

PROFESSIONAL
PORTFOLIO



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ABOUT ME

My wife, Jane, and I have been married for 24 years. We live in Excelsior, MN and have four children, Jane, John, Jack and Jennifer. We are a family of dog lovers and travel enthusiasts. We love to see new places and experience new things with each other. If our plans allow, we do everything we can to include some or all of our dogs, Luna, Lola, Leo and Waffles.

When traveling, I always take the challenge of providing at least one memorable dining/eating experience. I like to cook with what is local, seasonal and special to the area. We hit local markets, chat with vendors and make an event out of shopping. All in all, we end up sharing time and making memories that we all enjoy.

Three years ago, my wife and I made the decision to move in with my mother who is now 80 and has a host of health concerns. Her preference is to be in her home and this decision came easy to us as we already lived close by and had been doing much of the care as it was. A great result of this dynamic is how we've been able to include my mother in our family dinner tradition more regularly. Our children and their respective significant others have formed stronger bonds with each other as a result. They now initiate the requests to get together as it has become so special for each of them.

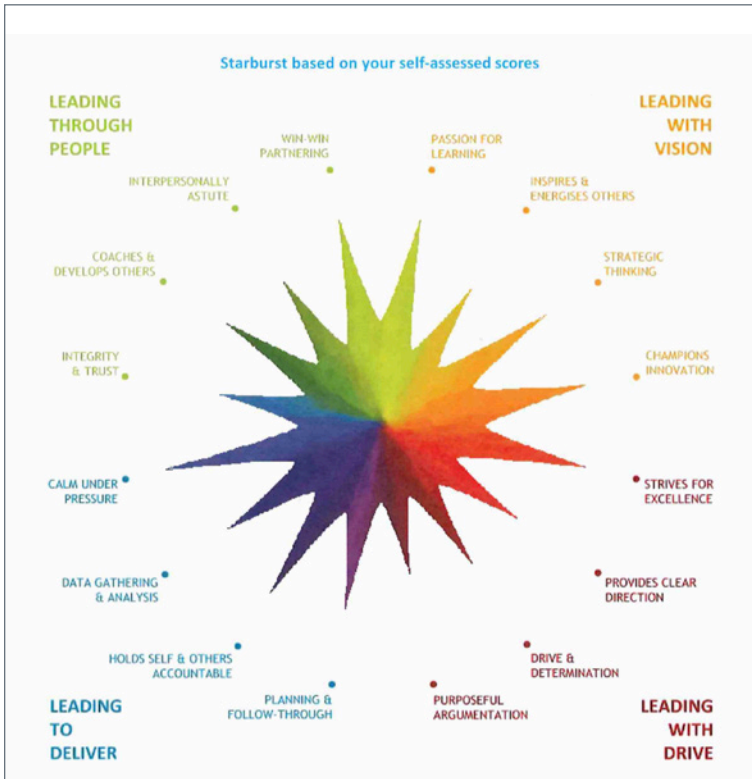
Food is an important part of who I am. I cooked professionally for many years and have not lost the desire to keep the skill honed and fresh. I enjoy gardening to supply fresh goodies and gladly partake in the livestock raised on my brother's hobby farm to fill the plate. Creating and providing fresh and interesting food to those I love is the best way I have found to keep us close.



ABOUT ME



ABOUT ME



Argumentation

Analysis

Learning

Excellence

Innovation

Coaching

Calmness

Win-Win Mindset

Accountability Integrity

Strategy Determination

Astuteness Planning Inspiration

Clear Direction

MEMBER COMMUNICATIONS

Communicating with members comes in all sorts of different shapes and sizes. Frequency, content and delivery of messaging create the layered communications needed to keep members informed and educated in the activities surrounding club operations and governance.

The art of effectively communicating is not an individual quest. Many need to be involved to promote the healthy give and take that establishes trust between members, member leaders and the employees. We want messaging to be relevant and lasting. I have found that injecting communication with creativity adds a component many don't expect but appreciate. I enjoy the chats on the driving range, in the hallways, at the pool and in the Pub. Members want facetime and individual questions are best fielded with smiles, handshakes and eye contact.



EXECUTIVE TEAM'S MESSAGE

OAK RIDGE COUNTRY CLUB Staff Dear Oak Ridge Members,

Jake Hawley
General Manager
Wendy Robinson
Director of Business
Administration & Finance
Emily Sparks
Human Resources
Jeff Wissman
Assistant Contoller
Karey Kohout
Marketing &
Membership Director
Sue Johnson
Service Manager
Kim Trzruc
Catering Director
Tim Jones
Executive Chef
Matt Saaybe
Executive Sous Chef
Ryan Zynda
Sous Chef
Lauren Paradise
Beverage Manager
Kellie Hoiness
Director of Golf
Eric Speck
Head Golf Professional
Jeff Crouch
Assistant Golf Professional
Marshall Hoiness
Director of Instruction
Katie Clark
Director of Merchandising
Todd Kranz
Golf Course Superintendent
Justin Ellison
Assistant Golf Course
Superintendent
Barb Meyer
Head Tennis Professional
Erik Mitchell
Building Engineer

Geese and ducks are back looking for open water on the golf course. The sap is running and buds are starting their push to explode from tree branches and the ice rink is nearly a memory. SPRING HAS SPRUNG! Welcome to Spring at Oak Ridge! As nature begins its annual awakening, so too will we. For many of you, this has become an exciting tradition each year. For the rest of you, this may be your first spring at Oak Ridge and a special welcome to all of you!

Each year as the frost comes out of the ground, the teams here at the Club quickly set to the yearly tasks of getting your club ready for another amazing season. We are so excited to experience 2022 with each of you while creating new memories and delivering great amenities, service, and activities. As these activity levels come back on line and each of you are enjoying your days here I would like to issue my annual safety and comportment call to the membership. Over the last year, we have had a very interesting dynamic take place...The surge in new memberships has created a demographic shift where our largest population is that of children under the age of 10. Oak Ridge Road is busy, our parking lot is busy, the pool is busy, golf is busy...I think you get the message. Safety will always be #1. When arriving at or leaving the club, please proceed with care through the lots and out on to Oak Ridge Road. There is a lot of bicycle and pedestrian traffic in our neighborhood and as you leave, the hill to the left provides a brief but challenging obstacle. While at the Club, in the parking lot or at the Pub patio, please be watchful for golf carts and pedestrians. With record rounds of golf to be played, it only stands to reason that there will be more golf cart traffic. At the pool, club policy requires parents/nannies/caregivers to be responsible for watching and supervising their children and ensuring pool rules are followed and are competent to enter and swim. Our lifeguards are the second line of defense! Tennis has also seen record growth in their programming. Be watchful in their parking lot as well. Lastly, in and around the clubhouse, please keep an eye on your kiddos. It can be challenging, but we need to ask that children are not left unattended in any area of the clubhouse, tennis courts or on the golf course. This is the best practice in maintaining safety for your children and to promote great experiences for those around you.

We are delighted that Oak Ridge is THE place for families and friends to be together. We are ecstatic that our membership is robust, thriving and ready to experience it all. Personally, I am very much looking forward to seeing all of you and learning all the new faces and names. I'll need your help along the way so please do not hesitate to extend a hand and re-introduce yourself.

Have a safe SPRING and I'll see you at the Club!

Sincerely,

Jake Hawley, CCM
General Manager

MEMBER COMMUNICATIONS

Members of Oak Ridge,

I'd like to take a moment to fill you in on something of which we should all be quite proud. Last Saturday evening, we had a lot of activity at the club including our first wedding at our 25% maximum indoor capacity (87 people) this year. The dew point was high and the outside temperature was also up there which provides great fuel for summer weather flare-ups. At about 6:00 pm, a power surge hit the building and briefly knocked everything out. In about three seconds, some power came back on. Some. Not all. The kitchen was dark and the exhaust fans were off. Our coolers were offline. Our network server was knocked out as well which included our phones after the battery back-ups were gobbled up. Todd texted in, "Everything OK?" I asked, "How did you know?" He gets alerts when the power to the irrigation pumphouse is interrupted. Sent a text to Mr. Singer informing him of what the Club is experiencing, I'll check in later. Texted Wendy and Karey, I need an email to go out to the membership that our phones are down and we can't take more members and guests than we already have. Can't send emails. Network server is down. Dang! Just got informed that the wedding DJ's soundboard was "fried" from the surge. No music. Kamil jumped in with house speakers and got music going again to great applause. Kim, James and the Banquet staff kept rocking the event.

Our Building Engineer, Erik Mitchell, was immediately called to help diagnose. Nothing made sense to him, so he headed in. The kitchen was dark save the emergency lighting and flashlights and on top of that, we were without exhaust ventilation. Our wedding was nearing dinner time. I headed back toward the loading dock to check on Erik's potential arrival time and Lauren caught me by the Grill saying she thought it smoky. It definitely was smoky and becoming increasingly so through a ceiling air vent. It smelled acrid, electrical, synthetic.

Extract cell phone from back pocket. Dial 911. Explained the situation. I hurried back to check on Erik's arrival and the door to the room with roof access was open. I shimmed up the ladder and popped up on the roof. "Erik?!?!" His response was. "Fire is out!" I found him with a fire extinguisher next to the air supply unit that supplies fresh air to the Grill. Our power surge knocked this one motor out of commission and a slow stream of electricity continually tried to get it running and caused it to heat to the point of ignition. Erik had cut the power. Fire truck arrived, many of you heard and saw this. They were very helpful with diagnosing what we were experiencing. It was a bigger issue in the neighborhood as 1,100 neighbors were without power. Motor to rooftop unit will be replaced this week.

At this point, Erik hurried downstairs saying he needed to check on the pool. Pool? Why? If the power comes back on and the water pumps fire back up, the surge of water could damage or burst pipes. Steve arrived then, too. They shut down breakers to the pumps and closed the valves. Once power was restored, they could then restart on their own terms, slowly and steadily safeguarding our system.

Phone call to Singer...fire is out, fire department is gone, wedding was served dinner but the power is still out and phones and network are still down. We are safe but have some things left to accomplish. Power came back on, pool revelers could now use the slide again and the filter is up and running. Kitchen hoods finally came on line to air out the kitchen and cool things off. Text to Wendy and Emily, phones and network still down. Please call our Tech company to remote in and check the server. The Internet comes up and by 7:45, phones are restored.

I want the membership and staff alike to know that we have the best team around! No one flinched, no one complained, however, there may have been some timely swearing. Staff hurried to the scene to provide their expertise and save the night for a wedding couple. They hurried in to save the night for our swimmers and protect our infrastructure from damage. They took Saturday night phone calls to remotely provide support and get us operational as quickly as possible. Lauren called "fire" just in time. Erik put out the fire...just in time. Fire department was here in 3 minutes. It was perfect "imperfectness". We were 30 seconds from evacuating the building. 30 seconds from irreparably ruining their wedding night. Everyone did everything right. Everything.

I was proud to be a part of it all. Thank you to everyone!

Sincerely,



MEMBER COMMUNICATIONS

As General Manager of Oak Ridge Country Club, it is my pleasure to reach out to the membership during this project process. Many of you may not know this, but my first official day at Oak Ridge started on the golf course. None of the legendary car carriers had yet returned with your vehicles from southern climes. The Club had only recently awoken from its yearly shut-down. On Sunday, April 7th, I met Board members for the first time down by the Pro Shop. In short order, we boarded carts and were quickly standing on the practice green that had weathered the winter perfectly. Shivering and staring at our feet we listened to what our resident expert had to share. It already seems so long ago.

In the weeks and months that have come and gone, the amount of golf course knowledge we have all gained is staggering. Todd Kranz, Golf Course Superintendent, and his team have been indispensable in the fact finding and fact delivering process. I have been extremely impressed with the level of professionalism they have provided at every step. Every day I witness their deeply rooted dedication to the golf course and its long-term vitality. I look at all of the duties associated with normal golf course activity and maintenance coupled with the added pressures of a golf course in need of considerable work and know that Todd and the grounds crew have provided the exact stewardship and expertise to position the course for the conditions we all want to achieve. Even though I have experienced Oak Ridge for a comparatively short period of time, I know that our Grounds Department led by Todd is completely devoted to the success the golf course.

In a similar facet of the Club's golf programming, Ed Bialek and the Golf Staff have spent copious hours on the phone working with other facilities to provide our golfing membership with a roster of activities and resources to keep your golf needs met. Ed's dedication to his profession is on full display each day as he readies his team and the course for play. Early on when I started in my role here at ORCC, I chatted with Ed just to get some background and find out what it is that makes him tick. I asked about golf courses and clubs he's played in town. I then drilled it down to ask what his favorite course is. Without hesitation, Ed replied..." Oak Ridge". He further explained that the course can do so many things for all levels of golfers. With the potential upgrades in this project, we can put Oak Ridge in an excellent position for the future, for our members, for our guests and for our events. We will be a desired spot for golf, 100 percent, no question.

April 5th, 2019. Two days before I officially begin my employment at Oak Ridge, I find myself trying to find the grounds building. After several dead ends and wrong turns, I find the open gate allowing access to the Grounds facility. I'd met Todd once before so at minimum, I knew what he looked like. I poked my head into the shop and asked some guy if Todd was around. He pointed, I followed. I saw Maggie first, she came up to greet me. That's a good sign. I soon found Todd. The day before, I had requested some of his time to give me a tour of the course and explain to me what it is we look to be dealing with. Because in two days, I'd be again standing on these greens and fairways with a Board of Directors most of whom I had never met. I asked Todd question after question. He provided answer after answer. The education I have received from our resident experts, Ed and Todd, in three short months has provided me the ability to support both in their roles as the Oak Ridge professionals. It is a unique and vastly humbling experience to come into an organization and know that complete and genuine TRUST in the staff is the *ONLY* way we can be successful together.

Sincerely,

Jake Hawley, CCM

MEMBER COMMUNICATIONS



The Membership Committee and the Board would like to extend an invitation to welcome you back to a newly improved Oak Ridge. We are on the precipice of our 100th birthday and would be thrilled to celebrate it with you. Our mission over the last two years has been to improve the overall Oak Ridge experience. We have invested nearly \$4 million in our facilities including the most recent hallmark upgrades to our cherished golf course. We could not be prouder of the finished product. Included in the most recent club improvements are:

- New course design by Bunker Hills golf course architects
- All new Bent Grass seeded fairways and greens
- All new Ohio's Best sand bunkers with new drainage systems
- Course-wide Toro X-1 irrigation system
- A remodel to our 1921 Pub
- Tennis Building facelift
- Newly written bylaws to make our governance more contemporary (*these will be completed by our annual meeting on 10/6/20)

Each of these projects took a lot of time, effort and patience. We are seeing immediate payoff in the feedback from existing Oak Ridge members and from the 25 new members that have joined since the re-opening. We would love the opportunity to show off our improvements to you. We are hosting tee times for former members on Sunday September 13th beginning at 1 pm. Please RSVP to membership@oakridgecountryclub.net to enjoy the afternoon and golf with us. In the interim, we would love to be able to answer any questions you might have about any of the projects or any other aspect of Oak Ridge. Your opinion is important to us. If you would like an individual meeting, we would be happy to arrange that as well.

You are part of Oak Ridge's rich history; we would be honored to experience Oak Ridge's future together.

Jake Hawley, CCM General Manager

Gary Singer, Club President

Joe Gleason, Membership Chair

Howie Chanen, Membership Chair

Karey Kohout, Membership Director

MEMBER COMMUNICATIONS

Good Afternoon Oak Ridge Pool users,

We have been so lucky to have such an enjoyable pool season in a time where the world is anything but smooth. While it has been great thus far, we are always ready to hear about continued improvements and how we can make it better. To that end, the pool committee met on Tuesday to discuss several suggestions from you, our members. It is important that as we navigate the ever changing COVID environment that we make sure your concerns are heard and managed. While we cannot always come to a fix that appeals to everyone, we work to cast the widest net that supports our members and our staff.

Please see below for the following changes and/or reiteration to the summer 2020 pool practices under COVID.

1. Please remember to limit your reservation to no more than a total of eight members (this includes non-member grandchildren of members).
2. Once you make a reservation, please remember to cancel it if you are not going to use it **-OR-** make sure that your reservation accurately depicts the number of people in your reservation. Each time a reservation goes uncanceled or fewer people attend than what is reserved, it prevents another member from having the opportunity to come. Moving forward, if these practices are not followed, an email will be issued as a one-time reminder. In the event of a second occurrence, reservation access will be blocked for a week and only "day-of" calls and availability will provide pool access. Remember that we are a community and we need to take care of each other. Recently, we had 25 "no-call no-shows" over the past weekend which equates to 25 members unable to use the slot. We ask that you cancel on SignUpGenius prior to 9am on day of the reservation. If it is after 9am, please call the pool directly at (952) 939-5462 and cancel with them so that they may invite members on the wait list.
3. While guests are still not permitted, direct family members (a parent or child) may now join you as an extra set of "eyes" on children and grandchildren. We ask that you limit this to one extra family member for each pool reservation. Please note, any extra pair of "eyes" will need to pay a \$10 fee (applied to the member's monthly statement, no cash please). When you bring a family member to help watch children, you may not *also* bring a nanny. It is one extra pair of "eyes" per family. This family member **does need** to be counted in your reservation. Please exercise your Club propriety and inform the Pool Staff so they can charge accordingly. Our rules and requests are in place to keep us safe and to provide equitable access when we are all limited in using our amazing amenity. We cannot expect our lifeguard team and staff to police everything. Please help us finish the summer "swimmingly" 😊.

All other rules, as previously outlined, are still in place. Please remember you may only book four reservation slots per week. Additional reservation slots are granted when calling the pool on the "day of" **AND** space is available.

Thank you for your understanding and helping this summer run as smoothly as it has. We are very lucky to have Oak Ridge and the staff who are working hard to keep it going strong.

Many thanks!
lake

FOOD & BEVERAGE

Food and beverage operations in the private club world are complex. Our audience is always ready for the “what’s next?”, what’s great?”, and “what’s interesting?”. We strive to provide great offerings that please a wide scope of users but also aim to please those that dare to explore during their dining visits. The push should be constant to be relevant to the membership. We must be cognizant of trends, members’ preferences, allergies, the local market all while combining the experience in one that promotes value and quality.

Being successful club F & B managers means that we can adapt quickly to meet the requests and needs of our membership in the moment or over time. Care should be taken at every level to ensure that the dining experience is of great quality and delivery. The challenge I love undertaking the most is making sure that there are smiles at the table during and after a visit to the club.

An occasion that has always stuck with me and is one I use when training new staff and orienting new members is as follows...At Oak Ridge, we were changing how we approached our Couples Twilight golf events. We wanted it to be more about the social aspect rather than simply golf. Our membership is trending younger, and we wanted to help the newer members meet others. Our plan was to move food and beverage offerings out to the golf course rather than the “tried and true” post-golf Hors D’oeuvres and cocktails. We had different small offering on every hole paired with a beverage. It was a lot of work, and the team successfully executed a great evening. The next day, a new member who played in the event approached me and said, “John...I want you to know that what you guys did last night, changed our lives. We were hesitant to join a club this winter. But last night we met a bunch of new people, made new friends and it was made possible due to how the event was structured. The food and drinks were amazing, and it was a treat to be able to chat with our new friends before each hole. Thank you so much!”

This is what Food and Beverage is all about. Experience = Memories.



FOOD & BEVERAGE



FOOD & BEVERAGE



FOOD & BEVERAGE



MEMBER EVENTS

Members LOVE to use their club! How great is it to be able to deliver experiences to members, their families, and guests! We both love to show off what it is we can accomplish together. We have such a diverse set of interests at the club that providing impactful and successful programming should be easy. But it's not.

There needs to be a campaign for every single event. Whether it's Book Group, Kids Cooking Classes, Mother's Day Brunch or the 3rd of July Celebration, it is our task to effectively market and execute each event all while keeping the calendar rolling. We need to provide for kids, tennis players, golfers, "foodies", Men's night and more. We shift gears all over the place, frequently while making sure those that are not attending are receiving the experience that they're seeking that day.

Each event can touch almost every department at the Club. Membership & Marketing compose the material we send out loaded with the detail and information that other departments provide. Housekeeping and Engineering ensure the space is clean, ready and operable. F & B gets it set, provides the food a drink associated with the event(s), Accounting ensures correct billing, Sports departments may be involved directly or indirectly as their operations may experience usage changes. At minimum, they should be aware to help when questions get asked. All of us need to evaluate the event(s) to ensure that for next time, we make the switches and improvements we see that can elevate the experience in the future.

My favorite events are the new ones or the vastly changed ones. "How we've always done it" likely won't sustain an event at the level for which we'd be proud. Shake it up! Tip it on its head! Change the location, change the format, and keep it great! I have come to find that members love to see efforts in changing the experience as long as what gets delivered is of high quality. For example, our Men's Invitational tournament, The Macrocarpa, has featured the same band over the last two years. The band is fantastic and the members and their guests absolutely loved them, but we will change that. There is a lot of great music out there. We shouldn't rest on that which is easy. I will certainly refer them to anyone I know...but for now, we'll change it.



MEMBER EVENTS

**BUILD YOUR OWN
Fresh
PASTA NIGHT**

FRIDAY, OCTOBER 8TH
STARTS AT 6:30PM

MOVIE IN THE
BOARD ROOM!

HOCUS POCUS

Mermaid LESSONS

COMING IN JUNE!

Join us for our first ever
mermaid lessons!

Check your email for
details. All mermaids
must complete a swim
evaluation before booking.

See you at the pool!

HALLOWEEN CARNIVAL

FRIDAY OCTOBER 29TH
6PM-8PM

TRUNK OR TREAT	BALLOON TWISTER
CARNIVAL GAMES	PUMPKIN DECORATING
CARNIVAL GAMES	FORTUNE TELLER
SPOOKY MOVIE	COSTUME CONTEST
PUMPKIN LAUNCHING	DJ & DANCING

Attention ALL Members!

Please join us for the inaugural ORCC Tennis Ball

TENNIS through the DECADES

An evening of fun, dinner & cocktails!
Saturday, July 23rd

Dress in your favorite decade and come ready
to **PLAY**, or just **PARTY!**
(Tennis games for ALL levels from
5:00pm-6:30pm)

See you at the Courts!
Event Chairs: Cassie & David Benowitz

RSVP by July 15th on the Oak Ridge Website
\$40 per person includes dinner and activities

MEMBER EVENTS

oh snap!

Selfie Station

Upload your photos to Instagram and tag @oak-ridgemn for your chance to win a PRIZE!

OAK RIDGE

FAMILY CAMP OUT

Saturday, September 11 into Sunday, September 12
 Enjoy camping with your family at The Oaks!
 Dinner on the 11th
 Breakfast on the 12th

S'mores
 Movie at Dusk
 Glowball
 Bonfire

2020
 Blue Moon
 Halloween Party
 DRIVE-THRU!
 Friday, October 30th
 \$25 per car

Happy Halloween! Members Only

Haunted Valet
 Balloon Twister
 Photo Shoot
 (costume contest!)
 Spooky Food
 Scary Scenes
 Trick or Treat Spots

TRAINING...OUTDOORS...

8 WEEK POWER CAMP

Starts June 14th
 (No Class 4th of July Week)

MONDAYS AND WEDNESDAYS
 10:00-11:00 WITH TYRONE

Great Strength Training and Endurance Building
 Class for anyone looking for that extra push to
 increase their physical abilities

*This is a Conditioning Program for Adults, High
 School & College students or anyone who want to
 increase their performance in sports and/or
 everyday life! Sign up Today.

COVID-19 RESPONSE

How would you respond? What would you do? Covid-19 was a crisis that very few of us were trained to respond to. I am 100% convinced that those that were successful during the Covid-19 crisis demonstrated patience at each stage.

At Oak Ridge, we quickly assembled the Board and had wonderful discussions on priority and execution. We knew that this was not going to be quick and certainly would not be easy. Let's be patient. Let's be smart. What do we need? Who do we need? Are we pandemic experts? Where do we start?

Resources.

We had resources everywhere...CMAA, NCA, CDC, doctor's, HR professionals and more. We integrated our scope of need and produced a Covid-response task force of staff and members to aid in the process of making decisions on behalf of the membership and the staff. We created communications that provided the timely information and decisions that would affect each of us. Our internal templates provided for efficient updates to protocols and procedures. Our Board supported Task Force decisions made Oak Ridge successful in keeping our community safe during the duration. We had only one "outbreak" in our employee ranks that adversely affected our ability to provide services to our memberships and that came 18 months into the pandemic.

As can be expected, all decisions were not always popular. Personal opinions lead to unhappiness of a few. We lost a few employees and we lost a few members. For the remaining vast majority, the joint leadership approach continued to provide experiences to our membership that were so very much appreciated. We created dining experiences out in a beautiful grove of oak trees on the golf course, we delivered a drive thru Halloween party, drive-in movies, a robust take-out program and conducted safe swimming and more.

None of this could have been accomplished without first recognizing that we would have to navigate this process together.



7-25-2020 RETURN TO OPERATIONS HEALTH AND SAFETY UPDATE

****Please take the time to familiarize yourself with the standards and procedures that we have laid out below. The intent is to refresh these plans as our world changes.**

****It is very important we all do our part in adhering to these SAFE guidelines:**

1. STAY HOME IF YOU ARE SICK:

If you or anyone in your household is experiencing any symptoms of illness (CDC listed symptoms) including the following, please stay home:

- Fever
- Difficulty breathing or shortness of breath
- Muscle pain
- Sore throat
- Cough
- Chills and/or repeated shaking with chills
- Headache
- New loss of taste or smell

Communicating Club's Short-term Operating Plans

Dear Fellow Members:

As the issues around the coronavirus and its effects on our larger society continue to multiply, the Club's management, Board of Governors and Finance Committee have been grappling with the effects on our Club.

Last night, the Board approved the following short term operating plan for the Club. This plan is designed to recognize our valued employees, continue to maintain the Club's cash flow, and hopefully set us up for re-opening in a solid financial position.

The plan provides as follows:

- 1. All staff will be paid at regular rates through March 31.*
- 2. Assuming we are not able to re-open April 1, all staff that is not able to work will be paid at 75% of their normal rate through April 30. The staff that is designated by management as working full time will be paid at 100%. All health benefits will be maintained during this period. Please also know that the Club will be taking advantage of applicable Government relief programs, which are in the process of being created, in order to reduce the financial impact of continuing to pay the salary and benefits of our staff.*
- 3. The Board will reassess during April if the closure looks likely to last beyond April 30.*
- 4. All dues and health center fees will remain in place and payable.*
- 5. In order to have sufficient funding to maintain our employees' compensation as noted above, the food and beverage minimum will remain in place. However, once the Club opens, members will be provided the opportunity to elect to have their food and beverage minimum waived for the number of full months the Club's outlets were closed. For example, if the Club's outlets are closed for all of April, a member's food and beverage minimum will be payable, but the member will be provided the option, once the Club reopens, to have one month of food and beverage minimum waived.*
- 6. Management is working to set up a process for members to provide funds, on a voluntary basis, to an account that will be used to pay staff during the time the Club is closed, to reduce the Club's usage of available cash.*

With this plan, the Club will still need to use a part of our line of credit, but as a Board will believe it to be the appropriate balance between using our financial resources and treating our employees fairly in the short run.

As a Board, we want to encourage members to continue to support our Club. We will be announcing opportunities to purchase gift certificates for dining, which will provide the Club with current cash flow and allow members to use this service in the future. Please be on the lookout for future communications on this and other ways to continue to engage with our Club.

As matters move forward, the Club's management, Finance Committee and Board of Governors are committed to remaining constantly focused on protecting the long term interests of the Club, its valued employees and our fellow members. I want to in particular thank our Finance Committee for their time and effort on behalf of the Club. And, I, of course, want to recognize our staff for all they have done to quickly and effectively put in place our closure plan - they have remained ahead of events and this has allowed us to be focused on what we can do during the closure to remain engaged with our members and staff.

Thank you for your continued support of our Club. Please keep yourselves safe during this time. We all look forward to being back together at our Club.

COVID-19 RESPONSE

Dear Oak Ridge Family:

As winter comes to an end, we have looked forward to being back together at our Oak Ridge home. Therefore, it was only after much deliberation and an abundance of caution, that we, your Board of Directors, has determined that the Club's shutdown period will extend through April 13th to re-open Tuesday, April 14th. The information we have about the COVID-19 pandemic is rapidly evolving, but there is one certainty at this time: we will place the health and well-being of our family of members and staff at the forefront of our decision making.

As leaders and representatives of Oak Ridge, we find caution and safety to be paramount for the health of our members, our staff, and our families, which led us to continue the shutdown for this extended time period. In our discussions, we reviewed alternatives to remaining shut down, such as partial closure or trimming services. As we gain more information regarding the benefits of limiting large group gatherings and the need for social distancing and, as more direction comes from the WHO, CDC and the Minnesota Department of Health, we will determine if this shutdown will need to be extended further. Management will be meeting to determine the best course of action to retain and care for the staff that provides us with the hospitality and operations vital to our collective success. There will be events and gatherings that will be affected by this disruption. We will deal with these dynamics with compassion, care and assistance, where possible. We have faith and resolve in our staff to appropriately attend to these communications along with the day-to-day decision making. At this time, any Club event on the calendar between now and the 14th of April will be postponed. This includes the Membership Madness event on 3/20 and the Fogo de Ridge event on 3/25. For now, the Fitness Center and Golf Simulator will be available as per normal shutdown schedule.

April 8th is the Passover Seder holiday dinner. Management has determined that offering a pick-up service similar to Thanksgiving and other holidays is an option that could be offered to those who elect to use it. Information with menu and pricing will be available within the next few days. Please contact our Catering Director at kim@oakridgecountryclub.net to reserve your Seder meals.

In our private lives we make decisions that best fit ourselves and our families. Oak Ridge is our family and, as its leaders, we are united in our decision to be proactive in caring for each of our family members. You will undoubtedly have questions and concerns. We expect this and look forward to hearing from you. Please use ccps@oakridgecountryclub.net as the conduit of information. This account will be monitored frequently, and your comments, questions and concerns will be cared for in a timely manner.

Sincerely,
Jake Hawley, CCM
General Manager

OAK RIDGE COUNTRY CLUB

OSHA MANDATED EMERGENCY TEMPORARY STANDARD (ETS) TESTING POLICY

1. All employees, regardless of their employment status, must provide their COVID-19 vaccination status to Emily Sparks (Human Resources Director) **NO LATER THAN** Friday xx/xx/20xx at 2:00 pm.
2. For all employees, information and education on COVID-19 vaccinations can be found [HERE](#).
 - a. For those who are vaccinated, you **must** provide acceptable proof which includes:
 - i. **COVID-19 vaccination record cards;**
 - ii. **Immunization records** from a healthcare provider or pharmacy, or from a public health, state or tribal immunization information system;
 - iii. **Other medical records or official documentation** of the vaccination
 - iv. Please be aware that there are potential penalties for knowingly providing false information to an employer.
 - b. For those that are not vaccinated:
 - i. Weekly testing for unvaccinated employees will begin at the earliest on xx/xx/20xx (if we are at 100 employees) -or- immediately once the employee level at Oak Ridge reaches 100 employees. We will provide as much prior notice as we are able.
 - ii. Masks are required indoors for unvaccinated employees regardless of work environment (unless in a room by themselves with walls that go from floor to ceiling and the door to the room is closed).
 - iii. Each unvaccinated employee must test every 7 (seven) days and present the results of the test each week. A weekly schedule will be developed for these tests results to be submitted.
 1. Self-testing is only permitted with a permissible proctor present
 2. If an employee fails to provide the timely and required COVID-19 test results, the employee is not permitted to work until a valid negative test is provided.
 3. The cost of the mandatory test will be covered by Oak Ridge Country Club.
 - iv. If you choose to get vaccinated, (visit [HERE](#) for information and education on COVID-19 vaccines), Oak Ridge will provide up to 4 hours of PTO per dose/shot **AND** up to 2 days of PTO for recovery if the individual does not have any banked PTO or has not qualified for PTO.
3. *****ALL VACCINATION DOCUMENTS, RECORDS, AND TEST RESULTS WILL BE MAINTAINED BY ONE INDIVIDUAL, EMILY SPARKS (HRD), IN A SEPARATE MEDICAL FILE.**
4. Reporting a positive COVID-19:
 - a. Oak Ridge will exclude employees who test positive until:
 - i. The employee tests negative for COVID-19 via a lab (NAAT) test or...
 - ii. Meets the return-to-work criteria under CDC's "isolation guidance" ([CDC Return to Work](#)) or...
 - iii. Documented approval from a medical professional
 - iv. Oak Ridge is not required to provide PTO/sick leave – employees may use their own if they have it.
5. Please remember that **NO** employee can be retaliated against for reporting work-related injuries or otherwise exercising their rights under the ETS.

05-20-2020 Kitchen (BOH) Preparedness Plan

These rules/guidelines and behaviors are in place to keep you, your co-workers and the members safe. Failure to comply could lead to an unsafe feeling between any of these groups and individuals. We have a fabulous opportunity to show each other and the membership how hospitality can still shine through a face mask, a set of gloves or a face shield.

- Prior to coming to work, self-screen
 - If you are not feeling well...DO NOT COME TO WORK and immediately notify your manager of symptoms, specifically if:
 - Fever
 - Cough
 - Difficulty breathing or shortness of breath
 - Chills and/or repeated shaking with chills
 - Muscle pain
 - Headache
 - Sore throat
 - New loss of taste or smell
- Arrive through employee entrance.
- Manager will check in staff and conduct a health screening questionnaire including a temperature check. You will need to confirm with your signature that the screening was conducted by another individual.
- Staff will put items in locker that cannot be in work area.
- Punch in. Wash/sanitize hands immediately.
 - [CDC handwashing guidelines](#)
- Face masks will be required in common indoor areas with members and staff.
 - The Club has ordered masks for staff use
 - This includes kitchen work areas, coolers, the line, dry storage, etc.
- Gloves will be provided (frequent changes throughout shift)
- At the top of the employee entrance stairs use sanitizer
- Sanitize again at time clock before punching in
- Punch in
- Change into work clothes
- Wash hands before beginning work
- Only kitchen staff and department heads may enter the kitchen
- All other staff please go through ballroom or down to Pub via elevator
- At all possible times, maintain six feet of physical distance between co-workers.

Kitchen management staff entrance:

- Prior to coming to work, self-screen:
 - Follow self-screening steps above
 - Conduct daily health screening, temperature check and signature confirmation.
- Upon entering the loading dock door sanitize at wall mount station.
- Change into work clothes
- Wash hands before beginning work
 - CDC guidelines require use of soap and thorough washing for 20 seconds with water that is as hot as you can withstand.

Deliveries:

- All vendor reps and drivers have the contact info for Tim J. and Margaret D.
- They have been instructed to contact one of us and will be met at the loading dock entrance
- Drivers will not enter the building past the loading dock storage zone
- Individual checking items in will then sanitize at nearest station, put away order and then wash hands

Workstations:

- All workstations will have one green soap pail, one red Grade-A sanitizer pail, and two box nitrile gloves of desired size
- Two bleach solution pails will be in the kitchen. One in banquet and one in the pantry

Garbage:

- I am not sure if this is necessary. Departments outside the kitchen should bring their trash to the garbage area from the doors of their department. Not through the kitchen.



Jake Hawley, CCM
General Manager

07-01-2020 Caddie Program Preparedness Plan

These rules/guidelines and behaviors are in place to keep you, other caddies and the golfers safe. Failure to comply could lead to an unsafe feeling between any of these groups and individuals. We have a fabulous opportunity to show each other and the membership how great golf can still shine through a face mask, a set of gloves or a face shield.

- Prior to coming to Oak Ridge, self-screen
 - If you are not feeling well...CANCEL YOUR LOOP and notify the Golf Department of symptoms, specifically if:
 - Fever
 - Cough
 - Difficulty breathing or shortness of breath
 - Chills and/or repeated shaking with chills
 - Muscle pain
 - Headache
 - Sore throat
 - New loss of taste or smell
- Caddy Manager will check in caddies and conduct a health screening questionnaire including a temperature check. You will need to confirm with your signature that the screening was conducted by another individual.
- All loops will be prescheduled through the ForeTees reservation system.
- Caddies to arrive 15 minutes prior to their scheduled loop and leave immediately after their loop is completed.
- Caddies to wear gloves (these will be provided by Oak Ridge)
 - Bring several sets with you on each loop.
- No handshaking or other form of physical contact (high-fives, "knuckles," hug, etc.). Introductions may be made verbally from a safe distance.
- Caddies and golfers should always follow recommended social distancing guidelines – 6 feet.
- This will need to be monitored by staff, golfers, and experienced caddies. Minimize clusters of golfers and caddies and maintain proper spacing. Focus on the tees and green, where most congregating occurs.
- On tee boxes, outline areas to assure a 6-foot distance is achieved.
- We will educate caddies to "fore caddie" as much as possible.
 - In addition to encouraging proper social distancing, this will make it easier for caddies to locate and mark golf balls and improve pace of play.
- If carrying a golf bag, a caddie should always walk a distance greater than 10 feet from his or her golfer.
- When placing the bag down, the bag should be a minimum of 10 feet from the ball. The caddie should then back away 6 feet until the golfer selects a club.
- Whether carrying or fore caddying, caddies and golfers need to focus on keeping their distance and not getting close for any reason.
- Caddies should NOT touch a rake or flagstick for any reason.
- In a bunker, caddies can either leave the footprints alone, let the golfer attend to them or smooth out the bunker with their feet.
- Club transfer from caddie to player should be done with great discipline.
- Whenever possible, the golfer should grab their own club and put it back into the golf bag themselves. This method eliminates many of the potential concerns surrounding club exchange/transfer.
- When transferring a club to and from a player, the caddie should always hand and receive the club from the head of the club. This transaction should be done with both the player and the caddie with arms outstretched, assuring a distance greater than 6 feet. This will allow the caddie to clean and replace the club without touching the grip.
- Caddies should socially distance on the greens. Balls that are washed should be tossed underhand back to a player.
- Caddies should hold out their towel to clean golf balls when requested. No direct contact needs to be made with the golf ball—only through their towel. This will allow for minimizing exposures from one player to one caddie.
- Outside service staff to sanitize golf bag before it is put away
- The golf staff will facilitate the members payment to the caddies
- Please email any caddie feedback to the Caddie Manager or Professional Staff.

GOLF & AGRONOMY

In 2017, Oak Ridge began a new commitment to turf care and quality by replacing their aged irrigation system to the total of \$1.8M. Had the leadership, at the time, not made that commitment, the re-grass project of 2019/2020 would have been a very different and more difficult process. This is where my exposure to high level agronomy processes began. The team of experts and professionals involved in the project delivered education to so many for the duration of the project and beyond. The level at which I am currently informed regarding turf quality/turf care has created a benefit for the membership and the staff. I can reasonably discuss projects relating to turf and ask pertinent questions of the team when changes need to be made. I continue to rely on experts and professionals in this area when questions arise as they are the people that need to execute to plan.

Golf Operations were an area where my deficiencies were quickly address with Ed Bialek, PGA and subsequently Kellie Hoiness, PGA. Each has been instrumental in my growing knowledge of all things golf. The partnerships we created to expand and improve the overall Oak Ridge Golf experience has been tremendously rewarding for everyone involved. We have progressed from a club where our Invitational event needed invites to go out to other clubs to fill our field to an event now where a lottery is a necessary vehicle for registration as the demand far outpaces availability. We have expanded from one Men's Guest Day to two, both full. Our women's league is growing faster and faster and our Junior PGA programming has burgeoned as well. When looking at growth as it relates to experience, we can also peek inside the golf shop as our merchandise sales have increased dramatically over the last two years. Our members (young, old, low-handicappers, high-handicappers, new to golf and youth golfers) are taking great advantage of a staff of professionals that take great pains to provide superlative instruction in a comfortable setting.

Lastly, with all the improvements Oak Ridge has enjoyed, the MGA approached Oak Ridge to measure our willingness to host the 2023 MN State Am. Truly a feather in our hat to have the opportunity to host such an important event. We couldn't be more proud of everyone that made that possible. When I say everyone, I mean, literally everyone associated with Oak Ridge Country Club.



GOLF & AGRONOMY



GOLF & AGRONOMY



GOLF & AGRONOMY



GOLF & AGRONOMY



CAPITAL PROJECTS

In the three years I have been at Oak Ridge, capital improvements have been very limited in scope. The first project came out of necessity with the condition of the golf course. There was much debate over the need to take the step to drastically change the golf course. Town Hall meetings uncovered the disconnect between newly emerging populations at Oak Ridge and how they felt the course maintenance should be handled, despite having spent considerable time and resources in developing a Golf Course Master Plan that would effectively chart the future changes to the course. It quickly became evident that the wisdom and experience of our professionals and experts paid off in spades as the course is enjoying record rounds and premium health and playability.

In order to best maintain the new golf course investment, a significant portion of our fleet was in need of updating. We could not risk approaching a season with failing and outdated equipment. Collectively, the Greens Committee and the Finance Committee helped develop a plan to quickly and effectively select priorities in equipment that the Grounds Department could use to maximize their work.

A golf course renovation followed by a season of Covid golf surge, our membership base was bouncing back with great vigor. Our next plan was to capture capital projects that we considered “low hanging fruit”. What could we accomplish in the short term that would have lasting effect. Two areas of quick and relatively easy improvement were the tennis facility and the golf course bathrooms. Both have been relative eyesores for quite some time. For the tennis area, we engaged a landscape architect to redefine the spaces, give it an update look with a new deck, new furnishings and new plantings. We wanted the tennis facility to become a place that was more than just tennis courts. We were looking to create a new experience that Oak Ridge never had. On the golf course, the old experience was one of inefficiencies and frustration. Member’s preference is to not have a beverage cart present so anything golfers wanted had to be called in and then delivered (which isn’t much different than a beverage cart). With the added structure, we created new amenities and have been able to use the space we now call “The Oaks” for a myriad of events and gatherings. It’s been an amazing “low hanging fruit” investment that all have enjoyed.



CAPITAL PROJECTS

Tennis Deck Refresher



CAPITAL PROJECTS

The Oaks Golf Course Bar



CAPITAL PROJECTS



Quote Summary

Prepared For:

OAK RIDGE COUNTRY CLUB
700 OAK RIDGE RD
HOPKINS, MN 55305
Business: 952-935-7721
toddk301@yahoo.com

Prepared By:

Jonathan Gladis
Frontier Ag & Turf
12040 Point Douglas Dr South
Hastings, MN 55033
Phone: 651-437-7747
jong@frontieragturf.com

Monthly payments will be approximately \$7,850/month for 60 months.

Quote Id: 21231232

Created On: 13 February 2020

Last Modified On: 23 November 2020

Expiration Date: 31 January 2021

Leased quipment will come with a 5 year comprehensive warranty that covers all warrantable parts and labor.
Clubprocure credit after the sale is 2% of new John Deere purchased. That amount is approximately \$9,150.

Equipment Summary	Suggested List	Selling Price	Qty	Extended
BUFFALO TURBINE KB-4	\$ 7,950.00	\$ 7,176.47 X	2 =	\$ 14,352.94
JOHN DEERE ProGator 2020A (Gas) GPS	\$ 117,388.84	\$ 84,187.07 X	1 =	\$ 84,187.07
BERNHARD Express Dual 4250	\$ 49,021.00	\$ 42,632.18 X	1 =	\$ 42,632.18
BERNHARD Anglemaster 4100	\$ 24,124.00	\$ 21,055.17 X	1 =	\$ 21,055.17
JOHN DEERE GATOR™TX Turf (Model Year 2021)	\$ 11,997.16	\$ 9,680.91 X	4 =	\$ 38,723.64
JOHN DEERE GATOR™ TE (Model Year 2021)	\$ 13,204.29	\$ 10,705.29 X	2 =	\$ 21,410.58
JOHN DEERE 6080A PrecisionCut Fairway Mower	\$ 71,283.00	\$ 48,686.95 X	2 =	\$ 97,373.90
JOHN DEERE 220 E-Cut Hybrid Walk Greens Mower	\$ 16,325.00	\$ 11,663.88 X	1 =	\$ 11,663.88
JOHN DEERE 6080A PrecisionCut Fairway Mower	\$ 71,283.00	\$ 48,686.95 X	2 =	\$ 97,373.90
JOHN DEERE 220 E-Cut Hybrid Walk Greens Mower	\$ 16,325.00	\$ 11,663.88 X	1 =	\$ 11,663.88
JOHN DEERE 220 E-Cut Hybrid Walk Greens Mower	\$ 16,325.00	\$ 11,663.88 X	4 =	\$ 46,655.52
JOHN DEERE 4066R Compact Utility Tractor (52 PTO hp)	\$ 57,594.88	\$ 48,223.69 X	1 =	\$ 48,223.69

Salesperson : X _____

Accepted By : X _____

Confidential

CAPITAL PROJECTS



Equipment Total			\$ 535,316.35
Trade In Summary	Qty	Each	Extended
TORO 5410	1	\$ 33,750.00	\$ 33,750.00
PayOff			\$ 0.00
Total Trade Allowance			\$ 33,750.00
2017 JOHN DEERE 7500A HYBRID DIESEL	1	\$ 27,000.00	\$ 27,000.00
PayOff			\$ 0.00
Total Trade Allowance			\$ 27,000.00
2010 JOHN DEERE 2020A PROGATOR W/ SPAYER	1	\$ 9,000.00	\$ 9,000.00
PayOff			\$ 0.00
Total Trade Allowance			\$ 9,000.00
Trade In Total			\$ 69,750.00
Quote Summary			
Equipment Total			\$ 535,316.35
Trade In			\$ (69,750.00)
SubTotal			\$ 465,566.35
Sales Tax - (7.575%)			\$ 35,266.65
Est. Service Agreement Tax			\$ 0.00
Total			\$ 500,833.00
Down Payment			(0.00)
Rental Applied			(0.00)
Balance Due			\$ 500,833.00

CAPITAL PROJECTS



FINANCIALS

Financial Management at Oak Ridge Country Club since 2019 has been rife with challenges. Our unplanned Golf Course project in the middle of a fiscal year wreaked considerable havoc on our financial health as revenues were wildly off compared to budget for the year as our principal amenity was offline. Then enter Covid which continued to pressure the financial health of the club. Tough decisions were made all around as the Club tread carefully through the pandemic. With so much uncertainty, our membership levels decreased to nearly unsustainable levels. Once the fruits of the golf course remodel began to emerge and activity on the course increased, so did the membership. Our membership and marketing team became busier than ever onboarding over 150 new members in less than 18 months. Our golf initiation fees went from a low of \$6000 to a market suitable \$25,000 in that same 18-month timeframe. We have continued to add members well into the golf season which is a first at Oak Ridge and we are proud to say that at our current level, our golf membership is full!

A full membership can only accomplish so much. Oak Ridge has had full memberships in the past. But we have never had the level of activity shown by our current population and these financials show just that. Revenues are up across nearly every category and each department has done amazing work responding to the near whip-lash-like surge in member use and activity. To sum it all up, the chair of the Finance Committee has routinely stated that in his tenure, the financial health of the club has never been better.

RESULTS OF OPERATIONS

	Month of February 2022			Year to Date Fiscal 2022		
	Actual	Budget	Last Year	Actual	Budget	Last Year
REVENUES:						
Operating Income	67,458	47,450	87,193	3,332,542	3,098,925	1,530,564
Dues Income	326,981	309,989	264,677	4,080,035	3,582,369	3,089,887
Total Revenues	394,439	357,439	351,870	7,412,577	6,681,294	4,620,451
EXPENSES:						
Labor Only	204,961	249,060	147,271	3,232,498	3,425,643	2,393,535
Other Expense	237,003	158,306	126,401	3,449,210	3,304,118	2,246,234
Total Operating Expenses:	441,964	407,366	273,672	6,681,708	6,729,761	4,639,769
Net Operating Income/Loss: (Loss is in brackets)	(47,525)	(49,927)	78,198	730,869	(48,467)	(19,318)

FINANCIALS

OAK RIDGE COUNTRY CLUB

F Y E 3/31/21

YEAR TO DATE LABOR

DEPARTMENT	MONTH OF February	BUDGET February	February 2021	YEAR TO DATE '22	BUDGET TO DATE	YEAR TO DATE '21
GREENS	1,763	1,246	6,048	241,583	233,729	346,720
GREENS SUPTS	34,329	37,806	21,905	405,722	412,362	255,692
GOLF	21,749	25,956	15,046	290,755	311,575	201,723
PRO SHOP	4,776	6,010	4,633	73,253	77,663	62,452
GOLF CARTS	0	0	0	64,636	66,209	32,465
POOL	0	0	0	52,891	56,022	51,163
POOL PRO	0	0	0	31,383	37,861	27,999
TENNIS	0	0	0	42,769	41,005	37,427
TENNIS PRO	0	0	0	40,000	43,667	39,848
VALET	1,777	1,886	0	23,088	21,273	9,207
LAUNDRY	2,263	5,054	2,541	49,282	57,256	30,779
TEMPS F & B	0	0	0	13,814	9,360	2,395
KITCHEN	21,533	34,013	8,653	311,609	349,492	152,061
CHEFS	24,787	25,000	14,358	237,394	256,705	208,724
DINING ROOM	4,178	4,500	0	47,363	70,804	15,249
DR SUPERVISORS	22,567	26,967	21,294	274,606	291,727	193,328
1921 PUB	8,374	17,616	3,846	185,710	229,607	115,256
SNACK BAR	0	0	0	43,836	49,780	17,909
BARTENDERS	4,881	4,976	4,287	91,782	101,079	48,323
MEN'S LOCKER	0	0	0	36,710	34,196	21,259
CLUB HOUSE	2,544	2,903	0	33,179	32,685	12,016
CH MANAGERS	6,577	7,201	6,669	78,032	83,940	77,966
ADMINISTRATION	42,863	47,926	37,991	563,101	557,646	433,574
TOTAL	204,961	249,060	147,271	3,232,498	3,425,643	2,393,535

MONTH TO DATE VARIANCE FROM BUDGET	-44,099
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YEAR TO DATE VARIANCE FROM BUDGET	-193,145
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FINANCIALS

**01 - Oak Ridge Country Club
Income Statement Summary
February, 2022**

This Month Actual	This Month Budget	This Month Last Year	Description	YTD Actual	YTD Budget	YTD Last Year	Actual Compared to YTD Budget	YTD Actual Compared to YTD Last Year	Total Annual Budget
Operating Income									
51,054	36,600	30,093	Food and Beverage	1,835,961	1,763,739	762,616	72,222	1,073,345	1,793,518
2,640	5,000	1,455	Golf	510,212	466,263	225,210	43,949	285,002	466,763
13,764	5,850	55,645	Pro Shop	612,392	513,768	382,523	98,624	229,869	520,268
0	0	0	Golf Cart Rental	250,438	234,115	133,720	16,323	116,718	234,115
0	0	0	Women's Golf Fee	13,750	13,750	7,130	0	6,620	13,750
0	0	0	Pool	35,495	34,965	172	530	35,323	34,965
0	0	0	Tennis	4,510	4,500	4,510	10	0	4,500
0	0	0	Locker Room	69,785	67,825	14,682	1,960	55,103	67,825
326,981	309,989	264,677	Dues Income	4,080,035	3,582,369	3,089,887	497,666	990,148	3,892,358
394,439	357,439	351,870	Total Income	7,412,577	6,681,294	4,620,451	731,283	2,792,127	7,028,062
Operating Expense									
134,525	153,898	77,550	Food and Beverage	2,125,186	2,286,170	1,272,022	-160,984	853,165	2,474,383
31,223	32,944	18,097	Golf	391,031	412,638	248,325	-21,607	142,706	447,570
17,196	13,629	11,731	Pro Shop	543,517	469,254	356,091	74,263	187,426	482,303
0	0	0	Golf Carts	100,841	103,146	42,501	-2,305	58,340	103,146
94,076	51,182	45,539	Grounds	1,235,434	1,198,349	1,093,441	37,085	141,993	1,253,336
0	0	0	Women's Golf	9,997	8,223	7,130	1,774	2,867	15,034
236	0	414	Pool	148,076	141,266	108,685	6,810	39,391	141,266
21	0	22	Tennis	159,141	157,975	102,260	1,166	56,881	157,975
2,073	2,060	0	Valet	25,626	23,990	11,023	1,636	14,603	25,477
5,236	8,853	4,405	Laundry	108,484	130,123	75,984	-21,639	32,500	139,176
104	0	9	Locker Room	44,739	43,285	24,346	1,454	20,392	45,102
45,962	33,665	35,928	Club House	482,519	451,187	339,909	31,332	142,610	503,603
1,963	2,050	992	Entertainment	64,572	61,274	26,990	3,298	37,581	61,974
106,801	107,371	77,347	Administration	1,233,766	1,216,929	922,485	16,836	311,280	1,331,194
2,548	1,714	1,639	Marketing	8,780	25,952	8,576	-17,172	204	28,716
441,964	407,366	273,672	Total Expense	6,681,708	6,729,761	4,639,769	-48,054	2,041,939	7,210,255
-47,525	-49,927	78,198	Net Operating Income	730,870	-48,467	-19,318	779,337	750,188	-182,193
188,482	2,000	32,279	Capital Income	1,175,571	691,520	548,993	484,051	626,578	883,860
86,083	90,265	96,929	Capital Expense	956,314	992,773	1,123,474	-36,459	-167,160	1,080,110
102,398	-88,265	-64,650	Net Capital Income	219,257	-301,253	-574,481	447,592	459,418	-196,250
54,873	-138,192	13,548	Net Income (Loss)	950,127	-349,720	-593,799	1,299,847	1,543,926	-378,443

OAK RIDGE COUNTRY CLUB

To whom it may concern:

I am honored to be writing this recommendation letter for John Doe. John and I met while he was interviewing for the General Manager (GM) position at Oak Ridge Country Club. As leader of the search committee, we identified seven candidates. Then, through a vigorous eight-week process, we made the decision to hire John Doe to become the next General Manager at Oak Ridge Country Club. It is a decision I am very proud of today.

During his tenure at Oak Ridge, John excelled in many ways. His attention to detail, as well as his interpersonal communication skills, continue to be in a class above others. He has become endeared to staff, as well as the membership at Oak Ridge Country Club.

Jake's tenure has truly been a fascinating case study of leadership. Joining the Oak Ridge family in the spring of 2019, John was immediately faced with a major golf course renovation. The common project of regrassing was needed. However, through careful analysis by John and our golf course superintendent, they identified that there were many areas of golf course deficiency. John's "begin with the end in mind" and "create an unparalleled experience for members" attitudes were on point. We navigated through our golf course renovation project including a full regrassing, new irrigation and drainage, and multiple new greens complexes throughout the course. Currently, these projects are proving to be very fruitful. Our golf course membership satisfaction has never been higher.

Immediately following the golf course renovation, Oak Ridge, like all clubs, was faced with the COVID-19 pandemic. Once again, Jake's strategic mind kicked into effect. Not only did we navigate through a pandemic, we thrived. Jake's leadership provided Oak Ridge with a growth in membership. This was accomplished by adding experience-style amenities. More impressively, John was able to navigate through a very tough COVID labor market. Oak Ridge Country Club was able to hire and retain the top-tier talent, which supports our continued growth today.

The two examples above are supported by many others and illustrate Jake's ability to lead an organization. I would identify Jake's top attributes to be: staff and member communication, team building, thorough analysis and execution of membership satisfaction, and continued commitment to excellence. John has a sought after servant-style leadership that partners well with the country club environment.

Starting in 2021, John identified and embarked on a two-year planning process. The goal was to launch Oak Ridge into success for many years to come. The first step was to enhance the member experience and the second step was to seek for excellence, even when no one is looking. The plan was intended to be a one-two punch, creating an unparalleled staff and membership experience. Like many of the other projects, our one-two punch became a single punch knockout. John built an aggressive two-year growth plan and successfully accomplished the goal in just ten months.

Net/net, Oak Ridge Country Club has its highest measurable satisfaction, across the board. This includes members, staff, as well as guests to Oak Ridge Country Club. All of this is directly attributable to John's successful leadership.

I am extremely honored to write a confidential letter of recommendation for John. If there are any follow-up questions or conversations you would like to have, please feel free to contact me via phone.

Andrew W. Todd
Oak Ridge Country Club
President of the Board 2021
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