

BOARD OF DIRECTORS' MEETING
THE MONARCH AT ROYAL HIGHLANDS, INC.
July 10, 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, Keith Beile, Dean Woodle, Bobbie Iredale and Bonnie Rex. Jeff Scott was absent. Luis Colon, Acting General Manager, Craig Shelton, Course Superintendent, and Dawn Catando, Restaurant Manager, were also in attendance.

Rick Mason called the meeting to order. The minutes of the 6/26/26 meeting were approved.

Course Superintendent – Craig Shelton

Current Events:

- Sprayed greens for goosegrass
- Sprayed greens for mole crickets and sod web worms
- Sprayed tees for mole crickets and sod web worms along with liquid fertilizer
- Sprayed greens with fungicide, fertility, nutritionals, and soil amendments
- Spot sprayed around course for sod web worms
- Continued spraying herbicides on tees, fairways, and rough. Boom spraying early morning with both spray rigs and remainder of day with 25-gallon tank and hand wand. Seeing good results. Thin areas created by dying weeds along with existing bare areas caused by winter transition are slow filling in due to water restrictions, but we are seeing positive results and grass is closing up in many areas.
- Installing remaining grid pavers leading on to cart path at #5 green
- Sprayed holes #1-#8 for lubbers
- Hand spiked and hand top-dressed thin areas on greens in cleanup pass
- Multiple irrigation repairs
- Still under water restrictions and we are utilizing as much water as possible. Water District orders are fairways once a week, greens, and tees three times a week. We are watering tee boxes before we lose them.
- Completed service on root pruner and it is now ready to go
- One zero turn mower is down and awaiting parts that are on order. All other mowers are going nonstop.
- We are down to 5 staff members and are seeking to hire 5 more. I reviewed approximately 180 old applications in Indeed and contacted those I was interested in. I only received one call back and have an interview set for Friday.
- Due to staff shortage, we are behind on detail work such as edging bunkers and cart path edging, weed eating lake banks and trees, etc. Staff shortage has also affected our ability to do any special projects. Takes all hands to set up course and keep up with irrigation, spraying, and mowing.
- **NOTE: Debris pile is full and I am requesting we limit tree trimming to emergency needs only until current debris is hauled out.**
- Spraying weeds and removing same in waste areas
- Changed 1 head on irrigation on #11 green.

Greens aerification scheduled for Monday July 20th.

Board Discussion

1. Bobbie asked about the:
 - Sandbags near the water on hole #3: these are to repair a leak in the bank causing water loss from the pond.
 - Mowing around the trees on hole #5 and #7: Craig is using the oldest machine he has due to roots in those areas.
 - Effectiveness of the crane deterrents: they are working as designed. These were purchased by Keith Beile and Bob Keating.
 - Mowing frequency (a question that came to the Golf Committee): Craig and Luis explained that while it might appear we don't need to mow, it helps with weed control.
2. Bobbie requested to have ornamental grasses along cart paths #3 to #4 trimmed.
3. Esther asked about fixing the approach area on hole #6: Craig said that to repair the approach to #6 green properly, he needs to aerify, add soil amendments, then sod.
4. Keith asked about the use of well water for irrigation. Craig said that effluent water is not available for irrigation at Royal Highlands, so we are required to rely on well water. Wells are permitted and monitored by state water districts as well as the total irrigation used. Well water is pumped into the irrigation pond, and pump age reports are kept and submitted to the district. Total irrigation used along with total pumped out of well is documented for these reports. In addition, the total allowance of surface water permitted is broken down in two parts. A percentage is allowed to come from the well, and the other percentage is supposed to come from rainfall. Therefore, the total amount of irrigation used does not come 100 percent from well. Most golf courses that use 100 percent reclaimed (effluent water) are not restricted to how much they can use unlike golf courses on wells. As everyone should know by now, we are currently under strict water restrictions set by the water districts. Currently we are only supposed to water fairways 1 time per week and greens and tees 3 times per week. Only additional water we are allowed is to water in any products sprayed that require it.
5. Luis mentioned that we need to stay with the plan as advised by the Finance Committee regarding replacing tee boxes.

Food and Beverage Manager – Dawn Catando

July Past Events

July 4th Couples Tournament

July Upcoming Events

July 10 – Celebration of Life (70 people)

July 11 – Freshman Club (94 guests)

July 13 – Italian Night Bingo

July 16 – MWGA Lunch

July 18 – Birthday Bash (74 guests)

Staffing

Number One Priority: currently reviewing all applicants for both the front & the back of the house.

Jeremiah gave no notice and quit to return to his trucking job. Laura gave us a week's notice on surgery that will be on July 9th and will be out for the next 6-8 weeks. I currently have 4 applicants for front of the house coming for interviews on Tuesday. Shauna is now back from her vacation so I can start focusing on hiring without being tied up cooking in the kitchen.

Board Discussion

1. Bobbie asked for an update on the contract reviews that were to be done regarding purchasing from outside vendors and minimum purchases. Dawn said there was a minimum dollar amount plus a

minimum of packets within that dollar amount. If you break-up packages, you pay more. Dawn said there are 2 dedicated refrigerators for bread only and we should not experience stale or moldy bread. We only keep one flavor of ice cream. Luis explained that outside purchases can be made for fruits and vegetables when the need arises due to unexpected circumstances.

2. Keith asked Dawn for an explanation of the kitchen equipment on order and when it will arrive since we have been waiting for this since the motion was approved on 3/13/26 (\$7500). Now there seems to be a concern if one of the ovens is functional ... and Dawn said there was a company you can call to see if the ovens work. After much discussion on what is needed, what is ordered, when is it expected, Keith requested that Dawn send the Board (1) what kitchen equipment is on order and how many (ovens, fryers, flat-top), (2) the quotes for this equipment (to comply with the approved BOD motion to purchase) and (3) the expected delivery date for each piece of equipment.
3. Luis said there was an oven in the maintenance shed that works and can be used in the kitchen.

Luis Colon – Acting General Manager

1. Financial Documents status (Profit and Loss “P&L” and Balance Sheet “BS”) December 2025 P&L and BS received 7.8.26 (working on the Income Statement “IS”). Per the accounting firm, the estimated time to complete January-May 2026 financials is 60 days; thus should have the reports by the end of August. Once those are done, June-August 2026 will follow. We owe \$18,000.00 for accounting services for January-June 2026.
2. Club accounts/vendors status (payments on accounts from June 12- present). Board was given the report of all Bill Payments processed through TRUIST from June 15-PRESENT. Second report is all the payments processed from June 15-present. A significant increase to get all club accounts up to current. Most vendors are not honoring terms on payments and the only way items can be ordered is by submitting full payments with the order. It will take months to get the vendors back to 30/60 days terms if those companies even consider it.
3. 1 July 2026 Billing and membership statistics report update. Submitted hard copy report to BOD members. Golf Members and House Accounts corrections impact discussion. Over 60 accounts were corrected going back to January. Over \$12K were refunded on overcharges. House accounts corrections not listed on the report; thus not part of the Membership Statistics. Discussion on the club’s “aging report” to explain how to identify delinquent accounts and how to initiate communication(s) with the respective account holder to collect payments; explain the process of suspending an account until full payment is received.
4. Budget to revenue comparison. An overview of the revenue from 1 October thru 30 June reported to BOD members. Getting an idea on the Club’s financial posture.
5. 2026 Member Guest status. Worked on Foot Joy orders, exchanges, budget, payments, and corrections. Results will be reported to Harold Beasley next week once completed.
6. Hourly and Salary employees’ Payroll discussion. Corrections to payroll continue and proper documentation to protect the club is completed.
7. Employee hiring advertising charges - \$3,462.73 spent on advertising. The need to hire more employees for the restaurant and Maintenance continues. Department leaders are to use the current applicants on their list(s) to hire from. Referrals and network with other managers to be considered by department leaders. The only exception is ZERO nepotism to protect the club.
8. Point of Sales CASH transactions discussion. Recommended changes to daily procedures to avoid theft. Report numbers discussion.

9. **Capital expenditure request** – Restroom located on hole 5 green area required a sump pump replacement to include electrical and parts replacement. Current work completed is at \$3,261.00 Upcoming work is estimated at 1K plus. Request approval for a capital expenditure not to exceed \$4,500.0 to replace the old sump pump and electrical components. Dunstan & Son Plumbing Co is working on the repairs.

Dean Woodle made the motion, seconded by Bobbie Iredale, to replace the old sump pump and electrical components not to exceed \$4,500.00. Motion approved.

Rick Mason – President

- Rick will be working with Sam Brickley and Luis and our insurance company regarding their request that they now want all equipment and the value of each item added to our existing policy. This will cause the premium to be much higher than it was previously. This request is in part because the insurance premium was lapsed due to non-payment by previous GM.
- An equity meeting will be planned for September to bring the members up to date on our current financial posture.

Treasurer's Report – Bonnie Rex

On the 7/8/26 Treasurer report, please find an additional area that shows the detail on our reserve accounts. Our recommended reserve account balance is \$250,000. Our current reserve account balance is \$184,513.77 which is \$65,486.23 below the recommended \$250,000. Also attached is the Interest Income File

On a positive note, all the reported missing member check issues have been resolved.

Treasurer's Report				7/8/2026	
Account	Account Type	Bank	APY	Balance	
Cash - Operating	Checking	Truist	0.00%	\$ 57,447.33	
Petty Cash	Currency	Office Safe	0.00%	\$ 1,200.00	
Non Operating Investment Account	Note/Checking	Ford Interest Advantage	3.75%	\$ 165,439.47	
Non Operating Investment Account	Institutional MM	Raymond James	3.25%	\$ 19,074.30	
	Cash Balance at	7/8/2026		\$ 243,161.10	
	Cash Balance at	6/24/2026		\$ 328,750.46	
		Change from previous Treasurer's Report		\$ (85,589.36)	
	Cash Balance at	7/8/2026		\$ 243,161.10	
	Cash Balance at	7/8/2025		\$ 502,164.82	
		Change from Last Year		\$ (259,003.72)	
Account	Due	Final Payment	Monthly Amount	Interest %	Balance
Truist Loan	Monthly on 4th	Sept 2031 - \$445,713	\$ 6,216.34	7.90%	\$ 605,492.25
Personal Note (2020 Pump House)	Monthly on 1st	Feb 2027	\$ 2,191.28	6.00%	\$ 15,036.75
Personal Notes (2024 Golf Carts)	Monthly on 1st	Jan 2031	\$ 4,709.00	0%-6.5%	\$ 221,251.53
	Total Long Term Debt at	7/8/2026	\$ 13,116.62		\$ 841,780.53
	Total Long Term Debt at	6/24/2026			\$ 849,701.43
		Change from previous Treasurer's Report			\$ (7,920.90)
	Total Long Term Debt at	7/8/2026			\$ 841,780.53
	Total Long Term Debt at	7/8/2025			\$ 933,420.73
		Change from Last Year			\$ (91,640.20)
Accounts Payable					n/a
Truist Credit Cards					\$ 1,192.61
Transferred \$50,000 From Ford Interest Advantage to Truist on 6/29/26					

		Balance	Transfer	Transfer	Interest	Balance
		6/9/2026	6/15/2026	6/29/2026	6/30/2026	7/8/2026
Ford Interest Advantage		\$264,705.78	\$ (50,000.00)	\$ (50,000.00)	\$ 733.69	\$165,439.47
Raymond James		\$ 19,017.23			\$ 57.07	\$ 19,074.30
	Total	\$283,723.01	\$ (50,000.00)	\$ (50,000.00)	\$ 790.76	\$184,513.77
Recommended Reserve Amount		\$250,000.00				\$250,000.00
Amount over or Under Reserve Amount		\$ 33,723.01				\$ (65,486.23)

	Raymond James				Ford Interest Advantage				
	Beginning Balance	Interest	Ending Balance		Beginning Balance	Deposit/Withdrawals	FIA Interest	Ending Balance	Total Interest
01/31/26	\$ 18,734.72	\$ 59.61	\$ 18,794.33		\$ 260,589.49		\$ 852.09	\$ 261,441.58	\$ 911.70
02/28/26	\$ 18,794.33	\$ 57.97	\$ 18,852.30		\$ 261,441.58		\$ 772.15	\$ 262,213.73	\$ 830.12
03/31/26	\$ 18,852.30	\$ 52.01	\$ 18,904.31		\$ 262,213.73		\$ 840.88	\$ 263,054.61	\$ 892.89
04/30/26	\$ 18,904.31	\$ 57.37	\$ 18,961.68		\$ 263,054.61		\$ 810.78	\$ 263,865.39	\$ 868.15
05/31/26	\$ 18,961.68	\$ 55.55	\$ 19,017.23		\$ 263,865.39		\$ 840.39	\$ 264,705.78	\$ 895.94
06/30/26	\$ 19,017.23	\$ 57.07	\$ 19,074.30		\$ 264,705.78	\$ (100,000.00)	\$ 733.69	\$ 165,439.47	\$ 790.76
07/31/26	\$ 19,074.30		\$ 19,074.30		\$ 165,439.47			\$ 165,439.47	\$ -
08/31/26	\$ 19,074.30		\$ 19,074.30		\$ 165,439.47			\$ 165,439.47	\$ -
09/30/26	\$ 19,074.30		\$ 19,074.30		\$ 165,439.47			\$ 165,439.47	\$ -
10/31/26	\$ 19,074.30		\$ 19,074.30		\$ 165,439.47			\$ 165,439.47	\$ -
11/30/26	\$ 19,074.30		\$ 19,074.30		\$ 165,439.47			\$ 165,439.47	\$ -
12/31/26	\$ 19,074.30		\$ 19,074.30		\$ 165,439.47			\$ 165,439.47	\$ -
Total		\$339.58				\$ (100,000.00)	\$4,849.98		\$ 5,189.56

Building and Grounds – Keith Beile (Covered under reports for Craig and Dawn)

Golf – Harold Beasley

- The next member's tournament will be the Greenskeeper's Revenge event on Wednesday, September 16th at 8:00 a.m. shotgun. More details to follow.
- The Golf Committee believes the hole handicaps need to be adjusted, and a team has been formed to gather data needed to move forward with discussions on this project.
- Lift, Clean and Place Rule: In discussions with Luis and the USGA, we were reminded that everyone who is playing golf at The Monarch should follow the USGA and local rules consistently. The Golf Committee is in agreement with these rules and will be sending an email to say that everyone and every group follow the same rules.
- Member Guest: Of the 4 outstanding gift orders, 3 of them were never placed. We are making progress but are not fully complete.

Communications – Bobbie Iredale

Bobbie researched 8 executive search firms and 2 golf management firms and provided a summary of each so that we could review in our search for a new General Manager. These are in addition to the 2 golf management firms that the Board is currently reviewing. She will send more detailed information to the Board.

Meeting adjourned at 10:30 a.m. The next Board Meeting is scheduled for July 24, 2026, at 8:00 a.m. in Mtg Rm A at the Rec Ctr.

Respectfully submitted,
Esther Patterson