



IHCC Board of Governors February Meeting

AGENDA

February 18, 2025

Fireside Room



Meeting Book - IHCC Board of Governors February Meeting

Meeting Agenda

4:00 PM

Call to Order — Scott Bethune, President

Minutes of the Last Meeting--Scott Bethune

Approval

IHCC Board of Governor Minutes January 21, 2025
UPDATED.docx - 5

Committee Reports

Food & Beverage Committee (budget)--Kyle Hummer/Chef Ryan

Golf Course Committee (budget) -- Mark Bunde/Jeff White

FEB 2025 Golf Course Committee Update &
Outcomes.docx - 13

Golf Activities Committee & Golf Shop (budget) — Chase
Lucas/Mike Ricket

Golf Activities Committee 2-12-25.pdf - 15

Handicap Committee —Chase Johnson

Finance Committee — Jim Shay/Bridgett Schmitz

Summary Financial Statements January 2025 - 17

System Generated Financial Statements January 2025 - 22

Fitness & Wellness Committee — David Emmott

Fitness and Wellness Committee 2-11-25.pdf - 38

Clubhouse Committee — Amy Nachtigal

Clubhouse Committee Minutes 02-11-2025.docx - 41

Member Dining Drawing 2025.01.30_IHCC Westside Review.pdf - 44

Halfway House 24-1211-IHCC VE - Updated.pdf - 45

Aquatics Committee — Amy Burgess

Racquet & Paddle Sports Committee— Kyle Hummer/Robert Tibbetts

HR/Bylaws/Rules Committee — Scott Bethune

Strategic Planning Committee — Dick Hall

IHCC Strategic Action Plan - Draft-2 September 26-2024.pdf - 53

Strategic Planning Committee 01-28-2025 UPDATED.docx - 73

Strategic Communications Committee — Brandon Myers

Strategic Communications Committee 1-23-25.pdf - 76

Leadership Development Committee -- Heather Blacketer

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Social — Robert Tibbetts

General Manager — Robert Tibbetts

Old Business — Scott Bethune

New Business — Scott Bethune

Toast to Jeff White – February 28th

Motion to Move to Executive Session—Scott Bethune

Executive Session

Legal & Correspondence — Scott Bethune

Reading of Accounts in Arrears--Amy Nachtigal

Arrears List 2-18-2025.pdf - 81

Membership — Ryan Gound

In Process

In Process for Agenda FEBRUARY Update 2-18-2025.pdf - 82

Resignations

Jeremiah Kelliher – Foundation – No longer using

Meghan Shirling Curry – Intermediate (Legacy) – Unknown

Transfers

Clark Rogers – Transfer Foundation to Nonresident – For Approval

Clark, Rogers Application Transfer to Nonresident 2-2025.pdf - 83

Warren Kennedy – Transfer from Social to Foundation – For Approval

Kennedy, Warren Transfer Social to Foundation Request.pdf - 87

Final Reading - Application(s) – For Approval

Gilstrap, Charlie Application.pdf - 89

Gilstrap, Charlie Survey Results 1-14-2025.pdf - 102

Kozlowski, Ian Application.pdf - 104

Kozlowski, Ian Survey Results 1-14-2025 (2).pdf .pdf - 118

Preliminary Reading – Application(s) – For Approval

Stewart, Kyle Application Updated.pdf - 120

Stewart, Kyle Survey Results 2:15:2025.pdf - 133

Dalton, Megan Application Updated.pdf - 135

Dalton, Megan Survey Results 2-13-2025.pdf - 148

Special Guest – Application(s) – For Approval

Christopher, BK Special Guest Application.pdf - 150

Motion to Adjourn Executive Session—Scott Bethune

Adjourn — Dinner Following Meeting



**Board of Governors
Minutes of the Meeting
January 21, 2025**

Present: Heather Blacketer, Scott Bethune, Mark Bunde, Amy Burgess, David Emmott, Ryan Gound, Dick Hall, Kyle Hummer, Chase Johnson, Chase Lucas, Brandon Myers, Amy Nachtigal, Jim Shay.

Robert Tibbetts, General Manager; Ryan Bennett, Executive Chef; Bridgett Schmitz, Chief Financial Officer; Raelene Zollman, Membership Director.

Absent:

President Scott Bethune called the meeting to order at 4:04 PM.

Bethune requested approval of the Minutes of the December Board of Governors meeting.

Motion: *A motion was made by David Emmott, seconded by Heather Blacketer and approved by the Board of Governors to accept the Minutes of the December 17, 2024, meeting as presented.*

Food & Beverage Committee

Kyle Hummer

Kyle Hummer said the 2025 Food & Beverage Committee will hold their first meeting of the year on January 22nd. This meeting will include a tasting of the proposed new winter menu items.

Chef Ryan reported that Food and Beverage operations experienced positive results in December and for the entire year. For December total revenue of \$597,000 was \$191,000 better than the budget. Ala carte dining was \$15,000 better than budget; Club and Banquet Functions were \$207,000 better than budget.

Year-end Food and Beverage revenues were \$429,000 better than budget. Banquet Functions were \$498,311 better than budget at year-end.

The Board congratulated and thanked Management and the entire Food and Beverage team on these outstanding results for 2024.

Golf Course Committee

Mark Bunde

Mark Bunde said the Golf Course Committee met in January and a summary of the meeting was provided on BoardEffect. Bunde was unable to attend the meeting, so he deferred to Robert Tibbetts to provide an overview of the discussion. Tibbetts said committee members are excited to serve, and they understand the charge the committee was given by the Board to offer recommendations for additional enhancements to the golf course that may also be addressed while the irrigation system is being replaced during the anticipated six-month construction period. The committee discussed the previous 2023 Golf Course Master Plan and other relevant historical information. Jack Hull, who chaired the committee in 2023, is still a committee member and helped bring new committee members up to speed and explained some of the pros and cons to various design concepts identified in the original proposal. Tibbets said the committee has been tasked with reviewing the 2023 Master Plan in detail and identifying elements they feel are the most beneficial and achievable to address during the irrigation project. A survey is also being sent to Golf Course Committee

members to assist in determining priorities, and these results will be discussed at future meetings. Bethune said we have emphasized to the committee that we don't want to start from scratch. The goal is to identify items that can be taken out of the initial plan and addressed in the six-month irrigation period. The committee has been tasked with making a recommendation to the Board in the first quarter. The Golf Course Committee minutes provide additional detail regarding this discussion.

Golf Activities Committee

Chase Lucas

Chase Lucas said the Golf Activities Committee did not meet. The Pow Wow Subcommittee has continued to meet and finalize details for the event. As discussed last month, the Pow Wow has been changed from a four-day event to a three-day event with two days of competitive play and one optional practice round. A save-the-date notice will be sent in early February. The format will include five, nine-hole matches with a limit of 60 teams. They are still working on the pricing; however, it will be less than last year due to the shortened event. We will continue the tradition of Thursday evening activities. This will include a Happy Hour for couples for the first part of the evening and then switching to a stag event for the remainder of the time. There will be one big party on Saturday evening that will be open to the entire membership. Sign up will be held on April 5th. The Pow Wow Subcommittee is continuing to work on finalizing the event details.

A few changes have been made to the Club calendar. The Annual Past President's Day has been scheduled for May 7th. Since Pow Wow will be a three-day event this year, a regular play day for the 9-Hole ladies has been added on the Wednesday before Pow Wow. One date for the Ladies' Club Championship has been removed and the Turkey Race Speed Golf event was moved from Friday, November 14th to Saturday, November 15th.

Bethune reminded the Board that all Board members were encouraged to attend the Annual President's Day on May 7th. The event includes lunch, golf, a state-of-the club meeting and dinner. We typically pair Board members with Past President's for the golf round.

Lucas said that Mike Ricket and merchandiser, Anna Ricket, are currently attending the PGA show.

A question was raised regarding why the Two Man Tournament and Club Championships were scheduled so closely to each other. Tibbetts said it was due to weddings and the Swim & Dive Banquet.

Handicap Committee

Chase Johnson

Chase Johnson said the first Handicap Committee meeting would be held on February 11th.

Finance Committee

Jim Shay

Jim Shay said financial outcomes for December and the entire year were very strong. The net income of \$166K in December was \$131K greater than the \$35K budgeted for the month. Net income for the year of \$228K was \$246K better than budget. Capital Dues revenue of \$191K was \$2K great than budget for the month. Year-end initiation fees and installment payments totaled \$1,094,000. The balance in the sweep account on December 31 was \$2.836M with an interest rate of 4.47%. A financial summary was included on BoardEffect that provided additional detail regarding financial results for December and year-end.

Shay said that our cash balance is already exceeding our debt. Originally, we had hoped to achieve this goal by the end of 2025, so our financial position should continue to improve and remain in a strong position. The Finance Committee will hold their first meeting of the year on February 13th. Discussion will include establishing 2025 goals, looking at investments opportunities and determining how to best manage cash balances. The committee will also be reviewing the various capital projects that are under consideration by other committees and the Board to assist in determining funding and potential timelines. We had previously determined that we should be able to finance up to \$12M for any potential capital projects; however, we anticipate that any funding needs should be below this amount.

Bridgett Schmitz noted that Club Benchmarking will be at the Club in early April to evaluate the life of our assets. Their recommendations will be used to update our Capital Reserve Study. We should have this report back within four to six weeks following their visit. We should also have some preliminary cost estimates for the various projects that are under consideration during this timeframe.

Fitness & Wellness Committee

David Emmott

David Emmott said the Fitness Committee would be scheduling their first meeting soon.

Clubhouse Committee

Amy Nachtigal

Amy Nachtigal said the Clubhouse Committee is meeting every two weeks to consider recommendations regarding the Halfway House and the Space Utilization Study for enhancements to the member dining rooms. The goal is to offer recommendations to the Board on these items in the first quarter. Minutes of two January meetings and proposed design options were provided on BoardEffect. Nachtigal said the first meeting was held virtually with HINT. They provided three revised “white box” options for the dining room areas. As previously discussed, the committee and Board requested that HINT go beyond just updating the current spaces and revisit the entire layout and provide what they would recommend as the ideal layout to address some of our key needs and concerns. The committee discussed the three options HINT presented and provided additional feedback. HINT plans to present a refined design on January 31st incorporating these suggestions.

The committee is also considering design options for the Halfway House. However, in order to provide a final recommendation, the committee is waiting for input from the Golf Course Committee regarding whether the building needs to be relocated. The Halfway House is the oldest building on our campus, and at this time, the committee is leaning towards building a new facility. This new building would be larger than the current Halfway House but smaller in size and scope from the “wish list” facility that was considered in 2023.

The committee agreed to hire a designer to provide professional bid documents and drawings for banquet lighting. Funds for this project were included in the 2025 Capital Budget.

Centric and Rau Construction are providing rough estimates on the dining room renovations, so we have a general idea regarding construction costs. We are working to develop cost estimates for all of these potential projects, along with the golf course project, so that we can identify our overall capital needs and a potential timeline as well. The Clubhouse Committee is also looking at options for doing the dining room updates in phases vs. all at once. We anticipate any Patio project recommendations will be deferred. The Capital Reserve Study will assist in identifying the useful life of the existing Patio, as well as other large capital expenditures. Bunde said that the Golf Course Committee would focus on offering a recommendation on the Halfway House to the Clubhouse Committee at their next meeting.

It was noted that because the Clubhouse was fully renovated in 2009, many capital needs are coming up at the same time; however, our strategy has been to address these updates and expenditures in phases, in a fiscally responsible manner. Replacement of the irrigation and drainage system was a maintenance item that was deferred for many years for a variety of reasons. The need to replace the irrigation system, also provided the opportunity to address other potential golf course enhancements. The addition of a second bubble has also been identified as another large capital expenditures. As a result, we have multiple potential projects for the Board to consider at one time, and the Board will need to develop a strategic plan and timeline for addressing all of these potential projects. In keeping with the Club's Mission Statement and Core Values, it is important that we keep investing in the Club and that we offer enhancements that provide value to all members.

Bethune thanked Nachtigal for all her hard work to date.

Racquet & Paddle Sports Committee

Kyle Hummer

Kyle Hummer reported that the committee had a lengthy December meeting with robust discussion regarding several agenda items. A summary of the meeting was provided on BoardEffect.

It was announced that Karen Sullivan, the former Fitness and Wellness Director at KCCC, will be joining our team as the Racquet Sports Shop Manager. Robert Tibbetts had worked with Karen previously at KCCC and said she is very good at programming and coming up with new and innovative ways to engage members. Her involvement will help provide some new opportunities to merge fitness and racquet sports.

The committee identified and selected hosts for several events through April.

The primary discussion focused on converting one of the courts into four permanent pickleball courts. The committee agreed to move forward with this proposal; however, they were undecided on whether court one or court two should be designated for pickleball. There were pros and cons for each option. No formal recommendation has been made at this time.

The committee also discussed charging guest fees all year long for both the indoor and outdoor courts. Currently, guest fees are only applied for usage of the bubble, which is only up during the winter months. Historically, all clubs in the area have not charged tennis guest fees year-round for several reasons. One reason was as a courtesy to tennis professionals who rely heavily on lesson revenue and benefit from guest activity. Additionally, it's important for tennis players to have access to players with the same handicap, which often requires playing at other clubs since the pool of eligible players is often small within the club. As tennis activity has grown, more area clubs are charging year-round guest fees. Given the high demand for the courts, the committee felt strongly that member play should be prioritized over guest play and that too many guests are taking advantage of playing at IHCC at no charge. After considering several options, the committee recommended mirroring the Pool Guest fees, which are \$10 for regular guests and \$5 for Non-Immediate Family Guests. Currently, the single day guest fee for the indoor courts is \$7 per guest. There is also a season guest fee for players in one or more permanent games of \$35 per guest. These fees are included on the Club's annual Schedule of Dues & Other Fees, which was previously approved by the Board in December. The committee offered the following recommended fee changes for Board approval:

Motion: *A motion was made by Mark Bunde, seconded by Brandon Myers and approved by the Board to accept the Racquet and Paddle Sports Committee's recommendation to charge guest fees year-round for usage of the indoor and outdoor courts of \$5 per guest for non-immediate family members and \$10 per guest for other guests.*

Tibbetts said having Karen Sullivan managing the Racquet Shop will be very helpful to the process of ensuring members check-in their guests and that guest fees are charged. Sullivan will be starting at the Club on February 10th. Tibbetts suggested that we provide some time to communicate the new fees to the membership.

Hummer said the committee also discussed the Board's decision postpone purchasing a second bubble for usage beginning in the fall of 2025, as previously requested by the committee, in order to consider the potential timing and funding for a number of other capital improvement projects that are currently under consideration. The addition of a second bubble will be considered as part of this strategic planning process.

The committee also approved extending the operating hours for the Bubble on Friday evenings from 6PM to 8PM.

Aquatics Committee

Amy Burgess

Amy Burgess said the Aquatics Committee would hold their first meeting in March.

HR/Bylaws/Rules Committee

Scott Bethune

No report.

Strategic Planning Committee

Dick Hall

Dick Hall said the Strategic Planning Committee would hold their first committee meeting next week.

Strategic Communications Committee

Brandon Myers

Brandon Myers said the Strategic Communications Committee would hold their first committee meeting on January 23rd.

Leadership Development Committee

Heather Blacketer

Heather Blacketer said the Leadership Development Committee would hold their first committee meeting in February.

General Manager

Robert Tibbetts

Robert Tibbetts said the new process for planning Social Events, which was previously discussed, is working very well and the staff has been able to work ahead in getting plans underway for many of our 2025 events. A new family magic show event is planned for January and the sign up has been very good. Other upcoming events include the Galentine's Mahjong Party, Kid's Valentine's Party and a Father-Daughter Dance. We are also planning a new Father-Son laser tag event. Planning is also underway for the fireworks display on July 3rd. We are also continuing to heavily promote the Bob Rotella Golf Event in April.

Tibbetts said the annual Employee Holiday party was held last Monday at the Club. Having the party at the Club provided the opportunity to spend more money on prizes and food, which was very well received by the staff. The event featured mouse races, which were extremely popular.

The annual All-Staff Meeting will be held on January 29th. During this event, we recognize our Employee of the Year, Manager of the Year and Leader of the Year.

The annual clubhouse closing was a big success and many significant updates to our facilities were completed while also tackling some other deferred maintenance items and necessary improvements. A collapsed drain in the basement, which was in worse shape than anticipated, was repaired. Updates to the loggia, main entrance, banquet bathrooms, west entrance and Cherokee Room were completed. The Golf Shop also received new paint and carpet. All of these updates were very well received by the membership. Tibbetts extended a big thank you to Director of Maintenance Terry Steely and his team who worked tirelessly throughout the entire Club closing in order to complete these projects.

Tibbetts said he also wanted to recognize Director of Events, Kyle Kaker, and his Events Team for their outstanding efforts in 2024 booking private and Club events. Executive Chef Ryan, Chef Curtis Brentano and Chef Erica Medina deserve kudos as well. These individuals all contributed significantly to the positive financial outcome for the Club. Tibbetts said Kyle does a tremendous job upselling services and provides outstanding customer service. We already have 22 weddings booked for 2025 and six additional inquiries.

As announced last month, Director of Food & Beverage, Carrie Sandbothe, has resigned her position to care for her new twin babies. We are continuing to evaluate the best way to absorb her job responsibilities and structure the Food & Beverage Department going forward.

As shared with the Board last month, we were proud to announce that the Club has earned the prestigious Distinguished Clubs Designation with Exceptional Status from BoardRoom Magazine, in partnership with Forbes Travel Guide. This honor is awarded to only the top 4% of private clubs in the U.S. that meet the merit-based criteria for the quality of service, facilities, governance and teamwork of the staff and management. BoardRoom Maganize has just announced the award on LinkedIn today. We will receive a plaque soon. We will be getting an announcement out to the membership soon as well.

Old Business/New Business

Scott Bethune said that we would be sending out several potential dates for holding a special Board Retreat at the Club in February. We would notify the Board once a date was confirmed.

In keeping with the Club's policies, all Board members should sign the Code of Conduct and Conflict of Interest forms that were provided at the meeting.

The 2025 Board Policy Manual has been added to BoardEffect for review. Robert Tibbetts said this document was started in 2019 to identify the annual goals and objectives for each Club committee and the Board as a matter of best governance practices. Ideally, each committee will accomplish three to five of the goals that have been identified for them to complete. This also includes a roster for each committee member to help guide the committee selection process at year-end. This is a working document and information, such as committee meeting dates, is still being updated. It is helpful to discuss the mission statement, goals and objectives with all committee members during the first meeting. It is also important to remind everyone that committees don't make policies and that their role is to offer recommendations to the Board, to provide

feedback, and to serve as ambassadors of the Club. Tibbetts requested that Board members review this document and provide any updates to him.

Membership Committee

Ryan Gound

Ryan Gound said the Membership Committee held their first meeting for the year that morning. We ended 2024 with 498 Golfing Members, 96 Social Members and 653 Total Members. Additional applications are currently in process, which would bring us to 499 Golfing Members, 100 Social Members and 657 Total Members by the end of February if no additional losses occur. We ended the year with \$910,135 in initiation fee revenue from new members and transfers approved in 2024. Additional initiation fee revenue was also realized from previous new members who opted to utilize the extended payment option for their initiation and transfer fees as noted in the Finance Committee report. Additional year-end numbers were reported as follows: 26 Total New Members, which included 3 Foundation, 5 Intermediate and 18 Social Members; 15 Golfing Gains, which included 3 new Foundation Members, 7 transfers from Social to Foundation Membership and 5 new Intermediate Members; 20 deaths and resignations in all categories; and 13 Golfing Losses, which included deaths, resignations and transfers to non-golfing categories. Membership losses continue to trend much lighter than the historical average of 25 Golfing Losses annually.

A Meet-and-Greet Happy Hour will be held on January 23rd for several candidates and all Board members are encouraged to attend.

President Bethune requested a motion to move to Executive Session. A motion was made by Heather Blacketer, seconded by Ryan Gound and approved by the Board to move to Executive Session.

IHCC Board of Governors - Executive Session (January 21, 2025)

In accordance with the Club's Bylaws, Rules and Arrears Policy, the following accounts were read at the Board meeting for being in arrears: Tripp Miller, David E. Voysey, Chris Clarkson, Ashley Pflumm, and Steven Stites.

Motion: *A motion was made by Dick Hall, seconded by Heather Blacketer and approved by the Board of Governors to post these accounts in the locker rooms on Friday and to further suspend the privileges of these members if their accounts are not brought current as of January 31, 2024.*

The following membership transactions took place:

Deaths

Virginia Merrill Social Surviving Spouse

Resignations

David Eichler	Social
Ashley Pflumm	Social
Tom Robinson	Social

Transfers

Final Reading

Katie Curtis Miya Intermediate (Legacy)

Preliminary Reading

Charlie Gilstrap	Social
Ian Kozlowski	Social

Special Guest

Motions to Adjourn:

President Bethune requested a motion to adjourn Executive Session. A motion was made by Heather Blacketer, seconded by Dick Hall and approved by the Board to adjourn Executive Session.

Bethune requested a motion to adjourn the meeting. A motion was made by Dick Hall, seconded by Chase Lucas and approved by the Board to adjourn the meeting at 5:34 PM.



Golf Course Committee Meeting
Tuesday February 11, 2025 @ 4 PM – Osage Ballroom

2024 Remaining Meeting Dates: 3/4 - 3/18* - 4/15 - 5/13 - 6/10 - 7/8 - 8/12 - 9/9 - 10/14
11/11 - 12/9* (*if needed)

2024 Committee Roster: Mark Bunde – Chair, Scott Bethune, Dick Hall, Pam Hutchinson, Robbin Reynolds, Wenfei Xie, Rhett Buford, Thomas Charles, Tom Godsey, Jack Hull, Tommy Kennedy, Adam Kilpatrick, Bill Kretsinger, Glenn Spiking, Pete Steinwart, David Winkler

Item I. Course Update – Jeff White

- Course Conditions:** Not much change in the past 30 days. The course is likely to close tomorrow due to anticipated snow and ice events.

Item II. Tasks/Projects Update – Jeff White

- Tree Management Program-** Recent removals (4) – (2) pin oaks left of #2 green – lower – tree health – upper – shade management on hole #3 – (1) pin oak right #6 fairway bunker – tree health - (1) pin oak left #8 – shade management + tree health
 - Upcoming Removals** - Hole 5 – sweetgum left rough + begin working on approved pin oak thinning holes 12 & 14
- Course:** Holes 1-13 – spring “rake” and cleanup bunker sand redistribution

Item III. Course Project Updates and Discussion – Mark Bunde, Jeff White

- Halfway House:** Majority voted yes to move forward with relocation.
- Project Considerations – Questionnaire Response Overview**
 - Tees 3,11,17,18** – majority of committee voted to move forward – during project
 - #17 Reef Hole** – majority of committee voted to move forward - during project
 - Tees** – Quantity, size, turf selection, yardage variation, & all at once vs. phased -
 - mixed response – needs further discussion
 - Fairway Bunkers** – style, locations, hole by hole variable responses –
 - needs further discussion
 - Green-side Hazards** – 50/50 responses on style change and complete during project vs. phased in – needs further discussion
 - Tall-Grass Areas:** majority agreed to proceed with test area – mixed responses on proceeding forward during project – needs further discussion
 - Design Features:** majority agreed to keep holes 2/4 separated but change contours as necessary – bunker placements on these holes & 11 tee location / 11 fairway contour – mixed responses - needs further discussion



Golf Course Committee Outcomes

1. **Course Project Discussion-** Jeff stated that there was consensus on the hallway house relocation – tees associated with – and the 17th hole (reef). The committee discussed several additional elements of the plan as. Agreement was reached to have Todd Clark create a Phase 1 Plan based off the Master Plan of items that could be roughly completed in a six-month “closure” during the moisture management project.
2. **Updated Plan Presentation –** Todd Clark will present the “Phase 1” plan to committee at the March 4th meeting – make appropriate changes if needed, return to Jeff prior to the March 18th meeting for final approval and recommendation to BOG.
3. **Pin Location Zones –** Jeff asked the committee to consider moving away from the current 3 zone system and begin using a software platform in conjunction with Golf Genius. Mike Rickett is also running the idea through GAC for approval as well.
 - a. Using the new technology would allow our GPS system to have yardage to pin every day – make daily and event setup more efficient and uniform – increase pinnable location use of entire green – etc.
 - b. The Golf Course Committee approved moving forward with the idea.



Golf Activities Committee
Wednesday, February 12 | 4:00 pm

Attendance

Membership Present: C. Lucas – Chairman, S. Bethune – President, D. Hall – Vice President, J. Becchina, T. Coppinger, A. Kopulos, P. Coppinger, P. James, K. McVey, A. Bettis, W. Potts, K. Magill, J. McClean, S. Fletcher, A. Folkner – 18 Hole President, S. Hornung – 18 Hole Vice President, A. Edmonds – 9 Hole Vice President, A. Myers, S. Hardinger, T. Tappan

Staff: R. Tibbetts, M. Ricket, J. White, D. Murphy

Mission Statement & Goals

The Golf Activities Committee is tasked with ensuring that all golf events and programs have the necessary staff and member support for success. The committee aims to maintain high-quality organization and implementation of all golf activities. Additionally, the committee will review event participation, sustain traditions, and implement necessary changes. Scheduling all golf events in coordination with the club's annual calendar is a key responsibility, along with reviewing and making recommendations regarding external golf association requests.

Agenda

Item I. Call to Order/Introductions – Chase Lucas

- a. The meeting was called to order at 4:00 pm.
- b. Introductions were made.

Item II. Pow Wow Update – Tony Tappan

- a. The event will return to a three-day format with the same amount of golf.
- b. The schedule of events was reviewed, with no spouse event on Thursday night.
- c. Costs will be reduced, resulting in a lower entry fee.
- d. The event remains competitive with other metro-area clubs.
- e. Participation will be capped at 60 teams, with a tiered drawing for selection.

Item III. Event Hosts – Men's & Couples Golf

- a. Event hosts for 2025 have been confirmed, and Mike will distribute the host list to the committee.
- b. The Ladies 4-Hole Chairperson has yet to be finalized.
- c. The 18-Hole Ladies group expects 62-64 participants and is encouraging more hesitant members to join.
- d. No updates from the 9-Hole Ladies group.

Item IV. New Business

- a. **Consideration to Eliminate 3-Hole Location Zones**

- i. Nearly all players now have yardage measuring devices, and cart screens display actual yardages.
- ii. Pin sheets can still be made available daily using the new Strackaline software.
- iii. Strackaline integrates with Golf Genius and produces heat maps beneficial for the greens crew.
- iv. Provides greens crew with greater flexibility to distribute wear on the greens.
- v. **Motion:** Lucas, **Seconded:** Becchina, **Vote:** Passed

b. **Naming the First Hole**

- i. A.W. Tillinghast named all holes except the first.
- ii. The committee supports allowing members to submit name suggestions.
- iii. The Golf Activities Committee will vote on the best submission.
- iv. Staff will execute the process via website or Survey Monkey.

c. **Spring Tune Up Date Change**

- i. A possible date change for the Spring Tune-Up was discussed, from Friday, May 2nd to Saturday, May 3rd.
- ii. Consideration was given to merging it with the Spring Thaw Party, aligning with the Kentucky Derby.
- iii. Potential conflicts exist with Derby Day, though rolling into the Spring Thaw Party has appeal.
- iv. The committee is open to future adjustments but will retain the Friday date for 2025.
- v. A final decision is needed soon due to the club's 12-month wedding booking policy.

Item V. Old Business

- a. Bob Rotella event update: Individual appointment structure for April 30th.
- b. Sign-ups will open this week, and guests will be permitted.
- c. A limited number of one-on-one appointments will be available.

Item VI. Adjournment

- a. The meeting was adjourned at 4:51 PM.
- b. The next meeting is scheduled for Thursday, March 6, 2025, at 5:00 PM.

INDIAN HILLS COUNTRY CLUB

FINANCIAL STATEMENTS SUMMARY

January 31, 2025

Indian Hills Country Club
Financial Review
January 31, 2025

The net loss of \$64,000 in January was \$17,000 greater than the \$47,000 budgeted for the month.

Operating Revenue:

January operating revenues of \$797,000 were \$4,000 less than the budget for the month.

Food and Beverage: Total revenue of \$163,000 was comparable to the budget for the month. Ala carte dining was \$11,000 less than the budget; Club and Banquet Functions were \$12,000 better than the budget.

SUMMARY: FOOD AND BEVERAGE COMBINED			
Jan-25	Actual	Budget	Difference
Ala Carte	56,446	67,566	(11,120)
Club Functions	4,643	1,800	2,843
Banquet Functions	102,331	93,165	9,166
TOTALS	163,420	162,531	889

Pro Shop: Total revenue of \$20,000 was \$9,000 less than the budget for the month. The forty (40) rounds of golf played in January were comparable to the thirty-five (35) rounds played in January last year. Green Fees and Cart Rentals were \$6,300 less than budgeted. The budget included two of the five billings for Annual Cart Fees which will be billed in February. (Revenue for Annual Cart Fees totaled \$11,500 in 2024). Pro Shop merchandise sales were \$1,000 less than the budget.

Fitness: Total revenue of \$44,000 was \$12,000 greater than the budget for the month. Personal Training classes and packages were \$9,000 greater than budget. The fitness program "Women of Weights" continues to increase in popularity.

Operating Expense:

Total operating expenses were \$14,000 greater than the budget in January.

Total payroll expenses and related taxes totaled \$525,000, which was \$5,000 greater than the budget for the month.

Food and Beverage: In total, food and beverage expenses were \$12,000 greater than the budget. Payroll expenses were \$1,000 less than the budget. The cost of sales was \$8,000 greater than the budget. Supplies expense includes video conference equipment (\$3,600) for banquets.

Pro Shop: In total, Pro Shop expenses were comparable to the budget (\$600). Payroll expenses were equal to the budget. The cost of sales was .60% greater than the budget.

Golf Course Maintenance: Total expenses for the month of \$116,000 were \$3,000 less than the budget. Payroll expenses were comparable to the budget. The expense for snow removal was \$2,000 greater than budgeted in January.

Capital:

Capital Dues revenue of \$197,000 was comparable to the budget for the month. Initiation fees and installment payments for the month totaled \$118,600.

The balance in the sweep account on January 31 was \$3.237 million (interest rate 4.31%).

Indian Hills Country Club
STATEMENT OF OPERATIONS
JANUARY 2025

OPERATING REVENUE	Month to Date					Year to Date				
			Variance						Variance	
	Actual	Budget	Prior Year	Budget	Prior Year	Actual	Budget	Prior Year	Budget	Prior Year
Dues	576,355	577,135	542,816	(780)	33,539	576,355	577,135	542,816	(780)	33,539
Food Revenue (Less Cost of Sales)	47,373	56,737	45,038	(9,364)	2,334	47,373	56,737	45,038	(9,364)	2,334
Beverage Revenue (Less: Cost of Sales)	76,098	73,850	71,337	2,248	4,761	76,098	73,850	71,337	2,248	4,761
Pro Shop	19,913	29,161	23,172	(9,248)	(3,259)	19,913	29,161	23,172	(9,248)	(3,259)
Locker Room	10,263	10,308	10,253	(45)	10	10,263	10,308	10,253	(45)	10
Swimming Pool	-	-	-	-	-	-	-	-	-	-
Tennis Courts	6,894	7,300	5,576	(406)	1,317	6,894	7,300	5,576	(406)	1,317
Fitness Center	14,240	7,701	14,691	6,539	(451)	14,240	7,701	14,691	6,539	(451)
The Den	728	750	1,556	(22)	(828)	728	750	1,556	(22)	(828)
Other	5,231	5,750	6,964	(519)	(1,733)	5,231	5,750	6,964	(519)	(1,733)
TOTAL REVENUE	757,093	768,692	721,402	(11,599)	35,690	757,093	768,692	721,402	(11,599)	35,690
OPERATING EXPENSES										
Food & Beverage	253,653	249,289	221,464	4,364	32,189	253,653	249,289	221,464	4,364	32,189
Pro Shop	88,542	87,972	74,409	570	14,133	88,542	87,972	74,409	570	14,133
Golf Course	116,031	118,800	107,290	(2,769)	8,741	116,031	118,800	107,290	(2,769)	8,741
Administrative	123,048	122,576	115,598	472	7,450	123,048	122,576	115,598	472	7,450
Locker Room/Pool/Tennis/Fitness/The Den	69,053	68,089	66,673	965	2,380	69,053	68,089	66,673	964	2,380
Clubhouse	120,590	120,282	105,578	308	15,012	120,590	120,282	105,578	308	15,012
Insurance	24,021	25,515	23,350	(1,494)	671	24,021	25,515	23,350	(1,494)	671
Property Taxes	11,225	10,835	10,800	390	425	11,225	10,835	10,800	390	425
Other	15,354	12,150	8,899	3,204	6,455	15,354	12,150	8,899	3,204	6,455
TOTAL EXPENSES	821,517	815,508	734,061	6,010	87,456	821,517	815,508	734,061	6,009	87,456
OPERATING SURPLUS (DEFICIT)	\$ (64,424)	\$ (46,816)	\$ (12,658)	\$ (17,608)	\$ (51,767)	\$ (64,424)	\$ (46,816)	\$ (12,658)	\$ (17,608)	\$ (51,767)

Supplemental Information:

GROSS PROFIT: FOOD AND BEVERAGE	Month to Date					Year to Date				
			Variance						Variance	
	Actual	Budget	Prior Year	Budget	Prior Year	Actual	Budget	Prior Year	Budget	Prior Year
Food Revenue	76,161	\$ 80,761	\$ 71,014	\$ (4,600)	\$ 5,147	\$ 76,161	\$ 80,761	\$ 71,014	\$ (4,600)	\$ 5,147
Less: Cost of Sales	28,788	24,024	25,975	4,764	2,813	28,788	24,024	25,975	4,764	2,813
Gross Profit-Food	47,373	56,737	45,038	(9,364)	2,334	47,373	56,737	45,038	(9,364)	2,334
Beverage Revenue	87,259	81,770	83,056	5,489	4,204	87,259	81,770	83,056	5,489	4,204
Less: Cost of Sales	11,162	7,920	11,719	3,242	(557)	11,162	7,920	11,719	3,242	(557)
Gross Profit-Beverage	76,098	73,850	71,337	2,248	4,761	76,098	73,850	71,337	2,248	4,761
GROSS PROFIT: FOOD AND BEVERAGE	123,470	\$ 130,587	\$ 116,376	\$ (7,117)	\$ 7,095	\$ 123,470	\$ 130,587	\$ 116,376	\$ (7,117)	\$ 7,095

Indian Hills Country Club
Balance Sheet

	31-Jan-25	31-Dec-24
ASSETS		
Current Assets		
Cash **	\$ 3,539,644	\$ 3,527,095
Accounts Receivable	1,254,999	1,820,896
Inventory	405,337	376,086
Prepaid Golf Course Maintenance Inventory	120,763	120,763
Prepaid Insurance	104,283	10,781
Other Prepaid Expenses	48,093	22,924
Total Current Assets	5,473,119	5,878,545
Fixed Assets		
Property Plant & Equipment	39,149,606	38,989,317
Accumulated Depreciation	(25,072,911)	(24,909,954)
Net Fixed Assets	14,076,695	14,079,363
Investments in 457 Plan	17,740	17,740
Financing Receivable (Installments)	530,020	579,480
TOTAL ASSETS	<u>\$ 20,079,833</u>	<u>\$ 19,975,648</u>
LIABILITIES AND MEMBER'S EQUITY		
Current Liabilities		
Accounts Payable	\$ 486,325	\$ 612,048
Accrued Expenses & Taxes	245,697	531,844
Deposits from Applicants for Membership	213,650	227,650
Unearned Dues and Fees	931,451	940,026
Line of Credit	100	100
Total Current Liabilities	1,877,223	2,311,668
UMB Loan (Matures Jan 30)	3,235,534	3,269,012
Capital Leases	520,415	546,620
Total Long Term Debt	3,755,948	3,815,633
Deferred 457 Plan	93,341	93,341
TOTAL LIABILITIES	<u>5,726,512</u>	<u>6,220,642</u>
Member's Equity		
Balance, Beginning of Year	12,131,600	10,436,345
Surplus (Deficit) for Period	2,221,721	1,695,255
Balance, End of Period	14,353,321	12,131,600
TOTAL LIABILITIES AND MEMBER'S EQUITY	<u>\$ 20,079,833</u>	<u>\$ 18,352,242</u>

** Includes Sweep Acct Bal of \$3,236,710.57*4.31%* (Fidelity Money Market Govt Portfolio)

Indian Hills Country Club
CAPITAL OPERATIONS
Year to Date January 31, 2025

	Actual Jan	Actual Feb	Actual Mar	Actual Apr	Actual May	Actual Jun	Total
Capital Income							
Capital Dues	\$ 197,010						\$ 197,010
Initiation Fees	118,603						118,603
Interest Income	10,218						10,218
Total Capital Income	\$ 325,831	\$ -	\$ 325,831				
Other Expenses							
Interest Expense	12,737						12,737
Depreciation	162,957						162,957
(Gain) Loss on Sale of Assets							-
	175,694	-	-	-	-	-	175,694
Capital Income (Loss)	\$ 150,137	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ 150,137
Debt Activity during Month:							
Regular Principal and Interest Payments	43,379						43,379
Prepayment on Loans							-
Interest on Line of Credit							-
Capital Lease Payments	27,181						27,181
Total Debt Activity	\$ 70,560	\$ -	\$ 70,560				
End of Month Balances Outstanding Debt:							
Line of Credit UMB Bank (7.50%)	\$ 100						
Loan UMB Bank (3.5%)	3,235,534						
Capital Lease: Golf Carts (Aug 28)	358,497						
Capital Lease: Golf Course Equip	161,918						
TOTAL DEBT	\$ 3,756,049	\$ 1	\$ -				

Year	UMB Loan		
	Principal	Additional	31-Dec
2024			3,225,633
2025	412,929	-	2,812,704
2026	427,616	-	2,385,088
2027	442,825	-	1,942,263
2028	458,575	-	1,483,688
2029	474,885	BALLOON	1,008,803

INCOME STATEMENT SUMMARY
JANUARY 2025

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
REVENUES:								
DUES	576,355	577,135	542,816	(780)	576,355	577,135	542,816	(780)
FOOD	76,161	80,761	71,014	(4,600)	76,161	80,761	71,014	(4,600)
BEVERAGE	87,259	81,770	83,056	5,489	87,259	81,770	83,056	5,489
PRO SHOP	10,559	18,821	14,527	(8,262)	10,559	18,821	14,527	(8,262)
PRO SHOP MERCHANDISE	9,353	10,340	8,645	(987)	9,353	10,340	8,645	(987)
LOCKER ROOMS	10,263	10,308	10,253	(45)	10,263	10,308	10,253	(45)
SWIMMING POOL	-	-	-	-	-	-	-	-
SWIM AND DIVE TEAM	-	-	-	-	-	-	-	-
RACQUET SPORTS	6,894	7,300	5,576	(406)	6,894	7,300	5,576	(1,923)
FITNESS CENTER	14,240	7,701	14,691	6,539	14,240	7,701	14,691	6,539
THE DEN (Wigwam)	728	750	1,556	(22)	728	750	1,556	(22)
INTEREST AND LATE CHARGES	4,681	5,250	6,747	(569)	4,681	5,250	6,747	(569)
MISCELLANEOUS	550	500	217	50	550	500	217	50
TOTAL REVENUES	797,043	800,636	759,098	(3,593)	797,043	800,636	759,098	(3,593)
EXPENDITURES:								
FOOD	264,308	255,228	236,268	(9,080)	264,308	255,228	236,268	(9,080)
BEVERAGE	29,295	26,005	22,890	(3,290)	29,295	26,005	22,890	(3,290)
PROSHOP	77,845	76,064	62,541	(1,781)	77,845	76,064	62,541	(1,781)
PRO SHOP MERCHANDISE	10,697	11,908	11,868	1,211	10,697	11,908	11,868	1,211
GOLF COURSE	116,031	118,800	107,290	2,769	116,031	118,800	107,290	2,769
LOCKER ROOMS	14,097	15,850	13,610	1,753	14,097	15,850	13,610	1,753
SWIMMING POOL	151	-	192	(151)	151	-	192	(151)
SWIM AND DIVE TEAM	-	-	352	-	-	-	352	-
RACQUET SPORTS	24,951	23,976	19,958	(975)	24,951	23,976	19,958	(975)
CLUBHOUSE	120,590	120,282	105,578	(308)	120,590	120,282	105,578	(308)
FITNESS CENTER	27,542	24,878	24,661	(2,664)	27,542	24,878	24,661	(2,664)
THE DEN	2,312	3,385	7,902	1,073	2,312	3,385	7,902	1,073
ADMINISTRATIVE	123,048	122,576	115,598	(472)	123,048	122,576	115,598	(472)
SOCIAL ACTIVITIES	-	-	-	-	-	-	-	-
SPORTS ACTIVITIES	-	-	-	-	-	-	-	-
INSURANCE	24,021	25,515	23,350	1,494	24,021	25,515	23,350	1,494
PROPERTY TAXES	11,225	10,835	10,800	(390)	11,225	10,835	10,800	(390)
LEGAL AUDIT	1,500	1,500	1,700	-	1,500	1,500	1,700	-
RETIREMENT	13,854	10,650	7,199	(3,204)	13,854	10,650	7,199	(3,204)
TOTAL EXPENDITURES	861,467	847,452	771,755	(14,015)	861,467	847,452	771,755	(14,015)
OPERATING SURPLUS (DEFICIT)	(64,424)	(46,816)	(12,658)	(17,608)	(64,424)	(46,816)	(12,658)	(17,608)

JANUARY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	PER CENT	CURRENT BUDGET	PER CENT	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
FOOD & BEVERAGE DEPARTMENT COMBINED										
SALES										
Shawnee Room	1,627	1.93%	1,600	1.84%	1,427	27	1,627	1,600	1,427	27
Grill Room	39,750	47.20%	48,975	56.19%	48,662	(9,225)	39,750	48,975	48,662	(9,225)
Quivira Room	5,530	6.57%	5,730	6.57%	4,783	(200)	5,530	5,730	4,783	(200)
Club Function	3,869	4.59%	1,500	1.72%	1,389	2,369	3,869	1,500	1,389	2,369
Halfway House	74	0.09%	-	0.00%	29	74	74	-	29	74
Tilly's 19	-	0.00%	-	0.00%	-	-	-	-	-	-
Snack Bar	58	0.07%	-	0.00%	-	58	58	-	-	58
Member Functions	18,795	22.32%	16,850	19.33%	10,192	1,945	18,795	16,850	10,192	1,945
Business Functions	14,516	17.24%	12,500	14.34%	12,557	2,016	14,516	12,500	12,557	2,016
TOTAL SALES	84,219	100.00%	87,155	100.00%	79,039	(2,936)	84,219	87,155	79,039	(2,936)
SUMMARY:										
Ala Carte	47,039		56,305		54,901	(9,266)	47,039	56,305	54,901	(9,266)
Club Functions	3,869		1,500		1,389	2,369	3,869	1,500	1,389	2,369
Banquets	33,311		29,350		22,749	3,961	33,311	29,350	22,749	3,961
Cost of Sales	39,950	47.44%	31,944	36.65%	37,694	(8,006)	39,950	31,944	37,694	(8,006)
GROSS MARGIN	44,269	52.56%	55,211	63.35%	41,345	(10,942)	44,269	55,211	41,345	(10,942)
OTHER INCOME:										
Service Charge	26,336	33.25%	27,106	35.96%	24,785	(770)	26,336	27,106	24,785	(770)
Food Minimum	-	0.00%	-	0.00%	-	-	-	-	-	-
Other Charges	52,865	66.75%	48,270	64.04%	50,246	4,595	52,865	48,270	50,246	4,595
TOTAL OTHER INCOME	79,202	100.00%	75,376	100.00%	75,031	3,826	79,202	75,376	75,031	3,826
GROSS PROFIT	123,470	75.55%	130,587	80.35%	116,376	(7,117)	123,470	130,587	116,376	(7,117)
EXPENSES:										
Payroll-Kitchen	73,176	39.33%	83,256	44.52%	73,894	10,080	73,176	83,256	73,894	10,080
Payroll-Dining Room	29,204	15.70%	24,501	13.10%	29,056	(4,703)	29,204	24,501	29,056	(4,703)
Payroll-Quivira Room	4,708	2.53%	7,011	3.75%	4,792	2,303	4,708	7,011	4,792	2,303
Payroll-Coat Room	-	0.00%	-	0.00%	-	-	-	-	-	-
Payroll-Halfway House	-	0.00%	-	0.00%	-	-	-	-	-	-
Payroll-Snack Bar	-	0.00%	-	0.00%	-	-	-	-	-	-
Payroll-Tilly's 19	-	0.00%	-	0.00%	-	-	-	-	-	-
Payroll-Banquets	25,564	13.74%	22,496	12.03%	19,603	(3,068)	25,564	22,496	19,603	(3,068)
Payroll-Supervisory Food	51,826	27.86%	49,743	26.60%	41,701	(2,083)	51,826	49,743	41,701	(2,083)
Temp/Casual Labor	1,575	0.85%	-	0.00%	221	(1,575)	1,575	-	221	(1,575)
TOTAL PAYROLL	186,053	100.00%	187,007	100.00%	169,267	954	186,053	187,007	169,267	954
Payroll Taxes	18,470		14,869		16,857	(3,601)	18,470	14,869	16,857	(3,601)
Employee Meals	1,944		1,400		1,893	(544)	1,944	1,400	1,893	(544)
Employee Health/Life	13,468		14,203		13,219	735	13,468	14,203	13,219	735
Other Employee Costs	267		1,000		380	733	267	1,000	380	733
Building Repair & Maintenance	-		-		-	-	-	-	-	-
China, Glassware, Silverware	59		500		441	59	500	-	441	
Decorations	189		-		124	(189)	189	-	124	(189)
Dues & Subscriptions	81		100		81	19	81	100	81	19
Entertainment	(1,054)		900		154	1,954	(1,054)	900	154	1,954
Equipment Rental	300		95		136	(205)	300	95	136	(205)
Equipment Repair & Maintenance	6,515		6,500		3,894	(15)	6,515	6,500	3,894	(15)
Hospitality	882		700		460	(182)	882	700	460	(182)
Invitations and Postage	-		-		-	-	-	-	-	-
Licenses and Permits	1,951		2,150		1,999	199	1,951	2,150	1,999	199
Linen	4,097		4,000		3,379	(97)	4,097	4,000	3,379	(97)
Miscellaneous	-		100		100	-	100	-	100	
Small Equipment Purchases	5,955		5,875		2,040	(80)	5,955	5,875	2,040	(80)
Supplies	12,708		7,975		5,903	(4,733)	12,708	7,975	5,903	(4,733)
Telephone	48		50		49	2	48	50	49	2
Utilities	-		-		-	-	-	-	-	-
Uniforms	1,720		1,865		1,627	145	1,720	1,865	1,627	145
TOTAL EXPENSES	253,653		249,289		221,464	(4,364)	253,653	249,289	221,464	(4,364)
NET INCOME(LOSS)	(130,183)		(118,702)		(105,089)	(11,481)	(130,183)	(118,702)	(105,089)	(11,481)

INDIAN HILLS COUNTRY CLUB
JANUARY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
FOOD DEPARTMENT								
SALES								
Shawnee Room	1,124	1,100	1,089	24	1,124	1,100	1,089	24
Grill Room	26,803	33,000	32,876	(6,197)	26,803	33,000	32,876	(6,197)
Quivira Room	2,322	2,200	1,234	122	2,322	2,200	1,234	122
Club Function	2,167	1,100	892	1,067	2,167	1,100	892	1,067
Halfway House	47	-	12	47	47	-	12	47
Snack Bar	58	-	-	58	58	-	-	58
Member Function	15,626	15,000	8,240	626	15,626	15,000	8,240	626
Business Function	10,790	10,000	9,979	790	10,790	10,000	9,979	790
TOTAL SALES	58,937	62,400	54,322	(3,463)	58,937	62,400	54,322	(3,463)
Cost of Sales	28,788	24,024	25,975	(4,764)	28,788	24,024	25,975	(4,764)
GROSS MARGIN	30,149	38,376	28,346	(8,227)	30,149	38,376	28,346	(8,227)
Food Cost	48.85%	38.50%	47.82%		48.85%	38.50%	47.82%	
OTHER INCOME								
Food Service	12,052	12,761	11,064	(709)	12,052	12,761	11,064	(709)
Food Minimum	-	-	-	-	-	-	-	-
Other Charges-Food	5,171	5,600	5,629	(429)	5,171	5,600	5,629	(429)
TOTAL OTHER INCOME	17,224	18,361	16,692	(1,137)	17,224	18,361	16,692	(1,137)
GROSS PROFIT	47,373	56,737	45,039	(9,364)	47,373	56,737	45,039	(9,364)
EXPENSES								
Payroll-Kitchen	73,176	83,256	73,894	10,080	73,176	83,256	73,894	10,080
Payroll-Dining Room	22,413	19,201	23,704	(3,212)	22,413	19,201	23,704	(3,212)
Payroll-Quivira Room	-	1,691	1,244	1,691	-	1,691	1,244	1,691
Payroll-Halfway House	-	-	-	-	-	-	-	-
Payroll-Snack Bar	-	-	-	-	-	-	-	-
Payroll-Tillys	-	-	-	-	-	-	-	-
Payroll-Banquets	24,751	20,656	19,681	(4,095)	24,751	20,656	19,681	(4,095)
Payroll-Supervisory Food	51,826	49,743	41,701	(2,083)	51,826	49,743	41,701	(2,083)
Temp/Casual Labor	1,318	-	221	(1,318)	1,318	-	221	(1,318)
TOTAL PAYROLL	173,483	174,547	160,446	1,064	173,483	174,547	160,446	1,064
Payroll Taxes	17,406	13,724	15,832	(3,682)	17,406	13,724	15,832	(3,682)
Employee Meals	1,809	1,265	1,826	(544)	1,809	1,265	1,826	(544)
Employee Health/Life	13,096	13,928	13,115	832	13,096	13,928	13,115	832
Other Employee Costs	267	1,000	380	733	267	1,000	380	733
China, Glassware, Silverware	59	500	-	441	59	500	-	441
Decorations	189	-	124	(189)	189	-	124	(189)
Dues & Subscriptions	81	100	81	19	81	100	81	19
Entertainment	(1,054)	900	154	1,954	(1,054)	900	154	1,954
Equipment Rental	300	-	43	(300)	300	-	43	(300)
Equipment Repair & Maintenance	5,916	6,000	3,894	84	5,916	6,000	3,894	84
Hospitality	882	500	460	(382)	882	500	460	(382)
Invitations and Postage	-	-	-	-	-	-	-	-
Licenses & Permits	1,596	1,875	1,734	279	1,596	1,875	1,734	279
Linen	4,097	4,000	3,379	(97)	4,097	4,000	3,379	(97)
Miscellaneous	-	100	-	100	-	100	-	100
Small Equipment Purchases	5,955	5,875	2,040	(80)	5,955	5,875	2,040	(80)
Supplies	9,670	4,975	5,109	(4,695)	9,670	4,975	5,109	(4,695)
Telephone	48	50	49	2	48	50	49	2
Uniforms	1,720	1,865	1,627	145	1,720	1,865	1,627	145
TOTAL EXPENSES	235,520	231,204	210,293	(4,316)	235,520	231,204	210,293	(4,316)
NET INCOME(LOSS)	(188,148)	(174,467)	(165,254)	(13,681)	(188,148)	(174,467)	(165,254)	(13,681)

INDIAN HILLS COUNTRY CLUB
JANUARY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
BEVERAGE DEPARTMENT								
SALES								
Shawnee Room	496	500	326	(4)	496	500	326	(4)
Grill Room	12,739	15,500	15,621	(2,761)	12,739	15,500	15,621	(2,761)
Quivira Room	3,169	3,530	3,531	(361)	3,169	3,530	3,531	(361)
Club Function	1,636	400	408	1,236	1,636	400	408	1,236
Halfway House	-	-	-	-	-	-	-	-
Tillys 19	-	-	-	-	-	-	-	-
Member Function	2,864	1,850	1,854	1,014	2,864	1,850	1,854	1,014
Business Function	3,679	2,500	2,500	1,179	3,679	2,500	2,500	1,179
Soft Beverage	699	475	478	224	699	475	478	224
TOTAL SALES	25,282	24,755	24,717	527	25,282	24,755	24,717	527
Cost of Sales	11,162	7,920	11,719	(3,242)	11,162	7,920	11,719	(3,242)
GROSS MARGIN	14,120	16,835	12,998	(2,715)	14,120	16,835	12,998	(2,715)
Liquor Cost	44.15%	31.99%	47.41%		44.15%	31.99%	47.41%	
OTHER INCOME								
Beverage Service	14,284	14,345	13,721	(61)	14,284	14,345	13,721	(61)
Wine Club Sales (net)	45,424	41,250	43,197	4,174	45,424	41,250	43,197	4,174
Corkage Fees	635	440	440	195	635	440	440	195
Other Charges Beverage	1,635	980	980	655	1,635	980	980	655
TOTAL OTHER INCOME	61,978	57,015	58,338	4,963	61,978	57,015	58,338	4,963
GROSS PROFIT	76,098	73,850	71,337	2,248	76,098	73,850	71,337	2,248
EXPENSES								
Payroll-Main Bar	6,792	5,300	5,352	(1,492)	6,792	5,300	5,352	(1,492)
Payroll-Banquets	813	1,840	(78)	1,027	813	1,840	(78)	1,027
Payroll-Quivira Room	4,708	5,320	3,548	612	4,708	5,320	3,548	612
Payroll-Tillys 19	-	-	-	-	-	-	-	-
Payroll-Supervisory Beverage	-	-	-	-	-	-	-	-
Temp/Casual Labor	257	-	-	(257)	257	-	-	(257)
TOTAL PAYROLL	12,570	12,460	8,822	(110)	12,570	12,460	8,822	(110)
Payroll Taxes	1,064	1,145	1,025	81	1,064	1,145	1,025	81
Employee Meals	135	135	68	-	135	135	68	-
Employee Health/Life	371	275	104	(96)	371	275	104	(96)
Other Employee Costs	-	-	-	-	-	-	-	-
China, Glassware, Silverware	-	-	-	-	-	-	-	-
Equipment Rental	-	95	94	95	-	95	94	95
Equipment Repair & Maintenance	600	500	-	(100)	600	500	-	(100)
Hospitality	-	200	-	200	-	200	-	200
Licenses & Permits	355	275	265	-	355	275	265	(80)
Miscellaneous	-	-	-	-	-	-	-	-
Small Equipment Purchases	-	-	-	-	-	-	-	-
Supplies	3,038	3,000	794	(38)	3,038	3,000	794	(38)
Uniforms	-	-	-	-	-	-	-	-
TOTAL EXPENSES	18,133	18,085	11,171	32	18,133	18,085	11,171	(48)
NET INCOME (LOSS)	57,965	55,765	60,166	2,200	57,965	55,765	60,166	2,200

Food and Beverage Combined	(130,183)	(118,702)	(105,089)	(11,481)	(130,183)	(118,702)	(105,089)	(11,481)
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INDIAN HILLS COUNTRY CLUB
JANUARY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
PRO SHOP								
ROUNDS OF GOLF	40		35		40		35	
REVENUES								
Club Storage	7,738	8,334	7,988	(597)	7,738	8,334	7,988	(597)
Green Fees	(150)	841	58	(991)	(150)	841	58	(991)
Driving Range	-	-	-	-	-	-	-	-
Cart Rental	30	5,823	2,721	(5,793)	30	5,823	2,721	(5,793)
Golf Lesson Income	868	1,840	1,300	(972)	868	1,840	1,300	(972)
Other Charges	2,074	1,983	2,460	91	2,074	1,983	2,460	91
TOTAL REVENUES	10,559	18,821	14,527	(8,262)	10,559	18,821	14,527	(8,262)
EXPENSES								
Payroll-Professional	44,206	42,681	28,815	(1,525)	44,206	42,681	28,815	(1,525)
Payroll-Range	5,899	6,424	5,470	525	5,899	6,424	5,470	525
Temp/Casual Labor	-	-	-	-	-	-	-	-
TOTAL PAYROLL	50,105	49,105	34,285	(1,000)	50,105	49,105	34,285	(1,000)
Payroll Taxes	4,763	4,707	4,178	(56)	4,763	4,707	4,178	(56)
Employee Meals	833	835	795	2	833	835	795	2
Employee Health/Life	4,606	5,072	5,242	466	4,606	5,072	5,242	466
Other Employee Costs	5,393	5,500	5,517	107	5,393	5,500	5,517	107
Contract Services	-	-	-	-	-	-	-	-
Decorations	-	-	-	-	-	-	-	-
Dues & Subscriptions	2,710	2,035	2,235	(675)	2,710	2,035	2,235	(675)
Equipment Rental	858	300	250	(558)	858	300	250	(558)
Equipment Repair & Maintenance	105	300	113	195	105	300	113	195
Licenses & Permits	3,900	3,500	3,544	(400)	3,900	3,500	3,544	(400)
Miscellaneous	62	200	2,231	138	62	200	2,231	138
Range Supplies/Handicap	-	-	-	-	-	-	-	-
Small Equipment Purchases	130	-	-	(130)	130	-	-	(130)
Supplies	665	575	778	(90)	665	575	778	(90)
Telephone	121	125	119	4	121	125	119	4
Uniforms	-	-	-	-	-	-	-	-
Utilities-Electricity	2,916	3,130	2,773	214	2,916	3,130	2,773	214
Utilities-Water	157	155	131	(2)	157	155	131	(2)
Weather Report	139	140	-	1	139	140	-	1
Website	382	385	351	3	382	385	351	3
TOTAL EXPENSES	77,845	76,064	62,541	(1,781)	77,845	76,064	62,541	(1,781)
NET INCOME (LOSS)	(67,285)	(57,243)	(48,015)	(10,042)	(67,285)	(57,243)	(48,015)	(10,042)

INDIAN HILLS COUNTRY CLUB
JANUARY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
PRO SHOP MERCHANDISE								
SALES								
Soft Goods	3,326	3,060	2,614	266	3,326	3,060	2,614	266
Hard Goods	5,063	5,542	4,109	(479)	5,063	5,542	4,109	(479)
Ladies Apparel	853	910	1,584	(57)	853	910	1,584	(57)
Other	(149)	50	58		(149)	50	58	
TOTAL MERCHANDISE SALES	9,093	9,562	8,365	(469)	9,093	9,562	8,365	(469)
Cost of Sales	6,840	7,135	5,866	295	6,840	7,135	5,866	(295)
COST OF SALES	6,840	7,135	5,866	295	6,840	7,135	5,866	(295)
Cost of Sales Percentage	75.22%	74.62%	70.12%		75.22%	74.62%	70.12%	
GROSS MARGIN MERCHANDISING	2,253	2,427	2,499	(174)	2,253	2,427	2,499	(764)
CLUB REPAIR								
Golf Club Repairs	260	778	281	(518)	260	778	281	(518)
Cost of Club Repair	259	545	634	286	259	545	634	286
GROSS MARGIN CLUB REPAIR	1	233	(354)	(232)	1	233	(354)	(232)
TOTAL REVENUE	2,254	2,660	2,145	(406)	2,254	2,660	2,145	(406)
EXPENSES								
Payroll-Merchandise	2,719	2,942	2,779	223	2,719	2,942	2,779	223
Payroll-Staff Incentive	220	220	1,028	-	220	220	1,028	-
Staff Incentive as % of Mdse Sales	2.4%	2.3%	12.3%		2.4%	2.3%	12.3%	
TOTAL PAYROLL	2,939	3,162	3,807	223	2,939	3,162	3,807	223
Payroll Taxes	180	316	225	136	180	316	225	136
Employee Meals	50	50	50	-	50	50	50	-
Employee Health/Life	-	-	-	-	-	-	-	-
Other Employee Costs	-	300	338	300	-	300	338	300
Decorations	-	-	-	-	-	-	-	-
Dues & Subscriptions	400	400	300	-	400	400	300	-
Miscellaneous	-	-	-	-	-	-	-	-
Supplies	28	-	647	(28)	28	-	647	(28)
TOTAL EXPENSES	3,598	4,228	5,368	630	3,598	4,228	5,368	630
NET INCOME (LOSS)	(1,344)	(1,568)	(3,222)	224	(1,344)	(1,568)	(3,222)	224

INDIAN HILLS COUNTRY CLUB
JANUARY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
GOLF COURSE AND GROUNDS								
Payroll-Greens	85,159	85,368	78,396	209	85,159	85,368	78,396	209
Temp/Casual Labor	-	-	-	-	-	-	-	-
TOTAL PAYROLL	85,159	85,368	78,396	209	85,159	85,368	78,396	209
Payroll Taxes	9,017	9,190	8,152	173	9,017	9,190	8,152	173
Employee Meals	700	700	670	(0)	700	700	670	(0)
Other Employee Costs	984	1,600	1,891	616	984	1,600	1,891	616
Employee Health/Life	4,318	3,832	3,185	(486)	4,318	3,832	3,185	(486)
Aeration	-	-	-	-	-	-	-	-
Building Repair & Maintenance	660	1,500	930	840	660	1,500	930	840
Centennial Yardage Markers	-	-	-	-	-	-	-	-
Chemical & Fertilizer	(27)	-	-	27	(27)	-	-	27
Contract Services	(417)	-	-	417	(417)	-	-	417
Course Supplies	789	500	247	(289)	789	500	247	(289)
Drainage	-	-	-	-	-	-	-	-
Dues & Subscriptions	1,100	700	640	(400)	1,100	700	640	(400)
Equipment Purchases	-	-	2,926	-	-	-	2,926	-
Equipment Rental	45	500	376	455	45	500	376	455
Equipment Repair & Maintenance	5,930	7,000	4,536	1,070	5,930	7,000	4,536	1,070
Gas and Oil	623	1,000	-	377	623	1,000	-	377
Golf Course Consultant	-	-	-	-	-	-	-	-
Licenses & Permits	48	50	47	2	48	50	47	2
Maintenance-Trees	-	-	-	-	-	-	-	-
Miscellaneous	-	50	-	50	-	50	-	50
Plantings	-	-	-	-	-	-	-	-
Repair & Maintenance-Cart Paths	-	-	-	-	-	-	-	-
Repair & Maintenance-Irrigation	-	500	-	500	-	500	-	500
Sand/Seed/Soil/Sod	-	-	-	-	-	-	-	-
Snow Removal	3,591	1,500	-	(2,091)	3,591	1,500	-	(2,091)
Soil Samples	-	-	-	-	-	-	-	-
Supplies	753	800	2,014	47	753	800	2,014	47
Telephone	121	120	115	(1)	121	120	115	(1)
Trash Removal	1,331	1,500	1,207	169	1,331	1,500	1,207	169
Uniforms	-	-	-	-	-	-	-	-
Utilities-Electricity	(459)	750	728	1,209	(459)	750	728	1,209
Utilities-Gas	1,076	1,000	1,400	(76)	1,076	1,000	1,400	(76)
Utilities-Water	550	500	(171)	(50)	550	500	(171)	(50)
Weather Report	139	140	-	1	139	140	-	1
TOTAL EXPENSES	116,031	118,800	107,290	2,769	116,031	118,800	107,290	2,769

INDIAN HILLS COUNTRY CLUB
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STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
LOCKER ROOMS								
REVENUES								
Men's Locker Rental (414 lockers)	8,462	8,490	8,401	(28)	8,462	8,490	8,401	(28)
Ladies Locker Rental (141 Lockers)	1,801	1,818	1,852	(17)	1,801	1,818	1,852	(17)
TOTAL REVENUES	10,263	10,308	10,253	(45)	10,263	10,308	10,253	(45)
EXPENSES								
Payroll-Locker Rooms	8,564	10,703	7,956	2,139	8,564	10,703	7,956	2,139
Temp/Casual Labor	-	-	-	-	-	-	-	-
TOTAL PAYROLL	8,564	10,703	7,956	2,139	8,564	10,703	7,956	2,139
Payroll Taxes	711	1,232	410	521	711	1,232	410	521
Employee Meals	190	190	48	0	190	190	48	0
Employee Health/Life	2,166	1,800	3,483	(366)	2,166	1,800	3,483	(366)
Other Employee Costs	-	-	-	-	-	-	-	-
Decorations	137	-	-	(137)	137	-	-	(137)
Dues & Subscriptions	306	375	406	69	306	375	406	69
Equipment Repair & Maintenance	-	-	59	-	-	-	59	-
Hospitality	528	350	345	(178)	528	350	345	(178)
Miscellaneous	-	-	-	-	-	-	-	-
Small Equipment Purchases	-	-	-	-	-	-	-	-
Supplies	1,495	1,200	843	(295)	1,495	1,200	843	(295)
Telephone	-	-	60	-	-	-	60	-
Uniforms	-	-	-	-	-	-	-	-
TOTAL EXPENSES	14,097	15,850	13,610	1,753	14,097	15,850	13,610	1,753
NET INCOME (LOSS)	(3,834)	(5,542)	(3,357)	1,708	(3,834)	(5,542)	(3,357)	1,708

INDIAN HILLS COUNTRY CLUB
JANUARY 2025
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	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
SWIMMING POOL								
REVENUE								
Guest Fee-Pool	-	-	-	-	-	-	-	-
Other Income-Pool	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-
EXPENSES								
Payroll-Swimming Pool	-	-	-	-	-	-	-	-
Temp/Casual Labor	-	-	-	-	-	-	-	-
TOTAL PAYROLL	-	-	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-	-	-
Employee Meals	-	-	-	-	-	-	-	-
Other Employee Costs	-	-	-	-	-	-	-	-
Dues and Subscriptions	-	-	-	-	-	-	-	-
Entertainment	-	-	-	-	-	-	-	-
Equipment Rental	-	-	-	-	-	-	-	-
Equipment Repair & Maintenance	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Pool Maintenance	-	-	-	-	-	-	-	-
Supplies-Other	-	-	-	-	-	-	-	-
Supplies-Chemicals	-	-	-	-	-	-	-	-
Supplies-Towels	-	-	-	-	-	-	-	-
Small Equipment Purchases	-	-	-	-	-	-	-	-
Uniforms	-	-	-	-	-	-	-	-
Utilities-Electricity	151	-	192	(151)	151	-	192	(151)
Utilities-Gas	-	-	-	-	-	-	-	-
Utilities-Water	-	-	-	-	-	-	-	-
TOTAL EXPENSES	151	-	192	(151)	151	-	192	(151)
NET INCOME (LOSS)	(151)	-	(192)	(151)	(151)	-	(192)	(151)

INDIAN HILLS COUNTRY CLUB
JANUARY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
SWIMMING & DIVING TEAM								
REVENUES								
Team Dues-Swim & Dive	-	-	-	-	-	-	-	-
Coaches Bonus	-	-	-	-	-	-	-	-
Other Charges	-	-	-	-	-	-	-	-
Swim Team Accessory Sales	-	-	-	-	-	-	-	-
TOTAL REVENUES								
EXPENSES								
Payroll-Swim Team	-	-	-	-	-	-	-	-
Temp/Casual Labor	-	-	-	-	-	-	-	-
TOTAL PAYROLL	-	-	-	-	-	-	-	-
Payroll Taxes	-	-	-	-	-	-	-	-
Employee Meals	-	-	-	-	-	-	-	-
Other Employee Costs	-	-	-	-	-	-	-	-
Awards Banquet	-	-	-	-	-	-	-	-
Coaches Expenses	-	-	352	-	-	-	352	-
Decorations	-	-	-	-	-	-	-	-
Equipment Rental	-	-	-	-	-	-	-	-
Gifts-Swim & Dive	-	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Photography and Video	-	-	-	-	-	-	-	-
Postage & Printing	-	-	-	-	-	-	-	-
Psyche Night	-	-	-	-	-	-	-	-
Refreshments	-	-	-	-	-	-	-	-
Senior Recognition	-	-	-	-	-	-	-	-
Spirit	-	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	-	-	-
Swim Championship	-	-	-	-	-	-	-	-
Swim Team Accessories Purchases	-	-	-	-	-	-	-	-
Team Outings	-	-	-	-	-	-	-	-
Trophies, Awards & Prizes	-	-	-	-	-	-	-	-
Uniforms	-	-	-	-	-	-	-	-
TOTAL EXPENSES	-	-	352	-	-	-	352	-
NET INCOME (LOSS)	-	-	(352)	-	-	-	(352)	-

INDIAN HILLS COUNTRY CLUB
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STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
RACQUET SPORTS								
REVENUES								
Court Rental	4,744	3,550	3,107	1,194	4,744	3,550	3,107	1,194
Guest Fees-Tennis	330	-	210	330	330	-	210	330
Tennis Lesson Income	1,089	3,750	2,260	(2,661)	1,089	3,750	2,260	(2,661)
Other Income	6	-	-	6	6	-	-	6
TOTAL COURT REVENUES	6,169	7,300	5,576	(1,131)	6,169	7,300	5,576	(1,131)
RACQUET SPORTS MERCHANDISE								
SALES								
Hard Goods	1,039	-	-	1,039	1,039	-	-	1,039
Soft Goods	659	-	-	659	659	-	-	659
TOTAL MERCHANDISE SALES	1,698	-	-	1,698	1,698	-	-	1,698
Cost of Sales	1,221	-	-	(1,221)	1,221	-	-	2,737
Cost of Sales Percentage	71.90%				71.90%			161.22%
GROSS MARGIN MERCHANDISING	477	-	-	477	477	-	-	(1,039)
RACQUET REPAIR								
Racquet Repairs	248	-	-	248	248	-	-	248
Cost of Racquet Repair	-	-	-	-	-	-	-	-
GROSS MARGIN CLUB REPAIR	248	-	-	248	248	-	-	248
TOTAL REVENUE	6,894	7,300	5,576	(406)	6,894	7,300	5,576	(1,923)
EXPENSES								
Payroll-Tennis	10,753	10,581	10,562	(172)	10,753	10,581	10,562	(172)
Temp/Casual Labor	-	-	-	-	-	-	-	-
TOTAL PAYROLL	10,753	10,581	10,562	(172)	10,753	10,581	10,562	(172)
Payroll Taxes	1,207	1,205	1,471	(2)	1,207	1,205	1,471	(2)
Employee Meals	130	130	184	-	130	130	184	-
Employee Health/Life	1,297	1,635	1,290	338	1,297	1,635	1,290	338
Other Employee Costs	-	-	-	-	-	-	-	-
Building Repair & Maintenance	4,460	2,500	75	(1,960)	4,460	2,500	75	(1,960)
Contract Services	-	-	-	-	-	-	-	-
Equipment Rental	-	-	-	-	-	-	-	-
Equipment Repair & Maintenance	-	-	-	-	-	-	-	-
Miscellaneous	76	80	76	4	76	80	76	4
Small Equipment Purchases	-	-	-	-	-	-	-	-
Supplies	(509)	-	135	509	(509)	-	135	509
Telephone	61	50	-	(11)	61	50	-	(11)
Tennis Tournament	(0)	-	(126)	0	(0)	-	(126)	0
Uniforms	-	-	-	-	-	-	-	-
Utilities-Electricity	7,446	7,765	6,290	319	7,446	7,765	6,290	319
Weather Report	31	30	-	(1)	31	30	-	(1)
TOTAL EXPENSES	24,951	23,976	19,958	(975)	24,951	23,976	19,958	(975)
NET INCOME (LOSS)	(18,058)	(16,676)	(14,381)	(1,382)	(18,058)	(16,676)	(14,381)	(2,898)

INDIAN HILLS COUNTRY CLUB
JANUARY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
CLUBHOUSE EXPENSES								
EXPENSES								
Payroll-Annual Cleaning	-	-	-	-	-	-	-	-
Payroll-Housekeeping	24,327	23,399	25,633	(928)	24,327	23,399	25,633	(928)
Payroll-Maintenance	11,894	11,305	14,450	(589)	11,894	11,305	14,450	(589)
Payroll-Reception	6,466	6,048	5,491	(418)	6,466	6,048	5,491	(418)
Payroll-Security	-	-	-	-	-	-	-	-
Temp/Casual Labor	-	-	-	-	-	-	-	-
TOTAL PAYROLL	42,687	40,752	45,573	(1,935)	42,687	40,752	45,573	(1,935)
Payroll Taxes	3,685	5,040	3,834	1,355	3,685	5,040	3,834	1,355
Employee Meals	1,196	610	935	(586)	1,196	610	935	(586)
Employee Health/Life	6,137	4,480	4,521	(1,657)	6,137	4,480	4,521	(1,657)
Other Employee Costs	-	400	-	400	-	400	-	400
Annual Cleaning	-	-	-	-	-	-	-	-
Building Repair & Maintenance	30,935	32,000	13,663	1,065	30,935	32,000	13,663	1,065
Cable Television	706	715	704	9	706	715	704	9
Contract Services	1,001	830	988	(171)	1,001	830	988	(171)
Décor/Plantings	-	2,000	-	2,000	-	2,000	-	2,000
Dues & Subscriptions	-	-	-	-	-	-	-	-
Equipment Rental	-	-	-	-	-	-	-	-
Equipment Repair & Maintenance	785	775	2,412	(10)	785	775	2,412	(10)
Miscellaneous	-	-	-	-	-	-	-	-
Music	142	150	142	8	142	150	142	8
Small Equipment Purchases	1,144	1,000	168	(144)	1,144	1,000	168	(144)
Supplies-Cleaning	763	875	666	112	763	875	666	112
Supplies-Maintenance	805	800	2,014	(5)	805	800	2,014	(5)
Supplies-Other	1,532	1,500	3,767	(32)	1,532	1,500	3,767	(32)
Telephone	908	910	892	2	908	910	892	2
Trash Removal	2,436	2,425	2,085	(11)	2,436	2,425	2,085	(11)
Uniforms	164	250	243	86	164	250	243	86
Utilities-Electricity	20,314	19,870	18,814	(444)	20,314	19,870	18,814	(444)
Utilities-Gas	2,235	1,400	1,497	(835)	2,235	1,400	1,497	(835)
Utilities-Water	3,015	3,500	2,558	485	3,015	3,500	2,558	485
TOTAL EXPENSES	120,590	120,282	105,475	(308)	120,590	120,282	105,475	(308)
OTHER								
Tobacco Sales	-	-	-	-	-	-	-	-
Purchases-Tobacco	-	-	103	-	-	-	103	-
INCOME/LOSS TOBACCO	-	-	(103)	-	-	-	(103)	-
NET EXPENSES	120,590	120,282	105,578	(308)	120,590	120,282	105,578	(308)

INDIAN HILLS COUNTRY CLUB
JANUARY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
FITNESS CENTER								
REVENUES								
Personal Training	24,375	15,000	15,140	9,375	24,375	15,000	15,140	9,375
Fitness Classes	2,494	1,900	2,089	594	2,494	1,900	2,089	594
Fitness Programs	17,250	15,000	12,000	2,250	17,250	15,000	12,000	2,250
Other Income	-	-	-	-	-	-	-	-
TOTAL REVENUES	44,119	31,900	29,229	12,219	44,119	31,900	29,229	12,219
SERVICES EXPENSE								
Commission/Lessons	29,879	24,199	14,538	(5,680)	29,879	24,199	14,538	(5,680)
	67.72%	75.86%	49.74%		67.72%	75.86%	49.74%	
GROSS PROFIT	14,240	7,701	14,691	6,539	14,240	7,701	14,691	6,539
EXPENSES								
Payroll-Fitness Center	16,067	15,687	16,530	(380)	16,067	15,687	16,530	(380)
Temp/Casual Labor	1,545	2,000	1,445	455	1,545	2,000	1,445	455
Payroll Taxes	4,584	2,196	2,360	(2,388)	4,584	2,196	2,360	(2,388)
Employee Meals	-	-	-	-	-	-	-	-
Employee Health/Life	2,086	1,990	2,056	(96)	2,086	1,990	2,056	(96)
Other Employee Costs	-	-	150	-	-	-	150	-
Equipment Rental	155	155	-	0	155	155	-	0
Equipment Repair & Maintenance	296	235	78	(61)	296	235	78	(61)
Miscellaneous	-	-	-	-	-	-	-	-
Outside Services	25	25	-	-	25	25	-	-
Refreshments	321	300	291	(21)	321	300	291	(21)
Small Equipment Purchases	278	250	-	(28)	278	250	-	(28)
Supplies	590	550	237	(40)	590	550	237	(40)
Supplies-Towels	-	-	-	-	-	-	-	-
Uniforms	-	-	-	-	-	-	-	-
Utilities-Electricity	1,595	1,490	1,514	(105)	1,595	1,490	1,514	(105)
TOTAL EXPENSES	27,542	24,878	24,661	(2,664)	27,542	24,878	24,661	(2,664)
NET INCOME (LOSS)	(13,302)	(17,177)	(9,970)	3,875	(13,302)	(17,177)	(9,970)	3,875

INDIAN HILLS COUNTRY CLUB
JANUARY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
THE DEN								
REVENUES								
Wigwam Charges	728	750	1,556	(22)	728	750	1,556	(22)
TOTAL REVENUES	728	750	1,556	(22)	728	750	1,556	(22)
EXPENSES								
Payroll-Wigwam Room	1,580	2,305	1,527	725	1,580	2,305	1,527	725
TOTAL PAYROLL	1,580	2,305	1,527	725	1,580	2,305	1,527	725
Payroll Taxes	83	265	113	182	83	265	113	182
Other Employee Costs	-	-	-	-	-	-	-	-
Employee Health/Life	440	760	872	-	440	760	872	320
Equipment Repair & Maintenance	-	-	-	-	-	-	-	-
Error!	55	55	-	0	55	55	-	0
Small Equipment Purchases	-	-	847	-	-	-	847	-
Supplies	155	-	4,542	(155)	155	-	4,542	(155)
TOTAL EXPENSES	2,312	3,385	7,902	753	2,312	3,385	7,902	1,073
NET INCOME (LOSS)	(1,584)	(2,635)	(6,346)	731	(1,584)	(2,635)	(6,346)	1,051

INDIAN HILLS COUNTRY CLUB
JANUARY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
ADMINISTRATIVE EXPENSES								
Payroll-Administration	67,225	67,989	60,830	764	67,225	67,989	60,830	764
TOTAL PAYROLL	67,225	67,989	60,830	764	67,225	67,989	60,830	764
Payroll Taxes	10,409	6,517	7,777	(3,892)	10,409	6,517	7,777	(3,892)
Employee Meals	666	720	650	54	666	720	650	54
Other Employee Costs	7,433	7,200	-	(233)	7,433	7,200	-	(233)
Employee Health/Life	7,307	6,630	6,287	(677)	7,307	6,630	6,287	(677)
Bad Debt Expense	-	-	-	-	-	-	-	-
Bank/Bill Pay Charges	1,004	1,350	1,861	347	1,004	1,350	1,861	347
Board of Governors	2,380	2,500	2,821	120	2,380	2,500	2,821	120
Centennial Expenses	-	-	-	-	-	-	-	-
Contract Services	4,678	8,275	9,092	3,597	4,678	8,275	9,092	3,597
Dues & Subscriptions	225	225	-	-	225	225	-	-
Equipment Rental	654	650	797	(4)	654	650	797	(4)
Equipment Repair & Maintenance	886	1,375	999	489	886	1,375	999	489
Licenses & Permits	3,987	2,500	2,850	(1,487)	3,987	2,500	2,850	(1,487)
Membership	1,488	1,200	350	(288)	1,488	1,200	350	(288)
Miscellaneous	409	-	(300)	(409)	409	-	(300)	(409)
Other Management Expense	9,047	10,000	18,352	953	9,047	10,000	18,352	953
Postage & Printing	-	-	-	-	-	-	-	-
Putter	-	-	-	-	-	-	-	-
Roster/Calendar	-	-	-	-	-	-	-	-
Small Equipment Purchases	1,920	2,000	513	80	1,920	2,000	513	80
Supplies	1,115	1,100	482	(15)	1,115	1,100	482	(15)
Telephone	1,699	1,450	1,445	(249)	1,699	1,450	1,445	(249)
Web Site Expenses	515	895	791	380	515	895	791	380
TOTAL EXPENSES	123,048	122,576	115,598	(472)	123,048	122,576	115,598	(472)

INDIAN HILLS COUNTRY CLUB
JANUARY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
SOCIAL ACTIVITIES								
Social-Open House	-	-	-	-	-	-	-	-
Social-Fourth of July	-	-	-	-	-	-	-	-
Social-Spring Thaw	-	-	-	-	-	-	-	-
Centennial Open House (Jan)	-	-	-	-	-	-	-	-
Centennial Concert (May)	-	-	-	-	-	-	-	-
Centennial Block Party (Aug)	-	-	-	-	-	-	-	-
Centennial Gala (Nov)	-	-	-	-	-	-	-	-
Centennial Expenses	-	-	-	-	-	-	-	-
TOTAL SOCIAL ACTIVITIES								
SPORTS ACTIVITIES								
Sports-Pow Wow	-	-	-	-	-	-	-	-
Sports-Pocahontas	-	-	-	-	-	-	-	-
TOTAL SPORTS ACTIVITIES								



Fitness and Wellness Committee

Wednesday, February 12, 2025 | 12:00 pm (Zoom call)

Attendance

Membership Present: D. Emmott – Chairperson, S. Bethune – President, D. Hall, A. Gaylin, C. Emmott, D. Rice, N. Benteen, A. Jndl

Staff: A. Lightle, D. Murphy, R. Tibbetts

Mission Statement & Goals

The Fitness Center is a member-only, full-service fitness center dedicated to providing its members, spouses, and dependents with relevant wellness programs and professional services, classes, educational opportunities, and Life Fitness strength and cardio equipment.

The purpose of the Fitness Committee is to be the liaison between membership and leadership. The Committee members are to support leadership and staff, helping to promote and participate in fitness and wellness offerings. They are the “voice” of the membership and will help in the planning of future programs and offerings in a strategic manner.

Agenda

Item I. Call to Order/Introductions

- a. The meeting was called to order at 12:02 pm.
- b. The meeting was held virtually on zoom. This format may be utilized more in 2025 as attendance numbers reflected the ease of participation.

Item II. Fitness Center Overview 2024 – Ashley Lightle

- a. Ashley reviewed the mission statement and goals of the committee.
- b. New equipment added in 2024 includes:
 - i. Tru Stretch Cage
 - ii. Glute Drive Machine
 - iii. Knee Raise/Dip Captain's Chair
- c. Plans for 2025 include replacing fitness mats and acquiring new fitness bands due to wear and tear.
- d. Increased check-in numbers have been observed annually, reflecting both improved tracking and greater member participation.

Item III. Programming Update – Ashley Lightle

- a. Wellness Offerings
 - i. Soft Tissue Clinics will return in the spring, led by Dr. Alex Buford.
 - ii. A CPR/AED class will be offered to members again this year.
 - iii. A vaccine clinic is scheduled for the fall.
- b. Aquatics
 - i. New aquatic program offerings are under consideration, as attendance remained steady compared to 2023.

- ii. An Aqua Drumming class is being introduced.
- c. Holistic Nutrition
 - i. Holistic Nutritionist Angela Harper will introduce educational courses in 2025.
 - ii. She will provide 1:1 counseling by appointment.
 - iii. Scheduled clinics for 2025 include:
 - 1. Protein for Longevity (March)
 - 2. The Function of Supplements in the Diet
 - 3. The Impact of Diet on Hormones
- d. Women on Weights Program
 - i. The program continues to grow in popularity and participation.

Item IV. Old Business

- a. The Skill Mill screen was replaced in early February 2025.
- b. The committee is working on adding heavier kettlebells and dumbbells.

Item V. New Business

- a. The Group Exercise rooms floors will be resurfaced.
- b. The search new flooring in the fitness center will begin.

Item VI. Adjournment

- a. Next meeting Wednesday, May 14 at 12:00 pm via Zoom.
- b. Adjourned meeting at 12:30 pm.

Check In Totals	2021	2022	2023	2024	2025
January	1452	1856	1591	2255	2472
February	1178	1515	1700	1932	887
March	1101	1594	1870	1829	
April	1082	1682	1621	1960	
May	1217	1883	1930	2074	
June	1423	1738	1813	2090	
July	1300	1678	1777	1889	
August	1429	1593	1901	1930	
September	1115	1229	1242	1902	
October	1289	1451	1901	2036	
November	1528	1742	1783	2434	
December	1718	2121	2227	2359	
Total	15832	20082	21356	24690	

Group Exercise Class Participants

Year	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec	
2021	126	138	245	242	204	203	172	354	314	263	194	235	2690
2022	195	179	190	297	333	276	287	330	175	231	213	191	2897
2023	161	151	192	198	167	224	196	251	173	195	267	250	2425
2024	205	240	215	135	156	271	201	161	191	232	251	193	2451
2025	208	36											

Pilates Reformer 2024		
Package Type	Gross Sales	Total Sessions
30 Min Intro Package		
30 Min	\$50	1
60 Min	\$48,640.00	512
Grand Total:	\$48,640.00	512
Unique Users:		
Unique Users:	26	

2024	
Package Type	Gross Sales
Women on Weights	\$70,500.00
30 Min Individual	\$1,935.00
30 Min Package	\$23,080.00
45 min Individual	\$12,895.00
45 min Package	\$124,000.00
60 min Individual	\$5,850.00
60 min package	\$10,080.00
Tandem 30 Min	\$760.00
Tandem 45 Min	\$6,500.00
Work Out Plan	\$95.00
TPI Assessment	\$200.00
Grand Total:	\$255,895.00
Unique Users:	
Unique Users:	135



Tuesday, February 11, 2025 | 5:00 pm

Present: Amy Nachtigal (Chair), Scott Bethune (President), Dick Hall (Vice President), Justin Bloss, Ryan Cook, Pattie Donath, David Estes, Kevin Harden, Tyler Harrelson, Scott Jury, Gus Meyer, Amanda Myers, Charlie Schorgl, Brooke Schwob, Tom Waggoner (virtual).

Absent:

Staff: Robert Tibbetts, Drew Murphy, Raelene Zollman.

Mission Statement & Goals

The Clubhouse Committee will make recommendations to the Board of Governors regarding the following areas:

1. Monitoring the physical condition of the Clubhouse and any other relevant structures on Club property;
2. Perpetually reviewing the facilities and making recommendations to reflect the usage and demands of the membership as related to capital improvements;
3. Maintaining a standard of décor that is consistent with the design plan of the clubhouse.

Agenda

1. Welcome & Introductions – Amy Nachtigal
 - a. Committee members introduced themselves. This was the first in-person meeting of the year where all committee members were in attendance.
 - b. Zoom meeting was held on 1/31/2025 where the committee reviewed a revised proposed drawing/floorplan from HINT for the member dining spaces, incorporating the various recommendations previously discussed.
 - c. Key elements of the “Whitebox” option included the following:
 - i. Men’s & Women’s restrooms expanded and relocated to the “back” of the dining facilities (north side of the current Pub), along the loggia. A storage closet is added next to Ladies’ restroom.
 - ii. Pub moved forward in front of restrooms, fireplace remains at the back of the Pub, booths flank fireplace to offer a quieter, more intimate space, but is still open to the bar. Pub dining remains fully open to the bar area (different from prior drawings). Pub seating remains at 38-42 for dining. Some flexible seating to accommodate larger tables. Pub seating around the bar area is expanded, offering 16 seats around the Pub, and 14 other seats in the bar area with “sweetheart” and cocktail tables. Structural columns have been removed to open the Pub into the bar

area, which will need to be reviewed by a mechanical engineer.

- iii. Larger opening from the hallway into the Pub entrance creates a more inviting entrance and provides better service flow from the Bar to the Patio. Matre'd stationed in front of the Patio entrance with a single coat closet located behind the Matre'd.
- iv. Pub Bar U-shaped, offering some seating on three sides, total of 16 seats. This anticipates that additional bar service will be accessible from the back service hallway. The bar is also accessible from the Grill and Shawnee Room, but still feels closed off enough to maintain adults-only access. Current lobby area and Sunday Brunch Buffet removed.
- v. Grill maintains its primary location and shape with some reconfigured seating for 82, fireplace remains in current location, new nano wall opens to the Patio, two entrances to the new Shawnee Room with pocket doors on either side of the wall, providing the opportunity to close off or flow into the Shawnee Room, depending on needs.
- vi. Shawnee Room maintains the same basic configuration, but longer and with more seating. Offers the flexibility for expanded Grill Room dining, a separate space for Grill dining (i.e. adult/teen family dining), or a private function space, which is still accessible from the banquet facilities. Addition of a nano wall, which opens to the Patio.

2. Member Dining Enhancement Options -- Review of 1/31/2025 Drawing

- a. Drawing as described above was provided to Rau Construction and Centric to provide some rough cost estimates of the "Whitebox" option described above. The estimates range from \$2.7 to \$3+ Million. Feedback is still needed from mechanical engineers regarding eliminating the structural columns in the Pub. Estimated timeframe to complete is 7 months if construction occurs at one time or up to nine months if completed in two phases. These costs do not include HINT's fees or furnishings/accessories. HINT has been asked to provide estimates on these items. Architectural fees are estimated at 8% of construction as recommended by Kevin Harden.
- b. One additional proposal was offered to consider relocating the bathrooms to the current Shawnee Room so that Pub diners would still have the benefit of the windows along the loggia. Tibbetts explained HINT's reasoning for maintaining the Shawnee Room in its current location was to maintain access and usage from the banquet facilities and to provide flexible access and expansion for Grill dining. Some committee members also noted they felt it was more advantageous to have increased dining spaces along the Patio, particularly with the proposed addition of a nano wall to provide easier Patio access.
- c. HINT has stated that they anticipate the previously proposed interior designs, paint finishes, carpeting, furnishings, accessories, etc. will still work with the new "Whitebox" design and will flow well with the recent updates to the loggia and banquet facilities.
- d. The committee discussed the pros and cons of completing the work in phases in order to keep a portion of the dining rooms open throughout construction or to shutdown the dining rooms and complete the construction at once. It was noted that the kitchen would remain open throughout the project and that banquet operations would primarily remain unaffected. Depending upon project timing, member dining may still be available on the Patio and possibly in some of the banquet areas. Dining in the Snack Bar and Tilly's would still be an option as well throughout the summer, and potentially in the spring. If construction begins in January, then the goal would be to have the facilities open by July 1st, which both contractors felt was achievable. It was generally felt

that most members would not want to dine while construction was underway in parts of the dining facilities, and that the pros to completing the project at once rather than in phases outweighed the cons.

- e. **Recommendation:** The Clubhouse Committee unanimously recommended approval of the proposed “Whitebox” design concept as presented by HINT and as discussed above to the Board of Governors for consideration in the 2025 capital project planning process. The committee further recommended the project be completed at once within the estimated timeframe of seven months.
- f. It was further noted that the Committee was recommending approval of a general concept to the Board and that pricing and final design recommendations would likely change depending upon when the project begins.

3. Halfway House Recommendation (see proposed drawings):

- a. Robert Tibbetts reported that the Golf Course Committee just met, and they are advancing a proposal to the Board to relocate the Halfway House closer to #11 tee box.
- b. **Recommendation:** Based upon the Golf Course Committee’s recommendation to move the facility, the Clubhouse Committee unanimously recommended building a new structure as proposed in the Option 2 (Value Engineered) Halfway House drawings. The proposed new facility is recommended to be approximately 1,500sf, compared to the current facility of 557sf, and would provide increased food storage, grab-and-go options, improved service, expanded menus, expanded indoor/airconditioned restrooms, some patio seating, and enhanced golf course views. The ultimate goal of the expanded facility is to create a better and faster service experience for the membership. The preliminary estimated construction cost of the proposed facility is \$2M. Construction of the new facility would coincide with the 6-month irrigation project. Date TBD.
- c. IHCC member Wenfie Xie has indicated a willingness to work with the Club in running utilities to the relocated Halfway House, which is near their property. Their home is currently under construction.

4. Banquet Lighting Proposal

- a. Proposal still under review by the engineers. It was recommended they provide their drawings to IHCC Margaret Linder for final review.
- b. Once the drawings are finalized, we will send the project out to bid for costs and timeframe.

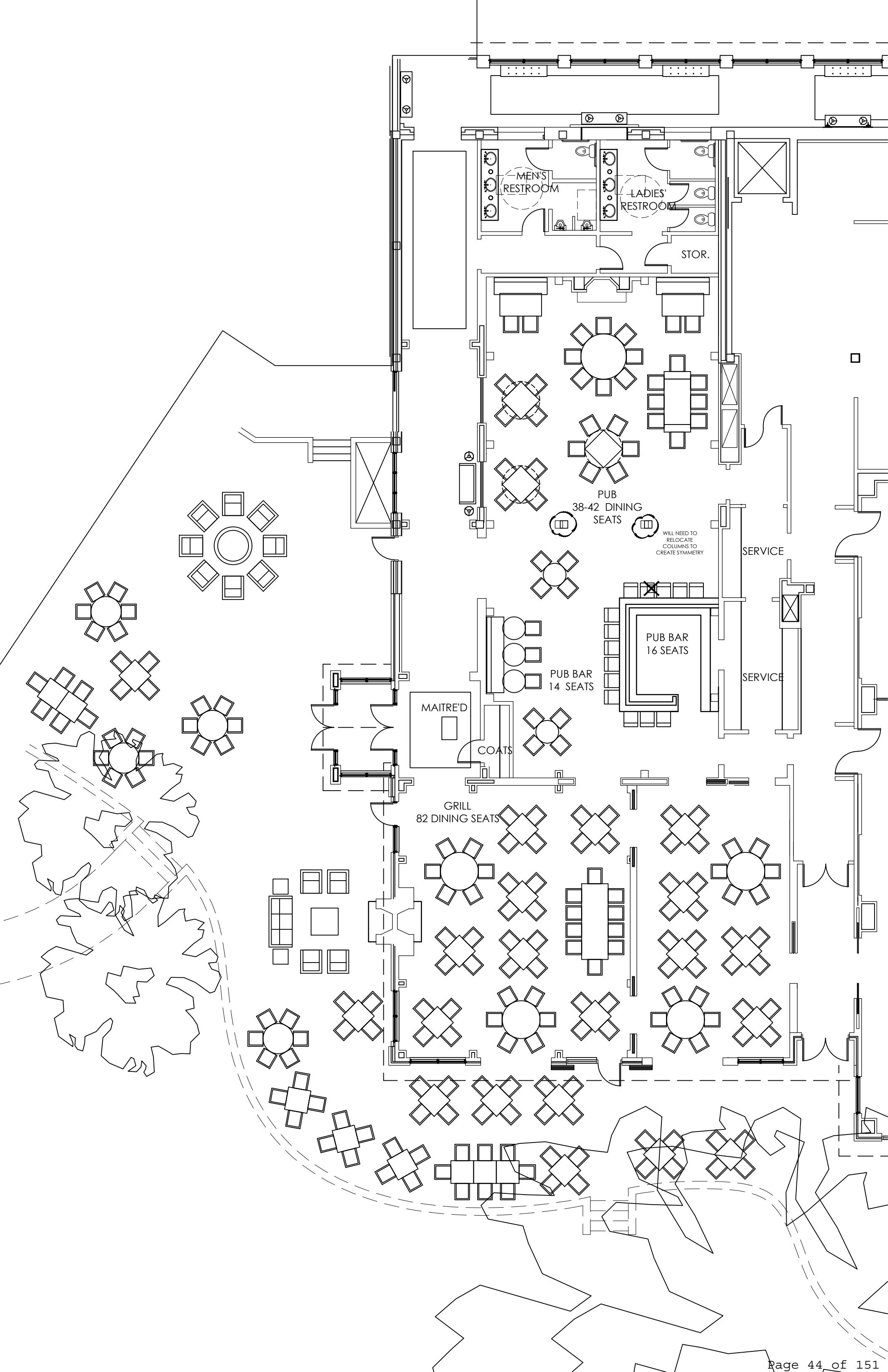
5. Old Business

- a. Feedback on the newly refreshed loggia, banquet bathrooms, west entrance and Cherokee Room has been overwhelmingly positive.

6. Next Meeting:

- a. March 6th at 5PM

7. Adjournment



This is a presentation by SixTwentyOne for the

IHCC Halfway House

Value Engineering Options

December 11, 2024

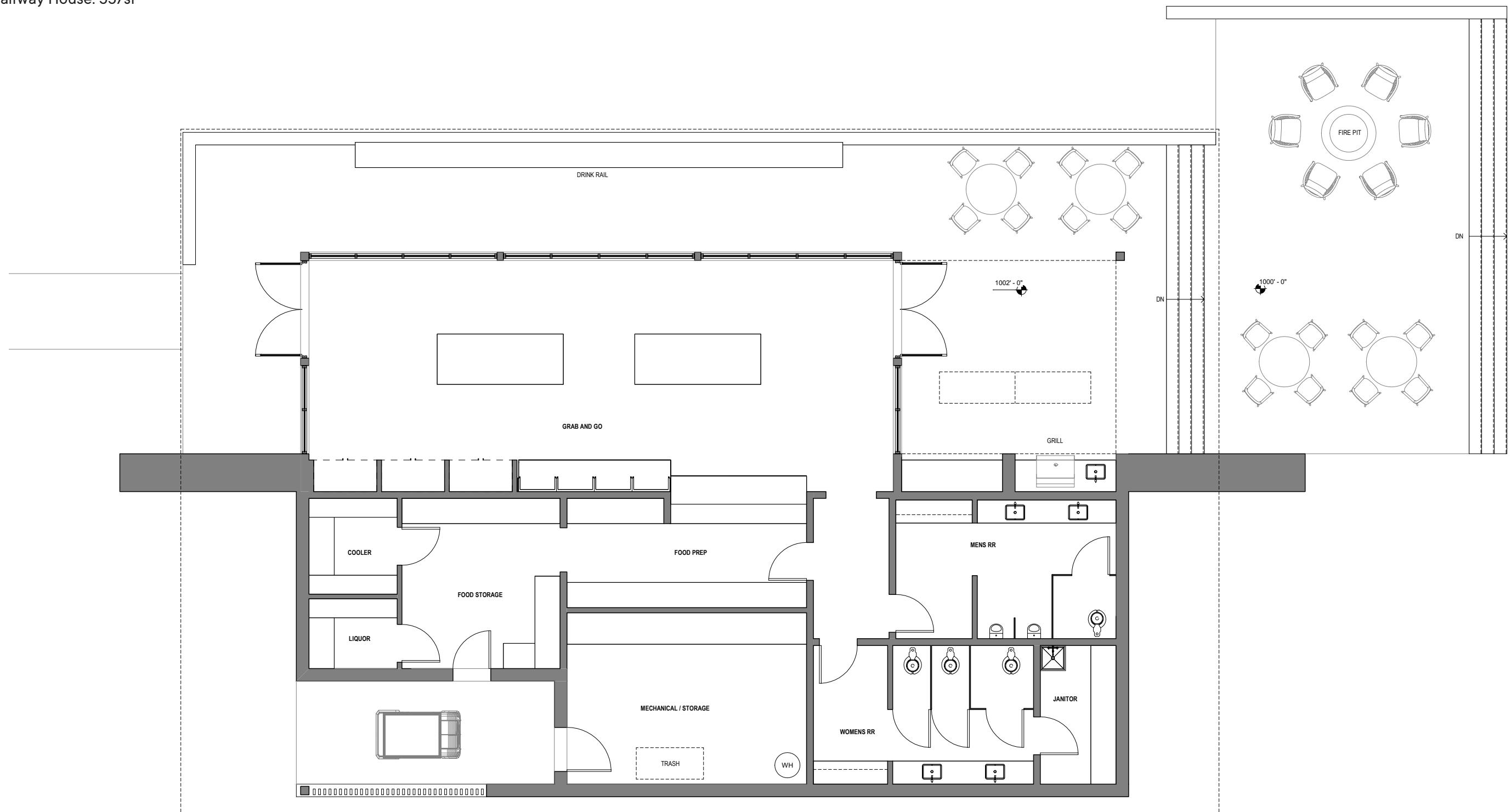


Option 1

New HH Floor Plan

Interior Area: 2,130sf

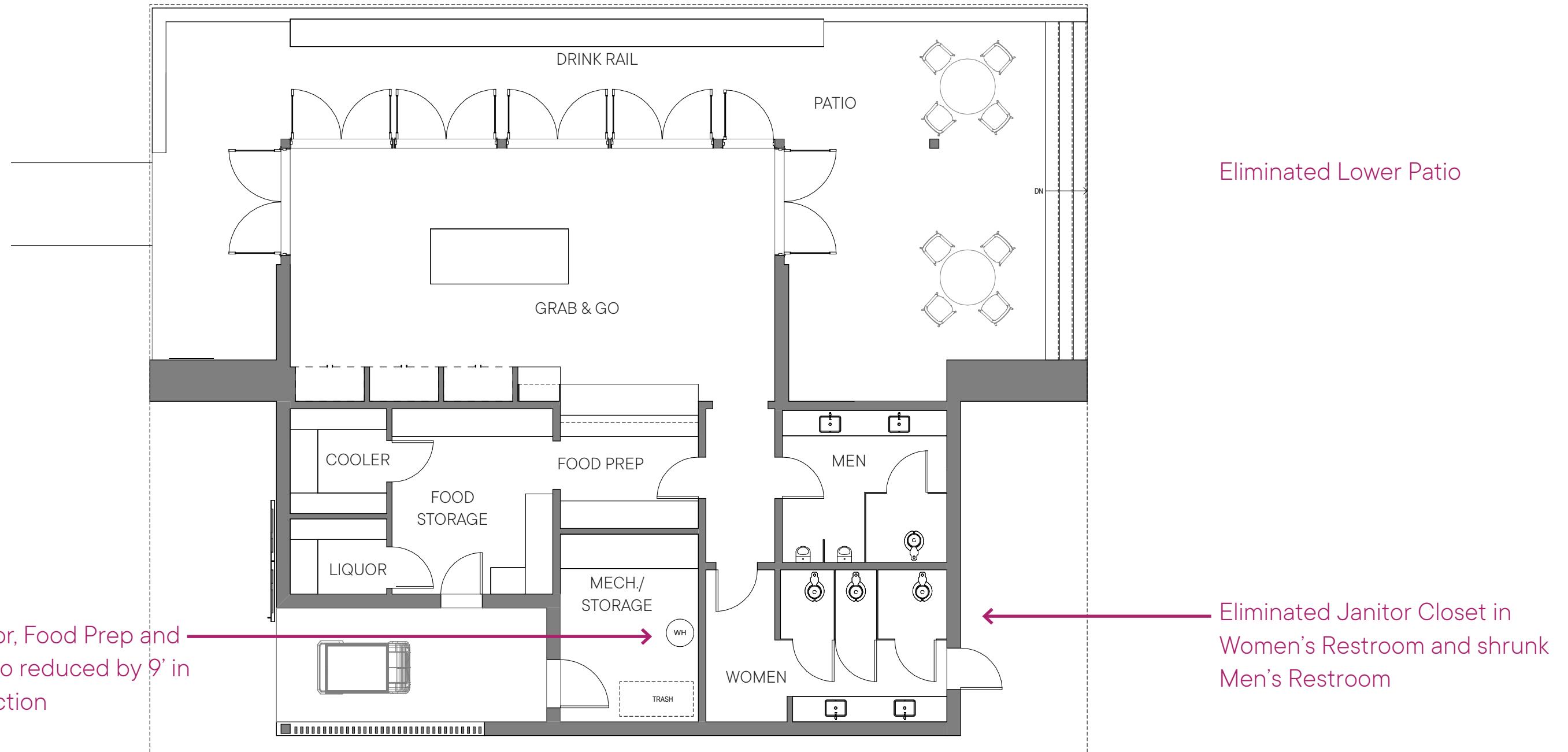
Existing Halfway House: 557sf



New HH Floor Plan - Revised

Interior Area: 1,560sf

Existing Halfway House: 557sf



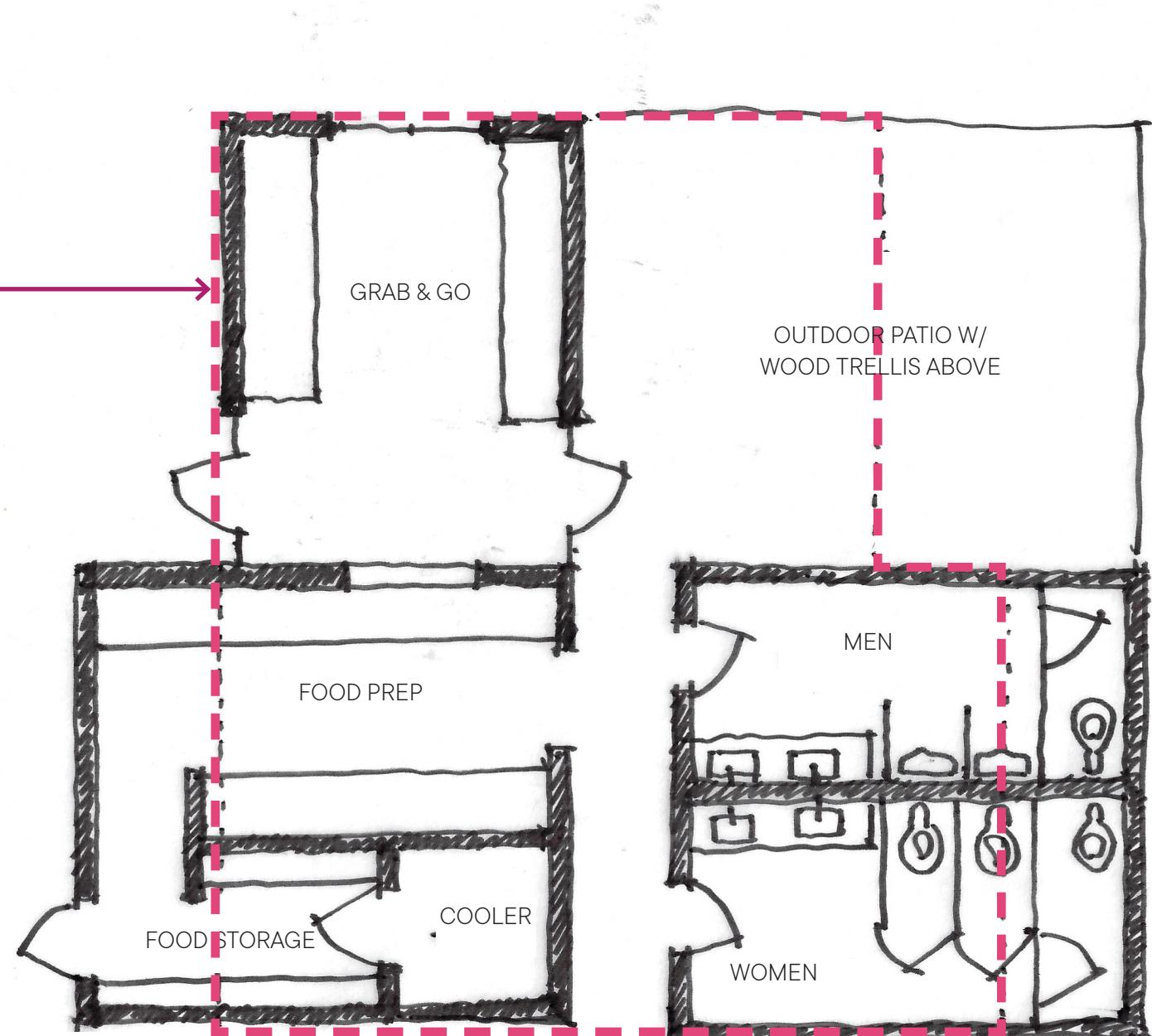
Option 2

Existing HH Floor Plan - Revised

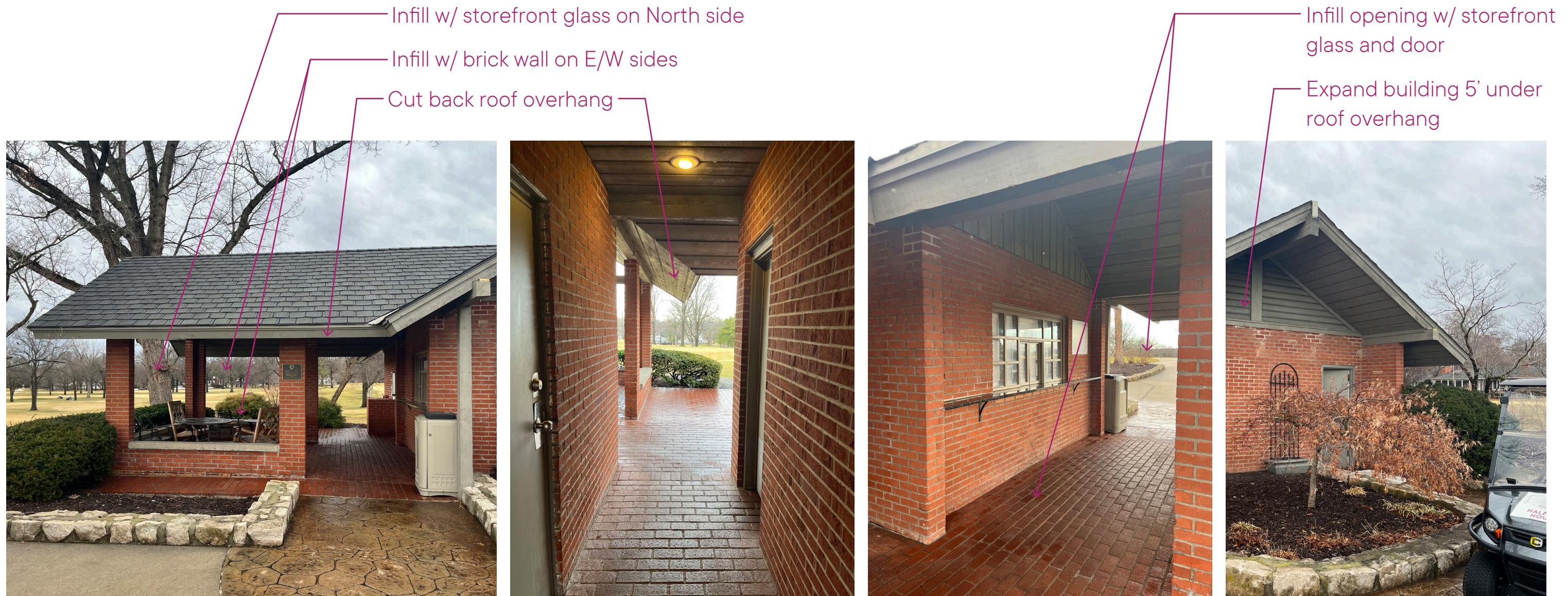
Interior Area: 860SF

Existing Halfway House: 557sf

Dashed line indicates footprint
of existing halfway house



Existing Building



Thank you.

DRAFT #2



2024 STRATEGIC PLAN

PREPARED BY

CORNERSTONE
Decision Support

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INTRODUCTION

The Indian Hills Country Club entered a strategic planning process in 2024. The Club retained Cornerstone Decision Support, an experienced club planning and research firm, to facilitate the collection and compilation of primary and secondary data used in Strategic Planning Committee meetings that involved the development of six planning components: vision statement, mission statement, values statement, strategic issues, goals, and an action plan.

In preparation of the Strategic Plan, five information components were used to analyze the current situation:

- Findings from individual interviews with Board members, Strategic Planning Committee members, and Club department directors
- Member opinion survey findings
- Demographics profile of the membership
- Three to five-year operating metrics
- Comparison to the most comparable clubs in the market

This strategic plan presents a purposeful and accountable deployment of effort and resources to perpetuate a culture that satisfies the evolving needs and preferences of the different demographic segments of the membership.

The overriding strategy is to embrace the cultural uniqueness that differentiates Indian Hills Country Club from the competition and attracts the target market of culturally compatible families. The goals frame a balanced focus on financial strength, leadership capability, progressive amenities, and excellent facilities.

The action plan presents detailed, measurable actions with time-specific accountability spanning over an initial twenty-four-month trajectory to develop a strategy for facility improvement, tactics for strengthening leadership, Club operations that address the evolving needs of current and future members, and capital projects to enhance Club facilities. The goals, strategies, and actions are designed to perpetuate the family-centric social and recreational experience that is Indian Hills Country Club.

This plan creates priorities for keeping the Club competitively sustainable within the target market. This framework is not designed to be a static document. It will be the basis for annual updating and ongoing planning as circumstances and issues evolve.

VISION MISSION AND VALUES

The vision is the Board's promise to current and prospective members of what they can expect from their membership experience. The mission is the blueprint for what the Club will do to create the envisioned outcomes for the membership and the organization. Values are the guiding principles leadership uses to steward the Club's resources to fulfill the mission and achieve the vision.

VISION STATEMENT

Indian Hills Country Club promises its current and future members a welcoming, safe, and fun environment where they can make lifelong memories while enjoying recreational, wellness, and dining amenities with family and friends.

MISSION STATEMENT

Indian Hills Country Club is a private, member-owned, full-service club dedicated to providing its members, their families, and guests with high-quality, relevant programs, services, and facilities while recognizing the club's heritage, cultivating friendships, valuing family life, and fostering a culture of courtesy all in a fiscally responsible manner.

CORE VALUES STATEMENT

- Members and their families are our primary focus.
- Members maintain a culture of courtesy toward each other and the IHCC Staff.
- Insist that quality comes first.
- Insist that integrity is not compromised.
- Maintain accountability, fairness, and transparency in Club management.
- Identify, attract, and retain members engaged in our community through a consistent, thoughtful, selective membership process.
- Maintain continued improvement of our services and facilities.
- Deliver excellence in all we do while maintaining fiscal responsibility at all times.

CULTURAL VALUES STATEMENT

Our members must maintain a Culture of Courtesy toward each other and staff, which includes civility, decorum, proper attire, and respect for other members' space. Members must also show respectful behavior aligned with the Club's traditions and values and keep the environment in the same or better state than they found it.

STRATEGIC GOALS

1. FINANCIAL SUSTAINABILITY

- a. Fund the necessary capital expenditures forecasted by the capital reserve study.
- b. Fund aspirational capital projects that enhance the membership experience.
- c. Ensure competitive wages and benefits for all staff.
- d. Find new sources of revenue.

2. LEADERSHIP CAPABILITY

- a. Develop a strategic communication plan.
- b. Develop and reinforce the Club's intangible cultural guidelines.
- c. Develop a succession plan for Board service.
- d. Develop a succession plan for department directors.
- e. Define the qualifications criteria for recruiting committee members.

3. CLUB OPERATIONS

- a. Engage members within a wide range of ages in Club amenities.
- b. Incorporate cutting-edge technologies to enhance operational efficiencies and communication effectiveness.
- c. Sustain consistently high member satisfaction scores.

4. FACILITIES AND AMENITIES

- a. Implement a golf course improvement plan.
- b. Explore adding four dedicated pickleball courts.
- c. Explore space repurposing to enhance member engagement.

ACTION PLANS

1. FINANCIAL SUSTAINABILITY

GOAL 1a: Fund the capital expenditures forecasted by the capital reserve study.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Update the 2019 capital reserve study budget projection to current pricing plus installation and contingencies		Accurate scope of required replacements and maintenance	CFO	Q1 2025
2. Identify reserve study items that can be moved forward or backward on the schedule		Balance of capital expenditures to remain on budget	CFO	Q3 2025
3. Adjust the replacement schedule based on remaining useful life estimates		Adjustment of which replacements to delay, if needed	CFO	Q3 2025
4. Revise scheduled capital purchases with better equipment and technologies		A more functional value for the cost of the replacements	CFO	Q3 2025
5. Use capital sources to address depreciation needs		Deploy reserved funds	CFO	Q3 2025

ACTION PLANS

GOAL 1b: Fund aspirational capital projects that enhance the membership experience.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Assess support for and opposition to potential renovations	Survey findings	Prioritized projects	GM/COO	Q3 2026
2. Budget professional fees annually to develop plans for future project		Clarity of the requirements to achieve a successful facility renovation	GM/COO	Q1 2027
3. Identify sources of funding for each project component	Capital dues and debt	Project funding	GM/COO	Q3 2027
4. Allocate new member initiation fee revenue for aspirational improvements		Funding source to augment capital dues	GM/COO	Q3 2027
5. Schedule the projects, associated logistics, and operational impact		Estimating loss of revenue and membership disruption	GM/COO	Q4 2027

ACTION PLANS

GOAL 1c: Ensure competitive wages and benefits for all staff.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Review national and local club compensation and benefits surveys		Measurable gaps in the IHCC's compensation and benefits structure	GM/COO	Q4 2024
2. Report any vulnerabilities in IHCC compensation and benefits to the Board		Clarity regarding the vulnerability of retaining management and staff	GM/COO	Q4 2024
3. Recommend necessary wage and benefit increases to be made within and above budget parameters		Board discussion, revision, and approval for wage and benefit changes	GM/COO	Q4 2024
4. Make appropriate increases based upon government or outside influences		Improved retention of top-quality management and staff	GM/COO	Q1 2025

ACTION PLANS

GOAL 1d: Find new sources of revenue.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Explore revenue potential from bringing services and equipment ownership in house		Analysis of top-line revenue potential	GM/COO	Q1 2026
2. Analyze the net revenue potential after covering the overhead expense of banquets and events	Cost accounting	Clarity of the value of potential nonmember banquets and events	GM/COO	Q2 2026
3. Develop volume usage fees for specific programs and services (i.e., carts for the season versus one-time use)		Increased upfront cash	GM/COO	Ongoing
4. Use CRM data mining to identify opportunities for increasing member usage		Increased member spending and topline revenue	GM/COO	Ongoing

ACTION PLANS

2. LEADERSHIP CAPABILITY

GOAL 2a: Develop a strategic communication plan.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Identify the profile target audience segments		Insight into what and how to communicate with each	GM/COO	Q1 2025
2. Conduct a situational analysis of current communication strengths, weaknesses, successes, failures, and needs		Clarity of what to preserve and what to improve	GM/COO	Q2 2025
3. Develop communication purpose, goals, objectives, strategies, and tactics		Documented components of the strategic communication plan	GM/COO	Q2 2025
4. Develop a consistent process for producing message content		Alignment with club industry best practices	GM/COO	Q3 2025
5. Select appropriate communication channels for each audience		Message delivery system	GM/COO	Q3 2025
6. Improve technology to measure the effectiveness of communication		Insight into the message reach by demographic and other variables	GM/COO	Q2 2026
7. Develop a crisis communication plan and management/governance teamwork		Protocol and team prepared to manage decisions and communication during emergencies	GM/COO	Q2 2025
8. Develop a strategic communication budget		Funding of the communication plan activities	GM/COO	Q4 2025
9. Develop a communication evaluation system		Measurable effectiveness for ongoing refinement	GM/COO	Q1 2026

ACTION PLANS

GOAL 2b: Develop and reinforce the Club's intangible cultural guidelines.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Appoint a qualified ad hoc work group to define the elements of the Club's brand and intangible culture	Qualified members with the appropriate Club tenure, experience, expertise, and temperament	An initial draft of the cultural, decorum, and civility standards that define IHCC's unique identity	GM/COO	Q4 2024
2. Present the draft standards to operating and Board committees		Use of collective input to refine the standards	GM/COO	Q2 2025
3. Present the draft refinement to the Board		A refined document supported by committees and the Board	GM/COO	Q3 2025
4. Educate Board and committee members on how to model the cultural standards		Reinforcement from volunteer leaders in how to be an IHCC brand owner	GM/COO	Q1 2026
5. Educate Management and staff at all levels on how to model the cultural standards		Reinforcement from staff on how to be an IHCC brand promoter	GM/COO	Q2 2026
6. Promote examples of members embodying the elements of the cultural standards		Member awareness of the role they play in preserving the inclusive culture	GM/COO	Q3 2026
7. Regularly reinforce the standards in various communication vehicles and leadership interaction		Top-of-mind awareness and understanding of the Club's culture by members	GM/COO	Ongoing
8. Review and revise the policy describing the consequences for violations of rules and cultural standards		Consequences for a violation to reinforce the commitment to the rules and cultural standards	GM/COO	Annually

ACTION PLANS

GOAL 2c: Develop a succession plan for Board service.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Implement a leadership development process		Identifying and developing the more qualified candidates for Board service	GM/COO	Q2 2025
2. Ensure that qualified candidates are familiar with the Board Policy Manual and Club rules and regulations		Ensure that candidates are aware of the expectations of Board service	GM/COO	Q2 2026
3. Develop a standardized interview guide for Board candidates		Revealing the qualifying elements of each candidate	GM/COO	Q2 2025

ACTION PLANS

GOAL 2d: Develop a succession plan for department directors.

Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Implement a leadership development process for qualified staff		Identifying and developing qualified staff for management positions	GM/COO	Q2 2025
2. Develop a position profile for all department directors		Key elements to use in the recruitment and development of each department director	GM/COO	Q3 2025
3. Invest in professional development opportunities for department staff		Planned internal and external education of department directors and staff	GM/COO	Q1 2025 Annually
4. Ensure that structure, SOPs, and measurable outcomes are in place and performed within all Club departments		Measurable performance standards to ensure consistent operations	GM/COO	Q2 2026

ACTION PLANS

GOAL 2e: Define the qualifications criteria for committee member recruitment.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Conduct an audit of committee charters		Reveal charter strengths, weaknesses, and gaps	President	Q1 2025
2. Develop a committee charter template using best industry practices	Industry standards	Updated committee structure, limitations, and protocol	President	Q2 2025
3. Revise charters to align with the strategic goals and evolving needs		Consistent alignment of each committee with the strategic plan goals and action items	President	Q3 2025
4. Define the qualification criteria for committee member recruitment		Recruitment of the most qualified members to serve on each committee	President	Q3 2025
5. Educate committee members about the Strategic Plan and club operations		More effective committees in serving the Board and operations	President	Q1 2025
6. Review and revise the committee evaluation using measurable outcomes		Accountability to protocol and strategic plan goals	President	Q4 2024
7. Submit revised charters to the Board		Board approval or revision	President	Q3 2025
8. Update the Board Policy Manual to contain revised committee charters		An informed current and future Board with documented charters	President	Q4 2025
9. Implement a Board candidate development program for select committee members		A pathway for Board service by the most qualified candidates	President	Q1 2026
10. Review and revise annually the role, limitations, and term limits for committee service		Ensure greater member opportunities for leadership service	President	Annually

ACTION PLANS

3. CLUB OPERATIONS

GOAL 3a: Engage a wide range of members ages in Club amenities.

Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Analyze the current member engagement, usage timing, and spending patterns in each Club amenity by membership category and other useful demographics	CRM database	A baseline measure of marginal users and barriers to usage to target with programs that attract greater usage	GM/COO	Q1 2026
2. Interview a sample of members from the low-usage segments	Individual and focus group interviews	Insight about what may cause the usage decline and create increased usage	GM/COO	Q2 2026
3. In committees, discuss program and service gaps relative to contemporary trends and offerings in comparable clubs	Secondary information from competitive analysis, CMAA information, and the member opinion study	Clarity regarding programs to keep, ones to eliminate, and new ones to implement	GM/COO	Q3 2026
4. Department managers' recommendation to refine, add, or discontinue programs and services		Programs and services that evolve with changing needs to encourage membership engagement	GM/COO	Q3 2026
5. Understand implications on staffing, facilities, and operating budgets		How to accommodate program and service refinement	GM/COO	Q3 2026
6. Refine department program offerings and incentives to participate that reflect recommended improvements		Plan to implement and evaluate progress	GM/COO	Q4 2026
7. Ensure that communication sources and internal marketing tactics are reaching the declining member segments		Improved reach of Club communication to promote activities and events	GM/COO	Q4 2026

ACTION PLANS

GOAL 3b: Incorporate cutting-edge technologies to enhance operational efficiencies and communication effectiveness.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Conduct an evaluation of the Club's technological capabilities, gaps, and inefficiencies		Clarity about where technology can improve operational efficiency and effectiveness	GM/COO	Q1 2025
2. Identify potential uses and measurable benefits of technological enhancements		Appropriate options, investment costs, implementation logistics, benefits, and potential cost savings	GM/COO	Q2 2025
3. Select the best-fit options		Achieving goals within approved cost parameters	GM/COO	Q3 2025
4. Educate the membership about the benefits to them, operational efficiencies, and cost impact		More informed membership of how the dues are more efficiently deployed for their benefit	GM/COO	Q4 2025
5. Submit detailed recommendations for the capital plan		Future budgets implications and capital planning	GM/COO	Q4 2025

ACTION PLANS

GOAL 3c: Sustain consistently high member satisfaction scores.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Establish survey item-specific satisfaction standards for each department manager to achieve		Minimum levels of satisfaction on key elements each department team is expected to achieve	GM/COO	Q1 2025 Ongoing
2. Engage brief periodic and post-event qualitative and quantitative processes to obtain member opinions about the specific Club experiences		Ongoing evaluation of the member experience for adjustment purposes	GM/COO	Ongoing
3. Conduct an efficient annual member survey		An annual performance evaluation of the Club operations from the members' perspective	GM/COO	Ongoing
4. Incorporate satisfaction standards in manager and staff performance evaluations		Meaningful motivation and consequence for compliance with member satisfaction standards	GM/COO	Q1 2026 Ongoing

ACTION PLANS

4. FACILITIES AND AMENITIES

GOAL 4a: Implement a golf course improvement plan.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Decide what golf course improvement components are mandated and which are aspirational		Clarity regarding the project scope to finalize the details for member communication purposes	GM/COO	Q3 2024
2. Develop the project details, including long-term benefits, cost projection, funding, timing, and member disruption		Content details for a comprehensive presentation to groups of members	GM/COO	Q3 2024
3. Conduct project information sessions, each limited to 25-30 members, followed by a very brief opinion questionnaire		Informed members about the mandates and purpose of the improvements to the golf course and member opinions about it	GM/COO	Q3 2024
4. Analysis of member support or opposition to the proposed plan		Decision to proceed or value engineer the proposed project	GM/COO	Q3 2024

ACTION PLANS

GOAL 4b: Explore adding four dedicated pickleball courts.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Find a location on campus that can accommodate pickleball courts and associated support facilities		Decision whether land other than a tennis court is available to use	GM/COO	Q4 2024
2. Hire the appropriate court designer to establish a project plan with cost detail		Clarity regarding the project scope and cost	GM/COO	Q2 2025
3. Conduct a cost-benefit analysis to determine the feasibility of using capital reserves for a pickleball project		Decision whether to implement, postpone, or abandon the project	GM/COO	Q3 2025
4. Communicate the decision to the membership		Informed membership of project details or reason for a delay or termination	GM/COO	Q1 2026

ACTION PLANS

GOAL 4c: Explore space repurposing to enhance member engagement.				
Action Steps/Activities	Resources Needed	Expected Outcome	Accountable Person	Target Completion
1. Conduct a usage and cost-benefit analysis of programs and services within specific clubhouse facilities	Space utilization consultant	A decision about which facilities have declining usage and value to the membership	GM/COO	Q3 2024
2. Analyze gaps in the program or service offerings that could benefit from other spaces to create more membership value		Clarity about the potential repurposing of space(s) to use for a better operational purpose	GM/COO	Q4 2024
3. Conduct an analysis of how to modify selected space(s) to enhance amenity offerings and membership value		Projection of the increased usage and member benefit if space is repurposed	GM/COO	Q2 2025
4. If space is to be repurposed, develop a project plan and budget for the modification		Further clarity of funding required and potential member disruption	GM/COO	TBD



Strategic Planning Committee
Tuesday, January 28, 2025 | 4:00 pm

Mission Statement: *The Committee should fully understand the mission of the Club as well as the long-range plan. The Committee may use membership surveys, data from other competitive clubs, outside consultants, etc. to determine trends and/or make changes to the long-range plan. The Committee reviews all input and may recommend changes to the long-range plan. Once the long-range plan is set, short- and near-term priorities may be converted to short-term plans. The Committee will both make and accept recommendations from the Board for policy changes in any functional area of the Club.*

Attending: Dick Hall (Vice President/Chair), Scott Bethune (virtual), Heather Blacketer, John Degen, Dan Hogerty, Jamie Hurt, Andy Metzler, Rob O'Byrne (virtual), Robert Owens, Jeff Phillips, Todd Reiser, Chris Shirling (virtual)

Absent: Grant Kollman, Ashlei Holznecht.

Staff: Robert Tibbetts, Drew Murphy, Raelene Zollman.

1) Welcome & Introductions – Dick Hall

- a) Dick Hall welcomed everyone to the 2025 Strategic Planning Committee
- b) Committee members introduced themselves
- c) The committee typically meets monthly at 4PM on the Tuesday following the Board meeting (typically the 4th or last Tuesday of the month).

2) Review of 2024 Strategic Plan (see handout)

- a) Hall provided some historical background. The 2024 committee was tasked with developing a Strategic Plan, which was a significant undertaking. The Club hasn't had an all-encompassing Strategic Plan since the early '90s. One of the key takeaways from the GM Search was the need for developing a Strategic Plan, which would be a guiding and visionary document, as a matter of best practices and good governance.
- b) The work encompassed studying example plans, considering the 2023 member survey results, and reviewing the Club's Mission, Core Values and Cultural Values Statements, which were last updated in 2015. A new Vision Statement was added, and slight modifications were made to the Cultural Values Statement.
- c) Subcommittees were then formed to identify four key pillars of the Strategic Plan—1) Financial Sustainability, 2) Leadership Capability, 3) Club Operations, and 4) Facilities and Amenities. Several visionary goals were identified under each of the four pillars. The Strategic Plan was approved by the committee and adopted by the Board in 2024.
- d) The Strategic Plan document was provided for review (see pages 1 through 3 of the handout)).

3) Development of Strategic “Action” Plan

- a) The next step is for the 2025 Strategic Planning Committee to develop and approve a Strategic Action Plan, which will include specific action items to address in the short-term and long-term (beginning in 2025 and extending through the next three to five years), deadlines for completing these items and assignment of responsibilities. Hall and Tibbetts have been working on this list in conjunction with the Club’s Consultant, Roger Hietbrink who conducted the 2023 Survey. The second draft, which was presented for consideration to the Strategic Planning Committee (beginning on page 4 of the handout) is a more simplified version. We are looking for this committee to assist in refining these Action Items further.
- b) Hall said we would like to have the Action Plan solidified within the first quarter so that a final Plan can be submitted to the Board for their approval. The committee will be relying on Robert Tibbetts and the leadership team to assist, and also working in conjunction with other Club Committees to finalize this working document.
- c) A Capital Reserve study is also being conducted in March and April. This involves reviewing every asset and identifying the potential shelf-life remaining for each item. We already have this plan in place; however, it hasn’t been updated since Covid and pricing has changed. We need to ensure that we are setting aside the necessary funds for replacement of capital assets, preferably before they breakdown unexpectedly. The experts conducting this study are also able to help provide modeling and can advise on what type of dues increases may be needed.
- d) One item for consideration is to identify alternative revenue streams due to our full membership and lower membership turnover, which has resulted in lower initiation fee revenue. Previously, we had relied heavily on initiation fees from new members to help fund capital improvements.
- e) Two new committees have been formed this year to assist in achieving some of our strategic goals. The Strategic Communications Committee is being chaired by Brandon Myers and will be evaluating all the Club’s various communication vehicles for efficiency and effectiveness and also assist in formulating messages to the membership concerning strategic recommendations. The Leadership Development Committee is being chaired by Heather Blacketer and will assist in identifying Members to serve on committees and the Board.
- f) Hall noted that in the industry clubs are being thought of more as resorts and the expectation is that of having a “five-star experience” all the time. We want to provide members with the best service experience possible and maintain our high survey satisfaction scores, but also set realistic expectations. Members need to understand that they also have a responsibility to contribute to the success and care of the Club (i.e. repair ball marks, pick up trash, embrace the Club’s “culture of courtesy,” etc.)
- g) Current capital projects under consideration include the following. Replacement of the irrigation system, which has already been approved by the Board. While this six-month project is underway, the Golf Course Committee has also been asked to consider other golf course improvements from the 2023 Master Plan that may be accomplished during the same time period. The Clubhouse Committee is considering recommendations for improvements to the Halfway House. They are also reviewing a space utilization study for potential improvements to the member dining spaces. A lighting proposal is also under consideration for improvements to banquet lighting. The Racquets Committee has made a recommendation for the addition of a second bubble, which is also being considered as part of the Strategic Plan.

4) Action Item(s)

- a) Strategic Planning Committee members should review the Strategic Action Plan as proposed and be prepared to offer their feedback on the various proposed Action Items. The committee will meet again in February.

- b) It was noted that in many cases, Robert Tibbetts, was tasked with being responsible for implementation of many aspects of the plan in conjunction with the management team. Tibbetts said this is a living document, so there is flexibility in establishing and changing priorities based on needs and circumstances.
- c) Committee members should send their feedback directly to Dick Hall and Robert Tibbetts prior to the next meeting. We aren't necessarily diving into the "nuts and bolts" but looking at things from a more broad and strategic perspective.

5) **Adjourn – Next Meeting – February, 25th at 4PM**



Strategic Communications Committee
Wednesday, January 23, 2025 | 4:00 pm

Attendance

Membership Present: B. Myers – Chairperson, D. Hall – Vice President, J. Hurt, K. Moon, K. Hull, M. Swenson

Staff Present: R. Tibbetts, D. Duffy, D. Murphy

Mission Statement & Goals

Not yet formalized.

Minutes

Item I. Introductions/Call to Order – Brandon Myers

- a. Call to order at 4:02 pm
- b. As a newly established committee in 2025, members were selected based on their engagement within various club areas.
- c. A recent membership survey highlighted the significance of communications, and the club's strategic plan emphasizes the necessity of having a well-structured communication strategy.
- d. While communication is not currently identified as a major issue, the committee aims to explore areas for improvement to maximize its effectiveness.

Item I. Establishment of Goals & Objectives

- a. The committee discussed its primary objectives, which include developing a clear mission statement and defining its focus.
- b. Enhancing member engagement through improved communication methods is a top priority.
- c. Identifying and optimizing communication channels will be crucial in ensuring that information is both accessible and engaging for members.
- d. The committee will explore ways to measure and analyze communication effectiveness to ensure continuous improvement.
- e. A Crisis Communication Plan will be developed to guide messaging during emergency scenarios.
- f. A Capital Projects Communication Plan will be introduced to inform the membership about large-scale club projects and other disruptions at the club.
- g. Strengthening the Indian Hills Brand through consistent and high-quality communication will also remain a key focus.
- h. Potential Mission Statement and Goals
 - i. **Mission Statement:** The Strategic Communications Committee is dedicated to enhancing member engagement through thoughtful, effective, and strategic communication efforts. By optimizing communication

channels, refining messaging strategies, and fostering transparency, the committee ensures that members receive relevant and timely information without overload. Additionally, the committee is committed to protecting and strengthening the Indian Hills brand through proactive messaging and crisis communication planning.

ii. **Goals:**

1. **Optimize Communication Channels** – Evaluate and refine existing communication platforms to improve clarity, accessibility, and member engagement.
2. **Enhance Message Effectiveness** – Develop a strategic approach to messaging that ensures key information is delivered in a clear, concise, and engaging manner.
3. **Prevent Information Overload** – Implement best practices to balance communication frequency and relevance, ensuring members receive important updates without unnecessary redundancy.
4. **Establish a Crisis Communication Plan** – Develop a structured approach for handling messaging during emergency scenarios at the club.,
5. **Enhance Capital Project Communication** – Develop a plan for Capital Project Communication that covers when this communication is needed, how it will be shared, and where it will be located.
6. **Strengthen the Indian Hills Brand** – Promote a cohesive and professional brand identity through strategic storytelling, visual consistency, and targeted outreach efforts.
7. **Encourage Member Engagement** – Foster two-way communication by creating opportunities for member feedback, discussion, and involvement in club initiatives.

Item I. **Review of Current Communications & Channels**

- a. The club receives positive ratings in benchmarking and member satisfaction regarding communication efforts.
- b. The committee discussed whether members receive too much or too little information and how best to strike a balance.
- c. Existing communication methods include emails, The Putter, Short Putt, Optisigns, Yamatrak, Timepiece, the website, weekly and quarterly reminders, social media, communication boards, easel boards, and the club app.
- d. Despite having multiple channels, a challenge remains in ensuring that members actively engage with the information provided.
- e. The possibility of incorporating mobile reminder notifications was discussed.
- f. Concerns regarding information overload were raised, prompting the question about how to refine communication delivery, whether that be communicating to specific dynamic groups or membership types.

Item I. **Data and Analytics**

- a. The committee reviewed current data and analytics capabilities and noted that the club's management software limits the ability to measure communication effectiveness.
- b. Among the existing communication tools, Timepiece has the highest open rate, indicating strong engagement.
- c. The majority of members use the website primarily for functional purposes rather than as a source of club-related information.
- d. The committee will continue exploring ways to better leverage data to enhance communication strategies.

Item I. Opportunities for Improvement

- a. Several opportunities for improvement were discussed, including the implementation of text-based communications and the use of push notifications through the club app.
- b. Providing members with the ability to subscribe or unsubscribe to specific communication topics was considered as a way to tailor information to individual preferences.
- c. Enhancing calendar sorting and filtering capabilities was suggested to improve event organization and accessibility.
- d. The committee will continue evaluating these options to ensure that communication remains effective and relevant for members.

Item I. Adjournment

- a. Committee members were encouraged to reflect on how they and their respective groups consume club communications and consider areas for improvement.
- b. The next meeting is scheduled for Wednesday, February 19, 2025, at 4:00 PM.
- c. Adjourned at 5:04 pm

Indian Hills Leadership Development Committee

Membership

The Leader Development Committee shall consist of six or more members approved by the Board of Governors. The members of the Committee should be active in Club activities and have a broad knowledge base of the membership. The Ex-Officio shall serve as Chair of the Committee and the CEO/General Manager provides advice and support. The current President, Vice-President and 1st Past President shall serve as members. Members will serve one year terms which may be renewed annually for 2 additional 1 year terms.

Scope of Work

The Leader Development Committee will seek, encourage, develop, guide, and mentor club members who have the interest and potential to serve as members of Board Committees and the Board of Governors. The Committee will advise and make recommendations to the President, the Board of Governors, the Nominating Committee and Committee Chairpersons when requested.

Outcomes Expected

Ultimately the goal of the Committee is to identify a pool of candidates with the necessary skills and experience who are ready and willing to take up leadership positions as they are needed within the governance structure of Indian Hills.

The Leader Development Committee will:

1. Define the needs and requirements of the Board of Governors and key Committees as to the skills, backgrounds, expertise and experience required for their respective open positions.
2. Contact Club Members soliciting their interest in serving the Club and to provide information on their experience, expertise and background in Club and business activities.
3. Create a data base, continuously updated, of those Club Members who are ready and willing to serve in leadership roles at the Club.
4. When needed, provide information and input based upon experience to members interested in learning more about leadership positions.
5. Use positive development approaches in any “recruiting” activities.
6. The Committee will assist in the selection of the Nominating Committee and support and cooperate with same.

Committee Protocols

- The Committee shall meet as often as the Committee Chair, President and General Manager determine is necessary.
- The General Manager will provide support and information as needed and may participate in the meetings.
- Meetings may be conducted in person, electronically, or by telephone.
- The Committee may retain, where necessary and with the approval of the Board of Governors, appropriate consultants with expertise in the specific subject matters under the Committee's charge.
- The Committee shall regularly report to the Board on its activities and shall make such recommendations to the Board as are required under its charter.

Indian Hills Country Club Leadership Development Committee

Potential Board and Committee Members should meet the following criteria:

- Commitment to the Indian Hills Country Club Mission and Guiding Principals.
- Active member in-good-standing and is willing to put the needs of the membership at large ahead of any personal agenda(s).
- Has gained the respect of peers, as well as the staff.
- Is a consensus builder who has the ability to unite other members behind our Mission/Vision and Strategic Plan.
- Thinks strategically and would embrace Board dialogue and decision-making accordingly.
- Has confidence in the General Manager concept and will hold him (or her) accountable for dealing with operational issues.
- Communicates respectfully, timely and effectively.
- Is willing to devote the time and energy necessary to serve as a leader at Indian Hills Country Club.

Indian Hills Country Club
Past Due Accounts
as of 2/18/25

Member Name	Net Amount	Dec Charges	Nov Charges	Oct Charges	Sept Charges
	Past Due	Mailed Jan 1st	Mailed Dec 1st	Mailed Nov 1st	Mailed Oct 1st
Torres, Ricardo	\$4,644.54	\$4,644.54	\$0.00	\$0.00	\$0.00
Nelson, Ed	\$922.58	\$922.58	\$0.00	\$0.00	\$0.00
Dingley, Nicole	\$614.91	\$614.91	\$0.00	\$0.00	\$0.00
Clarkson, Chris	\$2,629.30	\$2,629.30	\$0.00	\$0.00	\$0.00
	\$8,811.33	\$8,811.33	\$0.00	\$0.00	\$0.00

Drop off 2/19

Pay 2/21

2025 MEMBERSHIP LEVELS IN-PROCESS

Update 2/18/2025

Category	JAN 1 2025	FEB 1 2025	APRIL 1 2025	GAINS Final & In Process	LOSSES Final & In Process
Foundation/Corp.	449	449	448	0 New Members 1 Transfer from Social 0 Transfers from Int.	1 D&R 0 Transfers to Social/FF 1 Transfer to NR
Golfing Senior	20	20	20	0	0
Intermediate	29	29	29	1 New Members	1 D&R 0 Transfers to Foundation
TOTAL GOLF MEMBERS <i>Foundation, Golf Sr, Inter.</i>	498	498	497	Golf Gains 2 (New Members & Transfers In)	Golf Losses 3 (D & R & Transfers Out)
Social	96	98	101	New Social Members 7	1 D&R 1 Transfers to Golf
Other Categories	59	58		1 Transfers In	1 D&R
TOTAL ALL MEMBERS	653	654	657	Total New Members 8	Total Deaths & Resignations 4
Initiation Fee & Transfer Fee REVENUE:			Projected 4/1/2025 \$298,000		



INDIAN HILLS
COUNTRY CLUB

Application for Transfer to Nonresident Membership

Members of Indian Hills Country Club ("Club") who move their legal residence to a place that is more than 150 miles from the Club and do not maintain a residence of any kind within 150 miles of the Club and who also meet the other qualifications of Article II, Section 2.10. of the Club's Bylaws and the Rules of the Club are eligible for Nonresident membership, subject to conditions imposed by the Board of Governors. In order for the Board of Governors to determine if you qualify for Nonresident membership status, please set forth the following information:

1. Describe how your legal residence has changed and set forth the address of your new legal residence:

I have owned a home in Avon, CO for 3 years in addition to my KC home. I have sold my KC home and been residing primarily in Colorado for 3 yrs and am a Colorado citizen

(Address)

*3078 Wildridge Rd, Unit B
Avon, CO 81620*

2. Set forth the name and address of your principal place of business:

Retired

3. Will you or your spouse continue to own, lease or have any other occupancy arrangement for a house, duplex, condominium, apartment or other type of housing within 150 miles of the Club? Yes No

If yes, please describe such arrangements:

4. Describe what your housing arrangements are or will be during the time you spend in the Kansas City area.

I own a farm in Mound City, MO with a home there

5. What is the accumulated total number of days you will stay in the housing referred to in No. 4 within any calendar year?

30 - 45 days - Primarily during the fall duck & goose hunting season - I farm com and flood it for waterfowl hunting

6. Attach a copy of your driver's license. If you have not yet obtained such registration from your new location, you may supply a copy within 30 days from the date of this Application, but your transfer to Nonresident membership will not be effective until this document has been received:

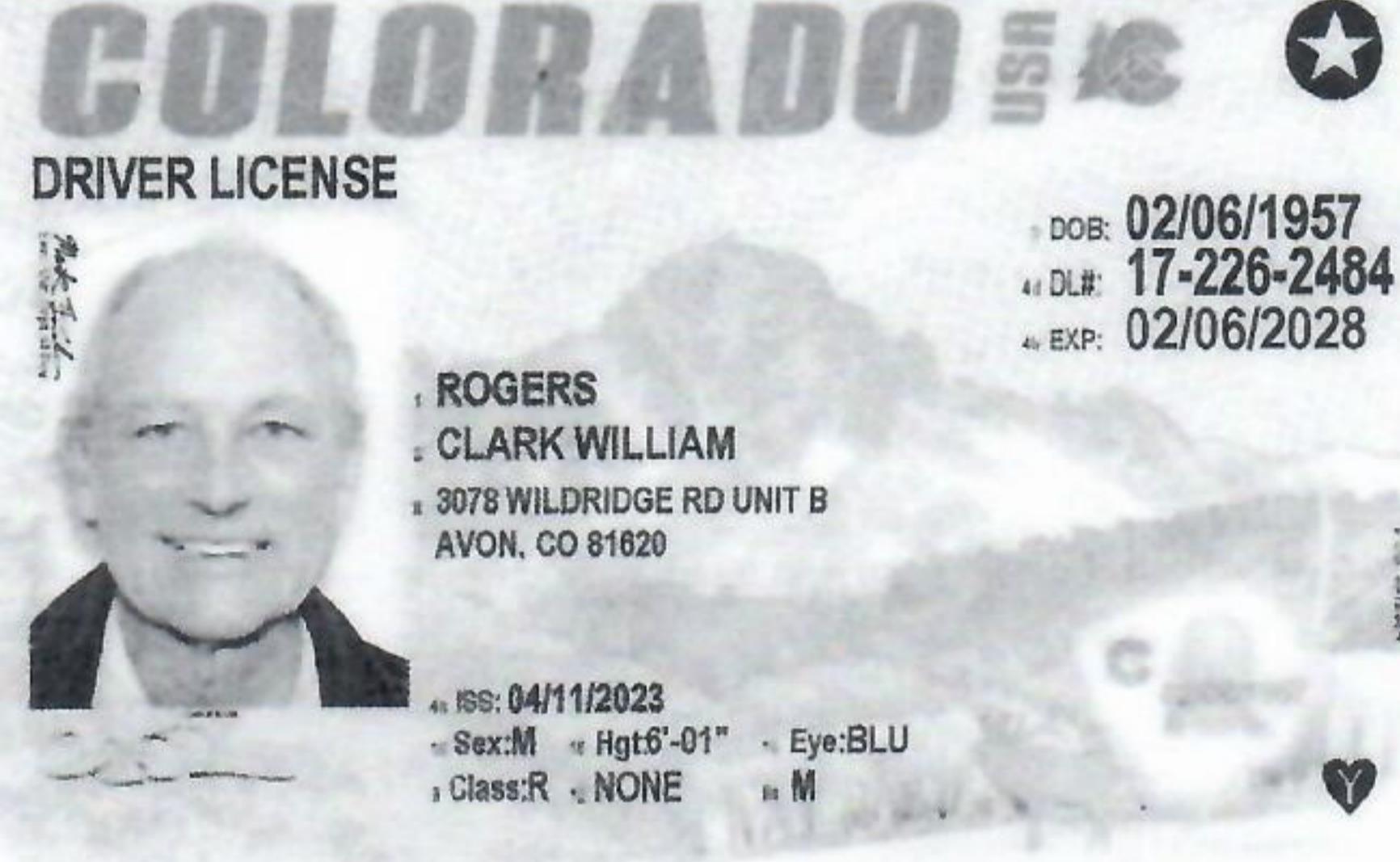
ALL OF THE ABOVE REQUESTED INFORMATION MUST BE PROVIDED IN FULL IN ORDER FOR THE APPLICATION TO BE CONSIDERED.

I DO HEREBY CERTIFY THAT THE INFORMATION SET FORTH ABOVE IS TRUE AND CORRECT IN ALL RESPECTS. I AM FAMILIAR WITH THE QUALIFICATIONS FOR NONRESIDENT MEMBERSHIP AS SET FORTH IN ARTICLE II, SECTION 2.10. OF THE CLUB'S BYLAWS AND THE APPLICATION RULES OF THE CLUB AND DO HEREBY ATTEST THAT I QUALIFY FOR NONRESIDENT MEMBERSHIP.

Date: 1-31-28


(Signature)

Crane Rogers #50
(Type or print name)





Re: IHCC Golf Membership Status Update – Warren Kennedy

From Warren Kennedy <ksuwarren@outlook.com>

Date Wed 12/4/2024 5:23 PM

To Raelene Zollman <rzollman@ihcckc.com>

Cc Brandon Myers <brandon@lundmarkadv.com>

Hi Raelene,

Thanks for the update. There have been no changes on our end. We look forward to hopefully attaining Foundation membership in 2025!

Happy Holidays,
Warren

Sent from my iPad

On Dec 4, 2024, at 3:47 PM, Raelene Zollman <rzollman@ihcckc.com> wrote:

Hi Warren —

On behalf of the Membership Committee, we just wanted to touch base regarding your application requesting Board consideration and approval of a transfer from Social to Foundation status.

At present, the Club remains in a one-out, one-in scenario. As a result, it is difficult to predict when an opportunity for transfer may occur. However, there has been some progress relating to the waitlist, and we are hopeful that we are potentially within a 6-month window for Board action on your application to transfer from Social to Foundation membership. We wish there was more certainty regarding the timeframe, but again timing is dependent on people leaving a golf membership category.

Please let us know if there have been any changes on your end, which may affect your application to transfer to Foundation status.

If you have any additional questions, please feel free to reach out to me or our Membership Chair, Brandon Myers, who is copied here as well.

Thank you so much for your patience and feel free to reach out to me at any time. We hope your Christmas season is off to a bright and merry start!

Have a great day!
Raelene

<image001.jpg>

rzollman@ihcckc.com | www.ihcckc.com

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INDIAN HILLS
COUNTRY CLUB

Date of Application

2/3/2024
(Office Use Only) CR

Applicant Name

(Please list only 1 individual - providing your full name, including maiden name if applicable)

Charlie Gilstrap

Joanna

Primary Sponsor Matt Benge

Secondary Sponsor Billy Orscheln

Membership Category

Foundation

Intermediate

Social

Corporate Sponsored

Clergy

Check if you would like to apply for a Golf (Foundation or Intermediate) & Social membership, In the event a Social opening is available first

Legacy Program Check if you are the child or grandchild of a current member in good standing—see fee sheet

Name of IHCC Legacy Parent/Grandparent _____

APPLICANT INFORMATION

*Attaching a photograph of the applicant/applicant's family is desirable but not required.

Date of Birth 02/08/1989 - 08340 APP

Residence Address 1101 Walnut Street #707

Kansas City

MO

Street 64106

City

State

Zip

Residence Phone 573-291-8338

Cell Phone 573-291-8338

Home Email charlie.gilstrap@gmail.com

Work Email cgilstrap@gfidigital.com

How long a resident in the Kansas City area (if less than 5 years, please elaborate) 7 years

Business Name GFI Digital

Business Address 1212 West Cambridge Circle Dr

Kansas City

Kansas

Street 66103

City

State

Zip

Business Phone 913-766-7420

Present position/Title Director of Sales

Nature of business profession Technology hardware and services

Number of years with this firm 10

If less than ten years or if retired, show prior business or professional affiliation and what capacity _____

Education University of Missouri

School/University/College

Marketing

2011

Degree

Year

Professional Degree _____

School/University/College/Degree/Year

ADDITIONAL APPLICANT INFORMATION

Membership in other clubs _____

Current _____

Past Jefferson City Country Club, The Club at Porto Cima, Champaign Country Club

Civic Organizations Kansas City Big Brothers Big Sisters Most Wanted,

The majority of the KC metro Chamber of Commerce Organizations

Please check any boxes that apply if you or your family members plan to participate in any of the following club activities:

Member:	<input checked="" type="checkbox"/> Golf	<input type="checkbox"/> Tennis	<input checked="" type="checkbox"/> Swimming	<input checked="" type="checkbox"/> Fitness	<input checked="" type="checkbox"/> Club Events	<input checked="" type="checkbox"/> Committee Service
Spouse:	<input type="checkbox"/> Golf	<input type="checkbox"/> Tennis	<input type="checkbox"/> Swimming	<input type="checkbox"/> Fitness	<input type="checkbox"/> Club Events	<input type="checkbox"/> Committee Service
Children:	<input type="checkbox"/> Golf	<input type="checkbox"/> Tennis	<input type="checkbox"/> Swimming			

FAMILY INFORMATION

Spouse Name _____
Provide full name, including maiden name if applicable

Date of Birth _____ Wedding Anniversary _____

Residence Phone _____ Cell Phone _____

Home Email _____ Work Email _____

Business Name _____

Business Address _____

Business Phone _____

Present position>Title _____

Number of years with this firm _____

If less than ten years or if retired, show prior business or professional affiliation and what capacity _____

Education _____

School/University/College

Degree _____ Year _____

Professional Degree _____

School/University/College/Degree/Year

Name & birthdate of son(s) _____

Name & birthdate of daughter(s) _____

Members known to the applicant (The Sponsor(s) will work with the applicant to complete this section).

Erica Brune

Kim Kincaid

Don and Ruth Kincaid

Terry O'Leary

Ryan O'Leary

Describe the applicant's exposure to the Club to-date

I have toured the Club in the past and IHCC is a customer of ours.

Why has the applicant selected Indian Hills Country Club as his/her club of choice? I have been interested in joining a club in Kansas City area for quite some time. I have toured several and I think Indian Hills would be the best fit.

Indian Hills Country Club Mission Statement & Core Values

Indian Hills Country Club is a private, member-owned, full-service club dedicated to providing its members, their families and guests with high quality, relevant programs, services and facilities while recognizing the club's heritage, cultivating friendships, valuing family life and fostering a culture of courtesy all in a fiscally responsible manner.

- Members and their families are our primary focus • Members maintain a culture of courtesy toward each other & the IHCC staff
- Insist that quality comes first • Insist that Integrity is not compromised • Maintain accountability, fairness and transparency in club management • Deliver excellence in all we do • Identify, attract and retain members engaged in our community through a consistent, thoughtful, selective membership process • Maintain continued improvement of our services and facilities.

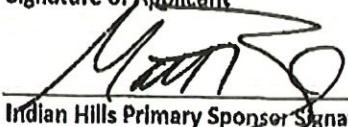
"I hereby apply for membership at Indian Hills Country Club. If I am accepted into membership, I agree to abide by the Bylaws & Rules of the Club. I have read the Club's Mission Statement & Core Values and agree to foster a culture of courtesy toward other Members & the IHCC staff. I understand the current Initiation fees and dues requirements. I am aware that Initiation fees are subject to change at any time, without notice and are commensurate with the Club's fee structure and my age at the time of a Preliminary Reading of the application or at the time a transfer from Social to golf status is approved, regardless of application date. I am aware that Initiation fees for membership are nonrefundable and that dues and other miscellaneous charges are subject to change without notice and are nonrefundable. We understand that all memberships are held in the name of one individual who is designated on the application as "the applicant" and that all memberships are nontransferable. In the event of the death of the Member, the spouse may apply for surviving spouse membership status within 90 days of the Member's death. In the event of a divorce, the former spouse may apply for membership under such rules as are then specified in the club Bylaws or Rules. Only the Foundation Member may vote and is eligible to serve on the Board of Governors. Club privileges are extended to the Member, spouse and children under the age of 24."

I understand that payment of a "Good Faith Fee" is required to complete submission of my application for membership, and I acknowledge the Good Faith Fee is 100% nonrefundable unless the application for membership at Indian Hills Country Club is not approved. I understand the Club has a waiting list for membership and is unable to guarantee when openings for membership may become available. Upon approval of membership, the Good Faith Fee is credited toward the Initiation fee.



Charlie Gillstrap (Feb 2, 2024 17:34 CST)

Signature of Applicant



Indian Hills Primary Sponsor Signature

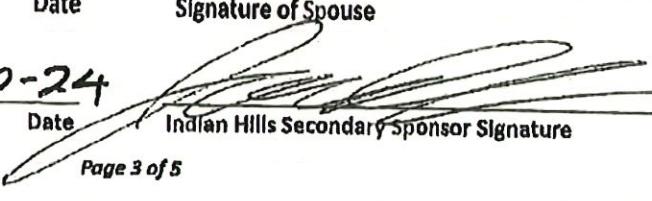
02/02/2024

Date

1-30-24

Date

Signature of Spouse



Indian Hills Secondary sponsor Signature

Date



Date



INDIAN HILLS
COUNTRY CLUB

PRIMARY SPONSOR INFORMATION

Charlie Gilstrap
Applicant Name

Primary Sponsor Name Matt Benge

How well do you know the applicant and his/her family? Casually Moderately Well

How long and in what way have you known the applicant? Several years

Have you had the applicant to your home? Describe the type of social contact you've had with the applicant Yes No

No, but I know he and his brother well through mutual connections and we do business with his company, GFI.

Do you do business with the applicant? Yes No If yes, how long? Several years

If yes, describe your business relationship with the applicant. They handle copies/IT for our KC & STC offices.

Describe the interaction that you've had with the applicant at Indian Hills Country Club. He can planning happy hours, go to lunches to get him up to IHCC

Describe what you perceive to be the candidate's values and integrity and indicate why you believe the candidate would be a desirable addition to the membership.

Charlie is a great guy with a lot of deep relationships in KC & STC. He is likeable and respected. Also, he is a leader at GFI

Additional comments

Have you personally reached out to at least five of the IHCC members listed on page 3 as being known to the applicant to confirm their willingness to write a seconding letter in support of the applicant within 45 days of submission of the application?

Yes No

Have you reviewed the membership process, provided on page 6, with the applicant?

Yes No

Please be sure that both you and the Secondary Sponsor have signed Page 3 of the application with the applicant.



INDIAN HILLS
COUNTRY CLUB

SECONDARY SPONSOR INFORMATION

Charlie Gilstrap
Applicant Name

Secondary Sponsor Name Joanna Orscheln

How well do you know the applicant and his/her family? Casually Moderately Well

How long and in what way have you known the applicant? We went to college together, and he is a close family friend. I have known Charlie for over 13 years.

Have you had the applicant to your home? Describe the type of social contact you've had with the applicant Yes No

I see Charlie at social gatherings on a fairly regular basis.

Do you do business with the applicant? Yes No If yes, how long?

If yes, describe your business relationship with the applicant

Describe the interaction that you've had with the applicant at Indian Hills Country Club. We plan to have

Charlie to the club to meet members and attend meet + greet happy hours.

Describe what you perceive to be the candidate's values and integrity and indicate why you believe the candidate would be a desirable addition to the membership.

Charlie is a very social and likable person. He is kind and courteous to everyone he meets and would be a great addition to the club.

Additional comments

Please be sure that both you and the Primary Sponsor have signed Page 3 of the application with the applicant.

February 5, 2024

Mr. Brandon Myers
Membership Chairman
Indian Hills Country Club
6847 Tomahawk Road
Mission Hills, KS 66208

RE: Charlie

Dear Brandon:

I am writing to demonstrate my approval of Charlie Gilstrap's application for membership to Indian Hills Country Club. I have known Charlie and his family my whole life as our parents were friends growing up. Our families would spend time together over the Summer at the lake and created fun memories. Charlie is a great guy and very hard worker. He will make a great addition to our club.

Please let me know if you have questions or if I can be of further assistance.

Best regards,

Ryan O'Leary

Cc: Raelene Zollman

Subject: Letter of Support for Charlie Gilstrap
Date: Wednesday, February 28, 2024 at 8:59:51 PM Central Standard Time
From: Terry O'Leary
To: Raelene Zollman
Attachments: image001.png

You don't often get email from tpoleary@epcrealestate.com. [Learn why this is important](#)

To Members of the Indian Hills Membership Committee:

Please accept this email as my support for Charlie Gilstrap application for social membership in Indian Hills.

I went to college with both of Charlies parents who remain good friends.

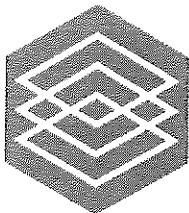
I have known Charlie since he was born and have followed his activities and accomplishments for his entire life.

I also know his brother Andrew very well who is a member at MHCC and good friends with my son Ryan.

Charlie has a great job and is well on his way to become a upstanding member of our community.

Let me know if you have any other questions about Charlie's application.

Terry O'Leary



Terence P. O'Leary | Chairman
EPC Real Estate Group
8001 Metcaf Ave. Ste. 300
Overland Park, KS 66204
(c) 913.515.2578
(e) tpoleary@epcrealestate.com
(w) www.epcrealestate.com

Letter of Recommendation - Charles Gilstrap

Erica Brune <ebrune@lever1.com>

Sun 2/25/2024 8:07 PM

To:Raelene Zollman <rzollman@ihcckc.com>;Brandon Myers <brandon@lundmarkadv.com>

Cc:matt.benge@assuredpartners.com <matt.benge@assuredpartners.com>

Brandon Myers, Membership Chair –

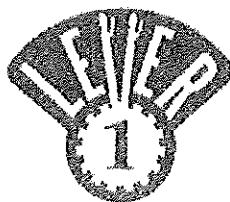
I am writing today in support of Charlie Gilstrap's application for membership at Indian Hills Country Club. I have known Charlie both professionally and personally for three years. His company provides IT services to my business and he is well established and respected as a business professional in the Kansas City community.

I also know Charlie through his brother Andrew and have grown very close with their family. Charlie is incredibly generous with his charitable involvement in Kansas City supporting Big Brother's Big Sisters where he successfully raised impressive amounts of money for their organization in addition to volunteering his time.

Charlie would be an asset to the club and I fully support his application for membership.

Erica Brune

ERICA BRUNE
CEO
PEOPLE. PRODUCTIVITY. PERFORMANCE.
5200 Metcalf Ave. Suite 300
Overland Park, KS 66202
lever1.com
O: 816.994.1300



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IHCC Membership Committee:

I am writing this letter to give my recommendation of Charlie Gilstrap for membership at Indian Hills.

I have known Charlie personally for three years. We have been to numerous social events together. I have known his brother Andrew for over 15 years and we are very close friends.

Charlie is a wonderful person to be around and very social. He aligns with Indian Hills values and have I no doubt he would be a great addition to our club.

Please do not hesitate to reach out if there are any questions regarding Charlie and his membership.

Thank you,
Alex Kopulos

Subject: Recommendation for Charlie Gilstrap at Indian Hills

Date: Saturday, March 9, 2024 at 2:45:51 PM Central Standard Time

From: Kim Kincaid

To: Raelene Zollman

Dear Indian Hills Board of Directors,

It is with great honors that I am writing to recommend Charlie Gilstrap for membership at Indian Hills. I have known Charlie since 2020 and have loved getting to know him and his family. I think Charlie Gilstrap would make a wonderful member at IHCC.

Professionally, Charlie is a successful copier salesman and team leader within his company. There is no alternate agenda when it comes to Charlie. What you see is what you get and what you get is a warm, witty, genuine person. He is able to strike the perfect balance of gregariousness and discretion and is the definition of kindness, I think his sense of humor and ability to befriend everyone around him would be great for our club.

Thank you,
Kim Gigstad



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New York, NY 10022
T 646 562 1010
www.cowen.com

April 29, 2024

Mr. Brandon Myers
Membership Chair
Indian Hills Country Club
6847 Tomahawk Rd
Mission Hills, KS 66208

Re: Letter of Support for Charlie Gilstrap

Dear Brandon:

Hoping you are well, looking forward to seeing you a lot more with the start of Men's League coming soon – hoping no more rainouts the rest of the year!

I want to put my full support of IHCC Membership for Charlie Gilstrap as he looks to apply to our Club. Charlie and I met through a friend (Billy Orscheln) and we quickly hit it off – both professionally and personally. Charlie has a hard work ethic and is aligned with the core values that we have at IHCC. Also, similar to my situation of moving to the area he is looking to meet more great member at IHCC – something that has been tremendously successful for me personally.

Charlie would a great addition to the IHCC family – a successful professional who is entertaining and enjoyable in social settings both on and off the golf course. I believe he would be a great addition to IHCC and hoping he can join our growing IHCC family soon!

Very truly yours,

Cale Garverick | Director | TD Cowen
One Maritime Plaza, 9th Floor, San Francisco, CA 94111
T 614 558 3549 | cale.garverick@tdsecurities.com

Board of Governors,

I am writing this letter on behalf of Charlie Gilstrap and his application for membership at Indian Hills to affirm that I support his membership. While I have only known Charlie for a brief time, my husband Ryan, has had the opportunity to play golf with Charlie and really get to know him.

Charlie's sponsor is his lifelong friend, Billy Orscheln, who has been a member at the club for some time and has been a good friend of Ryan's since Rockhurst High School. Billy has been instrumental in making sure Ryan and Charlie have spent plenty of time together in order to get to know one another. While Charlie is not originally from Kansas City, I know he will be a fantastic fit for the club and a great ambassador for IHCC.

Charlie is a genuine person and a great businessman. I know he will bring a ton of strengths to the club for our committees in due time, along with his passion for the game of golf. The words that come to mind when I think about Charlie are charitable, authentic, easy going, considerate, and endearing.

I welcome any further questions or information that you might need in order to make Charlie a great addition to our club.

All the best,

Jenn Elder

Subject: Re: Charlie Gilstrap
Date: Monday, June 10, 2024 at 7:47:38 AM Central Daylight Time
From: Joel Hamilton
To: Raelene Zollman
Attachments: image001.jpg

Hey Raelene,

I just wanted to write a letter in support of Charlie Gilstrap joining Ihcc. I haven't known him for long but I've been around him socially a few times and he is a lot of fun. From what I can tell he would fit right in at Ihcc and would be a great addition to the tribe. We have a lot of friends in common and all of them speak very highly of him.

Best,
Joel Hamilton

Joel Hamilton CFA, CFP®
President, Senior Wealth Advisor
Phone: (913) 647-9555
www.glasslakes.com
JHamilton@GlassLakes.com
6580 W. 95th St.
Overland Park, KS 66212
Check out our clean record on FINRA's BrokerCheck!

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From: Raelene Zollman <rzollman@ihcckc.com>
Sent: Wednesday, May 15, 2024 10:17:26 AM
To: Joel Hamilton <jhamilton@glasslakes.com>
Subject: Re: Charlie Gilstrap

Good morning, Joel!

Great to hear from you! I hope you are doing well on another rainy morning. On the bright side, everything is definitely very green and lush! 😊

Thank you for reaching out to offer your support for Charlie Gilstrap's application for membership. As part of the Club's new *Milestones to Membership* process, the Membership Committee has developed some additional guidance for seconding letters. Attached is some of the information that they request Members include in their letters in order to better assist the Committee in evaluating candidates for membership.

If you could please expand upon your email below to include some of this additional information requested

Charlie Gilstrap Survey Results 1-14-2025

How well do you feel you know the candidate?		
First Name	Last Name	Answer
Joel	Hamilton	Not Well
Jennifer	Elder	Well
Cale	Garverick	Well
Alexander G.	Kopulos	Well
Erica	Brune	Very Well
Kimberly	Gigstad	Very Well
Ryan T.	O'Leary	Very Well

Would you be willing to have your name published to the membership in support of the candidate?		
First Name	Last Name	Answer
Erica	Brune	Yes
Jennifer	Elder	Yes
Cale	Garverick	Yes
Kimberly	Gigstad	Yes
Joel	Hamilton	Yes
Alexander G.	Kopulos	Yes
Ryan T.	O'Leary	Yes

Have you actively socialized with the candidate?		
First Name	Last Name	Answer
Erica	Brune	Yes
Jennifer	Elder	Yes
Cale	Garverick	Yes
Kimberly	Gigstad	Yes
Joel	Hamilton	Yes
Alexander G.	Kopulos	Yes
Ryan T.	O'Leary	Yes

Have you or would you have the candidate to your home?		
First Name	Last Name	Answer
Erica	Brune	Yes
Jennifer	Elder	Yes
Cale	Garverick	Yes
Kimberly	Gigstad	Yes
Joel	Hamilton	Yes
Alexander G.	Kopulos	Yes
Ryan T.	O'Leary	Yes

Do you believe the candidate and his/her spouse represent the Culture of Courtesy indicative of Indian Hills Country Club?		
First Name	Last Name	Answer
Erica	Brune	Yes
Jennifer	Elder	Yes
Cale	Garverick	Yes
Kimberly	Gigstad	Yes

Joel	Hamilton	Yes
Ryan T.	O'Leary	Yes
If you answered "NO" to any of the above questions; please elaborate on your response.		
First Name	Last Name	Answer
No answers to this question		
Do you have any hesitation in supporting the candidate or his/her spouse for membership?		
First Name	Last Name	Answer
Erica	Brune	No
Jennifer	Elder	No
Cale	Garverick	No
Kimberly	Gigstad	No
Joel	Hamilton	No
Alexander G.	Kopulos	No
Ryan T.	O'Leary	No
If you have any hesitation in supporting the candidate or his/her spouse for membership; please elaborate on your response.		
First Name	Last Name	Answer
No answers to this question		
Additional Comments:		
First Name	Last Name	Answer
Erica	Brune	I know Charlie and his family well, he will make a great member at the club.



INDIAN HILLS
COUNTRY CLUB

Date of Application

2/00/2024
(Office Use Only) RL

Applicant Name Ian Thomas Kozlowski

(Please list only 1 individual* – providing your full name, including maiden name if applicable)

Primary Sponsor Sophie Rohr

Secondary Sponsor Adam Alli

Membership Category Foundation Intermediate Social Corporate Sponsored Clergy

Check if you would like to apply for a Golf (Foundation or Intermediate) & Social membership, in the event a Social opening is available first

Legacy Program Check if you are the child or grandchild of a current member in good standing—see fee sheet

Name of IHCC Legacy Parent/Grandparent _____

APPLICANT INFORMATION

*Attaching a photograph of the applicant/applicant's family is desirable but not required.

Date of Birth 11/23/1990

Residence Address 2711 West 73rd Terrace

Street

Prairie Village Kansas 66208
City State Zip

Residence Phone 916-612-9865

Cell Phone 916-612-9865

Home Email ian.t.kozlowski@gmail.com

Work Email ikozlowski@kumc.edu

How long a resident in the Kansas City area (if less than 5 years, please elaborate) Gina and Ian have lived in Prairie Village for 6 years.

Moved here for residency training and will be staying at The University of Kansas at completion of training in 7/2023.

Business Name The University of Kansas Health System

Business Address 4000 Cambridge Street

Street

Kansas City Kansas 66160
City State Zip

Business Phone 913-588-5000

Present position>Title Physician - Interventional Radiology

Nature of business profession Medical

Number of years with this firm Six Years

If less than ten years or if retired, show prior business or professional affiliation and what capacity Graduated medical school in 7/2018 and began post-graduate training at The University of Kansas.

Education Creighton University

Bachelor of Science

School/University/College

2013

Degree

Year

Professional Degree Creighton University - Doctor of Medicine - 2018

School/University/College/Degree/Year

ADDITIONAL APPLICANT INFORMATION

Membership in other clubs _____

Current Homestead Country Club - 2022 to present

Past _____

Civic Organizations _____

Please check any boxes that apply if you or your family members plan to participate in any of the following club activities:

Member: Golf Tennis Swimming Fitness Club Events Committee Service

Spouse: Golf Tennis Swimming Fitness Club Events Committee Service

Children: Golf Tennis Swimming

FAMILY INFORMATION

Spouse Name Longina Marie Kozlowski (Dawson)

Provide full name, including maiden name if applicable

Date of Birth 06/19/1991 Wedding Anniversary 6/4/2016

Residence Phone _____ Cell Phone 719-322-7054

Home Email Longina.kozlowski@gmail.com Work Email _____

Business Name _____

Business Address _____

Business Phone _____

Present position/Title _____

Number of years with this firm _____

If less than ten years or if retired, show prior business or professional affiliation and what capacity _____

Education Creighton University

School/University/College

Bachelor of Science _____ 2013

Degree _____ Year _____

Professional Degree Creighton University - Masters of Clinical Anatomy - 2015

School/University/College/Degree/Year

Name & birthdate of son(s) _____

Name & birthdate of daughter(s) Emilia Marie Kozlowski - 2/20/2019, Caroline Sofia Kozlowski - 9/17/2020

Mabel Maureen Kozlowski - 5/3/2022

Members known to the applicant (The Sponsor(s) will work with the applicant to complete this section).

Adam Alli

Kyle Mendenhall

Sarah Alli

Carl Yost

Krista Garverick

Denise Yost

Cale Garverick

Eileen Rowe

Cicily Mendenhall

Has enjoyed the pool and dining experiences at IHCC

Describe the applicant's exposure to the Club to-date

The Kozlowski family loves the reputation IHCC

Why has the applicant selected Indian Hills Country Club as his/her club of choice?

has and has a close relationship with multiple families at the club. Their daughters get along with the other kids and attend school with some of the children whose families are members at the club. They also live walking distance from the club.

Indian Hills Country Club Mission Statement & Core Values

Indian Hills Country Club is a private, member-owned, full-service club dedicated to providing its members, their families and guests with high quality, relevant programs, services and facilities while recognizing the club's heritage, cultivating friendships, valuing family life and fostering a culture of courtesy all in a fiscally responsible manner.

- Members and their families are our primary focus · Members maintain a culture of courtesy toward each other & the IHCC staff
- Insist that quality comes first · Insist that integrity is not compromised · Maintain accountability, fairness and transparency in club management · Deliver excellence in all we do · Identify, attract and retain members engaged in our community through a consistent, thoughtful, selective membership process · Maintain continued improvement of our services and facilities.

*I hereby apply for membership at Indian Hills Country Club. If I am accepted into membership, I agree to abide by the Bylaws & Rules of the Club. I have read the Club's Mission Statement & Core Values and agree to foster a culture of courtesy toward other Members & the IHCC staff. I understand the current initiation fees and dues requirements. I am aware that initiation fees are subject to change at any time, without notice and are commensurate with the Club's fee structure and my age at the time of a Preliminary Reading of the application or at the time a transfer from Social to golf status is approved, regardless of application date. I am aware that initiation fees for membership are nonrefundable and that dues and other miscellaneous charges are subject to change without notice and are nonrefundable. We understand that all memberships are held in the name of one individual who is designated on the application as "the applicant" and that all memberships are nontransferable. In the event of the death of the Member, the spouse may apply for surviving spouse membership status within 90 days of the Members' death. In the event of a divorce, the former spouse may apply for membership under such rules as are then specified in the club Bylaws or Rules. Only the Foundation Member may vote and is eligible to serve on the Board of Governors. Club privileges are extended to the Member, spouse and children under the age of 24.

I understand that payment of a "Good Faith Fee" is required to complete submission of my application for membership, and I acknowledge the Good Faith Fee is 100% nonrefundable unless the application for membership at Indian Hills Country Club is not approved. I understand the Club has a waiting list for membership and is unable to guarantee when openings for membership may become available. Upon approval of membership, the Good Faith Fee is credited toward the initiation fee.

Signature of Applicant

2-20-2024

Date

Sophie P. Rowe
Indian Hills Primary Sponsor Signature

2/8/24

Date

Signature of Spouse

2-20-2024

Date

Indian Hills Secondary Sponsor Signature

2/8/24

Date



INDIAN HILLS
COUNTRY CLUB

PRIMARY SPONSOR INFORMATION

Ian Kozlowski
Applicant Name

Sophie Rohr
Primary Sponsor Name

How well do you know the applicant and his/her family? Casually Moderately Well

How long and in what way have you known the applicant? The Rohr family has known the Kozlowskis for 5 years both socially and professionally. We met through Aaron and Ians training at KU Med and have grown to become close friends over the years.

Have you had the applicant to your home? Describe the type of social contact you've had with the applicant Yes No
The Rohrs hangout with the Kozlowskis often and our children love playing together.

Do you do business with the applicant? Yes No If yes, how long? 5 years of training at KU med (Aaron and Ian)

If yes, describe your business relationship with the applicant Both Ian and Aaron train/teach at KU Med as Interventional Radiologists

Describe the interaction that you've had with the applicant at Indian Hills Country Club We have had Ian and Gina to the club for dinner and out to the pool in the summer to swim.

Describe what you perceive to be the candidate's values and integrity and indicate why you believe the candidate would be a desirable addition to the membership Ian and Gina have a wonderful family. They are friendly, social and smart friends of ours and know no stranger. They are kind people and their daughters are amazing with our children and others.

We love the Kozlowskis and look forward to all of the memories we can make together
Additional comments as members of IHCC!

Have you personally reached out to at least five of the IHCC members listed on page 3 as being known to the applicant to confirm their willingness to write a seconding letter in support of the applicant within 45 days of submission of the application?

Yes No

Have you reviewed the membership process, provided on page 6, with the applicant?
 Yes No

Please be sure that both you and the Secondary Sponsor have signed Page 3 of the application with the applicant.



INDIAN HILLS
COUNTRY CLUB

SECONDARY SPONSOR INFORMATION

Ian Kozlowski

Applicant Name

Secondary Sponsor Name

Adam Alli

How well do you know the applicant and his/her family? Casually Moderately Well

How long and in what way have you known the applicant? I have known Ian for the past 6 years. I have worked closely with him, regularly see him & his family socially as well as traveled with his family

Have you had the applicant to your home? Describe the type of social contact you've had with the applicant

Yes No

We hang out routinely and often

Do you do business with the applicant? Yes No If yes, how long? 6 years

If yes, describe your business relationship with the applicant Physician partner at work

Describe the interaction that you've had with the applicant at Indian Hills Country Club

He and his family have joined us for dinner time

Describe what you perceive to be the candidate's values and integrity and indicate why you believe the candidate would be a desirable addition to the membership

I am & Given have the highest character and integrity and would make a valuable addition to the Indian Hills community

Additional comments

Please be sure that both you and the Primary Sponsor have signed Page 3 of the application with the applicant.



Dear Indian Hills Country Club Membership Committee,

I am writing this letter to recommend the membership of Dr Ian Kozlowski and Ms Gina Kozlowski. As friends and colleagues, I vouch for their moral etho, their dedication to our community and their genuineness. They exemplify camaraderie, honesty and good will.

I am confident that Ian and Gina, along with their daughters, would be wonderful additions to our community. I recommend Ian and Gine without reservation for membership to Indian Hills Country Club.

Thank you for your consideration. Please reach out if you have any questions.

Sincerely,
Eileen Rowe

March 21, 2024

Mr. Brandon Myers
Membership Chair
Indian Hills Country Club
6847 Tomahawk Rd.
Mission Hills, KS 66208

Re: Ian and Gina Kozlowski

Dear Brandon,

I am seconding the membership application of Ian and Gina Kozlowski. I have known Gina for three years through our church and school, St. Ann in Prairie Village. Like me, Gina is a devoted stay-at-home mother of her three children, Emilia (5), Caroline (3) and Mabel (1). Emilia and my son Jack will start Kindergarten together at St. Ann this fall. Her husband, Ian, is in his last year of fellowship to be an interventional radiologist. He will finish his fellowship in July and will be joining a radiology practice at KU Medical.

The Kozlowski's are a wonderful family and I have no doubt they will be a great addition to the Club membership. They are fun, friendly, hardworking and family-oriented. I respectfully urge the Membership committee to support the Kozlowski's application to join the Indian Hills community, and I look forward to welcoming the Kozlowski family as new members of the club when the time comes.

Best,

Whitney Schairer

3927 W. 72nd Terrace
Prairie Village, KS 66208
913-777-8982

Indian Hills Country Club
Board of Governors

Dear Board,

I am writing in support of the membership application for Ian Kozlowski. I recently met Ian and his wife, Gina, through mutual friends at Indian Hills. Ian is friendly and outgoing, and I have been impressed by his ability to meet and engage with new people. Our club has a very sociable membership, and this ability will allow him to connect and become friends with members and their families straight away. Ian is also well respected in his profession as a radiologist, and it is clear that he has earned that respect through not only his competency, but also his composure and professionalism.

In addition, Gina and my wife, Cecily, really hit it off from the start. They have already discussed setting up playdates and activities for our kids to participate in at the club. Gina and Cecily were both competitive swimmers growing up, and they plan to make our kids swim champions in the future – once they are old enough to compete for Indian Hills.

In sum, I believe Ian would be a wonderful addition to our membership. He and his family are friendly, outgoing, and active, and I have no doubt they will be very engaged with club activities, both athletic and social.

Please reach out to me if you have any questions.

Best regards,

Kyle J. Mendenhall



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599 Lexington Avenue, 20th Floor
New York, NY 10022
T 646 562 1010
www.cowen.com

February 26, 2024

Mr. Brandon Myers
Membership Chair
Indian Hills Country Club
6847 Tomahawk Rd
Mission Hills, KS 66208

Re: Letter of Support for Ian and Gina Kozlowski

Dear Brandon:

Hoping you are well, and certainly looking forward to the weather turning for the better as we inch closer to golf season being in full swing.

I want to put my full support of IHCC Membership for Ian and Gina Kozlowski as their family looks to apply to our Club. Ian and I have been friends for the recent year as he lives close by and has similar age of kids as us. He is a hard worker as he's pushed his way through residency and is now a Doctor at UKMC in the diagnostic radiology department. Gina is also so kind and is friends with my wife Krista.

Ian and Gina truly embody what we have grown to love about IHCC – a family-first couple who strive for success in their career while also being lighthearted and fun in social settings. I believe they would be a great addition to IHCC and hoping they can join our growing IHCC family soon!

Very truly yours,

Cale Garverick | Director | TD Cowen
One Maritime Plaza, 9th Floor, San Francisco, CA 94111
T 614 558 3549 | cale.garverick@cowen.com

Subject: Letter for Ian & Gina Kozlowski

Date: Thursday, March 7, 2024 at 6:19:41 PM Central Standard Time

From: Jim Dougherty Jr.

To: Raelene Zollman

Dear Raelene

We have recently become friends with Gina and Ian Kozlowski, through our mutual friends Adam and Sarah Alli as well as through St. Ann's Parrish. Gina and Ian are very involved at St Ann's, good people, and I feel would be a good fit at Indian Hills. With 3 young girls, I could see Indian hills becoming a lifestyle that they would easily settle into between the pool, golf, tennis and social events.

We look forward to having them as IHCC members and to continue to build our friendship with them.

Please let us know if you have any further questions.

Jim & Kali Dougherty

Subject: New Members

Date: Wednesday, April 10, 2024 at 1:38:45 PM Central Daylight Time

From: Lynne Beaver

To: Raelene Zollman

You don't often get email from lynbeaver@gmail.com. [Learn why this is important](#)

Good afternoon Ralene,

I hope everything is well with you. I'm not sure how to get this letter to the membership committee. Are you the contact or is there someone else?

Please let me know.

Lynne Beaver

Dear membership committee,

I have recently become acquainted with Ian and Gina Kozlowski through my next door neighbors, Aaron and Sophie Rohr. Ian is in his last year of training at KU Med and recently signed on to become staff starting in July with Aaron. Ian and Gina are a pleasure to be around. They have three daughters, are very family oriented, and would make an excellent addition to our membership. I look forward to seeing them again soon and maintaining our friendship in the years to come. Please feel free to reach out to me with any questions.

Thank you,

Lynne Beaver

President Brandmeyer Charitable Giving

Patrick O'Bryan
6841 Linden St.
Prairie Village, KS 66208
pobryan@polzinelli.com

April 12, 2024

Via Electronic Mail

Ms. Raelene Zollman
Membership Director
Indian Hills Country Club
6847 Tomahawk Rd.
Mission Hills, KS 66208
rzollman@ihcckc.com

Re: Ian Kozlowski's Membership Application

Dear Ms. Zollman:

I am writing in support of Ian and Gina Kozlowski's application for membership at Indian Hills Country Club. I met Ian and Gian through Adam Ali, where we met up for a happy hour and a dinner that Adam co-hosted. I very much enjoyed their company throughout. They were great to hang out with and to get to know about them, including about their three children, Emilia, Caroline, and Mabel. I think they and their family would be a great fit at the club.

We are excited to have them join and think that they will be great additions to the club.

Sincerely,

/s/ Pat O'Bryan

Patrick O'Bryan



April 10, 2024

Raelene Zollman, Director of Membership
Indian Hills Country Club
6847 Tomahawk Rd
Mission Hills, KS 66208

Dear Raelene,

Since moving back to Kansas City, we have become acquainted with Ian and Gina Kozlowski through our mutual friend at IHCC, Adam Alli. Ian is a radiologist in Kansas City and they both are a pleasure to be around. They have three daughters, Emilia, Caroline, and Mabel, are very family oriented, and would make an excellent addition to our membership.

We look forward to having them over and maintaining our friendship in the years to come. We have loved our membership at Indian Hills and are excited for the continued growth of our membership. Please feel free to reach out to us with any questions.

Sincerely,

Denise and Carl Yost

Ian Kozlowski Survey Results 1-15-2025

How well do you feel you know the candidate?		
First Name	Last Name	Answer
Patrick	O'Bryan	I have only been introduced to the candidate once
Jim	Dougherty	Moderately
Eileen	Rowe	Moderately
Whitney	Schainer	Well
Carl	Yost	Well
Cale	Garverick	Very Well
Would you be willing to have your name published to the membership in support of the candidate?		
First Name	Last Name	Answer
Jim	Dougherty	Yes
Cale	Garverick	Yes
Patrick	O'Bryan	Yes
Eileen	Rowe	Yes
Whitney	Schainer	Yes
Carl	Yost	Yes
Have you actively socialized with the candidate?		
First Name	Last Name	Answer
Jim	Dougherty	Yes
Cale	Garverick	Yes
Patrick	O'Bryan	Yes
Eileen	Rowe	Yes
Whitney	Schainer	Yes
Carl	Yost	Yes
Have you or would you have the candidate to your home?		
First Name	Last Name	Answer
Jim	Dougherty	Yes
Cale	Garverick	Yes
Patrick	O'Bryan	Yes
Eileen	Rowe	Yes
Whitney	Schainer	Yes
Carl	Yost	Yes
Do you believe the candidate and his/her spouse represent the Culture of Courtesy indicative of Indian Hills Country Club?		
First Name	Last Name	Answer
Jim	Dougherty	Yes
Cale	Garverick	Yes
Patrick	O'Bryan	Yes
Eileen	Rowe	Yes
Whitney	Schainer	Yes
Carl	Yost	Yes
If you answered "NO" to any of the above questions; please elaborate on your response.		
First Name	Last Name	Answer
No answers to this question		

Do you have any hesitation in supporting the candidate or his/her spouse for membership?		
First Name	Last Name	Answer
Jim	Dougherty	No
Cale	Garverick	No
Patrick	O'Bryan	No
Eileen	Rowe	No
Whitney	Schainer	No
Carl	Yost	No
If you have any hesitation in supporting the candidate or his/her spouse for membership; please elaborate on your response.		
First Name	Last Name	Answer
No answers to this question		
Additional Comments:		
Text		
First Name	Last Name	Answer
Cale	Garverick	Ian and Gina and their family would be great additions to the Club - they have my full support!
Whitney	Schainer	We know the Kozlowski family very well through church and school. They are a wonderful, polite and thoughtful family. We have enjoyed socializing with them on numerous occasions. We have also enjoyed getting to know their children better recently. The Kozlowski family would be a great addition to IHCC.
Carl	Yost	Great candidate and family, will be fantastic members of our club.



INDIAN HILLS
COUNTRY CLUB

Date of Application

1/31/2024
(Office Use Only) RT

Applicant Name Kyle Stewart

(Please list only 1 individual* – providing your full name, including maiden name if applicable)

Primary Sponsor Hal Goss

Secondary Sponsor Pat Healy

Membership Category

Foundation

Intermediate

Social

Corporate Sponsored

Clergy

Check if you would like to apply for a Golf (Foundation or Intermediate) & Social membership, in the event a Social opening is available first

Legacy Program Check if you are the child or grandchild of a current member in good standing—see fee sheet

Name of IHCC Legacy Parent/Grandparent _____

APPLICANT INFORMATION

*Attaching a photograph of the applicant/applicant's family is desirable but not required.

Date of Birth 10/9/1989

Age 32 / c app

Residence Address 2109 W 73rd St

Street

Prairie Village

KS

66208

City

State

Zip

Residence Phone _____

Cell Phone (319) 929-5859

Home Email stewart.kyle.robert@gmail.com

Work Email kstewart@cpc.llc

How long a resident in the Kansas City area (if less than 5 years, please elaborate) 8 years

Business Name CPC Management, LLC

Business Address 1511 Baltimore Ave, Suite 500

Street

Kansas City

MO

66208

City

State

Zip

Business Phone _____

Present position/Title Vice President

Nature of business profession Private Equity

Number of years with this firm 2.5

If less than ten years or if retired, show prior business or professional affiliation and what capacity _____

CrossFirst Bank (2.5 yrs) -- Portfolio Manager, Enterprise Finance; Insphere Capital (3yrs) -- Investment Analyst

Education University of Iowa, Tippie College of Business

School/University/College

BBA Economics, BBA Finance

2012

Degree

Year

Professional Degree _____

School/University/College/Degree/Year

ADDITIONAL APPLICANT INFORMATION

Membership in other clubs None

Current _____

Past _____

Civic Organizations None

Please check any boxes that apply if you or your family members plan to participate in any of the following club activities:

Member: Golf Tennis Swimming Fitness Club Events Committee Service
Spouse: Golf Tennis Swimming Fitness Club Events Committee Service
Children: Golf Tennis Swimming

FAMILY INFORMATION

Spouse Name Rachel Stewart (Reynolds)

Provide full name, including maiden name if applicable

Date of Birth 4/26/1992

Wedding Anniversary 9/15/2018

Residence Phone _____ Cell Phone (913) 314-2229

Home Email _____ Work Email rreynolds2@kumc.edu

Business Name University of Kansas Health System

Business Address 3901 Rainbow Boulevard, Kansas City, KS 66160

Business Phone _____

Present position/Title Nurse Coordinator

Number of years with this firm 8 years

If less than ten years or if retired, show prior business or professional affiliation and what capacity None

Education University of Kansas

School/University/College

BS. Nursing

2015

Degree

Year

Professional Degree _____

School/University/College/Degree/Year

Name & birthdate of son(s) _____

Name & birthdate of daughter(s) Katherine -- 8/3/2020; Claire -- 2/4/2023

Members known to the applicant (The Sponsor(s) will work with the applicant to complete this section).

Robert Owens

Tyler Harrelson

David Shulte

Robert L. Smith

Douglas Neusch

Describe the applicant's exposure to the Club to-date Several Business Meetings and Events, Men's Christmas Lunch

Golf

Why has the applicant selected Indian Hills Country Club as his/her club of choice? We selected Indian Hills for the sense of community and culture of the club, along with its excellent facilities, and convenient location.

Indian Hills Country Club Mission Statement & Core Values

Indian Hills Country Club is a private, member-owned, full-service club dedicated to providing its members, their families and guests with high quality, relevant programs, services and facilities while recognizing the club's heritage, cultivating friendships, valuing family life and fostering a culture of courtesy all in a fiscally responsible manner.

- Members and their families are our primary focus · Members maintain a culture of courtesy toward each other & the IHCC staff
- Insist that quality comes first · Insist that integrity is not compromised · Maintain accountability, fairness and transparency in club management · Deliver excellence in all we do · Identify, attract and retain members engaged in our community through a consistent, thoughtful, selective membership process · Maintain continued improvement of our services and facilities.

*I hereby apply for membership at Indian Hills Country Club. If I am accepted into membership, I agree to abide by the Bylaws & Rules of the Club. I have read the Club's Mission Statement & Core Values and agree to foster a culture of courtesy toward other Members & the IHCC staff. I understand the current initiation fees and dues requirements. I am aware that initiation fees are subject to change at any time, without notice and are commensurate with the Club's fee structure and my age at the time of a Preliminary Reading of the application or at the time a transfer from Social to golf status is approved, regardless of application date. I am aware that initiation fees for membership are nonrefundable and that dues and other miscellaneous charges are subject to change without notice and are nonrefundable. We understand that all memberships are held in the name of one individual who is designated on the application as "the applicant" and that all memberships are nontransferable. In the event of the death of the Member, the spouse may apply for surviving spouse membership status within 90 days of the Members' death. In the event of a divorce, the former spouse may apply for membership under such rules as are then specified in the club Bylaws or Rules. Only the Foundation Member may vote and is eligible to serve on the Board of Governors. Club privileges are extended to the Member, spouse and children under the age of 24.

I understand that payment of a "Good Faith Fee" is required to complete submission of my application for membership, and I acknowledge the Good Faith Fee is 100% nonrefundable unless the application for membership at Indian Hills Country Club is not approved. I understand the Club has a waiting list for membership and is unable to guarantee when openings for membership may become available. Upon approval of membership, the Good Faith Fee is credited toward the initiation fee.

Kyle Stewart

1/11/24

Signature of Applicant

Date

Kyle Stewart
Indian Hills Primary Sponsor Signature

Rachel Stewart

1/11/24

Date

Rachel Stewart

1/11/24

Indian Hills Secondary Sponsor Signature

Date



PRIMARY SPONSOR INFORMATION

INDIAN HILLS
COUNTRY CLUB

Kyle Stewart
Applicant Name

Primary Sponsor Name Saxon M. Goss

How well do you know the applicant and his/her family? Casually Moderately Well

How long and in what way have you known the applicant? 3 years

Have you had the applicant to your home? Describe the type of social contact you've had with the applicant Yes No

Kyle is an integral part of CPC, Inc and I work with him everyday. Also, include social events with he and his wife Rachel.

Do you do business with the applicant? Yes No If yes, how long? 3 years

If yes, describe your business relationship with the applicant see above

Describe the interaction that you've had with the applicant at Indian Hills Country Club

Describe what you perceive to be the candidate's values and integrity and indicate why you believe the candidate would be a desirable addition to the membership Kyle and Rachel will be a great addition to IHCC. They are both forward to raising their children and our family values.

Additional comments

Have you personally reached out to at least five of the IHCC members listed on page 3 as being known to the applicant to confirm their willingness to write a seconding letter in support of the applicant within 45 days of submission of the application?

Yes No

Have you reviewed the membership process, provided on page 6, with the applicant?

Yes No

Please be sure that both you and the Secondary Sponsor have signed Page 3 of the application with the applicant.



SECONDARY SPONSOR INFORMATION

Kyle Stewart
Applicant Name

Secondary Sponsor Name Patrick F. Healy

How well do you know the applicant and his/her family? Casually Moderately Well

How long and in what way have you known the applicant? 3 years

Have you had the applicant to your home? Describe the type of social contact you've had with the applicant Yes No

Kyle + his wife, Rachel live in the neighbourhood. Kyle is an up + coming superstar at CPC. I have the privilege of interacting with him daily.

Do you do business with the applicant? Yes No If yes, how long? 3 yrs.

If yes, describe your business relationship with the applicant see above

Describe the interaction that you've had with the applicant at Indian Hills Country Club in addition to Kyle being a guest at the IHCC Men's Christmas Lunch, he has been a frequent participant at CPC business meetings held at IHCC

Describe what you perceive to be the candidate's values and integrity and indicate why you believe the candidate would be a desirable addition to the membership

Kyle, Rachel + their children would be terrific additions to the IHCC Community. I find that both Kyle + Rachel are very focused on being involved deeply in whatever they do. Both are considerate of others + humble w/ how they interact with everyone. Great attributes that will help enhance the IHCC Community experience for all members.

Please be sure that both you and the Primary Sponsor have signed Page 3 of the application with the applicant.

Subject: Kyle Stewart application

Date: Friday, March 1, 2024 at 10:59:22 AM Central Standard Time

From: Angie Nease

To: Raelene Zollman

Dear Raelene/Brandon,

I am writing in support of Kyle Stewart's application for membership at IHCC. I have known Kyle professionally for over two years and hold him in high regard. He has always been wonderful to work with and is intelligent and thoughtful. I had the pleasure of meeting his wife at the last New Member Happy Hour, and she was lovely as well. I feel they would fit in well with our club and membership. They would be a wonderful addition!

If you have any questions or concerns, please feel free to reach out.

Angie Nease

Subject: Seconding Letter - Kyle Stewart

Date: Wednesday, January 24, 2024 at 10:25:51 PM Central Standard Time

From: Tyler Harrelson

To: Raelene Zollman

Brandon,

I am writing to provide my letter of support for Kyle Stewart and his family as future members of IHCC. I've had the pleasure of spending time with Kyle at several events & functions at IHCC over the years. Kyle fits right-in during our social opportunities. He is also my cousins' wife's brother. While not blood related, we would consider him an extension of our family. Kyle is outgoing, friendly and caring of others. On behalf of Mr. Goss and his co-sponsors, I would recommend that the membership committee approve his application for membership. Kyle would make a great addition to the membership at Indian Hills.

Thank you,

CentricLogo

TYLER HARRELSON

Vice President of Business Development | Employee-Owner

p. 816.389.8300 c. 816.548.5280 | centric.build

520 W Pennway St, Suite 100, Kansas City, MO 64108

Subject: Letter in Support of Kyle Stewart
Date: Thursday, January 25, 2024 at 4:03:07 PM Central Standard Time
From: Rob Smith
To: Raelene Zollman
Attachments: image001.png

You don't often get email from rsmith@cpc.llc. [Learn why this is important](#)

Brandon

I am writing this letter in support of Kyle Stewart's application for membership. We have known and worked with Kyle and his wife Rachel for many years. First, while he was at Cross First, and more recently as a team member at CPC. We have worked with him daily and know he and his wife to be very high quality people of high integrity. They have deep roots in our community, and with their young girls, live near the club. With their young girls, they will be active members that will contribute to the club for many years to come.

Thanks for your consideration of Kyle's application

Rob Smith



Rob Smith | Principal
CPC Management, LLC
Email: rsmith@cpc.llc
Office: 816-756-2225 | **Cell:** 913-579-9663
www.cpc.llc
1511 Baltimore Ave, Suite 500
Kansas City, MO 64108

January 30, 2024

Indian Hills Country Club
Membership Committee

re: Application for Membership of Kyle Stewart

Dear Members of the Committee:

I am writing in support of the application for membership of Kyle and Rachel Stewart. I have known Kyle for five years through working together and other business affiliations and find him to be of high character and integrity.

I have had the honor of socializing with Kyle, and his wife Rachel, primarily at work related civic and social gatherings. I have entertained Kyle as my guest to Holiday Men's Luncheons and work-related events held at IHCC. Kyle is a talented and thoughtful leader in his profession and Rachel has worked with the University of Kansas Health System for last eight years.

Kyle and Rachel reside in close proximity to the club and have two young daughters that will surely make them very active members. I look forward to introducing them to more of our awesome members during the process of achieving membership.

Consider this a strong recommendation of Kyle's application for membership.

Sincerely,

Robert Owens

Robert Owens

Brandon Myers
Membership Chair
Indian Hills Country Club

January 22, 2024

Dear Brandon,

I am pleased to write a secondary letter of support for the membership application of Kyle Stewart.

Over the course of the last few years, I have had the opportunity to meet Kyle on a few different occasions. Kyle is from my hometown of Cedar Rapids, Iowa, and while he is a generation younger than I, we have determined that we have many friends in common. I appreciate having those connections with him.

Additionally, Kyle has worked alongside my wife, Mary Schulte for more than two years. Mary works as a consultant to his firm and has had the opportunity to get to know him quite well. She finds him to be an intelligent, interesting and kind person who she believes would be a great asset to the club.

Mary and I are happy to support his application for membership.

Most sincerely,

David J. Schulte

Drug Free Sport
INTERNATIONAL™

October 1, 2024

Dear Raelene,

I hope you are well and have had a nice summer. The recent break in the hot weather has been welcomed, but I am not inviting winter to PV anytime soon! Johnna and I have enjoyed the Club when possible and have been impressed with the condition of the course (kudos to Jeff and crew) and the friendliness of staff.

Please accept this letter as a second to Kyle and Rachel Stewart's Social application sponsored by Hal Goss.

Kyle's employer, CPC, LLC, recently partnered with Drug Free Sport International and I have had the pleasure to interact with Kyle in business and social settings. Kyle and Rachel would be a welcome addition to the Club dynamic and I support their application.

Please reach out if you need anything from me.

Sincerely,



Chris Gaulty

Todd & Carrie Reiser
3014 W. 82nd St.
Leawood, KS. 66206

April 18, 2019

Mr. Brandon Myers
Membership Chairman
C/o: Ms. Raelene Zollman
Indian Hills Country Club
6847 Tomahawk Road
Mission Hills, KS. 66208

Hi Brandon,

I am writing to in support of the membership application at Indian Hills for Kyle Stewart. I met Kyle through his sponsor, and although I have not known him long, I have enjoyed our conversations and he seems to be just the type of younger member we strive for at IHCC. Although I do not have any direct dealing with Kyle or their firm, several of good friend and colleagues at Lockton have worked with Kyle and have great things to say as well. Glad to endorse Kyle for membership and please let me know if I can provide anything further.

Best Regards,

Todd S. Reiser

February 10, 2025

Mr. Ryan Gound
Indian Hills Country Club
6847 Tomahawk Road
Mission Hills, KS 66208

RE: Membership Application for Kyle Stewart

Dear Ryan,

I am writing in support of the application of Kyle Stewart for membership at Indian Hills Country Club. I've recently met Kyle and enjoyed my interaction with him. I believe he will make for a great addition as a member of the club.

Please let this letter serve as my support of Kyle's application for membership.

Sincerely,

Scott H. Fiss

Kyle Stewart Survey Results 2/13/2025

Angie	Nease	Yes
Robert	Owens	Yes
Todd S.	Reiser	Yes
David J.	Schulte	Yes

If you answered "NO" to any of the above questions; please elaborate on your response.

Text		
First Name	Last Name	Answer
David J.	Schulte	We are not close in age to the candidate and his wife, but if the opportunity to socialize presented itself we would be very comfortable socializing with them.

Do you have any hesitation in supporting the candidate or his/her spouse for membership?

Single Answer Multiple Choice

First Name	Last Name	Answer
Scott H.	Fiss	No
Christopher	Guinty	No
Tyler	Harrelson	No
Angie	Nease	No
Robert	Owens	No
Todd S.	Reiser	No
David J.	Schulte	No

If you have any hesitation in supporting the candidate or his/her spouse for membership; please elaborate on your response.

Text		
First Name	Last Name	Answer
David J.	Schulte	The candidate is from my home town. We know many people in common. My wife, Mary, has also worked professionally with the candidate for three years. She knows him well and would feel very comfortable socializing with him.

Additional Comments:

Text		
First Name	Last Name	Answer
Robert	Owens	I worked along side Kyle during our time together at CrossFirst Bank. We spent many occasions in both personal and professional settings. Later Kyle worked for a Bank client and for many long-standing and quality members of IHCC. Kyle and his family will be great addition to the membership at IHCC.
Todd S.	Reiser	I don't know the Stewarts well but in the interactions we have had I think they would be a great addition. I know a lot about their firm and from colleagues I have also had great feedback on them. Thanks



Date of Application

2/27/2021
(Office Use Only) TCFINDIAN HILLS
COUNTRY CLUBApplicant Name Megan Ann Cornish Dalton
(Please list only 1 individual* - providing your full name, including maiden name if applicable)Primary Sponsor Ashley SeifertSecondary Sponsor PW BullockMembership Category Foundation Intermediate Social Corporate Sponsored Clergy Check if you would like to apply for a Golf (Foundation or Intermediate) & Social membership, in the event a Social opening is available firstLegacy Program Check if you are the child or grandchild of a current member in good standing—see fee sheet

Name of IHCC Legacy Parent/Grandparent _____

APPLICANT INFORMATION

*Attaching a photograph of the applicant/applicant's family is desirable but not required.

Date of Birth 2/15/1987Residence Address 4401 W. 70th Terrace
Prairie Village KS 66208
City State ZipResidence Phone (417) 880-4968 Cell Phone (417) 880-4968Home Email Megananndalton@gmail.com Work Email _____How long a resident in the Kansas City area (if less than 5 years, please elaborate) 6 yearsBusiness Name The MatrescenceBusiness Address 4121 W 83rd St
Prairie Village KS 66208
City State ZipBusiness Phone n/aPresent position/Title COONature of business profession maternal mental health mobile appNumber of years with this firm 3If less than ten years or if retired, show prior business or professional affiliation and what capacity
sports marketing
director - sponsorship sales Integrity9, Intersport, wPartnersEducation University of MissouriDegree Bachelors Business Admin: marketing School/University/College 2009 Year

Professional Degree _____

School/University/College/Degree/Year

ADDITIONAL APPLICANT INFORMATION

Membership in other clubs N/A

Current _____

Past _____

Civic Organizations _____

Please check any boxes that apply if you or your family members plan to participate in any of the following club activities:

Member: Golf Tennis Swimming Fitness Club Events Committee Service
Spouse: Golf Tennis Swimming Fitness Club Events Committee Service
Children: Golf Tennis Swimming

FAMILY INFORMATION

Spouse Name Andrew Stephen Dalton
Provide full name, including maiden name if applicable

Date of Birth 09/27/1983 Wedding Anniversary 11/14/2015

Residence Phone _____ Cell Phone (314) 606-1319

Home Email drewsdalton@gmail.com Work Email andrew.dalton@envisionhealth.com

Business Name Envision Physician Services / Monarch Medical Center

Business Address 5729 W. 119th St. Overland Park, KS

Business Phone _____

Present position>Title Chair of Emergency Department

Number of years with this firm 6

If less than ten years or if retired, show prior business or professional affiliation and what capacity EPMB/Riverside Medical

Center, Kankakee, IL, Associate Medical Director

Education University of Missouri - Columbia

School/University/College

B.S. Biochemistry

2006

Year

Degree Doctor of Osteopathy / KCUMB / 2011

School/University/College/Degree/Year

Name & birthdate of son(s) Porter Dalton - 12/07/16

Elliis Dalton - 7/17/20

Name & birthdate of daughter(s) Henley Dalton 4/15/18

Members known to the applicant (The Sponsor(s) will work with the applicant to complete this section).

Ashley & Eric Seifert Alex Kapulos
Phil Buttell Stephen Hoefer
Sarah & Abigail Fink Melissa Clarkson
Ben & Kari Freyler Madelaine O'Leary
Colin & Amanda Groves Kristen Matt Sayers

Describe the applicant's exposure to the Club to-date Diner in 2021, Tour 2021, Visit 2024

Why has the applicant selected Indian Hills Country Club as his/her club of choice? After visiting Indian Hills Country Club, it became apparent that it has an excellent family atmosphere. Everyone we have met has been very friendly and courteous. The facilities are excellent and the proximity to our home is important. We feel it can be a second home for our family to grow together.

Indian Hills Country Club Mission Statement & Core Values

Indian Hills Country Club is a private, member-owned, full-service club dedicated to providing its members, their families and guests with high quality, relevant programs, services and facilities while recognizing the club's heritage, cultivating friendships, valuing family life and fostering a culture of courtesy all in a fiscally responsible manner.

- Members and their families are our primary focus • Members maintain a culture of courtesy toward each other & the IHCC staff
- Insist that quality comes first • Insist that integrity is not compromised • Maintain accountability, fairness and transparency in club management • Deliver excellence in all we do • Identify, attract and retain members engaged in our community through a consistent, thoughtful, selective membership process • Maintain continued improvement of our services and facilities.

I hereby apply for membership at Indian Hills Country Club. If I am accepted into membership, I agree to abide by the Bylaws & Rules of the Club. I have read the Club's Mission Statement & Core Values and agree to foster a culture of courtesy toward other Members & the IHCC staff. I understand the current initiation fees and dues requirements. I am aware that initiation fees are subject to change at any time, without notice and are commensurate with the Club's fee structure and my age at the time of a Preliminary Reading of the application or at the time a transfer from Social to golf status is approved, regardless of application date. I am aware that initiation fees for membership are nonrefundable and that dues and other miscellaneous charges are subject to change without notice and are nonrefundable. We understand that all memberships are held in the name of one individual who is designated on the application as "the applicant" and that all memberships are nontransferable. In the event of the death of the Member, the spouse may apply for surviving spouse membership status within 90 days of the Members' death. In the event of a divorce, the former spouse may apply for membership under such rules as are then specified in the club Bylaws or Rules. Only the Foundation Member may vote and is eligible to serve on the Board of Governors. Club privileges are extended to the Member, spouse and children under the age of 24.

I understand that payment of a "Good Faith Fee" is required to complete submission of my application for membership, and I acknowledge the Good Faith Fee is 100% nonrefundable unless the application for membership at Indian Hills Country Club is not approved. I understand the Club has a waiting list for membership and is unable to guarantee when openings for membership may become available. Upon approval of membership, the Good Faith Fee is credited toward the initiation fee.

Ashley Seifert 2-21-24 Phil Buttell 2/21/24
Signature of Applicant Date Signature of Spouse Date
Ashley Seifert 2-21-24 Phil Buttell 2/25/24
Indian Hills Primary Sponsor Signature Indian Hills Secondary Sponsor Signature Date



PRIMARY SPONSOR INFORMATION

INDIAN HILLS
COUNTRY CLUB

Megan Dalton
Applicant Name

Primary Sponsor Name

K. Ashley Seifert

How well do you know the applicant and his/her family? Casually Moderately Well

How long and in what way have you known the applicant?
I have known the Daltons for almost 3 years. We met when our boys played ball together. We attend school functions together, go to dinner, & have them over to our home.

Have you had the applicant to your home? Describe the type of social contact you've had with the applicant

Yes No
Yes, many times. Our boys are friends and they come over for many family events. We see them at school, sports, birthdays, and go out for dinner/drinks.

Do you do business with the applicant? Yes No If yes, how long?

If yes, describe your business relationship with the applicant

n/a

Describe the interaction that you've had with the applicant at Indian Hills Country Club

Describe what you perceive to be the candidate's values and integrity and indicate why you believe the candidate would be a desirable addition to the membership

Megan & Drew Dalton would contribute very positively to IHCC. They are kind, outgoing, and sincere. They are a good family with great values.

Additional comments

Have you personally reached out to at least five of the IHCC members listed on page 3 as being known to the applicant to confirm their willingness to write a seconding letter in support of the applicant within 45 days of submission of the application?

Yes No

Have you reviewed the membership process, provided on page 6, with the applicant?

Yes No

Please be sure that both you and the Secondary Sponsor have signed Page 3 of the application with the applicant.



INDIAN HILLS
COUNTRY CLUB

SECONDARY SPONSOR INFORMATION

Megan Dalton
Applicant Name

Secondary Sponsor Name Phil Buttell

How well do you know the applicant and his/her family? Casually Moderately Well

How long and in what way have you known the applicant? I've worked with Megan's husband Dr. Drew Dalton for the past 4+ years. We've been connected personally and professionally

Have you had the applicant to your home? Describe the type of social contact you've had with the applicant Yes No

We've interacted socially on many occasions here at Indian Hills and other events my hospital has hosted for physicians and their families

Do you do business with the applicant? Yes No If yes, how long?

If yes, describe your business relationship with the applicant

Describe the interaction that you've had with the applicant at Indian Hills Country Club I've hosted multiple events with doctors and their families

Describe what you perceive to be the candidate's values and integrity and indicate why you believe the candidate would be a desirable addition to the membership

Drew and Megan are fabulous citizens, parents and friends. They are pillars in our community. They are caring and kind.

Additional comments Indian Hills would be lucky to get a family like this as members. They would be active participants and contribute to the great community we've built.

Please be sure that both you and the Primary Sponsor have signed Page 3 of the application with the applicant.

Subject: Fw: Dalton Letter

Date: Thursday, January 9, 2025 at 10:21:13 AM Central Standard Time

From: Eric Seifert

To: Raelene Zollman, Ryan Gound

Letter 8 below! Thank you

From: eric seifert <ericwseifert@gmail.com>

Sent: Thursday, January 9, 2025 10:20 AM

To: Eric Seifert <eseseifer.s@hotmail.com>

Subject: Fwd: Dalton Letter

----- Forwarded message -----

From: Alexander Howe <alexanderhowe2@gmail.com>

Date: Thu, Jan 9, 2025 at 10:18 AM

Subject: Dalton Letter

To: <ericwseifert@gmail.com>

Hello Raelene -

I am excited to support Drew and Megan Dalton as new members of Indian Hills. I first met Drew and Megan through the Seifert family approximately two years ago at a birthday party. Since then I have gotten to know them personally across several events both at IHCC and outside of the club. Drew and Megan are both great people with positive attitudes who will be a great addition to the club.

Best,

Alex Howe

Subject: eseifer.s@hotmail.com

Date: Wednesday, January 8, 2025 at 8:16:01 AM Central Standard Time

From: Corey Mueller

To: Raelene Zollman

Hi Raelene,

It is our pleasure to write to you in support of Drew, Megan and the Dalton family for membership at Indian Hills Country Club. I was excited to hear of their interest in joining when Drew recently mentioned it to me. We have been close friends with the Dalton's for six years. We were first introduced to Drew and Megan through mutual friends and now get our families together at each other's homes, the park and in Columbia for Mizzou football games.

We always enjoy being around the Dalton's and their entire family will be a great addition to IHCC.

Thank you,

Corey Mueller

913-563-8507

To Whom It May Concern:

My wife and I are honored to write a letter of recommendation for Megan Dalton and her family to become members at Indian Hills Country Club. We have been close friends with Megan and Drew since we moved into the area in 2021. I have enjoyed spending time with them at dinner and other social events, as well as having the kids get together at each other's house. We have enjoyed supported Megan's startup called The Matrescence. It will be transformational for improving mother's mental health. Her hard work and intelligence are second to none.

The Dalton family would be a great addition to IHCC. Megan is an outstanding person and a close, loyal friend. Their entire family will be a great representative of the club.

If you have any questions or concerns, feel free to call me any time.

Sincerely,



Ben Frerichs

Subject: Dalton Family

Date: Wednesday, April 10, 2024 at 12:26:26 PM Central Daylight Time

From: Colin Groves

To: Raelene Zollman

Hello Raelene-

I am writing to support the membership application of family friends. We have known Megan and Drew Dalton for around 10 years. Knew them as friends of friends at Mizzou and became acquainted with them on a personal level about 10 years ago when we moved back to KC. They are great people. We have been to their house for kids birthday parties, and neighborhood get-togethers a number of times. They will be another great family for Indian Hills.

Thanks,

Colin Groves

To: Brandon Myers – Membership Chairman 4/03/2024

From: Tim Coppinger - IHCC #672

RE: Seconding Letter for Megan Dalton

I would like to support Megan and Drew Dalton for membership into IHCC. My primary exposure to the Dalton family has been Drew, Megans husband. I have had the pleasure to meet Drew multiple times at the club when both Eric Siefert and Phil Buttell brought him up to the Q room to meet fellow members over the last couple of years. Drew is a very respected Dr in the HCA system and is an all-around good guy. The Dalton's would be excellent additions to the club and represent the type of new members the club wants. Please consider this one of their required seconding letters and let me know if you have any other questions.

Regards,

Tim Coppinger



IHCC Membership Committee:

I am writing this letter to give my recommendation of Drew & Megan Dalton for membership at Indian Hills.

I have known Drew personally for over fifteen years. We have been to numerous social events together and have many mutual friends. My wife and I have been to a couple events together with both Megan and Drew as well.

I believe Megan & Drew would be a great addition to our club. Both of them align with Indian Hills values and can see their family thrive here.

Please do not hesitate to reach out if there are any questions regarding Megan & Drew Daltons membership.

Thank you,

Alex Kopulos

Subject: FW: Letter of Recommendation for Megan Dalton
Date: Tuesday, April 9, 2024 at 12:06:51 PM Central Daylight Time
From: Raelene Zollman
Attachments: image001.png, image002.png

----- Forwarded message -----

From: <msayers@fcspwm.com>
Date: Mon, Apr 8, 2024 at 12:41 PM
Subject: Letter of Recommendation for Megan Dalton
To: <ericwseifert@gmail.com>

April 8, 2024

Attention: Membership

Indian Hills Country Club

6847 Tomahawk Road

Mission Hills, Kansas 66208

Re: Seconding letter for Megan Dalton

Dear Board of Governors:

This letter is to endorse the membership of Megan Dalton, her husband Drew and their children. I have known the Dalton's through our children's school, social outings and various sporting activities. They are a sweet family that would absolutely be a welcome addition and asset to our club.

Should you have any questions, please do not hesitate to reach out for any additional information.

Sincerely,

Matt Sayers

Matt Sayers, CFP® | Partner



Subject: IHCC Letter of Recommendation for Megan Dalton

Date: Monday, April 8, 2024 at 8:58:21 PM Central Daylight Time

From: Abigail Fink

To: Brandon Myers

CC: Raelene Zollman, Josh Fink

Brandon,

I am writing to enthusiastically recommended Megan Dalton for membership at Indian Hills Country club. I have known Megan for years as she is married to one of Josh's fraternity brothers from Mizzou. We have socialized with them in several different settings including hosting them for dinner at IHCC.

Megan and Drew are great, down-to-earth people and will be a nice addition to the club membership.

Josh has the following to add about Drew:

Dr. Dalton was a fraternity brother of mine at MIZZOU (PDT). We lived together for two years in the house during which Drew was the president of the fraternity. He's an outstanding individual and would be a great addition to our membership.

We are excited to have them at the club.

Regards,

Abigail Fink

Fink.Abigail.K@gmail.com

Megan Dalton Survey Results 2-13-2025

How well do you feel you know the candidate?		
Single Answer Multiple Choice		
First Name	Last Name	Answer
Tim	Coppinger	I have only been introduced to the candidate once
Alexander G.	Kopulos	Moderately
Abigail	Fink	Well
Colin	Groves	Well
Matt	Sayers	Well
Benjamin	Frerichs	Very Well
Corey	Mueller	Very Well

Would you be willing to have your name published to the membership in support of the candidate?		
Single Answer Multiple Choice		
First Name	Last Name	Answer
Tim	Coppinger	Yes
Abigail	Fink	Yes
Benjamin	Frerichs	Yes
Colin	Groves	Yes
Alexander G.	Kopulos	Yes
Corey	Mueller	Yes
Matt	Sayers	Yes

Have you actively socialized with the candidate?		
Single Answer Multiple Choice		
First Name	Last Name	Answer
Abigail	Fink	Yes
Benjamin	Frerichs	Yes
Colin	Groves	Yes
Alexander G.	Kopulos	Yes
Corey	Mueller	Yes
Matt	Sayers	Yes
Tim	Coppinger	No

Have you or would you have the candidate to your home?		
Single Answer Multiple Choice		
First Name	Last Name	Answer
Tim	Coppinger	Yes
Abigail	Fink	Yes
Benjamin	Frerichs	Yes
Colin	Groves	Yes
Alexander G.	Kopulos	Yes
Corey	Mueller	Yes
Matt	Sayers	Yes

Do you believe the candidate and his/her spouse represent the Culture of Courtesy indicative of Indian Hills Country Club?		
Single Answer Multiple Choice		
First Name	Last Name	Answer
Tim	Coppinger	Yes
Abigail	Fink	Yes
Benjamin	Frerichs	Yes
Colin	Groves	Yes
Alexander G.	Kopulos	Yes
Corey	Mueller	Yes
Matt	Sayers	Yes
If you answered "NO" to any of the above questions; please elaborate on your response.		
Text		
First Name	Last Name	Answer
Tim	Coppinger	My Interactions have been through Megans husband, Drew.
Do you have any hesitation in supporting the candidate or his/her spouse for membership?		
Single Answer Multiple Choice		
First Name	Last Name	Answer
Tim	Coppinger	No
Abigail	Fink	No
Benjamin	Frerichs	No
Colin	Groves	No
Alexander G.	Kopulos	No
Corey	Mueller	No
Matt	Sayers	No
If you have any hesitation in supporting the candidate or his/her spouse for membership; please elaborate on your response.		
Text		
First Name	Last Name	Answer
No answers to this question		
Additional Comments:		
Text		
First Name	Last Name	Answer
Tim	Coppinger	All of my interactions with Drew Dalton have been great and I believe they will make great members of the club.
Corey	Mueller	Megan, Drew and their family will be a great addition to IHCC.



APPLICATION FOR SPECIAL GUEST STATUS

BK CHRISTOPHER

Member Name

1.7.25

Date of Application

Membership Category Foundation Intermediate Social

Member's Date of Membership

2008 as social / 1996 FOUNDATION w/ EX

Membership of at least one year is required.



Member hereby certifies that the Member's relationship with the proposed Special Guest is that of a "significant other" rather than a platonic, familial or business relationship.

Date Member's Relationship with Special Guest Began

2008 / engaged since 1.2013

Relationship must have existed for at least one year.



Member hereby certifies that the Member and Special Guest reside in the same residence as required by the Special Guest Rules.

Special Guest Name Edward Anthony Wissel

Provide full name

Date of Birth 3/11/19

Residence Phone _____ Cell Phone 312.983.9947

Home Email ANTHONY.WISSEL15@gmail.com Work Email ANTHONY.WISSEL@FIRSTHIVE.COM

Business Name Kleinert Perkins, LLC

Business Address 2445 Augustine Dr. Santa Clara, CA 95051

Business Phone 408.328.3424

Present position>Title Vice president emerging technologies

Number of years with this firm ~10 yrs

If less than ten years or if retired, show prior business or professional affiliation and what capacity _____

Education Brown University

Degree English B.A.

School/University/College

1984

Year

Professional Degree _____

School/University/College/Degree/Year

*Name & birthdate of son(s) Nick Wissel 3.24.00 Mar Wissel 1.19.02

*Name & birthdate of daughter(s) Cartign Wissel 9.14.04

*List only unmarried legal dependents under the age of twenty-four (24) who the Member authorizes to utilize Club Facilities available under the Member's membership classification

Please check any boxes that apply if your Special Guest or any eligible legal dependents plan to participate in any of the following Club activities:

- | | | | | | |
|----------------|-------------------------------|--|--|---|---|
| Special Guest: | <input type="checkbox"/> Golf | <input checked="" type="checkbox"/> Tennis | <input checked="" type="checkbox"/> Swimming | <input checked="" type="checkbox"/> Fitness | <input checked="" type="checkbox"/> Club Events |
| Children: | <input type="checkbox"/> Golf | <input checked="" type="checkbox"/> Tennis | <input checked="" type="checkbox"/> Swimming | | |

List Members known to the Special Guest

David Emmott Bob Blackmore Steven Hart Brian Pearce
Don Saferstein Dick Hall David Thorne Scott Bachman

Special Guest Rules – Section 3.6.(h)

A Special Guest is an individual designated as such, by a Member who does not have a spouse who has been extended the privileges of the Club. Such an individual must be registered with the Club as a Special Guest in accordance with the procedures set forth herein.

1. To register a Special Guest a Member must submit a written Application for Special Guest Status to the Membership Committee and Board of Governors for consideration and approval setting forth that: 1. The Member has been a Member of the Club for at least a year; 2. The Member's relationship with the proposed Special Guest is that of a "significant other" rather than a platonic, familial or business relationship; 3. The relationship has existed for at least one year; and 4. The Member and proposed Special Guest reside in the same residence.
2. Upon Membership Committee recommendation and with Board approval, the Special Guest may use Club Facilities available under the membership classification of the host Member without being accompanied by said Member and may also independently supervise any children authorized to use the Club through the host Member.
3. Guest fees normally charged for participation in Club activities are waived for any properly registered Special Guest.
4. The host Member shall be responsible for their Special Guest's conduct, ensure compliance with all Club Bylaws and Rules, and accept responsibility for all charges and fees incurred on behalf of the Special Guest or any Guests accompanying the Special Guest. (See Bylaws §12.2 Member Responsibility)
5. Designation of a Special Guest by a sponsoring Member may not be sought until one year after the termination of any such prior designation.
6. The decision to grant or deny Special Guest status lies exclusively within the discretion of the Board. Special Guest status or the privilege extended to a Special Guest to use the Club's facilities will be revoked upon the occurrence of any of the following events:
 1. the sponsoring Member requests in writing that the privilege be revoked; 2. it is determined by the Board that there is no longer a "significant other" relationship between the Member and the Special Guest; or 3. the sponsoring Member's death, loss of charging privileges, suspension, expulsion, or resignation.
7. The Member shall provide written notice to the Club of any change in relationship status which may affect the privileges of the Special Guest. Failure to provide truthful, accurate and timely information regarding the relationship status, or change thereof, may result in disciplinary action by the Board.
8. The Board shall be the sole judge and have the discretion to limit, suspend or terminate any privileges provided under this Guest Policy based on the Board's determination that such action is in the best interest of the Club.

Indian Hills Country Club Mission Statement & Core Values

Indian Hills Country Club is a private, member-owned, full-service club dedicated to providing its members, their families and guests with high quality, relevant programs, services and facilities while recognizing the club's heritage, cultivating friendships, valuing family life and fostering a culture of courtesy all in a fiscally responsible manner.

- Members and their families are our primary focus · Members maintain a culture of courtesy toward each other & the IHCC staff
- Insist that quality comes first · Insist that integrity is not compromised · Maintain accountability, fairness and transparency in club management
- Deliver excellence in all we do · Identify, attract and retain members engaged in our community through a consistent, thoughtful, selective membership process · Maintain continued improvement of our services and facilities.

*I hereby apply for Special Guest Status at Indian Hills Country Club in accordance with the Special Guest Rules provided above. If approved for Special Guest Status, I agree to abide by the Bylaws & Rules of the Club. I have read the Club's Mission Statement & Core Values and agree to foster a culture of courtesy toward other Members & the IHCC staff.

We have read and agree to abide by the Special Guest Rules provided above. We understand that all memberships are held in the name of one individual who has been approved by Application for Membership as "the Member" and that all memberships are nontransferable. We understand that Special Guest status and Club privileges will be revoked for the Special Guest and his/her dependents upon occurrence of any of the events described in item #6 above.

Signature of Member

1-7-25

Date

Signature of Special Guest

1-7-25

Date