



IHCC Board of Governors August Meeting

AGENDA

August 19, 2025

Fireside Room



Meeting Book - IHCC Board of Governors August Meeting

Meeting Agenda

4:00 PM

Call to Order — Dick Hall, Vice President

Minutes of the Last Meeting--Dick Hall, Vice President

Approval

IHCC Board of Governors Minutes 07-15-2025 UPDATED.pdf - 5

Ratify Electronic Vote — Golf Course Irrigation Contract -
Pearson Construction 8-11-2025

Committee Reports

Food & Beverage Committee (budget)--Kyle Hummer

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

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

Golf Activities - August 2025.pdf - 15

Handicap Committee —Chase Johnson

Finance Committee — Jim Shay/Bridgett Schmitz

Recommendation – Engage UHY to Conduct the Club's
Annual Audit

Summary Financial Statements July 25 - 18

System Generated Financial Statements Jul 25 - 24

Finance Committee - July 2025.pdf - 40

Clubhouse Committee — Amy Nachtigal
Fitness & Wellness Committee — David Emmott
Aquatics Committee — Amy Burgess
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Racquet & Paddle Sports Committee— Kyle Hummer/Robert Tibbetts

HR/Bylaws/Rules Committee — Scott Bethune

Strategic Planning Committee — Dick Hall

Strategic Communications Committee — Brandon Myers
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Leadership Development Committee -- Heather Blacketer

Social Events — Robert Tibbetts

General Manager — Robert Tibbetts

Old Business —Dick Hall
Reminders: Meet-and-Greet Happy Hour 9/18/2025; September Board Meeting 9/23/2025; October Meeting 10/21/2025 - Dinner with Spouses; Annual Meeting 10/29/2025

New Business — Dick Hall
Motion to Move to Executive Session—Dick Hall

Executive Session
Legal & Correspondence — Dick Hall
Reading of Accounts in Arrears--Amy Nachtigal
Request for Recusal
Member Disciplinary Action
Membership — Ryan Gound
In Process
In Process for Agenda AUGUST 2025.pdf - 51
Resignations (see yellow sheet)
Transfers (see yellow sheet) - For Consideration & Approval
Final Reading - Application(s) – For Consideration & Approval
Hanlon, Conner Application.pdf - 52
Hanlon, Conner Survey Results 07-01-2025.pdf - 65
Preliminary Reading – Application(s) – For Consideration & Approval
Edmunds, Grant Application Updated.pdf - 67
Edmunds, Grant Survey Results 8-12-2025.pdf - 80
McElliott, Russell Application Updated 8-12-2025.pdf - 82
McElliott, Russell Survey Results Updated 8-12-2025.pdf - 96

Special Guest – Application(s) – For Consideration & Approval

Holland, Katherine Special Guest Application.pdf - 98

Motion to Adjourn Executive Session—Dick Hall

Adjourn — Dinner Following Meeting



**Board of Governors
Minutes of the Meeting
July 15, 2025**

Present: Scott Bethune, Heather Blacketer, 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; Mike Ricket, Director of Golf; Jeff White, Director of Agronomy; Bridgett Schmitz, Controller; Bobby Bowman, Executive Chef, Raelene Zollman, Membership Director.

Absent:

President Scott Bethune called the meeting to order at 4:03PM.

Bethune requested approval of the June 17, 2025, Minutes of the Board of Governors meeting.

***Motion:** A motion was made by Heather Blacketer, seconded by David Emmott and approved by the Board of Governors to accept the minutes of the June 17, 2025, meeting as presented.*

Bethune said the Board discussed and voted to approve a new *E-Bikes & Scooters Safety Policy* at the June Board meeting. Following the meeting, an electronic vote was taken in accordance with the Club's Bylaws and electronic voting procedures to approve the proposed *E-Bikes & Scooters Safety Policy* effective June 25, 2025. The policy was unanimously approved by the Board. Bethune requested a motion to ratify the electronic vote.

***Motion:** A motion was made by Heather Blacketer, seconded by David Emmott and approved by the Board of Governors to ratify the electronic vote conducted June 23, 2025, approving the proposed new E-Bikes & Scooters Safety Policy.*

Food & Beverage Committee

Kyle Hummer

Kyle Hummer said the Food and Beverage Committee met on June 24th, giving committee members their first opportunity to interact with Chef Bobby as the Club's new Executive Chef. A summary of the meeting was provided on BoardEffect. Chef Bobby will be introducing a new menu soon that will reflect some of his own culinary innovations; however, he doesn't plan to completely change the menu at this time. Chef Bobby emphasized his focus on providing fresh, flavorful, and consistent food. Committee members shared their experiences and preferences, offering insights to help guide future culinary decisions.

The Committee agreed to begin serving breakfast in the Grill on Thursday, Friday and Saturday mornings from 7:30 a.m. to 9:30 a.m. on a trial basis. A limited breakfast menu featuring traditional favorites, along with some "grab-and-go" options, would be offered beginning in late July and continuing through October. After October, we will evaluate the response as part of our 2026 budget preparations and then determine the feasibility of continuing this offering. Several members have requested the Club serve breakfast, and this testing period will help us determine if there is enough demand to support the added costs.

Chef Bobby provided additional background on the items to be offered on the new breakfast menu. One section of the menu will include some hand-held options, which members can easily take with them as they head out to golf or other activities. One hand-held feature will change weekly, providing some variety. The menu will also include several traditional breakfast classics and some innovative offerings, such as our own house-pressed, bottled juices

and fresh-sealed fuel packs. The fuel-packs will include freeze-dried fruits, which we will change weekly. We have recently purchased new equipment to provide the house-pressed juices and freeze-dried offerings. Chef Bobby said the new freeze-dryer enables us to offer freeze-dried fruit, candy, yogurt bites and other similar items, which are very popular right now.

Chef Bobby provided a financial overview of the Club's food and beverage operations, which are doing well and are described in more detail in the Finance Committee report. He has had the opportunity to introduce several new dishes through the *Weekly Innovations* specials. Items such as the lobster rolls, buffalo oysters and several different seafood dishes have been particularly well received. Chef Bobby anticipates including these items on the new menus, which will begin in August.

In response to some questions, Chef Bobby said he had the opportunity to observe and evaluate various aspects of the Club's food operations over the last month. There are some operational practices that have worked very well for the Club, which we will maintain, and there are some opportunities to also enhance our operations. He plans to continue the relationship with several purveyors and introduce new ones he's successfully worked with in the past. Chef Bobby complimented the culinary staff and said the transition had gone very smoothly.

Golf Course Committee

Mark Bunde

Mark Bunde said the Golf Course Committee did not meet this month.

Jeff White provided an update on golf course operations and conditions. The Club's beehives are progressing nicely, and Jeff said he believes we will soon be able to begin using club-made honey in our food and drink offerings and provide small jars of honey in the gift baskets we give to new members. Eventually, we hope to provide the opportunity for members to purchase club-made honey.

Overall, the golf course is in good shape; however, we are receiving some feedback regarding bunker consistency. Bethune said he'd heard positive comments regarding the new pin placements. Jeff said that Mike Rickett and he had discussed producing a Putter article explaining how the new software identifies pin placements. The Board felt golfers would be very interested in learning more about the process.

Jeff said that golf course operations continue to do well from a financial standpoint. We are approximately \$23K ahead of budget year-to-date, which is primarily related to savings in water and payroll. The positive variance is highly unusual given fluctuations in weather, which significantly impacts expenses for water, chemicals and labor from year to year. We are entering the most challenging time of year where hot and dry weather can quickly impact course conditions, and we will be adjusting mowing heights accordingly. We are nearly finished with sod repairs.

A question was raised regarding whether all the bunkers would be redone as part of the upcoming golf course improvement project. Jeff said there are a few problem bunkers that will be addressed as part of the 2026/2027 project; however, we are unable to renovate all the bunkers given the limited six-month window and budget constraints. The Club's long-term goal will be to continue with bunker work as part of the 20-year plan. Robert Tibbetts said variations in the type and age of sand have a significant impact on bunker consistency.

Turkey buzzards, which are a federally protected bird species, have built a nest on club property, and we are waiting for them and their chicks to migrate elsewhere before trimming a problem tree on the east side of hole No. 12.

Golf Activities Committee**Chase Lucas**

Chase Lucas said the Golf Activities Committee held a brief meeting on July 9th. A summary of the meeting was provided on BoardEffect. The Committee recapped the Pow Wow, and they will be providing their feedback on the event, which was very positive overall, to the Pow Wow Chairs.

There are 71 teams signed up for the Two Man Tournament, which is slightly under the signups for prior years. This is primarily attributed to a change in the event date.

The Committee discussed setting a policy restricting participation in the Men's Member Guest events to adults only. A member had recently inquired about inviting a 14-year-old to participate in the August Member-Guest event. The Committee agreed that juniors should not be allowed to participate in these events; however, there was ongoing discussion regarding whether participants should be required to be 21 years of age or older or 24 years of age or older. Currently, juniors have family privileges through the age of 23. A final age recommendation will be considered at a future meeting.

The Committee supports hosting the U.S. Women's Mid-Amateur Golf Qualifying event in late July of 2026. We are working to select a date that will not conflict with other Club activities. We may adjust the 4-Ball Tournament to accommodate the event. Lucas said the field is limited to 20 participants, so it would have very little impact on the course. Bethune requested a motion to approve hosting the event.

Motion: *A motion was made by Brandon Myers, seconded by Ryan Gound and approved by the Board to host the U.S. Women's Mid-Amateur Golf Qualifying event in late July of 2026 as recommended by the Golf Activities Committee on a date that will work with the Club's event calendar.*

Mike Ricket said that Golf Shop operations are doing well with revenue a little over \$12K, which has moved us ahead of budget for the year. These results were very encouraging after a slow start to the year.

Handicap Committee**Chase Johnson**

No report.

Finance Committee**Jim Shay**

Jim Shay said the Club remains in a strong financial position with operating results for June being very close to budget. A summary was provided on BoardEffect, which stated that net income of \$60,000 in June was \$3,000 less than the \$63,000 budgeted for the month. Operating revenues of \$1,374,000 were \$14,000 less than budget for the month. Total revenue of \$505K for Food and Beverage was \$27K less than budget for the month. Ala carte dining was equal to budget while Club and Banquet Functions were \$27K less than budget. Year to date, food and beverage revenues are \$4,500 better than budget. Pro Shop total revenue of \$181K was \$9K greater than budget for the month. Total operating expenses of \$1,314,000 were \$12,000 less than budget for the month.

Bridgett Schmitz said that fitness programs continue to excel, and fitness revenues are \$17K greater than budget for the year due to increased participation. Payroll is also doing very well and is \$134K less than budget for the year.

Jim Shay said the Finance Committee will be meeting later in the month. Topics for discussion include a review of the Club's financials and recent Department of Labor changes regarding tax exemptions for overtime and tips. These changes will take effect immediately; however, they don't require any changes to withholdings. Employees will report this information whenever they file their taxes. The Committee will also approve an administrator for the annual audit as required by the Club's Rules.

Robert Tibbets said we made some compensation changes this year related to the exempt status for 15 to 20 employees, primarily those earning revenue for lessons and clinics. These adjustments have worked very well with only one employee requiring a mid-year adjustment. This was a major undertaking for the accounting department, and so far, all the compensation adjustments have been effective in creating a more stable revenue stream from month to month for our employees, while ensuring their total annual salary is unaffected. It's been a mutually beneficial change for our employees and for the Club. Tibbets complimented Bridgett Schmitz on all her hard work to appropriately budget for these adjustments, which were initially made to address anticipated changes in Department of Labor regulations. Our swim coaches are working a little more overtime than anticipated, but we are also collecting the revenue for swim and dive lessons, so we have been able to make the necessary adjustments to remain within budget. We are also monitoring the changes made for private lessons and clinics for racquet sports and waiting to see if any adjustments will be needed in this area.

Tibbets said that all clubs are closely monitoring how the "no tax on tips" legislation may affect labor for waitstaff, particularly bartenders. We are typically able to effectively compete against the higher wages/tips that can be earned elsewhere by offering flexible hours and superior benefits. Next year, we will change our in-house terminology, which currently states that a 20% "gratuity" is applied to all food and beverage tickets, and instead state that a 20% "club charge" is applied to all food and beverage tickets. This will help clarify that the 20% applied to all food and beverage tickets is a house charge is not a gratuity paid directly to individual employees.

Shay said our cash position remains strong with \$2.93 million in the sweep account as of June 30th earning a 4.23% interest rate.

Tibbets said we received a preliminary draft of the capital reserve study from Club Benchmarking, which is currently being reviewed to ensure all capital items have been included.

A handout was provided to the Board, which included an update on the status of the irrigation project. Shay recapped past Board actions, which had been approved concerning the project. In March the Board approved a *Policy for Maximum Net Borrowings*. The policy stated the Club must maintain \$2M in capital reserves (cash and cash equivalents) and maximum bank borrowings of \$7M (existing and new borrowings). It further established an effective cap on maximum Club net borrowings of \$5M and directed that new capital projects shall not exceed \$8M (project financed with \$4M cash and \$4M new bank borrowings).

In April, the Board directed the development of detailed plans for the golf course and Halfway House improvements. The irrigation project for the golf course was confirmed as the top priority with other improvements to be considered as budget and timing allows. Priorities for a newly constructed Halfway House should include improved service times, additional storage for food and beverage items as well as golf course maintenance parts, accommodating larger and climate-controlled restrooms and expanding menu and grab-and-go options. The approved project timeline was from September 2026 to April 2027, providing for member access to the golf course whenever safety permits. The total project cost was approved not to exceed \$8M and should comply with the Club's maximum net borrowing policy described above.

Management is recommending Pearson Golf Construction as the contractor for the golf course irrigation project. Other contractors were also considered. The current construction cost provided by Pearson is \$2,983,500, which includes roughly \$1.2MM for materials and \$1.8MM for labor and other costs. Insurance details were also described. Other key provisions included a project start date of September 14, 2026, and completion of the golf course portion in April of 2027. An estimated payment schedule was also provided.

Shay said the total estimated project cost, which is slightly under \$3M, is better than anticipated. At this time, we are updating the Board on the information gleaned to-date and are not requesting approval of the contract. Our next step will be to review this information with the Finance Committee at its July 24th meeting. Once we have received feedback from the Board and Finance Committee and address any outstanding questions or concerns from the Board and Committee, then we will request Board approval of the irrigation project contract in

accordance with our electronic voting procedures. Irrigation is a significant portion of the project, and we want to finalize the irrigation contact as soon as possible.

There was a general discussion regarding the proposed irrigation project. The Board requested additional information regarding why Pearson Golf Construction was recommended as the contractor of choice. Jeff said the Club utilized Pearson for the 2020 pond project, which was a good experience with a successful outcome. They are a local company, and he felt the working relationship we developed with Pearson from other projects will be particularly beneficial for this project. Additionally, one of the benefits of his recent service as GCSAA President was having the opportunity to travel and meet many golf course architects, contractors and industry leaders, and to also learn more about industry trends. While there are more nationally known contractors in the industry, Jeff felt that Pearson had a solid reputation and had successfully proven their ability and reliability, and it wasn't necessary or prudent to incur additional costs by utilizing a bigger or more nationally known contractor. At the Board's request, Jeff would provide a list of project references for Pearson.

There was additional discussion requesting confirmation that execution of the contract would lock in pricing for parts and labor once the project gets underway in 2026. At the Board's request, Jeff would verify the pricing structure and ensure the contractor would commit to the September 2026 start date. It was also suggested we explore the option of buying parts directly from the manufacturer, although it was also noted that doing so may affect the contract amount with Pearson. It was also suggested exploring if a guaranteed "not to exceed" price may also be considered. Jeff stated the one-year warranty provided by Pearson was standard for the industry.

Fitness & Wellness Committee

David Emmott

David Emmott said the Fitness Committee held a Zoom meeting this month, and the fitness programs are in "good shape."

Clubhouse Committee

Amy Nachtigal

No report.

Aquatics Committee

Amy Burgess

Amy Burgess reported that the Swim and Dive Team had a very successful season, earning third place in the CCSAKC Championships. Bethune recognized Heather Blacketer's daughter, Ingrid, as this year's winner of the Bill Ireland Award, which is given to the outstanding senior Tribe member. Burgess said the coaches for 2026 were secured and the hiring process had gone well. Paddleboard classes will begin Saturday. A wrap-up meeting will be held soon to evaluate the 2025 season and prepare for 2026.

A question was raised about the uneven appearance of the pool liner, which was repaired prior to the start of the season due to leakage. Tibbetts said the repair ensured the liner is watertight, and it should remain viable up to the projected 15-year lifespan. The current liner was installed during the 2017 pool renovation. While the repair has been effective in prolonging the lifespan of the liner, it also negatively affected the liner's appearance. If the liner's appearance is a concern, then we will need to replace it sooner, otherwise we anticipate the liner won't need to be replaced for another five to six years.

Racquet & Paddle Sports Committee

Kyle Hummer

No report.

Human Resources/Bylaws & Rules Committee**Scott Bethune**

No report.

Strategic Planning Committee**Dick Hall**

No report.

Leadership Development Committee**Heather Blacketer**

Blacketer said the Nominating Committee will be meeting next week to begin the process of nominating candidates to fill four pending Board vacancies.

Strategic Communications Committee**Brandon Myers**

No report.

General Manager**Robert Tibbetts**

Tibbetts said we had a great turnout for the second-annual “Celebration in the Sky” event on July 3rd with 886 people attending. The weather was very good and the setup for the fireworks worked well. Upcoming events included the new Kid’s Club, the annual summer Kid’s Camp and the “Screen on the Green” movie night. We will be offering live music on the Patio on various Friday nights throughout the summer. A dive-in family movie night will also be held at the pool.

Staffing will soon become a challenge as students head back to school. Employee parking will resume on Club property at the end of July. Budgeting for 2026 will begin in August.

Tibbetts said some questions had been raised regarding the proposed timing for completing the banquet lighting project. Trying to complete the full project during the annual two-week clubhouse closing would significantly increase costs and Tibbetts questioned if the timeline could be extended into February or March. It was recommended contractors provide additional pricing options for several timing scenarios. A decision could be made once we had the opportunity to evaluate all the options. Tibbetts also noted that we may need to plan for the Annual Clubhouse Closing to extend through Monday, January 19th to ensure we have a full two weeks to complete various projects.

Old Business/New Business

Implementation of the new *E-bikes and Scooters Safety Policy* has gone well with strong participation from children and parents.

President Bethune requested a motion to move to Executive Session. A motion was made by Mark Bunde, seconded by Amy Nachtigal and approved by the Board to move to Executive Session.

Board of Governors — Executive Session (July 15, 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: Chris Clarkson and Ken McQuade.

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 July 31, 2025.*

Membership Committee

Ryan Gound

Ryan Gound said the committee met last week. We had one golf opening this month due to a transfer request, which provided the opportunity to move forward on a new golf application. We are continuing to receive new applications for membership. We plan to hold our next Meet-and-Greet Happy Hour in September and will confirm the date soon.

The following membership transactions took place:

Final Reading

None

Preliminary Reading

Conner Hanlon Intermediate

Deaths

None

Resignations

None

Transfers

Nick Madl Foundation to Social Former Foundation

Special Guest

Annie Sutera Foundation Special Guest of Cameron Emmott
Matthew Fischbach. Social Special Guest of Rachael Skeens

President Scott Bethune requested a motion to adjourn Executive Session and the Board meeting.

Adjourn: A motion was made by Heather Blacketer, seconded by Amy Nachtigal and approved by the Board to adjourn Executive Session and the Board meeting at 5:33 PM.



Golf Course Committee Update
Tuesday August 12 @ 4 PM - Osage Ballroom

Attendance

S. Bethune – President, P. Hutchinson, P. Steinwart, T. Godsey, G. Spiking, R. Tibbetts – GM/COO, J. White – Director of Agronomy, M. Rickett – Director of Golf, Z. Anderson – Head Golf Professional, D. Murphy – Director of Clubhouse Operations

Quick recap

The group discussed ongoing golf course improvements and communication strategies, including plans for a course tour and new strategic communication systems. Jeff provided updates on various aspects of the golf course, including bunker conditions, driving range operations, and maintenance practices, while also discussing upcoming projects like irrigation improvements and tree management. The meeting covered project timelines, costs, and logistics for various initiatives, including the Halfway House construction and plans for future improvements in 2026.

Next steps

- Robert finalizing irrigation project contract.
- Management team to organize a course tour in September or October to educate members about upcoming projects.
- Discussed having Ron Whitten voice-over for a course video tutorial after project completion.
- Management team to implement strategic communication system for the new project including time-lapse photography.
- Culinary and maintenance teams harvesting honey soon. Products will be sold in various club outlets, offered in new member welcome baskets, etc. and used in F&B operations.

Bunker Maintenance

Jeff discussed bunker maintenance practices, noting that while bunker raking preferences vary, the current half-in, half-out method has been consistent since his arrival. He explained that bunker liners have been compromised in bunkers on holes 11 and 18 requiring daily cleanup of pea gravel. These bunkers have been added to the 2026 project list. The group discussed bunker depth consistency, Jeff explained that weekly measurements and maintenance have led to better depth control and fewer complaints from players lately.

Fall Project and Planning Updates

Jeff provided an overview of the fall greens aeration strategy. Process will have minimal impact on playability due to using small solid tines. Holes are needed to encourage moisture exchange and temperature control while providing space for necessary soil amendments.

Project Cost and Logistics Review

Jeff discussed the total project cost of \$2,983,500, which includes \$2.9 million for the irrigation system, \$75,000 for mobilization, and \$10,500 for miscellaneous items. He expressed concerns about logistics, particularly regarding truck access and the need to potentially remove the fence along 71st street and that while the range was once being considered for the “construction yard”, hole #1 may provide a better solution throughout the project. He emphasized the complexity of logistics and lack of out of play staging areas for both the Halfway House construction and golf course projects.



Golf Course Committee Update
Tuesday August 12 @ 4 PM - Osage Ballroom

2024 Remaining Meeting Dates: 9/9 - 10/14 -11/11 - 12/9*

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

1. **Greens:** Holding on down the stretch. Ball roll remains true – a bit on the slower side as expected with these weather patterns and the time of year. A few weak and thin areas will need tending post aeration. Fall poa cure and other seasonal apps are upcoming.
2. **Zoysia:** Finally doing well. Sod is blending in nicely. Best they have looked and played all season recently. Continued sand top-dressing, aeration, pest control, and fertilization as necessary.
3. **Roughs:** A few blemishes due to excessive moisture, temps, etc. Weed and disease pressure remain high – treatments being applied as needed. Fall seeding is right around the corner!

Item II. FYI/Tasks/Projects Update – Jeff White

1. **FALL AERATION: Course Closed All Day AUG 25-26** – Deep tine aeration (1/2" dia. X 4-6" deep) + top-dressing + soil amendments.
 - a. **Practice Facilities** – Putting green, short chipper, and range open @ noon on Tuesday Aug 26th- weather and process permitting. Far chipper closed all day both days.
2. **Seeding** – Begins on range last week of August – then onto the course as needed
3. **Bermuda Control (rough areas)** – begins this month and goes through October – fall aeration and over seeding to follow.

Item III. Course Improvement Plan Update

1. Irrigation Project Update – Contract Agreement recently agreed upon - \$2,950,000.
2. Golf Course and Halfway House Improvements – plan and budget ongoing
3. Spring 2026 Projects – bunkers holes 8,11, 12,13,18 – drainage installations, fairway contour changes, etc.

Item IV. Next Meeting: September 9, 2025

Golf Activities Committee – August 2025

Attendance

C. Lucas – Chairperson, S. Bethune – President, A. Kopulos, K. McVey, P. Coppinger, T. Coppinger, S. Hornung, J. McClean, J. Becchina, S. Fletcher, A. Bettis, R. Tibbetts – GM/COO, M. Ricket – Director of Golf, Z. Anderson – Head Golf Professional, J. White – Director of Agronomy, D. Murphy – Director of Clubhouse Operations

Quick recap

The meeting focused on reviewing and planning various golf activities and events, including tournament formats, registration updates, and scheduling considerations. The group discussed potential changes to tournament formats and participation strategies, while also addressing course maintenance needs and calendar planning around specific dates. They concluded by reviewing scheduling challenges due to partial course closures and discussing how to handle requests from traveling golf professionals, with the next meeting scheduled for September 17th.

Next steps

- Golf Activities Committee to review and discuss potential format changes for the 2-man tournament at a future meeting.
- Golf Activities Committee to consider adding a spouse event back into the Powwow tournament for 2026.
- Committee to replace Tony Tappan on the Powwow Committee with another 50+ member to maintain demographic representation.
- Jim to be removed from the Stampede waitlist for 2025 due to his unavailability.
- Zack and team to review and adjust the 2026 golf calendar to accommodate the irrigation renovation starting September 14, 2026.
- Committee to consider moving Stampede tournament to late August 2026 due to the renovation.
- Committee to revisit the policy on handling requests from PGA golf professionals during the 2026 World Cup as the event approaches.

Summary

Golf Events Planning and Updates

The meeting focused on updates and planning for golf activities. Susan reported a successful day with completed competitions and upcoming events, including a formal guest day in September. Amanda mentioned ongoing registration for events in August and September. The group discussed the 2-man tournament and club championship, noting slightly lower participation due to a date change but planning to improve numbers for next year. They also considered adding a bar setup and champagne spraying for winners in future events.

Tournament Format Change Discussion

The group discussed potentially switching the format of a tournament to have two days with both days counting towards the final score, rather than the current format where only the second day counts. Robert suggested this change could bring more players into competition, especially if they have a poor first day. The group debated whether this format would actually increase participation, with some members expressing doubt that it would make a significant difference. They also considered the possibility of implementing tee times on both days, though this was not definitively decided.

Golf Event Review and Planning

The meeting discussed the success of the recent golf event, noting high scores on the second day due to course adjustments that will not be repeated next year. Robert suggested considering a separate scratch event in addition to the club championship, which sparked a debate about the format and participation. The group also reviewed the Power of Videos event, highlighting positive aspects like the plus-minus point system and the need to reinstate a spouse event for next year. They plan to replace Tony Tappan on the Howow Committee with another 50+ member to maintain demographic representation.

Stampede Waitlist Carryover Policy

The committee discussed the carryover policy for the stampede waitlist, deciding against allowing players to move from 2024 to 2026 due to tracking concerns and limited spots. Robert shared his personal situation of being unable to play in 2025 due to his daughter's USA team commitment, but the committee agreed to maintain the current policy. The group also noted that 2026's golf calendar needs to be planned around the September 14th irrigation renovation, with a focus on spacing events appropriately while maintaining open flight opportunities.

Post-September Event Planning Strategies

The group discussed scheduling challenges around September 14th, with Robert emphasizing that while full 18-hole events might not be possible after that date, they could still host events using shorter formats or the short game area. They explored the possibility of moving some events earlier in the season, particularly considering Labor Day weekend and the following week's closures. The discussion concluded with Robert suggesting they should focus on maintaining their major events like Stampede and Pocahontas while filling in with guest days and special events where possible, noting they could accommodate 15 whole permits and various formats.

Course Closure Impact on Scheduling

The group discussed scheduling changes due to partial course closure, with Robert explaining that two holes (5 and 17) need to be completed quickly for grass growth over winter. They agreed to review the calendar to determine optimal tournament scheduling, acknowledging that reduced field sizes might be necessary. The meeting also covered handling requests from golf professionals and members traveling for international events, with Robert suggesting a case-by-case approach rather than setting quotas, while noting that the partial closure would impact capacity. The next meeting was scheduled for September 17th at 4 PM.

INDIAN HILLS COUNTRY CLUB

FINANCIAL STATEMENTS SUMMARY

July 31, 2025

Indian Hills Country Club
Financial Review
July 31, 2025

The net loss of \$172,000 in July was \$58,000 greater than the \$114,000 loss budgeted for the month.

Operating Revenue:

Operating revenues of \$1,235,000 were \$45,000 greater than the budget for the month.

Food and Beverage: Total revenue of \$445,000 was \$45,000 greater than the budget for the month. Ala carte dining was \$29,000 greater than the budget; Club and Banquet Functions were \$16,000 greater than the budget. Year to date, food and beverage revenues are \$49,000 better than budget.

SUMMARY: FOOD AND BEVERAGE COMBINED				SUMMARY: FOOD AND BEVERAGE COMBINED			
JUL 25	Actual	Budget	Difference	YTD 2025	Actual	Budget	Difference
Ala Carte	262,790	233,292	29,498	Ala Carte	1,221,226	1,230,004	(8,778)
Club Functions	70,191	60,720	9,471	Club Functions	239,917	265,920	(26,003)
Banquet Functions	112,497	106,835	5,662	Banquet Functions	1,027,561	943,578	83,983
TOTALS	445,477	400,847	44,630	TOTALS	2,488,704	2,439,502	49,202

Pro Shop: Total revenue of \$172,000 was \$4,000 greater than the budget for the month. The 3,326 rounds of golf played in July were 294 rounds greater than the 3,032 rounds played last year. Green Fees and Cart Rentals were \$3,600 greater than budgeted. Pro Shop merchandise sales were \$2,200 greater than the budget.

Fitness: Gross profit on revenue of \$26,000 was \$4,500 less than the budget for the month. Year to date gross profit after commissions is \$12,000 better than the budget.

Operating Expense:

Total operating expenses of \$1,408,000 were \$104,000 greater than the budget for the month.

Total payroll expenses and related taxes totaled \$818,000, which was \$68,000 greater than budgeted for the month. The variance in payroll expense reflected hours worked; overtime pay totaled \$22,000 for the month (\$8,000 in overtime for Swim/Dive Coaches). Payroll expense included moving expenses for Chef Bobby, a bonus paid to two Sous Chefs who shared Chef Ryan's daily responsibilities in May and June until Chef Bobby arrived, and PTO paid to a bartender who left us in July. Year-to-date payroll expense is \$71,000 less than the budget.

Food and Beverage: In total, food and beverage expenses totaling \$562,000 were \$57,000 greater than the budget. Food and beverage cost of 43.49% was \$41,000 greater than the budget; payroll expenses were \$19,000 greater than the budget. Hospitality expenses were \$4,000 greater than the budget, which included \$2,500 for logoed water. Supplies expense included logoed aluminum cups and To Go containers.

July's food cost was higher than budget due to several factors:

- The price of groceries when compared to pricing during the launch of the spring menu. Fresh produce, seafood, and proteins have all seen sizeable price increases.
- Purchases were also higher than typical to research an array of new and various products to feature on Chef Bobby's first menu.
- The staff meal program was changed in July to provide meals for our staff that offer more diversity and healthful options. A monthly calendar is now published for the staff to better understand what shift meals will feature so they may plan meals accordingly. Feedback from recent staff surveys indicated a desire for more transparency and less leftovers when possible. Meals for 150 employees are made twice daily and are considered one of our most desirable benefits by the staff. The budget next year will anticipate an increase in cost from \$2.75 to \$3.00 per meal.

Our new summer menu will better reflect the prices needed to meet our budgeted costs moving forward and anticipate less fluctuation as new order guides are standardized.

Pro Shop: In total, Pro Shop expenses were \$7,000 less than the budget. Payroll expenses were \$5,000 less than the budget; Cost of Sales was comparable to the budget.

Golf Course Maintenance: Total expenses for the month of \$275,000 were \$27,000 greater than the budget. Payroll expenses were \$15,000 greater than budget (four hundred hours), which included 153 hours of overtime. Equipment repair and maintenance expenses were \$5,000 greater than budget which included \$2,800 for reels and (2) hydraulic motors (\$1,200). Irrigation repairs were \$6,000 greater than budget, which included \$4,200 for the exchange of twelve computer boards. Water was \$4,000 greater than budget. Year to date golf course maintenance expense is \$4,000 greater than the budget.

Clubhouse: Clubhouse expenses were \$3,800 greater than the budget. Payroll expenses include the wages for the Shuttle Driver (\$2,800) which was budgeted in the Pro Shop last year (Last year this staff member was also responsible for marshalling employee golf Monday's at the Pro Shop). Maintenance payroll includes additional hours worked in the department to cover vacations.

Swim and Dive: Payroll expenses were \$13,000 greater than budget. Payroll expense was budgeted this year taking into consideration the DOL ruling effective January 1 requiring coaches to be hourly employees. Without historical information regarding hours worked, we anticipated swimming lesson income retained by the Club would offset the increase in payroll expenses. Overtime paid in July was \$7,990. The \$15,000 shortfall for the swim/dive program will be taken into consideration as we begin budgeting for 2026.

Racquet Sports: Racquet Sports expenses were \$6,000 greater than the budget. Payroll expense was \$3,700 greater than budget. As previously mentioned, the restructuring of lessons, commission, and wages due to the DOL ruling are currently being evaluated for the Racquet Sports staff to ensure they are paid fairly before revenue from clinics is recognized on the financial statements. Electricity was \$1,500 greater than budget.

Capital:

Capital Dues revenue of \$198,000 was comparable to the budget for the month. Initiation fees and installment payments for the month totaled \$34,000. Year-to-date initiation and installment payments total \$634,000 compared to \$728,000 last year.

The balance in the sweep account on July 31 was \$2.8 million (interest rate 4.24%).

Indian Hills Country Club
STATEMENT OF OPERATIONS
JULY 2025

OPERATING REVENUE	Month to Date					Year to Date					Variance	
	Prior		Variance		Prior	Prior		Budget		Prior		
	Actual	Budget	Year	Budget	Year	Actual	Budget	Year	Budget	Year	Budget	Prior Year
Dues	578,783	577,135	550,081	1,648	28,702	4,037,942	4,039,945	3,814,155	(2,003)	223,787		
Food Revenue (Less Cost of Sales)	134,202	163,775	148,432	(29,573)	(14,232)	1,016,967	1,066,775	1,038,795	(49,808)	(21,829)		
Beverage Revenue (Less: Cost of Sales)	153,932	120,805	114,441	33,127	39,491	720,623	699,775	674,680	20,848	45,944		
Pro Shop	171,898	167,702	153,790	4,196	18,108	791,781	784,883	764,012	6,898	27,769		
Locker Room	10,260	10,308	10,297	(48)	(37)	71,675	72,156	72,125	(481)	(450)		
Swimming Pool	13,259	12,180	7,507	1,079	5,752	83,645	88,480	74,447	(4,835)	9,198		
Tennis Courts	7,285	7,300	5,085	(15)	2,200	38,096	45,700	37,648	(7,604)	448		
Fitness Center	935	5,480	2,594	(4,546)	(1,659)	56,735	44,466	51,009	12,269	5,727		
The Den	2,496	1,500	1,292	996	1,204	12,996	10,675	12,326	2,321	670		
Other	5,089	8,000	8,670	(2,911)	(3,581)	39,607	44,750	47,168	(5,143)	(7,561)		
TOTAL REVENUE	1,078,139	1,074,185	1,002,189	3,953	75,949	6,870,067	6,897,605	6,586,364	(27,538)	283,702		
OPERATING EXPENSES												
Food & Beverage	404,702	388,536	350,164	16,166	54,538	2,269,194	2,335,366	2,193,509	(66,172)	75,685		
Pro Shop	138,035	144,958	127,625	(6,923)	10,410	855,347	860,335	791,136	(4,988)	64,211		
Golf Course	274,971	248,067	267,262	26,904	7,709	1,241,263	1,237,256	1,293,377	4,007	(52,115)		
Administrative	118,016	106,838	99,973	11,178	18,043	794,215	755,978	693,773	38,237	100,441		
Locker Room/Pool/Tennis/Fitness/The Den	159,301	149,634	133,455	9,668	25,845	746,696	726,428	693,244	20,268	53,452		
Clubhouse	105,041	101,333	98,620	3,708	6,421	748,355	717,470	664,107	30,885	84,247		
Insurance	26,564	25,515	23,350	1,049	3,214	185,754	178,605	164,602	7,149	21,152		
Property Taxes	11,225	10,835	10,800	390	425	78,575	75,845	75,600	2,730	2,975		
Other	12,500	12,150	11,500	350	1,000	95,814	85,050	73,216	10,764	22,598		
TOTAL EXPENSES	1,250,354	1,187,866	1,122,750	62,489	127,604	7,015,212	6,972,333	6,642,566	42,879	372,647		
OPERATING SURPLUS (DEFICIT)	\$ (172,216)	\$ (113,681)	\$ (120,560)	\$ (58,535)	\$ (51,655)	\$ (145,145)	\$ (74,728)	\$ (56,200)	\$ (70,417)	\$ (88,945)		

Supplemental Information:

GROSS PROFIT: FOOD AND BEVERAGE	Month to Date					Year to Date					Variance	
	Prior		Variance		Prior	Prior		Budget		Prior		
	Actual	Budget	Year	Budget	Year	Actual	Budget	Year	Budget	Year	Budget	Prior Year
Food Revenue	250,464	\$ 236,232	\$ 227,155	\$ 14,232	\$ 23,309	\$ 1,520,920	\$ 1,510,567	\$ 1,478,787	\$ 10,353	\$ 42,132		
Less: Cost of Sales	116,262	72,457	78,721	43,805	37,541	503,953	443,792	439,992	60,161	63,962		
Gross Profit-Food	134,202	163,775	148,432	(29,573)	(14,232)	1,016,967	1,066,775	1,038,795	(49,808)	(21,829)		
Beverage Revenue	195,013	164,615	162,246	30,398	32,768	967,784	928,935	914,692	38,849	53,092		
Less: Cost of Sales	41,082	43,810	47,805	(2,728)	(6,724)	247,161	229,160	240,012	18,001	7,149		
Gross Profit-Beverage	153,932	120,805	114,441	33,127	39,491	720,623	699,775	674,680	20,848	45,944		
GROSS PROFIT: FOOD AND BEVERAGE	288,134	\$ 284,580	\$ 262,874	\$ 3,554	\$ 25,260	\$ 1,737,590	\$ 1,766,550	\$ 1,713,475	\$ (28,960)	\$ 24,114		

Indian Hills Country Club

Balance Sheet

	31-Jul-25	31-Dec-24
ASSETS		
Current Assets		
Cash **	\$ 3,709,461	\$ 3,530,822
Accounts Receivable	1,735,670	1,820,896
Inventory	494,890	376,086
Prepaid Golf Course Maintenance Inventory	193,927	121,819
Prepaid Insurance	146,341	10,781
Other Prepaid Expenses	42,336	29,982
Total Current Assets	<u>6,322,625</u>	<u>5,890,386</u>
Fixed Assets		
Property Plant & Equipment	39,341,453	38,950,533
Accumulated Depreciation	(25,282,729)	(24,868,482)
Net Fixed Assets	<u>14,058,724</u>	<u>14,082,051</u>
Investments in 457 Plan	17,573	20,000
TOTAL ASSETS	<u><u>\$ 20,398,922</u></u>	<u><u>\$ 19,992,437</u></u>
LIABILITIES AND MEMBER'S EQUITY		
Current Liabilities		
Accounts Payable	\$ 805,048	\$ 613,835
Accrued Expenses & Taxes	586,020	562,211
Deposits from Applicants for Membership	218,350	227,650
Unearned Dues and Fees	902,576	940,026
Line of Credit	100	100
Total Current Liabilities	<u>2,512,093</u>	<u>2,343,822</u>
UMB Loan (Matures Jan 30)	3,030,771	3,269,012
Capital Leases	399,140	546,620
Total Long Term Debt	<u>3,429,911</u>	<u>3,815,633</u>
Deferred 457 Plan	-	93,289
TOTAL LIABILITIES	<u><u>\$ 5,942,004</u></u>	<u><u>\$ 6,252,744</u></u>
Member's Equity		
Balance, Beginning of Year	13,739,693	12,131,599
Surplus (Deficit) for Period	717,225	1,608,094
Balance, End of Period	<u>14,456,918</u>	<u>13,739,693</u>
TOTAL LIABILITIES AND MEMBER'S EQUITY	<u><u>\$ 20,398,922</u></u>	<u><u>\$ 19,992,437</u></u>

** Includes Sweep Acct Bal of \$2,796,259 *4.24%* (Fidelity Money Market Govt Portfolio)

NOTE: Financing Receivable (Installments)	\$ 469,227	\$ 534,733
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Indian Hills Country Club
CAPITAL OPERATIONS
Year to Date July 31, 2025

	Actual Jan	Actual Feb	Actual Mar	Actual Apr	Actual May	Actual Jun	Actual Jul	Total
Capital Income								
Capital Dues	\$ 197,010	\$ 197,004	\$ 197,004	\$ 196,532	\$ 197,388	\$ 197,784	\$ 197,837	\$ 1,380,559
Initiation Fees	118,603	102,343	78,763	132,163	106,033	61,784	34,083	633,772
Interest Income	10,218	11,102	9,720	11,419	10,280	9,974	9,175	71,888
Total Capital Income	\$ 325,831	\$ 310,449	\$ 285,487	\$ 340,114	\$ 313,701	\$ 269,542	\$ 241,095	\$ 2,086,219
Other Expenses								
Interest Expense	12,737	12,356	11,213	11,821	11,683	11,539	11,078	82,427
Depreciation	162,957	165,417	164,896	166,284	159,350	157,987	159,056	1,135,947
(Gain) Loss on Sale of Assets				(1,320)	3,355			2,035
	175,694	177,773	176,109	176,785	174,388	169,526	170,134	1,220,409
Capital Income (Loss)								
	\$ 150,137	\$ 132,677	\$ 109,378	\$ 163,329	\$ 139,313	\$ 100,016	\$ 70,961	\$ 865,810
Debt Activity during Month:								
Regular Principal and Interest Payments	43,379	43,379	43,379	43,379	43,379	43,379	43,379	303,653
Prepayment on Loans								-
Interest on Line of Credit								-
Capital Lease Payments	27,181	27,181	22,162	20,215	17,748	16,942	16,942	148,371
Total Debt Activity	\$ 70,560	\$ 70,560	\$ 65,541	\$ 63,594	\$ 61,127	\$ 60,321	\$ 60,321	\$ 452,024
End of Month Balances Outstanding Debt:								
Line of Credit UMB Bank (7.50%)	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Loan UMB Bank (3.5%)	3,235,534	3,201,906	3,167,244	3,133,401	3,099,260	3,065,212	3,030,771	
Capital Lease: Golf Carts (Aug 28)	358,497	350,697	342,854	334,127	326,195	318,219	310,198	
Capital Lease: Golf Course Equip	161,918	145,140	128,299	118,170	102,481	95,723	88,942	
TOTAL DEBT	\$ 3,756,049	\$ 3,697,844	\$ 3,638,497	\$ 3,585,798	\$ 3,528,036	\$ 3,479,254	\$ 3,430,011	

Year	UMB Loan		
	Principal	Additional	31-Dec
2024			3,269,012
2025	412,707	-	2,856,305
2026	427,386	-	2,428,919
2027	442,587	-	1,986,332
2028	458,328	-	1,528,004
2029	474,629	BALLOON	1,053,375

INCOME STATEMENT SUMMARY
JULY 2025

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
REVENUES:								
DUES	578,783	577,135	550,081	1,648	4,037,942	4,039,945	3,814,155	(2,003)
FOOD	250,464	236,232	227,155	14,232	1,520,920	1,510,567	1,478,787	10,353
BEVERAGE	195,013	164,615	162,246	30,398	967,784	928,935	914,692	38,849
PRO SHOP	118,811	116,640	105,144	2,171	471,816	471,253	458,561	563
PRO SHOP MERCHANDISE	53,087	51,062	48,646	2,025	319,965	313,630	305,451	6,335
LOCKER ROOMS	10,260	10,308	10,297	(48)	71,675	72,156	72,125	(481)
SWIMMING POOL	7,544	9,180	6,062	(1,637)	14,341	21,930	14,847	(7,590)
SWIM AND DIVE TEAM	5,716	3,000	1,445	2,716	69,305	66,550	59,600	2,755
RACQUET SPORTS	7,285	7,300	5,085	(15)	38,096	45,700	37,648	(6,239)
FITNESS CENTER	935	5,480	2,594	(4,546)	56,735	44,466	51,009	12,269
THE DEN (Wigwam)	2,496	1,500	1,292	996	12,996	10,675	12,326	2,321
INTEREST AND LATE CHARGES	3,103	6,500	6,700	(3,397)	34,394	39,750	40,200	(5,356)
MISCELLANEOUS	1,986	1,500	1,970	486	5,213	5,000	6,968	213
TOTAL REVENUES	1,235,482	1,190,452	1,128,716	45,030	7,621,181	7,570,557	7,266,369	50,624
EXPENDITURES:								
FOOD	475,140	419,429	398,405	(55,711)	2,560,504	2,578,446	2,464,751	17,942
BEVERAGE	86,905	85,374	78,286	(1,531)	459,804	429,872	408,761	(29,932)
PROSHOP	98,179	99,934	86,403	1,755	597,102	591,637	517,624	(5,465)
PRO SHOP MERCHANDISE	39,856	45,024	41,222	5,168	258,245	268,698	273,512	10,453
GOLF COURSE	274,971	248,067	267,262	(26,904)	1,241,263	1,237,256	1,293,377	(4,007)
LOCKER ROOMS	20,357	17,284	19,582	(3,073)	117,156	122,660	131,095	5,504
SWIMMING POOL	47,618	49,720	47,958	2,102	149,301	149,130	149,693	(171)
SWIM AND DIVE TEAM	35,851	26,535	15,523	(9,316)	84,453	65,375	58,072	(19,078)
RACQUET SPORTS	25,790	19,701	19,571	(6,089)	175,705	162,442	147,491	(13,263)
CLUBHOUSE	105,041	101,333	98,620	(3,708)	748,355	717,470	664,107	(30,885)
FITNESS CENTER	30,447	27,379	23,339	(3,068)	192,688	184,731	166,067	(7,957)
THE DEN	3,735	4,015	3,563	280	23,516	27,090	29,405	3,574
ADMINISTRATIVE	118,016	106,838	99,973	(11,178)	794,215	755,978	693,773	(38,237)
SOCIAL ACTIVITIES	3,935	5,000	829	1,065	10,693	15,000	13,102	4,307
SPORTS ACTIVITIES	(8,432)	-	3,091	8,432	(6,816)	-	(1,681)	6,816
INSURANCE	26,564	25,515	23,350	(1,049)	185,754	178,605	164,602	(7,149)
PROPERTY TAXES	11,225	10,835	10,800	(390)	78,575	75,845	75,600	(2,730)
LEGAL AUDIT	1,500	1,500	1,000	-	10,500	10,500	7,700	-
RETIREMENT	11,000	10,650	10,500	(350)	85,314	74,550	65,516	(10,764)
TOTAL EXPENDITURES	1,407,698	1,304,133	1,249,276	(103,565)	7,766,326	7,645,285	7,322,569	(121,041)
OPERATING SURPLUS (DEFICIT)	(172,216)	(113,681)	(120,560)	(58,535)	(145,145)	(74,728)	(56,200)	(70,417)

INDIAN HILLS COUNTRY CLUB
JULY 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	1,093	0.30%	2,950	0.91%	1,582	(1,857)	12,159	14,960	12,966	(2,801)
Grill Room	92,135	25.47%	85,400	26.27%	71,219	6,735	586,886	605,725	569,255	(18,839)
Quivira Room	21,014	5.81%	15,800	4.86%	15,861	5,214	114,089	103,430	102,895	10,659
Club Function	58,492	16.17%	50,600	15.56%	51,774	7,892	199,931	221,600	212,418	(21,669)
Halfway House	21,922	6.06%	18,320	5.64%	20,730	3,602	75,914	68,955	77,774	6,959
Tilly's 19	40,945	11.32%	28,940	8.90%	30,311	12,005	99,747	86,100	90,083	13,647
Snack Bar	41,883	11.58%	43,000	13.23%	43,607	(1,117)	109,140	127,000	128,217	(17,860)
Member Functions	31,368	8.67%	47,100	14.49%	29,059	(15,732)	270,789	304,830	274,707	(34,041)
Business Functions	52,918	14.63%	33,000	10.15%	52,209	19,918	429,943	346,240	371,271	83,703
TOTAL SALES	361,770	100.00%	325,110	100.00%	316,417	36,660	1,898,598	1,878,840	1,839,586	19,758
SUMMARY:										
Ala Carte	218,992		194,410		183,375	24,582	997,935	1,006,170	981,190	(8,235)
Club Functions	58,492		50,600		51,774	7,892	199,931	221,600	212,418	(21,669)
Banquets	84,286		80,100		81,268	4,186	700,732	651,070	645,978	49,662
Cost of Sales	157,344	43.49%	116,267	35.76%	126,527	(41,077)	751,114	672,952	680,004	(78,162)
GROSS MARGIN	204,426	56.51%	208,843	64.24%	189,891	(4,417)	1,147,484	1,205,888	1,159,582	(58,404)
OTHER INCOME:										
Service Charge	72,466	86.57%	66,912	88.35%	63,698	5,554	398,373	392,167	379,631	6,206
Food Minimum	-	0.00%	-	0.00%	(299)	-	23,703	22,600	22,755	1,103
Other Charges	11,241	13.43%	8,825	11.65%	9,583	2,416	168,030	145,895	151,507	22,135
TOTAL OTHER INCOME	83,707	100.00%	75,737	100.00%	72,983	7,970	590,106	560,662	553,893	29,444
GROSS PROFIT	288,134	64.68%	284,580	70.99%	262,874	3,554	1,737,590	1,766,550	1,713,475	(28,960)
EXPENSES:										
Payroll-Kitchen	99,624	30.83%	87,505	28.77%	83,176	(12,119)	583,583	611,071	584,922	27,488
Payroll-Dining Room	62,583	19.36%	52,601	17.29%	39,965	(9,982)	325,948	296,856	279,429	(29,092)
Payroll-Quivira Room	5,856	1.81%	7,187	2.36%	4,882	1,331	50,222	49,002	31,131	(1,220)
Payroll-Coat Room	-	0.00%	-	0.00%	-	-	-	-	-	-
Payroll-Halfway House	6,058	1.87%	5,666	1.86%	5,725	(392)	20,414	24,188	23,773	3,774
Payroll-Snack Bar	28,318	8.76%	31,243	10.27%	30,338	2,925	70,701	86,961	80,644	16,260
Payroll-Tillys 19	21,054	6.51%	20,327	6.68%	15,478	(727)	52,182	49,584	44,123	(2,598)
Payroll-Banquets	43,182	13.36%	48,822	16.05%	47,363	5,640	244,591	303,886	286,957	59,295
Payroll-Supervisory Food	51,861	16.05%	50,838	16.71%	37,971	(1,023)	326,224	347,014	275,572	20,790
Temp/Casual Labor	4,643	1.44%	-	0.00%	2,401	(4,643)	32,923	-	18,705	(32,923)
TOTAL PAYROLL	323,180	100.00%	304,189	100.00%	267,299	(18,991)	1,706,788	1,768,562	1,625,256	61,774
Payroll Taxes	25,297		24,260		21,386	(1,037)	135,547	140,914	133,175	5,367
Employee Meals	2,676		2,675		3,086	(1)	18,796	17,375	19,048	(1,421)
Employee Health/Life	16,116		16,237		11,185	121	103,279	101,425	86,368	(1,854)
Other Employee Costs	615		4,250		796	3,635	5,912	15,650	13,149	9,738
Building Repair & Maintenance	-		-		-	-	-	-	-	-
China, Glassware, Silverware	231		1,500		-	1,269	18,756	19,500	13,720	744
Decorations	(1,613)		-		(686)	1,613	(15,226)	1,500	(1,178)	16,726
Dues & Subscriptions	-		100		(294)	100	2,181	920	1,960	(1,261)
Entertainment	(3,683)		-		(496)	3,683	631	2,900	7,923	2,269
Equipment Rental	300		395		394	95	3,071	2,465	7,373	(606)
Equipment Repair & Maintenance	2,323		2,000		2,012	(323)	41,414	39,000	34,045	(2,414)
Hospitality	5,836		2,100		2,251	(3,736)	15,012	10,300	11,490	(4,712)
Invitations and Postage	503		-		-	(503)	503	-	-	(503)
Licenses and Permits	1,400		4,190		6,977	2,790	16,269	17,090	24,760	821
Linen	4,874		7,000		7,044	2,126	43,711	51,000	51,143	7,289
Miscellaneous	-		500		-	500	1,398	1,250	826	(148)
Small Equipment Purchases	4,791		3,545		11,922	(1,246)	36,259	23,740	30,348	(12,519)
Supplies	19,753		13,535		14,058	(6,218)	111,581	96,350	108,261	(15,231)
Telephone	48		60		48	12	336	360	355	24
Utilities	-		-		-	-	-	-	-	-
Uniforms	2,055		2,000		3,181	(55)	22,976	25,065	25,486	2,089
TOTAL EXPENSES	404,702		388,536		350,164	(16,166)	2,269,194	2,335,366	2,193,509	66,172
NET INCOME(LOSS)	(116,568)		(103,956)		(87,290)	(12,612)	(531,604)	(568,816)	(480,033)	37,212

INDIAN HILLS COUNTRY CLUB
JULY 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	828	1,200	1,212	(372)	8,872	9,800	9,806	(928)
Grill Room	64,892	53,000	46,446	11,892	389,912	385,000	371,408	4,912
Quivira Room	5,294	3,800	3,784	1,494	30,882	31,300	30,213	(418)
Club Function	29,171	28,000	28,112	1,171	126,561	137,100	132,213	(10,539)
Halfway House	5,925	5,200	5,197	725	20,524	21,200	21,377	(676)
Snack Bar	41,883	43,000	42,548	(1,117)	109,140	127,000	124,912	(17,860)
Member Function	20,410	36,000	17,841	(15,590)	180,280	212,300	174,899	(32,020)
Business Function	30,331	18,000	36,133	12,331	275,988	229,000	261,675	46,988
TOTAL SALES	198,734	188,200	181,272	10,534	1,142,159	1,152,700	1,126,503	(10,541)
Cost of Sales	116,262	72,457	78,721	(43,805)	503,953	443,792	439,992	(60,161)
GROSS MARGIN	82,472	115,743	102,551	(33,271)	638,206	708,908	686,511	(70,702)
Food Cost	58.50%	38.50%	43.43%		44.12%	38.50%	39.06%	
OTHER INCOME								
Food Service	40,491	38,847	36,995	1,644	238,974	236,087	229,896	2,887
Food Minimum	-	-	(299)	-	23,703	22,600	22,755	1,103
Other Charges-Food	11,238	9,185	9,186	2,053	116,084	99,180	99,634	16,904
TOTAL OTHER INCOME	51,730	48,032	45,883	3,698	378,761	357,867	352,285	20,894
GROSS PROFIT	134,202	163,775	148,433	(29,573)	1,016,967	1,066,775	1,038,796	(49,808)
EXPENSES								
Payroll-Kitchen	99,624	87,505	83,176	(12,119)	583,583	611,071	584,922	27,488
Payroll-Dining Room	49,847	44,689	32,318	(5,158)	268,487	242,814	223,901	(25,673)
Payroll-Quivira Room	-	1,691	2,929	1,691	-	11,661	17,038	11,661
Payroll-Halfway House	6,058	5,666	5,725	(392)	20,414	24,188	23,773	3,774
Payroll-Snack Bar	28,318	31,243	30,338	2,925	70,701	86,961	80,644	16,260
Payroll-Tillys	9,974	8,330	8,660	(1,644)	26,645	21,057	25,832	(5,588)
Payroll-Banquets	40,033	45,842	43,868	5,809	227,440	276,901	264,891	49,461
Payroll-Supervisory Food	51,861	50,838	37,971	(1,023)	326,224	347,014	275,572	20,790
Temp/Casual Labor	3,607	-	2,209	(3,607)	24,852	-	14,817	(24,852)
TOTAL PAYROLL	289,322	275,804	247,193	(13,518)	1,548,345	1,621,667	1,511,390	73,322
Payroll Taxes	21,987	21,651	19,122	(336)	121,047	127,322	121,212	6,275
Employee Meals	2,531	2,530	2,941	(1)	17,801	16,445	18,185	(1,356)
Employee Health/Life	15,674	13,922	10,856	(1,752)	100,575	97,460	84,694	(3,115)
Other Employee Costs	615	4,250	796	3,635	5,912	15,500	12,898	9,588
China, Glassware, Silverware	-	-	-	-	13,685	13,500	6,869	(185)
Decorations	(1,613)	-	(686)	1,613	(15,226)	1,500	(1,178)	16,726
Dues & Subscriptions	-	100	(294)	100	2,181	920	1,960	(1,261)
Entertainment	(3,683)	-	(496)	3,683	631	2,900	7,923	2,269
Equipment Rental	300	300	300	(0)	3,071	1,800	6,718	(1,271)
Equipment Repair & Maintenance	2,323	2,000	2,012	(323)	39,788	38,500	34,045	(1,288)
Hospitality	2,472	900	945	(1,572)	11,508	6,500	7,426	(5,008)
Invitations and Promotional Material	503	-	-	(503)	503	-	-	(503)
Licenses & Permits	1,045	1,875	4,662	830	13,784	13,125	20,805	(659)
Linen	4,874	7,000	7,044	2,126	43,711	51,000	51,143	7,289
Miscellaneous	-	500	-	500	1,312	1,000	708	(312)
Small Equipment Purchases	4,791	3,545	11,225	(1,246)	34,864	22,740	29,608	(12,124)
Supplies	15,635	10,535	10,833	(5,100)	89,747	77,350	84,678	(12,397)
Telephone	48	60	48	12	336	360	355	24
Uniforms	2,055	2,000	3,181	(55)	22,976	25,065	25,320	2,089
TOTAL EXPENSES	358,878	346,972	319,684	(11,906)	2,056,551	2,134,654	2,024,760	78,103
NET INCOME(LOSS)	(224,677)	(183,197)	(171,250)	(41,480)	(1,039,584)	(1,067,879)	(985,964)	28,295

INDIAN HILLS COUNTRY CLUB
JULY 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	261	1,750	370	(1,489)	3,231	5,160	3,087	(1,929)
Grill Room	26,729	24,500	24,229	2,229	194,008	195,750	194,845	(1,742)
Quivira Room	15,603	12,000	11,969	3,603	82,492	72,130	72,070	10,362
Club Function	25,629	22,600	22,636	3,029	65,147	84,500	78,563	(19,353)
Halfway House	13,123	13,120	13,118	3	47,241	47,755	47,758	(514)
Tillys 19	40,360	28,940	28,941	11,420	98,198	86,100	86,102	12,098
Member Function	10,899	11,100	11,102	(201)	88,968	92,530	98,556	(3,562)
Business Function	22,452	15,000	14,919	7,452	152,822	117,240	107,142	35,582
Soft Beverage	7,980	7,900	7,862	80	24,332	24,975	24,962	(643)
TOTAL SALES	163,036	136,910	135,146	26,126	756,439	726,140	713,083	30,299
Cost of Sales	41,082	43,810	47,805	2,728	247,161	229,160	240,012	(18,001)
GROSS MARGIN	121,954	93,100	87,340	28,854	509,278	496,980	473,071	12,298
Liquor Cost	25.20%	32.00%	35.37%		32.67%	31.56%	33.66%	
OTHER INCOME								
Beverage Service	31,974	28,065	26,703	3,909	159,399	156,080	149,735	3,319
Wine Club Sales (net)	(3,057)	(3,375)	(2,618)	318	26,848	21,150	26,308	5,698
Corkage Fees	330	255	255	75	3,810	2,835	2,835	975
Other Charges Beverage	2,730	2,760	2,760	(30)	21,288	22,730	22,730	(1,442)
TOTAL OTHER INCOME	31,977	27,705	27,100	4,272	211,345	202,795	201,608	8,550
GROSS PROFIT	153,932	120,805	114,441	33,127	720,623	699,775	674,680	20,848
EXPENSES								
Payroll-Main Bar	12,736	7,912	7,647	(4,824)	57,461	54,042	55,528	(3,419)
Payroll-Banquets	3,149	2,980	3,495	(169)	17,151	26,985	22,066	9,834
Payroll-Quivira Room	5,856	5,496	1,953	(360)	50,222	37,341	14,093	(12,881)
Payroll-Tillys 19	11,080	11,997	6,819	917	25,537	28,527	18,291	2,990
Payroll-Supervisory Beverage	-	-	-	-	-	-	-	-
Temp/Casual Labor	1,036	-	193	(1,036)	8,070	-	3,888	(8,070)
TOTAL PAYROLL	33,858	28,385	20,106	(5,473)	158,442	146,895	113,866	(11,547)
Payroll Taxes	3,310	2,609	2,264	(701)	14,500	13,592	11,963	(908)
Employee Meals	145	145	145	-	995	930	863	(65)
Employee Health/Life	442	2,315	330	1,873	2,704	3,965	1,674	1,261
Other Employee Costs	-	-	-	-	-	150	251	150
China, Glassware, Silverware	231	1,500	-	1,269	5,071	6,000	6,851	929
Equipment Rental	-	95	94	95	-	665	655	665
Equipment Repair & Maintenance	-	-	-	-	1,626	500	-	(1,126)
Hospitality	3,364	1,200	1,306	(2,164)	3,504	3,800	4,064	296
Licenses & Permits	355	2,315	2,315	-	2,485	3,965	3,955	1,480
Miscellaneous	-	-	-	-	87	250	118	163
Small Equipment Purchases	-	-	697	-	1,396	1,000	741	(396)
Supplies	4,118	3,000	3,225	(1,118)	21,833	19,000	23,583	(2,833)
Uniforms	-	-	-	-	-	-	166	-
TOTAL EXPENSES	45,824	41,564	30,480	(6,220)	212,643	200,712	168,749	(11,931)
NET INCOME (LOSS)	108,108	79,241	83,960	28,867	507,980	499,063	505,930	8,917

Food and Beverage Combined	(116,568)	(103,956)	(87,290)	(12,612)	(531,604)	(568,816)	(480,033)	37,212
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INDIAN HILLS COUNTRY CLUB
JULY 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	3,326		3,032		13,261		13,800	
REVENUES								
Club Storage	7,800	8,334	8,040	(534)	54,158	58,334	55,972	(4,176)
Green Fees	31,400	30,603	27,495	797	130,140	123,515	125,230	6,625
Driving Range	12,000	12,111	11,470	(111)	47,900	48,445	45,895	(545)
Cart Rental	58,459	55,652	54,385	2,807	201,354	201,063	211,868	291
Golf Lesson Income	8,477	8,865	1,389	(388)	30,481	31,600	11,468	(1,119)
Other Charges	675	1,075	2,365	(400)	7,784	8,296	8,128	(512)
TOTAL REVENUES	118,811	116,640	105,144	2,171	471,816	471,253	458,561	563
EXPENSES								
Payroll-Professional	54,323	50,427	37,790	(3,896)	330,673	319,743	250,929	(10,930)
Payroll-Range	20,984	25,510	22,854	4,526	91,640	107,981	104,167	16,341
Temp/Casual Labor	-	-	-	-	-	-	-	-
TOTAL PAYROLL	75,306	75,937	60,644	631	422,313	427,724	355,096	5,411
Payroll Taxes	6,109	6,650	5,647	541	39,085	37,539	35,219	(1,546)
Employee Meals	740	740	664	(0)	4,733	4,640	4,230	(93)
Employee Health/Life	4,648	5,072	4,696	424	31,831	35,504	33,160	3,673
Other Employee Costs	(250)	-	-	250	6,651	6,600	7,024	(51)
Contract Services	-	-	-	-	1,788	-	-	-
Decorations	-	50	113	50	445	200	197	(245)
Dues & Subscriptions	2,559	1,700	2,078	(859)	12,711	13,620	11,651	909
Equipment Rental	218	500	-	282	2,606	1,800	3,933	(806)
Equipment Repair & Maintenance	420	900	212	480	3,872	4,700	2,310	828
Licenses & Permits	(168)	105	(186)	273	3,339	4,285	4,320	946
Miscellaneous	30	-	29	(30)	1,260	850	3,356	(410)
Range Supplies/Handicap	2,609	950	-	(1,659)	9,996	7,290	7,124	(2,706)
Small Equipment Purchases	-	200	5,850	200	1,642	1,720	7,515	78
<i>Special Event</i>	-	-	-	-	14,125	-	-	(14,125)
Supplies	1,169	2,125	1,602	956	12,279	13,720	13,781	1,441
Telephone	121	125	120	4	850	875	841	25
Uniforms	-	105	-	105	2,830	4,080	4,146	1,250
Utilities-Electricity	3,799	3,780	3,950	(19)	19,252	20,525	18,659	1,273
Utilities-Water	486	470	463	(16)	1,980	2,290	2,154	310
Weather Report	-	140	139	140	835	980	418	145
Website	382	385	382	3	2,676	2,695	2,488	19
TOTAL EXPENSES	98,179	99,934	86,403	1,755	597,102	591,637	517,624	(3,677)
NET INCOME (LOSS)	20,632	16,706	18,741	3,926	(125,286)	(120,384)	(59,063)	(3,114)

INDIAN HILLS COUNTRY CLUB
JULY 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	11,727	12,947	12,222	(1,220)	76,418	76,498	69,623	(80)
Hard Goods	35,953	30,333	29,309	5,620	204,283	194,279	196,172	10,004
Ladies Apparel	4,143	6,060	6,162	(1,917)	31,464	33,190	30,366	(1,726)
Other	23	245	(149)		1,144	295	640	
TOTAL MERCHANDISE SALES	51,845	49,585	47,545	2,260	313,309	304,262	296,801	9,047
Cost of Sales	36,390	37,005	32,388	615	228,622	227,986	216,677	636
COST OF SALES	36,390	37,005	32,388	615	228,622	227,986	216,677	636
Cost of Sales Percentage	70.19%	74.63%	68.12%		72.97%	74.93%	73.00%	
GROSS MARGIN MERCHANDISING	15,456	12,580	15,157	2,876	84,688	76,276	80,123	9,683
CLUB REPAIR								
Golf Club Repairs	1,242	1,477	1,101	(236)	6,656	9,368	8,650	(2,713)
Cost of Club Repair	1,011	1,034	591	23	4,729	6,558	6,925	1,829
GROSS MARGIN CLUB REPAIR	231	443	510	(212)	1,927	2,810	1,725	(883)
TOTAL REVENUE	15,686	13,023	15,666	2,663	86,615	79,086	81,848	7,529
EXPENSES								
Payroll-Merchandise	1,340	5,203	4,394	3,863	16,053	25,007	24,304	8,954
Payroll-Staff Incentive	864	595	3,300	(269)	3,489	3,220	19,884	(269)
Staff Incentive as % of Mdse Sales	1.7%	1.2%	6.9%		1.1%	1.1%	6.7%	
TOTAL PAYROLL	2,203	5,798	7,694	3,595	19,541	28,227	44,188	8,686
Payroll Taxes	102	579	349	477	2,702	2,820	3,047	118
Employee Meals	150	150	150	-	770	770	770	-
Employee Health/Life	-	-	-	-	(352)	-	-	352
Other Employee Costs	-	-	-	-	359	300	338	(59)
Decorations	-	-	-	-	64	250	147	186
Dues & Subscriptions	-	50	50	50	400	500	350	100
Miscellaneous	-	-	-	-	-	100	114	100
Supplies	-	408	-	408	1,412	1,187	956	(225)
TOTAL EXPENSES	2,455	6,985	8,242	4,530	24,895	34,154	49,910	9,259
NET INCOME (LOSS)	13,231	6,038	7,424	7,193	61,720	44,932	31,938	16,788

INDIAN HILLS COUNTRY CLUB
JULY 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	115,411	101,150	118,460	(14,261)	647,027	646,838	655,592	(189)
Temp/Casual Labor	1,575	1,500	-	(75)	16,175	17,500	14,025	1,325
TOTAL PAYROLL	116,986	102,650	118,460	(14,336)	663,202	664,338	669,617	1,136
Payroll Taxes	8,839	8,108	9,304	(731)	52,435	62,153	54,111	9,718
Employee Meals	996	1,000	974	4	8,375	7,500	7,443	(875)
Other Employee Costs	355	2,600	462	2,245	8,266	10,900	6,691	2,634
Employee Health/Life	4,739	3,832	3,604	(907)	32,548	26,824	22,121	(5,724)
Aeration	-	-	-	-	7,085	8,000	6,750	915
Building Repair & Maintenance	-	-	-	-	9,691	7,000	2,782	(2,691)
Centennial Yardage Markers	-	-	-	-	-	-	-	-
Chemical & Fertilizer	42,411	39,000	41,035	(3,411)	131,417	130,000	131,741	(1,417)
Contract Services	-	-	-	-	2,159	-	-	(2,159)
Course Supplies	-	1,500	-	1,500	9,948	9,900	9,450	(48)
Drainage	-	-	-	-	1,832	-	-	(1,832)
Dues & Subscriptions	1,556	840	-	(716)	7,339	5,620	7,675	(1,719)
Equipment Purchases	807	200	109	(607)	6,452	6,700	10,276	248
Equipment Rental	49	42	43	(7)	507	1,671	938	1,164
Equipment Repair & Maintenance	12,751	8,000	8,296	(4,751)	49,163	46,000	41,692	(3,163)
Gas and Oil	3,557	5,500	5,722	1,943	22,318	23,000	22,627	682
Golf Course Consultant	-	-	3,500	-	-	3,500	-	-
Licenses & Permits	-	-	-	-	236	300	261	65
Maintenance-Trees	-	-	-	-	-	-	18,238	-
Miscellaneous	-	50	221	50	-	300	262	300
Plantings	-	-	-	-	8,610	10,000	9,081	1,390
Repair & Maintenance-Cart Paths	-	-	-	-	230	-	410	(230)
Repair & Maintenance-Irrigation	11,459	5,000	3,285	(6,459)	22,376	19,000	26,389	(3,376)
Sand/Seed/Soil/Sod	7,198	7,500	7,637	302	31,963	28,000	36,984	(3,963)
Snow Removal	-	-	-	-	3,591	1,500	1,121	(2,091)
Soil Samples	-	-	-	-	-	-	-	-
Supplies	674	900	664	226	5,658	6,800	5,333	1,142
Telephone	121	130	120	9	850	870	837	20
Trash Removal	1,521	2,000	3,374	479	10,696	13,000	13,730	2,304
Uniforms	-	1,000	145	1,000	7,156	7,000	6,164	(156)
Utilities-Electricity	6,939	8,000	7,711	1,061	16,627	19,900	18,217	3,273
Utilities-Gas	105	75	16	(30)	2,217	3,000	2,595	783
Utilities-Water	53,908	50,000	52,441	(3,908)	117,482	117,000	155,924	(482)
Weather Report	-	140	139	140	835	980	418	145
TOTAL EXPENSES	274,971	248,067	267,262	(26,904)	1,241,263	1,237,256	1,293,377	(4,007)

INDIAN HILLS COUNTRY CLUB
JULY 2025
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)	8,445	8,490	8,479	(45)	59,070	59,430	59,399	(360)
Ladies Locker Rental (141 Lockers)	1,815	1,818	1,818	(3)	12,605	12,726	12,726	(121)
TOTAL REVENUES	10,260	10,308	10,297	(48)	71,675	72,156	72,125	(481)
EXPENSES								
Payroll-Locker Rooms	14,087	11,934	13,840	(2,153)	71,010	80,372	83,304	9,362
Temp/Casual Labor	-	-	-	-	-	-	-	-
TOTAL PAYROLL	14,087	11,934	13,840	(2,153)	71,010	80,372	83,304	9,362
Payroll Taxes	1,038	950	955	(88)	4,653	7,703	6,094	3,050
Employee Meals	190	190	190	-	1,330	1,330	1,188	0
Employee Health/Life	2,317	1,800	3,065	(517)	16,735	12,600	21,656	(4,135)
Other Employee Costs	-	-	-	-	-	100	23	100
Decorations	109	125	109	16	497	500	784	3
Dues & Subscriptions	425	385	595	(40)	3,116	2,655	2,677	(461)
Equipment Repair & Maintenance	-	-	-	-	-	250	1,367	250
Hospitality	966	700	734	(266)	5,993	4,550	4,004	(1,443)
Miscellaneous	-	-	-	-	292	-	346	(292)
Small Equipment Purchases	-	-	-	-	-	500	438	500
Supplies	1,053	1,200	95	147	12,791	11,600	8,890	(1,191)
Telephone	-	-	-	-	-	-	60	-
Uniforms	174	-	-	(174)	741	500	265	(241)
TOTAL EXPENSES	20,357	17,284	19,582	(3,073)	117,156	122,660	131,095	5,504
NET INCOME (LOSS)	(10,097)	(6,976)	(9,285)	(3,121)	(45,481)	(50,504)	(58,970)	5,023

INDIAN HILLS COUNTRY CLUB
JULY 2025
STATEMENT OF OPERATIONS

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
SWIMMING POOL								
REVENUE								
Guest Fee-Pool	4,905	5,630	5,630	(725)	11,445	14,060	14,060	(2,615)
Other Income-Pool	2,639	3,550	432	(912)	2,896	7,870	787	(4,975)
TOTAL REVENUE	7,544	9,180	6,062	(1,637)	14,341	21,930	14,847	(7,590)
EXPENSES								
Payroll-Swimming Pool	35,291	33,805	31,894	(1,486)	79,535	85,895	81,354	6,360
Temp/Casual Labor	-	-	-	-	-	-	-	-
TOTAL PAYROLL	35,291	33,805	31,894	(1,486)	79,535	85,895	81,354	6,360
Payroll Taxes	2,907	2,945	2,874	38	6,616	7,525	7,245	909
Employee Meals	630	705	655	75	1,806	1,865	1,814	59
Other Employee Costs	-	-	-	-	-	-	2,578	-
Dues and Subscriptions	-	-	-	-	-	-	-	-
Entertainment	850	-	-	-	3,350	-	-	(3,350)
Equipment Rental	-	3,380	3,318	3,380	219	3,600	3,537	3,381
Equipment Repair & Maintenance	-	-	51	-	11,558	7,000	6,131	(4,558)
Miscellaneous	-	-	-	-	292	-	450	(292)
Pool Maintenance	-	-	-	-	550	-	-	(550)
Supplies-Other	273	400	298	127	563	900	1,319	337
Supplies-Chemicals	3,833	4,500	4,939	667	17,124	18,250	20,311	1,126
Supplies-Towels	-	-	-	-	4,202	5,000	6,272	798
Small Equipment Purchases	-	-	-	-	7,557	4,000	3,754	(3,557)
Uniforms	-	-	-	-	1,329	3,500	3,457	2,171
Utilities-Electricity	724	790	739	66	1,803	1,990	1,874	187
Utilities-Gas	480	935	935	455	3,163	3,220	3,673	57
Utilities-Water	2,630	2,260	2,255	(370)	9,636	6,385	5,924	(3,251)
TOTAL EXPENSES	47,618	49,720	47,958	2,952	149,301	149,130	149,693	(171)
NET INCOME (LOSS)	(40,075)	(40,540)	(41,896)	1,315	(134,961)	(127,200)	(134,846)	(7,761)

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
SWIMMING & DIVING TEAM								
REVENUES								
Team Dues-Swim & Dive	(825)	-	-	(825)	60,505	63,550	58,080	(3,045)
Coaches Bonus	-	-	293	-	-	-	293	-
Other Charges	6,125	-	-	6,125	6,800	-	-	6,800
Swim Team Accessory Sales	416	3,000	1,152	(2,584)	2,000	3,000	1,227	(1,000)
TOTAL REVENUES	5,716	3,000	1,445	2,716	69,305	66,550	59,600	2,755
EXPENSES								
Payroll-Swim Team	21,695	8,600	7,800	(13,095)	53,707	32,000	31,200	(21,707)
Temp/Casual Labor	-	-	-	-	-	-	-	-
TOTAL PAYROLL	21,695	8,600	7,800	(13,095)	53,707	32,000	31,200	(21,707)
Payroll Taxes	1,718	860	1,324	858	4,355	3,200	3,546	(1,155)
Employee Meals	-	600	228	(600)	286	750	385	464
Other Employee Costs	-	400	-	-	-	400	385	400
Awards Banquet	2,867	3,500	3,479	(633)	2,867	3,500	3,479	633
Coaches Expenses	1,063	250	222	813	2,021	1,300	1,359	(721)
Decorations	-	-	-	-	-	-	-	-
Equipment Rental	-	1,000	-	(1,000)	-	1,000	967	1,000
Gifts-Swim & Dive	(0)	-	(83)	(0)	(0)	-	29	0
Hospitality	-	-	-	-	111	100	56	(11)
Miscellaneous	1,134	1,075	1,064	59	1,325	1,575	1,602	250
Photography and Video	554	-	-	554	3,004	2,750	1,600	(254)
Postage & Printing	98	-	-	98	98	300	110	202
Psyche Night	1	-	(3,594)	1	1	-	(11)	(1)
Refreshments	(37)	-	(880)	(37)	765	500	256	(265)
Senior Recognition	980	1,200	1,139	(220)	1,393	2,000	1,938	607
Spirit	(49)	650	625	(699)	968	1,250	1,250	282
Supplies	-	400	-	(400)	551	1,000	812	449
Swim Championship	2,000	-	-	2,000	2,035	1,000	720	(1,035)
Swim Team Accessories Purchases	416	3,000	1,152	(2,584)	416	3,000	1,152	2,584
Team Outings	-	-	-	-	-	-	-	-
Trophies, Awards & Prizes	3,043	5,000	3,047	(1,957)	3,185	5,000	3,150	1,815
Uniforms	369	-	-	369	7,366	4,750	4,089	(2,616)
TOTAL EXPENSES	35,851	26,535	15,523	9,316	84,453	65,375	58,072	(19,078)
NET INCOME (LOSS)	(30,136)	(23,535)	(14,078)	(6,601)	(15,148)	1,175	1,528	(16,323)

INDIAN HILLS COUNTRY CLUB
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	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
RACQUET SPORTS								
REVENUES								
Court Rental	-	-	15	-	15,709	14,420	12,496	1,289
Guest Fees-Tennis	85	300	-	(215)	1,090	600	210	490
Tennis Lesson/Clinic Income	5,565	7,000	4,512	(1,436)	16,872	30,430	23,155	(13,558)
Other Income	(222)	-	15	(222)	376	250	135	126
TOTAL COURT REVENUES	5,428	7,300	4,542	(1,873)	34,047	45,700	35,995	(11,653)
RACQUET SPORTS MERCHANDISE								
SALES								
Hard Goods	1,113	-	628	1,113	3,937	-	1,533	3,937
Soft Goods	2,326	-	306	2,326	5,483	-	2,988	5,483
TOTAL MERCHANTISE SALES	3,439	-	934	3,439	9,421	-	4,521	9,421
Cost of Sales	1,869	-	541	(1,869)	4,666	-	3,278	2,737
Cost of Sales Percentage	54.35%				49.53%			29.05%
GROSS MARGIN MERCHANDISING	1,570	-	393	1,570	4,755	-	1,243	6,684
RACQUET REPAIR								
Racquet Repairs	288	-	32	288	1,160	-	564	596
Cost of Racquet Repair	-	-	(118)	-	1,865	-	154	(1,865)
GROSS MARGIN CLUB REPAIR	288	-	150	288	(705)	-	410	(1,269)
TOTAL REVENUE	7,285	7,300	5,085	(15)	38,096	45,700	37,648	(6,239)
EXPENSES								
Payroll-Tennis	17,514	14,692	12,578	(2,822)	96,300	94,021	73,254	(2,279)
Temp/Casual Labor	-	-	-	-	11,976	6,000	5,987	(5,976)
TOTAL PAYROLL	17,514	14,692	12,578	(2,822)	108,276	100,021	79,241	(8,255)
Payroll Taxes	2,136	1,214	1,061	(922)	10,917	8,791	12,361	(2,126)
Employee Meals	171	170	129	(1)	1,270	1,150	1,416	(120)
Employee Health/Life	1,751	1,635	1,999	(116)	10,440	11,445	9,151	1,005
Other Employee Costs	-	-	-	-	-	200	72	200
Building Repair & Maintenance	-	-	-	-	5,388	4,700	605	(688)
Contract Services	-	-	-	-	118	125	118	7
Equipment Rental	218	225	-	7	874	890	5,638	16
Equipment Repair & Maintenance	98	-	-	(98)	164	-	14	(164)
Miscellaneous	76	85	76	9	1,129	575	1,295	(554)
Small Equipment Purchases	335	-	83	(335)	2,775	2,000	5,787	(775)
Supplies	517	160	615	(357)	4,822	3,670	6,627	(1,152)
Telephone	61	50	60	(11)	425	350	361	(75)
Tennis Tournament	-	-	-	-	(116)	-	(319)	116
Uniforms	-	-	-	-	1,091	1,400	1,320	309
Utilities-Electricity	2,912	1,440	2,939	(1,472)	27,946	26,915	23,709	(1,031)
Weather Report	-	30	31	30	186	210	93	24
TOTAL EXPENSES	25,790	19,701	19,571	(6,089)	175,705	162,442	147,491	(13,263)
NET INCOME (LOSS)	(18,504)	(12,401)	(14,485)	(6,103)	(137,609)	(116,742)	(109,842)	(19,502)

INDIAN HILLS COUNTRY CLUB
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	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
CLUBHOUSE EXPENSES								
EXPENSES								
Payroll-Annual Cleaning	-	-	-	-	-	-	-	-
Payroll-Housekeeping	25,272	23,639	25,221	(1,633)	161,216	162,341	153,790	1,125
Payroll-Maintenance	17,261	13,944	10,386	(3,317)	97,802	91,698	75,832	(6,104)
Payroll-Reception	7,839	7,325	6,702	(514)	51,643	49,321	46,031	(2,322)
Payroll-Shuttle Driver	2,770	-	-	(2,770)	5,461	-	-	(5,461)
Temp/Casual Labor	-	-	-	-	135	-	278	(135)
TOTAL PAYROLL	53,143	44,908	42,309	(8,235)	316,257	303,360	275,930	(12,897)
Payroll Taxes	3,957	3,315	3,272	(642)	24,197	27,555	22,131	3,358
Employee Meals	610	610	580	-	4,961	4,270	4,415	(691)
Employee Health/Life	4,396	4,480	4,216	84	33,078	31,360	29,557	(1,718)
Other Employee Costs	85	350	-	265	1,089	3,000	395	1,911
Annual Cleaning	-	-	-	-	-	-	-	-
Building Repair & Maintenance	4,901	8,000	9,448	3,099	99,170	86,000	62,687	(13,170)
Cable Television	764	715	704	(49)	5,280	5,005	5,051	(275)
Contract Services	636	835	623	199	5,436	5,825	5,949	389
Décor/Plantings	519	2,000	49	1,481	16,499	12,100	16,845	(4,399)
Dues & Subscriptions	-	-	-	-	-	-	-	-
Equipment Rental	-	-	-	-	219	750	-	531
Equipment Repair & Maintenance	2,185	1,850	1,859	(335)	14,304	14,250	28,317	(54)
Miscellaneous	-	-	-	-	(14)	-	243	14
Music	142	150	142	8	994	1,050	994	56
Small Equipment Purchases	218	1,000	2,388	782	10,984	6,000	4,526	(4,984)
Supplies-Cleaning	652	425	660	(227)	4,363	4,680	5,234	317
Supplies-Maintenance	529	1,500	1,465	971	9,810	10,400	11,367	590
Supplies-Other	2,563	2,000	1,913	(563)	18,584	13,600	13,673	(4,984)
Telephone	910	910	903	(0)	6,374	6,370	6,303	(4)
Trash Removal	2,775	2,425	2,484	(350)	19,382	16,975	16,898	(2,407)
Uniforms	-	-	-	-	2,696	2,500	2,427	(196)
Utilities-Electricity	19,943	20,360	20,360	417	117,600	122,255	112,239	4,655
Utilities-Gas	1,199	1,500	1,315	301	12,614	11,755	10,742	(859)
Utilities-Water	3,966	4,000	4,019	34	24,174	28,410	26,280	4,236
TOTAL EXPENSES	104,094	101,333	98,710	(2,761)	748,050	717,470	662,204	(30,580)
OTHER								
Tobacco Sales	237	-	273	237	879	-	1,310	879
Purchases-Tobacco	1,184	-	183	1,184	1,184	-	3,212	1,184
INCOME/LOSS TOBACCO	(947)	-	90	(947)	(305)	-	(1,903)	(305)
NET EXPENSES	105,041	101,333	98,620	(3,708)	748,355	717,470	664,107	(30,885)

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	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
FITNESS CENTER								
REVENUES								
Personal Training	23,510	21,000	20,975	2,510	161,960	129,000	135,950	32,960
Fitness Classes	2,290	1,700	1,720	590	12,662	13,200	13,746	(539)
Fitness Programs	-	-	-	-	51,763	42,000	39,805	9,763
Other Income	-	-	-	-	-	-	-	-
TOTAL REVENUES	25,800	22,700	22,695	3,100	226,384	184,200	189,501	42,184
SERVICES EXPENSE								
Commission/Lessons	24,866	17,220	20,102	(7,646)	169,649	139,734	138,492	(29,915)
	96.38%	75.86%	88.57%		74.94%	75.86%	73.08%	
GROSS PROFIT	935	5,480	2,594	(4,546)	56,735	44,466	51,009	12,269
EXPENSES								
Payroll-Fitness Center	18,634	17,126	14,257	(1,508)	116,023	116,440	99,151	417
Temp/Casual Labor	3,030	2,000	2,360	(1,030)	16,385	15,000	14,290	(1,385)
Payroll Taxes	2,954	2,398	1,888	(556)	20,658	16,301	15,725	(4,357)
Employee Meals	-	-	-	-	-	-	-	-
Employee Health/Life	2,526	1,990	1,886	(536)	15,375	13,930	13,205	(1,445)
Other Employee Costs	-	-	-	-	120	350	288	230
Equipment Rental	155	155	155	0	1,304	1,085	2,262	(219)
Equipment Repair & Maintenance	176	345	176	169	3,415	2,200	1,057	(1,215)
Miscellaneous	-	-	-	-	124	-	-	(124)
Outside Services	-	-	-	-	169	150	118	(19)
Refreshments	572	400	361	(172)	3,438	2,950	3,124	(488)
Small Equipment Purchases	315	250	122	(65)	1,920	1,500	2,598	(420)
Supplies	155	600	162	445	2,851	2,750	2,809	(101)
Supplies-Towels	-	-	-	-	657	300	663	(357)
Uniforms	-	-	-	-	-	1,000	892	1,000
Utilities-Electricity	1,930	2,115	1,971	185	10,249	10,775	9,886	526
TOTAL EXPENSES	30,447	27,379	23,339	(3,068)	192,688	184,731	166,067	(7,957)
NET INCOME (LOSS)	(29,513)	(21,899)	(20,746)	(7,614)	(135,953)	(140,265)	(115,058)	4,312

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	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
THE DEN								
REVENUES								
Wigwam Charges	2,496	1,500	1,292	996	12,996	10,675	12,326	2,321
TOTAL REVENUES	2,496	1,500	1,292	996	12,996	10,675	12,326	2,321
EXPENSES								
Payroll-Wigwam Room	2,937	2,885	2,614	(52)	18,144	19,225	17,343	1,081
TOTAL PAYROLL	2,937	2,885	2,614	(52)	18,144	19,225	17,343	1,081
Payroll Taxes	220	315	188	95	1,384	2,160	1,288	776
Other Employee Costs	-	-	-	-	-	-	55	-
Employee Health/Life	440	760	707	-	3,077	5,320	5,044	2,243
Equipment Repair & Maintenance	-	-	-	-	19	-	-	(19)
Error!	55	55	55	0	382	385	55	3
Small Equipment Purchases	-	-	-	-	-	-	847	-
Supplies	84	-	-	(84)	510	-	4,775	(510)
TOTAL EXPENSES	3,735	4,015	3,563	(40)	23,516	27,090	29,405	3,574
NET INCOME (LOSS)	(1,239)	(2,515)	(2,271)	956	(10,520)	(16,415)	(17,079)	5,895

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	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
ADMINISTRATIVE EXPENSES								
Payroll-Administration	73,327	68,833	66,312	(4,494)	465,593	470,884	430,210	5,291
TOTAL PAYROLL	73,327	68,833	66,312	(4,494)	465,593	470,884	430,210	5,291
Payroll Taxes	5,407	5,320	4,553	(87)	37,837	39,624	35,779	1,787
Employee Meals	720	720	718	(0)	4,585	5,050	5,317	465
Other Employee Costs	515	500	642	(15)	22,943	21,200	9,008	(1,743)
Employee Health/Life	6,743	6,630	6,152	(113)	48,527	46,410	41,545	(2,117)
Bad Debt Expense	-	-	-	-	-	-	-	-
Bank/Bill Pay Charges	2,637	1,350	322	(1,287)	13,384	9,450	7,793	(3,934)
Board of Governors	1,285	1,080	1,015	(205)	49,924	12,700	12,855	(37,224)
Centennial Expenses	-	-	-	-	-	-	-	-
Contract Services	10,362	8,275	8,159	(2,087)	53,257	57,925	47,473	4,668
Dues & Subscriptions	3,978	-	-	(3,978)	8,057	3,585	8,960	(4,472)
Equipment Rental	654	1,650	2,382	996	5,417	6,250	7,824	833
Equipment Repair & Maintenance	1,207	1,375	1,050	168	6,427	9,625	13,365	3,198
Licenses & Permits	3,982	2,500	2,261	(1,482)	27,713	17,500	18,587	(10,213)
Membership	665	1,000	658	335	6,250	6,950	6,868	700
Miscellaneous	59	-	15	(59)	410	900	241	490
Other Management Expense	-	2,000	-	2,000	9,047	12,000	18,470	2,953
Postage & Printing	1,190	550	1,225	(640)	2,642	2,750	2,791	108
Putter	556	560	476	4	2,890	3,360	2,913	470
Roster/Calendar	-	-	-	-	-	-	-	-
Small Equipment Purchases	1,858	1,000	747	(858)	6,848	7,750	4,515	902
Supplies	658	1,200	1,002	542	6,968	5,800	5,164	(1,168)
Telephone	1,699	1,400	1,399	(299)	11,893	10,000	9,846	(1,893)
Web Site Expenses	515	895	885	380	3,604	6,265	4,250	2,661
TOTAL EXPENSES	118,016	106,838	99,973	(11,178)	794,215	755,978	693,773	(38,237)

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	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	3,935	5,000	829	1,065	4,184	5,000	2,227	816
Social-Spring Thaw	-	-	-	-	6,509	10,000	10,875	3,491
Centennial Open House (Jan)	-	-	-	-	-	-	-	-
Centennial Concert (May)	-	-	-	-	-	-	-	-
Centennial Block Party (Aug)	-	-	-	-	-	-	-	-
Centennial Gala (Nov)	-	-	-	-	-	-	-	-
Centennial Expenses	-	-	-	-	-	-	-	-
TOTAL SOCIAL ACTIVITIES	3,935	5,000	829	1,065	10,693	15,000	13,102	4,307

	ACTUAL MTD	CURRENT BUDGET	PRIOR YEAR	BUDGET VARIANCE	ACTUAL YTD	BUDGET YTD	PRIOR YTD	BUDGET VARIANCE
SPORTS ACTIVITIES								
Sports-Pow Wow	(8,432)	-	3,091	8,432	(6,816)	-	(1,681)	6,816
Sports-Pocahontas	-	-	-	-	-	-	-	-
TOTAL SPORTS ACTIVITIES	(8,432)	-	3,091	8,432	(6,816)	-	(1,681)	6,816

Finance Committee – July 2025

Attendance

J. Shay – Chairperson/Treasurer, S. Bethune – President, D. Hall – Vice President, M. Zastrow, J. Elder, M. Hogerty, R. Chalker, D. Embry, R. Tibbetts – GM/COO, B. Schmitz – CFO, D. Murphy – Director of Clubhouse Operations

Quick recap

The Finance Committee meeting began with attendance updates and discussions about communication strategies before reviewing the year-to-date financial performance, which showed some revenue shortfalls and cash position details. The committee then focused on a construction project contract with Pearson Gulf, including contract terms and payment schedules, followed by discussions about an irrigation project within an approved budget framework. The conversation ended with reviews of capital reserve studies, future capital dues increases, and exploration of AI and robotics implementation opportunities for cost savings.

Next steps

- Finance Committee to review and approve irrigation project contract for Pearson Golf Construction
- Robert and Jeff to complete final contract review and due diligence for irrigation project
- Scott to work with team to word-smith formal approval language for irrigation project
- Robert and team to continue department-by-department validation of Capital Reserve study items
- Bridget and Robert to review UHY audit requirements and ensure compliance with 990 filing deadline
- Robert and team to continue evaluating robotics and AI tools for back office efficiencies
- Finance Committee to review capital reserve study and associated cash flows at October 30th meeting
- Finance Committee to review 2026 Capital Budget at November 13th meeting
- Robert and team to continue monitoring and adjusting monthly capital dues increases over next 2 years
- Scott to continue communicating project updates through Putter Newsletter

Summary

Logistics and Communication Strategies

The meeting began with Robert discussing logistics and attendance, noting that some members like Jack and Evan were absent. Jim joined from the UK, mentioning his recent travel and meetings in Amsterdam and the UK. The group discussed communication strategies, including using social media and videos, and Jim shared his experience with reduced audience engagement. They briefly touched on weather and technical issues before deciding to start the meeting proper.

Financial Performance and Overtime Impact

The meeting focused on the year-to-date financial performance, which showed revenues about \$20 million short of plan, with a \$1.6 million surplus and a cash position of \$3.5 million, \$2.9 million of which is invested at 4.2%. Jim discussed the impact of the recent government bill on overtime exemptions and tax tips, noting that employees won't see the tax benefit until 2026. Robert highlighted the need to reevaluate salary versus hourly positions due to the Department of Labor ruling, and Michelle provided insights on the tax implications of the new overtime rules, suggesting that the impact might be less significant than initially thought.

Irrigation Project Budget Review

The Finance Committee reviewed the irrigation project, which has an estimated cost of \$3 million and falls within the \$8 million budget approved by the Board. Jim explained that the project would be funded with a combination of cash and new bank borrowings, in line with the club's maximum net borrowing policy of \$5 million. The committee also discussed the need to review the insurance program and the annual audit, which will be addressed in upcoming meetings.

Pearson Gulf Construction Contract

The meeting focused on a construction project contract with Pearson Gulf, discussing the fixed price of \$2,985,000 and payment terms of 50% due September 26, 2026, with the balance paid monthly through April 2027. Robert explained that Pearson Gulf, based in Kansas City, was selected for their local experience and competitive pricing, which was approximately half a million dollars lower than other bids. The project timeline was outlined as mobilization on September 26, with completion of the front nine in September through November and the back nine from December through March. The group discussed contract details, including standard clauses for unanticipated conditions and change orders, with no specific penalties or rewards for early completion.

Irrigation Project Funding Approval

The Finance Committee discussed a \$3 million irrigation project as part of an \$8 million total board-authorized approval, with \$5 million remaining for the Halfway House and other golf course improvements. Jim explained that while the project could be funded from existing cash reserves, the committee would need to approve future borrowings for remaining projects, and emphasized the importance of signing the contract soon to lock in pricing for long lead-time items. Robert raised concerns about cash reserves and timing of additional funding, but Jim clarified that none of the \$3 million would be spent until September, and the committee agreed to conceptually approve the board's authority to proceed with the contract while reserving final approval of borrowings for a later date.

Project Approval and Dues Updates

The committee approved a project proposal and discussed future capital dues increases. Jim explained that the current plan does not require a one-time assessment, as monthly dues have already been increased by \$150 over the past year, with an additional \$50 increase planned over the next two years. The committee also reviewed the status of the capital reserve study and the upcoming UHY audit, which is required for tax compliance and costs approximately \$17,000 annually.

Capital Reserve Review and Robotics

The committee discussed the Capital Reserve day review, where Robert explained that some items were misclassified and needed validation across 18 pages of assets. Robert and his team are working to ensure accurate information about replacements and maintenance schedules, with some items being incorrectly listed for replacement when they were actually on regular maintenance. The group also discussed AI and robotics, with Robert noting that while AI tools like for meeting minutes and communications were being tested, the more significant cost savings would likely come from robotics in areas like food service and grounds maintenance, with current demos underway for robotic lawn mowers.

Aquatics Committee – July 2025

Attendance

A. Burgess – Chairperson, D. Hall – Vice President, D. Vogt, P. Geiger, K. Hamilton, S. Ferguson, L. Cattanach, R. Tibbetts – GM/COO, D. Murphy – Director of Clubhouse Operations

Quick recap

The meeting covered operational updates across multiple areas including menu innovations, staffing changes, and facility usage patterns, with particular focus on pool activities and upcoming events. Safety protocols and training measures were discussed, along with plans for pool maintenance and equipment upgrades, including the ongoing process of obtaining bids for pool liner replacements. The conversation ended with discussions about coaching staff hiring and performance, with plans for the upcoming season, and the decision to cancel the next meeting after the pool season ends.

Next steps

- Terry to start draining the pool around 9 AM on Monday, August 9th
- Ashley to consider adding a second session of Aqua aerobics at 8-9 AM
- Robert to discuss with Robin about canceling the September pool-focused meeting
- Pool staff to continue enhanced protocols and training following recent high-profile saves
- Management team to review pool liner bids from remaining companies
- Sarah and swim team to proceed with hiring new coach in coming months
- Sarah and swim team to order uniforms/outfits for new coaches before seasonal stock sells out
- Management to consider implementing AI pool monitoring technology
- Staff to continue live music offerings on both Friday and Saturday evenings on the patio
- Management to review and consider updating swim team hiring practices and bylaws
- Staff to continue monitoring and maintaining pool fencing repairs
- Management to review snack bar operations and ticket times
- Staff to maintain enhanced security camera coverage and monthly inspections of first aid kits

Summary

Food Committee Updates and Scheduling

Robert discussed his recent experiences, including a baseball tournament and interactions with his non-verbal son. He also shared details about the breakfast offerings at a facility, including a croissant-like pastry with fries. Robert mentioned that he is the Vice President of the Food Committee and provided updates on menu innovations, including new fish offerings and a popular lobster roll. The discussion touched on the scheduling of meetings and the need to potentially adjust the meeting schedule to improve participation.

Seasonal Staff Departure and Operations Update

The operations update highlighted a seasonal downturn in pool activity as many members are on vacation before school starts, with Robert noting that nearly 80 seasonal staff members, primarily pool staff, are leaving in the next week. The club is preparing for reduced staffing around August 11th by distributing final schedules for the 4-week period and having managers and other staff members take turns covering various duties. Fitness activities are thriving, particularly the popular float fit and paddle board classes, with Ashley considering adding additional sessions to meet demand, while upcoming events include a diamond movie night on August 15th and Labor Day pool party, with the pool closing on September 8th.

Pool Safety and Protocol Enhancements

Robert discussed the increased number of pool saves this year, noting that more proactive measures and enhanced protocols have been implemented to ensure the safety of swimmers. He highlighted the importance of staff training and the use of security cameras for incident review. Robert also mentioned the need for a medical advisory board to assist in decision-making regarding medical equipment and procedures. Additionally, he addressed the issue of towel management and encouraged members to help with cleanup efforts.

Pool Liner Replacement Options Discussed

Robert discussed the ongoing process of obtaining bids for pool liner replacements, noting that two companies have refused to provide quotes due to warranty and installation concerns. He explained the different types of pool liners available, including an epoxy wall option and a 25-year warranty glass product, while highlighting the pros and cons of vinyl liners, such as affordability and ease of cleaning versus potential shrinkage issues. Robert mentioned that the current liner is holding water but is unsightly due to detachment in corners, and he expects budget discussions for replacement to begin next month, with a likely replacement planned for next year.

Swim Coach Hiring and Planning

The meeting focused on the hiring and performance of swim and dive coaches for the upcoming season. Robert and Sarah discussed their successful hiring processes, with both teams adding new coaches and maintaining strong team dynamics. They noted the need to start planning for uniforms and outfits for the new season. Robert also mentioned potential changes to hiring practices at the league level, though he expressed doubt that significant changes would be implemented. The group agreed to cancel their next meeting in September after the pool season ends.

Strategic Communications Committee – July 2025

Attendance

B. Myers – Chairperson, S. Bethune – President, D. Hall – Vice President, M. Swenson, R. Tibbetts – GM/COO, D. Duffy – Director of Communications, D. Murphy – Director of Clubhouse Operations

Quick recap

The meeting began with scheduling discussions and planning for utility-related meetings, followed by a brief conversation about golf activities. The main focus was on reviewing various operational metrics including email communication performance, mobile app adoption rates, and social media growth across different platforms. The team concluded by discussing capital improvement projects, particularly for the golf course and Halfway House, and developing communication strategies to effectively present these initiatives to members while maintaining transparency about costs and timelines.

Next steps

- Diana: Continue cleaning up email groups and targeting emails more effectively.
- Diana: Create tutorial video for members on updating their profile information.
- Robert and Diana: Consider implementing seasonal "spring cleanup" emails to encourage members to update their information.
- Robert: Explore options for updating member profile pictures, potentially including a professional photography day or incentives for members to update their photos.
- Diana: Disable or remove the old "Tribotel I dial" Instagram account.
- Diana: Clean up and consolidate email communications from tennis and fitness departments to improve tracking.
- Robert: Review the legal implications of allowing members to update their own profile pictures.
- Robert: Consider implementing a system for staff to verify and update member photos internally.
- Robert: Discuss with the Board about showing the profile update tutorial at a future board meeting.
- Diana: Create a short video promoting the new breakfast service for Instagram.
- Robert: Be present at 7:30 AM for the launch of the new breakfast service.

- Marketing team: Disable or remove outdated Instagram accounts related to the club.
- Diana: Track and analyze the success rates of reservations made through email link clicks.
- Diana: Work on incorporating newer club groups into the email distribution system.
- Scott: Continue communicating about capital projects in monthly letters.
- Jeff's team: Handle some of the demolition work for the Halfway House project to reduce costs.
- Jeff: Capture before and after photos and drone footage of the golf course and Halfway House for documentation.
- Robert: Create a dedicated web page for capital projects on the club's website.
- Scott: Provide monthly updates on capital projects via the website and communications.
- Robert: Outline information to include on the capital projects web page.
- Mike: Help identify appropriate third-party experts to speak about specific project elements when needed.
- Robert: Share Kansas City Country Club's communication examples with the team.
- Scott: Include a blurb about the capital reserve study and upcoming projects in the next President's letter for the putter.
- Diana: Follow up with Scott to ensure the President's letter is submitted by Friday for the putter deadline.
- Team: Focus on website development and President's messages for project communication through the end of 2025.
- Team: Consider using facility boards for physical information displays as the project progresses in 2026.
- Team: Develop a communication timeline aligned with the project timeline chart.
- Team: Capture current irrigation system shortcomings on video during stressed periods for future communications.
- Scott: Announce the signing of the irrigation contract in the September newsletter.
- Team: Prepare a comprehensive capital projects presentation for the annual meeting, including the launch of the dedicated web page.
- Team: Develop strategy for communicating project benefits and financial stewardship to members.
- Robert: Craft stories around each aspect of the project for future communications.
- Mike: Assist in crafting a paragraph about the golf course project for next month's President's message.
- Robert: Reach out to Kansas City and Mission Hills clubs to gather insights on their communication strategies for similar projects.

- Team: Consistently share project updates each month following the annual meeting announcement.
- Team: Share image-worthy project updates on social media and other channels as they become available.

Summary

Meeting Plans and Utility Savings

The group discussed upcoming meetings and scheduling, with Tyler mentioned as being out of office until the week of the 11th, which would delay some work. Robert and Tyler planned to meet with Jeff to discuss utilities, as they believed they could save money in that area. The conversation then shifted to a discussion about golf, with Robert sharing details about his recent games and upcoming matches. The conversation ended with a brief mention of sending a zoom link to Mike and discussing room availability for an upcoming event.

Email Segmentation and Capital Planning

The meeting focused on reviewing statistics and discussing email management segmentation, as well as planning for capital projects and communication to the membership. Robert inquired about the mobile app's usage and content delivery methods, but the discussion was cut short due to technical issues with Mike's connection. The team agreed to continue the conversation once the technical problems were resolved.

Low Mobile App Adoption Rates

Robert discussed the low adoption rate of the club's mobile app, noting that 67% of members have never logged in despite the app being available for four years. He expressed concern about the lack of downloads and usage, particularly given the opportunity during COVID-19 to test the app for reservations and check-ins. Robert also mentioned that members prefer Apple products over Android and that desktop usage remains higher than mobile app usage for certain activities like making reservations and signing up for tournaments.

Email and Social Media Optimization

The team reviewed email communication metrics, noting that golf sends twice as many emails as other departments, while tennis emails primarily come from Kevin's outlook with poor click rates. Diana reported that they are improving email targeting by creating dynamic groups and cleaning up outdated contact lists, with plans to expand this to include pickleball and Mahjong groups. The team discussed social media growth, particularly on LinkedIn, and identified the

need to clean up multiple Instagram accounts including the swim team's "Tribo Till I Die" account which has 758 followers.

Website Profile Picture Updates

The team discussed updating member profile pictures on the website, with Robert raising concerns about member control and potential misuse. They explored options like using LinkedIn photos, hiring a photographer, or having staff assist with picture selection. Diana was praised for her efforts in cleaning up dynamic groups. The group also briefly discussed promoting an upcoming breakfast event at the club, with Robert planning to film and document the experience.

Capital Projects Communication Strategy

The meeting focused on capital projects, particularly the golf course irrigation and Halfway House improvements. Robert emphasized the need to control the narrative and communicate these projects effectively to members, suggesting a step-by-step approach to announcements. The team discussed the irrigation contract, which came in under budget, and the ongoing work on design drawings for the Halfway House. Robert proposed using before-and-after photos and videos to showcase improvements, while also highlighting the strategic importance of these projects. The group considered creating a dedicated webpage for capital projects and discussed the need to be transparent about costs, particularly for the Halfway House, which some members may question due to its amenity nature.

Capital Projects Webpage Launch Plan

The group discussed creating a dedicated webpage for capital improvement projects, inspired by Kansas City's approach, and agreed to launch it around the annual meeting. They decided to communicate project elements separately rather than combining them, starting with irrigation and drainage improvements that are ready to begin. The team planned to use photos and videos to document each improvement and maintain consistent messaging through newsletters and emails, with Robert suggesting monthly updates from presidents or governors.

Golf Course Communication Strategy Meeting

The group discussed communication strategies for upcoming golf course projects, focusing on balancing expert perspectives with member trust. They agreed to prioritize website development and President's messages over physical handouts, with Robert suggesting September as the optimal time to announce the golf course contract to minimize opposition. The discussion also covered the Halfway House project, which Robert noted was primarily

opposed due to cost concerns rather than impact on hole 11, and they explored ways to communicate the club's value and relevance to both current and future members.

Hackley House Strategic Communications Plan

The group discussed the Hackley House facility, acknowledging it as outdated but highlighting its historical significance and the need to improve its offerings. Mike emphasized the importance of telling a compelling story about the club's success and addressing naysayers, while Robert suggested focusing on small improvements and crafting narratives around them. They agreed on the importance of consistent communication and potentially engaging a strategic communications firm, though they decided against it for now. The conversation ended with plans to share information about Kansas City's communication strategy and to continue discussions on website updates and messaging.

2025 MEMBERSHIP LEVELS IN-PROCESS

Updated 8/14/2025

Category	JAN 1 2025	AUGUST 1 2025	OCTOBER 1 2025	GAINS Actual & In	LOSSES Actual & In Process	BUDGET 12/31/2025	GAINS BUDGET 12/31	LOSSES BUDGET 12/31
Foundation/Corp.	449	449	452	4 New Members 3 Transfer from Social 5 Transfers from Int.	5 D&R 2. Transfers to SocialIFF 2 Transfer to NR	456	2 New Members 5 Trans Social 12 Trans Int.	7 D&R 2 Trans SocialIFF 1 Trans to NR 1 Trans GolfSr
Golfing Senior	20	20	20	0	0	20	1 Transfer	1 D&R
Intermediate	29	28	27	4 New Members	1 D&R 5 Transfers to Foundation	22	5 New Members	1 D&R 12 Trans Found
TOTAL GOLF MEMBERS <i>Foundation, Golf Sr, Inter.</i>	498	497	499	Golf Gains 11 (New Members & Transfers In)	Golf Losses 10 (D & R & Transfers Out)	498	Golf Gains 12 (New Members & Transfers In)	Golf Losses 12 (D & R & Transfers Out)
Social	96	100	100	New Social Members 9	2 D&R 2 Transfers to Golf	97	New Social Members 12	6 D&R 6 Transfers to Golf
Other Categories	59	59	59	4 Transfers In	4 D&R	58	6 Transfers In	7 D&R
TOTAL ALL MEMBERS	653	656	658	Total New Members 17	Total Deaths & Resignations 12	653	Total New Members 19	Total Deaths & Resignations 22
Initiation Fee & Transfer Fee REVENUE:		BUDGET 12/31/2025	Projected 9/1/2025 \$670,700					

Indian Hills Country Club

Date of Application

7/10/2021 87
(Office Use Only)

Applicant Name

Conner Hanlon

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

Primary Sponsor Coleby Henzlik

Secondary Sponsor Cameron Daniels

Membership Category Foundation Intermediate Social
 Corporate Sponsored Clergy

Legacy Program: (Check if you are the child or grandchild of a current member in good standing—see fee sheet)Stepping Stone Program: (Check if you are the child of a current Foundation member in good standing & are ages 24 thru 26—see Rules)

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 6-21-92

Residence Address 5208 W 80th St

Street

Prairie Village

KS

66208

City

State

Zip

Residence Phone 816-714-4127 Cell Phone 816-714-4127

Home Email chanlon11@yahoo.com Work Email conner.hanlon@marinewealthadvisors.com

How long a resident in the Kansas City area (if less than 5 years, please elaborate) 23

Business Name Marinwe Wealth Advisors

Business Address 5700 W 112th St., Suite 500

Street

Overland Park

KS

66211

City

State

Zip

Business Phone 913-904-5445

Present position/Title Investment Analyst

Nature of business profession Institutional Fixed Income Investments

Number of years with this firm 2 yrs

If less than ten years or if retired, show prior business or professional affiliation and what capacity Previously worked as
an Investment Officer at BOK Financial Securities from June 2014 - Nov. 2019

Education University of Kansas

School/University/College

Bachelor of Science in Finance

2014

Degree

Year

Professional Degree _____

School/University/College/Degree/Year

ADDITIONAL APPLICANT INFORMATION

Membership in other clubs _____

Current CFA Society of Kansas City

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 Samantha (Schuster) Hanlon

Provide full name, including maiden name if applicable

Date of Birth 1-21-92 Wedding Anniversary 8-17-19

Residence Phone 316-655-1607 Cell Phone 316-655-1607

Home Email samschuster3@gmail.com Work Email samanthaschuster@vmlyr.com

Business Name VML Y+R

Business Address 250 NW Richards Rd

Business Phone 316-655-1607

Present position>Title Associate Connection Director

Number of years with this firm 7 yrs

If less than ten years or if retired, show prior business or professional affiliation and what capacity began work at VML

immediately after graduation

Education University of Kansas

Bachelor of Arts in Communication School/University/College

2014

Year

Professional Degree _____

School/University/College/Degree/Year

Name & birthdate of son(s) _____

Name & birthdate of daughter(s) Mary Hanlon 8-9-21

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

Coleby & Emily Herzlik Duncan & Katie Lane

Cam & Sarah Daniels Maggie & Austin Gates

Tim & Kylie Schulte Stephanie & Preston Elder

William Degen

Patrick Fletcher

Describe the applicant's exposure to the Club to-date I have attended weddings at the club, played 18 holes, been to breakfast and dinner at the club, and got an unofficial tour.

Why has the applicant selected Indian Hills Country Club as his/her club of choice? We have selected Indian Hills Country Club as our club of choice for the following reasons: we have several close friends who are members of the club; we know the club has a great reputation around town; we think it is a beautiful property; we live here in the Prairie Village area and love the community.

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 come 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 By-laws & 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 for membership are nonrefundable and that dues and other miscellaneous charges are subject to change. 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. In the event of a divorce, the former spouse may apply for membership under such rules as are then specified in the club By-laws 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.

Please check if you will utilize the Extended Initiation Payment Option, and if so, that you acknowledge a Promissory Note signed by both the Member & Spouse is required upon acceptance & any remaining balance will become immediately due if for any reason the membership is terminated.

Please check confirming that payment of the required "Good Faith Fee" is being submitted with the application for membership, and that you acknowledge the Good Faith Fee is 100% nonrefundable unless your application for membership at Indian Hills Country Club is not approved, and that you further understand the Club has a waiting list for membership and is unable to guarantee when openings for membership will become available. Upon approval of membership, the Good Faith Fee is credited toward the initiation fee.



11-8-21

Signature of Applicant

Date



11-8-21

Signature of Spouse

Date



11/8/21

Indian Hills Primary Sponsor Signature

Date



Indian Hills Secondary Sponsor Signature

11/6/21

Date

INDIAN HILLS Country Club

PRIMARY SPONSOR INFORMATION

Primary Sponsor Name Coleby Henzlik

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 Conner and Sam for about 12 years. Conner was a sigma chi with me at KU. His wife was a childhood friend of my wife. Both Conner & sam were in my wedding.

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

I spend several days/nights out socially with Conner & sam. Our children love to play. We see them on almost a weekly basis. Both in each others homes or out.

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 We have hosted for cocktails, sunday brunch and 18-Holes of golf. I have also given them a tour.

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 believe Conner and Sam to be great people. Thru our friendship they have been loving and generous to my family. The Hanlon's are very giving and always here to help in trying times. I believe they Additional comments would be a great addition to IHCC because they also love to be social and love to meet new people.

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



SECONDARY SPONSOR INFORMATION

Secondary Sponsor Name Cameron Daniels

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 Connor for just over 10 years, we were in the Sigma Chi Fraternity at KU together.

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

I have had Connor and his wife over many times throughout the years. Not only have I known Connor for a long time, his wife was best friends and sorority sisters with my wife. We have been apart of dinners, parties, and vacations throughout our friendship.

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 have golfed with Connor, as well as had dinners at the club. He was also a groomsman in my wedding 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.

Connor and his wife Sam will make outstanding members at our club. They both come from great families and continue that along as they are starting their own family. They will be valuable members in all aspects of the club.

Additional comments _____

Subject: Letter of Recommendation

Date: Friday, June 6, 2025 at 12:44:03 PM Central Daylight Time

From: Charles Herr

To: Raelene Zollman

CC: Coleby Henzlik

Hi Raelene,

I'm pleased to write this letter recommending Conner and Sam Hanlon, along with their daughter Mary, for membership at Indian Hills Country Club.

Natalie and I have gotten to know Conner and Sam over the last four years. Being close friends with the Schulte's and Henslick's, the time we spend outside of the club often involves Conner, Sam and their daughter Mary.

Conner and I share in the Sigma Chi brotherhood, and our passion for hockey often dominates any conversation we have. He's an extremely down to earth young man, and lets very little about life bother him. He's a joy to be around.

Sam (Schuster) Hanlon is originally from Wichita and is best friends with Emily Henzlick. Naturally, Natalie and Sam have become great friends over these last four years. They often get together outside of the club, and our young girls always find a way to be the focal point of their interactions. And keeping this whole realm of connections in the IHCC family, Sam's father owns the insurance agency where Cam Daniels currently works.

The Hanlons are a great young family, and I know they would be great additions to the membership. Being a part of the IHCC family means a lot to both Sam and Conner. They would love nothing more than to watch their daughter Mary grow up with the club's sense of community. Heck, they already feel like members, as our group of friends often brings the Hanlon's to the club for holiday events, dinners, golf, etc..

As stated at the start of this letter, I whole heartedly recommend the Conner, Sam and Mary Handlon for membership.

Please feel free to reach out to me or Natalie if you'd like to speak further.

Warm regards,

Charlie Herr

Member #1330

Charlie Herr
cjherr90@gmail.com
(630) 913-4378

Subject: Seconding Letter - Conner and Sam Hanlon

Date: Tuesday, June 3, 2025 at 11:29:44 AM Central Daylight Time

From: Duncan Laner

To: Raelene Zollman

Raelene,

Please consider this my letter of recommendation for Conner and Sam Hanlon. They are great candidates for the club and will fit in great with the membership. Sam grew up in Wichita with my wife, Katie, and with current member, Emily Henzlik. Over many years I've gotten to know Sam, and then have gotten to know Conner in the recent years after they got married. They have a daughter, Mary, who is very close in age to our daughter, Tyler. I know Katie and I look forward to spending time with them, and I know our girls will enjoy spending time together at dinners at the club and at the pool.

Please let me know if there is anything I can do to help them with their process in joining the club.

My best,

Duncan Laner

(816) 550-7819

Subject: Connor and Sam Hanlon
Date: Monday, June 2, 2025 at 2:28:11 PM Central Daylight Time
From: James, Phil
To: Raelene Zollman
CC: Coleby Henzlik
Attachments: image001.png, image002.png, image003.png, image004.png, image005.png, image006.png

Rae,

Please consider this letter as my recommendation for Connor and Sam Hanlon's application for membership at Indian Hills CC.

I spent most of the Happy Hour evening with them as they are great friends of Coleby and Em Henzlik and in-laws with Preston McConnell my applicant for membership.

I have not known them very long, but they are a great couple and will fit in very well with the Indian Hill's membership.

Please call me if there is anything more you need from me to facilitate their process.

Sincerely, PJ

Phil James

Senior Vice President | Kansas City

Office Brokerage | [View Profile](#)

phil.james@colliers.com

Mobile: +1 816 305 8525 | Direct: +1 816 556 1125 |

4520 Main Street, Suite 1000 | Kansas City, MO 64111

 [View Privacy Policy](#)



Subject: Seconding Letter for Conner Hanlon

Date: Wednesday, December 29, 2021 at 1:43:31 PM Central Standard Time

From: Tim Schulte

To: Raelene Zollman

Mr. Reiser & Mrs. Zollman,

Please accept this e-mail as a Seconding Letter for Conner Halon, who has recently submitted an Application for Membership at IHCC.

Conner and I have been friends since my Sophomore year at KU (his Freshman year). Conner joined the Sigma Chi fraternity at KU, where we lived together for 2 years. We both majored in Finance at the KU Business School, so we had quite a few classes together. I also met Conner's wife, Sam, around the same time. The two of them, along with folks like the Daniels and Henzliks, have continued to be in our close circle of friends ever since. Kylie and I spend a lot of time with the Hanlons. We have attended many events and have even traveled together on multiple occasions. Most recently, we have taken trips to Mexico, Colorado, Michigan and Oklahoma together. Conner and Sam are personable, bright, athletic, and responsible individuals. I expect both of them to use all aspects of the club - they are both excellent golfers and tennis players. They have both told me how excited they are to use the club facilities and raise their new daughter, Mary, in the IHCC family. I believe the Hanlons will be a great addition to the Club, and I am in full support of their Application for Membership.

Please let me know if there is an additional information you need from me, which I will be happy to provide. I intend to help the Hanlons get acquainted with the Club and its members during their time on the Waiting List.

Thank you,

Tim Schulte

816-721-1275

Subject: Seconding Letter - Conor Hanlon

Date: Wednesday, December 29, 2021 at 10:48:10 AM Central Standard Time

From: Patrick Fletcher

To: Raelene Zollman

Hey Raelene - Below is my seconding letter for membership consideration of Conor Hanlon.

Conor would be a fantastic addition to Indian Hills Country Club. He already has relationships in place with many of our members and would fit in very well. I have personally known him for 10 years and we have become good friends. He enjoys playing golf and he and his wife, Sam, would certainly be a great addition to all social events. Conor is a very well mannered guy who would add another quality member to golf rounds and events but also would be able to enhance many member's networks professionally. Conor has worked in bond sales for about 8 years selling to area banks, so he is well connected in that community.

Best,

Pat

Pat Fletcher
(816)536-1494
pat.w.fletcher@gmail.com

Subject: Ihcc

Date: Saturday, January 15, 2022 at 8:56:26 PM Central Standard Time

From: Conor O'Neill

To: Raelene Zollman

Dear Raelene,

I am writing to you for a seconding letter on behalf of **Conor Hanlon**, sponsored by Coleby Henzlik. I have had the opportunity to meet and spend time with Conor several times over the last few months. These have been both at the club and outside. I have enjoyed a great round of Golf with Conor as well as spent some time getting to know him at a couple of happy hours. There aren't many Hockey guys in KC, let alone members at IHCC so I was excited to learn that Conor is an avid fan. His wife Sam really seems great too. My interactions with her have been limited however, understandable with their newborn baby, Mary. I think that Conor and his family would be a great fit at IHCC and I can't wait to get to know them better. I support their membership fully.

Thank you,

Conor

Subject: Conner Hanlon

Date: Friday, January 14, 2022 at 12:19:18 PM Central Standard Time

From: Degen, William

To: Raelene Zollman

Todd Reiser,

I am writing to support **Conner Hanlon's** membership into Indian Hills. I have known Conner for nearly 10 years and he would be a desirable addition to the club. Conner and his wife Sam would be a great fit and would add a lot of value to the IHCC family. Conner has done well professionally due to his dependability and integrity and I know these attributes would translate into a great IHCC member. Conner is a great candidate and I hope to see him as a member at IHCC.

Regards,
William Degen

William Degen

 Sr. Account Executive | Kansas City
4001 West 114th Street, #100, Leawood, KS 66211
Mobile: 816.835.4189 | Email: wdegen@unum.com

Subject: Letter of Rec for Hanlon

Date: Saturday, January 15, 2022 at 5:37:32 PM Central Standard Time

From: Maggie Gates

To: Raelene Zollman

January 15, 2022

To Whom is May Concern,

My husband Austin and I are writing to recommend Sam and Conner Hanlon for membership at Indian Hills. They are a fun, social, and active couple who will enjoy the amenities and events the club has to offer.

I met both Sam and Conner when we were freshman at the University of Kansas. They are wonderful people and will be a great addition to our current membership. Their baby Mary will love the activities at the club as she gets older.

If you have any questions please don't hesitate to contact us.

Maggie and Austin Gates

Conner Hanlon Survey Results 07-01-2025

How well do you feel you know the candidate?		
First Name	Last Name	Answer
Phillip L.	James	Moderately
Conor S.	O'Neill	Moderately
Maggie	Gates	Well
Charles	Herr	Well
Duncan	Laner	Well
William	Degen	Very Well
Patrick	Fletcher	Very Well
Timothy Lee	Schulte	Very Well
Would you be willing to have your name published to the membership in support of the candidate?		
First Name	Last Name	Answer
William	Degen	Yes
Patrick	Fletcher	Yes
Maggie	Gates	Yes
Charles	Herr	Yes
Phillip L.	James	Yes
Duncan	Laner	Yes
Conor S.	O'Neill	Yes
Timothy Lee	Schulte	Yes
Have you actively socialized with the candidate?		
First Name	Last Name	Answer
William	Degen	Yes
Patrick	Fletcher	Yes
Maggie	Gates	Yes
Charles	Herr	Yes
Phillip L.	James	Yes
Duncan	Laner	Yes
Conor S.	O'Neill	Yes
Timothy Lee	Schulte	Yes
Have you or would you have the candidate to your home?		
First Name	Last Name	Answer
William	Degen	Yes
Patrick	Fletcher	Yes
Maggie	Gates	Yes
Charles	Herr	Yes
Phillip L.	James	Yes
Duncan	Laner	Yes
Conor S.	O'Neill	Yes
Timothy Lee	Schulte	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
William	Degen	Yes
Patrick	Fletcher	Yes

Maggie	Gates	Yes
Charles	Herr	Yes
Phillip L.	James	Yes
Duncan	Laner	Yes
Conor S.	O'Neill	Yes
Timothy Lee	Schulte	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
William	Degen	No
Patrick	Fletcher	No
Maggie	Gates	No
Charles	Herr	No
Phillip L.	James	No
Duncan	Laner	No
Conor S.	O'Neill	No
Timothy Lee	Schulte	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
Phillip L.	James	Connor and Sam are great young candidates that are well engaged with other young members and prospects. The Club has a bright future with Kids like the Hanlon's.

ADDITIONAL APPLICANT INFORMATION

Membership in other clubs _____

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 Miranda Edmunds
Provide full name, including maiden name if applicable

Date of Birth 04/02/1992 Wedding Anniversary _____

Residence Phone _____ Cell Phone 913-626-9780

Home Email mlynedmunds@gmail.com Work Email _____

Business Name St. Louis Children's Hospital

Business Address 1 Children's Place, St. Louis, MO 63110

Business Phone 314-454-6000

Present position/Title Chief Resident

Number of years with this firm _____

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

Education University of Kansas Medicine Spanish 2014
School/University/College

Degree _____ Year _____
Professional Degree Medical Degree 2014
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).

Ed Elder

Duncan Laner

Matt Benge

Conor O'Neill

Cam Daniels

Describe the applicant's exposure to the Club to-date _____ Grant has played a couple of rounds of golf with Preston. He has also been to a few happy hours and performed a casual walk through the facilities with Preston.

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

Grant has stated that he has long admired the club and its rich history. Also, the proximity to his office and the personal and professional connections he and his wife have to the club, it was an ideal fit for them and their future family.

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 come 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 By-laws & 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 for membership are nonrefundable and that dues and other miscellaneous charges are subject to change. 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. In the event of a divorce, the former spouse may apply for membership under such rules as are then specified in the club By-laws 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.

Please check if you will utilize the Extended Initiation Payment Option, and if so, that you acknowledge a Promissory Note signed by both the Member & Spouse is required upon acceptance & any remaining balance will become immediately due if for any reason the membership is terminated.

Please check confirming that payment of the required "Good Faith Fee" is being submitted with the application for membership, and that you acknowledge the Good Faith Fee is 100% nonrefundable unless your application for membership at Indian Hills Country Club is not approved, and that you further understand the Club has a waiting list for membership and is unable to guarantee when openings for membership will become available. Upon approval of membership, the Good Faith Fee is credited toward the initiation fee.

Grant Edmunds

12/1/21

Signature of Applicant

Preston Elder

12/1/21

Indian Hills Primary Sponsor Signature

Date

Miranda Edmunds

12/1/21

Signature of Spouse

Date

Conor O'Neill

12/1/21

Indian Hills Secondary Sponsor Signature

Date

Revised 10/2021



PRIMARY SPONSOR INFORMATION

Primary Sponsor Name Preston Elder

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 Grant and Miranda personally for over 7 years and grant professionally for over 5 years.

Have you had the applicant to your home? Describe the type of social contact you've had with the applicant Yes No
With Grant and Miranda living in St. Louis, we have not had an opportunity to have them over. Having said that, we have been to a number of social events together from weekend trips to weddings to dinners.

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 have taken Grant to play golf twice at the club, introduced him to other members in the Q Room, and took him on a casual tour of the facilities.

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 _____

Grant has always held himself to the highest standards, both professionally and socially since I've known him. Having been raised in Kansas City, his values and appreciation for the city and its institutions, like Indian Hills, align with the other members.

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



SECONDARY SPONSOR INFORMATION

Secondary Sponsor Name Conor O'Neill

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? Just over 1 year

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

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 _____

Played golf with Grant and Preston Elder and met in the Q Room for a drink afterwards.

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 _____

Grant showed a great ability to connect with myself and other members we were around when golfing. He showed great interest in the club's history and appreciation for the facilities in place today. I believe adding a member like Grant will only enhance the quality of our club for years to come.

Additional comments _____

To Raelene Zollman, Membership Director of Indian Hills Country Club,

I am pleased to write this letter offering my support for Grant Edmunds for membership at Indian Hills. I had the opportunity to meet Grant over drinks about a month ago, and in that brief interaction, I found him to be personable, thoughtful, and driven — both personally and professionally.

His commitment to family is clear from the way he spoke about his wife, Miranda, and their young son, John. Miranda, a pediatric doctor, and Grant, a financial advisor with Moneta, are both originally from Kansas City and are now looking to return home to raise their family here. They're excited not just to find a home in Kansas City, but to become a part of the Indian Hills community, as well.

Grant's professional path at Moneta reflects his desire to make a meaningful difference in others' lives through financial planning. And both his and Miranda's careers reflect a broader commitment to service and community impact.

Lastly, I'd add that Preston Elder's sponsorship of Grant speaks volumes. For me, actions speak louder than words — and Preston's endorsement carries weight in vouching for Grant's values and character.

While my experience with Grant is limited, everything I've learned about him — and the impression he left on me — leads me to believe he'd be a great addition to our club community.

If you need more information, please do not hesitate to contact me at (816) 835 – 2732 or jeffcrowe7@gmail.com.

Sincerely,

Jeff Crowe, Jr.

April 24, 2025

Indian Hills Country Club
6847 Tomahawk Road
Mission Hills, KS 66208

Dear Membership Committee,

I am pleased to recommend Grant Edmunds for membership at Indian Hills Country Club. Having known Grant through Preston Elder for several years, I can confidently attest to his character and suitability for membership.

Grant is highly respected in both his professional circle (of which I am member of) and personal circle. He and his wife, Miranda, would be valuable additions to our community. Miranda is also well-respected and is a pediatric doctor in the critical care division.

I endorse Grant's application and appreciate your consideration.

Sincerely,

Jim Shay

Dear Ryan Gound (Membership Chair),

I would like to recommend Grant Edmunds and his wife for membership at Indian Hills Country Club. Grant is highly regarded in both his professional and personal life. He and his family would be a wonderful addition to the Club, as they are eager to engage with the membership. There is no doubt in my mind that they would fit in really well with the current and future members at the club. They have chosen IHCC because of the excellent facilities – golf, gym, pool, and more – as well as a healthy social membership, and a family friendly atmosphere. Additionally, they appreciate the waitlist, seeing it as a sign of the club's strong membership, which reassures them that this is the right place to be. I am confident that Grant would be a great ambassador of IHCC.

Thank you for your consideration,

Mike & Margaret Linder

7 January 2022

Attention: Todd Reiser
Membership Chair
Indian Hills Country Club
6847 Tomahawk Road
Mission Hills, Kansas 66208

Dear Membership Committee,

Please allow this letter to serve as my recommendation for Grant Edmonds, and his wife, Miranda, for membership at Indian Hills Country Club. I have gotten to know Grant over the past year and he has shown he will be a perfect fit for the club. I know he is talented and hardworking and will represent the club well. He is also a golfer and will be a nice addition to the club.

Thank you for your consideration.

My best,

Duncan Laner

13 January 2022

Attention: Todd Reiser
Membership Chair
Indian Hills Country Club
6847 Tomahawk Road
Mission Hills, Kansas 66208

Dear Membership Committee,

I am writing to recommend Grant and Miranda Edmunds for membership at IHCC. I have gotten to know Grant over the past couple of years both personally and professionally.

Grant is well respected as a person and in business. He and Miranda would be a great addition and would represent the club well.

I highly recommend Grant's application be approved.

Thank you for your consideration.

Sincerely,

Matt Benge

Subject: Fwd: Letter of Recommendation- Grant Edmunds

Date: Tuesday, January 18, 2022 at 8:22:24 AM Central Standard Time

From: Elder, Ed

To: Raelene Zollman

Hi Raelene,

I am pleased to write this letter of recommendation for membership on behalf of **Grant Edmunds** for Indian Hills Country Club. I've known Grant for some time and have always been impressed with him and how he carries himself. My interactions with Grant have been both professionally and socially. Grant is a good friend of his sponsor and my son, Preston. I'm confident Grant would be a great fit for the growing, young membership at Indian Hills.

Ed Elder
President
Colliers Kansas City
816-405-5303 (mobile)
ed.elder@colliers.com

Subject: Rec Letter - Grant Edmunds

Date: Monday, December 13, 2021 at 11:39:42 AM Central Standard Time

From: Cameron Daniels

To: Raelene Zollman

Hey Raelene,

Wanted to send over a recommendation for Grant and Miranda Edmunds. We have known them for quite some time now. Miranda and I were at KU together and Grant and I have been doing business together for the last few years. They are a great young couple and will be a lot of fun to have at the club when it comes time.

Thanks again,

Cameron

--

Cameron Daniels

cameron.n.daniels@gmail.com

(913) 638-3498

Subject: Letter of Recommendation for Grant Edmunds
Date: Friday, January 7, 2022 at 1:21:09 PM Central Standard Time
From: Austin Gates
To: Maggie Gates, Raelene Zollman, preston.elder@assuredpartners.com

To Whom is May Concern,

My husband Austin and I are writing to recommend Grant and Miranda Edmunds for membership at Indian Hills. We were introduced by the Elder's and think they would be a great addition to the club. They are a fun, social, and active couple who will enjoy the amenities and events the club has to offer. We are thrilled they are returning home to Kansas City after Miranda finishes her fellowship in St. Louis.

If you have any questions please don't hesitate to contact us.

Maggie and Austin Gates

--
Sent from my iPhone...

Grant Edmunds Survey Results – 8/12/2025

How well do you feel you know the candidate?		
First Name	Last Name	Answer
Jeff	Crowe, Jr.	I have only been introduced to the candidate once
Duncan	Laner	Moderately
Margaret	Linder	Moderately
Matthew	Benge	Well
Austin	Gates	Well (Spouse Response)
Jimmy	Shay	Well
Cameron	Daniels	Very Well
Would you be willing to have your name published to the membership in support of the candidate?		
First Name	Last Name	Answer
Matthew	Benge	Yes
Jeff	Crowe, Jr.	Yes
Cameron	Daniels	Yes
Austin	Gates	Yes
Duncan	Laner	Yes
Margaret	Linder	Yes
Jimmy	Shay	Yes
Have you actively socialized with the candidate?		
First Name	Last Name	Answer
Matthew	Benge	Yes
Jeff	Crowe, Jr.	Yes
Cameron	Daniels	Yes
Austin	Gates	Yes
Duncan	Laner	Yes
Margaret	Linder	Yes
Jimmy	Shay	Yes
Have you or would you have the candidate to your home?		
First Name	Last Name	Answer
Matthew	Benge	Yes
Jeff	Crowe, Jr.	Yes
Cameron	Daniels	Yes
Austin	Gates	Yes
Duncan	Laner	Yes
Margaret	Linder	Yes
Jimmy	Shay	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
Matthew	Benge	Yes
Jeff	Crowe, Jr.	Yes
Cameron	Daniels	Yes
Austin	Gates	Yes
Duncan	Laner	Yes
Margaret	Linder	Yes

Jimmy	Shay	Yes

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

First Name	Last Name	Answer
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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
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Austin	Gates	Yes. (Confirmed he intended to respond "No")
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Matthew	Benge	No
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Jeff	Crowe, Jr.	No
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Cameron	Daniels	No
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Duncan	Laner	No
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Margaret	Linder	No
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Jimmy	Shay	No
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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
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No answers to this question

Additional Comments:

First Name	Last Name	Answer
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No answers to this question



Date of Application

4/7/2024
(Office Use Only)Applicant Name Russell Jay McElroy
(Please list only 1 individual*—providing your full name, including maiden name if applicable)Primary Sponsor Tim Murphy Secondary Sponsor Hal GossMembership 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 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 09/07/1959Residence Address 9358 Juniper Reserve Dr
Street
Prairie Village City KS State 66207 ZipResidence Phone _____ Cell Phone (816) 835-3094Home Email russmc@rottewgmai1.com Work Email _____How long a resident in the Kansas City area (if less than 5 years, please elaborate) 64 yearsBusiness Name Jacobson Holdings IncBusiness Address 15910 S US 169 Highway
Street
Olathe City KS State 66062 ZipBusiness Phone (913) 782-5300Present position>Title Retired /Former PresidentNature of business profession Transportation and FinanceNumber of years with this firm 33 years

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

Education Johnson County Community College
School/University/CollegeDegree NA Year _____Professional Degree NA
School/University/College/Degree/Year

ADDITIONAL APPLICANT INFORMATION

Membership in other clubs Silverleaf - Scottsdale, AZ

Current Yes

Past Hallbrook

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 Tammy Lynn McElroy

Provide full name, including maiden name if applicable

Date of Birth 09/20/1962 Wedding Anniversary 10/09/1982

Residence Phone _____ Cell Phone (913) 488-2234

Home Email t1mcell@f2@gmail.com Work Email _____

Business Name NA

Business Address NA

Business Phone NA

Present position>Title NA

Number of years with this firm NA

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

Education Johnson County Community College

School/University/College

Degree NA Year _____

Professional Degree NA

School/University/College/Degree/Year

Name & birthdate of son(s) _____

Name & birthdate of daughter(s) Heather Bratten 01/29/1986

Haleish Cerson 03/30/1991

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

Travis Poffilone Ben Frisch
Peter Goss Karen Taylor
David Schutte _____
Pat Nealy _____
Bob Smith _____

Describe the applicant's exposure to the Club to-date Have been to Lunch-Dinner on a number of occasions, tours the facility

Why has the applicant selected Indian Hills Country Club as his/her club of choice? Location of the Club, Dining Experience.

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.

Gorely McElliott
Signature of Applicant

02/07/24
Date

Tammy McElliott
Signature of Spouse

2/7/24
Date

Tammy
Indian Hills Primary Sponsor Signature

2/28/24
Date

Hal Goss
Hal Goss (Apr 7, 2024 07:10 CDT)

04/06/2024

Indian Hills Secondary Sponsor Signature

1/1/2024



INDIAN HILLS
COUNTRY CLUB

PRIMARY SPONSOR INFORMATION

Russell Elliott

Applicant Name

Primary Sponsor Name

Timothy Murphy

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? Have known Russ and Tammy since 1991. Relationship started as business, but evolved to friendship.

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

Have had to the house on numerous occasions. Travelers on vacation together.

Do you do business with the applicant? Yes No If yes, how long? Since 1991

If yes, describe your business relationship with the applicant Our company is a vendor to TransAm Trucking.

Describe the interaction that you've had with the applicant at Indian Hills Country Club Have had Russ & Tammy to lunch and dinners

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

Both would make great use of the club's facilities.
Both have great values and integrity. Would be an asset to the club and would use the facility frequently.

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

Mrsed by Ma E knot
Applicant Name

Secondary Sponsor Name Harold A. Go

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? 20 years

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

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

If yes, describe your business relationship with the applicant Social - many times out to dinner
good friend with Tim and see Rose on Friday
with them often

Describe the interaction that you've had with the applicant at Indian Hills Country Club None or date

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 High integrity, they will make good member
of the Club and give you and a better chance
to see them.

Additional comments _____

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



Matthew & Kelley Enzweiler

3219 W 88th Street, Leawood, Kansas 66206

July 23, 2025

Mrs. Raelene Zollman
Membership Director
Indian Hills Country Club
6847 Tomahawk Road
Mission Hills, Kansas 66208

Dear Membership Committee,

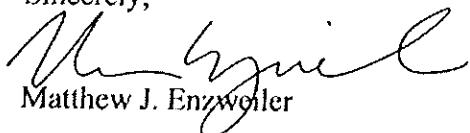
I'm writing this letter to recommend Mr. Russ McElliott for membership to Indian Hills Country Club. I've known Russ for over ten years, having met him when I first visited Kansas City to meet my wife's family while we were dating. My wife Kelley has known Russ and Tammy much of her life, as they have long been good friends of her family. In the time that I've known Russ and Tammy, I have always appreciated and admired their kindness and generosity, and sincerely believe that they would each be a great addition to the club membership.

Anyone that has had the pleasure of meeting Russ can attest to his friendly and gregarious nature, as well as his genuine interest and concern for others. I've experienced this firsthand with my family and the courtesy that Russ and Tammy have shown all of us. I believe that his professional success is further demonstrative of his ability to genuinely connect with people and forge strong, authentic relationships. It is these qualities, amongst others, that I deeply respect in Russ and that I know align well with the mission of Indian Hills Country Club.

I have the utmost confidence that Russ would be a valuable addition to the Indian Hills membership. In joining Indian Hills Country Club, my wife and I were drawn to the club's values of community, connection, integrity and social responsibility and wanted to surround ourselves and our children with people living those values, people like Russ. Russ exemplifies each of those values and will undoubtedly serve to further each. Russ is a man of integrity and character and one that I hold in high regard. I fully endorse Russ's application for membership and know that both he and Tammy will positively contribute to the club's mission and future. My family and I look forward to hopefully seeing Russ and Tammy at Indian Hills in the future!

Please feel free to contact me with any questions or if you require any further information.

Sincerely,


Matthew J. Enzweiler

TRAVIS & KRISTIE PETTIBONE

April 1, 2024

Mrs. Raelene Zollman
Membership Director
Indian Hills Country Club
6847 Tomahawk Road
Mission Hills, KS 66208

Greetings Membership Committee,

This recommendation letter is on behalf of Mr. Russell "Russ" McElliot. I have had the pleasure of knowing Russ for ten years and can attest to his character, integrity, and contribution to our community. My wife Kristie has known Russ and his wife Tammy for most of her life. The McElliotts are like a second family whom we spend summers with at Lake Lotawana and they often accompany us on family vacations.

Russ has had a very successful career serving as President of TransAm Trucking for many years before his recent retirement in 2024. His warm demeanor, affable nature, and genuine interest in fostering connections make him an ideal fit for the social community at Indian Hills Country Club. Russ consistently demonstrates impeccable manners, respect for others, and a strong sense of responsibility, which are all qualities that are highly regarded within the club.

In addition to his exceptional career, Russ and Tammy are deeply committed to supporting and enhancing the community around them. They actively participate in various charitable endeavors including the establishment of the McElliott Family Scholarship at Kansas State University as well as other community events, demonstrating his dedication to making a positive impact beyond his personal and professional spheres. The McElliott's philanthropic spirit and willingness to contribute to the betterment of society align perfectly with the values upheld by Indian Hills Country Club.

In summary, I am confident that Russ would be a valuable addition to Indian Hills Country Club. His exemplary character, commitment to community, and passion for recreational pursuits make him an ideal candidate for membership. I wholeheartedly endorse Russ's application and believe he would contribute positively to the club's vibrant atmosphere.

Please do not hesitate to contact me if you require any further information.

Sincerely,

Travis Pettibone

8605 REINHARDT LANE | LEAWOOD, KS

Subject: Russell and Tammy McElliott

Date: Friday, May 17, 2024 at 3:13:09 PM Central Daylight Time

From: Karen Layton

To: Raelene Zollman

Hi Raelene,

I hope this note finds you well. Please see letter below to the Membership Committee regarding Russell and Tammy McElliott.

Many thanks,

Karen and Kevin (in heaven) Layton

Dear Membership Committee,

I am writing you on behalf of Russ and Tammy McElliot as they are being considered for a Social Membership at our beloved club. I had the privilege of getting to know Russ and Tammy over the years through our very dear friends Tim and Elin Murphy. My late husband, Kevin, also knew Russ through his strong leadership and incredible work ethic in the trucking industry and as President of TransAm Trucking. Russ oversaw TransAm, a top trucking company, for decades and left an infallible mark on the company when he retired in 2024.

Even more importantly is Russ and Tammy's character. When a mutual friend was going through some difficult health challenges, both Russ and Tammy were there by her and her husband's side to support in every way possible. Simply, they are just good, giving, wonderful people. I believe they would be a great addition to the Indian Hills family and I know Kevin would feel the same if he was here.

Many thanks,

Karen Layton

THE GOSS LAW FIRM, P.C.

Peter E. Goss*

Zachary M. Skinner**

Alessandra I. Ballester***

*Licensed in MO, KS, NJ and DC

**Licensed in MO

***Licensed in KS

May 22, 2024

SENT VIA E-MAIL

Raelene Zo Ilman, Membership Director
Indian Hills Country Club
6847 Tomahawk Road
Mission Hills, KS 66208

Re: Application of Russ & Tammy McElliott

Dear Raelene:

I am writing in support of Russ and Tammy's membership application to join Indian Hills Country Club. Russ and Tammy have been a part of the Lake Lotawana Community in which Lindsay and I have been a part of for the last four years. Russ and Tammy would be a wonderful addition to the Indian Hills Country Club family.

Lindsay and I delighted that they have chosen to join Indian Hills Country Club.

If you should have any questions or concerns regarding Russ and Tammy's membership application to Indian Hills Country Club, please feel free to contact me directly.

Sincerely,

Peter E. Goss

PEG/amk

1501 Westport Road • Kansas City, MO 64111
Phone 816-888-5000 • Fax 816-336-1310 • www.thegosslawfirm.com

**Mike and Jennifer O'Neill
9232 Rosewood Drive
Prairie Village, KS 66208**

June 14, 2024

Mrs. Raelene Zollman
Membership Director
Indian Hills Country Club
6847 Tomahawk Road
Mission Hills, KS 66208

Hello Membership Committee,

This recommendation letter is on behalf of Mr. Russell "Russ" McElliot. We have gotten to know Russ and his wife, Tammy, as neighbors in our Meadowbrook development. From other friends, and from our direct experience, Russ and Tammy seem to be people of great character and integrity. Russ has had a very successful career serving as President of TransAm Trucking for many years before his recent retirement in 2024. He is a nice guy with a good sense of humor and seems to have a genuine interest in fostering good social connections. We think Russ and Tammy will be an ideal fit for the social community at Indian Hills Country Club.

Russ consistently demonstrates respect for others and a strong sense of responsibility, which are qualities that are highly regarded within the club. In addition to his exceptional career, Russ and Tammy are deeply committed to supporting and enhancing the community around them. They actively participate in various charitable endeavors, including the establishment of the McElliot Family Scholarship at Kansas State University, as well as other community events. Their willingness to contribute to the betterment of society align well with the values upheld by Indian Hills Country Club.

In summary, I am confident that Russ would be a valuable addition to Indian Hills Country Club. I fully endorse Russ's application and believe he would contribute positively to the club's vibrant atmosphere. Please do not hesitate to contact me if you require any further information.

Sincerely,



Mike O'Neill

C. 913.953.9942

michael.oneill@marinerwealthadvisors.com

Subject: Letter in support of Membership application for Russ and Tammy McElliott
Date: Monday, June 3, 2024 at 12:59:17 PM Central Daylight Time
From: Karthik V
To: Raelene Zollman

I am writing in support of Russ and Tammy McElliott's application for social membership at Indian Hills Country Club.

I have had the pleasure of meeting them and I do believe they will make good members IHCC. They will fit in well with current members and the culture at IHCC.

They are well known in the community and are well integrated into the local community. Multiple charities, hospitals and local organizations have benefitted from their generosity.

Please do not hesitate to contact me if you need any further information.

Thank you for your consideration,

Karthik Vamanan

Subject: Russ and Tammy McElliott
Date: Wednesday, May 22, 2024 at 7:54:07 AM Central Daylight Time
From: Pat Healy
To: Raelene Zollman
CC: shealy006@gmail.com
Attachments: image001.png

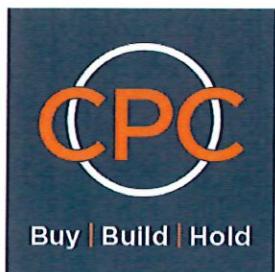
Raelene,

Would you please pass this note along to the membership chair?

Shannon and I had the privilege of meeting Russ and Tammy at IHCC at an event hosted by Tim Murphy. We spent two hours with them and found that we had very much in common – from their home in Scottsdale; graduation from SM West like our children and grandchildren); Arabian horses and love of food.

We have heard about the McElliott's for a number of years from friends who knew them well. We wholeheartedly support their membership to our club. If you have any questions, please don't hesitate to call.

Thank you for your consideration.



Pat Healy | Principal
CPC Management, LLC
Email: phealy@cpc.llc
Office: 816-756-2225 | **Cell:** 816-914-4291
www.cpc.llc
1511 Baltimore Ave, Suite 500
Kansas City, MO 64108

Subject: Russ and Tammy McElliott
Date: Wednesday, May 22, 2024 at 3:01:03 PM Central Daylight Time
From: Rob Smith
To: Raelene Zollman
Attachments: image001.png

Raelene –

I am writing a letter of recommendation for Russ and Tammy McElliott who have applied for a social membership.

We have recently gotten to know Russ and Tammy and believe they will be an excellent addition to the club. They have both lived in the community for their entire lives and been wonderful, significant contributing members of our community from both a professional and a charitable perspective. They are close friends of other members including Hal Goss and Tim Murphy, who have known them socially and professionally for many years. We know that they are of high character and will be important contributing members of our club.

Please reach out if you have any questions.
Thank you!

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

Russell McElliott Survey Results – Updated 8-12-2025

How well do you feel you know the candidate?		
First Name	Last Name	Answer
Patrick F.	Healy	I have only been introduced to the candidate once
Karthik	Vamanan	I have only been introduced to the candidate once
Michael G.	O'Neill	Moderately
Matthew	Enzweiler	Well
Peter E.	Goss	Well
Karen	Layton	Well
Travis	Pettibone	Well
Would you be willing to have your name published to the membership in support of the candidate?		
First Name	Last Name	Answer
Matthew	Enzweiler	Yes
Peter E.	Goss	Yes
Patrick F.	Healy	Yes
Karen	Layton	Yes
Michael G.	O'Neill	Yes
Travis	Pettibone	Yes
Karthik	Vamanan	Yes
Have you actively socialized with the candidate?		
First Name	Last Name	Answer
Matthew	Enzweiler	Yes
Peter E.	Goss	Yes
Patrick F.	Healy	Yes
Karen	Layton	Yes
Michael G.	O'Neill	Yes
Travis	Pettibone	Yes
Karthik	Vamanan	Yes
Have you or would you have the candidate to your home?		
First Name	Last Name	Answer
Matthew	Enzweiler	Yes
Peter E.	Goss	Yes
Patrick F.	Healy	Yes
Karen	Layton	Yes
Michael G.	O'Neill	Yes
Travis	Pettibone	Yes
Karthik	Vamanan	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
Matthew	Enzweiler	Yes
Patrick F.	Healy	Yes
Karen	Layton	Yes
Michael G.	O'Neill	Yes
Travis	Pettibone	Yes
Karthik	Vamanan	Yes

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

First Name	Last Name	Answer

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

First Name	Last Name	Answer
Matthew	Enzweiler	No
Peter E.	Goss	No
Patrick F.	Healy	No
Karen	Layton	No
Michael G.	O'Neill	No
Travis	Pettibone	No
Karthik	Vamanan	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

Additional Comments:

First Name	Last Name	Answer
Patrick F.	Healy	great friends of Tim and Elan Murphy, for whom I have tremendous respect.
Michael G.	O'Neill	Nice people



INDIAN HILLS
COUNTRY CLUB

APPLICATION FOR SPECIAL GUEST STATUS

Katherine Holland

8/6/2025

Member Name

Date of Application

Membership Category

Foundation

Intermediate

Social

2/28/2021

Member's Date of Membership

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 February 2023

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 Jessica Blubaugh

Provide full name

Date of Birth 12/24/1980

Residence Phone _____ Cell Phone 913-205-5410

Home Email jessica.blubaugh@outlook.com Work Email jessica.blubaugh@uwgkc.org

Business Name United Way of Greater Kansas City

Business Address 4801 Main St., Suite #425

Business Phone 816-559-4636

Present position/Title Chief Philanthropy Officer

Number of years with this firm 3.5 years

If less than ten years or if retired, show prior business or professional affiliation and what capacity Director, WIN for KC (2018-22;

Director Partnership & Events, VisitKC (2016-18), Sr. Managing Director Events, Teach for America (2011-16

Education University of Kansas

School/University/College

BA, Communication Studies, Minor - Women's Studies

2003

Degree

Year

Professional Degree Rockhurst University, Masters of Organizational Development & Leadership, 2020

School/University/College/Degree/Year

*Name & birthdate of son(s) none

*Name & birthdate of daughter(s) none

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

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 checked="" 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 type="checkbox"/> Tennis	<input type="checkbox"/> Swimming		

List Members known to the Special Guest

Jack Holland

Tom Waggoner

Jimmy VanDyke

Karen Holland

Megan VanDyke

Special Guest Rules – Section 3.6.[n]

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.

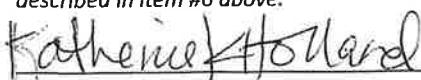
Indian Hills Country Club Mission Statement & Core Values

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.

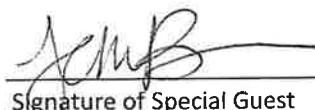
We have read and agree to abide by the Special Guest Rules provided above. We understand that all memberships are held in the name of one individual who has been approved by Application for Membership as "the Member" and that all memberships are nontransferable. We understand that Special Guest status 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.



8/5/2025

Date

Signature of Member



Signature of Special Guest

8/7/25

Date