

BOARD OF DIRECTORS' MEETING  
THE MONARCH AT ROYAL HIGHLANDS, INC.  
January 9, 2026

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, Bonnie Rex, Tom Cvikota, Dean Woodle, Jeff Scott, Keith Beile, and Bobbie Iredale. Max Haarz, General Manager, Dawn Catando, Food and Beverage Manager, Craig Shelton, Course Superintendent, were also in attendance.

Rick Mason called the meeting to order and welcomed the new General Manager: Max Haarz. The minutes of the 12/19/2025 meeting were amended to include Tom Cvikota-Marketing Committee Chair. Minutes approved.

**Course Superintendent – Craig Shelton**

**Current Events:**

Recent activity:

- Worked on high and low plugs on greens
- Installing hex plugs in damaged areas on greens and plugging out torpedo grass
- Hand top-dressed sodded areas and weak areas on greens in clean up pass
- Trimmed hedges at club house
- Sprayed greens with fertility and pigment
- Sprayed tees with fertility
- Blew leaves off tees and cart paths
- Cleaned up around tee signs. Trimmed plants and edged bricks were applicable
- Mowed out course
- Top-dressed and reseeded back driving range tee
- Filled divots on tees
- Started spraying beds on course and waste areas for weeds
- Spot sprayed for broadleaf weeds
- Reseeded weak tees: ladies tee on #13, gold and green tee on #6
- Installed more stakes and ropes around course for traffic control
- Weed-eating lake banks. Not complete.
- Hand spiked thin areas on greens

Notes:

- Hired 2 new employees
- Goose grass on greens is turning off color from last herbicide application and frost.
- Employee training still ongoing

**Notes – Board Meeting**

- Craig would like to rent a concrete saw to level out the cart path on hole #13. Max asked to hold off rental - he may be able to get one.
- Craig has not completed the 2026 project list yet and will send it out next week as soon as it's finished.
- Regarding the aerification equipment, Bonnie recommended we wait until our cash position gets better before we purchase the equipment (as recommended by the Finance Advisory Committee). The cost of this equipment is approximately \$34,000. More discussion to follow.

**Food and Beverage Manager – Dawn Catando**

**Past Events:**

12/24 Christmas Eve Buffet (68 Reservations)

12/31 New Years Eve Wine Dinner (46 Attended)

**Upcoming Events:**

January 10<sup>th</sup> Freshman Club Event (89 Expected)

January 17<sup>th</sup> Birthday Bash (80 expected)

January 18<sup>th</sup> Italian Lodge Dinner (32 Expected)

Staffing: We still need One Bartender and Two More Servers in the Front of House. At this time, I have only 1 full time server, 1 part time server and 1 bartender and one still out on injury. Back of the House has hired a new employee, David Lavaun, who is turning out to be a great hire. Hard worker, willing to learn and takes the initiative to take on cleaning projects of his own. Definitely improving the cleanliness in the back of the house on a daily basis. I did sit with Esther through two interviews for front of the house staff, Wednesday and had two great potential applicants that will be considered for employment. There were 8 scheduled and 3 did show up. There are plenty of applicants coming in from Indeed, however the ones that show up are limited.

**Christmas Eve Buffet Dinner:**

We had 9 guests in total that did not attend; however, they were charged for not showing up. Overall feedback from guests was positive. One drawback was there was no ham on the buffet table as advertised. The chef informed the guests of the mishap and apologized.

**New Year's Eve Dinner**

We had 46 in attendance with 6 cancelled at the last minute due to weather delays in their flight home. Overall, guest experience was positive. There was an issue with the meat – it was supposed to be medium but was served rare. The chef informed the guests of the mishap and apologized.

- Facebook: I did speak with Ms. Iredale in regard to being part of the set up so we can get this up and running. I know with the holidays it has been a bit delayed.
- Ann Carter did purchase a second Buffet Server for the club, and we very much appreciate her contribution.
- Comment Cards: I have received some guest feedback from our Comment Card flyer going out:
  - *"Food is often served at a tepid temperature."*
  - *"Why won't someone learn how to properly make grilled cheese sandwiches???* Many people would order these sandwiches. "
  - *"I've always thought it should have been a grill type restaurant – chili, hamburger, hotdog etc. The community won't support a country club type restaurant."*
  - *"People need to slow down when driving through the community, and the tree needs to be trimmed by my house."* (No Name or information provided.)

**General Manager – Max Haarz**

- Max expressed his gratitude to the Board for appointing him General Manager. He inquired about the Board's expectations for his role. The following items were noted:
  - Provide timely monthly reports of golf revenue and expenses of the club
  - Provide financial information for the prior month by the second meeting of each month
  - Look at ways to reduce expenses
  - Ensure that end-of-month inventory is properly scheduled and completed
  - Participate in events
- Max requested that the Board provide him with the support as needed and maintain regular communication regarding any requirements or requests.
- He will oversee Pro Shop supply and clothing orders and is open to the idea of getting assistance with ladies clothing choices. He was asked to find some red, white and blue shirts before the upcoming holidays.
- The Crown & Shield annual minimum on invoices needs reviewed for consistency.

**President – Rick Mason**

Reviewed and signed off the FY2024-25 corporate tax report for electronic filing by the accounting firm with the State of Florida, which makes us compliant.

Rick was approached by the Putterflies asking for a donation of \$75 to buy a Christmas tree for the restaurant. Dean offered to approach the MMGA for this money. **The BOD thanks the Putterflies for decorating the restaurant for Christmas, and Larry Shultz for lighting the clubhouse.**

**Treasurer’s Report – Bonnie Rex**

Treasurer's Report					1/7/2026
Account	Account Type	Bank	APY	Balance	
Cash - Operating	Checking	Truist	0.00%	\$ 57,883.15	*
Petty Cash	Currency	Office Safe	0.00%	\$ 1,200.00	
Non Operating Investment Account	Note/Checking	Ford Interest Advantage	4.59%	\$ 260,589.49	*
Non Operating Investment Account	Institutional MM	Raymond James	4.34%	\$ 18,734.72	
	Cash Balance at	1/7/2026		\$338,407.36	
	Cash Balance at	12/17/2025		\$375,474.26	
		Change from previous Treasurer's Report		\$ (37,066.90)	
	Cash Balance at	1/7/2026		\$338,407.36	
	Cash Balance at	1/8/2025		\$401,179.21	
		Change from Last Year		\$ (62,771.85)	
Account	Due	Final Payment	Monthly Amount	Interest %	Balance
Truist Loan	Monthly on 4th	Sept 2031 - \$445,713	\$ 6,216.34	7.90%	\$618,440.95
Personal Note (2020 Pump House)	Monthly on 1st	Feb 2027	\$ 2,191.28	6.00%	\$ 27,514.08
Personal Notes (2024 Golf Carts)	Monthly on 1st	Jan 2031	\$ 4,709.00	0%-6.5%	\$242,589.97
	Total Long Term Debt at	1/7/2026	\$ 13,116.62		\$888,545.00
	Total Long Term Debt at	12/17/2025			\$896,080.51
		Change from previous Treasurer's Report			\$ (7,535.51)
	Total Long Term Debt at	1/7/2026			\$888,545.00
	Total Long Term Debt at	1/8/2025			\$977,283.89
		Change from Last Year			\$ (88,738.89)
Accounts Payable					n/a
Truist Credit Cards					\$ 622.04

\* Transferred \$25,000 from Ford Interest Advantage to Truist on 12/31/25

- We transferred \$25,000 from Ford Interest to Truist because we had an unexpected \$21,500 Lake County tax paid in December. Board’s recommendation is to retain \$250,000 in reserves in the Ford account - we are getting dangerously close to that figure.

Provided:

- Treasurer's report from January 2025 - present. Going forward it will be sent quarterly.
- Interest Income file for 2025

**Finance Advisory Committee**

The committee has not formally met over the holidays but communicated through emails. An open subject is a restaurant consultant. This still needs to be considered.

- Jeff Scott advised that he has a friend who has worked in the restaurant business for many years. He will be here visiting for 2 months and would be glad to look at our restaurant and give us his recommendations. Board agreed to move forward with this.

### Secretary – Esther Patterson

- Send a note to Dawn advising the date of the Member Informational Meeting which will be held on Sunday, May 3, 2026, at 6:00 p.m. at the Crown & Shield
- Send a note to Dawn advising the date of the Annual Equity Meeting which will be Monday, December 7, 2026, at 7:00 p.m. at the Crown & Shield.
- All scheduled BOD meetings in the Rec Ctr for 2026 have been confirmed by the Royal Highlands office.

### Marketing – Tom Cvikota

- Suggested adding signs at #8 and #17 so players can call the restaurant to order lunch while on the course.
- Inquired about placing ads in the Villages newspaper to bring in more outside play. Our senior golf rate is currently very good, so there is no need to offer any reduced rates to the public.
- Thanked the Communications team for the quick e-blast sent to members about the 9<sup>th</sup> hole flower garden that has been revamped. Initial idea of the update of this area came from the Pro Shop where Laura and Luis teamed with garden sponsors Jim & Debbie Duane / Terry & Ruth Pollard to finalize ideas and finance the effort.
- Will look into the cost to put up a banner at other softball fields in the area (Hawthorne, Legacy) advertising our restaurant. Need to follow up on the status of the banner at the Royal Highlands softball field.
- Tom inquired about writing up something for the members about the patio bricks that are sold for personal events, sentiments, and memorials, etc. This may generate some interest and additional revenue for the club. Keith advised that the profit built into the sale of the bricks was used to maintain the patio and apply sealant to the area.

### Membership – Jeff Scott

- The Board discussed adding a new Seasonal Limited Equity membership variant, offering 9 rounds per month for singles and 18 for families from November to April. This option aligns with existing Limited General and Limited Equity memberships.

**Rick Mason made the motion, seconded by Bonnie Rex, that a Seasonal Limited Equity membership variant be established for both Single and Family members to be effective January 1, 2026. Motion approved.**

- Will be meeting with Bill Ortvals for updating the flyers for the website.
- Plans to develop a presentation to give to those communities in the area that do not have a golf course to generate interest in becoming a member. He also discussed the idea of holding outside tournaments in the afternoon to boost summer revenue, without disrupting morning member play.
- Jeff was advised on the process of reporting on membership status changes as this information is used by various Board members and committee members as well as Monarch clubs and activities.
- Jeff was advised that it is the Board's desire to continually grow club membership to increase revenue and maximize course/clubhouse utilization, ensuring the club's long-term financial health. More members mean more consistent income from fees and increased sales (food, pro shop). This goal is in line with Jeff's plan to increase membership by 15 members per year.

### Status Change

Tim Knopper	from General Single to Equity Single	eff. 1/1/26
Mike & Kitty Bolier	Resigned	eff. 1/1/26
Wayne Sargent	Resigned	eff. 12/1/25
Jim Rice	Resigned	eff. 12/1/25
Tony & Michelle Penski	from Seasonal Equity Family to Seasonal Limited Equity Family	eff 1/1/26

## **Building and Grounds – Keith Beile**

- Members need to be reminded to:
  - ✓ Replace or fix divots
  - ✓ Take the flag out of the hole if using a ball plunger
  - ✓ Ride 2 per cart and avoid individual carts
- Rather than spending money on extending cart paths, Keith suggested that we consider using 3'x3' traffic grid mats. These are a flexible open weave rubber mat which an interlocking system which securely connects the tiles. They work well in dirt and slippery areas and are packed down allowing grass to grow through the holes and water to get to the ground.
- Weather stripping into the cart barn and the entryway from the kitchen into the cart barn needs redone. This was a recommendation by Pest Control Services when they were here on a maintenance call. The cost is approximately \$360 to replace it all.

**Rick Mason made the motion, seconded by Keith Beile, to replace the needed weather stripping from the kitchen into the cart barn and in the cart barn not to exceed \$500. Motion approved.**

## **Golf – Harold Beasley**

Golf committee met on January 6<sup>th</sup>.

### Member Guest Tournament

- Entry application forms for Equity members are available Friday January 9<sup>th</sup> and must be returned to the Pro Shop no later than Thursday, January 29<sup>th</sup>. All other membership categories can submit applications starting Friday, January 30<sup>th</sup> and must return applications no later than Tuesday, February 19<sup>th</sup>. Applications can be picked up from the Pro Shop or by using the link in the e-blast.
- Harold thanked Keith Beile, Jeff Scott, Cindy Handricks, Steve Ryan, Craig Moore, and Esther Patterson for agreeing to work on the committee. The first meeting is scheduled for Tuesday, January 13.

### Upcoming Events:

- Member-Member Tournament - February 11 and 12 - 8:00 a.m. shotgun start. The signup sheet is in the lobby area. The entry fee will be \$10.00 per person (prize money) and \$27.00 per person for lunch (including tax and tip). The combined field will be limited to the first 60 teams to sign up. See the e-blast for further information.
- Night Golf - Wednesday, February 18, 2026 - 6:00 p.m. (about 1/2 hour before sunset). This event is purely for fun, so there will not be any entry fee charged or any prize money awarded. Sign-up opens on Wednesday, January 28 - we have room for 48 players. The last day to enter is Monday, February 16. See the e-blast for further information.

## **Communications – Bobbie Iredale**

- In the process of learning the system and updating the website. Thank you to Dean Woodle for his support and being so helpful.
- Assigned Administrator of the Facebook page.
- Wrote an article for *The Happenings* about Monarch Golf Club, obtained approval from MMGA and MWGA presidents and did include their info. The article was submitted for February, and I will continue to update every month.
- Planning to attend the Royal Highlands Welcoming Committee meeting in January.

Meeting adjourned at 10:10 a.m. The next Board Meeting is scheduled for January 23, 2026, at 8:00 a.m. in Mtg Rm A at the Rec Ctr.

Respectfully submitted,  
Esther Patterson