

December 8, 2025

Mr. Trey Kemp, ASGCA
Kemp Golf Course Design
1513 Cedar Hill Ave
Dallas, TX 75208

Dear Trey:

Thank You

We sincerely appreciate the opportunity to present our qualifications for your review and submission to the [City of Burleson Park and Recreation Department](#). The skills you are searching for require expertise in golf operations and adroit financial analysis and perhaps most importantly, independence.

Background

We understand a governmental entity's fiduciary responsibility to all citizens to enhance their quality of life from the appropriate land utilization for recreational, residential, and commercial purposes. JJ Keegan+ has worked with municipal golf facilities since 1989 and thoroughly understands the impact that golf provides on the Community. As 2024 Golf Advisor of the Year named by Golf, Inc., we will recommend, based on extensive research, the optimum golf course management model and strategic business plan for the [City of Burleson](#).

This is How We Will Achieve The Results You Seek

While there are several well qualified golf course consulting firms, our approach to engagements vastly differs. We understand that every golf course is unique and so are the services we offer.

- We start by understanding the vision and mission statement for the golf operation as an integral part of the City's Master Plan. An amenity driven facility should be operated much more differently than a profit driven facility.
- A proprietary **seven step business** model is utilized to complete a strategic review. This model has been successfully implemented for over 600 municipal golf courses during the past twenty years. ‘

We first examine the uncontrollable elements (location and weather) and then evaluate the course's information systems, financial performance, the physical assets, operations, and customer loyalty via an electronic survey. It is important to understand the factors that are impacting the current operational results.

- We developed a “Predictive Index” as to the financial potential of every golf course in the United States by analyzing 44 variables. Our research revealed the revenue potential per 18 holes with-in 10 miles from green fees, carts, merchandise, food and beverage. We will share where the [Hidden Creek Golf Course](#) ranks nationally.
- Having visited over 6,000 golf courses in 64 countries, we have studied the varying business practices used to operate a golf course. This will ensure the optimum model and operational policies will be recommended for the [Hidden Creek Golf Course](#).
- Since 2010, we have published seven editions of “*The Business of Golf - What Are You Thinking?*” that guides in creating a winning strategic business plan. Over 7,000 copies have been sold in 16 countries and the book is used by Professional Golf Management programs as their cap-stone class. We will be providing the [City of Burleson](#) a copy of the 2024 edition as an integral part of our engagement.
- Our team consists of professionals who have real-world experience in managing and operating golf courses vs. institutional theorists. Therefore, our recommendations are practical, have been industry-tested and can be successfully implemented cost effectively.
- Our fees, usually lower in a competitive bid situation, reflect our historical experience and the efficiency of our seven-step business model. Our fees represent great value for our clients as our analysis is far more comprehensive.

The Hurdles

We understand that these are very exciting times in the golf industry.

2024 set a record with 28.6 million individuals playing 545 million “green grass golf” rounds. Public Green Fees are up 16%. 49% of public facilities have undertaken significant courses or clubhouse-related investments. Programming is at capacity, and the banquet business is returning heartily. However, golf operations are challenged in retaining sufficient qualified employees.

Today we live in a time-crunched culture. These factors have a direct impact on the business of golf. With golf in a blustery swirl, vision is often clouded and execution dulled.

We recognize that each golf course and its management are unique, with various stakeholders often interpreting the same information differently.

Scope of Service: What is the Financial Potential of Hidden Creek Golf Course?

How would we determine that?

We use a proprietary seven-step business model to complete a strategic review to assess the financial potential of a golf course. To complete that goal, we undertake a progression of evaluation and research that comprises:

Step 1. Geographic Local Market Analysis

This analysis includes the six key measurements that accurately forecast the potential of your facility. They are the MOSAIC profile; your customers' age, income, and ethnicity; the number of golfers per 18 holes; and the slope ratings within your competitive market.

We will define the primary and secondary trade areas for the golf course. We will calculate the demand vs. the supply, as those statistics determine the financial potential of [Hidden Creek Golf Course](#). We will explain to you the following:

- What annual revenue should be?
- The appropriate green fee that you should charge.
- If your course will attract and retain customers based on your local demographics contrasted to the golf course's rating.
- The competitive market at 30, 60 and 90 miles from the facility.

You need to know these vital data points to manage a golf course profitably. The key questions to be answered are:

- Do the demographics indicate sufficient demand to meet the available supply?
- Are the age, income, ethnicity, and population density sufficient to sustain the golf course?
- How many golfers per 18-holes are there within the competitive local market?
- Will the slope rating attract sufficient golfers from the local market?

Step 2. Weather

We calculate the number of playable golf days in a year (compared to a 10-year trend) to allow us to differentiate between the impact of weather and the effect of management on a course's financial performance. A playable-days study will determine if you are over or under-performing the weather. Also, access to Weather Trends International's 11-month weather forecast service will be provided.

The key questions to be answered are:

- Are member initiation fees, annual dues and player passes appropriately priced based on playable days and the golfer's playing frequency?
- What impact has weather had on rounds vs. management policies?
- Are there sufficient playable days to generate a return on the proposed investment?
- Has weather forecasting been fully leveraged with the seasonal staff adequately and properly deployed?

These first two tasks quantify the uncontrollable factors that impact a golf course's financial performance and clearly define its investment potential. The results from this analysis represent the facility's strategic vision and the course's viability.

Step 3. Technology – The Foundation for Marketing

An evaluation of the technology currently installed at your facility will be conducted. We will ascertain if the tee sheet is integrated into the POS system, the email database size, the website's efficacy, whether initiative-taking email marketing is occurring appropriately, and the extent to which social media applications have been adopted.

Successful golf courses leverage technology to develop a customer database. All golfers are registered onto the tee sheet with name, email, perhaps a cell phone number and by type of golfer, i.e., member, pass player, local players, regional golfers, stay and play guests, senior, junior, gender, etc. Once registered, whether booking and paying on-line, via a mobile application, or at the POS register, the tee sheet automatically feeds the customer data into the POS system for accurate recording and payment. That process creates multiple opportunities to create incremental revenue streams:

The key questions to be answered are:

- How effectively has an integrated golf management solution been deployed to create the data collection required to manage the golf course properly?
- Is the customer database properly segmented?
- Is the website design informational or transaction-focused?
- Is inbound marketing tools leveraged?
- Has social media been appropriately adopted to attract and retain golfers?

Have apps been integrated that allow customers to book and pay on-line and provide GPS for distance and scoring while playing?

Step 4. Yield Management, Key Metrics, and Financial Modeling Valuation

The financial analysis of golf commences with confirming the accounting records and are prepared in accordance with generally accepted principles for golf courses that examine key profit centers: golf revenue, carts, merchandise, food, and beverage, and other (driving range, lessons, etc.)

Seventeen key benchmarks guide the successful operation of a golf course. Your facility's financial performance will be benchmarked against industry norms, and economic models will be crafted. Industry standards will be contrasted with each facility's performance to determine opportunities for improvement.

We will create a proposed comprehensive rate table for 2026 in which the projected rounds by SKU will be integrated into a five-year cash flow forecast. We will model several financial projections based on alternative assumptions about the rate schedule that might be approved, the adjustments in expenses that might be made, and the capital expenditures that might be disbursed.

Key Questions to be Answered are?

- Have accurate financial models that support proactive decision-making been developed?
- What debt service can the golf course cover?
- Is there a gap between the potential fees and the clientele's disposable income base?
- Is REVPAR 60% of the prime time rack rate times the number of rounds?
- Is the green fee based on 0.008% of the median household income?

Step 5. Facilities and Maintenance Review

A golf course is a living organism. Primary constraints include annual renovation expenses and the equipment required to maintain a course. We will identify the critical, competitive, and comprehensive capital investment components.

Deferred capital expenditures are measured, and equipment and staffing levels will be reviewed to ensure consistency with the facility's brand promise based on a matrix created by the American Society of Golf Course Architects and the Golf Course Builder's Association.

We will determine the ideal maintenance standards and an appropriate budget consistent with the fees posted. Specifically, we will examine the following at each golf course:

- Golf design layout and playability
- Maintenance practices, staffing, and budget
- Maintenance facilities and storage areas for chemicals, gasoline, and sand
- Condition of tees, greens, fairways, roughs, and bunkers.
- Equipment and anticipated replacement schedules
- Driving range, practice range, and short game area

The key questions to be answered are:

- Are the style of the golf course and its slope rating consistent with demographics?
- What is the optimal and best use of property?
- Do the green fees equal 0.0001% of the maintenance budget?
- Is the golf course clubhouse structurally fit and appropriate for the needs of golfers in the future?

Step 6. Operational: Management, Customer Experience, Marketing, Food and Beverage

A comprehensive operational review will be undertaken, examining policies and procedures in every aspect that impacts the customer experience.

A secret-shopper analysis will be conducted, highlighting the touch-points on your assembly line of golf as to whether your customer service is at platinum, gold, silver, bronze, or steel level. The value created as measured by the experience provided will determine if your green fee rates are correctly set.

As part of this analysis, we will visit golf courses deemed to be competitive set to ensure the [Hidden Creek Golf Course](#) rates are consistent with the experience provided and appropriate for the local market.

Specifically, we will evaluate the following and compare the industry's best management practices:

- Organizational Structure
- Hours of Operation
- Staffing Levels, responsibilities, duties, training, and personnel policies
- The 13 customer touch-points
- Player Development Programs: Get Golf Ready, PGA Junior League
- Leagues, Outings, Tournaments policies
- Tee Time Policies
- Cart Operations: the size of fleet and leased vs. owned programs
- Rate Structure and Yield Management
- Revenue SKU Analysis for effective rates realized and revenue center enhancement.

The key questions to be answered are:

- Do the value and experience provided equal or exceed the current fees?
- Are the proper operating procedures going to be consistently deployed through each step of the “assembly line of golf”?
- What are the additional programs that could be added to bolster revenues?
- Is marketing strategies properly aligned with the customer’s preferences and experience?

Step 7. Operational: Customer Preferences and Customer Loyalty Survey

By utilizing the golf course’s database and employing electronic survey tools, enlightening insights can be obtained from asking 25 key questions.

The survey has several customizable elements, including questions that will be developed with input from the [Hidden Creek Golf Course](#) officials that will include open-ended questions that allow respondents to voice their opinions in greater detail. Survey results will explain the golf operations with customers and competition and how proposed operational changes and new capital investment can impact demand.

Mining the customer database is vital. Fifteen percent of customers generate 60% of course revenues, and many public golf courses have at least 50 customers who spend more than \$4,000 annually.

However, on average, only half the golfers who played a course one year will return the next. The key questions to be answered are:

- Who are your core customers, and how much do they spend?
- What is the annual retention rate among your golfers?
- What are the barriers to increasing play?
- What is the golfer's perceived value?
- What is the primary reason one course is selected over another?
- How loyal are customers?
- What is the financial referral impact of promoters vs. detractors?

To complete this engagement, we have listed the requisite data required to complete our analysis in Appendix A - Request for Information. Obtaining a login/password to the POS system would be greatly beneficial to complete some of the analysis remotely.

Our deliverable will include a PowerPoint Presentation highlighting the potential investment return and a 30-page summary of our research, analysis, insights, and recommendations. We should note that if the financial records have not been maintained in accordance with generally accepted accounting and operational principles, the depth of our recommendations may be constrained but will provide the opportunity to reestablish optimum procedures for the efficient management and analysis of the golf course.

Investment

Our proposed professional service fee for this engagement is \$24,500 with a budget not to exceed \$2,500 for expenses including airfare, hotel, car rental, per diem representing three days on site and licensing data from the National Golf Foundation, ESRI, SmbGolf and Weather Trends International. Should you elect to proceed with this option, a retainer of \$5,000 is requested.

Our Promise to You

Our firm has earned profound respect throughout the golf industry for our independent, candid, and insightful golf operations analysis.

JJ Keegan+ has worked with golf facilities since 1989. We have traveled to over 64 countries visiting over 6,000 of the world's 38,000+ courses. This has facilitated our publishing seven books on the "Business of Golf" that have sold over 7,000 copies in 16 countries and is used as the textbook for the capstone class at 16 colleges.

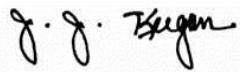
We have attached my biography, the scope of work our firm undertakes, and references.

We realize that providing golfers with an enjoyable recreational experience is a key component of your vibrant Community. We also understand the fiduciary responsibility to investors to generate an appropriate return on investment.

We hope to have the opportunity to learn from your experiences, share our insights, and to enhance the vision and financial viability of the [Hidden Creek Golf Course](#).

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "J. J. Keegan". The "J" is a large, stylized initial, and "Keegan" is written in a cursive script.

James J. Keegan
Envisioning Strategist and Reality Mentor
7156 Timbercrest Lane
Castle Pines, CO 80108
jjkeegan@jjkeegan.com
1.303.596.4015

Appendix A
Request for Information

The understanding of the economic potential of a golf course involves many components: 1) reviewing strategic plans, 2) examining national trends, 3) analyzing local demographics and economics, 4) interviewing current management, and 5) surveying golfers.

Information Requested

To create value for this engagement, we would like, if possible, and if you deem it appropriate, the following information assembled to facilitate the strategic review and operational analysis:

- 1) Business plan, if any, with all accompanying exhibits and supporting documents.
- 2) Historical data – past two fiscal years: Revenues and expenses, by G/L account code, for the entire golf operation, including green fees, carts, tournament and outing income, merchandise, food and beverage, banquets, etc.
- 3) Balance Sheet, including capitalization structure.
- 4) The operating budget, including maintenance, for the current year.
- 5) Capital expenditures during the past five years and deferred capital expenditure budget.
- 6) All contracts and leases, including golf carts and maintenance equipment.
- 7) Current outstanding loans with associated monthly debt service, if any.
- 8) Employees by position, including current salaries, years of experience, benefits, any vested public, senior, annual pass holders, loyalty card members), and their zip code.
- 9) The number of golfers by category (members, player passes, local, regional, senior, junior) including their zip code.
- 10) Rounds played by each category (SKU) during the past two years.
- 11) Current rate structure during the past two years and changes anticipated for the 2026 season, if any.
- 12) Information management systems currently used by date of the last upgrade, including a description of hardware to include server, the number of workstations, etc.

- 13) Email list and course logo for the [Hidden Creek Golf Course](#). Please merely assemble it, but do not forward it to us. If we collectively elect to undertake a golf survey, we will have the current owner launch the survey to protect the identity of the customers and their guests.
- 14) Listing of all direct competitors by course name, contact, and phone number to facilitate the competitive benchmarking review.
- 15) Golf Course Architectural Master Plans, if available.
- 16) Clubhouse Architectural Master Plans, if available.
- 17) Listing of all special events, i.e., banquets, weddings, etc. for 2025.
- 18) Course and slope rating, along with copies of scorecard.
- 19) Listing of all tournament outings scheduled for 2026.

Biography

James J. Keegan

Envisioning Strategist and Reality Mentor

2024 Golf Advisor of the Year, *Golf Inc., Magazine*

Known to his friends as "Rain Man" because of his amazing recall of any course he has played, any person he has met, or any place he has traveled, James J. Keegan has a zest for golf and for life itself.

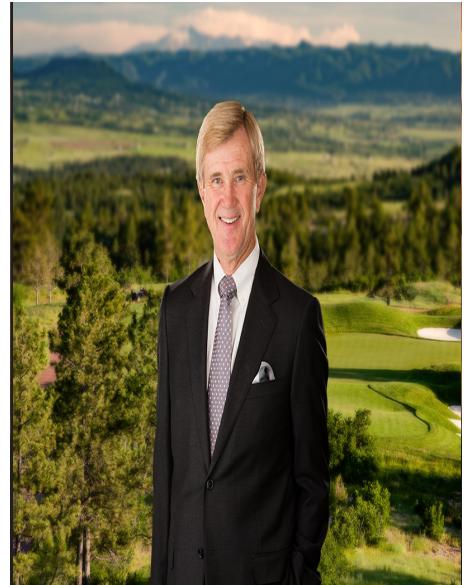
With a great heart and a quick mind, he has established a wide-ranging network within the golf industry, an industry in which there may be only one degree of separation from the management leaders who make a positive difference. He leverages his educational background with his extensive experience in the golf industry to frame a vision that can be understood by all. He quickly "cuts to the chase."

As Managing Principal, Keegan has traveled in excess of 3,085,000 miles on United Airlines, visiting over 250 courses annually and meeting with owners and key management personnel at more than 6,000 courses. Having successfully combined his passion for golf with his business acumen, his experience makes him uniquely qualified to offer expert opinions on trends and issues facing golf courses today because of his direct knowledge and interaction with the golf community.

An accomplished writer, Keegan published - in June 2010, January 2012, January 2014, August 2016, and July 2020, the award-winning book, "*The Business of Golf - What Are You Thinking? How to Maximize the Financial Return of a Golf Course*" (basic primer). In December 2013, Keegan published "*The Business of Golf - Why? How? What?*" (seasoned professionals). In August 2024, "*The Business of Golf - What Are Others Thinking?*" was published. These books have been purchased in 16 countries and have been utilized at 15 universities as their capstone class for their Professional Golf Management Programs.

Currently, was as a panelist for *Golf Magazine's* Top 100 Golf Courses from 2002 to 2019. Keegan is a former volunteer of the Colorado Golf Association and the USGA Sectional Affairs Committee. He has served as a course rater and rules official for numerous tournaments, including the local and sectional qualifying for the U.S. Open and the World Club Championship as recently as December 2016 in Thailand.

A certified public accountant with a B.B.A. Degree from Texas Christian University, Keegan earned an M.B.A. in corporate finance from the University of Michigan. He has also served as a captain in the United States Air Force and was a CPA having worked at KPMG.



Education

B.B.A., Texas Christian University

M.B.A., University of Michigan

Current and Former Memberships

Club Managers Association
Golf Course Superintendents Association of America
National Golf Foundation
National Golf Course Owners

Area of Expertise

Strategic Planning
Technology
Financial Analysis
Operational Analysis
Marketing & Customer Loyalty

What You May Not Know

Former Panelist, *Golf Magazine's* Top 100 Courses in the World

Traveled to 64 countries to review golf courses visiting over 6,000 golf courses

Scope of JJ Keegan+ Professional Services

The Team

Golf Convergence, formed in 2005 (Tax ID 20-23347789), is a consortium of leading golf experts whose mission statement is “to ensure your vision becomes a reality.” In 2016, we updated our brand to J.J. Keegan+ though our legal corporate name remains Golf Convergence. This evolution was made to reflect J.J. Keegan’s recognition by Golf Inc. Magazine as one of the Top 10 golf course consultants and best-selling authors in the golf industry.

Vince Lombardi stated, “Perfection is not attainable, but if you chase perfection, you will catch excellence.” Every day our goal is simple. My team merely tries to outperform itself. How does that philosophy benefit you?

Our team understands that the status quo is a formidable foe. We thrive on making the complicated simple. We focus on the results by creating an executable action plan- not just on generating theoretical options.

Professional Services

We assemble leading industry experts in the unique business disciplines required for the engagement. With myself as the lead principal, only the most qualified sub-contractors are retained. This business model ensures a comprehensive analysis of a value-based investment.



The services that we can offer are vast, including:

- Market & Economic Analysis
- Golf Course Viability Studies
- Strategic Planning
- Management Structure Optimization
- Drafting RFP: Golf Course Architects
- Drafting RFP: Third-Party Management
- Facility Assessment
- Capital Improvement Programming
- Organizational Development
- Information Management & Technology
- Financial Planning & Analysis
- Agronomy & Maintenance Assessment
- Labor Utilization
- Management
- Operations
- Marketing/Integrated Branding
- Customer Franchise Analysis
- Customer Loyalty
- Secret Shopper
- Customer Surveys

Snapshot of Client Engagements

Evaluating Similar Assessments

With a vast library of examples that we could present demonstrating our experience in the insights and perspectives you seek to create a financial master plan, presented below are [links](#) to three such studies for your review:

City of Knoxville: Golf Course Operational and Financial Consulting Review - A 10 Year Vision. Investment \$43,000. September 2023.

City of Midland: A Golf Course Evaluation. Investment \$33,000. May 2024.

Town of Groton: Strategic Business Plan. Investment \$30,000. November 2024.

In serving golf courses since 1989, we have learned that business practices have evolved. No longer are 100+ page reports in vogue. Thus, we prepare a PowerPoint presentation with an executive 30-page summary that outlines the recommendations and an efficient path for success. That report is supported by appendices.

Other clients we have served during the past ten-years include:

Daily Fee: Arroyo Trabuco, Club at Indian Creek, Clifton Hollow, Cobblestone, Cutter Creek, Cypresswood, Green Valley Ranch, Hart Ranch, Plum Creek, Old Works, Oneida Nation, Play Golf Calgary, Serenoa, Silver Creek, Sun City Summerlin, Tempest, The Crossings, Timberline, University of Idaho, Winthrop University

Municipalities: Alamo City Golf Trail, Cities of Albuquerque, Arlington, Baltimore, Bartlesville, Brookings, Carmel, Chattanooga, Des Moines, Englewood, Enid, Ft. Worth, Knoxville, Killeen, Lexington, Louisville, Mecklenburg County, Metro Parks – Tacoma, Midland, New Braunfels, Noblesville, Palo Alto, Round Rock, Red Wing, Salt Lake City, South Bend, Spokane, Superior, Tacoma Parks, Toms River, Town of Eagle, Town of Yarmouth, and Unified Government - Kansas, Village of Woodridge

Private Clubs: Bluebird, Canyon Lake, Craigowan, Eagles Bluff, Grand Forks, Green Meadow, Moselem Springs, Plainview, Ravenna, St. Andrews- East, The Hills (New Zealand)

Resorts: Golf BC, Kokanee Springs, Prairie Club, San Vicente, Tahoe Donner

Real Estate Investment Funds: LCP Fairways



Daily Fee, Private Club and Resort References



Contracts of Similar Size and Scope:

J.J. Keegan+ would welcome the opportunity to provide representative samples of our work products. We believe that they are unparalleled in their depth and breadth, in providing meaningful insights.

Clemson Ph.D. Dissertation Study

Participants included: Brooklyn Park, City of Bloomington (Illinois), City of Cedar Rapids, City of Columbus, City of Fort Worth, City of San Antonio, City of Spokane, City of Virginia Beach, Craigowan Oxford Golf and Country Club, Crystal Mountain Resort, Fernie Golf and Country Club, Golf Club at Brown Acres, Kokanee Springs Resort, Mecklenburg Park District, Northstar Golf Club; Oak Creek Golf Club (Irvine Company), Pine Meadow (Jemsek Family), Plum Creek Golf Course, Play Golf Calgary, Silver Creek, Salt Lake City, Thornberry Creek at Oneida and Mussatto Golf Course at Western Illinois University

Indian Bands

Oneida Nation: Mr. Troy Parr, AIA, LEED®AP[BD+C], Oneida Architect / Division Director, Community & Economic Development Division, office 920.869.4529, cell 920.562.7535, tparr@oneidanation.org, Strategic Plan, Request for Proposal for Third Party Management

Private Club and Resorts

The Prairie Club: Mr. Paul Schock, 109 South Main Street, Valentine, NE 69201, Cell 605 359 8247, paul@nvpinvestments.com, Strategic Plan.

The Club at Ravenna: Mr. Kevin Collins, Chairman of the Board, 1118 Caretaker Road, Littleton, CO 80125, Direct: 303.552.0432, Office: 720.956.1600, kcollins@ravennagolf.com, Strategic Mentoring



J. J. Keegan+ Proposal Hidden Creek Golf Course



Municipal Golf Course References: JJ Keegan+

Alamo City Golf Trail, TX: Andrew Peterson, President & CEO, Golf Association San Antonio, Brackenridge Golf Course, 2315 Avenue B, San Antonio, Texas 78215, Ph (210) 908-5913 andrew@satxgolf.com Strategic Planning Webinar Series with Market Analysis and Technology Review.

Carmel-Clay Park District, IN: Michael W. Klitzing, CPRE, Director of Parks and Recreation/CEO, Administrative Offices, 1411 East 116th Street, Carmel, IN 46032, 317.573.4018, MKlitzing@carmelclayparks.com, Financial Strategic Analysis and Business Plan

City of Round Rock, TX: Brian Stillman, Sports Facilities & Operations Manager, City of Round Rock, Texas, 221 East Main Street, Round Rock, TX 78664, Ph. 512-218-6607, bstillman@roundrock-texas.gov. Strategic Analysis and Feasibility Study including evaluation of current management company completed.

City of Spokane, WA: Mr. Jason Connelly, Executive Officer, Spokane Parks and Recreation, 808 W Spokane Falls Blvd # 5, Spokane, WA 99201, jkconnelly@spokanecity.org, (509) 625-6211. Webinar Series Training for Staff completed February 2017.

Miami-Dade County, FL: Devin Meheen, PGA Golf Division, Chief, Miami-Dade County Parks, 6801 NW 186 Street, Miami, FL 33015, O: (305) 829-8456 X8, Devin.Meheen@miamidade.govest@oakgov.com. Strategic Analysis

Oakland County, MI: Thomas Hughes, Chief, Park Operations and Maintenance - South District, 2800 Watkins Lake Rd, Waterford, MI 48328, Mobile: 248.343.1011, hughest@oakgov.com, Strategic Analysis

Pinnacle Golf Properties, NC: Del Ratcliffe, PGA, President, 800 Radio Road, Charlotte, NC 28216, Ph (704) 236-3921, dratcliffe@earthlink.net. Strategic Analysis.

Town of Eagle, CO - Eagle Ranch Golf Club: Jeff Boyer, PGA, General Manager, P.O. Box 2210 Eagle, CO 81631, (970) 328-2882, ext 3, jboyer@eagleranchgolf.com, Financial Master Plan

Want More....?

Our book, "The Business of Golf- What Are You Thinking?" 2024 edition includes attributions and acknowledgments received from industry leaders, including Mr. Greg Nathan, Chief Business Development Officer National Golf Foundation, who labeled J. J. Keegan as "Golf's Answer to Money Ball."

