

**FLCC Board of Directors Meeting Minutes**  
**Monday, August 26, 2019, 6:30 pm**

**In Attendance:** Ron Ball, Brett DeGallery, Steve Gress, Deborah McManus, John Statler, Bob Stumpf, Bret Shifflett  
**Absent:** Fred Jenne, Michael Woodcock

5:30 pm. Prior to meeting, the Board did a walkthrough of the Event Center and Member Grille with FLCC and some of the Asset Management Board members who were able to attend.

Deborah McManus called the meeting to order 6:45 pm at the FL Sales Center

**Harbor Club Expansion - Construction Update (Deborah McManus)**

- Larry Welford gave a tour of the Event Center and Member Grille. He didn't attend the Board meeting so Deborah provided an update on the sewer line. The new sewer line installation is complete and the HOA and FLCC buildings have been connected. We recorded a deed of easement for Public Utilities approved by FLCC, HOA, and Asset Management. The last requirement for the County to accept the sewer line is currently being worked by Welford Engineering.
- The opening for our new facilities is still slated for late January

**Harbor Club Expansion - Other Expenses (John Statler)**

- The stub for propane gas is in the ground
- Our fire pit is in stock at Blossman Gas
- To save money while getting quality masonry work, we are going to hire a mason outside of GLMG
- Although John priced out another alternative from another vendor in Richmond, their price was substantially higher than Raven Hi-Fi. We have committed to Raven even though they added on a \$3K wiring fee after the fact. Wiring should be done within a month after electrical is complete.
- The county required us to put in more smoke detectors near all fire doors. This is an additional \$800 expense.
- Regarding Internet connections, John met with Curtis from Infinity (not to be confused with Xfinity) and had a conference call with Tommy Wallace (electrical contractor) to clarify wiring requirements. We expect a substantial decrease in wiring costs after simplifying our needs.
- Cost expected to be Infinity for \$8k and Tommy Wallace Electrical for \$6K
- Fiber will be pulled from the IT room 118 to both the Member Grille storage and Event Center storage 108
- Cat 6 Ethernet cable will be wired from those points outward
- WAPs (wireless access points) will be placed in the Member Grille, hall of fame, existing Harbor Club, Event Center inside, and outside facing the terrace and yard
- Complete estimates for landscaping were not included in the original budget
- We estimate cost for the irrigation system to be about \$9K and landscaping \$26k

**Harbor Club Expansion – Interior Design (Deborah / Ron)**

- We did a walk-through of the site
- Ron reviewed the color layouts and selected pieces in each room while we were touring
- In our conference room Deborah presented the estimated prices for everything
- Deborah did a spreadsheet detailing furniture costs
- The Board was favorably impressed with the interior designer's selections
- Anne Hale Interior Design is working on finalizing prices including tax and shipping
- There are still several things we will need assistance from the interior design committee to be creative in getting low cost furniture accessories for our other needs
- We are also looking at different options for artwork
- For the Bride's Room, Bob Stumpf's daughter can save us on window coverings (Plantation Shutter)

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**Financial Overview (Deborah McManus)**

- We've had about \$22K in change orders
- If we are successfully moving our HVAC units back up, we could recoup about \$12K
- Currently working to get all "other" costs finalized. We need to have really good idea about furniture and other expansion items.
- Our goal is to have everything ready for the September Board meeting
- We plan to have a special Board meeting in October to specifically review HC operations, marketing, and finance.
- Deborah proposed a fundraising idea to generate \$175K to do additional items not budgeted in the expansion. It would be offering 5 lifetime memberships @ \$35K, limited to 5 memberships total.
  - Revenue impact \$22,500 per year to the club
  - The Board discussed the idea. Deborah made motion to do 5 lifetime memberships @35K each. Bob Stumpf seconded the motion. After extensive discussion, the motion passed 5-0.

**Finance (Bret covered Dashboard)**

- July was a challenging month for us
- Golf Operations
  - Golf revenue down because less Green fees than budgeted, less rounds
  - Dues tracking well as we have 13 more golf memberships than last year
  - Gross profits down because excessive heat, lost 1,500 rounds, Men's Member Member postponed
- Harbor Club
  - F&B revenue, dues, initiation fees doing well
  - COGs slightly up due to food costs, bulk sales to WS members
  - Although gross profits were above budget, we didn't make up for the loss in event sales
- Tennis
  - Have some challenges to overcome, especially need more marketing
  - Revenues significantly lower than budget, less interest in tennis camps, socials, adult clinics
  - Lessons revenues lower than expected
- FLCC Totals
  - Overall revenue 8% lower than budget. \$16K due to initiation refunds
  - Expenses higher than budgeted:
    - Wine COGS up but margins higher due to WS, food costs up 1%
    - F&B labor over budget \$11K – (Sous Chef, daytime host and pool service not budgeted
    - Tennis court lease hit late, Wedding Wire charge hit early, Acoustic Thursday music not budgeted
    - Irrigation repairs, and fertilizer over budget, costs of landscaping for wedding
    - HC water bill high due to use during construction and irrigation
    - Insurance bill split evenly this year
    - YTD Profit is (\$8,077)
    - Management will focus on saving on labor and other expenses

**Membership Committee (Bob Stumpf)**

- Membership Statistics

	July 2019	July 2018	Variance
Golf	201	188	+13
Sports	20	19	+1
Tennis	34	26	+8

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Social	272	255	+17
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Totals	527	488	+39

Net Change +1: 5 joins; 3 downgrades; 4 resignations

- New Membership Reception
  - 26 new members attended reception at Sherry Pressley's home
  - Another success!
  - Set Saturday, November 16 as date for next New Member Reception
- FLCC Brochure
  - Sally to review and provide comments to Ron Ball
  - Complete and distribute when printed
- Fall Open House
  - September 29, 4:00-6:00, Harbor Club Expansion only
  - Agreed that Hard Hat Special is enough of an incentive
  - Two channels: We Want You Back list and Bret's contact list
- Documents
  - We Want You Back letter and blast email to Bret's list, Attachment
  - Post Card with invitation and Harbor Club pic, Attachment
  - Board-O-Gram to membership explaining promotion and seeking assistance to encourage neighbors to join Club
- Fall Promotion
  - Free dues for October, November, and December
  - Sally to draft flyer
- Grand Opening Promotion
  - Discussed recommending a "grand", \$1,000 gift card to new members, as basis of promotion
  - Very short response time, maybe one day, maybe one week
- Member Grille Names
  - The Landing @ FL
  - Bayside @ FL
  - The Estuary @ FL
  - The Point at Fawn Lake"

**Bob briefed Board on the Fitness Group activities.**

- Changed name to: "Country Club Outdoors"
- Changed publication name to: "Outdoor Fitness Express"
  - Include logo of locomotive with cars for each activity
- Open House (Expo)
  - \$300 donation for appetizers
  - Cash Bar (Try for Happy Hour pricing)
  - Sunday, September 8, 4:00-6:00 pm
  - Tables for each activity
  - Tennis Sip & Serve could be at same time
- Two documents required to launch program
  - Board-O-Gram
    - Program summary

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- Open House date and time
  - Outdoor Fitness Express
- Outdoor Fitness Express
  - Program Summary
  - Running
  - Hiking
  - Biking
  - Yoga
- Schedule
  - 12 August - Final Draft to Committee Members for review and comments
  - 14 August – Committee comments to Alicia
  - 26 August – Seek Board approval
  - 28 August – Release Board-O-Gram
  - 30 August – Release Outdoor Fitness Express
- Board direction
  - Secure Insurance and legal review of Release of Liability
  - Receive approval from Country Club, HOA, and Asset Management before release of Country Club Outdoors initiative

**Golf Committee (Brett DeGallery)**

- We had the highest total membership since 2012; highest golf membership since 2014
- We closely track rounds played, focusing on “who’s using our course” and if the programs we offer are working or not. Any proposed changes will be presented to the Board for their review.
- Currently, our play is broken down like this: 80% member play; 10% outings; 10% public play (VSGA, etc.)
- Our target is: 85% member play; 15% outings; <1% public play
- Briefed on the results of the “FLCC Golf Open House” that took place on Sunday, June 30.
  - Hosted 17 family groups with great results.
  - 6 new members joined at the Open House (2 Golf, 3 Tennis, 1 Social).
  - Plan to assist Membership Committee for future events.
- The Golf Professional Staff continues a positive trend in increased Golf Lessons.
  - Player Development is a very important part of a healthy Club.
- Starter and player check-in prior to a round are an emphasis item
  - All players must check-in at the Pro Shop prior to play. We need to know who is on our course for safety and to ensure each account is billed correctly.
  - Concept of a “Starter” is being evaluated. Initial plan is to have one on busy days using a staff member.
  - Pros and cons of using a volunteer Member as a starter are also being evaluated.
- Posting Green Speeds was discussed. The maintenance staff will check each week on Thursday and anytime they feel they have changed significantly. This information will be posted at the Pro Shop check-in desk along with Pin Position, Cart Path Rule and any notes for play for that day. Members can get this info when they check-in.
- Rules & Handicap Committee will meet on August 16
- Ladies Golf subcommittee update
  - The Ladies’ Photo Book is updated and posted on the Blog. Copy also available in the Pro Shop.
  - The top 3 spots in the Fredericksburg Amateur Women's Division were taken by members of FLCC: Kristin Shifflett, Becki Davis and Carol Pendry. Way to go ladies!
  - On August 6, 12 LGA members went to Evergreen CC for a day of golf and the opportunity to create new friendships at a great course. We will be hosting Evergreen ladies at FLCC on Oct 2.

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- August 18-20, 6 members of FLCC are competing in the 73rd Annual VSGA State Team Matches at Williamsburg Golf Club with 23 other clubs. The team consists of Becki Davis, Kristin Shifflett, Carol Pendry, Deborah McManus, Roberta Karch and Brenda Sites. Each team had to be hand-selected and this is the first time ladies from FLCC have participated in this event. Great job and thanks for representing FLCC.
- Men's Golf Subcommittee Update
  - Saturday Sweet 16 Matches have concluded. Participation in all events over 33% higher than previous years.
  - Detailed Sweet 16 Information Sheet disseminated to all members: includes format, dates, prize money structure, and procedures for the Tournament. Tracking available of all participants to ensure they can play.
  - Intent is to focus on one of our Guiding Principles: Communication and Transparency.
- Junior Golf Subcommittee Update
  - Fall Season will start shortly after Labor Day and continue through the middle of November. In order to serve our various members' interests, we will form two teams for our 7-13 juniors (TRAVEL and CLUB).
  - Travel Team:
    - Part of the official PGA Jr League (requires an additional mandatory \$75 PGA fee to include new player kit – new jerseys, hats and accessories)
    - Team will comprise of 10-12 non-beginner juniors based upon age, experience and ability (selected by Junior Golf Committee and PGA Professional Staff)
    - Focus is on on-course play, shot selection and rules.
    - Practices will be held ONCE a week, primarily on-course.
    - Matches will be vs. other clubs like Spring/Summer League
    - Commitment – While attendance at matches is not mandatory, there is a strong expectation that every match will be attended with 6 or 9 holes played
  - Club Team:
    - No PGA registration (no \$75 fee, no new player kit)
    - Team is open to any junior aged 7-13, regardless of experience or ability
    - Focus is on fundamentals, with priority given to short game
    - Practices will be held ONCE a week on the range
    - Matches will be intra-team matches and ALL will be held at Fawn Lake
    - Pairing of matches will be determined by player availability and will consist of 3, 6- or 9-hole matches
    - Parents are ENCOURAGED to help/coach their juniors during matches in a POSITIVE and RESPECTFUL manner to ALL participants
- Fawn Lake will charge \$75 per player for Full Golf/Sports members and \$100 per player for Tennis/Social members for either team. This includes instruction, matches, end of season party and Parent/Child tourney in the Fall.
- The next Golf Committee Meeting is Friday, Sep 20 @ 9:00am

**Greens Committee (Brett DeGallery)**

- July and August meetings were combined into one to accommodate Members schedules.
- Trying to keep Golf & Greens Committee's close on all issues golf
- Dave presented a slide show summary of the past month; it is available on his blog:  
<http://flccturfcare.blogspot.com>
  - In the past two months we've had July heat, weeds, Nematodes and related issues that have had an adverse effect on the course
  - Plus, we have had the annual Bluegrass Weevils (ABW) tees and collars

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- What's coming up:
  - Greens aeration – Aug 19-21
  - Tee aeration
  - Rough aeration/overseeding
  - Fertilizer/Seed sale – planned for early September
- Needs
  - AC in Mike's Shop. Members have offered to help out
  - Sign for Monday play
  - Cart Policy
  - Tree Work
- Long-Range Planning Committee (LRPC) update:
  - Practice Facility: long discussion about its history, things we can do short-term and long-term. Short-term: Irrigation system and drainage system. Longer-term: removing some trees between range and #9 fairway to reorienting the range, change the direction balls are hit. Adding a covered practice facility and short-game practice area.
  - Cart Path repairs are a high priority. The Committee understands the impact on member golf carts. We also are feeling the impact on the carts owned by the Club. Bump signs were added to bring awareness to golfers. The possibility of shaving down some rough spots in the concrete and adding a surface to the bridge was discussed.
  - The Committee reviewed options to post green speeds for our Members awareness.
- Next Meeting – Sep 20 @ 11:00

**Tennis Committee (Bret and Fred via Tennis Times)**

- Plan to do a new member tennis social
- Men's and women's tennis doubles are on Sunday, September 8th from 9:00am - Noon (at the courts)
- Lunch after at the Harbor Club (cash bar will be available)
- Open to all adult golf and tennis members of all levels and their guests "Bring a Ringer"!
- \$50.00 per team and includes tennis, lunch and prizes.
- Format: Points of the Compass, no elimination. Please note, format may be modified (dependent on the draw size). Click here to contact Brain for more details or to sign up today!
- The Senior Men's Doubles was won by the team of Fred Jenne and Jack Hook
- We would like to thank all who have participated
- Fawn Lake tennis logo merchandise available
- The Adult and Junior lesson programs begin Tuesday, September 3rd. Classes will be held in four-week sessions. Walk-ins may be available at a higher rate. Reservations are required.
- When you take a private lesson, or a four-week group session, you will be entered into a monthly drawing to receive a free lesson of the same type. Brian has the details!

**Harbor Club Committee (John Statler)**

- Revenue (excluding tips) highlights for July
  - July 5th – Busy Friday \$4,883.31
  - July 16th – Big Brain Trivia \$5,038.63
  - July 19th – Busy Friday \$5,425.23
  - July 25th – Acoustic Thursday \$4,911.04
  - July 26th – Patio Friday \$5,762.29
  - July 28th – Brunch \$5,604.03
- Pool service summary:

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- 16 dates June 8 - August 11
- Total revenue \$4,350. Approximately 50% was from non-member sales
- 443 total covers, averaging 27 per day. High of 47 and low of 11.
- Labor \$672 about 15% of revenue
- The first wedding booked right now is in May so we want to do as many other events in the Event Center as we can in February, March and April
- To incentivize weddings, the room rental rate was reduced from \$5,500 to \$4,500
- Business Plan update:
  - Nearing completion, expect to have a final plan completed by the end of September
  - Hope to brief the Board at a special meeting in early October
  - Plan will include operations, financials and marketing
  - Operational Plan
    - Member experience
    - Organizational plan
    - Internal Operations (hiring)
    - Tech Plan (reporting and payments)
  - Financial Plan
    - Projections for three scenarios, best, worst, average
    - Spreadsheets with detailed assumptions
  - Marketing Plan
    - Amy Simpson of Simpatico working on
    - Both immediate and long-term marketing strategies
  - Sustainability of business model
- Continuing education for HC staff:
  - Sep 23, Serve Safe class for HC staff with expired certs.
  - Scheduling of Alcohol Awareness classes
  - Scheduling of CPR First Aid classes

Our next Harbor Club meeting is set for Friday, August 30

**Social Committee (Ron Ball)**

- Had meeting at Ron's house to brainstorm on member events for the new Event Center
- Knew Stephanie Maxwell would not be able to attend on Monday so Ron met with Stephanie, Heather Allen and Emily Emr on Friday, August 16 to discuss Stephanie's concerns about the recent Back-to-School night
  - Had good meeting. Discussed wanting to have good service for kids' events, expectations from staff, training, event communications
  - Also covered staff challenges like having buffet yet some parents ordering off the menu. Makes it difficult to control food costs and waste. Also heard that some parents dropped kids off unattended, need for people to make reservations.
  - Stephanie provided family event ideas
- This year's focus has been on the expansion and keeping the club open during construction
- With the increase in social memberships, FLCC will want to provide more offerings
- There is a perception by some members that the Event Center is for weddings. Although weddings may be the focus there are lots of other dates where we want to keep the Event Center busy to generate additional revenue through member events.

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- Talked about social committee's role expanding and doing more work such as hosting and spearheading events. The FLCC staff's job focus should be primarily on room setup, F&B, and service. Tips are the servers' main source of income.
- Committee members who head an event will need to recruit member volunteers to help
- Also discussed importance of good coordination and communication with FLCC staff, membership and marketing committees
- The primary goal of the meeting was to brainstorm ideas of member events we'd like to see in 2020 and start working now on plans to present in case they need to be in the club's budget
- Every event will have an ROI analysis. Our goal is to generate revenue.
- Events that are low cost and easy breakeven that don't affect the budget we can continue to add
- Decided to agree on 5 events to start planning now
- If other event ideas come up, we can make changes. The more things we can have planned, the better. We can pick and choose.
- We'll have a follow-up meeting on Thursday, September 5<sup>th</sup>

**Nominations Committee (Deborah McManus)**

- The Nominations Committee is fully formed. John & Deborah are co-chairing it. Members Jeff Deiters, Amy Simpson, and Lynn Manthei have agreed to serve on the committee. E-Mail to membership for nominations goes out late September.

Meeting adjourned at 10:27 pm

**Next meeting: Monday, September 23, 6:30 pm**