

BOARD OF DIRECTORS' MEETING
THE MONARCH AT ROYAL HIGHLANDS, INC.
August 28, 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, Keith Beile, Jeff Scott, Bobbie Iredale, Harold Beasley and Dean Woodle. Esther Patterson and Bonnie Rex were absent. Luis Colon, General Manager and Dawn Catando, Food and Beverage Manager, were in attendance while Craig Shelton, Course Superintendent was absent.

Rick Mason called the meeting to order. The minutes of the 08/14/2026 meeting were approved.

Course Superintendent – Craig Shelton (absent)

Food and Beverage Manager – Dawn Catando

Upcoming Events

- **9/7 Labor Day Tournament**
- **9/10 Stirling Pass Luncheon**
- **9/16 Greenskeeper Revenge**
- **9/17 Pick a Partner**
- **9/19 Celebration of Life**
- **9/19 Birthday Bash**

Restaurant topics

- Staffing: Hired two line-cooks. Michael Smith and Costa Rechnet. This has the kitchen fully staffed. I am continuing to work with Shauna in the transfer of the kitchen duties. I hope to have everything transferred to her by the end of next week. Need one more server/bartender to cover the remaining shifts needing coverage. Alexis our newest server has been out sick all this past week and will be returning Tuesday as long as she shows no symptoms.
- I am continuing to work on a lot of specials, coupons and deals to help bring in customers. Working on a "September at the Monarch", which will include A Dinner Passport Promotion, Bring your Neighbor to Dinner Night promotion, and Music Trivia night the last weekend of September. Now that we are staffed, I am able to start implementing the happy hour menu and promotions more solidly. We are getting a lot of positive feedback on food quality and pricing. I will continue to watch pricing and adjust accordingly.
- Shauna is learning her role in the kitchen. This has been time consuming as Shauna has been training new staff and dealing with some medical issues of her own on days we need to work on truck orders. Now that the staff is trained, we can continue with our plans for specials and events as well. We have tested some product with members and have received positive feedback and approval to new items. We will also be reviewing menu costs and pricing.
- We have the lunch special 2 for 22 on Wednesdays and 2 for 30 on Saturday evenings. These continue to assist in driving business so I will continue to monitor.
- The well on kitchen line has failed. I have ordered parts to fix. I am continuing to search for needed equipment.
- We have switched most of our orders to Sysco. We continue to work with the vendor to have the product we were ordering from other vendors and getting approval on the product pricing to help with food costs on product we will be ordering.

- I am currently working with a new vendor on equipment as we found the same items on Amazon for less than originally costed out. Once I can confirm that the equipment can be sourced through a local vendor per Luis, I will advise as soon as I have confirmation so it can be ordered.
- On regards to the Freshman club event, we will be meeting with them this afternoon with Luis and myself.

Board Discussion

- Luis mentioned that we need to get fully staffed so Dawn can focus on managing the restaurant and not having to work in the restaurant/kitchen to fill vacancies. Luis will reopen hiring requests for bartender/server.
- Luis commented that we need to start documenting employee issues formally and start counseling employees in order to help maintain staff.

General Manager – Luis Colon

1. Financial documents status (Profit and Loss “P&L” and Balance Sheet “BS”) – April and May 2026 P&Ls and BSs received. Income Statements completed and provided to BOD members. June P&L and BS received on 8.27.26 in the afternoon. Working on IS.
2. Accounting company’s next bill will cover May, June and July (\$9,000.00) payments. July financials are expected to be completed by the end of August. The BOD is getting a real picture of the current financial posture. Recommend that the FAC and BOD members meet on September 11 to review the financials, put forward recommendations for the club, and start making decision for the FY27 budget to include capital expenditures for golf course improvements expected to be performed in May-August 2027. The Golf Course is the priority
3. Recommend that the next Equity members meeting and briefing be scheduled for Monday, September 28th
4. New Equity Membership category discussion – request a motion on a new 5 rounds per month Limited Equity membership for current fulltime members aging out and resigning due to not playing enough. The new category, unlike the social program, will allow the member to use their golf cart on the course and receive the same discounts/entitlements as the other equity members. Target monthly dues is at \$187.00 plus tax
5. Florida Department of Revenue audit. The club is undergoing a reemployment tax audit by the state. The deadline to submit all requested files form 2025 is September 8. The audit will take 9-13 weeks to be completed before the results are given to the club. More to follow
6. Lake County Fire services completed an inspection of the facilities on August 17,2026. 4 violations were found. The reinspection date is September 16,2026. All violations will be corrected prior to the reinspection. The report is in the GM office
7. The golf course additional work started. As of today, the maintenance department applied a wall-to-wall (tee box complex, fairways, approaches and around the greens) fertilizer, wall-to-wall sludge, and a wall-to-wall COMAND. This is part of the aggressive approach to getting the course back in playing conditions to ensure we get back the public players and groups that stopped playing due to course conditions. We hope the efforts bring back the needed green fees’ revenue. There are other undergoing efforts that will continue in the weeks and months ahead to include slicing roots, aerification targeted for areas that need special attention, chemicals application to expedite turf growth and continued work on the greens to ensure the club does not regress from current conditions. These efforts are an addition to the budgeted programs and the cost to the club is around 25-30K
8. Club department inventories – June and July are the first 2 completed inventories for all departments. Based on the food inventory and the numbers, it is recommended that no more food items are ordered until most of the meat in the walk-in freezer and refrigerator are utilized. A complete cleanup of the walk-in freezer and refrigerator took place on Augst 26. We have more items (food meat) than recorded

in the July inventory and I expect the on-hand food inventory to go above 30K. More to follow on the restaurant inventories and the way ahead. The merchandise inventories were completed every month. New merchandise orders are completed and most of the items have arrived. We ask that all members stop by the pro shop and make their merchandise purchases in support of the club

9. **From prior Board meeting.** Need guidance on Pro Shop merchandise for future budget and target revenue. Recommend changes to the member guest merchandise options to include a profit margin to the club's resale license and taxes paid above the amount participants' orders. The club cannot continue to pay merchandise taxes and cannot continue to not profit from the event on the merchandise items
10. **Callaway golf fitting event – postponed until further notice due to zero participation**

Board Discussion

- Pro Shop is reaching out to outside groups that have stopped coming due to course conditions. They are informing them of the current fertilizing approach and the timing for overseeding in attempts to get them back to the course as the winter season starts.
- The sludge and Command were spread wall-to-wall. Only half of the Command was used so the very thin areas will get a second application soon.
- Next year the club needs to look at ways to cover the real cost of the Member Guest. With the move to the participants ordering from Foot Joy the club has been paying the taxes. Need to look at collecting the tax money from the participants.
- The new non-logo shirts that have been added to the Pro Shop inventory have been moving. Making a second order.

Treasurer's Report – Bonnie Rex (absent)

- Transferred \$50,000 from Ford Interest Advantage to Truist on August 17, 2026

President – Rick Mason

- Nothing to report

Vice President – Dean Woodle

- Nothing to report

Secretary – Esther Patterson (Absent)

Membership/Marketing – Jeff Scott

- Group Outings: I have made initial contact with several churches, fire departments, and civic groups. No plans established yet. Will continue to work but also looking for any input on specific organizations that may be receptive to this idea.
- Two special membership ideas to entice new members
 - o Full year (1st year) General Membership for the 26/27 season only and receive the last two months free.
 - o Special 6-month continuous General Membership for unlimited golf and no future obligation. Single - \$449/mo and Family - \$591/mo with Crown & Shield assessment of \$300 (\$50/mo average) Limited to the first 30 members

Board Discussion

- After discussion on new memberships (including the Limited Equity mentioned in GM item 5) Keith Beile made the following motion seconded by Jeff Scott that was unanimously agreed upon.

Motion: Add the three following special memberships to entice new members and retain aging members.

- 1. Limited Equity – for current fulltime equity members (at least 75 years old) aging out and potentially resigning due to not playing enough. Maintains their equity privileges and discounts but limits golf to 5 rounds per month. Target monthly dues are \$187.00 plus tax**
- 2. 26/27 Special – for new General Memberships during the 26/27 season only that includes last two months free**
- 3. 6-month Special – for part-time residents that want to try the Monarch. 6-month continuous General Membership for unlimited golf and no further obligation.
Single - \$449/mo and Family - \$591/mo – \$300 C&S obligation across the 6-month period**

Building and Grounds – Keith Beile

- Looking at potential fund raisers to support purchase of additional plastic ground stabilizing grids tested at the cart path entrance on hole 18. Need to have conversation with Craig to determine maintenance view of the grids. One discussion point was relative to growth of turf over the grids which is the intended use of these grid systems. Further discussion will happen at future board meeting. This would be a potential winter project.

Golf – Harold Beasley

- New scorecards handicaps are in the FSGA review process
- Labor Day Tournament and Greens Keeper revenge are set and getting participant sign-ups

Communications – Bobbie Iredale

- Nothing to report

Meeting adjourned at 10.00 a.m. The next Board Meeting is scheduled for September 11, at 8:00 a.m. in Mtg Rm A at the Rec Ctr.

Respectfully submitted,
Dean Woodle