



### **EXECUTIVE SUMMARY**

**Club IQ – Dashboard Analysis** Moraga Country Club maintains a strong overall member satisfaction around 78-80% over recent months with a consistently positive Net Promoter Score near +47 to +50 historically. Positive feedback highlights exceptional staff friendliness, fitness and golf operations, and growing appreciation for amenities. Concerns center on clubhouse and dining experiences—particularly food quality, inconsistent service, outdated decor, and locker room maintenance. The men's locker room and pool area show recurring maintenance and hygiene issues that dampen member experience. Golf course and driving range usage also face overcrowding and etiquette challenges impacting play quality.

| Membership MEI                 |  | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
|--------------------------------|--|-----------------------|--------------------|---------------------|---------------------|----------------------|
| Member Experience Index™       |  | 76.13%                | 79.59%             | 79.59%              | 78.84%              | 79.02%               |
| Based on Number of Responses   |  | 5                     | 37                 | 173                 | 548                 | 677                  |
| Response Rate for the period   |  | 20%                   | 15%                | 23%                 | 30%                 | 30%                  |
| Homeowners Association MEI     |  | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
| Member Experience Index™       |  | 80.63%                | 80.77%             | 78.96%              | 79.99%              | 79.38%               |
| Based on Number of Responses   |  | 2                     | 17                 | 63                  | 207                 | 255                  |
| Response Rate for the period   |  | 5%                    | 6%                 | 8%                  | 11%                 | 11%                  |
| Clubhouse MEI                  |  | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
| Member Experience Index™       |  | 85.12%                | 85.80%             | 83.47%              | 82.90%              | 82.84%               |
| Based on Number of Responses   |  | 4                     | 33                 | 163                 | 492                 | 597                  |
| Response Rate for the period   |  | 15%                   | 12%                | 21%                 | 26%                 | 26%                  |
| Clubhouse Dining- Service MEI  |  | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
| Member Experience Index™       |  | 75.61%                | 76.51%             | 77.53%              | 76.62%              | 76.48%               |
| Based on Number of Responses   |  | 3                     | 30                 | 139                 | 408                 | 499                  |
| Response Rate for the period   |  | 15%                   | 11%                | 18%                 | 22%                 | 22%                  |
| Clubhouse Dining- Culinary MEI |  | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
| Member Experience Index™       |  | 66.58%                | 77.92%             | 77.38%              | 76.37%              | 75.55%               |
| Based on Number of Responses   |  | 3                     | 31                 | 136                 | 404                 | 493                  |
| Response Rate for the period   |  | 15%                   | 11%                | 17%                 | 22%                 | 22%                  |
| Courtside Grille- Service MEI  |  | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
| Member Experience Index™       |  | 73.16%                | 75.05%             | 74.75%              | 75.10%              | 74.69%               |
| Based on Number of Responses   |  | 3                     | 26                 | 121                 | 361                 | 441                  |
| Response Rate for the period   |  | 15%                   | 10%                | 16%                 | 19%                 | 19%                  |

### Courtside Grille- Culinary MEI

|                                       | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
|---------------------------------------|-----------------------|--------------------|---------------------|---------------------|----------------------|
| Member Experience Index <sup>TM</sup> | 75.27%                | 78.72%             | 77.47%              | 77.45%              | 77.17%               |
| Based on Number of Responses          | 3                     | 27                 | 121                 | 359                 | 440                  |
| Response Rate for the period          | 15%                   | 10%                | 15%                 | 19%                 | 19%                  |

### The Turn Building- Front MEI

|                                       | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
|---------------------------------------|-----------------------|--------------------|---------------------|---------------------|----------------------|
| Member Experience Index <sup>TM</sup> | 100.00%               | 75.88%             | 78.20%              | 74.63%              | 75.36%               |
| Based on Number of Responses          | 1                     | 11                 | 57                  | 135                 | 158                  |
| Response Rate for the period          | 5%                    | 4%                 | 8%                  | 7%                  | 7%                   |

### The Turn Building- Back MEI

|                                       | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
|---------------------------------------|-----------------------|--------------------|---------------------|---------------------|----------------------|
| Member Experience Index <sup>TM</sup> | 100.00%               | 71.14%             | 74.29%              | 68.58%              | 69.52%               |
| Based on Number of Responses          | 1                     | 11                 | 57                  | 133                 | 156                  |
| Response Rate for the period          | 5%                    | 4%                 | 8%                  | 7%                  | 7%                   |

### Golf Operations MEI

|                                       | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
|---------------------------------------|-----------------------|--------------------|---------------------|---------------------|----------------------|
| Member Experience Index <sup>TM</sup> | 99.11%                | 88.72%             | 83.07%              | 81.27%              | 80.67%               |
| Based on Number of Responses          | 1                     | 22                 | 91                  | 251                 | 302                  |
| Response Rate for the period          | 5%                    | 7%                 | 12%                 | 14%                 | 13%                  |

### Golf Course MEI

|                                       | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
|---------------------------------------|-----------------------|--------------------|---------------------|---------------------|----------------------|
| Member Experience Index <sup>TM</sup> | 76.67%                | 81.72%             | 78.78%              | 78.76%              | 78.28%               |
| Based on Number of Responses          | 1                     | 21                 | 90                  | 246                 | 296                  |
| Response Rate for the period          | 5%                    | 6%                 | 12%                 | 13%                 | 13%                  |

### Tennis MEI

|                                       | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
|---------------------------------------|-----------------------|--------------------|---------------------|---------------------|----------------------|
| Member Experience Index <sup>TM</sup> | 84.11%                | 86.04%             | 88.95%              | 87.75%              | 87.19%               |
| Based on Number of Responses          | 2                     | 11                 | 36                  | 102                 | 126                  |
| Response Rate for the period          | 10%                   | 4%                 | 5%                  | 5%                  | 6%                   |

### Pickleball MEI

|                                       | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
|---------------------------------------|-----------------------|--------------------|---------------------|---------------------|----------------------|
| Member Experience Index <sup>TM</sup> |                       | 80.29%             | 81.36%              | 78.36%              | 79.71%               |
| Based on Number of Responses          | 0                     | 10                 | 41                  | 127                 | 157                  |
| Response Rate for the period          |                       | 2%                 | 6%                  | 6%                  | 7%                   |

### Fitness MEI

|                                       | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
|---------------------------------------|-----------------------|--------------------|---------------------|---------------------|----------------------|
| Member Experience Index <sup>TM</sup> | 82.86%                | 88.13%             | 88.28%              | 88.17%              | 88.38%               |
| Based on Number of Responses          | 1                     | 17                 | 89                  | 260                 | 310                  |
| Response Rate for the period          | 5%                    | 6%                 | 11%                 | 14%                 | 14%                  |

### Aquatics MEI

|                                       | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
|---------------------------------------|-----------------------|--------------------|---------------------|---------------------|----------------------|
| Member Experience Index <sup>TM</sup> |                       | 71.98%             | 76.01%              | 72.29%              | 72.20%               |
| Based on Number of Responses          | 0                     | 8                  | 50                  | 144                 | 172                  |
| Response Rate for the period          |                       | 2%                 | 6%                  | 8%                  | 8%                   |

## Bocce Ball MEI

|                                     | Yesterday<br>(Aug 13) | Previous<br>7 Days | Previous<br>30 Days | Previous<br>90 Days | Previous<br>180 Days |
|-------------------------------------|-----------------------|--------------------|---------------------|---------------------|----------------------|
| <b>Member Experience Index™</b>     | <b>98.16%</b>         | <b>92.06%</b>      | <b>82.30%</b>       | <b>82.73%</b>       | <b>83.69%</b>        |
| <i>Based on Number of Responses</i> | <i>1</i>              | <i>6</i>           | <i>29</i>           | <i>109</i>          | <i>144</i>           |
| <i>Response Rate for the period</i> | <i>0%</i>             | <i>1%</i>          | <i>4%</i>           | <i>6%</i>           | <i>6%</i>            |

- **Membership** – In July, we received a 23 inquiries and so far in August we have received 9 inquiries. We currently have 103 prospective members on the Golf Equity Waitlist, and this does not include the 13 Swim & Tennis Affiliates on the list to transition to a Golf Equity Membership. We have 220 prospective members on the Swim & Tennis Waitlist as well.

| MONTH        | HOME SALES<br>Total Homeowners: 521<br>Listed for Sale – 1 In Escrow - 1 |           |           | EQUITY SALES<br>Total Golf Equity & NTG: 420<br>Waitlist to Purchase Membership: 103 |           |          |
|--------------|--------------------------------------------------------------------------|-----------|-----------|--------------------------------------------------------------------------------------|-----------|----------|
|              | 2024                                                                     | 2025      | 2026      | 2024                                                                                 | 2025      | 2026     |
| JAN          | 1                                                                        | 0         | 0         | 0                                                                                    | 0         | 1        |
| FEB          | 2                                                                        | 0         | 0         | 0                                                                                    | 0         | 0        |
| MAR          | 1                                                                        | 0         | 0         | 0                                                                                    | 0         | 1        |
| APR          | 0                                                                        | 2         | 7         | 1                                                                                    | 1         | 1        |
| MAY          | 6                                                                        | 2         | 7         | 2                                                                                    | 0         | 0        |
| JUN          | 3                                                                        | 2         | 6         | 1                                                                                    | 0         | 0        |
| JUL          | 2                                                                        | 4         | 0         | 3                                                                                    | 2         | 0        |
| AUG          | 2                                                                        | 1         | 0         | 0                                                                                    | 1         | 1        |
| SEP          | 1                                                                        | 2         |           | 1                                                                                    | 3         |          |
| OCT          | 0                                                                        | 2         |           | 1                                                                                    | 2         |          |
| NOV          | 2                                                                        | 2         |           | 0                                                                                    | 1         |          |
| DEC          | 1                                                                        | 2         |           | 1                                                                                    | 0         |          |
| <b>TOTAL</b> | <b>21</b>                                                                | <b>19</b> | <b>20</b> | <b>10</b>                                                                            | <b>10</b> | <b>4</b> |

| MONTH        | SWIM & TENNIS SALES<br>Total Swim & Tennis Affiliates: 275<br>Total for Waitlist: 220 |           |           | SWIM TEAM AFFILIATE SALES<br>Total Swim Team Affiliates: 30 |           |          | TENANT CHANGES<br>Total Tenants: 75 |           |          |
|--------------|---------------------------------------------------------------------------------------|-----------|-----------|-------------------------------------------------------------|-----------|----------|-------------------------------------|-----------|----------|
|              | 2024                                                                                  | 2025      | 2026      | 2024                                                        | 2025      | 2026     | 2024                                | 2025      | 2026     |
| JAN          | 0                                                                                     | 1         | 4         |                                                             | 2         | 2        | 1                                   | 0         | 0        |
| FEB          | 1                                                                                     | 0         | 1         |                                                             | 1         | 0        | 0                                   | 0         | 0        |
| MAR          | 0                                                                                     | 2         | 1         |                                                             | 4         | 1        | 1                                   | 1         | 3        |
| APR          | 1                                                                                     | 1         | 2         |                                                             | 0         | 0        | 0                                   | 1         | 1        |
| MAY          | 1                                                                                     | 1         | 1         |                                                             | 0         | 0        | 1                                   | 1         | 0        |
| JUN          | 3                                                                                     | 1         | 0         |                                                             | 0         | 0        | 4                                   | 2         | 2        |
| JUL          | 1                                                                                     | 2         | 1         |                                                             | 0         | 0        | 1                                   | 3         | 2        |
| AUG          | 0                                                                                     | 1         | 1         | 5                                                           | 0         | 1        | 4                                   | 2         |          |
| SEP          | 0                                                                                     | 3         |           | 10                                                          | 2         |          | 1                                   | 3         |          |
| OCT          | 2                                                                                     | 1         |           | 9                                                           | 0         |          | 3                                   | 4         |          |
| NOV          | 0                                                                                     | 0         |           | 1                                                           | 0         |          | 0                                   | 1         |          |
| DEC          | 1                                                                                     | 0         |           | 0                                                           | 0         |          | 1                                   | 0         |          |
| <b>TOTAL</b> | <b>10</b>                                                                             | <b>13</b> | <b>11</b> | <b>25</b>                                                   | <b>11</b> | <b>4</b> | <b>17</b>                           | <b>18</b> | <b>8</b> |

### Equity Membership Sales - 23 Active Charters Remaining as of August 8, 2026

| Year | Avg. Sale | # Sold | Transfer Fees Collected | # of Charters | Year | Avg. Sale | # Sold | Transfer Fees Collected | # of Charters |
|------|-----------|--------|-------------------------|---------------|------|-----------|--------|-------------------------|---------------|
| 2021 | \$40,000  | 46     | \$1,104,000             | 0             | 2022 | \$50,000  | 21     | \$525,000               | 1             |
| 2023 | \$60,000  | 14     | \$420,000               | 3             | 2024 | \$75,000  | 10     | \$295,000               | 0             |
| 2025 | \$75,000  | 10     | \$375,000               | 0             | 2026 | \$75,000  | 4      | \$150,000               | 0             |

a) **HOA** - Prepared by Asst. HOA Manager, Stephanie Sena

- **Key Takeaways**

- Detailed bed weeding, checking emitter/drip irrigation functionality, monitoring plant health for pest/disease vectors, and light tip-pruning or deadheading of active blooms; perennials cut down for new growth and fall flowering.
- Deep mulch replenishment (maintaining 2–3 inches of depth), comprehensive seasonal pruning, pre-emergent weed control applications, and irrigation controller schedule adjustments.
- Keeping clearances on walkways, intersections, and turf edges high prevents safety liabilities.
- Spot spraying for broadleaves in lawns and routine weed control in shrub and sidewalks
- Replacement of (6) In-line valves and (1) Anti-Siphon valves part of an on-going large project
- Spreading out soil conditioner and seeding lawns showing stress due to compaction and heavy thatch.
- A total of 9 gopher traps were deployed throughout the community as part of ongoing pest management efforts.
- Multiple homeowner-requested landscape enhancement projects have been completed or are currently underway, including planting renovations, irrigation modifications, and lawn restoration projects.
- Staff continue to provide homeowner support through landscape consultations, irrigation education, tree evaluations, and guidance regarding MOFD compliance and work order requests.

- **Departmental Challenges**

- Public safety and baseline defensible space (such as clearing ladder fuels and specific brush clearances) vs a lush landscape residence a more accustomed.
- Lawn getting summer patch vendor will spray a fungicide to reduce the issue.
- Even though we have warmer afternoon weather, the earlier morning overcast is creating some challenges for some of our trees. Our Bradford Pear trees showing signs of leaf blight, London Plane (Sycamore trees) showing some signs of Anthracnose.

- **Association Rules Enforcement**

- Architectural Rules Violations
  - Double address numbers 2 homes still in violation - homeowners have contacted HOA that they will be removing double address numbers when back in town.
- General Rules Violations
  - Trash Cans – 6 tagged in month of August so far – cans put back, now in compliance
  - Parking Violations – 5 tagged in month of August so far and 3 cars chalked – vehicles now in compliance.
  - Open garages – 7 reported since August 1<sup>st</sup> immediate text communication with photos were provided to the Homeowners.
  - Noise Nuisance – 3 instances of barking dogs in the community since August – Community Services addressed immediately with Owners.
  - Speeding, parking and garage reminders added to the August Homes and Gardens
  - Spoke with 4 homeowners regarding issues with contractors on approved projects

- **Upcoming Focus**

- 707 Augusta Drive, trench and moss rock allow water flow from storm drain creek adjacent to the golf course.
- Continue raising lower tree canopies and removing volunteer vegetation and debris following completion of weed abatement activities.
- Conduct structural pruning evaluations and stake adjustments for newly planted trees.
- Continue systemwide irrigation inspections and repairs.



**GM Goals – HOA Operations Strategic Objective**  
**Monthly Progress Report**

| Focus Area                                         | What We Did                                                                                                                                                                                                                                                                    | Current Performance                                                                                                                                                                                      | Next Steps / Targets                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Operational Infrastructure</b>                  | Defined staff ownership and established recurring weekly Operations Review Meetings. Management moved from primarily reactive follow-up to structured tracking of projects, deadlines, and accountability.                                                                     | Weekly Operations Review Meetings conducted.<br>Work-order processing improved from 16.1 days in the last 90 days to 14.7 days in the last 30 days — a 8.70% reduction in average processing time.       | Establish monthly reporting for open items, completion rates, aging items, and response times.<br><br>Target continued reduction in average work-order processing time in 2026.                                                                                                                                    |
| <b>Service &amp; Communication Standards</b>       | Reinforced the 24–48-hour acknowledgement standard & expanded proactive communication around construction, projects, service interruptions, & homeowner-impacts. Management is now emphasizing both acknowledgement & closure of homeowner requests.                           | Service standard: 24–48 hours for acknowledgement.<br>Communication reviews incorporated into weekly operational meetings. KPI opportunity: establish actual % of requests acknowledged within 48 hours. | Establish monthly measurement of:<br><ul style="list-style-type: none"> <li>• % acknowledged within 48 hours</li> <li>• Average resolution time</li> <li>• Number of open requests</li> <li>• Number of requests &gt;30 days</li> </ul> Target: ≥95% acknowledgement within 48 hours.                              |
| <b>Vendor &amp; Project Management</b>             | Fully implemented vendor onboarding, strengthened pre-project scope validation, and increased documentation of expectations before work begins. Completed ARC compliance training to improve consistency and staff knowledge. Established a pre- and post-project evaluations. | Vendor onboarding: 100% implemented. ARC compliance training: 100% complete for applicable staff.<br><br>Project scope validation is now incorporated into the management process before work begins.    | Establish vendor scorecard covering 4 categories: scope compliance, schedule, quality, and communication.<br><br>Target: ≥90% of vendors meet established performance expectations.                                                                                                                                |
| <b>Compliance &amp; Enforcement</b>                | Enforced standardized violation tracking, procedures, and monthly compliance audits. Management now has greater visibility into outstanding, aging, and repeat violations.                                                                                                     | Compliance audits conducted monthly.<br>Violation tracking and enforcement procedures: 100% implemented.<br>KPI opportunity: establish baseline count of open and aging violations.                      | Report monthly:<br><ul style="list-style-type: none"> <li>• Total open violations</li> <li>• Violations closed</li> <li>• Violations &gt;30/60/90 days</li> <li>• Repeat violations</li> <li>• Average closure time</li> </ul> Target: 10–15% reduction in aging violations from established baseline by year-end. |
| <b>Management Accountability &amp; Performance</b> | Increased management visibility in projects, staff responsibilities, deadlines, vendors, and homeowner requests. Weekly operational meetings are being used to identify accountability gaps and measure completion.                                                            | <b>Weekly</b> management review.<br><br><b>Monthly</b> compliance audit.                                                                                                                                 | Develop a formal monthly HOA Operations Dashboard with <b>6 core KPIs</b> :<br><ol style="list-style-type: none"> <li>1. Work-order response time</li> <li>2. Open/aging projects</li> <li>3. Vendor performance</li> <li>4. Compliance activity</li> <li>5. Homeowner response performance</li> </ol>             |

## **b) Food & Beverage** *Prepared by Director of F&B, Toby Hughes*

- **Executive Summary / Key Takeaways**
  - **Total Sales (2026): 362,190**
  - **Budget:** \$327,203
  - **Variance to Budget: \$34,897**
- **Cost Control Commentary**
  - **Labor:** Labor finished \$39,564 over budget for the month. Higher-than-budgeted top-line sales drove increased labor costs, accounting for approximately \$32K of the variance. The remaining \$7K is attributable to the PTO accrual adjustment.
    - In July, we also said goodbye to four seasonal staff members. This reduction in headcount should help us better manage hourly labor costs moving forward while continuing to align staffing levels with business demand.
  - **COGS:** Food cost finished the period at 34%, benefiting from the higher sales mix generated by Private Dining and remaining in line with our overall trend. Wine, Beer and liquor costs were both on budget and continue to track favorably year-to-date. The gap is beginning to narrow as our product costs continue to increase. I will be monitoring this closely over the coming periods to determine whether pricing adjustments will be necessary to protect margins. Non-alcoholic beverage costs remain in line with budget and expectations.
  - **Operating Expenses:** Operating Expenses finished on Budget with a slight overage of \$499. Again, we are watching what we order so to keep the shelves relatively empty now we are seeing a slowdown from the summer months with the kids being here every day.
- **Promotions & Initiatives**
  - **Birthday Promotion:** Drove increased Main Dining YOY performance 9 members celebrating their special day with us
  - **Wine Program:** Single Wine Bottle Sale helped generate \$9k in revenue and a lot of happy members.
- **Summary**
  - Food & Beverage delivered a strong P7, finishing at \$34K (11%) ahead of budget and approximately \$26K above last year.
  - For the first time this summer, the Main Dining Room posted positive sales against budget for the period, which was encouraging to see. YTD, Main Dining Room sales are now trending approximately \$18K ahead of budget.
  - Private Dining also continues to perform exceptionally well, with YTD sales currently \$81K above budget. We continue to PACE well, with a healthy number of smaller events that are easier to execute operationally while minimizing displacement of regular in-house dining for our members.
  - During P7, we successfully transitioned to a new coffee vendor and expanded our espresso program into the Courtside Grille. We are currently training all front-of-house staff on the new equipment before launching a broader marketing campaign to promote the program.
  - As part of this initiative, we also completed a refresh of the Courtside Grille menu and cocktail list. Member feedback received through Club IQ over the past month played an important role in developing the new menu, helping us better align our offerings with current member preferences.
  - Looking ahead to August, we will be hosting a Wine Dinner featuring Belle Glos wines, which have consistently been member favorites and should provide another strong Food & Beverage experience and revenue opportunity. We are also hosting two outside Monday Golf Events which should help us reach our financial targets in August.

**GM Goals – F&B Strategic Objective Progress**  
**Monthly Progress Report**

| Focus Area                                       | Current Status                                                                                                                                                                                                                                                                                                                                                                                                                 | Next Steps –Targets                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Menu Simplification &amp; Standardization</b> | <p>100% Courtside Grille menu redesign completed. We removed 11 items and added 9 new items</p> <p>95% Main Dining Room menu redesign completed. We removed 8 items from the lunch menu and added 10 new items. We removed 13 items from the dinner menu and added 15 new items.</p> <p>95% standardized recipe development completed.</p> <p>12 planned monthly menu performance reviews annually.</p>                        | <p>Launching the new lunch and dinner menus by the beginning of September. Complete remaining 5% of menu/recipe standardization. Conduct 12 monthly menu performance reviews annually.</p> <p>Review 100% of menu items for sales performance, pricing, popularity, execution, and member feedback.</p> <p>Identify bottom-performing items for modification or removal.</p> |
| <b>Value Optimization</b>                        | <p>Competitive pricing analysis: 100% complete, <i>We analyzed menus from 10 other local country clubs and 6 local restaurants</i></p> <p>Value analysis evaluates 4 factors: price, portion, quality, and experience. Promotional/value opportunities remain active throughout the year</p>                                                                                                                                   | <p>Conduct competitive pricing review quarterly. Track 100% of major promotions for participation &amp; financial performance.</p> <p>Measure promotional revenue &amp; participation against baseline where data is available. Identify 3–5 opportunities annually to improve perceived value.</p>                                                                          |
| <b>Service Excellence</b>                        | <p>Lunch service standard: &lt;15 minutes.<br/>Dinner service standard: &lt;20 minutes.<br/>Management floor presence: ~32 hours/week.<br/>Annualized management floor presence: ~1,664 hours/year.<br/>Direct member interactions: 500+.</p>                                                                                                                                                                                  | <p>Measure 100% of available ticket-time data against service standards.<br/>Target ≥90% of qualifying lunch orders meeting the 15-minute standard.<br/>Target ≥90% of qualifying dinner orders meeting the 20-minute standard.<br/>Continue approximately 32 + hours/week of management floor presence.</p>                                                                 |
| <b>Member Engagement &amp; Dining Events</b>     | <p>Dining programming cadence: weekly – Taco Tuesday and Oyster Thursday, looking into additional themed nights with the Member Engagement Committee. We have sold 402 orders for Taco Tuesday and 1,365 Oysters in the last 60 days, which is about 170 a week. Annualized opportunity: approximately 52 dining events/promotional touchpoints. Member participation and feedback are incorporated into event evaluation.</p> | <p>Track attendance for 100% of dining events. Track revenue for 100% of events where financial data is available. Identify the top 10 performing events annually. Identify and redesign or eliminate the bottom-performing 10–20% based on participation and financial performance.</p>                                                                                     |
| <b>Member Feedback &amp; Satisfaction</b>        | <p>F&amp;B Dining Service satisfaction: 76.48% 90 days ago → 76.51% 7 days ago.<br/>F&amp;B Dining Culinary Service satisfaction: 76.37 % 90 days ago → 77.92% 7 days ago.<br/>F&amp;B CSG Service satisfaction: 75.10% 90 days ago → 75.05% 7 days ago.<br/>F&amp;B CSG Culinary satisfaction: 77.45% 90 days ago → 78.72% 7 days ago.<br/>Long-term satisfaction goal: 80%.<br/>Current gap to target: between 2-5%.</p>     | <p>Improve satisfaction from 75% toward 80%.</p> <p>Track 100% of recurring negative themes &amp; assign an operational action where appropriate.</p> <p>Measure quarterly movement toward the 80% target.</p>                                                                                                                                                               |

### **c) Member Activities & Bocce** – Prepared By Member Activities Coordinator, Theresa Ashley

- **Past Events**

- 4<sup>th</sup> of July BBQ Celebration had 375 members in attendance
- July 9<sup>th</sup> Comedy Night had 33 members in attendance
- July 9<sup>th</sup> Parents Night Out had 10 members in attendance
- July 22<sup>nd</sup> Kids and Rigs Event had 44 members in attendance

### **d) Golf** - Prepared By Director of Golf, Jason Woodworth

- **Key Takeaways**

- Twilight golf events have continued to grow with participation. We've gone from averaging 24 players to 40 players in our last Twilight event. It always is well received in August and September.
- Junior Golf summer concluded at the end of July. Received many compliments regarding the Junior events and the amount of offerings. Michael has just finished the Fall offerings for the membership. We are up approximately 10 percent from last year with participation.
- TJ is doing an excellent job getting to know the members. Supervising in the evenings has been great to control dress code violations as well as controlling range usage. Outside service has gotten much better at acknowledging members and greeting. Getting to members cars has been challenging with the volume of players.
- Whisky Challenge was great this year with 120 participants.



#### **Ladies Play with the Pro Day**

Joyce Shao, Denise Acker,  
Margaret Bang, Jason Woodworth

- **Departmental Challenges**

- Making sure all outside service attendants are following the Standard Operating Procedures.
- Getting all touch points covered to maximize experience for the members.
- Accommodating the volume of times requested for weekends. Everyone is getting tee times, but due to the high volume of requests, many requests cannot be met.
- Dependent members understanding the rules and regulations of the club. Particularly the college age kids and older high schoolers.

- **Upcoming Focus**

- The 4-Man Team – 100 plus in general attendance.
- Preparing the calendars for the final push to the end of the year.
- Fall Trunk Show – October 17<sup>th</sup>, 10:00AM – 3:00 PM. Establishing vendors.
- Taylor Made Fitting Day.
- Fall Junior Golf Programming.
- Twilight Golf.
- Monday outings come back with two in August and four more through September and October.



#### **Bulls Stampede Event**

Rick Schaffel, Scott Champion,  
Tom Tyson

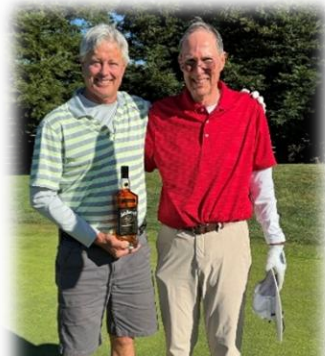
### Golf Rounds Report

|                  | 2026<br>Total | 2026<br>Wkd | 2026<br>Wk | AM<br>Round | PM<br>Round | 2026<br>Guests | 2026<br>Wkd<br>Guests | 2026<br>Wk<br>Guests | 2025          | 2025<br>Guests | 2024          | 2024<br>Guests |
|------------------|---------------|-------------|------------|-------------|-------------|----------------|-----------------------|----------------------|---------------|----------------|---------------|----------------|
| <b>January</b>   | 2,890         | 1,709       | 1,181      | 1,554       | 1,336       | 197            | 138                   | 59                   | 3,397         | 249            | 2,001         | 148            |
| <b>February</b>  | 2,746         | 1,814       | 932        | 1,837       | 909         | 178            | 135                   | 43                   | 2,545         | 159            | 2,157         | 105            |
| <b>March</b>     | 3,856         | 2,272       | 1,584      | 2,525       | 1,331       | 269            | 194                   | 75                   | 3,245         | 232            | 2,683         | 164            |
| <b>April</b>     | 3,858         | 1,980       | 1,878      | 2,333       | 1,525       | 284            | 179                   | 105                  | 3,989         | 246            | 3,336         | 220            |
| <b>May</b>       | 4,951         | 2,954       | 1,997      | 3,386       | 1,565       | 399            | 284                   | 115                  | 4,715         | 377            | 4,314         | 307            |
| <b>June</b>      | 4,560         | 2,374       | 2,186      | 2,970       | 1,590       | 387            | 207                   | 180                  | 4,624         | 336            | 4,538         | 297            |
| <b>July</b>      | 4,612         | 2,830       | 1,782      | 3,013       | 1,599       | 313            | 205                   | 108                  | 5,017         | 410            | 4,311         | 281            |
| <b>August</b>    |               |             |            |             |             |                |                       |                      | 5,381         | 448            | 4,945         | 390            |
| <b>September</b> |               |             |            |             |             |                |                       |                      | 4,220         | 265            | 4,122         | 282            |
| <b>October</b>   |               |             |            |             |             |                |                       |                      | 3,627         | 244            | 3,540         | 224            |
| <b>November</b>  |               |             |            |             |             |                |                       |                      | 3,416         | 332            | 3,012         | 236            |
| <b>December</b>  |               |             |            |             |             |                |                       |                      | 2,441         | 236            | 2,177         | 215            |
| <b>TOTAL</b>     | <b>27,473</b> |             |            |             |             | <b>2,027</b>   |                       |                      | <b>46,617</b> | <b>5,461</b>   | <b>41,136</b> | <b>2,869</b>   |

**YTD – 27,532**

### Monday Golf Outing Projections

| DATE         | EVENT NAME               | PLAYERS | PRICE    | GOLF REV \$       |
|--------------|--------------------------|---------|----------|-------------------|
| 4/27/2026    | CAMPOLINDO GOLF          | 102     | \$120.00 | \$ 12,240         |
| 5/4/2026     | MIRAMONTE ATHLETICS      | 72      | \$110.00 | \$ 7,920          |
| 5/11/2026    | ST. MARYS GOLF EVENT     | 101     | \$120.00 | \$ 12,120         |
| 8/17/2026    | WSPA                     | 144     | \$120.00 | \$ 17,280         |
| 8/31/2026    | ASCENSION GREEK ORTH. CA | 144     | \$110.00 | \$ 15,840         |
| 9/14/2026    | FORE OUR SCHOOLS         | 110     | \$120.00 | \$ 13,200         |
| 9/21/2026    | ST. PERPETUA             | 100     | \$120.00 | \$ 12,000         |
| 10/19/2026   | MOREAU CATHOLIC          | 100     | \$120.00 | \$ 12,000         |
| 10/26/2026   | CACM                     | 100     | \$120.00 | \$ 12,000         |
| <b>TOTAL</b> |                          |         |          | <b>\$ 114,600</b> |



**2026 Whisky Challenge  
Champions**

Dan Murphy & Dan Lathrope



## **GM Goals – Golf Operations Objective Progress**

### **Monthly Progress Report**

| <b>Focus Area</b>                                      | <b>Current Status – What We Did</b>                                                                                                                                                                                                                                                                                                                                                                            | <b>Next Steps – Targets</b>                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Standardized Operations &amp; Service Standards</b> | 100% Golf SOP Manual implemented. 100% operational service standards established. Daily readiness inspections: 7 days/week. Outside Services staffing: 34 employees. 28 of 34 employees (82.4%) have more than one year of service. 6 employees (17.6%) have less than one year of service. TJ Cahill is actively integrating into Golf Operations leadership and reinforcing standards across the department. | Maintain 7-day-per-week readiness inspections. Conduct documented coaching/follow-up on identified deficiencies. Continue leadership development and establish clear ownership of daily standards across all shifts.                                                                                                                                                  |
| <b>Course Conditioning &amp; Agronomy</b>              | 100% Course Standards Manual completed. See next page. Agronomy metrics tracked daily — 7 days/week. Golf Operations and Agronomy conduct 1 formal meeting per week, approximately 52 annual review meetings. Weekly reviews provide a recurring forum for course conditions, maintenance priorities, weather impacts, and upcoming projects.                                                                  | Maintain daily agronomy metric tracking. Maintain weekly Golf/Agronomy condition reviews. Develop monthly trend reporting to identify conditions requiring proactive intervention.                                                                                                                                                                                    |
| <b>Pace of Play &amp; Course Flow</b>                  | Pace of play monitored daily — 7 days/week. 3 primary operational groups—starters, marshals, and Golf Shop staff—are actively involved in monitoring course flow. Tee sheet management and interdepartmental communication have been incorporated into daily course-flow management. Seasonal play increases have been managed through active staff monitoring rather than relying solely on member reporting. | Track pace-of-play performance daily and report monthly trends using the new features on the GPS units for each Golf Cart. Measure the percentage of rounds meeting the established pace target once baseline standards are confirmed. Track and categorize recurring causes of delays and develop corrective actions.                                                |
| <b>Member Experience &amp; Facility Presentation</b>   | Cart readiness standards: 100% implemented, established a new system implementing a "cleaned by" card for each cart. Practice facility standards: 100% implemented. Daily facility presentation expectations: 7 days/week. Member engagement is incorporated into daily staff expectations. ClubIQ Feedback is reviewed as an operational input for service improvements.                                      | Maintain 7-day-per-week readiness and presentation. Track inspection completion at 100%. Establish monthly reporting on presentation deficiencies and corrective actions. Track recurring member feedback themes and assign action owners.                                                                                                                            |
| <b>Data, Reporting &amp; Accountability</b>            | Utilization tracking: ongoing. Member survey review: ongoing. Daily agronomy metrics: 7 days/week. Weekly Golf/Agronomy performance reviews: ~52/year. Department has transitioned from system implementation to ongoing performance measurement.                                                                                                                                                              | Establish a monthly Golf Operations KPI dashboard. Track core KPIs, including utilization, pace of play, member satisfaction, staffing, readiness inspections, and course-condition metrics.                                                                                                                                                                          |
| <b>Leadership &amp; Staff Development</b>              | Outside Services team: 34 employees. Employees with >1 year service: 28 / 34 = 82.4%. Employees with <1 year service: 6 / 34 = 17.6%. Department leadership is increasingly reinforcing standards across the full team rather than relying on individual employees. TJ Cahill continues structured integration into Golf Operations leadership.                                                                | Establish clear ownership for 100% of daily operational standards. Continue cross-training and coaching across shifts. Track completion of required training and coaching activities. Develop additional leadership responsibilities for TJ and department leadership team. Increase staff independence & accountability through documented performance expectations. |

## COURSE: Moraga CC

|                                       | Nov - Mar<br>Winter         | Apr<br>Spring         | May - Sep<br>Summer         | Oct<br>Fall         |                                      | Nov - Mar<br>Winter              | Apr<br>Spring         | May - Sep<br>Summer         | Oct<br>Fall         |
|---------------------------------------|-----------------------------|-----------------------|-----------------------------|---------------------|--------------------------------------|----------------------------------|-----------------------|-----------------------------|---------------------|
| <b><u>GREENS- (3.5 Acres)</u></b>     |                             |                       |                             |                     | <b><u>TEES- (80,000 sq. ft.)</u></b> |                                  |                       |                             |                     |
| Species/Variety                       | <b>Bent/poa</b>             |                       |                             |                     | Species/Variety                      | <b>Santa Ana Bermuda/Rye</b>     |                       |                             |                     |
| HOC                                   | 0.100-.125                  | 0.100-.125            | 0.1                         | 0.1                 | HOC                                  | 0.375                            | 0.3                   | 0.3                         | 0.3                 |
| Target Speed                          | 9.5-10                      | 9.5-10                | 9.0-10.5                    | 9.0-10.5            | Mowing Freq.                         | 1x-2x/wk                         | 2-3x/wk               | 2x-3x/wk                    | 2x/wk               |
| Mowing Freq.                          | 6x/wk.                      | 7x/wk.                | 6x/wk.                      | 6X/wk.              | Mower Type                           | walk mow                         | walk mow              | walk mow                    | walk mow            |
| Clean up cut Freq.                    | 4x/week                     | 3x/week               | 3x/week                     | 3x/week             | Verticut Freq.                       | 1-2x                             |                       |                             |                     |
| Mower Type                            | Walk/Triplex                | Walk/Triplex          | Walk/Triplex                | Walk/Triplex        | Aerification Freq.                   | 1x                               |                       |                             | 1x                  |
| Collars Mowed                         | 3x/week                     | 3x/week               | 3x/week                     | 3x/week             | Tine Size & Spacing                  | 5/8"/2x2                         |                       |                             | 5/8"/2x2            |
| Verticutting/Topdress                 | 2X/mo                       | 2X/mo                 | 2X/mo                       | 2X/mo               | Divot Repair Freq.                   | daily                            | daily                 | daily                       | daily               |
| Aerification (core)                   |                             | 1X/mo                 |                             | 1X/mo               | Accessory Rotation Freq.             | daily                            | daily                 | 3-4x/wk                     | 3-4x/wk             |
| Tine Size & Spacing                   |                             |                       | 5/8", 1/2", 2x2             |                     | Yardage plate edging freq            | 2x per month                     | bi-weekly             | bi-weekly                   | bi-weekly           |
| Venting (solid tine)                  |                             | 2x per month          | 2x per month                | as needed           |                                      |                                  |                       |                             |                     |
| Tine size & spacing                   | As needed                   | 1/4 tine, 2x2         | 1/4 tine, 2x2               | 1/4 tine, 2x2       |                                      | <b>Nov - Mar<br/>Winter</b>      | <b>Apr<br/>Spring</b> | <b>May - Sep<br/>Summer</b> | <b>Oct<br/>Fall</b> |
| Ball Mark Repair Freq.                | daily                       | daily                 | daily                       | daily               |                                      |                                  |                       |                             |                     |
| Logo-ed Flags                         | Yes                         | Yes                   | Yes                         | Yes                 | <b><u>BUNKERS - (84000 sqft)</u></b> |                                  |                       |                             |                     |
| Pin Placement Rotation                | Pin placement sheet         | placement sheet       | placement sheet             | Pin placement sheet | Raking Freq. Green Side              | 6X/wk                            | 6X/wk                 | 6X/wk                       | 6X/wk               |
| Hand watering                         | As needed                   | As needed             | As needed                   | As needed           | Raking Freq. Fairways                |                                  |                       |                             |                     |
| Greens Rolled                         | 2-3x/wk                     | 2-3x/wk               | 2-3X/wk                     | 2-3x/wk             | Full Rake                            | 1x/wk                            | 2-3X/wk               | 2-3X/wk                     | 1X/wk               |
| Cutting Cups                          | 6x/wk                       | 6x/wk                 | 6x/wk.                      | 6X/wk.              | Spot                                 | 2-3X/wk                          | 2-3x/wk               | 2-3x/wk                     | 2-3x/wk             |
|                                       |                             |                       |                             |                     | Sand depth slopes                    | 2-3 in.                          | 2-3 in.               | 2-3 in.                     | 2-3 in.             |
|                                       |                             |                       |                             |                     | Sand depth bottom                    | 4 in                             | 4 in                  | 4 in                        | 4in                 |
|                                       | <b>Nov - Mar<br/>Winter</b> | <b>Apr<br/>Spring</b> | <b>May - Sep<br/>Summer</b> | <b>Oct<br/>Fall</b> | Sand Type & Source                   | USGA Spec                        | USGA Spec             | USGA Spec                   | USGA Spec           |
| <b><u>FAIRWAYS-(28 acres)</u></b>     |                             |                       |                             |                     | Raking Method                        | Mach/Hand                        | Mach/Hand             | Mach/Hand                   | Mach/Hand           |
| Species                               | <b>Poa/Rye blend</b>        |                       |                             |                     | Edging Mechanical Freq.              | 1X/month                         | bi-weekly             | bi-weekly                   | 1x/month            |
| HOC                                   | 0.500 - .650                | 0.500 - .650          | 0.500 - .650                | 0.500 - .650        |                                      | <b>Nov - Mar<br/>Winter</b>      | <b>Apr<br/>Spring</b> | <b>May - Sep<br/>Summer</b> | <b>Oct<br/>Fall</b> |
| Mowing Freq.                          | 2x/WK                       | 3X/wk                 | 3x/WK                       | 2-3x/wk             |                                      |                                  |                       |                             |                     |
| Mower Type                            | LW 5 Unit                   | LW 5 Unit             | LW 5 Unit                   | LW 5 Unit           | <b><u>CART PATHS</u></b>             |                                  |                       |                             |                     |
| Divot Repair Freq.                    | 1X/WK                       | 1X/WK                 | 1X/WK                       | 2X/mo               | Edging Freq.                         | 1X/2month                        | 1X/month              | 1X/month                    | 1X/2month           |
| Aerification Freq.                    |                             | 1x                    |                             | 1X/mo               | Sweep/Blow Freq.                     | daily                            | daily                 | daily                       | daily               |
| Tine size & spacing                   |                             | 5/8", 2x2             |                             | 5/8", 2x2           | Traffic Control (TC) type            | stake                            | stake                 | stake                       | stake               |
| Verticutting/Topdressing              |                             | 1x                    |                             | 1X/mo               | TC Rotation schedule                 | as needed                        | as needed             | as needed                   | as needed           |
| Yardage Markers                       | As needed                   | As needed             | As needed                   | As needed           | *directional signage                 | cart signs                       | cart signs            | cart signs                  | cart signs          |
|                                       |                             |                       |                             |                     |                                      | <b>Nov - Mar<br/>Winter</b>      | <b>Apr<br/>Spring</b> | <b>May - Sep<br/>Summer</b> | <b>Oct<br/>Fall</b> |
| <b><u>ROUGHES-(45 acres)</u></b>      |                             |                       |                             |                     | <b><u>LAKES/STREAMS</u></b>          |                                  |                       |                             |                     |
| Species                               | <b>Poa/rye blend</b>        |                       |                             |                     | Hazard Stakes                        | Pro Shop                         | Pro Shop              | Pro Shop                    | Pro Shop            |
| HOC                                   | 1.50 - 1.75                 | 1.50 - 1.75           | 1.50 - 1.75                 | 1.50 - 1.75         | Trim Mow Freq.                       | 1x/month                         | 2x/month              | 2x/month                    | 1x/month            |
| Mowing Freq.                          | 1X/wk                       | 2x/WK                 | 2x/WK                       | 1X/wk               |                                      | <b>Nov - Mar<br/>Winter</b>      | <b>Apr<br/>Spring</b> | <b>May - Sep<br/>Summer</b> | <b>Oct<br/>Fall</b> |
| Mower Type                            | Reel & Rotary               | Reel & Rotary         | Reel & Rotary               | Reel & Rotary       |                                      |                                  |                       |                             |                     |
| Aerification Freq.                    |                             | 1x                    |                             | 1x                  | <b><u>RANGE TEE</u></b>              |                                  |                       |                             |                     |
| Yardage Markers                       | As needed                   | As needed             | As needed                   | As needed           | Species                              | <b>Tiifway II/Rye /Poa blend</b> |                       |                             |                     |
|                                       |                             |                       |                             |                     | HOC                                  | 0.300 - .375                     | 0.300 - .375          | 0.300 - .375                | 0.300 - .375        |
|                                       |                             |                       |                             |                     | Mowing Freq.                         | 2x/wk                            | 2-3x/wk               | 2-3x/wk                     | 2x/wk               |
| <b><u>GROUNDSPARKING</u></b>          |                             |                       |                             |                     | Mower Type:                          | Triplex                          | Triplex               | Triplex                     | Triplex             |
| Trimming                              | 1x/month                    | 2-3x/month            | 2-3x/month                  | 1-2x/month          | Verticut Freq.                       |                                  | 1-2x/month            | 1-2x/month                  |                     |
| Sweep/blow                            | daily                       | daily                 | daily                       | daily               | Aerification Freq.                   |                                  | 1x/month              |                             | 1x/month            |
| Landscaping beds                      | 1x/month                    | 1-2x/month            | 1-2x/month                  | 1x/month            | Tine Size & Spacing                  |                                  | 5/8", 2x2             |                             | 5/8", 2x2           |
|                                       |                             |                       |                             |                     | Divot Repair Freq.                   | daily                            | daily                 | daily                       | daily               |
|                                       |                             |                       |                             |                     | Accessory Rotation Freq.             | daily                            | daily                 | daily                       | daily               |
|                                       |                             |                       |                             |                     |                                      | <b>Nov - Mar<br/>Winter</b>      | <b>Apr<br/>Spring</b> | <b>May - Sep<br/>Summer</b> | <b>Oct<br/>Fall</b> |
| <b><u>Native Areas/Perimeters</u></b> |                             |                       |                             |                     |                                      |                                  |                       |                             |                     |
| Species                               |                             |                       |                             |                     | Creeping red fescue                  |                                  |                       |                             |                     |
| Chemical Weed Control                 |                             |                       |                             |                     | bi-monthly                           | bi-monthly                       | bi-monthly            | bi-monthly                  | bi-monthly          |
| Hand Weed Control                     |                             |                       |                             |                     | As needed                            | As needed                        | As needed             | As needed                   | As needed           |
| Trimming Freq.                        |                             |                       |                             |                     | As needed                            | As needed                        | As needed             | As needed                   | As needed           |

**Additional Notes:**

Prepared by: Luis Ballesteros

**e) GCM** - Prepared By Director of Agronomy, Luis Ballesteros

- **Key Takeaways**

- Focusing on keeping all turf areas well hydrated during the heat to minimize turf stress and prevent turf loss
- Irrigation watering cycles are monitored and adjusted daily
- Performing bi-weekly vertical mowing and sand top dressing on greens
- balancing bunker sand depths throughout the golf course
- Daily scouting for turf disease on all turf areas is performed to identify early signs of disease
- Creek clean up along holes # 7, 8, 10, and 18
- Re-seeding high traffic areas throughout the course

- **Departmental Challenges**

- Maintaining healthy turf in high traffic areas during periods of high temperatures
- Recruiting and retaining reliable employees

- **Upcoming Focuses**

- Fall golf course aerification
- Locating a possible irrigation main line leak under the cart path in front of hole # 4 restrooms



**f) Aquatics** - Prepared By Aquatics Manager, Rachael Marieiro

- **Items to Note**

- Overall, we had a successful summer season supported by fantastic staff.
- We no longer have a Head Lifeguard; Rachael will fill these responsibilities until next Spring.
- Revenue varied from the initial projection as we did give swim team the revenue for lessons this year.
- The summer swim season was a success, with MCC getting 3rd place in OMPA.

We also want to recognize this year's record breakers!

- 15-18 50Y BACKSTROKE: Joseph Goett at 22.60 seconds
- 15-18 50Y BUTTERFLY: Gavin Cameto at 21.70 seconds
- 15-18 50Y FREE RELAY: E. Culleton, G. Cameto, B. Bliss, J. Goett at 1:22.91
- 15-18 50Y FREESTYLE: Gavin Cameto at 20.46 seconds
- 15-18 100Y FREESTYLE: Ellis Culleton at 44.96 seconds
- 15-18 100Y INDIVIDUAL MEDLEY: Gavin Cameto at 50.56 seconds
- 15-18 50Y MEDLEY RELAY: E. Culleton, J. Goett, G. Cameto, B. Bliss at 1:32.53



- **Departmental Challenges**

- We experienced a few pool closures - Mostly a few hours for the Spa's while we rebalanced chemistry. However, we did have to close the Main pool on July 22 which impacted Swim Team programming for 4 hours. We are working with our pool company to ensure this doesn't happen again.

- **Upcoming Focus**

- We plan to continue creating monthly pool calendars to maximize open lane availability.
- Transitioning to the fall season and fall swim clinics.
- Offering a fall Lifeguard course in hopes to recruit new staff and recert some of our current staff.
- Adding more swim lesson offerings on Friday afternoons.



## g) Racquet Sports - Prepared By Director of Racquet Sports, Thomas McGee

### • Items to Note

- Brightwork Open Recap
  - The Brightwork Open wrapped up on Sunday, August 9<sup>th</sup> with four finals, including two double thrillers. In the men's and women's singles, both top seeds cruised to the title. Connie Ma beat Polina Marakhtanova 6-3, 6-0 while Jack Satterfield beat Alex Aney 6-0, 6-4. The afternoon doubles provided two thrilling matches. In the mixed doubles, defending champions Vraj Patel & Connie Ma retained their title with a 7-6, 7-5 win over Winston Lee and Isabella Jacutin-Mariona. Both titles give Connie Ma a total of 6 titles in the Brightwork Open. The men's doubles final went the full distance with a three-set battle. It featured three players from last year's men's doubles final with defending champions Vraj Patel and Luke Bollinger taking on Tristan Messerli and Jack Satterfield. Jack Satterfield becomes the first men's player to win the singles and doubles titles in the same year since Karue Sell in 2016. The women's doubles final took place on Saturday, with the fourth seeded team of Isabella Mariona-Jacutin and Sonya Goldberg upsetting the top seeded team of Agneta Ho and Zoe Olmos by a score of 6-3, 7-5.
  - All summer programs finished meeting revenue numbers and we have rolled out our new junior clinic programs to provide additional offerings to the membership.



### • Departmental Challenges

- Racquets Coordinator, Louis Marin, has left MCC and we are training his replacement. We have also lost a coach, Felipe, along with some long-serving desk staff.

### • Upcoming Focus

- Finishing Increasing number of adult weekly signup clinics for the Fall.
- Start of new Ladies Day seasons.

| Tennis                  |       |                                                                                         |                                            |
|-------------------------|-------|-----------------------------------------------------------------------------------------|--------------------------------------------|
| Member Usage            | 1,965 | 7 days / week, tracked 8:00 AM - 10:00 PM                                               | Includes Private Lessons & Private Clinics |
| Guest Usage             | 58    | 7 days / week, tracked 8:00 AM - 10:00 PM                                               |                                            |
| Match Guests            | 24    | Various Times                                                                           |                                            |
| Pickleball              |       |                                                                                         |                                            |
| Member Usage            | 1,345 | 7 days / week, tracked 8:00 AM - 10:00 PM                                               |                                            |
| Guest Usage             | 34    |                                                                                         |                                            |
| Programs                |       |                                                                                         |                                            |
| Club Functions @ Tennis | 2     | Summer Camps/Parties/Pickle & Pizza                                                     |                                            |
| Junior Tennis Clinics   | 153   | Monday - Thursday Various Times                                                         | Total Number of Juniors in All Programs    |
| Saturday Tennis Drop In | 95    | Saturday, 9:00 -11:00 AM                                                                |                                            |
| Pickleball Drop In      | 143   | Tuesday/Thursday 8:00 -11:00 AM,<br>Tuesday/Friday 4:30-7:30 PM, Sunday 8:00 - 11:00 AM |                                            |

## h) Fitness - Prepared By Director of Fitness, Carmen Solla

### • Items to Note

- July continued to demonstrate strong member engagement and consistent utilization of the Fitness Center. **Total check-ins reached 6,208**, an increase from **5,873 in June** and a **10.3% increase over July 2025**, when the Fitness Center recorded **5,626 check-ins**. **Unique member visits totaled 1,249**, up from **1,239** in June and **5.5% higher than July 2025 (1,184)**, reflecting continued growth in member participation and strong facility usage during the peak summer season.
- Group Fitness revenue totaled **\$4,210**, an increase from **\$4,070** in June. **Cardio Jam** was the standout performer once again, significantly exceeding its monthly budget of **\$400**.
- As the summer season comes to a close, two of our summer interns will be returning to school. We appreciate the contributions of our interns throughout the summer and thank them for their dedication to serving our members. We are currently recruiting to fill these positions and ensure we continue providing excellent service and staffing coverage throughout the fall.
- To better protect our equipment investment, we have been using Club Care they provide monthly preventative maintenance. This proactive service program helps keep our cardio and strength equipment operating efficiently, minimize downtime, and stay ahead of routine maintenance needs.

### • Departmental Challenges

- With continued high member utilization, maintaining the cleanliness of the Fitness Center remains one of our highest priorities. Due to staffing shortages, cleaning consistency has been a challenge during peak operating hours.
- We are implementing a more structured cleaning program that includes:
  - A nightly cleaning schedule to ensure the facility is thoroughly reset each evening.
  - Periodic cleaning throughout the day to maintain high-touch areas during busy hours.
  - Quarterly deep cleanings to preserve the overall appearance and longevity of the facility.

### • Upcoming Focus

- Our primary focus this month will be preparing the Fitness Center for the busy fall season. We will conduct a comprehensive equipment inventory, refresh and clean the facility—including walls and other high-traffic areas—and reinforce daily housekeeping expectations with our team to ensure the Fitness Center remains clean, organized, and welcoming throughout the day.
- As we transition into fall, we are also focused on expanding our programming by introducing new group fitness classes, specialty pop-up events, and member challenges designed to increase engagement, provide greater variety, and encourage members to stay active throughout the season. We will continue evaluating instructor talent and member feedback to ensure our programming reflects the evolving interests and needs of our membership.
- In addition, we will continue investing in our staff through ongoing customer service training, reinforcing our commitment to delivering a member's first experience with exceptional hospitality, professionalism, and attention to detail.

| TOTAL CHECK IN'S  |              |
|-------------------|--------------|
| 2024 Average      | 4,904        |
| 2025 Average      | 5,237        |
| Jan - Jun Average | 5,146        |
| July              | 6,208        |
| <b>TOTAL</b>      | <b>6,208</b> |

Unique Check ins

| Member Type        | 2024 Average | 2025 Average | Jan          | Feb          | Mar          | Apr          | May          | June         | July         |
|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Golf Equity        | 387          | 394          | 451          | 387          | 393          | 366          | 392          | 419          | 437          |
| Swim & Tennis      | 324          | 325          | 379          | 335          | 338          | 321          | 339          | 381          | 379          |
| Homeowner & Tenant | 412          | 399          | 508          | 377          | 404          | 380          | 403          | 430          | 421          |
| Guest              | 22           | 31           | 56           | 22           | 41           | 18           | 25           | 38           | 29           |
| <b>Total</b>       | <b>1,145</b> | <b>1,149</b> | <b>1,394</b> | <b>1,121</b> | <b>1,176</b> | <b>1,085</b> | <b>1,159</b> | <b>1,268</b> | <b>1,266</b> |

## **i) Facilities** - *Prepared By Director of Facilities, Steve Richard*

### **• Items to Note**

- An unexpected underground water leak occurred at the Turn Building during July. The Facilities team was able to excavate and complete the repair in-house, saving approximately \$9,500 compared with the outside repair estimate.
- Two hot water units serving the men's and women's locker rooms were replaced. This has significantly improved the reliability of the hot water system and reduced the frequency of resets.
- The gym ADA door repair has been completed, and the entrance is back in normal operation.
- Several camera projects are moving forward throughout the club, including the pool deck camera, a camera inside Courtside Grill, and the Play Sight camera project for Tennis.

### **• Departmental Challenges**

- Hot water reliability remained one of the primary departmental challenges during July.
  - Replacement of the two units serving the men's and women's locker rooms has greatly improved performance, and the system is currently operating consistently.
- Managing several unplanned repairs alongside scheduled projects and normal work orders also required additional coordination during the month. With the major door and leak repairs now completed, the department can continue shifting its attention back toward preventative maintenance and planned projects.

### **• Upcoming Focus**

- The department's primary focus will include preparation of the 2027 Facilities budget, completion of remaining summer projects, carpet and window cleaning, septic grease tank cleanout, pressure washing and preventative maintenance touch up in CSG.
- Tournament support will include breakdown following the Brightworks tournament and preparation for upcoming Monday outside golf tournaments.



## **j) Staffing Update** - *Prepared By Human Resources Manager, Leah Mollat*

- We recently hired the following:
  - Golf Ops – Cart Staff (1) PT, Coach (1) PT,
  - Aquatics – Lifeguards (2) PT
  - Racquet Sports – Coordinator (1) FT
  - Facilities – Housekeeper (1) FT
  - GCM – Greenskeepers (4) FT
  - F&B – Bartender (1) PT, Server Assistants (3) PT, Line Cook (1) PT
  - Aquatics – Camp Counselor – (10) PT
  - Racquet Sports – Tennis Pro (1) PT, Jr. Coaches (13) PT
- We recently lost the following:
  - Golf Ops – Cart Staff (2) PT
  - GCM – Greenskeeper (1) PT
- We are currently hiring for the following:
  - Fitness – Boot Camp Instructor
  - Racquet Sports – Weekend Coordinator and Coach

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## CAPITAL REPLACEMENT UPDATES

### a) Club

- EVA Fire Road Seal Coat work has been completed
- F&B 5' Mobile Grille and Smoker is scheduled to be delivered the week of August 24<sup>th</sup>
- Resurfacing on tennis courts #1 and #2 is completed

### b) HOA

- Progress continues on the Doral Pool Improvement Project to get us to the finish line, privacy fencing for pool equipment and painting of all fencing materials has been completed. Pool plastering and chemical balancing is taking place during the week of August 10<sup>th</sup> and August 17<sup>th</sup>. A soft opening can be scheduled for the end of August/Beginning of September. We are working with professional landscape design companies to provide a landscape design for the pool. More updates to take place as received.
- For the Augusta Pool, we have received all appropriate permits from the Contra Costa County Health Department, the Town of Moraga and the Contra Costa County Building Department. There will be no work done at this pool until further notice.
- We are currently finalizing our list of landscape architect bids, landscape design bids and schematic designs for the Doral Pool, Golf Cart Parking and AB1572 compliance while working with the Architectural Committee on final designs.
- 2026 Siding Repair/Painting Schedule
  - Whit There are currently two homes remaining that require siding repairs. Both homes are pending scheduling. All Homeowners on the 2026 paint schedule have selected their colors and 24 homes have been painted as of August 10<sup>th</sup>.

