NOVEMBER 2026
AGENDA ITEM # VI
MANAGEMENT REPORT

ClubIQ® Daily Intelligence Report

Period over which results were calculated from submitted responses to Member Experience Survey-Poll questions (going backward starting from yesterday).

Club Overall NPS® & MEI	Yesterday (Nov 2)	Previous 7 Days	Previous 30 Days	Previous 90 Days	Previous 180 Days
Net Promoter Score®	+75.00	+50.00	+49.43	+53.17	+50.90
Based on Number of Responses	*4*	*44*	*176*	*536*	*1167*
Response Rate for the period	*5%*	*14%*	*23%*	*28%*	*33%*
Member Experience Index™	90.48%	79.51%	77.50%	79.26%	78.96%
Based on Number of Responses	*3*	*35*	*138*	*431*	*972*
Response Rate for the period	*5%*	*11%*	*17%*	*21%*	*27%*

Executive Summary - The past 30 days remain positive: NPS is **+75** and overall satisfaction is **90.48%**.

What's Working

- **Strong member advocacy:** NPS has held near +50 across the past week and month, with promoters at 63% of 30-day responses.
- **Fitness and golf operations:** Fitness scores 86.07 over 30 days, with frequent praise for its staff; Golf Operations scores 80.49, with positive comments on staff and course care.
- **Signs of F&B progress:** Some members note improved service, specials and menu choices, even as consistency remains an issue.

Needs Attention

- **Dining execution:** The 30-day scores for dining service and culinary are 73.65 and 73.31. Comments repeatedly cite slow or inattentive service, inconsistent food and limited dependable options.
- **Golf conditions and access:** Golf Course scores 76.35, below 78.21 over 90 days. Members raise drainage, irrigation, tee and bunker conditions, slow play and overcrowded practice facilities.
- **Trust and basic upkeep:** HOA fee concerns are tied to delayed capital work. Locker-room cleanliness and repairs, pool-deck upkeep and pickleball access also recur in comments.

DEPARTMENT		Moraga Country Club	LOW	AVG	HIGH	25th percentile	50th percentile	75th percentile
NET PROMOTER SCORE®	**Net Promoter Score®**	**+53.2**	**-59.26**	**+38.7**	**+73.5**	**+28.8**	**+45.6**	**+52.8**
	Response Rate	28%	16.0%	26.7%	54.0%	21.0%	24.0%	32.0%
CLUB OVERALL	**Member Experience Index**	**79.3%**	**50.6%**	**80.8%**	**87.5%**	**78.7%**	**81.7%**	**84.3%**
	Response Rate	21%	11.0%	22.0%	45.0%	17.0%	20.0%	27.0%

- **Membership** – We currently have 107 prospective members on the Golf Equity Waitlist, and this does not include the 13 Swim & Tennis Affiliates on the list to transition to a Golf Equity Membership. We have 225 prospective members on the Swim & Tennis Waitlist as well. Please note, we communicated with all prospective members on the Golf Equity Waitlist on the Transfer % change from the October Board Meeting.

MONTH	HOME SALES Total Homeowners: 521 Listed for Sale – 2 In Escrow – 3			EQUITY SALES Total Golf Equity & NTG: 420 Waitlist to Purchase Membership: 107		
	2024	**2025**	**2026**	**2024**	**2025**	**2026**
JAN	1	0	0	0	0	1
FEB	2	0	0	0	0	0
MAR	1	0	0	0	0	1
APR	0	2	7	1	1	1
MAY	6	2	7	2	0	0
JUN	3	2	6	1	0	0
JUL	2	4	0	3	2	0
AUG	2	1	1	0	1	1
SEP	1	2	2	1	3	0
OCT	0	2	2	1	2	1
NOV	2	2		0	1	
DEC	1	2		1	0	
TOTAL	**21**	**19**	**25**	**10**	**10**	**5**

MONTH	SWIM & TENNIS SALES Total Swim & Tennis Affiliates: 275 Total for Waitlist: 225			SWIM TEAM AFFILIATE SALES Total Swim Team Affiliates: 30			TENANT CHANGES Total Tenants: 75		
	2024	**2025**	**2026**	**2024**	**2025**	**2026**	**2024**	**2025**	**2026**
JAN	0	1	4		2	2	1	0	0
FEB	1	0	1		1	0	0	0	0
MAR	0	2	1		4	1	1	1	3
APR	1	1	2		0	0	0	1	1
MAY	1	1	1		0	0	1	1	0
JUN	3	1	0		0	0	4	2	2
JUL	1	2	1		0	0	1	3	2
AUG	0	1	1	5	0	1	4	2	1
SEP	0	3	2	10	2	1	1	3	1
OCT	2	1	0	9	0	1	3	4	
NOV	0	0	0	1	0		0	1	
DEC	1	0		0	0		1	0	
TOTAL	**10**	**13**	**13**	**25**	**11**	**6**	**17**	**18**	**9**

a) <u>HOA</u> - *Prepared by Asst. General Manager / HOA Manager, Christina French-Hokafonu*

- **Key Takeaways**
  - The irrigation system is currently off for the season, and we are monitoring conditions should the need arise to turn the system back on.
  - All satellite pools have been closed for the season since Monday, November 2nd for the Season they will re-open in April.

- **Departmental Challenges**
  - We are still seeing wildlife damage to lawns as they are returning almost every night. It appears they are feeding on the white grubs, and we are currently applying treatment to reduce the pest.

- **Upcoming Focus**
  - Annual gutter and downspout cleaning checklist and schedule have been created with work scheduled to begin on November 30th and completing on January 20th weather permitting.
  - The teams will continue to monitor v-ditches and hillside storm drains to assist in reducing blockage and allow rainwater to flow.

GM Goals – HOA Operations - Monthly Progress Report

Focus Area	Current Status – What We Did	Next Steps / Targets
Operational Infrastructure	Weekly Operations Review Meetings remain active. Work-order processing improved from 12.4 days over the prior 30-day period to 8.5 days over the most recent 30-day period, representing a 3.9-day improvement reduction in average processing time.	Maintain weekly Operations Review Meetings to review total work orders, completed work orders, open work orders, average processing time, and aging work orders.
Service & Communication	The 24–48-hour acknowledgement standard continues to be reinforced during weekly meetings.	Continue maintaining ≥95% acknowledgement within 48 hours and identify recurring service or communication issues with assigned corrective actions.
Compliance & Enforcement	Management is increasingly focused on timely resolution, consistency of enforcement, and reducing unresolved compliance items.	Continued monthly review of: • Total open violations, Violations closed, Repeat violations, Average closure time

b) Food & Beverage *Prepared by Director of F&B, Toby Hughes*

- **Key Takeaways**
  - We continue to see upside in Catering Sales to Budget and LY. Currently we are pacing $120k over budget YTD and $77k up to LY YTD. We are expecting a strong end to the year as the first two weeks of December are booked up with events. Overall, P10 continued the positive trend we have seen throughout the year, with Food & Beverage once again finishing ahead of budget.
  - We are projecting some labor savings this period, primarily driven by Banquets exceeding budget and two outside golf tournaments. These events consistently deliver favorable labor results, as staffing ratios are more predictable and employee start and finish times are easier to manage.
  - Passport Wine Dinner Series continues to drive engagement. For the first event we realized $5.5k. Next Dinner is Greece in the New Year
  - We are planning another Single Bottle Wine Sale in P11, with anticipated retail wine sales of $10K–$12K. This initiative is aimed at boosting year-end revenue and helping close the current year-to-date budget shortfall.

- **Departmental Challenges**
  - Staffing continues to be one of our greatest operational challenges, particularly in balancing labor costs against budget while maintaining the high level of service our members expect. We must also ensure we have sufficient coverage to meet business demands while providing our current employees with consistent hours to support their financial obligations.

- **Upcoming Focus**
  - Thanksgiving Day is being promoted and we already over a 75 sign-ups. This year by popular demand we are reverting back to a Buffet Style offering.
  - With seasons changing, we are starting to review Courtside Grille operating hours and determine the right time to implement our winter closing time of 8:00pm. We are continuing to explore whether there is an opportunity to open CSG earlier and build some additional morning business, particularly around our new coffee and espresso program.

GM Goals – F&B - Monthly Progress Report

Focus Area	Current Status – What We Did	Next Steps –Targets
Menu Simplification & Standardization	Main Dining Room menu redesign is now 100% complete for the Fall with focuses on the Winter menu in the upcoming months.	Continue to conduct monthly menu performance reviews and begin preparation for the winter menu
Member Engagement & Dining Events	Over the most recent 30-day period, Taco Tuesday generated 191 orders / 382 tacos, averaging approximately 47orders per week. Oyster Thursday generated 851 oysters, averaging approximately 212 oysters per week. Both of these themed nights weekly continue to increase member engagement.	Continue to identify the top performing dining events/programs annually and use participation and member feedback to determine which programs should be continued, expanded, modified, or retired.
Member Feedback & Satisfaction	F&B Dining Service satisfaction: 76.68% 90 days ago → 74.17% 7 days ago. F&B Dining Culinary Service satisfaction: 75.58% 90 days ago → 71.85% 7 days ago. F&B CSG Service satisfaction: 74.21% 90 days ago → 66.52% 7 days ago. F&B CSG Culinary satisfaction: 77.61% 90 days ago → 74.49% 7 days ago. Long-term satisfaction goal: 80%. Current gap to target: between 4-13%.	Continue moving all F&B satisfaction measures toward the 80% target. Prioritize the largest gaps, particularly Dining Culinary (8.15%) and CSG Service (13.48%). Continue to track recurring negative feedback themes and assign operational actions where appropriate.

c) Member Activities & Bocce – *Prepared By Member Activities Coordinator, Theresa Ashley*

- **Fall Bocce**
  - Fall Bocce has completed its playoff week with the Championship Night set for Tuesday, November 10th! Several teams participated in the Halloween week and came dressed up in their costumes.
- **Past Events**
  - Our annual Kids Halloween Party had 88 members in attendance, last year we had 81 members in attendance.
  - Our annual Pumpkin Patch and Carving Contest event has 68 members in attendance with last year having 44 in attendance.

d) Golf - *Prepared By Director of Golf, Jason Woodworth*

- **Key Takeaways**
  - **Pace of Play**: GPS data shows the current average 18-hole pace is approximately 4 hours and 30 minutes. Added 5 different GPS notes to golf cars during the round as reminders of pace. Seven messages were sent to specific golf cars during rounds in the month. 3 to 4 hours marshalling Friday, Saturday, and Sunday at the peak times between 11:00am and 4:00pm. Moved 3 groups ahead and skipped holes to pick-up pace.
  - Fall Trunk Show: The fall trunk show was a huge success. The golf shop charged $21,000 in special orders for the month of October.
  - Ryder Cup Draft Night and dinner: The MGA tried its first Ryder Cup Draft and end of the season celebration dinner with a decent showing of 40. It should catch some steam for the future as it was its first time trying. Members were pleased with the "draft vibe" it brought. It should make the Ryder Cup more exciting for this November.
  - Monday Outings Concluded for 2026
- **Departmental Challenges**
  - Member Service: Continually training staff to greet members and be more engaging.
- **Upcoming Focus**
  - Monday Golf Outings: Retaining and reaching out to all events and confirming for 2027. So far, 7 have confirmed for 2027.
  - Thanksgiving month: Black Friday will be a big day of golf and sales. Limited events for the month of November. Daylight and weather will limit usage throughout the rest of the year.
  - Calendar Preparation for 2027: Working on calendaring 2027 events.

Golf Rounds Report

	2026 Total	2026 Wkd	2026 Wk	AM Round	PM Round	2026 Guests	2026 Wkd Guests	2026 Wk Guests	2025	2025 Guests	2024	2024 Guests
January	2,890	1,709	1,181	1,554	1,336	197	138	59	3,397	249	2,001	148
February	2,746	1,814	932	1,837	909	178	135	43	2,545	159	2,157	105
March	3,856	2,272	1,584	2,525	1,331	269	194	75	3,245	232	2,683	164
April	3,858	1,980	1,878	2,333	1,525	284	179	105	3,989	246	3,336	220
May	4,951	2,954	1,997	3,386	1,565	399	284	115	4,715	377	4,314	307
June	4,560	2,374	2,186	2,970	1,590	387	207	180	4,624	336	4,538	297
July	4,612	2,830	1,782	3,013	1,599	313	205	108	5,017	410	4,311	281
August	5,202	2,891	2,311	3,335	1,867	391	255	136	5,381	448	4,945	390
September	4,141	2,050	2,091	2,969	1,172	291	175	116	4,220	265	4,122	282
October	3,666	2,020	1,646	2,606	1,060	208	134	74	3,627	244	3,540	224
November									3,416	332	3,012	236
December									2,441	236	2,177	215
TOTAL	**40,482**					**2,917**			**46,617**	**3,402**	**41,136**	**2,869**

YTD – 40,760

Monday Tournament Net Income Reporting for 2026

DATE	EVENT NAME	PLAYERS	PRICE	GOLF REV	FOOD REV	TOAL REV	COGS FOOD	LABOR F & B	LABOR GOLF	Est NOI
4/27	CAMPOLINDO GOLF	100	$120	$12,000	$8,258	$20,258	$ 2,725.14	$ 889	$700	$ 15,943.86
5/4	MIRAMONTE ATHLETICS	72	$110	$7,920	$3,896	$11,816	$ 1,285.68	$ 818	$700	$ 9,012.32
5/11	ST. MARYS GOLF EVENT	101	$120	$12,120	$6,678	$18,798	$ 2,203.74	$ 944	$700	$14,950.26
8/17	WSPA	144	$120	$17,280	$17,669	$34,949	$ 5,830.77	$ 1,123	$700	$ 27,295.23
8/31	ASCENSION GREEK ORTH. CA	144	$120	$17,280	$ -	$17,280	$ -	$ -	$700	$16,580.00
9/14	FORE OUR SCHOOLS	128	$120	$15,360	$1,675	$17,035	$ 552.75	$ 326	$700	$ 15,456.25
9/21	ST. PERPETUA	100	$120	$12,000	$5,774	$17,774	$ 1,905.42	$ 883	$700	$ 14,285.58
10/19	MOREAU CATHOLIC	100	$120	$12,000	$10,719	$22,719	$ 3,537.27	$ 933	$700	$ 17,548.73
10/26	CACM	72	$120	$8,640	$7,737	$16,377	$ 2,553.21	$825	$700	$ 12,298.79
	TOTAL			**$114,600**	**$62,406**	**$ 177,006**	**$ 20,593**	**$6,741**	**$6,300**	**$143,371.02**

GM Goals – Golf Ops - Monthly Progress Report

Focus Area	Current Status – What We Did	Next Steps – Targets
Standardized Operations & Service Standards	TJ Cahill continues to integrate into Golf Operations leadership, With the leadership transition progressing, the focus is shifting toward evaluating consistency across shifts and identifying opportunities for improved staff development and performance.	Continue establishing clear ownership of daily standards for each shift. Evaluate departmental performance, identify recurring operational deficiencies, and address training and accountability needs.

Course Conditioning & Agronomy	The department has continued to move from establishing processes to identifying trends, prioritizing issues, and taking proactive action. The continued emphasis is on improving visibility into recurring issues rather than responding to individual concerns in isolation.	Identify recurring concerns, establish ownership of corrective actions, and monitor completion. Develop a more proactive reporting process that supports agronomic planning, operational coordination, and long-term course-condition objectives heading into 2027
Pace of Play & Course Flow	The GPS cart pace-of-play capabilities provide an opportunity to supplement staff observations with objective data – see above in report.	Continue incorporating monthly GPS pace-of-play data into Golf Operations reporting. Identify recurring delays by time of day, starting interval, or course location and assign corrective actions where appropriate.

e) GCM - *Prepared By Director of Agronomy, Luis Ballesteros*

- **Key Takeaways**
  - The irrigation system has been turned off for the season. Staff will be hand watering only newly seeded areas and dry spots throughout the golf course
  - The Irrigation technician has been working on repairing multiple small irrigation leaks throughout the course and the team repaired a clogged drain line between holes 17 and 18
  - The maintenance team continues working on aerifying high traffic areas throughout the course to improve turf stand and growing conditions
  - With the new harvester delivered, the team has been removing all aquatic vegetation from all lakes
- **Departmental Challenges**
  - Wild boar activity continues to be a challenge specially on hole #4. The team is making gradual progress managing the issue with the assistance from an outside wild life control professional
  - We continue to fill two vacant positions. Recruitment has been challenging to find qualified candidates
- **Upcoming Focuses**
  - Irrigation mainline repairs outside the restrooms on Hole #4 are scheduled to start on November 9th and to be completed on November 12th
  - Dying Oak tree removal along the right side of the 11th tee boxes will be scheduled once permits are approved by the Town of Moraga
  - During the upcoming winter season, the mechanic will be working on servicing all equipment for the upcoming season
  - During the upcoming months staff will be monitoring weather patterns and preparing for heavy rain, frost and other seasonal challenges to minimize course damage and maintain safe playing conditions

f) Aquatics - *Prepared By Aquatics Manager, Rachael Marieiro*

- **Key Takeaways**
  - Fall Swim exceeded revenue expectations, in total reaching $39,065. Fall Swim has now concluded but Swim Team will continue to offer programs for High School in the upcoming weeks.
  - Lessons, Camps, Clinics & Masters: Monthly revenue projection was $2,000. Actual Revenue was $4,695.
  - Guest Fee goal was met and exceeded by $30
- **Departmental Challenges**
  - As we approach the winter season the aquatics department is operating with reduced lifeguard coverage and we are down to a one guard facility. This can be challenging when a sunny day comes unexpectedly.
  - Transitioning into the winter, we expect to have lower participation numbers in our programming.
- **Upcoming Focus**
  - Continue to maximize pool space and make lanes accessible while accommodating clinics and programs.
  - Continue to offer both established and new programs emphasizing maintaining participation.

- High School Swim Clinics run by the Head Swim Coach

g) Racquet Sports - *Prepared By Director of Racquet Sports, Thomas McGee*

- **Key Takeaways**
  - Our Ladies Tennis Program Halloween party was a success with 53 members attending, which equates to about half of the program.
  - Junior Team Tennis' Fall season has ended. Out of our five teams, our 10&U and 14&U teams finished in third place overall. Our 18&U Advanced team finished in second place and is moving on to sectionals.
  - Our new Sunday Pickleball drop In format has been well received so far. We saw an uptick in participation in the first two weeks it was out. Weather has impacted other days for now.

- **Departmental Challenges**
  - We are finding the sheer number of lesson requests for tennis to be a little difficult, even with having six coaches. Most lesson requests fall during popular times when coaches already have lessons/clinics.
  - Saturday Drop In signups exceeded what facility can handle this past Saturday. While it might be a one off, a communication was sent to members that it would be a possibility based on overall numbers. Some people are used to being able to call in the morning of, even though signups are ongoing throughout the week. We are encouraging them to change their habits.

- **Upcoming Focus**
  - Creation of a Tournament Committee for the Brightwork (or Moraga) Open to help with fundraising/sponsors, hospitality, and marketing.
  - Installing a thicker windscreen on court 2 to help reduce glare from bocce lights while players are on court.

h) Fitness - *Prepared By Director of Fitness, Carmen Solla*

- **Key Takeaways**
  - Overall, **October demonstrated positive year-over-year growth in key performance indicators**. Total revenue increased **15.8%**, Fitness Center check-ins increased **7.5%**, Personal Training revenue increased **10.4%**, and Group Fitness revenue increased **35.3% compared with October 2025**. Most notably, Personal Training exceeded its monthly budget by **32.6%**, while Group Fitness experienced substantial revenue growth. These results reflect sustained member engagement, strong demand for Fitness Center services, and continued positive momentum heading into the final months of 2026.
  - In response to member feedback requesting additional early-morning and after-work programming, the Fitness Department introduced four pop-up classes in September, we are extending Rise & Reps 360 – Mondays at 6:15 AM and TRX Fusion – Mondays at 12:00 PM with Andy through the end of the year. Also extended the Rooted yoga class through the end of the year. Classes are being promoted through MCC News, social media, and digital signage.

- **Departmental Challenges**
  - Maintaining consistent attendance in early-morning and evening classes has been challenging. Rooted Yoga at 6:00 PM has averaged approximately two participants per class over its first five weeks, while Barre Fusion at 5:00 PM is averaging approximately four participants per class. Due to these challenges, we decided to cancel Barre and bring it back seasonally. Rooted Yoga we changed the time to 5pm to see if we get better traction.

- **Upcoming Focus**
  - We are completing an inventory of Fitness Center equipment and supplies to identify items that are worn, damaged, or due for replacement.
  - Planning is underway for holiday programming and additional pop-up classes. We will continue using participation data and member feedback to guide programming decisions and identify

opportunities to expand offerings during times that best serve the membership. Continue to recruit local talent to bring on board.

- We are developing additional organization and cleaning rotations for the Front Desk team to create greater consistency in the day-to-day upkeep of the Fitness Center. We continue to train our staff to provide the best service.

Unique Check ins

Member Type	2024 Average	2025 Average	Jan-Jun Average	July	Aug	Sept	Oct
Golf Equity	387	394	401	437	422	360	370
Swim & Tennis	324	325	348	379	348	298	294
Homeowner & Tenant	412	399	417	421	436	396	380
Guest	22	31	33	29	36	23	19
Total	**1,145**	**1,149**	**1,199**	**1,266**	**1,242**	**1,077**	**1,063**

i) Facilities - *Prepared By Director of Facilities, Steve Richard*

- **Key Takeaways**
  - October was a busy month for event preparation and team support. The Facilities team assisted with setup and breakdown for two outside Monday golf tournaments, bocce playoff and championship weeks, as well as Halloween haunted house. Lighting projects continued throughout the club which included interior clubhouse lighting and exterior bollard lighting. The main pool heater and gate were repaired as well.

- **Departmental Challenges**
  - Installation of the new commercial-grade basketball backboard will require additional planning due to its size and weight. The team plans to use the tractor to lift and position the backboard for installation.

- **Upcoming Focus**
  - Installation of soundboard panels in the main Clubhouse ceiling, replacement of the upstairs wood flooring, and installation of the basketball backboard in the HOA.

j) Staffing Update - *Prepared By Human Resources Manager, Leah Mollat*

- We recently hired the following:
  - Golf Ops – Cart Staff (3) PT
  - Racquet Sports – Front Desk (1) PT
  - F&B – Server (2) PT
  - Racquet Sports – Jr. Coach (1) PT

- We recently lost the following:
  - F&B – Bartender/Server (1) FT and Server Assistant (1) PT

- We are currently hiring for the following:
  - F&B – Bartender & Dishwasher
  - Fitness – Yoga Instructor
  - GCM - Groundskeeper

CAPITAL REPLACEMENT UPDATES

No large updates to provide, additional accelerated spend will take place in November on Golf Laser Engraver and exterior Holiday Tree Lighting will take place in 2026 instead of 2027 due to net income in Capital Replacement Club. Please review updated forecast on pages 17 and 18.