



Member Update

Club Improvements

May 11, 2023

Today's Agenda

1. Introduction
2. Clubhouse Improvements
3. Golf Course Improvements
4. What happens next?
5. Questions

Introduction: What you will see today

- **~1 hour presentation** – hold questions till end
- **Clubhouse** – a look at where we are; interim step
- **Golf Course** – nearing the goal line
 - Plan Recommendation for review: scope, timetable, costs/financing, operations, next steps
 - This has been debated...pros and cons. We have tried to do this right and do you right.
 - We have argued all sides; not a lot of fun. A board stand-in has likely argued your “side”
 - 100% commitment from board to bring all of this to you for review and comment
 - In addition to review and input, some pieces need member approval (no vote today)



Clubhouse Improvements



EXTERIOR RENDERING



STAIR RENDERING

RATIO



DINING RENDERING

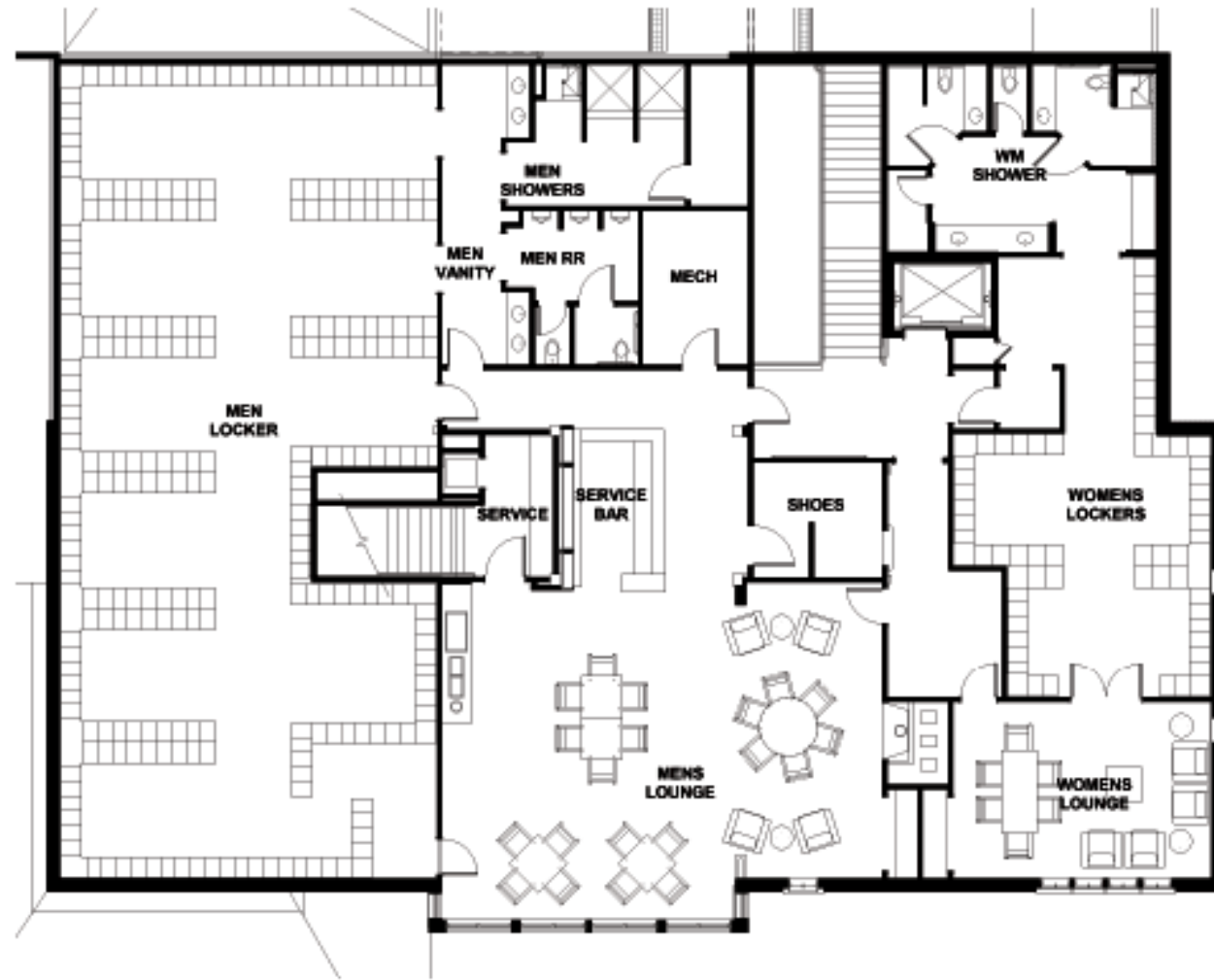


BAR RENDERING

RATIO



LEVEL 1 FLOOR PLAN



LEVEL 2 FLOOR PLAN



Golf Course Improvements

Golf Course Improvements

- Project History
- Scope
- Costs/Financing
- Timetables
- Operational Plan

Project History: 12 ½ years...uncle!

Nov 2010

Pete Dye
REP
Greens
Test #1

Oct 2012

ISTRC
Drainage
Test #2

Oct 2016

PGA TOUR
Agronomy
Report
course-
wide

Nov 2016

ISTRC
Drainage
Test #3

Dec 2019

ISTRC
Drainage
Test #4

May 2021

USGA
Report #1
18 greens
162 tests

May 2022

USGA
Report #2
18 greens
162 tests

May 2020

Doak
engaged

July 2020

Doak
Prelim.
Report

Feb 2022

Doak
In-depth
Report

July 2022

Doak
Master
Plan/Map

Nov 2022

Doak
Presents
at CSGC

Nov 2022

– today
Planning

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Nov 2022

– today
Planning

At some time in the future, the
green drainage will need to be replaced

Green
consistency: bad

Measurements of Green Agronomic Condition – International Sports Turf Research Center

KEY: ✓ = better than previous test ✖ = worse than previous test ↔ = no change vs. previous test

		Dec. 2019 (Grn. #1)				Nov. 2016 (Grn. #1)				Oct. 2012 (Grn. #1)				Nov. 2010 (Grn. #1)			
	Desired	0-4"	4-8"	8-12"	12-16"	0-4"	4-8"	8-12"	12-16"	0-4"	4-8"	8-12"	12-16"	0-4"	4-8"	8-12"	12-16"
Infiltration Rate (In./hr.)	0-4" ≥ 6 rest: 10+"	4.04✓	3.08✓	.06✖	NA	1.04✖	0.46✓	0.23✖	0.00"✖ 5 hours	13.27✓	0.31✖	0.65✖	0.27	4.27	1.04	0.73	NA
Air Porosity (non-capillary)	0-4" ~20% rest: ≥20%	12.75✓	10.35✓	6.96✓	NA	9.49✖	4.96✖	6.81✖	8.62✖	21.81✓	8.75✓	10.93✖	10.52	14.64	8.43	11.52	NA
Water Porosity (capillary)	0-4" 15-25% rest: <20%	29.22✓	24.79✓	23.81✓	NA	30.41✖	27.88✓	24.75✖	25.31✖	27.8✓↓	26.79✓	22.22✓	25.16	28.80	27.00	23.76	NA
Bulk Density (g/cc)	0-4" 1.35-1.45 rest: ~1.4-1.5	1.43✓	1.64✓	1.80✖	NA	1.54✖	1.74✓	1.67✓	1.63✓	1.42✓	1.42✓	1.70✖	1.68	1.49	1.73	1.66	NA
Water Holding	0-4" 10-20% rest: <15%	20.41✖	15.09✓	13.21✓	NA	19.73✖	16.02✓	14.83✖	15.56✖	19.58✖	19.58✖	13.06✓	14.94	19.31	15.57	14.29	NA
Organic Content – 1 st inch of the tier	1.5-2.5%	3.44✖	1.96✖	1.51✖	NA	2.82✖	1.57✓	1.42✓	1.62✓	2.26✖	2.17✖	2.13✖	2.17	2.06	1.90	2.12	NA
Organic Content – 2 nd inch of the tier	1.0-2.0%	1.59✓	1.54✖	1.82✖	NA	1.91✓	1.26✓	1.39✓	1.41✓	2.10↔	2.03✓	2.10✖	1.94	2.10	2.28	2.09	NA
Organic Content – 3 rd inch of the tier	0.5-2.0%	1.20✓	1.51✓	1.58✖	NA	1.86↔	1.74✓	1.53✓	1.66✓	1.90✖	2.09✖	2.02✖	2.09	1.85	1.88	1.69	NA
Organic Content – 4 th inch of the tier	0.5-1.5%	1.38✓	1.87✖	1.56✓	NA	1.52✖	1.79✓	1.58✓	1.71✓	1.92↔	2.00✖	1.95✖	1.97	1.92	1.84	1.69	NA
Root Mass	0-4" ≥ .5" rest: NA	3/8↔	NA	NA	NA	3/8✖	NA	NA	NA	5/8↔	NA	NA	NA	5/8	NA	NA	NA
Feeder Roots	0-16" ≥3.5"	<3↔	None↔	None↔	NA	<3↔	None↔	None↔	None↔	<3✖	None↔	None↔	None↔	3"	None	None	NA

NOTES: 1) All tests above conducted at end of season, after fall aeration. Results may have been worse if taken in-season, prior to aeration; 2) Additional Infiltration Rate study conducted Sept. 2010 by Richard E. Psolla, REP Consulting, Hartville, Ohio on No. 1 Green at request of Pete Dye. Results: 0-3" = 15"/hr., 3-16" = 1.7"/hr. Summary: "...we can come up with a plan to improve the old greens. We can even add a Sub-Aire system to it."

Golf Course Improvements: 3 “buckets”

1. Major Infrastructure Projects
2. Greens Project
3. Additional Doak modifications (Doak map)

1) Major Infrastructure Projects

- Scope
 1. No. 10/18 lake – RR-tie wall and surrounding mounds (10 tee, 17 green)
 2. No. 14 creek
 3. (Routine projects: #5 & 6 cart paths/bridges, timbers: replace #9, add to #8)
- Projects accounted for in capital budget
 - Projects are a go
- Timetable – unaffected by other golf course improvements
 - No. 10/18 lake: winter 2023-24
 - No. 14 creek: winter 2024-25
 - Others: based on availability (scheduling, weather, manpower)

2) Greens Project: Scope

- More than just green surfaces
- Includes new greens, surrounds, fairway work, fairway reseeding
 - This is a massive project: budget, timeline, construction, disruption
- Details per map



2) Greens Project: Scope

- Green surfaces and surrounds
 - A 6,000 sq. ft. green =
20,000 sq. ft. of construction
 - Some bunkers involved
- Fairway reseeding: 27 acres

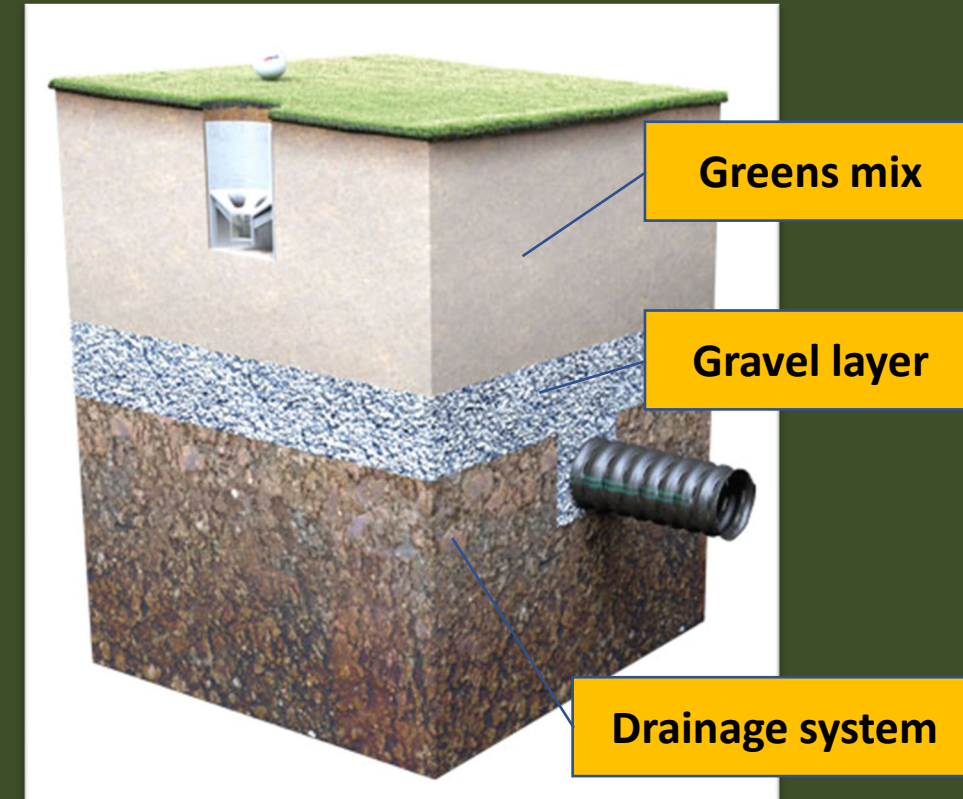






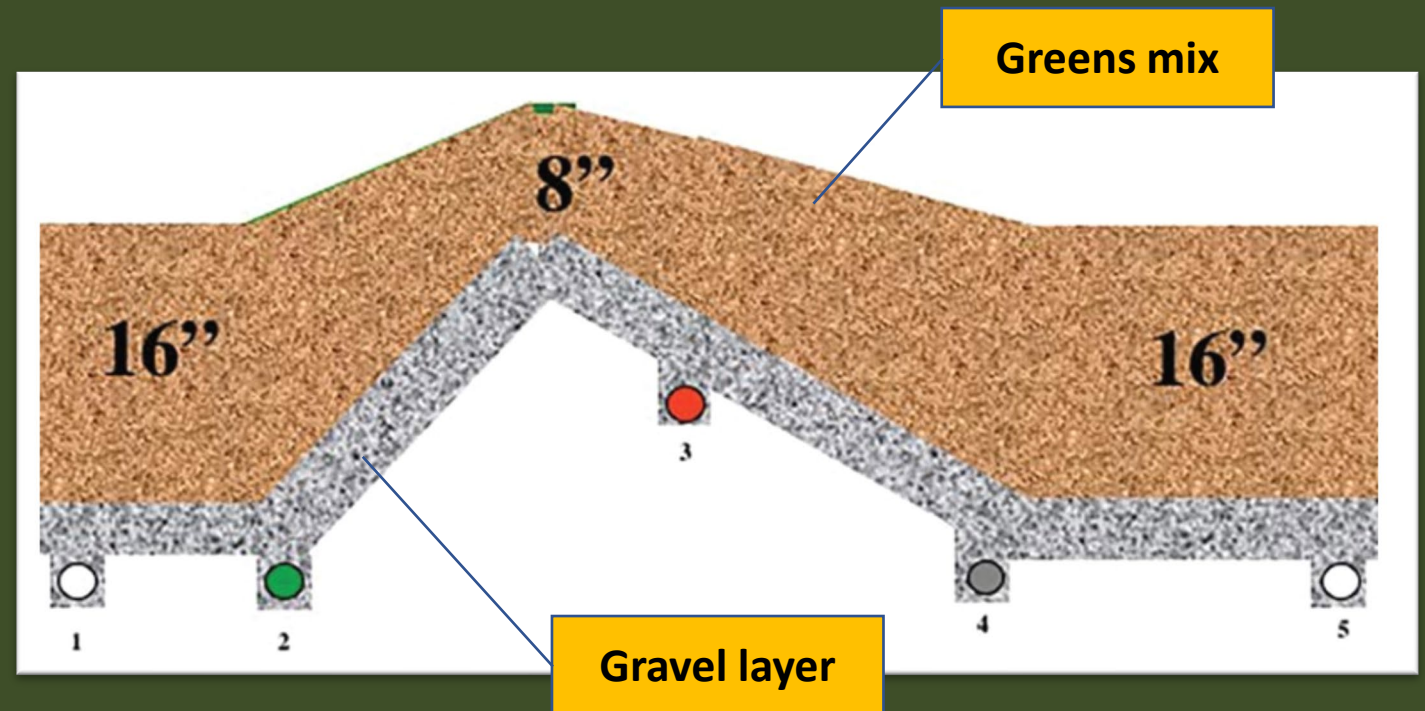
2) Greens Project: Scope

- All 18 greens + 2 putting greens
 - Repair surface drainage problems
 - USGA Version 6: 2018 surface/subsurface
 - New grass variety
 - New engineered greens mix
 - Prep for Sub-Air (plumbing)
- Minor revisions for more hole locations:
#2, 3, 4, 10, 13, 14, 15



2) Greens Project: Construction

- Variable Depth method
 - Strip grass (sod)
 - Shape
 - Scan
 - Dig out
 - Automated/GPS rebuild to scans



2) Greens Project: Fairway re-seeding (27 acres)

- End of July: kill fairway grass
 - Leave gap – any escapes?
 - Kill again, if needed
- End of July – all changes involving fairways complete
- 1st week of Aug. – fairway seeding
- Aug. 15 – full germination/stand
- 3rd week of Aug. – mow to promote spreading
 - And to avoid winter kill risk

2) Greens Project: Contractor vetting/bids/selection

- Vetting process: Paul Rioux and Jake Gargas
- All contractors work directly for Crooked Stick GC – *we are the customer*
- All bids were itemized, broken out by sub-project and materials
 - Allowed for customization: build our own scope, budget and resource team – this took a long time
 - Some materials will be purchased directly by Crooked Stick
 - Greens mix, steel, timbers, seed, sod, etc.
 - Some work can be done in-house
 - Example: fairway seeding project
 - Result: Cost savings, control and Crooked Stick standards
- Vendor reaction: “We’re not used to this. Clubs don’t go to this level of detail.”
 - Detail = less chance of surprises for members

2) Greens Project: Contractor vetting/bids/selection

- Architect selected in 2019-20 by Architecture Committee
- Multiple contractors interviewed, consulted, bids solicited & negotiated
 - Hydraulic engineering/construction contractors (#14 Creek)
 - Very highly specialized
 - Regulatory/permitting expertise required (1-year process; 3 bodies)
 - Lake RR tie construction contractors (#10/18 Lake)
 - Super highly specialized: few contractors will work with RR ties
 - Golf Course contractors
 - Three golf course contractors vetted; all highly Dye experienced
 - The lion's share of the work
 - Site/Shaping contractor/supervisor; independent, worked for Doak



Golf Course Contractor

MacCurrach Golf Construction

- | | | |
|--|--|---|
| <ul style="list-style-type: none">• The Honors Course• Kiawah Island: Ocean• TPC Sawgrass: Stadium Course• TPC Sawgrass: Dye's Valley | <ul style="list-style-type: none">• Harbour Town Golf Links• Long Cove Club• Chatham Hills• Bridgewater Club• White Oak Plantation GC | <ul style="list-style-type: none">• Shinnecock Hills• Seminole GC• Yeamans Hall• Streamsong Red, Blue, Black• Inverness Club |
|--|--|---|

2) Greens Project: Timetable

- MacCurrach: Need 110 days for greens
- June 1, 2024 start date – schedule:
 - Materials/equip arrives May
 - Shovels in ground June 1, 2024
 - 8/7: fairway seeding complete
 - 9/15: greens seeding complete
 - June 2025 – target course “re-open”

2) Greens Project: Timetable

- Managing expectations: What can we count on? Risks?
 - Can guarantee completion of greens project (includes surrounds, fairway reseed)
 - Cannot guarantee weather, against disasters, supply chain, COVID, etc.
 - Cannot guarantee completion of additional Doak changes, however...
 - “We can try to do whatever we can from a prioritized list”
 - “Requires prioritization. No guarantee we will do any or all of them.”

3) Additional Doak modifications

- Scope: TBD per drawing
- Timetable: June 1, 2024 – June 2025
- Priorities:
 - #1: Greens project completion and re-opening with a great product
 - No more course closures related to the projects described today
- Game time decisions on the rest
 - Expectation: could be all, some or none
 - Prioritization: TBD
 - No tree plan yet









2) Golf Course: Recap

1. Infrastructure
2. Greens Project – includes surrounds, fairway work and reseeding
3. Additional Doak Modifications

Cost? How do we pay for it?

2) Golf Course: Costs/Financing

- Doug Cole:
 - Costs/Budget
 - Financing Plan

Course Renovation Budget

Bucket #1 – Infrastructure

#10 & #18 Pond Bank Project	Superior Construction
#13 & #14 Stream	V3 – Williams Creek
#6 Pond Banks, Pilings and Walk Bridges	In-House
#5 Pave Cart Paths	In-House
#10 & #17 Regrading and Work on Mounds	MacCurrach
#9 Replace Timbers and Add to #8	In-House
Contingency	
Total: Infrastructure	\$1,991,474

Course Renovation Budget

Bucket #2 – New Greens, Surrounds and Fairways

Consulting Fees for New Greens	Doak
Greens Construction and Materials	MacCurrach
- Greens mix (7,000 tons)	Others
Bury Pits and Haul Road Restoration	MacCurrach
Regrading Areas in Doak Plan	MacCurrach
Fairway Expansions	MacCurrach
Fairway Grass Renovation	In-House
Consulting Fees – Doak Changes	
- Consulting Architect	Doak
- Greens and Course Shaping	Renaissance/Iverson
Operating Loss	
Contingency	

Total: Greens, Surrounds & Fairways	\$5,071,965
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Course Renovation Budget

Bucket #3 – Additional Doak Changes

Consulting Fees – Additional Doak Changes	Doak/Renaissance
Bunkers (based on 40,000 sq ft)	MacCurrach
Remove Bunkers	MacCurrach
Rebuild Tees (based on 30,000 sq ft)	MacCurrach
Contingency	
Total: Additional Doak Changes	\$1,117,658

Course Renovation Budget – Summary

#1 Infrastructure	\$1,991,474
#2 Greens, Surrounds & Fairways	\$5,071,965
#3 Additional Doak Changes	\$1,117,658
Grand Total: All Work Shown	\$8,239,097

Crooked Stick Golf Club 2024 Golf Course Renovation Financial Model

Funding Scenario #1 Current Fee Structure plus \$6K Assessment	Project Costs	Total Funding Needed	Cap Acct	Cap Acct	Impact of 105's Members	Special Assessment	Total Source of Funding	Borrowing Requirements	Borrowing Amount	
			9/30/2023	23/24					Monthly	Annual
Greens, Golf Course, Infrastructure	\$8,200,000	\$8,200,000	\$1,600,000	\$700,000	\$351,900	\$1,573,500	\$4,225,400	\$3,974,600	\$32,890	\$394,678

Assumptions:

Capital Account combined \$2,300,000

5 New Members

Convert 6 Eligible Members to 105 Program

Assess Reg, TL and Jr \$6,000 (2 payments for Jr's)

Assess Non Residents (\$750/\$1000) used \$750

Borrowing at 5.7% at 15 years

Borrowing commences in Calendar Q3 2024

Construction Loan converts to Fixed Loan

Future Capital Outlook

Annual Cap Assessments at \$220 Reg/\$150 TL & JR \$ 665,400

New Members (5/yr @ \$70K) \$ 350,000

Total Annual Capital Funding \$ 1,015,400

Total Capital Income

- To Service Debt and New Capital Budget \$ 1,015,400

2) Golf Course: Operational Plan

- Tony Pancake

2) Golf Course: Operational Plan

- Clubhouse & range will remain open if possible
- Golf access/privileges
 - Annual golf memberships will be available
 - Members will have access to over 25 local courses
 - Golf staff will be organizing golf trips with members
- Long-time employees will be retained
- Dues, assessments and food minimum (assuming clubhouse is open) will be billed monthly

2) Golf Course: Timetable summary

- May 2024
 - Materials/equipment staging
- June 1, 2024
 - Course closes – shovels in ground
- June 1 through winter/spring, 2025
 - Construction and grow-in
- June 2024
 - “Re-open” target

Final thoughts: Pros/Cons and Risk

- Cons and Risk – let's pause and start with those...

Cons and Risk – comments received...

- “The greens are just pristine...” *Phil Mickelson*
- What’s wrong with what we have? What’s the compelling reason?
- No significant portions of our greens have failed due to drainage
- Things don’t always go as planned (Meridian Hills, Bellerive, etc.)
- Only minor tweaks being done to “perfect” greens; why bother?
- Doak says the additional changes are not significant; why do them?
- We have a 100% Dye course. If we change it, it never will be again
 - What if we like the old version better? Will we regret this?
- Doak isn’t returning this to original; changes are his interpretations
- We don’t really know what we will get until it’s done (same with Dye!)
- Doak is a busy guy. Where will we be on his priority list?

Risk – most likely downside...

- Something doesn't turn out right, due to weather, which we can't control:
 - Groundwork gets washed out
 - Seeding gets washed out...needs to be replanted
 - Seed doesn't grow in full enough on the timetable we want
- Negative consequence?
 - More time required
 - We don't open when we thought we could
 - Money? Maybe some, but it's mostly time
 - Given time it can be made right

Pros

1. More consistent playing conditions, day-in/day-out...25-50 yrs?

- Uniform grasses, greens mix, drainage and practices
 - Risk of having to back off or sacrifice conditions goes way down
- We've fixed bunkers, irrigation, pumps, maintenance facilities...
- This plan addresses 2 remaining big pieces: greens and fairways

2. The briefest possible course closure period

- Need to close our golf course – or even golf holes – for major infrastructure repairs goes way down
 - We could keep rolling the dice and hope for no failure
 - But if we're wrong, course closure, disruption and cost will be worse – maybe much worse. That is a riskier strategy.

3. Top people working on our project – a great product

A word of thanks, to...

- Pete and Alice Dye
- Board, Staff and Committees

Study Committee

Scott Bove	Mark Kyker	Paul Rioux
Ted Sturges	Kevin Sullivan	Mick Venturini

Finance Committee *Doug Cole, Chair*

Mike Alley	Jim Powers
Pete Munson	Kevin Sullivan

House Committee *Andy Mohr, Chair*

Jack Bayt	Steve Polizzi
Jon Jessup	

- Paul Rioux and Jake Gargasz

What happens next? Town Halls

- When:
 1. Tomorrow – Fri. 5/12, 10:30-11:30 AM
 2. Sat. 5/13, 3:00-4:00 PM
 3. Tues. 5/16, 4:00-5:00 PM
 4. Wed. 5/17, 11:00-noon
- Where: Patio

What happens next? Town Halls

- Format: No presentation. We will ask: what do you...
 - Like?...
 - Dislike?...
 - Find confusing/need more information on?
 - Suggest that we have not considered?
- Decorum: Be considerate. Make your points. Allow others to speak.
 - The board has had some ugly battles; don't go there
 - There is no "they"
 - There is no fix or conspiracy

Final steps

- Board Meeting: Thursday 5/18/23
 - Review inputs
 - Develop final plan
 - Goal: A 9-0 “Jury agreement” on the final plan
- Final plan and voting procedures back to members soon:
 - Goal: Timetable announced on or before Monday, 5/22/23
 - Anonymous, electronic voting

Time for a few questions...

- If attending a Town Hall, please allow others who can't attend the opportunity to speak tonight
- Four more opportunities:
 - Tomorrow, Fri. 5/12, 10:30-11:30 AM
 - Sat. 5/13, 3:00-4:00 PM
 - Tues. 5/16, 4:00-5:00 PM
 - Wed. 5/17, 11:00-noon



*...a haven, far removed from urgency and conflict, where golfers
can enjoy the quieter pleasures of their game in seclusion and peace*

Pat Ward-Thomas
January 1964