

PROFESSIONAL PORTFOLIO



MARC RAY



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2021 CMAA CLUB EXECUTIVE OF THE YEAR

MARC RAY, CCM, CCE, CHAE, NAMED 2021 CLUB EXECUTIVE OF THE YEAR



Alexandria, VA – Club Management magazine has named Marc Ray, CCM, CCE, CHAE, the 2021 Club Executive of the Year. A 22-year member of the Club Management Association of America (CMAA), Marc currently serves as the General Manager/Chief Operating Officer of The Ford Field & River Club in Richmond Hill, GA.

Marc has more than 23 years of experience in the club industry. Prior to joining The Ford Field & River Club in 2015, he served as the General Manager/Chief Operating Officer of The Vintage Club in Indian Wells, CA, from 2012 to 2015. His previous experiences included General Manager & COO roles at Hammock Dunes Club in Palm Coast, FL, and at Metairie Country Club in Metairie, LA. In his first role in the club industry, Marc was the Assistant General Manager of Oakland Hills Country Club in Bloomfield Township, MI. He is a graduate of the University of Missouri-St. Louis.

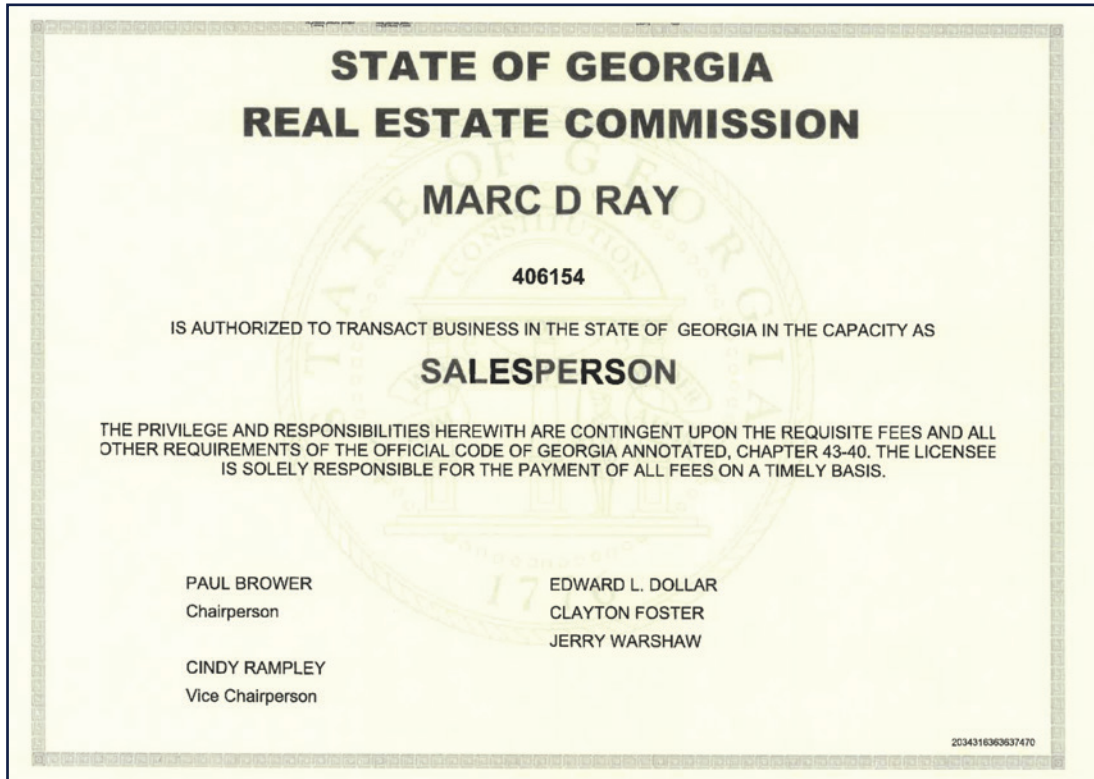
The Ford Field & River Club President Jeff Fusile describes Marc and his impact on the club and community, “In addition to performing his job at an exemplary level at all levels with an incredibly diverse amenity offering, Marc demonstrates an extraordinary commitment to The Ford community as well as our local, city, and county population.”

Past mentee Sean Miller, CCM, explains his contributions to those around him, “Marc has a very good sense for great talent and is always willing to share his knowledge to those who have the desire to learn and succeed. He has helped grow many individuals within the clubs he has managed as well as others in our industry. There have been many managers who he has promoted within as well as managers he supported when great outside opportunities were present.”

Annually, Club Management recognizes the best in club leadership with the Club Executive of the Year Award. Created in 1985 and originally known as the Club Manager of the Year, the award was re-titled in 2008 to mirror the evolution of the club management profession. This prestigious honor is presented to the club management professional who embody professionalism within their club and community—embracing mentoring, creating a club culture that supports the staff team through on-going educational opportunities and crisis assistance, and supporting and impacting their local community. Nominations are accepted in early fall, and selections are made by a committee of club management professionals.

Marc is the 35th individual club executive to be honored through this award. He will be featured in the January/February 2022 issue of Club Management magazine, profiled in a forthcoming edition of the Let's Talk Club Management Podcast, and honored in person at the 2022 CMAA World Conference and Club Business Expo in San Diego, CA.

CERTIFICATIONS & EDUCATION



CLUB MANAGEMENT ASSOCIATION of AMERICA

My Profile

Association: **CMAA** / Membership Type: **Professional** / Expires: **10/31/2022**

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CERTIFICATIONS & EDUCATION

Master Club Manager Monograph

Hurricane Communications with Internal Audiences in Private Gated Communities

Marc D. Ray, CCE, CCM

General Manager
The Ford Field & River Club
Richmond Hill, GA

A monograph submitted to the Certification Committee of the Club Managers Association of America in partial fulfillment of the requirements for the Master Club Manager (MCM) designation.

Statement of the Problem

The hurricane season officially extends from June 1 to November 30. However, prudent planning for “just in case” occurs early and should be a part of every general manager’s skill set, particularly as it relates to hurricane communication in a gated community. Effective communication with internal audiences oftentimes is the difference between struggle and success in times of natural disaster planning.

Internal audiences include the following:

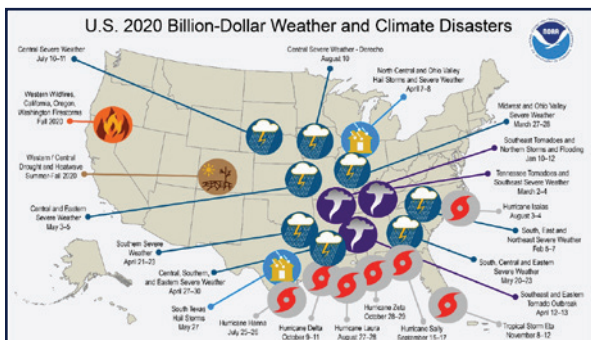
- Board Members
- Members
- Managers/Supervisors
- Non-management Employees

There is abundant information for homeowners and businesses to prepare for hurricanes, but specific information for clubs and their communities on how to communicate effectively before and after hurricanes is lacking. This specific problem—communication effectiveness with internal audiences—is addressed in this monograph.

This is an especially important and timely issue since clubs have proliferated throughout hurricane zones and since people have become accustomed to instantaneous communications.

A hurricane can be devastating to a community for any number of reasons, including the following:

- The potential for loss of life
- Destruction of a family’s most valuable physical asset—their home
- Devastation to a club’s facilities, grounds, earnings potential, reputation, and other assets
- Permanent adverse effects to the lives of members, guests, and staff
- Possible financial insolvency of a community.
- Ability to rebuild and recover.



CERTIFICATIONS & EDUCATION

Research Methods

Online

A large part of the work on this monograph was researching information online and teasing out the information specific to communicating about hurricane events in private communities.

Original Peer Research

Since online research lacked specific information regarding communicating about hurricane events in private communities, I conducted original peer research through a web-based survey of CMAA members at private communities and through phone calls to select colleagues:

- Robert “Bobby” Crifasi, CCM, CCE, General Manager, New Orleans Country Club, Louisiana
- Michael McCarthy, Addison Reserve Country Club, Delray Beach, Florida
- Rick Bayliss, Lost Tree, Florida
- Bill Griffin, Spring Island, SC
- Michael Rodriguez, Audubon Country Club, Naples, Florida
- Matt Linderman, Boca West, Florida
- John McCranie, Cat Cay Yacht Club, Bahamas

Personal Experience

Another significant source of information was my personal experience from managing two clubs through seven hurricanes. I have learned valuable lessons along the way and have included them in this document.

- Metairie Country Club (Hurricane Katrina—August 2005)
- Metairie Country Club (Hurricane Rita—September 2005)
- The Ford Plantation (Hurricane Matthew—October 2016)
- The Ford Plantation (Hurricane Irma—September 2017)
- The Ford Plantation (Hurricane Florence—September 2018)
- The Ford Plantation (Hurricane Michael—October 2018)
- The Ford Plantation (Hurricane Dorian—August 2019)



A golf course under water during a hurricane.

Results/Discussion/Implications

General Communications Advice

The best time to respond to a hurricane is before it happens. A relatively small investment of time and money now may prevent severe damage and disruption of life and business in the future. This section discusses recommendations general managers should follow as they develop a plan for hurricane communications to internal audiences.

Develop a Written Hurricane Plan

A hurricane preparedness plan identifies and quantifies the physical and financial resources necessary to maintain operations after a hurricane. The plan should detail the steps necessary to avoid, reduce, or transfer loss exposures. The plan should be posted electronically on the community’s website so that all members and staff have access to it. In addition, a copy of the plan should be uploaded to a file sharing site, like Google Drive or Dropbox, and a hard copy should be kept safely offsite—it will not help if the plan is not accessible.

A complete hurricane guide is beyond the scope of this monograph; however, based on past experience and the vast research I did for this project, I would recommend the following.

Designate Writing Staff Member

Designate one person on your team to write and update the hurricane preparedness plan by May 1 of every year. In The Ford Plantation’s case, it was the Director of Security. All department heads should review this program and establish a hurricane preparedness plan specific to their departments by June 1 of every year. All department heads have responsibility for site preparation for approaching storms AND site recovery immediately after the storm has passed.

Plan Outline Sections

Include the following sections:

- Statement of Purpose
- General Information on Hurricanes
 - Hurricane Condition of Readiness Levels
 - Hurricane Categories
 - Upcoming Season Predictions from NOAA’s Climate Prediction Center, a division of the National Weather Service, and from noted expert Dr. Philip J. Klotzbach and his associates at Colorado State University
 - Definitions Related to Hurricanes
- Hurricane Warning and Watch Procedures by Department
- Property Loss Reporting Procedures
- Loss Notice Report Form
- Emergency Response Agency Phone Numbers
- Employee Contact List

Having a comprehensive hurricane preparedness plan is the first step in effective communications during hurricane.



A residential street after a hurricane.

MANAGEMENT SURVEYS

THE FORD

FIELD AND RIVER CLUB

MANAGEMENT SURVEY

MARCH 2021

REPORT SUMMARY

This report presents the findings of a survey of 19 managers of the Ford Field and River Club conducted by Cornerstone Decision Support, Inc. The survey is designed to provide the General Manager and Board with insight about how managers view their job experience. Six work related topics framed this survey:

- Job experience
- Relationship with management
- Demographics
- Work environment
- Importance of job elements
- Comments

Methodology

On March 11, 2021 an email was sent to management with the following content.

The General Manager and Board want your honest opinion about your job experience. The statements in this questionnaire represent a *desirable work environment*. Each survey item requires a response, but there are no *right* or *wrong* responses. Your agreement or disagreement with these statements will reveal how your job experience compares with that desired by the Club. But it is only accurate if you provide your honest opinion. There is also a place for additional comments if you have them.

The questionnaire will take you 10 minutes or less to complete. This survey is taken via the internet. The hyperlink to the secure website is below. Your response is anonymous and confidential. No one at The Ford Field and River Club will see your individual questionnaire or know if you responded. Please take a few minutes and respond by clicking on the survey link.

Reading Tables

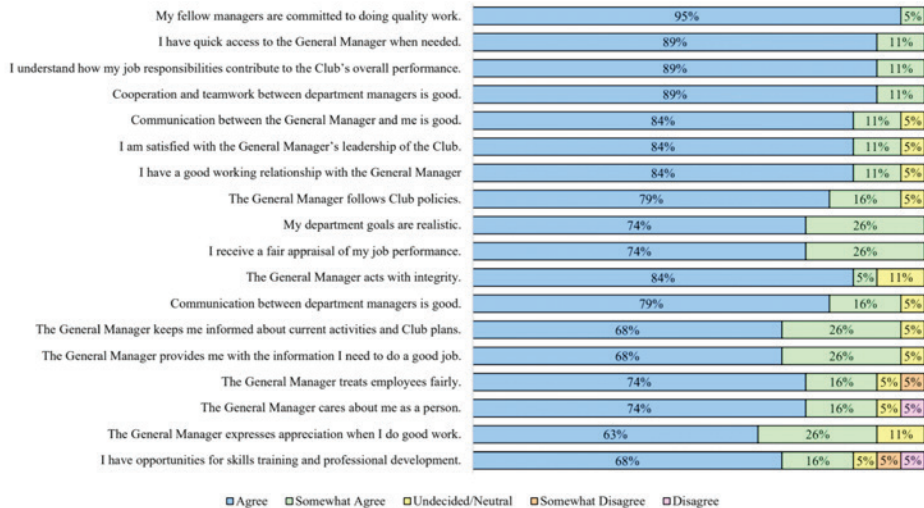
The scaling used in this survey instructed respondents to indicate how much they agreed or disagreed with 48 statements pertaining to the job, work environment, and relationship with the Club managers. Mean scores were computed for each item by assigning numeric value to each response. For example, a response of *agree* was given a "5" and *disagree* a "1". Values were then applied to the responses and divided by the number of responses. A mean score of 4.50, for example, would indicate moderate agreement, while a score of 2.00 would indicate the responding managers, on the average, somewhat disagree with the statement.

The survey of 19 managers is profiled in the table showing the respondents by department and their years on the job.

	Total	< 2 years	2-3 years	4-5 years	6+ years
Total	19	3	2	3	11
Administration/Club	6	2			4
Golf	1				1
Equestrian	1				1
Food & Beverage	3	1		1	1
Security	3				3
Fitness/Spa	2		1	1	
Maintenance/Lodging	1			1	
POA/ARB	1		1		
Outdoor Pursuits/Marina	1				1

MANAGEMENT RELATIONS

The section on Management presented 18 statements describing a work relationship desired among the management team by the General Manager and Board. The chart shows that agreement with any one statement was as high as 95 percent and as low as 63 percent. Rating of somewhat agree ranged from five to 26 percent. Combined ratings of somewhat disagree and disagree ranged from a low of five percent to a high of ten percent.

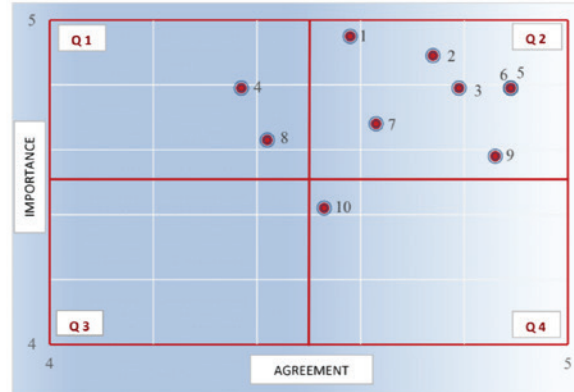


MANAGEMENT SURVEYS

ELEMENTS OF THE JOB

Contrasting agreement with what's important strengths

JOB ELEMENTS	Imp	Rating
1. Managers treated fairly by the General Manager	4.95	4.58
2. Good interdepartmental communication	4.89	4.74
3. Quality of relationship with the General Manager	4.79	4.79
4. Opportunities for skills training and professional growth	4.79	4.37
5. Good interdepartmental teamwork	4.79	4.89
6. The impact that my work has on the Club's success	4.79	4.89
7. Being kept informed about the Club's future plans	4.68	4.63
8. Having my opinion matter at work	4.63	4.42
9. Quality of relationship with other managers	4.58	4.86
10. Being recognized or appreciated for doing a good job	4.42	4.53



The chart is divided into four quadrants. Attributes that fall into each category are labeled as:

Quadrant 1: Very important—Somewhat agreement

Quadrant 2: Very important—Strong agreement

Quadrant 3: Somewhat important—Somewhat agreement

Quadrant 4: Somewhat important—Strong agreement

A *quadrant analysis* maps the perceptual relationships between **importance** of the ten job elements and the agreement with each as existing within the work environment and relationship with the General Manager and other managers. The table shows the contrast in the ten mean score combinations. The contrast shows strong agreement with existence of the fifth and sixth ranked elements: interdepartmental teamwork and having an impact on the Club's success. Managers indicate slightly less agreement with the existence of the fourth and eighth elements: opportunities for skills training and professional growth and having their opinion matter at work.

CORRELATION ANALYSIS

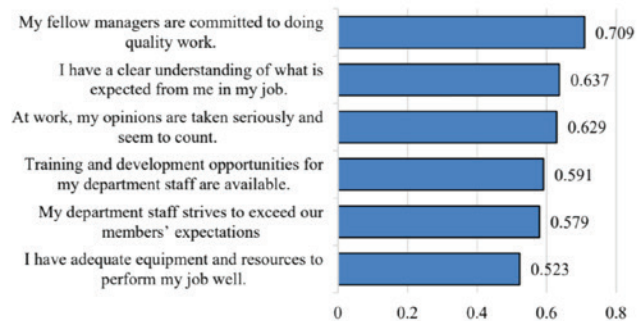
Analysis of the *covariance* of agreement with the six key job component have moderately high correlation r values of .709 to .523 with the respondents' agreement with the statement: *I am satisfied with my job.*

An r value of 1.0 would indicate a perfect correlation meaning as agreement with a job component statement increases or decreases so does agreement with the statement *I am satisfied with my job.*

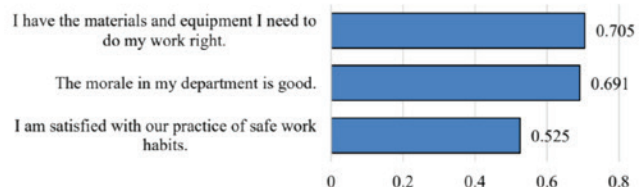
The six statements reveal meaningful correlations and serve as the disproportionate focus for enhancing job satisfaction among the 19 managers.

The second chart shows the three correlation r values that have the strongest relationship with their agreement with the statement: *I am satisfied with the General Manager's leadership of the Club.* Having materials and equipment, good department morale, and safe work habits have meaningful influence on leadership satisfaction.

Correlation with Job Satisfaction

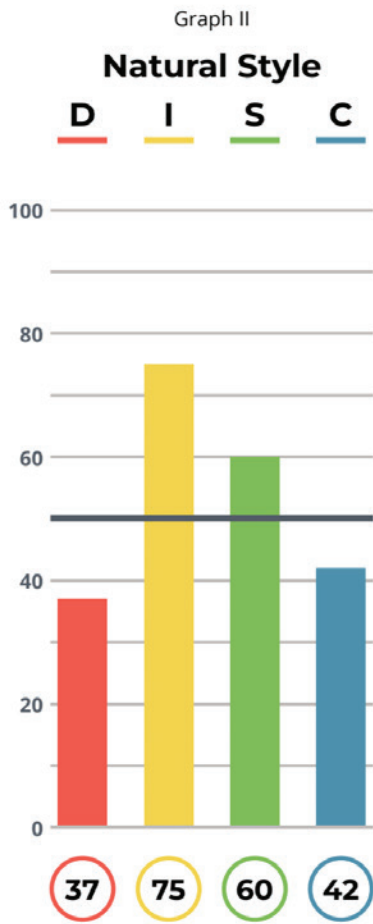
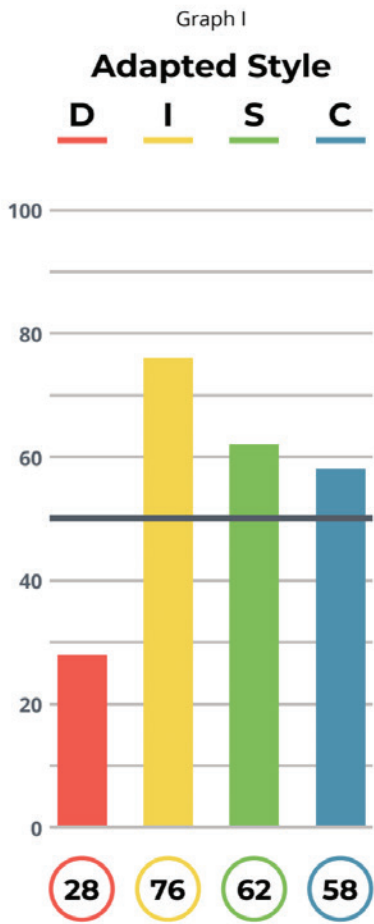


Correlation with Work Environment



MANAGEMENT SURVEYS

Style Insights® Graphs



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Marc Ray

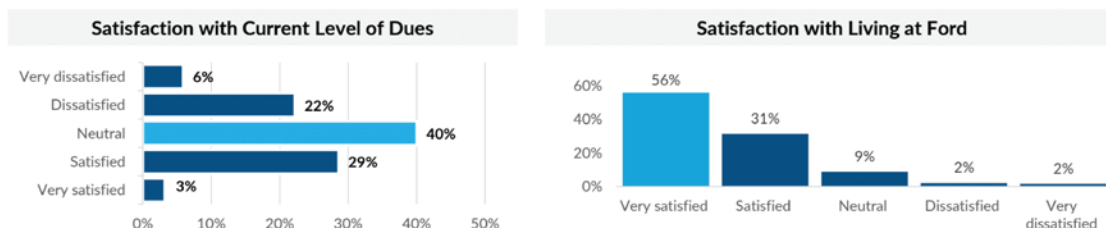
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MANAGEMENT SURVEYS



Overall Satisfaction Indicators Have Improved

- 92% would recommend Ford, an increase from 72% in 2019.
- 87% of respondents are satisfied or very satisfied with living at Ford, an increase from 72% in 2019. Only 4% of respondents are dissatisfied or very dissatisfied.
- 72% members are neutral or satisfied with dues, a dramatic increase from 45% in 2019. Satisfaction with the level of dues at the Club is within the benchmark ranges.
- Safety, social, environmental stewardship and neighbors are the factors that contribute most to satisfaction.
- There is strong agreement (4.5/5) with Ford's mission of being a premier multigenerational club that enhances members lives.
- The current amenities and facilities meet the expectations of 87% of respondents.



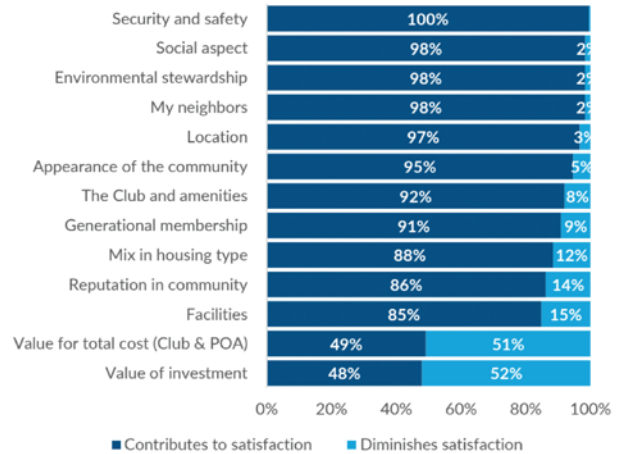
MANAGEMENT SURVEYS

Key Improvement Areas

While there was a significant improvement from 2019, the value for total cost to belong and value of investment continue to be the two primary factors diminishing satisfaction at the Club (for approximately half of responding members). However, the majority of factors presented at right were indicated as contributing towards positive satisfaction by at least 85% of respondents.

Dissatisfaction is not linked to any specific amenity or facility. This group is also most likely to sell their property in the next 5 years due to lifestyle changes.

Factors Contributing to or Diminishing Satisfaction



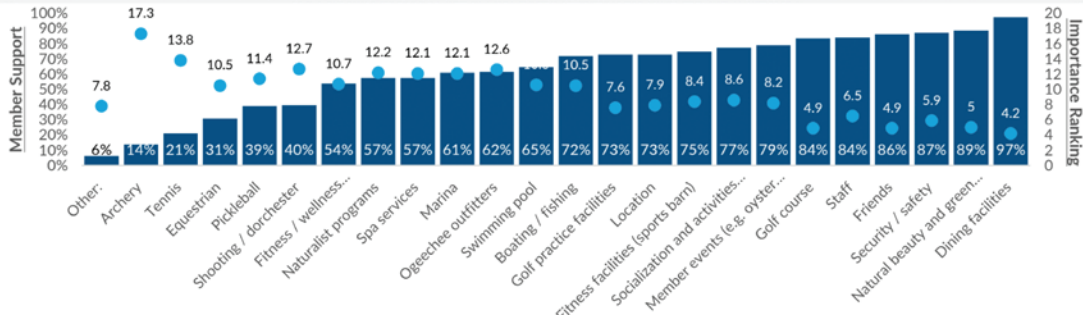
Facilities/Amenities Deep Dive

Dining, natural beauty, safety/security and the golf course are the most 'valuable' amenities as indicated by the members. Intangible 'amenities' of friends, staff and socialisation are also highly valued.

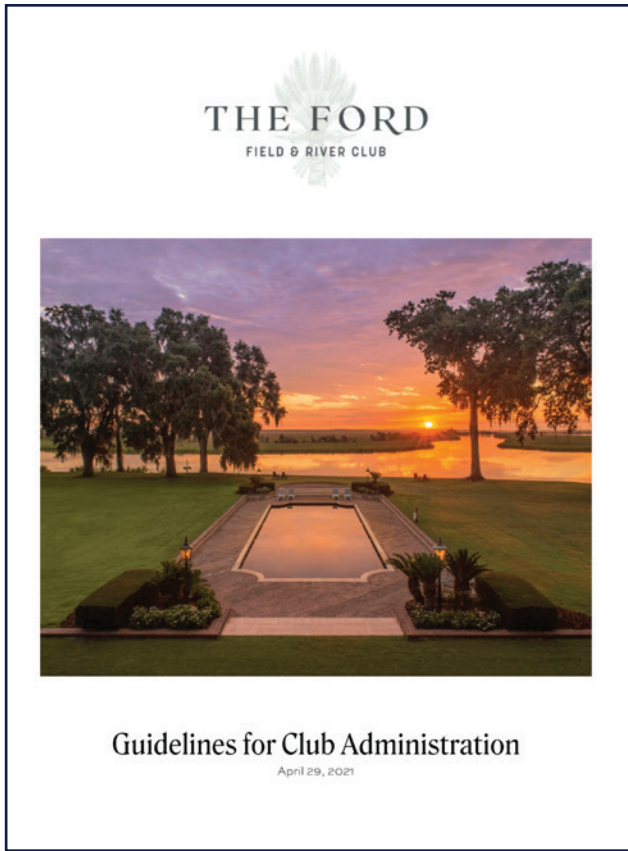
Satisfaction with facilities/amenities varied across the club profile, but generally performed well against benchmark range. Many facility/amenities received satisfaction scores at the high end or exceeding benchmark range, including the golf course, pro shop operation and service, fitness/wellness/spa, pickleball, equestrian, shooting and outdoor pursuit operations.

F&B ratings decreased across most areas of the member experience, but remain well aligned to benchmark levels. Tennis was the only single rating area below benchmark range (3.7 out of 5.0), which appears to be partly a result of less events/programming with some members choosing pickleball as an alternative.

Aspects of the Club's "Lifestyle" that are Most Valuable



CLUB ADMINISTRATION



THE FORD
FIELD & RIVER CLUB

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CLUB ADMINISTRATION



Forward

These guidelines have been written to ensure that a continuity of administration exists within The Ford Field & River Club. The guidelines exist so that all who participate in the development of policy and its administration are familiar with the duties required of those individuals performing those functions.

Mission/Vision Statement

The Ford Field & River Club aspires to be a premier multi-generational, residential sporting community whose purpose is to enrich the lives of our members and their families by fostering enduring friendships and providing a competitively superior variety of first-class amenities, including golf, an equestrian center and program, inland and offshore fishing, a deep-water marina, wing and clay shooting, tennis, fitness facilities and programs, kayaking, fine and casual dining, a spa, a naturalist program, as well as a variety of social and cultural activities. The Ford will preserve the architectural heritage of the antebellum Low Country and the unique character and natural beauty consistent with its rich cultural Savannah area setting. It will reflect a refined yet informal style. The Ford seeks to have primarily residential members, a high percentage of whom are active participants in The Ford community as well as a limited number of participating nonresident members who contribute positively to the dynamic of The Ford. Recognizing the intimacy of The Ford Field & River Club community, we embrace a combination of diversity and compatibility in creating a membership of engaged and interesting friends and neighbors.

Customs and Guiding Principles

- The Ford Field & River Club is a unique and special place where we take great pride in perpetuating a community where everyone cares about our fellow friends and neighbors, their families, their guests, and our employees.
- We view our community property and facilities as an extension of our homes. We respect and follow our community regulations.
- We are known for our fine character and, without exception, we treat each other with respect, dignity, and courtesy.
- Our community fosters harmony, decorum, and enduring friendships and strives to satisfy our varied recreational, intellectual, and social interests.
- We, our families, and our guests are expected to treat our employees with respect. We value our employees, as they are an integral part of our Ford family.
- Supervision of our employees is the responsibility of management. If an issue arises, we bring it to the attention of the General Manager.
- We are proud to introduce our Ford community to our friends and family and encourage them to also become a member of our Ford family.
- We welcome new Ford friends and neighbors and invite them to join us in community activities.
- The facilities and assets of the community reflect an “understated Low Country elegance.” In turn, each of us supports excellence and wants to leave all property better than we found it.
- The Ford community shall be managed and operated on a sound financial basis. All proposed initiatives will be assessed using a Decision-Making Model, including financial models, with the goal of adding value.
- The POA and Club Boards govern with integrity, transparency, and communication that encourage collaboration, community input, and doing what is best for our long-term interests.
- As a Ford family, we are active champions and patrons of efforts beneficial to our surrounding communities.

CLUB ADMINISTRATION



Preface

The Ford Field & River Club, Inc. is a Georgia nonprofit mutual benefit corporation. The corporation is directed in accordance with its By-Laws and by the Board of Directors, who are elected by members.

Within the scope of the By-Laws, the Directors have adopted these Guidelines for Club Administration. Changes to these guidelines must be approved by the Board of Directors.

Norms and Expectations

1. **Focus on policy/strategy v. operations**
2. **Absolute confidentiality—zero tolerance**
3. **United front out of the board or committee meetings**
4. One person speaks at a time
5. Meeting participants should express their viewpoints in a timely manner (appoint a time keeper if necessary)
6. No side conversations
7. Try our best to reach a good decision and stick with it after we leave—minimize second guessing
8. Be prepared—read all materials, books, and publications in advance to save time at meetings
9. Stick to agenda (use parking lot)
10. No single-person agendas

The Director

Congratulations

Directors of The Ford Field & River Club are charged with the responsibility of control and direction of the Club as set forth in the Club's By-Laws. It will not be an easy job, but it will afford you a wealth of business and social experience, a great deal of personal satisfaction, and on occasion, your position will gain you a certain amount of recognition.

The primary duty of a Director is to set Club policy. The GM is charged with the responsibility of administering those policies.

Your Relationship with Your Club

In addition to attending Board meetings, Directors have traditionally served as chairpersons for the Club's standing and special committees. Active participation in Club events also helps the Director in assessing the operations of the Club.

Your Relationship with Members

One of your less pleasant duties as a Director will be to listen to member complaints, so prepare yourself. Some complaints may be well founded; others may stem from inaccurate perceptions. Try to learn both sides of a story before committing yourself (or your fellow Board members) to an answer. Do not make any rash promises that could be embarrassing to you or the Board or put either party in an untenable position. Listen to the members complaint and assure him/her you will report the concern to the GM or the proper committee chair. Ideally for continuity, the best place for members to provide feedback is with the "Idea Submission Form" located on the Club website.

Your Relationship with the Board

A certain responsibility comes with serving as a Director. A Director represents all of the members of the Club and not a select few. Unless delegated special authority by the Board or by the Club's By-Laws, a Director may not exercise special authority. A majority vote of the Board is required to conduct business.

CLUB ADMINISTRATION

Marc Ray/General Manager Goals 2021

<u>Goals</u>	<u>Others Involved</u>	<u>Timelines</u>	<u>Measurables</u>	<u>Benefits</u>	<u>%</u>
<p>Prioritize and focus efforts on executing the long-range strategic vision. This would include support of development activities aimed at net new members and a more liquid real estate environment.</p> <p>1) Develop long-term financial planning/modeling for Ford to address Modeling scenarios, Membership Size, etc. to identify realistic assumptions and funding scenarios for future needs</p> <p>2) Lead major amenity investment activities and execute against other needs (non-major investment and maintenance activities).</p> <p>3) Help to coordinate sales and marketing activities necessary for success in items 1 & 2 above.</p>	<p>CFO, Department Heads, Board of Directors, Finance Committee, Legal Committee, Outside Counsel, Club Ad-Hoc Committee, Board Designated Architect, Existing Developers, Sales Team</p>	<p>Board Directed</p>	<p>1a) Completed financial models with appropriate and realistic assumptions and potential funding scenarios</p> <p>1b) Development of a legal strategy toward an ideal Club/POA structure (TBD).</p> <p>2) Working with Club & POA Board/Major Amenity Investment Committee, and Directed Architect/Owner Consultant in leading our definition of Major Amenity Vision.</p> <p>3) Continued sales of existing inventory as well as Developer/Club/POA inventory.</p>	<p>Financial modeling that shows options available to membership which will increase credibility within the membership and avoid anecdotal and emotional storytelling/decision-making. Addresses long-term facility needs with industry Professionals for aging and tired facilities that are not consistent with brand or reflective of attracting today's buyer to our community through resales and "net new"</p>	<p>50%</p>
<p>Delegate wherever possible to staff to be able to commit more time to the "Strategic" long-term goals above. This should be done while building an even more positive team culture that strives to be "best in class" through education and experience – to delight existing and prospective members.</p> <p>Take bold staffing actions when necessary to ensure that Ford has the right staff in place to serve the members in a manner consistent with a premier residential sporting</p>	<p>Club Board of Directors, Department Heads, Membership, Consultants and others who are "Best in Class" in their discipline</p>	<p>Immediate and ongoing</p>	<p>Member Survey Results</p> <p>Staff Survey Results</p>	<p>Allows more time to be spent on the strategic, having a greater overall impact on the organization both culturally and financially Creates a unified team and membership with a shared mission. Creates organizational alignment resulting in increased member satisfaction in all areas by setting expectations across the organization</p>	<p>25%</p>
<p>Assure Financial Performance in line with Approved Budget and ensure compliance with laws, rules and regulations</p>	<p>CFO, Department Heads, Board of Directors, Auditors</p>	<p>Immediate and ongoing</p>	<p>Monthly P&L reports, variance reporting and action plans for corrective action where required</p>	<p>Financial stability. Increased credibility within the membership</p>	<p>25%</p>

CAPITAL CONSTRUCTION



TEE
An enhanced landscape border will be added at the tees to frame the tee shot view and hide the cart path.

SHOT TO THE GREEN
The green will be lowered and shifted slightly to the left. The green will be set up to allow shots to run onto the green, especially from the left side of the fairway.

The landscaping around the hole will be dramatically improved. Coupled with stream and lake adjustments at the green, this hole will be transformed into an even more stunning Par 3.

There will be additional landscaping in front of the tee slopes. The green will be reconstructed slightly larger and with some minor adjustments. The greenside bunkers will be refreshed.



The irrigation system on the Mountain Course was installed 21 years ago in 1993. The system was replaced on Holes 2-5 in 2012 when they were renovated. Since the useful life of a golf course irrigation system is 20-25 years and new irrigation technology offers numerous benefits, it makes sense to replace the system at the same time as renovations are made to the remaining holes. The new irrigation will also cover the driving range, short game area and putting greens and will tie into the new irrigation on Holes 2-5.



The advantages of the new system:

- All main line and lateral irrigation lines are installed using high density polyethylene (HDPE) pipe which dramatically outperforms the PVC pipe used in the old system. The technique used to fuse HDPE fittings and valves reduces the number of potential main line breaks and virtually eliminates leaking joints. HDPE pipes should last 30+ years.
- Each sprinkler head and valve is individually controlled by a central computer system. Efficiency is increased through single-head control, improved heads and nozzles, fewer splices and less wire. In addition, computer control upgrades provide easy mobile access and a visual user interface to help the staff utilize the new system. The result is better management, better control, and ultimately, better playing conditions.
- Water saving comes from the ability to control the output of each sprinkler head independently. Estimates are for a water saving of 10-20% with the new system.

CAPITAL CONSTRUCTION



CLUBHOUSE PUTTING GREENS

The two greens at the clubhouse will be reconstructed. Landscaping will be added between the greens and the lake.

SHORT GAME PRACTICE AREA

The bunkers will be renovated to be consistent with those on the golf course.

Financial Review - January 2014

MOUNTAIN COURSE ENHANCEMENT PROGRAM

PRELIMINARY ESTIMATE SUMMARY

Irrigation System Replacement	\$3,254,000
Rebuild and Sod Greens	\$791,000
Rebuild Fairways/ Tees / Bunkers / Cart Paths	\$1,120,000
REQUIRED MAINTENANCE:	\$5,165,000
Consultants/Architects/Construction Management	\$821,000
Landscape & Enhancements	\$3,047,000
TOTAL PROJECT COST:	\$9,033,000

CAPITAL CONSTRUCTION

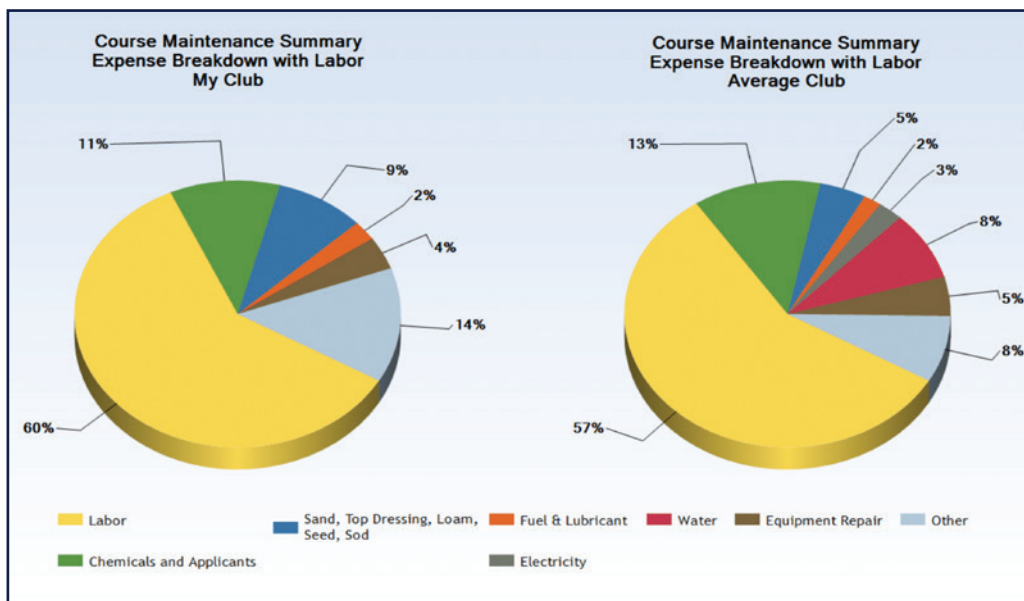
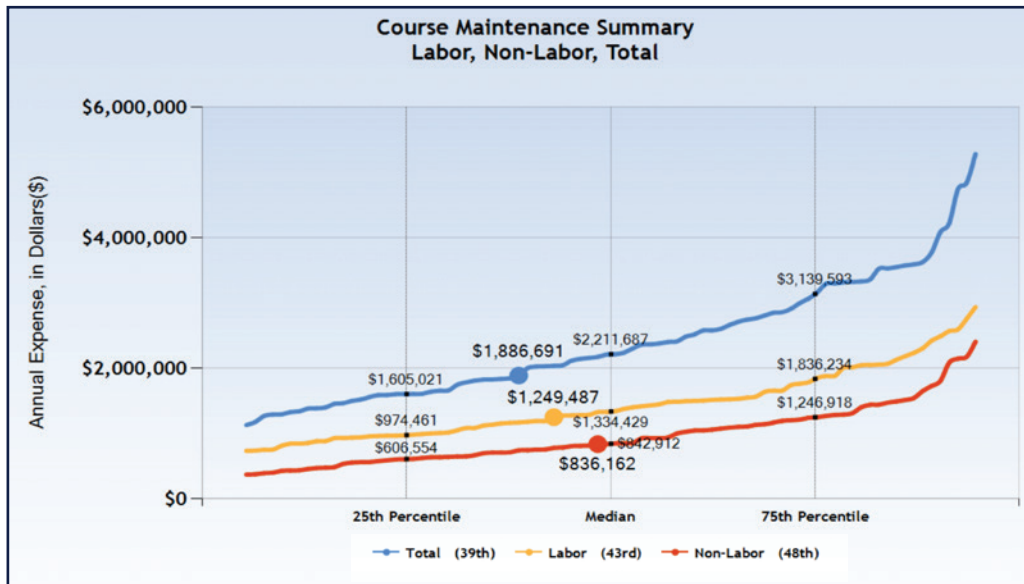
Ford Field and River Club

Course Maintenance Report

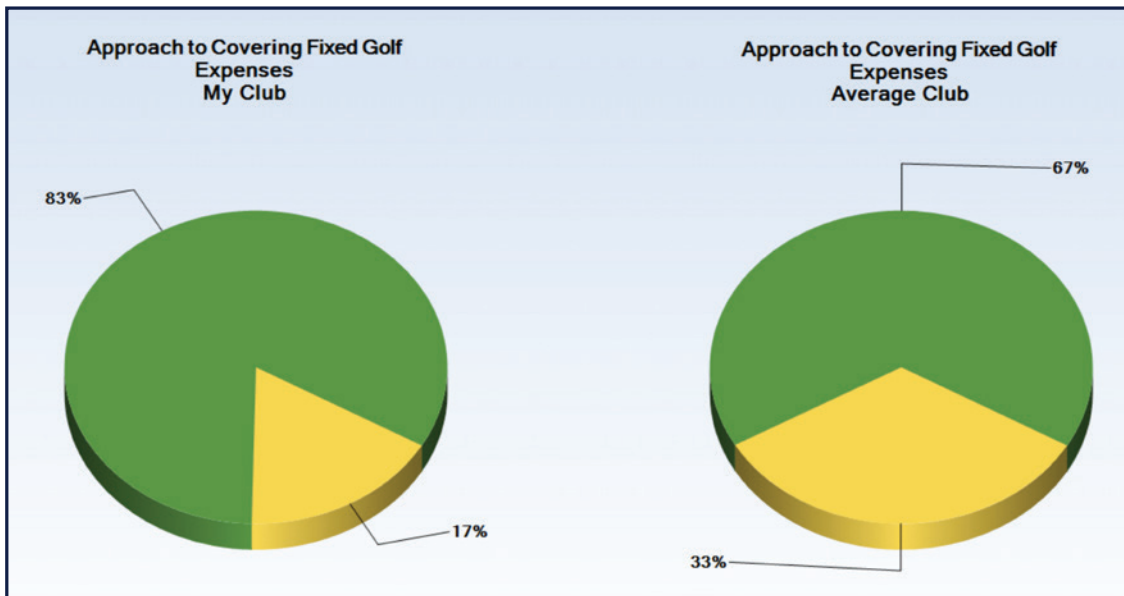
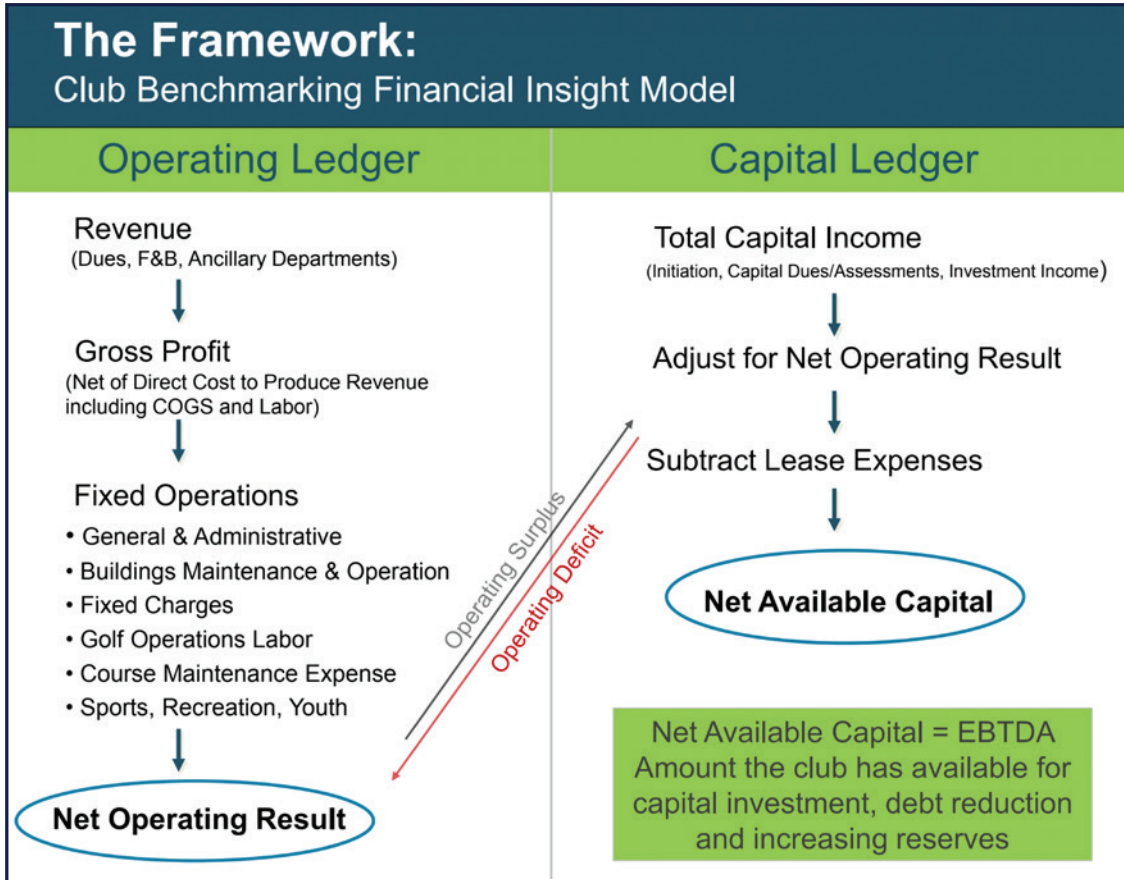
Created On: 11/23/2021
Created By: Regina Welch
Fiscal Year: 2020

Selected Filters:

Total Revenue	\$8,000,000 - \$125,000,000
Clubs with Golf	Yes
Gated Community	Yes



CAPITAL CONSTRUCTION



CAPITAL CONSTRUCTION



Lake Clara Management

May 14, 2018

Lake Clara Management

Challenges

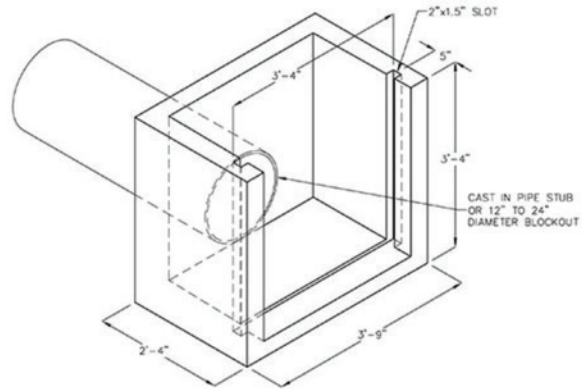
- Lake levels
 - # of Employees needed for control of sluice gates
 - Gates are difficult to operate
 - No predetermine seasonal water elevations
- Development of Best Management Practices
- Water Quality Parameters
 - Testing and Procedures
 - Understanding the changing dynamics of a water impoundment
- Practical/Attainable Budget Development



Benchmark

CAPITAL CONSTRUCTION

Typical Cross-Section of a Sluice Gate



Flash Board Risers Installed



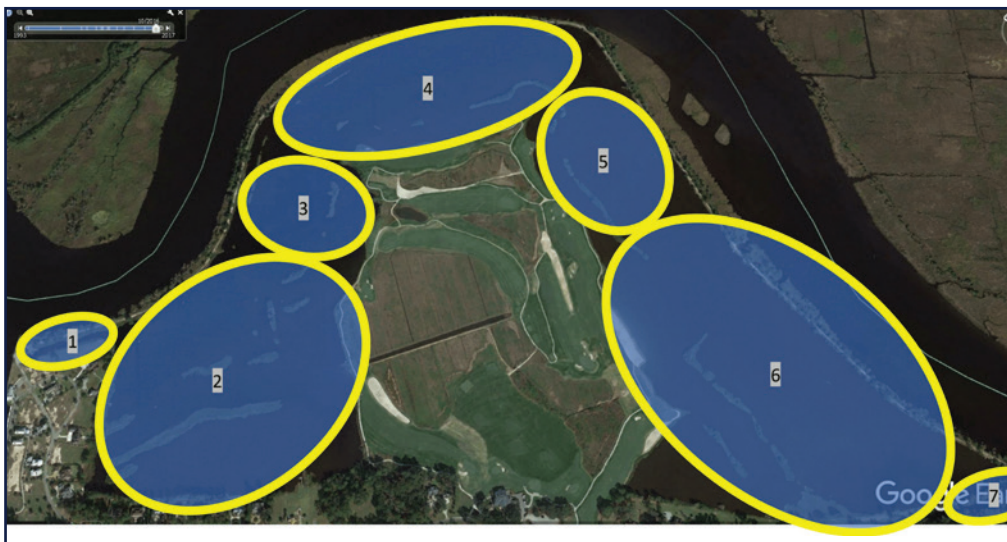
Hypothesis of Sluice Gate Modifications Would Lead to:

- Water elevation management based on:
 - Needs of ODP- sport, habitat and recreation
 - Needs for the golf course
 - Aesthetic achievement
 - Tide Management
 - Salt Flushing for the Lake
 - Aquatic Weed Management

CAPITAL CONSTRUCTION

Establish Sectional Maintenance

- Lakes divided into specific sections, 1-7
- Allows for proper planning and segmentation to effectively manage entire water bodies



Estate Management Service

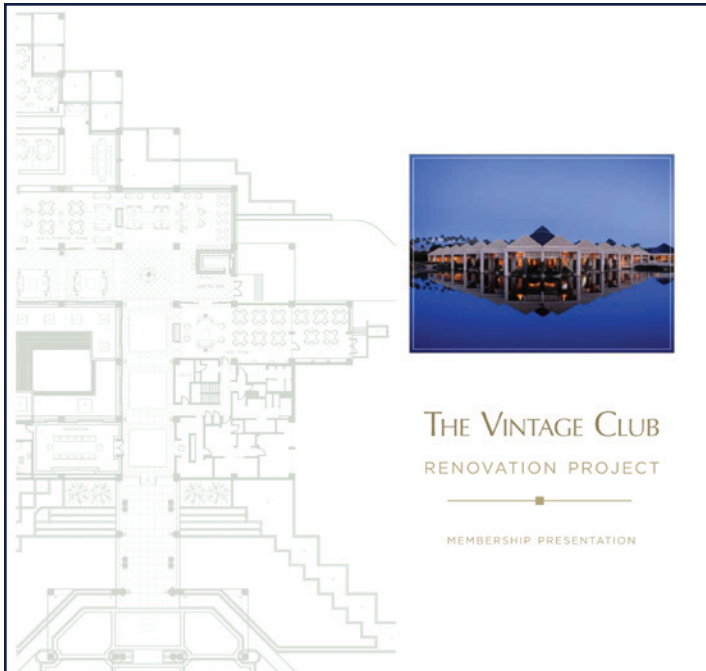
- Aquatic Weed Maintenance
 - Herbicides
 - Fertilizer
 - Weed Harvester
 - Air-boat submersible weed applications
 - Invasive Species Management
- Fish Stocking
- Air Diffusor Installation and Maintenance
- Dredging Services
- Bathymetry Services
- Water Quality Testing
- NPDES Compliant
- Expert/Consultants



Future Challenges

- Vallisneria Weed Management
- Storm Water Management
- Erosion Control
- Bulkhead at #4 golf hole 2008
- Bridge at #5 2008- re-decking needed
- Control Structure Replacement at Lake Dye
- Permitting from 2008

CAPITAL CONSTRUCTION



MAIN PROJECTS ELEMENTS INCLUDE:

- Completely relighting the interior clubhouse consistent with Title 24, California state mandated energy reduction requirements
- Rework of exterior lighting to include the front entrance, arrival lighting at porte cochere and exterior water features
- Replacement of all furniture, art and accessories
- Squaring of beams and columns
- Replacement of all carpet and rugs
- Redesign the restrooms at the servery area for code compliance and to conform with our new interiors
- A complete reorganization of the kitchen with increased refrigeration to improve efficiencies
- Replacement of the main entry door system and adjacent glazing with a glass wall and doors
- Raising and enlarging the Pointe with radiant floor heating, surrounded by gaslamp torches
- Installation of 3 separate fireplaces in Grille Dining, Gallery and Card Room that create intimacy and ambience
- The refreshed Grille bar area has been developed with an inviting casual elegance that provides for a shared social experience with a gathering of friends

The original architecture of the building was honored throughout this process. The flexibility of spaces was a significant driver to be able to best service our members, now and in the future. Cost considerations were a focal point during each stage of the dialogue. Emphasis was placed on being fiscally prudent in our decision making, while focusing on providing value for our members. This plan accomplishes all of those things.

PHOTOGRAPHIC STUDY

As a point of reference, the following images reflect some of the original Clubhouse interiors. The harmony here is reflected between the interiors and the iconic architectural style of the building. As part of this refurbishment project we will look to enhance and restore the iconic architecture and match the furniture to complement the architecture.



ENTRY



ENTRY



ENTRY



DINING



LOUNGE



LOUNGE



DINING

CAPITAL CONSTRUCTION

RENDERING 01: ENTRANCE (NIGHT VIEW)

The new design for the entrance welcomes members and guests to the Vintage Club. The Mondrian-esque pattern of the entry doors provides visual interest, which is repeated in the floor lanterns lining the entryway. The smooth concrete and soaring pyramid ceilings—trademarks of the original design that continue to be honored—provide a sense of grand arrival, while the desert plants and warm, welcoming light from the lanterns and the club's interior draw guests inside.



RENDERING 02: ENTRY GALLERY

This view of the gallery looks back towards the entrance doors. A custom focal table with flowers provides a taste of luxury, while the new carpet pattern brings the greens of the golf course inside, linking the exterior language with the interior design. Similarly, the abstract wall sculpture, commissioned especially for this space, speaks to the grandeur of the mountains beyond the golf course. The Mondrian style pattern of the doors is continued inside with the interior floor lanterns. New sconces on the overhead beams highlight the pyramidal ceilings, while the rich green onyx fireplace brings a sense of warmth, intimacy, and quiet luxury to the space.



RENDERING 03: MULTI-PURPOSE ROOM

The Multipurpose room is the social epicenter of the interior spaces. Along with the neighboring Martini Bar, this is where club members will gather for energetic socializing and celebrating. Comfortable lounge seating surrounds the green onyx fireplace, which along with the new abstract contemporary carpet design, reflect the beauty of the Indian Wells desert visible just beyond the expanse of windows. The custom crystal and metal chandelier highlight the architectural details of the ceiling while bringing warm, intimate light into the space.



CAPITAL CONSTRUCTION

RENDERING 04
NEW BATHROOM

Understated luxury abounds in the new bathroom, where finishes such as grey onyx, bleached zebrawood, bronze metal, and ivory leather enhance the sumptuousness befitting of this members club. The custom vanities are tailored and private, while the dry vanity opposite offer a luxurious opportunity to freshen up before heading back out to the party. Lighting in this space was carefully considered; the skylight over sink brings in natural light, while layers of light from the ceiling cove and sconces provide the most flattering light possible.



RENDERING 07
THE GRILLE ROOM
BAR #2

This view of the Vintage Bar highlights the room's casual elegance and intimate grandeur. The seating groups provide for flexible configuration and stylish comfort, while the six shelves of the bar create a focal point at the opposite end of the room (complete with 15" televisions for catching the last rounds of the PGA tournament while relaxing with a Scotch on the rocks). The true highlight of the space, however, comes from the custom textured glass lighting installation. The organic glass knots reflect the textures inherent in the original architecture, while the variegated colors play off the changing hues of the desert landscape.

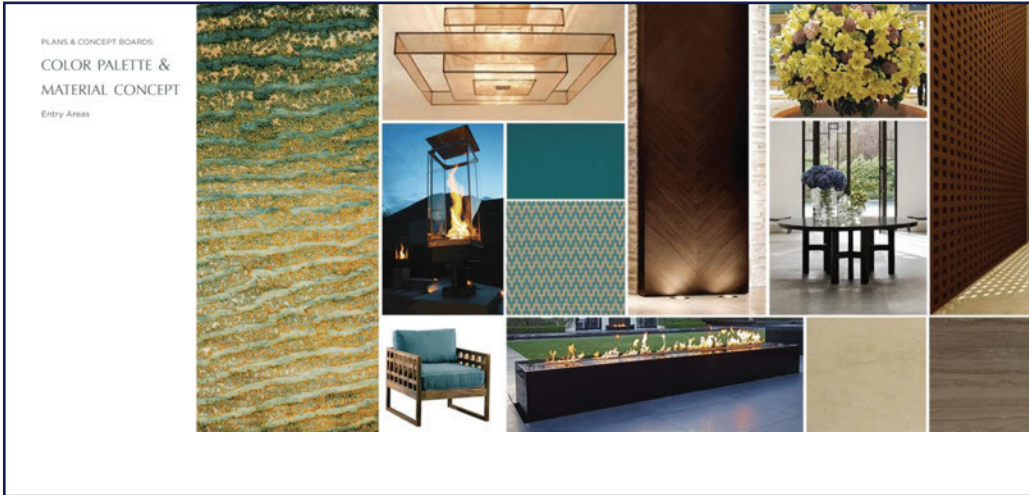


RENDERING 08
THE POINTE (DAY VIEW)

An oasis in the desert, the Pointe will undoubtedly be the social epicenter of the club, at night, members will take advantage of Indian Wells' famous desert evenings while bathed in the warm glow of the black metal torches. The furniture, lightweight and easily movable, pays homage to the original architecture of the club with its gridded pattern, while the fresh green cushions provide comfort and a timeless sense of style.



CAPITAL CONSTRUCTION



FINANCIAL REVIEW

The total cost of the project is \$24 million. The Board proposes that the Club borrow \$24 million and repay this amount over seven years. The Club has discussed this loan with several financial institutions and we believe we will be able to obtain a seven year loan fully amortized at approximately 4%.

The \$24 million will be repaid from two sources. The first is from the Club's annual capital funds generated from new member transfer fees and Sales Office rent. Over the last 10 years we have averaged \$2.8 million a year. We propose to designate \$1.8 million of these funds each year for seven years for loan repayment. This is a total of \$12.6 million. On average we would have \$1 million to spend on other capital expense items each year.

The remaining annual portion will be paid by a quarterly capital charge of \$1,200 per member for each quarter over the next seven years. These two sources will fully repay the bank loan in seven years.

CRISIS MANAGEMENT



Tropical Storm and Hurricane Preparedness Plan

Statement of Purpose

The Ford Field & River Club has developed this plan to provide guidance to employees during the hurricane season. Each department head shall take the time, prior to June 15, 2021 to review this program and to establish for his/her department a "Hurricane Response Plan" (HRP). **Every Department head will have responsibilities for site preparation for approaching storms AND site recovery immediately after the storm has passed.**

Each department will establish its Hurricane Plan using the guidelines presented in this program for their department. The final step in completing this program is to regularly update employee contact lists per department with cell phone numbers, email addresses, emergency phone numbers, etc. Each department head shall insert its contact lists in the section of this plan that applies to it and forward a copy of the contact lists to the GM.

There are important Ford Field & River Club policies that interface with this program. Please be reminded that **the GM is the only entity in the Club authorized to release public statements.** Any situation that involves the media shall be channeled through the GM to avoid any conflicting information being released.

The Ford Field & River Club reminds each employee that The Ford does not expect or encourage any individual to take personal risk to protect club property. Each employee should make every effort to protect himself/herself, his or her family and his or her property in a safe manner and obey all instructions from local authorities in the affected area.

Respectfully,

A handwritten signature in cursive script that reads "Marc D. Ray".

Marc D. Ray, CCE, CCM, CAM, CHAE
General Manager

CRISIS MANAGEMENT

Communications

Storm tracking will be handled by one person designated by the GM. This person and usually the GM working with the Board President, will share updated information with all department heads, who will, in turn, disseminate the information to their respective staffs.

The Communications Director will release periodic updates to all employees via email as to the progress of the storm and the timeframe for office closures and evacuations, if warranted. It is imperative that records for all staff cell numbers (including all front-line staff), land line numbers, emergency numbers, and email addresses be updated regularly.

The Communications Director will establish a file on Google Drive specifically for the hurricane and email the link to employees. The sub-folders will include the following:

- Clubhouse
- Common Area
- Equestrian
- Lake Dye Grill and Fitness
- Maintenance
- Marina and Silk Hope
- Security and Sales
- The Main House/Oyster House/Spa

Hurricane Preparedness Kit Inventory Sheet

Item	Quantity to Stock	Quantity on Hand	Date Replenished	Item Condition OK/ Comments
SAFETY AND FIRST AID				
First Aid Kits				
Safety Cones				
Warning Signs/Tape				
Battery Powered Radios				
Sanitation Supplies				
Fire Extinguishers				
Potable Water Containers				
PERSONNEL GEAR				
Foul Weather Suits/Boots				
Handheld Radios				
Flashlights and Batteries				
TOOLS AND EQUIPMENT				
Generator with Fuel				
Hammers				
Shovels, Mops				
Ice Chests (Filled with ice)				
Lanterns and Fuel (if applicable)				
Emergency Lights (AC and DC)				
Chain				
Nails-Assorted Sizes				
Lashing Cord				
Wire Ties				
Rope				
Screws				
Lag Bolts				
Masking Tape				
Duct tape				

Hurricane COR (Condition of Readiness) Levels

Condition	Activities
Preseason	Review and revise plans, lists, and inventories.
Condition 5 Season starts June 1	Normal operation. Monitor weather and continue hurricane awareness. Ensure all parties have updated plans.
Condition 4 Storm in vicinity (within 1,200 miles)	A storm has developed and could pose a threat. GM to evaluate threat and review Hurricane Preparedness Plan.
Condition 3 72-48 hours to landfall by the hurricane eye	A storm is threatening. GM will begin implementation of Hurricane Preparedness Plan.
Condition 2 48-36 hours to landfall by the hurricane eye	A hurricane may strike within 36-48 hours. Hurricane WATCH has been issued by the National Hurricane Center and the County Emergency Management Agency probably recommends voluntary evacuation of islands and other low-lying areas. Determine closing and employee evacuation schedule. Establish limited entry.
Condition 1 Hurricane Warning 24 hours to landfall by the hurricane eye	High probability of strike. Hurricane WARNING has been issued by the National Hurricane Center. Evacuation should be complete.
Condition 0 Hurricane conditions	Winds and flooding could stop further evacuation efforts. Management team maintains communication if possible.
After the Storm	Reestablish communications. Conduct search, damage assessment, salvage, and cleanup.



CRISIS MANAGEMENT



The Scope of the Repairs NOW

Formal Bunkers

- Remove 6" Existing Bunker Sand / Dispose On-Site
- Remove Existing Drainage Pipe / Dispose Off-Site
- New 4" Perf Pipe & Gravel
- Prep Edges, Subgrade & Drain Trenches
- Supply G-Angle Bunker Sand
- Install Bunker Sand Compacted 6"

Cart Paths

- Sub-Grade
- Supply, Haul & Spread 4" Screenings
- Supply, Haul & Spread 2" Screenings
- Demo Concrete Path & Dispose On-Site
- Grade New Concrete Path
- Install Concrete Path
- Install Curb

Waste Bunkers

- Remove 6" Existing Bunker Sand / Dispose On-Site
- Remove 2" Existing Bunker Sand / Dispose On-Site
- Remove Existing Drainage Pipe / Dispose Off-Site
- New 4" Perf Pipe & Gravel
- Prep Edges, Subgrade & Drain Trenches
- Supply GA35 Bunker Sand
- Install Bunker Sand Compacted 6"
- Install Bunker Sand Compacted 2"

Miscellaneous

- Raise/Level Short Grass Sprinklers
- Clean/Grade Main Ditch
- Clean/Grade Ditches
- Restore Haul Roads
- #17 Tee Debris Pile Development
- 18 tees regraded lasered sodded

Scope of Repairs in Summer June

Celebration Sod

- Strip Existing Turf / Dispose On-Site
- Seedbed Prep
- Supply & Install Celebration Sod

Basin Areas

- Strip Existing Turf / Excavate 3"
- Supply & Install 3" Cap Sand
- Seedbed Prep
- Supply & Install Celebration Sod

CRISIS MANAGEMENT



CRISIS MANAGEMENT



FINANCIAL INFORMATION

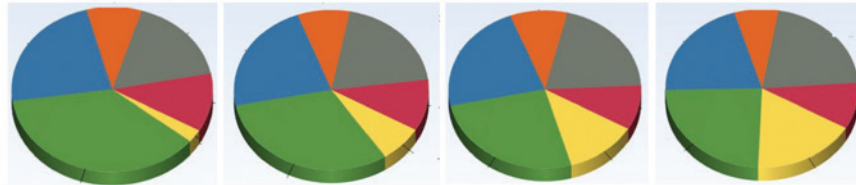


The Footprint Concept

- The Experience Drives the Outcome – The More Our Club offers the more members want to join. The Experience and the Footprint are linked.
- **The Goal is to PROPERLY FUND THE FOOTPRINT**
- The costs (Operating and Capital) of operating the Footprint are essentially fixed and should be precisely quantified
- Once costs are quantified, the rest is simple algebra
 - $\text{Costs/Member Count} = \text{Cost/Member} \rightarrow \text{Operating Dues, Capital Dues}$

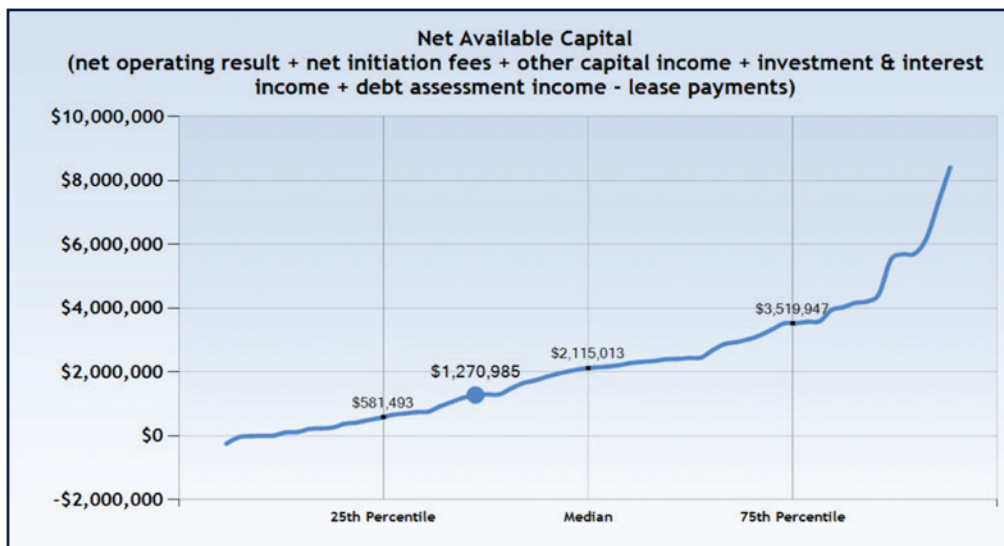
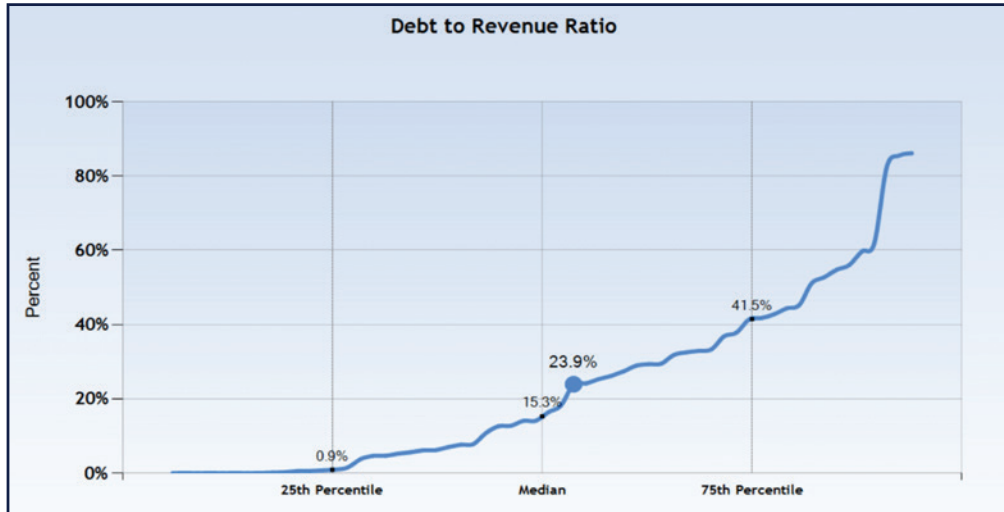
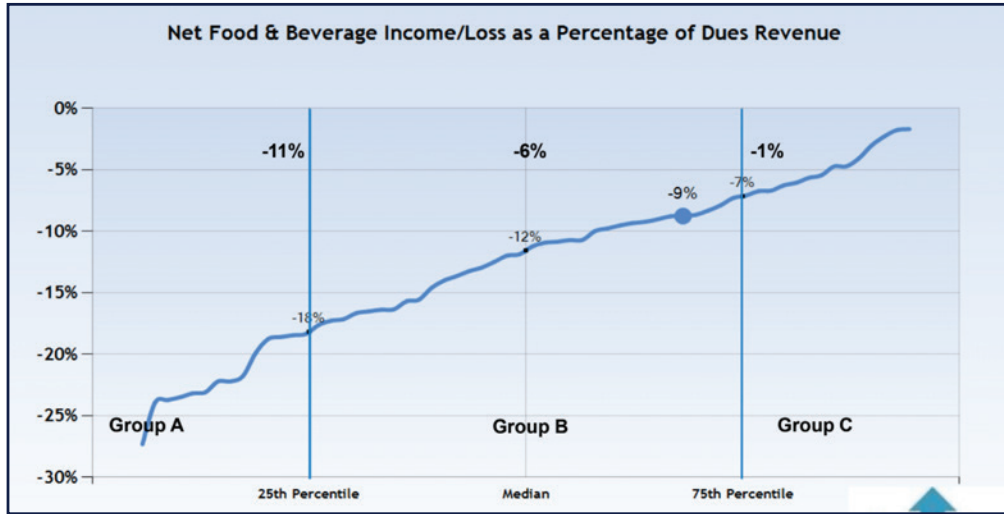
F&B Profit/Loss to Dues Ratio Analysis	Grouping A Lower Quartile	Grouping B Middle 50%	Grouping C Upper Quartile
Club Operating Revenue	\$7,410,000	\$6,780,000	\$6,180,000
Dues to Revenue Ratio	56%	50%	44%
F&B to Revenue Ratio	25%	31%	38%
F&B Labor to Revenue Ratio	82%	65%	54%
F&B Cost of Goods Sold	45%	41%	38%
Full Member Dues	\$9,780	\$6,780	\$6,630
Full Member Equivalents	515	480	390
Initiation Fee	\$52,500	\$24,000	\$10,000

The Breadth of the Experience Impacts the Outcome



	Percent of Fixed Operating Expense Allocated to Non-Golf Sports			
Attribute	<u>0% - 5%</u>	<u>5% - 10%</u>	<u>10% - 15%</u>	<u>15% - 20%</u>
Dues Revenue	\$2.7M	\$3.3M	\$4.0M	\$6.0M
Operating Revenue	\$5.6M	\$6.9M	\$8.0M	\$13.2M
CM Spend*	\$1.2M	\$1.2M	\$1.4M	\$1.6M
Sports Spend	\$93K	\$270K	\$580K	\$1.2M
Initiation Fee / Dues	\$14K / \$7,000	\$24K / \$7,400	\$24K / \$7,200	\$57K / \$7,100
FME Count	366	424	577	868

FINANCIAL INFORMATION



FOOD & BEVERAGE

Certified Master Chef Dine Around



ACF Certified
Master Chef®

CHEF HOLZER
FIRST COURSE Roasted Baby Beet Salad, Blood Orange Vinaigrette, Pickled Onions, Beet Chips.
ENTRÉE COURSE Pheasant Breast filled with Truffled Foie Gras. Wrapped in Grape Leaves and Fatback. Sauce Perigourdine Red Cabbage-Salsify-Servietten Knödel

CHEF FORD
FIRST COURSE Caramelized Onion Mini Tartlette, Wild Rice Granola, Roasted Shallot Vinaigrette, Mache
ENTRÉE COURSE Charcoal Grilled Venison Strap, Celery Root Pavé, Collard Greens, Carolina Rice Grits, Garlic-Molasses Jus

CHEF HALL
FIRST COURSE Broccoli, Butternut Squash, Brown Butter, Marcona Almond, Red Ribbon Arugula
ENTRÉE COURSE Za'atar Grilled Eggplant, Whipped Yogurt, Almond Butter, Pickled Carrot, Sprouted Grains

DESSERT DISPLAY
 Chocolate Fountain
 ~Strawberries, Marshmallows, Dried Apricots, Pineapple
 Fudge Brownie Bite, Panna Cotta
 Mini Clara's Peach Crunch Sundae, Trifle Carrot

CHEF ANDREINI
FIRST COURSE Blood Orange, Fennel & Red Onion
ENTRÉE COURSE Ahi Tuna Poke-Edamame, Green Onions, Avocados, Toasted Sesame Seeds, Hawaiian Dressing & Wonton Chips

CHEF SCOTT
FIRST COURSE Chopped Spanish Kale, Dried Currants, Manchego, Toasted Hazelnuts, Sherry Vinaigrette
ENTRÉE COURSE Roasted Wild Mushroom, Butternut Squash & Aged Cheddar Tamales, Salsa Verde

CHEF ARNONE
FIRST COURSE Celery Root, Arugula, Local Sheep Milk Cheese, Citrus, Spiced Walnuts, Colavita Fresh Harvest EVOO, 20* Balsamic Vinegar
ENTRÉE COURSE Anise Crusted Sea Scallop, Hedgehog Mushrooms, Cauliflower Velutata Watercress, Hazelnuts & Celery

CHEESE DISPLAY
 Grafton Cheddar 5 yr Grand Reserve, Humboldt Fog, Heart of Palm Cheese Cypress Point, Asher Blue Sweet Grass Dairy, Lamb Chopper

FOOD & BEVERAGE



Schedule of Events:

6:30 p.m. Cocktails & Passed Hors d'oeuvres

- ~Mini Crab Cakes with Remoulade Sauce
- ~Candied Bacon Lardons
- ~Everything Smoked Salmon Canape
- ~Hamachi Tartare Cucumber Cup

7:00 p.m. First Course

~opens at each station

7:30 p.m. Entrée Course

~opens at each station

8:00 p.m. Dessert Station opens

9:00 p.m. Drawing for Master Chef Signed Coats

9:30 p.m. Event Ends



FOOD & BEVERAGE

