



**Diamante Members Club, Inc.
Board of Directors Meeting Minutes
Wednesday, January 28, 2026**

Time: 8:03 AM

Location: Diamante Country Club

Attendees: Johnny Hibbs (President), Paul Murrison (General Manager), Mike Doyle (Treasurer), Mark Kincaid (Secretary) Dan Monaghan, Carol Bodge, Jim Baker, Andrea Woodside, David Beed. Absent: Suzanne Iantosca
Guest speaker: Ford Williams (via telephone).

Meeting Overview

The meeting covered examination and discussion of Initial Deposit liability, financial performance, staffing updates, capital projects, course maintenance, marketing strategy, and membership initiatives. The board also addressed inventory management, legal liability, governance process improvement, and The Reunion Villas integration planning.

Opening Prayer – Johnny Hibbs

Johnny Hibbs led a prayer of gratitude, emphasizing service to the club and guidance in decision-making.

Approval of Board Meeting Minutes

The minutes of the regular Board Meeting held December 17, 2025 had an error and will be corrected and approved at the regular Board Meeting scheduled for February 25, 2026.

Discussion of Initial Deposit Liability Issues and Questions – Ford Williams (via telephone)

The initial discussion of the meeting focused on the ongoing review of the club's Initiation Deposit (ID) liabilities and to formalize a strategy for seeking a legal opinion from outside counsel concerning issues related to payment and reporting.

Ford is leading an ID committee to conduct a second review of all member files to validate and supplement the existing database with information required for proper reporting. This additional information includes the addresses, SSNs, birthday dates of potential ID holders. This review aims to clarify the total liability, which is currently estimated at \$1.6 million but could fluctuate based on several factors, including the refundability of historical "transfer amounts." The board discussed seeking a formal legal opinion to guide their decisions and protect them from liability. The consensus was to engage the Rose Law Firm, given their prior familiarity with the issue. Ford and Mark will frame the specific legal questions for the board's review before engaging the firm. The goal is to obtain a supportable legal position to ensure the board is not acting negligently.

A key factual question is determining the refundability of \$5,000 "transfer amounts." A review of the previous Diamante bylaws reference that the transfer amounts may be refundable under the same terms as initiation deposits. If this is the case, potential liability could increase significantly. The total liability figure, currently estimated at \$1.6 million, could increase due to deceased members' claims and refundable transfer deposits, or decrease if certain individuals on the ClubCorp list can be legitimately excluded.

Ford stated that his ID liability committee is currently reviewing and updating the information necessary to get a better estimate of the total ID liability. Ford estimates that this work will be completed by end of Q1.

Ford recommended and the board discussed the necessity of obtaining a formal legal opinion to guide their decisions on the ID liabilities. The board agreed that Ford and Mark will frame specific legal questions to be posed



and that these questions will be drafted and circulated to the board for approval before engaging the Rose Law Firm.

In addition, the board explored proactive ideas for settling with former members to reduce liability. Mark suggested finding people early and offering a settlement (e.g., "\$5,000 now for a release"). The group brainstormed offering non-cash value items that would not cost the club much, such as an "X-Life" membership or a lifetime social membership, to appeal to former members. The board agreed to continue the discussion on finding alternative methods of compensation in lieu of payment.

General Manager Update – Paul Murrison

Paul provided the manager's update focused on food and beverage (F&B) and the status of the transition to the new Club Essentials software.

Food & Beverage

The club was closed for two weeks for deep cleaning, during which the kitchen was upgraded with new shelving. The kitchen team did a "fantastic" job, and approximately \$1,000 was spent on new shelving and organization. Paul reported that the club received a 9 out of 10 on its recent health inspection.

The board discussed a member's suggestion that the club could compensate part-time F&B staff for lost wages during the closure but decided against the idea. The consensus was to not set a precedent for paying staff for time not worked, though members could personally contribute if they wished.

Club Essentials – Installation and Training

The transition to the Club Essentials software package is underway, with a trainer arriving for a three-day, on-site session. A training specialist, Christian, is arriving and will be training staff on F&B (Saturday), the pro shop operations (Sunday), and back-office operations (Monday). February member statements will be run through the old TenFore system, but all new POS transactions will go through Club Essentials starting Sunday.



During the software installation, a hardware issue was discovered: the current POS computers are locked to the old TenFore software and cannot access a web browser. To solve this, four iPads were purchased for \$300 each to run the new web-based Club Essentials POS. In addition, the club's initial block of training hours was depleted, so Paul authorized the purchase of an additional 30-hour bundle (approximately \$3,000) to cover the on-site training and future needs.

A parallel TenFore system will be maintained for at least six months to ensure a smooth transition and prevent data loss. Pro shop credits and other member data are expected to roll over by March.

Members will be required to update their credit card and billing information in the new system during February. This will also encourage them to familiarize themselves with the new platform. The first member bills from the new system will be sent in March.

Personnel & Staffing

A major initiative is underway to re-evaluate and redistribute responsibilities among back-office staff (Kathy, Terri, Beverly, Ashlly) to improve efficiency and alleviate Terri's workload. Ashlly, Terri, Beverly, and Kathy are to document their current daily responsibilities and bring their thoughts on improving efficiency to the meeting which is scheduled for Wednesday. Any changes to job responsibilities will be formally documented to manage performance and expectations over the next six months.

PGA Show Debrief & Pro Shop Updates

Paul and Greg Griffith attended the PGA show, which was described as an impressive and valuable experience. Greg's industry connections and efficiency were highlighted as major assets during the show. Paul discussed sourcing women's apparel in the Pro Shop and Greg focused on finding small items to sell at the counter as part of a plan to declutter that area.



Diamante Classic Tournament

All tee gifts and trophies for the upcoming Classic tournament have been ordered. Sign-up has been good and the tournament is expected to easily reach the maximum player participation.

New Score Cards and Social Media Presence

Carol Bodge announced that there is an error on the newly printed scorecards, which lacked par information and featured an outdated, unflattering photo. This led to a broader conversation about improving marketing materials and social media imagery. The scorecard error is that the par line for each hole was missing, and the cover featured a 20-year-old photo with weeds and brown bunkers.

Andrea raised concerns about recent social media posts, citing a photo that included a former employee and another promoting the Villas with an unappealing, narrow shot.

Paul has requested that Ashlly send him proofs and pictures for review to prevent such miscues in the future.

Terri Socha's Attendance at Golf Shows

Terri will be attending trade shows in Chicago, Milwaukee, and Dallas to promote Diamante and the Reunion Villas, emphasizing the need for a "spectacular" booth presence.

Quarterly Business & Social Strategy Review

The board focused on upcoming social events, strategies for increasing social memberships, and a review of food and beverage operations. Key discussions included plans for February events, the need to better market the \$100 social membership to attract local residents, and an analysis of "Taco Tuesday" performance. Ideas were brainstormed to enhance Tuesday night offerings, such as introducing themed nights (e.g., Italian Tuesday, gourmet burgers), improving drink menus, and potentially adjusting pricing strategies to drive volume and member engagement.

Golf Course Performance & Pricing Strategy

The board reviewed golf round data from the previous year, noting there were 29 different, unsystematic rates being charged. This has now been simplified to six or seven standard rates.

Analysis showed approximately 4,500 outside rounds were played last year. The team believes adding 2,000 rounds (a ~50% increase) is possible.

The changes made in the Pro Shop, including simplifying rates and adding a new golf professional, are expected to improve performance this year.

McGraw Contract

The McGraw Realty contract has been finalized and submitted. McGraw accepted all changes requested, including limiting the contract to seven of the Sapphire lots and setting a \$1,000 commission on Sapphire lots instead of a \$2,500 minimum. Laurie Henderson from McGraw expressed satisfaction with the recent communication with the club.

Builder's Program

The board agreed that the Builder's Program needs review and standardization. Mark agreed to evaluate the entire builder's program, including its documentation and contracts, to address loopholes and add necessary conditions (e.g., penalties for not building, a formal acceptance process).

Human Resources Review

Johnny reported that Mike Battle and Steve Bylow have completed the first phase of reviewing the employee handbook by adding comments and suggestions. The second phase will involve them providing guidance on how to audit and verifying the policies outlined in the handbook to ensure that



the policy is being followed in practice. Johnny will set a meeting with board members to review the handbook markups. Mark Kincaid and Dan Monaghan will review the handbook and recommended changes and will collaborate with Johnny on conducting the HR review.

Board Member Event Coordination

Johnny announced that Andrea will be the coordinator for ensuring board member presence at important club events. The goal is to avoid having zero-board members at any significant function. While attendance at every event is not mandatory for everyone, having at least one or two representatives is crucial for visibility and member engagement. A list of the year's scheduled events was circulated, and board members are asked to sign up to attend.

Diamante Members Club Board Meeting

Johnny distributed several documents, including the 2025 Diamante Members Club strategic plan, member survey results, and articles on club management, for review before the next meeting. The primary goal for the next session is to evaluate and update the strategic plan. Key discussion topics included committee updates, membership marketing strategies (including billboard advertising), and pressing facility needs, such as the lack of storage space which is hindering potential renovation projects. A motion to add Ford Williams to the House Committee was approved.

Committee Updates

Court Sports Committee (Johnny Hibbs): The committee has a good mix of pickleball and tennis players. Trivia Night is scheduled for February 1st, with a \$5 cash entry per person. The DTA and DPA (tennis/pickleball associations) are set to be more active this year.

Social Committee (Andrea Woodside): The Social Committee has off-loaded all but about 5 larger events to Paul, Steven and club staff.



The Social Committee will have a separate “Event Committee” for the larger events which require more volunteers. The Social Calendar of currently scheduled events were handed out at January Board Meeting.

Membership Committee (Andrea Woodside): The committee is comprised of motivated individuals. The first meeting was dedicated to brainstorming ideas for Corporate Memberships, including the description, benefits, and a review of comparable promotions offered by local Country Clubs to recruit members. The 2026 Membership Guide was electronically distributed to the committee to be used as a recruiting tool. Terri Sosha submitted the “Refer a Friend” New Member Referral Program flyer.

House Committee (Jim Baker): The committee will move to meet every other month due to a lack of funds for projects. The focus is on achieving small victories to keep committee members engaged while awaiting capital funds for larger projects. A critical issue is the lack of storage space, which must be resolved before any construction or renovation (like the locker room expansion) can begin. The committee needs to develop a proposal to address the storage problem, by adding sheds.

Special Events & Outside Play (Jim Baker): Jim reiterated his recommendation that Monday tournaments and outside play should be managed by the leadership team (Paul, Greg, Jim, Dave) and not go through the Greens Committee.

Legal Liaison Committee (Mark Kincaid): The Legal Liaison Committee consists of Mike Battle and Mark Kincaid. The committee will proceed with the HR manual review, a review of the Builder’s Program, and a facility inspection to mitigate property conditions that could give rise to personal injury claims.

Marketing & Online Presence (Carol Bodge): Carol highlighted a critical issue: the club has been absent from Google search ads for about five months, causing website traffic to plummet after an initial peak. Google ads were cut due to cost concerns. The previous budget was set at a maximum of \$50/day (approx. \$1,500/month), but it rarely hit the maximum. The cost is “pay-per-click,” meaning the club is only charged when a user clicks on a sponsored ad link leading to the website’s landing page.



Carol emphasized the importance of Google ads for attracting new members and real estate inquiries, which were the top-visited sections of the site. The ad campaigns can be geographically targeted and adjusted based on performance (e.g., targeting Chicago, Minneapolis, or hurricane-affected areas like Florida). Ashlly learned how to manage the Google ads account from Keith Holtzman and can assist.

The group also discussed the value of the physical billboard, noting that despite a general aversion to them, it is currently the only way visitors learn of the club's existence.

Finance Update and Planning (Mike Doyle): Mike provided a financial update. The first draft for October/November closing is complete, and the team is working on the end of December end of the year-end close.

Beverly has been cleaning up the books for the entire year and finding items that are improving the financial outlook (projected loss may be closer to \$300k instead of \$350k).

For year-end 2025, there will be a major adjustment reducing the Accounts Receivable (AR) ledger by approximately \$150k due to historically inaccurate reporting. This will be a one-time large journal adjustment to ensure a clean AR number for the future. The team (Paul, Beverly, Reese) has done a tremendous amount of work, and Mike is confident they will have accurate numbers to work with within a couple of weeks. The board will wait for the finalized numbers before making further financial or strategic decisions.

Meeting Adjourned: 12:33 PM

/s/ Mark Kincaid

Mark Kincaid
Secretary