

BOARD OF DIRECTORS' MEETING  
THE MONARCH AT ROYAL HIGHLANDS, INC.  
November 21, 2025

A meeting of the Board of Directors of The Monarch at Royal Highlands, Inc. was held at 8:00 a.m. in Mtg Rm A at the Rec Ctr. Those present: Rick Mason, Harold Beasley, Esther Patterson, Bill Ortvals, Bonnie Rex, Tom Cvikota, Terry Pollard and Dean Woodle. Luis Colon, General Manager, Dawn Catando, Food and Beverage Manager, Craig Shelton, Course Superintendent, were also in attendance.

Rick Mason called the meeting to order. The minutes of the 11/7/2025 meeting were approved.

**Course Superintendent – Craig Shelton**

Recent Activity:

- Touched up seed
- Multiple irrigation repairs
- Finished edging bunkers
- Edged irrigation
- Filled in low areas at cart path ends
- Weed eating grass beds and spraying weeds (still ongoing)
- Sprayed greens with fertility and soil amendments
- Filled divots on tees
- Continued plugging bad plugs and assorted areas on greens
- Marked course with paint when fairways were reopened
- Filled in sink hole #13
- Rough mowers started back out this week.
- Packed dirt on hole #14 at the return to the cart path. If we want to sod that area, we would need an irrigation head there.
- Leaves are dropping in the fairways and tee box areas – we are not blowing them off for the time being to protect the seeds.
- Will continue to seed the bare areas as needed.

Staffing:

Currently 3 short. Indeed was reopened and I am looking for 2 operators and a licensed spray technician.

Capital Request:

The green Cushman cart has a blown engine and needs to be repaired. This is the only vehicle we have to drag the broom on greens during topdressing. Cost of new engine \$ 3008.83

**Rick Mason made a motion, seconded by Terry Pollard, to approve the needed repairs of the Cushman cart not to exceed \$3300. Motion approved.**

**Notes – Board Meeting**

- Luis included in the FY26 budget the funds for increases for course employees during the year plus the cost of a sprayer tech.
- Height of fairways need to be lowered below 1", mowing it gradually as it thickens up.
- Check on the pavers on holes #4 and #8 for edging.

**Food and Beverage Manager – Dawn Catando**

November Events:

11/8 Freshman Club Dinner  
11/09 Couples Tournament  
11/10 Card Bingo

11/12 MMGA Scramble Lunch

11/14 Lake County Seniors

11/15 Birthday Bash

Upcoming Events:

11/27 Thanksgiving Buffet

Recent Activity:

- Still struggling to retain and hire staff in front of the house. We need servers and bartender. I have set up multiple interviews to have no one show up. The same issue plagues the back of the house as well. Toby has hired a cook named Jordan. So far Jordan seems to be doing well.
- Events for the beginning of November went very well. Feedback to me so far has been nothing but positive. We continue to book for December and January.
- Coke machine repairs and upgrades have been completed. They installed a new pump system in the back, replaced the gun and pumps for the bar, and added both water and soda water service to the service coke machine. The water quality and taste in the bar and the service station are both improved and are now the same in quality and taste. So hopefully this will dispel all the negative feedback on water quality.
- The cleaning of the kitchen and service area floors improved the cleanliness and overall demeanor of the kitchen and service area by 100%. Significant improvement on the floors. Deep Cleaning continued in the bar and dining areas of the restaurant as well, on Tuesday. Deep cleaning projects continue in the kitchen and service areas and will be monitored daily to make sure all standards are met. There are still areas that need improvements beyond the staff's level that have been noted and are currently in planning for repairs to be made.
- Thanksgiving Reservations are sold out. Expecting 89 at the 12:30pm seating and 92 at the 3pm seating., less any cancellations that may happen prior. I do have a waiting list in hopes to fill any cancellations that may happen.
- We have removed the pictures from the sound boards; however, the feedback still being received is that the sound levels for those who wear hearing aids or struggle to hear have a very hard time sitting in the restaurant during crowded times as the noises echo continuously for them. I did investigate options to help curve the sound and help absorb some of it as best as we can. Options such as plants, heavy curtains, etc. can assist in that as well as improve the dining ambiance and décor. I will keep the board updated on such items, as I find these items that may help.

**Notes – Board Meeting**

- Contact Royal Highlands to include information about our upcoming big events in the newsletter.
- Add to the Sunday breakfast menu special pricing on Bloody Mary's and Mimosas.
- Place the restaurant comment card to be more visible to the customers.
- Place a sign at the entrance or room divider indicating the restaurant is closed to prevent customers from entering unnecessarily.
- Keep the restaurant open during private events (such as for 60 guests) but display a sign indicating a limited menu based on the chef's selections for that period.

**President – Rick Mason**

General Manager Update: We have had two interviews for this position, and neither one turned out to be a viable candidate. Reaching out to our contacts has not proved successful, nor has word of mouth. We plan to post this job on Indeed (\$75/day for 5 days) as well as through the PGA of America website.

The board notified Luis of the continued challenges in hiring a General Manager and requested that he continue in his role until a successor is both selected and adequately trained, with the intention of completing this process by the end of the year. Luis has agreed to remain with the club throughout the transition period,

postponing his departure until the new General Manager is in place. He is dedicated to providing support during this time.

**Secretary – Esther Patterson**

Annual Meeting – Monday, December 15 @ 7:00 p.m. – Crown & Shield Restaurant

11/24: Send Bios of Board candidates to members – Dean

11/28: Place Ballots in Pro Shop for pick up by members - Esther

12/01: Send last year’s presentation to the Board for updating - Dean

12/02: Mail remaining ballots to members’ homes – Pro Shop

12/05: Request member volunteers to serve as meeting Ballot Counters and Greeters - Esther

**Treasurer’s Report – Bonnie Rex**

Treasurer's Report					11/20/2025
Account	Account Type	Bank		APY	Balance
Cash - Operating	Checking	Truist		0.00%	\$ 50,186.50
Petty Cash	Currency	Office Safe		0.00%	\$ 1,200.00
Non Operating Investment Account	Note/Checking	Ford Interest Advantage		4.59%	\$ 283,686.68
Non Operating Investment Account	Institutional MM	Raymond James		4.34%	\$ 18,610.80
	Cash Balance at	11/20/2025			\$ 353,683.98
	Cash Balance at	11/6/2025			\$ 338,016.94
		Change from previous Treasurer's Report			\$ 15,667.04
	Cash Balance at	11/20/2025			\$ 353,683.98
	Cash Balance at	11/20/2024			\$ 457,372.23
		Change from Last Year			\$ (103,688.25)
Account	Due	Final Payment	Monthly Amount	Interest %	Balance
Truist Loan	Monthly on 4th	Sept 2031 - \$445,713	\$ 6,216.34	7.90%	\$ 622,554.45
Personal Note (2020 Pump House)	Monthly on 1st	Feb 2027	\$ 2,191.28	6.00%	\$ 31,590.91
Personal Notes (2024 Golf Carts)	Monthly on 1st	Jan 2031	\$ 4,709.00	0%-6.5%	\$ 249,565.78
	Total Long Term Debt at	11/20/2025	\$ 13,116.62		\$ 903,711.14
	Total Long Term Debt at	11/6/2025			\$ 903,711.14
		Change from previous Treasurer's Report			\$ -
	Total Long Term Debt at	11/20/2025			\$ 903,711.14
	Total Long Term Debt at	11/20/2024			\$ 991,500.75
		Change from Last Year			\$ (87,789.61)
Accounts Payable					n/a
Truist Credit Cards					\$ 1,729.76

**Finance Advisory Committee**

Meeting Minutes 11/12/25

A meeting of the Finance Advisory Committee was held on Wednesday, November 12, 2025, at 2:00 in the Rec Center. Those present were: Bob Keating, Bonnie Rex, Ralph Acquaro, and Vince Laverghetta. Craig Simpson and Luis Colon, General Manager, were missing.

1. Adam Talarek has decided to resign from the Finance Advisory Committee. His expertise will certainly be missed. A huge Thank You to Adam for all his assistance.
2. Reviewed the September Year End Income Statement
  - a. Pleased to see the net income amount of \$55,696.
  - b. The Year End Tax filing and review now need to be completed.

- c. Suggest the BOD discuss if the review is cost effective or if a bylaw change in 2026 should be submitted.
- 3. Discussed the replacement of our GM position. Any candidate should be submitted to Rick Mason.
- 4. Looked over the RFP for a maintenance vendor.
  - a. Since our current GM is resigning, we discussed whether it might be the right time to include the restaurant in the RFP.
  - b. Looking for the Board of Directors to confirm our overall strategy on how to proceed with the RFP.
    - i. Maintenance only
    - ii. Maintenance and Restaurant
    - iii. How many vendors should be sent the RFP.
- ✓ **Note: The Board agreed to put the RFP on hold for now. Bonnie to advise the FAC.**
- 5. We will monitor the rates to see if refinancing our mortgage would be beneficial in 2026.
- 6. Reviewed the Aerification quotes.
  - a. Purchasing the equipment would be more cost effective than hiring a company to complete the aerification.
  - b. However, the FAC recommends holding off on a purchase until a decision is made on how to proceed with a maintenance vendor.

#### **Tom Cvikota – Marketing**

- Thanked Craig for the vast improvements that have been made to the course since summer.
- Need to advertise in the Royal Highlands newsletter for all the upcoming big events in the restaurant.

#### **Membership – Bill Ortvals**

##### Adds

Jim Stanley	Seasonal General	eff. 11/15/25
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#### **Building and Grounds – Terry Pollard**

The Board to send our golf course “wants” to Terry to compile and give to Craig to review and prioritize.

#### **Golf – Harold Beasley**

- The Golf Committee agreed to extend the preferred lies rule through December 31, 2025, due to heavy watering of our fairways for the rye grass to germinate and consequently mud on the ball many times. Preferred lies means one may lift, clean and place the ball within one scorecard length, no closer to the hole, in your own fairway only. It is preferred that all golf groups abide by this local rule, however, in tournaments the tournament director can determine to play by USGA rules meaning play the ball as it lies.
- The Member Guest Tournament is planned for April 9 – 11, 2026. Entry application forms for equity members are available Friday, January 9th and must be returned to the Pro Shop no later than Thursday, January 29th. All other membership categories can submit applications starting Friday, January 30th and must return applications no later than Tuesday, February 19th.

#### **Communications – Dean Woodle**

- Dean added a separate tab for the Newsletter on the web page. It is also included in the “Events” tab.
- Still having trouble with people not getting eblast information. Work in progress.
- Dean presented the final draft of Article 1-Membership (Sections A,B,C,D & E) bylaw updates. These updates are requested for the following reasons:
  - o It contains references to outdated memberships, specifically Charter which is no longer offered.

- It makes a specific dollar amount for Seasonal memberships during the summer.
- It does not cover the various membership options that we now offer or even grant the right for the board to offer these memberships. It only references Equity and General and in the very specific case of Non-Charter Equity the Seasonal option is offered. The rewrite goal was to grant the board the option to offer other variants (Seasonal, Limited, Rental, Social) but written in a way that the bylaws would not be required to be changed if the board decided to remove one or more of those options or add a new.

**Rick Mason made the motion, seconded by Dean Woodle, to amend Article 1-Membership (Sections A,B,C,D & E) of the Bylaws. Motion approved.**

Meeting adjourned at 10:15 a.m. The next Board Meeting is scheduled for December 5, at 8:00 a.m. in Mtg Rm A at the Rec Ctr.

Respectfully submitted,  
Esther Patterson