

APPROVED

Jan 15 2026

BOARD REPORT**BOARD OF RECREATION
AND PARK COMMISSIONERS**NO. 26-018DATE January 15, 2026C.D. 5**BOARD OF RECREATION AND PARK COMMISSIONERS**

SUBJECT: RANCHO PARK GOLF COURSE FOOD AND BEVERAGE CONCESSION –
APPROVAL OF SELECTION FOR THE FOOD AND BEVERAGE CONCESSION
TO 10460 RANCHO, LLC

B. Aguirre BA M. Rudnick _____
B. Jones _____ C. Santo Domingo _____
C. Stoneham _____ N. Williams _____



General Manager

Approved X Disapproved _____ Withdrawn _____

RECOMMENDATIONS

1. Approve the selection of 10460 Rancho, LLC for the design, management and operation of the Rancho Park Golf Course Food & Beverage Concession for a term of ten years with one (1) five-year extension option exercisable at RAP's sole discretion, and instruct staff to finalize the concession agreement for presentation to the Board at an upcoming meeting with the recommendation to award the Agreement to 10460 Rancho, LLC;
2. Find, in accordance with Charter Section 1022, that it is necessary, feasible, and economical to secure these services by contract as RAP lacks sufficient and necessary personnel to undertake these specialized professional services;
3. Find, pursuant to Charter Section 371(e)(10), that the use of competitive bidding would be undesirable, impractical or otherwise excused by the common law and the Charter because, unlike the purchase of a specified product, there is no single criterion, such as price comparison, that will determine which proposer can best provide the services required by RAP for the operation and maintenance of the Concession;

SUMMARY

On August 21, 2025 RAP staff released a Request for Proposal (RFP) for the design, management and operation of the Rancho Park Golf Course Food & Beverage Concession. The RFP included criteria with varied point values which RAP staff determined appropriate for the Rancho Park Golf Clubhouse's current condition, RAP's priority to reconstruct the interior of the clubhouse, understanding the needs of the golfers and community, making best use of

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space and surrounding amenities, and the importance to commence a new concession agreement.

The Rancho Golf Clubhouse building requires a full interior buildout as well as some exterior work and ancillary parking lot and path of travel improvements. To expedite completing the golf clubhouse and feature a full-service restaurant, the food & beverage concession RFP process ran concurrently with the RAP-led and funded design and planning process underway to rebuild the clubhouse. RAP will design and buildout the lobby, restrooms, pro shop, golf office spaces, and install the clubhouse's entire roof, exterior doors/windows, and HVAC. As part of the food & beverage concession RFP, the awarded proposer has the option to utilize RAP's contracted architect and designer to provide design plans for the food & beverage concession buildout and tenant improvements, and utilize up to \$4 million in funding set aside by RAP for restaurant tenant improvement. In an effort to expedite the construction work, improvements to the facility's parking lot will commence in January 2026 and work on the clubhouse is estimated to commence in March 2026. It is time sensitive to execute the food & beverage concession agreement to incorporating the operator's design into the construction sequencing.

Advertising and outreach of the RFP included the following: e-mailed advertisement via *Nation's Restaurant News*, Regional Alliance Marketplace for Procurement (RAMP), distributing and posting on-site and online of an advertisement flyer with a QR code to RAP's website containing the RFP, promotion through CD5 staff including outreach to commercial real estate brokers and local restaurateurs, RAP social media, outreach to RAP's current concessions operators and interest list, and advertisement in *Daily Journal*.

Four proposals were received by the due date on November 20, 2025 from:

- 10460 Rancho , LLC (The Rancho)
- By Tadeh, LLC
- Victory Snacks, Inc. (Victory Links)
- FFD, LLC (Factor's Famous Deli)

Each proposal has undergone Level 1 review for compliance of minimum requirements including: proposal deposit, completed proposal, forms submission, and submission of the City's requisite administrative documents. Each proposer passed Level 1 review allowing them to advance to Level 2 evaluation which examines each proposer's background and experience; business plan; management and operations plan; financial offer; and capital investments in FF&E, improvements, and refurbishment plan.

A panel of five industry professionals was assembled to evaluate and score the proposals. The panel members have subject matter expertise and experience in golf operations, concession operations, and food & beverage services.

The scoring panel is recommending the selection of the The Rancho as the highest ranked proposer, as detailed below. Upon consideration and approval by the Board of this report, staff will immediately develop a final concessions agreement between RAP and The Rancho and

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report back to the Board for approval. The concessions agreement will then be transmitted to the City Clerk for consideration and approval by the City Council prior to execution.

RFP SCORING & PROPOSAL OVERVIEW

After thorough review of the proposals and in-person interviews with all four proposers the proposals were scored by each panel member resulting in the following rankings:

	Total Points	Average Score	Rank
• 10460 Rancho , LLC (The Rancho)	478	95.60	1
• By Tadeh, LLC	451	90.20	2
• Victory Snacks, Inc. (Victory Links)	428	85.60	3
• FFD, LLC (Factor's Famous Deli)	396	79.20	4

The Rancho earned the most points and ranked first overall unanimously by the panel members. Following are highlights of The Rancho's proposal, attached, and the other proposals can be made available from the RAP Board Office.

Background and Experience

- Currently operates RAP's Penmar Golf Café dramatically increasing sales and quality of service
- Partner 1: Investor, plus experience in investment banking
- Partner 2: 20 years' experience, owner of multiple restaurants
- Partner 3: Investor, plus co-founder of a digital marketing agency
- Transformed and expanded dated, unused café space into a vibrant outdoor patio, sports bar, event venue, performance center
- Penmar build out of the kitchen, dining room, patios, storage/office/refrigeration

Business Plan

- Concept: An elevated open-fire steakhouse, sports-oriented bar, and community venue
- Fire-grilled proteins for varied menu items
- Balances beauty with functionality, and practicality.
- California mission style aesthetic and themes
- Open flame viewable kitchen
- Self-funded plus private investors

Management and Operations Plan

- Multiple points of sale, including a roving cart
- Made suggestions regarding bathrooms and storage
- Will leverage their Penmar Café reputation for marketing and cross-promotions including use of professional social media manager
- Plan includes interim food & beverage operations while restaurant is constructed

Financial Offer (percentage of gross revenue)

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• Food, Non-alcoholic Beverages	5%
• Alcoholic Beverages	12%
• Special Events Bookings and Related Sales	12%
• Vending Machine	8%
• Sponsorship	20%

FF&E, Capital Improvements, Refurbishment Plans

- Full kitchen line and all equipment
- Outdoor patio and various point-of-sale, including vending at the 9-hole course
- Full A/V system
- Halfway House and Cabana Bar refurbishment
- These investments are proposed in an amount between \$5.5M-\$7.2M, inclusive of the \$4M in tenant improvement funding being allocated by RAP

The Rancho's proposal is attached for reference, and the other proposals can be made available upon request from the RAP Board Office.

It should also be noted that the RFP and Sample Agreement requires minimum hours of operation, including opening 15 minutes before sunrise and remaining open until sunset and no later than 10:30pm. As it relates to special events, the Proposal includes a flexible indoor event space that could accommodate overflow restaurant seating, private events and larger community events. Based on feedback from the Westside Neighborhood Council and nearby residents, sound and noise levels – especially in the evening – is to be managed in a sensitive and thoughtful manner. As such, large outdoor events are not being proposed and the number of indoor private events will be subject to the Agreement negotiation and final approval by the Board, with input from Council District 5 and community stakeholders.

Based on the comments and notes provided by the panel members, The Rancho's proposal and interview distinguished them in several key areas, including but not limited to: experience understanding service to golfers; experience to increase visits by the general public to enjoy green open spaces; experience working with the City; experience to maximize use of permitted concession space; creating unique offerings as a draw; concepts for multiple points of service and levels of service; sensitivity to original architecture and themes; the experience and talents of multiple partners; ability to identify problems that have the potential to be detrimental to the customer experience; demonstration of hands-on work and presence to build up the concession and operation thereof; and history of maximizing the potential of a RAP concession as operator of the Penmar Golf Café, yet The Rancho understands this project has completely different needs.

Based on the panels' review, individual scores, comments and rankings, staff recommends that the Board approve the selection of 10460 Rancho, LLC, for award of the concession agreement with a term of ten years with one (1) five-year renewal option exercisable at the sole discretion of the General Manager. As stated above, it is also recommended that the Board direct staff to finalize a concession agreement after negotiating contract terms and to present at a future board meeting a recommendation to award and execute the agreement.

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ENVIRONMENTAL IMPACT

An Environmental Impact summary will be included with the subsequent board report recommending approval of the Agreement.

FISCAL IMPACT

The estimated revenue to RAP over the ten-year term is approximately \$6.9M. There will be no impact to the RAP General Fund. The clubhouse renovation and tenant improvements will be financed from Golf Capital Improvement Fund.

STRATEGIC PLAN INITIATIVES AND GOALS

Approval of this Board Report advances RAP's Strategic Plan by supporting:

Goal No. 6: Build Financial Strength and Innovative Partnerships

Outcome No. 2: Improved management of facilities and concessions.

Result: The approval of this report will allow for the interior buildout and resumed operation of a concession that provides food & beverage service and special events for golfers and the community for their convenience and enjoyment, while generating revenue for the City.

This Report was prepared by Stanley Woo, Management Analyst II, Special Operations Branch, Concessions Unit.

LIST OF ATTACHMENTS

- 1) Proposal from 10460 Rancho, LLC



TABLE OF CONTENTS

- **Cover Letter**
- **Business Plan/Concept Overview**
- **Response to RFP Exhibit C**
- **Financial Offer Form Exhibit D**
- **FF&E Exhibit E**
- **Terms and Conditions Exhibit F**
- **Compliance Documents Exhibit H**
- **Pro-Forma Exhibit I**

APPENDIX ITEMS

- **Meet the team**
- **Menus**
- **Org Chart**
- **Customer service plan**
- **Employee training plan**
- **Maintenance plan**
- **Before and after pictures**
- **Letters of support**
- **Neighborhood support – The Penmar Manifesto**



November 13, 2025

RAP Concessions:

We present The Rancho, a 365-day cafe, elevated open-fire concept Rancho-style steak restaurant, sports-oriented bar, and community venue.

Our plan is to restore The Rancho into an iconic, legacy and visually stunning space that balances beauty with functionality, flexibility, and practicality. The Rancho clubhouse will be the crown jewel of the LA RAP concessions food and beverage portfolio, a restaurant and bar befitting the crown jewel of the LA City Golf portfolio.

The Rancho will embrace its historic California mission-style ranch roots, revitalizing its existing charm with a modern facelift. The food will be fresh, affordable and cooked in an open kitchen over live flames. The venue's rich history and authentic vibe will be thoughtfully restored, preserving its soul while introducing fresh energy. This proposal details our plan to start quickly, roll out services incrementally, and build thoughtfully.

Our strategy for The Rancho is to focus on building a recreational facility that fluently serves both the golfers and the broader community. We want to be THE neighborhood country club that doesn't require a membership fee. Core to our plan is that we will bring on a large pool of neighbors as investors and co-owners. At launch, The Rancho will already have a crowd of influential regulars who will be our ongoing partners in helping us rebuild and establish The Rancho as a cherished community hub.

Why Us

The team behind **The Rancho** is the same proven group that revitalized **The Penmar**. In 2019, we got the keys to a underperforming, underutilized café in

Venice in need of a complete transformation. Despite opening during COVID-19—when even golfer foot traffic couldn't be relied upon—we persevered and thrived because of our professionalism, experience and unwavering commitment to building a community restaurant and bar resource.

Today, **The Penmar** stands as the most successful and productive RAP concession in its history. Through collaboration and partnership with RAP, we have created a lasting community asset serving the Westside of LA, and in particular Venice, Mar Vista, and adjacent Santa Monica. We've enhanced the overall golf course experience for both players and neighbors—and we're proud to have elevated what it means to be a RAP concession.

Now, **The Rancho** deserves the same care and commitment. After years of failed operators, the food and beverage concession to one of the most played courses in the county needs a team that truly understands how to vision, build, operate and elevate a public golf course food and beverage concession. We have a vision, we have the experience, we have the resources—and we will deliver.

The proven team behind The Penmar **will not fail**. Our proposal outlines a clear, efficient, and beautiful plan to restore The Rancho to its rightful place of pride—for RAP Concessions, RAP Golf, and indeed the entire City of Los Angeles.

Regards,

Mark Chesler, Oscar Hermosillo and Dan Spitz

The image shows three handwritten signatures in black ink. From left to right: 'Mark' (written vertically), 'Oscar' (written horizontally), and 'Dan' (written horizontally). The signatures are fluid and personal.

Instructions for RFP:

We have organized our response into an easy to navigate website.

- Go to www.the-rancho.com (please note the hyphen)
- User: info@the-rancho.com

- **Password (case sensitive) : Therancho**

The Concept Overview is a slide show of our plan, the document titled “RFP Response (Exh C)” specifically addresses each of your questions from the RFP. All other RFP exhibits and requirements are accessible from the web site.

If you have any technical issues, please contact Dan at 310.622.3773

Submitted by : 10460 Rancho, LLC

Type of business : LLC

Key Names : Mark Chesler, Oscar Hermosillo, Dan Spitz

Main point of contact: Mark Chesler

Mailing address/Phone/Email:

- **Mark Chesler % The Penmar 1233 Rose Avenue, Venice CA 90291**
- **310.283.5276**
- **mchesler@gmail.com**

10460 Rancho, LLC acknowledges and accepts the terms and conditions set forth in RFP Exhibit F

"This proposer will indemnify the City and its officers, employees and agents, and hold them harmless from any claim or liability and defend any action brought against them for it's or the City's refusal to disclose any information this proposer claims as copyrighted material, trade secrets or other proprietary information that is protected from disclosure to any person making a request therefore."



A CALIFORNIA MISSION STYLE RANCH

Concept Overview

Mission and Vision

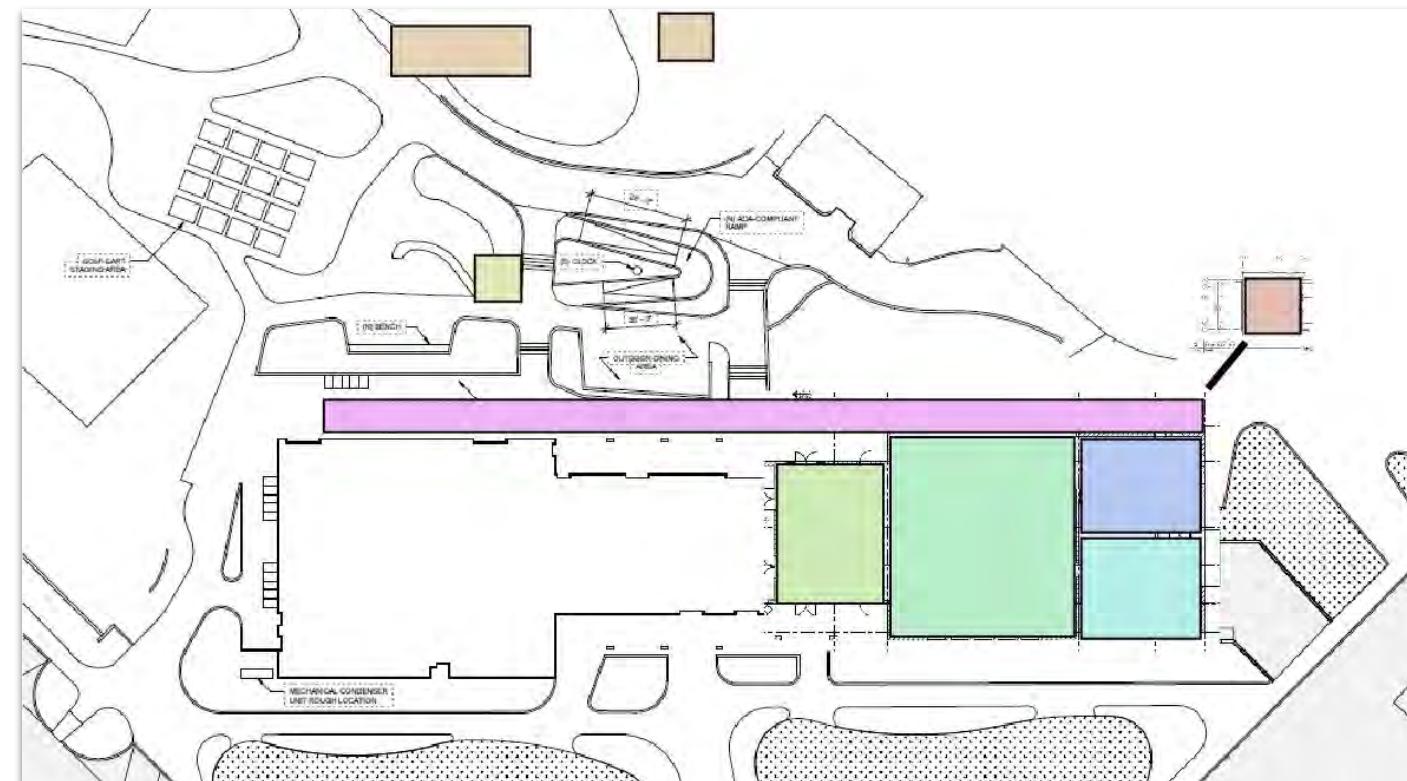


Mission

Restore, retain, beautify and reimagine a historic LA Golf showpiece.

Vision

Our vision for The Rancho is to design, develop, and manage a beautifully iconic, versatile venue of distinct zones, each zone with tailored services and amenities optimized for highest and best use.



Timing

Rancho golfers and the entire Cheviot Hills community have been deprived a home at Rancho for far too long. Our phased plan emphasizes bringing to life lovable and enduring elements of the buildup ASAP.

Guiding Principles For Our Plan

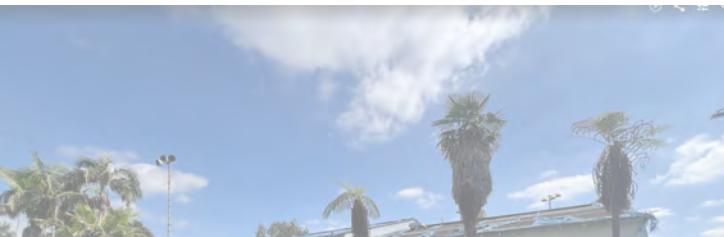


1. **Embrace what already is** - The building is already iconic—it just needs a facelift. The mood and vibe are already deeply rooted; we will revitalize and welcome golfers and neighbors alike to their new home away from home.
2. **Design versatility into the plan** - Operating a concession on a golf course 365 days a year necessitates flexibility. The space must serve multiple purposes, often simultaneously, and our plan embraces this unique challenge.
3. **Build a great venue** - The Rancho will be a venue that is beautiful, but also flexible, functional, and highly practical.
4. **Make it community owned and “owned”** - The Rancho will embrace the community. Our space will feel like a second home to golfers and neighbors alike - it will feel like their own. Our capital structure includes a large pool of Rancho neighbors, golfers and regulars who will be our investors and partners helping us build and evangelize The Rancho to all that it can serve.
5. **Move quickly and methodically** - Our plan starts the day you hand us the keys. We will steadily build this to completion and deliver a place we can all be proud of.

Completing The Rancho...



Rancho Clubhouse Circa 1949



The Rancho is a California Mission style ranch. We have an amazing opportunity to re-build the core structure and make it iconic. The building is already most of the way there. Let's finish it the right way, and in a lasting way that the entire city can be proud of.

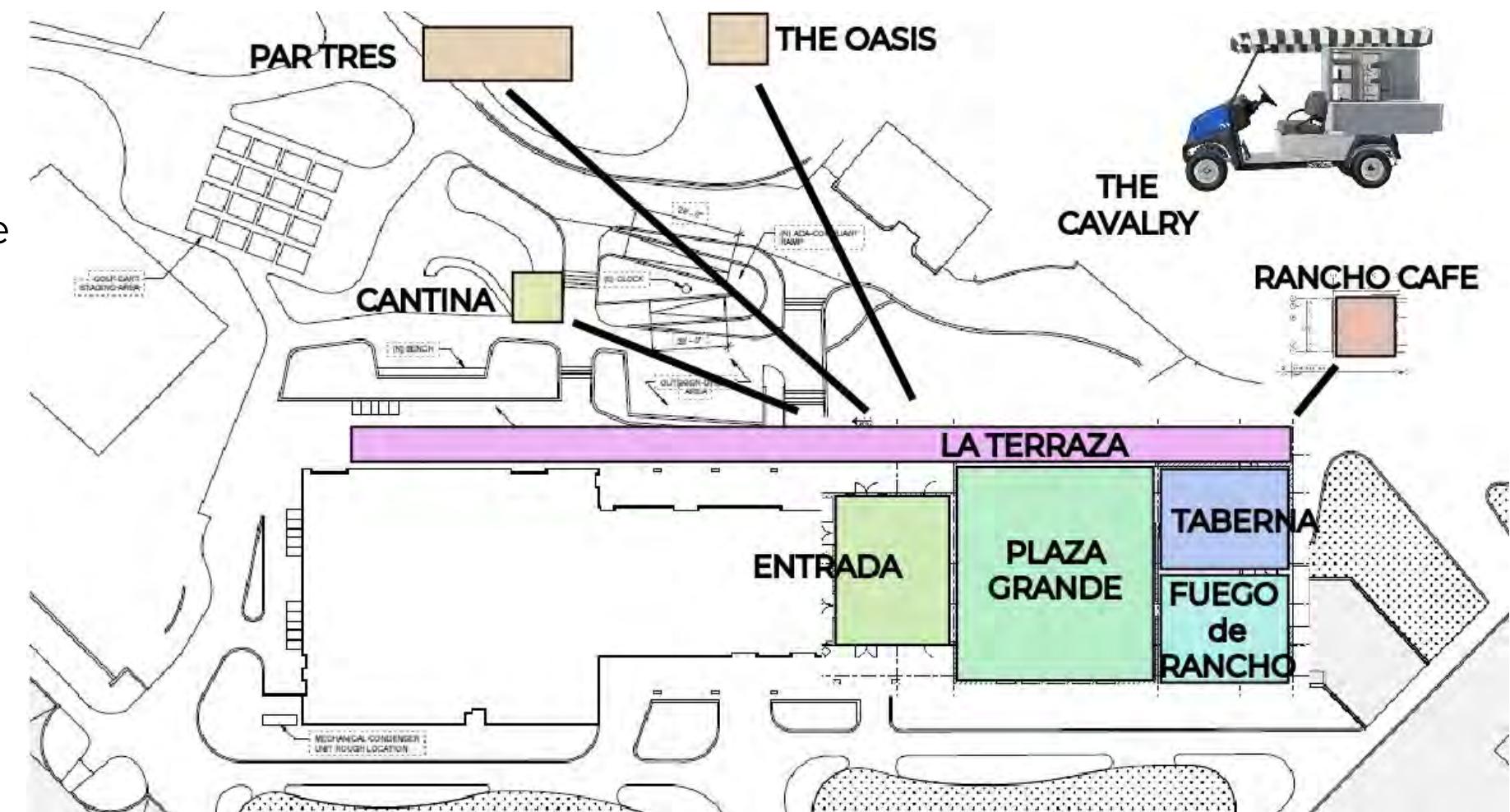


Venue Map:

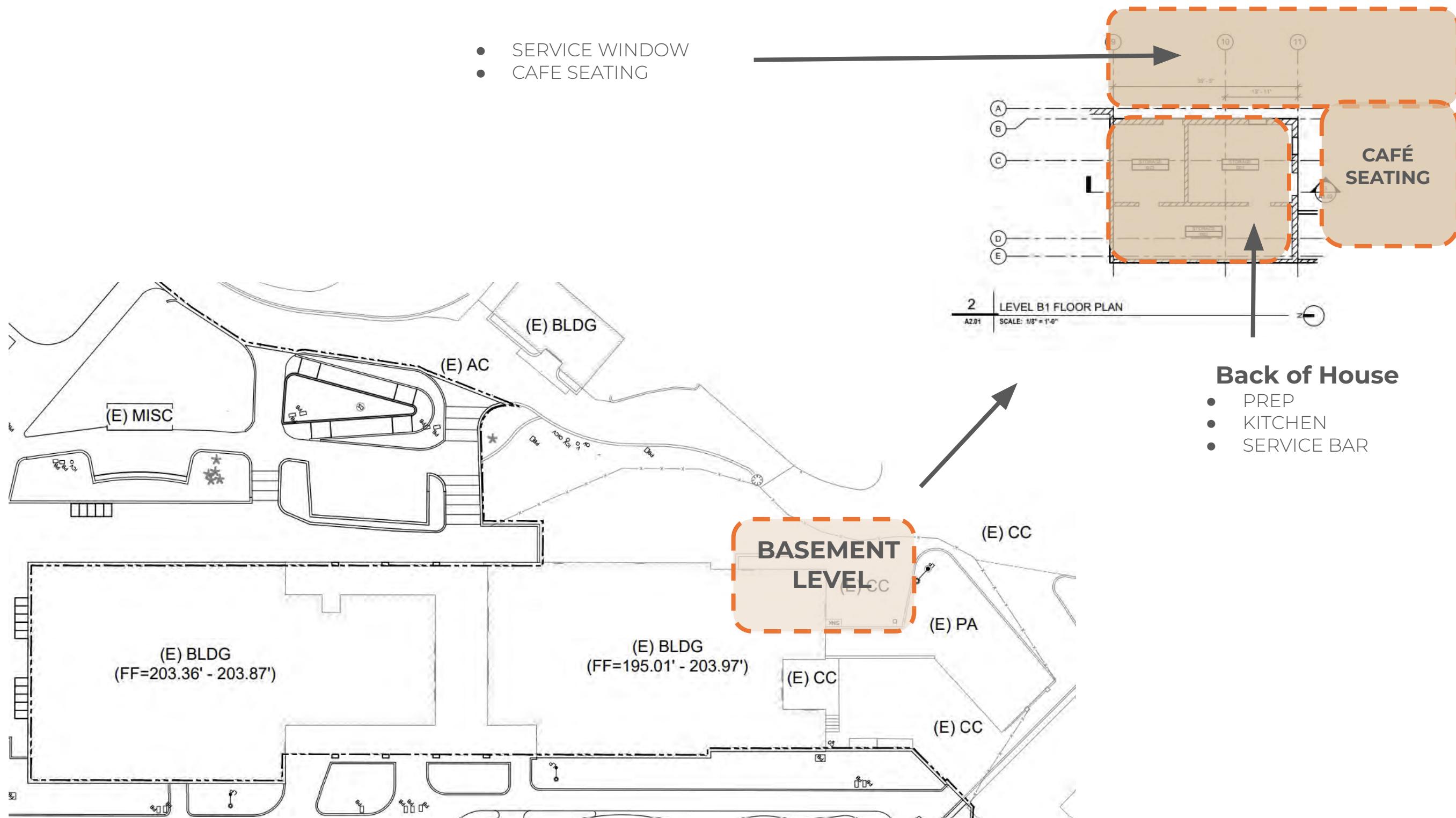


The Rancho is a venue of distinct zones, each zone with tailored services and amenities optimized towards highest and best use. The Rancho venue map and business plan is organized by the following zones:

- The Rancho Café
- The taberna
- The main dining & event room - Plaza Grande
- The patio - La Terraza
- The kitchen - Fuego de Rancho
- The lounge / private dining rooms - Entrada
- Driving range bar - Cantina
- The halfway hut - Oasis
- The 9 hole service post - Par Tres
- Mobile/cart - The Cavalry

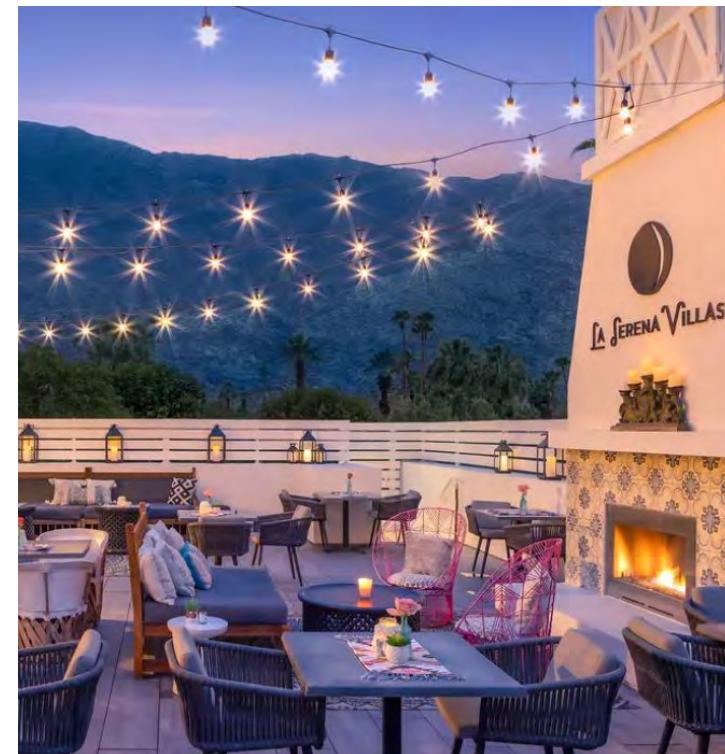


The Rancho Café



The Rancho Café

Operating hours : Golf hours
Service: Grab and go & table service
Menus: Cafe menu



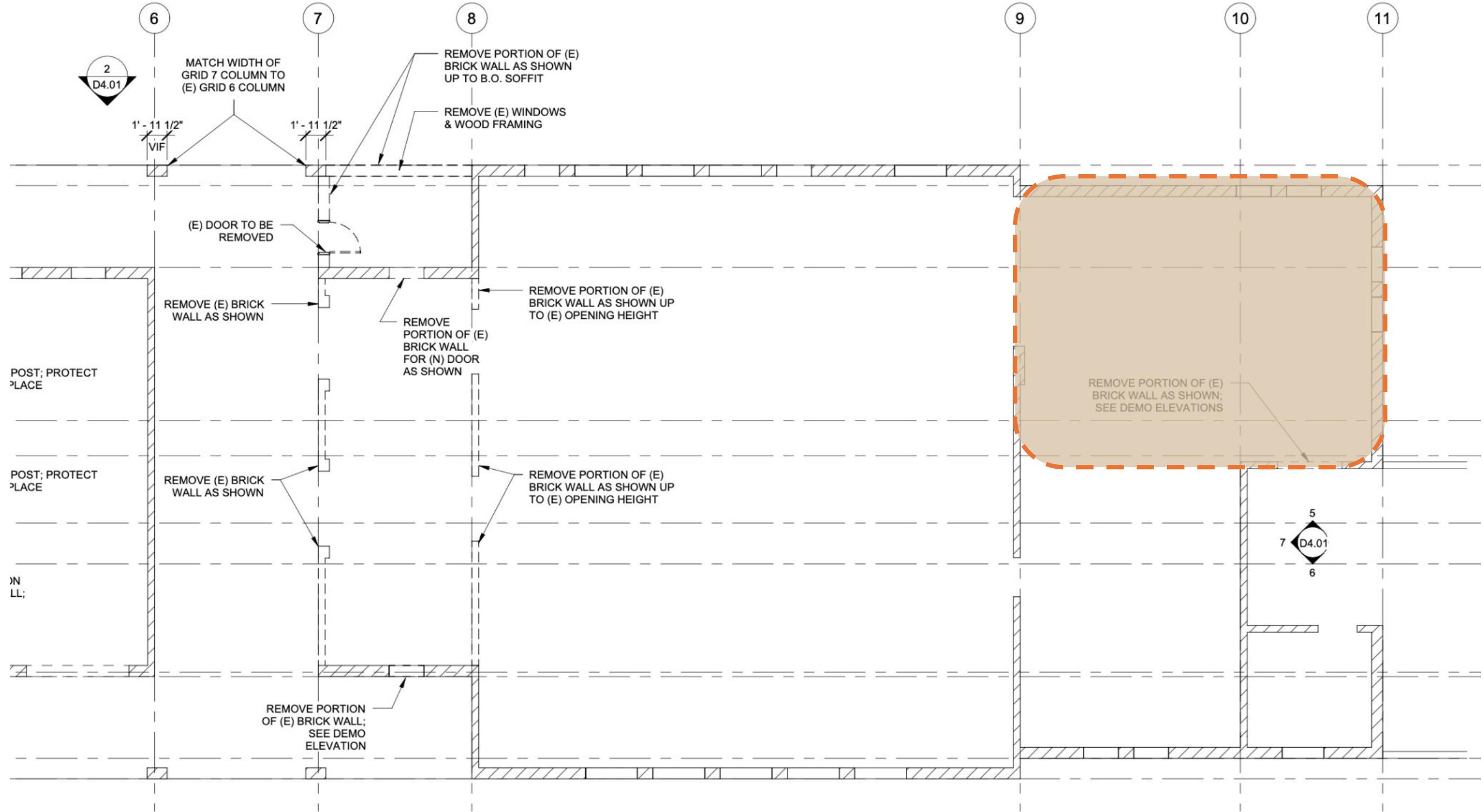
Early morning, the Rancho Café focuses on convenience and takeout, offering a selection of freshly prepared, delicious grab-and-go items, breakfast items and exceptional coffee and morning beverages.

Mid-morning, the menu expands to include burgers, sandwiches, and light, healthy options. Grab and go, and cafe seating expands to include table service on the patio. By the afternoon, the menu shifts to happy hour specials and small-bite appetizers.

The café features a service bar window, and lower-level outdoor café-style seating, with TVs in view. The interior of the café is dedicated to back-of-house operations, equipped as a service bar and prep kitchen with dumbwaiter and/or staircase access to the main kitchen.



The Taberna

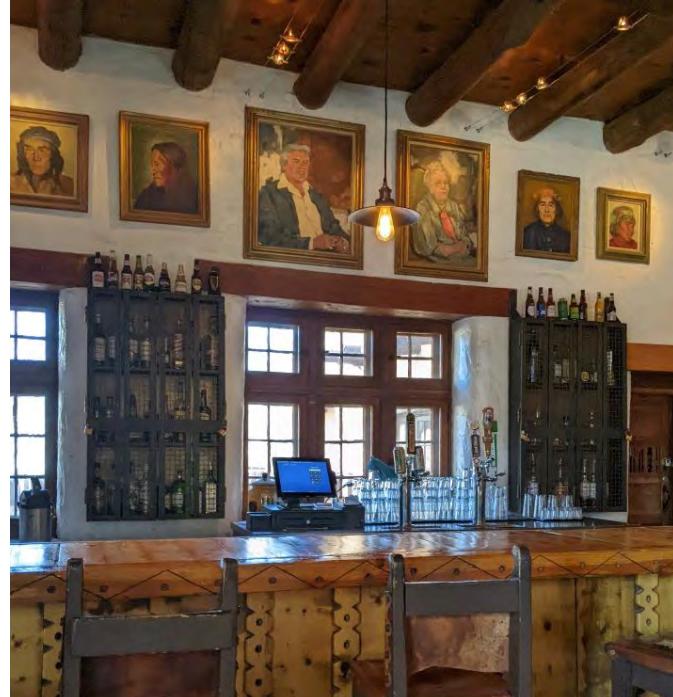


The Taberna

Operating hours : Afternoons, happy hours, evenings, peak hours and inclement weather

Service: Table service

Menus: Taberna menu, Cafe menu

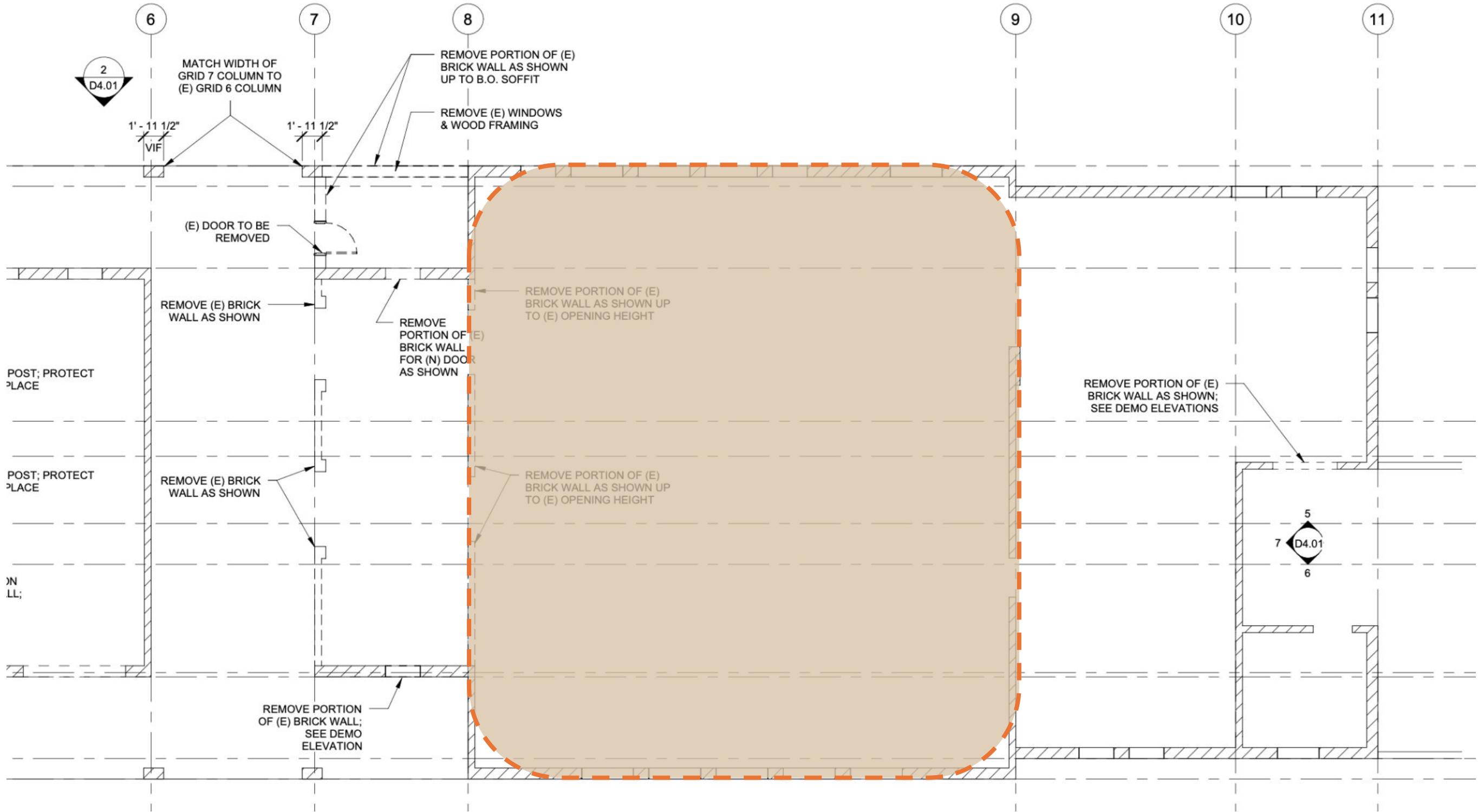


The Taberna is the heart of the new Rancho and will serve as the main bar. From a design concept perspective, it blends sophistication and comfort of an accessible watering hole and social space for the community (golfers and residents alike). During the day it can be used as needed for overflow cafe seating blending the indoor and outdoor (patio) space. In the evenings, Taberna serves the elevated dinner menu.

The Taberna can flexibly serve as indoor café seating during winter or inclement weather and can operate simultaneously with the Plaza Grande, Café and/or La Terraza.

Regarding hours of operation for Taberna, it is important to note that The Rancho is “always open” (per terms of the concession agreement). Either The Café, Taberna, or both will offer services during golf hours and beyond where permitted.

Plaza Grande



Plaza Grande

Operating hours : Evenings, Events, Peak Hours

Service: Full service, event service

Menus: All menus



Plaza Grande is the vibrant heart of The Rancho, a stunning centerpiece that blends timeless elegance with modern versatility. Restored to its original grandeur, the room showcases beautifully exposed beams, with walls and floors crafted to reflect the Cali-Spanish aesthetic that defines the entire venue.

Designed for flexibility, Plaza Grande seamlessly transforms to meet diverse needs. Thoughtful sectioning allows the space to adapt for intimate gatherings without feeling empty, while removable partitions open the room into a grand, unified expanse for larger events.

By day, Plaza Grande serves as an inviting overflow bar and lounge. Extending to the adjacent patio for a seamless indoor-outdoor experience creates a breezy, sunlit ambiance perfect for casual dining or leisurely drinks.

Evenings, Plaza Grande can be upgraded to elevated dining and extended lounge.

Plaza Grande

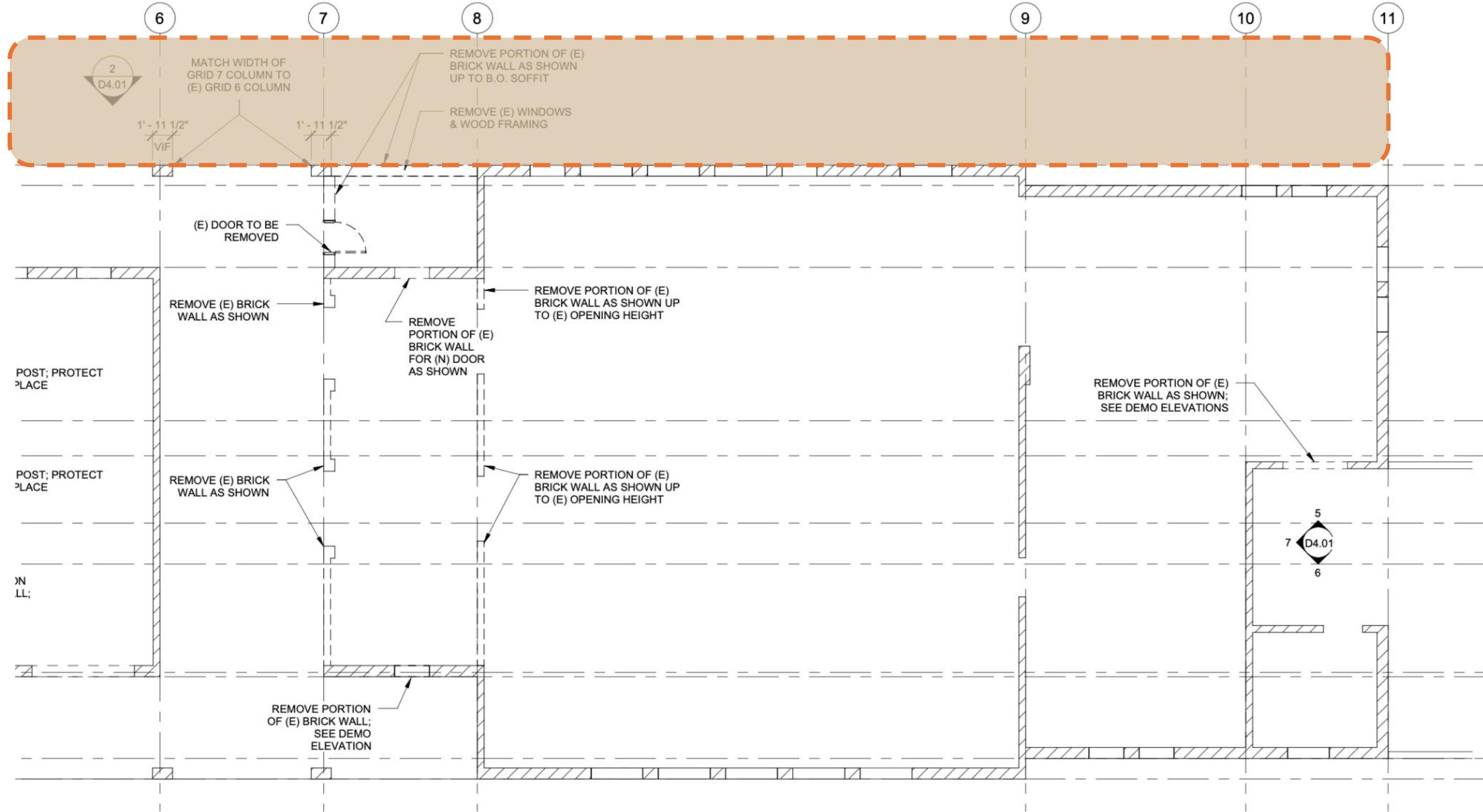


As an event space, Plaza Grande truly shines, equipped with a state-of-the-art performance area featuring professional-grade stage lighting and audio systems.

Whether hosting events, performances, or private celebrations, the venue's cutting-edge technology and versatile layout ensure unforgettable experiences.

Plaza Grande's ability to transition effortlessly between a dining room, bar/lounge, and premier event space makes it a cornerstone of The Rancho's vision, delivering unparalleled flexibility and charm.

The Patio: La Terraza



La Terraza

Operating hours : Golf hours
Service: Grab and go & table service
Menus: Cafe menu, Taberna Menu

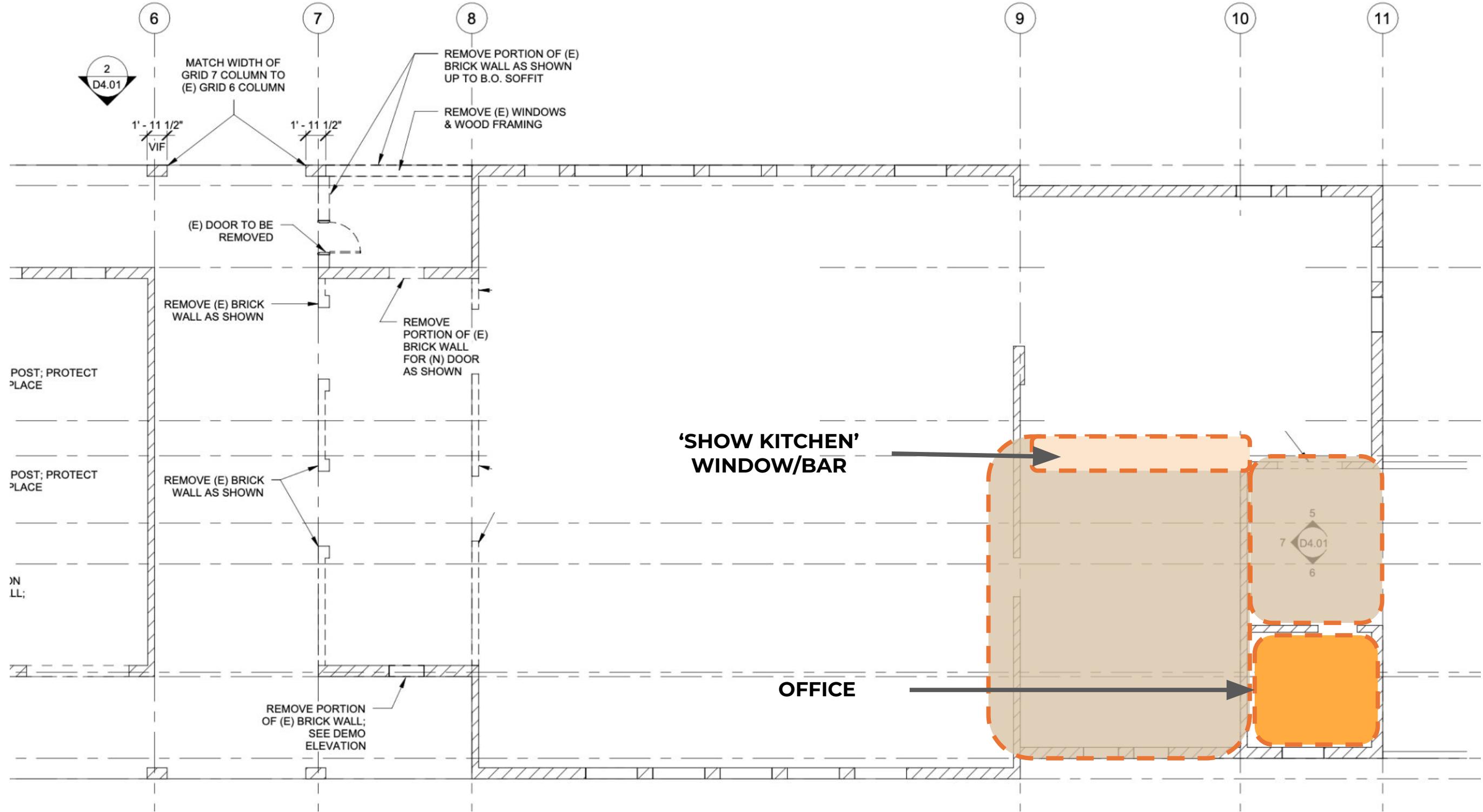


The patio is the venue's most adaptable multi-functional area connecting the entire space. Mornings and afternoons it is a cozy spot for golfers and neighbors to enjoy coffee, drinks and lounging, with a relaxed ambiance enhanced by heated, shaded and covered options.

Discreetly integrated TV screens and one or more jumbotrons makes it perfect for outdoor sports viewing. In the evenings, the Patio becomes La Terraza, a dressed up version for elevated al fresco dining, drinking and lounging. Patio can also be cleared out and/or dressed up custom for an event.

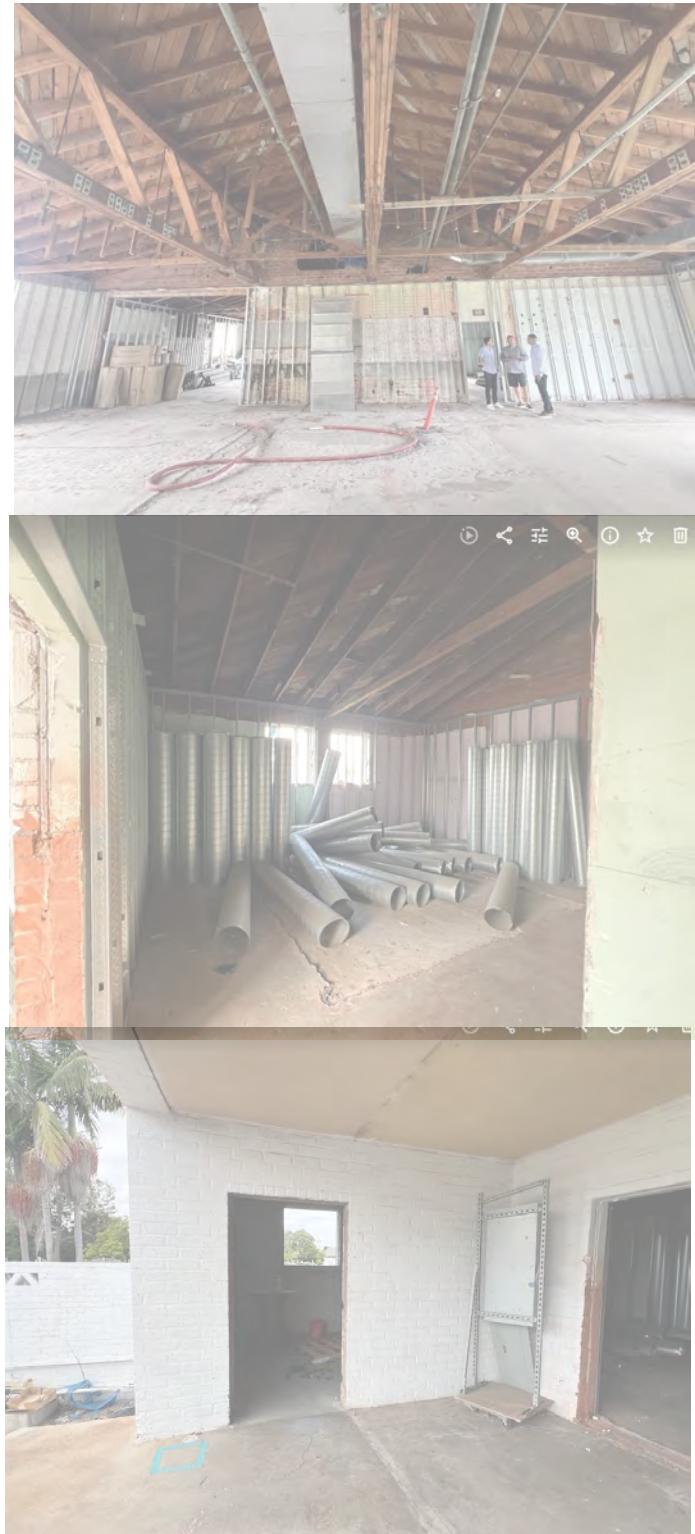
The patio should be a statement for the entire building, not just the concession side. We request to design and build the patio to both sides of the building as dictated by the architect/designer.

The kitchen: Fuego de Rancho



The kitchen : Fuego de Rancho

Operating hours : Golf hours as needed
Menus: All menus

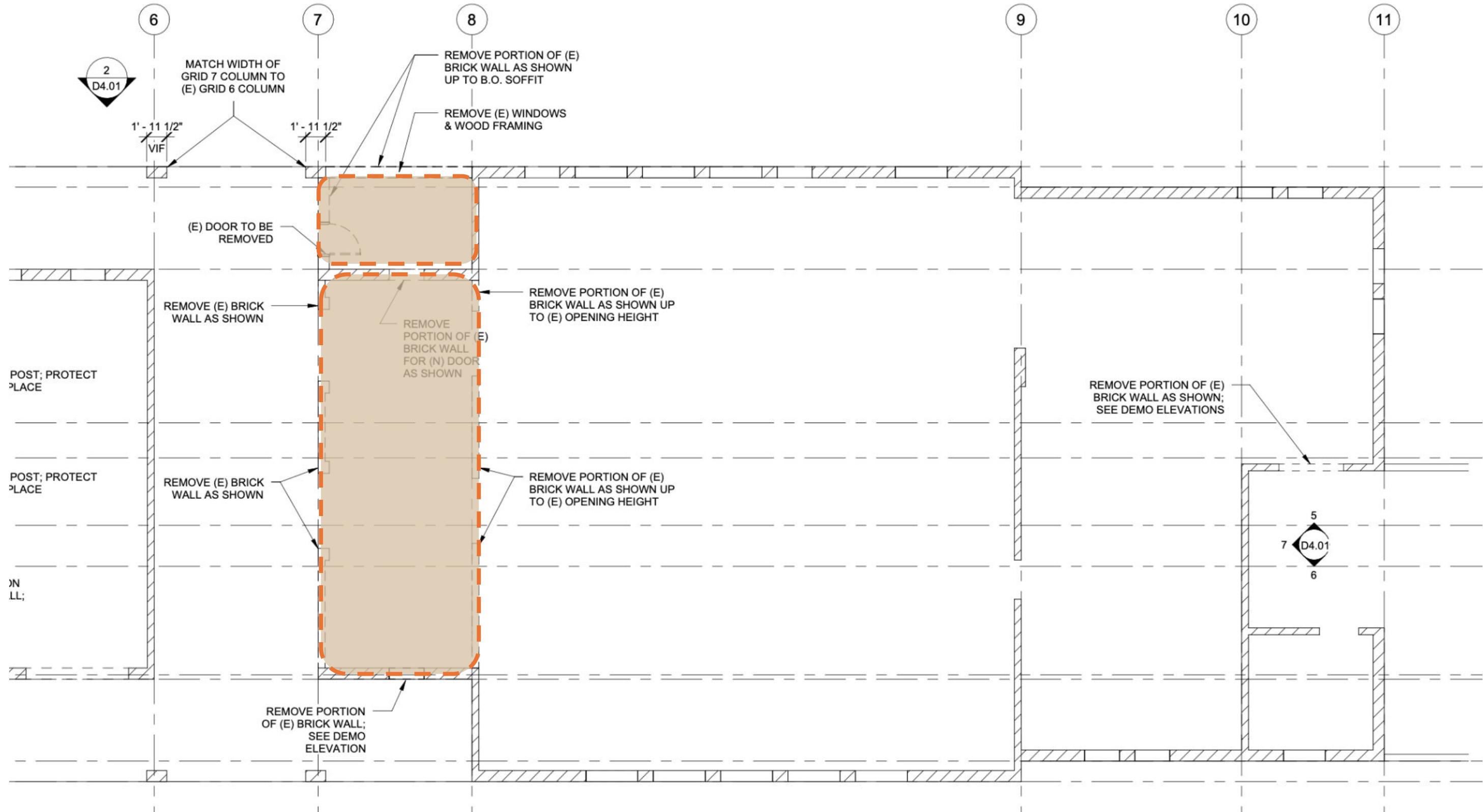


Fuego de Rancho is a vibrant show kitchen of culinary artistry. Viewable from the Taberna side, it features expansive windows and counter seating, allowing guests to witness the drama of flames, sizzling Santa Maria-style grills. The design blends rustic warmth with modern functionality, using wood and stone to echo the aesthetic.

The open layout celebrates the craft of cooking, with the Santa Maria grill's flames and aromas enhancing every meal. Guests feel the energy of the kitchen, and it elevates dining into a sensory event. The Rancho's kitchen is both a functional powerhouse and a stunning centerpiece, embodying the venue's theme.

The kitchen corner will include a buildout for office/cash room/back of house.

Entrada



Entrada

Operating hours : Peak hours as needed

Service: Bar & table service

Menus: All menus

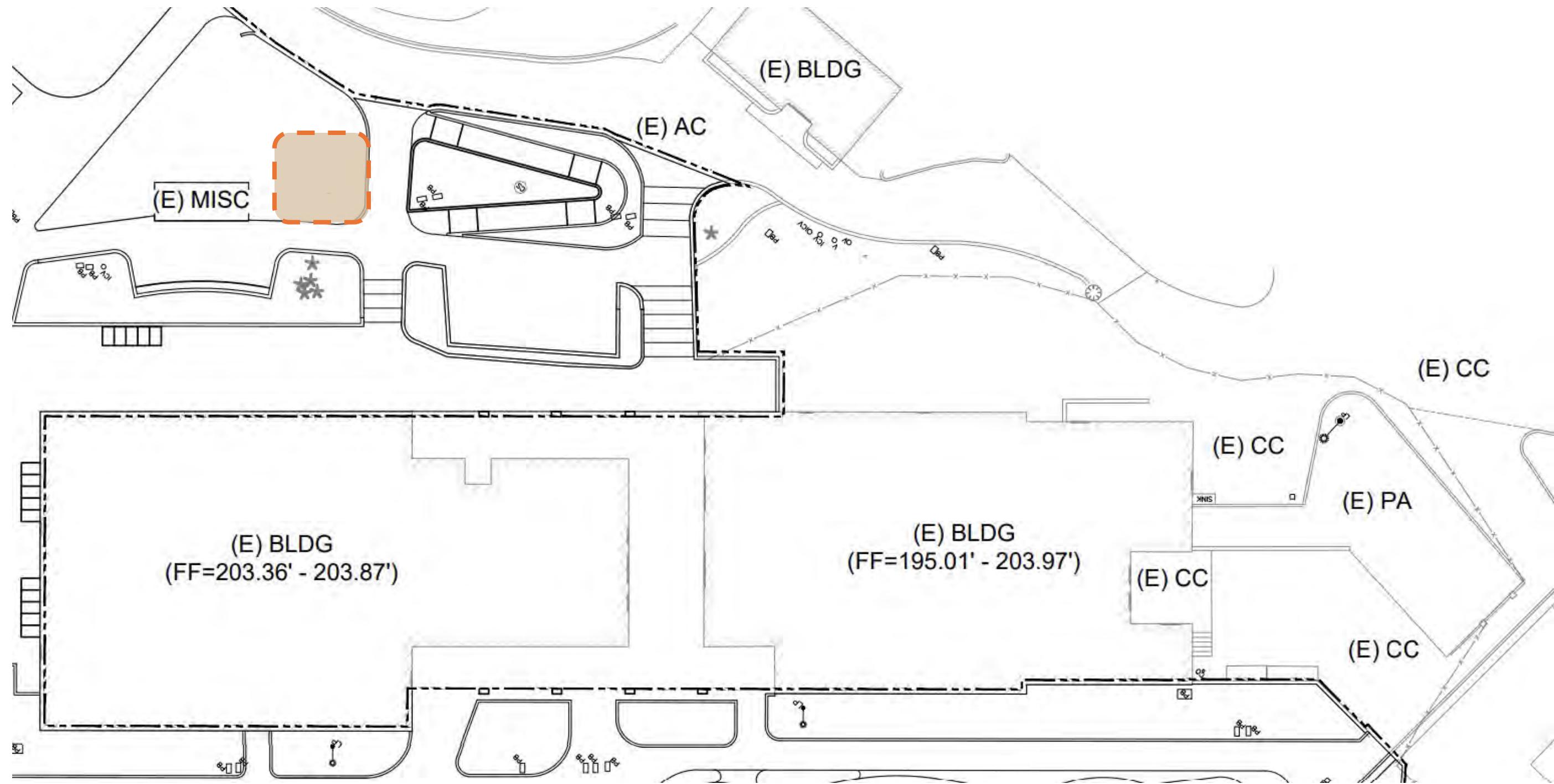


Entrada is the soulful gateway to The Rancho's Plaza Grande, a cozy yet elegant lounge that exudes warmth and sophistication. Though compact, its intimate design creates a vibey, inviting atmosphere, welcoming guests into the heart of the venue.

Versatility defines the Taberna allure. It features service windows opening to the patio and the Plaza Grande's main dining room, allowing seamless bar service to each area or simultaneous operation across both.

The Entrada can also be closed off and used as a private dining room for small sized intimate gatherings and private/corporate dinners.

Driving Range Bar : The Cantina



The Cantina

Operating hours : Golf hours
Service: Grab and go & table service
Menus: Cafe menu



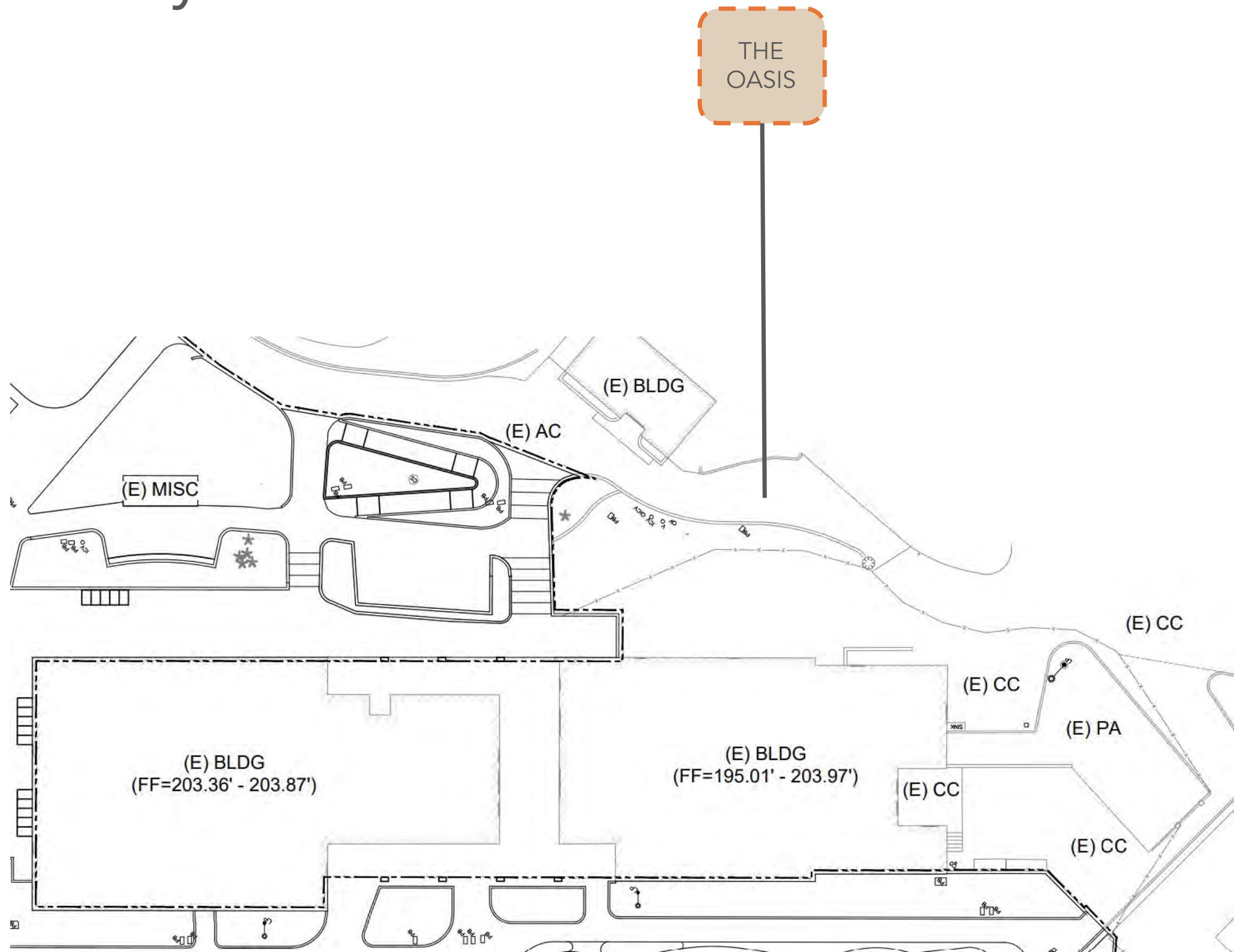
The Cantina focuses on beverage, coffee, and light snack service, acting as an extension of the café. The Cantina conveniently serves golfers and driving range visitors.

It will feature outdoor seating and tastefully integrated TV screens for watching sports or just lounging, waiting before or after a tee time.

We will offer evening Cantina service to support the driving range and to build energy and excitement around evening golf.

The Cantina is a critical part of our launch plan. One of our first tasks will be to clean this up and make it a fully functional, fully licensed kitchen. Upon completion of other kitchens on the venue, we will remove/renovate existing structure and rebuild a Cantina that aligns with the Rancho's vibe.

Halfway Hut : The Oasis



Halfway Hut : The Oasis

Operating hours : Golf hours

Service: Vending, grab and go

Menus: Oasis menu (limited/modified Cafe menu)



The Oasis is equipped with vending machines and grab-and-go snacks, and is available during golfing hours.

During weekends and/or peak hours the Oasis transforms into a staffed outpost serving refreshing cocktails and light bites to go as well as remote order options delivered by golf cart.

The Oasis has a lot of potential. Once the rest of the venue is up and running, we will revisit and further develop The Oasis, and in the meantime we will pay attention to golfers to learn the services and menu they want out there.

Par-3 9 Hole service post : Par Tres

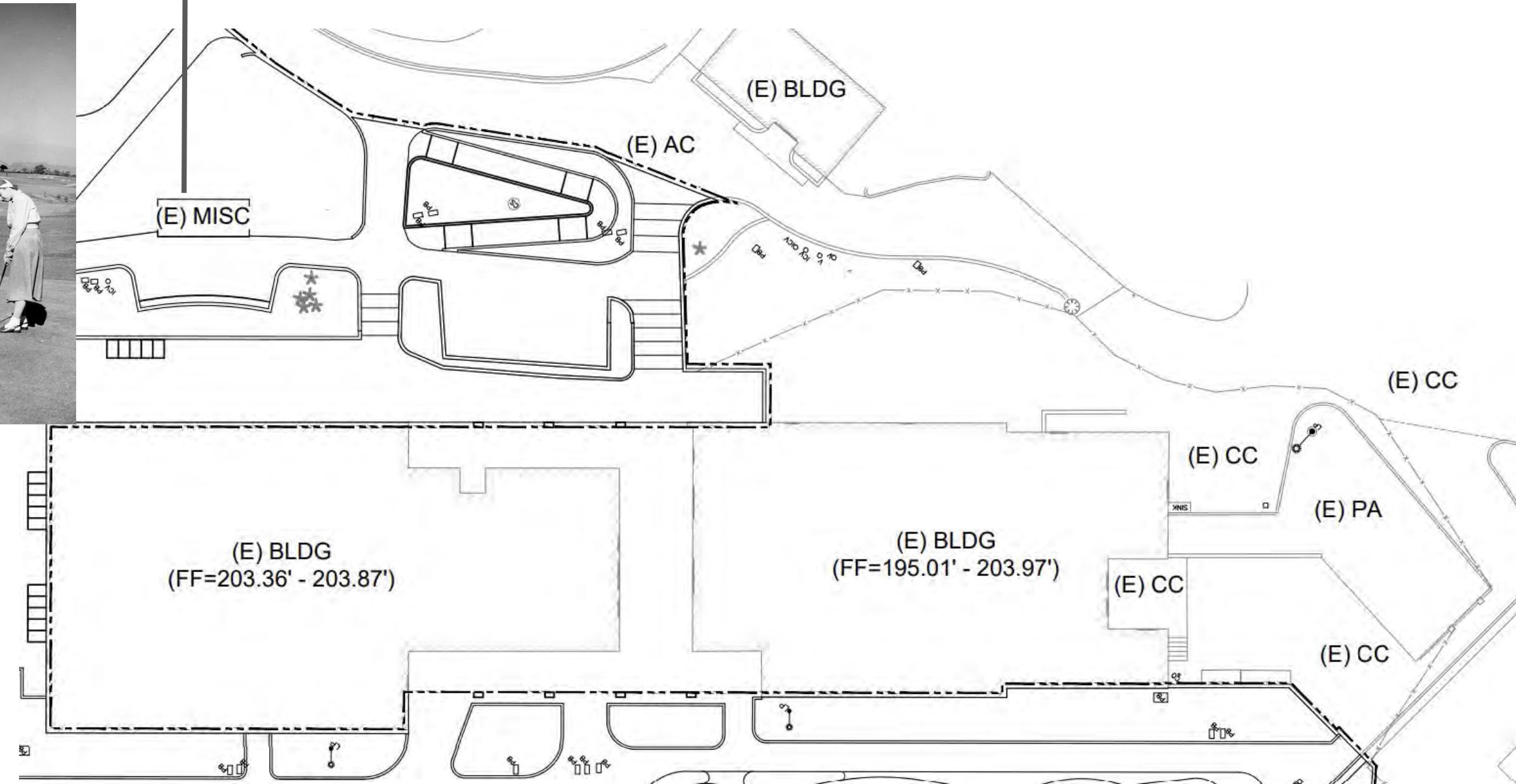


Operating hours : Golf hours

Service: Vending machines with TBD expansion



At minimum, the concessions at the par 3 9-hole course will include vending options. As we learn more about the service needs, we will expand as dictated by golfer demand.

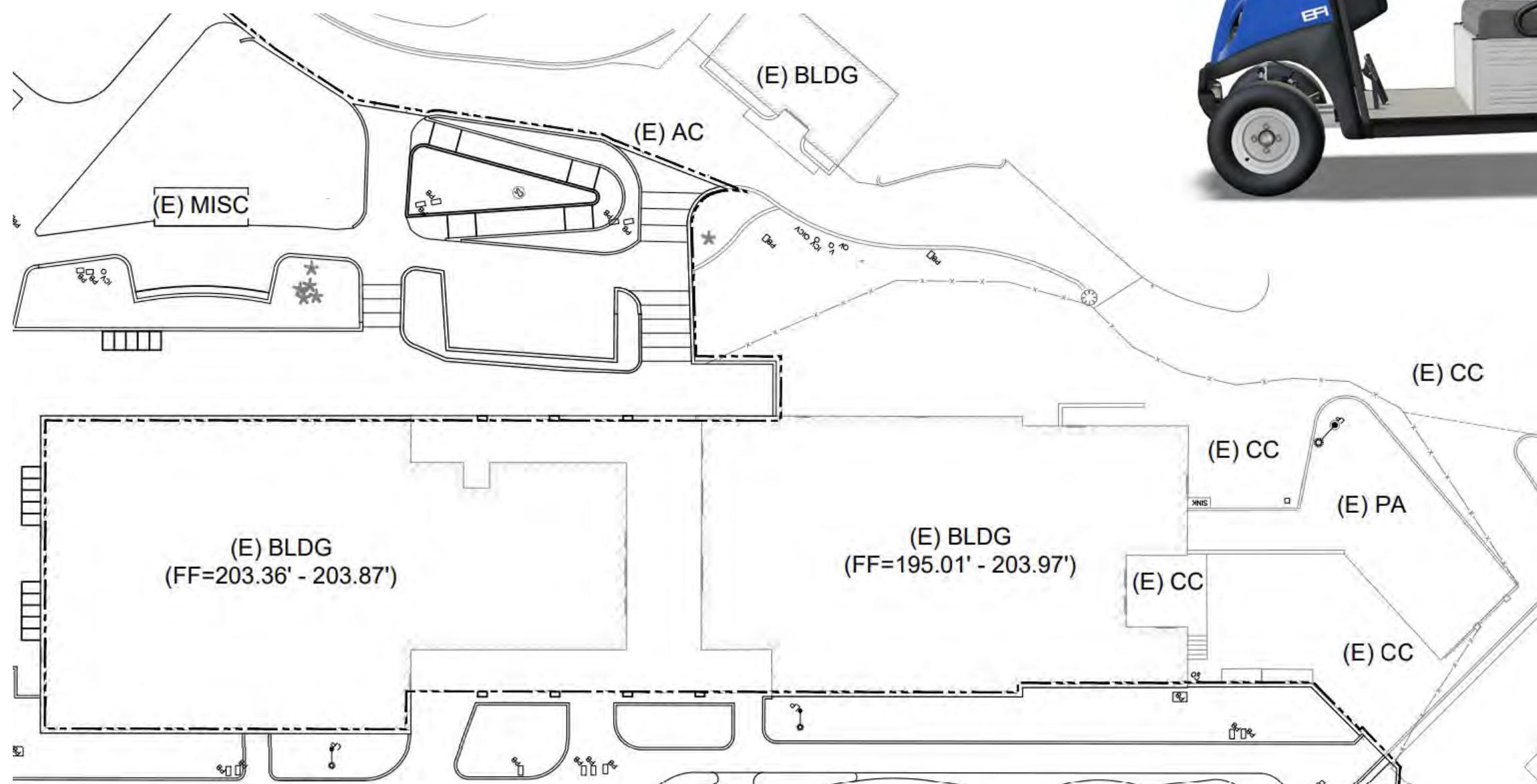


Mobile/Cafe Carts : The Cavalry



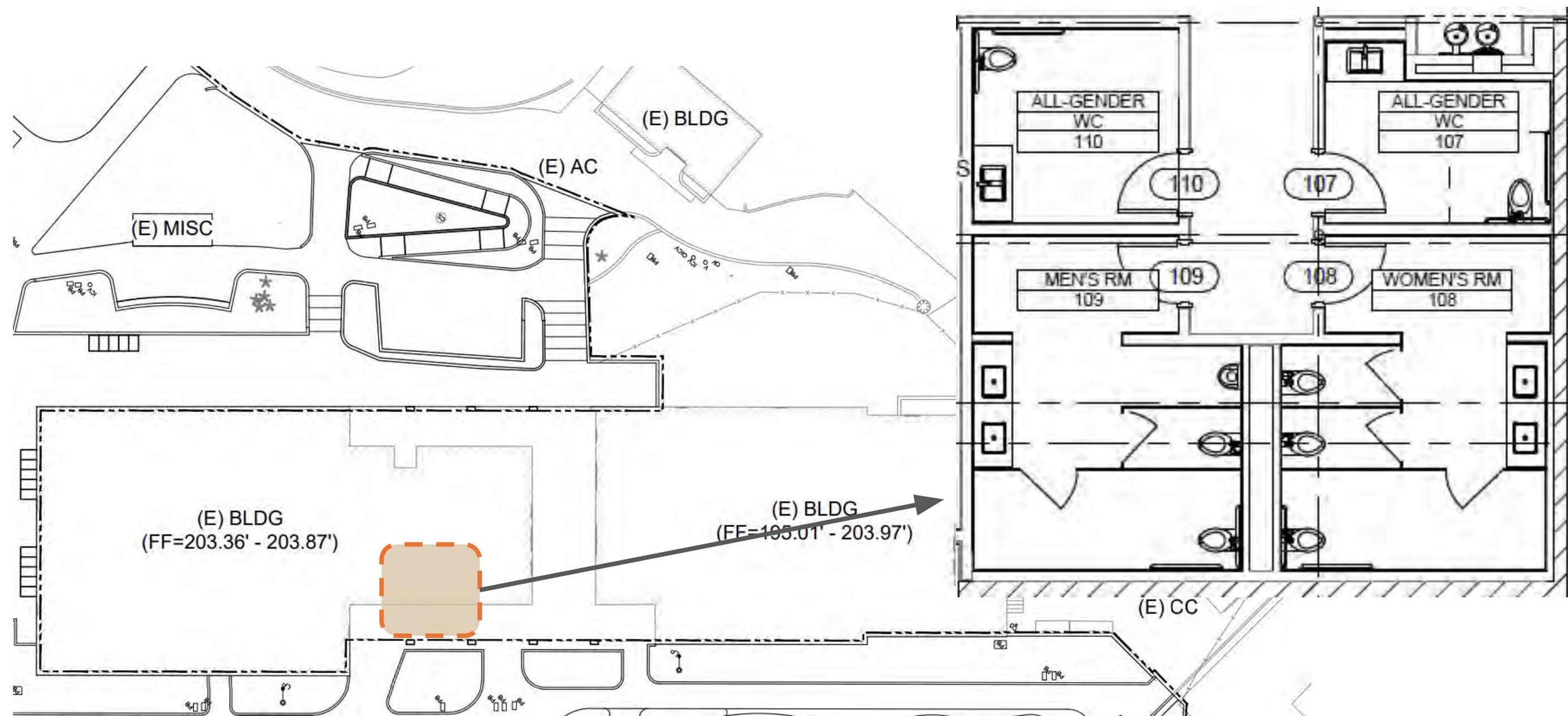
Operating hours : Peak hours
Service: Delivery service for golfers
Menus: Cafe menu, Cantina menu

Because people get hungry & thirsty
while playing...



Please note : Baños

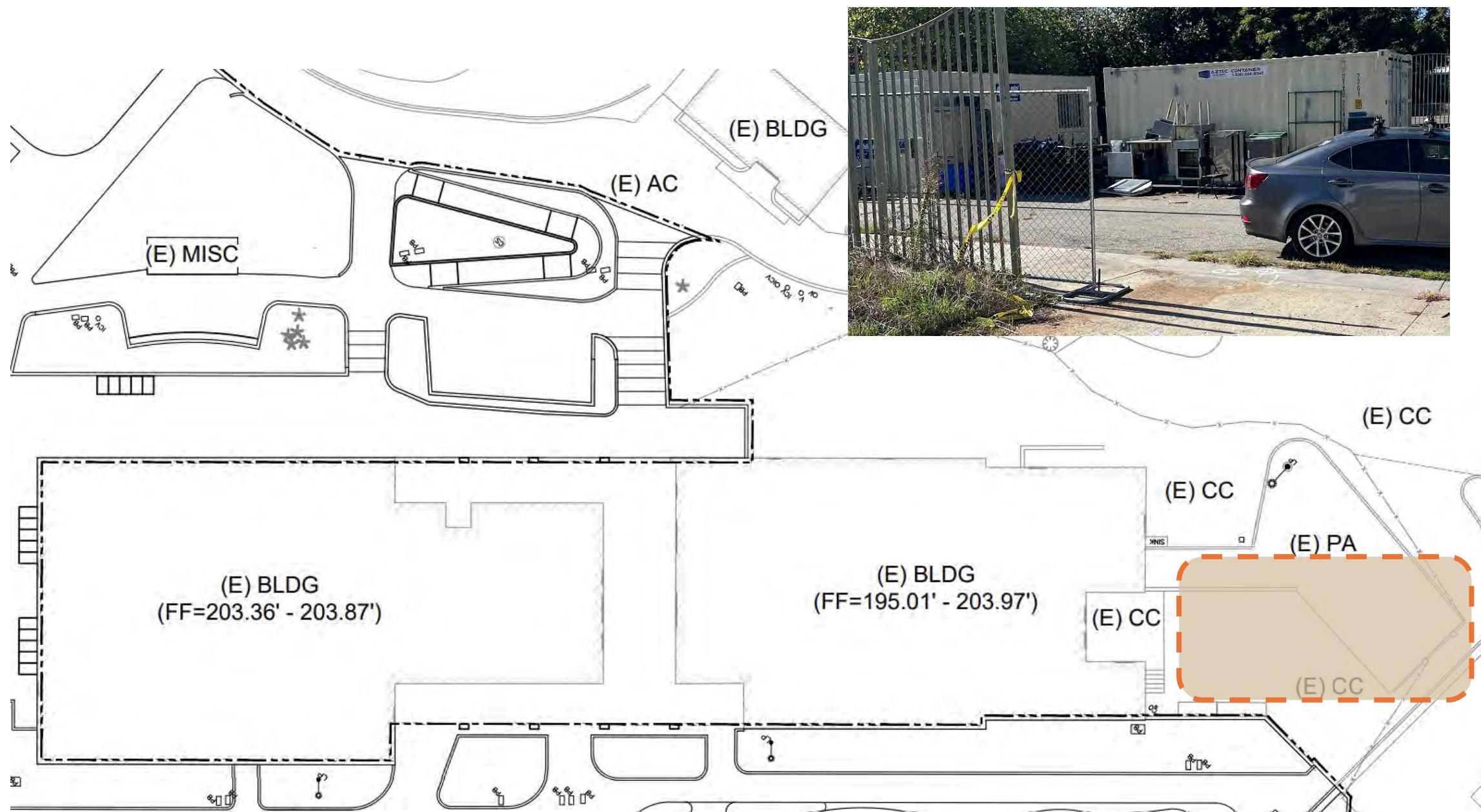
Please, may we have a conversation on bathrooms. The layout and plan for the bathrooms in the current design is insufficient for the caliber of facility we want to help you build. EVERYONE uses the bathrooms and therefore, proper bathrooms are a critical part of the overall experience. We are requesting to have input on quality, quantity and layout of the bathrooms and make sure we do this correctly.



Please note : Storage



Requesting a conversation on storage and specifically being able beautify this area. There are already some shipping containers out there, we would request to clean it up and add additional storage. We will of course always leave plenty of egress for maintenance and RAP and it will look great.



In Conclusion : Why Us?



The job of the food and beverage concessionaire at Rancho Park Golf Course, is to operate a facility that serves **both** golfers and the neighborhood. The venue needs to serve multiple needs, to different people, often times simultaneously. If you are not building a facility that can handle this efficiently and exceptionally well, you are aiming at the wrong target.

We have a **historic** opportunity to design a brand new, yet classically aged restaurant/bar/venue and to make it the crown jewel of LA City Golf. We have a chance to finally provide a proper clubhouse and facilities with a vibe and iconic feel that is befitting of a flagship operation. Mostly though, we have an obligation to create a facility that will proudly serve the community for years to come.

We are the right partner. At The Penmar, we have shown that we can reimagine what it means to be a golf concessionaire. We are trustworthy, forthcoming, transparent, reliable, and have a track record of success. We are also going to build a great team. The preliminary interest to participate in The Rancho is overwhelming! We are going to build an army of people with a vested interest in the success of The Rancho. If we build it, they will come.

We sincerely hope that whomever you choose to partner with shares our passion for wanting to make this an amazing venue.

Oscar

Mark

Dan

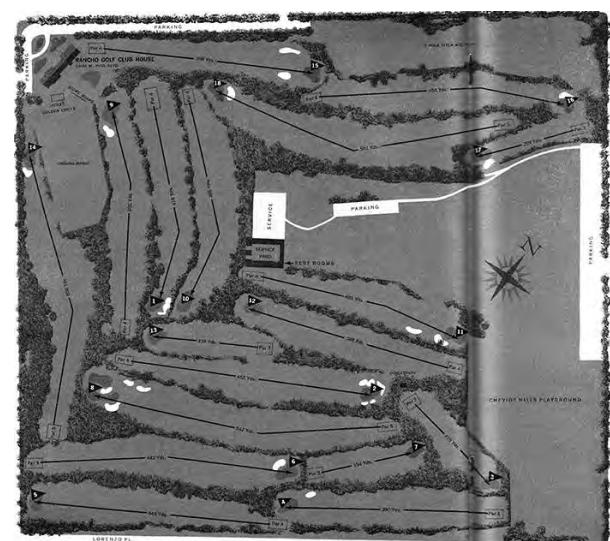




EXHIBIT C

LEGAL NAME : 10460 Rancho, LLC

Type of business : LLC

Key Leadership: Mark Chesler, Oscar Hermosillo, Dan Spitz

Main point of contact: Mark Chesler

Mailing address/Phone/Email :

Mark Chesler % The Penmar

1233 Rose Avenue

Venice, CA 90291

C (310) 283-5276

mchesler@gmail.com

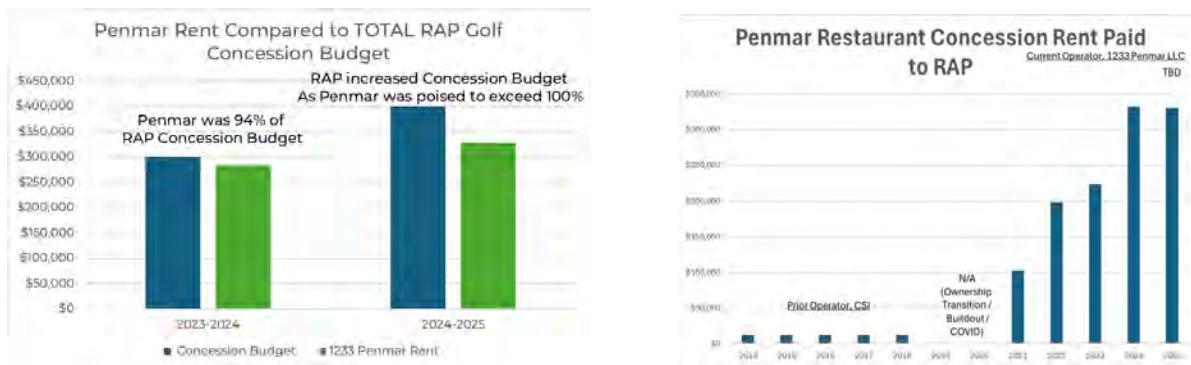
This document is organized in accordance with Exhibit C of the RFP and directly addresses each of its requirements. Sections begins with a summary, followed by responses to the questions outlined in Exhibit C.



A. BACKGROUND AND EXPERIENCE

SUMMARY

The team behind The Rancho LLC are the current operators of the food and beverage concession at Penmar Golf Course, 1233 Penmar, LLC (dba The Penmar). Since beginning full operations in 2020, we have grown revenue each year. We expect to deliver to RAP over \$350K in concessions rent in 2025 (Chart 1), and are on track in 2025 to pay RAP more rent than all of the other concessionaires combined (Chart 2).



We have grown The Penmar by welcoming both golfers and the community into the largest public greenspace west of the 405 with fresh, delicious and affordable food and drink served in a friendly and safe atmosphere. We have also found creative (and profitable for RAP) ways to maximize space and enable our community members to engage with each other in real life, support our restaurant, participate in our events, and safely enjoy their taxpayer funded park in previously undiscovered ways. We created a venue that has the documented and vocal support of RAP, the LA City Council, LAPD, LAFD and even adjacent city local politicians ([Appendix : letters of support](#)), and of course our neighbors ([Appendix : The Penmar Manifesto](#)).

Our principals bring years of restaurant and bar operations including full scale brand and menu envisionment, construction buildouts, kitchen buildouts,



and development of dining and event space venues ([Appendix – before and after pictures](#)). We also bring substantial operational experience starting, running, managing and operating complex business including restaurants and other organizations ([Our team - Meet the team](#)).

We are excited for the opportunity to bring The Rancho to life, to restore the beauty of what already exists, and to maximize the opportunity to serve golfers and the community at large.

1. Ownership Description

1. Address: 1233 Rose Avenue, Venice CA 90291
2. Length in business: The Rancho entity is new for this project but group has been operating partners on The Penmar since 2018.
3. Type: LLC
4. Previous experience - Plenty! Both as operators of previous restaurants and as the most successful RAP food and beverage concessionaire. See table below:
5. Names of persons responsible for operations : Mark Chesler, Oscar Hermosillo, Dan Spitz

Restaurant Ownership Experience						
Name	Years	Business Type	Size of Company	Gross Re	Persons Responsible for Operations	Pending Merger
The Penmar	2020-Current	LLC	120	\$5.5M	Mark Chesler, Oscar Hermosillo, Dan Spitz	N/A
Clutch (Menche LLC)	2015 - Current	LLC	14	\$1.5M	Oscar Hermosillo	N/A
Cervateca	2008 - Current	LLC	17	\$1.5M	Oscar Hermosillo	N/A
VBW	2005 - Current	DBA	8	\$1.1M	Oscar Hermosillo	N/A

6. Any pending mergers : None
7. Ownership info for subcontractors : Not relevant

2. Description of proposing entity's experience in and knowledge of design or major renovation experience; providing substantial FF&E for a new operation; full service (including alcohol service) restaurant operations; and maintenance of restaurant property.

The Rancho leadership group has substantial experience with restaurant and event space ownership, and management, the most significant being our



ongoing experience operating a RAP concession. Below are examples of past, current, and ongoing practical experience relevant to The Rancho project.

The Penmar

When we got the keys to The Penmar it was a small, dirty and very basic concession stand serving limited grill food and bud light. It was unwelcoming to all except a few old card players. Reliving history and pasting the photos below we can't help but be astonished ourselves with the positive change we have brought to the Penmar Golfers and Westside Community.



With the support of RAP, we transformed previously unused and underused space, into a vibrant outdoor patio, sports bar, event venue, performance center, and - importantly - a highly valued Community hub.

In a very relevant parallel, we worked with RAP to optimize space in the service of greater golfer and Community enjoyment. We made something happen that nobody had ever even envisioned. And The Penmar is not done. We continue to make capital improvements above and beyond our requirement as per the lease, and we continue to show our willingness to refurbish, maintain and care for the facilities.

The Penmar relevant experience includes:

- Kitchen build out
- Dining room build out
- Design/build patio
- Jumbotron (adding a second Jumbotron in November)



- Storage/Office/Refrigeration build outs
- Private and ticketed events - greenfielded a community event space including buildout, marketing, full inhouse operations and management

Venice Beach Wines (aka VBW) - Our partner Oscar Hermosillo started (and still owns) Venice Beach Wines in 2006 - transforming a sleepy, notorious dirty/dangerous stretch of Rose Avenue into a vibrant neighborhood hub for wine, food, and community. Few remember but the transformation he led was legendary - literally memorialized in the popular show *Flaked* (S2, E3) with Will Arnett where the characters applauded not so fictional "Oscar's" accomplishment in bringing "real food and real people" back to the area. You see, at the time, Rose Avenue was still relatively underdeveloped compared to Abbot Kinney or Main Street and riddled with crime and vagrants. The idea of repositioning a small, broken-down house / bodega into a boutique wine bar and restaurant in that location was a bold move. But Oscar, a LA local and UC Santa Barbara sociology graduate, saw the potential for a cozy, community-driven spot that celebrated good wine and casual, elevated yet approachable food. The concept was simple but powerful: create a place where locals could gather, enjoy curated wines, and share small plates in a laid-back, welcoming and affordable environment. The success of VBW paved the way for numerous other culinary ventures and creative businesses to follow, contributing to the street's evolution into a lively corridor. Oscar's true to heart approach emphasized neighborhood roots and authenticity, which resonated with the community. The space itself—intimate, modern/rustic, and unpretentious—reflected that ethos. We took spirit from that in developing The Penmar and will do the same with The Rancho.

CERVATECA - Oscar also started and owns Cervateca, which has locations in Venice and Culver City. Oscar founded Cervateca as a family-owned Mexican restaurant and beer house inspired by traditional recipes from Veracruz, Mexico, with a focus on authenticity, freshness, and community roots. His vision was to create a space that honored his family's culinary heritage, particularly the rich flavors and traditions of Veracruz, where his mother—affectionately known as Chef Mama—originated. Mama, now recently passed, played a central role in shaping the menu, bringing generational recipes to life with handmade tortillas, scratch-made sauces, and



flame-grilled meats. The Venice location quickly gained a loyal following for its Baja-style fish tacos, breakfast burritos, and tinga bowls - praised for its freshness and bold flavors. As always, Oscar's approach emphasizes local authenticity, blending laid-back vibes with serious culinary chops. The outdoor seating and casual atmosphere made it a neighborhood favorite, especially among locals who appreciated its unpretentious excellence.

Building on this success, Cerveteca expanded eastward in 2014, opening a second Cerveteca in Culver City and another in DTLA. This move reflected his desire to bring the same community-driven, flavor-forward ethos to a broader audience while maintaining the heart of the original concept. Cerveteca's story is not just about tacos and tortas—it's about family, culture, and local pride. Similarly, relevant experience includes full kitchen, bar, dining room and patio buildout and launching a now locally famous brand and menus with delicious, affordable food and consistent service.

Clutch - Oscar also founded Clutch Roadhouse in 2015 as a community-driven, Cal-Mex smokehouse inspired by local culture, hearty food, and a shared vision with fellow restaurateurs and creatives. By 2015 Oscar was already a well-known figure in the Venice food scene (having launched VBW and Cerveteca). The idea for Clutch emerged from a collaboration between Hermosillo and actor Jon Huertas (of *This Is Us* fame) and his wife Nicole. The Huertases were looking for a place that felt like a true neighborhood gathering spot—something they felt was missing in the gentrifying Venice. Clutch is a roadhouse-meets-smokehouse theme. Located on Lincoln Blvd (aka CA Highway 1) The name is a nod to both car/motorycle culture (clutches, engines) and the slang term “clutch” meaning “perfect” or “essential.” It was designed to be a place where people could “refuel their bodies, not just their cars.” The menu features dry-rub barbecue, Cal-Mex fusion, and recipes inspired again by “Mama”, including standout wings with orange sauce. The space itself encourages community, with long communal tables and a bustling patio facing busy Lincoln Boulevard, an indoor bar/dining room and a more intimate quiet back patio facing the neighborhood. Similar to VBW, relevant experience includes full kitchen, bar, dining room and patio buildout and launching a now locally famous brand with delicious, affordable food and consistent service.



3. Contracts History (include contact information for all contracts listed):

- List of all contracts commenced and terminated during most recent (12) months.
(NONE)

- List of all contracts terminated during 2022, 2023, 20224, and 2025 YTD
(NONE)

4. Current Operations

1. Employee hiring, training and promotion policies.
 - In 2025 we employed over 100 people, many of whom are returning seasonal staff as we gear up for busy summer months and ramp down again for less robust colder/wetter/darker winter months. Dedicated and happy employees are key to our restaurant philosophy. Our belief echo's the wisdom of best in class hospitality operators that happy staff provide continuity of experience to our customers and are crucial for our business success. We prioritize employees' well-being and fostering a positive work environment through servant leadership and aligned hiring. When employees feel cared for they choose to stay in their jobs and we believe they provide exceptional service, leading to greater customer satisfaction and overall happy community. Our employees not only work at our restaurant but they are neighbors in our community and have become an extension of our family and we treat them with love and respect. We continually evaluate and update our compensation to reflect both the market as well as accomplishments/longevity of our employees. We provide all employees a comprehensive employee handbook and also have an annual management incentive / employee profit sharing program for key leadership.
 - Loyal Staff Speaks Volumes - The bar/restaurant industry is notorious for difficult staffing - with transient employees coming and going. The Penmar specifically we are very proud that so



much of our key employee base has essentially been with us since the start - growing and evolving with us every step of the way - from a nascent upstart concession stand during COVID to one of the most dynamic restaurant, bar and event operations in Los Angeles!

5 Year Generals (2020)	4 Year Colonels (2021)	3 Year Majors (2022)
Kandiss - Operations Manager Dorcas - Kitchen Head Ramon - GM Macrina - BOH Norma - BOH Isabel - BOH	Tony - Head Bar Rode - Kitchen Second Brandon - FOH Jesus - FOH Ricky - Bar/FOH Alfonso - FOH Rodrigo - FOH Carl - Bar Maria - BOH Luis G. - BOH Arturo - BOH	Jose - FOH Enrique - FOH Ismael - FOH Jimmy - Bar Nisandre - FOH Joel - BOH

- Methods and controls for accounting - We have banked at Wells Fargo since inception. We utilize a third party CPA firm as an independent bookkeeper to assist with vendor tracking/payment, pay our bills (including RAP rent) and produce quality monthly financial statements. For ticketed events, we use a 3rd party platform (Ticketsauce). We utilize ADP for payroll and Kickfin for our gratuity pay out system (to get our team's tips quickly and transparently paid). We are supported by Solomon Saltsman & Jamieson for ABC related issues and growth. We also maintain robust workers compensation and general liability coverage through our brokers since inception, Jaffe.

5. References

- **BUSINESS REFERENCES** – 3 references with whom the proposer has conducted business
 1. Traci Park - CD 11 Councilwoman
 - Office of Councilmember Traci Park, 200 N. Spring St., #410 Los Angeles, CA 90012
 - councilmember.park@lacity.org
 - 310-568-8772



- Long-term business relationship dating back decades to when Councilwoman Park was a lawyer supporting Oscar's earliest restaurant endeavors and continuing into her tenure now as our City Councilwoman for CD11 as we have grown into the Community. Feel free to ask for her Venice field deputy, Sean Silva for perhaps a quicker response.
- 2. Lana Negrete - Current Mayor of Santa Monica
 - 1685 Main Street, Room 209, Santa Monica, CA 90401
 - lananegrete@me.com
 - 310-463-4847
 - Ms. Negrete is a local business woman (independent music store owner) and elected Mayor of Santa Monica which shares a geographic border with Penmar.
- 3. Jeff Cairney - SVP Hampton Water Wine
 - jeff@hamptonwaterwine.com
 - (213) 422-6009
 - Hampton Water is owned by Jon Bon Jovi and his son Jesse and is a vendor of french (despite the name) Rosé wines to The Penmar. In fact, we are told we are their largest customer outside of New York...so much so that Jon Bon Jovi himself paid us a visit this year to thank us for our partnership and support. Wow! Bon Jovi is aware of and highly supportive of our quest to redevelop The Rancho - [click here to view his personal support video](#) (not a paid ad!).



Jon Bon Jovi (on right) on The Penmar Stage 2025
(along with Jesse and Mark Chesler)



- **FINANCIAL REFERENCES-** Provide a minimum of three (3) references from banks or other financial institutions; include names, addresses, email addresses, telephone
 - 1. Steve Ploder - Managing Director, Morgan Stanley
 - a. 233 S. Wacker Drive, 86th Floor | Chicago, IL 60606
 - b. steven.ploder@ms.com
 - c. (312) 443-6202
 - d. Steve has been financial advisor and money manager for Mark Chesler for 25+ years.
 - 2. Kathi Dana - VP Regional Banking Manager, Wells Fargo
 - a. 170 Pier Avenue, Santa Monica CA 90405



- b. kathi.miglino@wellsfargo.com
- c. (310) 581-3080
- d. Manager of Wells Fargo Ocean Park Branch and our relationship banker since inception.

3. Matthew Tallman, CPA - Owner, BOH Services, Inc.

- a. Townsgate Rd Suite 100, Westlake Village, CA 91361
- b. matt@bohserv.com
- c. (310) 592-4928
- d. BOH is our bookkeeper and CPA firm. BOH provides bookkeeping, A/P and payroll processing and general financial consulting services for the independent hospitality industry, including The Penmar.



B. BUSINESS PLAN

Our plan for The Rancho is to design, develop, and manage a beautifully iconic, versatile venue of distinct and highly efficient/functional “zones”, each with tailored services and amenities optimized for highest and best use.

Please see business plan slides at The-Rancho.com for greater detail including:

- 1. Themes, decor & concepts**
- 2. Operating Hours**
- 3. Extent of service to be offered and operations**
- 4. Menus/Selection (See menus link)**
- 5. Equipment (See Exhibit E)**
- 6. Equipment maintenance plan (See Exhibit E)**

7. MARKETING PLAN

The Rancho will attract golfers and non-golfers, and the broader community. To get our message out there, we will focus on multiple outreach channels:

Digital - From our Penmar reputation experience, relationships and database, we bring significant marketing momentum and competencies with the ability to tap into existing resources. The Penmar Instagram account is professionally managed and has over 25k followers that were developed organically (zero paid or acquired followers) and have become a highly responsive and engaged community. We will similarly build @the.rancho and use The Penmar social media to cross promote. In addition to our Instagram reach, we maintain a well organized email and phone database of over 75K customers (past customers). To effectively communicate with this extensive network, we utilize proven state-of-the-art digital marketing software and tools to reach out and measure engagement. We also have vendors (like Jon Bon Jovi's Hampton Water brand) and social media influencers (also unpaid) that regularly participate with The Penmar because it is important to their audiences and are open to further collaborations.



Physical - The Rancho golf course and driving range has famously robust plenty of foot traffic and we will use our TV screens and designated real estate to tastefully promote menus, upcoming events and other service offerings.

Events - Marketing outreach, in particular event marketing outreach is a specialized skill. At Penmar we employ dedicated events resources. Similarly at The Rancho our team will include hiring for event marketing competencies and outreach capabilities. For example, we will specifically target local charities, schools, professional services and marketing businesses and nearby studios.

Employees & Neighbors - We love and are so proud that many of our employees choose to eat and spend their free family time as patrons of our restaurant. The promotional impact of that involvement cannot be underestimated. In addition, as discussed herein, incorporating the Cheviot Hills and surrounding Westside Community into our investor base and overall engagement is critical to our approach. We have been approached by many in that Community seeking to support and/or join our efforts if we are to be selected by RAP. Through our early engagement (meetings, group zoom calls, etc.) with these locals, we have become increasingly aware of the localized restaurant/bar needs and desires. For instance, the closing of so many restaurants along the Pico corridor, including the Westside Pavilion and places like the Westside Tavern, has hit these neighbors hard.

Investor support - Similar to The Penmar, a core of our investors will be locals. We have found these investor families to treat our business like a second home. They are net promoters with their friends and business associates, they visit for breakfast, lunch or dinner, they throw events and have friends and neighbors that do as well. We will leverage this network for word of mouth and grass roots promotion.

8. Additional Services and Amenities

- **Use of Basement** - As our business plan details, we are requesting use of the basement level for what we are calling "The Rancho Café". The Café area, included in the initial site maps as level B1 (but apparently not designated as part of the revised RFP?) is a critical asset for operating a multi-functional/zone facility. We believe the highest and best use of



this space is to complement the bar and restaurant above and especially to provide more direct/efficient access to and enhanced experience for the Rancho golfer and driving range user.

- **Exterior Storage** - Also detailed in our plan, we are requesting the area south of the building (towards Patricia Ave.) to be used as storage. Similar to The Penmar, we will arrange for clean, organized storage such as organized shipping containers. Of course we will work with RAP to ensure adequate access and egress for their maintenance and golf department needs before finalizing any storage plan for this area.
- **Bathroom** - Finally, we strongly beg RAP consider a redesign of the current bathroom layout plan. For better or worse, we have a ton of lived and learned experience running a golf course F&B concession. The current layout is not a good use of space/resources and includes:
 - Mens Room - 2 stalls, 1 urinal
 - Womens Room - 3 stalls
 - All Gender WC 1 - 1 stall
 - All Gender WC 2 - 1 stall
 - All Gender WC 3 - 1 stall
 - All Gender WC 4 (pro shop) - 1 stall
 - Family WC - 1 stall

With all due respect that plan makes no sense and will not appropriately or efficiently serve a vibrant bar/restaurant/event venue. As part of the next steps, please consider this a placeholder to request a discussion to revise the existing plans to incorporate a more efficient restroom plan to better serve the facility for RAP, golfers and community alike.

9. Financial Projections

- [See Pro Forma \(Exh I\)](#)

10. Financial Capacity

- a. **Good standing** - Confirmed. The financials for 1233 Penmar, LLC are prepared BOH Services, Inc., a CPA firm focused on restaurants. RAP should we well acquainted with the professionalism and service levels through our interaction on the monthly RAP worksheet, payment and annual financial submissions. The financials of 1233 Penmar, are in



VERY solid financial shape with zero debt, zero past due vendor payables, no qualified opinion, and no “going concern” issues. We will run The Rancho with a similar conservative financial profile and a commitment to 100% integrity across all of our stakeholder interactions (RAP, golfers, Community, shareholders, employees, vendors, etc.)

b. Amount of Investment - The Rancho is a huge scale blank slate, built under and between the four walls, windows and high ceiling envelope that RAP will deliver with COO as part of its Phase 1. Within and adjacent to that framework, we will concurrently build out a world class restaurant bar and patio space that will make RAP and generations of Angelenos proud. On top of the \$4 million of investment by RAP in coordinating TIs, we anticipate our investment to be in the range of an additional \$4 million. Consistent with The Penmar, the investment will be all equity - no debt.

c. Source of Funding

Pending a formal award decision by RAP, we plan to raise funds through multiple channels. The final mix of investment by source will be determined post-award when we have full clarity on plan, timing and structure.

- **Principals to this RFP** - Similar to 1233 Penmar, Mark, Oscar and Dan will all be directly invested.
- **Existing 1233 Penmar LLC Investors** - Our Penmar investor base is very happy with their investment and in their trust in us to deliver. Investors have all been paid back in full with additional money distributed. Many of them are eager to participate in a 2nd project.
- **Non-Investor Penmar Regulars** - There is a large group of Penmar regulars who have realized “FOMO” and are disappointed to have missed the opportunity on 1233 Penmar. Many of these regulars have proactively asked to be included in future endeavors of this group, including our intentional pursuit of The Rancho. It is important to note there is a lot of audience crossover between The Penmar and Rancho players.
- **Rancho Park Regulars** - As discussed above, we have been proactively contacted by numerous Rancho Park golf



devotees on an unsolicited basis hoping to join our potential investment ranks if we are so fortunate to win this RFP. These potential investors are weighted towards entertainment folks, doctors, lawyers, finance bros (and such ;-)

- **Celebrity** - We are in contact with and considering bringing on a high impact celebrity investor(s) who “makes sense” given the area, the golf nexus and the sizzle factor.

d. Financial Documentation

The principals of The Rancho have sufficient liquid financial resources to execute this business plan, even without outside investors. Due to the public nature of this proposal, we are reluctant to publish our personal financial documents at this stage. We are willing to do so offline or provide access to our financial advisors (contact info for Steve Ploder at Morgan Stanley is provided above Section A 5 References) who can provide such assurance. Similar to 1233 Penmar, we do not anticipate utilizing any loans.

LIST PERMITS AND LICENSES REQUIRED?

We anticipate that we could need permits at various times from the following:

- Los Angeles Department of Building and Safety (LADBS),
- Los Angeles County of Public Health (Health Permit)
- California Department of Alcoholic Beverage Control (ABC)
- City of Los Angeles Finance (Business Tax Registration Certificate)
- State of California (Seller's Permit)

FACILITIES MAINTENANCE PLAN

- [See Maintenance Plan](#)

Describe the Point-of-Sale System to be used for this concession.

- TOAST



C. MANAGEMENT AND OPERATIONS PLAN (20%)

SUMMARY

Our plan is to move quickly and methodically. We will be ready to serve delicious food and drink the day you hand us the keys. We will provide steady operations from day one and while we build this to completion and deliver a place we can all be proud of. We will do this in a phased approach that aligns with RAP building milestones.

Zero Day: Triage for Immediate Restoration of Quality Food and Beverage

While something short of “shock and awe”, our approach to the golfers and community will nonetheless be an immediate SPLASH. People will notice and appreciate the change right away.

- **Temporary Food Truck** - Similar to The Penmar, we will be ready to serve food and drink literally the day you “give us the keys” to Rancho. Initially we will likely require a temporary (emphasis added) mobile food vehicle (i.e., food truck). We are open to sequencing the timing such that the existing vendor remains on site for a few weeks or we can bring in our own truck. From a licensed kitchen perspective the initial need for a food truck is unfortunately a short term necessity.
- **Cantina, the Hidden Transition Gem** - The existing driving range bar/tiki hut, what we will refer to as the “Cantina” is a decent distance from the construction at the main building. It is also extremely conveniently adjacent to the crowds at the driving range and will carry the F&B load until the Finalization of RAP Phase 1 and issuance of a COO. We also believe it is our best choice to establish a licensed permanent food facility. During the initial days of our contract (think weeks not months) we will work tirelessly to reestablish the Cantina as a beautiful, capable, permanent and licensed food and beverage facility. We will upgrade and certify water, gas, drainage, etc and install new restaurant and bar equipment. Importantly the design, materials, equipment and furniture we deploy for the Zero Day Cantina upgrade will not be cheap - rather we will mirror the look and feel of what will ultimately become of the main Rancho facility. Specifically, we will



paint white the current structure (no longer caribbean conch shack / tiki vibe), upgrade the patio with a spanish style pergola (protection from sun and weather) and add appropriate and comfortable seating/furniture that will exude quality (not repurposed Recs and Parks furniture). New heaters and TVs will actually draw customers to this covered patio space. Golfers and community alike will LOVE our food and vibe - just like they do at The Penmar! See the pictures in the accompanying presentation materials.

- **External Bathrooms** - Importantly, Zero Day actions will also include a cosmetic plus upgrade to the existing external bathrooms (to make them not so nasty). Accordingly we will need to bring in temporary port o potties (for a week or two) while we upgrade those existing external facilities to taste.
- **Oasis Upgrade** - The Halfway House, which we will call the “Oasis,” will also be upgraded during this initial Day Zero phase, but frankly after the Cantina is fully running.
- **Vending on the 9 hole** - Vending is not our core competency. There are companies that exist solely to provide, stock and maintain vending machines. With permission from and coordination with RAP, we think outsourcing this (directly or via us) is the most effective way initially to deliver some level of F&B to an already complicated buildout and facility.
- **Send in the Calvary** - Running a golf beverage cart is our competency and we will deploy what we call “The Calvary” beverage cart on the course during peak hours and good weather.
- **Other Grounds Updates** - Our SPLASH will also include a weed wacker. We will also cosmetically clean up the facility all the way to the parking lot - Rancho will immediately and no longer look abandoned and unloved. Posted signage will communicate what is coming and build excitement.

Our Main Buildout = RAP Phase 1

Our main bar (the “Taberna”) and restaurant buildout plan is to run concurrent with RAP’s Phase 1 construction such that we are able to open as close to when the COO for the main structure is issued.



- **Parallel Construction** - Our main Taberna bar and larger restaurant buildout plan is to run concurrent with RAP's Phase 1 construction such that we are able to open as close to when the COO for the main structure is issued. This means coordination. It means our contractors are working shoulder to shoulder with yours. While RAP is putting on the roof, we are laying our floors. While RAP is building out bathrooms and a conference room, we are building a bar and kitchen. Etc. As we did with The Penmar, we are experienced in rapidly and beautifully building out a full kitchen, bar, seating area (during COVID no less).
- **Patio Priority** - Special Focus will be on the Terraza (patio) which will have a special team of deckbuilders able to create a useful, beautiful and permanent outdoor space to be utilized by golfers, driving rangers, Café and Cantina customers alike.
- **Inside Fire and Ice** - The priority inside will be the construction of a full open "Fuego" kitchen design and adjacent "Taberna" bar area. If necessary to accelerate opening without compromising quality, the finishing touches can be put on the lounge and main event room while the rest of The Rancho is serving full menu hot food, cold drinks and fully operational.
- **Kindly Rethink the Café** - As described above, an important part of our plan and proposal is to get better usage out of the "basement" by allowing us to build it out as the Rancho Café. The Café would be an efficient extension of the main food and beverage operations to serve the golfer and community during lighter load times (i.e., weekday mornings) when it is not economical to be fully operational in the Taverna and larger restaurant space above. The area will have a takeout window serving delicious and quick food and drink, bar seating at the counter with sports on the TV and full access to the new beautiful "Terraza" patio seating overlooking the course and driving range. Importantly it is on grade and super convenient to the golfers teeing off and those using the driving range.

Grand Opening and Steady State

Opening an iconic and long awaited restaurant is not for the faint of heart. Our opening plan will begin well before "opening"



- **Pre-Launch** (2–4 Weeks Before Opening)

- Goals: Build anticipation, finalize operations, and generate buzz.
- Press Outreach: Send press releases to local food bloggers, newspapers, and radio stations.
- Social Media Campaign: Tease menu items, behind-the-scenes content, and countdown posts.
- Partnerships: Collaborate with local businesses or charities for cross-promotion.
- Hiring and Training: This is likely the long pole in the tent timewise (and cost) as our BOH and customer facing staff is critical for execution
- Soft Opening: Invite friends, family, and local influencers for a trial run.

- **Grand Opening Day**

- Goals: Create excitement, attract customers, and make a strong first impression.
- Ribbon-Cutting Ceremony: Invite local officials or community leaders. The kind of event that makes it into the papers!
- Promotions: Offer limited-time discounts, free appetizers, or a signature cocktail.
- Entertainment: Live music, a DJ, or cooking demos to enhance the atmosphere.
- Media Coverage: Have a photographer and share highlights live on social media.
- Bring in local celeb (ideally already an investor!)

- **Post-Opening** (1–2 Months After)

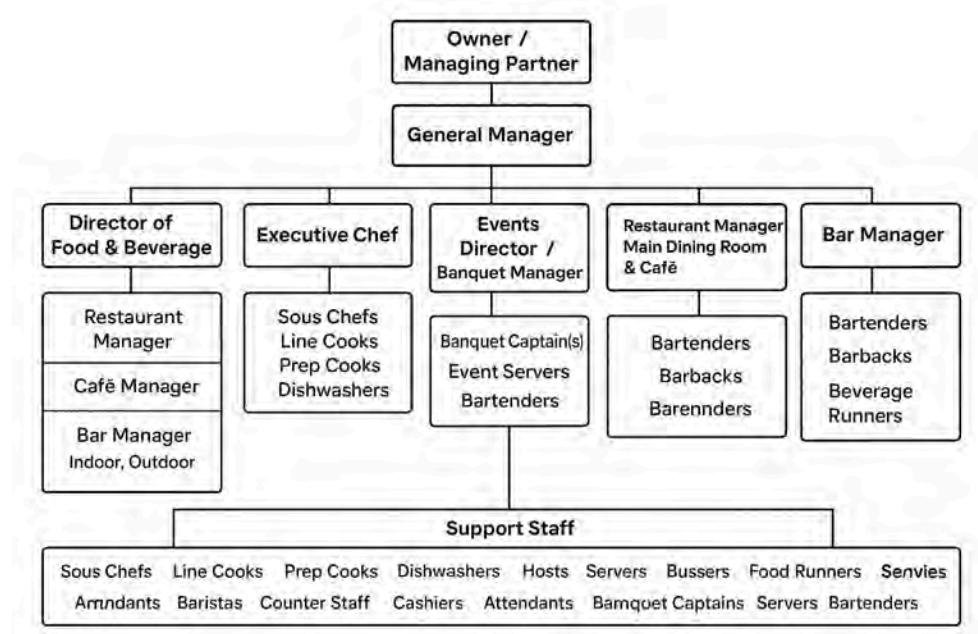
- Goals: Maintain momentum and gather feedback.
- Customer Follow-Up: Encourage reviews and feedback on Google, Yelp, and social media.
- Loyalty Program: Launch a rewards or referral program for repeat visits.
- Community Engagement: Host themed nights or charity events to stay visible.



RFP Exhibit C

Provide responses to the following:

- 1. Organizational Structure – [Please see appendix item Org Chart](#) for full detail on our organization. Summary org chart below.**



2 Staffing Plan

- Resumes of key staff members must be provided to the extent known at time of submittal.
 - We have not yet identified key staff but will begin that process upon being awarded the RFP
- Description of proposed staffing requirements with a summary of duties of each position in detail as they relate to responsibilities.
 - SEE APPENDIX [ORG CHART](#)
- Activities that will be performed off-site (i.e., at corporate headquarters or regional office) or by a third-party provider. Please note that all food should be freshly prepared on site.



- a. Book keeping, marketing are off site
- 4.** Sufficient staffing to maintain and clean shared lobby restrooms in the clubhouse after 12:30 p.m. and secure premises after hours when restaurant facilities are open after RAP staff has left the premises.
 - a. SEE APPENDIX [MAINTENANCE PLAN](#)
- 5.** Description of staff uniforms and/or attire standards. Note: are subject to approval by RAP prior to commencement of operations.
 - a. Similar to Penmar we will provide branded merchandise for staff uniforms.

3 Customer Service Plan

SEE APPENDIX [CUSTOMER SERVICE PLAN](#)

4 Employee Training

SEE APPENDIX [EMPLOYEE TRAINING PLAN](#)

5 Facility Maintenance Plan

- SEE APPENDIX [MAINTENANCE PLAN](#)

6 Sustainability

- We pledge to operate under stated sustainability guidelines.



D. FINANCIAL OFFER

As discussed above, we are approaching the financial side, fund raising and capital structure as if we are building an important, generational legacy business - because we are. What we are doing is important. It's important to RAP, it's important to the golfers, it's important to the community and it's important to the City of Los Angeles.

In addition to the \$4 million that will be contributed by RAP, we anticipate raising ~\$4 million of our own equity. While we could self fund this project, that is not our plan and we do not think it would be good for the long term value of The Rancho. Rather, in addition to our own money, we will be raising equity capital from a number of constituencies including:

- Existing 1233 Penmar LLC Investors
- Non-Investor Penmar Regulars
- Rancho Park Regulars
- Celebrity Partner(s)

Again and importantly, there will be no funded debt in the capital structure.

Please see Financial offer Exhibit D

Please see Pro Forma

Financial model provided in this RFP presents as stabilized operations (open with COO) Month 1, Year 1.

E. FF&E, CAPITAL IMPROVEMENTS, AND REFURBISHMENT PLAN

- [Please see FF&E Exhibit E](#)



**REQUEST FOR PROPOSAL
Rancho Park Golf Course Food & Beverage Concession
(CON-G25-003)**

FINANCIAL OFFER FORM

Concession Fee

In consideration of City executing this Concession Agreement and granting the rights herein enumerated, CONCESSIONAIRE shall pay to City a monthly concession fee as follows.

Financial model provided in this RFP presents as starting with "stabilized operations" (starting with open at COO as Month 1, Year 1).

CATEGORY (not all may apply)	PERCENTAGE OFFERED BY PROPOSER (spell out the percentage) From COO To Year 10
Food and non-alcoholic beverages	5.0%
Alcoholic Beverages	12.0%
Special Event bookings and the food, beverage, alcoholic beverages, ancillary services	12.0%
Vending Machines	8.0%
Sponsorships	20.0%

Prepared By: Mark Chesler

Mark Chesler
President
10460 Rancho, LLC
November 13, 2025

EXHIBIT E
FF&E, CAPITAL IMPROVEMENTS, AND REFURBISHMENT INVESTMENT PLAN
INCLUDES RAP CAPITAL PLUS CONCESSIONAIRE CAPITAL

	Estimated	
	Low	High
1 & 2: Proposed FF&E and Capital Improvements	\$ 5,220,000	\$ 6,930,000
3. Mid Term Refurbishment	\$ 250,000	\$ 300,000
 Total Investment	 \$ 5,470,000	 \$ 7,230,000

Signature of Authorized Person



DocuSigned by:
Mark Chesler
A8FA1BA4709844E...

11/10/2025 | 10:31 AM EST

Date

Printed Name

Title

Mark Chesler

President

	Estimated	
	Low	High
General Building Buildout / Leasehold Improvements	\$ 750,000	\$ 1,000,000
Flooring		
Patio Doors		
Electrical, HVAC, Plumbing fit outs and tie ins		
Exterior Signage		
Main Kitchen Equipment (Open Fire + Large Format)	600,000	750,000
Cooking Line: Open fire grill, wood-burning oven, charbroiler, range, fryers, salamander, flattop		
Ventilation & Fire Suppression: High-capacity hoods, ductwork, fire systems		
Refrigeration: Walk-in cooler/freezer, undercounter units, prep tables		
Prep & Storage: Mixers, slicers, shelving, sinks, dishwashing station		
Smallwares & Utensils: Pots, pans, knives, containers		
Installation & Plumbing/Electrical		
Taverna (Main Bar)	500,000	650,000
Bar, bar back and decor		
Ice machines, beer system, wine fridge, speed rails, sinks		
Bar stools and high tops		
Main Dining Area	400,000	600,000
Server Stations		
Event Bars		
Glassware & Smallwares		
Cantina	400,000	500,000
Bar: Ice machine, beer system, wine fridge, speed rails, sinks		
Smaller grill setup with essentials		
Glassware & Smallwares		
Self serve filtered water station		
Pergola and furnishings		
Exterior fireplace and living room		
Exterior restrooms refresh		
Rancho Café	250,000	350,000
Bar: Ice machine, beer system, wine fridge, speed rails, sinks		
Smaller grill setup with essentials		
Glassware & Smallwares		
Self serve filtered water station		
Terrace	300,000	400,000
Pergola		
Heaters		
Entry/Egress ADA compliant		
Landscaping		
Furniture (Indoor + Patio)	300,000	400,000
Indoor Seating: ~175 seats – mix of banquettes, chairs, bar stools – \$80K-\$120K		
Dining tables, bar tops, communal tables – \$20K-\$30K		
Patio Furniture: Weather-resistant seating, lounge sets – \$20K-\$30K		
Fixtures & Décor		
Lighting: Ambient, task, decorative – \$30K-\$50K		
Custom Millwork: Bar fronts, shelving, host stand – \$30K-\$60K		
Wall Treatments & Art		
Halfway House Remodel	100,000	125,000
A/V System and Powerbackups	250,000	350,000
POS & Display Systems	25,000	50,000
Exterior Storage (incl utility and buildouts)	200,000	250,000
Office	75,000	100,000
Startup Costs / Training	200,000	250,000
Subtotal	4,350,000	5,775,000
 Contingency	20.0%	870,000
Total	\$ 5,220,000	\$ 6,930,000

Food and Beverage Spreadsheet



The Ranch

PRO FORMA FINANCIAL STATEMENTS SUBMITITAL FORMS

Year 1 Forecast

Food and Beverage Spreadsheet



PRO FORMA FINANCIAL STATEMENTS SUBMITIAL FORMS

The Rancho

10 Year Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
SALES										
Food	\$4,050,000	\$4,455,000	\$4,789,125	\$5,028,581	\$5,280,010	\$5,544,011	\$5,821,211	\$6,112,272	\$6,417,886	\$6,738,780
<u>Bar</u>										
Liquor										
Wine										
Beer										
Total Bar	2,250,000	2,475,000	2,660,625	2,793,656	2,933,339	3,080,006	3,234,006	3,395,707	3,565,492	3,743,767
Room Rental	270,000	324,000	388,800	466,560	513,216	564,538	620,991	683,090	751,400	826,540
TOTAL INCOME	\$6,570,000	\$7,254,000	\$7,838,550	\$8,288,798	\$8,726,565	\$9,188,554	\$9,676,209	\$10,191,069	\$10,734,777	\$11,309,086
F&B										
Rental										
COST OF GOODS										
Cost of Food										
Cost of Bar										
Liquor										
Wine										
Beer										
Total Cost of Bar										
Room Rental Costs										
Total Cost of Goods	1,642,500	1,795,365	1,920,445	2,010,033	2,094,376	2,182,282	2,273,909	2,369,424	2,468,999	2,572,817
Gross Profit from Sales	\$4,927,500	\$5,458,635	\$5,918,105	\$6,278,764	\$6,632,190	\$7,006,273	\$7,402,300	\$7,821,646	\$8,265,778	\$8,736,269
	75.0%	75.3%	75.5%	75.8%	76.0%	76.3%	76.5%	76.8%	77.0%	77.3%
OPERATING EXPENSES										
Wage Expense										
Total Labor	\$0	\$0	\$0							
FICA										
CA EDD										
Worker's comp										
Insurance and Benefits										
Total Labor Expenses	\$2,102,400	\$2,321,280	\$2,508,336	\$2,652,415	\$2,792,501	\$2,940,337	\$3,096,387	\$3,261,142	\$3,435,129	\$3,618,907
	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%
Variable Expenses										
Acctg/Legal										
Cleaning & Paper Supplies										
Credit Card Expense										
Entertainment/Music										
Equipment Rental										
Floral, Expendables										
Laundry & Linens										
Office Expense										
Telephone										
Trash Removal										
Utilities										
Marketing										
Subtotal Variable	\$2,102,400	\$2,321,280	\$2,508,336	\$2,652,415	\$2,792,501	\$2,940,337	\$3,096,387	\$3,261,142	\$3,435,129	\$3,618,907
	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%	32.0%
Fixed Expenses										
Insurance										
Licenses & Permits										
Replacement Reserve										
Subtotal Fixed	\$65,700	\$72,540	\$78,386	\$82,888	\$87,266	\$91,886	\$96,762	\$101,911	\$107,348	\$113,091
	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Occupancy Expenses (MAG)										
Food	202,500	222,750	239,456	251,429	264,001	277,201	291,061	305,614	320,894	336,939
Alcohol	225,000	297,000	319,275	335,239	352,001	369,601	388,081	407,485	427,859	449,252
Special Events	27,000	38,880	46,656	55,987	61,586	67,745	74,519	81,971	90,168	99,185
MAG Payments	\$454,500	\$558,630	\$605,387	\$642,655	\$677,587	\$714,546	\$753,660	\$795,069	\$838,921	\$885,376
Total Operating Exp.	\$4,725,000	\$5,273,730	\$5,700,445	\$6,030,373	\$6,349,855	\$6,687,106	\$7,043,196	\$7,419,264	\$7,816,526	\$8,236,282
NET INCOME	\$202,500	\$184,905	\$217,660	\$248,391	\$282,335	\$319,167	\$359,104	\$402,381	\$449,252	\$499,987
Debt and Tax Expense										
Debt Expense										
Taxes										
Other										
NET PROFIT	\$202,500	\$184,905	\$217,660	\$248,391	\$282,335	\$319,167	\$359,104	\$402,381	\$449,252	\$499,987



APPENDIX ITEMS

- **Meet the team**
- **Menus**
- **Org Chart**
- **Customer service plan**
- **Employee training plan**
- **Maintenance plan**
- **Before and after pictures**
- **Letters of support**
- **Neighborhood support – The Penmar Manifesto**



MEET THE TEAM

Bio : Mark Chesler



Mark Chesler Biography: Mr. Chesler is an independent board member, consultant, investor and restauranteur. He is the co-founder of *The Penmar*, a popular and successful bar/restaurant/venue in Venice, CA. He is the President of Bronson Advisors, an independent consultant to private, public and private equity firms active in the utility and infrastructure services space. Mr. Chesler currently serves on the board of Odin Environmental, a leading provider of geotechnical and environmental remediation services based in Sacramento, CA.

Prior to transitioning to an independent role in 2018, Mr. Chesler spent a career with leading financial firms, most recently six years as a Managing Director for Oaktree Capital Management where he identified and executed investment opportunities in the utility, energy and industrial services sectors. He also served on the boards of three GFI portfolio companies, each leaders in their respective industries: Infrastructure & Energy Alternatives (IEA), a leading renewable wind and solar contractor, Contact Land Staff (CLS) a leading right-of-way firm, and RECON, a leading environmental and geotechnical services provider.

Prior to joining Oaktree in 2012, Mr. Chesler was an investment banker for twelve years, most recently as a Managing Director at Credit Suisse and previously as Vice President at Lehman Brothers. Prior to investment banking, he was a Manager with Price Waterhouse in their restructuring, turnaround and interim management consulting practice.

Mr. Chesler received a B.A. degree in Economics from Pomona College and earned his M.B.A from the UCLA Anderson School of Business. He is a long time Westside resident, community supporter and single father of two 25 year old "kids" (and a great dog).

Bio : Oscar Hermosillo



Oscar Hermosillo Biography: Oscar is a cornerstone of the LA culinary and cultural scene, known for shaping beloved local institutions like The Penmar, Venice Beach Wines, Clutch and Cerveteca. A longtime Los Angeles resident and visionary restaurateur, he has spent nearly two decades cultivating community through food, wine, and hospitality.

As founder of Venice Beach Wines, he visioned and built a cozy wine bar into a neighborhood icon, celebrated for its curated selections and laid-back charm and in the process transformed Rose Avenue. He led similar transformations with Cerveteca (bringing bold Latin flavors and a vibrant social atmosphere to multiple locations), Clutch Roadhouse (CA Highway 1 inspired Westcoast BBQ), and Service n Supply (an innovative and highly localized men's grooming business).

As co-founder of The Penmar, Oscar and his partners, pivoted his hospitality expertise into a highly successful partnership/concession with the City of Los Angeles at the Penmar Golf Course – developing what has been quickly established as a community institution.

Oscar's has a knack for creating spaces that feel both elevated and authentic to their Community with an eye towards quality, flavors and accessibility. Oscar is a graduate of the University of California, Santa Barbara with a degree in Sociology. When not feeding the Westside, he resides among them, with his dog – aka Gordo.

Bio : Dan Spitz



Dan Spitz Biography: Dan is an original investor in The Penmar and since 2023 has been an active manager within the Penmar leadership group focused on event development, growth and RAP coordination. Dan is a 25 year real estate professional focusing primarily on residential and multi-family financing and private mortgage banking. He has worked at JP Morgan Chase, Wells Fargo, as well as regional and national banking brokerages. He is also co-founder and owner of Box 24 Studio, a photography studio and marketing agency in Venice since 2006.

Dan has a history of entrepreneurial endeavors. He co-founded Ignition State, a digital marketing and technology agency in Chicago where he bootstrapped the agency from zero to 40 employees and led an eventual sale. He was also co-founder of C4, a cannabis distribution and brand development company launched in 2018.

Dan received a B.A. from Tulane University and has been a resident of Venice since 2003. He has a wife and 2 kids who are all Penmar regulars, and his eldest works at The Penmar when not in college.



Authentic Open Flame Grill | Los Angeles

Starters

Grilled Street Corn - \$

Fire-roasted corn on the cob, brushed with chipotle butter & cotija cheese

Smoked Jalapeño Poppers - \$

Bacon-wrapped jalapeños stuffed with cheddar, grilled over open flame

Rancho Nachos - \$\$

Tortilla chips topped with flame-grilled steak, melted cheese, fresh pico de gallo & guacamole

Wood-Fired Shrimp Skewers - \$\$

Marinated shrimp skewered and grilled to perfection

Queso Fundido - \$

Melted cheese dip with chorizo, served with warm flour tortillas

Salads

Santa Fe Caesar Salad - \$\$

Romaine, roasted corn, cotija, avocado, tortilla strips, spicy Caesar dressing

Grilled Steak Salad - \$\$

Sliced flame-grilled steak on mixed greens, cherry tomatoes, roasted peppers, cilantro-lime vinaigrette

Ranchero Garden Salad - \$

Field greens, cucumber, tomato, pickled onion, ranch dressing

Tortilla Soup - \$

TBD

[Other] -

TBD

Steak & Grill Specialties

Rancho Ribeye (14 oz) - \$\$\$

USDA Prime, flame-grilled, served with charred asparagus & house potatoes

Tomahawk Steak (32 oz) - \$\$\$

Bone-in, fire-roasted, carved tableside

New York Strip (12 oz) - \$\$\$

Classic cut, seasoned & grilled over open flame

Fire-Grilled Salmon - \$\$\$

Fresh Atlantic salmon, served with chipotle butter & roasted corn succotash

Burgers & Sandwiches

Rancho Burger - \$\$

Flame-grilled beef patty, cheddar, chipotle mayo, crispy onions, brioche bun

BBQ Pulled Pork Sandwich - \$\$

Smoked pork, tangy BBQ sauce, slaw, toasted bun

Grilled Portobello Burger - \$\$

Marinated mushroom, pepper jack, lettuce, tomato, avocado, jalapeño aioli

Steak Fajita Wrap - \$\$

Grilled flank steak, peppers, onions, cheddar, wrapped in a warm tortilla

Sides

Charred Street Corn - \$

Mac N Cheese - \$

Roasted Garlic Mashed Potatoes - \$

Seasonal Grilled Vegetables - \$

House Fries - \$

Grilled Asparagus - \$

Chipotle Black Beans - \$



Authentic Open Flame Grill | Los Angeles

1949 Happy Hour Bites

Available Monday – Friday – 3 to 6 pm

Mini Street Tacos - \$

Grilled chicken or steak, cilantro, onion, salsa

Crispy Calamari - \$

Chipotle aioli, lemon

Queso Dip & Chips - \$

House-made tortilla chips, warm queso

Loaded Sweet Potato Fries - \$

Cheddar, jalapeño, ranch drizzle

Classic Guacamole - \$

Fresh avocado, lime, tomato, chips

1949 Happy Hour Drinks

House Margarita – \$\$

Classic or spicy, made with 100% blue agave tequila

House Draft Beer – \$

Rancho 1949 Lager [We work with white label brewer to create our own brand]

Wine by the Glass – \$

Rotating selection of curated wines by the glass

Palmer 12 on 18 Paloma – \$

Celebrating Arnie's infamous septuple bogey in 1961

“I missed a three-footer for 11” – Arnold Palmer

Jack's First Paycheck – \$

Celebrating the Golden Bear's first professional paycheck (\$33.33!) earned at the 1962 U.S. Open held right here at Rancho Park



Authentic Open Flame Grill | Los Angeles

The Rancho Café

Lunch: Quick and Delicious Bites From Upstairs

Burgers & Sandwiches

Rancho Burger – \$\$

Flame-grilled beef patty, cheddar, chipotle mayo, crispy onions, brioche bun

BBQ Pulled Pork Sandwich – \$\$

Smoked pork, tangy BBQ sauce, slaw, toasted bun

Grilled Portobello Burger – \$\$

Marinated mushroom, pepper jack, lettuce, tomato, avocado, jalapeño aioli

Steak Fajita Wrap – \$\$

Grilled flank steak, peppers, onions, cheddar, wrapped in a warm tortilla

Lighter Side

Santa Fe Caesar Salad – \$\$

Romaine, roasted corn, cotija, avocado, tortilla strips, spicy Caesar dressing

Grilled Steak Salad – \$\$

Sliced flame-grilled steak on mixed greens, cherry tomatoes, roasted peppers, cilantro-lime vinaigrette

Sharable Bites

Smoked Jalapeño Poppers – \$

Bacon-wrapped jalapeños stuffed with cheddar, grilled over open flame

Rancho Nachos – \$\$

Tortilla chips topped with flame-grilled steak, melted cheese, fresh pico de gallo & guacamole

Wood-Fired Shrimp Skewers – \$\$

Marinated shrimp skewered and grilled to perfection

Queso Fundido – \$

Melted cheese dip with chorizo, served with warm flour tortillas

Golfer “Quick Up and Down” Menu (Grab n Go for when you really need to grab and go)

Hot Dog on the Fly - \$

Signature Hot Dog in a bag with a chips
Choice of bottle water, can of soda or +\$ Beer

Burrito Bag – \$\$

Fat Burrito with house tortilla chips + salsa
Choice of bottle water, can of soda or +\$ Beer



Authentic Open Flame Grill | Los Angeles

The Rancho Café Cowboy Breakfast

Signature Plates

The Ranch Hand – \$\$\$

10 oz mesquite-grilled ribeye, two eggs any style, skillet potatoes, grilled sourdough

Smoked Brisket Hash – \$\$

House-smoked brisket, crispy potatoes, poblano peppers, onions, poached eggs, chipotle hollandaise

Cowboy Benedict – \$\$

Buttermilk biscuits, smoked pork belly, fire-roasted tomato, poached eggs, hatch chile hollandaise

The Greenkeeper – \$\$

Avocado toast on grilled multigrain, poached eggs, arugula, lemon oil, chili flakes

Griddle & Grain

Campfire Pancakes – \$\$

Stack of buttermilk pancakes with maple butter, hickory-smoked bacon crumble

Cinnamon Brioche French Toast – \$\$

Finished over open flame, topped with bourbon-vanilla syrup and pecans

Steel-Cut Oats – \$

Slow-cooked with cinnamon, brown sugar, and grilled apple slices

From the Henhouse

Classic Breakfast – \$\$

Two eggs any style, choice of bacon, sausage, or turkey links, toast & potatoes

Open Fire Omelet – \$\$

Three eggs with smoked cheddar, caramelized onions, roasted mushrooms, and tri-tip

Chorizo Sunrise Tacos – \$\$

Three flour tortillas, scrambled eggs, fire-grilled chorizo, cotija, salsa verde

Breaky Burrito - \$\$

Oscar's famous morning wrap fueling Angelenos since 2015

Morning Fuel

Fresh Squeezed OJ

Fresh Grapefruit Juice

Hot or Iced Coffee

Cold Brew Coffee

Fresh Latte

Breakfast Cocktails

Smoked Bloody Mary – House mix, mesquite salt rim, grilled jalapeño garnish

Rancho Sunrise – Tequila, fresh orange, splash of grenadine



Authentic Open Flame Grill | Los Angeles

Golf Tournament Group Menu

Per Person Pricing | Minimum 20 Guests

Early Tee-Off - \$18/person

Perfect for shotgun starts and early risers

Scrambled eggs with cheddar & chives
Applewood smoked bacon & pork sausage links
Skillet potatoes with caramelized onions
Grilled sourdough & butter pats
Fresh fruit cups
Coffee & orange juice

The Grab & Go Golfer – \$16/person

Boxed or buffet-style for fast movers

Breakfast burrito (eggs, cheese, potatoes, bacon or veggie)
Salsa roja & verde on the side
Granola bar or banana
Bottled water or coffee to go

The Cowboy Campfire - \$24/person

Rustic, smoky, and protein-packed

Open-fire tri-tip slices with chimichurri
Campfire eggs (scrambled with peppers & onions)
Cast iron potatoes with poblano & cotija
Buttermilk biscuits & sausage gravy
Grilled peaches or seasonal fruit
Coffee & smoked Bloody Mary mix (non-alcoholic)

The Brunch Bunkhouse – \$20/person

Ideal for late starts or post-round refueling

Cinnamon brioche French toast with maple butter
Smoked ham & egg frittata squares
Grilled veggie hash
Yogurt parfaits with granola & berries
Iced tea & lemonade

Add-Ons & Upgrades

Smoked brisket hash tray – +\$5/person

Fire-grilled chorizo patties – +\$3/person

Bloody Mary, Margarita or Bottomless Mimosa bar setup – Ask for pricing

Compostable boxed packaging – +\$1.50/person



Authentic Open Flame Grill | Los Angeles



Camper Front 9 Menu

Ages 5-12 | Minimum 15 kids

Breakfast Options - \$

(Choose 1)

Mini Scramble Bowl – Eggs, cheddar, potatoes

Pancake Stack – 2 silver dollar pancakes, syrup, fruit cup

Breakfast Burrito Jr. – Egg, cheese, tater tots, turkey sausage

Yogurt & Granola Cup – With berries and honey drizzle

Lunch Options - \$

(Choose 1 or 2)

Grilled Cheese Melt – On sourdough, with apple slices

Mini Cheeseburger Slider – Served with kettle chips

Turkey & Cheese Wrap – Rolled in a flour tortilla, with carrot sticks

Mac & Cheese Cup – Creamy, kid-approved, and mess-free

Snack Add-Ons

(+\$ per child)

Chocolate chip cookie

Trail mix bag

Watermelon wedges

String cheese

All meals include:

Juice box or bottled water

Compostable tray or boxed packaging

Napkin & utensil kit

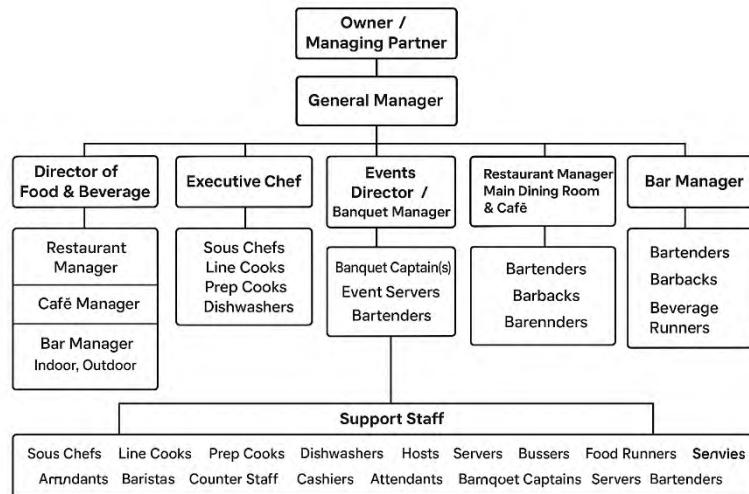
Optional upgrades:

Add a custom Rancho Camp sticker to each box

Include a mini custom golf pencil & scorecard holder



ORGANIZATIONAL CHART:



1. Ownership / Executive Level

- **Owner / Managing Partner**
 - Provides vision, capital, and final approval on major decisions.
- **General Manager (GM)**
 - Oversees all operations: restaurant, bars, events, and coordination with the golf course.
 - Reports directly to Owner.
 - Supervises all department heads.

2. Department Heads (Direct Reports to GM)

A. Director of Food & Beverage (F&B Director)

- Oversees all dining, café, bar, and halfway hut operations.



- Works closely with the Executive Chef and Bar Manager.
- Ensures service standards, financial performance, and guest satisfaction.

Reports to: General Manager

Supervises: Restaurant Manager, Café Manager, Bar Managers (Indoor, Outdoor, Halfway Hut)

B. Executive Chef

- Oversees all kitchen operations across venues (restaurant, café, events, halfway hut).
- Menu creation, inventory management, staffing, and food quality.
- Coordinates with F&B Director for consistency across outlets.

Reports to: F&B Director

Supervises: Sous Chefs, Line Cooks, Prep Cooks, Dishwashers

C. Events Director / Banquet Manager

- Manages event bookings, private parties, golf tournaments, and catering functions.
- Liaises with golf course management and marketing.
- Oversees setup, service staff, and event logistics.

Reports to: GM or F&B Director

Supervises: Banquet Captain(s), Event Servers, Bartenders

D. Restaurant Manager (Main Dining Room & Café)

- Handles day-to-day FOH (front-of-house) for main restaurant and café.
- Manages reservations, staff schedules, and guest experience.



Reports to: F&B Director

Supervises: Hosts, Servers, Bussers, Baristas

E. Bar Manager

- Oversees both indoor and outdoor bars, coordinates with Halfway Hut lead.
- Responsible for beverage program, inventory, and bar staff training.

Reports to: F&B Director

Supervises: Bartenders, Barbacks, Beverage Runners

F. Halfway Hut Lead

- Manages halfway hut operations (grab-and-go, drinks, snacks at Hole 12).
- Reports daily sales to Bar Manager or F&B Director.

Reports to: Bar Manager

Supervises: Hut Attendants / Runners

G. Marketing & Community Relations Manager

- Promotes The Rancho's brand, events, and partnerships (especially with golf course and local community).
- Manages social media, website, and event advertising.

Reports to: GM

H. Facilities / Maintenance Supervisor

- Ensures upkeep of kitchen equipment, bar systems, and event facilities.
- Coordinates with golf course maintenance when applicable.



Reports to: GM

I. Accounting / HR Manager

- Payroll, scheduling, vendor payments, compliance, hiring, and training.

Reports to: GM

Coordinates with: F&B Director, Executive Chef, Event Director

3. Support Staff (Reporting Lines Below Managers)

Department Roles

Kitchen	Sous Chef, Line Cooks, Prep Cooks, Dishwashers
Dining Room	Hosts, Servers, Bussers, Food Runners
Bars	Bartenders, Barbacks, Beverage Runners
Events	Banquet Captains, Servers, Bartenders, Setup Crew
Café	Baristas, Counter Staff, Cashiers
Halfway Hut	Attendants, Cart Runners
Admin	Bookkeeper, Marketing Assistant, HR Assistant

Operational Coordination

- Daily stand-ups: GM + F&B + Chef + Bar + Events



- Weekly meeting: All managers (review upcoming events, menu specials, golf tournaments)
- Monthly review: Financials, staff performance, marketing updates



Customer Service Plan

1. Customer Service Goals and Policies

Our primary goal is to provide an exceptional customer experience that exceeds expectations in quality, friendliness, and efficiency. We aim to create a welcoming atmosphere for guests of all ages and backgrounds, ensuring that every interaction reflects our values of respect, professionalism, and care.

Policies include:

- Treat all customers with courtesy and prompt attention.
- Resolve issues in a timely, respectful, and solution-oriented manner.
- Maintain a clean, safe, and comfortable environment at all times.
- Consistently deliver quality food, beverages, and experiences that meet or exceed customer expectations.

2. Complaint Handling and Service Quality Procedures

We recognize that customer feedback—positive or negative—is an opportunity for improvement.

Complaint Handling Procedure:

1. **Listen and acknowledge:** Staff will listen attentively and thank the guest for bringing the issue forward.
2. **Assess and respond:** If possible, the issue will be resolved immediately by the on-duty manager.
3. **Document:** All complaints will be logged with details including date, time, nature of complaint, and resolution provided.
4. **Review:** Management will review all complaints weekly to identify patterns and implement corrective measures.



Management Oversight:

Supervisors and managers will regularly observe staff interactions, conduct debriefs after busy periods, and provide ongoing training to reinforce service standards and responsiveness.

3. Speed of Service Guidelines

Our speed-of-service standards are designed to balance efficiency with quality:

- **Order taking:** Guests should be greeted and acknowledged within 30 seconds of arrival at the counter or table.
- **Food and beverage delivery:** Standard items should be delivered within 8–12 minutes; more complex orders within 15–20 minutes.
- **Event service:** For catered events or high-volume service, additional staff will be scheduled to ensure orders remain prompt and consistent.

4. Quality Assurance Program

Quality assurance is maintained through:

- **Daily operational checklists** for cleanliness, food safety, and presentation.
- **Weekly manager inspections** covering guest areas, kitchen, and storage.
- **Staff training programs** focusing on product knowledge, hospitality, and safety compliance.
- **Customer feedback monitoring** to identify and address recurring concerns or opportunities for enhancement.
- **Quarterly performance reviews** to evaluate staff adherence to service and quality standards.

5. Customer Guarantees, Exchange, and Refund Policies

We stand behind the quality of our food and service.

- If a customer is unsatisfied with a product, it will be replaced promptly or refunded upon request.



- Refunds will be issued using the same payment method when possible.
- Management authorization is required for refunds or exchanges to ensure accountability and consistency.
- Our goal is for every guest to leave satisfied—if not, we will make it right.

6. Accepted Forms of Payment

We accept the following major credit and debit cards:

- Visa
- MasterCard
- American Express
- Discover
- **Bank debit cards** affiliated with any of the above networks
No minimum purchase amount will be required for card transactions in accordance with RAP policy.

7. Customer Service Research and Feedback

To continually improve service quality, we will use multiple methods of customer feedback collection:

- **Comment cards and digital surveys:** Available at the point of sale and online.
- **Mystery shopper program:** Periodic unannounced evaluations of staff performance, food quality, and cleanliness.
- **Social media and review monitoring:** Active engagement with customers through online platforms to identify trends and respond to comments.
- **Manager follow-ups:** For event bookings or large parties, management will conduct post-event check-ins to gather direct feedback.



Employee Training Plan

Employee Training Plan

Training and Education Programs

All employees will receive comprehensive onboarding and ongoing training to ensure consistent quality of service and adherence to company standards. The training program includes:

- **Orientation:** Introduction to company values, customer service expectations, and workplace policies.
- **Customer Service Training:** Emphasis on communication, professionalism, and conflict resolution to maintain a welcoming and inclusive atmosphere for guests.
- **Safety and Compliance Training:** Instruction on health and safety standards, food handling, sanitation, and emergency procedures in compliance with Los Angeles County Department of Public Health and Recreation and Parks (RAP) requirements.
- **Job-Specific Skills Development:** Practical, hands-on training tailored to each employee's role (e.g., bar service, event setup, POS operations, or kitchen preparation).
- **Ongoing Education:** Regular refresher sessions and optional advancement courses for employees seeking leadership or specialized roles within the organization.

Motivational Programs and Employee Incentives

We believe motivated employees provide the best customer experience.

Incentive and recognition programs include:

- **Employee of the Month** recognition with a monetary reward or gift card.



- **Performance-Based Bonuses** tied to customer satisfaction scores, teamwork, and attendance.
- **Team Milestone Celebrations** (e.g., successful events, safety goals, or seasonal achievements).
- **Career Development Opportunities**, including mentorship and internal promotion pathways to encourage long-term employment and professional growth.

Local Recruitment and Non-Management Hiring Sources

Our recruitment strategy prioritizes local hiring to support the community and reduce employee turnover. Sources include:

- **Local Job Boards and Community Centers** in Venice, Santa Monica, and West Los Angeles.
- **Partnerships with Local Schools and Colleges**, such as Santa Monica College and West Los Angeles College, for part-time and seasonal roles.
- **Referral Program** offering bonuses for current employees who refer qualified candidates.
- **Job Fairs and Community Events** in collaboration with RAP and local employment agencies.

This approach ensures a skilled, motivated, and community-connected workforce that upholds the highest standards of service and hospitality.



Master Twice-Weekly Structural Maintenance Checklist

1. Roof Structures

- Restaurant Roof
- Covered Patio Roof
- Pergola Roof
- Vestibule Roof
- AV Roof
- Jumbotron

2. Storage & Containers

- Exterior: inspect walls, seams, and paint for damage or corrosion.
- Roofs: check for pooling, leaks, or rust.
- Doors: ensure seals, locks, and hinges operate smoothly.
- Interior: verify shelves are secure and no leaks or pest activity.
- Electrical: inspect outlets and confirm lights/fans function.

3. Interior & Exterior Structures

- Walls & Ceilings: check for cracks, leaks, or bubbling paint.
- Doors & Windows: inspect seals, glass, and hinges.
- Floors: ensure no cracks, chips, or tripping hazards.
- Walkways & Patios: confirm lighting, drainage, and level surfaces.
- Fencing & Gates: check for rust, looseness, or damage.

4. Mechanical & Utilities

- Electrical Panels: inspect for overheating or loose connections.
- HVAC: verify airflow and clean filters.
- Plumbing: check for leaks and corrosion.
- Grease Traps & Floor Drains: clear debris and eliminate odors.

5. Kitchen / BOH

- Hood System: clean filters and inspect for grease buildup.
- Walk-In Coolers: inspect seals, leaks, and thermometers.
- Dish Areas: verify drains and plumbing.
- Small Equipment: check cords and stability.

6. Bar / FOH

- Counters & Shelving: tighten joints and inspect for cracks.
- Bar Drains: test flow and eliminate odors.



- Furniture & ADA Access: confirm stability and clear walkways.

7. Safety & Compliance

- Emergency Exits: ensure doors open easily and paths are clear.
- Exit Signs & Lights: test bulbs and battery backup.
- Fire Extinguishers: confirm visibility and inspection tags.
- Cameras & AV: clean lenses and verify feeds.
- Storage Areas: avoid overstacking and secure chemicals.

8. Equipment Cleaning & Presentation

- Heaters: clean exterior and test ignition.
- Pendant Lights: wipe fixtures and inspect bulbs.
- Trellis / Overhead: remove debris and secure wiring.

Inspector Signature: _____ Date: _____

BEFORE AND AFTER PICTURES

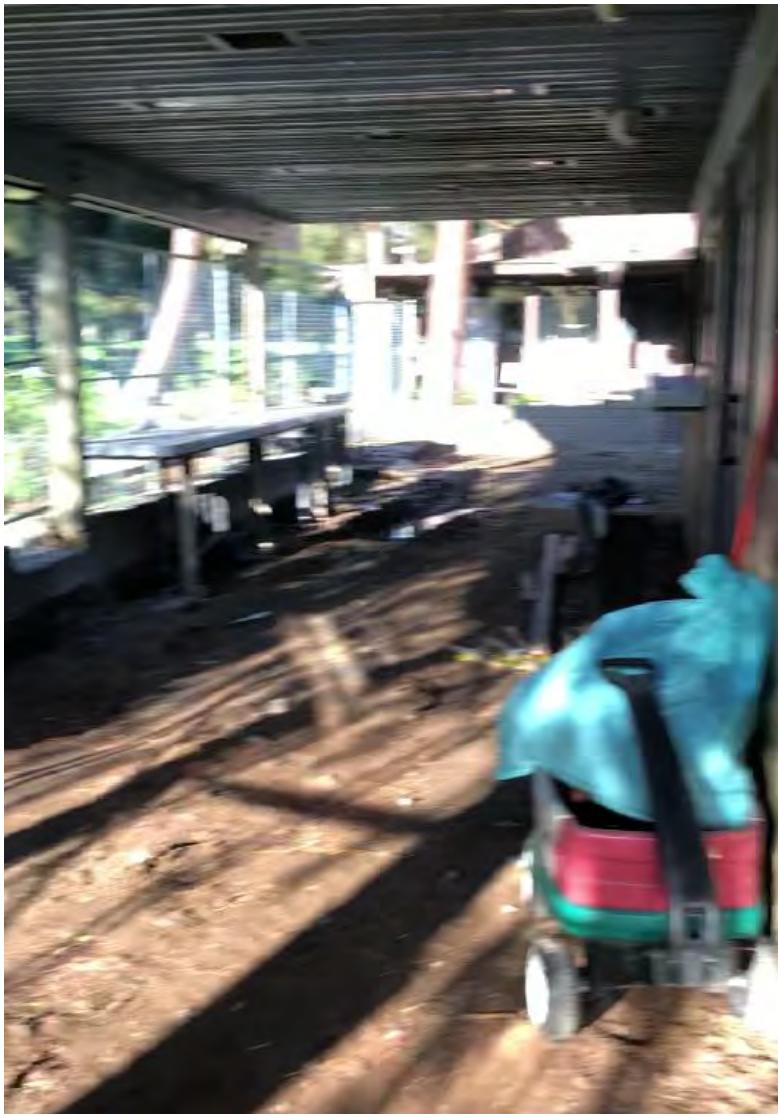
DINING ROOM (The Penmar)



KITCHEN (The Penmar)



PATIO BUILDOUT (The Penmar)



OUTDOOR DINING (The Penmar)



GREASE TRAP BUILDOUT (The Penmar)



STREETFRONT BUILDOUT (VBW)





TRACI PARK

LOS ANGELES COUNCILWOMAN ★ 11TH DISTRICT

November 29, 2023

Board of Police Commissioners
100 West 1st Street
Los Angeles, CA 90012

Dear LAPD Board of Commissioners:

As the Councilmember for the Westside communities of the 11th District, I am sharing my support of The Penmar's Café Entertainment/Show Police Permit application.

The Penmar has proven to be a community partner and asset in Venice. The Penmar produces the Sunset Session series for families and individuals of all ages, bringing neighbors together for an affordable night of fun and live entertainment in their local park. The ambiance is welcoming and promotes community for local residents and visitors alike.

To ensure compliance with the City's Noise Ordinance, The Penmar made significant investments in the installation of noise monitoring and mitigation equipment. Their Summer Session series operates Friday nights, with the show ending at 9:00 pm, providing adequate time for participants to disassemble and clear the area by 10:00 pm.

To ensure compliance, my staff worked with city department representatives who visited the area and ensured that all parking rules and regulations were being followed and that emergency ingress and egress were not blocked. The findings were consistent with being a good neighbor, thus encouraging our support for Penmar's police permit application. My office remains fully committed to engaging with neighbors, stakeholders, and city departments to address or resolve any issues that may arise.

I thank you for your time and consideration, and if you have any further questions, please contact my District Director, Gabriela.Medina@lacity.org, or (310) 568-8772.

Best,

TRACI PARK
Councilwoman, 11th District
City of Los Angeles

CC: Maria Silva, Commission Executive Assistant II



Mayor Pro Tem Lana Negrete

November 30, 2023

Los Angeles Police Department Board of Police Commissioners

Dr. Erroll G. Southers, President

Rasha Gerges Shields, Vice President

William J. Briggs, II, Commissioner

Maria Lou Calanche, Commissioner

Fabian Garcia, Commissioner

Sent via email: policecommission@lapd.online

Subject: Letter of Support for Penmar in Venice and their Live Music Community Events

I am writing this letter in support of The Penmar in Venice and their live music community events. As a resident and elected official of Santa Monica and an attendee of these events, I believe it is crucial to express my appreciation for the positive impact Penmar has had on our community.

Penmar's live music events have been instrumental in fostering a sense of community, providing a low-cost and family-friendly environment for residents to come together. The events have successfully blended the two cities of Santa Monica and Los Angeles, creating a positive atmosphere that is much needed in today's challenging times.

It is important to highlight the positive transformation Penmar has brought to the community. Just a couple of years ago, our residents faced significant challenges, including dangerous encampments and fires along Rose Avenue and prior to that the alleyway that connects a Santa Monica cul-de-sac home to over a dozen families on Frederick to Rose Ave. The neighbors struggled with break ins, theft, open air drug use and the fact that their children could no longer ride their bikes or play in front of their homes. The current outdoor events organized by Penmar represent a welcome change and have contributed to the overall improvement of our community.

I am aware that there have been concerns raised by a few neighbors, including some of our Santa Monica residents regarding noise issues during these events. However, after a thorough investigation, including attending the events personally and reviewing relevant documentation, I am confident that Penmar is operating within legal guidelines. The employment of sound engineers and the careful attention to detail in addressing noise concerns demonstrate the organizers' commitment to being responsible and respectful neighbors. I have also spoken to over a dozen neighbors who are within earshot of The Penmar's live music events and they say although they can hear it, it is a welcome sound that is not disruptive and easily offset within their homes and ends promptly at 9pm.



Moreover, I have taken the time to review the police reports related to the events, and it is evident that Penmar has cooperated fully with local authorities.

After review and meetings with one of the owners as well as a city official I have found that they have done the following to further reinforce their dedication to maintaining a safe and enjoyable environment for all attendees.

- Hired a sound engineer to position speakers so that they turn away from residential zones.
- Changed the days of live music from Wednesdays to Fridays in direct response to resident complaints about weekday music impacting homework time.
- Implemented a hard stop of live music at 9 pm versus the allowable 10 pm.
- Purchased sound reader device to monitor sound level to ensure they are in compliance with city policy.
- Offered gift certificates to residents for dinner at local restaurants during Friday events.

I am hopeful that these actions along with their willingness to do what they can to implement further mitigations, are indicative of their willingness to follow good neighbor practices. I hope that these mitigations can make for a win-win situation for residents, workers and patrons at The Penmar.

Ultimately I am hopeful that by continuing dialogue, problems can be resolved and businesses can offer events to our community in a way that respects residents' wishes.

In conclusion, I hope the city will continue supporting The Penmar and the live music community events. These gatherings not only comply with legal standards but also serve as a beacon of unity, bringing our diverse communities together in a harmonious and positive environment.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink that reads "Lana Negrete".

Lana Negrete
Mayor Pro Tem
City of Santa Monica



Venice Community Housing

200 Lincoln Blvd., Venice, CA 90291
Tel: (310) 399-4100 Fax: (310) 399-1130
www.vchcorp.org

October 16, 2023

To LAPD Police Review Panel,

This letter to evidence our strong support for The Penmar and their pursuit of an LAPD Events Permit.

Venice Community Housing Corporation (VCHC) works to invest in permanently affordable housing, advance health and housing-based solutions for unhoused people, promote youth development and education, and build strategic partnerships focused on equity and inclusion. The mission of VCH is to support and build equitable and inclusive communities by providing affordable housing with supportive services, education, employment programs, and public policy advocacy that advances racial and economic justice.

The Penmar has been an outstanding and valued member of the Venice community since its inception in 2020. Operating within perhaps the largest public green space on the Westside, and much like our beloved beach, Penmar has become an integral space for community gathering (a space that many of the non-golfers in the community didn't even realize was open to the public until The Penmar opened). Importantly, The Penmar's *Sunset Sessions* music nights have themselves become an institution in our neighborhood. The *Sunset Sessions* provide an affordable, accessible outdoor music experience for so many diverse members of our area. People from all over town gather to meet up, relax after a busy week and enjoy the beauty of Penmar golf course. The music is at a reasonable volume to permit socializing and is often performed by local musicians - an important factor in an art forward community such as Venice. The operators of The Penmar are well known in our community and operate *Sunset Sessions* safely and with an open mind to serve the Community. Music stops reasonably at 9pm on a Friday night.

We strongly urge the Panel and Police Commission to issue the events permit to The Penmar.

Thank you for your consideration,
Venice Community Housing Corporation

DEPARTMENT OF RECREATION
AND PARKS

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ASSISTANT GENERAL MANAGER

(213) 202-2633

November 28, 2023

Los Angeles Police Commission
100 West First Street, Suite 134
Los Angeles, CA 90012

RE: 1233 Penmar, LLC dba The Penmar
Café Entertainment/Show Police Permit

Dear Board of Police Commissioners:

The Department of Recreation and Parks (RAP) was notified that a hearing before a Police Commission Hearing Examiner will be held on Thursday, November 30, 2023 regarding the issuance of a Café Entertainment Permit to 1233 Penmar, LLC (The Penmar), the concessionaire who operates the restaurant located at Penmar Golf Course which is owned and operated by RAP (see attached notice).

The City of Los Angeles Charter grants RAP “the power and duty: (a) to establish, construct, maintain, operate and control, wherever located:....(2) all recreational facilities....and all lands, waters, facilities or equipment set aside and dedicated for recreational purposes and public enjoyment...” (Section 590). Penmar Golf Course is one such recreational facility. In accordance with RAP’s broad authorization to control all recreational and park sites as set forth in the Charter, RAP awarded 1233 Penmar, LLC a ten-year concession agreement authorizing it to operate the restaurant located at Penmar Golf Course. The agreement grants them permission to provide food and beverage and other related services on the premises. The agreement also permits The Penmar to host the playing of live or amplified music so long as prior approval from RAP is granted. In June 2021, RAP’s General Manager granted such approval. RAP has approved the playing of live, amplified music as part of the concession once per week during the hours of 6:00 pm. to 9:00 p.m. to be conducted within the parameters permitted by RAP.

The Penmar has consistently demonstrated a commitment to fostering a welcoming environment for golfers and non-golfers at the concession which has provided an opportunity for a diverse group of community members to enjoy the facility. Additionally, The Penmar is a collaborative partner to RAP and is currently in good standing with respect to its concession



November 28, 2023

Page 2 of 2

agreement. RAP staff continues to work closely with The Penmar to ensure that the live music events are safe, well-organized and in compliance with all applicable regulations.

Therefore, RAP strongly supports the application's approval and also approves of the requested and permitted use of the RAP property, including the playing of live amplified music at the RAP facility in accordance with applicable regulations. RAP also notes that the City's Planning Department has previously advised that RAP is exempt from the zoning provisions set forth in the Los Angeles Municipal Code, including provisions that set forth the uses and restrictions for each zone, in light of RAP's Charter authorization noted above.

Please contact Rachel Ramos, Concessions Manager if you have any questions. She may be reached at (213) 202-5659 or rachel.ramos@lacity.org.

Thank you for your time and consideration.

Sincerely,



JIMMY KIM
General Manager

JK:RR

Attachment: Notice of Hearing

LOS ANGELES POLICE COMMISSION

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100 WEST FIRST STREET, SUITE 134
LOS ANGELES, CA 90012-4112

(213) 236-1400 PHONE
(213) 236-1410 FAX
(213) 236-1440 TDD

November 20, 2023

Oscar Hermosillo
DBA The Penmar
1233 Penmar, LLC
Venice, CA 90291

Permit No.00031294290001P519

Dear Mr. Hermosillo:

You are hereby notified, that a hearing will be held before a Police Commission Hearing Examiner at the 11th District Councilwoman Traci Park's Westchester Community Center, 7166 W. Manchester, Los Angeles, CA 90045 on:

Thursday, November 30, 2023, AT 6:00 P.M.

Re: 1233 Penmar LLC
DBA: The Penmar
Café Entertainment/Show police permit
1233 Rose Ave, Venice, CA 90291

Type of recommendation: Approval

If you have any questions, please contact me at (213) 236-1400.

Very truly yours,
BOARD OF POLICE COMMISSIONERS

Maria Silva

MARIA SILVA
Commission Executive Assistant II