THE GOLF CLUB AT
Crown Colony

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Board of Governors Meeting Minutes
April 28, 2026

Quick recap

The Board of Governors meeting focused on project updates and committee reports

Discussions included the approval of a $6.8 million financing commitment, with membership votes exceeding the required threshold.

Financial updates showed a profitable March with year-to-date revenue ahead of projections, including $272,375 in initiation fees collected.

The Communications Committee presented a plan for bi-weekly updates during the summer renovation period, including plans for course tours and video content.

The House Committee discussed potential new members and event planning for next year.

Grounds and Greens Committee reported progress on the renovation project, with work ahead of schedule and a target for partial completion by mid-October.

Action items:

- Jerry: Sign and send the bank financing letter after the meeting.
- Christine: Investigate and report on requirements for purchasing an iPad (or alternative device) and setting up a business account for the club's app/website management and determine process for transferring app/website management from Ashley's personal device to a club-owned iPad and manage the setup of the business account.
- Pete and Pam: Work with Ashley to provide more direction and oversight on the new member software and website content, ensuring all content is reviewed by the committee before publication.
- Pam: Send out the draft communications plan to the board for review.
- Jerry: Call Nick at Baldwin to verify insurance coverage and liability for member tours on the golf course.
- Therese: Work with David Weiss to implement play-with-the-pro events and increase pro presence on the course.

- Sue: Audit handicaps to verify only members are assigned handicaps and cross-check with membership list.
- Barb/Sue: Begin work on the 2027 budget in October, including both operating and capital budgets, and send prior year spreadsheets to David Weiss and Roy for input.
- Pam: Update and circulate the goals document with agreed changes (e.g., 20 new members, full dues equivalents, satisfaction/retention metrics, etc.).
- Pam: Update core values to explicitly include employees/team members as a standalone bullet and consider placement under "belonging." Update mission statement to combine agreed-upon elements and circulate for final board approval.
- All committee chairs: Send finalized committee member lists to Pam for compilation and distribution to Sue before the next board meeting.
- Pam: Pull bylaw language on Long Range Planning Committee composition and review flexibility for future committee formation.
- Jerry: Discuss with Roy timing of Assistant Superintendent hiring and confirm with Greens Committee.
- Therese: Double check budget timing for Assistant Superintendent position (believed to be July/August).
- Pam: Send long-range plan draft outline to board for review ahead of future meeting.
- Pam: Add process for regular post-event member surveys and satisfaction tracking under member experience goals.

Bank Loan Approval Voting Results

The meeting began with informal discussions about upcoming travel plans and bar countertop shopping.

The main business focused on entering financing details into the meeting minutes. Per the by-laws, any borrowing that exceeds $500,000 requires a vote of the membership. Such a vote was cast at the recent town hall as follows: 1,041 yes votes (936 golf, 72 sport, 33 social) versus 474 no votes (264 golf, 54 sport, 156 social).

A $6.8 million loan commitment required board approval due to exceeding $500,000 and a motion to certify the membership vote and to approve the financing details were made for the minutes. The vote was unanimously approved.,

Finance

Barb presented March financials, reporting a profit of $103,895.23 before depreciation and year-to-date collections of $272,375 in initiation fees. The board approved the Finance Committee report and discussed bank account signers. Authorized signers are Jerry Closser, Barb Kehl, Pam Briles and Peter Jefferies.

Pam provided an update on communications strategy, announcing a plan to send updates every two weeks during the summer, with a focus on showcasing the clubhouse renovation progress starting in July.

Golf Course Construction Tours

The group discussed plans for guided tours of the golf course construction site, which Roy and David agreed to lead on Saturday afternoons for 6-7 people on a first-come, first-served basis. The tours would focus on playability and construction details and would not require hard hats due to no active construction during these times. The team also discussed sharing construction videos with the HOA community through YouTube, though there were concerns about potentially attracting negative attention or regulatory scrutiny.

The group discussed implementing tours of the golf course for HOA members, with concerns raised about liability risks. Jerry and others offered that allowing member tours was necessary to help build understanding and excitement from the investments the members have made to the future in the club. We need to be mindful of concerns about safety and liability. Tours would only be available to club members and not the general members of the CC community.

Business App Device

They also discussed the **Members First** software implementation, with Pam and Pete planning to provide more direction to Ashley on member experience and usability. Pete mentioned that Dave Sekira, a sport member with SAP and CRM implementation experience, would assist Ashley with the process.

BOG approved the purchase of an Apple iPad to be used for content management. Christine agreed to research the process at the Apple store and investigate options for setting up a business account. The group also briefly discussed committee member approvals. This will replace the personal phone use by the membership director.

Event Scheduling and Planning Updates

It was agreed that we should plan reopening activities starting in January. The discussion included strategies for entertainment, with suggestions to be more flexible and consider alternative options like DJs rather than large bands for smaller events.

The House Committee composition was reviewed, with Christine seeking input on potential new members. The need for clarity about the role of committee members was discussed and reaffirmed as an advisory function. The committee chair is responsible for selecting suitable representatives of volunteers for their committee.

The team discussed scheduling adjustments for events, particularly considering moving Couples Twilight to every three weeks instead of monthly due to high attendance. They addressed concerns about the East-West falling during Easter week and debated potential date changes, though no final decision was made. The group agreed to launch a seasonal golf guide early, with Pam suggesting it should include an explanation about event planning starting in January rather than

December. Updates were shared about merchandise orders for the Pro Shop and the upcoming 25th anniversary logo items, as well as plans to host the Interclub ladies finale in early April.

Pavilion Construction Project

The team discussed updates on the pavilion construction project, including a recent site meeting with the general contractor, Heather Ridge. They confirmed that construction is set to begin in April or May, with a target completion by mid-October. The group also addressed parking logistics around the construction site and discussed the inclusion of cabinetry in the weigh station, which was previously thought to be excluded.

Pam raised questions about billing for HOA water usage and electricity, clarifying that meters would be installed for tracking usage, with the HOA paying for valves and the club covering meters and some additional costs.

The team discussed communication plans for the club renovation and opening, with Pam explaining the transition from renovation updates to experience-focused content as they approach fall.

The golf course bathroom will be renovated, including new artwork and painting, at an estimated cost of $1,100 for the artwork to be provided by member, Harry Neiman.

Golf

The meeting focused on golf event handicaps and the membership committee updates. Therese raised concerns about disparity in handicaps during events. It was agreed that the golf committee and club pros would develop a workable solution.

The conversation ended with Jerry mentioning plans to discuss handicaps and other finance-related topics in a future board meeting.

The group discussed two main topics: golf handicaps and credit card fees. Regarding handicaps, they debated whether full golf members should pay for their handicaps or if they should remain included in dues, with Therese suggesting they should maintain the current practice of including it in full golf member benefits.

On credit card fees, the group agreed to continue their current practice of not charging members convenience fees, instead choosing to absorb these costs within their operating expenses rather than adding additional charges to members. A credit card fee will be included in guest and reciprocal fees.

GM Search

First round of telephonic interviews was completed on April 30th, and 2 candidates will be invited to an on-site interview on May 19th. Target start date of August 1st or earlier.

BoG Goals & Club Vision and Mission

Pam presented a document outlining potential goals in several categories including fiscal responsibility, governance and operations, and membership experience.

They also addressed the need to review bylaws, including topics like electronic voting and intermediate membership. Steve raised the importance of including marketing efforts in membership and member experience goals.

Define the club's mission and vision to guide these efforts.

Strategic Membership Goals and Metrics

Set a target of 20 new members and aim for 85% overall member satisfaction and 95% retention rate as a goal.

Metrics would be used to evaluate the new general manager.

The board reviewed and refined the club's mission statement, settling on "*We create a place where people belong on the course, at the table, and in the company of friends.*"

Core values, agreeing to remove the word "we" and start each value with a verb, while also considering how to highlight employee relationships. The group decided to postpone the vision statement discussion for now and will address the Long-Range Planning Committee composition in future meetings after collecting more data.

The next board meeting was scheduled for **May 26th at 9:30** AM, with June 30th as a potential follow-up date.