

FLCC Board of Directors Meeting Minutes
Monday, 10/22/2018
7:00 PM

In Attendance: Ron Ball, Steve Gress, Deborah McManus, Larry Welford, John Statler, Bob Stumpf, Michael Woodcock, Bret Shifflett

Absent: Tim Powers

Meeting was called to order at 7:00 PM.

E-Mail Communication and Board Vote October 11 & 12, 2018:

The Membership Referral Form is an important part of the marketing program to bring new members into the Club. The old form provided dollar awards to Members who were instrumental in delivering a new member, as follows: Full Golf, \$500; Tennis, \$100; and Social, \$100.

The revised form adds Sports and Junior Executive Members, changes the dollar value of the award, and substitutes a Club Gift Card for the previous cash payment, as follows: Full Golf, \$350; Sports, \$250; Junior Executive \$200; Tennis, \$150; and Social, \$100. This will have the dual benefit of reducing the cost of the program and bringing business to the Club. The member will be able to use the Club Gift Card to pay for goods and services acquired in the three main activities of the Club, restaurant, Pro Shop, and tennis courts.

Bob made a motion to adopt the new referral program and form, Deborah seconded the motion. Via e-mail the motion passed unanimously 7-0.

Regular Business:

• **Finance (Michael)**

- Reviewed monthly financials for September which was a very positive month. The club net operating profit was \$41k vs \$21k budgeted.
- Member Accounts Receivable is down (The new monthly email billing process is working smoothly now and Sarah's monthly reminders are down significantly) and the cash balance is up. The line of credit is down significantly and expected to be zero by the end of October. Cash flow has caught up since our crunch in May due to our new accounting processes and system.
- Significant amounts of rain in September dampened golf rounds but we were still ahead of last year which is very encouraging. Unfortunately some golf maintenance tasks could not be performed due to weather but that translated into savings in R&M.
- Membership revenue is below budget but trending upward with our gain in membership.
- We had 5 private events in September which contributed to a strong Gross Profit and COGS in the Harbor Club.
- Reviewed a highly detailed COGS spreadsheet that included COGS % of Gross Sales and Net Sales which take into account promotions, employee discounts, member comps, and spoilage. The work necessary to build this level of detail into the report has been beneficial to the management team.

• **Expansion Update (Larry)**

- Permitting – Building drawings were submitted to the county Oct 11th. Site plans will be delivered to county Oct 23rd. Both are considered resubmissions. Many changes were incorporated into the site plan to help with aesthetics and savings.
- Bidding - GLMG is bidding the project to their subcontractors at this time. Tentatively, GLMG expects bids back by Nov 2nd, we should have numbers Nov 5th. We will hold a special board meeting that first week of November to review prices and the project as a whole. Due to the proximity to the general membership meeting scheduled for Nov 13th, we will have to combine the general membership and expansion meetings.

- NTS reimbursements – Reviewed the FLCC and NTS equity contribution tracking spreadsheet which tracks money spent toward our respective \$350k and \$450k equity contributions. Includes a recent reimbursement from NTS for ½ of our recent design fees.
 - Meeting with County – We are setting up a meeting with the county administrator and economic development team to provide a tour and lunch. They have not seen our club in many years and we feel their enthusiasm for the project would be beneficial at this time.
 - Reviewed the updated cost spreadsheet including building costs, soft costs, and other project costs.
 - Ron shared the sample boards that the Interior Design firm provided to us. We will share them at the membership meeting and then leave them out for display in the Harbor Club.
- **General Manager’s Report (Bret)**
 - Website – Deborah and Bret continue to work with Simpatico Design on the new website. It is targeted to launch Monday October 29th. The launch will include the new public “forward facing” website as well as new email blast templates. Later we will launch the members only portion of the website that will include online billpayment and online tee times, etc. We are asking for board members to review and provide comments.
 - Phone System - Bret set up the Autodialer at the Harbor Club. Previously to get dining, Bret, or Heather you dialed just 972-6200. Now when you dial the number you have extensions to choose from. That way servers don’t have to stop what they are doing to answer the phone and go look for Bret and Heather, etc. Much more efficient for employees and our members and cost us nothing as it was included in our phone service.
 - Gas – Our gas contract is up with Amerigas and we will need another tank with the expansion so John bid out our gas service with 4 different companies: Amerigas, Revere Gas, Blossman Gas, and Anderson. Given John’s experience and relationships in this business, he was able to procure 4 very competitive bids. They all visited and understand the scope of work. By far the Blossman Gas was the most beneficial proposal to us. It includes an upfront cost that we need to budget for but the pricing easily pays for itself in two short years and there is more savings and stability in what to expect in future pricing. He is going to follow up with them on working on a contract that might include an extra payment over the first several years to purchase the tank so that future price bidding can be more competitive since we would own the tanks.
 - Gas usage – John is going to do more investigation regarding our gas consumption and what we use gas for (we think just for the kitchen essentially) to see why our gas levels are what they are.
- **Membership Committee (Bob)**
 - Highlighted in a recent BOG that we met our goal of 500 new members which was well received by the membership. As reported, September numbers are 214 Golf, 26 Tennis, and 260 Social for a total of 500. New target is 72 new members (double of last year).
 - Reported NTS has given away 8 memberships, 1 of which is now an active membership. Bret to research how many are golf vs. social.
 - Launched Fall into Something Fabulous promotion (thru 12/31) via email and mailbox stuffing. Planning winter promotion now, called “Beat the Sleet”. Future spring promotion may focus on tennis while summer promotion focuses on golf.
 - Reviewed the Jr Executive membership category limit to 20 memberships as listed on our marketing flyer. Our “Plan for the Offering” does not specify a limit and we found no record in meeting minutes that set a limit. The board reaffirmed that the Jr Executive membership category does not have a limit and the phrase will be stricken from marketing collateral. If our club is ever in the position to turn away members we will reassess.
 - The Membership committee wrote a nice article and gathered photos for a submission to December’s Lifestyle Magazine.
 - Quarterly coupon program – Helen has offered for the FLCA to stuff their December HOA dues mailer with a FLCC “member for a day” quarterly coupon as well as include it in new resident welcome packages. The coupons would give nonmember residents something to turn in when they use their quarterly member for a day benefit. They would write down their contact information on the

coupon which helps the club track nonmember usage as well as provide leads for Bret. If nonmembers come to the club without a coupon, they will be given one to turn in.

- **Harbor Club Committee (John)**
 - September was a great month (helped by 5 weddings) and the team worked hard on COGs.
 - Heather provided P&Ls for the weddings which were highly profitable and got great reviews.
 - A new Menu was launched tonight. COGS for each menu item was reviewed in detail. Some prices went up to cover the increase in prices that are typical for the holidays. Discussed balancing the need to price items to cover costs with the need to price reasonably so it drives volume. We will see what the feedback is on the new menu pricing both anecdotally and by looking at reports on what has been ordered.

- **Golf Committee (Tim)**
 - Drew came up with a new golf committee meeting agenda that will help standardize and streamline golf committee meetings as well as reporting to the GM. Drew will be putting together a Rounds Report to show where we stand compared to last year on number of rounds played.
 - Fall/winter league kicks off next week for the 8 week season.
 - New merchandise has arrived. Looking to have a Fall Pro Shop sale within the next few weeks.
 - LGA had closing day. Well attended with 24 ladies, and included lunch and end of season awards.
 - Jr League was a huge success in its first year. Season was capped off with a banquet last week for all players, parents, and siblings.
 - Dress code signs will be going up at practice facilities to help with the enforcement of dress code.

- **Tennis Committee (Deborah)**
 - Member Guest held with 4 teams, it was a fun round robin.
 - The deadline for Club Championship ladder matches have been extended from Oct 1 to Oct 31. We are advertising the matches and getting a good turn out of members to watch the matches. Play from our youth has been incredible and the camaraderie is good to see.
 - Membership participation in other areas, and overall tennis membership, is still down.

- **Social Committee (Ron)**
 - The committee welcomed a new member Stephanie Maxwell who will be an excellent addition.
 - Ron reviewed a ton of good ideas from their recent brainstorming session that included a Gray Ghost Winery tasting on Nov 7, an Ugly Sweater night Dec 23rd, and an Italian New Year's Eve 12/31 (ends at 8 pm so it is tailored to families and those who don't want to stay up until midnight, or who want to have a meal and then go to FLYC party). Tons of other ideas, like a whiskey tasting, Disney theme night, murder mystery night, etc.
 - Discussed an expansion groundbreaking event at the HC as well as posting a club expansion construction progress chart or graph.

- **Greens Committee (Larry)**
 - Meeting is coming up next Weds.

- **Upcoming**
 - Elections – Thank you to the nominations committee for finding three enthusiastic candidates for the three vacant board positions: Kevin McCarthy, Ron Morris, and Kathy Flanagan. Election ballots are being crafted and will be emailed out Oct 30th.
 - Membership Meeting November 13 – Discussed rough agenda. Deborah has the lead on creating slides. There is a lot to cover without being too long. Will ask for questions ahead of time to include in the presentation.

Meeting adjourned at 9:45 PM.