

Vaquero

Town Hall Meeting

Sunday, February 22, 2026

Welc o m e & I n t r o d u c t i o n



Introduction



Jeremy Little
Assistant General Manager
Host



Patrick Barley
President
Provides insights from
the Board's perspective
and discusses strategic
importance.



Mike Abbott
COO
Discusses operational
continuity and future vision
for the club.

Vaquero

Full Circle Leadership



Pedigree & Producer



Vaquero



QUESTION:

Where have you been and how has that shaped how you lead today?

Vaquero

QUESTION:

What leadership disciplines from those properties are most immediately applicable to a club like Vaquero?

Vaquero

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(De partm ent Sn apsh ots)



Department Snapshots

Golf

Focus on staffing, organized games, and preparation for the USGA event.

Golf Course Maintenance

Long-term agronomic vision and recent progress.

Food & Beverage

Elevating consistency and introducing new offerings like sushi.

Comfort Stations

Original intent of Comfort Stations and what they have become.

Events

Creating energy and planning for future experiential programming.



Fitness & Racquets

Building on opportunities in fitness and due diligence on elevating experience

Men's & Ladies Locker Rooms

Enhancements to foster community and member engagement.

Member Services & Concierge

Refining processes of offerings and the new Concierge role.

Fish Camp

Building upon the memories that have been created in this part of the club

Pool

Evaluating this area of the club from a usage and maintenance standpoint

QUESTION:

What are the top operational standards that we must lock in within the Golf department this year?

Vaquero

QUESTION:

How does structured organized play
drive engagement and culture?

Vaquero

QUESTION:

From a Board's perspective, how significant is hosting a USGA national event in shaping Vaquero's long-term positioning?

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QUESTION:

From an agronomic standpoint, where are we today and where are we headed?

Vaquero

QUESTION:

How do we balance daily playability
with championship conditioning
standards?

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QUESTION:

What should members expect Food &
Beverage to feel like consistently?

Vaquero

QUESTION:

How do we elevate the experience while keeping it distinctly Vaquero?

Vaquero

QUESTION:

How does Food & Beverage performance influence overall Club vitality and financial health?

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QUESTION:

Are comfort stations simply an amenity
or part of the Club's brand experience?

Vaquero

QUESTION:

What consistency standards are we introducing?

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QUESTION:

What will events look like
going forward?

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QUESTION:

Is this an area of growth for member
engagement?

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QUESTION:

How do teams and leagues build deeper community, not just participation?

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QUESTION:

What makes a locker room more than
just a locker room?

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QUESTION:

How do small enhancements create large perception shifts?

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How do we simplify member touchpoints and make service more seamless?

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How do we enhance one of the nostalgic areas of the club?

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QUESTION:

How can the pool feel like a better amenity around the club?

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Maintenance Dues



25' Maintenance Capital

1. Clubhouse Water Heaters
2. Replaced Aging Sound System - Clubhouse
3. HVAC Replacement in Restaurant Bar
4. Replaced TV System in Men's Lounge
5. Annual Replenishment China, Glass, & Silverware
6. Annual Tree Work on the Golf Course
7. Golf Course Fairway Drainage Enhancement
8. Golf Course RO Plant Repairs
9. AED Compliance Across the Club
10. Pickleball Court Refrigerator Replacement
11. Valet Refrigerator Replacement
12. Kitchen Combi Oven Replacements
13. Tennis Ball Machine Replacement
14. HVAC Chiller Replacement in Ladies Locker Room
15. Two (2) Cadillac Escalades for Transportation

26' Maintenance Capital

1. Steamer & Vacuums
2. Replace Exterior Lighting
3. WiFi Upgrade in Clubhouse
4. Three (3) 75" Screen TV's in Fitness
5. Outdoor Patio Grill - Restaurant
6. Replacement of Court Lights at Racquets
7. Music on the Driving Range
8. Replace Ranch House Furniture
9. Replace Ball Washer for Driving Range
10. Replace Trackman Computer
11. Replace Patio Dining Tables
12. Replace Ladies Locker Room Television

Capital Reserve
Considerations



Capital Reserve Consideration



RO Plant

The RO Plant is nearing its age limit and the right time to evaluate a new system and location.

Commissary Kitchen

Improve ticket times in the restaurant, improve “to-go” orders, and set up Ranch House for success.

QUESTION:

How does the Board of Directors approach capital prioritization?

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5 - Year Survey &
5 - Year Plan



QUESTION:

When you look five years out, what must be true operationally for Vaquero to be considered best-in-class?

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QUESTION:

What is the Board's role in protecting that long-term vision?

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Priority



QUESTION:

What tangible changes will members see in the next 90 days?

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Q & A



Closing Remarks

