LIPG

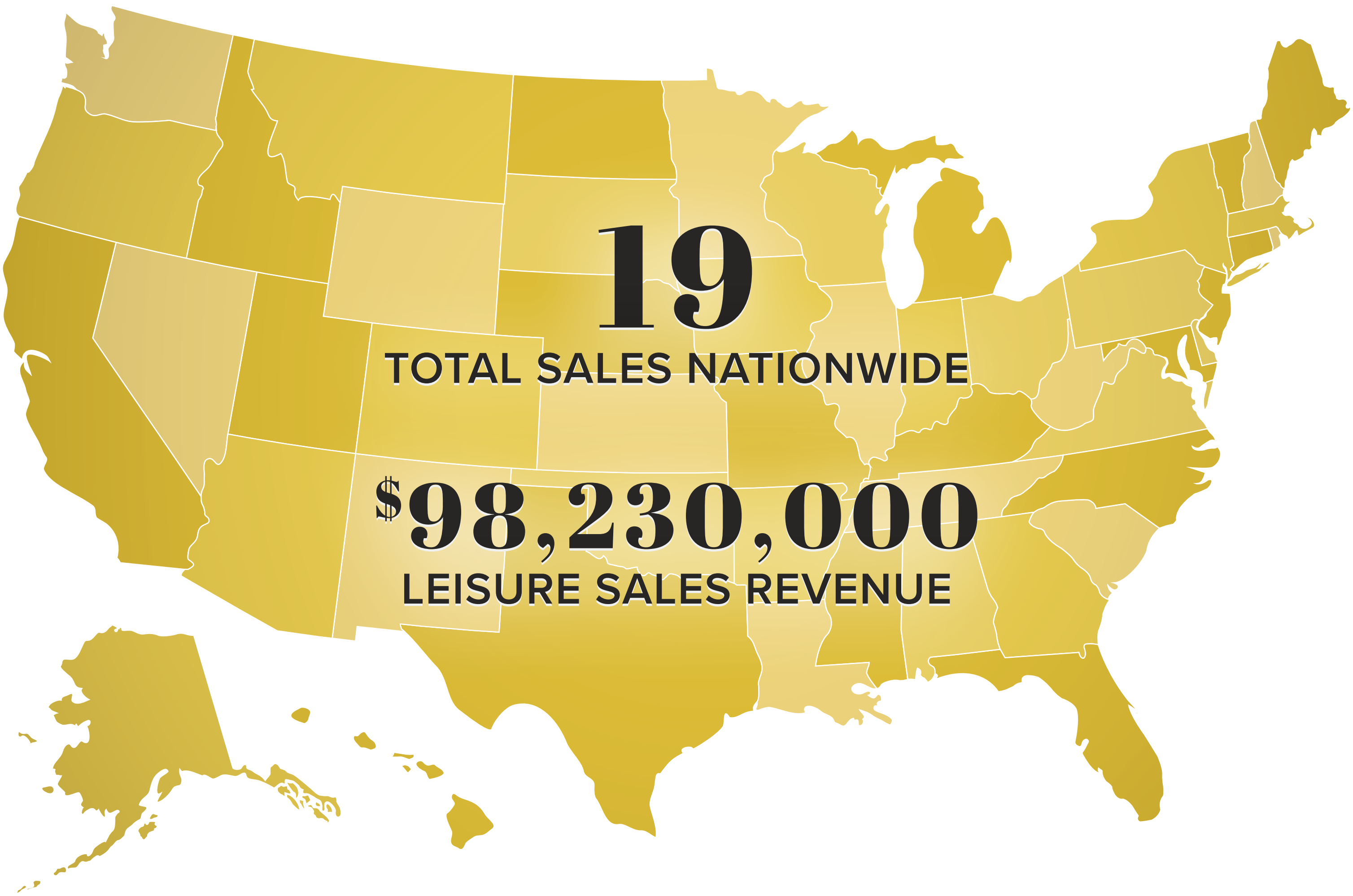
LEISURE INVESTMENT PROPERTIES GROUP

2024

GOLF INVESTMENT REPORT

LIPG
LEISURE INVESTMENT PROPERTIES GROUP

2023 YEAR IN REVIEW



LIPG ADVISORY TEAM

Steven Ekovich
Executive Managing Director – Partner
Golf & Marina Divisions

Christopher Karamitsos, PGA
Senior Managing Director – Partner
Golf Division

Terence Vanek
Senior Managing Director – Partner
Golf, Marina & Hospitality Divisions

Robert Waldron
Senior Managing Director – Partner
Golf Division

Jeff Spilman, CCIM
Vice President of Investments
Marina Division

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Robert L. Marro, CCIM
Vice President of Investments
Hospitality Division

Brady Bodden
Associate
Marina & Hospitality Divisions

Beux Leto
Associate
Marina Division

VISION

To be the preeminent leader in business-driven leisure investment real estate and advisory services.

MISSION

To help our clients create and preserve wealth. We deliver exceptional transactional expertise, superior market knowledge, and the industry's most powerful marketing platform at a personal level, treating each client's best interests as our own.

GUARANTEE

Our clients will have the clarity, knowledge, and power to make sound business decisions that will maximize their investment strategies and achieve their vision for the future.

A TRUSTED VISION FOR THE FUTURE OF GOLF

Leisure Investment Properties Group (LIPG) was founded in 2009. Formerly known as the National Golf & Resort Properties Group, LIPG has become the recognized industry leader in brokerage and advisory services exclusively to the Leisure Investment Industry which includes golf courses, marinas, master-planned communities, RV Communities, resorts, and other leisure properties.

Since its inception, LIPG has sold more than 185 properties by utilizing its extensive database of prospective buyers, powerful platform, and proactive marketing techniques. The management team has more than 150 years of combined experience brokering golf courses, marinas, master-planned communities, and other commercial real estate assets.

INSIDE THIS ISSUE

Editor-in-Chief
Hector Hernandez | Marketing Coordinator

Announcement From Leisure Investment Properties Group

Steven Ekovich —Executive Managing Director – Partner

We are thrilled to share the exciting news of two esteemed additions to the LIPG family. Greg Lewis, formerly the Managing Director at Leisure Financial Group and Textron Financial Corporation, has joined LIPG to lead our capital markets group. With over 30 years of experience in corporate lending, Greg stands as the top originator of golf and marina loans nationwide. Greg also has extensive experience in hospitality, RV parks, and commercial origination.

Additionally, we welcome Jeff Dugas from Leisure Appraisal, a distinguished figure in the field of golf, marina, hospitality, and RV appraisals. As an MAI and SGA, Jeff brings three decades of expertise, having worked closely with some of the largest golf and marina companies in the nation on their appraisals, asset allocations, and tax appeals.

Their inclusion in the LIPG team expands our range of services, including Advisory, Brokerage, Research, Capital Markets, Appraisals, and Tax Appeals, making us the sole firm in the nation to offer such comprehensive solutions.

The motivation for gathering these industry leaders in one collaborative space is straightforward: our clients consistently sought guidance on financing, appraisals, and tax appeals. Considering this demand, we have assembled a team of exceptionally skilled professionals to cater to our clients' needs in a manner unmatched by any other firm.

At LIPG, the foremost golf, marina, RV, and boutique hospitality firm in the nation, our mission is to protect our clients' equity in their assets. We accomplish this by guiding them both, to seize opportunities when they are available and navigate foreseen challenges with the expert guidance we provide. Our client-centric approach is devoted to fostering long-term relationships, serving as a bridge to a prosperous future.

For more information on our new partners, please refer to the resumes provided in this report.

Greg Lewis
Senior Managing Director of Capital Markets

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Jeff Dugas
Senior Managing Director of Leisure Appraisal

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EXECUTIVE SUMMARY
– A REFLECTION ON 2023 AND A GLIMPSE INTO 2024

This report, used by many golf industry owners, lenders, appraisers, management companies, consultants, and media outlets, is usually released in March, to provide the best sales statistics since pre-reporting agencies are usually 2 – 3 months behind in the reporting of golf sales. We will cover what happened to golf retrospectively in 2023 and look forward to what we believe will happen in 2024.

KEY 2023 GOLF MARKET TAKEAWAYS:

Revenue:	↑	Rounds & Membership:	↑
Median Price:	↓	Participation:	↑
Average Price:	↑	Off-the-course-Interest:	↑
Number of Transactions:	↓	Net Golf Course Closures:	↓
Interest Rates:	↑	Stock Market:	↑

The year 2023 unfolded as yet another remarkable chapter in the annals of golf, characterized by strides in operations, surging golf asset valuations, and a landscape teeming with visionary owners charting bold new courses. At the heart of this narrative lie the Big Five Owners; Invited, Arcis, Heritage, Concert, and Escalante – whose actions serve as barometers of industry health and vitality, resonating with a resounding vote of confidence in the future of golf.

In addition to the State of the Golf Market, you will find articles on: LIPG Post-Covid and Beyond, Interview with Rhett Graham on the Insurance Market, Is a Management Company Right for Me? Buyer Sentiment, Capital Markets, Improving the Bottom Line and 2023 Golf Course Sales Activity.

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Golf State of The Market: A Reflection on 2023 and a Glimpse into 2024

Steven Ekovich —Executive Managing Director – Partner

The year 2023 unfolded yet another remarkable chapter in the annals of golf, characterized by strides in operations, surging golf asset valuations, and a landscape teeming with visionary owners charting bold new courses. At the heart of this narrative lie the Big Five Owners; Invited, Arcis, Heritage, Concert, and Escalante – whose actions serve as barometers of industry health and vitality, resonating with a resounding vote of confidence in the future of golf.

Yes, there are management companies that own a few assets, but their business models are management fee driven, where the big five are EBITDA growth driven.

Invited: Pioneering a strategy of measured risk, Invited has opted to channel investments into its core higher-end private clubs. After measuring the return on acquisitions vs. the return on re-investing in core assets, Invited determined the latter to be the preferred strategy and would simultaneously de-risk their portfolio. Invited made this clear with commitments of $15M and $22M to reposition core assets in 2023. While, that type of spending is equivalent to and/or potentially more than acquiring a new club, they feel they are generating better returns. Their strategic plan is more like a master capital recycling plan. They do not want to be in semi-private or public courses, only the upper-end of private clubs is their market.

HERITAGE®
GOLF GROUP

Heritage: With a fervor for expansion, Heritage blazed a trail of acquisitions, and acquired thirteen clubs in 2022 and six in 2023, a pace no one else has been able to duplicate. They targeted several markets for acquisitions like Bermingham and St Louis. They bought another two clubs in Florida and added one in New Jersey, to bring their total to 3 private clubs in the NJ market, after adding Stone Harbor. In early March of this year, Leisure Investment Properties Group represented Lakewood Ranch in the sale to Heritage, for Heritage's largest acquisition to-date of one club, three private courses, two incredible clubhouses houses, a state of the art fitness and resort style pool. Mark Burnett, the CEO, said rounds for their portfolio have remained steady, membership continued improvement, and initiation fees continue to show good growth. When I asked Mr. Burnett how they could absorb all those clubs in such a brief period of time, he said several years ago they prepared for the anticipated growth by enlarging their back-of-the-house operation.

Lakewood Ranch Golf and Country Club, FL

ConcertGolf
Partners

Concert: Exemplifying a commitment to rejuvenation, Concert breathed new life into struggling equity clubs, infusing them with operational expertise and capital injections to preserve their identities and traditions while igniting a renaissance of success. They bought ten clubs in the last few years, recapitalized the company, in the last two years, with private equity, and entered the state of California with an acquisition of Pasadera Golf & Country Club. Concert's model is to save struggling equity clubs with good bones by providing operational expertise, paying off debt, provide dollars for future cap ex, all while allowing clubs to keep their identities and traditions.

ESCALANTE

Escalante: Navigating the nuances of the market with finesse, Escalante embarked on ventures that underscored their optimism for the future, buoyed by investments in existing properties and a strategic focus on fostering membership growth. Last year they worked on four clubs. On two of them, the sellers re-traded, one was in Europe and the other in the US. They closed two deals in January of 2024 and project 3-4 more will close this year. Escalante is different from the other four major owners as they look for real estate plays and unique features that other more institutional owners do not see as a fit to core golf. They see continued improvement in both revenue and EBITDA, however like everyone their expenses have gone up. This year they are counting on a 2-3% expense bump. Bobby Silva, partner, and business development guru said they believe 2024 is going to be a particularly good year. While there are signs of strength in their portfolio, they are cautiously optimistic. They spent a huge amount of money on cap-ex to foster membership sales and growth. They put about $30M each year into existing properties.

Arcis: The second largest owner of golf in the US, and a portfolio spanning close to 70 courses, Arcis made waves with a string of acquisitions, including the prestigious Pacific Life golf portfolio and the iconic Champions Retreat, each bearing the hallmark of excellence synonymous with the company's ethos. The Pac Life portfolio included three nationally recognized golf courses: Grayhawk Golf Club (Scottsdale, Arizona), Angel Park Golf Club (Las Vegas, Nevada), and Tijeras Creek Golf Club (Rancho Santa Margarita, California). This marks Arcis Golf's 13th club acquisition in less than two years. Additionally, since 2019, the company has purchased Dominion Golf Group (5 Private Clubs) and Mickelson Golf Properties (3 Resort/Daily Fee and 3 Private Clubs). In 2023, they also closed on Champions Retreat, a 27-hole private club located just 15 miles from Augusta, bringing together the creative genius of three icons of the game: Jack Nicklaus, Arnold Palmer, and Gary Player.

The implications of the actions taken by these big five owners over the past few years signal a substantial investment in the future of golf. With private equity backing and ample resources for acquisitions and reinvestment, they anticipate continued success in 2024. However, it is essential to consider the broader industry beyond these major players, as they represent only a fraction of the market.

To understand the state of the golf industry from an owner's perspective, we must analyze whether golf courses are increasing or decreasing in value and whether operations are improving or worsening. To draw relevant conclusions and forecasts for 2024, we have examined both the demand and supply sides of golf, as well as external factors influencing both value and operations.

THE DEMAND SIDE

The NGF's research stated traditional green grass golfers in the US climbed to 26.6M in 2023 topping 26M participants for the first time since 2010! The net gain of approximately one million golfers reflects a 4% year-over-year gain. In addition, total participation (on and off course), climbed to 45M in the US; a 9.5% gain versus 2022.

The pellucid report states rounds are up to 520M, RevPar is up 4.4%, rounds per 18 EHE is up 4.3%, and golf revenue is up 6.9%, all representing the best KPI scorecard we have seen from them in 10 years.

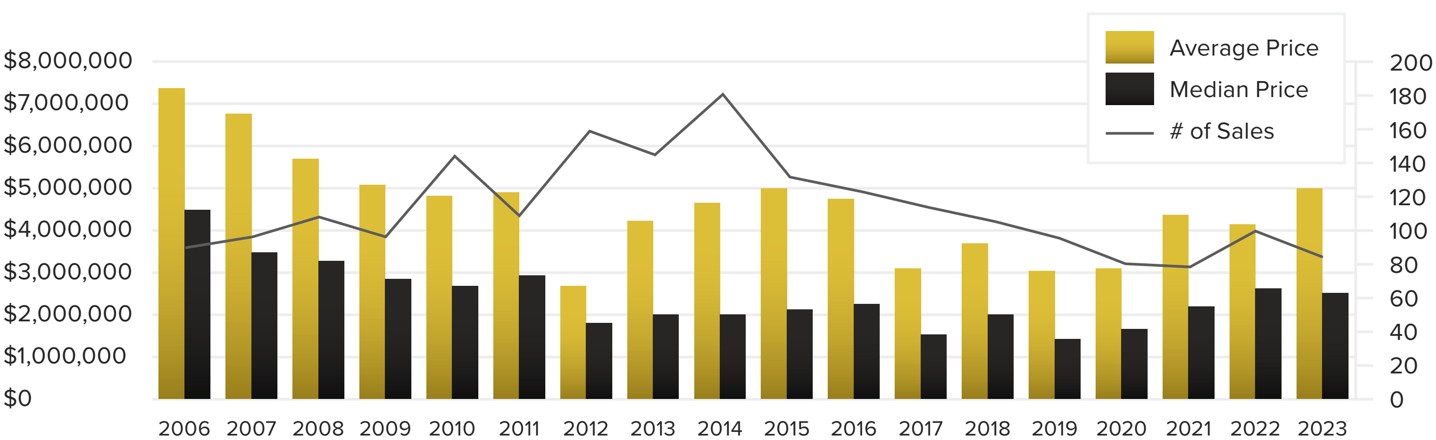
On-course participation was up 2% and off-course was up 13% for total participation in golf of $41M, an all-time high, according to the NGF.

In summary, we had more golfers playing more rounds, creating more revenue, paying higher dues and green fees, and paying more initiation fees, with waiting lists at most upper-end private clubs. It is an exciting time to be a golf course owner.

THE SUPPLY SIDE

Against a backdrop of dwindling closures, the number of 18-hole equivalent golf courses shuttering in 2023 reached a decade-low, underscoring a paradigm shift amidst evolving demand dynamics. The number of 18-hole equivalent golf courses, (EHE) that closed their doors in 2023 was fewer than 90 according to the NGF, down to its lowest level in about 10 years. There were 23 EHE courses opened. Most closures were public facilities, either nine holes or functionally obsolete 18-hole courses that can be redeveloped into other uses or kept as open space. The total number of golf facilities in the United States is now just shy of 14,000 and the total number of 18-hole equivalents is approximately 16,000.

Average Historical Golf Course Prices



GOLF COURSE VALUES

Supply, demand, interest rates, and inflation, all affect a golf course or facility's value. The number of golf course sales, (excluding portfolios) was down 14%. The average sale price was up to $4,979,399, a whopping 20.6% jump over 2022 of $4,129,022. The median sale price was down slightly to $2,465,000 a -4.5% decrease over 2022's value of $2,580,900. In both commercial and residential real estate, the median is considered the better indicator of value, vs. the average which can be affected by numerous small sales or a few large sales. (See Average Historical Golf Course Prices Chart). (We did remove larger resort and portfolio sales, like the Pacific Life and Streamsong, as they would distort the average and median. We try to use as best we can single course sales vs. portfolios.)

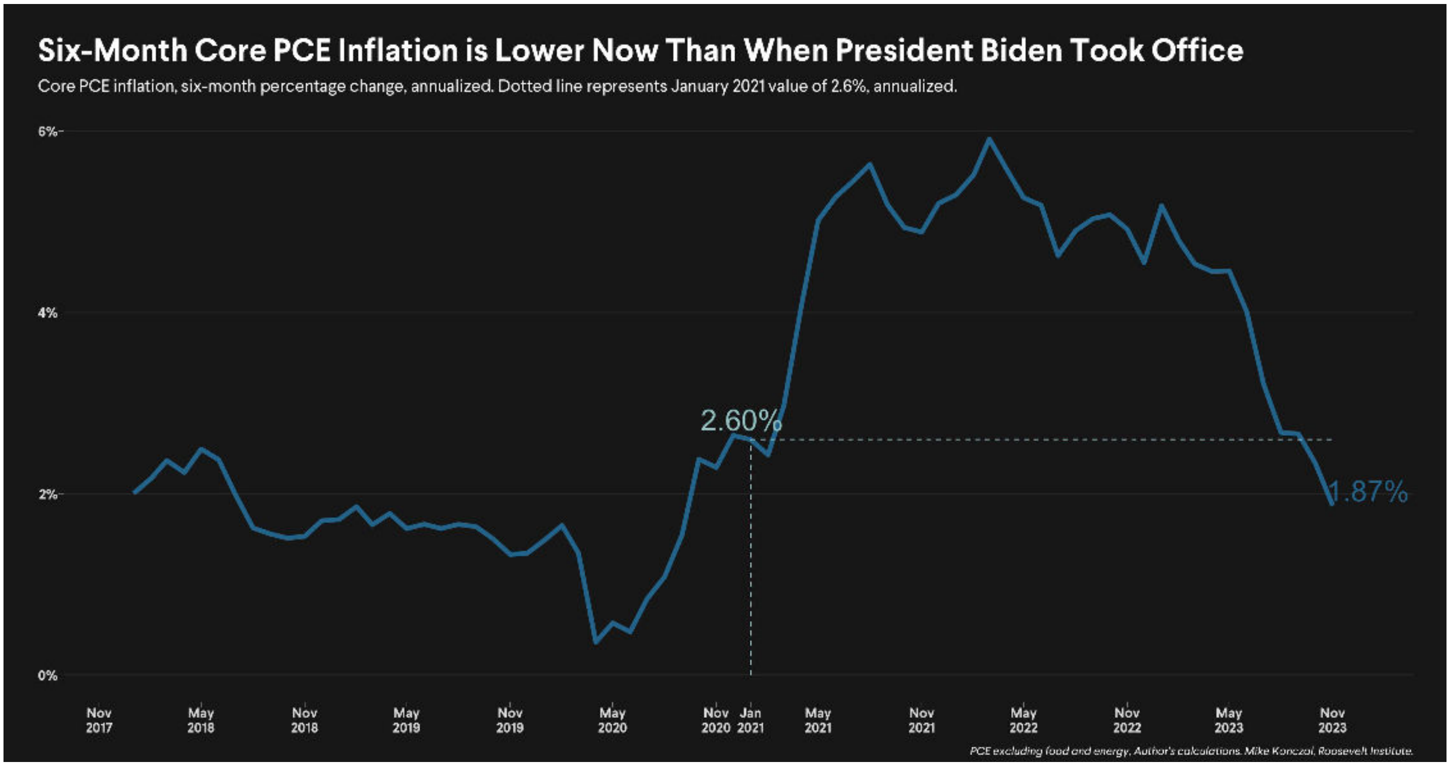
Why are average values up so much while the median is down? Both gross revenue and EBITDA are up on just about every course in the country and that has continued a four-year trend. The buyers' market for golf courses has exploded in the last few years. Our data indicates that there are 66% more golf buyers in the market than there were prior to 2019. With the national media outlets jumping on the golf bandwagon and other commercial real estate investment returns going down, non-golf investors are looking at golf as an opportunity for outsized returns. We expect more of the same this year with more money-chasing golf assets, like during the REO days of 2011-2013. We also anticipate values to continue to rise steadily as Revenue and EBITDA continue to grow, albeit at a slower pace.

THE ECONOMY AND GOLF

Inflation metrics present a mixed bag. The headline Consumer Price Index rose in January of 2024 to 3.1 percent over the year ended January,

LIPG - National Golf Course Sales History

	# of Sales	Avg. Prices	% Change	Lowest Price	% Change	Highest Price	% Change	Median Price	% Change
2006	91	$ 7,326,883	N/A	$ 1,100,000	n/a	$ 39,500,000	n/a	$ 4,500,000	n/a
2007	97	$ 6,778,325	-7.49%	$ 559,000	-49.18%	$ 58,000,000	47%	$ 3,500,000	-22.22%
2008	108	$ 5,757,172	-15.06%	$ 595,000	6.44%	$ 50,575,000	-12.80%	$ 3,300,000	-5.71%
2009	97	$ 5,089,742	-11.59%	$ 500,000	-15.97%	$ 50,000,000	-1.14%	$ 2,900,000	-12.12%
2010	144	$ 4,873,308	-4.25%	$ 250,000	-50.00%	$ 40,000,000	-20.00%	$ 2,700,000	-6.90%
2011	110	$ 4,912,103	0.80%	$ 275,000	10.00%	$ 73,525,000	83.81%	$ 3,000,000	11.11%
2012	159	$ 2,700,215	-45.03%	$ 250,000	-9.09%	$ 30,000,000	-59.20%	$ 1,802,500	-39.92%
2013	145	$ 4,211,889	55.98%	$ 366,450	46.58%	$ 48,520,000	61.73%	$ 2,000,000	10.96%
2014	181	$ 4,661,645	10.68%	$ 266,800	-27.19%	$ 60,000,000	23.66%	$ 2,045,000	2.25%
2015	132	$ 5,012,316	7.52%	$ 263,250	-1.33%	$ 47,000,000	-21.67%	$ 2,195,000	7.33%
2016	123	$ 4,718,947	-5.85%	$ 500,000	89.93%	$ 50,000,000	6.38%	$ 2,300,000	4.78%
2017	114	$ 3,105,611	-34.19%	$ 520,000	4.00%	$ 30,700,000	-38.60%	$ 1,525,000	-33.70%
2018	107	$ 3,741,962	20.49%	$ 500,000	-3.85%	$ 41,948,500	36.64%	$ 2,046,418	34.19%
2019	96	$ 3,050,907	-18.47%	$ 500,000	0.00%	$ 16,750,000	-60.07%	$ 1,464,291	-28.45%
2020	79	$ 3,149,046	3.22%	$ 500,000	0.00%	$ 34,500,000	105.97%	$ 1,700,000	16.10%
2021	80	$ 4,399,889	39.72%	$ 500,000	0.00%	$ 45,333,000	31.40%	$ 2,225,000	30.88%
2022	98	$ 4,129,022	-6.16%	$ 550,000	10.00%	$ 47,000,000	3.68%	$ 2,580,900	16.00%
2023	84	$ 4,979,399	20.6%	$ 500,000	-9.1%	$ 44,801,090	-4.7%	$ 2,465,000	-4.5%
Total	1,961	$ 4,311,966	-39.95%			*** Outliers Removed (<$500K or >$75M)***			



down 30 basis points from the December reading. Falling energy prices and flattening costs of food helped slow inflation, as supply chains remained fluid despite ongoing global conflict. However, when stripping these indices out, the core CPI measure held at 3.9 percent over the year ended January, the same annual rate as last month. While sustained core pricing pressures reduced investor expectations for a rate cut in March of 2024, the trend is signaling — amid elevated wage and GDP growth — that the economy is still running hotter than the Fed intends. Yet, this presents positive implications for golf course owners and investors in 2024. Over the year ended January, average hourly earnings for all U.S. employees jumped by 4.5 percent, ahead of core inflation. The pressure on operational expenses due to rising wages has hit golf course owners the hardest over the last few years. Moderating inflation and declining interest rates will spur more investment in the golf airspace.

According to Bloomberg, the debt problem in commercial real estate is poised to get worse before it gets better, citing an analysis by Morgan Stanley.

The report found that $1.5 trillion in debt is coming due by the end of 2025 and that maturities will

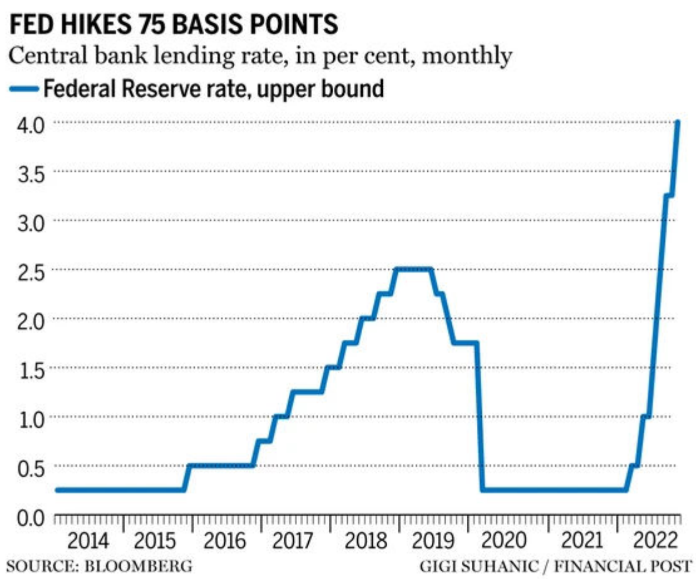
climb for the next four years. At their peak in 2027, $550 billion comes due in the sector. The analysts wrote that "refinancing risks are front and center," increasing the challenge for commercial real estate owners to replace loans that mature. Morgan Stanley estimates office and retail valuations could drop by 40 percent from peak to trough, which could send defaults skyrocketing.

Compounding the problem is the position of regional banks, long a lifeline to the commercial real estate ecosystem. Banks own more than half of agency commercial mortgage-backed securities. But banks are reconsidering their exposure following the runs that decimated Silicon Valley Bank and Signature Bank. This is why the lending in golf has been so sparse in 2023 and will continue to be slow in 2024.

An increase in debt maturities is not always problematic, but it is when interest rates have spiked, office values are amid a historic decline, and regional banks are retrenching.

We had a bank president in the Northeast tell us in March of 2023, "I told my Loan Officers to go golfing with their clients for the rest of the year, we aren't lending any more money".

Amid a less certain near-term economic outlook, capital providers have tightened underwriting criteria. However, the primary hindrance is the higher cost of borrowing. In the realm of golf, when lending criteria become even more stringent, and lenders must choose between perceived safer investments like apartments vs. golf, it feels akin to the guy waiting at the altar while the bride has already skipped town with his best friend.



CONCLUSIONS AND PREDICTIONS

One quarter into 2024, the horizon beckons with promise tempered by looming headwinds. Against a backdrop of geopolitical uncertainties and economic challenges, the golf industry remains poised for growth, albeit at a measured pace. As demand continues to surge and values ascend, strategic consolidation and a renewed focus on operational excellence will define the landscape, offering a roadmap for success in the years to come. Russia is still trying to take over Ukraine, Israel is fighting Hamas in the Gaza Strip, and the politicians in the US are fighting over the border aid to our allies, and not getting anything done. We are in an election year *with two polarizing figures. What could go wrong?*

2024 PREDICTIONS

- Private course demand, memberships, initiation fees, and revenue will continue to increase just at a slower rate.
- F&B will continue to return to normal, but with higher labor costs.
- Golf course values will remain resilient amidst volatile economic currents, buoyed by robust fundamentals and unwavering investor interest. The influx of buyers from other real estate disciplines into golf will continue as yields in golf significantly outpace other commercial real estate types.
- Golf course conversions in major metros will slow down because the first-time home market is still weak.
- There will continue to be more consolidation of golf to larger aggregators, be it owners or third-party management companies.
- Once sought-after, struggling equity clubs will be healthier, so there will be a shift to privately owned for-profit clubs with $5M plus revenue and strong EBITDA will create bidding wars not seen in golf in many years.

In closing, 2024 is shaping up to be another stellar year for owners. Whether investors are looking to increase their golf holdings, invest in golf for the first time, or take some chips off the table through divestiture, Leisure Investment Properties Group stands ready to offer grounded guidance and unparalleled expertise.

LIPG: Post-COVID & Beyond

Chris Karamitsos, PGA – Senior Managing Director – Partner

HYPOTHETICAL QUESTION:

If you could purchase an apartment complex with a net operating income (NOI) of $1,000,000 or a golf course with the same NOI, which would you choose? Given that you are reading this, odds are you are already in some facet of the golf industry and understand the economics of post-Covid golf; the question is not as much of a 'no-brainer' for you as it would be for most of the investment community. Ten years ago, the answer would overwhelmingly have been, the apartment complex. Even today, the majority of real estate investors would stick to the tried & true, core-commercial asset over the golf course. That is until they learn that while the apartment complex would cost approximately $20M, the golf course with the same NOI on 150 acres would cost them roughly $8M. Which asset looks better now?

Last year a real estate investor was looking at one of our listings and said "...I don't know anything about owning a golf course but given the cash-on-cash return, I'd be fiscally irresponsible to my partners and myself if I didn't take a deeper dive". (Cash on Cash is the Net Income/Down Payment). He then purchased the golf asset; his first. I recently asked a member of a private equity group who owned no golf assets at the time, why he wanted to buy one of our golf listings in Florida. He told me that golf had nothing to do with it. He said "I can't finance a 5% cap-rate apartment deal with 8% money, but I can certainly finance a 14% cap-rate golf course with 8% money" (meaning of course, the interest on the loan).

"...I don't know anything about owning a golf course but given the cash-on-cash return, I'd be fiscally irresponsible to my partners and myself if I didn't take a deeper dive"

The economics of golf are now more closely aligned with a larger segment of the investment community, i.e., core commercial real estate. As an investment vehicle, golf is very much in demand. Through its brokerage and advisory services platform, Leisure Investment Properties Group (LIPG) has become the premier conduit for addressing that demand.

The migration of capital from core commercial assets to alternative assets (like golf) has contributed to LIPG sales nearing or eclipsing the $100M mark annually in the post-COVID era. In 2024, LIPG will exceed that mark by the end of Q-2. It has not only been the big-ticket items that have contributed to that total. There have been numerous assets in the sub-$5M tranche that LIPG has transacted throughout this period.

"I can't finance a 5% cap-rate apartment deal with 8% money, but I can certainly finance a 14% cap-rate golf course with 8% money"

SOME OF THE PROMINENT ASSETS THE LIPG HAS BROKERED IN THE POST-COVID ERA

Cabot Citrus Farms, FL

Craft Farms Golf Club, AL

Pinewild Country Club of Pinehurst, NC

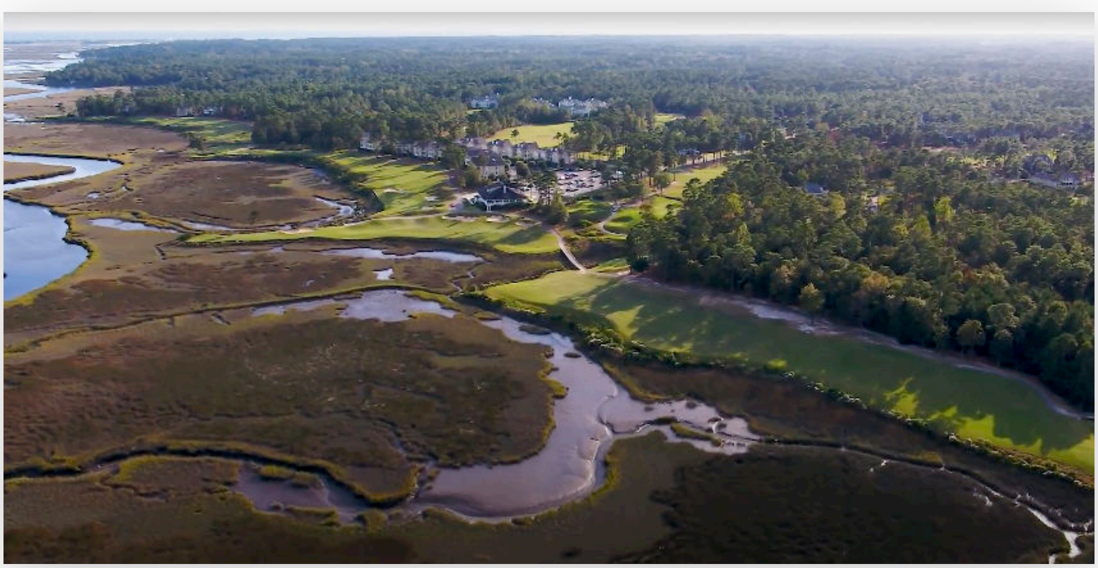
Peninsula Golf & Racquet Club, AL

Since its inception, LIPG has listed, sold, and underwritten more than $4 billion worth of leisure assets. Owners and operators have looked to LIPG for solid advice, and guidance and to assist in facilitating acquisitions and dispositions since 2009. In 2024, the firm is going to bolster its brokerage and advisory services platform as it continues to grow its array of services. We will have some exciting news to announce that will help our clients in even better ways.

Quarry Pines Golf Club, AZ

In addition to golf and a flourishing Marina division, the firm has expanded and continues to grow its RV and Boutique Hospitality divisions. All these initiatives will serve to assist LIPG in fulfilling its vision and mission which is, continuing to be the preeminent leader in business-driven leisure investment real estate & advisory services, and helping our clients create and preserve wealth.

Covered Bridge Golf Club, IN



Rivers Edge Golf Club, NC

Q & A - Golf Course Insurance Coverages

Robert Waldron – Senior Managing Director – Partner
Interview with Rhett Graham Account Executive - Wells Insurance

Rob Waldron: Rhett, thank you for taking time to meet with me to discuss the current state of golf course insurance.

Rhett Graham: Rob, I appreciate you inviting me to provide your clients with current insurance trends post COVID-19. The insurance marketplace is ever tightening and it's important golf course owners and operators have a chance to see the whole marketplace to maximize the coverages, carriers, premiums and guidance. One of the advantages Wells Insurance brings to the marketplace is our national reputation (we insure clients in 41 states) and our experience as I've worked for the PGA Tour, alongside the Phoenix Open, in the private and public facility side, tournament management and more. I suppose you could say we "speak the language".

RW: We have seen insurance costs rise significantly throughout the Golf Industry placing an increased expense burden on all course owners.

RG: The Covid pandemic created a new golf renaissance. As a result, an "arms race" emerged among golf courses and country clubs as they raced to build new facilities like pools and splash pads, spas, bars, lounges, golf teaching centers and fitness centers to stay competitive. As the industry grew and the dust settled, it became clear to many, but overlooked by some, that a Club's established risk management practices may not adequately cover today's new risks. With new and enhanced amenities and facilities, risk exposures have increased as well.

RW: Our clients have benefitted from the increased demand in tee times and memberships with improved profitability. Prudent operators have taken the profits and reinvested capital back into their courses, clubhouses, and amenities by addressing deferred maintenance items and reinvention capital designed to improve the guest experience.

RG: In most cases, the average Club's revenues and building values have increased, and it is important that club policies reflect that. In the event of a property loss, if there is a gap between those new values and policy coverage, clubs may be left to scramble to secure funding from assessments or Capital Expenditure funds or out of pocket. Carriers want to know what a Club is doing to make it more attractive to the insurance marketplace and guess what – your members and guests want to know too!.

RW: Are there any other risk factors that golf course owners should be aware of that you can you advise?

RG: Absolutely! A new fitness center, Junior camps and Travel programs, Spas, and Swimming pools can all change a club's risk profile from an insurance carrier's perspective. Cyber threats are worth a separate detailed discussion… phishing, Business Email Compromise (BEC), ransomware and more. Liquor Liability has tightened incredibly and carriers are vigilant about knowing your serving protocols and F&B staff training. Lastly, but not least, how do you protect your greatest asset – your golf course!

RW: What about employee issues?

RG: A Club is only as good as its employees. We are witnessing increasing pressure on Clubs from Workers Compensation claims to Employment Practices Liability claims. Claims such as these impact not only the profitability but the reputation of clubs across the Golf industry. With that in mind, the labor shortage has exposed Clubs in myriad ways as many have been forced to hire unqualified or underqualified workers that may be injured or damage Club equipment or property due to lack of training – with many employees scrambling to keep up with their own duties, adequate supervision and training are often sacrificed for expediency. My aim is to come alongside the golf facility and proactively assist in shaping the best practices and strengthen the risk management program.

RW: Rhett this has been extremely informative. Can you provide some final thoughts?

RG: It is crucial that Club Owners develop relationships with insurance advisors specializing in the golf industry who understand the golf business from the inside out. Making informed decisions about the insurance coverage needs of the Club, while contemplating future growth plans, is paramount. In much the same way you would hire an executive for your Club, credentials, and experience matter in the insurance marketplace. Thank you for the opportunity to share a bit about who we are, what we do, and how we do it – I encourage your readers to visit our website: www.wellsins.com/golf and my LinkedIn for more guidance and insight. Let's have a conversation.

WELLS INSURANCE

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Rhett Graham is an Account Executive specializing in Commercial Lines with Wells Insurance. Rhett has been fortunate to serve many roles in the golf business, from private country clubs to PGA Tour-caliber venues. With a successful tournament golf resume where he played collegiately at Coastal Carolina University, high-level amateur tournaments nationwide, and professional mini-tours, Rhett has experienced all facets of the golf industry.

Hiring a Management Company - Pros & Cons

Robert Waldron – Senior Managing Director – Partner

Engaging a golf management company to oversee the operations of your golf course can offer benefits but also comes with potential disadvantages. Understanding these can help owners and investors make informed decisions.

Everything about golf is local. Each course is unique in quality, location, reputation, market positioning, competitive set, and customer following. Ownership, and Management Companies must approach the operation with consistent objectives and vision for the course.

When owners hire a General Manager/COO to manage their course, they must rely on the expertise, relationships, and experience of an individual. When owners hire a Management Company, they place their trust in a larger group of Golf Industry experts with a wider span of available resources.

BELOW IS A BREAKDOWN OF THE BENEFITS AND DISADVANTAGES:

BENEFITS

1. **Promote Yourself:** When you hire a management company you immediately promote yourself to the Manager of the Management Company as opposed to the Manager of the operation.

2. **Expertise and Experience:** Golf management companies bring specialized knowledge and experience in golf course maintenance, hospitality, marketing, membership, food & beverage, and golf operations. This expertise can significantly enhance the quality of the golfing experience, potentially increasing membership sales and guest visits.

3. **Economies of Scale:** Due to their size and portfolio of managed properties, management companies often have greater purchasing power for equipment, golf carts, chemicals, fertilizer, supplies, food & beverage, merchandise, insurance, and services, which can lead to cost savings.

4. **Access to Technology and Innovation:** They typically have access to the latest technology and industry best practices, which can improve efficiency, course maintenance, customer service, and overall management. Centralized services such as financial reporting, data capture, and human resources also add value to the operation.

5. **Marketing and Branding:** Professional management companies can bring sophisticated marketing strategies and a strong brand that can attract more members, guests, and events to the course, increasing revenue.

6. **Streamlined Operations:** They can streamline operations, implementing proven systems and processes for everything from tee time bookings to food and beverage services, improving overall efficiency.

7. **Financial Management:** These companies often have skilled financial teams that can manage budgets, payroll, and financial planning more efficiently than an independent operator might be able to do on their own.

8. **Risk Management:** Professional companies are adept at managing legal and regulatory compliance issues, reducing the risk of lawsuits or fines.

9. **Human Resources:** Management companies typically have a “Bench” of qualified golf, maintenance, F&B, membership, and General Managers capable of filling the necessary management roles at a course.

DISADVANTAGES

1. **Cost:** Hiring a management company is an additional expense. While it can lead to increased efficiency and revenue, the cost of their services must be weighed against these benefits.

2. **Loss of Control:** Outsourcing management means giving up a level of control over the daily operations and strategic direction of the

golf course, which might not always align with the owner's vision.

3. **Generic Operations:** There is a risk that the golf course might lose its unique character or identity and become a "Cookie Cutter" operation. Management companies might implement standardized operating procedures that do not account for the specific charm or local culture of the club.

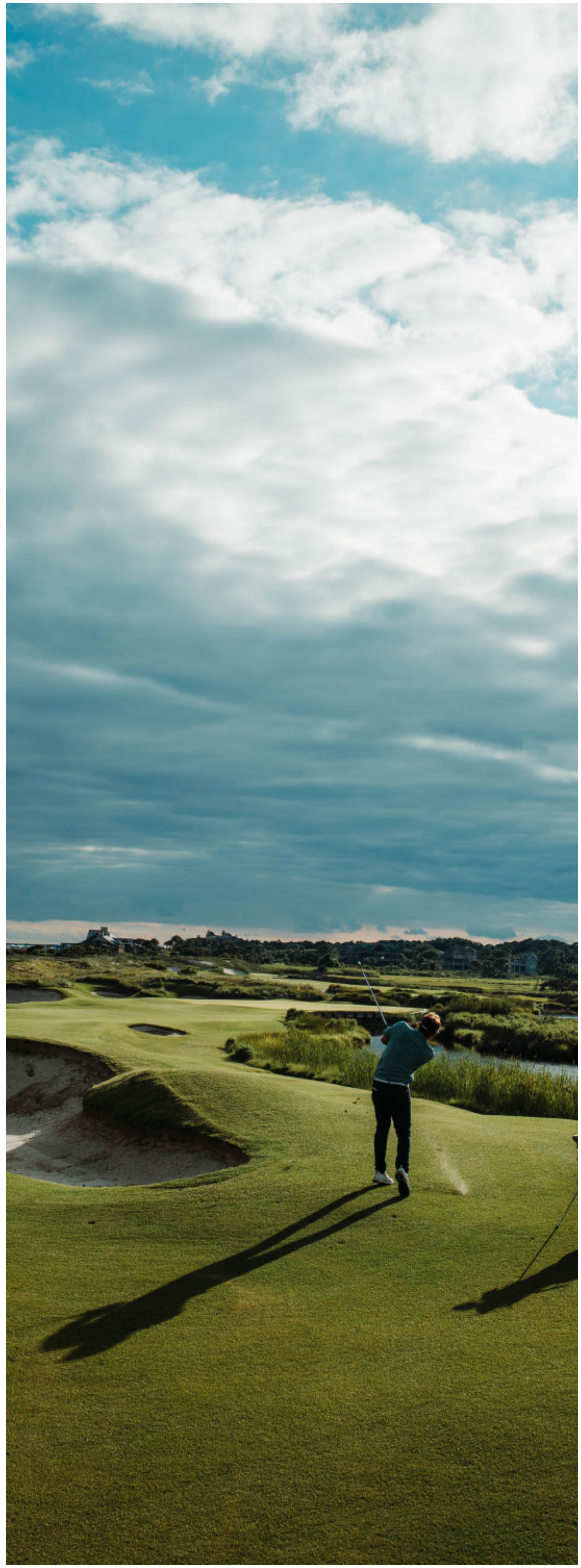
4. **Potential for Misaligned Goals:** The goals of the management company may not always perfectly align with those of the golf course owners, especially if the management company prioritizes short-term financial gains over long-term investments in the course or customer/member satisfaction.

5. **Communication Issues:** Depending on the management structure there can be communication challenges between the golf course staff, the management company, and the owners, leading to misunderstandings or conflicts.

6. **Dependency:** Over time, the golf course may become dependent on the management company for its operations, making it difficult to sever ties or take back control if desired.

7. **Customer Satisfaction:** While not always the case, members and guests might perceive the involvement of a large management company as negative, feeling that it impacts the personal touch or the sense of community they believe to be a priority.

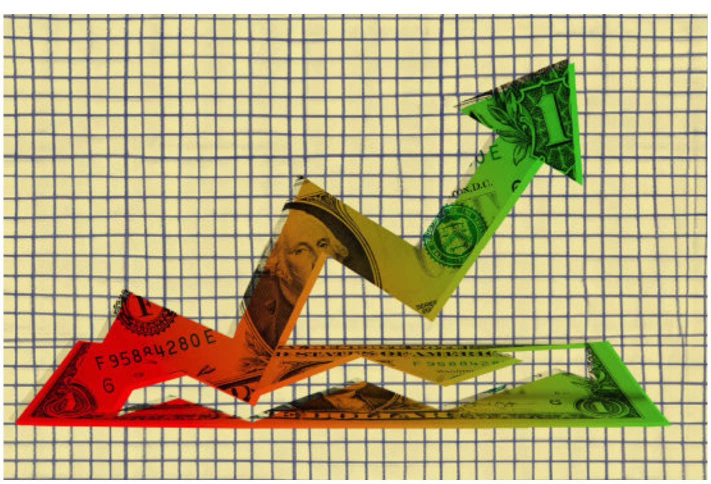
While the decision to hire a golf management company comes with significant potential benefits, including professional expertise and operational efficiencies, it also requires careful consideration of the potential downsides, such as costs, loss of control, and the risk of diluting the unique identity of the golf course. Not all management companies are created equal. Owners should carefully evaluate each company for their strengths and weaknesses and select the **management company partner** that aligns closely with the owner's vision regarding the course's values, culture, and long-term objectives.



The Debt Hangover: Will It Hurt The Golf Market

Greg Lewis - Senior Managing Director of Capital Markets

Commercial real estate borrowers operated for more than a decade in a historically low interest rate environment. Independent owners and operators of “specialty assets”, golf courses, marinas, hotels, RV Parks and the like, have traditionally relied on regional lenders for their debt financing needs. Property values increased and debt financing was plentiful. Cap rates on core assets were low, leverage percentages climbed steadily, and transaction volume increased year over year. Trillions of dollars were deployed to buy, sell and develop real estate. Banks thrived during this period and most institutions from the global money center banks to local community banks loaded their balance sheets with commercial real estate loans.



ALL GOOD THINGS MUST COME TO AN END

With Covid in the rear-view mirror, and after years of buying billions of dollars in bonds to stimulate the economy, the Fed turned its focus to inflation. Concerned that the economy was overheating, the Fed began their systematic attempt to tame inflation. Unfortunately, inflation proved to be resistant to initial rate increases, so the Fed accelerated their efforts. What ultimately unfolded was a nearly historic increase in interest rates over next 18 months. Eleven increases totaling 5.25%.

FOMC Meeting Date	Rate Change (bps)	Federal Funds Rate
July 26, 2023	+25	5.25% to 5.50%
May 3, 2023	+25	5.00% to 5.25%
March 22, 2023	+25	4.75% to 5.00%
Feb 1, 2023	+25	4.50% to 4.75%
Dec 14, 2022	+50	4.25% to 4.50%
Nov 2, 2022	+75	3.75% to 4.00%
Sept 21, 2022	+75	3.00% to 3.25%
July 27, 2022	+75	2.25% to 2.50%
June 16, 2022	+75	1.50% to 1.75%
May 5, 2022	+50	0.75% to 1.00%
March 17, 2022	+25	0.25% to 0.50%

Forbes, January 26, 2024

While these increases may not have extinguished inflation, they certainly cooled the commercial real market. Transaction volume dropped dramatically as did loan volume. What did increase was the rapid divergence in buyer-seller expectations. Fueled by years of artificially low interest rates, buyers derived high returns with a favorable capital stack - high leverage at low rates.

THE NEW NORMAL

The initial shock of these rapid and multiple rate increases is over. Buyers of Golf have had to accept the consequences of a higher interest rate environment - lower leverage. All new transactions require more equity and presumably lower returns as a result. Borrowers still reminisce however about the not so distant good-ol' days and therein the market struggles to acquire a new equilibrium between buyer and seller expectations.

A STORM IS BREWING

Anyone who follows the capitals markets, particularly the debt market, has no doubt read or heard recently about the **concerns of a potential banking crisis.** At the heart of the matter is more than a half trillion dollars in commercial loans maturing this year. Borrowers must refinance these assets at higher rates with potentially lower asset values. Many banks balance sheets are loaded with CRE loans, and there is going to be increased scrutiny for the foreseeable future as regulators and the government watch for increasing defaults.

Of particular concern is the amount of CRE debt held by regional and community banks. CNN recently reported, "...US banks hold about $2.7 trillion in commercial real estate loans. The majority of that, about 80%, according to Goldman Sachs economists, is held by smaller, regional banks — the ones that the US government hasn't classified as "too big to fail". Additionally, according to the AEI, a recent study by the National Bureau of Economic Research underlines the dimension of the prospective regional bank crisis. It estimates that should interest rates stay at their current levels, a wave of commercial property loan defaults could result in the failure of up to 385 regional banks.

WHY THIS MATTERS

As I mentioned heretofore, golf courses, marinas, hotels, RV Parks and the like, have traditionally relied on regional lenders for their debt financing needs. Larger lenders particularly in higher risk environments, tend to focus on the core four asset

Average Golf Course Financing In Today's Market				
Conventional Bank Loan	SBA Guaranteed Loan 504 Program	Life Company	Bridge Loan	Private Equity
Fixed Rate: 7 - 8% fixed	Interest: 7.5 - 8.5% fixed	Interest: 6.5 - 7.5%	Interest: 12 - 15%,	Interest: 18 - 22%
Points: Up to 1%,	Points: 50 bps	Points: 0 - 1%	Fees: 3%	Unleveraged IRR: 20%
Term: 3 - 7 years,	Term: 25 yrs.	Term: 3 - 10 yrs.	I/O Term: 12 - 18 Months	Preferred Returns: 12 - 15%
Amort: 20 - 25 yrs.	Amort: 10 yrs	Amort: 25 yrs.		
LTV: 55 - 65%	LTV: Up to 75%	LTV: Up to 60%	LVT: Up to 70%	
DCR: Minimum 1.25:1				
Loan Size: $2MM & Up	Loan Size: Up to $15MM	Loan Size: $25MM+		
Recourse: Yes	Recourse: Yes	Recourse: Carve-out	Recourse: TBD	Waterfall Structure: Deal by Deal on Profit

As of March 11, 2024

groups. Community based lenders by definition tend to rely and focus on local businessmen and businesses that operate in their footprint. While the community lenders still prefer multi-family and industrial loans, nobody understands local economies and property values better. Subsequently, even though securing good loan execution on specialty assets often feels like trying to find a needle in a haystack, there is a qualified lender out there even during periods of heightened risks where there is a natural "flight to quality". We have been successful at that for over 30 years and continue to find that proverbial needle in the haystack for our clients.

The key to success in any loan solicitation is to view your debt from a lender's perspective. What are the unique risks associated with this asset and how do we access for that risk. Because specialty assets are operating businesses, it is important to clearly identify the competitors in the market, and where this particular asset falls within this comp set. Lenders increasingly focus on trend analysis, so have your KPI's clearly identified and educate them about your past and future performance. Whether or not a lender ever articulates this to a borrower, the final credit decision maker is always asking themselves one final question "in a worse case scenario, what is our exit strategy for this property?". If you can put yourself in their shoes and anticipate that question, you're on your way to securing a loan.

With more than 30 years of experience in the Capital Markets, I am uniquely qualified in the structing and arrangement of financing for "specialty assets" (golf courses, marinas, hotels and RV Parks). These properties do not fit neatly into conventional underwriting boxes. I work with the borrower and lender to help quantify and access both the risk and reward associated with providing debt on these type of assets. In doing so, we help achieve the best possible execution on each transaction.

For more information contact Greg Lewis: Glewis@thelipg.com

Improving The Bottom Line

Robert Waldron – Senior Managing Director – Partner

To combat the rising costs of operating golf courses, course owners and operators are implementing innovative solutions, pursuing efficiency improvements, and exploring alternative revenue streams. These strategies not only help manage expenses but also enhance the value and appeal of the golfing experience. Here are some approaches being adopted:

IDENTIFYING ALTERNATIVE REVENUE STREAMS

Improving revenue should not be limited to maximizing existing revenue streams but also identifying new revenue streams to supplement income.

1. **Increased Use of Technology:** Golf courses have been integrating more advanced technology for both operations and the golfer experience. This includes the use of GPS for yardage and tracking the pace of play, mobile apps for booking tee times and ordering food and beverages, and sophisticated irrigation and maintenance systems that conserve water and energy while maintaining high-quality playing conditions.

2. **Adaptive Use of Space:** Clubs are exploring ways to utilize their Clubhouse and land year-round, by adapting to seasonal weather changes. This can include hosting weddings, corporate events, cross-country skiing, outdoor BBQs, fire pits, fitness classes, and other special events providing significant revenue opportunities.

3. **Virtual Golf Simulators:** The use of golf simulators and virtual golf experiences is on the rise, not only in private homes but also in golf facilities. These technologies allow for year-round play, instruction, and club fitting, regardless of weather conditions. Installing golf simulators can attract customers year-round, day and night providing income during off-season months or bad weather days.

4. **Enhanced Driving Ranges:** Practice facilities are being upgraded to include technology like TrackMan and Toptracer have become more common on driving ranges, offering golfers detailed feedback on each shot. This technology allows players to make precise adjustments to their swing and understand their game better. These systems enable the professional staff to educate and fit members and guests.

5. **Dynamic Pricing Models:** Borrowing from the airline and hospitality industries, many courses are adopting dynamic pricing strategies where the cost of tee times varies based on demand, time of day, and other factors. This approach can enhance revenue per round, maximize revenue and manage play volume.

6. **Leisure and Lifestyle Amenities:** Adding or enhancing amenities such as spas, fitness centers, swimming pools, stay & play lodging,

and dining facilities can attract non-golfers and increase membership value. This approach helps in positioning the golf course as a lifestyle destination.

7. **Memberships and Loyalty Programs:** Creating innovative membership options and loyalty programs that offer discounts, exclusive access, and other benefits can increase upfront revenue, encourage repeat business and fill off peak tee times.

8. **Golf Instruction and Clinics:** Expanding teaching and coaching services, including junior programs, women's clinics, and beginner classes, can tap into new golfer markets and generate additional income.

9. **Retail and Online Store:** Selling branded merchandise, golf equipment, and apparel through a pro shop or an online store can capture additional revenue. Offering club fitting and repair services can also attract customers.

10. **Partnerships and Sponsorships:** Establishing partnerships with local businesses and securing sponsorships for tournaments or holes can bring in revenue while offering promotional opportunities for partners in the community.

REDUCE OPERATING EXPENSES THROUGH INNOVATIVE SOLUTIONS AND EFFICIENCY IMPROVEMENTS

As costs continue to increase industry-wide operators are being challenged to reduce and "Right Size" operating expenses through the use of operating policies and advances in technology.

1. **Credit Card Fees:** One of highest operating expenses for golf and hospitality operations is merchant credit card fees which can range between 1.5% - 3.5% of the transaction. Many operators are choosing to either offer discounts for cash or pass along the fee to the consumer.

2. **Advanced Irrigation Technologies:** Implementing state-of-the-art irrigation systems that use weather data, soil moisture sensors, and automated controls can significantly reduce water usage and costs. Precision irrigation helps in applying the right amount of water only where it's needed.

3. **Solar Energy:** Installing solar panels on clubhouse roofs or unused land can reduce reliance on traditional energy sources. Solar energy can power clubhouse operations, irrigation systems, and even golf carts, lowering energy bills and carbon footprints.

4. **LED Lighting:** Switching to LED lighting for the clubhouse, parking lot, and other facilities reduces energy consumption and costs associated with lighting, especially for courses that offer night play or have lighted driving ranges.

5. **GPS and Fleet Management for Golf Carts:** Equipping golf carts with GPS and fleet management systems not only enhances the golfer's experience but also improves efficiency by monitoring pace of play and optimizing cart usage and maintenance schedules.

6. **Robotic Mowers and Drones:** Using robotic mowers for fairways and drones for aerial course monitoring can reduce labor costs and improve maintenance efficiency. Drones can help in assessing course conditions, identifying areas needing attention, and even spraying fertilizers or pesticides more precisely.

7. **Eco-Friendly Maintenance Practices:** Adopting environmentally sustainable practices, such as using organic fertilizers, reducing pesticide use, and planting native vegetation, can lower costs over time while ensuring compliance with environmental regulations.

By adopting these and other innovative strategies, golf courses can better manage operational costs, enhance the golf experience, and open up new revenue streams. These efforts may require upfront manpower and capital investment and a strategic approach but can lead to more sustainable and profitable operations in the long term.

2023 Golf Course Sales Activity

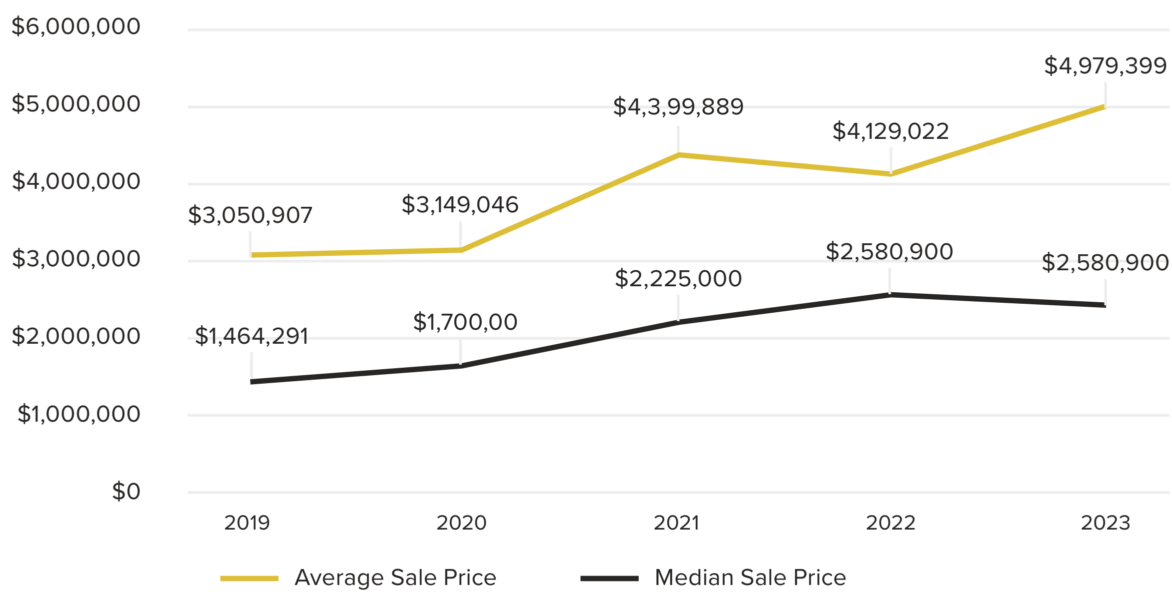
Kody Tibbetts – Director of Operations - Senior Financial Analyst

The purpose of this analysis is to provide insight on the direction/trend in golf course values. Any transaction that indicates the golf course will be repurposed or redeveloped has been removed from the data. In addition, we also remove resort and portfolio sales as the values allocated amongst assets are often incongruent with individual transactions. This article also pays special attention to the Core $1M - $10M Investment Tranche – generally considered the most important subset of golf-specific transaction activity. These values are driven primarily by property fundamentals specific to the business of golf, and therefore are most telling towards overall investment sentiment.

Leisure Investment Properties Group tracked a total of 118 golf course transactions in 2023. Of those, 84 had available sales information and are expected to continue operations as a golf club post-sale. In 2023, the average sale price was $4,979,399 - increase of 20.6% vs 2022, and the median sale price was $2,465,000 - a decrease of 4.5% vs 2022.

2019 - 2023 Transaction Summary						
	2019	2020	2021	2022	2023	%Change vs '22
# of Transactions:	96	79	80	98	84	*-14.3%*
Average Sale Price:	$ 3,050,907	$ 3,149,046	$ 4,399,889	$ 4,129,022	$ 4,979,399	*20.6%*
Median Sale Price:	$ 1,464,291	$ 1,700,000	$ 2,225,000	$ 2,580,900	$ 2,465,000	*-4.5%*
Total Sales Volume:	$ 292,887,079	$ 248,774,648	$ 351,991,156	$ 404,644,117	$ 418,269,537	*3.4%*

Average & Median Pricing Trend



TRANSACTION VOLUME

The number of properties transacting on an annual basis has been a bit of a roller coaster in recent years. Looking back to 2019, pre-COVID, we recorded 96 transactions with a total sales volume of approximately $293M. In 2020, transaction volume sharply declined due to COVID, however a trend starts to take shape as the demand/participation in golf began to soar. With this newfound demand, many owner/operators prioritized strategic initiatives to grow revenue and cash flow rather than opting to sell, which kept the number of transactions down in 2021. Those who did decide to sell received much higher prices due to an influx of COVID related revenue and cash flow boosting total sales volume 20% higher than pre-COVID 2019, despite transactions being 17% lower. In 2022, transactions soared by 23% and sales volume by 15%, mostly driven by owner/operators attempting to time the top of the market. This left 2023 as a particularly interesting year due to the unknown of whether demand/participation in rounds and membership would persist and how that would impact investor sentiment. The result was a 14% decrease in transactions, but another increase in sales volume, this time approximately 3%, indicating continued strength in golf course values.

2023 Golf Course Sales Tranche Breakdown				
Sales Tranches	# of Transactions	% Share	Average Price	Median Price
Core Tranches ($1M - $10M)	70	83%	$ 3,504,071	$ 2,500,000
$500K - $999K	8	9.5%	$ 754,813	$ 761,750
$1M - $2.99M	38	45.2%	$ 1,788,947	$ 1,700,00
$3M - $4.99M	17	20.2%	$ 3,621,347	$ 3,400,000
$5M - $9.99M	13	15.5%	$ 7,364,773	$ 7,250,000
$10M+	8	9.5%	$ 23,368,261	$ 20,960,750
Core Tranches ($1M - $10M)		2022	2023	YoY % Change
# of Transactions:		79	70	-11%
Average Sale Price:		$ 3,524,531	$ 3,504,071	-1%
Median Sale Price:		$ 2,800,000	$ 2,500,000	-11%

AVERAGE SALE PRICE

Since 2019, the average sale price has experienced a meteoric rise of 63%, landing just shy of $5 million in 2023. We attribute the rise in average price to several factors, but the two main factors are 1) a significant boost in demand/participation, and 2) a higher interest rate environment bringing new eyes to the golf airspace seeking yield that was no longer attainable within "Core" commercial investments such as multifamily, office, industrial and retail. Please keep in mind that the average sale price can be manipulated by outliers on either side of the spectrum, but the continued upward trend in average price is telling.

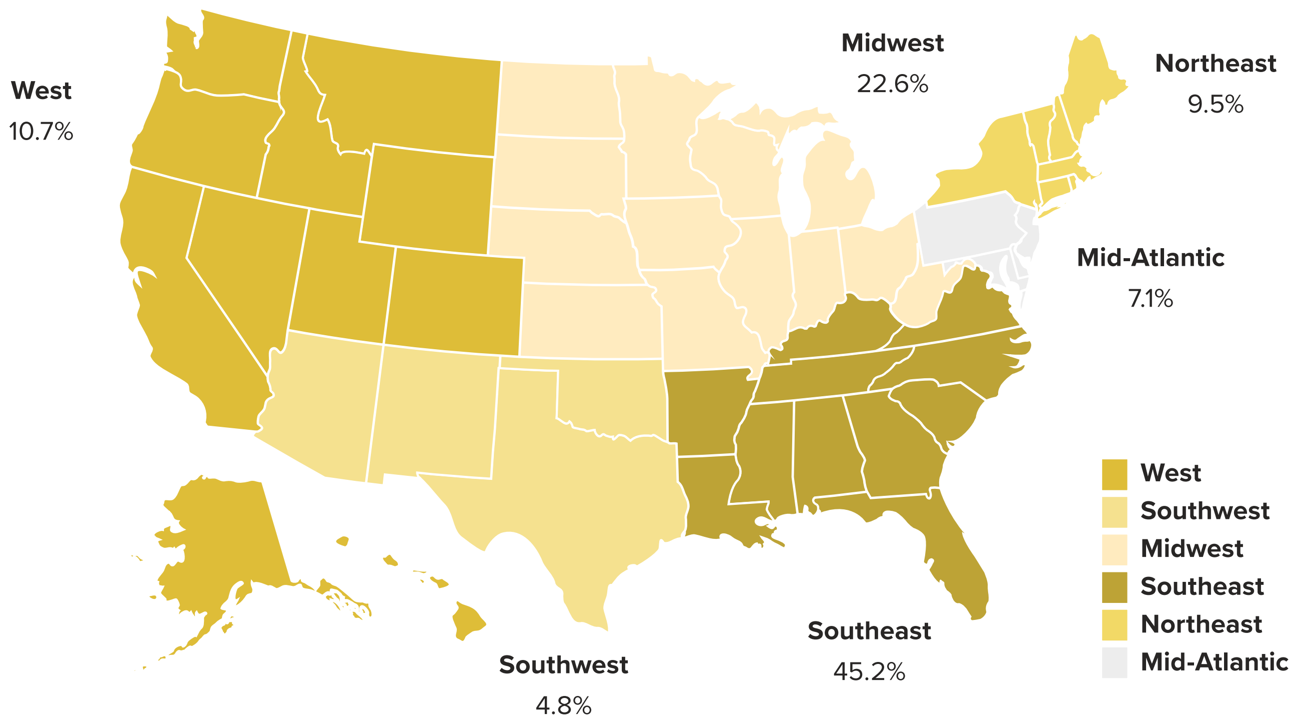
MEDIAN SALE PRICE

Median sale price dipped by 4.5% in 2023 which was the first decline since COVID changed the entire golf landscape. Given that we believe the median sale price is more indicative of the direction of values than the average sale price, it poses the question of whether we have hit the top. My thoughts on where values go from here are detailed in the 2024 Outlook below.

THE "CORE" $1M - $10M INVESTMENT TRANCHE

The "Core" $1M - $10M Investment Tranche is generally considered the most important subset of golf-specific transaction activity. These values are driven primarily by property fundamentals specific to the business of golf, and therefore are most telling towards overall investment sentiment. In 2023, 83% of transactions we recorded occurred within the $1M - $10M range. The average sale price declined by 1%, and the median sale price declined by 11%.

Percentage of Golf Course Transactions by Region



2024 OUTLOOK

To determine which direction golf course values are going in the future, let's start by reviewing a few key composite metrics that impact facility performance (provided by our friends at Pellucid). On the surface, everyone in the golf industry knows that rounds and revenue are at record highs. The main question is whether that trend is sustainable. In 2023, rounds demand hit 520M for the first time in history which was an increase of approximately 4% over 2022. The weather certainly aided this gain in rounds as golf playable hours increased by 3% compared to a year ago, however when comparing 2023's golf playable hours (GPH) to the 10-yr avg., GPH fell short, which suggests further upside could be in store. Another critical factor driving revenue growth is velocity, which measures the demand for golf versus the total supply of facilities. In the early 2000s, golf course facilities were being built at an unprecedented rate that the demand could not support, resulting in years of underperformance, rapid closures, and very few openings. In 2020, demand finally caught up which flipped the supply/demand equilibrium back into balance, providing much more industry confidence. With the US golfer base and participation growing, weather suggesting room for upside, and the supply/demand equilibrium in balance, the fundamentals for revenue and EBITDA growth look strong which should lend itself positively for golf course values in 2024.

Meet Our Newest Team Members

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Senior Managing Director of Leisure Appraisal

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Gregory E. Lewis ("Greg") was Managing Director – Real Estate and Business Lending at Leisure Financial Group. Greg has more than 30 years of corporate lending experience. His background includes vendor finance, asset-based lending, and 14 years at Textron Financial Corporation in real estate finance under hotel, resort, and golf industries. During his tenure with Textron, Greg was responsible for originating first mortgage loans, including refinancing, acquisition financing, warehouse facilities, take-out financing, construction financing, and mezzanine financing on hotel, resort, and golf assets throughout the U.S.

Greg's career began at NCR Credit Corporation where he provided off-balance sheet financing to Fortune 500 companies, followed by a period at Norwest Bank where he originated and developed private-label finance programs for life science and technology companies. Greg was also a Vice President at Deutsche Bank where he enlisted and managed product and subject area specialists from the Bank's Corporate Investment Bank and Commercial Lending divisions for ultra-high net worth individuals and families.

Greg helped launch DYH, a high-tech sports equipment firm based in Philadelphia, PA, and served as the organization's President. In addition to managing day-to-day operations, he successfully raised $3 million in a Regulation D private placement offering to recapitalize the business and position the company for future growth.

Jeffrey R. Dugas, MAI, SGA, has been active in commercial real estate since the mid-1980s, with over 30 years of experience in recreational real estate. He has completed more than 3,000 golf and marina appraisal assignments in 24 different states. After 27 years of a successful partnership known as Wellspeak Dugas & Kane, he formed Leisure Appraisal to better portray the focus of the firm and his work history. He is one of a select group of invited specialists to the prestigious (SGA) Society of Golf Appraisers, and he holds the acclaimed MAI designation from the Appraisal Institute.

Jeff has taught an Advanced Income Capitalization course for the University of Connecticut and has spoken at various public forums including the International Association of Assessors, National Golf Club Owners Association, Golf Inc., and the Club Managers Association. He has been quoted in many industry publications, and his appraisals have helped establish legal precedent. Two of his lower court favorable decisions on golf course valuation have been upheld by the court of appeals. Jeff has maintained an exemplary record on the stand. He has achieved favorable decisions in state, federal, and supreme courts in MA, CT, RI, NJ, NH, PA, FL, & NY.

Jeff has also worked on some of the most prestigious clubs in the country including Sleepy Hollow, Friars Head, Larchmont Yacht Club, Manuring Beach Club, The Bears Club, Liberty National, and National Golf Links, to name a few. He has worked as a consultant where he helped negotiate several lease agreements. Furthermore, he represents numerous clubs in assessments that have led to over $500 million in aggregate reduced values, resulting in substantial savings for these clubs in property taxes.

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