

**AGENDA FOR REGULAR MEETING OF THE BOARD OF DIRECTORS
TUESDAY, April 20, 2021**

1. CALL MEETING TO ORDER – ROLL CALL
2. MINUTES OF THE March 16, 2021 MEETING
3. PUBLIC PARTICIPATION (**via Zoom**) – This is a time set aside for anyone present to voice any questions, concerns or ideas to the Board and the Hillcrest staff. This is also the time to discuss comments sent to the Board.
4. FINANCIAL MANAGER'S REPORT – AMY MOODY
5. GOLF PROFESSIONAL'S REPORT – MICHAEL MCCLOSKEY
6. GOLF COURSE SUPERINTENDENT'S REPORT – KEN KIRBY
7. COMMITTEE REPORTS
 - Treasurer/Finance
 - Grounds
 - House
 - Tournament
 - Golf Operations
 - Policy
 - Junior Golf Foundation
8. UNFINISHED BUSINESS:
 - A. Fiber Optics Update
9. CONSENT AGENDA
 - Nothing to report
10. NEW BUSINESS
 - A. Cart Shed Agreement (BD)
11. EXECUTIVE SESSION – Staff Evaluation
12. ADJOURNMENT

NEXT BOARD MEETING: TUESDAY, April 20, 2021 at 5:30 P.M at the Clubhouse

THE BOARD MEETING AND ANNUAL MEETING WILL BE HELD AT THE HILLCREST GOLF CLUB CLUBHOUSE AT 5:30 P.M.FOR STAFF AND BOARD MEMBERS ONLY. DUE TO SOCIAL DISTANCING, ALL MEMBERS AND GUESTS ARE INVITED TO ATTEND VIA ZOOM. INFORMATION ON ZOOM WILL BE AVAILABLE ON HILLCREST WEB SITE UNDER MEMBER'S CORNER NEXT TUESDAY. COPIES OF MINUTES ARE AVAILABLE ON THE WEBSITE -. golfhillcrest.com

Hillcrest Golf Club
Board of Directors Meeting on 4/20/2021
Finance Manager's Report
Year-to-Date 3/31/2021

Financial Statements:

Income Statement:

- **Compared to the Budget:**

Total Income is 11% higher than the budget at	\$436K
Total Expenses are 4% higher than the budget at	<u>(\$332K)</u>
Net Income is 40% higher than the budget at	\$104K

- **Compared to the Prior Year (PY) 2020:**

Total Income is higher than the PY by	\$78K
Total Expenses are higher than the PY by	<u>(\$43K)</u>
Net Income is higher than the PY by	\$35K

Balance Sheet:

- Cash balance is \$223K.
- Long Term Debt balance is \$757K.

Statement of Cash Flows:

- Net Cash provided is \$53.1K, resulting from:
 - Cash provided from Operations \$144.1K
 - Investing in Capital (\$ 52.5K)
 - Financing - debt principal payments (\$ 38.5K)

Net Cash provided	\$ 53.1K
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Key Performance Indicators:

- The Profit Margin for Merchandise is 22%. This is slightly lower than average due discounts.
- F&B is making a small profit and is mostly beverage sales.
- Simulator Return on Investment is 64%. This is based on cumulative gross simulator fees.

Capital Spending:

1. Down payment on Security Gate	\$ 7.2K
2. Bathroom Remodel	\$ 4.4K
3. Blinds	\$ 4.6K
4. Forward Tees	\$ 3.3K
5. Used Backhoe	<u>\$33.0K</u>
Total	\$52.5K

Finance Manager's Report – continued

Insurance:

The General Liability insurance policy renewed on 4/1. A full review of the coverage values was completed with the management team and the insurance company. The values for the maintenance building and the superintendent's home were increased to replacement cost as required. The increase in premium will be provided soon.

Liquor License:

The application for the new liquor license is in process. We evaluated an option to create an LLC to hold the liquor license, which would simplify the application process and annual renewals. New information became available, and the LLC option was dropped. The application will be submitted soon.

Banking Matters:

The short form application for the PPP loan forgiveness was submitted on April 13th. We should get confirmation of acceptance soon.

Internet and Phone Project:

Hillcrest received a very affordable quote for fiber internet and phones. A conduit share agreement with Verizon was key to getting the construction costs reduced. The Verizon agreement will be provided in May. We will move forward on the project at that time.

Insights:

- Worked with Fast Track, Verizon and the team on the internet and phone project.
- Met with Bob and Brian to finalize my Evaluation document.
- Attended 2 meetings at the City of Durango regarding the application for the new liquor license.
- Discussed an LLC option for the liquor license with an attorney in Ouray, the City, the State, and board members.
- Met with Ken and Michael to review insurance valuations.
- Met with Steve Wolverton and Jake of Continental Western Group, to discuss the general liability insurance policy and valuations.
- Met with Brian and Bill to discuss the cart lease agreement.

Hillcrest Golf Club

Budget vs. Actuals: 2021 Budget - FY21 P&L

January - March, 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
4000 INCOME				
4001 MEMBERSHIP	355,932	305,000	50,932	117.00 %
4002 GREEN FEES	3,219	9,600	(6,381)	34.00 %
4003 CARTS	1,314	5,102	(3,788)	26.00 %
4004 RANGE	9,657	11,500	(1,843)	84.00 %
4005 PUNCH PASS	7,355	6,500	855	113.00 %
4006 MERCHANDISE	13,897	11,500	2,397	121.00 %
4007 FOOD & BEVERAGE	2,957	9,000	(6,043)	33.00 %
4008 STORAGE	17,070	17,000	70	100.00 %
4009 RENTAL	195	150	45	130.00 %
4010 GOLF SERVICES	14		14	
4011 HANDICAPS	7,595	8,700	(1,105)	87.00 %
4012 SIMULATOR FEES	13,967	9,700	4,267	144.00 %
4030 OTHER INCOME	2,984	0	2,984	
Total 4000 INCOME	436,155	393,752	42,403	111.00 %
Total Income	\$436,155	\$393,752	\$42,403	111.00 %
GROSS PROFIT	\$436,155	\$393,752	\$42,403	111.00 %
Expenses				
5000 COST OF SALES - SHOP				
5009 MERCHANDISE	10,812	6,325	4,487	171.00 %
5040 PAYROLL EXPENSE - SHOP	26,392	22,099	4,293	119.00 %
5049 COST OF SALES - FOOD & BEV	2,116	8,735	(6,619)	24.00 %
5072 HANDICAP EXPENSE	5,661	6,766	(1,105)	84.00 %
5073 OLD VOUCHERS		150	(150)	
5075 VISA/MC CHARGES	10,197	8,798	1,399	116.00 %
5077 SALES TAX on Equip Leases	3,346	1,101	2,245	304.00 %
5078 CUSTOM SET UP FEES	38	0	38	
5080 FREIGHT	897	600	297	150.00 %
Total 5000 COST OF SALES - SHOP	59,458	54,574	4,884	109.00 %
6000 MAINTENANCE EXPENSES				
6001 UTILITIES	6,621	3,920	2,701	169.00 %
6012 EQUIP REPAIRS - GOLF COURSE	2,817	6,000	(3,183)	47.00 %
6013 TIRES (REPAIR & REPLACEMENT)		200	(200)	
6014 IRRIGATION SYSTEM REPAIRS		620	(620)	
6015 COURSE GAS & OIL	1,081	1,850	(769)	58.00 %
6016 SHOP SUPPLIES	1,611	1,410	201	114.00 %
6017 FERTILIZER	4,015	0	4,015	
6027 LANDSCAPING MATERIALS	6,500	5,500	1,000	118.00 %
6028 TRAVEL & MEMBERSHIPS	652	0	652	
6030 SUPPLIES & MATERIALS	5,087	2,800	2,287	182.00 %
6100 PAYROLL EXPENSE - MAINTENANCE	64,807	55,181	9,626	117.00 %

Hillcrest Golf Club

Budget vs. Actuals: 2021 Budget - FY21 P&L

January - March, 2021

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total 6000 MAINTENANCE EXPENSES	93,190	77,481	15,709	120.00 %
7000 GOLF OPERATIONS				
7008 UTILITIES	9,154	9,065	89	101.00 %
7015 REPAIRS & MAINTENANCE	5,204	5,500	(296)	95.00 %
7016 PROFESSIONAL FEES - ADMIN	1,011	1,280	(269)	79.00 %
7017 INSURANCE - ADMIN	7,296	6,966	330	105.00 %
7018 JANITORIAL	495	500	(5)	99.00 %
7019 MARKETING	220	700	(480)	31.00 %
7024 PROPERTY TAXES	3,456	3,300	156	105.00 %
7025 PERSONAL PROPERTY TAXES	1,446	1,340	106	108.00 %
7026 FEES & LICENSES	7,534	7,170	364	105.00 %
7028 DUES & SUBSCRIPTIONS	345	1,040	(695)	33.00 %
7034 MISCELLANEOUS (COVID-19)	45	300	(255)	15.00 %
7041 EMPLOYEE EXPENSES	97	400	(303)	24.00 %
7080 GAIN/LOSS ON SALE OF ASSETS	(2,000)		(2,000)	
7090 OFFICE/GEN ADMIN EXP	9,110	4,500	4,610	202.00 %
7100 PAYROLL EXPENSE - GOLF OPERATIONS	54,936	54,678	258	100.00 %
Total 7000 GOLF OPERATIONS	98,349	96,739	1,610	102.00 %
8000 OTHER EXPENSE				
7032 DEPRECIATION EXPENSE	72,796	82,686	(9,890)	88.00 %
7033 AMORTIZATION EXPENSE	197	198	(1)	100.00 %
8090 INTEREST EXPENSE	8,182	7,643	539	107.00 %
Total 8000 OTHER EXPENSE	81,175	90,527	(9,352)	90.00 %
Total Expenses	\$332,173	\$319,321	\$12,852	104.00 %
NET OPERATING INCOME	\$103,983	\$74,431	\$29,552	140.00 %
NET INCOME	\$103,983	\$74,431	\$29,552	140.00 %

Hillcrest Golf Club

Profit and Loss YTD Comparison

January - March, 2021

	TOTAL			
	JAN - MAR, 2021	JAN - MAR, 2020 (PY)	CHANGE	% CHANGE
Income				
4000 INCOME				
4001 MEMBERSHIP	355,932	298,620	57,312	19.00 %
4002 GREEN FEES	3,219	7,283	(4,064)	(56.00 %)
4003 CARTS	1,314	3,159	(1,845)	(58.00 %)
4004 RANGE	9,657	11,736	(2,079)	(18.00 %)
4005 PUNCH PASS	7,355	5,490	1,865	34.00 %
4006 MERCHANDISE	13,897	4,566	9,331	204.00 %
4007 FOOD & BEVERAGE	2,957	1,106	1,851	167.00 %
4008 STORAGE	17,070	16,850	220	1.00 %
4009 RENTAL	195	109	86	79.00 %
4010 GOLF SERVICES	14	63	(49)	(78.00 %)
4011 HANDICAPS	7,595	8,400	(805)	(10.00 %)
4012 SIMULATOR FEES	13,967		13,967	
4030 OTHER INCOME	2,984	400	2,584	646.00 %
Total 4000 INCOME	436,155	357,783	78,373	22.00 %
Total Income	\$436,155	\$357,783	\$78,373	22.00 %
GROSS PROFIT	\$436,155	\$357,783	\$78,373	22.00 %
Expenses				
5000 COST OF SALES - SHOP				
5009 MERCHANDISE	10,812	3,040	7,772	256.00 %
5040 PAYROLL EXPENSE - SHOP	26,392	13,886	12,506	90.00 %
5049 COST OF SALES - FOOD & BEV	2,116	2,054	62	3.00 %
5072 HANDICAP EXPENSE	5,661	7,350	(1,689)	(23.00 %)
5073 OLD VOUCHERS		163	(163)	(100.00 %)
5075 VISA/MC CHARGES	10,197	4,126	6,071	147.00 %
5077 SALES TAX on Equip Leases	3,346	1,102	2,243	204.00 %
5078 CUSTOM SET UP FEES	38	330	(292)	(88.00 %)
5080 FREIGHT	897	692	205	30.00 %
Total 5000 COST OF SALES - SHOP	59,458	32,744	26,715	82.00 %
6000 MAINTENANCE EXPENSES				
6001 UTILITIES	6,621	3,937	2,684	68.00 %
6012 EQUIP REPAIRS - GOLF COURSE	2,817	5,587	(2,770)	(50.00 %)
6013 TIRES (REPAIR & REPLACEMENT)		212	(212)	(100.00 %)
6014 IRRIGATION SYSTEM REPAIRS		256	(256)	(100.00 %)
6015 COURSE GAS & OIL	1,081	1,702	(622)	(37.00 %)
6016 SHOP SUPPLIES	1,611	986	625	63.00 %
6017 FERTILIZER	4,015	86	3,929	4,545.00 %
6027 LANDSCAPING MATERIALS	6,500	5,451	1,049	19.00 %
6028 TRAVEL & MEMBERSHIPS	652	545	107	20.00 %

Hillcrest Golf Club

Profit and Loss YTD Comparison

January - March, 2021

	TOTAL			
	JAN - MAR, 2021	JAN - MAR, 2020 (PY)	CHANGE	% CHANGE
6030 SUPPLIES & MATERIALS	5,087	3,193	1,894	59.00 %
6100 PAYROLL EXPENSE - MAINTENANCE	64,807	54,938	9,869	18.00 %
Total 6000 MAINTENANCE EXPENSES	93,190	76,894	16,297	21.00 %
7000 GOLF OPERATIONS				
7008 UTILITIES	9,154	7,485	1,669	22.00 %
7015 REPAIRS & MAINTENANCE	5,204	5,312	(108)	(2.00 %)
7016 PROFESSIONAL FEES - ADMIN	1,011	1,052	(41)	(4.00 %)
7017 INSURANCE - ADMIN	7,296	5,671	1,625	29.00 %
7018 JANITORIAL	495		495	
7019 MARKETING	220	610	(390)	(64.00 %)
7024 PROPERTY TAXES	3,456	3,305	150	5.00 %
7025 PERSONAL PROPERTY TAXES	1,446	1,336	110	8.00 %
7026 FEES & LICENSES	7,534	4,611	2,923	63.00 %
7028 DUES & SUBSCRIPTIONS	345	831	(486)	(58.00 %)
7031 TRAVEL & EDUCATION		779	(779)	(100.00 %)
7034 MISCELLANEOUS (COVID-19)	45	73	(28)	(38.00 %)
7041 EMPLOYEE EXPENSES	97	43	54	127.00 %
7080 GAIN/LOSS ON SALE OF ASSETS	(2,000)	(2,000)	0	0.00 %
7090 OFFICE/GEN ADMIN EXP	9,110	8,009	1,100	14.00 %
7100 PAYROLL EXPENSE - GOLF OPERATIONS	54,936	54,679	258	0.00 %
Total 7000 GOLF OPERATIONS	98,349	91,797	6,551	7.00 %
8000 OTHER EXPENSE				
7032 DEPRECIATION EXPENSE	72,796	78,347	(5,552)	(7.00 %)
7033 AMORTIZATION EXPENSE	197	198	(1)	(0.00 %)
8090 INTEREST EXPENSE	8,182	9,269	(1,086)	(12.00 %)
Total 8000 OTHER EXPENSE	81,175	87,814	(6,639)	(8.00 %)
Total Expenses	\$332,173	\$289,249	\$42,924	15.00 %
NET OPERATING INCOME	\$103,983	\$68,534	\$35,449	52.00 %
NET INCOME	\$103,983	\$68,534	\$35,449	52.00 %

Hillcrest Golf Club

Balance Sheet Comparison

As of March 31, 2021

	TOTAL			
	AS OF MAR 31, 2021	AS OF DEC 31, 2020 (PP)	CHANGE	% CHANGE
ASSETS				
Current Assets				
Bank Accounts	\$223,392	\$170,327	\$53,065	31.00 %
Accounts Receivable	\$245	\$245	\$0	0.00 %
Other Current Assets				
1000 CURRENT ASSETS	2,400	2,400	0	0.00 %
1300 INVENTORY	111,884	92,670	19,213	21.00 %
Total Other Current Assets	\$114,284	\$95,070	\$19,213	20.00 %
Total Current Assets	\$337,920	\$265,642	\$72,278	27.00 %
Fixed Assets				
Other Assets	\$1,621,219	\$1,641,499	\$ (20,279)	(1.00 %)
1800 INTANGIBLE ASSETS				
1800 INTANGIBLE ASSETS	5,522	5,720	(197)	(3.00 %)
Total Other Assets	\$5,522	\$5,720	\$ (197)	(3.00 %)
TOTAL ASSETS	\$1,964,662	\$1,912,861	\$51,801	3.00 %
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable	\$29,236	\$27,506	\$1,730	6.00 %
Other Current Liabilities				
2100 ACCRUED TAXES	1,292	4,556	(3,264)	(72.00 %)
2199 DEFERRED REVENUE OTHER	3,789	5,542	(1,753)	(32.00 %)
2210 DEFERRED REVENUE - Gift Card	24,309	19,215	5,095	27.00 %
2280 CURRENT LIABILITIES CLEARING	(620)	(1,898)	1,278	67.00 %
2290 CART SHED DEPOSITS	1,500	1,500	0	0.00 %
2299 ACCOUNTS PAYABLE OTHER	8,960	25,751	(16,791)	(65.00 %)
Total Other Current Liabilities	\$39,230	\$54,665	\$ (15,435)	(28.00 %)
Total Current Liabilities	\$68,466	\$82,171	\$ (13,705)	(17.00 %)
Long-Term Liabilities				
2600 IRRIGATION PERMANENT LOAN/FNB	209,894	219,378	(9,484)	(4.00 %)
2605 2015 RENOVATION-CONST. LOAN	302,794	315,053	(12,259)	(4.00 %)
2615 WELLS FARGO EQUIP LEASE 2018	58,837	64,019	(5,182)	(8.00 %)
2620 EXCHANGE BANK CART LEASE 2019	139,813	145,137	(5,324)	(4.00 %)
2625 WELLS FARGO LEASE 2019	46,179	52,406	(6,227)	(12.00 %)
Total Long-Term Liabilities	\$757,516	\$795,993	\$ (38,477)	(5.00 %)
Total Liabilities	\$825,982	\$878,164	\$ (52,181)	(6.00 %)
Equity	\$1,138,680	\$1,034,697	\$103,983	10.00 %
TOTAL LIABILITIES AND EQUITY	\$1,964,662	\$1,912,861	\$51,801	3.00 %

Hillcrest Golf Club

Statement of Cash Flows

January - March, 2021

	TOTAL
OPERATING ACTIVITIES	
Net Income	103,983
Adjustments to reconcile Net Income to Net Cash provided by operations:	(32,918)
Net cash provided by operating activities	\$71,065
INVESTING ACTIVITIES	
1501 FIXED ASSETS:BUILDING & IMPROVEMENTS	(11,579)
1551 FIXED ASSETS:LAND IMPROVEMENTS	(3,319)
1600 FIXED ASSETS:MACHINERY & EQUIPMENT	(27,818)
1625 FIXED ASSETS:FURNITURE & FIXTURES	(4,618)
1690 FIXED ASSETS:ACCUMULATED DEPRECIATION	67,614
1820 INTANGIBLE ASSETS:ACCUMULATED AMORTIZATION	197
Net cash provided by investing activities	\$20,477
FINANCING ACTIVITIES	
2600 IRRIGATION PERMANENT LOAN/FNB	(9,484)
2605 2015 RENOVATION-CONST. LOAN	(12,259)
2615 WELLS FARGO EQUIP LEASE 2018	(5,182)
2620 EXCHANGE BANK CART LEASE 2019	(5,324)
2625 WELLS FARGO LEASE 2019	(6,227)
Net cash provided by financing activities	\$ (38,477)
NET CASH INCREASE FOR PERIOD	\$53,065
Cash at beginning of period	170,327
CASH AT END OF PERIOD	\$223,392

HILLCREST GOLF CLUB

BOARD OF DIRECTORS MEETING 4/20/2021

GENERAL MANAGER'S REPORT

1. **COVID-19 OPERATIONS UPDATE**
2. **STAFFING UPDATE**
3. **TEE TIME AD-HOC COMMITTEE UPDATE**
 - a. Current season compared to 2020 season challenges
 - b. Findings & solution testing for 2021 season
4. **F&B OPERATION UPDATE**
 - a. Hillcrest Deli & Grille Opening Wednesday April 21st
 - b. Grab & Go Operations
 - c. Catering Functions for 2021
5. **EVENT & PROGRAMMING UPDATES**
 - a. Club Events
 - b. H.W.G.A.
 - c. Outside Events
 - d. Junior Golf Programs
 - e. Social Events
6. **CAP X PROJECTS IN PROCESS**
 - a. Kegerator
 - b. Lightning Alert System
 - c. Driving Range Tee Line
 - d. Exterior Furniture
 - e. Patio Deck Repair
7. **K.P.I.'S (PERFORMANCE MEASUREMENTS) ATTACHED**

Golf Rounds - MARCH

	Mar-21		Mar-20		Variance			
	Rounds	Revenue	Rounds	Revenue	Rounds	%	Revenue	%
Daily Green Fees	107	\$ 2,225	268	\$ 6,195	-161	-60%	\$ (3,970)	-64%
Membership Rounds	322	\$ 958	584	\$ 895	-262	-45%	\$ 63	7%
Punch Pass Rounds	26	\$ 26	25	\$ 30	1	4%	\$ (4)	-13%
Comp Rounds	21	\$ 10	27	\$ -	-6	-22%	\$ 10	#DIV/o!
Total	476	\$ 3,219	904	\$ 7,120	-428	-47%	\$ (3,901)	-55%
Total Days Open in March	6		19		-13			
Days Lost or Effected Due to Weather/COVID	3		14		-11			

** Revenue for Season Pass & Punch Pass Rounds are Paid Trail Fees

Golf Carts	Mar-21	Mar-20	Variance	Variance %	2021 YTD	2020 YTD	YTD Variance	Variance %
	\$ 1,314	\$ 3,159	\$ (1,845)	-58%	\$ 1,314	\$ 3,159	\$ (1,845)	-58%

*YTD thru 3/31

Driving Range	Mar-21	Mar-20	Variance	Variance %	2021 YTD	2020 YTD	YTD Variance	Variance %
	\$ 7,957	\$ 5,960	\$ 1,997	33%	\$ 9,657	\$ 11,736	\$ (2,079)	-18%

*YTD thru 3/31

Food & Beverage	Mar-21	Mar-20	Variance	Variance %	2021 YTD	2020 YTD	YTD Variance	Variance %
	\$ 1,582	\$ 1,149	\$ 433	38%	\$ 2,957	\$ 1,106	\$ 1,851	167%

*YTD thru 3/31

Merchandise	Mar-21	Mar-20	Variance	Variance %	2021 YTD	2020 YTD	YTD Variance	Variance %
	\$ 9,255	\$ 2,673	\$ 6,582	246%	\$ 13,897	\$ 9,331	\$ 4,566	49%

*YTD thru 3/31

Revenue \$ p/round Stats	2021 Revenue p/rd	2020 Revenue p/rd	Rev. p/rd Variance
Green Fee \$ p/round	\$ 6.76	\$ 7.88	\$ (1.11)
Golf Cart \$ p/round	\$ 2.76	\$ 3.49	\$ (0.73)
Driving Range \$ p/round	\$ 20.29	\$ 12.98	\$ 7.31
F&B \$ p/round	\$ 6.21	\$ 1.22	\$ 4.99
Merchandise \$ p/round	\$ 29.20	\$ 10.32	\$ 18.87
TOTAL Revenue \$ p/round	\$ 65.22	\$ 35.90	\$ 29.32

Membership Sales thru 3/31			
2021 YTD	2020 YTD	YTD Variance	Variance %
\$ 355,932	\$ 298,620	\$ 57,312	19%

*Note that 2021 rev p/rd stats are skewed because of limited rounds vs Jan-Mar revenue totals. Will level out overtime.

APRIL MAINTENANCE SUMMARY

- We have completed the preliminary dirt work for the 5 forward tees that will be implemented later in the season. These tees include #'s 2,7,8,13 and 18. This will help to bring the course yardage more in line with USGA specifications.
- New sprinkler heads have been added to #7 to help cure some problem areas with turf. We will add some additional heads on # 11 when time permits to help with the same issues.
- All ballwashers and rakes have been reestablished out on the course.
- All initial clean up of debris has been completed. However, as the wind blows this will add more debris to the course. I HATE WIND!
- All preliminary work has been completed on the tree removal project. We will shape and reseed when temperatures are more favorable for growth.
- Shop gate is supposed to begin the week of 19th of April.
- We have picked up the pace with course maintenance with regard to mowing, trap maintenance etc.
- All the bunkers were audited and sand was added where necessary.
- Greens aeration has been delayed to the week of May 3rd due to a conflict with the first tee program.
- As the weather warms we will add water fountains to the course when we are sure they will not freeze.
- WE NEED TO EDUCATE PEOPLE ABOUT BALL MARKS, TRAP RAKING AND DIVOT REPLACEMENT. We have already taken a beating from the early play on the greens, especially 3 pars.

House Report

- We're still waiting for the nighttime temps to come up to install the outdoor carpet
- Hillcrest staff is looking at outdoor furniture options within our budget and hoping to make purchases soon.
- Plaques were hung downstairs in the clubhouse and we've hung artwork throughout the clubhouse and in the bathrooms on 17 with a big thanks to Randy for his help.
- Amy has purchased a number of plants as decoration throughout the clubhouse and we've gotten great feedback about the paint/decorations/etc.
- Spring cleaning was completed by our cleaning company (Action Enterprises) and the windows were cleaned by Shine On Windows.

Hillcrest Board of Directors Meeting – April 20, 2021

Golf Operations Report

The Golf Operations Committee and Lindsay Mattison met on April 14 to begin the development of the Spring 2021 Golf Survey. We reviewed the data and results from the 2021 ASGCA Golf Facility Market Trend Watch Survey (summary attached to this report) as a starting point for creating questions for the Hillcrest survey. Lindsay indicated that we have an email distribution list of approximately 3000 individuals which includes the approximately 700 Hillcrest members.

The discussion revolved around the information we desire to obtain from members and the playing public on a variety of topics. We resolved to construct a survey of reasonable length around four general categories of interest:

Golf Programming factors

Tee Time Capacity

Future Planning regarding our Capital Improvements initiatives

Golf Merchandise selection and quality

We will collect participant demographic information and we will build in certain incentives for participation. The goal is to prepare a rough draft of survey content for the April 20 BOD meeting, with a target date of mid May for the distribution of the tool.

The summary of the 2021 Market Trend Survey appears below.

Submitted on April 15, 2021

Michael Anziano

The following are my notes from the 2021 ASGCA Golf Facility Market Trend Watch Survey

(1) Factors and enhancements that were of highest importance to players

Condition of the greens was most important.

Fairway conditions were of less importance.

Enhancements of significant interest to golfers included.

- Course renovation (even a single hole was of interest)

- Expanded Junior Golf program

- Enhanced F & B options

- “9 and Dine Friday evenings”

- Couples’ events

- Competitive golf leagues

Expansion of Practice Facilities was a high priority.

Expand non-golf activities that appeal to families was also given high ratings.

(2) % of Survey respondents that gave the following “High Importance”

Condition of the greens	97%
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Overall course conditions	94%
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Consistence of the greens	93%
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Courtesy/Friendliness of staff	81%
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Condition of fairways	77%
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Aesthetics of the course	74%
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Multiple tee boxes	66%
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Availability of Tee Times!	65%
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Reliability of the golf carts	63%
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Consistency of the bunkers	63%
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Condition of the cart paths	36%
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Other factors that received interest and importance were

- Merchandise selection and quality

- Locker room facilities

- Quality of golf instruction

- Number and quality of club golf tournaments

(3) Questions to consider for our survey respondents (worded into Likert type scale)

How much effort and expense to devote to cart path renovation?

Should we redesign one or more holes ? (e.g. hole # 8)

Additional tee box options ?

Importance of improvements to clubhouse area ?

Newly designed, more modern & trendier café and bar area – include outdoor space.

Player safety issues ?

Players’ understanding of the turf benefits of tree removal ?

How well did HC respond to COVID 19 issues ?

Do our staff provide excellent customer service ?

Are enough carts always available for those who want to ride ?

Do players understand the availability of water ?

How can we improve customer satisfaction ?

e.g. Pace of play

Tee time availability

Course conditions

More non-golf activities or concentrate more on course maintenance and improvements.

How affordable is the Hillcrest golf experience ?

These topics and areas of interest and importance should give us some guidance as we construct a more comprehensive Spring Survey to distribute to members and playing public.

Michael A

3 -26 - 2021