

Original

Request of Proposal # 13-22
"Professional Golf Management Services
for East Hartford Golf Course"
Due Date Friday, June 14, 2013 @ 11:00 A.M.

Respectfully Submitted by:
William G. Mudano
& Roger Baral
Thursday, June 13, 2013

Mudano@att.net

Proposal

Memo to: Michelle A. Enman, Purchasing Agent – Town of East Hartford
From: WGM/RB
Date: June 13, 2013
R.E. Bid # 13-22 Golf Management for EHGC

Mr. William Mudano and Mr. Roger Baral with a combined history of involvement at East Hartford Golf Course of over 70 years, are prepared to take over the management of the property including, but not limited to, the golf course, restaurant, equipment, garage, etc.

Mr. Mudano, in particular, is a life long member of the East Hartford community and has operated a successful business, after an exemplary 24 year teaching career, for 25 years in the town. Mr. Baral is the long term owner – operator of the Bloomfield Electric Company and has been an active member at the East Hartford Golf Course for twenty three years.

Our plan, based on extensive discussions with former East Hartford Golf Course PGA professionals, equipment companies and New England Golf Carts, Inc. as well as area course superintendants would be to enter into a lease agreement with the Town of East Hartford for an initial time period of seven (7) years with the option for extension.

We would not require any funding from the Town of East Hartford after an initial investment for equipment (See list attached) to maintain the facility and would tentatively offer the following financial schedule:

8/1/13 – 7/30/14	No payment to East Hartford
8/1/14 – 7/30/15	No payment to East Hartford
8/1/15 – 12/31/15	Profit share with East Hartford (TBD)
1/1/16 – 12/31/16	Profit share with East Hartford (TBD)
1/1/17 – 12/31/17	Profit share with East Hartford (TBD)
1/1/18 – 12/31/18	Profit share with East Hartford (TBD)
1/1/19 – 12/31/19	Profit share with East Hartford (TBD)
1/1/20 – 12/31/20	Profit share with East Hartford (TBD)

For the first 2 ½ years (approximately) we would not ask the Town of East Hartford for any funds paid to us after the original investment by the Town for equipment. After the initial 2 ½ years the town would then receive revenue from the overall operation based on subsequent negotiations.

As long time successful businessmen with reputations for sound management styles and a “passion” for golf in general and the East Hartford Golf Course in particular, we feel uniquely qualified to take on this project, which will become our main focus.

Our #1 goal is to restore the E.H. G.C. to it’s rightful place as one of the best golf facilities in the area – a place where people can recreate, meet, dine, and enjoy a facility that is safe, competitive, aesthetically pleasing and above all, a facility we can all be proud of!

We would be more than willing, in the near future, (June 28th), to provide the purchasing agent and golf committee with more detailed information including budgets, etc. upon request.

Thank you for considering this proposal and we look forward to hearing from you in the near future.

Equipment List:

- Triplex Greens Mover (2)
- Triplex Tee Mower (2)
- Fairway Mower (2)
- 150 Gal. Chemical Sprayer (1)
- Rough Mower (1)
- Tee Bank & Green bank Mower (2)
- SandPro Groomer (1)
- Green Airifier (2)
- Fertilizer Spreader (1)
- Buffalo Blower (2)
- Leaf sucker (10)
- Hand mower & weed whackers (2 each)
- Top dresser – Greens (1)

Note: We strongly suggest this equipment be leased rather than purchased – 4 or 5 year lease.

Restaurant

- Class 3 Facility
- Operating Hours:
 - Mon – Fri: 11:00 A.M. – 8:00 P.M.
 - Sat & Sun: 7:00 A.M. – 8:00 P.M.
 - Hours adjusted for outside events/Tournaments
- No investment from town requested.

Golf Carts

- Sixty (60) golf carts will be leased fro New England Golf Carts, Inc.
- No investment from town requested

Contact Information

William G. Mudano

Office: 860-528-4888

Cell: 860-841-770

NUTMEG STATE GAMES STAFF

William G. Mudano, Sr. Executive Director

*Retired
2012*

Patrick T. Fisher, Associate Director
Nicholas R. Salvatore, Consultant

Daniel N. Larson, Director of Development
Lori M. Lechowicz, Administrative Assistant

Executive Director

Mr. William Mudano, Sr. completed a distinguished and exciting 24 year career as a teacher, athletic director and head basketball coach when in 1989 he and then State Senator John B. Larson decided to offer residents of the State of Connecticut a unique program—the Nutmeg State Games.

Mr. Mudano began his teaching—coaching career in public schools in New Haven. He also served as the physical director of the New Haven Boys and Girls Club while also gaining valuable experience as a member of the Southern Connecticut State University Football coaching staff for two years.

Mr. Mudano holds a B.S. Degree and a Masters of Science Degree in Athletic Administration from Southern Connecticut State University. In 1971, he was offered and accepted a position in the Canton Public Schools system where he served as the Director of Athletics and Physical Education for nineteen years. He was, when appointed Athletic Director, the youngest in the State of Connecticut at the age of twenty seven.

During fourteen years as the Head Basketball Coach, Mudano's teams compiled an overall record of 199 wins and 99 losses for a 67% winning percentage. His team averaged fourteen plus wins per year and twice played for the Class S State Championship, winning the title in 1978.

Mr. Mudano was named the Farmington Valley Coach of the Year in 1977, 1978, 1981 and 1984 and coached seven All-States - including his son in 1987. He was also selected by his coaching peers to coach in two Connecticut High School Coaches Association All-Star Games.

Mr. Mudano was a member in good standing of the Connecticut High School Coaches Association when he resigned, and is a founding member of the Connecticut Association of Athletic Directors.

He is the only Executive Director the Nutmeg State Games has ever had and is widely credited with the dramatic growth of the Games—from 1,200 athletes in 1989 to over 6,000 in 2004. In March of 2000, the Connecticut Association of Athletic Directors (CAAD) awarded Mr. Mudano, the Distinguished Service Award for Athletic Administration. Mr. Mudano was inducted into the New England Basketball Hall of Fame in 2006 and inducted into the Worcester Academy Athletic Hall of Fame in 2010.

Mr. Mudano was married to the late Karen (Torgerson) Mudano for 44 years. They have three children all of whom were All-State athletes and one a college All-America. Mr. Mudano presently resides in Coventry, CT.

Associate Director

Mr. Patrick T. Fisher is a 1997 graduate of Xavier High School in Middletown where he played football, basketball and soccer for the falcons. Patrick continued his education and athletic career at Nichols College in Dudley, Massachusetts majoring in Sport Management and playing soccer for the Bison.

Patrick holds a B.S. from Nichols College, has graduated from Dale Carnegie Training, is a Certified Personal Fitness Trainer and also works part time with Mentally Challenged residents at a assisted living program in Chester, Connecticut. Patrick also helps to manage many different sporting events including baseball and football showcases for Pro-Motion Sports, USA in his spare time.

Patrick has been with the Nutmeg State Games since he was an intern in 2000 and has performed many duties over the years.

Director of Development

Our newest staff member, Mr. Daniel N. Larson, is a 1967 graduate of East Catholic High School and since that time he has been involved in a number of diverse construction related activities. He enlisted in the Navy in 1969 and was assigned U.S. Naval Mobile Construction Battalion 5. He attended the Naval Schools of Construction Class A school and graduated as valedictorian of his class. He served with distinction during the Vietnam conflict and was honorably discharged having attained the rank of E5 2nd class builder.

For the next several years, he was a partner in L&R Building completing several residential and commercial properties. This was followed by 10 years in the industrial setting as a carpenter and then supervisor at Pratt & Whitney Aircraft in the plant engineering department. The lure of a family business then called and Dan became a partner with his brothers John and Tim as an independent insurance agent licensed in property, casualty, life and health insurance.



**BILLY CASPER
G O L F**

ORIGINAL

**Response to
Town of East Hartford Bid # 13-22
For
Professional Golf Management Services**

June 2013

Billy Casper Golf
8300 Boone Boulevard, Suite 350
Vienna, Virginia 22182
Telephone: 703.761.1444
Fax: 703.893.3504
www.billycaspergolf.com

Please contact: Mike Cutler
mcutler@billycaspergolf.com
(703) 761-1444



**BILLY CASPER
G O L F**

June 11, 2013

Ms. Michelle A. Enman
Purchasing Agent
Town of East Hartford
740 Main Street
East Hartford, CT 06108

RE: Request for Proposal #13-22

Thank you for the opportunity to submit the enclosed information in response to the above-referenced Request for Proposals. Billy Casper Golf, LLC ("BCG") possesses the necessary experience, skills, and financial resources to operate the Long Hill Golf Course ("LHGC") successfully. Our management experience, marketing capabilities, and demonstrated success in competitive golf markets, combined with our current relationships servicing more than 70 existing municipal golf course clients, uniquely qualifies BCG to provide management and operations services for the Town of East Hartford.

BCG operates four other golf courses in the State of Connecticut via solely owned, single purpose subsidiaries that are registered to conduct business in the State of Connecticut. All of these entities as well as BCG are in good standing with the State of Connecticut.

We look forward to the opportunity to meet with you to discuss our proposal in greater length.

Sincerely,

Michael K Cutler
Senior Vice President



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D. PROPOSED BENEFITS TO TOWN

BCG is the clearly the most qualified operator for your consideration. We currently operate several golf courses comparable to the Long Hill Golf Course ("LHGC"). Our qualifications can most notably be summarized as highlighted below. BCG is expert in the successful operation of many municipal golf courses. Our core strengths include:

- We are privately held and controlled by the company's founders who are actively involved in the oversight and are attentive to each facility, reviewing the financial performance and business strategies on a weekly basis BCG is the most innovative management company in the industry
- BCG has been successfully operating golf course facilities for 20+ years, with a distinct reputation for providing superior quality in all facets of club operations. We currently manage more than 70 golf facilities across the United States
- BCG operates 13 facilities in the Northeast market (four in Connecticut), providing economies of scale, proven agronomic techniques, and successful marketing tactics to optimize the performance of LHGC.
- BCG's regional and national corporate structure provides expert supervision, direction, and service in golf course construction and development, golf course operations and management, agronomy, sales and marketing, publicity and media relations, accounting, and human resources. A team of local and experienced managers provide oversight and direction for the operation of our courses. The direct oversight by our professional team ensures that each department is operating efficiently and professionally, and market position is uncompromised while profitability is maximized.
- We utilize the latest technology and generally accepted accounting principles to provide the clients of our managed courses with full operations accountability through standard golf industry financial statements and reports
- BCG's ACE the GUEST Experience™ training program is the most comprehensive service enhancement program in the industry, attracting and retaining qualified staff
- Our proprietary and nationally-recognized, Golfer Retention Improvement Program, GRIP™, is the cutting-edge tool to attract and retain loyal guests, resulting in increased rounds and range revenues
- We possess a thorough understanding of the distinct needs of avid and novice golfers
- BCG national account pricing produces significant savings to course owners for purchases from vendors of soft goods, maintenance equipment, golf cars, marketing services, and supplies, resulting in cost savings for the Owner
- BCG team members share a passion for servicing, competing, and winning
- We consistently improve the physical elements, service levels, and financial performance of our golf courses to maximize their market position

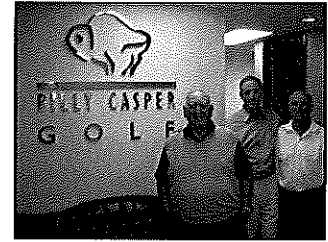
BCG looks forward to the opportunity of providing our services, expertise, knowledge and skills to produce the desired results for the Town and LHGC.



E. APPROACH

COMPANY OVERVIEW

Billy Casper Golf, LLC ("BCG") was founded in 1989 by Peter M. Hill and Robert C. Morris in cooperation with PGA Tour legend Billy Casper, two-time U.S. Open winner and Masters Champion.



Headquartered in Northern Virginia, the firm maintains regional offices across the U.S., giving BCG a corporate presence in California, Florida, Hawaii, Illinois, New York, New Jersey, Ohio, Tennessee, Texas, and North Carolina.

BCG is among the nation's leading golf course management firms; the expert in golf course development, renovation, operations, and marketing. Currently, BCG manages more than 135 facilities throughout the United States; 70+ of which are municipal facilities. Combined, these facilities host in excess of 4 million rounds of golf annually (approximately 11,000 per day), played by more than 650,000 guests who are treated to a fun and enjoyable golf experience by our team of approximately 5,000+ employees.

BCG's approach to managing golf facilities is progressive and innovative. Each employee is trained and commits to delivering a phenomenal golfing experience to every guest, every day, through the following pledge:

I am part of a team prepared to create fun and enjoyment for our guests.

My positive attitude is my responsibility.

I choose to create loyal guests with my team, my attitude, and my actions.

This intense focus on enhancing the guest's experience starts with our employees – the best people in golf. BCG invests significant resources in selecting, hiring, and developing successful people whose *first responsibility* is to interact positively with each guest, in addition to the specific job function for which they were hired to perform.

With the local team along with utilizing the resources and expertise of a national firm, BCG works closely with each of our clients to achieve a facility's financial goals. Our sales and marketing programs make use of the latest technologies to acquire and retain guests, tracking their playing and spending habits, preferences, and activities. We then deliver targeted, direct communication of programs and offers to our golfing guests that grow our 'share of wallet' with each.

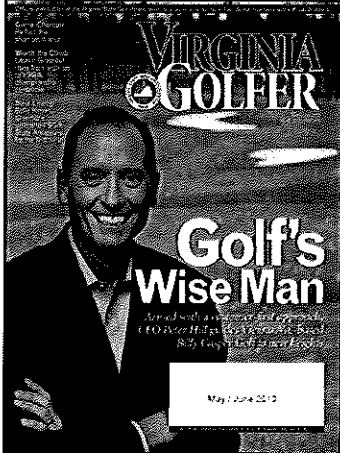
BCG operates each facility as a partnership to best serve the golfing needs of our guests and the financial needs of our clients. Exemplary performance is obtained through diligent corporate oversight of all aspects of operations, accounting, and personnel; the professional execution of established business, agronomic, and marketing plans; and the frequent, full communication with employees, guests, and our clients.



BCG's business philosophy is embedded in the belief that success in operating a golf course lays in the quality and consistency of the guest experience, course conditions, employees, sales and marketing programs, and operational systems offered at each facility. We deliver the experience demanded by our guests and the results expected by our clients, making BCG the best firm to manage your golf facility.

Selected Accolades

BCG's focus is on offering the best golfing experience to our guests and delivering the expected financial results to our clients. Our managed courses are often honored for their outstanding conditions and layouts, primarily as a result of our Team's efforts. Following is a sample of BCG's major awards and accolades:



- Peter Hill, CEO: 4 th "Most Powerful Person in Golf" (Domestic) – Golf, Inc. 2011
- Peter Hill, CEO: 8th "Most Powerful People in Golf," (International) - Golf Inc., 2012
- "Management Company of the Year." – The Boardroom Magazine
- "One of the most progressive and well-run organizations in golf." – Golf Business Magazine
- "[BCG's] influence stretches from the East Coast to Hawaii." – Golf, Inc.
- "BCG's sound management practices and expertise are hard to beat." – Golfweek SuperNews
- International Golf Network Industry Honors award for Tournament Service for Wounded Warrior Project™ 2012

THE PLAN

Following are our initial plans on how we intend to achieve the Town's goals of maintaining LHGC at a high level, providing an exceptional golfing experience and optimizing the financial performance of the facility.

BCG will position and operate LHGC as an integral part of the community, offering affordable, high quality golf to residents - a competitively priced, value-laden golfing experience. Balancing the playing needs and spending capabilities of each guest segment is vital to a successful operation, a task that BCG is currently completing at all of our facilities.

Currently, LHGC is positioned in the middle/bottom tier of the municipal market and is experiencing price erosion due to the lack of quality of conditions and service levels to compete in the marketplace.

The success of LHGC is contingent on a high quality operation focused on providing the best value in the marketplace. The rounds growth will be contingent on an excellent value and more aggressive, creative marketing strategies to optimize financial performance. We look forward to discussing these ideas with you in more detail as well as beginning our Annual Planning Process in order to expand fully on our initial plans.

GROWTH OPPORTUNITIES

Future financial growth for LHGC is predicated on the selected golf operator's ability to maintain the Average Dollars per Round ("APR") while maximizing rounds within the local market. The local market is extremely price sensitive and golfers are provided with a wide selection of golfing alternatives.

Properly targeting and encouraging the local golfers to play LHGC provides opportunities to fill non-peak and under-utilized tee times. BCG expects to **accomplish the modest increase in revenue and EBITDA** at LHGC through a combination of the following factors: (1) position as the market leader for affordable golf by offering good value for the dollar, (2) increase daily fee during the off peak time slots, (3) improvements in tee sheet yield-management practices, (4) applying BCG's 24/7 tee time reservation system and internet booking systems, (5) executing improved operations and agronomic expense management practices, (7) purchase discounts derived by BCG's extensive national account purchasing programs, (8) regional professional marketing, (9) improved staff training and motivation, and (10) implementation of standardized operating policies and procedures.

Marketing

BCG is the industry leader with respect to our pro-active approach to marketing each of our facilities. By collecting and tracking each golfer's individual playing history BCG is able to **successfully increase rounds and revenue** through communication tailored to each guest based on his/her playing habits and interests. Specific marketing tactics to include retention and acquisition programs are outlined in the operational approach within this proposal. BCG will be squarely focused on retaining the existing guest base and acquiring new golfers from the competition as well as growing within the local population, as described below:

- **Our Advanced Technology:** BCG is at the forefront of the Golf Industry with respect to the implementation of "State of the art" technology. The firm has established a strategic business partnership with EZLinks to develop a customized point of sale system and electronic tee sheet as well as a 24/7 tee time reservation system. These systems provide easy access and convenience for the guest as well as a source of data collection for management.

- **Guest Acquisition:** Initially, a strong message about the change in management will be critical in driving rounds of golf towards LHGC. Further, BCG will develop and implement a targeted advertising campaign and aggressive marketing plan to attract the attention and interests of the local community and to penetrate the immediate market with value oriented messaging during non-peak times to the Town's residents.
- **Guest Retention:** BCG will utilize proven database management systems to track guest reservations, playing, and spending history; develop programs and offers that best meet the expressed needs of those guests; and utilize direct marketing techniques to communicate individually with them.
- **Guest Loyalty:** BCG will attain loyal guests through the delivery of a golf or dining experience that is fun, enjoyable, and fulfills their expressed needs. The marketing focus is on the growth of the Guest Share of Wallet, programs specifically designed to increase the number of rounds played and the amount of spend during each guest visit.

Course Conditions

BCG will operate LHGC to the highest standards with a particular focus on improving user-friendliness of the course. The Town and residents can expect playability and presentation to include:

- Well-presented and well-landscaped club house area
- Fairways well-defined and adequate turf for playability
- Overall appearance being clean and crisp, and generally weed free
- Greens in overall good condition, with mowing height providing good putting surface
- Bunkers raked, well-defined, and edged
- Golf course structures clean in appearance and well-maintained
- Amenities such as tee signs, and benches, etc., well-manicured and appointed with landscaping
- Tees with enough acreage, and turf coverage
- Roughs well-maintained with turf coverage, relatively weed free, and mown
- Green surrounds aesthetically pleasing with mowing patterns differentiating collars, approaches and surrounds, and utilized to highlight areas in and around green complexes
- Uniform signage and yardage markers throughout facility

Food and Beverage ("F&B") Operations

BCG will provide F&B services as appropriate to optimize the performance of the banquet and dining facilities at LHGC, including F&B inventory management, food preparation and service, regular on-course beverage cart service, and grill operation, all in a manner that is **consistent with quality public facilities nationwide.**

BCG's technical experience and skills in the management and operation of F&B outlets potentially similar to LHGC (full-service bar & grill, snack bars, and mobile beverage carts) is quite extensive and will serve the Town and its residents well, with these operations under BCG's management.

The Guest Experience

BCG will implement a guest centric staff focused on meeting and exceeding the guest's expectations during their 'journey' at the facility. To this end, BCG has worked successfully with staff members to motivate them through our professional guest service training program, ACE the GUEST Experience™. This





training program is an instructional and motivational tool implemented at all BCG managed facilities. The program teaches all staff members the importance of guest service by training them to be warm and welcoming and to anticipate the needs of each guest.

Culture

A culture shift will be the final piece in improving the profitability of LHGC. The following cultures will be instilled in order to successfully compete in the increasing daily fee golf market: guest oriented staff, pro-active marketing, revenue generating managers, and a sense of ownership by all. These cultures will immediately benefit LHGC. With strong oversight and management, we will achieve immediate results for the Town, our business partner.

Attention to Detail

BCG consistently improves the physical elements, service levels, and financial performance of our golf courses regardless of their market position by focusing on the "details." The direct oversight by our professional team ensures that each department **expenses are "right-sized", course presentation is optimized, integrity and market position is uncompromised, and profitability is maximized.** Additional operations, marketing and accounting support are provided through the BCG Corporate Office, located in Vienna, Virginia.

Summary

Based on our experiences with our other municipal partners and our **experience in the local market**, BCG is confident that we will be able to dramatically improve financial results through modest increases in revenue and rounds, and allocation of funds spent on operations to maximize the 'bang for the buck' of each dollar and the 'right-sizing' of expenses. The increases in rounds and revenue are achievable by addressing marketing needs, course conditions to improve presentation and consistency, a guest-centric staff, revenue oriented managers, and a sense of ownership by all.

GOLF COURSE MANAGEMENT

BCG will professionally manage the golf operation at LHGC in a manner consistent with comparable area golf courses and competitive municipal golf courses, making it a great "value" in the Hartford area golf landscape. BCG will schedule tee times, collect fees; provide starter, marshal, bag, and cart services. In addition to selling merchandise, renting golf equipment and maintaining pace of play; BCG will offer and promote outings, leagues, and learning programs. The golf shop shall also operate the practice facilities at LHGC, and provide USGA handicap service. These and other golf operation services will be performed in a professional manner from daybreak to sunset, 365 days a year, to achieve the goals of the facility under the direction of BCG and the Director of Golf/General Manager.

BCG will expertly manage the **POS and Tee Time Reservation System** to capitalize on bookings via the telephone, Internet, golf shop, and hotel/packager reservations; to completely capture guest data and playing activity on the tee sheet; to accurately record and track all cash and credit transaction data; to maintain an accurate perpetual inventory of merchandise; and to allow for gift card/certificate and account book management.



BCG will provide **guest assistance through starters and marshals** on the course and, when and where appropriate, bag and cart attendants at check-in and completion of the round.

BCG will manage a **Pace of Play program** to maintain accurate starting times, maximize golf course utilization, and maximize enjoyment of the all golfers. The course's pace of play will be accurately measured and communicated to all golfers at the time of play. All golf shop staff, starters, marshals, mobile concession attendants, and maintenance staff will be trained on this program and work closely together on its successful implementation.

GUEST SERVICE

BCG will continue to train all employees through our innovative ACE the GUEST Experience™ Training Program ("Program"). This Program is a professionally-developed series of training, observation, and feedback lessons to teach all employees how to act out **BCG's Guest Experience Vision**:

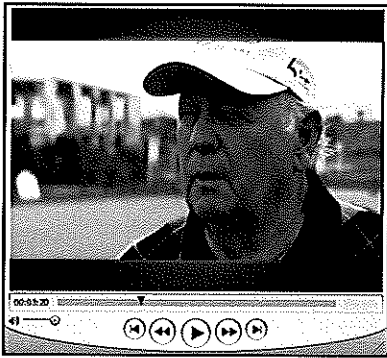


I am part of a team prepared to create fun and enjoyment for our guests.

My positive attitude is my responsibility.

I choose to create loyal guests with my team, my attitude, and my actions.

The Program includes trainer-directed sessions using a professionally-filmed DVD (*below*) and workbooks to teach our employees how to deliver great guest experiences. BCG's employees wrote, directed, and starred in the custom 30-minute DVD to promote BCG's service standards and behaviors.



Each BCG-managed course has at least one professionally-trained 'employee trainer' who leads the Program, observes employees interacting with guests, and provides feedback to improve guest service. The DVD, training materials, and training guidelines are updated annually to ensure authenticity.

The Program starts with an introduction by the firm's namesake **Billy Casper** (*left*), and the values our firm has instilled from his career of putting his fans – *his guests* – first.

Then, employees are taught that every guest contact is guided by **BCG's**

Service Standards, designed to empower each employee to make the right decision in any circumstance. For example, the safety of our guests (and employees) is always the first priority, even if clearing the course for lightening may inconvenience some golfers. Another example, the courtesy of waiting for a group to finish putting trumps the efficiency of a beverage cart moving onto the next group.

Service Standards

- * Safety *
- *Courtesy *
- * Responsiveness *
- * Efficiency *

Service Behaviors

- Acknowledge all guests with eye contact and a smile each and every time.
- Greet and welcome every guest; using their name if possible.
- Dress in a professional manner and wear a nametag at all times.
- Actively seek out guest contact and offer assistance.
- Provide immediate service resolution.
- Display appropriate body language at all times.
- Promote the facility in a positive and professional manner.
- Thank and invite back every guest, using their name if possible.

Next, **BCG's Service Behaviors** (*left*) – specific, observable behavior guidelines that communicate the minimum requirement for every guest interaction – are introduced. Examples of both good and bad interactions are demonstrated and discussed, role playing of common interactions is done, and review of position-specific 'best practices' for interacting with guests throughout their journey at the golf course is completed. Employees practice interacting with each other using these guidelines, and then hold each other accountable beyond the training to exhibit them every day.

Finally, our employees are guided through the **Guest's Journey** – from beginning to end – to help them understand how each and every

guest interaction with an employee influences the golfer's experience. We teach our employees to empathize with each golfer's personal situation, anticipate their needs, service their needs, and then introduce the golfer to the next portion of their journey, creating a positive, seamless golfing experience.

The formal training sessions are followed-up by regular review of the guest vision statement, service standards, service behaviors, and guest journey in both department and all-staff meetings. The course's management team provides employees with timely feedback on positive and negative interactions that are observed, and each course has regular **Mystery Shopping** conducted by professional, independent evaluators. Results and feedback from the 71-question evaluations are used to further train and reward employees based on the experiences of the 'mystery guest' encounters. Emphasis in the evaluation is placed on employee-guest interactions, with the course's management team incentivized to deliver the best possible experiences. Please see the following pages for a Sample Mystery Shop.

Additionally, guests are afforded several means to share comments and suggestions to BCG's management, including toll-free **Guest Comment Lines** (*left*), web site-based **Feedback Forms**, and periodic **Guest Surveys**. All designed to help BCG understand the importance of each part of the guest experience to our golfers, and how we are performing relative to our competition and our own expectations.

Comments? Suggestions?

Please call the Billy Casper Golf
Customer Comment Line at
1.866.589.7757

Billy Casper Golf: On Site Evaluation

Survey

05-13-13

Country Club of Woodbridge

Woodfield Road

Woodbridge CT US 06525

Location: BCG216

Regional: Ryan Phelps

Ryan Phelps (rphelps@pineridgegc.com)

VP:

VOP:

Regions: Northeast

Northeast Northeast

Region: Northeast

Question

Score

Answer

Date evaluation performed:

5/13/2013

Day Played:

Monday

Scheduled Tee Time:

10:30 AM

Time of Check-In at Pro Shop:

10:01 AM

Actual Starting Time:

10:15 AM

Time Walked Off 9th Green:

11:45 AM

Time Teed Off 10th Tee:

11:48 AM

Time Walked Off 18th Green:

1:15 PM

Have you ever played this course before?

No

How many in your party?

1

SAMPLE

NOTE: YOU MUST TOUCH UPON EACH QUESTION (1-73) IN ITS RESPECTIVE NARRATIVE. IF YOU DO NOT TOUCH UPON EVERY QUESTION IN ITS RESPECTIVE, YOUR EVALUATION WILL BE SENT BACK TO YOU FOR UPDATES.

Did you interact with a Starter during your visit?

Yes

Was there a Beverage Cart on the course during your visit?

No

If no, were you informed of this before you teed off?

1/1

Yes

Was there a Course Advisor/Marshal/Ranger on the course during your visit?

Yes

Did you interact with a Food and Beverage employee in the clubhouse during your visit?

Yes

Did you encounter any course maintenance employees on the course during your visit?

No



**BILLY CASPER
G O L F**

Question	Score	Answer
Was there a Cart Return employee at the end of your visit?		No

PHONE RESERVATION

100% (3/3)

Date of Call:		5/9/2013
Time of Call:		5:02 PM
Employee Name:		Ron
Confirmation Number: (Obtain from confirmation email or via phone, if provided)		307576711
1. How long (in min/sec) did it take for you to speak to a live person after the first ring?		00:25 min:sec
2. What was the greeting used?		

Thank you for calling the Country Club of Woodbridge, how can I assist you?"

3. Did the employee request your email address, confirm your e-mail address, OR did you receive a confirmation via e-mail? 1/1 Yes

4. Did the employee confirm the time, date, and number of players in your tee time? 1/1 Yes

5. Did the employee thank you for calling or offer a positive parting remark? 1/1 Yes

Please describe specific behaviors that convey the employee's interaction with you. (Tone of voice, tempo of conversation and smile in voice.) Please elaborate on any questions answered "No".

I called on Thursday, May 9, 2013 at 5:02 PM to reserve a tee time. After 25 seconds a live Representative answered the phone saying, "Thank you for calling the Country Club of Woodbridge, how can I assist you?" I told him that I was interested in scheduling a tee time for a single on Monday, May 13th. Ron indicated that the course was wide open, but to get a tee time, he needed to put me with another group. He asked when I wanted to play. I suggested mid-morning, so he assigned me the 10:30 tee time and said I would join a two-some. Ron asked for my name and email information. He was very professional in his demeanor as he ended the call saying, "Enjoy the rest of your evening."

Ron was very up beat and clear in his communication.

CHECK-IN/GOLF SHOP

100% (15/15)

Employee Name or Description:		Chris
3. Were you greeted in a friendly & professional manner (with eye contact and smile) when you approached the golf shop counter?	2/2	Yes
4. What was the greeting used?		"Good morning, welcome to the Country Club of Woodbridge."
8. Was the golf shop employee wearing a wrinkle-free uniform including name tag?	1/1	Yes
9. If you had any playing partner(s) present with you at check-in, did the pro shop employee request their name and either mailing or email address?	0/0	N/A

Question	Score	Answer
10. If you are not already a card-holder at this course, were you offered the opportunity to join any membership, reward, loyalty or other card program when you checked in?	2/2	Yes
11. During check-in did the employee offer or try to sell you any merchandise? (i.e., range balls, golf balls, tees, glove, hat, sunscreen)	2/2	Yes
12. Did the golf shop employee process the transaction correctly and provide you with a receipt?	1/1	Yes
13. Was the "Comments? Suggestions?" toll-free number sign easily visible within the clubhouse area?		No
14. Was the "Your Purchase Is Free Without A Receipt" sign posted at the cash register in the golf shop?		Yes
15. Did the golf shop employee either direct you or make sure you understood where to go next?	2/2	Yes
16. Did the golf shop employee thank you for your business or offer you a positive parting remark?	2/2	Yes
17. Did you feel that the golf shop employee was "treating you to a fun and enjoyable golf experience"?	2/2	Yes

Please describe the specific behaviors that convey the employee's interaction with you. (Body language, facial expressions, eye contact, smiling, what was said and tone of voice used by the employee) Please elaborate on any question answered "No".

When I checked in, the Pro Shop employee was extremely cordial and seemed sincere to greet me. He was wearing a wrinkle-free open collared shirt, which was covered by a black zippered jacket which said CC or Woodbridge and a silver name tag. Chris said, "Good morning, welcome to the Country Club of Woodbridge." He asked if I had a tee time, and for my name.

As Chris checked the system, he told me that the two-some I was scheduled to join had actually come in quite a bit earlier, and they were on the course already. The course was wide open today so he said I had a choice, I could go out on my own when I was ready or wait about 45 minutes to join the next group. I opted to go out on my own.

Chris asked if I had played here before, and I said no to that. He responded saying, "After you get checked in, I will make sure you have all you need, and I'll show you exactly where to go." He was very clear in all this, and explained fully where the range was, where the first tee was located, and he told me that the course was well marked, so I would have no problem finding the next tee after each hole. He asked if I needed any balls or tees, and I responded no thank you. He range up my charges accurately, and gave me a receipt.

I did notice the "Your Purchase Is Free Without A Receipt" sign but I did not see the "Comments? Suggestions?" toll-free number sign.

As I was leaving, Chris informed me there was no cart service today, since there were very few golfers. He explained where the grille room was located and how I could call ahead from the 8th tee to get a sandwich at the turn, if I so desired.

While checking in, Chris asked if I was aware of the loyalty program, and asked if I would like to purchase a card, which would give me a discount each time I played. We did the calculations together, and it would pay for itself when I played four rounds or more. However, I said, "No thank you."

Chris's demeanor and full disclosure about everything was well received, and he made me feel that he was treating me to a fun and enjoyable round of golf. Finally, since it was quite chilly today, as I departed, he said, "Stay warm in that wind, and have an enjoyable round today."

STARTER

100% (11/11)

Employee Name or Description:

Roy

18. Were you greeted in a friendly & professional manner (with eye contact and a smile) by the Starter?

Yes

Question Score Answer

19. What was the greeting used?

"Good morning, and welcome to the Country Club of Woodbridge."

20. Was the starter wearing a wrinkle-free uniform including name tag? 1/1 Yes

21. Did the starter ask if you had played the course before? 2/2 Yes

22. Were you asked to present your receipt or confirmation of check in? 1/1 Yes

23. Did the starter share any information pertaining to the course that day? (i.e., cart paths, location of rest rooms, pin locations, special conditions / areas to be concerned about, beverage cart hours)? 1/1 Yes

24. Did the starter communicate the expected pace of play and your responsibility to maintain a proper pace? 0/0 N/A

25. Did the starter thank you for your business or offer you a positive parting remark? 2/2 Yes

26. Did you feel that the starter was "treating you to a fun and enjoyable golf experience"? 2/2 Yes

Please describe specific behaviors that convey the employee's interaction with you. (Body language, facial expressions, eye contact, smiling, what was said and tone of voice used by the employee) Please elaborate on any question answered "No".

As I approached the Starter, he greeted me, "Good morning, and welcome to the Country Club of Woodbridge." He was wearing a wrinkle-free open collared shirt under a black zippered jacket, which said the Country Club of Woodbridge and a silver name tag. Roy asked if I had played here before. When I said no, he pointed out the first tee area and the tenth as well. He told me the course was well marked. He also noted that the course was very light today, so I should be able to move around quickly if I wanted to. Roy informed me that there was no cart service today, and I acknowledged I was told that already. He asked if I had any questions, and I said no. Roy then said, "Have an enjoyable round today."

The Starter was very sincere, and I felt he really treated me to a fun and enjoyable golf experience.

COURSE ADVISOR/MARSHAL/RANGER

100% (5/5)

Employee Name or Description: Roy

24. How many times did you see the course advisor/marshal/ranger on the course? 1

25. Did you or anyone in your group have an interaction with the course advisor during your round? Yes

26. Were you greeted in a friendly & professional manner (with eye contact and a smile) by the course advisor/marshal? 2/2 Yes

27. Was the course advisor wearing a wrinkle-free uniform including name tag? 1/1 Yes

28. If there was an issue with your pace of play, were you advised of the issue in a friendly manner by the course advisor? 0/0 N/A

29. Did you feel that the course advisor was "treating you to a fun and enjoyable golf experience"? 2/2 Yes

Please describe specific behaviors that convey the employee's interaction with you. (Body language, facial expressions, eye contact, smiling, what was said and tone of voice used by the employee) Please elaborate on any question answered "No".

Question	Score	Answer
<p>The Ranger, Roy, found me on the fourth hole. Roy was wearing a wrinkle-free open collared shirt under a black, zippered jacket which said the Country Club of Woodbridge and a silver name tag. He said, "How's it going?" and asked if I was finding everything okay I said yes to both. Since I had never played here before, he essentially checked up on me to make sure all was going well.</p> <p>The course play was very light today, there was no one in front of me or behind me, and the ranger said I should have no problem moving about swiftly.</p> <p>Roy was very professional and seemed sincere about making sure I was having a fun and enjoyable golf experience.</p>		

FOOD & BEVERAGE (F&B)

100% (8/8)

Location:		Grille Room
When during your round did you visit this location?		After Round
Employee Name or Description:		Alisha
40. Were you greeted in a friendly & professional manner (with eye contact and smile) by the F&B employee?	2/2	Yes
41. What was the greeting used?		"Hi there. What can I get for you today?"
42. Was the F&B employee wearing a wrinkle-free uniform including name tag?	1/1	Yes
43. Did the F&B employee process the transaction correctly and provide you with correct change and receipt if requested?	1/1	Yes
44. Did the F&B employee thank you for your business or offer you a positive parting remark?	2/2	Yes
45. Did you feel that the F&B employee was "treating you to a fun and enjoyable golf experience"?	2/2	Yes
Please describe specific behaviors that convey the employee's interaction with you. (Body language, facial expressions, eye contact, smiling, what was said and tone of voice used by the employee) Please elaborate on any question answered "No".		

From the time I entered the grille room, until I left, Alisha made sure I had all that I wanted, and that the serving was to my liking. She was wearing tan slacks and an open collared shirt, covered by a red, zippered jacket with the name Country Club of Woodbridge on it and a silver name tag. She promptly greeted me, "Hi there. What can I get for you today?" I placed my order and as I waited for my food, she commented how she was not a golfer. However, Alisha did say she hoped I had a fun time. We talked about that a little bit, and I acknowledged that it was a fun day.

When Alisha presented the bill then she correctly processed my transaction and gave me the correct change. As I departed, Alisha said, "I am glad you had a fun day. Hope to see you back again soon."

Alisha was very attentive during my stay. She seemed sincere and made sure that I was being treated to a fun and enjoyable golf experience.

OVERALL FACILITY APPEARANCE

100% (8/8)

53. Did you consider the greens to be in good condition based on the green fee paid?		Yes
54. Was your golf cart clean, free of debris, and supplied with a scorecard and pencil?	1/1	Yes

Question	Score	Answer
5. If provided at the course, was the sand bottle filled?		Yes
6. Were the course amenities (ball-washer, flags, coolers, etc.) in good condition?	1/1	Yes
7. Did you consider the overall appearance of the facility (parking lot, clubhouse entrance, clubhouse interior/exterior, etc.) to be clean, free of debris, and orderly?	1/1	Yes
8. Was the restroom in the CLUBHOUSE clean, free of debris, and orderly?	1/1	Yes
9. Which clubhouse restroom did you evaluate?		Men
10. Was the restroom ON THE COURSE clean, free of debris, and orderly?	1/1	Yes
11. Which on the course restroom did you evaluate?		Both
12. Was the driving range clean, free of debris, and orderly?	1/1	Yes
13. Were range balls clean and in good condition?	1/1	Yes
14. Were range yardage signs straight and visible?	1/1	Yes

Please describe why you answered "No" to any of the questions in this section. If all questions are marked "Yes", please write "N/A" in this narrative.

Just to be clear about the restroom, the on course restroom was a port-o-potty; but it was clean.

OVERALL GUEST SATISFACTION

100% (4/4)

15. In general, did the team of employees work together to create a "fun and enjoyable golf experience?"	2/2	Yes
16. Based SOLELY on the overall customer service you received today, (regardless of your golfing preference, ability, or any facility concerns) would you return to play this course as a paying customer?	2/2	Yes

Please describe why you answered the last two questions the way you did.

Everyone I encountered was sincere, professional and they stressed their wishes for me to have an enjoyable round. The team of employees work together to create a fun and enjoyable golf experience. Based solely on the overall customer service I received today, I would you return to play this course as a paying customer.

17. If applicable, did any of the employees solve a problem for you during your visit to the course? If so, what was their name and what did they do?

N/A

18. Did any employee (or employees) offer you 'better-than-expected' (great) service today? If so, what was their name and what did they do?

N/A

Community Involvement

BCG shall ensure LHGC serves as hosts, as appropriate, to high school and/or college golf team practices and matches. Such programs will be coordinated with and promoted through the Town's Department of Parks and Recreation (if applicable), local schools and colleges, community organizations and centers, and senior centers. BCG will work to provide complimentary programs to the existing Junior Programs. BCG routinely encourages usage of our golf courses by area schools, providing equal access and opportunity for the junior golfers.

BCG will also actively promote LHGC and its learning programs through local elementary, middle and high schools in cooperation with physical education and health teachers, even bringing teaching the game into the schools during class times, at after school programs, and during the summer, as appropriate. BCG will also offer and run junior tournaments and other contests for area golfers. BCG recognizes the importance of the growth of the game and actively promotes the game to junior golfers.

League Play

BCG will actively seek and create **new golf leagues for professionals, couples, and seniors**. BCG will work closely with any existing Leagues' officers at LHGC and members to support their programs while maintaining fair and equitable access to the tee sheet for all golfers. Numerous business and organizations that are located near LHGC, including the area's largest employers, Boeing and Shell Corporation will be approached to schedule both competitive and social golf leagues for their employees, associates, clients, and families.

Tournaments & Outings

BCG will develop and implement an **aggressive sales program for golf outings** and tournaments – targeting local and regional businesses, charities, associations, churches, community groups, schools, and individuals – to pre-book group business at LHGC.

An **experienced, sales-oriented individual** employed at LHGC will utilize BCG's established proven system of prospecting, sales closing, and sales fulfillment to acquire and retain events. BCG will create and implement online, telephone, printed, and in-person sales programs; sales collateral; lead tracking programs; and sales presentations for LHGC.

Fulfillment of golf tournaments and outings at LHGC will **emphasize the 'Guest Experience'** over all else, with **professional tournament services** (player pairing, customize rules and administration, personalized score cards and cart signs, player registration, contest hole signage and set-up, professional scoring, and special event management) included with all contracted group outings






BILLY CASPER
G O L F

Special Events

BCG will develop and implement a **full, regular schedule of special events** for golfers at each Course, with all programs designed to create fun and enjoyment for golfers. Events will include both competitive and social formats, including such programs as Open Tournaments, Night Golf, Scrambles, 9-hole Mixers, Wounded Warrior Project™, and many more.



On Monday, August 13, 2012, BCG hosted more than 7,800 golfers at 100 of its golf courses in 24 states during the second annual "World's Largest Golf Outing," raising more than \$400,000 for Wounded Warrior Project™. The simultaneous golf outing at BCG properties included participation of more than 85 wounded warriors. Wounded Warrior Project™ is the national non-profit organization that honors and empowers injured service men and women.

Club Play

BCG will continue to work with the Women's Club and Men's Club at LHGC; **the course's most important guests**. As ambassadors of the course – and among its most loyal guests – these golfers expect and deserve a similar golf professional staff. BCG will **work closely with the Clubs' officers and members** to support their programs while maintaining fair and equitable access to the tee sheet for all golfers.



PRO SHOP - RETAIL MERCHANDISING

BCG will offer for sale **high quality, competitively priced golf retail merchandise** at the LHGC. Under the direction of BCG's National Merchandise Manager, BCG will develop an annual buying plan, maintain national accounts with preferred partner vendors, design exceptional displays, and establish promotion and sales guidelines for the facility.



BCG will prepare and implement an annual **Retail Buying Plan of OTB Plan** for shirts, shorts, socks, outerwear; golf balls, gloves, shoes, accessories; drivers, woods, irons, putters, and utility clubs. Appropriate quantities and selection of merchandise, including logo items, will be purchased throughout the year, and inventory levels will be accounted for monthly.

BCG's National Account partners will provide lower pricing, extended terms, free or discounted fixtures and furnishings, and access to special close-out merchandise. BCG will appropriately **stock and display retail merchandise** using attractive displays, prominent and tasteful signage, appealing pricing, rotation of merchandise throughout the shop, easy availability of impulse items, and package pricing. Utilizing both the national schedule of holidays and the local market's seasons, the LHGC will develop and implement appropriate promotions to increase sales of retail merchandise during higher-than-usual shopping times.

INFORMATION TECHNOLOGY

BCG is unique among golf facility management firms, providing information technology services through its **Vice President of IT/IS, Dave Williams** and his staff.

BCG will manage the information technology systems – including the EZLinks POS and Tee Time Reservation System, Web Sites, and Broadcast E-mail functions – for Shoreline, through our marketing area due to the importance of technology in revenue generation and guest retention.

BCG will operate the **EZLinks POS and Tee Time Reservation System** at the Shoreline to integrate successfully a series of operational and revenue-generating modules into a seamless, easy-to-use program to sell an available inventory of tee times, merchandise, and F&B services. The system's modules include:

- Electronic Tee Sheet
- Guest Database with Activity History
- Facility Web Site Reservation Portal
- Operator-Staffed Reservation Center
- Partner Reservation Portal
- Guest ID / Gift Card Program
- Point-Of-Sale System
- Loyalty / Retention Program
- Database Marketing and Analysis Tools



BCG's Marketing Technology Team will work closely with the General Manager and the Marketing Team to install and implement all appropriate modules, provide training to facility staff on the **most effective use** of those modules, manage the relationships with software and hardware vendors, and establish and communicate '**best practices**' learned from BCG's most successful facilities.

BCG will also develop and utilize a complete Web Site Marketing and Dynamic Broadcast E-mail Messaging System as part of our marketing plan, with revenue generation as their primary purpose.

Capturing Guest Data to Drive Revenue

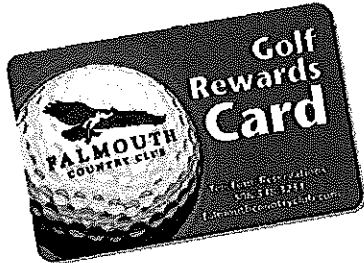
BCG is unique among golf facility management firms in our use of technology to integrate golf operations and marketing. Every BCG-managed facility utilizes an Electronic Reservation and POS System to identify and track the purchasing habits of individual guests. This data allows us to develop and implement specific marketing programs directed toward individual guests, targeting specific sales, benefits, and communications based on individual playing and purchasing habits. The end goal is to increase revenue through retention of our facility's' most valuable asset – guests.

GUESTrac™

All golfer reservations and their contact data are recorded on an Electronic Tee Sheet (see left), with access given to guests' 24-hours a day via both Internet and Telephone.

As each golfer checks-in, he/she is provided a unique, scannable ID card (see below for an example) that is tied to a program which encourages a golfer's return to the course.

At each subsequent check-in, the card is scanned, providing for complete capture of that guest's playing and purchasing habits. That data is transferred to BCG's proprietary, industry-leading data mining program for analysis of individual guest behavior trends, retention, and growth. The data is compared to tee sheet utilization across days and times to determine where and when marketing efforts need to be concentrated for special offers.



BCG's marketing team uses the unique guest data to personally target communications to individual guests based on their past behaviors, predicted trends, and the needs of the golf facility. This, in turn, leads to higher revenues through better retention and growth of existing guests.

F&B OPERATIONS

BCG will offer for sale **high quality, competitively priced F&B menu items** at the LHGC. Under the guidance of BCG's experienced F&B Directors nationwide, BCG will develop an annual buying and operating plan to provide for a healthful and efficient operation, develop an attractive menu, and design attractive displays and promotions for both grill operations and catering/banquet operations.



F&B services will be delivered as appropriate for the kitchen and dining facilities at LHGC, including F&B inventory management, food preparation and service, regular on-course beverage cart service, and catering/banquet operations. All appropriate **licenses and permits** necessary to run a food service facility in the City, County, and State are obtained and kept current, all health standards and regulations are strictly followed, and all equipment and fixtures are maintained in good working order.

BCG will **develop a menu** based on the success of historical offerings at the facility, offerings at similar local facilities, the kitchen's capabilities, and guest tastes. Surveying of guests is employed for regular feedback on improvement and enhancement of service levels, F&B quality, and menu options. BCG develops menus to allow for multiple uses of stocked food items as well as a reduction in waste. (A sample menu follows)

BCG will implement the **attractive use of display elements**, prominent and tasteful signage, appealing pricing, easy availability of impulse items, and package pricing. Promotion of F&B is included at the golf shop point-of-sale, on-course, and in golf and events packages.



Appetizers

Chips & Salsa	\$3.95
<i>House made tortilla chips and fresh salsa</i>	
Chips & Queso	\$5.95
<i>House made tortilla chips and spicy cheese dip</i>	
Chicken Tenders	\$7.95
<i>Hand breaded chicken tenders, lightly fried and served with honey mustard sauce and french fries</i>	
Fajita Nachos	\$7.95
<i>Cheese nachos topped with your choice of grilled fajita steak or chicken, served with sour cream, guacamole and pico de gallo</i>	
Quesadilla	\$7.95
<i>Grilled flour tortilla filled with your choice of fajita steak or chicken, green peppers, onions and shredded cheese, served with sour cream, guacamole and pico de gallo</i>	
Billy's Buffalo Wings	\$6.95
<i>Spicy chicken wings served with ranch dressing</i>	
Cheese Fries	\$6.95
<i>Crispy french fries topped with shredded cheese and bits of bacon, served with ranch dressing</i>	

Salads

Chicken Tender Salad	\$8.95
<i>Crisp chicken tenders served on fresh salad greens with shredded cheese, tomatoes and honey mustard sauce</i>	
Chef's Salad	\$8.95
<i>Roast turkey breast and hickory smoked ham strips, tomatoes, bits of bacon and shredded cheese served on a bed of lettuce</i>	
Fajita Chicken Salad	\$8.95
<i>Grilled chicken, tomatoes, shredded cheese and tortilla strips served on crisp lettuce</i>	
Taco Salad	\$8.95
<i>Spicy beef, shredded cheese, pico de gallo, sour cream and crisp lettuce served in a large taco shell</i>	

Burgers & Sandwiches

All burgers and sandwiches are served with your choice of french fries, onion rings or a house salad.

Cheeseburger	\$8.95
<i>A thick, juicy burger with lettuce, tomatoes, pickles, onions and cheese</i>	
Grilled Chicken Sandwich	\$8.95
<i>A large, marinated chicken breast, char-grilled, topped with melted jack cheese, lettuce, tomatoes and pickles</i>	
Classic Club	\$8.95
<i>Roast turkey breast and hickory-smoked ham, piled high with bacon, cheese, lettuce and tomatoes and mayonnaise on toasted bread</i>	
Philly Cheesesteak	\$8.95
<i>Thin slices of steak, grilled onions and peppers and melted cheese on a warm hoagie roll</i>	
Bar-B-Que Sandwich	\$8.95
<i>Smoked brisket, barbeque sauce, onions and pickles served on a toasted bun</i>	
Chicken Fried Steak Sandwich	\$8.95
<i>Golden chicken fried steak, cheese, lettuce, tomatoes and mayonnaise served on a toasted bun</i>	
Hot Ham & Cheese Sandwich	\$8.95
<i>Sliced hickory smoked ham and melted cheese on a warm hoagie roll</i>	
Turkey Wrap	\$8.95
<i>Roasted turkey, cheese, lettuce and tomatoes wrapped in a tortilla</i>	

Beverages

Fountain Soda, Iced Tea, Coffee	\$2.25
Domestic Beer	\$3.75
Import Beer	\$4.50
Gatorade	\$3.00
Water	\$2.50

CONTROLS AND PROCEDURES

BCG possesses and can demonstrate **complete competency** in the areas of cost controls, accounting, cash controls, personnel management, property maintenance, safety, emergency management, budgeting and financial planning, and guest service, among many other areas.

COST CONTROLS

BCG handles purchasing at the firm's managed golf facilities through a series of **local, regional, and national procedures**. While daily purchasing authority lies with the General Manager, the Regional and Senior Vice Presidents play significant roles in the securing and maintenance of preferred pricing and terms from BCG's National Account Vendor partners.

All planned purchases are included in the facility's operating budget approved by the client, with unplanned purchases requiring approval from the Regional Vice President and/or client, depending on the circumstance. Following is a summary of BCG's Cost Control procedures:

Use of Approved Suppliers: BCG provides our facilities with a list of national account vendors and their pricing and terms. BCG receives purchasing history reports from these vendors listing all BCG-managed facilities with quarterly and YTD purchase totals. The Regional Vice President reviews the facility's General Ledger each month with the facility manager to ensure that the majority of purchases in specific categories are from approved suppliers.

Methods of Negotiating Favorable Pricing: BCG's Operations and Agronomy Teams provide national vendors in appropriate expense categories with the opportunity to become a preferred partner of the firm. Using our volume buying power and annual purchasing history, BCG establishes preferred pricing and terms from selected vendors.

Development of Product Standards: BCG consults with General Managers nationwide to determine which vendors provide the best products and service, and review sales histories to determine guest demand. These reports assist them in developing standards for product purchasing.

Products Delivered Matching Order: The General Manager, upon delivery of product, matches the purchase order and shipping documents, and then later compares those numbers to the invoice. All paperwork is maintained in the general ledger.

Monitoring of Purchases: Each order invoice is processed through the facility's general ledger; reviewed and approved by the General Manager. The general ledger is maintained by BCG's Accounting Department, with detail reviewed by a Senior Accountant and the Regional Vice President.

Purchasing Authority: Each General Manager is granted purchasing authority for his/her facility within the approved annual budget and business plan. In limited cases, other department heads are given limited authority for specific planned line-item purchases based on his/her job responsibilities.



ACCOUNTING

BCG provides complete accounting and financial management services to assist the facility manager in the successful operation of his/her facility. BCG utilizes an established system for financial management at all BCG-managed facilities, taking into account any specific needs of the Town, including the establishment and maintenance of consistent procedures for the collection, receipt and deposit of all revenues; cost estimating and reporting; maintenance and payment of invoices; and preparation of budgets and reports.

Management Entity: BCG establishes a separate incorporated management subsidiary for the operation and management of the facilities (e.g. Long Hill Golf Management, LLC). The subsidiary's sole activity will be the management of LHGC. An operating account at a local bank will be established in the name of BCG's management entity all transactions will be handled through this operating account. The funds in the operating account are discrete to LHGC and are not commingled with any other BCG-managed facility's funds or BCG's funds. All accounting and general ledger functions are discrete to this subsidiary.

Security and Internal Controls: BCG implements a series of security methods and internal controls to prevent employee and guest theft, including POS security controls, cash handling and deposit requirements, video cameras, required receipts, random safe and drawer counts, random inventory counts, tee sheet/POS reconciliation, and payroll record verifications, among others.

Accounting Functions: The accounting and payroll functions are directed by BCG's Senior Accounting Manager, based in Vienna, Virginia. He/she will review and provide oversight of the general ledger, confirm deposits, and perform auditing functions, as necessary. Local accounting functions performed by the on-site bookkeeper and administrative assistant will include: writing all checks from the local operating account, maintaining the general ledger, and reconciliation of cash deposits. The General Manager will oversee these functions on a daily basis.

Reports: All revenue and expense records are available to the Town at its request, with BCG providing daily, weekly, monthly, and annual reports to the Town, as requested. Financial statements and reports are prepared and delivered in accordance with procedures and formats reasonably acceptable to the Town, on an accrual basis and generally accepted accounting principles.

CASH CONTROLS

BCG's procedures for cash handling procedures make certain that internal controls are in place at all managed golf facilities to protect its financial assets.

Cash Banks: Each facility has cash banks for use in cash registers. These banks vary in number and value depending on the property, but cash banks are never to be used as petty cash. Cash banks must always be maintained at their starting values.

Daily Close: Reconciliation of daily sales and resetting of the Point of Sale (POS) system for a new day is done daily, allowing for comparison of daily sales activity as shown on reports from the POS to actual daily receipts of cash, credit cards, checks and gift certificates. If there is an error, verifying transaction details assist in identifying and fixing that mistake. If a close of any instance or day reveals an error in that instance or day, the manager (and only the manager) may open an additional instance to ring correcting transactions. Correcting transactions may include voids and re-rings to correct quantity or tender type errors. Correcting transactions are not to be used to account for cash overages or shortages unless the specific nature of the original error can be traced and documented. The daily close documentation includes a copy of each instance close report, a copy of the credit card batch settlement, each instance reconciliation worksheet, copy of all voids and the daily tender reconciliation (including a copy of the deposit ticket) and the daily closing checklist.

Daily Bank Deposit: Daily bank deposits are mandatory. The receipts are transported to the bank each day and deposited by walking into the bank and receiving a receipt or by depositing in the night depository when the deposit is made after hours. Under no circumstances are daily deposits to accumulate in the safe at the property. Either the Director of Golf (facility manager) or Assistant Golf Professional will prepare and deposit the daily cash and check deposit. The General Manager will serve as a back-up as necessary.

Controls and Limits on Petty Cash Purchases: Signature authority for on-site checks is given only to the General Manager, with purchasing authority given for minor emergency purchases and pre-approved C.O.D. deliveries. Petty cash is reconciled at least monthly, with random safe counts throughout the month. Petty cash disbursements and unplanned purchases are limited through proper budgeting.

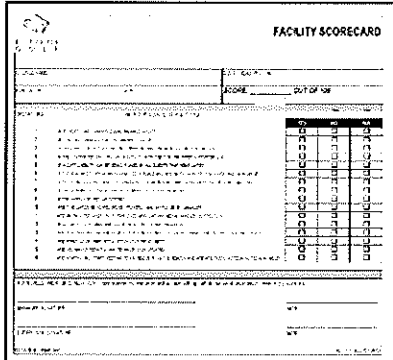
Inventory Security and Controls: BCG implements a series of standard inventory security and internal controls at each managed facilities. Specifically, BCG installs security cameras throughout the facility, including the golf shop register, merchandise area, safe location, F&B register, and parking lot, with remote camera viewing and hard drive recording. Inventory count procedures are implemented, including having the 'hottest items' behind the counter and conducting (if need be) daily or shift counts of these items.

Receipt Controls: uses the 'Your Purchase Is Free Today If You Don't Receive A Receipt' program to prevent clerks from not ringing in guest purchases. Tee sheets, POS records, and starter sheets are compared on a regular basis to reduce non-paying guests on the course. And, for physical security, BCG adds cellular backups to all alarm systems and maintains tight security on who has access to alarm codes, keys, and POS logins.

EMERGENCY MANAGEMENT

BCG directs each managed facility to develop an emergency management plan that can be used by all employees in case of unexpected occurrences or emergencies. As part of the **emergency planning process**, each facility will:

- Identify hazards and assess risk.
- Assess capabilities and resources.
- Develop an emergency plan and procedures.
- Integrate the plan with the community plan (i.e., emergency responders).
- Conduct training of employees, drills, and exercises.



FACILITY SCORECARD																									
SCORE	OUT OF 50																								
45	90%																								
<table border="1"> <thead> <tr> <th>CRITERIA</th> <th>YES</th> <th>NO</th> <th>SCORE</th> </tr> </thead> <tbody> <tr> <td>1. Emergency Management Plan</td> <td>YES</td> <td>NO</td> <td>10</td> </tr> <tr> <td>2. Emergency Management Plan is updated annually</td> <td>YES</td> <td>NO</td> <td>10</td> </tr> <tr> <td>3. Emergency Management Plan is integrated with the community plan</td> <td>YES</td> <td>NO</td> <td>10</td> </tr> <tr> <td>4. Emergency Management Plan is integrated with the facility's safety plan</td> <td>YES</td> <td>NO</td> <td>10</td> </tr> <tr> <td>5. Emergency Management Plan is integrated with the facility's risk management plan</td> <td>YES</td> <td>NO</td> <td>10</td> </tr> </tbody> </table>		CRITERIA	YES	NO	SCORE	1. Emergency Management Plan	YES	NO	10	2. Emergency Management Plan is updated annually	YES	NO	10	3. Emergency Management Plan is integrated with the community plan	YES	NO	10	4. Emergency Management Plan is integrated with the facility's safety plan	YES	NO	10	5. Emergency Management Plan is integrated with the facility's risk management plan	YES	NO	10
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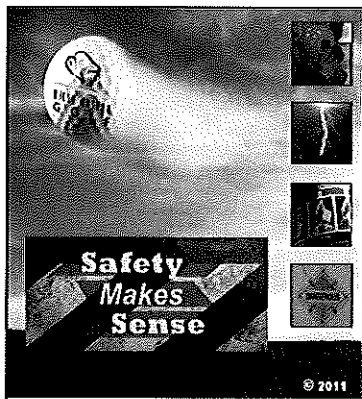
From this process, each facility develops an **action guide** that describes the procedures to be followed in the event of an emergency. It outlines which personnel and outside agencies are to be called and what information is to be collected and conveyed, and provides other basic response functions.

In addition, each facility develops an **overall emergency management plan** that includes the four phases of emergency planning – prevention, preparedness, response, and recovery. It describes the methods utilized to prevent emergencies, the plans implemented to prepare for emergencies, the actions to initiate in the event of an emergency, and the activities necessary to keep the organization functioning and to bring it back to full operation should damage be sustained. This work is completed as part of our firm's safety and risk management functions.

Safety & Risk Management

BCG's Director of **Contracts & Risk Management**, **Sandra Colareta** will direct the firm's efforts to ensure all managers and employees are provided with and trained in all appropriate safety and sanitation regulations, guidelines, and rules.

The firm maintains standard **safety and sanitation manuals** which meet OSHA standards for all positions and job responsibilities, machinery and equipment, and chemicals and fertilizers. Local and state regulations are added to the manuals and appropriate. BCG requires all employees to read and acknowledge receipt of all manuals, attend regular training sessions, and report any and all accidents or safety violations to his/her supervisor.



BCG also requires all employees to actively participate in our **"Safety makes Sense"** videos and training platform, acknowledge receipt of all manuals and attend regular training sessions,

Each training session and learning modules are geared towards specific departments and risks identified in our facility assessment.

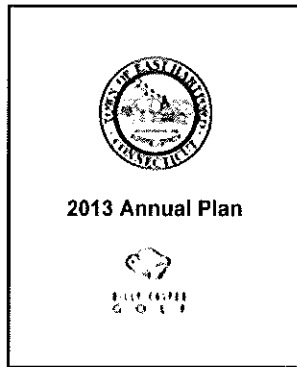
BCG also directs the securing and maintenance of all insurance, risk management, and business licensing requirements, including claims filing, renewals and the meeting of all **regulatory requirements**.

BUDGET PLANNING AND PREPARATION

BCG directs each facility to complete an annual planning process that includes development of an **Annual Plan (including Annual Budget, Business Plan, Marketing Plan and Agronomic Plan)** for the following calendar year (see next page for Table of Contents).

Each General Manager and his/her department heads work closely together with their BCG Regional Vice President and Marketing Team to develop an achievable budget and plan. Upon review by BCG Senior Management and approval by the client, the facility manager implements the plan to achieve the facility's goals.

Annual Budget: The Annual Budget includes the Operating Budget (Revenue, COGS, Labor Expenses, Operating Expenses, and Cash Flow); Statistical Summary; Personnel Schedule; Equipment Lease Schedule; 10-Year Pro Forma; and Capital Budget. BCG develops and proposes the budget to the client for their input and approval.



Annual Plan: The Annual Plan includes an Overview and Analysis of the business, market, and guest base; Marketing Goals and Strategies in order to meet the budgeted revenue goals; Operational Goals and Strategies in order to meet service and budgeted profitability goals; and Agronomic Goals and Strategies in order to efficiently and effectively condition the course.



2013 BCG ANNUAL PLAN TABLE OF CONTENTS

Overview & Analysis

- Executive Summary
- Mission Statement & USP
- History / Situation
- SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis
- Competitive Analysis
- Guest & Utilization Analyses

Marketing Goals & Strategies

- Financial Goals
- Daily Fee Golf
- Sales
- Guest Retention
- Retail
- Golfer Development
- Publicity & Community Relations

Operational Goals & Strategies

- Profitability
- Guest Service & Experience
- Employee Development & Morale

Agronomic Goals & Strategies

- Course Conditions
- Maintenance Labor Detail
- Chemical and Fertilizer Plan
- Square Footage Report
- Acreage Report
- Maintenance Equipment Report

Operating Budget

- Operating Budget
- Statistical Summary
- Personnel Schedule
- Equipment Lease Schedule
- 10-Year Pro Forma



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F. MATERIALS / EQUIPMENT LIST

Please see the following list that provide list of equipment needed to maintain LHGC

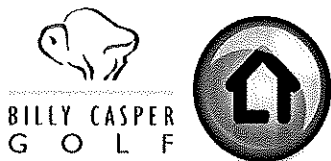
Qty	Type of Unit
3	Greens Mowers
1	Tee Mowers
2	Fairway Mower
1	Rough Unit
1	Trim Mower
1	z-mower
1	HD utility vehicle
4	utility vehicle
1	Bunker rake
1	Tractor
1	walk aerifier
1	pull behind blower
1	roller
1	Jr sod cutter
1	48" Overseeder
2	reciprocator
3	string trimmer
3	back pack blow
1	Push Mower
3	fert spreader
2	80 lb fert spreader
1	Sprayer



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G. CASH FLOW / PRO FORMA

Please see the following page.



ANNUAL SUMMARY ANALYSIS

Longhill Golf Course

CLUB SUMMARY

Golf	\$ 21.88	
Range	\$ -	
Retail	\$ 1.66	
F&B	\$ 4.70	
Other	\$ -	
TOTAL	\$ 28.24	Year of Detail 1

YEAR	TOTAL ROUNDS OF GOLF					
	25,359 1 2013	26,329 2 2014	26,834 3 2015	27,091 4 2016	27,351 5 2017	132,965 5 Year TOTAL
REVENUES						
Greens Fees	\$ 420,578	\$ 440,816	\$ 451,398	\$ 457,950	\$ 464,598	\$ 2,235,340
Cart Fees	\$ 121,903	\$ 127,833	\$ 130,934	\$ 132,851	\$ 134,796	\$ 648,317
Driving Range	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Activity or Pass Card Sales	\$ 12,340	\$ 12,463	\$ 12,588	\$ 12,714	\$ 12,841	\$ 62,946
Pro Shop Sales	\$ 42,195	\$ 44,248	\$ 45,547	\$ 46,444	\$ 47,358	\$ 225,792
Food (Food & Soft Drinks)	\$ 67,248	\$ 70,519	\$ 72,589	\$ 74,018	\$ 75,476	\$ 359,849
Beverages (Alcohol)	\$ 51,818	\$ 54,339	\$ 55,934	\$ 57,035	\$ 58,158	\$ 277,284
Miscellaneous Income - (Does not feed to split Summary pages)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 716,081	\$ 760,218	\$ 768,991	\$ 781,011	\$ 793,227	\$ 3,809,629
COST OF SALES						
COGS - Pro Shop Merch.	\$ 29,637	\$ 30,974	\$ 31,883	\$ 32,511	\$ 33,151	\$ 158,055
COGS - Food (food and soft drinks)	\$ 24,882	\$ 26,092	\$ 26,858	\$ 27,387	\$ 27,926	\$ 161,349
COGS - Beverage (alcohol)	\$ 16,582	\$ 17,388	\$ 17,899	\$ 18,251	\$ 18,611	\$ 107,528
TOTAL COST OF SALES	\$ 71,000	\$ 74,454	\$ 76,640	\$ 78,149	\$ 79,687	\$ 460,414
GROSS INCOME	\$ 645,081	\$ 675,764	\$ 692,351	\$ 702,863	\$ 713,540	\$ 4,150,275
LABOR						
	Increase >>	1.5%	1.5%	1.5%	1.5%	
Golf Operations Labor	\$ 126,119	\$ 128,011	\$ 129,931	\$ 131,880	\$ 133,858	\$ 649,799
General and Administrative Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Golf Course Maintenance Labor	\$ 154,923	\$ 157,247	\$ 159,606	\$ 162,000	\$ 164,430	\$ 798,207
Food and Beverage Labor	\$ 36,421	\$ 36,967	\$ 37,522	\$ 38,085	\$ 38,656	\$ 187,651
Pool/Fitness & Tennis Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales and Marketing Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Direct Labor	\$ 317,464	\$ 322,225	\$ 327,059	\$ 331,965	\$ 338,944	\$ 1,635,657
Total Payroll Taxes	\$ 38,554	\$ 39,133	\$ 39,720	\$ 40,315	\$ 40,920	\$ 198,642
Total Medical/Health Benefits	\$ 24,168	\$ 24,531	\$ 24,898	\$ 25,272	\$ 25,651	\$ 124,520
Insurance - Workers Comp	\$ 7,000	\$ 7,105	\$ 7,212	\$ 7,320	\$ 7,430	\$ 43,570
TOTAL LABOR	\$ 387,186	\$ 392,994	\$ 398,889	\$ 404,872	\$ 410,945	\$ 1,994,885
Labor as % of Revenue	54%	52%	52%	52%	52%	52%
Payroll Tax	12.1%					
OTHER OPERATIONAL EXPENSES						
	Increase >>	1.5%	1.5%	1.5%	1.5%	
Golf Operations Expense	\$ 12,803	\$ 12,995	\$ 13,190	\$ 13,388	\$ 13,589	\$ 65,964
General & Administrative Expense	\$ 48,895	\$ 49,628	\$ 50,373	\$ 51,128	\$ 51,895	\$ 261,920
Golf Course Maintenance Expense	\$ 104,524	\$ 106,091	\$ 107,683	\$ 109,298	\$ 110,937	\$ 538,533
Food and Beverage Expense	\$ 18,100	\$ 18,372	\$ 18,647	\$ 18,927	\$ 19,211	\$ 93,256
BCG Management Fee	\$ 81,000	\$ 82,215	\$ 83,448	\$ 84,700	\$ 85,970	\$ 417,334
Sales and Marketing Expense	\$ 2,400	\$ 2,436	\$ 2,473	\$ 2,510	\$ 2,547	\$ 12,365
Golf Cart Lease (Feeds from Lease Tab)	\$ 46,800	\$ 47,502	\$ 47,502	\$ 47,502	\$ 47,502	\$ 236,808
EXISTING - Equipment Leases (Feeds from Lease Tab)	\$ 84,000	\$ 85,260	\$ 85,260	\$ 85,260	\$ 85,260	\$ 425,040
FF and E - NEW FINANCED ITEMS - Items financed by club (not carts or maintenance equipment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes - Real Estate	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance - P and C	\$ 17,282	\$ 17,521	\$ 17,784	\$ 18,051	\$ 18,322	\$ 88,940
TOTAL OTHER OPERATIONAL EXPENSES	\$ 415,784	\$ 422,021	\$ 426,359	\$ 430,763	\$ 435,233	\$ 2,130,161
TOTAL EXPENSES	\$ 802,970	\$ 815,014	\$ 825,248	\$ 835,635	\$ 846,178	\$ 4,125,046
EBITDAR	\$ (157,888)	\$ (139,250)	\$ (132,897)	\$ (132,772)	\$ (132,638)	\$ (695,446)
CUMULATIVE EBITDAR	\$ (157,888)	\$ (297,139)	\$ (430,036)	\$ (562,808)	\$ (695,446)	
OPERATING MARGIN	-22%	-19%	-17%	-17%	-17%	-18%
NET OPERATING INCOME / NOI	\$ (157,888)	\$ (139,250)	\$ (132,897)	\$ (132,772)	\$ (132,638)	\$ (695,446)
CAPITAL INVESTMENT						
- Capital Investment in Start Up - (Feeds from Capital Tab)	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
- Capital Reserve on Gross Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL INVESTMENT	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
NET CASH FLOW (DEP & AMORT ADDED BACK)	\$ (202,888)	\$ (139,250)	\$ (132,897)	\$ (132,772)	\$ (132,638)	\$ (873,083)
CUMULATIVE NCF	\$ (202,888)	\$ (342,139)	\$ (475,036)	\$ (607,808)	\$ (740,446)	

0.00% Total Revenue

Approved by Owner/Agent:

* All Sales and Use Taxes assumed to be a pass through, not shown for budg
 ** Beginning Year Cash Balance - should be net of all Accounts Payable and



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H. SERVICES PROVIDED

MARKETING AND SALES PLAN

This strategic plan outlines the initial marketing action items BCG anticipates implementing during the **first year of operation of LHGC**. The primary objective of the Marketing Plan for LHGC and the Town is to significantly increase the acquisition and retention of guests leading to increased growth of Gross Revenue and profitability.

BCG will create and implement a five-part marketing strategy:

- Marketing Systems
- Guest Acquisition Programs
- Guest Retention Programs
- Sales Programs
- Quality Assurance Programs

MARKETING SYSTEMS

- **Web Site:** Establish a consumer-friendly, easy-to-navigate web site specifically for LHGC. The web site will be designed to provide the visitor easy access to reserving tee times, finding directions, learning more about the Town, inquiring about group business, and contacting the club.
- **E-mail:** Establish reliable, easy-to-use e-mail service for LHGC's manager and staff. E-mail will be used not only as a communication tool, but also as a branding opportunity with marketing messages and web site links embedded into the signatures of LHGC's e-mails.
- **Broadcast E-mail:** Establish a permission-based e-mail marketing system to send relevant messages regularly to guests of LHGC. E-mails will be designed to connect the guest directly to our site as well as the Town's web site.
- **Reservation System / Guest Database / POS:** Establish an integrated, fully-functional reservation system with guest database and point-of-sale system. BCG's preferred system, EZLinks Golf, includes services for a 24/7 operator-staffed reservation center, online tee time reservations, partner reservation portals, tracking of guest data, loyalty rewards programs, and recording of daily financial transactions.
- **Graphic Design:** Establish professional design guidelines and templates for graphics needed for LHGC' advertising, direct marketing, and systems. All graphics will be designed and implemented in a manner that benefits the overall image of the Town and brand and will follow any existing guidelines established by the Town.
- **Collateral:** Design and print business and sales collateral to support marketing and sales strategies. This includes score cards, yardage books, rack cards, brochures, sales flyers and folders, business stationary and cards, thank you notes, and posters.
- **Sales Systems:** Establish an electronic sales management tool for lead generation, management, and closing for group sales.



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GUEST ACQUISITION PROGRAMS

BCG's Marketing Team will establish measurable, effective, and guest-focused Acquisition Programs that attract guests to LHGC.

All Acquisition Programs will be designed and implemented in a manner that benefits LHGC as well as the Town. Markets, advertising mediums and lists will be used that provide the best measurable Return on Investment "ROI".

- **Advertising:** Design and implement a comprehensive advertising campaign that targets and attracts new guests. All advertising will be appropriately messaged for the intended product/service (local play, stay and play, group business), geographic target (local, regional, national), and guest type (trial, group leader).
- **Direct Mail:** Design and implement a comprehensive direct mail campaign that targets and attracts new guests in regional markets, providing incentive for trial use. All direct mail will be appropriately messaged for the intended product/service (local play, stay and play, group business), geographic target (local, regional, national), and guest type (trial, group leader).
- **Broadcast E-mail:** Design and implement comprehensive e-mail marketing campaign that targets and attracts new guests in regional markets, providing incentive for trial use. All broadcast e-mail will be appropriately messaged for the intended product/service (local play, stay and play, group business), geographic target (local, regional, national), and guest type (trial, group leader).
- **Promotional Offers:** Establish and implement promotional offers designed to attract new guests to be the first to play.

The creation of specific promotional offers requires thorough, knowledge of the market area, a thorough understanding the golfer segment, as well as trial-and-error with differing options. For example, BCG employs A-B testing (i.e., one group of guests receives offer A and another group of similar guests receives offer B) in order to determine which offer may be the best for full implementation.

Careful attention will be paid to the impact (positive and negative) of any promotional offer on volume, total revenue, and average revenue per round. Promotional offers tied to specific advertising or direct marketing campaigns will be measured in order to ascertain the ROI of the campaign.

A full-scale season-long acquisition program, including advertising, direct marketing, and partnerships will be implemented for LHGC.



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QUALITY ASSURANCE PROGRAMS

BCG's Marketing Team will establish measurable, effective, and guest-focused Quality Assurance Programs that help to ensure the guest's experience matches the brand promise established through marketing, sales, and PR programs.

The following programs will be implemented at LHGC to receive feedback that allows management to best train staff to exhibit the brand promise as well as BCG's Guest Vision. Results will be used to improve the experience for the current guests, prospective guests and to train employees.

Guest Surveys and Feedback: BCG will implement guest surveying and feedback mechanisms to maintain a constant understanding of how well we are doing at meeting guests' needs. Both a toll-free guest comment line and web e-mail forms will be established.

- **Mystery Shopping On-Site Visits:** BCG will implement a regular Mystery Shopping program with independent, unbiased guests rating their experience based on how BCG trains our employees to deliver that experience.
- **Mystery Telephone Sales Calls:** BCG will implement a regular secret shopper sales calls program to test response times and information provided of sales people.



Daily Fee Strategic Initiatives	Daily Fee Golf - Action/ Steps
membership drive.	<ul style="list-style-type: none"> Reach out to pass holders that have resigned in the past due to economic reasons and try to get them to re-join.
Continue to make pass holders feel special and important to our club.	<ul style="list-style-type: none"> Recognizing birthdays and anniversaries Sending out random appreciation gifts like "special rates for guests for month", free range ball month, thank you gift certificates in January, etc.

F&B Strategic Initiative	F&B Action / Steps
Add events	<ul style="list-style-type: none"> New Year's Brunch Valentine's Day Brunch Outdoor Summer Brunch Theatre Night on the Range with cookout
Capitalizing on To Go orders	<ul style="list-style-type: none"> Face-to-face sales at nearby businesses (packaged with other F&B and golf needs) Break up community in 12 sections minus the people who already use restaurant and send them a "Buy One Get One Free" meal coupon in increments and with an expiration date.
Seek new small group business and meetings	<ul style="list-style-type: none"> Research existing groups that advertise lunches in the newspaper and have lunches and see if we can get them to utilize restaurant. Contact past financial planners, etc. about planning an event

Marketing Strategic Initiatives	Marketing Action / Steps
Change to EZlinks System	<ul style="list-style-type: none"> Transition from current POS to EZLinks during summer off season.
Data Capture	<ul style="list-style-type: none"> Maintain a data capture rate of 90%. Use the EZLinks system to take advantage of the GUESTrac™ Use the guest data to better segment geographic distribution so we can improve our target marketing.
New Marketing Channels	<ul style="list-style-type: none"> Explore new marketing channels other than the newspaper. Take advantage of the Golf Channel relationship



Marketing Strategic Initiatives	Marketing Action / Steps
Public Relations	<ul style="list-style-type: none">• Work with Buffalo communications to improve our PR and take advantage of events and accolades of the club.• Attain enough ratings from Golf Digest and achieve "Best Of" status in their rankings.



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I. PRICES, FEES & CHARGES

BCG has assumed a similar rate structure to current operation.

Weekdays		Weekends	
Resident 9 holes	\$14.00	Resident 9 holes	\$19.00
Resident 18 holes	\$19.00	Resident 18 holes	\$27.00
Non-Resident 9 holes	\$17.00	Non-Resident 9 holes	\$22.00
Non-Resident 18 holes	\$23.50	Non-Resident 18 holes	\$29.00
Senior Resident 9 holes	\$10.00	Senior Resident 9 holes	\$15.00
Senior Non-Resident 9 Holes	\$13.00	Senior Non-Resident 9 Holes	\$18.00
Senior Resident 18 holes	\$15.00	Senior Resident 18	\$21.00
Senior Non-Resident 18 holes	\$19.00	Senior Non-Resident 18	\$24.00
Junior Resident 9 holes	\$10.00	Junior Resident 9 holes	\$15.00
Junior Non-Resident 9 holes	\$13.00	Junior Non-Resident 9 holes	\$18.00
Junior Resident 18 holes	\$15.00	Junior Resident 18 holes	\$21.00
Junior Non-Resident 18 holes	\$19.00	Junior Non-Resident 18 holes	\$24.00
Cart Fees - 9 holes - per person	\$8.00	Cart Fees - 9 holes - per person	\$8.00
Cart Fees - 18 holes - per person	\$14.00	Cart Fees - 18 holes - per person	\$14.00

Discounts		
Seniors - 65 & Over	7am - 3:30pm	Resident and Non-Resident
Juniors - 17 & Under	10am - 3:30pm	Resident and Non-Resident
Club Rental not available		



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J. STATEMENT OF QUALIFICATIONS / RESUMES

CORPORATE SUPPORT

BCG'S Northeast Region is led by a team of senior managers:

- Executive Vice President, Joe Goodrich
- Northeast Regional Director of Agronomy, Matt Fauerbach
- Northeast Regional Manager, Ryan Phelps

This highly qualified Team will serve as BCG's primary personnel to oversee the management and operation of LHGC. Corporate oversight of all operations will be provided by Executive Vice President, Joe Goodrich and BCG will work closely and report as needed to the Town to ensure that the facility complies with all local, state, and federal regulations, and that the anticipated needs and goals of the Town for LHGC are being met.

Mr. Goodrich is based at BCG's Corporate Office in Virginia, directly supervises multiple municipal portfolios, and is a veteran of the golf course management industry. Mr. Goodrich's experience includes developing and overseeing firm's golf course development and major renovation projects, including full project management, strategic planning and budgeting, land planning, golf course design and construction, vertical building design and construction, pre- and post-opening operations management, and facility opening. Mr. Goodrich has directly overseen the development and opening of 15+ new golf courses since 1996, several of which are multi-million dollar renovation projects.

Mr. Fauerbach has been involved in golf course management and course construction and renovation since 1995. He has overseen the completion of our Rock Manor Golf Course in Wilmington. Mr. Fauerbach has extensive experience with the Northeast golf market and courses. Mr. Fauerbach is a 1994 graduate of the University of Delaware.

Mr. Phelps has 10+ years of experience in the golf industry. Working from our Northeast Regional office, he currently oversees the daily operations of the BCG facilities in Connecticut, Massachusetts, New Jersey and New York and Pennsylvania. Prior to BCG, he assisted in management of golf facilities in Georgia, Michigan and Texas. He is a graduate of Ferris State University.



R. Joseph Goodrich, PGA

Executive Vice President, Billy Casper Golf, Vienna, VA (Present)

Senior Vice President, Billy Casper Golf, Vienna, VA (2002-2011)

- Direct the firm's oversight of managed golf facilities in the BCG portfolio.
- Supervise field-based regional vice presidents and regional managers.
- Manage the firm's contractual obligations, annual planning, reporting, client communication, and financial results for each facility.
- Negotiate and develop company-wide policies and programs for national vendor accounts in maintenance equipment, golf carts, and agronomic supplies.
- Direct the firm's golf course development and major renovation projects, including full project management, strategic planning and budgeting, land planning, golf course design and construction, vertical building design and construction, pre- and post-opening operations management, and facility opening. Has directly overseen the development and opening of fifteen new golf courses since 1996, including several multi-million dollar renovation projects.



Vice President of Operations, Billy Casper Golf, Vienna, VA (1994-2002)

- Oversaw daily operations of ten managed golf facilities in five states, including golf operations, food and beverage, maintenance, marketing and sales, personnel management, accounting, capital improvements, budgeting, merchandise buying, inventory control, golf course equipment and cart procurement, and financial reporting.
- Forecast cash flow and developed strategic positioning for, and supervised General Managers and Superintendents of each facility

EDUCATION: PGA Member – Class A
B.S., Ferris State University, Big Rapids, MI
Professional Golf Management Program



Matthew H. Fauerbach, GCSAA

Northeast Regional Director of Agronomy, Billy Casper Golf, Wilmington, DE (2008-Present)

- Acting agronomic counsel for Northeast BCG properties
- Actively work with superintendents to ensure maximum efficiencies within maintenance operations
- Facilitate communication on all course related issues between owners, management and superintendents
- Project manager over capital improvements and investments
- Work with National Account Partners to ensure maximum benefit to courses



Mid-Atlantic Regional Superintendent, Billy Casper Golf, Rock Manor Golf Course, Wilmington, DE (2006-2007)

- Responsible for managing construction and grow in of last 12 holes of construction Delivered the course within budget and on schedule for opening date
- Managed construction of vertical structures at RMGC including clubhouse, cart barn, and maintenance building
- Coordinated Rock Manor site work with subcontractor
- Initiated Audubon Cooperative Sanctuary Program at Rock Manor-Certified 2009
- Instituted water quality study over City of Wilmington potable water supply
- Transitioned 72 holes in Philadelphia to Billy Casper Golf

EDUCATION: University of Maryland – Turfgrass Management
University of Delaware – Criminal Justice/English

Ryan W. Phelps, PGA

Northeast Regional Manager, Billy Casper Golf, (2011 to present)

- Manage and oversee performance of Northeast facilities
- Directly responsible for managing and directing entire operation
- Hires, trains and supervises all staff in the Golf and F&B operations
- Creates annual business plan and associated budget
- Oversees the care and maintenance of the property's physical assets and facilities
- Assists in the creation and coordination of the property's marketing strategy in conjunction with the designated Billy Casper Golf Marketing and Sales Directors
- Works with managers to create and conduct player development programs
- Participates in outside activities that are judged appropriate to enhance the presence of the property in the local community



General Manager/Director of Golf, Pine Ridge Golf, East Falmouth, MA, Billy Casper Golf, (2008-2011)

General Manager/Director of Golf, Falmouth Country Club, East Falmouth, MA, Billy Casper Golf, (2007-2008)

Head Golf Professional, Bent Creek Golf Course, Jacksonville, FL., Billy Casper Golf, (2004-2007)

EDUCATION: BA in Business with Honors, Ferris State University, Big Rapids, MI
Marketing/Professional Golf Management / Golf Professional Training Program

CORPORATE SUPPORT – LHGC TEAM

BCG's corporate personnel provide professional management services, including personnel management; oversight of all golf, retail and F&B operations; budgeting, accounting and financial statement preparation; development and implementation of marketing, publicity, sales, and promotional activities. **Team members assigned to oversight and support of LHGC are highlighted.**

Rob Higby

Northeast Regional Marketing Director, Billy Casper Golf, Westminster, MD (2003-Present)

Mr. Higby develops and implements marketing and sales programs for BCG's golf facilities in the Northeast. Prior to his current role, Mr. Higby's career encompassed positions ranging from Caddy to Assistant Golf Pro, managing and developing programming with 13 Golf Professionals and a portfolio's golf staff consisting of over 200 individuals. He is a Certified Golf Instructor in Therapeutics, with a degree from the University of Cincinnati, Cincinnati, OH, BS, Administration and Marketing.



Dave Williams

Vice President, IT/IS, Billy Casper Golf, Vienna, VA (2011 - Present)

Mr. Williams directs BCG's Information Technology and Systems, including national and regional support, management and data systems, and computer security. Prior to joining BCG in 2011, he worked in IT for a major insurance company, including establishing and running its Internet Business Unit for six different lines of business. Mr. Williams is a graduate of the University of Maryland.



Katie M. Barongan, SPHR

Vice President, Human Resources, Billy Casper Golf, Vienna, VA (2002-Present)

Ms. Barongan directs all corporate and club human resource matters, including staffing, benefits, employee relations and employment law. Prior to BCG, she served in human resources roles for Deloitte & Touche and Cap Gemini Ernst & Young. Ms. Barongan is a graduate of Virginia Polytechnic University, and is a Certified Professional in Human Resources (SPHR).



Stephen Nicholson, CPA

Senior Accounting Manager, Billy Casper Golf, Vienna, VA (2005-Present)

Mr. Nicholson oversees day-to-day financial matters for several of BCG's managed golf facilities. He is responsible for handling of clubs' general ledger, accounts receivable, accounts payable, cash management and payroll functions. Prior to BCG, he served as a Director of Finance with several non-profit associations. Mr. Nicholson is a graduate of Fairmont State University.





BILLY CASPER
G O L F

Requirements of General Manager / Director of Golf (“GM” / “DOG”)



The Gm / DOG is directly responsible for all operational functions, including the hiring and training of all operational personnel; budgeting and coordination of accounting functions; coordination of marketing activities; and working closely with and reporting to the Town's representatives on day to day operations.

BCG employs dozens of Class A PGA Members nationwide and intends to have an **experienced, Class A PGA Member on-site** and involved in daily operations at LHGC. Each BCG Manager works with his/her department heads, on-site staff, and BCG corporate team to direct the golf course's business, including:

- **Leadership:** Cultivating a positive and productive workplace through communication, vision, teamwork and commitment; reinforcing company values and beliefs through both words and actions.
- **Golf Operations:** Encompassing tee sheet management, outside services, outings and tournaments and player development programs to increase facility utilization and revenues.
- **Course Maintenance:** Partnering with the Superintendent to ensure compliance with maintenance standards to provide a healthy and manicured course from tee to green with emphasis on “best in class” course conditions.
- **Guest Service:** Providing world-class service and products to increase guest acquisition and retention. Actively promoting BCG's ‘Guest Experience Initiative’ and ‘Guest Vision Statement.’
- **Sales and Marketing:** Implementing key strategies to create a ‘Revenue Culture’ in which all employees generate revenue through increased daily fee rounds, outing rounds, and merchandise sales; understanding local competition and creatively increasing the golf course's market share.
- **Accounting/Budgeting:** Creating and managing annual budgets, partnering with department heads to ensure efficient expense and revenue management, and performing daily/weekly/monthly accounting and financial reporting process.
- **Human Resources:** Recruiting, training and developing department heads and staff; manage compensation, payroll and benefits administration.
- **Player Development:** Developing and implementing instructional programs to attract, retain, and improve new golfers and those returning to the game.

BCG's ability to source and hire high-quality employees for key positions during quick start-ups and transitions is exceptional, **having completed 135+ transitions and 10 new course start-ups**, BCG's experience with and ability to build a successful on-site team is unmatched in the industry.



BILLY CASPER
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K. EXPERIENCE / CONTRACT HISTORY

Please see Section L.

L. FACILITY LIST

BCG'S FACILITIES / EXPERIENCE

BCG manages more than 135 facilities throughout the United States, including several multi-course portfolios, and all sizes and types of golf courses – 9, 18, 27, and 36 holes – public, daily-fee, semi-private, private, practice, and resort. Unless otherwise noted, the golf facility is 18 holes. More information about any of our courses is available upon request or by visiting our website: www.billycaspergolf.com.

NORTHEASTERN U.S.

Connecticut

- Country Club of Woodbridge, Town of Woodbridge, CT (*public*)
- Lyman Orchards Golf Club, Middlefield, CT (*daily-fee*)
- The Golf Club at Oxford Greens, Oxford, CT (*semi-private*)
- Wintonbury Hills Golf Course, Town of Bloomfield, CT (*public*)

Massachusetts

- Falmouth Country Club, Town of Falmouth, MA (*public, 27*)

New Jersey

- Berkshire Valley Golf Course, Jefferson Town, NJ (*public*)
- Cranbury Golf Club, West Windsor, NJ (*semi-private*)
- Greenbriar Oceanaire Golf & Country Club, Waretown, NJ (*private*)
- High Bridge Hills Golf Course, Borough of High Bridge, NJ (*public*)
- Royce Brook Golf Club, Hillsborough, NJ (*private, daily-fee*)

New York

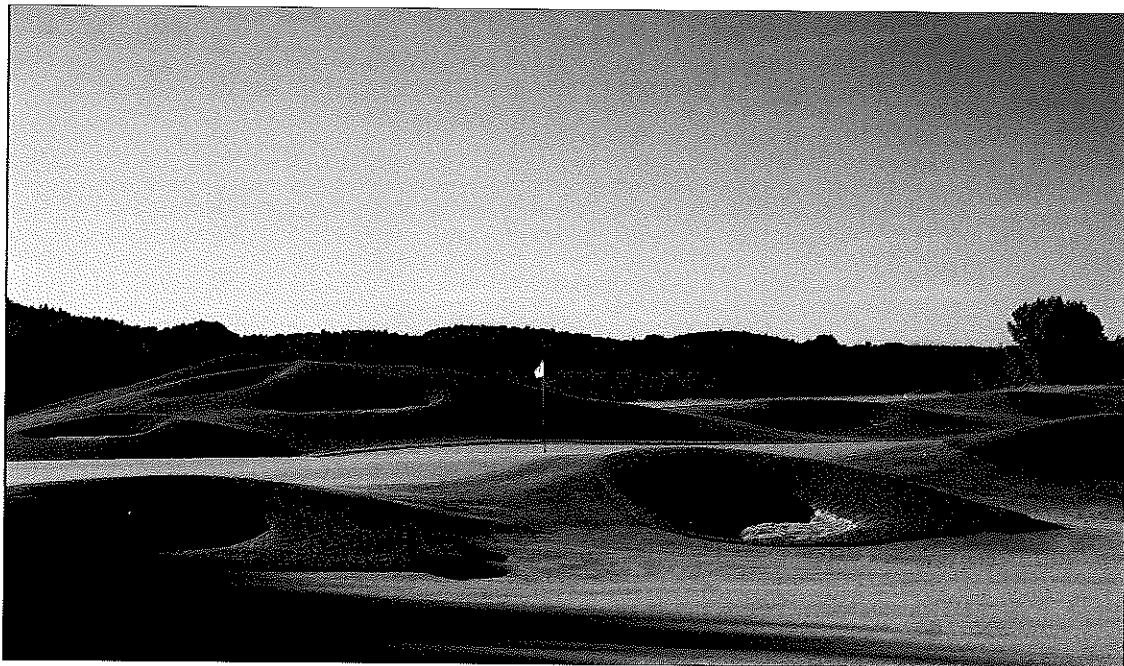
- Beekman Golf Course, Hopewell Junction, NY (*semi private, 27*)
- Hudson Hills Golf Course, Ossining, NY (*public*)
- Pine Ridge Golf Club, Coram, NY (*daily-fee*)

PAST MUNICIPAL FACILITIES

The following is a list of municipal contract activity within the past 10 years.

FACILITY NAME	STATE	TYPE	CONTRACT	START DATE	STATUS	REASON
Hudson Hills GC	NY	M	Lease	2004	ACTIVE	
Lederach GC	PA	M	Management	2004	ACTIVE	
Summer Meadows Golf Links	WA	M	Lease	2004	ACTIVE	
Armed Forces Retirement Home GC	DC	M	Maintenance Only	2004	ACTIVE	
Stonebridge GC (Rome)	GA	M	Management	2004	ACTIVE	
Maple Moor GC	NY	M	Lease	2005	2010	Contract Expired
Ocean View GC	VA	M	Lease	2005	ACTIVE	
Falmouth CC	MA	M	Lease	2005	ACTIVE	
Panorama CC	TX	M	Management	2005	ACTIVE	
Bent Creek GC	FL	M	Lease	2005	ACTIVE	
Reading CC	PA	M	Management	2006	2008	Contract Expired
Saxon Woods GC	NY	M	Golf Ops Only	2006	2011	Contract Expired
Cypress Ridge GC	KS	M	Management	2006	2011	Course Sold
Whittle Springs GC	TN	M	Management	2006	ACTIVE	
National GC of Louisiana	LA	M	Management	2006	ACTIVE	
Knox Municipal GC	TN	M	Management	2007	ACTIVE	
Heatherwoode GC	OH	M	Management	2007	ACTIVE	
Brea Creek GC	CA	M	Management	2007	ACTIVE	
Rock Manor GC	DE	M	Lease	2007	ACTIVE	
Page Belcher GC (36)	OK	M	Management	2008	ACTIVE	
Mohawk Park GC (36)	OK	M	Management	2008	ACTIVE	
City Park GC	LA	M	Management	2008	ACTIVE	
Poplar Creek GC	IL	M	Maintenance Only	2008	ACTIVE	
USF - The Claw GC	FL	M	Management	2008	ACTIVE	
Devou Park GC	KY	M	Management	2008	ACTIVE	
Cobbs Creek / Karakung (36) GC	PA	M	Management	2008	ACTIVE	
FDR GC	PA	M	Lease	2008	ACTIVE	
John Byrne GC	PA	M	Lease	2008	ACTIVE	
Cityline Sports Center GC	PA	M	Lease	2008	ACTIVE	
Florissant GC	MO	M	Lease	2009	ACTIVE	
Delcastle GC	DE	M	Lease	2009	ACTIVE	
Desert Rose GC	NV	M	Lease	2009	ACTIVE	
Diversey Driving Range	IL	M	Management	2009	ACTIVE	
Jackson Park GC	IL	M	Management	2009	ACTIVE	
Marquette Park GC	IL	M	Management	2009	ACTIVE	
Sydney Marovitz GC	IL	M	Management	2009	ACTIVE	
Robert Black GC	IL	M	Management	2009	ACTIVE	
Columbus Park GC	IL	M	Management	2009	ACTIVE	
South Shore GC	IL	M	Management	2009	ACTIVE	
Ed Oliver GC	DE	M	Lease	2009	ACTIVE	
Westwinds GC	CA	M	Management	2010	2011	Course Closed
Waters Edge GC	IL	M	Management	2010	ACTIVE	
Briardale Greens GC	OH	M	Management	2010	ACTIVE	
Sanctuary Lake GC	MI	M	Management	2010	ACTIVE	

FACILITY NAME	STATE	TYPE	CONTRACT	START DATE	STATUS	REASON
Sanctuary Lake GC	MI	M	Management	2010	ACTIVE	
Sylvan Glen GC	MI	M	Management	2010	ACTIVE	
Green Tree GC	CA	M	Management	2010	ACTIVE	
Fernandina Beach GC	FL	M	Lease	2010	ACTIVE	
Stirling Links	FL	M	Lease	2010	ACTIVE	
Orchard Valley GC	IL	M	Lease	2010	ACTIVE	
Hilltop GC	MI	M	Management	2011	ACTIVE	
Forest Greens GC	VA	M	Management	2011	ACTIVE	
Prince William GC	VA	M	Management	2011	ACTIVE	
Generals Ridge GC	VA	M	Management	2011	ACTIVE	
Black Mountain GC	NC	M	Management	2011	ACTIVE	
RedGate GC	MD	M	Lease	2012	ACTIVE	
CC of Woodbridge	CT	M	Management	2012	ACTIVE	
Berkshire Valley GC	NJ	M	Management	2012	ACTIVE	
Lake Ridge GC	VA	M	Management	2012	ACTIVE	
Ocala GC	FL	M	Management	2012	ACTIVE	
Fellows Creek GC	MI	M	Management	2013	ACTIVE	
Dauphin Highlands GC	PA	M	Management	2013	ACTIVE	



Wintonbury Hills Golf Course, Town of Bloomfield, Connecticut



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M. CLIENT REFERENCES

BCG provides the following references from clients with similar facilities who can speak to our firm's and to our key management personnel's capabilities in operating public golf facilities. BCG can provide additional references if deemed necessary.

**ANTHONY F. GENOVESE, DIRECTOR OF FINANCE AND OPERATIONS
TOWN OF WOODBRIDGE**

11 Meetinghouse Lane
Woodbridge, CT 06525
Telephone: 203-389-3482
Service: Full Service Management
Client Since: 2012
Course: Country Club of Woodbridge

**HEATHER B. HARPER, ASSISTANT TOWN ADMINISTRATOR
TOWN OF FALMOUTH**

59 Town Hall Square
Falmouth, MA 02540
Telephone: 508-495-7320
Client Since: 2005
Service: Full Service Management
Course: Falmouth Country Club

**STEPHEN J. PACELLA, PGA, SUPERINTENDENT OF RECREATION, ADMINISTRATION
CINCINNATI RECREATION COMMISSION**

805 Central Avenue, Suite 800
Cincinnati, OH 45202
Telephone: 513-352-4961
Client Since: 2003
Service: Full Service Management
Courses: Avon Fields Golf Course, California Golf Course, Dunham Golf Course, Glenview Golf Course, Neumann Golf Course, Reeves Golf Course, Woodland Golf Course

**LEON RIVERS, TOWN COUNCIL MEMBER AND CHAIRMAN OF THE GOLF COMMITTEE
TOWN OF BLOOMFIELD**

800 Bloomfield Avenue
Bloomfield, CT 06002
Telephone: 860-841-3327
Service: Full Service Management
Client Since: 2003
Course: Wintonbury Hills Golf Course

**CYNTHIA L. BORATKO, EXECUTIVE DIRECTOR
DAUPHIN COUNTY GENERAL AUTHORITY**

530 South Harrisburg Street
Harrisburg, PA 17113
Telephone: 717-985-1627
Client Since: 2013
Service: Full Service Management
Course: Dauphin Highlands Golf Course

Long Hill Golf Course
East Hartford, CT
June 2013



**BILLY CASPER
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N. FINANCIAL REFERENCES

BCG provides the following references that can verify BCG's capabilities.

JOE COSTA, SENIOR VICE PRESIDENT, MID-ATLANTIC COMMERCIAL BANKING

CAPITAL ONE BANK

1680 Capital One Drive, 10th Floor

McLean, VA 22102

Telephone: 703-720-6515

Relationship: Banking

GARY DORSCH, PRINCIPAL

ALLEGIANCE CAPITAL

2000 West 41st Street

Baltimore, MD 21211

Telephone: 410-338-6314

Relationship: Capital

DAVID THINNES, NATIONAL SALES MANAGER

PNC BANK

995 Dalton Ave

Cincinnati, OH 45203

Telephone: 513-455-9629

Relationship: Bank/Lease Financing

DAN WALKER, NATIONAL ACCOUNTS

CLUB CAR

P.O. Box 204658

Augusta, Georgia 30917

Telephone: 706-868-3806

Relationship: Golf Cart Supplier

PHILLIP SURATT

TORO

2611 Sir Turquin Lane

Louisville, TX 75056

Telephone: 972-899-2983

Relationship: Turf Equipment / Irrigation Supplier



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O. LITIGATION HISTORY

BCG offers to following information in regards to open litigation.

- **Stump v. Billy Casper Golf**
Premises Liability claim brought against BCG. Plaintiff claiming damages resulting from fall caused by not seeing step.
Filed 8/12/2009 - Not concluded.
- **King v. Billy Casper Golf**
Personal Injury claim brought against BCG. Plaintiff claiming damages from slip & fall on wet pavement.
Filed 10/2/2009 - Not concluded. BCG filed motion for summary judgment 10/25/11.
- **Hanisko v. Billy Casper Golf**
Premises Liability claim brought against BCG. Plaintiff is former employee alleging injury from fall on premises while living on property.
Filed 2/11/2011 - Not concluded.
- **BCG v. Kensington Golf Club, LLC**
Breach of contract claim brought by BCG. BCG filed suit for breach of contract and unpaid debt.
Filed 3/2011 - Settlement Pending

Due to confidentiality requirements, worker's compensation claims and EEOC claims cannot be disclosed.



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P. BCG BALANCE SHEET

BCG possesses and **can demonstrate the financial ability** to meet the terms of the proposed Agreement. BCG is a closely-held business that was founded in 1989 by its current Chairman, Peter Hill and Vice Chairman, Bob Morris. The firm recognizes the importance of demonstrating a secure and meaningful financial standing with its clients and creditors. BCG has consistently been able to satisfy the requirements of its numerous government clients and will continue to do so in the future. BCG's assets exceed \$35 million and its working capital exceeds \$12 million.

BCG will provide the Town with supplemental financial information, if needed, at a later stage of the selection process.



Q. CERTIFICATE OF INSURANCE

Please see below an outline of BCG's insurance coverage for each BCG facility.

Billy Casper Golf, Inc. Schedule of Insurance January 1, 2013 - January 1, 2014		
Property, Policy Number: 35891360 Insurance Carrier: Chubb		
Coverage	Limits	Deductibles
Building	\$25,000,000 Primary - Any One Occurrence subject to the following Sub-limits	\$2,500
Personal Property	Included in Above Policy Limit	\$2,500
Carts & Equipment	Included in Above Policy Limit	\$500
Business Income/Extra Expense	Included in Above Policy Limit	24 Hour Waiting Period
Golf Course Property - Tees, Greens and Fairways	\$2,500,000 Per Location	\$2,500
Trees, Shrubs and Plants on course	\$5,000 Per Tree/Shrub/Plant	\$2,500 - All Other Courses
Damage to Dams, Dikes and Retaining Walls for Property Damage	\$750,000 Per Occurrence Including Debris Removal	\$25,000 - High Hazard Locations
	Included in Real and Personal Property	\$2,500
Windstorm	Included in Above Policy Limit	Tier 1: 5% per Unit Subject to \$500,000 Minimum Tier 2: 2% per Unit Subject to \$250,000 Minimum Wait/Towdays: \$100,000 per occurrence
Earthquake	CA, HI and AK Only: \$2,500,000 Occurrence \$2,500,000 Aggregate All Other Zones: \$5,000,000 Occurrence \$5,000,000 Aggregate	CA, HI and AK Only: 5% per Unit Subject to \$500,000 Minimum Pacific Northwest & New Madrid: 3% per Unit Subject to \$100,000 Minimum All Other Zones: \$100,000
Flood	Flood Zones A and V: \$2,500,000 Occurrence \$2,500,000 Aggregate All Other Flood Zones: \$5,000,000 Occurrence \$5,000,000 Aggregate	Flood Zones A and V: 5% of TV Subject to \$500,000 Minimum for locations wholly or partially within flood zones A and V as defined by FEMA. All Other Flood Zones: \$50,000
Excess Property, Policy Number: 1HD974456 Insurance Carrier: RSUI		
Building	\$75,000,000 Excess of \$25,000,000	Per Primary Coverage
Personal Property	\$75,000,000 Excess of \$25,000,000	Per Primary Coverage
Business Income/Extra Expense (Including Rental Value)	\$75,000,000 Excess of \$25,000,000	Per Primary Coverage
General Liability, Policy Number: 3594-17-30 Insurance Carrier: Chubb		
General Aggregate	\$15,000,000	\$0
Products - Completed Operations Aggregate	\$2,000,000	\$0
Each Occurrence	\$1,000,000	\$0
Personal & Advertising Injury Liability	\$1,000,000	\$0
Damage to Premises Rented by You	\$100,000	\$0
Medical Expenses	\$10,000	\$0
Liquor Liability	\$1,000,000 Each Incident \$2,500,000 Aggregate	\$1,000
Employee Benefits Liability	\$1,000,000 Each Employee \$1,000,000 Aggregate	\$1,000
Automobile, Policy Number: 70215385 AOS, 70215386 HI only, 70215394 VA only Insurance Carrier: Chubb		
Auto Liability	\$1,000,000	\$0
Uninsured Motorists	\$1,000,000	\$0
Underinsured Motorists	\$1,000,000	\$0
Medical Payments	\$10,000	\$0
Comprehensive Physical Damage	Actual Cash Value	\$500
Collision Physical Damage	Actual Cash Value	\$500
Workers Compensation, Policy Number: 21715540 Insurance Carrier: Chubb		
Workers Compensation	Statutory	\$0
Employers Liability:		
Bodily Injury by Accident - Each Accident	\$1,000,000	
Bodily Injury by Disease - Policy Limit	\$1,000,000	
Bodily Injury by Disease - Each Employee	\$1,000,000	
Umbrella Liability, Policy Number: BE019070442 Insurance Carrier: Chubb		
Per Occurrence Limit	Per Terms of Management Agreement	\$0
Aggregate Limit	Per Terms of Management Agreement	\$0
Excess Liability, Policy Number: SHX0032003014 Insurance Carrier: Fireman's Fund		
Per Occurrence Limit	Per Terms of Management Agreement	\$0
Aggregate Limit	Per Terms of Management Agreement	\$0
Pollution Legal Liability, Policy Number: 699301 Insurance Carrier: Ironshore		
Each Incident	\$2,000,000 Per Incident / Per Aggregate	\$25,000
Coverage Aggregate	\$16,000,000 Per Policy Aggregate	
Policy Aggregate		
Crime, Policy Number: 02094018 Insurance Carrier: Chubb		
Employee Theft	\$2,000,000	\$15,000
Premises Coverage	\$2,000,000	\$15,000
In Transit	\$2,000,000	\$15,000
Forgery or Alteration	\$2,000,000	\$15,000
Money Order & Counterfeit Fraud	\$2,000,000	\$15,000
Credit Card Fraud	\$2,000,000	\$15,000
Client Coverage	\$2,000,000	\$15,000
Computer and Funds Transfer Fraud	\$2,000,000	\$15,000
Expense	\$250,000	\$15,000
Directors & Officers, Employment Practices & Fiduciary, Policy Number: DONG25033267002 Insurance Carrier: AIG		
Employment Practices Liability	\$5,000,000	\$75,000 - EPL \$100,000 - Third Party Only
Fiduciary Liability	\$5,000,000	\$0
Special Crime, Policy Number: 11362020 Insurance Carrier: Chubb		
Each Loss - Ransom Monies	\$2,000,000	\$0
Each Loss - In Transit/Delivery	\$2,000,000	\$0
Consuming Expenses	Unlimited	\$0
Professional Liability, Policy Number: EEN000052991301 Insurance Carrier: AXIS Surplus Insurance Company *Non-Adm Rtd		
Each Claim Limit	\$5,000,000	\$25,000
Aggregate Limit of Liability	\$5,000,000	\$10,000 - Buff Comm Only

NOTE: This is a summary of your program only. For detailed explanation of terms and conditions, please refer to your policies or contact Wells Fargo Insurance Services



BILLY CASPER
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R. EEO STATEMENT

PERSONNEL MANAGEMENT

BCG staffs each facility it manages with the number of managers and employees that are necessary to successfully operate a profitable business. Each facility manager works closely with BCG's Human Resources Director, to recruit and hire, transition, train and evaluate, and employ individuals for all positions, recruiting first from the existing staff and secondly from our local and national database of proven and knowledgeable personnel.

BCG will provide **complete human resources and personnel management** services for LHGC utilizing the skills and resources of a talented team of HR professionals.

BCG utilizes **local and national resources to recruit and hire** the best individuals for all positions, with particular attention paid toward employing local residents and **current employees**. Where appropriate, BCG is sensitive of employment, compensation, and benefits issues for individual employees, particularly during a transition period. BCG communicates fully and works effectively with all affected employees in order to ease anxieties and assure a smooth transition.

BCG expressly supports and is committed to the principle of **Equal Employment Opportunity and Affirmative Action**. It is our firm's policy to recruit, hire, train, and promote individuals that are qualified persons. We implement and administer all personnel policies and other employment actions without regard to race, color, religion, creed, age, sex, national origin or ancestry, marital status, veteran status, status as a qualified handicapped or disabled individual, or any impermissible factor in accordance with applicable laws.

BCG expressly supports and is committed to promoting a **Drug-Free Workplace**, and preventing and prohibiting any form of impermissible harassment. BCG strictly enforces all appropriate safety rules and practices, state and local liquor laws, and state and federal employment regulations. BCG **provides benefits** to applicable full-time permanent employees, and offers professional growth opportunities for all employees.

All current employees will have an opportunity to become employees of BCG. During the transition period after the contract is awarded, employees will be interviewed to assess their skill sets and qualifications for their positions. At this initial interview, BCG policies, procedures, performance standards, and wage standards will be reviewed.



BILLY CASPER
G O L F

S. **BCG INCORPORATION CERTIFICATE**

BIDDER INFORMATION

Name of Party: Billy Casper Golf, LLC

Address: 8300 Boone Boulevard, Suite 350
Vienna, Virginia 22182

Telephone: 703.761.1444

Fax: 703.893.3504

Federal Tax ID: 86-1092316

Date of incorporation: December 2003

State of incorporation: Virginia

Officers: Peter M. Hill, Chairman, CEO, & Treasurer
Robert C. Morris, Vice Chairman, & Secretary

Shareholders: Peter M. Hill, Herndon, VA – 50%
Robert C. Morris, Great Falls, VA – 50%

Billy Casper Golf is a Limited Liability Corporation (LLC) with Date Articles of Organization for the Corporation filed in the Commonwealth of Virginia in December 2003. Prior to the formation of Billy Casper Golf, LLC ("BCG, LLC"), Billy Casper Golf Management, Inc. ("BCG, Inc.") was formed in 1989 and has been continuously doing business and performing golf management services since that time. BCG, LLC was formed for the purpose of performing the same golf management services as BCG, Inc., but limited to golf management engagements entered into after December 31, 2003. The formation and operation of BCG, LLC is in response to corporate tax-planning initiatives only; this arrangement in no way limits the obligation or requirements of BCG, Inc. or BCG, LLC under any third-party agreement for golf management services.

Commonwealth of Virginia



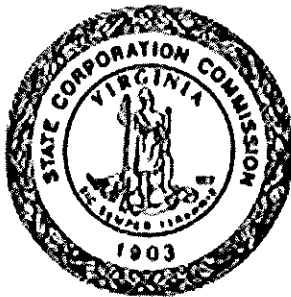
STATE CORPORATION COMMISSION

Richmond, December 30, 2003

This is to certify that the certificate of organization of

Billy Casper Golf, L.L.C.

was this day issued and admitted to record in this office and that the said limited liability company is authorized to transact its business subject to all Virginia laws applicable to the company and its business. Effective date: December 30, 2003



State Corporation Commission

Attest:

Joel H. Hesk
Clerk of the Commission

CIS0175



T. CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENT EXPERIENCE

BCG has extensive experience with capital projects, including development and construction of courses. Capital spending typically exceeds \$4 million annually at BCG-managed facilities nationwide. BCG places significant emphasis on planning and executing projects to **ensure the physical integrity and competitive position of its courses are enhanced and maintained**. This process is critically important in increasingly competitive golf markets. All BCG-managed facilities undergo capital planning review semi-annually.

BCG's role in the prioritization and completion of capital projects is to ensure that a proven, systematic approach is taken in designing, building, and/or realizing those projects. BCG uses a team approach, with collective participation of the project architect, contractors, and the client, to create a successful, well-planned improvement.

The facility will benefit from BCG's extensive experience and knowledge in planning for and completing capital projects. Both the Town and BCG possess the knowledge that all projects will be well-planned and well-executed, allowing for increased revenue-generation, improved perception and asset preservation at LHGC.

Examples of Recent Capital Projects

A sampling of recent capital projects – all of which occurred while the facility remained open for play – include:

- **Lyman Orchards (Middlefield, Connecticut)** – BCG managed a \$2 million renovation to the Robert Trent Jones design course including rebuilding of all bunkers, a full irrigation system replacement, and extensive drainage improvements. BCG also managed the construction of a 9-hole short course player development facility at the same site.
- **Cranbury Golf Club (West Windsor, New Jersey)** – BCG managed the renovation of all bunkers, tee complexes, and driving range, and interior renovations of clubhouse for the semi-private 18-hole golf course.
- **Reston National Golf Course (Reston, Virginia)** – BCG managed the interior renovation of clubhouse and complete renovation/expansion of Nike Golf Learning Center practice facilities (driving range, short game area, teaching areas), and renovation of all bunkers on the daily-fee 18-hole golf course.
- **Stoneleigh Golf Club (Round Hill, Virginia)** – BCG managed the construction of new, laser-leveled tee boxes, renovation of all bunkers, renovation of 50% of green complexes, addition of cart paths, and development of a swimming pool complex for the private 18-hole course.
- **Whittle Springs Golf Course (Knoxville, Tennessee)** – BCG managed and installed a new irrigation system and renovation of green complexes in the first full year of operation.
- **Bent Creek Golf Course (Jacksonville, Florida)** – BCG completely renovated all bunkers, and updated the hydraulic irrigation system to include satellite boxes and computer central.



BILLY CASPER
G O L F

- **1757 Golf Club (Dulles, VA)** – BCG managed the construction of six new holes, two putting greens, driving range, new maintenance building and cart storage facility.
- **Ka'anapali Golf Resort (Maui, Hawaii)** – BCG managed a complete make-over of this resort destination by renovating two 18-hole courses, clubhouse and dining facilities. Golf course improvements included the addition of new bunkers and the renovation of existing bunkers, cart path resurfacing and expansion and the implementation of a successful turf management program which resulted in improved playing conditions. Facility improvements included re-design of the restaurant and clubhouse (exterior & interior). The project culminated in a grand re-opening of a world class golf resort.
- **Rock Manor Golf Course (Wilmington, Delaware)** – BCG oversaw the facility enhancements which included new tee boxes, bunkers and fairways in addition to a state-of-the-art irrigation system for top playing conditions all season. A circa 1921 building was also restored to retain the flavor of its original structure, and serves as Rock Manor's clubhouse. A grill room and separate pub provide comfortable dining for golfers and non-golfers. For golf tournaments, weddings and other social engagements, a new outing pavilion makes Rock Manor a premium events destination.

SPECIFIC CAPITAL IMPROVEMENTS

BCG will work closely with the Town to prioritize and schedule all capital work in order to provide positive economic benefits and asset enhancement to the Town and BCG as soon as possible. Our successful experience operating other public golf courses demonstrates that we can work effectively with the Town to make the most informed, valuable decisions after we have operated the course for three (3) to six (6) months.

BCG has budgeted for an initial capital investment in the first year. The projects will be evaluated and prioritized based on the need for physical asset preservation and the opportunity of revenue enhancements. BCG looks forward to working closely with the Town to discuss our and your ideas. Below is the preliminary/initial capital improvement plan for LHGC.

Interior Presentation
Exterior Presentation
Security System
POS System
Kitchen Equipment
Maintenance Equipment
Golf Carts

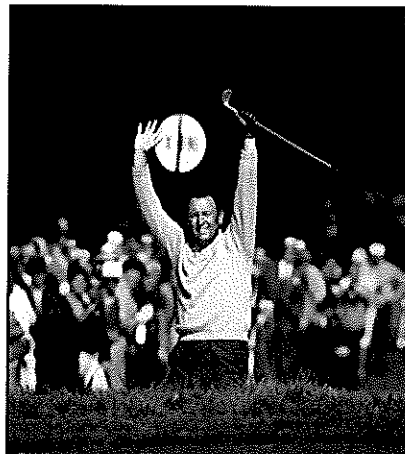
U. EVALUATION METHODS

PERFORMANCE EVALUATION CRITERIA

BCG has established a variety of performance evaluation criteria with our municipal clients, with objectives and measurements based on the municipality's specific goals for the facility.

BCG recommends the following performance objectives be measured, with standards for performance agreed upon by both BCG and the Town prior to the Term of the Agreement.

- **Guest Service:** BCG shall provide excellent guest service to all guests of the course. This objective will be measured by regular Mystery Shop Evaluations, Guest Surveys, and measures of guest retention.
- **Facility Appearance and Overall Maintenance:** BCG shall maintain the entire facility in a professional, competent and cost-effective manner consistent with BCG's Minimum Maintenance Standards and the Town's expectations. This objective will be measured by Mystery Shop Evaluations, Guest Surveys, and periodic facility audits and inspections.
- **Facility Preventive Maintenance:** BCG shall provide preventative maintenance of the facility's systems in a professional, competent and cost-effective manner consistent with BCG's Minimum Maintenance Standards and the Town's expectations. This objective will be measured by periodic facility audits and inspections.
- **Gross Revenue / Rounds Played / Net Operating Income:** BCG will maximize the facility's gross revenue, rounds played, and/or net operating income consistent with the Town's objective of providing a high-quality, well maintained and appointed, golf and food service amenity for residents and visitors. This objective will be measured by weekly, monthly, and/or annual goals set-forth in the Annual Budget.



Billy Casper - US Open 1966



BILLY CASPER
G O L F

W. APPENDIX B

APPENDIX C


TOWN OF EAST HARTFORD, CT
 PROFESSIONAL GOLF MANAGEMENT SERVICES FOR
 EAST HARTFORD GOLF COURSE
 RFP #07-21
 NON-COLLUSION STATEMENT

The company submitting this proposal certifies that it is being submitted without any collusion, communication or agreement as to any matter relating to it with any other respondent or competitor. We understand that this proposal must be signed by an authorized agent of our company to constitute a valid proposal.

Date: 6/10/13

Name of Company: Billy Casper Golf, LLC

Name and Title of Agent: Mike Cutler, Senior Vice President

By (SIGNATURE): 

Address: 8300 Boone Blvd. Ste. 350
Vienna, VA 22182

Telephone Number: 703-761-1444

Fax Number: 703-893-3504

Email address: mcutler@billycaspergolf.com



V. PROPOSAL FEE & TERMS

BCG's proposal is structured as a management agreement between BCG and the Town, covering the management and operation of LHGC. BCG will provide complete turn-key management including, golf operations, F&B operations, golf course and facility maintenance, marketing and promotion, general and administrative functions, operating and capital budgeting, employee hiring and training, and financial management and reporting. All employees would be employees of BCG and not the Town's. BCG would be paid a fixed fee for its services.

This structure aligns the interests of BCG and the Town. The goal is achieved by eliminating the operator's potential conflict to save money at the expense of the proper upkeep and maintenance of the course – which inevitably results in the degradation of the golf course and erosion in competitive positioning, market share, and financial performance. The structure promotes the growth of rounds and gross revenues for the benefit of the course, and would provide BCG a financial incentive for increased revenues. BCG is dedicated to the goals of achieving the financial and community/recreational goals of the Town; BCG has successfully utilized this structure with other municipal and public agencies.

BCG proposes the following compensation for golf management services for LHGC. BCG looks forward to discussing our bid proposal with the Town in order to develop the most advantageous partnership for both the Town and BCG. We reserve the right to engage in discussions with the Town with respect to this Response and Bid Proposal

Proposed Term: 5 years, with a 5 year renewal option, at mutual consent.

Structure: BCG will form a single-purpose subsidiary (e.g.: Long Hill Golf Management, LLC) for purposes of maintaining LHGC whose sole member shall be BCG. BCG shall remain solely responsible for all obligations of the agreement and owners shall have full recourse to BCG for any liabilities caused by this entity. This entity will employ all of the staff at LHGC. This entity will be operated on a discrete basis and shall not commingle any assets or liabilities with any other BCG-managed property. Club-level financial statements will be prepared in the name of this single-purpose entity.

Course Operation: BCG shall operate LHGC pursuant to an annual budget, marketing and agronomic plan agreed to and approved by Owner as outlined in this RFP. All rates, fees, and expenses shall be defined in advance as part of the budget process. BCG shall not deviate from this plan without Owner's consent. All expenses of operating the Club shall be the responsibility of Owner. All employees at LHGC shall be BCG employees and will work exclusively for the benefit of LHGC. All employee costs shall be part of the operating expense of the Club. BCG will retain exclusive right to hire and terminate employees.

Base Fees: For its management services, BCG would earn a base monthly fee of Six Thousand Seven Hundred and Fifty Dollars (\$7,500) in Year 1. The base monthly fee would be adjusted by three percent (3%) annually at the beginning of each year of the agreement.

Incentive Fees: BCG would be eligible to earn an annual incentive based upon the achievement of performance metrics as agreed to by the Town and BCG.