PURPLE HORSE

HOSPITALITY

Assessment Of

Bellport Country Club Campus

for

Village of Bellport

Bellport, New York

January 2025

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PURPLE HORSE HOSPITALITY

Purple Horse Hospitality ("Purple Horse") principals have significant experience and a successful track record in the development, renovation, operation, and maintenance of municipal, public agency, and privately owned golf facilities, including several multi-course portfolios, and all sized golf facilities – 9, 18, 27, and 36 holes, as well as practice facilities.

Purple Horse works closely with our clients to achieve what's possible, appropriate and achievable. We develop plans to exceed goals for operating profitable facilities. Exemplary performance is obtained through a creative, visionary approach and diligent oversight of all aspects; and frequent, full communication with our partners.

This philosophy is embedded in the belief that the success in creating, opening, operating and maintaining a successful venture lies in the quality and consistency of conditions, programs, operational systems, and services offered to all end-users. It is from this perspective that our report is presented.

1. RESEARCH PARAMETERS

The following is a summary of the review of the Bellport Club Campus (the "Club") by Purple Horse for the Village of Bellport ("Village"). The Village desires a strategic plan, i.e. "road map" to address deferred maintenance and necessary upgrades at the Club. This plan involves examination of the operational model, identification and prioritization of capital needs and review of contractor's providing services at the Club thereby creating a sustainable model at the Club for residents and members to fully utilize and enjoy. The upgrade to Club amenities will improve the experience for all stakeholders, increase value of the amenity for the Village residents to enjoy and generate revenue growth that encourages long-term self-sustainability.

Our observations and recommendations are derived from multiple site visits and time spent with key management personnel, Club Commission members, Club stakeholders and Village officials, as well as interviews with residents.

The Village owned BCC campus (the Club) consists of:

- An 18-hole Seth Raynor designed golf course DBA "Bellport Golf Club"
- 5 Har-tru tennis courts DBA "Bellport Tennis"
- A small hut for tennis pro and storage
- A 20,000 square foot two story clubhouse 100% occupied by an event caterer - the "Bellport Country Club"
- A ~1,200 square foot public grille/restaurant building DBA "Peters on the Green"
- Men's locker room between Peters and the main clubhouse
- Historic and restored pump house behind 9th tee
- An abandoned 2 story house – old greenskeeper's house
- The Women's locker room
- Golf pro shop and Office
- Club storage
- Cart storage area

On the Golf Course proper:

- Historic ice house behind the second green
- Large maintenance storage barn with rest rooms.

- Halfway house converted into Greens keeper office
- Pump House and assorted dilapidated sheds

Nature of Assignment

The Village retained Purple Horse as an independent third party to provide a professional review and analysis of the Club, with an emphasis on the following items:

Strategic Business Plan - Complete Operational Review to identify opportunities, obstacles, utilization and clearly identify desired end result from all stakeholders in order to create a strategic business plan for onsite amenities and profit centers. This includes evaluation of the following focal points:

Revenue Model/Rate Structure

- Gather all pertinent information from the Village related to revenue programs, fees, including historical results, pricing information, contracts with lessees, contracts with system vendors, and facility marketing and business plans.
- Evaluate all current revenue programs.
- Review memberships to make recommendation on pricing, positioning, etc.
- Review of all tournament policies and procedures to make recommendations for outing package structure and yield minimum focus.
- Review all existing contracts with lessees
- Explore opportunities for short-term and long-term revenue growth.

Operation/Expense Model

- Conduct thorough on-site reviews of the course, including complete access to all improved land and all vertical buildings, with appropriate key personnel available and accessible during on-site reviews.
- Gather all pertinent information related to operation & maintenance, including historical and future budgets, historical expenses, personnel schedules, labor agreements, and facility agronomic and operational plans.

- Evaluate all operation and maintenance expenses, labor allocations, and agronomic programs.
- Interview key staff to understand historical perspective, labor issues, and expenses management to help make operation & maintenance recommendations.
- Observe staffing levels to ascertain appropriateness for customer-demand and opportunities to improve customer experience.
- Prepare expense and labor recommendations based on like-properties and an understanding of the competitive market.
- Identify opportunities in operational model to improve engagement of residents and guests.

Capital Improvement Program

- Review safety issues and customer-flow issues throughout property.
- Identify any immediate and remedial repairs needed to existing infrastructure.
- Create a 10 Year prioritized short-term and long-term capital planning list with estimated costs to include FF&E, Maintenance Equipment, IT needs and Club improvements.
- Provide supporting documentation, including financial pro forma, for any revenue-generating capital investment.
- Map out planned improvements to examine resulting improvement to experience and operational efficiency.

Financial Forecasts w/Detailed Assumptions

- First year operating budget with monthly detail for revenue and expenses for memberships, golf operations, tennis operations, restaurant operations, golf course maintenance, general and administrative, and marketing.
    - Detail assumptions for guest fee rates and outings, round counts, food and beverage sales, golf shop retail sales, range and miscellaneous revenue items.

    - Detail the staffing plan, labor expenditures, and operational expenditures for golf, tennis, restaurant operations, golf course maintenance, general and administrative, and marketing.

- Five-year operating budget covering the same data as above, including a reserve for capital expenditures.

Work Completed

In order to prepare this analysis, Purple Horse completed the following tasks:

- Met with Club stakeholders and Village representatives to gain an understanding of the context in which the evaluation was to take place, as well as any limiting conditions.
- Toured the golf course with the Director of Golf, Superintendent, and Parkland Management ("Parkland") representatives ("Key Personnel") to ascertain the physical condition of the golf course.
- Interviewed Key Personnel to gain an understanding of the history of the Club; historical rounds, revenue, and expense performance; the current strategy of the operation including the organizational structure, business planning, marketing and positioning; and the challenges faced in terms of competition, weather, capital needs, deferred maintenance, and the labor market.
- Reviewed data provided by the Key Personnel and Village including: historical financials, membership categories and numbers, rounds of golf, operational data, marketing initiatives, collateral, and capital needs.
- Interviewed Village representatives to include Mayor, Finance Board, Administrative Staff involved with the Club, and CFO to understand financial performance, vision for future, needs, and wants.
- Interviewed Club representatives to include key management personnel, Club Commission members, Club stakeholders as well as interviews with Bellport residents to understand desired changes, pros, cons, needs, and wants, as well as current usage of the Club.

- Visited and evaluated golf courses located in the regional market to determine the character, quality, and positioning of the existing competition.
- Developed an operating model with several variables to evaluate multiple scenarios.

Terms and Limiting Conditions

This analysis has been performed for the use of the Village and the Club. The conclusions drawn are inherently subjective and should not be relied upon as a determinative predictor of results that will actually occur in the marketplace; thus this analysis is not a substitute for ultimate decision-making responsibilities. Further, the conclusions expressed in this report pertain to the current date of this report. An analysis conducted on another date may lead to different conclusions. Reference is made to the statement of Underlying Assumptions and Limiting Conditions attached as an appendix and incorporated into this report.

2. EXECUTIVE SUMMARY

OVERVIEW

Bellport Golf Club is operated as a semi-private municipal golf club which was acquired by the Village of Bellport in 1943. The golf course proper stands as a testament to the Golden Age of Golf Course Architecture – a hidden treasure designed by iconic architect – Seth Raynor. Raynor is believed to have designed the forerunner to the current 18-hole layout circa 1917. The Club offers members, guests and Village residents an 18-hole golf course, five tennis courts, locker rooms, Peter's on the Green (current grille/eatery) and an event & catering business in the main clubhouse DBA "Bellport Country Club". Peter's on the Green and Bellport Country Club are also accessible to the general public.

Bellport Golf Club currently operates in four distinct profit centers – Golf, Tennis, Clubhouse that serves as a catering hall and a grille/eatery. These profit centers are accounted for within two Village Funds – an Enterprise Fund for all but Tennis which is within the General Fund. Oversight of the four units is provided by a Mayor appointed Commission for Golf & Tennis, respectively. The Village directly oversees the respective proprietors of Peter's and Bellport Country Club caterer. The Golf Amenity, Catering Hall lease and Eatery/Grille concession comprise an Enterprise Fund dedicated to Bellport Golf Club. An Enterprise Fund is utilized by municipalities to account for operations similar to a private business, all costs are financed through user charges with the mandate to recover the costs of providing services. Simply put, an Enterprise Fund is not supplemented by tax dollars rather the end-user, i.e Village Assets in a Enterprise Fund do not have financial impact on a Village resident. The Tennis amenity currently is part of the Village of Bellport's General Fund and we recommend incorporating it into the Enterprise Fund.

AMENITIES

Golf - The golf amenity is only usable by members, guests and Village residents. The Club currently has 410 golf members of which 24% are residents. The golf membership is currently capped with 329 non-resident individuals on the waiting list. The golf course has averaged ~23k rounds per year of which 80% are member rounds, 4% attributable to resident non-members and the remainder to guests and tournaments/events. The maintenance of the golf course and

grounds is outsourced to Parkland Golf Management via a 10-year agreement that expires in 2031. Anecdotally, the golf course conditions have improved dramatically since hiring Parkland Golf Management. The golf amenity proper is operated at an operating margin ranging from 7% to 16% ($170k to $350k) with normalized profitability of ~$225k. The recent increase in profitability is due to the timing of delivery of maintenance equipment and corresponding lease payments.

Peter's on the Green ("Peter's") is leased to KNM Café Mokka, Inc via a 10-year agreement that expires EOY 2027. The lessee's obligations include monthly payments and reimbursement of utilities as well as annual maintenance obligation of $6k increasing 5% annually which is paid directly to the vendors. The Village is guaranteed to receive monthly rent payments in-season (April to November) and will receive a reduced monthly payment if Peter's is open December to March. In CY 2024, the Enterprise Fund would receive an annual rent obligation of at least $13.6k (Seasonally dependent).

Bellport Country Club – Bellport Golf Club's catering facility at the Clubhouse is currently operated by South Shore Caterers, Inc via a 25-year amendment to original concession agreement that expires May 31, 2027. The original agreement required the concessionaire to control, manage, supervise, maintain, renovate and operate the Restaurant (restaurant on 2nd floor of Clubhouse), Bar/Grille Room (Peter's on the Green), Catering Facility, Halfway House/Snack Bar and/or Beverage Cart. Through a series of amendments ranging from 2011 to 2013, the concessionaire is now only responsible for the catering facility, and areas of equipment to include deck and gazebo, as well as a rent credit of $17k per annum for existing equipment in the Bar/Grille Room that expired in 2022, payment of all costs associated with the operation of the concession (excepting water and trash removal) and an annual flat fee. In FY 23-24 total payments to the Village included rent paid by concessionaire of $229,675 and reimbursement of insurance costs ($15,610) and heating fuel ($5,861).

Both Food & Beverage ("F&B") concession agreements do not reflect current market rates and should be revisited as part of Master Plan. Also, neither concession agreement clearly defines responsibility (missed revenue opportunity) to provide F&B service via a beverage cart on the golf course as the Halfway House/Snack Bar was re-utilized as office space for the maintenance team.

Tennis - The tennis amenity, similar to the golf amenity is accessible by members, guests and Village residents. The Club currently has 165 tennis members of which 75% are residents. Tennis has five Har-tru courts that are in very good shape. The tennis amenity is relatively utilitarian which is reinforced by the port-a-potty that is provided for tennis players to utilize since the catering facility is not accessible to non-event goers at this time. The Tennis amenity is currently profitable generating ~$15k to 20k per annum. Purple Horse recommends incorporating Tennis into the Enterprise Fund so that any profits will be reinvested in the amenity. Purple Horse explored the incorporation of pickleball courts but dismissed due to space restrictions as well as the close proximity of three Pickleball locations.

MARKET POSITIONING

Golf - is positioned as a lower tier private club that is great value if comparing at the lowest common denominator – just golf. The lack of amenities typically associated with a private golf club are not available to the membership and the golf course proper is in decent condition and has excellent features, good layout and vistas of the Great South Bay normally reserved for exclusive private clubs.

Tennis - is positioned to not be a burden on the Village and a nice amenity for members and residents – which it has accomplished. Similar to golf, the Tennis amenity is fairly utilitarian in offerings, however, it is far nicer than most municipal Tennis courts that are frequently hardtop at a local high school. The Tennis amenity at Bellport is not trying to compete with other tennis facilities in market (Blue Point or Westhampton) but rather offer an unpretentious quality asset for residents to enjoy the game.

Peter's on the Green is a local eatery that specializes in good food with a focus on breakfast and lunch. Based on our visits, Peter's enjoys a robust lunch business of non-golfers during the summer months. To this end, it appears that Peter's has focused on the ala carte diner as opposed to the golf and tennis members. Moving forward, a F&B amenity that is also focused on creating a "hang" for the members would reinforce the value of the membership while still capitalizing on the resident and general public patrons.

Bellport Country Club – The catering facility is the original clubhouse that is utilized strictly for events. The current caterer has a good reputation as it pertains to food & service. The

two-story clubhouse is only accessible to those hosting an event on the premises and does not provide access or amenity for the residents or membership. The second floor of the building has a bar and grille area with excellent vistas of the golf course and the Bay.

OPERATIONAL STRUCTURE

The Golf and Tennis amenities/operations are overseen by Village Board via the Golf Commission and the Tennis Commission, respectively. Each Commission is comprised of 9 individuals appointed by the Mayor for one year terms. The Commissions are not intended to set policy, per se, rather oversee the operations and provide policy and pricing recommendations for approval by the Trustees. As is common with Club oversight, the Commissions have individual areas of focus, i.e. Greens, Capital, Policy & Planning, Membership & Social, Finance and Building & Grounds. This type of structure can be an effective means of oversight, so long as the role and expectation of the Commission is well-defined and understood by all involved.

To this end, the Golf Commission currently determines where the $250 capital assessment as part of a member's annual dues payment is spent without a clear line into the capital projects that will be undertaken. For instance, there has been recent consternation over removal of many invasive tree species to improve turf conditions. To be clear, Purple Horse is not questioning intent or applicability, rather our concern lies with the lack of awareness or visibility into decision making process or prioritization of said project. We believe the Village and the Golf Commission should adopt a 5-10 year capital plan after conducting surveys and garnering feedback from the membership, share results and resulting plan with members, create a capital reserve account within the Enterprise Fund to ensure that everyone understands the usage and appropriation of funds in the capital account. Currently, there appears to be confusion and lack of visibility into determination, timing, approval process, prioritization of the dollars spent as it pertains to the annual capital assessment.

The Tennis Commission has historically operated disparately from the Golf Commission at the Club. The Tennis operation is bifurcated with hourly employees to check in tennis players for court time under the supervision of a concessionaire, Louis Nunez, serving as the Tennis Professional. The Tennis Commission has strived towards profitability in order to dedicate funds towards Capital Improvements at the Tennis Facility.

The F&B Amenities, Peter's on the Green & Bellport Country Club (catering) are outsourced to two different entities respectively. The respective agreements include a monthly payment that escalates annually, annual capital commitment and payment of all utilities except water and garbage services. The Clubhouse is currently only open during events and only to the respective participants in said event. Peter's is open to the public with designated hours of operation. Since both are outsourced via concession agreements day-to-day involvement is minimal and provides a guaranteed revenue stream from Food & Beverage, which is generally appealing for most municipalities. Potential problems when outsourcing F&B include:

- Lack of control as it pertains to F&B amenity to include offering, pricing, service levels, etc
- Venue can/will be closed to public and membership
- Lack of brand consistency
- Outings/Events deal with multiple entities
- Communication is vital – i.e Tennis playing during ceremony – need to communicate so everyone is aware

Feedback from Stakeholders

Purple Horse Interviewed Village representatives, Club representatives to include key management personnel, Golf and Tennis Commission members, club stakeholders as well as interviews with Bellport residents to understand desired changes, pros, cons, needs, and wants, as well as current usage of the Club. The feedback was varied with several recurring themes throughout our visits regardless of affiliation, i.e. resident or non-resident golfer, tennis player or Village resident interested in the future of the Club. These include in no particular order:



1. Restaurant needs
2. Clubhouse is inaccessible – 2nd Floor is wonderful
3. Pub or grille for members something more than current eatery
4. Need for Transparency
5. Seth Raynor Design
6. General Aesthetics
7. Additional & Improved Amenities – glorified municipal golf course
8. Practice area / Simulators
9. New Golf Shop
10. Resident v Non-resident
11. Tennis Amenity – restrooms & tennis shop

In summary, five recurring themes:

- Future Food & Beverage Amenity
- Asset/Amenity for Residents to enjoy regardless if golfer or non-golfer
- Aesthetics – Tasteful, Understated and Unpretentious – like Bellport
- Golf & Tennis Opportunity – Improve the Asset justifying increased revenues
- Governance – Transparency, Fiscally Responsible & Appropriate

RECREATIONAL AMENITIES

- *Golf Course* - The Village is presented with a unique opportunity experienced by few others – renovate, revitalize and re-energize a Seth Raynor gem – thereby creating an economic and experiential boon for all stakeholders. Improvements to the primary amenity, the golf course, will have minimal impact on membership growth from the local market but will create a revenue opportunity for the Village to command increased dues for membership as well as substantially increase ability to attract regional and Raynor enthusiasts. To this end, this will lead to both an improvement of brand and membership growth if the team is prepared to capitalize on the revenue opportunity. The lack of competition in the local market suggests current course conditions have positively impacted the attraction and retention of the golfer. Important to note, the financial impact of the contemplated capital improvements extends beyond the initial

investment, as any change to the golf course proper will have a corresponding increase to the annual maintenance budget.

- *Practice Facility* – The current practice facility is limited to four mats and the hitting of balls onto the 9th fairway. Purple Horse recommends creating a short game area that would allow for shots up to 50 yards in length, minimizing any impact on the 9th hole. Additionally, as part of the creation of a new golf shop building, Purple Horse would recommend an area to house indoor simulators (2-4) that could be utilized by the membership and residents throughout the year.

- *Golf Shop Building* – The current golf course building is in desperate need of replacement as evidenced by the leaking roof when it rains, ease of access by local critters, and part of the building is built on the burnt foundation from a fire. Purple Horse would recommend razing the existing structure (to include the condemned greenskeeper's house) and building a facility that would house the two locker rooms, golf shop, bag storage, and indoor hitting areas with Simulators. This new facility should incorporate the existing carriage house façade from the Locust Estate in some form or fashion. There have been suggestions of moving the golf shop into the clubhouse and renovating the bottom floor event space to incorporate a sports shop, bag storage, and locker rooms that could service the golfers and tennis players. Purple Horse would not recommend a complete redo of the bottom floor of the clubhouse primarily due to the lucrative nature of the event business as well as logistical complications.

- *Tennis* - The tennis amenity is in need of several items to include indoor plumbing, an improved tennis shop, gathering area for tennis players to hang out after their match and wind screens. If the Village revisits structure and access to the clubhouse amenity, that would likely alleviate the need for a bathroom incorporated into a tennis shop.

F&B AMENITIES

Purple Horse recommends incorporating a singular vendor to operate the F&B outlets as this structure creates synergies, maximizes potential return to the Village by minimizing duplicative costs and refines potential offerings while improving the Club brand.

- *Clubhouse* - Interest in Clubhouse renovations should focus on the upper-level space. Increasing the functionality of this space to meet the needs of the membership & Village will promote a successful partnership. We would recommend an upstairs restaurant open to the public and membership in the evening hours based on seasonality and day of week.

- *Pub/Grille* – Purple Horse would recommend a renovation of Peter's on the Green into a Pub/Grille that would provide an opportunity for golf and tennis members to gather AND provide a la carte dining for residents. Additionally, we recommend an expansion of the al fresco dining to include "cool" outdoor patio area, reimagine the men's locker room space and revisit the interior to create a pub atmosphere – Create "the hang" for the Village residents and members alike.

- *Catering* – Purple Horse recommends maintaining a catering offering under a thoughtful, market rate concession payment. We believe the future catering component would generate annual revenue stream in excess of $450,000 while providing a holistic and comprehensive approach to entire facility that complements all aspects. Other levers that will be part of the revised structure will be singular operator, capital improvements/needs, hours of operation and expected outlets.

GOVERNANCE

The Village does not have the staff nor resources to dedicate an individual to oversee each amenity at the Club. At a minimum, Purple Horse recommends forming a single Commission to oversee the operation of the Village owned assets and corresponding amenities while clearly delineating scope, roles, and areas of responsibility. Albeit, this does not completely solve the need for a more hands-on approach to holistically coordinate/direct day-to-day operations of each facet of the facility and the need for a singular brand. We also recommend moving Tennis from the General Fund into the Enterprise Fund so that all business units at the Club reside within a singular fund.

STRATEGIC RECOMMENDATIONS

Status quo is not a viable option as the critical capital needs and deferred maintenance to remain competitive will require investment in the next 5 years. Proposed capital improvements as part of the strategic recommendations can be divided into two categories: the Recreational Amenities and the F&B Amenities. Within these categories, the scope of improvement will vary depending on the desired impact and return on investment. The desired outcome of F&B Amenities is critical as structure, singular operator, focus of outlets, accessibility and offerings all need to be determined as they impact the value of being a Village Resident and the intrinsic value of the membership. Frankly, the current F&B Amenities and structure is inadvertently dictating competitiveness, quality and success of the associated Village Amenities – golf & tennis.

SUMMARY

The Village of Bellport and onsite team has done a nice job of maintaining the performance of the Golf Club while not spending significant dollars to operate the facility. The Village is presented with an opportunity to reimagine aspects of the entire Club with a holistic approach to all amenities. Specifically, address capital needs and experiential needs whilst improving aesthetics and the core amenities and features of the facility thus improving the experience for members, residents and visitors regardless of specific usage of the recreational amenities. This will continue to be a balancing act as the entire Club will need to continue to appeal to non-residents in order to maximize the performance and minimize any financial impact on the Village resident while providing an upgraded asset and improved amenity for all to enjoy.

3. STRUCTURES - COMMUNITY / MEMBERSHIP / VILLAGE

Community Needs & Wants

- Community would like access to amenity (clubhouse) that currently do not have
- Community would like additional dining location
- Community would like additional recreational facilities (gym?)
- Community wants to continue having non-residents subsidize usage of facility **(since enterprise fund - no tax dollars are supporting the club nor have been - it is self-sustaining by fees charged to users of facility)**
- Transparency – clear understanding of where dollars are coming from – Please see above
- Environmentally Responsible Operations

Membership Needs & Wants

- Would like upgraded amenities to complement membership – more than just golf only
- Would like a F&B Amenity (ies)
- Would like upgraded golf course – all recognize hidden gem, how good can it be
- Need to recognize never be a true private club – Municipally owned prevents exclusivity associated with private clubs.
- Transparency
- Operations treat as more of private club operation, i.e more amenities and feel of private club
- Beautification

Village Needs & Wants

- Upgraded Asset - Need to address deferred maintenance without
- Amenity for all Village residents to enjoy – not just golfers or tennis players
- More Financially stable
- Oversight Structure to create checks & balances
- Long-term plan – set up for success for next 25 years
- Improve Aesthetics – Beautification of property

Easy Wins

- **Transparency** – Everyone is complaining about a lack of transparency into various aspects of operation. Need to get everyone on same page and execute operation "good ship lollipop" and clearly delineate where the funds are spent, too many misconceptions.

  Governance – Currently, the Membership governs the Club via the respective Commissions in conjunction with the onsite Team, similar to an equity-owned private country club. Moving forward, it will be important to determine if combining the Commissions is best alternative and creating singular Commission for entire property to include F&B, as well as if the Commission should provide operational oversight or be advisory in nature. The current structure of two Commissions appears to preclude synergies, creates inconsistencies with future planning and may not always align with the Village's holistic approach for the property. To be clear, we laud both the Tennis and Golf Commission tireless efforts to guide the Club's amenities over the last several years. Recognizing the symbiotic relationship to meet stakeholders needs and wants, Purple Horse suggests that the future governance, commitment of membership, and operation of the club as a singular entity are critical.

- **Commitment of Membership -** Address waitlist to determine how many and what future growth looks like. Also, current members will pay more if they know what they are getting – F&B Amenity and what is earmarked for capital and where it will be spent

- **Singular Brand -** Consideration should be given to singular brand at property and embracing local aesthetics. Currently, 3 distinct brands externally and 5 internally – we would advocate the need for one brand – Bellport Country Club – which should encompass the entire campus.

  - External – Bellport Golf Club, Peter's, Bellport Country Club (Caterer)
  - Internal - Village, Golf, Tennis, Peter's, Caterer

4. MEMBERSHIP OVERVIEW

OBSERVATIONS

The current golf membership unsurprisingly skews heavily to non-resident based on the number of Village Residents as the Tennis membership is the inverse. Each of the situations are unique but there are a few metrics/practices worth considering and implementing at which include:

- Resident full member total fees as % of non-resident full member total fees – 55% reasonable target
- Non-member resident restrictions are limited by time frames universally excepting the Village of Bellport in comparison to similar municipalities
- Bellport is the only Village that charges an initiation to non-residents members

RECOMMENDATIONS

- Dedicated Capital Account in Enterprise Fund – clearly delineated
- Need to increase capital to address deferred needs moving forward
- Resident Full Member Fees v. Non-resident Full Member ratio in line with comparable situations - ~50 to 55%
- Capital Assessment & Fees closer to market rate
- Would not increase initiation w/premise of strength of waitlist – concerned of commitment. Would be appropriate for golf team to contact those on waitlist during slower periods to determine commitment
- Tennis increase resident and non-resident dues by 3%
- Track waitlist by Zip code
- Track membership by Type and Zip Code – want to understand demographic.
- Would explore waitlist membership commitment - with a sport membership of "$300" to be on waitlist for 5 rounds of golf per annum - ~ $100k per annum, utilizing facility, etc

GOLF

Member Type	2022	% Ttl	2023	% Ttl	2024	% Ttl
Resident Full Member	19	5%	19	5%	23	6%
Resident Associate Full	8	2%	8	2%	7	2%
Resident Full Senior	54	13%	54	13%	55	13%
Resident Twilight	11	3%	10	2%	9	2%
Non-resident Full	168	42%	165	41%	177	43%
Non-resident Associate Full	24	6%	32	8%	24	6%
Family Full (double for headcount)	22	5%	21	5%	19	5%
Non-resident Weekday	65	16%	64	16%	69	17%
Non-resident Wkdy Associate	6	1%	4	1%	4	1%
Corporate - Bronze	2	0%	2	0%	2	0%
Corporate - Silver	1		1			
Corporate - Gold	1	0%	2	0%	2	0%
TOTAL	**403**	100%	**403**	100%	**410**	100%
NEW MEMBERS	11		17		20	
WAITLIST	249		319		329	
Attrition	-392	-97%	17	4%	13	3%

INITIATION		$2,500	$3,000

	2022		2023		2024			Incr. $100/$250	
Rate Structure	**Dues**	**Cap Fee**	**Dues**	**Cap Fee**	**Dues**	**Cap Fee**	**Total**	**YoY**	**Ttl after 2/1**
Resident Full Member	$ 2,800	$ 250	$ 3,050	$ 250	$ 3,150	$ 250	$ 3,400	2.9%	$ 3,500
Resident Associate Full	$ 2,475	$ 250	$ 2,725	$ 250	$ 2,825	$ 250	$ 3,075	3.3%	$ 3,175
Resident Full Senior	$ 2,475	$ 250	$ 2,725	$ 250	$ 2,825	$ 250	$ 3,075	3.3%	$ 3,175
Resident Twilight	$ 1,025	$ 250	$ 1,275	$ 250	$ 1,375	$ 250	$ 1,625	6.2%	$ 1,725
Non-resident Full	$ 5,050	$ 250	$ 5,300	$ 250	$ 5,550	$ 250	$ 5,800	4.3%	$ 6,050
Non-resident Associate Full	$ 3,450	$ 250	$ 3,700	$ 250	$ 3,950	$ 250	$ 4,200	6.0%	$ 4,450
Family Full	$ 7,575	$ 500	$ 8,075	$ 500	$ 8,575	$ 500	$ 9,075	5.5%	$ 9,325
Non-resident Weekday	$ 3,875	$ 250	$ 4,125	$ 250	$ 4,375	$ 250	$ 4,625	5.4%	$ 4,875
Non-resident Wkdy Associate	$ 2,450	$ 250	$ 2,700	$ 250	$ 2,950	$ 250	$ 3,200	7.8%	$ 3,450
Corporate - Bronze	$ 8,118	$ -	$ 8,618	$ -	$ 8,618	$ 500	$ 9,118	5.5%	$ 9,118
Corporate - Silver	$ 10,390	$ -	$ 10,890	$ -	$ 10,890	$ 500	$ 11,390	4.4%	$ 11,390
Corporate - Gold	$ 12,650	$ -	$ 13,150	$ -	$ 13,150	$ 500	$ 13,650	3.7%	$ 13,650
NR Junior	$ 500		$ 550		$ 550	$ -			$ 550
Resident Junior	$ 250		$ 300		$ 300	$ -			$ 300

GOLF DUES & CAPITAL ASSESSMENT	**2022**	**2023**	**2024**	**2025** (Assumes '24 Mix)
% of Resident Members	23%	23%	23%	23%
% of Ttl Member $ from Resident	14%	14%	14%	14%
% of Non Resident Members	71%	71%	71%	71%
% of Ttl Member $ from Non-resident	84%	83%	83%	84%

Resident as % of Non Resident Fee	**2022**	**2023**	**2024**	**2025** (PHH Proposed)
Full Member	58%	59%	59%	56%
Associate Full Member	74%	75%	73%	68%

GOLF

Member Type	2024	% Ttl		2025	% Ttl	
Resident Full Member	23	6%		23	6%	
Resident Associate Full	7	2%		7	2%	
Resident Full Senior	55	13%		55	13%	
Resident Twilight	9	2%		9	2%	
Non-resident Full	177	43%		177	43%	
Non-resident Associate Full	24	6%		24	6%	
Family Full	19	5%		19	5%	Showing actual sold, 2x headcount
Non-resident Weekday	69	17%		69	17%	
Non-resident Wkdy Associate	4	1%		4	1%	
Corporate - Bronze	2	0%		2	0%	
Corporate - Silver						
Corporate - Gold	2	0%		2	0%	
TOTAL	**410**	100%		**410**	100%	
NEW MEMBERS	20			20		
WAITLIST	329			329		
Attrition	13	3%		20	5%	
INITIATION	$ 3,000			$ 3,000		

Proposed by PHH

Rate Structure	2024 Dues	Cap Fees	2024 Total	YoY	Incr. $100/$250 Ttl after 2/1	2025 Dues	Cap Fees	2025 Total	YoY	Incr. $100/$250 Ttl after 2/1
Resident Full Member	$ 3,150	$ 250	$ 3,400	2.9%	$ 3,500	$ 3,250	$ 250	$ 3,500	2.9%	$ 3,600
Resident Associate Full	$ 2,825	$ 250	$ 3,075	3.3%	$ 3,175	$ 2,925	$ 250	$ 3,175	3.1%	$ 3,275
Resident Full Senior	$ 2,825	$ 250	$ 3,075	3.3%	$ 3,175	$ 2,925	$ 250	$ 3,175	3.1%	$ 3,275
Resident Twilight	$ 1,375	$ 250	$ 1,625	6.2%	$ 1,725	$ 1,475	$ 250	$ 1,725	5.8%	$ 1,825
Non-resident Full	$ 5,550	$ 250	$ 5,800	4.3%	$ 6,050	$ 5,800	$ 500	$ 6,300	7.9%	$ 6,550
Non-resident Associate Full	$ 3,950	$ 250	$ 4,200	6.0%	$ 4,450	$ 4,200	$ 500	$ 4,700	10.6%	$ 4,950
Family Full	$ 8,575	$ 500	$ 9,075	5.5%	$ 9,325	$ 9,075	$ 875	$ 9,950	8.8%	$ 10,200
Non-resident Weekday	$ 4,375	$ 250	$ 4,625	5.4%	$ 4,875	$ 4,625	$ 375	$ 5,000	7.5%	$ 5,250
Non-resident Wkdy Associate	$ 2,950	$ 250	$ 3,200	7.8%	$ 3,450	$ 3,200	$ 375	$ 3,575	10.5%	$ 3,825
Corporate - Bronze	$ 8,618	$ 500	$ 9,118	5.5%	$ -	$ 9,118	$ 500	$ 9,618	5.2%	$ -
Corporate - Silver	$ 10,890	$ 500	$ 11,390	4.4%	$ -	$ 11,390	$ 500	$ 11,890	4.2%	$ -
Corporate - Gold	$ 13,150	$ 500	$ 13,650	3.7%	$ -	$ 13,650	$ 875	$ 14,525	6.0%	$ -
NR Junior	$ 550	$ -			$ 550	$ 550				
Resident Junior	$ 300	$ -			$ 300	$ 300				

Golf Dues Revenue	2024 Dues	Cap Fees	2024 Total	% Ttl	2025 Dues	Cap Fees	2025 Total	% Ttl
Resident Full Member	$ 72,450	$ 5,750	$ 78,200	4.0%	$ 74,750	$ 5,750	$ 80,500	3.8%
Resident Associate Full	$ 19,775	$ 1,750	$ 21,525	1.1%	$ 20,475	$ 1,750	$ 22,225	1.0%
Resident Full Senior	$ 155,375	$ 13,750	$ 169,125	8.6%	$ 160,875	$ 13,750	$ 174,625	8.2%
Resident Twilight	$ 12,375	$ 2,250	$ 14,625	0.7%	$ 13,275	$ 2,250	$ 15,525	0.7%
Non-resident Full	$ 982,350	$ 44,250	$ 1,026,600	52.4%	$ 1,026,600	$ 88,500	$ 1,115,100	52.7%
Non-resident Associate Full	$ 94,800	$ 6,000	$ 100,800	5.1%	$ 100,800	$ 12,000	$ 112,800	5.3%
Non-resident Family Full	$ 162,925	$ 9,500	$ 172,425	8.8%	$ 172,425	$ 16,625	$ 189,050	8.9%
Non-resident Weekday	$ 301,875	$ 17,250	$ 319,125	16.3%	$ 319,125	$ 25,875	$ 345,000	16.3%
Non-resident Wkdy Associate	$ 11,800	$ 1,000	$ 12,800	0.7%	$ 12,800	$ 1,500	$ 14,300	0.7%
Corporate - Bronze	$ 17,236	$ 1,000	$ 18,236	0.9%	$ 18,236	$ 1,000	$ 19,236	0.9%
Corporate - Silver	$ -	$ -	$ -	0.0%	$ -	$ -	$ -	0.0%
Corporate - Gold	$ 26,300	$ 1,000	$ 27,300	1.4%	$ 27,300	$ 1,750	$ 29,050	1.4%
Junior Member								
Resident Junior								
				YoY				YoY
TOTAL	**$ 1,857,261**	**$ 103,500**	**$ 1,960,761**	6.6%	**$ 1,946,661**	**$ 170,750**	**$ 2,117,411**	7.4%

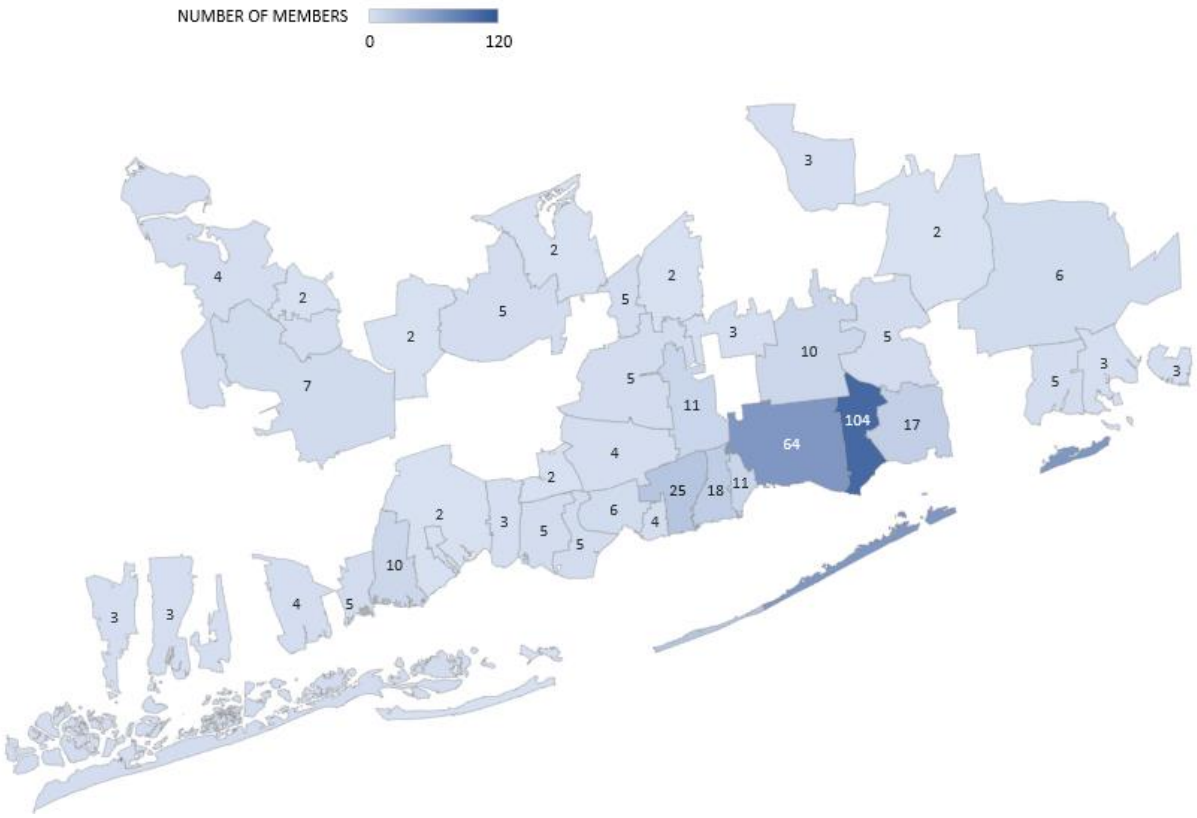
TENNIS

Member Type	2020	2021	2022	% Ttl	2023	% Ttl	2024	% Ttl
Resident Adult	37	48	47	25%	38	22%	43	26%
Resident Senior	42	42	43	23%	38	22%	38	23%
Resident Child	4	2	3	2%	1	1%	0	0%
Non-resident Adult	36	44	56	30%	50	29%	39	24%
Non-resident Child	1	0	2	1%	2	1%	2	1%
Resident Family 1 Child - 18 Under	12	13	19	10%	30	18%	24	15%
Resident Additional Child 18 Under	6	7	3	2%	3	2%	6	4%
Non-resident Family 1 Child - 18 Under	3	7	6	3%	3	2%	0	0%
Non-resident Additional Child 18 Under	1	1	1	1%	1	1%	0	0%
Resident Family 1 Child - 19-25 yrs	0	9	7	4%	3	2%	12	7%
Resident Additional Child - 19-25 yrs	0	8	2	1%	1	1%	1	1%
Non-resident Family 1 Child - 19-25 yrs	6	3	0	0%	0	0%	0	0%
Non-resident Additional Child - 19-25 yrs	0	0	0	0%	0	0%	0	0%
TOTAL	**148**	**184**	**189**	100%	**170**	100%	**165**	100%
NEW MEMBERS		46	31		26		22	
Attrition		10	26	14%	45	26%	27	16%

Rate Structure	2020	2021	2022		2023	YoY		2024	YoY
Resident Adult			$ 375	$	375	0%	$	410	9%
Resident Senior			$ 305	$	305	0%	$	345	12%
Resident Child			$ 135	$	135	0%	$	148	9%
Non-resident Adult			$ 510	$	510	0%	$	560	9%
Non-resident Child			$ 215	$	215	0%	$	237	9%
Resident Family 1 Child - 18 Under			$ 760	$	760	0%	$	835	9%
Resident Additional Child 18 Under			$ 80	$	80	0%	$	88	9%
Non-resident Family 1 Child - 18 Under			$ 1,070	$	1,070	0%	$	1,175	9%
Non-resident Additional Child 18 Under			$ 120	$	120	0%	$	132	9%
Resident Family 1 Child - 19-25 yrs			$ 875	$	875	0%	$	960	9%
Resident Additional Child - 19-25 yrs			$ 195	$	195	0%	$	215	9%
Non-resident Family 1 Child - 19-25 yrs			$ 1,200	$	1,200	0%	$	1,320	9%
Non-resident Additional Child - 19-25 yrs			$ 255	$	255		$	280	

	2022	2023	2024
% of Non Resident Members	34%	33%	25%
% of Ttl Member $ from Non-resident	40%	36%	26%

Golf Member Overview by Zip Codes (2 or more)



Top 10 Zip Codes – 70% of Membership (Bellport zip code has 94 Resident, 10 Non-Resident Members)

Zip	Town/Village	# of Members
11713	Bellport	104
11772	Patchogue	64
11782	Sayville/Bayport	25
11705	Bayport	18
11719	Brookhaven/Yaphank	17
11715	Blue Point/Bayport	11
11741	Holbrook	11
11763	Medford	10
11795	West Islip	10
11746	Huntington Station/Dix Hills	7

- Would be good to understand where family full members (Couples) come from – they will be ambassadors once expand beyond just golf for family full with F&B options.

MEMBERSHIP MODEL COMPARABLE

Chart below shares Villages with similar structure as the Village of Bellport:

- Own a municipal golf course
- Offer membership to residents and non-residents
- Access restricted to residents and members
- Need to balance accessibility, municipal amenity and appropriate dues & fees for residents and non-residents

	Bellport Golf Club	Lawrence CC	Port Jefferson	Lake Success GC	Harrison Meadows
	Village of Bellport	Village of Lawrence	Village of Port Jeff	Village of Lake Success	Village of Harrison
Population	2,195	6,747	7,962	2,828	28,218
Course Type	Private/Muni	Private/Muni	Private/Muni	Private/Muni	Private/Muni
Resident % of Members	24%	15%	60%	25%	80%
Resident Full Member	$3,400	$3,475	$2,700	6,500	$6,000
Non-Resident Full Member	$5,800	$7,000	$4,700	$13,000	$11,000
Initiation	2500 (Non Res Only)	$0	$0	$0	$0
Food Assessment	$0	$0	$400	$0	$0
Club Assessment	$250	$0	$425	$0	$0
Total Annual Fees - Resident Full	$3,650	$3,475	$3,525	$6,500	$6,000
Total Annual Fees - Non Resident Full	$6,050	$7,000	$5,525	$13,000	$11,000
Resident as % of Non Resident	60%	50%	64%	50%	55%
Non-Member Resident Restrictions	Active Village ID card. No Restrictions	Rec Fee - $700 Greens Fees - $35+cart after 1	Resident Pass - 6 rds $420 after 10 WD, after 2 WE	Access Fee - $700 Greens Fees - $85+cart after 1 T-Th, after 3 Fr-Su	$150 incl cart, restrictions on WE & WD
Cart Fees	18 holes - $32 9 holes - $19	18 holes - $36 9 holes - $22	18 holes - $24+ 9 holes - $14+	18 holes - $36 9 holes - $22	18 holes - $25 9 holes - $15
Fund Type	Enterprise	General	Special Revenue	Special Revenue	Enterprise

5. TENNIS

The tennis amenity, similar to the golf amenity is usable by members, guests and Village residents. The Club currently has 165 tennis members of which 75% are residents. Tennis has five Har-tru courts that are in very good shape. The Tennis Commission has historically operated disparately from the Golf at the Club. The Tennis Commission has strived towards profitability to dedicate funds towards Capital Improvements at the Tennis Facility. The Tennis amenity is currently profitable generating ~$15k to 20k per annum. Unfortunately, since the Tennis operation is part of the General Fund any profits are not necessarily reinvested in the assets. This structure also removes the mandate of being a self-sustaining amenity and inadvertently provides no impetus for change to the status quo.

OPERATIONS

The Tennis amenity is fairly utilitarian lacking in aesthetics and/or amenities. Such amenities would include logoed wind screens on the fences, indoor plumbing, tennis shop, hitting backboard, plantings, benches and umbrellas at courtside. The tennis operation is a bifurcated structure - hourly teenage employees check in tennis players for court time and a concessionaire - Louis Nunez, serving as the Tennis Professional. Louis is USPTA and 10 & under certified. The Tennis Concessionaire is on-site during the weekends in May and September and full-time June through August. Currently, the Tennis Concessionaire is the only tennis professional and is not necessarily tasked with any oversight of the operation other than the tournaments schedule, individual lessons and junior camps.

The programming of Tennis is limited to a junior camp for four different levels (beginner, advanced beginner, intermediate and advanced with corresponding age recommendations) (6) weekly sessions. As with most summer camps and the varying level of ages and abilities of the participants, conferring of skills range from advanced daycare to imparting basic skills in the game. The tournament schedule is for members only and occurs during the month of July. There are currently no interclub matches scheduled.

The proximity of the tennis courts to the ceremony area for the caterer has been an occasional issue. The timing of most ceremonies in the afternoon and early evening mesh nicely with the lack of usage of the courts, thus minimizing the need to completely close the tennis courts each time there is a ceremony.

AMENITY

The tennis amenity is relatively utilitarian which is reinforced by the port-a-potty that is provided for tennis players to utilize since the catering facility is inaccessible to non-event goers at this time. In the near term, we would highly recommend upgrading the port-a-potty to a better portable bathroom similar to those used at events. The tennis clubhouse is a small shed to check people in during their court times. Primary usage of the Tennis Amenity occurs from Memorial to Labor Day predominantly prior to 1:00 PM and some usage in the evening after 5:00 PM. Courts can be reserved by contacting Village Hall. The number of courts restricts the operation potential and with the space limitations future expansion is unlikely. Furthermore, the demand does not merits said increase in the number of courts.

GOVERNANCE

The Tennis Commission has been spearheaded by Paul Warner for the last thirty years. Recently the Tennis Commission is currently comprised of 9 individuals appointed by the Mayor for 1 year terms. The commission is not intended to set policy, per se, rather oversee the operations and provide policy and pricing recommendations for approval by the Trustees. As is common with Club oversight, the Commissions have individual areas of focus, i.e. Programming, Capital, Policy & Planning, Membership & Social. This type of structure can be an effective means of oversight, so long as the role and expectation of the Commission is well-defined and understood by all involved.

RECOMMENDATIONS

- Move Tennis to Enterprise Fund
- Address Governance and oversight
- Address easy wins in the tennis area – windscreens, aesthetics, benches, umbrellas
- Determine future structure with Clubhouse – will dictate location and appropriate investment to create tennis shop and indoor bathrooms

6. GOLF

The golf operation serves to initiate and set the tone for each patron's experience at Bellport Golf Club. Purple Horse believes that the "tone" is reinforced and imparted at each "touch point" that the member/resident/guest has with the staff during his/her experience at the club. During our visits we found the golf shop staff to be focused on processing transactions and directing members to their cart and/or manning the bag storage. The number of golf shop employees was minimal, but appropriate for the operation and volume of rounds being played.

Staffing -Jimmy Von Eschen, the Director of Golf is responsible for staff scheduling and training of the golf operation as well as day-to-day management of the maintenance services contract. Like most municipal golf operations, the cost of labor – labor burden in particular – is a disadvantage when compared to privately operated facilities. To limit the expense of labor, the Village should continue keeping the number of full-time employees to a minimum and vigilant to additional and unnecessary headcount. Labor costs for golf are outlined below. The labor burden as mentioned, very high versus private sector.

	2022 YTD Actual	2023 YTD Actual	YoY $ Var	YoY % Growth	2024 YTD Actual	YoY $ Var	YoY % Growth	% Dir Labor
Direct Labor	**$ 274,193.47**	**$ 290,053.64**	**$ 15,860**	**6%**	**$ 340,564.39**	**$ 50,511**	**17%**	
Employee Benefits	**$ 245,485.26**	**$ 175,603.93**	**$ (69,881)**	**-28%**	**$ 194,715.60**	**$ 19,112**	**11%**	**57%**
Taxes	$ 23,396.95	$ 23,012.22			$ 26,579.03			8%
Ins - Health	$ 193,132.78	$ 82,194.06			$ 79,523.90			23%
Ins - WC	$ 18,393.45	$ 16,396.10			$ 20,595.20			6%
Benefits - Ret & Sick Leave	$ 10,562.08	$ 54,001.55			$ 68,017.47			20%

Attention to Detail - The proper use of a POS system as a management tool should provide for ultimate flexibility in back-office analysis of the business performance and reinforce revenue opportunities. Chelsea System provides sales reporting, but until customer data is properly paired with transactions through the use of an electronic tee sheet, these reports will not assist in identifying pricing opportunities as each golfer is not required to check into the golf shop rather with the starter. Currently, the team is unable to provide the number of resident rounds by membership type to understand the "break-even" by membership type which then ensures continuity in rate structure as maintaining status quo or version thereof will be inevitable.

Pricing and Yield Management - Pricing in the daily-fee golf market has become increasingly complicated with advances in marketing and technology. Many golf courses are utilizing dynamic pricing to make adjustments to online rates in real-time, based on demand – much like the hotel and airline industries. Golf courses are well-served to examine golf course utilization and identify opportunities for pricing power with members and guests alike.

A la carte pricing of resident and guest rounds can become increasingly complex for member-centric clubs, where a lack of exclusivity can negatively impact membership value. Top performing golf courses rely on player behavior, competitive intelligence, weather trends, historical performance, and industry benchmarks to strategically compute pricing of memberships, a la carte rates and guest rates. Specific to Bellport, the number of member rounds has historically accounted for ~80% of all rounds played at the golf course. For Village residents, golf membership is likely a math exercise and valuation of unlimited access versus after 2 pm in season. If a resident plays enough golf to "break-even" on a membership, they will join. If not, the individual opts to pay the resident rate for each round. Currently, Bellport offers an unlimited cart plan (25 sold) a 12 Pass guest book (25 sold) and a 25-round cart plan to the membership. All of the offers are reasonably priced and would recommend continuing for the near future.

Community Outreach - The golf operation's outreach and programming to the community is limited to a junior golf camp geared for ages 7 to 12. As a municipality, the most obvious opportunity for greater engagement is through "Growth of the Game" initiatives. These initiatives provide learning opportunities for all types of newcomers to the game of golf. Purple Horse would suggest evaluating the following initiatives:

- Get Golf Ready – This PGA sponsored initiative introduces newcomers to the game of golf through a series of 5 lessons for $99. Beginners are taught the foundational skills necessary to play golf in a fun and unintimidating environment.
- Kids Play Free – A PH initiative that allows kids 12 and under play golf for free with a paying adult at designated timeframes
- #inviteHer – Program to promote golf among female golfers
- EWGA – Executive Women's Golfers Association

Currently, all lessons and camp money are paid directly to the professional staff. The professional staff has appropriately structured lessons during non-peak times and minimizes lessons given during peak times.

Golf Outings and Tournaments - Outside golf outings provide an influx of revenue at a premium which is both commonplace for clubs and financial boon. Currently, all events are held on Mondays and must be sponsored by a member. Bellport hosted nine outside events in 2024 which is reduced from largest total due to restructuring requirements of events to include amount of players, etc. and all of these events are required to use the caterer for F&B needs.

Month	Date	Day	Name	Players
June	10	Monday	YMCA	
June	24	Monday	ISF	
August	5	Monday	St. Marks	
August	12	Monday	William Floyd Scholarship	
September	16	Monday	BBP Foundation	
September	23	Monday	BPFD	
September	30	Monday	Kris Kringle	
October	7	Monday	SCVOA	
October	21	Monday	MacArthur Business	

Tournaments - The Club held 17 in-house tournaments in 2024. A robust schedule of in-house tournaments and events is a great way to increase member participation. These events also increase the perceived value of membership for those interested in competitive golf. The Men's Club utilizes Bellport Bucks as prizes for the members to utilize in the golf shop In conjunction with the weekly events with ledger maintained to track said winnings. The Men's Club also utilizes a separate checking account ("Bellport Tournament Fund") to process tournament spend on cart fees, prizes, food with catering for event, etc. This practice is not atypical from private clubs, albeit, it would normally be processed through house account at a private club.

Month	Date	Day	Name	Players
April	13	Saturday	Masters Tournament	
April	27	Saturday	Spring Ryder Cup	
May	9	Thursday	WMGA Matches	
May	18	Saturday	President's Cup	
May	25	Saturday	Team 4-Ball	
June	8	Saturday	Governor's Cup	
June	15	Saturday	US Open Tourney	
June	17	Monday	Member 9 & Dine	
July	18	Thursday	Men's Member Guest	
July	27, 28	Sa & Su	Club Championship	

July	29	Monday	Member 9 & Dine
August	6	Tuesday	Women's Member Guest
August	10	Saturday	Mixed Pinehurst
August	31 - 2	Sa, Su, Mo	Member-Member
September	21, 22	Sa & Su	Bishop Cup
October	19	Saturday	Bellport Ryder Cup
November	21	Thursday	Thanksgiving Scramble

Governance - The Golf amenity is overseen by the Golf Commission currently comprised of 9 individuals appointed by the Mayor for 1 year terms. The Commissions are not intended to set policy, per se, rather oversee the operations and provide policy and pricing recommendations for approval by the Trustees. As is common with traditional Club oversight, the Commissions have individual areas of focus, i.e. Greens, Capital, Policy & Planning, Membership & Social, Finance and Building & Grounds. This type of structure can be an effective means of oversight, so long as the role and expectation of the Commission is well-defined and understood by all involved.

To this end, the Golf Commission currently oversees the maintenance contractor ("Parkland Golf") with Jimmy Von Eschen providing day-to-day oversight of Parkland Golf. The Golf Commission also will determine the projects to spend the $250 capital assessment as part of a member's annual dues payment without a clear line into current and future capital projects that will be undertaken. For instance, there has been recent consternation over removal of an invasive tree species to improve turf conditions. To be clear, Purple Horse is not questioning intent or applicability, rather our concern lies with the lack of awareness or visibility into decision making process or prioritization of said project. We believe the Village and the Golf Commission should adopt a 5-10 year capital plan, share results and resulting plan with members, create a capital reserve account within the Enterprise Fund to ensure that everyone understands the usage and appropriation of funds in the capital account. Currently, there appears to be confusion and lack of visibility into determination, timing, approval process, prioritization of the dollars spent as it pertains to the annual capital assessment.

Observations - Purple Horse is impressed with the generally positive feedback from the membership in reference to the operation of the facility. The golf team has done a nice job creating a positive environment and atmosphere that attracts and retains members as the club is currently operating without traditional member amenities and incurring membership

growth. Moving forward, it will be important to clarify priorities and focal points, i.e importance of growth of the game initiatives, events for residents that are non-golfers per se, revenue generation.

Financial Analysis - Golf is and has been profitable. There are currently additional opportunities to creatively increase revenues and stickiness of the facility. For instance, Bellport could improve commitment of the waitlist and require a deposit of $500 that would get 5 rounds per year for the first year on the waiting list and each year thereafter would be able to play up to 5 times per year at discounted rate.

GOLF	2022 FY Actual	2023 FY Actual	YoY $ Var	YoY % Growth	2024 FY Actual	YoY $ Var	YoY % Growth
YE Golf Revenues	$ 2,370,295.42	$ 2,610,407.22	$ 240,112	10%	$ 2,743,307.38	$ 132,900	5%
YE Golf Expenses	$ 2,257,232.03	$ 2,306,162.06	$ 48,930	2%	$ 2,390,674.01	$ 84,512	4%
YE Profitability (n/i depreciation)	$ 113,063.39	$ 304,245.16	$ 191,182	169%	$ 352,633.37	$ 48,388	16%

RECOMMENDATIONS

- Track rounds by membership type not a singular member round
- The golf course and F&B are the primary amenity; Need to ensure that residents are able to enjoy aspects of amenity regardless if golfers – programming, events i.e movie nights, ice cream social
- Determine focus of the golf staff? What is the priority of growth of the game initiatives, events for residents that are non-golfers per se, revenue generation.
- Clearly delineate roles and responsibilities of governance
- Wait list for golf. Claim 320 ppl but there is not any stickiness factor or follow-up to keep engaged so do not know how "real" the waitlist is – need to determine
- Determine the vertical structures needed. Recommend not relocating everything

under one roof and displace the catering operation – financially does not make sense. As need cart storage, etc., financially worse-off, traffic flow issues, etc. Will require significant reconfiguration of golf buildings.

- Explore improvement to short game area (greater practice area) and golf simulators to increase usage in winter during slower time periods.

- Need to accentuate club atmosphere or feel – currently low common denominator as it pertains to amenities

- Not many options for private club experience – most people go to public golf if leave or some will upgrade and join Baiting Hollow, Southward Ho, etc

- Implement a waitlist deposit and offer minimal usage of golf course to increase stickiness of commitment

7. F&B AMENITY / CLUBHOUSE RECOMMENDATIONS

The F&B amenity(ies) is operated as two distinct entities separate and disparate from the golf and tennis operation in all facets save proximity. As the F&B operation is leased to two entities, the goals of the Village, members and residents are not aligned, and therefore decisions relating to hours of operation, service levels, and accessibility are not in concert with a municipal entity. The concessionaire at Peter's is financially incentivized to close the grill during off-peak hours, regardless of the impact this may have on the members' experience and perception of value. Additionally, a leased municipal asset is required to provide accessibility to all municipal residents and currently, the caterer does not do that unless said resident is attending a private event. In summary, the Village has two F&B amenities that are leased to outside vendors; (1) Peter's on the Green closes early and is not focused on catering to the tennis member or golfer during or after the round, and (2) the Country Club is accessible only to outside events and inaccessible to golfers, residents and/or members. Simply put, the Village needs one vision for the F&B amenity not multiple versions.

Purple Horse is not diminishing the contribution of the F&B Amenities nor the quality of the food, rather clearly delineate that the F&B model could be restructured to provide the desired financial results as well as creating a much-improved amenity for the members and the residents to use and enjoy. The net contribution by the F&B amenities in 2024 has been around ~$250k for the last three years.

F&B AMENITIES	2022 FY Actual	2023 FY Actual	YoY $ Var	YoY % Growth	2024 FY Actual	YoY $ Var	YoY % Growth
YE Rental Property Revenues	$ 264,010.70	$ 281,449.91	$ 17,439	7%	$ 298,769.38	$ 17,319	6%
YE Rental Property Expenses	$ 20,527.04	$ 30,060.74	$ 9,534	46%	$ 56,099.87	$ 26,039	87%
YE Profitability (n/i depreciation)	$ 243,483.66	$ 251,389.17	$ 7,906	3%	$ 242,669.51	$ (8,720)	-3%

Issues with the current structure include accessibility, financial return, amenity and on-going capital improvements. Specifically, the current agreement with the caterer does not reflect market rates in our opinion, on-going capital, or other operational expenses absorbed by the Village that would be customary in majority of leases. Lastly, the exterior of both buildings do not resemble "Bellport" aesthetically.

The growth and success of any club is driven by a core membership that is active and engaged. Members join Clubs for social engagement – regardless of where the social activities take place (i.e. golf course, tennis courts, fitness facility, or restaurant). Most clubs offer a variety of amenities to attract members. BGC has succeeded on the merits of its golf course; however, continued failure to offer a restaurant and social atmosphere which meets the expressed needs of members will hinder growth efforts and financial sustainability.

Value of Concession Arrangements - The F&B Amenities provide a nice revenue income stream to the Enterprise Fund but neither are paying market as concessionaires and neither is focused on the golf or tennis user as the core market. To this end, a few examples of leases of like catering locations at golf courses are highlighted below for illustrative purposes. All facilities include golf operations in calculating annual fee, hence, inflated over expectation. All revenue share threshold increased annually (reflecting thresholds effective 2024):

Owner	Facility	Annual Fee	Other (F&B) Revenue Share	Capital Improvement
State of Delaware	Deerfield Golf Club	$250k yrs 1-5 $300k yrs 6-10 $350k yrs 11-15	5% of Other Revenues > $2.5M Threshold	2% of Ann. Gross Revenues in Capital Improvement Fund
City of New York	Dyker Beach Golf Course	$200k yrs 1-5 $350k yrs 6-10 $500k yrs 11-15 $600k years 16-20	5% of F&B Revs < $4.7M, 10% between $4.7M & $8.1M, 15% > $8.1M	Invested initially into facilities creating/significantly upgrading so no rev share in yrs 1-5
City of New York	Pelham/Split Rock Golf Course	$550k yrs 3-5 $700k yrs 6-10 $850k yrs 11-15 $950k years 16-20	8% of all F&B Revs yrs 1-5, 9% yrs 6-10, 10% yrs 11-20	Invested initially into facilities creating/significantly upgrading so annual rent fluctuated
City of New York	La Tourette Golf Course	$300k yrs 1-5 $450k yrs 6-10 $550k yrs 11-15 $650k years 16-20	5% of F&B Revs < $2.97M, 10% between $2.97M & $4.45M, 15% > $4.45M	Invested initially into facilities

RECOMMENDATIONS

- Restructure lease to license – single operator of F&B to include catering bottom floor, top floor restaurant and Pub & Grille at Peters – increase accessibility

- Remove Caterer & create more traditional clubhouse – geared towards community & members – issue RFP to operate

- Singular Operator with cohesive vision that is aligned with the Village, not the multiple versions currently experiencing. Need to focus on what's possible not what's necessary and recognize experiential opportunity benefits all residents

- General Structure with future operator must include:
    - Initial Capital commitment
    - Annual fee increase by 3% or CPI whichever is greater
    - PILOT Tax?
    - Ongoing capital improvements
    - Commitment to restaurant on 2nd floor at minimum and redo of Peter's
    - Community based events

8. GOLF COURSE MAINTENANCE OPERATIONS

Observations and subsequent recommendations focus on both short-term and long-term goals to achieve the primary objective of improving the golf course layout and daily conditions. Balancing playability versus turfgrass health is a constant focus in order to best perception of the Club.

It is important to realize a golf course is a biological system affected by many different variables. Unfortunately, some of these variables are out of management's control. The following observations and recommendations are based on the existing conditions seen on the golf course and strategies to provide the desired product over the short and long-term.

Perception of the clientele is a key issue that should be given careful consideration when managing the conditioning and presentation of the golf course. Management should be cognizant of this as it will help guide them to better managing priorities.

OBSERVATIONS

The Parkland Golf maintains the golf course proper under a lump-sum fee for services structure. In theory, the benefit of this structure is that it puts the impetus on the maintenance provider to assume all financial risks for the conditions at a set fee each year so that the golf course Owner can transfer the vagaries of weather and inflationary pressure to the maintenance provider. Utilizing a lump-sum structure while popular does have a few pitfalls:

1. absolutely imperative to outline scope to include amount of major and minor nutrients in-season and out of season, heights of cut, frequencies, maintenance of non-golf course proper and cultural practices
2. the impetus for the service provider to make additional money is to spend less on the Owner's product
3. the maintenance provider builds in a buffer with annual maintenance fee to account for weather vagaries and inflation
4. Does not inherently encourage a long-term approach with equipment maintenance and fertilization practices

To this end, the current Agreement provides minimal checks & balances and minimally addresses items related to scope, equipment replacement and/or maintenance of which the responsibility lies with the Village. For example, as adjustments are made each year/ season/month/week the Village at a minimum should have clear viewability into tasks/man hours, frequencies of mowing and application, etc. essentially an annual agronomic plan with an integrated pest management program built out for the year. Purple Horse recognizes the maintenance of a golf course is not a static practice as Mother Nature will dictate adjustments in a 24 to a 72-hour window, however, the lack of visibility and requirements under the current structure needs improvements. To be clear, Purple Horse is not questioning the commitment or performance of Parkland as it pertains to the golf course proper, we are questioning the basic oversight and controls implemented by the Village and ability to reallocate resources dependent on needs of the facility.

GOLF COURSE PROPER

Greens – During our visits the greens were in very good condition and provided quality putting surfaces. Greens are mowed daily in-season and regular cultural practices include rolling frequently, top-dressed every two weeks, verti-cutting at least 4 times, and aerified twice annually. Foliar feeding is primary form of fertilizing through liquid applications which promotes absorption of the nutrients and less leaching through the greens profile, hence, minimal nutrient loading into the surrounding bodies of water. There are a few greens in which the team rightfully attempted to expand the greens to original shape or Raynor design feature and recapture additional putting surface, however, they have not fully filled-in and appears as triplex ring. Purple Horse expects by the next growing season this will be addressed and in good shape as the majority of the greens surface. There are currently three greens that are built to USGA Standards (#10, #5, and the new putting green).



Exhibit 1. Changing mowing pattern to match Raynor Design Features

Tees, Approaches & Fairways - are mowed at least three times weekly during the growing season. Cultural practices on the tees and approaches include verti-cutting twice annually, annual aerification and topdressing after the aerification

Bunkers – Bunkers are raked four times per week with a machine and corresponding touch up on the edges with hand raking. Some of the bunkers at Bellport due to shape, size and surrounding terrain dictate a singular entry and exit point for the bunker rake. Unfortunately, this creates inadvertent expansion of bunkers as the entry and exit point will be worn down and the sand will creep into said area.

Roughs – The roughs consist of two levels – the primary rough and the un-mowed tall fescue. The primary rough is mowed weekly and maintained at a playable height one time per week. The tall fescue areas provide nice definition and ranges in playability depending on growth, rainfall and seasonality.

Currently, the golf course is growing tall fescue throughout to provide more definition to the playing area and create an aesthetically pleasing visual. As part of that, the tall fescue has been encouraged to grow around the edges and lips of the bunker. We laud the golf team for trying to improve the aesthetics and provide "character", we question the potential double jeopardy that this might provide to the average golfer – greater height to clear the fescue when extricating oneself from the bunkers, mis-hit shot played out of bunker might stay in the fescue.

Equipment - The majority of the equipment is provided and owned by the Village of Bellport. Routine maintenance costs are the responsibility of Parkland as part of the lump-sum payment. The Village is in the midst of receiving a new equipment package as part of long-term lease. Upon review, the Village's equipment replacement plan for the equipment seems reasonable and appropriate.

Facility Presentation and Ambiance - The presentation of the facility has improved with the new tee signs. As a first-time guest or infrequent user, the limited directional signage left confusion as to location of next tee box, etc. The tee stations (where the tee signs are located) could use sprucing up to create a better feel. This could be accomplished with the addition of some perennial flowering plants. Another opportunity to impact the presentation is with

landscaping. There were minimal perennials throughout and the accessory items were not condensed into a more formal presentation on each tee box.



Exhibit 2. Golf Course Amenities/Accessories not condensed into cohesive presentation. Opportunity to incorporate inexpensive beautification



Exhibit 3. Old dilapidated green sheds that are an eyesore and have not been removed.

Irrigation System - The irrigation system is the lifeblood of every golf course and Bellport has an irrigation system that is over 30 years old and in need of improvement. The pumping system, Rainbird Nimbus system that controls satellites and sprinkler heads are functional and the pipe in ground is reported to have a normal number of leaks per year. Improved conditions (ins & outs) around the greens will necessitate an increase in watering.

Cart paths – The cart paths ranged from fairly good to desperate need of repair dependent on damage from tree roots or heavier machine traffic. Purple Horse would recommend considering

the repaving of Holes #5, 6, and 8 Tee box that are significantly damaged. There is also the opportunity to expand the cart paths in the tee and green area to prevent further erosion on unirrigated areas that make it difficult to grow grass.

RECOMMENDATIONS

- Create detailed agronomic budget and course standards to clearly define expectations for all constituents at the club.
- Create Agronomic Plan and Integrated Pest Management program
- Improve directional signage as not all users are regulars
- Address erosion issue on holes 9 through 13 by utilizing grant
- Remove dead and dying trees as well as invasive species
- Remove little sheds sprinkled throughout the golf course, i.e in between #18 & #9
- Aesthetics
    - Create aesthetically appealing accessory item area on tee boxes that condenses benches, ball washer, tee sign into singular area instead of spread
    - Flowering plant material frequency in the common ground area and around clubhouse and golf shop

9. CAPITAL RECOMMENDATIONS

Purple Horse would rank capital projections in the following order:

1. **Address Roof on Clubhouse - $300k??**
2. **Recapture Restaurant Space (2nd Floor Clubhouse) - $300k**



Exhibit 4. Current Bar area on 2nd Floor of Clubhouse

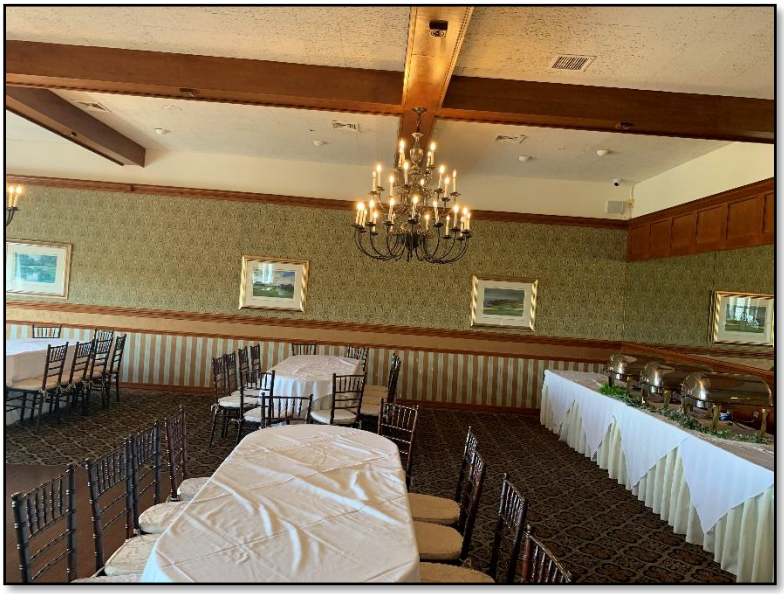


Exhibit 5. Current Interior of Restaurant Seating area on 2nd Floor of Clubhouse. Bar is part of singular space with seating area. In need of cosmetic changes at aminimum.

3. **Pub/Grille** – upgrade Peter's on the Green to pub and recapture men's locker room space - **$1M**



Exhibit 6. Entrance to Peter's on Green. Opportunity to expand outdoor seating area and upgrade presentation/aesthetics.



Exhibit 7. View of Peter's and clubhouse. Aesthetics of buildings do not match, albeit they are connected. Opportunity to expand al fresco seating and incorporate seamlessly into access to and from the golf course

4. **Redo Golf Verticals** to incorporate cart barn, club storage, locker rooms and space for simulators in singular area and razing of greenskeepers house - **$3.5M+**



Exhibit 8. View of cart park area. Gas carts on lease to own exposed to elements throughout the year. Incorporate cart storage into new building design. Would allow for electric carts instead of gas carts



Exhibit 9. Exterior of Golf Vertical facing parking lot



Exhibit 10. Example of entrance in which "critters" enter into Golf Shop Building

5. **Golf Course Upgrades -** Address and recapture Raynor stylistic approach - **$6M**
    a. **Bunkers** – currently inconsistent with depth of fairway bunkers
    b. **Raynor Templates** - #12, #5, #3, #17 and ability to recapture the original greens on 1924 plans - more imaginative/better than green designs currently
    c. **Erosion Grant** – Dredging & Bulkhead work for erosion control on creek
    d. **Tree Removal -** dead trees and invasive species.
    e. **Cart Path Repairs -** needs repairs in spots, address areas w/out irrigation
    f. **Irrigation System -** Ins & outs with newer heads to provide better coverage



Exhibit 11. Example of Raynor's green design features from 1924 survey. Good starting point as part of renovation to incorporate Raynor features.



Exhibit 12. Example of Raynor's bunker design. Staff has incorporated tall fescue around exterior of bunker



Exhibit 13. Example of lack of modern irrigation in greens surrounds negatively impacting turf coverage.



Exhibit 14. Example of lack of modern irrigation in greens surrounds negatively impacting turf coverage.



Exhibits 15-17. Example of cart repairs or expansion needed where there is no irrigation coverage to help turf survive high traffic areas





6. **General Aesthetics** – necessary to improve perception for potential members, events, and guests as sense of arrival needs to be addressed



Exhibit 18. Signage on right side of entrance. Multiple brands represented and aesthetically lacking.



Exhibit 19. Signage on left side of entrance. Aesthetically lacking and does not match signage on right side.



Exhibit 20. Large expanse of asphalt without any islands or green space.

7. **Short Game Area** – Medium Priority – enhances overall experience for membership **- $250K**



Exhibit 21. Current practice area. Shares landing area over 130 yds with #9 Fairway.



Exhibit 22. Overhead of current practice area and edge of #9 area. Ability to recapture space and create much better short game area for practice

8. **Tennis Shop & Improved Restroom - $250K**





Exhibit 23 (left). Bathroom servicing tennis players as well as entrance into tennis amenity area

Exhibit 24 (right). Interior of Tennis Shop – 10x10 shed that serves as check-in and storage.

10. FINANCIAL ANALYSIS

Option A - Status Quo w/Market Rate F&B Single Operated Concession in 2027

- Recognizes Rate Increases, Membership Increases & Capital Assessment Increase
- Assumed 20 New Members due to attrition
- No material change in usage/mix or material capital investment
- Tennis Amenity remains in GF. If moved to Enterprise Fund - +$15K per annum
- Assumed Annual Expense Increase of 2%
- Annual Net Cash Flow - $900K Stabilized

					OUT YEAR PRO FORMA					
				Status Quo	BELLPORT GC					
YEAR	Audited FY 21-22	Audited FY 22-23	Unaudited FY23-24	1 2025	2 2026	3 2027	4 2028	5 2029	Year 1-5 TOTAL
REVENUES									
Green Fees	$ 215,623	$ 216,723	$ 233,066	$ 241,452	$ 246,305	$ 251,256	$ 253,769	$ 258,869	$ 1,251,651
Cart Fees	$ 359,150	$ 364,774	$ 350,337	$ 361,504	$ 368,770	$ 376,183	$ 379,944	$ 387,581	$ 1,873,982
Tournaments	$ 43,423	$ 56,740	$ 86,359	$ 88,200	$ 89,973	$ 91,781	$ 92,699	$ 94,562	$ 457,216
Other Golf Revenues (club rental, handicap, locker, bag storage)	$ 16,459	$ 13,705	$ 12,080	$ 13,175	$ 13,307	$ 13,440	$ 13,307	$ 13,440	$ 66,668
Pro Shop Sales	$ 123,915	$ 151,665	$ 155,780	$ 155,821	$ 158,953	$ 162,148	$ 163,769	$ 167,061	$ 807,753
F&B Rental Income	$ 230,541	$ 253,937	$ 260,476	$ 265,000	$ 270,327	$ 450,000	$ 459,000	$ 468,180	$ 1,912,507
F&B Reimbursements	$ 33,470	$ 27,513	$ 38,293	$ 38,000	$ 38,764	$ 39,543	$ 39,938	$ 40,741	$ 196,986
Mtx Reimbursements	$ 12,610	$ 23,930	$ 22,088	$ 22,500	$ 22,952	$ 23,414	$ 23,648	$ 24,123	$ 116,637
Tennis - Annual Dues	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Golf - Annual Membership Fees	$ 1,485,072	$ 1,660,866	$ 1,743,469	$ 1,915,625	$ 1,934,781	$ 1,954,129	$ 1,934,781	$ 1,954,129	$ 9,693,446
Golf - Initiation Fees	$ 16,500	$ 42,500	$ 60,000	$ 60,000	$ 60,600	$ 61,206	$ 61,818	$ 62,436	$ 306,060
Capital Assessment	$ 99,750	$ 98,250	$ 101,500	$ 161,125	$ 162,736	$ 164,364	$ 166,007	$ 167,667	$ 821,899
Miscellaneous Income	$ 10,403	$ 5,684	$ 1,114	$ 1,585	$ 1,601	$ 1,617	$ 1,633	$ 1,650	$ 8,086
TOTAL REVENUE	**$ 2,646,916**	**$ 2,916,287**	**$ 3,064,562**	**$ 3,323,987**	**$ 3,369,069**	**$ 3,589,080**	**$ 3,590,314**	**$ 3,640,440**	**$ 17,512,891**
COST OF SALES									
COGS - Pro Shop Merch. 70%	$ 73,690	$ 97,869	$ 106,778	$ 111,756	$ 111,267	$ 113,504	$ 114,639	$ 116,943	$ 568,108
GROSS INCOME	**$ 2,573,225**	**$ 2,818,418**	**$ 2,957,784**	**$ 3,212,232**	**$ 3,257,802**	**$ 3,475,576**	**$ 3,475,675**	**$ 3,523,498**	**$ 16,944,783**
LABOR									
Golf Operations	$ 274,193	$ 290,053	$ 340,564	$ 352,760	$ 359,815	$ 367,012	$ 374,352	$ 381,839	$ 1,835,777
Total Direct Labor	**$ 274,193**	**$ 290,053**	**$ 340,564**	**$ 352,760**	**$ 359,815**	**$ 367,012**	**$ 374,352**	**$ 381,839**	**$ 1,835,777**
Total Payroll Taxes 7.8%	$ 23,397	$ 23,012	$ 26,579	$ 27,531	$ 29,802	$ 30,398	$ 31,006	$ 31,626	$ 150,361
Total Medical/Health Benefits 43.3%	$ 203,695	$ 136,195	$ 147,542	$ 152,825	$ 155,882	$ 159,000	$ 162,180	$ 165,423	$ 795,310
Insurance - Workers Comp 6.0%	$ 18,393	$ 16,396	$ 20,595	$ 21,333	$ 21,759	$ 22,195	$ 22,638	$ 23,091	$ 111,016
TOTAL LABOR	**$ 519,678**	**$ 465,656**	**$ 535,280**	**$ 554,449**	**$ 567,258**	**$ 578,603**	**$ 590,175**	**$ 601,979**	**$ 2,892,465**
Labor Burden %	89.5%	60.5%	57.2%	57%	58%	58%	58%	58%	
OPERATIONAL EXPENSES									
Golf Operations	$ 51,167	$ 62,127	$ 55,184	$ 57,450	$ 58,599	$ 59,771	$ 60,966	$ 62,186	$ 298,972
General & Administrative	$ 42,819	$ 46,207	$ 38,110	$ 39,000	$ 39,780	$ 40,576	$ 41,387	$ 42,215	$ 202,958
Golf Course Maintenance	$ 67,632	$ 77,468	$ 106,464	$ 87,800	$ 88,678	$ 89,565	$ 90,460	$ 91,365	$ 447,868
Food and Beverage	$ 20,527	$ 30,061	$ 56,100	$ 59,500	$ 60,690	$ 61,904	$ 63,142	$ 64,405	$ 309,640
Locker Room Expense	$ 68,074	$ 82,242	$ 64,328	$ 72,000	$ 73,440	$ 74,909	$ 76,407	$ 77,935	$ 374,691
Golf Course Maintenance - **Contracted Fees For Services**	$ 1,002,692	$ 914,366	$ 929,417	$ 916,008	$ 925,168	$ 934,420	$ 943,764	$ 953,202	$ 4,672,561
Cart Lease	$ 55,991	$ 24,323	$ 53,490	$ 48,089	$ 74,943	$ 74,943	$ 74,943	$ 74,943	$ 347,859
Equipment Purchases/Lease	$ 78,395	$ 80,782	$ 212,430	$ 188,539	$ 188,539	$ 188,539	$ 188,539	$ 3,304	$ 757,462
Tennis Expenses	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Spec Mem Assessment Spend	$ 30,793	$ 116,486	$ 66,664	$ 161,125	$ 162,736	$ 164,364	$ 166,007	$ 167,667	$ 821,899
Village Allocation (Insurance, Accting, etc)	$ 80,264	$ 86,598	$ 94,656	$ 102,000	$ 104,040	$ 106,121	$ 108,243	$ 110,408	$ 530,812
TOTAL OPERATIONAL EXPENSES	**$ 1,498,353**	**$ 1,520,659**	**$ 1,676,842**	**$ 1,731,511**	**$ 1,776,613**	**$ 1,795,110**	**$ 1,813,859**	**$ 1,647,629**	**$ 8,764,723**
TOTAL EXPENSES	**$ 2,018,031**	**$ 1,986,315**	**$ 2,212,122**	**$ 2,285,960**	**$ 2,343,871**	**$ 2,373,713**	**$ 2,404,035**	**$ 2,249,608**	**$ 11,657,188**
EBITDA	**$ 555,194**	**$ 832,103**	**$ 745,662**	**$ 926,271**	**$ 913,931**	**$ 1,101,863**	**$ 1,071,641**	**$ 1,273,890**	**$ 5,287,595**
CASH FLOW ADJUSTMENTS									
- Depreciation	$ 147,058	$ 137,966	$ -	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000
- Amortization	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
- Interfund Transfer	$ 198,824	$ 276,141	$ 150,158	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 1,000,000
BALANCE	**$ 345,882**	**$ 414,107**	**$ 150,158**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 1,750,000**
NET INCOME	**$ 209,312**	**$ 417,996**	**$ 595,504**	**$ 576,271**	**$ 563,931**	**$ 751,863**	**$ 721,641**	**$ 923,890**	**$ 3,537,595**
NET CASH FLOW (DEP ADDED BACK)	**$ 356,370**	**$ 555,962**	**$ 595,504**	**$ 726,271**	**$ 713,931**	**$ 901,863**	**$ 871,641**	**$ 1,073,890**	**$ 4,287,595**
CUMULATIVE NCF				**$ 726,271**	**$ 1,440,202**	**$ 2,342,065**	**$ 3,213,706**	**$ 4,287,595**	

Option B – Remove Catering Function

- Recognizes Rate Increases, Membership Increases & Capital Assessment Increase
- Assumed 20 New Members due to attrition
- Assume F&B is concessioned w/single operator - clubhouse is open to members and residents
- Anticipate F&B Operation is break-even
- Tennis Amenity moved to Enterprise Fund
- Assumed Annual Expense Increase of 2%
- Annual Net Cash Flow - $475K Stabilized

					OUT YEAR PRO FORMA					
				No Catering - F&B Profit Minimal	BELLPORT GC					
YEAR		Audited FY 21-22	Audited FY 22-23	Unaudited FY23-24	1 2025	2 2026	3 2027	4 2028	5 2029	Year 1-5 TOTAL
REVENUES										
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Cart Fees		$ 359,150	$ 364,774	$ 350,337	$ 361,504	$ 368,770	$ 376,183	$ 379,944	$ 387,581	$ 1,873,982
Tournaments		$ 43,423	$ 56,740	$ 86,359	$ 88,200	$ 89,973	$ 91,781	$ 92,699	$ 94,562	$ 457,216
Other Golf Revenues (club rental, handicap, locker, bag storage)		$ 16,459	$ 13,705	$ 12,080	$ 13,175	$ 13,307	$ 13,440	$ 13,307	$ 13,440	$ 66,668
Pro Shop Sales		$ 123,915	$ 151,665	$ 155,780	$ 155,821	$ 158,953	$ 162,148	$ 163,769	$ 167,061	$ 807,753
F&B Rental Income		$ 230,541	$ 253,937	$ 260,476	$ 265,000	$ 270,327	$ -	$ -	$ -	$ 535,327
F&B Reimbursements		$ 33,470	$ 27,513	$ 38,293	$ 38,000	$ 38,764	$ 39,543	$ 39,938	$ 40,741	$ 196,986
Mtx Reimbursements		$ 12,610	$ 23,930	$ 22,088	$ 22,500	$ 22,952	$ 23,414	$ 23,648	$ 24,123	$ 116,637
Tennis - Annual Dues & Court Fees		$ -	$ -	$ -	$ 90,000	$ 90,900	$ 91,809	$ 92,727	$ 93,654	$ 459,090
Golf - Annual Membership Fees		$ 1,485,072	$ 1,660,866	$ 1,743,469	$ 1,915,625	$ 1,934,781	$ 1,954,129	$ 1,934,781	$ 1,954,129	$ 9,693,446
Golf - Initiation Fees		$ 16,500	$ 42,500	$ 60,000	$ 60,000	$ 60,600	$ 61,206	$ 61,818	$ 62,436	$ 306,060
Capital Assessment		$ 99,750	$ 98,250	$ 101,500	$ 161,125	$ 162,736	$ 164,364	$ 166,007	$ 167,667	$ 821,899
Miscellaneous Income		$ 10,403	$ 5,684	$ 1,114	$ 1,585	$ 1,601	$ 1,617	$ 1,633	$ 1,650	$ 8,086
TOTAL REVENUE		$ 2,646,916	$ 2,916,287	$ 3,064,562	$ 3,323,987	$ 3,459,969	$ 3,230,889	$ 3,224,041	$ 3,265,915	$ 16,504,802
COST OF SALES										
COGS - Pro Shop Merch.	70%	$ 73,690	$ 97,869	$ 106,778	$ 111,756	$ 111,267	$ 113,504	$ 114,639	$ 116,943	$ 568,108
GROSS INCOME		$ 2,573,225	$ 2,818,418	$ 2,957,784	$ 3,212,232	$ 3,348,702	$ 3,117,385	$ 3,109,403	$ 3,148,972	$ 15,936,694
LABOR										
Golf Operations		$ 274,193	$ 290,053	$ 340,564	$ 352,760	$ 359,815	$ 367,012	$ 374,352	$ 381,839	$ 1,835,777
Total Direct Labor		$ 274,193	$ 290,053	$ 340,564	$ 352,760	$ 359,815	$ 367,012	$ 374,352	$ 381,839	$ 1,835,777
Total Payroll Taxes	7.8%	$ 23,397	$ 23,012	$ 26,579	$ 27,531	$ 29,802	$ 30,398	$ 31,006	$ 31,626	$ 150,361
Total Medical/Health Benefits	43.3%	$ 203,695	$ 136,195	$ 147,542	$ 152,825	$ 155,882	$ 159,000	$ 162,180	$ 165,423	$ 795,310
Insurance - Workers Comp	6.0%	$ 18,393	$ 16,396	$ 20,595	$ 21,333	$ 21,759	$ 22,195	$ 22,638	$ 23,091	$ 111,016
TOTAL LABOR		$ 519,678	$ 465,656	$ 535,280	$ 554,449	$ 567,258	$ 578,603	$ 590,175	$ 601,979	$ 2,892,465
Labor Burden %		89.5%	60.5%	57.2%	57%	58%	58%	58%	58%	
OPERATIONAL EXPENSES										
Golf Operations		$ 51,167	$ 62,127	$ 55,184	$ 57,450	$ 58,599	$ 59,771	$ 60,966	$ 62,186	$ 298,972
General & Administrative		$ 42,819	$ 46,207	$ 38,110	$ 39,000	$ 39,780	$ 40,576	$ 41,387	$ 42,215	$ 202,958
Golf Course Maintenance		$ 67,632	$ 77,468	$ 106,464	$ 87,800	$ 88,678	$ 89,565	$ 90,460	$ 91,365	$ 447,868
Food and Beverage		$ 20,527	$ 30,061	$ 56,100	$ 59,500	$ 60,690	$ 61,904	$ 63,142	$ 64,405	$ 309,640
Locker Room Expense		$ 68,074	$ 82,242	$ 64,328	$ 72,000	$ 73,440	$ 74,909	$ 76,407	$ 77,935	$ 374,691
Golf Course Maintenance - Contracted Fees For Services		$ 1,002,692	$ 914,366	$ 929,417	$ 916,008	$ 925,168	$ 934,420	$ 943,764	$ 953,202	$ 4,672,561
Cart Lease		$ 55,991	$ 24,323	$ 53,490	$ 48,089	$ 74,943	$ 74,943	$ 74,943	$ 74,943	$ 347,859
Equipment Purchases/Lease		$ 78,395	$ 80,782	$ 212,430	$ 188,539	$ 188,539	$ 188,539	$ 188,539	$ 3,304	$ 757,462
Tennis Expenses		$ -	$ -	$ -	$ 72,000	$ 72,720	$ 74,174	$ 75,658	$ 77,171	$ 371,723
Spec Mem Assessment Spend		$ 30,793	$ 116,486	$ 66,664	$ 161,125	$ 162,736	$ 164,364	$ 166,007	$ 167,667	$ 821,899
Village Allocation (Insurance, Accting, etc)		$ 80,264	$ 86,598	$ 94,656	$ 102,000	$ 104,040	$ 106,121	$ 108,243	$ 110,408	$ 530,812
TOTAL OPERATIONAL EXPENSES		$ 1,498,353	$ 1,520,659	$ 1,676,842	$ 1,803,511	$ 1,849,333	$ 1,869,285	$ 1,889,517	$ 1,724,800	$ 9,136,447
TOTAL EXPENSES		$ 2,018,031	$ 1,986,315	$ 2,212,122	$ 2,357,960	$ 2,416,591	$ 2,447,888	$ 2,479,692	$ 2,326,779	$ 12,028,911
EBITDA		$ 555,194	$ 832,103	$ 745,662	$ 854,271	$ 932,111	$ 669,498	$ 629,710	$ 822,193	$ 3,907,782
CASH FLOW ADJUSTMENTS										
- Depreciation		$ 147,058	$ 137,966	$ -	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000
- Amortization		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
- Interfund Transfer		$ 198,824	$ 276,141	$ 150,158	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 1,000,000
BALANCE		$ 345,882	$ 414,107	$ 150,158	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 1,750,000
NET INCOME		$ 209,312	$ 417,996	$ 595,504	$ 504,271	$ 582,111	$ 319,498	$ 279,710	$ 472,193	$ 2,157,782
NET CASH FLOW (DEP ADDED BACK)		$ 356,370	$ 555,962	$ 595,504	$ 654,271	$ 732,111	$ 469,498	$ 429,710	$ 622,193	$ 2,907,782
CUMULATIVE NCF					$ 654,271	$ 1,386,382	$ 1,855,879	$ 2,285,589	$ 2,907,782	

Option C – Hybrid Structure

- Recognizes Rate Increases, Membership Increases & Capital Assessment Increase
- Assumed 20 New Members due to attrition
- Assume F&B is concessioned w/single operator – 2nd floor is open to members and residents during evenings Th-Sa, catering events on first floor
- Tennis Amenity moved to Enterprise Fund
- Assumed Annual Expense Increase of 2%
- Annual Net Cash Flow - $625K Stabilized

					OUT YEAR PRO FORMA					
				No Catering - F&B Catering Hybrid			BELLPORT GC			
YEAR		Audited FY 21-22	Audited FY 22-23	Unaudited FY23-24	1 2025	2 2026	3 2027	4 2028	5 2029	Year 1-5 TOTAL
REVENUES										
Green Fees		$ 215,623	$ 216,723	$ 233,066	$ 241,452	$ 246,305	$ 251,256	$ 253,769	$ 258,869	$ 1,251,651
Cart Fees		$ 359,150	$ 364,774	$ 350,337	$ 361,504	$ 368,770	$ 376,183	$ 379,944	$ 387,581	$ 1,873,982
Tournaments		$ 43,423	$ 56,740	$ 86,359	$ 88,200	$ 89,973	$ 91,781	$ 92,699	$ 94,562	$ 457,216
Other Golf Revenues (club rental, handicap, locker, bag storage)		$ 16,459	$ 13,705	$ 12,080	$ 13,175	$ 13,307	$ 13,440	$ 13,307	$ 13,440	$ 66,668
Pro Shop Sales		$ 123,915	$ 151,665	$ 155,780	$ 155,821	$ 158,953	$ 162,148	$ 163,769	$ 167,061	$ 807,753
F&B Rental Income		$ 230,541	$ 253,937	$ 260,476	$ 265,000	$ 270,327	$ 150,000	$ 153,000	$ 156,060	$ 994,387
F&B Reimbursements		$ 33,470	$ 27,513	$ 38,293	$ 38,000	$ 38,764	$ 39,543	$ 39,938	$ 40,741	$ 196,986
Mtx Reimbursements		$ 12,610	$ 23,930	$ 22,088	$ 22,500	$ 22,952	$ 23,414	$ 23,648	$ 24,123	$ 116,637
Tennis - Annual Dues & Court Fees		$ -	$ -	$ -	$ 90,000	$ 90,900	$ 91,809	$ 92,727	$ 93,654	$ 459,090
Golf - Annual Membership Fees		$ 1,485,072	$ 1,660,866	$ 1,743,469	$ 1,915,625	$ 1,934,781	$ 1,954,129	$ 1,973,670	$ 1,993,407	$ 9,771,613
Golf - Initiation Fees		$ 16,500	$ 42,500	$ 60,000	$ 60,000	$ 60,600	$ 61,206	$ 61,818	$ 62,436	$ 306,060
Capital Assessment		$ 99,750	$ 98,250	$ 101,500	$ 161,125	$ 162,736	$ 164,364	$ 166,007	$ 167,667	$ 821,899
Miscellaneous Income		$ 10,403	$ 5,684	$ 1,114	$ 1,585	$ 1,601	$ 1,617	$ 1,633	$ 1,650	$ 8,086
TOTAL REVENUE		$ 2,646,916	$ 2,916,287	$ 3,064,562	$ 3,323,987	$ 3,459,969	$ 3,380,889	$ 3,415,930	$ 3,461,253	$ 17,042,029
COST OF SALES										
COGS - Pro Shop Merch.	70%	$ 73,690	$ 97,869	$ 106,778	$ 111,756	$ 111,267	$ 113,504	$ 114,639	$ 116,943	$ 568,108
GROSS INCOME		$ 2,573,225	$ 2,818,418	$ 2,957,784	$ 3,212,232	$ 3,348,702	$ 3,267,385	$ 3,301,292	$ 3,344,310	$ 16,473,921
LABOR										
Golf Operations		$ 274,193	$ 290,053	$ 340,564	$ 352,760	$ 359,815	$ 367,012	$ 374,352	$ 381,839	$ 1,835,777
Total Direct Labor		$ 274,193	$ 290,053	$ 340,564	$ 352,760	$ 359,815	$ 367,012	$ 374,352	$ 381,839	$ 1,835,777
Total Payroll Taxes	7.8%	$ 23,397	$ 23,012	$ 26,579	$ 27,531	$ 29,802	$ 30,398	$ 31,006	$ 31,626	$ 150,361
Total Medical/Health Benefits	43.3%	$ 203,695	$ 136,195	$ 147,542	$ 152,825	$ 155,882	$ 159,000	$ 162,180	$ 165,423	$ 795,310
Insurance - Workers Comp	6.0%	$ 18,393	$ 16,396	$ 20,595	$ 21,333	$ 21,759	$ 22,195	$ 22,638	$ 23,091	$ 111,016
TOTAL LABOR		$ 519,678	$ 465,656	$ 535,280	$ 554,449	$ 567,258	$ 578,603	$ 590,175	$ 601,979	$ 2,892,465
Labor Burden %		89.5%	60.5%	57.2%	57%	58%	58%	58%	58%	
OPERATIONAL EXPENSES										
Golf Operations		$ 51,167	$ 62,127	$ 55,184	$ 57,450	$ 58,599	$ 59,771	$ 60,966	$ 62,186	$ 298,972
General & Administrative		$ 42,819	$ 46,207	$ 38,110	$ 39,000	$ 39,780	$ 40,576	$ 41,387	$ 42,215	$ 202,958
Golf Course Maintenance		$ 67,632	$ 77,468	$ 106,464	$ 87,800	$ 88,678	$ 89,565	$ 90,460	$ 91,365	$ 447,868
Food and Beverage		$ 20,527	$ 30,061	$ 56,100	$ 59,500	$ 60,690	$ 61,904	$ 63,142	$ 64,405	$ 309,640
Locker Room Expense		$ 68,074	$ 82,242	$ 64,328	$ 72,000	$ 73,440	$ 74,909	$ 76,407	$ 77,935	$ 374,691
Golf Course Maintenance - **Contracted Fees For Services**		$ 1,002,692	$ 914,366	$ 929,417	$ 916,008	$ 925,168	$ 934,420	$ 943,764	$ 953,202	$ 4,672,561
Cart Lease		$ 55,991	$ 24,323	$ 53,490	$ 48,089	$ 74,943	$ 74,943	$ 74,943	$ 74,943	$ 347,859
Equipment Purchases/Lease		$ 78,395	$ 80,782	$ 212,430	$ 188,539	$ 188,539	$ 188,539	$ 188,539	$ 3,304	$ 757,462
Tennis Expenses		$ -	$ -	$ -	$ 72,000	$ 72,720	$ 74,174	$ 75,658	$ 77,171	$ 371,723
Spec Mem Assessment Spend		$ 30,793	$ 116,486	$ 66,664	$ 161,125	$ 162,736	$ 164,364	$ 166,007	$ 167,667	$ 821,899
Village Allocation (Insurance, Accting, etc)		$ 80,264	$ 86,598	$ 94,656	$ 102,000	$ 104,040	$ 106,121	$ 108,243	$ 110,408	$ 530,812
TOTAL OPERATIONAL EXPENSES		$ 1,498,353	$ 1,520,659	$ 1,676,842	$ 1,803,511	$ 1,849,333	$ 1,869,285	$ 1,889,517	$ 1,724,800	$ 9,136,447
TOTAL EXPENSES		$ 2,018,031	$ 1,986,315	$ 2,212,122	$ 2,357,960	$ 2,416,591	$ 2,447,888	$ 2,479,692	$ 2,326,779	$ 12,028,911
EBITDA		$ 555,194	$ 832,103	$ 745,662	$ 854,271	$ 932,111	$ 819,498	$ 821,599	$ 1,017,531	$ 4,445,010
CASH FLOW ADJUSTMENTS										
- Depreciation		$ 147,058	$ 137,966	$ -	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 750,000
- Amortization		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
- Interfund Transfer		$ 198,824	$ 276,141	$ 150,158	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 1,000,000
BALANCE		$ 345,882	$ 414,107	$ 150,158	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 1,750,000
NET INCOME		$ 209,312	$ 417,996	$ 595,504	$ 504,271	$ 582,111	$ 469,498	$ 471,599	$ 667,531	$ 2,695,010
NET CASH FLOW (DEP ADDED BACK)		$ 356,370	$ 555,962	$ 595,504	$ 654,271	$ 732,111	$ 619,498	$ 621,599	$ 817,531	$ 3,445,010
CUMULATIVE NCF					$ 654,271	$ 1,386,382	$ 2,005,879	$ 2,627,479	$ 3,445,010	

VARIATIONS TO MODEL

Golf Operation Options

- Status Quo – albeit structure is dilapidated, roof leaks, critters have access, built on remains of prior building
- Move to Clubhouse and renovate existing golf shop vertical to include Cart barn & bag storage
    - Logistically challenging, poor traffic flow, increase labor, retrofit current clubhouse ($1,500,000 initially; $35k additional expense annually) – **Option B only**
- Renovate & expand existing golf shop to include cart barn, bag storage, locker rooms & simulators
    - Increase Traffic during winter, improve traffic flow, open up restrooms for Tennis Amenity Renovate Men's Locker Room ($3.5M+ initially, assume simulators break-even)

Golf Course Options

- Status Quo – no material changes
- Recapture select Raynor Green Templates, Signature Bunkering - $3.5M
- New Irrigation system - $2.5M
    - System is old and will need replacement.
    - Well pump (water supply) needs replacement in near future
- Fescue Maintenance & Management
- Short game area to replace current practice area - $300K

Capital investment in Golf Course Proper ($6M); Annual Maintenance Expense Increase ($100K), Unaccompanied Guest Tee Times Daily (2 tee times, $200 pp, $11.2k wkly), Annual Revenue Growth ($250k), Membership Rate Increase Annually ($400k); net +$500k improvement annually

Tennis Options

- Status Quo – no material changes
- Tennis Shop & Bathroom
    - New Building - $400k
    - Build into Storage Area of Caterer - $150k
- Windscreens, Benches, Umbrellas - $30k

Amenity Options

- Status Quo – no material changes
- Clubhouse Roof
- Redo Peter's into Pub & Grille Amenity w/outside patio area
- Reclad Exterior of Clubhouse – look like Village of Bellport

- Improve Sense of Arrival
    - Slurry Seal parking lot
    - Landscape Islands
    - Tennis Entrance - upgrade
- Renovate Ice House – utilize as halfway house
- Short game area to replace current practice area

OBSERVATIONS

- Option A – status quo w/market rate lease for banquet business – baseline
- Option B – removal of catering revenue stream is most risky to long term success of facility
- Option C - meets needs of all stakeholders and optimizes revenue streams
- Redoing Golf Verticals provides minimal financial return other than catering revenue stream maintained
- Recapturing Clubhouse and building separate Catering Hall – If Catering Hall costs more than $3M, likely does not make sense
- Golf Course Proper Redo creates +$500k cash flow on ~$6M investment – will need to tweak operational model to encourage select unaccompanied guest play
- Village asset that needs to provide appropriate amenity for all residents

11. UNDERLYING ASSUMPTIONS AND LIMITING CONDITIONS

In conducting their analysis, Purple Horse made the following assumptions, except as otherwise noted in our report:

1. There are no zoning, building, safety, environmental or other federal, state or local laws, regulations or codes which would prohibit or impair the development, marketing or operation of the subject project in the manner contemplated in our report, and the subject project will be developed, marketed and operated in compliance with all applicable laws, regulations and codes.

2. No material changes will occur in (a) any federal, state or local law, regulation or code (including, without limitation, the Internal Revenue Code) affecting the subject project, or (b) any federal, state or local grant, financing or other program which is to be utilized in connection with the subject project.

3. The local, national and international economies will not deteriorate, and there will be no significant changes in interest rates or in rates of inflation or deflation.

4. Adequate transportation, utilities and governmental facilities will serve the subject project.

5. The subject project will not be subjected to any war, energy crisis, embargo, strike, earthquake, flood, fire or other casualty or act of God.

6. The golf course will be marketed and operated in a highly professional manner.

7. Revenue projected does not include sales taxes.

8. No projects will be developed which will be in competition with the subject project

9. There are neither existing judgments nor any pending or threatened litigation, which

could hinder the development, marketing or operation of the subject project.

10. The analysis will be subject to the following limiting conditions, except as otherwise noted in our report:
    - The analysis contained in this report necessarily incorporates numerous estimates and assumptions with respect to property performance, general and local business and economic conditions, the absence of material changes in the competitive environment and other matters. Some estimates or assumptions, however, inevitably will not materialize, and unanticipated events and circumstances may occur; therefore, actual results achieved during the period covered by our analysis will vary from our estimates and the variations may be material.

    - All estimates of future dollar amounts are based on the current value of the dollar, without any allowance for inflation or deflation.

    - We have no responsibility for considerations requiring expertise in other fields. Such considerations include, but are not limited to, legal matters, environmental matters, architectural matters, geologic considerations, such as soils and seismic stability, and civil, mechanical, electrical, structural and other engineering matters.

    - Information, estimates and opinions contained in or referred to in our report, which we have obtained from sources outside of this office, are assumed to be reliable and have not been independently verified.

    - The conclusions and recommendations in our report are subject to these Underlying Assumptions and Limiting Conditions and to any additional assumptions or conditions set forth in the body of our report.

APPENDIX

ENTERPRISE FUND DETAIL – BELLPORT GC ROUNDS & REVENUES

		Audited - 2022 FY Actual	Audited - 2023 FY Actual	YoY $ Var	YoY % Growth	Unaudited 2024 FY Actual	YoY $ Var	YoY % Growth
Rounds	**Total**	**23139**	**23022**					
	Member	18911	18598					
	Guests & Outings (outings ~1k)	3188	3497					
	Residents	829	694					
	Guests of Residents	211	233					
Carts		**11820**	**14586**					
	% of Riders	51%	63%					
Revenue Summary								
	Golf Revenue	**$ 1,617,780.81**	**$ 1,815,320.51**	**$ 197,540**	**12%**	**$ 1,917,048.65**	**$ 101,728**	**6%**
	Memberships	$ 1,485,071.58	$ 1,660,865.78	$ 175,794	12%	$ 1,743,469.11	$ 82,603	5%
	Initiation	$ 16,500.00	$ 42,500.00	$ 26,000	158%	$ 60,000.00	$ 17,500	41%
	Handicap	$ 1,950.00	$ 1,250.00	$ (700)	-36%	$ 1,290.00	$ 40	3%
	Bag Storage	$ 10,909.23	$ 8,782.63	$ (2,127)	-19%	$ 8,948.34	$ 166	2%
	Special Assessment	$ 99,750.00	$ 98,250.00	$ (1,500)	-2%	$ 101,500.00	$ 3,250	3%
	Locker Fees	$ 3,600.00	$ 3,672.10	$ 72	2%	$ 1,841.20	$ (1,831)	-50%
	Pro Shop Daily Fee	**$ 631,681.71**	**$ 669,998.33**	**$ 38,317**	**6%**	**$ 709,058.74**	**$ 39,060**	**6%**
	Greens Fees	$ 215,623.03	$ 216,723.04	$ 1,100	1%	$ 233,066.00	$ 16,343	8%
	Golf Tournaments	$ 43,423.00	$ 56,740.49	$ 13,317	31%	$ 86,359.51	$ 29,619	52%
	Cart Rentals	$ 359,150.00	$ 364,774.09	$ 5,624	2%	$ 350,336.53	$ (14,438)	-4%
	Special Orders	$ 13,485.68	$ 31,760.71	$ 18,275	136%	$ 39,296.70	$ 7,536	24%
	Pro Shop Revenue (Merch)	**$ 110,429.31**	**$ 119,904.27**	**$ 9,475**	**9%**	**$ 116,586.34**	**$ (3,318)**	**-3%**
	Rental of Real Property	**$ 276,620.78**	**$ 305,880.19**	**$ 29,259**	**11%**	**$ 321,357.84**	**$ 15,478**	**5%**
	Country Club Rent	$ 218,441.00	$ 240,987.00	$ 22,546	10%	$ 246,675.96	$ 5,689	2%
	Lesson Rental		$ 500.00	$ 500	0%	$ 500.00	$ -	0%
	Heating Fuel BCC	$ 19,890.78	$ 7,363.48	$ (12,527)	-63%	$ 5,861.84	$ (1,502)	-20%
	BCC Insurance Reimbursement	$ -	$ -	$ -	0%	$ 15,610.00	$ 15,610	0%
	Grill Room Rent	$ 12,100.00	$ 12,950.00	$ 850	7%	$ 13,800.00	$ 850	7%
	Utilities Grill Room	$ 13,578.92	$ 20,149.43	$ 6,571	48%	$ 16,821.58	$ (3,328)	-17%
	Parkland Reimbursements	$ 12,610.08	$ 23,930.28	$ 11,320	90%	$ 22,088.46	$ (1,842)	-8%
	Miscellaneous	**$ 10,403.59**	**$ 5,184.11**	**$ (5,219)**	**-50%**	**$ 613.65**	**$ (4,570)**	**-88%**
	TOTAL REVENUES	**$ 2,646,916.20**	**$ 2,916,287.41**	**$ 269,371**	**10%**	**$ 3,064,665.22**	**$ 148,378**	**5%**

ENTERPRISE FUND DETAIL - BELLPORT GC EXPENSES

Expenditure Summary Name	Audited - 2022 FY Actual	Audited - 2023 FY Actual	YoY $ Var	YoY % Growth	Unaudited 2024 FY Actual	YoY $ Var	YoY % Growth
Bank Charges (Credit Cards)	**$ 17,079.72**	**$ 18,966.24**	**$ 1,887**	**11%**	**$ 20,818.32**	**$ 1,852**	**10%**
Spec Item - Unallocated Liability	**$ 80,263.54**	**$ 86,597.61**	**$ 6,334**	**8%**	**$ 94,655.72**	**$ 8,058**	**9%**
Village (Depreciation)	**$ 147,058.15**	**$ 137,966.27**	**$ (9,092)**	**-6%**	**$ -**	**$ (137,966)**	**-100%**
Golf Course	**$ 1,197,322.02**	**$ 1,207,649.09**	**$ 10,327**	**1%**	**$ 1,328,488.68**	**$ 120,840**	**10%**
Eq Purchase	$ -	$ 2,815.80	$ 2,816	#DIV/0!	$ 97,894.92	$ 95,079	3377%
Personal Services	$ 2,424.58	$ -	$ (2,425)	-100%		$ -	#DIV/0!
Materials & Supplies	$ 2,408.41	$ 7,009.82	$ 4,601	191%	$ 12,698.98	$ 5,689	81%
Heating Fuel & Oil	$ 30,787.92	$ 1,147.17	$ (29,641)	-96%		$ (1,147)	-100%
Electric	$ 2,766.50	$ 3,330.56	$ 564	20%	$ 2,844.79	$ (486)	-15%
Fuel	$ 16,147.30	$ 21,498.97	$ 5,352	33%	$ 17,913.63	$ (3,585)	-17%
Fees for Services	$ 1,002,692.02	$ 914,366.80	$ (88,325)	-9%	$ 929,417.25	$ 15,050	2%
Eq Lease	$ 78,394.86	$ 77,966.99	$ (428)	-1%	$ 114,534.64	$ 36,568	47%
Repairs to Eq	$ 7,524.51	$ 3,867.84	$ (3,657)	-49%	$ 4,118.99	$ 251	6%
Repairs to Property	$ 17,809.74	$ 18,545.75	$ 736	4%	$ 13,513.58	$ (5,032)	-27%
Special Mem Assessment	$ 30,793.47	$ 116,485.75	$ 85,692	278%	$ 66,664.14	$ (49,822)	-43%
Other Expenses	$ 5,572.71	$ 40,613.64	$ 35,041	629%	$ 68,887.76	$ 28,274	70%
Pro Shop	**$ 455,040.94**	**$ 474,372.00**	**$ 19,331**	**4%**	**$ 556,015.75**	**$ 81,644**	**17%**
Asst	$ 82,308.99	$ 85,547.33	$ 3,238	4%	$ 104,722.03	$ 19,175	22%
Golf Pro	$ 107,042.81	$ 114,405.99	$ 7,363	7%	$ 138,211.90	$ 23,806	21%
Seasonal	$ 84,841.67	$ 82,430.70	$ (2,411)	-3%	$ 55,118.85	$ (27,312)	-33%
Mgr/Allo	$ -	$ 7,669.62	$ 7,670	0%	$ 42,511.61	$ 34,842	454%
Direct Labor	***$ 274,193.47***	***$ 290,053.64***	**$ 15,860**	**6%**	***$ 340,564.39***	**$ 50,511**	**17%**
Materials & Supplies	$ 5,005.77	$ 4,161.38	$ (844)	-17%	$ 6,731.73	$ 2,570	62%
GS - COGS	$ 73,690.41	$ 97,869.11	$ 24,179	33%	$ 106,777.88	$ 8,909	9%
Electric	$ 6,029.78	$ 5,808.30	$ (221)	-4%	$ 5,524.02	$ (284)	-5%
Telephone	$ 7,990.67	$ 7,911.12	$ (80)	-1%	$ 7,908.09	$ (3)	0%
Gas	$ 4,570.94	$ 4,880.93	$ 310	7%	$ 4,909.42	$ 28	1%
Handicap	$ 11,974.00	$ 12,624.00	$ 650	5%	$ 12,660.00	$ 36	0%
Dues	$ 2,110.00	$ 1,585.00	$ (525)	-25%	$ 1,225.00	$ (360)	-23%
Cleaning Services	$ 1,946.80	$ 2,164.08	$ 217	11%	$ 2,122.59	$ (41)	-2%
Central Alarm	$ 1,005.00	$ 624.00	$ (381)	-38%	$ 558.00	$ (66)	-11%
Cart Lease	$ 55,990.60	$ 24,323.09	$ (31,668)	-57%	$ 53,489.89	$ 29,167	120%
Repairs Eq & Prop	$ 780.82	$ 5,542.26	$ 4,761	610%	$ 1,627.00	$ (3,915)	-71%
Other Expenses	$ 9,368.68	$ 16,620.81	$ 7,252	77%	$ 10,716.74	$ (5,904)	-36%
Golf Newsletter	$ 384.00	$ 205.00	$ (179)	-47%	$ 1,201.00	$ 996	486%
Country Club	**$ 20,527.04**	**$ 30,060.74**	**$ 9,534**	**46%**	**$ 56,099.87**	**$ 26,039**	**87%**
Equipment Purchased	$ 6,000.00		$ (6,000)	-100%	$ -	$ -	0%
Heating Fuel & Gas	$ -		$ -	0%	$ 8,654.61	$ 8,655	0%
Electric	$ 15,370.02	$ 15,603.08	$ 233	2%	$ 13,384.43	$ (2,219)	-14%
Water Usage	$ 3,758.34	$ 4,044.03	$ 286	8%	$ 3,241.60	$ (802)	-20%
Repairs to Property	$ (4,851.32)	$ 5,488.63	$ 10,340	-213%	$ 24,678.58	$ 19,190	350%
Other Expenses	$ 250.00	$ 4,925.00	$ 4,675	1870%	$ 6,140.65	$ 1,216	25%
Mens Locker Rooms	**$ 55,845.99**	**$ 66,749.50**	**$ 10,904**	**20%**	**$ 52,563.48**	**$ (14,186)**	**-21%**
Materials & Supplies	$ 4,443.50	$ 2,840.87	$ (1,603)	-36%	$ 9,054.22	$ 6,213	219%
Heating Fuel	$ 10,313.06	$ 12,500.31	$ 2,187	21%	$ -	$ (12,500)	-100%
Electric	$ 6,802.66	$ 6,636.57	$ (166)	-2%	$ 4,780.11	$ (1,856)	-28%
Cleaning Services	$ 33,319.39	$ 40,271.75	$ 6,952	21%	$ 36,911.65	$ (3,360)	-8%
Repairs to Property	$ 967.38	$ 4,500.00	$ 3,533	365%	$ 1,817.50	$ (2,683)	-60%
Ladies Locker Rooms	**$ 12,228.23**	**$ 15,492.82**	**$ 3,265**	**27%**	**$ 11,764.78**	**$ (3,728)**	**-24%**
Materials & Supplies	$ 199.80		$ (200)	-100%	$ 425.00	$ 425	0%
Heating Fuel	$ 1,471.35	$ 1,433.41	$ (38)	-3%	$ 1,253.37	$ (180)	-13%
Electric	$ 2,005.14	$ 2,960.88	$ 956	48%	$ 1,816.24	$ (1,145)	-39%
Cleaning Services	$ 8,093.60	$ 10,923.48	$ 2,830	35%	$ 8,090.17	$ (2,833)	-26%
Repairs to Property	$ 458.34	$ 175.05	$ (283)	-62%	$ 180.00	$ 5	3%
Employee Benefits	**$ 245,308.60**	**$ 175,429.55**	**$ (69,879)**	**-28%**	**$ 194,520.13**	**$ 19,091**	**11%**
State Retirement	$ 249.68	$ 50,679.90	$ 50,430	20198%	$ 49,339.46	$ (1,340)	-3%
Met Commuter	$ 886.61	$ 906.58	$ 20	2%	$ 740.85	$ (166)	-18%
Social Security	$ 22,510.34	$ 22,105.64	$ (405)	-2%	$ 25,838.18	$ 3,733	17%
Workers Comp	$ 18,393.45	$ 16,396.10	$ (1,997)	-11%	$ 20,595.20	$ 4,199	26%
Disability	$ (176.66)	$ (174.38)	$ 2	-1%	$ (195.47)	$ (21)	12%
Group Health	$ 27,206.78	$ 323,951.06	$ 296,744	1091%	$ 106,695.90	$ (217,255)	-67%
Accrued Sick Leave	$ 10,312.40	$ 3,321.65	$ (6,991)	-68%	$ 18,678.01	$ 15,356	462%
Dental & Optical	$ 8,100.00	$ 8,100.00	$ -	0%	$ 8,325.00	$ 225	3%
Emp Benefits GASB Allocation	$ 157,826.00	$ (249,857.00)	$ (407,683)	-258%	$ (35,497.00)	$ 214,360	-86%
Bonds & notes	**$ 7,929.07**	**$ 8,694.53**	**$ 765**	**10%**	**$ 3,777.61**	**$ (4,917)**	**-57%**
Interfund Transfers	**$ 198,824.00**	**$ 276,141.00**	**$ 77,317**	**39%**	**$ 150,158.00**	**$ (125,983)**	**-46%**
TOTAL EXPENSES	**$ 2,437,427.30**	**$ 2,498,119.35**	**$ 60,692**	**2%**	**$ 2,468,862.34**	**$ (29,257)**	**-1%**
PROFITABILITY (incl depreciation)	**$ 209,488.90**	**$ 418,168.06**	**$ 208,679**	**100%**	**$ 595,802.88**	**$ 177,635**	**42%**

OVERVIEW OF SETH RAYNOR

- Golden age of Architects
- Two publicly owned and accessible Golf Courses in United States to include Bellport
- Far less prolific than counterparts but still has 3 sole designs in top 50 in US. Partnered with C.B. MacDonald on several projects

From an article in Golf Course Architecture, October 2010, by Golf journalist Anthony Pioppi:

"What Raynor did share with fellow architects was the understanding that virtually all great golf holes have within them multiple strategies and options giving players with varying degrees of acumen and length more than one way to get from tee to green. Raynor sought to reveal the best player by creating some golf holes that required left-to-right ball flights off the tee or on the approach and others that insist on right-to-left trajectory for the best path to be uncovered. His designs invariably included holes where length was rewarded. His short par fours pay off to the accurate player, while his large greens, some as big as 15,000 square feet, meant putting is at a premium. The well-defined edges of greens and the accompanying swales can direct even slightly misplayed shots into bunkers. To score on a Raynor course, adeptness with the sand wedge is a must.

Ask golfers who are only slightly familiar with Raynor's work and they'll tell you about square greens, deep bunkers and the massive amounts of earth moved to create courses and his redundant hole styles. It is an oversimplification. Raynor learned his craft from Charles Blair Macdonald, the first great golf course architect in the United States and the creator of the National Golf Links of America. He believed there were about twenty-five hole designs in the entire world and that the best versions of each should be used as guides when constructing a course. On the works of Macdonald and Raynor, you will invariably find versions of the Road Hole, the Redan, Eden and others. There was nearly always a Punchbowl green. Macdonald and Raynor did not duplicate the originals, but adapted them to fit the specific site. So in some cases, for instance, what is their version of Road might have a tee shot that reminds of the original but the green is angled in the opposite direction.

True, Raynor moved more earth than almost all of his contemporaries and his layouts are nothing short of bold but his work rarely looks forced into or onto the land, or clashes with the natural surroundings. His bunkers are big and well below the green surfaces, as much as 15 feet in places like Fishers Island Club and Yale University, but they are not deep. On the contrary, the walk into the sand is rarely more than a foot down, easy to enter and exit but visually intimidating and difficult to extract a golf ball in one shot."