

BlueStar

R E S O R T & G O L F

WE BRING
WHAT BRINGS YOU **TOGETHER**

EXPERTISE WELL BEYOND THE WHITE STAKES

BlueStar is a boutique management firm focused on supporting developers, golf course owners, residents, and community associations in the execution of their hospitality amenities and landscape environments. Our expertise is in all aspects of hospitality management, including golf, restaurant, spa, fitness, landscape maintenance, and more. The BlueStar portfolio spans the United States and includes numerous award-winning venues.

BlueStar focuses on exceeding the expectations of residents and guests operationally, as well as partners and clients financially. There is only one currency of value within our team: results.



HISTORY AND STRUCTURE

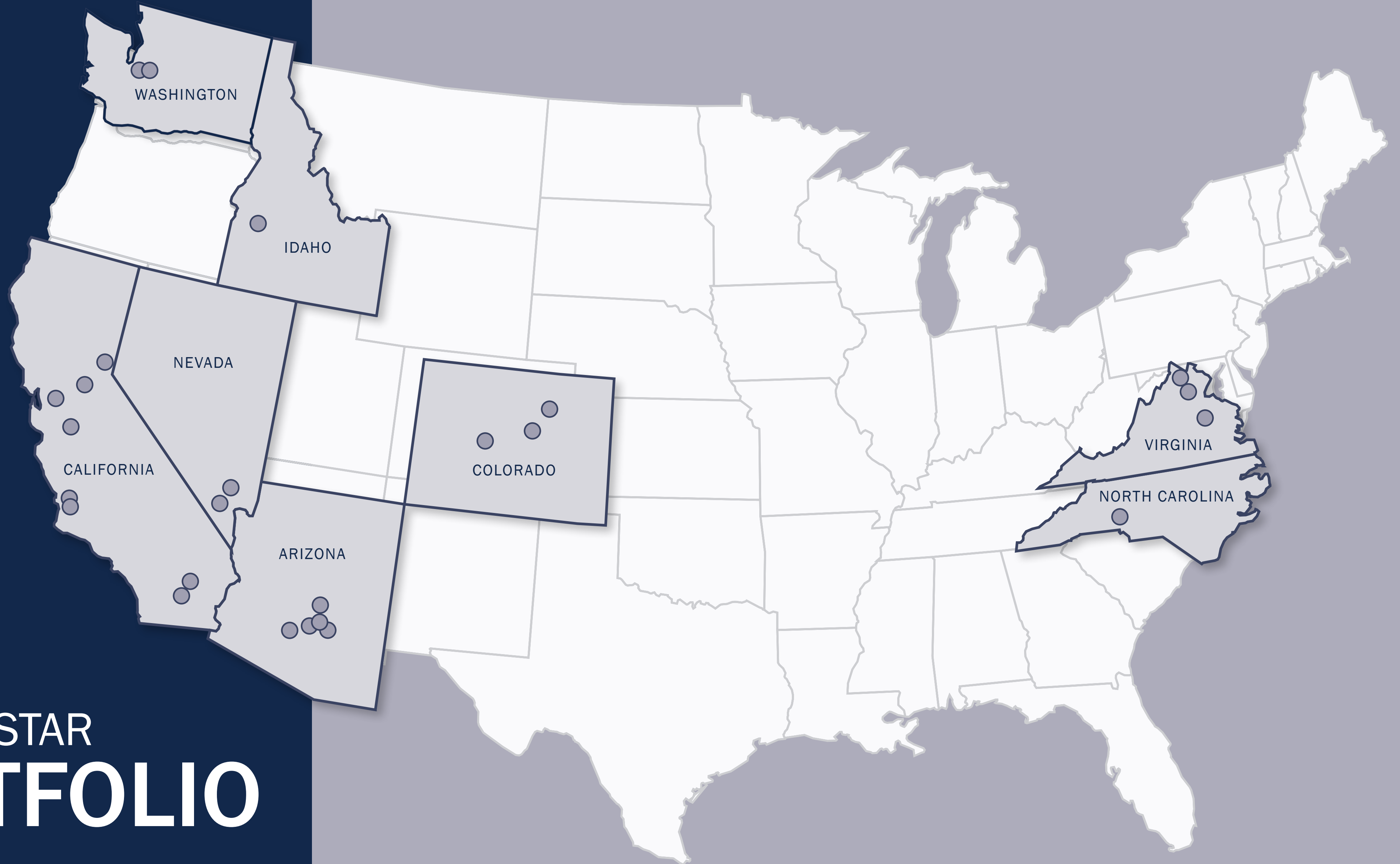
Formed in 2005 by a collection of experienced professionals with backgrounds in Hospitality and Leisure.

Small Company Mentality with Large Company Resources.



THE BLUESTAR PURPOSE

To create amazing experiences that make people never want to leave.



THE BLUESTAR PORTFOLIO

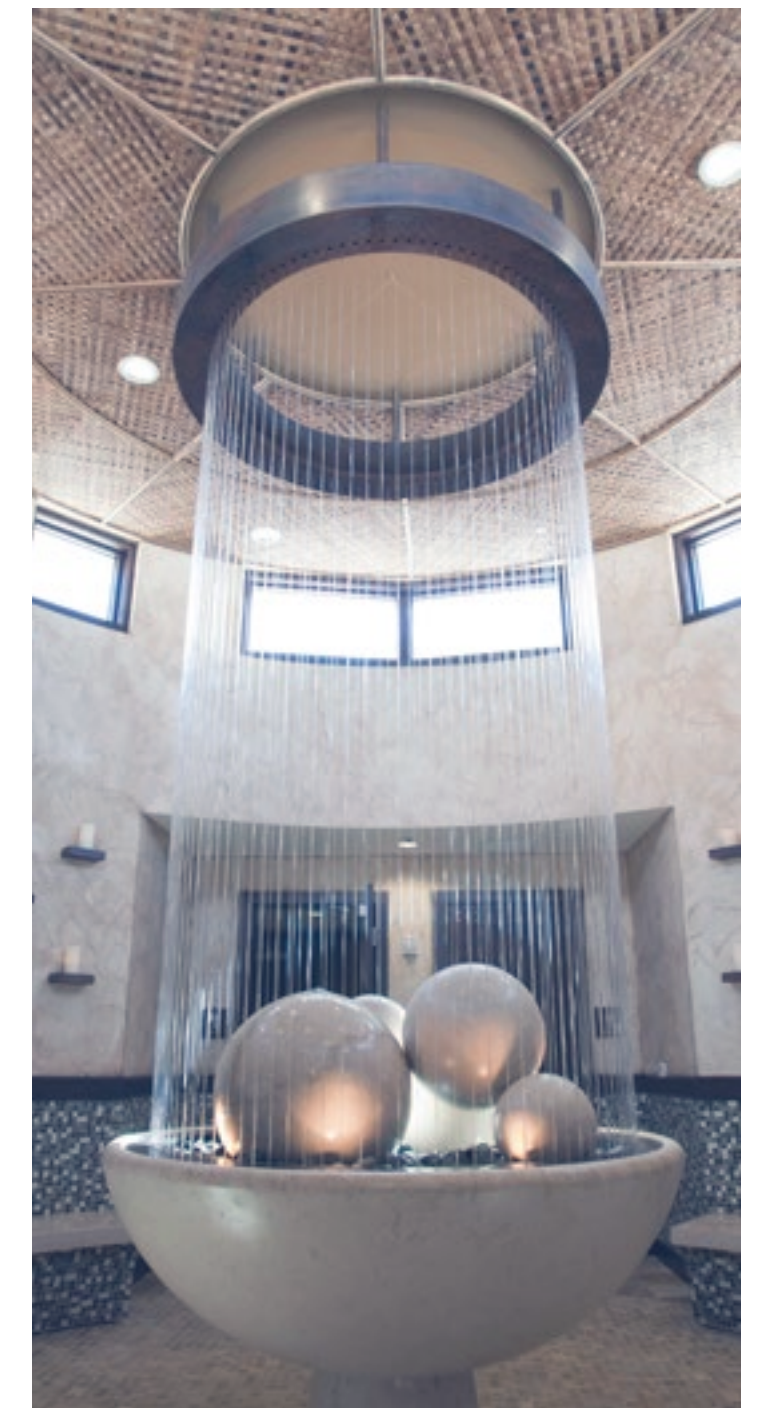


SUITE OF SERVICES

At BlueStar, our focus is always on our clients. Yes, we need to attract guests or residents. We bring a dynamic, diverse and dedicated team with a wide range of expertise. And while the projects on which we work vary greatly, the goal is always the same... delivering exceptional results for our clients.

SAMPLE OF SERVICES

- Clubhouse Operations
- Golf Operations
- Golf Maintenance
- Spa Operations
- Food & Beverage Operations
- Fitness Programming
- Employment Services
- Marketing, Design & Sales
- Accounting & Financial Reporting
- eMarketing & Web Development
- Revenue Management
- Group Buying Programs
- Project Audits





RESORT CLUB MANAGEMENT AND CONSULTING

The BlueStar team understands the important balance created by consistently-delivered community amenities, from spa to restaurant to fitness to lodging and more. It's not an added service we thought about later – it is part and parcel with who we are. Our group has decades of hospitality experience at the highest levels, and we leverage that expertise to ensure that all aspects of a community or resort work together.

Our club and resort management teams put into practice our guiding principle: great amenities demand effective leadership, innovative thinking, superb design, flawless maintenance, exciting customer-focused programs, and activities and service that exceed member and guest expectations.

Who's a fit for our services?

Communities or developments offering numerous amenities as part of an overall ownership experience.

Development groups looking to leverage lifestyle as a key selling proposition in a real estate venture.

Spas, restaurants and fitness centers in hotels or resorts where on-site leaders would prefer to outsource these often high-maintenance ancillary businesses.



We say we're great, but what do others think? Our largest client, Trilogy® by Shea Homes®, was recently awarded its fourth consecutive JD Power & Associates award for “Highest satisfaction among buyers in Active Adult Communities.” A significant contributor to this satisfaction is the quality of the community experience for which BlueStar is responsible.



GOLF COURSE MANAGEMENT AND CONSULTING

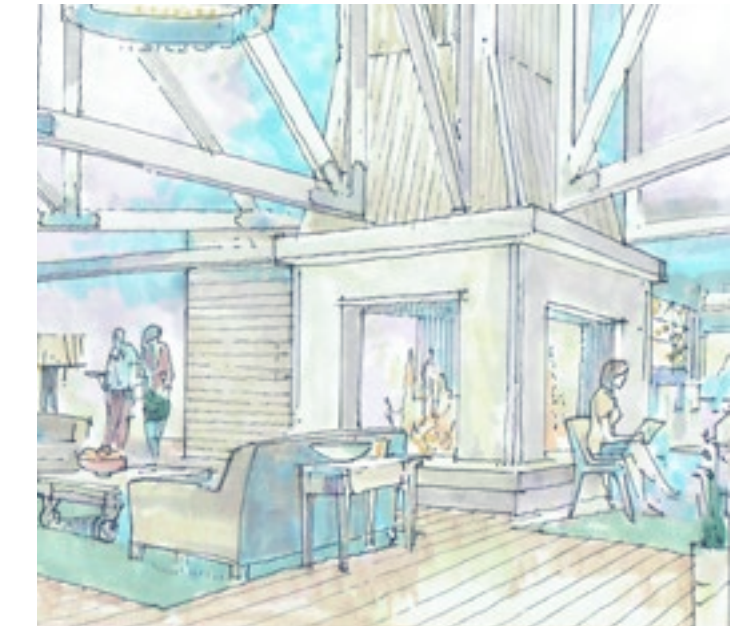
Our experience working with more than 100 golf courses has enabled us to develop a track record of success. From operations to marketing & sales to food & beverage to human resources to agronomy and beyond, the BlueStar team is fully capable of creating an experience that is consistent and compelling – and financially successful.

While numerous agreement structures exist including á la carte options tailored to suit a client's needs, BlueStar's encompassing golf management retainer includes all things necessary to manage the business, and allows golf course owners to focus on issues more important in their bigger picture.

Words are nice, but results are what matter. Here are just a couple great examples:

Trilogy Golf Club at Vistancia earned Golf Digest's coveted Five-Star status and has produced year-over-year revenue growth every year since it first opened in 2004, even in the most challenging economic times.

Ironwood and Oakwood Country Clubs - located within the IronOaks community of Sun Lakes in Chandler, Arizona - are experiencing record financial performance under BlueStar's management. By helping to recruit critical positions like golf course superintendent, players are enjoying a better golf experience while the financials continue to improve.



DEVELOPMENT MANAGEMENT

The path for a successful operation does not begin opening day. It takes months, sometimes years, of careful planning, forecasting – and more often than not – dreaming. Early decisions – on golf course and clubhouse design, construction partners, financial controls, pre-opening marketing, hiring and training – all have tremendous impact on the long-term success of a project, not to mention the potential impact on the residual sales price.

By engaging BlueStar early in the development process, our clients benefit from the best practices we’ve learned over decades in the industry. Projects we’ve worked with have received many industry accolades from the very first day of operation, and garnered handsome returns upon disposition.

Design with purpose. If there is a “secret sauce” that BlueStar brings to amenity development, it is the in-depth knowledge of how design impacts future workflow. Years of time-in-motion analysis –combined with decades of on-the-floor knowhow – allow the BlueStar team to work with the architects and interior designers to create environments that both look beautiful and work functionally.



RESTAURANT MANAGEMENT

BlueStar can evaluate your existing operation – or help develop one from the ground up – with in-depth analysis of all details including infrastructure, design, menu development and purchasing. We analyze and engineer all menus to create better cross-utilization of products, more efficient use of food storage, less waste and better margin. We are constantly seeking out and implementing the latest in food styles and trends for our clubs.

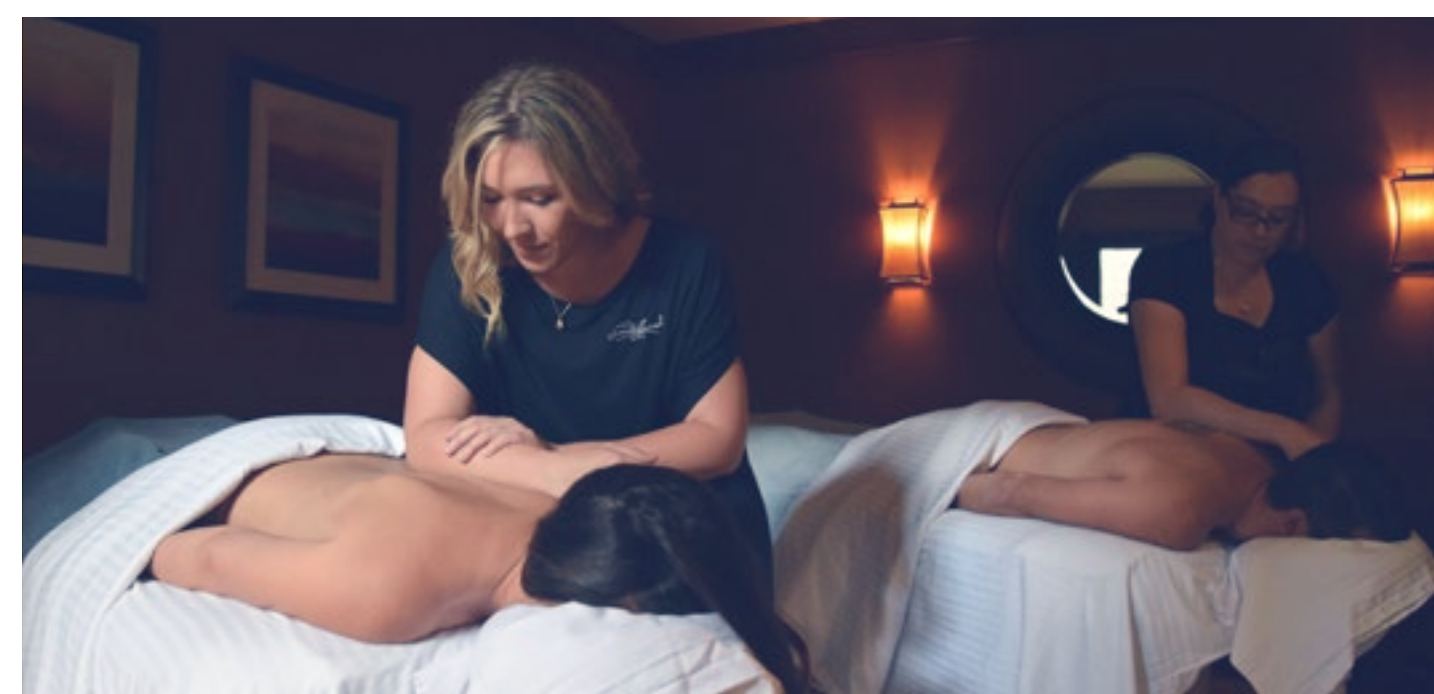
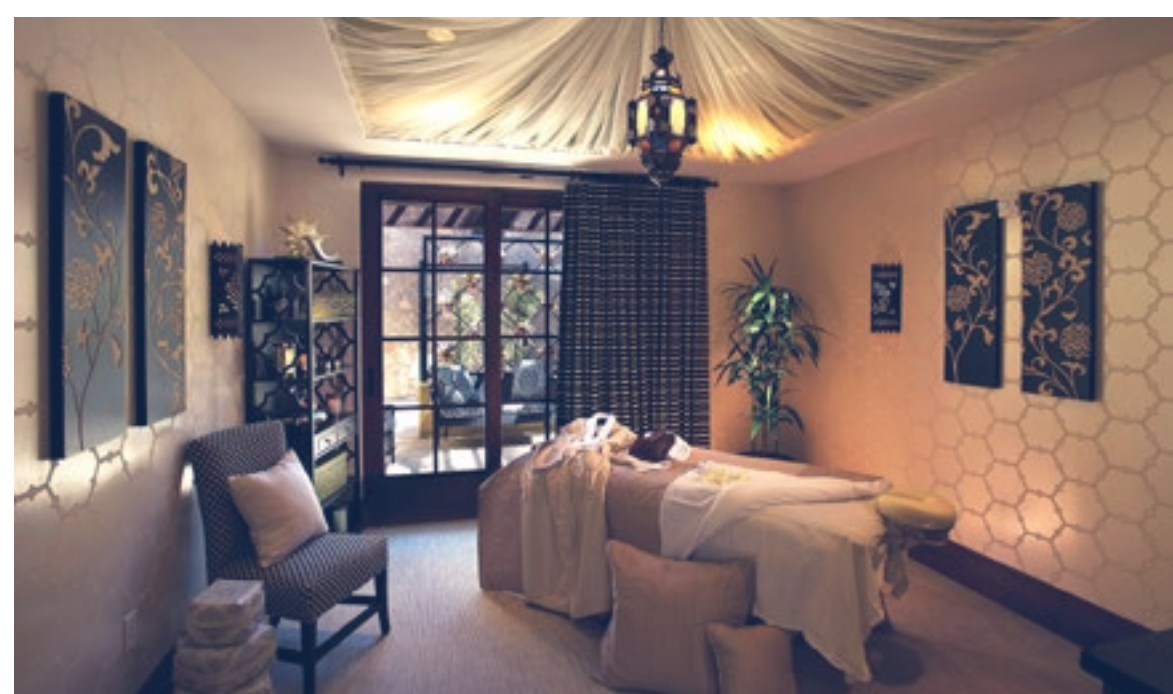
While we have comprehensive purchasing solutions and national programs we also provide a comprehensive network of valued local vendors. These strong national and regional buying programs can typically provide immediate savings, along with more exacting product specifications which improve overall quality.

vistancia's neighborhood hang

V's TAPROOM

DINE. DRINK. RELAX.

When Shea Homes decided to incorporate more than 1,000 new homesites into its Trilogy at Vistancia community, it knew that updates needed to be made to the existing restaurant concept. Thus the older Verde Grill was re-imagined as V's Taproom, and since the completion of the remodel in late 2013 revenues are up more than 100% and F&B profits recently surpassed golf profits for the first time.



SPA MANAGEMENT

There may be no business less relaxing for its operator than the spa business. We take on the high stress so our customers and clients can decompress.

The BlueStar team is experienced in all areas of spa operations, including salon services, fitness, wellness, retail, lifestyle and activities. With backgrounds that include some of the world's best known brands – Westin, Ritz Carlton, and Hyatt among them – our leaders understand what guests of 5-Star and 5-Diamond properties require.

BlueStar helps to craft a unified vision and then implements service standards and marketing systems so the management team can focus on creating increased usage, outstanding customer service, relaxing spa experiences, and ultimately stronger financial results.

Feel like a million dollars. BlueStar manages resort community spas throughout the country, the most successful of which is Sawa Spa at Trilogy at The Vineyards in Brentwood, California. Thanks to the hard work of the team on-site, that spa surpassed \$10 million dollars in revenue in 2016, a number thought impossible when the Club first opened.



LIFESTYLE AND ACTIVATION

BlueStar is the foremost expert in the Boomer-targeted, amenitized community space. Through years of being Shea Homes' partner at Trilogy, we have learned how to create an environments where people can have fun and get more joy out of their lives. That's a win for residents, and also a win for the developers or HOA's who are our clients, as happier owners lead to increased values and hastened sales pace.

In 2017, we introduced an all-new proprietary content management system, which allows us to launch high-quality websites which showcase the distinct experiences we have under management. We also have a full-time, Scottsdale-based National Lifestyle Director who, along with her team, help create the magic in our communities.

We also tightly measure our success in this area via semi-annual Member surveys. How do we do? Pretty well, actually. In fact, in 2017, 90% of our residents said they were happier in life than when they moved in.

BARREL MASTERS

Innovative programming. In 2018, BlueStar helped Trilogy launch its nationwide wine program, Barrel Masters. Benefits include preferred pricing on special orders, on-site wine storage, and more. Plus, a lot of sizzle for those considering moving into the communities.

[Watch the video overview.](#)



LODGING MANAGEMENT

We always want to be responsive to our clients' needs, so when a partner asked us to pull from our team's extensive hotel background and put together a vacation rental program for one of their communities and clubs, we jumped at the opportunity. What started as four developer-owned condos in the mountains turned into multiple locations and more than 30 homes under management. Moving forward, we'll be working with clients to integrate hotel rooms into their clubhouse experiences, setting up great opportunities for staff utilization and real estate sales.

A Story of Success: Schaffer's Mill Vacations.

In 2015, BlueStar stepped in to assist our partners at Schaffer's Mill Golf & Lake Club in Truckee, California in creating their own vacation rental management company. With support from a local broker, the business was created, and since that time has grown to more than \$1M in annual revenue functionally.



ASSOCIATION MANAGEMENT

In communities where we already have a presence, we have in some circumstances, expanded our offering to provide traditional HOA Management services. We've done this either internal resources or strategic partnerships, depending on what made sense for the client.

While this is not something we actively pursue, it is a service we have been offering more and more as our company evolves. Regardless of whether we are doing the actual HOA management, we have many clients for other services which are HOAs.



WHY SHOULD YOU CHOOSE BLUESTAR?

Not to blow our own horn, but we are able to offer a complete solution for the lifestyle-management needs of our clients, from delivering a great golf, restaurant, spa and community club experience to residents; to designing, installing, and maintaining landscape environments; to implementing programs that convert day guests to lifelong residents. It's what we do better than anyone else. Oh, and by the way, we do it for less than you'd probably think.

LEARN MORE 480.348.6519 • bluestargolf.com





OUR TEAM

TIM STECKBECK

President

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As the leader of BlueStar Resort & Golf and BlueStar Landscape, Tim Steckbeck oversees all aspects of resort club operations within the portfolio, including club programming, spa, fitness, restaurants, golf operations, and Board relations. Tim is also responsible for establishing strategic direction for the teams in the field as well as the group in the Central Services office. Additionally, Tim works closely with the ever-growing landscape construction and maintenance groups and is the licensed contractor for the organization.

Tim helped create BlueStar in January of 2005 after a decades-long career in hotel and resort management which included General Manager and senior management roles at such renowned international destinations as: The Royal Orchid Sheraton Hotel & Towers; The Westin Kuala Lumpur; The Century Plaza Hotel, Los Angeles; The Westin St Francis, San Francisco, and The Plaza Hotel, NYC. Additionally, he was posted in Singapore, Manila, Guam, and Indonesia.

After his return stateside in 2003, Tim was named Manager of the acclaimed Phoenician in Scottsdale, Arizona, a facility widely regarded as Starwood's flagship resort. While at The Phoenician Tim oversaw all aspects of resort operations and led the team in achieving the resort's first ever AAA Five Diamond award. Tim is a graduate of University of Denver's School of Hotel Restaurant Management and after living in seven different countries is happy to call Scottsdale his home.



OUR TEAM

BEN KEILHOLTZ

Vice President, Marketing & Sales

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Ben Keilholtz leads the marketing and sales enterprises for BlueStar Resort & Golf. Ben is responsible for developing and implementing a strategic plan to support business unit initiatives across a vast portfolio and executing BlueStar's golf-wide marketing & sales activities. Under his guidance, BlueStar's golf courses and restaurants have seen double-digit same-store revenue growth.

Building a strong foundation in the operational worlds of golf and travel, Ben transitioned into leadership roles at Intrawest Golf. From there, Ben became Director of Public Relations for Intrawest's Leisure & Travel Group. He was responsible for developing and enhancing the communications strategies of a network of resorts and businesses which saw 7 million guests annually, and included premier destination brands such as Whistler/Blackcomb, Mammoth Mountain, Abercrombie & Kent, and more.

Ben spent four years as the On-site Director of the PGA Tour's LG Skins Game, an event played Thanksgiving weekend and aired internationally by ABC Sports. Working alongside well-known leaders in the sports industry, including ABC, ESPN, IMG and the PGA Tour further proved Ben as a leader in all aspects of the marketing field.

Ben was named among Phoenix Business Journal's 40 under 40, an award recognizing innovation in the office and the community, and among Arizona's Finest, an award presented to 20 young leaders by the board of the Cystic Fibrosis Foundation.



OUR TEAM

KEVIN JACKSON

Chief Financial Officer

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Kevin has over 30 years of accounting, finance and operations experience in the hospitality industry. Most recently Kevin was Senior Vice President of finance and accounting with hotelAVE, a hotel focused asset management and consulting company. Kevin has served as Chief Financial Officer of a Phoenix based hotel management company, as Corporate Controller of Landry's, a large privately held restaurant, hotel and casino resort ownership company and as Vice President of Finance at Wyndham Hotels and Resorts. Kevin is also a certified public accountant having spent the first ten years of his career with PWC and BDO, two large international accounting firms.

Kevin has an accounting degree from Seton Hall University and a masters in business administration degree from the University of Central Florida.



OUR TEAM

STEVE ROSA

Vice President, F&B/Operations

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Steve Rosa oversees a disciplined approach to restaurant concept generation, service standards, cost reporting, and supporting onsite teams to optimize operations.

Steve's proven success in food & beverage operations have allowed BlueStar's outlets to see year-over-year financial growth beyond their highest expectations. As food & beverage experiences are essential to the financial success of our facilities, Steve's guidance is a substantial strategic advantage for BlueStar.

A renowned restaurateur, Steve grew up in the business and created some of Arizona's most iconic concepts, including his popular "Julio's Too" in Old Town Scottsdale.

A graduate of Arizona State University, Steve has lived and worked in Phoenix for many years. In addition to enjoying time with his wife and three children, Steve also has a passion for architecture, interior design and classic cars.



OUR TEAM

MATT ANZALONE

Vice President, Golf & Club Operations

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Matt joins us from Invited (previously Club Corp), where he was most recently the company's Vice President of Player Development. Prior to that, Matt had regional operational oversight for more than thirty clubs, and before that he was an on-site club leader right here in Scottsdale, at Gainey Ranch Golf Club. In all his roles over his dozen+ years with Invited, he proved capable of getting the best out of his respective teams.



OUR TEAM

JOEL REGER

Vice President, Operations

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Joel Reger is based in Nevada where he serves as Club General Manager for Cabochon Club at Trilogy Sunstone in Las Vegas. In addition to that role, he also directly oversees multi-disciplinary functions for other BlueStar resorts located in California, Washington, and Nevada.

Joel's passion for customer service and ability to provide exceptional resort experiences has been the hallmark of his career. Prior to joining BlueStar, Joel enjoyed a progression of leadership roles with exemplary hotel brands including Starwood's flagship resort, The Phoenician in Phoenix, Arizona.

Joel excels at leading teams both large and small. His dedication to service excellence can be observed at many levels within the BlueStar network.



OUR TEAM

NANCY CAMPBELL

Vice President, People Services

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As Vice President of People Services for BlueStar Resort & Golf, Nancy is responsible for supporting the more than 1,200 team members in our resort club, golf, spa, dining, and fitness venues. Furthermore, she provides direction and strategic leadership to the organization so that our group can achieve its overall goals and objectives.

Nancy's background in hospitality features 35 years of strategic partnership supporting hotels throughout North America and the Caribbean both in the capacity of Director of Human Resources and as a Regional Director.

Nancy, along with the People Services team, is responsible for providing guidance and support to our growing portfolio of properties. Nancy was recruited to BlueStar in 2017.



OUR TEAM

SARA RAINEY

National Director, Lifestyle

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As the National Lifestyle Director for BlueStar Resort & Golf, Sara implements and oversees a vast array of local and national programs, all driven around the core principle of Enhancing our Members' Lives. While each of our communities is uniquely different, our Members are all interested in making new friends and enjoying their life to the fullest.

Also, as a member of the BlueStar marketing team, Sara works directly with our communities to support the Lifestyle Directors & Coordinators throughout the country, working tirelessly to accomplish this goal.

Sara lives in Scottsdale, Arizona with her husband. Prior to joining the Central Services team at BlueStar, she spent eight years at BlueStar-managed Encanterra Country Club in San Tan Valley, Arizona.



OUR TEAM

KERI BIRCHBY

Director, Retail

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Keri oversees the buying process and merchandising of all retail outlets in our portfolio. She assists each property by negotiating terms, evaluating trends and buying habits, and assisting with on-site retail displays and pricing strategies. She also oversees the online Trilogy store, and since joining BlueStar in 2018, has grown retail revenue by 30%. Keri has 20+ years of retail experience.



OUR TEAM

PHIL JOHNSTON

Director, Landscape Operations

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Phil brings 30+ years' experience in the green industry. Early in his career, he was involved in the construction, start-up, and management of three golf courses at Sun City Grand and Anthem Country Club. Following his time with Del Webb, Phil served as General Manager and Regional Manager for a large golf management company in the Phoenix area. More recently, he has held General Manager and Branch Manager positions in the Real Estate and Landscaping Industries. Phil holds a BA in Business Management and an MBA from Western Governors University. He is a Class A Member of the PGA of America, and is a Certified Sustainable Landscape Manager.



OUR TEAM

KIRK KOKOSKA

Senior Project Manager

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As BlueStar's Senior Project Manager, Kirk Kokoska oversees Schaffer's Mill and also plays a critical role in our consulting work.

Kirk has more than 25 years of experience within the golf industry. Prior to joining BlueStar, Kirk led large portfolios for Raven Golf and Intrawest Golf. Golf facilities under Kirk's supervision have been recognized as well, being named #1 Service in North America by Golf Digest, among Top 100 Golf Shops by Golf World Business, and among the Top Ten Courses for Women by Golf for Women. Encanterra, A Trilogy Country Club, managed by BlueStar Resort & Golf was selected among the Best New Private Golf Courses of 2008 by Golf, Golfweek, and Links magazines. It was also rated the #1 Private Golf Club in AZ under \$30K initiation fee. Trilogy Golf Club at Vistancia received the coveted Five-Star designation from Golf Digest.

Kirk has also received numerous individual accolades throughout his career. He was named one of golf's Most Admired Operators of 2008, and Movers & Shakers of 2006 by Golf, Inc. magazine. He was also named among Golfweek magazine's 40 under 40. Kirk is a 25-year member of the PGA of America, and a past Board Member and Treasurer of Arizona's Golf Industry Association. He lives in Scottsdale and is an alumnus of Arizona State University.