

Executive Summary Board of Governors Meeting Minutes

Tuesday, September 21, 2021, 9:00am

Attending in person: Art Camiolo, Mike Meersman, Tom Spaeth, Beth Wardlaw; Mark Mitchell (excused absence); Joseph Iafe (GM), Dan Newman (Dir. of Finance), Lisa Dillinger (staff)

Attending via conference phone: Karen Adair, Mark Bonner, Claire Comstock, Ron Rosselot

Meeting was called to order by Mrs. Comstock at 9:04 am.

President's Report – Claire Comstock

- Board of Governors Meeting minutes approval for August
Motion to approve the August 16-17, 2021 Board meeting minutes, seconded, approved.

- Confirmation of E-mail Board Motion and Votes
Motion to approve the 2021-22 club calendar as presented, seconded, approved.

Motion for approval of Clubhouse Room names made, seconded, approved -
West Side Card Room = Banyan / East Side Card Room = Magnolia
Lower-Level Card Room/Library = Jacaranda
Board Room = Cypress / Meeting Room #2 = Oak

New Business

- Golf Course Conditions, Short-Term and Long-Term presented by Mark Thomas
 - Thin spots on the fairway and tees were dry both due to irrigation issues and coverages. Rain has helped tremendously. Some of these areas are being attacked by nematodes causing a slower recovery.
 - Celebration is hungry and majority of the nutrients are being flushed out quickly with recent rains. We are trying to apply fertilizer, but the rains keep delaying us. I do believe the fertilizer application will really help.
 - Still battling with the irrigation coverages, but due to being short-staffed we are finding it difficult to make progress on installing the new irrigation heads. Also, lately many hours have been spent troubleshooting Satellite boxes.
 - There are still some areas on the course that need more sod to repair damage from the Mole Crickets.
 - Detail is behind. Additional hours last week really helped to get some things accomplished. Edging of beds will be worked on this week to prepare for pine straw application. This will take at least 3 to 4 weeks to complete. Traps, Irrigation heads, Valve boxes and Cart Paths need to be edged.
 - We are getting the weeds under control. Round up of all beds and grassy weeds in turf have almost been completed.
 - Pine straw will be installed the week of October 18th.
 - #8 Plantings and bushes between #6 Green and #7 Tee are being trimmed this week.

Short Term Issues

Latitude

- Very costly to maintain and manage.
- Demands for more Irrigation water.
- Demands for more fertilizer applications.
- Struggles to survive Mole Cricket damage leading to costly repairs of sod installation.
- Very poor rooting which is very disruptive when operating any heavy machinery including aerification which has not been carried out for the last two years.
- Very poor and slow recovery, more vertical growth than lateral.
- Not aesthetically pleasing and effects morale for the maintenance team.
- Soil profile needs to be amended for richer soils. Down the road course conditions will become wet therefore more cart paths and course closures.
- Very limited sod farms to purchase Latitude 36.

Irrigation

- Heads are not providing adequate coverage due to self-inflicted damage.
- Poor uniformity/coverage causes loss and waste (Lake Banks).
- Labor involved to change out nozzles due to wrong size selection.
- Majority of lake bank heads need to be moved away from the edge.
- Selected irrigation heads in landscape beds need to be moved away from plants.
- All irrigation heads need to be raised and leveled to provide more consistent coverage.
- Many labor hours are spent to troubleshoot satellite boxes.
- Concerned that the system is not protected enough from lightning.
- We are noting some of the lateral wirings are disintegrating including the controller boxes are rusting out.
- Boards inside the boxes are becoming more expensive.
- Several heads are tied to one station which can cause low pressure. Each head needs to be individually controlled.

Long Term Solutions

- Replace Latitude with Bimini to all roughs, slopes, and tee tops.
- Bimini has proven to work here at ECC.
- Major rooting will allow us to handle all heavy equipment and allow all future applications of Mole Cricket treatment with the slit injections.
- Bimini is more tolerant to shade and cart traffic.
- Bimini is more tolerant to dry spots which long-term will result in savings for water.
- Long-term Bimini will need less fertilizer application than Latitude.
- Better weed control and more selections of herbicide products to control difficult weeds.
- Bimini is the number #1 grass used in the state and there is plenty available to purchase.
- Replace irrigation system to include ICS heads and lateral wiring. Existing main trunk wire will stay since it has a double jacket.
- All wiring will have a double jacket casing which is a long-term investment.
- Heads can flush out any debris and sand particle where the Toro heads do not. This leads to a longer life cycle on the Rainbird heads.
- Better adequate coverage for grass to thrive.
- Satellite boxes will be removed altogether – savings both labor and parts. Majority of homeowners will be satisfied not to see these boxes in front of their homes.
- New system will allow us to trouble shoot either through the central computer or cellphone.

- Central computer system easy to build programs, troubleshoot and download. Very employee friendly.
- Heads do not need to be edged. This results in a labor saving of \$21,000. Also provides a much more aesthetic look.

Other areas to consider

- Widen exit fairway points to help spread traffic.
- Eliminate any bunkers – Labor saving. Requires 4 people to rake bunkers in season.
- Lake Banks erosion control.

Lakes bank that needs attention

#2, #4, #5, #6, #7, #9, #12, #15

- VCA Lake Discussion – VCA Meeting this week at GCM with Mark. Asking VCA to consider putting a weir in or raising it.

Ad Hoc -COVID-19 Task Force – Tom Spaeth

- Employee Vaccination Policy

Motion made, all ECC hourly and salaried employees presenting a documented vaccination card to Human Resources by Nov. 15, 2021, shall receive a one-time financial benefit of \$100, seconded, approved.

Motion made, only fully vaccinated employees who have presented their vaccination card to Human Resources will be paid for Club mandated quarantines, seconded, approved.

- Approval Request, Revised ECC Emergency Management Plan
Motion to approve the request as presented, seconded, approved.

Operations Report – Joseph Iafe

- Personnel Update

GCM staff are (2) FTE short of budget. Issued a referral bonus to the GCM staff of \$250 for any staff members referring an employee that is with ECC for a minimum of 90 days. This referral bonus is valid through January 1.

Other recruiting and hiring have been going well. With our new competitive wages, we are seeing more applications. An offer has been made on the Seasonal Dining Room Manager and the Bar Supervisor position has gotten over 75 applicants. Same results in culinary with a good candidate rate for upcoming positions.

Annual Performance Evaluations of all staff members are nearing completion deadline.

- Construction update

- A 32" television was added outside the snack shop and will be used as a digital menu for that venue.
- Drywall is being hung and finished throughout the Clubhouse.
- Kitchen flooring is being prepped with cement for final tile installation.
- Rough plumbing inspection was completed and passed on 9-13-21.
- Filagree slab coring completed.
- Kitchen equipment delivery has been delayed from its original 9/1 delivery date due to the custom fabrication of the stainless-steel equipment which has an 8/10-week lead

time from measurements. Measurements could not be taken until Heatherwood completed work in the kitchen in August. Current delivery date is November 1.

- Exterior grading is being completed.
- Landscape retaining wall has been started.
- The Construction Committee reviewed many upgrade features and issued their opinions on each. We will be going through each of these during New Business.
- Approval Request: Relocation of Ice Machine and Capital Purchase
Motion to approve the request, seconded, approved.

- Approval Request: Membership Category Definitions
Motion to approve the request, seconded, approved.

Racquets & Activities Committee Report – Ron Rosselot

- Racquets Report
 - Resurfacing of the tennis courts is currently underway and will be completed by the end of the month as budgeted.
 - New logo windscreens have been installed.
 - The Club ordered a pallet of clay to fill all low areas of the courts.
 - Low participation for the August Mixer was followed by great participation for the Tennis Boot Camp.
 - Junior Tennis Camp finished in August and was well received. Gyanna's new after-school program is expected to rise from participation in the Junior camp.
 - Construction has had little effect on Tennis play to the satisfaction of our membership.
 - Pickleball courts are almost finished and construction and should be ready by the end of October.
 - Pickleball court times and schedules are being prepared now with cooperation and oversight by the Racquets Committee.

- Activities Report
 - Lisa supplied the Board with a list of Activities planned for the upcoming season.
 - Lisa reported the same staffing concerns as other departments with finding fitness instructors.

Finance Committee Report – Mark Bonner (Presented by Dan Newman)

- Review August 2021 Financials
 - Balance Sheet:** The balance sheet was reviewed first. Operating Cash balance is \$677,697 in Wells Fargo. The current cash balance is \$122,545. We may need to borrow from the line of credit in September or the beginning of October before the cash from dues billings starts coming in October. The Capital Reserve balance is \$72,759 in Wells Fargo. The renovation account in Wells Fargo has \$187. The Certificate buybacks were all refunded to the members and the balance is now 0.
 - Summary Income Statement:** The Net Operating deficit for the month was \$129,751 which was \$11,090 unfavorable to budget. The revenue of \$377,545 was \$9,636 more than budget. Non-Operating deficit, including renovation revenue of \$59,841, of \$72,581 was \$10,928 favorable to budget for the month.

Dues: Operating dues of \$288,931 were favorable to the budget by \$6,207 in August. There were 40 Sport memberships with a budget of 45, creating a \$1,997 deficit in the Sport memberships. Year to date dues revenue of \$2,821,399 is \$20,408 more than budget.

Administration: Total Administration expenses were \$14,612 favorable to budget for the month of August. This was due to reversing the \$15,600 in miscellaneous expense for the one-time Lee County utility bill that was accrued but no longer needs to be paid, according to the County. Year to date expenses are \$35,939 more than budget. This is mostly due to property insurance and the \$20,000 accrue for the Cares Act tax penalty.

Membership & Marketing: Total Membership and Marketing expenses were \$1,878 favorable to budget for the month. For the year Membership is operating \$13,449 better than budget.

Golf: Golf revenue of \$75,103 was \$10,707 favorable to budget for the month and \$13,021 favorable to last year. Golf merchandise sales of \$11,502 were \$5,909 more than budget in August and are \$37,891 more than budget year to date.

The net income for August was \$18,517, which was \$11,199 better than budget. Year to date the Golf surplus of \$508,660 is \$17,928 below budget.

Rounds were down -34.6% over this month 2020 (1,097-1,677) with guest rounds up 353.8% (413-91). In August 2020 we had 297 cart rounds and 1,380 trail fee rounds. This year cart rounds increased to 369 (24.2%) and trail fees decreased to 728 (-47.2%).

Golf Course Maintenance: Total Golf Course Maintenance expenses were \$30,764 unfavorable to budget for the month and \$50,816 unfavorable to last year. Variances included overtime needed due to Covid absences as well as an extra week closing, extra sand and sod were needed for the sand traps and new chipping area, an excavator was needed for the new chipping area, extra hardwood trimming was done with some of it a timing difference in September and a greens tri-flex needed a major repair. Golf maintenance is at \$41,000 over budget for the year but is projected to be close to budget by the end of the year.

F&B: The COVID-19 pandemic has had a significant impact of the food and beverage department. Food and beverage were scheduled to be closed for one week in August but was closed for two weeks due to the extra week of golf maintenance. The club food revenue in August of \$7,743 was \$5,457 less than budget and \$2,526 less than last year. The total beverage revenue of \$3,909 was \$2,891 less than budget and \$397 less than last year.

Variances included salaries and wages due to budgeting for 1 night but being open 2 as well as paying out more vacation due to the extra week closure. Other variances included \$8,323 for logo beer cups as well as extra maintenance costs associated with cleaning out and disposing of a grease trap.

Operations in Food and Beverage had a deficit of \$72,693 which was \$15,198 unfavorable to budget for the month and \$23,272 unfavorable to last year. Year to date, Food and Beverage has a deficit of \$474,198, which is \$163,172 worse than budget.

Racquets: Racquets was \$8,263 unfavorable to budget for the month due to back paying health insurance costs for an employee that weren't paid all year. Year to date, Racquets has a deficit of \$124,2273 which is \$3,662 unfavorable to budget.

Clubhouse: Total Clubhouse expenses were \$9,239 favorable to budget for the month. Year to date the Clubhouse department has a deficit of \$242,213 which is \$22,547 better than budget.

Capital: There were no Capital additions in August.

Membership: The Membership worksheet indicates we have 340 golf members as of August 31, 2021. In addition, there are 164 social members and 39 sport members.

AR Aging: The aging report has 3 members over 90 days.

New Business

- The 2021 projections were reviewed with updated numbers for September and October. We are projected to lose \$12,853 this fiscal year. The expenses in golf maintenance will increase from this projection due to course conditions. Management believes that the revenue amount in food

and beverage is achievable. With more members coming back in October and the weather getting cooler, it is believed that revenue will increase. The tent expenses missed the porta potties, and the supplies were too low in the projection. In addition, there is room for Golf to exceed the projected revenue.

- The \$12,853 projected deficit for 2020-2021 includes \$13,728 Employee Retention Credit from October 2020, which technically belongs to last fiscal year.
- Review Clubhouse renovation summary
- Review 2020-21 Forecast

Membership Committee Report – Tom Spaeth

- August Membership Changes for Approval

New	Category	From
Garrison	Social	Thullen
St. Martin	Sport	Starck
Miner	Golf	Schletter

Motion to approve the August membership changes, seconded, approved.

Motion to memorialize the Membership Equity Contribution - \$5,000 (Silver), \$3,000 (Sport & Social), seconded, approved.

- Motion: To discontinue discounts of membership contributions and non-refundable Capital Fees for both Loyalty (residents) and Lock-In (non-resident) memberships effective 11/1/21.

Motion made to approve the above, seconded, approved.

- There were three closings within the Vines in August.
- There is (1) one active property listing on the MLS within The Vines and (1) one pending sale currently.
- 50 property transactions have occurred YTD in 2021.
- There were 38 membership inquiries received during the month of August. Website/email inquiries 50%. Phone Inquiries 50%. 2 prospect tours were provided. There were 4 Realtor inquiries.
- No preview rounds were extended during the month.
- Membership department assisted coordinating the closings for 6 properties within the Vines.
- Created summary for 2021 Annual Member Survey and forwarded to the Membership.
- Worked with CGI to prepare SEM (Search Engine Marketing) campaign.
- Process Member resignations (2 golf, 1 sport, 1 social have been received) and respond to downgrade inquiries.
- Develop and produce of informational collateral for new members, prospects, and Realtors (in process).

(3) Sport Members, with checks processed, will begin their memberships on November 1. One new homeowner is also scheduled to take a Sport Membership leaving only (2) Sport Memberships to be sold before Sport Cap is reached.

Golf Committee Report – Beth Wardlaw

- **Total Rounds** for August 2021 were 1097, down 580 (34.6%) from August 2020. However, comparing data to 2019, despite Members playing 81 fewer rounds than in 2019 (684 vs. 765) we saw 6% increase in total rounds, driven by a 41% increase in guest and family guest rounds (+32), a 68% increase in reciprocal rounds (+48), and a 235% increase in PGA Pass rounds (+54).
- Member rounds were down 902 (56.9%) from the previous year, marking a drastic decrease as vaccination rates are high, many seasonal members have gone north for the summer, and our reciprocal partner clubs are accepting outside play again. Comparing to 2019, the decrease in rounds was much smaller (81 rounds: 10.6%), primarily due to the extended course closure in August 2021.
- Non-Member rounds went from 91 in 2020 (straight times were in place, guests were limited to 3 per member, and the Club was not accepting reciprocals or PGA Pass holders) to 413 in 2021, up 322 (354%). Comparing to 2019, the Club increased non-member rounds by 52% (+141). Primary drivers are a 41% increase in guest and family guest rounds (+32), a 68% increase in reciprocal rounds (+48), and a 235% increase in PGA Pass rounds (+54).
- Non-member rounds accounted for 37% of total rounds in August 2021, versus 5% in 2020 and 26% in 2019.
- Trail Fee rounds accounted for 66% of rounds played; cart fee rounds represented 33%. This is a significant deviation from 2020 when almost all rounds were member rounds, but it is the same breakdown as 2019.

General

- We have recently made one hire for Outside Services (he starts September 15) and are now looking to add one or two more people to the outside staff.
- Ben and Joe have interviewed several candidates for the seasonal Assistant Golf Professional position and are looking to finalize the hire in the very near future.
- The final course closure of the summer is now behind us, and Mark and his team will be focusing on dialing in the playing conditions and detail work as the growing season begins to wind down. There remains some sod work, but the improvements to the bunkers are significant and will provide a much more consistent playing surface moving forward.

Events

- August is normally a quiet month, with no holiday events and a number of year-round members traveling. Member play was down, but despite the extended course closure, we were able to increase rounds slightly over pre-pandemic levels.
- The Club hosted the South Florida Golf Association for a One Day amateur event. We hosted 78 players from around the region. Mark had the course in really good shape, and the feedback from the participants was overwhelmingly positive.
- We are preparing for the Labor Day Scramble on September 6, and we have another 9 & Dine scheduled for Friday, September 17.

House and Entertainment Committee Report – Karen Adair

- Chef Successfully passed the practical exam portion of the CEC certification, completing the certification process and is now holds the designation of CEC.
- Kitchen annual cleaning was conducted during the two-week closure of the course and Pavilion. The limited kitchen staff did a great job in completing this task this year and chef is happy with the results.

- Chef has written the reoccurring menus for the upcoming season and has input them into the shared employee drive.
- Chef will be placing job ads out in the coming weeks along with communicating the positions to the local trade schools that offer a culinary program as well as Keiser university in Sarasota.
- Adriana has begun the process of hiring the seasonal manager position. The employment ad was advertised via the CMAA website by Joseph. Adriana has interviewed two great candidates and will have Alidor follow-up with second interviews to determine which is the right fit for the club. The next position posted will be the full-time head bartender position.
- Adriana has scheduled a job fair at FGCU on September 29th to hire FOH positions. FGCU does not have a culinary program to explore so Chef and Adriana will reach out to the culinary schools in the area to discuss a partnership in possible internship programs or hiring of senior students.
- Adriana has begun the process of creating BEO's with Chef's menu for the upcoming season. With that, Adriana has booked two outside luncheons (one in February and one in March) without the interruption of regular dining services to the members.

Grievance Committee – Art Camiolo (n/a)

Greens Committee Report – Mark Mitchell

August Closure

Mark anticipated completing much more during the two-week closure but during the first week it was very challenging as we were 8 employees short. This was a major setback to have a productive two weeks. However, the crew still worked extremely hard to get some of the project started which include the improvement to the Chipping Green, reshaping the bunkers, remove and prep for new grass to be installed. Mark was hoping for the regular maintenance for the course to be in better shape for the opening day but had to focus on completing the projects including laying down 48 pallets of sod to take priority.

Greens

During the August closure, greens received two core aerification application, one was deep core at 8 inches and the other application was a double stack core at 4 inches deep with 3-inch spacings. Greens have healed in very well with majority of the holes almost closed providing a smooth surface. Green speeds are not the greatest, however we have begun preparation to tweak our programs to help increase ball speeds. During summer months and with the constant rains that brings additional Nitrogen, it is very challenging to gain good green speeds without jeopardizing the health of the greens. Overall greens are doing well with no lost turf which I believe this time last year, greens were struggling especially #17.

We have continued to make good progress with topdressing and fertilizer programs to hold moisture. This will allow us to manage our watering practices for better rooting as well as playability.

Tees/Fairways/Approaches

Fairways, approaches and tees are currently being mowed at 0.500". Our goal now is to get these playing areas in healthy shape for the upcoming season. Majority of the surface is much denser and tighter for the ball to sit up well. We still have areas that are thin, but we will be attending to these areas with additional fertilizer and irrigation. During August closure we focused on some of these weak areas that continue to struggle such as #7 and #15 fairways. In both these areas, we removed 4 inches of soil and replaced with better quality soil and new 'Celebration' sod was installed. Irrigation heads were

moved to allow better coverage and I expect these areas to improve. Additional weak areas on fairways and tees were replaced with new sod. 6 pallets of 'Celebration' were used around the course.

Irrigation

Irrigation control boxes continue to be struck by lightning. I will be investigating if there are lightning rods attached to the Satellite boxes, it could be that the connections have failed if they have not been kept up should there be any. Several Faceplates, distribution, communication boards have been replaced this month. Now that we are investing in replacing the heads, once completed, and completely changed over we will be able to eliminate the irrigation boxes that have value of \$10,000 in parts. We have two boxes that we are continuing to be fixed. We have not been able to continue improving irrigation coverages by either moving heads/raising heads/changing nozzles due to shortage of staff.

Equipment

Two estimates for 1 fairway unit and 1 triflex exceeded \$2300 each to be repaired. The triflex was fixed for the month of August and the fairway unit will be fixed at the beginning of September.

Roughs

Roughs are being mowed at 1.25". Overall, I think the health of the plant looks better on top but rooting still hasn't improved. It is difficult to grow roots when you are receiving constant rain. There are still large areas that are weak, and we are continuing to work on these areas by applying more fertilizer and irrigation water.

The biggest challenge this summer has been the Mole Cricket damage we received in the roughs. We recently had Southern soils re-apply insecticide targeted for Mole Crickets at no additional due to the warranty that was provided from the initial treatment back in May. This warranty will cover from January to December and will be active once applied. I will be doing some more investigation to how we can control and prevent Mole Crickets damage next year. I will investigate different products and timing. Due to Mole Cricket damage, we have had to replace a large amount of sod to fix these areas, which is costly to the Club. I do honestly believe if we had a different species of grass such as Bimini, the damage would be much less severe.

32 Pallets of 'Bimini' was purchased and installed by our maintenance crew. We have already seen roots establish even after 5 days of being installed. This will give the members an opportunity to see how well Bimini matures.

The lake banks where we have a higher rough have been mowed and we are looking to maintain the lake bank grass at 3.5". It really has improved the aesthetic look as well as better playability. A lot of wash out areas in the lake banks have been backfilled with dirt during the August closure.

Pre-emergent herbicide has been applied again to better control the weeds. We will be focusing on staying on top of weeds during the next 6 weeks. This time of the year is the most challenging with weeds due to the Mother Nature.

Staff

We have hired three new employees, between the three of them they bring 45 years of experience to ECC. All have worked at high end clubs such as Quail West GCC and they will bring a lot of experience to the department. We have rebuilt an excellent team whom I believe will be committed to ECC long-term. We have five budgeted (20-21 budget) for Workforce employees, but we are now down to 3 employees. One position was given up allowing us to hire the three new employees. Mark's plan is to bring in some

part time employees to help assist us in the morning duties to set the course up. To date, we have 15 full time and 2-part times. Currently we are fully staff.

Beds/Landscape/Trees/Paths

Bushwood Tree services completed all Palms around the Clubhouse and the Golf course. Some additional Hardwood trimming were also carried out. More Trimming will be completed in November due to budget availability and they will include #14 Oak tree by the Tees and #8 Tee boxes.

Long Range Planning Committee Report – Mike Meersman (n/a)

Ad Hoc Construction Committee Report – Mark Mitchell/ Mike Meersman (n/a)

Nominating Committee Report – Ron Rosselot (n/a)

Enhancement Committee – Presented by Claire Comstock (n/a)

Old Business (n/a)

Executive Session (n/a)

Adjourn – *Motion to adjourn was made at 1:00 pm, seconded, approved.*

Next scheduled meeting: Tuesday, October 19, 2021, at 9:00am