we'll get to the weather in a minute.  
2 One, we didn't open until June 9th, so do that math.  
3 That's 15 days right there, probably. And then we  
4 had five total shutdown days because of the cart  
5 path project. So you're looking at 20 days of zero,  
6 which is just -- that doesn't happen here. That was  
7 substantial.

8           And then you can read what the numbers  
9 were there, but probably another 1,200 to 1,400  
10 rounds just because of weather up there. And the  
11 weather actually, typically, is a little worse up  
12 there, even in season, we'll get -- might get a  
13 drizzle here, but it may be hailing up there. It is  
14 significantly different.

15           So I was actually pleasantly surprised  
16 when I added all the numbers up and how close we  
17 actually were to getting our revenue budget. If we  
18 cut that number in half of what we lost, we're  
19 there. And a lot of that is due -- when we get  
20 there, and some of you will remember, we  
21 significantly raised rates at the Mountain Course  
22 this past year, and especially for our non-Picture  
23 Pass holders. You'll see as we go through the  
24 slides, that rate went way up, which we didn't  
25 really see a loss of play there either, so that was

1 good.

2           So just hitting, real quick here,  
3 merchandise, we're continuing to -- probably about  
4 three or four years ago or when I first got here, I  
5 noticed that we were almost upside down in the  
6 merchandise department, which should not be. So we  
7 restructured that department a little bit. Now, we  
8 actually, counting all expenses, all revenues, we're  
9 on the plus side and we're making money, which we  
10 should. We should make money. There's still room  
11 for growth, but 38 percent in this climate is pretty  
12 good, considering we're also competing with the  
13 online stores. People now can go online and get  
14 their golf clubs for much less. I'm very proud of  
15 that fact that we've kept that. That's a lot higher  
16 than the national average.

17           CHAIR TONKING: Quick question: What do  
18 you think about including things like  
19 merchandise and food and beverage and the -- we had  
20 a public comment on that earlier, including those  
21 two in the golf rate calculation. What have you  
22 seen in your experience?

23           MR. HOWARD: Well, I think when it comes  
24 to setting rates for green fees, we shouldn't be  
25 counting food and beverage in there, when it comes

1 to setting rates for green fees for sure.  
2 Merchandise, that's a 50/50. You can because you  
3 can attribute a round of golf to what the average of  
4 merchandise sales are. You can figure that  
5 number out every year, and that's an easier number  
6 to budget or get close to and help you figure out  
7 how you should figure out your rates.

8           So maybe merchandising, I could one way or  
9 the other. Most places will probably figure that in  
10 there because it is part of the revenue, and it is  
11 right there in the golf shop. Just like range balls  
12 sales are in there as well. That is not a hundred  
13 percent contributed to a round of golf, but it's up  
14 there. You guys that play, there's a number of  
15 people just come and hit balls and they're not  
16 playing a round of golf. But the majority are.

17           So, those are two that you can fit in or  
18 not fit, and I think you're going to be fine either  
19 way on that. If you want to be just strictly, hey,  
20 we're trying to set rates for green fees, probably  
21 don't count either one of them. In the overall  
22 picture, I would.

23           MR. RICCITELLI: I was going to say, it  
24 would make it difficult to then competitively  
25 compare the greens fees to other courses. Right?

1 MR. HOWARD: Exactly.

2 MR. RICCITELLI: The fee you pay isn't  
3 going include that.

4 MR. HOWARD: Exactly.

5 But the only caveat I would put in there,  
6 at the end of the year, financially, when you're  
7 looking at it, I would absolutely count range fees  
8 in there. I would count merchandise and sales. I  
9 would not, maybe, count food and beverage in there.  
10 That's two separate departments, really, even though  
11 one can do with the other.

12 But right now, as many of you know, the  
13 clubs, when we have a lunch, which is almost every  
14 event during the week, that money goes to events; it  
15 does not go to the restaurant. So, that's another  
16 hard way to figure -- when you separate it like  
17 that, that becomes even more difficult.

18 CHAIR TONKING: I want to explain what you  
19 said for people who don't know.

20 So how the District is divided is we have  
21 events as a separate area underneath community  
22 service, which Darren oversees, and our events does  
23 not get included as part of our golf financials.

24 So we have events and --

25 MR. HOWARD: Yeah, they're a separate



1 facility.

2 CHAIR TONKING: Yeah. Events and  
3 facilities are a separate financial, and then we  
4 have golf as separate. And so because your  
5 luncheons are part of that, part of the Chateau,  
6 they're not at The Grille, that goes into our events  
7 financials and facilities financials.

8 Just so you can kind of understand, when  
9 we start looking at financials, that's a little  
10 different, and that's what Darren is referring to.

11 MR. RICCITELLI: So the catering, like if  
12 someone goes up there and has a meeting, that is an  
13 event and --

14 MR. HOWARD: That's an event, like a  
15 wedding.

16 MR. RICCITELLI: -- (inaudible) food and  
17 beverage guys?

18 MR. HOWARD: Absolutely.

19 MEMBER SWENSON: I see here you talk about  
20 lost rounds. What would you say the reasonable  
21 capacity of number of rounds are on our two courses?

22 MR. HOWARD: That's a really good  
23 question. We haven't reached it since I've been  
24 here for various reasons. We had COVID, et cetera.

25 But I would say a realistic number is

1 right around \$25,000. I think we could get there.  
2 This year we were at -- right at 23. And had we had  
3 some things, not weather related and opening up  
4 late, I think we could be there. That's a good base  
5 number. There could be a year that you go higher or  
6 lower, but that's probably a good base number.

7 MEMBER SWENSON: I just did a  
8 back-of-the-envelope calculation, where it's like  
9 going from early days, three to six -- excuse me --  
10 9:00 to 3:00, those rounds, then in the middle  
11 seasons from 7:00 to 4:00, and then back again from  
12 9:00 to 3:00. I came up with a number, about 36,000  
13 rounds, and that was without -- just using those  
14 kind of numbers, it's -- I was just curious in my  
15 head when I looked at your presentation prior to the  
16 meeting, figure out, okay, I see the references here  
17 to the amount of rounds, 25,000.

18 What is our actual capacity? Is there  
19 room to grow into that capacity, or am I just being  
20 naive about doing the simple calculations?

21 MR. HOWARD: No, you're -- so I think the  
22 question you're asking is what is our maximum if we  
23 were at a hundred percent. It's a lot higher than  
24 that. It is much higher. You won't find hardly  
25 golf courses that reach that number.

1           If you can get in the 70 range, you're  
2 really good. Eight percent is even better. The  
3 shoulder seasons will definitely hurt you a little  
4 bit more.

5           And then it's just tough in the  
6 environment up here because we don't have what other  
7 golf courses within the basin or down in Reno or  
8 other areas have. We have one hotel here to draw  
9 from, basically. Okay, two. Two.

10           But if you go to South Lake, look at what  
11 they have down there. Edgewood has -- it's  
12 unlimited. I mean, they can turn people away.  
13 That's one of the factors that keeps us from  
14 reaching our capacity.

15           And I think part of it too is it's always  
16 been what is that balance? What is the balance of  
17 number of residents you want to make sure they get  
18 on, and then what is the balance of nonresidents?  
19 Because you know that's where the money comes from  
20 too. That's going to be debated forever, what's  
21 that balance?

22           MEMBER WILSON: You talked about lost  
23 rounds with respect to weather, the closure of the  
24 Mountain Course. What about no-shows? What  
25 percentage of those get filled, what is our standard

1 practice for no-shows?

2 MR. HOWARD: This year, I have it, and I  
3 will get you that number if you want it. I have the  
4 exact number. And I think it's -- I've actually put  
5 it in all the GM updates for the Board.

6 We now have the ability -- in years past,  
7 we didn't really have a great way in our system to  
8 charge no-shows. Starting this year, we had a  
9 really good system, and we charged them all. We  
10 collected quite a bit. I can give you the exact  
11 number.

12 I did see, because of our policy this year  
13 and early on a lot of people got charged, and the  
14 word got out. We had, as the season went on, less  
15 and less no-shows and canceling within the window of  
16 not -- and that hasn't always been the case. And  
17 I'm -- I feel pretty confident that had a -- that  
18 was a big reason too why the revenue was a little  
19 better without the actual people showing up. That  
20 revenue did help.

21 Going forward, that's something that we  
22 have good operating procedure for. It's just like  
23 clockwork now.

24 MEMBER WILSON: Is that because of the new  
25 system you mentioned or is it more of the policies

1 in place?

2 MR. HOWARD: I think it's the policy, and  
3 we have -- kind of figured a workaround with the  
4 system we have. A new system -- I'll just make a  
5 plug. A new system would be much easier. When you  
6 go pay for an airline now, they've got it right  
7 there. Your airfare is there, captured. You don't  
8 show up, it's there. We don't really have that  
9 capability with the system we have now, so we have  
10 to do it more on the back end. So it's a lot of  
11 handwork that has to be done. But we do it at the  
12 end of every day, we go through the list, what's not  
13 highlighted, boom, they get charged, with a little  
14 note on the ticket.

15 Then I would kind of be remiss if I didn't  
16 give a shout-out and kudos to Jeff and his staff.  
17 As many of you know, he had his four, probably best,  
18 employees of long time, 20 years each, they got in a  
19 car accident in Reno before the season started. We  
20 didn't have them all year. He was not able to  
21 replace them.

22 So what he did this year with the  
23 golfers -- you guys all played it. What he did  
24 this year with the golf course was beyond amazing  
25 for what he had to work with.

1           Now, so everybody doesn't get excited,  
2 because when you do see the financials, you're going  
3 to see a huge savings in payroll in the golf  
4 maintenance. This is not sustainable.

5           There's a lot of projects that did get  
6 left undone this year that will have -- they're  
7 being done now if we can, as long as the weather  
8 cooperates, and then hopefully in the spring and  
9 then throughout the season. We have our  
10 maintenance days every other Wednesday, so you may  
11 see a lot more of that going next year. And this is  
12 all preventive maintenance too that we're a little  
13 behind on because of that.

14           That's why I say don't get too excited and  
15 say, oh, we can do this because we did -- it's not  
16 sustainable. Not at all.

17           MEMBER RICCITELLI: I would agree. The  
18 golf course is in incredible shape considering the  
19 rain and the snow that was on there. It's one of  
20 the nicest golf courses that I play on,  
21 condition-wise.

22           MR. HOWARD: Thank you. And I know Jeff  
23 and his staff take great pride in that. That's our  
24 asset out there, that's what drives people to the  
25 golf course, so we need to take good care of it.

1           We've already talked about the ten-minute  
2 intervals. Then moving the Mountain Course from 15  
3 to 12 minutes, that was able to move more people in  
4 the prime time as well.

5           CHAIR TONKING: Were there any complaints  
6 with the moving of time intervals with space play,  
7 or were people pretty good with space play?

8           MR. HOWARD: I think in the beginning  
9 of year, people just -- there was very small  
10 complaining going on, but as the season went on, I  
11 didn't really hear much. Our ranges do such a good  
12 job of keeping the pace of play moving that that  
13 really wasn't an issue. And I don't see that as an  
14 issue going forward.

15           And just to remind everybody, three years  
16 we were -- and probably ten years prior to that, we  
17 were at ten-minute intervals. So it's nothing that  
18 was new. Going to 12- and 15-minute intervals all  
19 started with COVID, and then we slowly backed our  
20 way down off of that. So, once the season got  
21 going, people got used to the way it used to be, and  
22 it was fine. It was fine. We had very few  
23 complaints about long rounds. You're also going to  
24 have one or two days that are not so great, but  
25 overall, it was really good. Really good.

1           We'll move right in, quickly, to some of  
2 these slides. I don't want to bore you to death.

3           This slide gives you a Play Pass  
4 breakdown. I know everyone likes to always see how  
5 much money did we bring in for each of those passes,  
6 and then how many rounds were played. If you go  
7 through there and look at some of the calculations  
8 on there, you can see the number of passes that did  
9 not get used. Especially when you go to the 10 play  
10 and the 20 play and the 30 play, those average --  
11 what they paid for that is a lot less.

12           So the right ones are over on the left  
13 side. The overall rounds for Play Passes was down,  
14 which drove that average up.

15           MEMBER SIMON: So when I look at, like a  
16 10 play, you would -- there's a big difference  
17 between \$89 a round and virtually \$99. That's a lot  
18 of used rounds, if that's the explanation.

19           MR. HOWARD: No, that's a year.  
20 Absolutely correct. And that is what I was  
21 explaining earlier. There was more unused rounds  
22 this year that I've ever seen. Like I said, it was  
23 so many reasons why. And then towards the back end  
24 in August and September, there was just days that  
25 people tried to play and couldn't. A lot of



1 factors.

2           It was very surprising to me as well how  
3 far down we were and what it brought that average  
4 dollar up. You can see, that \$513,000 was -- I  
5 think it was around 550 last year, 560, something  
6 like that. But the rounds were -- I'll get to that  
7 in a second, but they were much higher than \$6,448.  
8 That's why I caution you on that number. It's very  
9 high because there was a lot of unused this year.

10           MEMBER SIMON: Are you confident in the  
11 number of 9855? I mean, that number is coming, I  
12 think, from your register; is that correct?

13           MR. HOWARD: No. That number -- it should  
14 come right off the rounds and then the total revenue  
15 that was bought in those types of Play Passes.

16           MEMBER SIMON: Okay. So that number is  
17 basically a plug -- not a plug, but calculated off  
18 total revenue divided by number of rounds?

19           MR. HOWARD: Absolutely.

20           MEMBER SIMON: So the total revenue that  
21 you're using, is that coming off of the register?

22           MR. HOWARD: That's coming off what was  
23 actually purchased in Play Passes. Not what was  
24 used, but what was purchased.

25           MEMBER SIMON: Okay.

1 MR. HOWARD: Because if you go by used  
2 numbers, we have a way to calculate that every  
3 month, and I put it in my report, those numbers were  
4 much smaller because we were using the average  
5 dollar figure. And then as the season ended, you  
6 can see there weren't that many, they didn't use  
7 them.

8 It is an astounding number, and that's why  
9 I wanted to bring it to everybody's attention. It  
10 was a strange year.

11 And then, actually, the same thing at the  
12 Mountain Course. As you can see, especially the  
13 Mountain play, 10 play, 20, 30, and 40 play, nine  
14 hole, that's all the Mountain Niners right there.  
15 That's why I said they're keeping that place afloat  
16 up there. Some them did buy 20 and 30 play, but the  
17 majority of those nine, that's all the Mountain  
18 Niners.

19 This next slide gives you kind of a  
20 breakdown of month to month, what those totals were  
21 for Picture Pass holders, Play Pass, guests of  
22 Picture Pass holders, non-Picture Pass, and other.  
23 People want to know what "other" is. Other is  
24 employee play, if we have any comps out there. We  
25 do -- the majority of our comps are because we use

1 golf now as a service to fill or tee times, so they  
2 do get a comp for it. We don't pay anything for  
3 that. It's just a comp round. And not prime time,  
4 it's after the prime time, right about the two  
5 o'clock time. That is our trade time.

6           And then that will give you also the  
7 comparison to previous years. As you look where we  
8 were trending on 2020, 2021, 2022, we were up over  
9 8,000 Play Pass rounds, almost 9,000 in 2020, and  
10 then look at what that number was this year, how  
11 drastically that dropped. That's where a lot of  
12 that -- you can see what the difference is there.

13           And then down below, that gives you a  
14 picture of where that is, total play and what the  
15 percent is, and when we get to them, the next slide,  
16 it's a little -- nope, that's not it. We will in a  
17 minute. I have a pie chart that kind of breaks it  
18 down to where it's a little easier to focus on.

19           This is our monthly average play per day  
20 since 2019. As you see, May was -- even though we  
21 didn't have a lot of days in May, everybody was  
22 anxious to play golf. June was slightly up, but not  
23 as good as 2021. July, we would really like to see  
24 that number up around 200 a day, as an average.  
25 August, we're kind of right there. September is

1 where I felt like we dropped, even though it don't  
2 look like we did previous years, September, to me,  
3 should be a lot higher number. That should be about  
4 150 to 160 a day, in my opinion. It's one of the  
5 best months to play here.

6           We do have -- and then this year, one  
7 other reason probably the Play Passes didn't get  
8 used, we have a lot of our residents that leave  
9 right after Labor Day. And so, you know, it was the  
10 first time also that we did the Play Passes like we  
11 did, 10, 20, 30, 40, and we didn't have a true  
12 unlimited. We had a limited All You Can Play.

13           So it could have been, Mr. Simon, that  
14 people just didn't guess right, you know? That  
15 could be part of it as well.

16           MEMBER SIMON: But you think the biggest  
17 variance would be off of the 40 play, not the 10  
18 play.

19           MR. HOWARD: Ten play, people bought them,  
20 thought it was a good deal, and just didn't use them  
21 for whatever reason.

22           MEMBER SWENSON: I have another question  
23 on the previous chart. One of the things I had  
24 noticed was the Picture Pass holders, Picture Pass  
25 players, or whatever -- I guess you're

1 characterizing --

2 MR. HOWARD: Residents. Daily fee play.

3 MEMBER SWENSON: Residents. It's way up.  
4 I mean, it's up close to 1,300. What -- do you  
5 attribute that to anything? One of the things I'm  
6 thinking about maybe the changes to the reservations  
7 where they could actually do reservations far enough  
8 in advance, get a day that they really knew people  
9 were coming in, or is there another reason?

10 Also, because one of the things you hear  
11 from people that are less knowledgeable is that, oh,  
12 it's the golf club members that do everything, and  
13 the Play Pass, you know, they just squeeze us out.

14 And I'm seeing a little bit different in  
15 the data.

16 MR. HOWARD: I think you actually hit it  
17 right on the head there. I think because we did  
18 allow people to go ahead and reserve out, they took  
19 those times that they didn't use it or weren't going  
20 to use them, they canceled them in time. If they  
21 didn't, we busted them. That's what we're supposed  
22 to do.

23 But I think also because we were a little  
24 drastic, or it was -- a lot of people felt like it  
25 was a drastic change last year in the Play Pass,

1 more people didn't buy the Play Pass, and just  
2 decided to pay as you go. That's going to drive  
3 that average dollar per round up. That was a good  
4 catch on you part.

5           MEMBER SWENSON: Just wanted to follow up.  
6 You would consider the policy about the  
7 reservations, rather than it be McNealy only that  
8 does 7:00 in the morning for the whole season, is a  
9 good policy that we should keep? Or maybe I'm  
10 getting ahead of you.

11           MR. HOWARD: No. No. No. I was just  
12 rolling along because I have these figures here.

13           I think we have some good data this year  
14 to show it worked and nobody abused it. That was  
15 the biggest fear. I think a lot of people thought  
16 golfers were going to abuse it, but once we had that  
17 cancellation policy, there's really no way to abuse  
18 it. There really isn't. You can really try, but  
19 you're going to get charged for it.

20           And we made about \$12,000 less in pre-book  
21 fees than we did last -- and the majority, if you  
22 remember this, we made a little over 39, almost  
23 40,000 at the Championship Course in prebooked,  
24 that's all non-residents, non-Picture Pass holders.  
25 We only did, last year, probably 9- to 10,000 in

1 prebook for residents. And we did little over  
2 8,000, plus the 9,000 at the Mountain Course.

3           We still -- that's still money. And that  
4 doesn't matter if they canceled or not. That  
5 money's in there. That is a true pre-book fee that  
6 you don't get that back if you cancel, so we were  
7 still able to gain a lot. We didn't really lose a  
8 lot by not having the residents pay a prebook fee.

9           I hope that answers that question.

10           MEMBER RICCITELLI: So non-residents still  
11 pay that?

12           MR. HOWARD: Absolutely. We did not take  
13 that away for non-residents.

14           MEMBER RICCITELLI: The only difference is  
15 they can do it earlier than two weeks or whatever it  
16 is.

17           MR. HOWARD: Absolutely. And they can  
18 pay -- they will be charged the pre-book fee. It's  
19 the only way they can -- and that's fine.

20           If it were up to me, I would leave the  
21 same for next season. I think there's enough data  
22 to show -- and I would be the first to tell you if  
23 we had a lot of headaches with it, and we had almost  
24 zero. And we're still collecting money from the  
25 non-Picture Pass holders.

1           MEMBER WILSON: Just a follow-up question  
2 on that. You said leave it as is. So in the  
3 broader context of all the pricing, first, what have  
4 you seen good, and what have you seen not so good  
5 with the changes made going into this year? Is  
6 there anything you would tweak from a pricing pass  
7 holder standpoint going into next year?

8           MR. HOWARD: That's a really good  
9 question. I was going to save that for my last, but  
10 I'll go ahead and tell you now.

11           Because of the data that we have from this  
12 year, and even with not getting the rounds we had  
13 hoped for, we were really close revenue-wise.  
14 Because the last four previous years we had raised  
15 fees so much, I would almost stay for next season  
16 where we are, where the pricing is. And I think  
17 that will become quite evident once all the expenses  
18 come in.

19           But I think we've raised them quite a bit,  
20 for five straight years, and it might be time just  
21 to kind of rest and see where we are. I know -- I  
22 think, financially, revenue versus expenses, we're  
23 going to be really good once all the data comes in.

24           The only thing I would caution for sure is  
25 we are right at the threshold of our non-Picture



1 Pass. We can't afford to go up anymore. We're  
2 right there. And I'm sure -- I know for a fact we  
3 lost some rounds this year because we kind of went,  
4 in my opinion, over that threshold.

5 One thing, and I beat the drum on this all  
6 the time, I would put this golf course against any  
7 golf course in the area. I would not do the same  
8 with the facilities.

9 You go to other places to pay, the reason  
10 they're paying that much is their overall facilities  
11 are a little nicer, they're hitting real range balls  
12 off of real grass. I'm not saying the food is any  
13 better, but the overall atmosphere, all of that is  
14 just a little better. And if you take Edgewood for  
15 example, they have advertising that we can't do.  
16 They have a tournament that gets on TV for  
17 three straight days, plus they do a lot more  
18 advertising than that as well. And they have all  
19 those hotels down there too to choose from.

20 We can't get close to that pricing. We're  
21 not quite there. And we're slightly above Old  
22 Greenwood and Gray's Crossing, which, there again, I  
23 like our golf course better, but they have -- they  
24 hit off of real grass, real range balls, their  
25 overall facilities are a little nicer. We're kind

1 of -- we can't really afford to go up any higher on  
2 that fee.

3           And I think because we drastically changed  
4 the guest rates to move that half way in between a  
5 non-Picture Pass holder and a Picture Pass holder  
6 rate where that's always going to be half way in  
7 between, which is kind of industry standard, and we  
8 did move the Play Pass structure around, we need a  
9 cooling period.

10           MEMBER SWENSON: One more question. I was  
11 just looking at your Play Pass breakdown again. I  
12 was looking for the couple's pass. Did we sell any?

13           MR. HOWARD: We did not offer that  
14 this year. We did not offer that this year. And  
15 while we're on this, I kind of was going to save  
16 this for the last two, but since you asked, this  
17 kind of fits in with that.

18           When it comes to Play Passes next year, I  
19 would leave it just like it is, pricing. If you  
20 were going to change anything, I would probably  
21 offer All You Can Play and charge the limited, but  
22 if that person came in at a restricted time, I would  
23 have like a \$25 service fee or whatever you decide,  
24 whatever you think is fair. But 25 is about what a  
25 cart fee is, so that is where I come up with that

1 number. If you bought a restricted Play Pass, but  
2 you wanted to play on 4th of July, you could, you  
3 would just pay an extra \$25. That would be  
4 something I would offer.

5           The other thing that we did try to do last  
6 year but there wasn't any appetite for it, if there  
7 was a couple's Play Pass, that the first person  
8 would come -- and you would have to go back and  
9 refigure this out because we don't have an All You  
10 Can Play Pass anymore, it's limited. But whatever  
11 that price is, the one spouse would pay that. The  
12 next one would pay 15 percent less than that. If  
13 you wanted to have a couple's pass. That would get  
14 us more in line with what's done everywhere else  
15 within the District. That's what's done at the Rec  
16 Center, I think. I talked to Sheila about that, and  
17 that's kind of the way they run that.

18           If you did want to do a couple's Play  
19 Pass, that would be something to look at, try to  
20 figure out where you want that average dollar to be,  
21 and then that is what the first individual pays,  
22 then the second, 15 percent off. That's my two  
23 cents.

24           MEMBER SWENSON: My experience with the  
25 couple's Play Pass in previous years, well, was

1 usually used for -- to drag me up to the Mountain  
2 Course, and so I wasn't dragged up this year. I'm  
3 sorry. I was joking. What I'm really saying is did  
4 you see a reduction in players, you know, more  
5 experienced players at the Mountain Course this year  
6 due to that change? Or could you tell?

7 MR. HOWARD: I don't know that we could  
8 really tell because the Mountain Niners are the bulk  
9 of the play up there, and that is our building  
10 program. That's where we try to build our golfers.  
11 In that case, no, it would not be -- and I don't  
12 mean anything by this -- the more experienced place  
13 because they are all new. But, no, I can't say that  
14 we saw that at all up there.

15 We probably saw -- one thing that was  
16 changed by not having an All You Can Play Pass, if  
17 you remember, that was good at both golf courses, so  
18 it was really kind of double dipping. The Mountain  
19 Course wasn't getting it's fair share, basically.

20 MEMBER WILSON: With the limitation on All  
21 You Can Play and removing the couple's pass, any  
22 community feedback, good or bad, on that no longer  
23 existing?

24 MR. HOWARD: There was definitely feedback  
25 for sure, yes. I think it was shocking to a lot of

1 people. But then again, they did go by the 10, 20,  
2 30, or 40 play. And the ones that wanted to play a  
3 lot, bought the limited and they just worked their  
4 schedule around that.

5 But if -- like I said, if I were to do  
6 anything, I would try to figure out how to have  
7 either some type of couples and then how to make an  
8 All You Can Play where you just pay the surcharge.  
9 That would be really simple. That's not even a  
10 separate pass, really. You buy the limited All You  
11 Can Play, and if you want to come in and play on one  
12 of the restricted days, they see you bought that  
13 limited, then they just charge you \$25 extra that  
14 day.

15 MEMBER SIMON: Do you think that the  
16 changes to the Play Passes is directly impacted the  
17 club play, which I believe was down significantly in  
18 play this year?

19 MR. HOWARD: Absolutely. Absolutely. We  
20 had quite a few of our residents that either bought  
21 a 10 play or didn't buy any, and they chose to play  
22 some of their rounds at other area golf courses.

23 So, yeah, there was definitely less club  
24 play this year at the Championship Course, not at  
25 the Mountain Course. At the Championship Course,

1 there was definitely less overall play from all the  
2 clubs.

3           But getting back to the fact, I don't want  
4 anybody listening in to think -- the clubs did what  
5 they were supposed to do ahead of time. If they did  
6 not fill those times, they let us know, and we were  
7 able to fill those times. Usually with a higher  
8 dollar amount too. I don't want that to get lost or  
9 anybody confused on that.

10           This slide here is just giving you what  
11 our rounds for Picture Pass, Play Pass, non-Picture  
12 Pass, guests of Picture Pass holders, and other  
13 rounds. We're dating back to 2009, so you can kind  
14 of -- if you look at the blue line, that's the  
15 Picture Pass holder, and the only year that it  
16 spiked way up was the COVID year because we had  
17 restrictions on who could play then as well. That's  
18 why we had so many rounds then.

19           But it went up even above -- or just  
20 slightly below the COVID year this year, and a lot  
21 of that was because maybe not buying the Play Pass  
22 and doing the play as you go. You can see the Play  
23 Pass rounds are starting to trend way down. Our  
24 non-Picture Pass is kind of getting back to where we  
25 want it, almost around 5,000 rounds is a good

1 number. The guests, if you look, that's almost a  
2 straight line. We can almost tell you exactly  
3 every year how many guests are going to play. And  
4 then the other as gone up and down.

5           And one thing we did this year was not to  
6 skew a lot of the numbers. The other rounds, that  
7 also includes charity rounds. I didn't want anybody  
8 to get confused on that. And I know there was some  
9 appetite last year to table until this year, since  
10 we're on the charity rate for rounds, that is a rate  
11 that I know the trustees wanted to bring back look  
12 at and going to a per-player rate instead of a flat  
13 rate. Like, right now, I think it's \$42.90. It's a  
14 weird number because we figure out what our costs  
15 were and added ten percent. Then it might be, okay,  
16 what's the lowest when they're playing, which can  
17 only be in shoulder season anyway, what is the rate  
18 at the time -- the resident rate at that time, and  
19 then that's what you would charge. So that's a  
20 discussion I know that the majority of the Board  
21 wanted to have. So that's something I know you're  
22 going to want to talk about.

23           MEMBER SWENSON: Could you explain that  
24 again? You kind of lost me.

25           MR. HOWARD: Okay. So right now --

1 actually, when I first got here, it was 2,000 for a  
2 charity tournament. And I think it was 1,000 at the  
3 Mountain Course. And we have slowly raised it to  
4 where, this past season, we raised it to what our  
5 actual costs were for that period of day for the  
6 entire golf course, and then added, like, ten  
7 percent to it. That is where that 42.90 came from.  
8 That was still a drastic jump from where it was.

9 I think there's been some talk about going  
10 to a per player and basing that on whatever the  
11 resident rate is at that time. That's not for me to  
12 decide. I thought I would put it in the back of  
13 your head.

14 MEMBER SIMON: Who is deciding what  
15 charities tournaments to come in and not come in?  
16 Who fields all that?

17 MR. HOWARD: Most of those either come  
18 through myself or the office here. And it's a  
19 pretty strict policy. Not everybody that wants to  
20 do a charity tournament gets to do a charity  
21 tournament.

22 The very first thing that wipes a lot of  
23 people out is it has to be a charity here in Incline  
24 Village. So if somebody down in Reno had a great  
25 cause and wanted to do it, we wouldn't do it. It



1 has to benefit Incline Village residents only.

2 Hope that answered that question.

3 MEMBER SIMON: Yeah, I was --

4 MR. HOWARD: They will come to me, and I  
5 will usually send it to the office just to get  
6 verification that --

7 MEMBER SWENSON: So they provide you --

8 MR. HOWARD: There's a form that they have  
9 to fill out.

10 MEMBER SWENSON: Like their tax form?

11 MR. HOWARD: Absolutely. And there's a  
12 lot of things we require from that. It's a form,  
13 and it is actually on our website as well that they  
14 have to fill out. Then we vet it, then if it's  
15 okay, we go.

16 It's been about the same ones since I've  
17 been here. That's quite an undertaking to run a  
18 tournament like that. I almost feel like most of  
19 the time, you can just knock door to door and get  
20 more money, but that's okay.

21 MEMBER SWENSON: Who does the Judge  
22 Smails?

23 MR. HOWARD: That is a non-resident,  
24 non-Picture Pass holder event, and they pay top  
25 dollar. It's about 200 a round.

1 Same thing with the trucker's tournament.  
2 The TJ, which brings in quite a bit of revenue, not  
3 only for golf, but for food and beverage, golf shop  
4 sales. Those are typically in the shoulder seasons,  
5 like the TJ and the Smails, I think we have in  
6 September. That's good revenue for us. Actually,  
7 I'll take that back. When they play, it's not 200,  
8 but about 180. Whatever the rate is at that time.

9 This is what I was telling you earlier is  
10 a little bit easier to just look at a picture and  
11 see where the rounds are coming from. You can see  
12 that 35 percent are coming from our Picture Pass  
13 holders, 28 percent is our Play Pass, which is still  
14 a high number, but it was in the 33, 34 percent the  
15 last few years. Our non-Picture Pass is 21 percent.  
16 We would like to see that, really, about 23, 24  
17 percent. This might help with that. That number  
18 might change. And the guests, like I said, it's  
19 right around that 23, 2,400 every year, regardless.  
20 It's not going to move.

21 And then this is actually, kind of gives  
22 you at first glance, where's the money coming from?  
23 You showed me where the rounds are coming from, but  
24 what makes up the biggest piece of pie?

25 The biggest piece of pie is actually our

1 non-Picture Pass holders. It would be nice to get  
2 that up right around a million, but that's a pretty  
3 good number. The Picture Pass holder went up  
4 this year. Play Passes was just a little below  
5 last year. Guest is up because we raised to rates.  
6 So all of these are up, higher totals than  
7 previous years because of the rates.

8           And then here's where we get to our  
9 average dollar per round. As you can see since  
10 2019, how much all of these rates have gone up. The  
11 drastic one, to me, is you look back at 2019 what  
12 our average non-Picture Pass was, \$117, and it was  
13 \$186 this year. That's one that'll just open your  
14 eyes right away.

15           And then you can see in 2022 and 2023 for  
16 our guests of Picture Pass, those rates went up  
17 significantly because that's when we moved the rate  
18 half way between a non-Picture Pass and a resident  
19 rate. That's what drove that up.

20           But since All Play combined, since 2019,  
21 our average dollar per round was \$70.54, and this  
22 past year, it's 106.52, so that's significant. And  
23 that's why I say let's rest a season and see what  
24 happens. Because first thing everybody wants to do  
25 is keep raising rates, well, I think we're there.

1 Let's give it a year and shake out and see what  
2 happens. Especially once the financials come in.

3           And this is just -- the number in red on  
4 the right is the number we had for the months that  
5 were budgeted. And then under the 2023, that's what  
6 we've actually done so far. As you can see for the  
7 golf season, we're at 2.48 million, and our budget  
8 was 2.54 million. So I'm pretty happy with that  
9 based on the play that we had, or lack of play in  
10 some days, and the restrictions we had. So that's  
11 significant.

12           Our range fees, they kind of go up and  
13 down. And the biggest reason for that number being  
14 at 148 right now is that doesn't include all of  
15 October. And then the beginning of next -- well,  
16 actually, it does count next spring. But not all  
17 the numbers are in for range fees yet.

18           Our rental club fees, I just think we're  
19 seeing less and less people coming to the golf  
20 course renting clubs than years ago. And I think  
21 COVID had a big impact on that because nobody was  
22 actually renting clubs during that time. And so  
23 people are now getting used to showing up at golf  
24 courses with clubs already. Either they rented them  
25 somewhere or they now have their own. It's just a

1 number that I put in the notes for budgeting  
2 next year that we really probably need to not be so  
3 high on that number.

4 CHAIR TONKING: This was actually really  
5 good. You and I already talked about these. I  
6 remember when the Board had this conversation about  
7 the budget, we were worried that it was  
8 over-projected. And it shows that, really, if I did  
9 my math right, it's a four percent difference on the  
10 total, which was way better than we've seen in the  
11 past.

12 I want to thank you for doing that,  
13 because that's really good.

14 MR. HOWARD: Thank the golfers that showed  
15 up.

16 I think, actually, being here four years,  
17 I kind of got a little better handle on the  
18 budgeting and what to expect and getting out of  
19 COVID and figuring out where we were, because  
20 those years were really difficult and tough to  
21 budget for.

22 But, as you can see, we were almost at  
23 23,000 rounds this year. I'd like to see about  
24 2,000 more than that. And I think we would have  
25 been there this year had we opened on time, maybe

1 stayed opened a week later than we could have, and  
2 not had so many weather days. I don't think that's  
3 shooting too far, really.

4           But you can see with golf fees, the range  
5 fees, the rental fees, and the lessons, that  
6 number's gone from 86.27 to 119.42, which is --  
7 that's driving that revenue.

8           Then the Mountain Course, these were the  
9 numbers that really surprised me, that we actually  
10 got over 15,000 rounds this year for as much as we  
11 were closed up there and all the bad weather days.

12           But you can see again the biggest  
13 number that jumps out at me is the Play Pass rounds  
14 are down like 1,500. It's exactly 1,500. But --  
15 and we didn't see quite the same jump in our Picture  
16 Pass holder rounds as we did at the Championship  
17 Course because I think we're kind of settled in who  
18 plays up there, and who those people are. Weather  
19 will dictate a lot of that, whether they're going to  
20 show up or not.

21           The non-Picture Pass rounds are -- that's  
22 good. If we can get to 4,300, that would probably  
23 be even better. But that number's growing from  
24 where it was in 2020. That's a good sign.  
25 That's -- especially the area up here, that is a

1 great alternative in a spur of the moment, people up  
2 here on vacation and just want to play golf, but  
3 they don't want to be out there four or five hours.  
4 You can be there for two or three hours. And maybe  
5 not as good a golfer. That is a really good  
6 alternative.

7           Then, obviously, you can see in May, zero  
8 rounds. We're used to probably around 105 rounds a  
9 day up there. June, because we opened up late and  
10 the weather really didn't cooperate in June up  
11 there, so we were down significantly there. But  
12 what gives me a lot of hope is if you look in July  
13 and August, we were pretty good. We're kind of  
14 about where the trend was in 2019 and 2020 when we  
15 were doing a little bit more rounds. September, we  
16 lost five complete days because of the cart path  
17 project up there, and then there was a lot of  
18 weather days up there as well.

19           MEMBER SWENSON: In years past, I remember  
20 there was a discounted for non-residents that came  
21 up here to play both courses over a three-day  
22 period, one each, which -- is that something we  
23 should think about bringing back or no?

24           MR. HOWARD: You can blame me for that one  
25 because I got rid of that. I think that's what was

1 driving that 117 non-resident in 2019, and we're at  
2 187 now. We were discounting way too much. And I  
3 don't think, with the quality of our golf courses,  
4 we need to be discounting that much. Not that much.

5           To answer your question, no, I don't think  
6 so. Maybe if things don't go as well in the  
7 shoulder seasons next year, you might want to look  
8 at maybe doing it there. But we also changed our  
9 pricing to where there was no shoulder season on the  
10 back end, and that's what drove that revenue up.

11           And here again, this is -- since I've been  
12 here, the Mountain Course has not been fully opened  
13 in the five seasons I've been here. We've been shut  
14 down for either the fire, the rebuilding of the  
15 clubhouse, the cart path project, for various  
16 reasons. So I'm kind of anxious, I want to see what  
17 happens next year because there's nothing in the way  
18 next year. Everything's going to be done. It's  
19 going to be opened from the time we open until the  
20 time we close with no interruptions.

21           It'll be interesting to see what happens  
22 there.

23           MEMBER SWENSON: Hope spring's eternal.

24           MR. HOWARD: Exactly. That's -- my  
25 thought is the first time ever, I think the numbers



1 are really going to grow up there because -- and  
2 it's become a very popular place. The condition of  
3 that course, Jeff and his crew have done great up  
4 there. It's actually, if you're a good golfer, a  
5 tough golf course. There's no missing a shot  
6 because you've lost your ball.

7           MEMBER SWENSON: Even tougher if you're  
8 not a good golfer. It is a challenge.

9           MR. HOWARD: I always try to convince the  
10 better players to go up there. It will make them  
11 even better, especially their iron game. You just  
12 can't miss shots up there. So we'll see. I'm very  
13 hopeful, going forward, that being open and not  
14 closed will have a great impact on the revenue up  
15 there and the play.

16           As you can see here again, going back to  
17 2009, you can see the area that I marked COVID where  
18 you almost can't even factor that timeframe in when  
19 making that decision. So we're getting closer to  
20 back to normal, except for the Play Passes. I think  
21 depending, if you keep the structure the way it is,  
22 was our first year on the both golf courses changing  
23 that structure? I think financially it was good.  
24 Maybe more people will buy next year. I don't know.  
25 I can't answer that question. Yeah. Need a couple,

1 three years of data to see how that's going.

2           MEMBER SWENSON: One of my challenges, and  
3 it goes back to the original question I had asked  
4 you about how many rounds you really think, do we  
5 have capacity for growth within the structure where  
6 it is? And when I say growth in numbers of rounds  
7 utilized, not just available, and in doing that, how  
8 do we market or get there with getting those rounds  
9 more utilized so it's more, dare I say, profitable?

10           MR. HOWARD: You bring up a great point.  
11 I was just flipping over to one -- if you look back  
12 to 2020, we did 18,300-something rounds. So I think  
13 that is probably the ceiling. Maybe 18,500, being  
14 open and not closed, maybe we can get to 19,000.  
15 That might be a goal. Especially since we moved the  
16 tee times closer together as well.

17           But since then, it's hung around 16,000,  
18 16,000, and this year, a little over 15,000. But  
19 here again this year we lost so many rounds because  
20 of opening late and all the work being done up  
21 there. I'm not sure this year's a great year to  
22 know what that capacity is.

23           But just looking at past data, I remember  
24 when we did -- when I looked at that 18,322 rounds  
25 in 2020, I think that's the most rounds that we had

1 done at the Mountain Course since like 2006. Going  
2 way, way, way back.

3           There is the opportunity, it's kind of a  
4 double edged sword around here as to whether or not  
5 you advertise or don't advertise. You need to do  
6 enough to keep your name out there and relevant.  
7 And that doesn't always mean billboards or whatever,  
8 some of that is just on clicks on the web. If you  
9 were going to put anything, maybe it would be at the  
10 Mountain Course just because it's that person that's  
11 up here or coming up on a vacation and wants to not  
12 spend the whole day playing golf. We'll see.

13           But I would wait another year to see what  
14 the rounds are like up there, what the revenue and  
15 what the expenses are like before I would go too  
16 far. We've actually pulled a lot of advertising,  
17 especially at the Mountain Course, to try to fill in  
18 that gap a little bit.

19           CHAIR TONKING: To address that question,  
20 I have on my long range-calendar for our next  
21 meeting to talk about communication and advertising.  
22 And I'll make sure Paul Raymore and Kari are both  
23 here to kind of talk through that so you can all  
24 understand how it works and past decisions around  
25 there.

1 MR. HOWARD: All right.

2 MEMBER WILSON: If you go back to that  
3 previous slide, please. One thing that stands out  
4 as I compare this to the Champ Course is all trends  
5 are similar with the exception of the Play Pass.  
6 And that trend down is not offset like we saw in the  
7 Champ Course.

8 MR. HOWARD: Yeah. I think it is. Let me  
9 go back. See it? The orange one?

10 MEMBER WILSON: The Play Pass and the  
11 Picture Pass holder are pretty much proportional and  
12 they offset each other. Whereas with the Mountain  
13 Course --

14 MR. HOWARD: I see what you're saying now.  
15 You're talking about total Picture Pass holders  
16 rounds.

17 MEMBER WILSON: The point I was leading to  
18 is the round in which --

19 MR. HOWARD: I gotcha.

20 MEMBER WILSON: -- resident participation.  
21 And if this is an opportunity to look at that Play  
22 Pass as a way to created new engagement with new  
23 golfers at the Mountain Course as a way to change  
24 that trend. Because it's not offset by the Picture  
25 Pass holders like this other Champ Course. I don't

1 think it's a case of economics, where I look at that  
2 and say, how many rounds do you have to play to go  
3 with 40?

4           It seems to me that might be an area to  
5 dive into more to figure out where's the opportunity  
6 with new resident participation that's not happening  
7 now.

8           MR. HOWARD: That's a great point. And  
9 that is probably a loss of 1,500 total resident  
10 rounds. And you're -- so that means either you got  
11 a lot more guest play or not a lot more non-Picture  
12 Pass Play.

13           Here again, I don't know how much of that  
14 has to do with the amount of closures we had  
15 this year up there because the residents are aware  
16 what is going on all the time. You know, maybe you  
17 look at that as a possibility.

18           But here again, I would say wait one more  
19 season, see what it's like with no disruptions. And  
20 then if it's still looking the same, then that would  
21 be time to probably act.

22           This is just the big pie showing you where  
23 all the rounds where still the majority of that play  
24 is coming from Picture Pass holders and Play Pass.  
25 You look at the two of that, that's still the

1 majority of the play.

2           Guests up there is just like at the Champ  
3 Course. It is what it is every year. It's about  
4 the same number.

5           Then this, going to the revenue side here.  
6 Once again, the biggest portion of our revenue does  
7 come from the non-Picture Pass holder, which makes  
8 sense because it's the higher rate, and especially  
9 this year because we cut out the shoulder season  
10 discounts.

11           My opinion on that is it's actually -- you  
12 may want to look at doing the same thing at the  
13 Championship Course because, in my opinion, that  
14 golf course is in as good a shape in September and  
15 October as it is in June, July, and August when  
16 you're charging prime fees. I never could  
17 understand why that was always discounted, but I  
18 think it was, in years past, just to drive play in  
19 the shoulder season. We'll see. Something to keep  
20 an eye on. Kind of like what I was talking about  
21 before, maybe looking at that open before rate and  
22 then after four. The same philosophy. Golf courses  
23 is no different at three o'clock than it is at 7:00  
24 A.M.

25           And then this is just the average dollar

1 you can see. Hasn't jumped quite as much as we see  
2 at the Championship Course, other than the  
3 non-Picture Pass rates, and that is because we  
4 significantly changed that this year. But  
5 percentage-wise, it's -- it might be about the same.  
6 But if you look at what we were in 2019 -- 2020, you  
7 can't look at that because that was a COVID year and  
8 it was basically all residents playing. But to go  
9 up to 47.84, that's a pretty decent jump, and that's  
10 all based on pricing, what we've done up there with  
11 the rates. This is for the Mountain. We're on the  
12 Mountain now.

13           Obviously, we don't have a range at the  
14 Mountain Course, so we just have golf fees and club  
15 rentals. We're not far off on club rentals there.  
16 I think that budget is still a little high. But I  
17 was thoroughly shocked at how close we were to the  
18 revenue number, knowing what all went on up there  
19 this year.

20           MEMBER WILSON: Is all merchandising then  
21 rolled into a single line on the Champ Course?

22           MR. HOWARD: It is.

23           MEMBER WILSON: The average per round on  
24 that sheet wouldn't include it, it would be rolled  
25 into Champ, which would skew each just a little bit?

1 MR. HOWARD: It does, just a little, yes.  
2 And we can separate that out.

3 This is just to kind of put in perspective  
4 of where we were this year based on the 14-year  
5 averages. We were up about three percent over  
6 14-year average on Picture Pass holders. Where you  
7 -- if you look at the Play Pass, we're about what  
8 it's been for 14 years. We took a big spike from  
9 probably '18, '19 to last year on the number of  
10 rounds there. I think everybody -- it was a great  
11 deal. It was a very good deal. But on a 14-year  
12 average, that's about where we are.

13 No difference in guest passes.  
14 Non-Picture Pass, virtually no difference. Mountain  
15 Course, you see actually more percentage of Picture  
16 Pass holders. And actually a little bit more in  
17 Play Pass than the 14-year average. I think that's  
18 because there's more offering up there than there  
19 was way back in the day, 14 years ago, ten years  
20 ago, six years ago, even.

21 So I think these are pretty good numbers  
22 for budgeting for next year to kind of go on. And I  
23 guess that's it. I'm here to answer any questions  
24 you have.

25 CHAIR TONKING: I don't have a question.



1 I just want to have a quick statement and I'll open  
2 the questions to the rest of the committee. I want  
3 to thank you and your staff for everything you did,  
4 and I especially want to thank you for all that  
5 you've done over the last five seasons here. It's  
6 truly tremendous, I'm going to miss you, and I'm  
7 sure a lot of the people in the community will also  
8 greatly miss -- I wanted to say that.

9           But does anyone have any questions? I  
10 know we asked a lot throughout, but is there  
11 anything people are missing that they didn't get to  
12 ask on this presentation?

13           MEMBER SIMON: I have a couple of  
14 questions since this is probably our last chance to  
15 talk to Darren like this.

16           You have experience with golf management  
17 companies, like Troon Golf, and the equivalent.  
18 What is your opinion of having some organization  
19 like that manage the golf facilities? Does it make  
20 sense to you or not?

21           MR. HOWARD: Well, just speaking from  
22 experience, I have never worked for a management  
23 company. Never had a management company at any of  
24 the golf courses I've ever been at.

25           There's a lot of factors that you have to

1 look at. They are there for one reason: To make  
2 money. Period.

3 I'll leave it at that.

4 MEMBER SIMON: Okay. My next question is  
5 when you calculate your numbers off the register,  
6 somebody else in the accounting department is  
7 calculating in the general ledger. Who do you  
8 interface with? And I'm just wondering -- I've  
9 always wondered how in the accounting system they  
10 account for all the prepaid, deferred revenues, for  
11 example, for all the people who buy passes. So if  
12 I -- I think it's beyond this meeting, but I would  
13 just like to communicate with somebody and find out  
14 how they're doing that. Who would I talk to?

15 MR. HOWARD: You can -- actually, I can  
16 send you -- and I don't mind doing it, I can do it  
17 as I leave here tonight. I turn in monthly what our  
18 rounds are in Play Pass, what it was for 10, 20, 30  
19 play, all of them. And then that number is given to  
20 our accounting office, there's a dollar figure  
21 associated with that, and that's how it gets put  
22 into the books.

23 This year, however, as I mentioned  
24 earlier, there's going to be a lot more dump at the  
25 end of the season because what we were calculating,

1 those average, like a 10 play, let's say 890, so  
2 it's \$89 average, you can see that average is really  
3 \$95, \$96. That number will be dumped in before the  
4 end of this month. And it will be in the  
5 financials.

6           The number that you probably need to look  
7 at right now is that 513,000. That is the number  
8 for the entire season.

9           MEMBER SIMON: Okay.

10           MR. HOWARD: But we do like to keep up  
11 with it as we go through the season to see how we're  
12 doing. This was -- I think this was just an anomaly  
13 this year of how that worked out.

14           But you can also go back and look in the  
15 last -- you can go back and look in June, July,  
16 August, and September board meeting minutes, and  
17 it's in there under the GM report. I can also send  
18 that to you, how that's all calculated.

19           MEMBER SIMON: Okay. All right. Because  
20 the fiscal year is different, June 30th fiscal year.  
21 Are you calculating like what all the prepaid and  
22 deferred revenues are as of June 30th? Is that in  
23 your purview or somebody in the accounting  
24 department?

25           MR. HOWARD: That's the accounting

1 department.

2           But as I said at the beginning, this  
3 wasn't a financial overview; it was an overview of  
4 the season, which does cross fiscal years. So, will  
5 see different numbers recognized from May and June  
6 than probably what's on there. But then July,  
7 August, September.

8           Like I said, they'll be -- October is  
9 going to look really great, and it wasn't that  
10 great, but that's where everything gets dumped.  
11 Whatever's left.

12           MEMBER SIMON: I get that.

13           CHAIR TONKING: I'm going to -- I'm hoping  
14 when we get to long range, interim GM Bandelin will  
15 talk to us kind of about where financials are, and  
16 maybe we can have a presentation on it.

17           And at that point, I have a list. I'm  
18 thinking, hopefully, it will be the December  
19 meeting, that might be ambitious. We'll talk about  
20 long range. But I have a list that I want to start  
21 of the questions people have around financials.

22           Right now, I have that deferred revenue  
23 question to make sure that when interim Financial  
24 Director Bobby Magee comes, we can make sure that  
25 all those question are handled.

1           Also, Darren has nicely told me he will  
2 still answer questions from us, so we haven't  
3 really, really lost him. So there is that benefit  
4 as well too.

5           But I will make sure that we all -- I'll  
6 send out a request to all of you of financial  
7 questions you have, so we can make that meeting is  
8 very much, A, everyone understands how it works  
9 within the District, and, B, we can really dig into  
10 them and understand, A, what changes have occurred,  
11 and then also where you might want to understand the  
12 processes or where we can make the system cleaner  
13 and easier.

14           I think these are all great questions. I  
15 do want to make sure that we have them. And I know  
16 that, between interim financial director and then  
17 I'm sure there will be some questions that Darren  
18 will get to answer, we can do that.

19           MR. HOWARD: Just to follow up on that,  
20 Jay, I do work daily, and then I make sure at the  
21 end of the month with our revenue office that those  
22 numbers are accurate. They are right across,  
23 downstairs from me. That's who I communicate that  
24 to. The main person that I deal with on that has  
25 been moved to that office now. I just walk right

1 over.

2           And they have a very good understanding of  
3 how that gets calculated.

4           MEMBER SWENSON: This is from years ago.  
5 When you first came on board, I remember meeting  
6 you, not going to say where, but the bar was right  
7 next to us. Anyway, you now have five, six years  
8 experience here?

9           MR. HOWARD: Fifth season.

10          MEMBER SWENSON: I remember when we first  
11 talked when you came on board, you were kind of  
12 astonished about -- first off, you said, jeez, I'm  
13 the little dog now because the big dog is the ski  
14 establishment, and things of that nature.

15          Now, after five years, politics aside,  
16 what should your replacement guy really be -- or  
17 person really be aware of coming into this place?  
18 I'm just trying to get your sense of that.

19          MR. HOWARD: If I understand that -- I  
20 would still say the same thing: We're still the  
21 little dog. They are the big dog. Ski is still the  
22 big dog, there's no doubting in that.

23          I've talked to the HR director a little  
24 bit about this, and maybe look at restructuring the  
25 entire golf staff in some of the positions. I'll

1 give my advice on that before I leave, and they'll  
2 do with it whatever.

3           But really, here, the one thing that was  
4 difficult for me and it'll be difficult for somebody  
5 that comes in in my position, you're always wanting  
6 to make things better in my business. You're always  
7 trying to take that customer service to the next  
8 level, little better, what I've done my whole  
9 career, it's a tougher here. You do have a board to  
10 answer to, there are a lot of restrictions, so that  
11 part's a little tough to get used to, that you can't  
12 always really do things the way you want to do them.

13           Does that answer your --

14           MEMBER RICCITELLI: Can you that explain a  
15 little more? Like, what would be an example of an  
16 obstacle that would keep you from something you  
17 wanted to do that you couldn't get done?

18           MR. HOWARD: Well, just our overall --  
19 well, one, I wouldn't blame it on anybody. It's  
20 just the circumstances. We can't get the staff that  
21 I want to get up here. The quality of staff,  
22 there's nowhere for them to live. I'm not sure we  
23 can ever pay them the right amount of money to live  
24 up here. And to ask these people to commute from  
25 Reno, Carson City, that's a big ask. And it's hard

1 to grow and do what you really want to do, as far as  
2 customer service-wise, when you can't actually get  
3 the staff in here. That's a challenge, like I said  
4 earlier, that Jeff's having with his golf course  
5 maintenance staff right now, not being able to  
6 replace 80 years of experience.

7 I wouldn't say it's any specific thing.  
8 It's -- things are -- I came more from the private  
9 sector where we didn't really have board meetings.  
10 If we did, it was once a month with the owners. Or  
11 you may have a board, but things were kind of laid  
12 out, and you could make decisions there.

13 Here, everything has to be done and it has  
14 to be right the first time or you got to come back  
15 again, or come back again, come again. So those  
16 obstacles -- whoever comes in, unless they have been  
17 used to working in this kind of environment, will  
18 be -- it is a change, and it is a little tough to  
19 get used to when you've been able to just do it.

20 MEMBER RICCITELLI: So it's just a big  
21 change from working at a private club or public golf  
22 course, like you've worked at in the past, in terms  
23 of oversight and process that kind of thing?

24 MR. HOWARD: Absolutely. Yeah. I'm not  
25 saying it's right or wrong, it's just different.



1 It's just totally different.

2           MEMBER SWENSON: Maybe that's one of the  
3 purposes of this group is to help smooth that over  
4 and really come to recommendations with the next  
5 director of golf and get you prepared for the end  
6 and prepare the trustees for the meetings. Okay?

7           MR. HOWARD: And I would add one thing.  
8 We're always -- in our setting, we always looked,  
9 and do it probably even more so in a club setting,  
10 at your expenses and payroll and that sort of thing.  
11 I would say that our frontline staff payroll is a  
12 very small number compared to the overall budget. I  
13 would never want to keep cutting that out because  
14 you're going to lose services, and then what  
15 differentiates you from any other golf course? Even  
16 though the golf course is great, the service levels  
17 are still pretty high. And the expectations up  
18 there. And, I mean, face it, most of our residents  
19 have been members at private clubs most of their  
20 lives, very good private clubs, and they become used  
21 to a certain standard and kind of expect it here as  
22 well.

23           That's one thing that, regardless of  
24 what's going on on the golf course, that can  
25 separate you day to day. And people remember that.

1           MEMBER RICCITELLI: Certainly like at  
2 Blackhawk, 1,200 golf members, they are all very,  
3 very vocals about the way things should happen.  
4 It's self-governed in a way. There's not an  
5 outside, non-golf committee or group that is  
6 oversight. It's the members and the board are  
7 members.

8           MR. HOWARD: Sometimes we tend to look at  
9 just venues as a venue and not actually what they  
10 are and who they serve, what portion of the  
11 population they serve. That's kind of important.  
12 It's not just a building and a golf course, it's --  
13 you're taking care of a lot of your residents and  
14 their guests. It's more than just a golf course and  
15 a building, it's people.

16           CHAIR TONKING: Any other questions on  
17 this presentation?

18           MEMBER WILSON: Being the first time we've  
19 met and maybe last time, thank you for the way  
20 you've created an absolutely extraordinary  
21 experience for the residents of Incline. And  
22 congratulations on the recognition, the numbers.

23           The broader question around channels and  
24 opportunities, and I look forward to any  
25 recommendations you have because that's really

1 valuable insight that's going to be gone soon, so  
2 really looking forward to that.

3           Two more detailed questions, somewhat  
4 related:

5           One is with respect to the system, if  
6 there's been any work done to evaluate a potential  
7 replacement, the constraints around that. If not,  
8 that's fine, but I'd love to understand more, and  
9 there may be a future follow up.

10           And the second related to that, we looked  
11 at a lot of numbers here, and thank you for that.  
12 Are there any other analytics from that system or  
13 otherwise that we should start to consider that  
14 would be useful ways to monitor and improve on an  
15 ongoing basis?

16           MR. HOWARD: I think the analytics that  
17 were in this presentation, as it deals to just golf,  
18 gives you the numbers and the facts you want. Now,  
19 when you start including merchandise in on that and  
20 some other things, yes, there is some more analytics  
21 you can use.

22           As I said earlier, not having the full  
23 financials yet, that's probably the biggest piece of  
24 the picture, the expenses. I just wouldn't do a  
25 whole lot different next year because we have been

1 doing so much from year to year to year to year,  
2 we've -- you can get to a point and you've gone too  
3 far. And I think we're right at that point right  
4 now. If we do much more, we may break the system.

5           As far as the point of sales system, I  
6 know there has been some talk about universally  
7 looking through the District at some upgraded point  
8 of sale systems. I think you'll hear more about  
9 that in the upcoming board meetings in months.

10           Yeah, it is a concern from everybody,  
11 including the current trustees. So it is something  
12 that's being looked at for sure.

13           MEMBER SWENSON: I have one more question  
14 now. What you guys just talked about brought up  
15 something in my mind that I had in my previous  
16 career: metrics for success.

17           Do you have what you would consider some  
18 good metrics that you would look at daily, weekly,  
19 monthly that -- or should be looking at -- well, I  
20 didn't say you should have been -- daily, weekly,  
21 monthly to understand the success of the  
22 organization?

23           MR. HOWARD: Absolutely. We have those  
24 metrics we use on a daily/weekly basis. Part of it,  
25 even though I don't get all the expenses and the

1 financials, I know -- because I look at the payroll  
2 all the time, I look at all the schedules, I know  
3 where we are. We have mock schedules that we build  
4 before we know where we're at. And so I know where  
5 we're at all the time on a daily basis with rounds.  
6 I can tell you -- and where we are with revenue. I  
7 get that report -- I can get that report anytime I  
8 want to get it. So I do look at that.

9           There's some others that I can send to  
10 you, if you'd like. And any other questions that  
11 you think of, I'll be here until next Thursday or  
12 Friday. Please feel free to email me, and I'll do  
13 my best to get the information. Trustee Tonking  
14 will be reaching out to me.

15           CHAIR TONKING: That closes item F 5 -- F  
16 4.

17           Technically, Darren, you're also F 5, so  
18 I'm going to open that, and we can answer any  
19 further questions that have to do with this.

20           F 5. Recommendations from Director of Golf

21           CHAIR TONKING: Review and discuss  
22 recommendations from the Director of Golf on next  
23 year's operation plans and points of consideration  
24 for the Golf Committee and Board of Trustees.

25           And I think from what I have heard during

1 this conversation, I hear that you're going to give  
2 some form of a next-year plan to Erin, and I'm  
3 hoping I can bring her to our next meeting to kind  
4 of walk us through that.

5 MR. HOWARD: Um-hum.

6 CHAIR TONKING: I heard that the  
7 reservation policy and the no-show policy and  
8 everything we have in place around those policies  
9 worked really well and you don't recommend changing  
10 that.

11 I heard that your other recommendation was  
12 we raised rates over the last four years, let's keep  
13 things where they're at, especially the non-Picture  
14 Pass rates. Might want to -- definitely keep those  
15 where they are and see how everything level sets.

16 You brought up All You Can Play Passes and  
17 you had a suggestion around a limited play to  
18 require some surcharge for people to play during the  
19 restricted time, as well as you also discussed  
20 couple's play passes and coming up with some way,  
21 maybe, that we can think about reframing those.

22 And then the other recommendation I got  
23 from your narrative was to think about cutting off,  
24 out the end shoulder season discount at the Champ  
25 Course.

1 MR. HOWARD: You took good notes.

2 I would add one more that I think you  
3 should take a look at every year and see, not only  
4 how rounds are here, but nationwide, and to look at  
5 what I talked about earlier, maybe having an open to  
6 4:00 rate, and then an after 4:00 rate. A lot of  
7 places, it's a guaranteed 18 holes, however many you  
8 get in, and you would have two rates that way.  
9 Makes things a little simpler.

10 I would still have the shoulder season  
11 rates in the spring, because it takes the golf  
12 course a little bit to get to where it needs to be,  
13 and the golfers appreciate, because we're cart path  
14 only, a lot until maybe mid-June.

15 CHAIR TONKING: You don't recommend going  
16 back to a dollar a hole?

17 MR. HOWARD: Never. Don't ever do that  
18 again. That was way before I was here, but I  
19 couldn't believe it when I saw it. You can't even  
20 pay your staff for that.

21 I think you hit on all of it. If I think  
22 of anything else, I'll let you know. And if you  
23 think of anything, please reach out to me.

24 Those would be my suggestions, and  
25 especially at the Mountain Course, I would hesitate

1 doing anything different up there, because this will  
2 be the first time in over five years that that golf  
3 course -- I know I keep saying it, but I think it's  
4 important. First time in five years with no  
5 interference the whole season. So let's see what  
6 happens there. I'm hoping you're going to be  
7 pleasantly surprised.

8 CHAIR TONKING: Does anyone have any other  
9 questions for Darren?

10 Great. That closes item F 5.

11 F 6. Key Issues

12 CHAIR TONKING: So item F 6 is review and  
13 discuss key issues for the committee to develop and  
14 create recommendations. So that is the last page of  
15 your supplemental material. And I took this from  
16 feedback from the community and then from board  
17 feedback and then I added to it from our discussion  
18 today.

19 I have golf clubs, the area around golf  
20 clubs I know we need to talk about is the membership  
21 makeup of the golf clubs, that includes bylaws and  
22 then confirmation that everyone is a resident that  
23 is a member of those golf clubs to make sure that  
24 it's community, or to talk about, if they're not,  
25 how we can deal with that. That's a big one.



1           With that, I need to collect bylaw  
2 information, and I need to collect membership  
3 information. I will talk to Darren about how to do  
4 that.

5           The other question I want to talk about  
6 under golf clubs is tee time access. What does that  
7 mean for tee time utilization? Are we missing out?  
8 Are we not missing out? Is it really there to help  
9 facilitate? That was a big debate by the Board, so  
10 I want to have that in there.

11           And then the last issue is communication  
12 between golf course clubs. Currently we use a  
13 software called "Golf Genius." Do we want to think  
14 about other ways to do communication and make sure  
15 that we are offloading a lot of the burden off staff  
16 as well, given this new, whole change within the  
17 golf course staff.

18           That's some of the areas I had under golf  
19 clubs.

20           MEMBER SIMON: Can you elaborate, you said  
21 something about membership information?

22           CHAIR TONKING: Yeah. So the Board of  
23 Trustees, when they gave direction to me in this  
24 committee, one thing they asked for was to make sure  
25 that all -- they could see, have access to all of

1 the bylaws and understand that everyone can be  
2 included in a golf club. As well as to ensure that  
3 we're really serving residents as not giving what  
4 they could say at times are preferred tee times or  
5 we could say at times are preferred tee times to  
6 non-residents.

7           And so that's just the conversation I need  
8 to gather the data on, and then us, as the Golf  
9 Committee, talk about it to then give a  
10 recommendation to the Board of Trustees on how we  
11 feel. So that's kinda where I'm at on that.

12           MEMBER SWENSON: What kind of -- let me  
13 use a particular example, I think. You've got the  
14 TIGC club that anybody can join, I know that because  
15 they let me in.

16           MEMBER RICCITELLI: They let me in too.

17           MEMBER SWENSON: But where the IBGC, it's  
18 a limited, invitation only kind of thing, is that  
19 the differences you're looking for? Or just kind of  
20 get a broad breadth of each of the clubs and how  
21 they utilize? I know the Mountain Niners, anybody  
22 -- they're always recruiting. They got 150, 160  
23 members by recruiting a large number of that.

24           CHAIR TONKING: No. I'm truly just  
25 looking for our bylaws. And we can talk about that.

1 That can be a conversation on how we want to view  
2 clubs and how we want them to function within our  
3 golf course so we can give a recommendation to the  
4 Board on our views on it, because I think that's  
5 important, since many of you have experience in  
6 that.

7 I also just want to see the bylaws and  
8 have us discuss and have legal also just to make  
9 sure we aren't violating any issues.

10 MEMBER RICCITELLI: Because I'm on the  
11 board and I'm VP of the TIGC anyway, what would be  
12 the process for us to provide those bylaws?

13 CHAIR TONKING: Send it to my IVGID email  
14 or to Heidi. It's just so that we can have them all  
15 in one place, have a good conversation about it,  
16 make sure that it makes sense, and then we can give  
17 feedback, A, to them or to the Board of what we feel  
18 we kinda want to see going forward.

19 MEMBER SWENSON: It looks like what you  
20 really need from Darren is who is the POC he deals  
21 with on every -- on all the clubs, and then put a  
22 request out for them in the formation. That's  
23 probably the best way to do that.

24 MR. HOWARD: This is the time of year they  
25 all change leadership.

1           MEMBER RICCITELLI:  Yes.  Because we  
2 change every two years.

3           CHAIR TONKING:  So, yes, just a  
4 conversation about golf clubs overall.  And how we  
5 -- what recommendations we have around golf clubs to  
6 our Board of Trustees.  That's that item.

7           Community communication, this is how we  
8 can communicate what's going on at the golf course  
9 and also communicate what we find as a committee and  
10 just what's going on here.  When we get to long  
11 range, I have some idea around these, but I would  
12 think this would be a good -- and this is also  
13 communication, advertising, and all that.  I will --  
14 I have an idea of how to do this when we get to long  
15 range, and we can move forward with that.

16           I have golf course management, so talking  
17 about how we want to look at the golf course going  
18 forward, coming up with, like, possibly helping  
19 write the job description to then give that to the  
20 Board as a recommendation from us, or  
21 recommendations of what we want the future of  
22 management to look like at the golf course, what  
23 kind of staff we want in there, all of that.

24           And then updates from what Director Howard  
25 has, because I feel like he has a very solid

1 understanding of his staff and what he would see  
2 being beneficial for the golf course going forward.  
3 And so understanding his -- and that would be a  
4 presentation from our Director of HR, Erin Feore.  
5 That's kind of where I am on golf course management.

6 I heard Jay mention the idea of having,  
7 like, a management group. And so I think in that  
8 bullet, we'd also talk about how we, as a committee,  
9 may feel about that or information we may want in  
10 that area.

11 MEMBER SIMON: I also wondered whether or  
12 not that ball had already started rolling with  
13 anybody within the Board of Trustees? I'm not  
14 really advocating for it. There's rumors on the  
15 street, and I want to know if that's true, and, if  
16 so, how far along is it?

17 CHAIR TONKING: I can tell you that I know  
18 nothing about it. I have received one email. I do  
19 not know -- I cannot speak for any other board  
20 member, and the Board as a whole has never discussed  
21 that opportunity, or that idea.

22 I think that it's a perfect spot for this  
23 Golf Committee to talk about it, and then to be able  
24 to give some form of recommendation or have done  
25 some due diligence on the matter.

1           From my understanding, I've had no  
2 conversation. And GM Bandelin was also giving me a  
3 look that there's been no discussion on his end  
4 either. That's where we are there.

5           Financials is my next area, which is kind  
6 of a big one. We would talk about the impact of the  
7 pricing decisions made by the Board last year.  
8 Areas that we see need improvement, which we kind of  
9 talked a little bit about today, and I sided those  
10 off to us to have a conversation about. And then  
11 what else we see in the financial presentation where  
12 it looks like this is something we need to think  
13 about. As well as I also included guest rates in  
14 that conversation.

15           Food and beverage related to golf, so how  
16 we want to think about incorporating or not  
17 incorporating food and beverage, and recommendations  
18 we have to the Board along that line.

19           Recommended financial goals for the Board  
20 from the committee, some areas that I thought would  
21 be helpful for us to jump into are the  
22 non-governmental organization rates, service levels,  
23 operational savings ideas, growth opportunities, and  
24 KPIs, and that would really go around our strategic  
25 plan once we get closer to that.

1           And then golf operations, under that I  
2 have golf systems, and I can have IT give you an  
3 understanding of what we've talked about around  
4 systems and what they're thinking and how the  
5 systems work within the District. There's a bunch  
6 of different components. That would be an IT  
7 presentation.

8           And then the last area that I just -- that  
9 I forgot to include would be capital and  
10 maintenance. So, talking about some of these  
11 capital projects that come up out of the Capital  
12 Committee, or that we would send, possibly, to our  
13 Capital Committee just to think about, as well as  
14 any maintenance issues that are going on that you  
15 guys are concerned about.

16           Those are my big areas and umbrellas. I  
17 don't know if there's other things people would  
18 like, and we can definitely add to this list. Every  
19 meeting, we'll do what we call "long-range  
20 calendaring," and that's where we will talk about --  
21 I would like to have at least two meetings, possibly  
22 three, out of what kind of items we will be  
23 discussing. And at any point, you can add anything  
24 to that long range. We can make sure it gets on one  
25 of those three meeting or sits in a parking lot for

1 a little bit until we get other information.

2           That's kind of how I'm thinking about  
3 doing it. Does anyone have concerns with this list,  
4 questions about this list?

5           MEMBER RICCITELLI: What is the window of  
6 time that we should be expected to get to the end of  
7 these items?

8           CHAIR TONKING: What I'm hoping is as we  
9 get into the budget process, a lot of our  
10 recommendations are incorporated into that  
11 recommendations process, so our big lift will really  
12 be around, A, golf course management. That's a big  
13 one, what the golf course is going to look like and  
14 management of that going forward and our  
15 recommendations and how we can facilitate and assist  
16 the Board in thinking about new people for that  
17 role, those roles.

18           The other big one is our recommended  
19 financial goals for the Board.

20           And we start the budgeting process in  
21 January/February. And then we go through each of  
22 the departments around April. And then approve it  
23 in May. It's going to get tight near the end, so  
24 we're going to really try -- my goal is in our  
25 November and December meetings to really get the lay



1 of the land and discuss service levels and all of  
2 the different, like more higher-level components to  
3 then get deep into the nitty-gritty and so that we  
4 are all running on the same type of theme as we get  
5 into that.

6           That's my plan. I think by default, we'll  
7 probably have more meetings in the winter. The  
8 other option, which I really like, is as we get  
9 closer to that budgeting, kind of having one or two  
10 be in charge of a specific area that they will dig  
11 into and report back to our committee, so that we're  
12 all not digging into a hundred different things and  
13 spending our time wisely.

14           That's my thought. Of course if people  
15 don't like that feedback, we can always do it all  
16 together as well. I'm just trying to keep us  
17 moving.

18           As I said, my role is really to keep us  
19 moving in a direction. At any point let me know if  
20 you need other information or you feel like we need  
21 to talk about this, we'll make sure that gets on the  
22 agenda.

23           Any other questions in this area?

24           MEMBER RICCITELLI: Is Rob here all  
25 winter?

1           CHAIR TONKING: He doesn't know this yet,  
2 but I'm hoping Rob will be sitting here and helping  
3 talk, since he knows a lot about that, and what  
4 other staff he thinks needs to be here. And what  
5 other staff GM Bandelin thinks needs to be here.

6           MEMBER SWENSON: I'm not sure it made it  
7 on your list, but I'd still like to understand the  
8 purpose of the -- I know what the purpose of the  
9 Golf Committee is now. Why has it not been  
10 successful on the past? I really want to understand  
11 that because I don't want to go down a rabbit hole  
12 and then run into the same problems. That's one  
13 thing.

14           The second thing -- and I agree with you  
15 on the budget because I know Darren was here at all  
16 your meetings, had a lot of challenges with the  
17 Board understanding what he was saying, and him  
18 trying to convince them that it was okay. How do we  
19 make sure that that doesn't happen? Because then it  
20 forced some decisions early in the process that we  
21 had to live with for the -- the golf community had  
22 to live with through the rest of the year with not  
23 great information. Especially with the charging for  
24 tournaments and that type of thing, you needed to  
25 have a decision by a certain date or it was going to

1 be a problem.

2 I'm the kind of guy that hates decisions  
3 that have to be made, not -- deadlines are good, but  
4 knowing that, getting it done before the deadline is  
5 much more important from my perspective.

6 CHAIR TONKING: That's very fair. That is  
7 a big goal of ours, to make sure that we are giving  
8 good recommendations. And we can be a part of that  
9 budgeting section. We'll have -- we have a dog park  
10 committee, and they will come and present to the  
11 Board. You all will get the opportunity to do that.

12 MR. HOWARD: Would it help if I sent you  
13 all the information from previous Golf Committee  
14 meetings? Kinda what we went over, what our purpose  
15 was, what our recommendations were, all that. I  
16 have a file of all that information.

17 CHAIR TONKING: That would be great.  
18 Yeah.

19 MEMBER SWENSON: My feeling on that comes  
20 from I don't want to spin our wheels. And this is  
21 one of those things where I've heard from one of the  
22 members of the previous golf committee, you know, we  
23 spent a lot of work, and no one followed any of our  
24 recommendations so why bother.

25 That's what they told me when I was

1 thinking about joining this committee. And I said,  
2 Well, maybe we can make it better. I hope we can  
3 make it better.

4 CHAIR TONKING: Any other questions on  
5 this item?

6 That closes item F 6, and that will close  
7 general business. I now want to move to long range  
8 calendar.

9 G. LONG RANGE CALENDAR

10 CHAIR TONKING: I have some thoughts on  
11 how we can do long range. I was hoping we could do  
12 our next meeting the week of November 14th, right  
13 around then. I can send an email, unless we think  
14 that's not going to work at all, and then we can  
15 discuss. The week of November 13th. I apologize.  
16 I would also like to have a meeting in December.

17 So if we did it the week of November 14th,  
18 in that meeting, we would have the history of both  
19 the committees and also just some understanding, and  
20 I'll try to figure out who a good staff member is to  
21 present that, but just the different ways the golf  
22 course has adapted over the years. Making sure we  
23 have a full understanding of the background of the  
24 golf course.

25 I'd really like to talk about what we

1 would think of the service levels that we want  
2 offered at both the Mountain Course and at the Champ  
3 Course. Darren puts it in his little budget spiel,  
4 so I can pull that out. And then I'm going to have  
5 Darren write out anything that he thinks what they  
6 kind of think about service levels. And we'll have  
7 Rob here to discuss with us through that. And  
8 really allow us to think, like, as people who  
9 utilize the golf course a lot, what are the service  
10 levels you like and what have you seen in other  
11 places that you like/don't like and where are some  
12 innovative ideas that exist? So, we'll talk about  
13 service levels.

14           We'll also talk about hiring. We will  
15 have that conversation with what Director Howard has  
16 put forth for his plan. We'll have Director of HR  
17 Feore here, and she will walk us through what that  
18 looks like, what he recommended, and anyone's  
19 thoughts on that, ideas we would want included in  
20 the job description, that kind of stuff. Have a  
21 good, like, working session on hiring.

22           And then my last area I was thinking for  
23 that long range would be communication/advertising.  
24 Really get you guys the ground work on how does  
25 communication around golf happen, how do we do

1 advertising for golf, and all that so you can kinda  
2 understand those decision and how those are made.  
3 That would either be having Kari here or Paul to  
4 facilitate that conversation so you guys have -- you  
5 know how that works. I want to make sure you guys  
6 understand how all the systems work around here.

7           Those are my big four. And in the  
8 December meeting, this is where my question is for  
9 GM Bandelin, if we could have financials by second  
10 week of December?

11           MR. BANDELIN: I think I would note that  
12 what would be helpful information for our committee  
13 is if you and I could probably send the meeting  
14 minutes and the financial pages from the May 8th  
15 meeting, where we showed in graph form and in budget  
16 to actuals, I believe, it was a five-year look,  
17 which included, not just the revenue, but all the  
18 sources of the revenue and all the sources expenses.

19           We talked a lot about revenue today and  
20 different products and stuff, but I think it's  
21 really important to look at the expense side, as any  
22 good advisory team or management team would know the  
23 whole story.

24           I think Kari could answer your question a  
25 little better about if this committee would be

1 worthwhile to work, and I would say yes. Some of  
2 the previous committees were -- I would call them  
3 "ad hoc," or GM advisories, whereas now we have an  
4 actual board-approved practice, where we have a  
5 board member, and it's a board-appointed committee  
6 that you were all candidates for and chosen for, so  
7 it has a little bit more substance to it. Although  
8 trustees may change or something, or maybe even  
9 committee members, not really exactly sure the  
10 charter or the term.

11           To answer your question, Bobby, I don't  
12 think the work is ever done. I think we're -- if I  
13 could ask, that we're kind of in this for the long  
14 haul. We're going to provide a lot of information  
15 to get you committee members kind of affiliated with  
16 all facets of the operation of golf, both at Champ  
17 and Mountain. And then maybe the meetings are  
18 farther apart, but once we really do a download and  
19 appreciate your commitment to be able to advise us,  
20 as staff and the Board, on all the different related  
21 things, we'll just be coming back to you at the very  
22 onset to be able to provide a lot of information.

23           But I would hope or like to say that the  
24 work is really never done, and we'll just kinda  
25 continue on, get some -- now as the committee

1 members being able to see, like, results or KPIs or  
2 help build the KPIs that year over year or season  
3 over season, we can really craft what we're hoping  
4 -- that the staff hopes the committee can do is  
5 really present, what do we want our golf course to  
6 do? To be? And how do we know we're successful?

7           MEMBER SIMON: I think it would be fair  
8 for the committee members to know and understand if  
9 we're going to be working with a new director of  
10 golf or a new head of golf professional. If we're  
11 going to make recommendations to somebody who is  
12 coming in new, that's a tough spot. They should be  
13 involved.

14           Is this something that's going to happen  
15 in the next months where you're replacing? Or are  
16 you replacing?

17           MR. BANDELIN: I can speak to that a  
18 little bit. HR department has been speaking with  
19 Darren and his staff. I just relayed to the Chair,  
20 Board of Trustees the other day that we're hoping to  
21 post that position, actually, sometime late next  
22 week. There will be an actual posting out there.

23           There has not been any talk about a  
24 management system come in. We're actually moving  
25 ahead in an appropriate manner and fashion and



1 timely manner to be able to fill the position.

2           We talked a little bit about the position.

3 I think Darren might tell you, this is -- because  
4 this is a public golf course, but also in a public  
5 not private entity, there's a lot that a director is  
6 required to perform as far as duties, and that's in  
7 an open session, giving reports, providing budgeted  
8 and actual financials, capital improvement plan,  
9 expense plan, revenue plan. So there's a lot more  
10 expected because of the public entity that this  
11 director will perform his duties in.

12           MEMBER SIMON: Are you also posting a job  
13 for the head golf professional? Nick's old job?

14           MR. BANDELIN: I don't have a solid  
15 comment for that, so I won't speak to that until we  
16 learn a little bit more. Our focus right now is on  
17 the director position, and then those discussions  
18 will follow, timely.

19           CHAIR TONKING: My goal is to ensure that  
20 once we do get that new director that we will all  
21 have an opportunity to meet him as a committee, and  
22 then you all -- him or her -- will have the same  
23 opportunity, as committee members, solo to have that  
24 conversation. They would then be sitting where  
25 Darren is sitting right now, at all of our meetings.

1           MEMBER SWENSON: Do you want us to take a  
2 look at the PD by any chance? Or you're pretty good  
3 with it and you want to keep it under wraps? That's  
4 a question. It's an offer. I don't need you to  
5 provide input, but is there something that you might  
6 like us to take a look at?

7           MR. BANDELIN: Help me with "PD," please.

8           MEMBER SWENSON: Position description.

9           MR. BANDELIN: Sure. Yes.

10           I guess I'll take a minute to thank all of  
11 you. I think it's really important for the  
12 community because we would like to get a sense --  
13 and then also assistance of this committee to be  
14 able to help steer staff's recommendations or  
15 recommendations from the committee through staff to  
16 the trustees, and, specifically in my mind, the  
17 community so we all really get a good charter of  
18 where we want these golf courses to be. I think  
19 we're always up in the air, last minute, during  
20 budget conversation, but it would be really helpful.  
21 And I would ask that of this committee, take our  
22 time, be able to analyze our golf courses.

23           CHAIR TONKING: Do you think we would be  
24 able to have financials to report by our December  
25 meeting?

1 MR. BANDELIN: I skirted that question  
2 pretty good. Yes. So let's -- Michaela and I will  
3 get you the reports for the past five years from the  
4 open session May 8th meeting, and then, yes.

5 CHAIR TONKING: Great. I will put a  
6 placeholder that we will start to dig into at our  
7 December meeting. We will -- I also put golf clubs  
8 on that meeting, so talk about our vision for golf  
9 clubs and understanding how they will operate. Then  
10 also talking about, basically, the capital that  
11 exist at the golf course and any maintenance that  
12 exists there.

13 MR. BANDELIN: I might add, and I think  
14 it's especially important as you all gave your bios  
15 at the beginning of the meeting and talked or  
16 mentioned some sort of narrative your pleasure with  
17 the condition of the course, I would suggest that we  
18 invite Mr. Clothier, the superintendent, to one of  
19 these meetings. He would be able to speak to his  
20 goals or perception of what he maintains the course  
21 to, share that with the committee and see if that  
22 matches over time what the community likes.

23 Because whenever we start talking about  
24 services levels, the first thing a director would  
25 say is, well, do you want it not to play or look or

1 feel like it does now? Because that's a big  
2 service.

3           Then we could also have the superintendent  
4 talk about long-term capital projects that are  
5 really expensive. It's all part of what I would  
6 call "the care and condition of the course."

7           Then also at some point, I would, like,  
8 refer or Michaela and I can bring it back, we should  
9 look at some sort of onset during the budget  
10 process. I think it would behoove the committee to  
11 advise or take a look at and provide comment or  
12 feedback on the pricing policy, which is 6.1 and 6.2  
13 -- and we can furnish that -- is that really, the  
14 way it's designed now, really takes in, it kind of  
15 separates golf operations for pricing as a  
16 standalone. I just want you to have the opportunity  
17 to redo that verses, like, within all of community  
18 services. So you're looking at capital, debt  
19 service, overhead, and expenses to be able to cover  
20 within one particular rate.

21           I think it would be important for Michaela  
22 and I to bring that for review as we start talking  
23 about -- usually we go in front of the Board for  
24 pricing, but we just heard from the director, his  
25 thoughts or presumptions would be for next year's

1 pricing, but it would be good to share that policy  
2 or practice.

3           CHAIR TONKING: I think that's a good  
4 idea. Why don't I move long range around. I think  
5 we do history, service levels, we ask Mr. Clothier  
6 if he can come to that, as well as talk about the  
7 capital all in one. So we'll move that to the  
8 December meeting. And then we will talk about,  
9 like, an update on hiring and have Director Feore  
10 come and give a presentation on that. Then we will  
11 move communications/advertising to December.

12           Then I think we put the pricing policy as  
13 a glimpse to look at for the first time at that  
14 November time. We'll make sure you guys have seen  
15 it, and any immediate thoughts. Because it will  
16 make sense if there's a presentation on the  
17 financials in December, you can see how some of that  
18 was driven from that. Then we will talk about any  
19 edits or things we need to the pricing policy in  
20 January/February when we're really working through  
21 the nitty-gritty.

22           That kinda changes it a little bit, but  
23 makes it a little bit easier.

24           Any other things that need to be on long  
25 range?

1           MEMBER SWENSON: Understanding the capital  
2 improvement, understanding -- I got to the habit of  
3 driving on the grass next to the cart paths because  
4 the cart paths were so -- yes. I couldn't hold my  
5 beer and drive at the same time, which is a problem.

6           MEMBER RICCITELLI: Agreed.

7           CHAIR TONKING: I think cart paths is a  
8 great conversation. I think that's on our long  
9 range. That closes item G. Item H.

10 H. FINAL PUBLIC COMMENTS

11           CHAIR TONKING: I don't have any in the  
12 room. Any on Zoom?

13           MATT: None on the line either.

14 I. ADJOURNMENT

15           CHAIR TONKING: Item I, we've adjourned  
16 the first meeting of the Golf Advisory Committee at  
17 5:32.

18           (Meeting ended at 5:32 P.M.)

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I, BRANDI ANN VIANNEY SMITH, do hereby  
certify:

That I was present on October 24, 2023, at  
the Golf Advisory Committee meeting, via Zoom, and  
took stenotype notes of the proceedings entitled  
herein, and thereafter transcribed the same into  
typewriting as herein appears.

That the foregoing transcript is a full,  
true, and correct transcription of my stenotype  
notes of said proceedings consisting of 111 pages,  
inclusive.

DATED: At Reno, Nevada, this 29th day of  
October, 2023.

/s/ Brandi Ann Vianney Smith

BRANDI ANN VIANNEY SMITH

**CHAIR TONKING: [58]**

4/5 4/13 4/24 7/22 7/24  
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 87/15 88/8 88/12 89/22  
 90/24 91/13 92/3 93/17  
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 100/4 100/10 105/19  
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**MATT: [2]** 7/23 110/13  
**MEMBER RICCITELLI:**  
**[14]** 4/18 17/6 38/17  
 47/10 47/14 79/14  
 80/20 82/1 90/16 91/10  
 92/1 96/5 97/24 110/6  
**MEMBER SIMON: [26]**  
 4/16 15/3 15/6 15/13  
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 105/12  
**MEMBER SWENSON:**  
**[31]** 4/20 9/19 11/13  
 16/8 33/19 34/7 44/22  
 45/3 46/5 50/10 51/24  
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 90/12 90/17 91/19 98/6  
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 110/1  
**MEMBER WILSON:**  
**[14]** 4/22 13/10 15/1  
 35/22 36/24 48/1 52/20  
 68/2 68/10 68/17 68/20  
 71/20 71/23 82/18  
**MR. BANDELIN: [7]**  
 102/11 104/17 105/14  
 106/7 106/9 107/1  
 107/13  
**MR. DOBLER: [1]** 5/8  
**MR. HOWARD: [67]**  
 22/12 23/19 26/16  
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 33/14 33/18 33/22  
 34/21 36/2 37/2 38/22  
 39/8 40/19 41/13 41/19  
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78/19 79/18 80/24 81/7  
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**MR. RICCITELLI: [5]**  
 23/15 31/23 32/2 33/11  
 33/16  
**MS. BRANHAM: [4]**  
 8/15 11/22 12/11 15/9  
**MS. WHITE: [5]** 4/15  
 4/17 4/19 4/21 4/23

**\$**

**\$104 [1]** 28/23  
**\$117 [1]** 59/12  
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<b>maintenance days [1]</b> 38/10	<b>me [40]</b> 8/19 10/20 13/11 15/3 15/7 17/5 17/22 18/9 27/5 28/3 34/9 41/2 44/2 47/20 52/1 55/24 56/11 57/4 58/23 59/11 62/9 62/13 63/12 63/24 68/8 69/4 77/1 77/23 79/4 85/12 85/14 87/23 89/23 90/12 90/15 90/16 94/2 97/19 99/25 106/7	<b>mid-June [1]</b> 87/14	<b>mind [5]</b> 6/25 14/19 74/16 84/15 106/16	<b>new [19]</b> 11/21 23/12 23/21 25/25 28/9 36/24 37/4 37/5 39/18 52/13 68/22 68/22 69/6 89/16 96/16 104/9 104/10 104/12 105/20 <b>next [35]</b> 4/25 12/2 12/15 38/11 42/19 43/15 47/21 48/7 48/15 50/18 51/12 60/15 60/16 61/2 64/7 64/17 64/18 65/24 67/20 72/22 74/4 78/7 79/7 81/4 83/25 85/11 85/22 86/2 86/3 94/5 100/12 104/15 104/21 108/25 110/3 <b>next year [9]</b> 38/11 48/7 50/18 61/2 64/7 64/17 64/18 65/24 72/22 <b>next-year [1]</b> 86/2 <b>nice [1]</b> 59/1 <b>nicely [1]</b> 77/1 <b>nicer [2]</b> 49/11 49/25 <b>nicest [1]</b> 38/20 <b>Nick [1]</b> 21/23 <b>Nick's [1]</b> 105/13 <b>nine [2]</b> 42/13 42/17 <b>Niners [5]</b> 25/15 42/14 42/18 52/8 90/21 <b>nitty [2]</b> 97/3 109/21 <b>nitty-gritty [2]</b> 97/3 109/21 <b>no [36]</b> 7/11 15/5 15/13 22/22 24/3 26/14 34/21 35/24 36/1 36/8 36/15 40/19 41/13 46/11 46/11 46/11 46/17 52/11 52/13 52/22 63/23 64/5 64/9 64/20 65/5 69/19 70/23 72/13 72/14 78/22 86/7 88/4 90/24 94/1 94/3 99/23 <b>no-show [1]</b> 86/7 <b>no-shows [4]</b> 35/24 36/1 36/8 36/15 <b>nobody [2]</b> 46/14 60/21 <b>nobody's [1]</b> 27/8 <b>non [31]</b> 23/10 25/13 25/13 29/22 42/22 46/24 46/24 47/10 47/13 47/25 48/25 50/5 54/11 54/24 57/23 57/24 58/15 59/1 59/12 59/18 62/21 63/20 64/1 69/11 70/7 71/3 72/14 82/5 86/13 90/6 94/22
<b>majority [9]</b> 16/19 25/12 31/16 42/17 42/25 46/21 55/20 69/23 70/1	<b>mean [7]</b> 35/12 41/11 45/4 52/12 67/7 81/18 89/7	<b>middle [1]</b> 34/10	<b>mind [5]</b> 6/25 14/19 74/16 84/15 106/16	<b>new [19]</b> 11/21 23/12 23/21 25/25 28/9 36/24 37/4 37/5 39/18 52/13 68/22 68/22 69/6 89/16 96/16 104/9 104/10 104/12 105/20 <b>next [35]</b> 4/25 12/2 12/15 38/11 42/19 43/15 47/21 48/7 48/15 50/18 51/12 60/15 60/16 61/2 64/7 64/17 64/18 65/24 67/20 72/22 74/4 78/7 79/7 81/4 83/25 85/11 85/22 86/2 86/3 94/5 100/12 104/15 104/21 108/25 110/3 <b>next year [9]</b> 38/11 48/7 50/18 61/2 64/7 64/17 64/18 65/24 72/22 <b>next-year [1]</b> 86/2 <b>nice [1]</b> 59/1 <b>nicely [1]</b> 77/1 <b>nicer [2]</b> 49/11 49/25 <b>nicest [1]</b> 38/20 <b>Nick [1]</b> 21/23 <b>Nick's [1]</b> 105/13 <b>nine [2]</b> 42/13 42/17 <b>Niners [5]</b> 25/15 42/14 42/18 52/8 90/21 <b>nitty [2]</b> 97/3 109/21 <b>nitty-gritty [2]</b> 97/3 109/21 <b>no [36]</b> 7/11 15/5 15/13 22/22 24/3 26/14 34/21 35/24 36/1 36/8 36/15 40/19 41/13 46/11 46/11 46/11 46/17 52/11 52/13 52/22 63/23 64/5 64/9 64/20 65/5 69/19 70/23 72/13 72/14 78/22 86/7 88/4 90/24 94/1 94/3 99/23 <b>no-show [1]</b> 86/7 <b>no-shows [4]</b> 35/24 36/1 36/8 36/15 <b>nobody [2]</b> 46/14 60/21 <b>nobody's [1]</b> 27/8 <b>non [31]</b> 23/10 25/13 25/13 29/22 42/22 46/24 46/24 47/10 47/13 47/25 48/25 50/5 54/11 54/24 57/23 57/24 58/15 59/1 59/12 59/18 62/21 63/20 64/1 69/11 70/7 71/3 72/14 82/5 86/13 90/6 94/22
<b>make [47]</b> 9/5 10/21 10/23 13/23 15/23 16/15 16/17 17/1 19/13 20/2 20/13 21/3 21/14 24/8 30/10 31/24 35/17 37/4 53/7 65/10 67/22 73/19 74/1 76/23 76/24 77/5 77/7 77/12 77/15 77/20 79/6 80/12 88/23 89/14 89/24 91/8 91/16 95/24 97/21 98/19 99/7 100/2 100/3 102/5 104/11 109/14 109/16	<b>means [1]</b> 69/10	<b>might [16]</b> 24/5 29/12 48/20 55/15 58/17 58/18 64/7 66/15 69/4 71/5 76/19 77/11 86/14 105/3 106/5 107/13	<b>mind [5]</b> 6/25 14/19 74/16 84/15 106/16	<b>new [19]</b> 11/21 23/12 23/21 25/25 28/9 36/24 37/4 37/5 39/18 52/13 68/22 68/22 69/6 89/16 96/16 104/9 104/10 104/12 105/20 <b>next [35]</b> 4/25 12/2 12/15 38/11 42/19 43/15 47/21 48/7 48/15 50/18 51/12 60/15 60/16 61/2 64/7 64/17 64/18 65/24 67/20 72/22 74/4 78/7 79/7 81/4 83/25 85/11 85/22 86/2 86/3 94/5 100/12 104/15 104/21 108/25 110/3 <b>next year [9]</b> 38/11 48/7 50/18 61/2 64/7 64/17 64/18 65/24 72/22 <b>next-year [1]</b> 86/2 <b>nice [1]</b> 59/1 <b>nicely [1]</b> 77/1 <b>nicer [2]</b> 49/11 49/25 <b>nicest [1]</b> 38/20 <b>Nick [1]</b> 21/23 <b>Nick's [1]</b> 105/13 <b>nine [2]</b> 42/13 42/17 <b>Niners [5]</b> 25/15 42/14 42/18 52/8 90/21 <b>nitty [2]</b> 97/3 109/21 <b>nitty-gritty [2]</b> 97/3 109/21 <b>no [36]</b> 7/11 15/5 15/13 22/22 24/3 26/14 34/21 35/24 36/1 36/8 36/15 40/19 41/13 46/11 46/11 46/11 46/17 52/11 52/13 52/22 63/23 64/5 64/9 64/20 65/5 69/19 70/23 72/13 72/14 78/22 86/7 88/4 90/24 94/1 94/3 99/23 <b>no-show [1]</b> 86/7 <b>no-shows [4]</b> 35/24 36/1 36/8 36/15 <b>nobody [2]</b> 46/14 60/21 <b>nobody's [1]</b> 27/8 <b>non [31]</b> 23/10 25/13 25/13 29/22 42/22 46/24 46/24 47/10 47/13 47/25 48/25 50/5 54/11 54/24 57/23 57/24 58/15 59/1 59/12 59/18 62/21 63/20 64/1 69/11 70/7 71/3 72/14 82/5 86/13 90/6 94/22
<b>majority [9]</b> 16/19 25/12 31/16 42/17 42/25 46/21 55/20 69/23 70/1	<b>meet [3]</b> 15/21 21/6 105/21	<b>mid-June [1]</b> 87/14	<b>mind [5]</b> 6/25 14/19 74/16 84/15 106/16	<b>new [19]</b> 11/21 23/12 23/21 25/25 28/9 36/24 37/4 37/5 39/18 52/13 68/22 68/22 69/6 89/16 96/16 104/9 104/10 104/12 105/20 <b>next [35]</b> 4/25 12/2 12/15 38/11 42/19 43/15 47/21 48/7 48/15 50/18 51/12 60/15 60/16 61/2 64/7 64/17 64/18 65/24 67/20 72/22 74/4 78/7 79/7 81/4 83/25 85/11 85/22 86/2 86/3 94/5 100/12 104/15 104/21 108/25 110/3 <b>next year [9]</b> 38/11 48/7 50/18 61/2 64/7 64/17 64/18 65/24 72/22 <b>next-year [1]</b> 86/2 <b>nice [1]</b> 59/1 <b>nicely [1]</b> 77/1 <b>nicer [2]</b> 49/11 49/25 <b>nicest [1]</b> 38/20 <b>Nick [1]</b> 21/23 <b>Nick's [1]</b> 105/13 <b>nine [2]</b> 42/13 42/17 <b>Niners [5]</b> 25/15 42/14 42/18 52/8 90/21 <b>nitty [2]</b> 97/3 109/21 <b>nitty-gritty [2]</b> 97/3 109/21 <b>no [36]</b> 7/11 15/5 15/13 22/22 24/3 26/14 34/21 35/24 36/1 36/8 36/15 40/19 41/13 46/11 46/11 46/11 46/17 52/11 52/13 52/22 63/23 64/5 64/9 64/20 65/5 69/19 70/23 72/13 72/14 78/22 86/7 88/4 90/24 94/1 94/3 99/23 <b>no-show [1]</b> 86/7 <b>no-shows [4]</b> 35/24 36/1 36/8 36/15 <b>nobody [2]</b> 46/14 60/21 <b>nobody's [1]</b> 27/8 <b>non [31]</b> 23/10 25/13 25/13 29/22 42/22 46/24 46/24 47/10 47/13 47/25 48/25 50/5 54/11 54/24 57/23 57/24 58/15 59/1 59/12 59/18 62/21 63/20 64/1 69/11 70/7 71/3 72/14 82/5 86/13 90/6 94/22
<b>make [47]</b> 9/5 10/21 10/23 13/23 15/23 16/15 16/17 17/1 19/13 20/2 20/13 21/3 21/14 24/8 30/10 31/24 35/17 37/4 53/7 65/10 67/22 73/19 74/1 76/23 76/24 77/5 77/7 77/12 77/15 77/20 79/6 80/12 88/23 89/14 89/24 91/8 91/16 95/24 97/21 98/19 99/7 100/2 100/3 102/5 104/11 109/14 109/16	<b>meeting [34]</b> 1/9 4/6 8/14 12/2 12/15 19/15 19/18 21/4 33/12 34/16 67/21 74/12 75/16 76/19 77/7 78/5 86/3 95/19 95/25 100/12 100/16 100/18 102/8 102/13 102/15 106/25 107/4 107/7 107/8 107/15 109/8 110/16 110/18 111/7	<b>mid-June [1]</b> 87/14	<b>mind [5]</b> 6/25 14/19 74/16 84/15 106/16	<b>new [19]</b> 11/21 23/12 23/21 25/25 28/9 36/24 37/4 37/5 39/18 52/13 68/22 68/22 69/6 89/16 96/16 104/9 104/10 104/12 105/20 <b>next [35]</b> 4/25 12/2 12/15 38/11 42/19 43/15 47/21 48/7 48/15 50/18 51/12 60/15 60/16 61/2 64/7 64/17 64/18 65/24 67/20 72/22 74/4 78/7 79/7 81/4 83/25 85/11 85/22 86/2 86/3 94/5 100/12 104/15 104/21 108/25 110/3 <b>next year [9]</b> 38/11 48/7 50/18 61/2 64/7 64/17 64/18 65/24 72/22 <b>next-year [1]</b> 86/2 <b>nice [1]</b> 59/1 <b>nicely [1]</b> 77/1 <b>nicer [2]</b> 49/11 49/25 <b>nicest [1]</b> 38/20 <b>Nick [1]</b> 21/23 <b>Nick's [1]</b> 105/13 <b>nine [2]</b> 42/13 42/17 <b>Niners [5]</b> 25/15 42/14 42/18 52/8 90/21 <b>nitty [2]</b> 97/3 109/21 <b>nitty-gritty [2]</b> 97/3 109/21 <b>no [36]</b> 7/11 15/5 15/13 22/22 24/3 26/14 34/21 35/24 36/1 36/8 36/15 40/19 41/13 46/11 46/11 46/11 46/17 52/11 52/13 52/22 63/23 64/5 64/9 64/20 65/5 69/19 70/23 72/13 72/14 78/22 86/7 88/4 90/24 94/1 94/3 99/23 <b>no-show [1]</b> 86/7 <b>no-shows [4]</b> 35/24 36/1 36/8 36/15 <b>nobody [2]</b> 46/14 60/21 <b>nobody's [1]</b> 27/8 <b>non [31]</b> 23/10 25/13 25/13 29/22 42/22 46/24 46/24 47/10 47/13 47/25 48/25 50/5 54/11 54/24 57/23 57/24 58/15 59/1 59/12 59/18 62/21 63/20 64/1 69/11 70/7 71/3 72/14 82/5 86/13 90/6 94/22
<b>majority [9]</b> 16/19 25/12 31/16 42/17 42/25 46/21 55/20 69/23 70/1	<b>meet [3]</b> 15/21 21/6 105/21	<b>middle [1]</b> 34/10	<b>mind [5]</b> 6/25 14/19 74/16 84/15 106/16	<b>new [19]</b> 11/21 23/12 23/21 25/25 28/9 36/24 37/4 37/5 39/18 52/13 68/22 68/22 69/6 89/16 96/16 104/9 104/10 104/12 105/20 <b>next [35]</b> 4/25 12/2 12/15 38/11 42/19 43/15 47/21 48/7 48/15 50/18 51/12 60/15 60/16 61/2 64/7 64/17 64/18 65/24 67/20 72/22 74/4 78/7 79/7 81/4 83/25 85/11 85/22 86/2 86/3 94/5 100/12 104/15 104/21 108/25 110/3 <b>next year [9]</b> 38/11 48/7 50/18 61/2 64/7 64/17 64/18 65/24 72/22 <b>next-year [1]</b> 86/2 <b>nice [1]</b> 59/1 <b>nicely [1]</b> 77/1 <b>nicer [2]</b> 49/11 49/25 <b>nicest [1]</b> 38/20 <b>Nick [1]</b> 21/23 <b>Nick's [1]</b> 105/13 <b>nine [2]</b> 42/13 42/17 <b>Niners [5]</b> 25/15 42/14 42/18 52/8 90/21 <b>nitty [2]</b> 97/3 109/21 <b>nitty-gritty [2]</b> 97/3 109/21 <b>no [36]</b> 7/11 15/5 15/13 22/22 24/3 26/14 34/21 35/24 36/1 36/8 36/15 40/19 41/13 46/11 46/11 46/11 46/17 52/11 52/13 52/22 63/23 64/5 64/9 64/20 65/5 69/19 70/23 72/13 72/14 78/22 86/7 88/4 90/24 94/1 94/3 99/23 <b>no-show [1]</b> 86/7 <b>no-shows [4]</b> 35/24 36/1 36/8 36/15 <b>nobody [2]</b> 46/14 60/21 <b>nobody's [1]</b> 27/8 <b>non [31]</b> 23/10 25/13 25/13 29/22 42/22 46/24 46/24 47/10 47/13 47/25 48/25 50/5 54/11 54/24 57/23 57/24 58/15 59/1 59/12 59/18 62/21 63/20 64/1 69/11 70/7 71/3 72/14 82/5 86/13 90/6 94/22
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