

FLCC Board of Directors Meeting Minutes
Monday, April 29, 2019, 6:30 PM

In Attendance: 6 board members – Ron Ball, Brett DeGallery, Deborah McManus, Bob Stumpf, John Statler and Michael Woodcock. **Absent:** Fred Jenne, Steve Gress (Asset Management). Also attending -- Bret Shifflett and Larry Welford (expansion update),

Note: Prior to the Board meeting, several Board members did a walk thru of the expansion construction site

Deborah called the meeting to order 6:45 PM

Harbor Club Expansion Update (Larry Welford, Deborah McManus, John Statler)

- Deborah and Larry had Buddy from the bank over and he was positive on the project. May ask the bank to increase our period of interest only. This helps us on cash flow.
- NTS gave another infusion of cash. They have put in \$357,000 to date.
- Received 2 reimbursement checks from Rappahannock Electric for repairs sustained during REC work.
- Deborah and Larry reviewed the construction budget
- Had to make roofing, carpentry, and A/C changes due to county building permit requirements.
- Have several upcoming change orders
- 13, 16, 19, 20 change orders are all under review with GLMG.
- Weather delays and county mandated changes have put us over budget so far and we are assessing various ways to get back on track.
- Planning on having semi-annual May 20 membership meeting. Discussed being able to have members do a tour.
- The meeting will start at 7 pm. Will review final 2018 finances, and financials to date.
- Asking for questions in advance so we can cover key questions members may have
- Also plan on giving the Harbor Club staff a tour of the facility

Harbor Club Expansion Operational Overview (John Statler)

- Fire alarm company. John got bid that will save us money compared to GLMG.
- Work has begun on the financial forecast for 2020 with three scenarios: worst case, best case, and average case scenarios
- Biggest cost concern is labor

Finance (Michael Woodcock and Bret Shifflett)

- Commented on personal property taxes. Steve Gress, Sarah, and Dave worked hard to identify the Asset Management assets that have been disposed since 2013 which was a difficult task given that we didn't have a detailed asset list from when the club was originally purchased. The club's ppt tax paid on AM's behalf will drop about 50%. Considering transfer of property assets to FLCC this year.
- Balance sheet (March 31st)
 - 3 payroll month, still plenty of cash to cover.
 - Golf mats were paid out of capital reserve budget as approved in January.

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- P&L (March)
 - Revenue vs budget
 - Food and beverage up \$10,000
 - Golf almost up \$8,000
 - Membership up
 - Gross Income over budget \$37,000
- Total expenses were below what was budgeted, net income \$17k better than budget.
- Much better than last year, YTD net income \$21,735 better than prior year.
- Cash flow planned better than last year
- Considering we had three payroll periods in March, financial numbers were very good
- COGS were up so that affected income
 - Although food costs have not decreased, costs are lower than last year
 - Because we have such a small kitchen, buffets save us on food costs compared with a la carte dining
 - Wine costs are higher than we want them to be

Membership Committee (Bob Stumpf)

Membership Statistics

	March 2019	March 2018	Variance
Golf	194	182	12
Sports	19	23	(4)
Tennis	26	28	(2)
Social	270	246	24
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Totals	509	479	30

Monthly Totals

Joined	9
Upgrade	3
Downgrade	1
Resigned	(1)

Change	+8

- New Member Reception/Dutch Treat Harbor Club Dinner
 - May 18 with reception at Sally Elliot's home
 - Expect 30+ members
- Contest to rename Member Grille
 - Kathy Wanat has lead
 - Expectation is that HC committee and marketing will be included so that naming contest includes good description of what image we're trying to portray with the two venue names.
 - Expect July rollout
 - Board to make final selection of venue names.

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- Swing Into Spring promotion
 - Runs through June 20
 - Flyer delivered to all residents in Fawn Lake
- Hard Hat Special
 - New promotion requiring Board approval
 - Offers discounts in all three areas: Harbor Club, Golf and Tennis
 - Coupon books already available
 - Made motion to do “Hard Hat” promotion June thru Sept. Motion carried 6-0.
- Simpatico (Amy Simpson)
 - Developed 2019 Membership Marketing Strategy (Provided to Committee)
 - Meet with Membership Committee to target new members
 - Open House in the planning stage with direct mail under consideration
- Deborah McManus discussed adding a sentence to paragraph C1 which covers Eligibility for Club Memberships
 - Owners of property within the Fawn Lake community are eligible for Membership in the Club assuming that they are members in good standing of the FLCA and there is then availability in the desired Membership classification. To affect such Membership, property owners must apply in writing, on the appropriate form to the Director of Membership services. Upon review of the application and determination of the applicant’s eligibility, and upon the payment of the applicable Initiation fee, the applicant will be admitted to Membership. If the Club has established Membership limits for one or more Membership categories, eligibility will be determined on a first-come basis with priority given to those property owners who earlier submit the required completed application and Initiation fee payment. The Club reserves the right to offer annual Memberships to persons who do not own property within the Fawn Lake community on terms as may be established by the Board from time to time.
The Club may modify, limit the quantity, or cancel annual memberships at any time.
 - Made no changes to the wording

Golf Committee (Brett DeGallery)

- The Golf Committee met on Friday, Mar 22, 2019 @ 9:00 am. Bret Shifflett & Drew Falvey also attended.
- Golf Membership Report (as of 2/28/19)
 - Total Membership: 501 (+1): 268 Social (+3); 25 Tennis (0); and 208 Golf (-2)
 - Golf Memberships: 208 (-2): 161 Full Golf (-2); 27 Jr Executive (+0); 20 Sports (+0)
- 2nd Rules Seminar went well, 20-25 attendees, first had 40-50; GREAT events
- Ladies Golf Subcommittee Update (Chair: Becki Davis)
 - LGA Opening Day is April 10
 - Becki Davis (Ladies Golf Chair) working with Membership Committee (Debbie Sandstrom) targeting lady golfers. 2 purposes: let them know what is going on and find out what we can do to interest them?
 - Ladies Golf Events (in addition to the LGA schedule) – organizing a calendar for Ladies Events – Bret can use this calendar and LGA calendar for membership purposes.
 - Events we’ve opened to ladies or added:

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- Home/away match vs Evergreen – Aug 5 away, Oct 2 home. To our knowledge, this is the first time FLCC has done this for lady's golf.
- Spring Medal Tournament (18-19 May) – previously a men's event, now a mixed ladies & men's 36-hole event, flighted together.
- President's Cup – 2-day team event. Moved Ladies to same weekend as men hoping to increase participation and esprit de corps between men and ladies.
- State Cup – 73rd VSGA Women's Team Matches on Aug 18-20 at Williamsburg CC. To our knowledge, our club has never done this before.
- FLCC will be hosting a Ladies Invitational in July 2020. This is a serious event that will offer a great opportunity for our lady golfers and showcase our Club.
- We feel that the above events coupled with the LGA schedule will promote women's golf at Fawn Lake and the experience that is Fawn Lake CC.
- Men's Golf Subcommittee Update (Chairs: Keith Armstrong & Terry Thompson)
 - Opening Night – March 12
 - 69 attendees, great turnout and very positive feedback
 - Focus for 2019: communication and transparency
 - Opening Day – Saturday, March 30
 - Men's calendar has all details for the season, including payouts (transparency)
 - Communication team in place with a detailed email plan (communication)
 - Sign-up sheets for the entire season in pro shop
 - Experimenting (based on member request) with a draw system for ABC teams
 - "Players Assistant's" for Outside Events:
 - Soliciting volunteers to assist at the request of the Club Pros.
 - Intent is to address slow play and not following club policies.
 - Strick guidelines for Players Assistant's. Remembering that the players are customers.
- Junior Golf Subcommittee Update (Chairs: Chad Bell & Jerry Watson)
 - Registration is ongoing, ends March 31
 - 24 players so far, goal is 28-30
 - Kickoff Meeting is Wednesday, April 17; practices start April 19
 - 8 Pros/Coaches registered and trained by the PGA: Bret, Drew, Garrett, 4 dads who coached last year and Carol Pendry

Greens Committee (Brett DeGallery)

- Reviewed minutes from the previous meeting
- Dave presented a slideshow summary of the past month:
 - All rough pre-emergent herbicide applied
 - Greens and tees fertilized with Ammonium Sulfate
 - Irrigation system startup
 - Tennis Court Landscape/Irrigation work
 - Drainage installed behind 2 green
 - Take-All Patch and Fairy Ring prevention applied to greens
 - Annual Bluegrass Weevil treatment #1

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- Sprayed all bunker slopes for weed control and prevention
- Treated all grounds for weeds, fertilizer
- The committee reviewed a summary of what is ahead:
 - Greens aeration next Tuesday-Thursday
 - Range tee opening soon
 - Zoysia grass treatment with a pre-emergent herbicide
 - Bunker work (only \$4K available this year)
 - Follow up treatment for take-all patch and fairy ring
 - Seasonal staff grows some soon
- The committee reviewed topics for discussion and member email questions
 - Flagstick Color – a request was received from a member to change the color of the flagsticks. The intent is to make them more visible.
 - The committee discussed thoroughly and reviewed options available (white w/black, white w/green, etc.)
 - We just ordered new flags in the traditional Fawn Lake colors and there was a concern the colored flagsticks may not match. Additionally, if we changed the flagsticks, we would need to order 27 to have spares vs 20. We can save some money by using the ones we have now as spares.
 - Based on the above discussion items, the committee decided to stay with the traditional white flagsticks for this season. We will revisit the topic next year when we order new flags.
 - Volunteer divot/ball mark work – a request was made from a member to reemphasize to our members the proper care and etiquette for our course, including repairing ball marks on the green and filling fairway divots with sand.
 - The committee agrees and thoroughly discussed the topic. We took 2 actions:
 - 1) posted a “Course Maintenance Reminders” document on our golf blog
 - 2) The Greens Committee sponsored a “Divot Day” on April 25 while the course was closed for aeration. Bret and the staff provided donuts. We had 16 volunteers sponsor 14 holes (non-par 3’s). We repaired approximately 150-200 divots on each fairway, close to 2,500 in total, using twenty (20) 5-gallon buckets of sand
 - Very positive results! Hope is to make this an annual event.
- The next meeting is scheduled for Friday, May 17

Tennis Committee (Fred Jenne)

- Fred Jenne did not attend so Bret went through Fred’s info
- New tennis professional, Brian Ratzlaff, taken ownership. Doing great job.
- 65 people attended tennis kickoff event, up from 45 last year. Fantastic. Bob Stumpf said about 45 were young people.
- Tennis pro was emcee
- Going to carry tennis merchandise. Can sell Wilson products.
- In order to accommodate more of our committee members, we held our last meeting on Friday evening at 7 PM. This time slot did not work out. We need to come to some sort of consensus

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regarding a meeting day/time. I will re-check with members tomorrow and settle on a more predictable schedule for the rest of the season.

- Outside of club responsibility but of interest to the tennis committee is the maintenance of the HOA hard courts. Fred Jenne has done a lot of research and talked with the HOA extensively. There have been several local courts that went through this process with varying results. Vendor review was also important as success rates varied widely. As an example, the LOW Courts and Fredericksburg (Kenmore) Courts repairs were not successful. It's important to learn why and avoid a similar experience here at FL. The committee agreed with my approach and has asked for input to repair our courts accordingly. We are all aware of the importance of this amenity to the tennis community and community at large.
- Agenda Items:
 - Discuss the First Sip 'n Serve Tennis Social (Sponsor?) Sat. 5/18, Dine at HC @ 7PM. Assign Chair to coordinate the event.
 - Tennis Shed Updates: Refrigerator installed, carpet to be chosen, insulation, ceiling fan, AC Unit etc. all being addressed.
 - Intramural League: Up and running care of Commissioner Silk and Captains Scrivani & Doherty. Darren gave them the outline and they're running with it. Official matches commence next week.
 - Lighting Project: Lights are required for safety purposes at the tennis shed. When the court lights shut down, there is absolutely no light for members to safely exit the clay courts 1 and 2. This is a high priority safety issue for all members.
 - Discuss the Friday, 5/24 Open Tennis Club Championships registration deadline. (Brian Wexler to create our new protocol for timely play). Thanks Brian!
 - Around the horn - all committee members.

Harbor Club Committee (John Statler)

- Met on Apr 10, members present were John Statler, Leslie Hummel, Krystal Bell, Kristi Statler, Heather Allen, Bret Shifflett
- Discussed HC operational overview, revised seating 91 bar (13 bar included) 44 outside, discussed possible need to open existing HC more for dinners, overlapping bartenders for critical happy hour for Members Grille (Friday)
- Discussed Wine Society, nothing specifically addressed, \$99 fee
- Discussed Resident Non-Members 70 tickets for first quarter. 6 have joined.
- Still a bit controversial, please use chance to discuss and promote club
- Discussed big Fredericksburg Builders Tournament on May 6 and other May events including graduation parties on May 19th
- Flash marketing for text notifications to accumulate after grand opening
- Results for April. Here is a list of sales for the month:
 - 4/4 – Acoustic Thursday - \$2,851
 - 4/6 – Wine Dinner - \$6,360
 - 4/9 – Garden Club Fashion Show - \$3,172
 - 4/10 – LGA Opening Day - \$4,514
 - 4/16 – Taco Tuesday - \$3,243

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- 4/18 – Acoustic Thursday - \$3,787
- 4/21 – Easter Brunch - \$8,468
- 4/25 – Acoustic Thursday - \$3,543
- Acoustic Thursdays are trending upward. Prior to starting Acoustic Thursdays, a typical Thursday was approximately \$1,500.
- April sales 4/1 – 4/24 \$73,323.88

Social Committee (Ron Ball)

- Discussed recent events
 - Burger night, prime rib night and Taco Tuesdays doing well
 - April 6 French wine dinner was well received
- Reviewed upcoming events including the Easter Brunch
- Receive Wine Society update
 - \$99 per person annual membership
 - Expected estimate: 60 to 80 members
 - 50% of annual membership would go to FLCC revenues
 - Includes
 - 4 complimentary Wine and food tastings with a qualified speaker
 - Exclusive rates for wine dinners
 - Reserved wine list
 - Private tastings
 - Reduced rates on monthly featured wines
 - Special case prices
 - Not included, would be additional cost for members
 - Exclusive premium wine dinners
 - Exclusive wine trivia event
 - Exclusive wine and movie event
 - Trips to local wineries
 - Tastings would be prior to dinner times so some members might stay for dinner
 - Conservatively estimating 15% to 20% of tasting attendees would stay
 - Want to do a May 8 Wine Society kick off [Note: changed to May 22]
 - I make a motion to establish and move forward with the FLCC Wine Society
- New ideas
 - Many social members have never seen how impressive the golf course is. Talked about doing a wine tasting, golf cart tour of the course open to all FLCC members
 - Want to do summer beer/cider event
- Looking for ways to get more demographics on club member so can tailor more events

Marketing & Technology (Deborah McManus)

- As previously reported, we hired Amy Simpson of Simpatico Design to develop a Membership Marketing Strategy for the club (provided to Board members). The plan hones our messaging so that we can reach three distinct target “personas” by the means they want to be reached with a

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message that speaks to them specifically. This will enable our marketing to be more focused and efficient.

- To give a broad-brush synopsis, here are the three Personas:
 1. **“Family Focuser”** – age 35-54 with Children: Message should include a family focused lifestyle, quality family time, escape the hustle and bustle of everyday life, the club is a place for trust, safety, and opportunity for togetherness.
 2. **“Childless Corporate”** – age 55-64 Empty Nester: Message should answer the question “what comes next in my life?” and include active/healthy outdoor lifestyle, fitness, event highlights, gathering with friends in a social environment, a sense of belonging, relationship building,
 3. **“Successful Socialite”** – age 65+ Retiree: Message should include organized activities, a place to rest, social status, membership, community involvement, a place to make connections and learn a hobby.
- The plan shows a lot of ways to reach our target. We can’t do it all but this year will attempt to chew off a couple of bits.
- Promotion flyers as needed that hit our messaging strategy and are more consistent with our branded “look”
- Exploring a two-sided club calendar/membership info flyer to be inserted into the bimonthly FLCA mailings.
- Looking at a postcard to nearby affluent neighborhoods.
- We’d like to implement SEO but have not yet. Fee is \$300/mo.
- Simpatico Design will create and manage social media content since that will reach the most people more frequently. They will manage not only our Facebook page, but also create an Instagram account, Pinterest account (where all the brides hang out), and a YouTube channel (golf tips, etc.). Simpatico will be attending events to capture pictures and video when possible. We will have access to this content in future years to leverage in our marketing. Planning for messaging on each of the social media channels will take place monthly. The agreement with Simpatico begins May 1 (though they already started) and is month-to-month. The service was included in our 2019 budget for April-Dec.
- Note that our club does not have a CRM (Customer Relationship Management) tool for membership sales yet. Bret has been manually creating a prospect sheet he created in Excel. With the excitement around our construction project, added marketing efforts, and beginning of peak season, we really need to invest in an automated CRM system for Bret (and future sales manager). Some are expensive, some not as much. The CRM can include membership leads, event leads, and private golf outing leads. We will discuss at the board meeting.
- There is an agreement in place with Simpatico to prepare a separate Marketing Strategy document for the Event Center. That effort has not yet been started but is planned for this summer.

Meeting adjourned at 9:40 pm
Next meeting: Monday, May 13