

**Ballston Spa Country Club
Executive Committee Meeting Minutes**

Held: 10/04/2013

Meeting Commenced: 8:00 AM at the BSCC Clubhouse.

Members Present: Mike Zegarelli, Harry Talmon, Paul Steves, Mark Cacozza, and Bill Tucker

Members Absent: Dave Runyon

Others Present: Bob Miskanin, Al Squire, and Laura McNeil

The purpose of the meeting was to review the current state of financials, review the Income and Expense report which has been updated to include September activity, review the non-discretionary expenses from 1 Oct to end of year, and develop a plan to address any shortfalls.

Committee moved into Executive Session to discuss a personal issue.

Minutes from the Sep 16 and Sep 30 Executive Committee meetings were approved.

Income and Expense Report covering the period of 1 Jan to 30 Sep was provided via email yesterday to all members. This report included income thru the end of September and potential savings identified in budget scrubs conducted by Doug Y, Dave R and Laura. Dave R had this morning responded to an email from Paul S seeking clarification on some of the lines/numbers. An in depth discussion of the Income and Expenses lines took place until all members of the committee were confident that they understood the process. Bottom line that the committee agreed with is that we have a projected cash flow deficit of \$6576 between now and the end of the year. This figure assumes that the projected revenue and expenses from now until the end of the year are accurate. Labor cost between 1 Oct and end of year was discussed in detail. Bob M to peel that onion and come up with a by name cost and projected end date of each employee. Committee went over the fixed expenses between 1 Oct and the end of the year and felt that there were some accounts that had some potential for savings. The unknown is obviously the income figures between now and the end of the year. The categories primarily effected are greens fees and carts. Good weather will help us exceed the budget projections.

Focus of the discussion then turned to when the course would close, when normal maintenance on the course would be suspended, and the winter plan for course work/improvements. The answers to the above questions will have an impact on the labor side of the expense ledger, both for the remainder of 2013 and for 2014. Bob M to get from Steve S a proposed list of winter projects that the Superintendent would like to accomplish.

Bottom line on the budget is as follows:

1. We are very close between now and the end of the year and are optimistic that we can finish 2013 using only 2013 revenue.
2. We must get a handle on the projected course labor expenses and understand what those dollars include.
3. We must get Steve S winter project wish list and determine what we can and cannot afford.
4. We must be vigilant and examine all expenditures.

Bill T asked about our efforts with GF and if anyone had followed up with them since the 2 people were his guests. Mike Z indicated yes we have followed up with correspondence but have not had any real success. Harry mentioned that this subject was discussed in the forum he attends and no other clubs have seen interest.

Bill T asked for an update on marketing/membership initiative since he left office in May. In addition to the Summer and Fall specials Beth T is working on a new brochure and new membership categories. The categories and dues structure have been discussed during normal BOD meetings and the next meeting will be devoted strictly to Budget and Membership. Mike Z mentioned some other ideas that were being studied to include a bounty program and join as a foursome. Discussion evolved into the feeling that we as a group, both current and previous, do a poor job of promoting initiatives, whether it be tournaments, bounty program, theme nights, membership drive, etc. We need to improve in this area and be persistent and aggressive. The recommendation is that we hit our non-member email list at least once a month with a blast so we are always on their mind. We discussed the difference between the recruiting programs and a retention program. The retention program needs to be formalized and utilized.

Next meeting will be 21 Oct at 8:00 AM in the BSCC Office.

Meeting was adjourned at 10:07 AM.

Respectfully Submitted,
Paul Steves