

1 INCLINE VILLAGE  
 2 GENERAL IMPROVEMENT DISTRICT  
 3 GOLF ADVISORY COMMITTEE  
 4  
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 8 TRANSCRIPT OF HEARING  
 9 PUBLIC MEETING  
 10 Via Zoom  
 11  
 12 Held via Zoom  
 13  
 14 Thursday, January 25, 2024  
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 22  
 23  
 24 Reported by: Brandi Ann Vianney Smith  
 25 Job Number: IVGID 19

1 APPEARANCES  
 2  
 3 **COMMITTEE MEMBERS PRESENT**  
 4 MICHAELA TONKING, CHAIR  
 5 TODD WILSON, MEMBER  
 6 ROBERT RICCITELLI, MEMBER  
 7  
 8 **ALSO PRESENT**  
 9 SERGIO RUDIN, LEGAL COUNSEL  
 10 HEIDI WHITE, DISTRICT CLERK  
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1 INDEX 3  
 2 PAGE  
 3 A. PLEDGE OF ALLEGIANCE 4  
 4 B. INITIAL PUBLIC COMMENTS 4  
 5 C. APPROVAL OF AGENDA 6  
 6 D. CONSENT CALENDAR 7  
 7 E. GENERAL BUSINESS 7  
 8 E 1. Director of Golf Update 7  
 8 E 2. GAC Goals/Objectives 21  
 9 F. LONG RANGE CALENDAR 43  
 10 G. FINAL PUBIC COMMENTS 47  
 11 H. ADJOURNMENT 47  
 12  
 13 -o0o-  
 14  
 15  
 16  
 17  
 18  
 19  
 20  
 21  
 22  
 23  
 24  
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1 Incline Village, Nevada - 1/25/2024 - 3:00 P.M. 4  
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 3  
 4  
 5 CHAIR TONKING: It's 3:00. Let's begin  
 6 with the Pledge of Allegiance.  
 7 A. PLEDGE OF ALLEGIANCE  
 8 (Pledge of Allegiance.)  
 9 B. INITIAL PUBLIC COMMENTS.  
 10 MR. DOBLER: Cliff Dobler here. I want to  
 11 just make a couple comments on this job description  
 12 for the director of golf. What I thought was  
 13 interesting in the summary, on the second line, it  
 14 says that the -- this includes golf, facilities, and  
 15 events.  
 16 Now, I don't know what facilities and  
 17 events mean, but I believe it may be our facility  
 18 department that takes in Aspen Grove and the  
 19 Chateau. Now, that's that catering operation that  
 20 does almost \$2 million dollars in sales based on the  
 21 2024 budget, and is to lose about \$157,000.  
 22 Now, what's unique about this is when I go  
 23 and look at when you start saying about what  
 24 knowledge they have to have in this area, it's  
 25 completely silent. So I guess you're going to hire

5

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

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

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

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

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

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

6

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

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

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

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

12           CHAIR TONKING: Thank you.

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

15 C. APPROVAL OF AGENDA

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

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

7

1 should be removed.

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

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

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

15 D. CONSENT CALENDAR

16           CHAIR TONKING: Consent calendar, nothing  
 17 there.

18 E. GENERAL BUSINESS

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

21           E 1. Director of Golf Update

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

8

1 Resources Erin Feore.

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

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

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

9

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

10

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

11

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

12

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

13

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

14

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

15

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

16

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

17

1 CHAIR TONKING: Okay.

2 MS. FEORE: Very well stated.

3 CHAIR TONKING: Maybe, then, that's

4 something too where your committee will figure that

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

6 some details that we need to consider, whatever

7 happens.

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

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

10 role in which they would not succeed well at because

11 of these other responsibilities that come with it

12 that will make us a little bit more different.

13 MEMBER RICCITELLI: I finally got in.

14 Sorry about that.

15 CHAIR TONKING: We were just talking about

16 the job and hiring process for the new director of

17 golf. We had some discussions from Jay and Erin

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

19 Todd asked some questions about that food and

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

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

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

23 Then we have also talked a little bit

24 about how food and beverage is part of that job

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

18

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

2 had any thoughts on the job description that you

3 wanted to bring forward.

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

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

6 comments. And I read through the job description

7 myself.

8 It does seem pretty broad and expansive,

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

10 agree that maybe trying to find somebody that can

11 run a golf course and the food and beverage and

12 events might be a little broad.

13 I know at the golf courses that I play at

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

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

16 food and beverage, for example.

17 So, that's it.

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

19 good comment.

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

21 the committee?

22 CHAIR TONKING: Yeah.

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

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

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

19

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

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

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

4 which has been really good.

5 My question is: Are there companies,

6 agencies, resorts out there that have that a general

7 manager of golf operations? Is that a common job

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

9 experience?

10 MEMBER RICCITELLI: In my case, the club I

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

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

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

14 But the golf pro or the head pro or the

15 director of golf runs the operations, which includes

16 maintenance of the golf course and the golf shops

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

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

19 restaurant.

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

21 other places where they do. It just seems that

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

23 but does the director of Diamond Peak run the food

24 at Diamond Peak as well?

25 MR. BANDELIN: Yeah. To answer your

20

1 question specifically, Robert, the general manager

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

3 ten different departments, which one of those is

4 including the food and beverage.

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

6 the comment that until the resignation of the food

7 and beverage director that we saw this summer, there

8 was an actual director of food and beverage for the

9 District. That person had all the skill sets to

10 direct and operate all food and beverage operations

11 within the District.

12 So the golf -- the previous golf director

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

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

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

16 a good understanding of food beverage offerings at

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

18 probably have a good idea of offerings that happens

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

20 beverage carts, and restaurants or banquet

21 facilities.

22 So the way that we had designed it in the

23 District, we had a natural director that would work

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

25 really good.

21

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

22

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

23

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

24

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

25

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

26

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

27

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

28

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

29

1 tell the story.

2 I would also add to part of that as part

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

4 uncover those areas of improvement. It's something

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

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

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

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

9 golf operations or figuring out ways that it can

10 become more appealing to our community and drive

11 utilization and just the overall enjoyment, still

12 falls within that objective.

13 So my answer to your question doesn't

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

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

16 of improvement so that we keep the very highest

17 level of experience on the golf courses as possible.

18 CHAIR TONKING: I think that's really

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

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

21 can really then discuss where do we need to dig

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

23 that to then give informed recommendations to the

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

25 having the Board dig into. I know that Trustee

30

1 Schmitz did a lot of financial digging at the

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

3 MEMBER SIMON: Do you have a target date

4 that we need to provide the Board revenue

5 recommendations?

6 CHAIR TONKING: Yeah. It was originally

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

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

9 our discussion -- our first February meeting, go

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

11 be able to give them some recommendations by March.

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

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

14 in another.

15 Good news is our interim financial

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

17 those calls too, so they will really help talking

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

19 process as well.

20 MEMBER SIMON: Couple of comments.

21 The data that you're putting together, if

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

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

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

25 fully available to review these financial numbers

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

2 meeting.

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

4 look at it. Okay?

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

6 Jay.

7 There are some requirements we have with

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

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

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

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

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

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

14 window.

15 MEMBER SIMON: The financial statements

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

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

18 looking at, what are we going to get?

19 CHAIR TONKING: We are going to look at it

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

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

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

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

24 off a fiscal year.

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

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

2 is to have what percent of the budget is remaining

3 at that point. So what percent that they budgeted

4 is still remaining, knowing that we will still have

5 May and June as part of that budget.

6 MEMBER SIMON: Are we going to get a

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

8 financial statements for July, August, September?

9 CHAIR TONKING: So we will be getting the

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

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

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

13 them.

14 Mike, please interject if I'm wrong.

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

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

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

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

19 percentage of budget to actual and actuals. And we

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

21 that would include July, August, September, and

22 October for both courses.

23 MEMBER SIMON: Okay.

24 MR. BANDELIN: Part of this agenda item

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



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

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

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

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

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

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

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

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

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1 that.

2 CHAIR TONKING: Rob, can you also work

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

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

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

6 all the correct courses?

7 MR. SIMON: Sure.

8 MR. BRUCE: Yep. Sounds good.

9 CHAIR TONKING: Thank you.

10 MEMBER WILSON: Just one additional

11 comment on some of that data.

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

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

14 rest of your responsibilities, so thank you very

15 much for that.

16 On the slot data, I just wanted to comment

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

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

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

20 reports that summarize that are by month or

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

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

23 kind of advanced statical analysis, which I would

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

25 consider elasticity, the more details the better.

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

2 terms of making that data available, that maybe too

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

4 detail, the better that becomes.

5 CHAIR TONKING: I had the wonderful

6 opportunity of --

7 (Chair Tonking "froze" on Zoom.)

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

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

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

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

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

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

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

15 to do a bunch of different stuff.

16 MEMBER WILSON: Thank you. I apologize

17 for being redundant.

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

19 it in the packet last week because I thought nobody

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

21 that in the packet for this next meeting.

22 Anything else that we need?

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

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

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

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1 F. LONG RANGE CALENDAR

2 CHAIR TONKING: I just think the long

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

4 those data sources and having that discussion.

5 And then probably meeting after that,

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

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

8 golf data that we'll have.

9 So I would say our first meeting in

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

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

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

13 looks like right now, unless there's something

14 somebody thinks is super pressing too that needs to

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

16 of that February meeting, hopefully, if that works

17 for the staff.

18 MEMBER SIMON: Quick question. The

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

20 to get a full set of financials including a balance

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

22 we going to get from the general ledger side?

23 CHAIR TONKING: Bobby Magee, do you want

24 to speak to exactly what you were planning giving

25 them?

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

2 not planning on doing a full set of financial

3 statements that you would typically see a private

4 accounting firm do.

5 What we are doing is creating the

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

7 expenditures, in accordance with what we would

8 typically show on our financial statements according

9 to GASB.

10 And then we are also creating a separate

11 column for the current fiscal year which shows what

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

13 revenues and expenditures are against each one of

14 those line items, and then the percentage of budget

15 for this fiscal year.

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

17 now.

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

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

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

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

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

23 October financials that they had just threw any

24 remaining amount of prepaid or advance deposits --

25 You know what I'm talking about?

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1 MR. MAGEE: Sure.

2 MEMBER SIMON: -- deferred revenue, it

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

4 It should be a pretty big number.

5 Because we were told by Darren that a lot

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

7 their Play Passes, that was part of his

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

9 large adjustment to income in that October

10 statement.

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

12 mind isn't right.

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

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

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

16 several months behind on many of the accounting

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

18 completely rebuilt the entire finance leadership

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

20 controller, and a new assistant director.

21 And in working with a team of consultants

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

23 focused on getting caught up on last year's

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

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

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1 we are still behind on those.

2 When Trustee Tonking asked me to provide

3 some information related to golf financials, we did

4 see some things that look like abnormalities within

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

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

7 we haven't booked to these accounts.

8 And so I understand completely what you're

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

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

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

12 deeper dive into what these numbers really mean.

13 And the deferred revenue piece is one of

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

15 at, because the data is currently in system right

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

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

18 And I think it's really related to

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

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

21 MEMBER SIMON: Okay.

22 CHAIR TONKING: Thank you very much.

23 Any other questions?

24 That's closes long range.

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1 G. FINAL PUBLIC COMMENTS

2 CHAIR TONKING: Do we have any public

3 comment in the queue?

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

5 H. ADJOURNMENT

6 CHAIR TONKING: So that will lead to the

7 adjournment of the Golf Advisory Committee at 4:07

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

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

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1 STATE OF NEVADA )

2 COUNTY OF WASHOE ) ss.

3

4 I, BRANDI ANN VIANNEY SMITH, do hereby

5 certify:

6 That on January 25, 2024, I attended the

7 Golf Advisory Committee Public Meeting, and took

8 stenotype notes of the proceedings entitled herein,

9 and thereafter transcribed the same into typewriting

10 as herein appears.

11 That the foregoing transcript is a full,

12 true, and correct transcription of my stenotype

13 notes of said proceedings consisting of 48 pages,

14 inclusive.

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

16 February, 2024.

17

18 /s/ Brandi Ann Vianney Smith

19

20 BRANDI ANN VIANNEY SMITH

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

### General Business Agenda item 1.

Discuss goals and objectives for the Golf Advisory committee.

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

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

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

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

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

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