



Competitive Contracting Bid
Request for Proposal Package

Management / Operation of
Blue Hill Golf Course

**Charlotte Madigan
Town Clerk
Town of Orangetown
26 Orangeburg Road
Orangeburg, New York 10962**

400 Rike Dr. Millstone Township, New Jersey, 08535
Phone - 609-443-4434 Fax 609-443-4467
www.appliedgolf.com

Due Date: Tuesday, July 28, 2015 at 10:30 am

Transmittal Letter



400 Rike Drive
Millstone Township, New Jersey, 08535
www.appliedgolf.com
609-443-4434

July 14, 2015

To: Charlotte Madigan
Town Clerk
Town of Orangetown
26 Orangeburg Road
Orangeburg, New York 10962

On behalf of appliedgolf LLC, please accept this letter of our company's intent to propose to the Town of Orangetown our proposal for the Management / Operation of Blue Hill Golf Course.

We have reviewed all the materials of the proposal package and understand and acknowledge the scope of services required by the Town to perform according to the agreement.

Sincerely,

Dave Wasenda
President
appliedgolf

Our Commitment to the Town of Orangetown

It is the intent of this proposal to convey to the governing body of the Town, the residence of Orangetown and the all the patrons who use the golf course, that appliedgolf management is committed to providing the highest level of quality in the services mandated by this RFP. We firmly believe that we are well qualified in all aspects of what the Town is seeking for the property. Our experience in the industry, location of company headquarters, other regional properties and performance at Broadacres Golf Course can serve as qualifications and to our commitment to Orangetown.

Our relationship over the past two years has been built on a platform of trust, performance and a corroborative effort with the Town that has resulted in a marked improvement at the Broadacres Golf Course property. The results include an overall improvement and financial commitment that resulted in improved course conditions, a refurbishing of the interior of the clubhouse, a new state of the arts website and greater visibility and awareness of the property. This has lead to an increase in the number of rounds played and more importantly an increase in revenue. We intend, if selected to continue this commitment with the same passion and dedication to Blue Hill.

Having worked with the Town in this endeavor has given us a wealth of knowledge and experience of the dynamics of the area that we will utilize to its fullest potential when engaging Blue Hill Golf Course. Our experience and achievements at Broadacres have given us a blueprint in what patrons would like to see when visiting the property. This provides us with a unique perspective that we feel will benefit the Town and the residence of Orangetown. As we did in our approach at Broadacres, we feel that the need to implement change can be subtle yet impactful. This is a key component of our success at Broadacres and one that will we look to possible integrate at Blue Hill with our approach to staffing and how it relates to the customer base.

We desire to expand on the partnership that we have established with the Town and have the opportunity to license and operate Blue Hill Golf Course. Having attended council and golf committee meetings over the past two years has given us an intimate knowledge of the expectations of the Town for the property. If selected, our company, being local, is well positioned to move quickly during the transition process. We further feel that we are a proven commodity given and have effectively demonstrated our ability to provide the services mandated by the RFP.

We strongly feel that the detailed proposal we have submitted and financial savings that the town will recognize conveys our commitment to the Town and are intentions to move forward with the process.

License to Manage Proposal

Blue Hill Golf Course

License to Manage Proposal

Scope of Services

appliedgolf will provide Blue Hill Golf Course a professional platform in which to remove the historical financial shortfalls the Town has experienced for the operation of Blue Hill Golf Course and pay the Town of Orangetown for a license to manage Blue Hill Golf Course Pro Shop, Golf Course Maintenance and Food & Beverage Operation.

Schedule of Fees

appliedgolf will pay the Town Of Orangetown \$500,000 Annually to license to manage the property for all three segments of the business; Pro Shop, Golf Course Maintenance and Food & Beverage Operation.

Capital Investment

appliedgolf will invest up to \$100,000 In Capital Repairs and Improvements Per Year as Part of this Agreement.

Terms

An Initial Three (3) Year Term

Option to Renew Contract for Up to One (1) - Two (2) Year Term

Economic Benefits to the Town of This Proposal

The Town of Orangetown would recognize, in comparison to the financial information provided in conjunction with this RFP, an estimated \$1,000,000 per year financial from entering into this arrangement.

Other Items

appliedgolf is willing to discuss an increased license fee if the town is negotiable in lengthening the initial Three (3) Year Term of the agreement mandated in the RFP.

appliedgolf is willing to the discussion of various proposals to License one or two segments of the business if all inclusive three segment bids are not accepted.

appliedgolf is willing to discuss the possibility of some additional savings to the town for the Broadacres Management Agreement due to our ability to use common resources if appliedgolf is awarded the License to Manage Blue Hill Golf Course Pro Shop, Golf Course Maintenance and Food & Beverage Operation.

2.1 – Minimum Qualifications

General Information

Appliedgolf
400 Rike Drive
Millstone Township, New Jersey 08535
Office 609-443-4434
Fax 609-443-4467

appliedgolf was formed in 2006 by Dave Wasenda the company's founder. For nine years appliedgolf has specialized in improving the financial position of all its facilities. The company and its ownership have over twenty years experience in the area of golf management. All have a great deal of experience and are well known in the industry for their leadership skills and association involvements. The company is financially sound, very stable with a managed growth strategy of one to three new properties per year and has never lost any business for cause.

Appliedgolf is currently operating in New York and has all applicable licenses to conduct business in the State of New York.

The company is financially sound, very stable with a managed growth strategy of one to three new properties per year and has never lost any business for cause or has not had any local, state or federal violations in the history of the company.

2.1 a, b, c, d – Validate Experience, Expertise and Capabilities

Putnam County Golf Course

187 Hill Street
Mahopac, New York 10541
Golf Course and Operations Contract – Putnam County
2013 to Current
18 Hole Public Golf Course
Property Reference: MaryEllen Odell, County Executive
845-808-1001
MaryEllen.Odell@putnamcountyny.gov

Broadacres Golf Course

2 Midrise Circle
Orangeburg, New York 10962
Golf Course and Operations Contract – Town of Orangetown
2014 to Current
9 Hole Public Golf Course
Property Reference: Andy Stewart
845-359-5100 x2261
supervisor@orangetown.com

Meadows at Middlesex Golf Course

70 Hunters Glen Drive
Cranbury, NJ 08512
Property Oversight and Marketing Consulting – Middlesex County Improvement Authority
2013 to Current
18 Hole Public Golf Course
Property Reference: Lory Cattano
609-655-5141 Ext. 231
lory.cattano@mciath.com

Knob Hill Golf Club

1 Shinnecock Drive
Manalapan, New Jersey 07726
Full Property Management Contract – Knob Hill Golf Course
2006 to Current
18 Hole Semi-Private Golf Course
Property Reference: Jeffrey Fischer
508-746-9779
j_c_fischer@yahoo.com

Clearbrook Golf Course

1 Clearbrook Drive
Monroe Township, New Jersey 08831
Golf Course and Operations Contract – Clearbrook Homeowners Association
2007 to Current
9 Hole Public Golf Course
Property Reference: Lori Pescherine
609-655-2706
lorip@clearbrook-nj.com

Hawk Pointe Golf Club

4 Clubhouse Drive
Washington, New Jersey 07882
Full Property Management Contract - Hawk Pointe Golf Club
2009 to Current
18 Hole Private Golf Course
Property Reference: Richard Cotton
732 558-7555
rcotton@hawkpointegolf.com

Regency at Monroe

530 Buckelew Ave
Monroe Township, New Jersey 08831
Golf Course and Operations Contract – Regency Homeowners Association
2007 to Current
9 Hole Private Golf Course
Property Reference: Stephanie Harmon
732-605-9800
sharmon@wentworthmgt.com

Renaissance Golf Course

1 Renaissance Boulevard
East Manchester, New Jersey 08759
Golf Course and Operations Contract – Renaissance Homeowners Association
2007 to Current
18 Hole Private Golf Course
Property Reference: Ellen Patton
732-323-0222
pattonel1109@aol.com

Hickory Ridge Golf Club

191 West Pomeroy Lane
Amherst, Massachusetts 01002
Full Property Management Contract – Hickory Ridge Golf Club
2012 to Current
18 Hole Semi-Private Golf Course
Property Reference: Jeffrey Fischer
508-746-9779
j_c_fischer@yahoo.com

Blue Fox Run Golf Course

65 Nod Road
Avon, Connecticut 06001
Property Management Contract – Blue Fox Run Golf Course
2013 to Current
27 Hole Semi-Private Golf Course
Property Reference: Barry Wilson
860-324-7816
barry@bluefoxent.com

Statesville Country Club

635 Deauville Road
Statesville, North Carolina 28625
Property Consulting Contract – Statesville Country Club
2013 to Current
18 Hole Private Golf Course
Property Reference: Brian Bauer
321-446-4060
bbauer@statesvillecc.com

Lady's Island Country Club

139 State Road S-7-578
Beaufort, South Carolina 29907
Property Consulting Contract – Lady's Island County Club
2008 to Current
18 Hole Private Golf Course
Property Reference: Jeffrey Fischer
508-746-9779
j_c_fischer@yahoo.com

The Bridgewater Club

3535 East 161st Street
Carmel, Indiana 46033
Property Consulting Contract – The Bridgewater Club
2007 to Current
27 Hole Private Golf Course
Property Reference: David Mennel
317-399-2444
david.mennel@thebridgewaterclub.com

St. Petersburg Country Club

2000 Country Club Way South
St. Petersburg, Florida 33712
Full Property Management Contract – St. Petersburg Country Club
2010 to Current
18 Hole Private Golf Course
Property Reference: Mike Kiernan
727-410-1471
mkiernan@traublieberman.com

Form W-9 (Rev. December 2014) Department of the Treasury Internal Revenue Service	<h2 style="margin:0;">Request for Taxpayer Identification Number and Certification</h2>	Give Form to the requester. Do not send to the IRS.
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Print or type See Specific Instructions on page 2.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. appliedgolf,LLC	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification; check only one of the following seven boxes: <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ C <input type="checkbox"/> Other (see instructions) ▶ Note. For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner.	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ (Applies to accounts maintained outside the U.S.)
	5 Address (number, street, and apt. or suite no.) 400 Rike Drive, Suite 1C	Requester's name and address (optional) Town of Orangetown
	6 City, state, and ZIP code Millstone Township, New Jersey 08831	
	7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)	
Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> on page 3.	Social security number _____ - _____ - _____ or Employer identification number 8 7 - 0 7 8 7 9 2 8
Note. If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.	

Part II Certification	
Under penalties of perjury, I certify that:	
1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and	
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and	
3. I am a U.S. citizen or other U.S. person (defined below); and	
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.	
Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.	
Sign Here	Signature of U.S. person ▶ Date ▶ 7-2-15

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at www.irs.gov/fw9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)

- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding?* on page 2.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued).
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.

2.2 b – Description of Background and Size

By using our Team's vast experience in business and golf course management appliedgolf is prepared to begin a long- term relationship that provides the Town, the staff and the customers of Blue Hill with a well organized operational plan that will provide all with a enjoyable, well valued product and services as it relates to the management of the golf course.

Our strategic plan is set forth by developing the specific goals for the operation that we have outlined to meet the stated objectives. Blue Hill Golf Course provides an excellent opportunity to create both a growth strategy and a revitalization plan. The course fee structure, location and reputation are those that can be built on and enhanced through the development of a creative marketing strategy.

With offices and support staff in the area we are confident we can make the transition of management for the Town in a smooth and organized manner as we have done at other similar locations.

We are prepared to act immediately will have two key employees – Our Regional Manager and Operations Manager who will lead the effort. We also have the necessary personnel to support them during the transition period while completing the staffing of positions. With our company's strong networking ability within the industry, we are confident we could build the best pool of local talent who will be well trained and prepared to manage Blue Hill Golf Course.

In addition to being prepared to build a revitalization plan; our company has the experience and a strong reputation in the areas of restructuring, expense management, organizational management, project management, public relations/marketing and operations management.

Our principal owner Dave Wasenda has over 20 + years of golf management experience. appliedgolf distinguishes itself from other management companies by taking an active role in the daily operations of its facilities. Our team brings a wealth of experience to the facility each and every day.

We look forward to having the opportunity to work with the Town and Parks & Recreation Department to showcase the Blue Hill Golf Course.

- A. appliedgolf has been in business in Golf Course Management Services for 9 Years
- B. appliedgolf is a single member LLC and is based in New Jersey
- C. Original Company Started in 2006
- D. Federal Identification Number 87-0787928
- E. Appliedgolf is currently operating in New York and has all applicable licenses to conduct business in the State of New York.

F. The company is financially sound, very stable with a managed growth strategy of one to three new properties per year and has never lost any business for cause or has not had any local, state or federal violations in the history of the company.

G. appliedgolf operates the following public courses:

Putnam County Golf Course
Mahopac, New York
Annual Rounds of Golf 29,000

Broadacres Golf Course
Orangeburg, New York 10962
Annual Rounds of Golf 20,000

Knob Hill Golf Club
Manalapan, New Jersey 07726
Annual Rounds of Golf 27,000

Hickory Ridge Golf Club
Amherst, Massachusetts 01002
Annual Rounds of Golf 21,000

Blue Fox Run Golf Course
Avon, Connecticut 06001
Annual Rounds of Golf 31,000

Clearbrook Golf Club
Monroe Township, New Jersey 08831
Annual Rounds of Golf 17,000

Meadows at Middlesex Golf Course
Cranbury, New Jersey 08512
Annual Rounds of Golf 21,000

H. Facility Annual Revenue

Facility	Gross Revenue	Annual Rounds
The Bridgewater Club	7,000,000	22,000
Putnam County Golf Course	1,600,000	29,000
St. Petersburg Country Club	3,750,000	24,000
Hawk Pointe Golf Club	3,500,000	18,000
Knob Hill Golf Club	3,000,000	27,000
Blue Fox Run Golf Course	1,100,000	31,000
Hickory Ridge Golf Club	800,000	20,000
Clearbrook Golf Course	300,000	17,000

Meadows at Middlesex	675,000	21,000
Broadacres Golf Course	575,000	20,000
Regency Golf Club	Contract	13,000
Renaissance Country Club	Contract	17,000

I. Facility Annual Golf Course Maintenance Costs

Facility	Annual Maintenance Costs
The Bridgewater Club	1,100,000
Putnam County Golf Course	450,000
St. Petersburg Country Club	475,000
Hawk Pointe Golf Club	550,000
Knob Hill Golf Club	525,000
Blue Fox Run Golf Course	475,000
Broadacres Golf Course	375,000
Meadows at Middlesex Golf Course	365,000
Hickory Ridge Golf Club	345,000
Renaissance Country Club	275,000
Regency Golf Club	175,000
Clearbrook Golf Course	145,000

2.2 c – Contracting Business Entity Description

All work with our company are executed via two main entities:

Overall Contracting Entity

appliedgolf LLC
Original Company Started in 2006
Federal Identification Number 87-0787928
400 Rike Drive
Millstone Township, New Jersey 08535

David J Wasenda
100% Owner
appliedgolf LLC
New Jersey Based Company

Castle Golf Management LLC
Subsidiary of appliedgolf LLC
Company Purchased by appliedgolf LLC in 2007
Federal Identification Number 22-3381533
400 Rike Drive
Millstone Township, New Jersey 08535

appliedgolf
100% Owner
Castle Golf Management LLC
New Jersey Based Company

Both Companies are Single Member Limited Liability Company's (LLC)

We will provide further proof of company financial stability during the interview process in a confidential manner is requested.

Company has very strong and growing financial performance and they are available by request.

Appliedgolf is the responsible agent for the contract.

Optional Subcontractor Entity Description

Homestyle Caterers & Food Service - Food & Beverage Entity

Original Company Started in 2009

Federal Identification Number 27-1433671

34 Convent Avenue

Yonkers, New York 10703

This proposal has an option for appliedgolf to internally operate the Food & Beverage Operations or to include a subcontractor, Homestyle Caterers, as the Food & Beverage provider for the facility. This relationship is a result of the success of this same partnership at the acclaimed Putnam County Golf Course in Mahopac, New York. With the two companies we have been able to resurrect, rebrand and build the facility into the premier destination in the local area. With outstanding property conditioning and maintenance, superior customer service, premier food services and innovative marketing, this joint venture supplies the best talent to meet and exceed the needs of Blue Hill Golf Course.

Combining our years of experience in the Golf, Food and Hospitality industries provides the Town of Orangetown with a very sound platform for Blue Hill Golf Course. This is a proven model as mentioned above and one that we will expand on in the future. The Town has a distinct advantage in knowing that Homestyle Caterers are intimately familiar with the area and are keenly aware of consumer patterns, pricing points and cyclical trends in the local marketplace. Having properties in the immediate area gives them the added advantage of deploying resources instantaneously as required. Our bandwidth is more than ample to meet the mandates of the Town for Blue Hill Golf Course. We are confident that this structure will be a very effective approach to operating the property.

Homestyle Caterers is currently operating in New York and has all applicable licenses to conduct business in the State of New York.

The company is financially sound, very stable and has never lost any business for cause or has not had any local, state or federal violations in the history of the company.

2.2 d – Business Entity Description of Joint Venture

appliedgolf is the contracting entity and there are no other entities, partnerships, joint ventures tied to the financial responsibility of this proposal.

2.2 e – Business References

Putnam County Golf Course

187 Hill Street
Mahopac, New York 10541
Golf Course and Operations Contract
2013 to Current
18 Hole Public Golf Course
Property Reference: MaryEllen Odell, County Executive
845-808-1001
MaryEllen.Odell@putnamcountyny.gov

Broadacres Golf Course

2 Midrise Circle
Orangeburg, New York 10962
Golf Course and Operations Contract
2014 to Current
9 Hole Public Golf Course
Property Reference: Andy Stewart
845-359-5100 x2261
supervisor@orangetown.com

Meadows at Middlesex Golf Course

70 Hunters Glen Drive
Cranbury, NJ 08512
Property Oversight and Marketing Consulting
2013 to Current
18 Hole Public Golf Course
Property Reference: Lory Cattano
609-655-5141 Ext. 231
lory.cattano@mciauth.com

Knob Hill Golf Club

1 Shinnecock Drive
Manalapan, New Jersey 07726
Full Property Management Contract
2006 to Current
18 Hole Semi-Private Golf Course
Property Reference: Jeffrey Fischer
508-746-9779
j_c_fischer@yahoo.com

Clearbrook Golf Course

1 Clearbrook Drive
Monroe Township, New Jersey 08831
Golf Course and Operations Contract
2007 to Current
9 Hole Public Golf Course
Property Reference: Lori Pescherine
609-655-2706
lorip@clearbrook-nj.com

Hawk Pointe Golf Club

4 Clubhouse Drive
Washington, New Jersey 07882
Full Property Management Contract
2009 to Current
18 Hole Private Golf Course
Property Reference: Richard Cotton
732 558-7555
rcotton@hawkpointegolf.com

Regency at Monroe

530 Buckelew Ave
Monroe Township, New Jersey 08831
Golf Course and Operations Contract
2007 to Current
9 Hole Private Golf Course
Property Reference: Stephanie Harmon
732-605-9800
sharmon@wentworthmgt.com

Renaissance Golf Course

1 Renaissance Boulevard
East Manchester, New Jersey 08759
Golf Course and Operations Contract
2007 to Current
18 Hole Private Golf Course
Property Reference: Ellen Patton
732-323-0222
pattonel1109@aol.com

Hickory Ridge Golf Club

191 West Pomeroy Lane
Amherst, Massachusetts 01002
Full Property Management Contract
2012 to Current
18 Hole Semi-Private Golf Course
Property Reference: Jeffrey Fischer
508-746-9779
j_c_fischer@yahoo.com

Blue Fox Run Golf Course

65 Nod Road
Avon, Connecticut 06001
Property Management Contract
2013 to Current
27 Hole Semi-Private Golf Course
Property Reference: Barry Wilson
860-324-7816
barry@bluefoxent.com

Statesville Country Club

635 Deauville Road
Statesville, North Carolina 28625
Property Consulting Contract
2013 to Current
18 Hole Private Golf Course
Property Reference: Brian Bauer
321-446-4060
bbauer@statesvillecc.com

Lady's Island Country Club

139 State Road S-7-578
Beaufort, South Carolina 29907
Property Consulting Contract
2008 to Current
18 Hole Private Golf Course
Property Reference: Jeffrey Fischer
508-746-9779
j_c_fischer@yahoo.com

The Bridgewater Club

3535 East 161st Street
Carmel, Indiana 46033
Property Consulting Contract
2007 to Current
27 Hole Private Golf Course
Property Reference: David Mennel
317-399-2444
david.mennel@thebridgewaterclub.com

St. Petersburg Country Club

2000 Country Club Way South
St. Petersburg, Florida 33712
Full Property Management Contract
2010 to Current
18 Hole Private Golf Course
Property Reference: Mike Kiernan
727-410-1471
mkiernan@traublieberman.com

B 2.2 f & g – Key Personnel

Dave Wasenda

President

400 Rike Drive, Millstone Township, New Jersey 08535

davew@appliedgolf.com

732-501-8440

Dave Wasenda is the founder of appliedgolf and has been involved in the golf industry since 1987. During his career Dave has been involved in over 25 club facilities and has personally managed or transitioned over 15 clubs over a ten year span. Dave began his career at Forsgate Country Club, a 36-hole private country club in Monroe Township, New Jersey, as a golf cart attendant earning promotions to the position of Director of Golf Operations in 1997. From 1999 to 2006 he spent seven years with a golf management company, personally managing, transitioning and overseeing the company's assets.

Dave also is experienced in event management and has been involved in over ten high end golf events; organizing, planning, managing celebrities, and serving on executive tournament committees. He has worked directly with golf greats such as Arnold Palmer, Gary Player, Tom Kite, Tom Watson, Lee Trevino, Peter Jacobsen, Johnny Miller, Curtis Strange, Craig Stadler, Fuzzy Zoeller, John Daly, Natalie Gulbis and many more.

Mr. Wasenda is known throughout the industry for his strong work ethic, dedication to excellence, strong business and people skills. His leadership and ability to quickly solve service, employment and business problems and create solutions are among his strongest talents. He creates very successful satisfaction, business and operational plans through the real life experiences he has encountered. Dave enjoys collecting cars and is active with many business and charitable organizations and currently sits on the Board of Directors of the New Jersey Golf Owners Association.

Jim Geiger

Vice President - Divisional Partner

2000 Country Club Way South, St Petersburg, Florida 33712

jimg@appliedgolf.com

954-873-9525

Jim Geiger is a Divisional Partner with appliedgolf and has a large role with the company's operations and financial management. After obtaining a BA in Accounting from Bloomsburg University, Mr. Geiger launched a career in the golf business and has spent the last 12 years in operations and financial aspects of club management. He has been with appliedgolf since its inception and has been involved with most of the appliedgolf facilities. He is currently using his considerable background and skills to create a larger presence for the company in the Southeast market. Mr. Geiger, whose former positions prior to joining appliedgolf included General Manager roles at The Links at Hiawatha Landing in Binghamton, New York, The Golf Club at Cypress Creek in Ruskin, Florida and Hawk Point Golf Club in Washington, New Jersey. Jim has specialized skills in interim management for stabilizing and quick turnaround of under-performing facilities, as well as the establishment of systems for long-term growth and success. An avid golfer, he enjoys all sports and travel.

Lou Kubisa

Director of Golf

1 Shinnecock Lane, Manalapan, New Jersey 07726

louk@appliedgolf.com

Lou Kubisa is Director of Golf for appliedgolf and is a Class A Member of the PGA. After attending Oswego Town University, Mr. Kubisa turned professional in 1995 and played the professional mini tours, while balancing summer positions as an assistant golf professional. He spent seasons on the South Florida mini tours, as well as the New England Golf Tour and Tour de las Americas in Central and South America. He worked at Binghamton Country Club and The Links at Hiawatha Landing in Binghamton, New York where he served as Assistant Golf Professional, as well as Teaching/Playing Professional from 1990 to 2000. He was Assistant Golf Professional at Forsgate Country Club in Monroe Township, New Jersey until May of 2008 when he joined appliedgolf. He is committed to the development of successful golf and tournament operations at each appliedgolf facility and ensuring that members and guests have quality golf professionals to turn to. Mr. Kubisa was the New Jersey Assistant PGA Player of the year in 2003 and 2006 and is a Board member for NJPGA.

John Hutchinson

Divisional Agronomist

1 Shinnecock Lane, Manalapan, New Jersey 07726

johnh@appliedgolf.com

John Hutchinson is a Divisional Agronomist with appliedgolf and oversees Knob Hill Golf Club in Manalapan, New Jersey. Prior to joining appliedgolf in 2007, he was the superintendent at Old Orchard Golf Club in Eatontown, New Jersey for seven years. Before Old Orchard he served as New Jersey Regional Superintendent for Ron Jaworski Golf Management Company from 1996 to 1999; and was assistant superintendent at Rolling Green Country Club in Springfield, Pennsylvania from 1991 to 1995. He served as an intern at Dupont Country Club in Wilmington, Delaware in 1990; received a four-year degree in business administration from LaRoche College; and attained certification at Penn State University for Turf Management. He has a wealth of knowledge about turf management and budget issues. An avid sports fan and golfer, Mr. Hutchinson is actively involved as a volunteer in efforts to raise money and awareness for cancer research. John is a member of the Golf Course Superintendents Association of America and the Golf Course Superintendents Association of New Jersey.

Jill Ressler Duffy

Director of Communications and Marketing

400 Rike Drive, Millstone Township, New Jersey 08535

jilld@appliedgolf.com

Jill Ressler Duffy is the Director of Communications and Marketing for appliedgolf. A former Marketing and Communications Manager, Art Director and Senior Distance Training Consultant at MetLife, Jill has been responsible for creating nationwide advertising campaigns and setting standards for concept, layout and design of websites, advertisements and presentations. Jill has been awarded: the 8th Annual Exhibition of Print - Outstanding Graphic Art Achievement Award; the Life Communicators Association Award of Excellence in newsletter design; as well as other honors for packaging and promotion. Prior to joining the team at appliedgolf, Jill founded her own website and graphic design business, Jill Duffy Designs, LLC.

Dom Scarano

Data Management and Marketing

400 Rike Drive, Millstone Township, New Jersey 08535

doms@appliedgolf.com

Dom Scarano joined appliedgolf after serving in a variety of roles in the golf industry over the last 5 years. He has worked as a Program Manager with the Middlesex Town Improvement Authority of New Jersey where he had oversight over the Town's golf course operations. He was a board member of the Concordia Golf Club in Monroe Township, New Jersey responsible for fiscal planning, budgets and membership programs. He also has served at the municipal level in Monroe Township having been a member of the Planning Board and Chairman of the Recreation Advisory Committee. Prior to his entry into the golf industry, Dom enjoyed a successful career in finance as a licensed investment banker for over 25 years. Dom's role with appliedgolf is to extract, analyze and evaluate data in order to provide the organization with sound information used to formulate management strategies.

Matt Lloyd

Data Management & Field Services Manager

400 Rike Drive, Millstone Township, New Jersey 08535

mattl@appliedgolf.com

Matt Lloyd maintains a multifaceted position with appliedgolf. This takes him from the office where he maintains and records the data of all golf course operations for the properties under management to the field where he assists and supports course managers. In this capacity, Matt manages much of the data that is generated from operations and troubleshoots issues that require onsite property visits. In addition, he is responsible for the compilation of data for special projects that is used for strategic planning.

Matt joined appliedgolf after nearly a decade as an Assistant Professional at Forsgate Country Club, where he managed the Outside Operations and Golf Outing program for the club. Matt's experience in this area of club management provides support to staff at all the company's properties. Matt holds a Marketing degree from Rutgers and he has held multiple securities licenses in the brokerage industry prior to entering the golf industry.

Angela Paoluccio

Office Manager

400 Rike Drive, Millstone Township, New Jersey 08535
angelap@appliedgolf.com

Angela Paoluccio has been with appliedgolf since its inception and is the office manager at the company's headquarters in Millstone, New Jersey. Angela plays a vital role in organizing, maintaining and recording all daily activity for the properties under management for the firm. In this capacity, Angela assumes many responsibilities and employs a detailed oriented approach to all daily functions that is necessary to insure accuracy and administrative oversight at each property and reports directly to the President and Chief Reporting Officer of the company. It is this diversification and experience that allows her to successfully manage the daily activity and administrative functions of the company.

Jason DelliSanti

Internal Director of Food and Beverage

1 Shinnecock Lane, Manalapan, New Jersey 07726
jayd@appliedgolf.com

Jason DelliSanti is Director of Food and Beverage operations for appliedgolf. After attending Atlantic Community College and the Academy of Culinary Arts, Mr. DelliSanti was Restaurant Manager at Forsgate Country Club in Monroe Township, New Jersey, where he was in charge of two full-service high volume country club dining outlets. His responsibilities included managing, scheduling and training a large diverse staff. He was responsible for creating a first class wine program that won several awards in the Wine Spectator and Wine Enthusiast publications, and initiated innovative programs and special events for the membership. After Forsgate he worked at The Hyatt Regency in New Brunswick, New Jersey where he was Director of Outlets, a position in which he oversaw three food outlets within the hotel. He managed a large staff and launched a very successful themed program for the hotel's Sports Bar. Since joining appliedgolf Jay has enhanced the food and beverage experience for members and guests at various appliedgolf properties by providing superb dining and service at reasonable prices.

Al Ciuffitello

Optional Food & Beverage Management

34 Convent Avenue, Yonkers, New York 10703
alciu@aol.com

Al Ciuffetelli was born and raised in Yonkers, New York. Al and his brother Joe successfully owned a grocery store, bar, but it was the catering and food service business that was their true calling. Since that time Homestyle Caterers has grown considerably into one of the most reputable catering and concessionaire companies servicing both private and government entities. Al has always had a hands on approach as an owner and values the relationships he has created with some of his existing clients like Sacred Heart School in Yonkers, The Readers Digest Building in Chappaqua, the Pepsi Building in Danbury, CT, and many other projects including the New York Auto Show in New York City. Al enjoys his free time traveling and hosting activities with his family.

Company Representative Contact Information

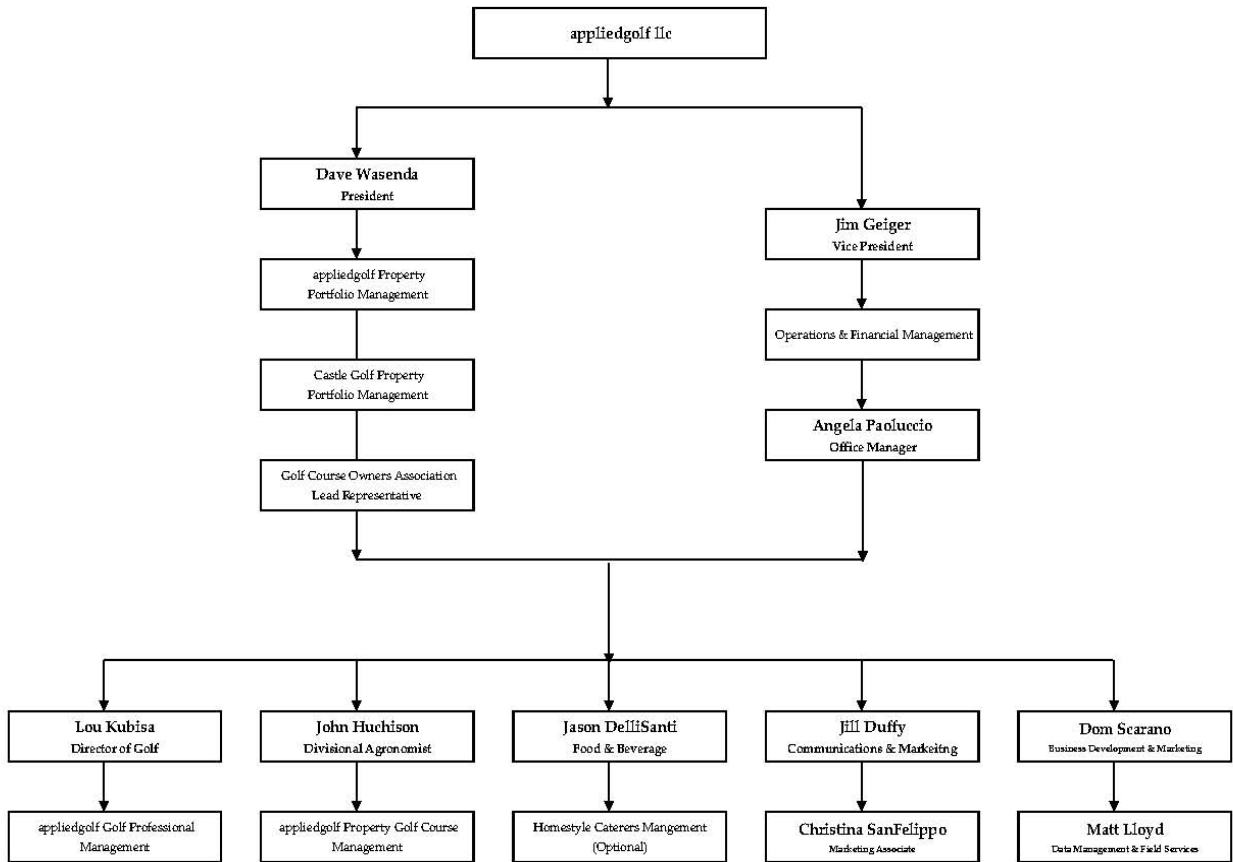
appliedgolf
400 Rike Drive
Millstone Township, New Jersey 08535
Office - 609-443-4434
FAX - 609-443-4467
www.appliedgolf.com

The management structure is set up according to the below organizational charts and includes the responsibilities of off-site management team. Our management plan provides for regular interaction between the department heads including the Operations Manager/Head Golf Professional, Golf Course Superintendent and Bookkeeper. Each department head will have regular access and interaction with our Regional Managers including our Director of Golf, Lou Kubisa, Regional Agronomist, John Hutchinson, Corporate Accounting and Divisional Partner, Jim Geiger and Office Manager Angela Paoluccio.

In addition to our regional management team the owner of the company Dave Wasenda will be involved in the oversight of the operations and have responsibility for the facility.



appliedgolf
Senior Management Structure



2.2 h – Office and Key Personnel Locations

Appliedgolf – Overall Contracting Entity Golf Course, Pro Shop, Marketing, Accounting, Human Resources

**400 Rike Drive
Millstone Township, New Jersey 08535**

Dave Wasenda, President

Jill Ressler Duffy, Director of Communications and Marketing

Dom Scarano, Business Development and Marketing

Matt Lloyd, Data Management and Field Services

Angela Paoluccio, Office Manager

All above personnel work from Company Headquarters and visit courses frequently.

Knob Hill Golf Course 1 Shinnecock Lane Manalapan, New Jersey 07726

Lou Kubisa, Director of Golf

John Hutchinson, Divisional Agronomist

Jason DelliSanti, Internal Director of Food and Beverage

Lou, Jay and John serve as figureheads to the Knob Hill operation and manage key personnel with our other facilities through frequent site visits.

St. Petersburg Country Club 2000 Country Club Way South St Petersburg, Florida 33712

Jim Geiger, Vice President - Divisional Partner

Jim serve as figurehead to the St. Petersburg operation and manages and oversees financial operations with our other facilities through frequent site visits.

Homestyle Caterers & Food Service – Optional Food & Beverage Management Subcontractor 34 Convent Avenue Yonkers, New York 10703

Al Ciuffetelli, President

Al and his brother Joe own Homestyle Caterers has grown considerably into one of the most reputable catering and concessionaire companies servicing both private and government entities.

2.2 i – Other Ownership Interests

There are no other responsible entities involved in this RFP other than appliedgolf.

2.2 j – Economic Benefit

Economic Benefit

The Town of Orangetown would recognize, in comparison to the financial information provided in conjunction with this RFP, an estimated \$1,000,000 per year financial from entering into this arrangement.

Maximizing Revenue

Our efforts to maximize revenue would be to establish a marketing driven initiative that would include a exposing the property to a broader audience. Our goal is to increase the amount of rounds from both the resident and nonresident base within a reasonable and economical price structure. Through a comprehensive analysis of competing venues, we will establish pricing points that are designed to correlate with enhancing revenue while attracting a wider audience. We will review all revenue streams and target those that have been underutilized. To this point we will concentrate on improving outing revenue and work with our Food and Beverage provider to establish packages that provide value to potential customers. We will also look to streamline the tee time reservation process and make it accessible to more people by using our internal and external resources.

Employment

Our initial approach when engaging a property is to provide the existing customer base with a stabile and familiar platform. During this phase, we will observe and review the entire operation using some existing personnel. We will evaluate manpower needs and amend accordingly without compromising the level of service. We will give interview existing personnel for a chance to continue their employment during the first year of the engagement and assess the quality and responsibilities of their respective positions. Our mandate is to provide the town with a high level of customer service in the most cost effective manner as possible at the golf course. We assess all options which may include the recruitment and employment of industry professionals as needed.

Subcontracting

We would look to give local vendors within the Town of Orangetown the opportunity to work with us should the need arise providing they can render services and pricing in a competitive manner. Given the highly specialized nature of the industry, we would want to engage those companies who not only familiar with business but also with the area. We think this approach would benefit local business and commerce of the town.

Support Services Contracting

Our approach to support services contracting would mirror our commitment to try use local companies located within the town. As the needs dictate we would seek local businesses providing they offer the quality of services and a competitive pricing structure that meet our budgetary objectives.

Summary

It is our intent to work with the Town of Orangetown in every way we can that provides both an economic benefit and boost to the local economy. We will try to create a balance of financial success for the golf course property while utilizing labor and local businesses within the town to achieve it. We believe that if we can expose the course to a broader market, the local businesses and services of the town may have the opportunity to engage this presence.

2.2 k – Three Years Financial Statements

appliedgolf is a privately held company by one owner. Over the past nine years appliedgolf has had strong financial performance. We will be happy to provide proof of company financial stability during the interview process in a confidential manner.

Please see attached reference letters from our Accounting Firm and Primary Banking Institution.



appliedgolf
400 Rike Dr
Millstone, NJ 08535

With regard to appliedgolf LLC and David Wasenda, PNC and appliedgolf have a current, existing business relationship. I have worked directly with David and applied golf as the Business Banker, and relationship manager.

We have worked together for a couple of years now and value the partnership and relationship. If you have any questions, or need any additional information, please feel free to contact me at 732-915-2537 or Thomas.Brucato@pnc.com

Regards,

A handwritten signature in black ink, appearing to read 'Thomas Brucato', with a large, stylized flourish at the end.

Thomas Brucato
Vice President

Castle Consulting, LLC

109 Mercer Street
Hightstown, NJ 08520
(201) 659-4272
(609) 944-3444
e-Fax (806) 550-2911

July 17, 2015

Re: appliedgolf, LLC

Dear Committee,

We are the accountants for appliedgolf, LLC and have been providing management of their financials for tax preparation.

After a review of their financials last month, appliedgolf, LLC is having their best year since their inception in 2006 and has always shown steady growth.

Based on our history with appliedgolf, LLC and the financial statements provided to us, we can attest that as of December 31, 2014, appliedgolf, LLC remains financially very sound in order to provide resources and support to their clients.

Sincerely,



Neil Schloss, CPA

* We can not control factors related to government regulations, the economy and unseen circumstances that could substantially impact the operations or financial performance of the business in the future.

2.2 I – Failure to Complete Contracts

No Legal Cases and or Disputes with any past or current client in the history of company(s).

Have always fulfilled or exceeded contractual obligations.

2.2 m – Judgment, Claims, Etc.

The Company(s) nor Ownership(s) has ever been served with any judgments, claims, etc.

2.2 n – Crimes

The Company(s) nor Ownership(s) has ever been convicted of crimes.

2.3 b – Manning Level Statement

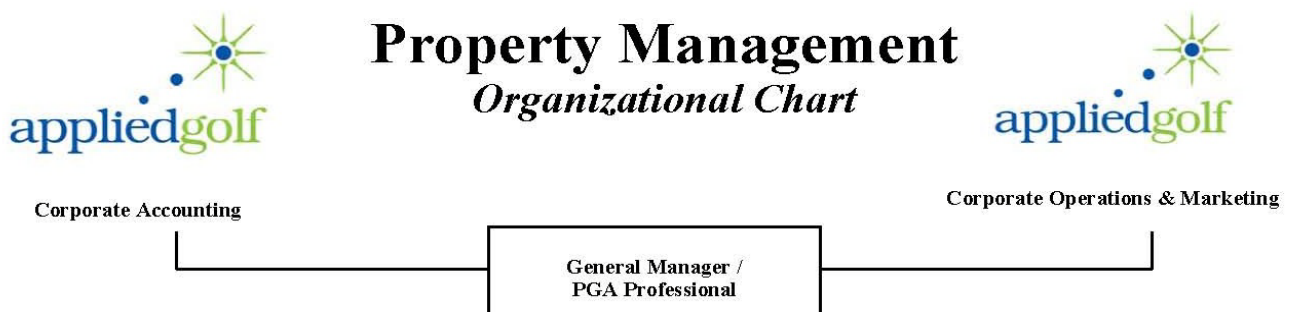
Our staffing plan is based upon providing management oversight through the use of our divisional managers and owner. Our firm employs up to 190 people in the peak of season and as low as 60 people in the off season. Our philosophy of management provides the Town with a high level of communication with the senior managers of the company. Our desire is to provide the Town with both a strong onsite management team and access to daily communication with a senior manager of the company. Having the decision makers involved in regular meeting allows our firm to react quickly and provide a clear line of communication. We believe in developing a partnership with our clients and working cohesively together to create the best possible result for the asset. This level and detail to attention flows down to our onsite staff and allows us to maintain consistency in our policies and procedures.

appliedgolf manages nine public courses in the eastern United States. In addition to these properties, we represent six other profile courses. In addition to these quality golf courses, the company senior managers have been active in developing and managing several other upscale public golf courses during their careers.

Throughout our careers several of our top executives have worked for other golf course management companies. This experience provided us with a primary understanding of what our counterparts provide as part of their management services. From this experience, we feel we have developed a better approach to managing our client's interest in a more comprehensive and competitive manner. As a mid-size company who is focused on maintaining our relationships, we have successfully developed this partnership approach when working with our clients. We take pride that we have maintained longstanding relationships with clients some of which extend close to a decade.

The management structure is set up according to the organizational charts listed below and includes the responsibilities of the onsite and off-site management team. Our management plan provides for regular interaction between the department heads including the Operations Manager/Head Golf Professional, Golf Course Superintendent and Bookkeeper. Each department head will have regular access and interaction with our Regional Manager including our Director of Golf, Lou Kubisa, Regional Agronomist, John Hutchinson, Jason DelliSanti, Food & Beverage, Corporate Accounting and Divisional Partner, Jim Geiger and Office Manager Angela Paoluccio. They will also have direct access to our marketing department through our Business Development and Marketing Manager, Dom Scarano.

In addition to our regional management team, the owner of the company Dave Wasenda will be involved in the oversight of the operations and have responsibility for the facility.



Golf Department

Organizational Chart



Corporate Golf

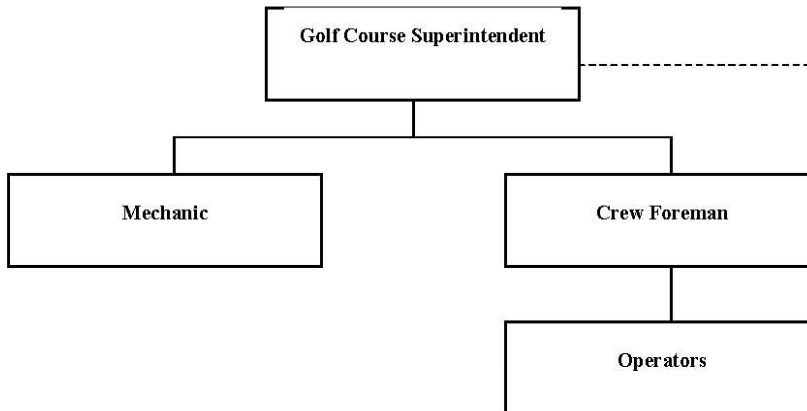


Golf Course Maintenance Department

Organizational Chart



Corporate Agronomy

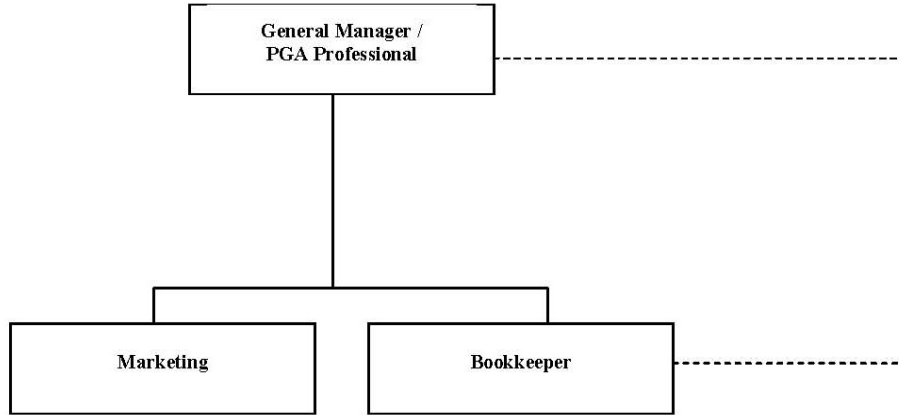


General and Administrative Department

Organizational Chart



Corporate Operations & Accounting

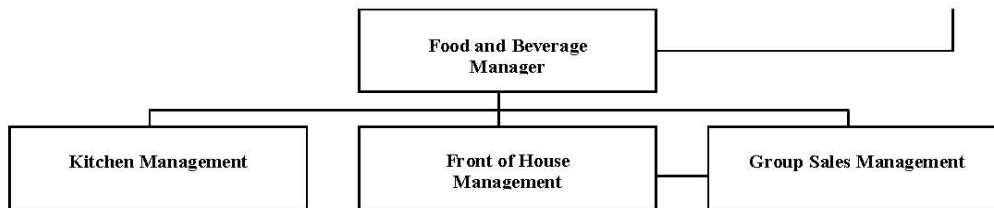


Food and Beverage Department

Organizational Chart



Homestyle Caterers (Optional)



2.3 c – Potential Employment of Current Staff

Our initial approach when engaging a property is to provide the existing customer base with a stable and familiar platform. During this phase, we will observe and review the entire operation using some existing personnel. We will evaluate manpower needs and amend accordingly without compromising the level of service. We will interview existing personnel to give them a chance to continue their employment during the first year of the engagement and assess the quality and responsibilities of their respective positions. Our mandate is to provide the town with a high level of customer service in the most cost effective manner as possible at the golf course. We will assess all options which may include the recruitment and employment of industry professionals as needed. We will make every effort to give both the current permanent and seasonal staff a reasonable and fair assessment of their responsibilities and salary structure and determine if this meets with our business plan and model for Blue Hill Golf Course.

2.3 d – Minimum Requirements for Criminal Records of Employees Working with Children

We welcome any minimum requirements the town may have on the employment of any employees with criminal records of any type and working with children

2.3 e – Use of Subcontractors

There is an optional section of this proposal that will use of a subcontractor pertaining the operation of the Food & Beverage area. appliedgolf is the financially responsible and assumes all responsibilities for all of the areas of this proposal including the Food & Beverage Operation using internal resources. The following firm is an optional subcontracted company to perform all operations of the Food & Beverage areas do to our highly successful relationship at Putnam County Golf Course:

Homestyle Caterers & Food Service - Food & Beverage Entity
Original Company Started in 2009
Federal Identification Number 27-1433671
34 Convent Avenue
Yonkers, New York 10703

Homestyle Caterers is a family-owned business that was formed by two brothers, Al and Joe Ciuffetelli. Both Al and Joe graduated from the prestigious Culinary School of New York. The Ciffetellis have more than 25 years of experience in the culinary field, and have created all types of cusine throughout their careers. They have provided their catering services to a wide array of venues from schools, hospitals, entertainment centers and golf courses. With their extensive experience, they are able to customize any facility to meet and exceed the required needs of the establishment. They are well versed in planning and coordinating catering on a variety of platforms from the casual to the elegant and specialize in managing the food and beverage service at golf course properties. They have a full understanding are very familiar in working with municipalities in providing their catering services.

Homestyle Caterers is currently operating in New York and has all applicable licenses to conduct business in the State of New York.

The company is financially sound, very stable and has never lost any business for cause or has not had any local, state or federal violations in the history of the company.

2.3 f – Continuation of Existing Programs

Embracing the local resident base is vital to gaining the support and confidence of the community. We are keenly aware of this especially when we are engaged to manage a municipal facility. We have implemented several programs at our other properties that have been designed specifically to connect with the community. This is no more evident than at the County owned property we manage in Putnam County-Putnam County Golf Course. We have several programs that were created for the community.

- We host several Men's and Ladies weekday league during the season
- We offer special discounts for golf and food and beverage on logo weekend-April 26th in honor of the Golf Course logo-Sybil Ludington, Revolutionary War Heroine of Putnam County to commemorate her ride throughout the area which led to an American victory at the Battle of Ridgefield.
- We initiated the inaugural Putnam County Amateur Championship for Men, Women and Senior Golfers, along with other tournaments throughout the season.
- We started summer camps for young and adult golfers.
- We hold free golf clinics for the public throughout the season for specific parts of the game
- We instituted Free Greens Fees for all veterans on Veterans Day

We would expect to continue this approach at Blue Hill Golf Course. With our access to our staff of PGA Professionals, we have the resources to develop similar programs for the residents of Orangetown and surrounding areas. Our specialists are certified professionals that can offer clinics and develop outing programs that the town may use to raise funds for charitable endeavors. They can set up tournament programs involving all different levels of golfers for Men, Women, Seniors and Junior players.

We would evaluate existing programs at Blue Hill Golf Course and look to enhance and expand the scope they offer the local community. We would also provide the necessary marketing to the town for special events held at the property. We will work with the town government and community leaders to establish other programs and events that may appeal to local residents. We will coordinate events to include food and beverage options.

Our intentions are to meet and exceed the expectations of the community while maintaining a financially stable environment for Orangetown. While there is a delicate balance between these two initiatives, we believe our expertise and experience is well qualified to achieve this. Our company and professional management team is well positioned to assist the town in continuing and developing new programs that will gain the support and confidence of the community. We would like to create an atmosphere of cooperation and work in partnership with the town and the local community to insure the success of these programs and the property.

2.3 g – Customer Commitment Statement

The commitment to customer service is one of the principal cornerstones of our company. One cannot engage the leisure and hospitality business without addressing the key components of customer service. We have made a dedicated effort in all the services we offer to place a priority on the level of care and service we provide our customers. This has been instrumental in the growth of the company since its inception. Our company's industry professionals have been thoroughly trained throughout their years of experience on serving the customer base. It has been part of the reason why we have been given positive referrals by past and current clients.

Our Approach to Customer Service

We have implemented a number of successful customer programs at all our properties throughout our engagements. It starts with an initial assessment of what may be lacking or what could be enhanced to retain and generate new customer business. Here are several examples of customer service oriented programs that we have implemented at our properties.

Putnam County Golf Course – Public - County Owned - 18 Hole - Mahopac, New York

- We installed a new and more efficient point of sale system to improve the efficiency of customer registration which saves customers time allowing them to proceed to the golf course faster.
- We installed a state of the art club repair and fitting center on site.
- We built a new website with an online tee time reservation facility along with customer profile settings to make it easier to book tee times.
- We created junior and adult game improvement golf clinic programs.
- We introduced a new season pass program and restructured daily fee rates to make it more competitive and affordable for the customer base.
- We instituted an annual comprehensive survey for customer feedback involving all facets of the golf and food and beverage operation.

Clearbrook Golf Course- Semi Private - 9 Hole - Monroe Township, New Jersey

- We refined pricing points and rate structures for daily fee play that were more in line with competing venues thus increasing business and revenue.
- We restructured membership programs and introduced an installment method payment allowing customers a more convenient and affordable way of obtaining a membership.
- We opened the golf course all year when the weather permitted which allowed our customer base full access to the course year round. Prior to our arrival the course was closed for the winter months. This accessibility allowed us to grow a following and increased member and daily fee activity.
- We built a new, informative and user friendly website allowing customers better access to tee time reservations and course conditions and instituted an annual survey for customer feedback and designed and crafted monthly newsletters along with interim communiqués to better inform the customer base.

Broadacres Golf Course-Public - Town Owned - 9 Hole - Orangetown, New York

- We built a new website with an online tee time reservation facility along with customer profile settings to make it easier to book tee times.
- We remodeled the interior of the clubhouse adding new carpet and furnishings to make it more appealing to the customer base.
- We restructured the rates to make them more competitive with competing venues.
- We developed a broader marketing base.
- We installed a new point of sale system that expedites customer check in
- We installed additional signage in the surrounding areas to assist customers with directions to the golf course.
- We refined and expanded the tee time protocol

These are just some examples of our commitment to customer services at some of our properties. We have other customized customer oriented programs at all our properties designed specifically for the dynamics of each. Our approach to customer service at Blue Hill Golf Course will be no different. After our initial review and assessment of the current policies and programs in place, we will address each and decide whether to enhance existing plans or move to create and implement new ones. Our philosophy has been to eschew the “cookie cutter” approach and create customized agenda related to the nature of the property we engage.

2.3 h – Added Value to the Community

Our objective is to get as many golfers to the course to experience the fine playing conditions and unique course layout. There are a number of incentive based programs that we can consider to achieve this goal. Customer loyalty and discount driven programs are just a few that we can implement to encourage more play at the course. We will analyze tee sheet utilization and offer special discounts for the slower and underperforming days and times in order to fill these spots. We will review current membership and permit packages and may add other valued based options and offer patrons additional alternatives.

Working with the Town to Further our Alliance with the Community

We would advise and work with the Town on how best they can utilize the property to stage special events, First Tee programs for Junior Golfers and activities designed to bring the community together. We are quite familiar with this process as we have successfully implemented these programs at some of our facilities that we manage. We would look to implement some of these programs for the town and establish some new ones that would be customized to the dynamics of the town and the patron base. Similar to our experience of the example cited for Putnam County Golf Course, we would look to create a platform of events and programs native to the area.

Having a gained an intimate knowledge of the Town and resident sentiment through our experience operating Broadacres Golf Course , we are very aware of the attachment that the community has to its golf courses. We have every intention to continue to reach out to the patron base and make them part of the process and value the input of the community. We will support and work with community organizations in any of their fund raising efforts that use golf outings as a platform for this purpose.

2.3 i – Marketing Plan

Assessment of Current Golf Course Website

We were pleased to see that the website was updated to a more state of the art platform. The website is well maintained and contains all the vital information that visitors would need to know about the golf course and property. We would make some minor adjustments and recommendations to enhance the overall experience for the visitor. These we believe will increase the marketability and visibility of the property. Our recommendations would include:

- Expand the Blog/Current Events Page to keep patrons informed of any pertinent information regarding updates to golf course maintenance, weather related course closures and golf discount programs.
- If not already addressed, install google analytics as a means to chart website traffic to measure the effectiveness of the site. Also establish geographic and demographic metrics to measure where the traffic is originating from along with age, gender and reach. This information can then be reviewed to develop specific target markets than have been underutilized.
- To review current Search Engine Optimization (SEO) protocol to insure that “key words and phrases” are utilized to the fullest potential. This will greatly enhance internet visibility when people are not only searching for Blue Hill Golf Course but the area, for activities and other related terms

Re-branding the Golf Course

We are well aware that the current logo has long been associated with Blue Hill Golf Course but it may be time to explore possibilities of re-designing it. We are not suggesting replacing it but a re-design that will perhaps add a more updated and modern appearance while maintaining the integrity of the original concept. Color enhancements and variations can be incorporated into the re-design as well different dimensional appearances. This can create a new image and appeal to the property and also increase the potential of merchandise sales if is received well and marketed properly.

Effective Integration of Social Media

It is no longer an option whether to reach your audience through social media, it is a necessity. The amount and usage of social media has become part of the fabric of all marketing campaigns. Our approach to the marketing of the golf course would be to increase amount of posts to the current facebook page and utilize it as an effective way to communicate to the market. This includes constant updates about the course, photos, special promotions and facebook ads which is a cost effective way of reaching an audience.

Through our analysis, we have found that more people of all ages are using facebook including the senior base. We have implemented this at all our other properties and have been successful in evaluating the tracking metrics at each facility. This allows for better forecasting and planning and establishes a user base that becomes a conduit to further market the course. This is accomplished through engagements and post sharing and expands audience reach. We will also establish a Twitter account to compliment facebook as a means of expanding the social media platform.

Email Blasts -Creating Newsletters and Communiqués

Staying in touch with the patron base through newsletters and communiqués is an essential and effective means of communications. Our resources allow us to effectively create, manage and expand the patron database to communicate informative content and graphically driven emails. Our tracking systems can determine the amount of readership and interest and pinpoint areas of interest from the patron base. This is an effective tool that is utilized to craft future campaigns and identify markets in which to target. This type of marketing allows for continuous contact with the patron base and insures that flow of information is reaching its intended target.

Print and Digital Media Campaigns.

We will effectively market and pursue opportunities through print and digital media campaigns. Given today that much of print advertising has become an expensive vehicle in which to reach the market, we will be very selective in our approach on the publications we use in this area. While local publications may appeal to the resident base, our aim is to reach a wider perimeter outside of this source. It has been our experience using publications dedicated to golfing enthusiasts that extend throughout the tri-state area increase reach and market share. The return on investment is far greater than a onetime ad in a newspaper or periodical. We will explore running digital advertisements with local and regional publications on their respective websites as means of reaching the local base. This is a more cost effective and efficient alternative to print advertising.

Cable Media

While cable commercials can be expensive to produce, we have the resources and access to videographers to mitigate much of these costs. We have produced a number of commercials and cable ads at our other properties that met with great success. We would review options and target areas outside the immediate market to reach those in adjacent counties and the tri state areas. Again we would be selective in this process to garner a greater ROI while broaden market share.

**LAST BBQ OF
THE 2015 SEASON**



PUTNAM
COUNTY GOLF COURSE



HOMESTYLE CATERERS PRESENTS
FRIDAY NIGHT BBQ SERIES END OF SUMMER
CLAMBAKE
AND BARBECUE

TRADITIONAL BBQ & CLAMBAKE STYLE MENU

SHUCKED CLAMS ★ STUFFED CLAMS ★ RAW CLAMS
★ SEAFOOD LINGUINE ★ SHARK STEAK

PUTNAM COUNTY GOLF COURSE
FRIDAY, AUGUST 28TH
FEATURING TIME MACHINE



\$35.00 PER PERSON/CASH BAR
DOORS OPEN AT 6:30 PM
BAND STARTS AT 8:00 PM



PURCHASE TICKETS AT
WWW.PUTNAMCOUNTYGC.COM
UNDER "EVENTS"



FAMILY BUFFET NIGHT

Tuesday, July 14th, 2015

6:00 pm - 9:00 pm

Grilled Chicken Caesar Salad Station

Antipasto Display

Caprese Salad

Garlic Bread

Assorted Pizza Station

Grilled Marinated Vegetables

Chef Attended Pasta Station

Chicken Alfredo, Shrimp Alfredo, Pasta Primavera

Three Cheese Lasagna

Italian Meat Balls

Pesto Tortellini with Roasted Tomatoes

Tiramisu, Spumoni, Cannoli & Italian Ice Cream Bar

Adults \$16++ Children 12 and under FREE!

RSVP to events@statesvillecc.com or 704-873-7240

Minimum 35 Reservations Due by Saturday, July 11th

**Family Buffet Night will be held on the second Tuesday every month!*

STATESVILLE COUNTRY CLUB

TWILIGHT GOLF SERIES



FORMAT:

JULY 24TH - TEAM SCRAMBLE
AUGUST 21ST - ALTERNATE SHOT
SEPTEMBER 25TH - TEXAS SCRAMBLE

TEES:

MEN WILL PLAY FROM THE WHITE OR GREEN TEE AND WOMEN WILL PLAY FROM THE RED TEE.

GUIDELINES:

- INFORM THE GOLF SHOP THAT YOU WOULD LIKE TO PLAY
- A COUPLE CONSISTS OF A MAN AND A WOMAN BUT DOES NOT HAVE TO BE SPOUSES.
- SIGN UP AS A FOURSOME OR A COUPLE AND THE GOLF SHOP WILL PAIR ACCORDINGLY.
- SCORING WILL BE DONE ON THE PATIO WHERE DRINK AND FOOD SPECIALS WILL BE AVAILABLE.
- WINNING TEAM WILL RECEIVE A GIFT CERTIFICATE TO BE REDEEMED IN THE LOUNGE.

5:30 PM

FRIDAY, JULY 24TH
FRIDAY, AUGUST 21ST
FRIDAY, SEPTEMBER 25TH

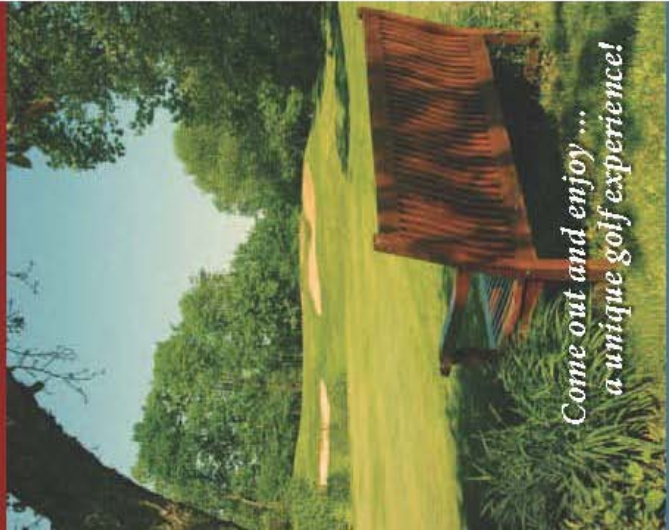
ENTRY FEE:

\$10.00 PER PERSON
(APPLICABLE CART FEES NOT INCLUDED)

CONTACT

GOLFSHOP@STATESVILLECC.COM
OR 704-873-8376
FOR MORE INFORMATION

Meet The Head Professional of Hickory Ridge



*Come out and enjoy ...
a unique golf experience!*

Jim McDonald **PGA Professional**

Jim is a certified teaching professional who offers a wide variety of lesson packages designed to improve your game.

*His programs include:
Individual Lessons, Group Lessons, and Clinics for Beginners*

For Directions

To Hickory Ridge Golf Course,

Visit Our Website at

www.hickoryridgegc.com

or

Call the Pro Shop at (413) 230-3360

Experience Hickory Ridge



THE HICKORY RIDGE EXPERIENCE

*Hickory Ridge Golf Club,
Western Massachusetts' premiere semi-private
golf club, offers both its members and
the public an exceptional club experience.*

*From the immaculate and challenging
Cornish/Robinson designed golf course to our
spectacular clubhouse, Hickory Ridge Golf Club
in Amherst, Massachusetts is the one club
you've been waiting for.*

Amenities include:

- 6,700 Yard Championship Course
- 4 Sets of Tee Boxes
- Full Service Clubhouse
- Men's & Ladies Locker Rooms
- Bag Storage Facilities
- Men's & Ladies Leagues
- Driving Range & Practice Green
- Fully Stocked Pro Shop
- Full Service Restaurant & Pub
- Golf Outings & Social Functions
- A Class "A" PGA Professional on site



HICKORY RIDGE GOLF CLUB

191 West Pomeroy Lane
Amherst, Massachusetts 01002

(413) 230-3360

www.hickoryridgegc.com



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Hickory Ridge Golf Course Daily Fee Rates

Weekdays	Walk	Ride
Monday thru Friday After 2:00 PM	\$25	\$37
	\$20	\$29
Weekends/Holidays	Walk	Ride
Saturday, Sunday & Holidays After 2:00 PM	\$27	\$39
	\$22	\$31
Seniors & Students	Walk	Ride
Monday thru Friday After 2:00 PM	\$22	\$32
	\$20	\$29
Junior Rates (Under 18)	Walk	Ride
Weekdays Only	\$15	N/A
9 Holes	Walk	Ride
Weekday – Anytime	\$18	\$25
Weekend – After 12:00 PM	\$18	\$25

Tee times available 6 days in advance of day of play.

A Full Range of Membership Packages Available that Provide Great Value

Hickory Ridge Golf Club offers many membership types based on various age categories.

All full memberships include:

- Unlimited playing privileges
- Exclusive and preferred tee times on weekends
- A full schedule of member only golf and social events (additional fees may apply).
- 7 day advance tee time bookings

Full Membership (Age 36-54)

Single	\$1,695
Family	\$2,495

Senior Full Membership (New Low Age 55 & Over)

Single	\$1,595
Family	\$2,295

Weekday Plus Memberships

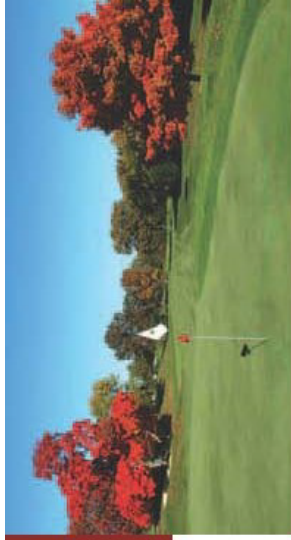
<i>Monday thru Friday</i>	
<i>Weekends & Holidays after 3:00 PM</i>	
Single	\$1,295
Family	\$1,895

Weekday Only Memberships

<i>Monday thru Friday</i>	
<i>Weekends & Holidays after 3:00 PM</i>	
Single	\$950
Family	\$1,450

Young Adult Membership (Under 36)

Single	\$1,225
Family	\$1,745
Junior Membership (Age 18-21)	\$495
Youth Membership (Under 18)	\$295



Additional Programs and Amenities at Great Savings

Annual Cart Membership Packages

<i>Full & Senior Members</i>	
Individual	\$ 750 + Tax
Family	\$1,000 + Tax

Weekday Only Members

Individual	\$ 650 + Tax
Family	\$ 900 + Tax

Other Membership Benefits

Guest Fees.....10% Discount off Published Rate	
Bag Storage	
\$ 95 + Tax Per Bag	
\$150 + Tax Per Bag - Fold Up Cart	
\$175 + Tax Per Bag - Non Fold Up Cart	

Range Fees

Token	\$5
-------	-----

Discount Range Programs

30 Tokens	\$120
<i>(Save \$30 off Single Rate)</i>	
60 Tokens	\$180
<i>(Save \$120 off Single Rate)</i>	

Handicap Services

USGA Handicap	\$35
---------------	------

2.3 j – Hours of Operation

The days and hours of operation will be established to maximize enjoyment, usage and profitability of the golf course. Weather permitting the Golf Course will be open seven days per week from March 1st to November 30th. From December 1st to February 28th a determination can be made if it is economically and operationally reasonable to open course when playable conditions exist. Periodically a mutually agreed upon day will be chosen to close one of the nine hole courses for extraordinary maintenance practices. The proposed hours of operation are completely negotiable and a proposed list of hours is as follows:

Minimum Pro Shop Hours

Month	Open	Close
March	8:00am	4:00pm
April	7:00am	6:00pm
May	6:00am	7:00pm
June	6:00am	7:00pm
July	6:00am	7:00pm
August	6:00am	7:00pm
September	7:00am	6:00pm
October	7:00am	6:00pm
November	8:00am	4:00pm

NOTE: March, April, October, November play is adjusted to Sunrise and Frost Conditions
June, July, August play begins as early as 6:15am

Minimum Restaurant Hours

Month	Open	Close
January	11:00am	5:00pm
February	11:00am	5:00pm
March	11:00am	5:00pm
April	11:00am	7:00pm
May	11:00am	8:00pm
June	11:00am	9:00pm
July	11:00am	9:00pm
August	11:00am	9:00pm
September	11:00am	8:00pm
October	11:00am	7:00pm
November	11:00am	6:00pm
December	11:00am	5:00pm

NOTE: January, February, March, April, October, November hours are adjusted to Golfer and Outside Guest Volumes.

2.3 k – List of Equipment

Current Owned Golf Course Equipment Available for Use if Needed

Description

Andersons Spreader
Back Pack Sprayer
Billy Goat Blower
Chevrolet Dump Truck
Chevrolet Pick Up Truck
Club Car Golf Cart (20 Units)
Club Car Turf li Xrt
Club Car Turf li Xrt
Club Car Turf li Xrt
Cushman Top Dresser
Echo 14" Chainsaw
Echo Handheld Blower
Echo Weedwacker
Engine Hoist
Express Dual Grinder
Fisher M Scope
Foley United 388
Gmc Pick Up Truck
Goosen Blower
Hand Held Sprayer
Honda 13Hp
Jeep Cherokee
John Deere 1445
John Deere Aerifier 1000
Kawasaki Blower
Kawasaki Mule 4X4
Kings Sprayer
Kubota L48 Loader
Lely Pull Behind Spreader
Lesco Hand Spreader
Lincoln Arc Welder
Massey Ferguson Tractor
Massey Ferguson Tractor
Neary Spin Grinder
Pneumatic Air Compressor
Raymond Pallet Jack
Red Maxx
Redmax Weedwacker
Reelmaster 5400-D
Scott'S Spreader
Scott'S Spreader

Scott'S Spreader
Skil Saw 11Amp
Skil Saw 2.4Hp
Stihl Backpack Blower
Stihl Backpack Blower
Stihl Backpack Blower Br600-Z
Stihl Chain Saw
Stihl Chain Saw
Stihl Chain Saw
Stihl Hedge Trimmer
Stihl HI100 Pruner HI100
Stihl Pole Saw
Stihl Weedeater
Stihl Weedeater
Stihl Weedwacker Fs100
Tanaka Trimmer
Tire Machine
Toro Greenamaster 1000
Toro Greenamaster 1000
Toro Greenamaster 1000
Toro Greenamaster 1000
Toro Greenamaster 1000
Toro Greenamaster 1600
Toro Greenamaster 3100
Toro Greens Aerator
Toro Greensmaster 1000
Toro Greensmaster 1000
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Toro Greensmaster 3100
Toro Greensmaster 3150
Toro Greensmaster 3151
Toro Greensmaster 3200
Toro Greensmaster 4500-D
Toro Greensmaster 5410
Toro Groundsmaster 325D
Toro Groundsmaster 328-D
Toro Groundsmaster 3500-D

Toro Groundsmaster 4500D
Toro Multi Pro 1100 Sprayer
Toro Multi Pro 1100 Sprayer
Toro Multi Pro 5700 Sprayer
Toro Multi Pro 5800 Sprayer
Toro Multi Pro1100
Toro Proforce Blower
Toro Reelmaster 223D
Toro Reelmaster 2300
Toro Reelmaster 5300D
Toro Reelmaster 5300D
Toro Sand Pro 5020
Toro Sand Pro 5020
Toro Sandpro 3040
Toro Sandpro 5020
Toro Sandpro 5020
Toro Spiker
Toro Trailer Transpro 100 #1
Toro Trailer Transpro 100 #2
Toro Verti-Cut Reel
Toro Verti-Cut Reel
Toro Verti-Cut Reel
Toro Verti-Cut Reel
Toro Verti-Cut Reel
Toro Workman 1100 #1
Toro Workman 2100
Toro Workman 3200
Turfco Sod Cutter
Yamaha Golf Cart (12 Units)
Yamaha Gas Utility Vehicle
Yamaha Gas Utility Vehicle
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Yamaha Gas Utility Vehicle
Yamaha Gas Utility Vehicle

Notes:

As Part of This Proposal Structure appliedgolf Plans to Acquire Golf Course Equipment Exclusively for Use at Blue Hill Golf Course if Awarded the Contract.

Food & Beverage Equipment Will Be Provided As Necessary

2.3 I – Quality Assurance Statement

We welcome the challenge and opportunity of today's golf market and maintain a positive yet practical approach to managing on behalf of our clients and their interest and needs. Staying involved in our industry governance and expanding our reach while staying grounded has been a big part of our ability to adapt to the many challenges that face the industry.

Operating upscale public golf courses requires some specific skill sets including; providing quality turf conditions through sound cultural practices at a competitive budget, having the ability to develop a team that is customer oriented and willing to go the extra distance to offer the best possible service, having the experience to understand the many different types of patrons who will want to enjoy the golf course and who must be addressed differently according to their needs and objectives they have for playing the game. Today's public golfers are a diverse group who include everyone from the private club member who expects the conditions and service of a private club, to the first time player who needs someone to help them through the orientation process so they are made to feel comfortable and welcomed. We are confident with our experience, that we have the resources available that can provide the Town of Orangetown with the best service and opportunity to grow and improve facilities at Blue Hill Golf Course.

Our success as a public course operator is predicated on building financial stability and our ability to develop a and provide a sustainable customer service model. This translates into both customer retention and new customer acquisitions. We are result driven with a proven record that includes revenue enhancement, growth in the volume of rounds, prudent cost management of overhead and dedicated customer service programs. We are certain that the Town will not be disappointed with the quality of service our company will provide to Blue Hill Golf Course.

2.3 m – Services Provided

Staffing Services

Our staffing services are based around providing both oversight management through the use of our divisional managers and owner. Our philosophy of management provides the Town with high level communication with the senior managers of the company. Our desire is to provide the Town with both a strong on sight management team and a regular communication with a senior manager of the company. Having the decision makers involved in regular meeting allows our firm to react quickly and provide a clear line of communication. We believe in developing a partnership with our owners and working together honestly to create the best possible result for the asset. This level and detail to attention flows down to our onsite staff and provides allows us to maintain consistency in our policies and procedures.

appliedgolf manages nine public courses in the eastern United States. In addition to these properties, we represent six other profile courses. In addition to these quality golf courses, the company senior managers have been active in developing and managing several other upscale public golf courses during their careers.

Through our careers several of our top executives have worked for other larger golf course management companies. This experience provided us with a firsthand understanding of what our counterparts provide as part of their management services. From that experience we feel we have developed a better approach to managing our client's interest at a more competitive rate. Being a mid-size company who is focused on maintaining our relationships by developing a partnership approach is how we work with our clients. We are proud that we have maintained long relationships with clients some that we have managed for over a decade.

We welcome the challenge and opportunity of today's golf market and maintain a positive yet practical approach to managing on behalf of our clients and their interest and needs. Staying involved in our industry governance and expanding our reach in the industry while staying grounded has been a big part of our ability to adapt and stay ahead of the many challenges that face the industry.

Operating upscale public golf requires some specific skill sets including; providing quality turf conditions through sound cultural practices at a competitive budget, by having the ability to develop a team who is customer oriented and willing to go the extra distance to offer the best possible service, by having the experience to understand the many different types of players who will want to enjoy the golf course and who all need to be handled differently according to their needs and objectives they have for playing the game. Today's public golfers are a diverse group who include everyone from the private club member who expects the conditions and service of a private club, to the first time player who needs someone to help them through the orientation process so they feel comfortable and welcomed into the game. Having had the experience and knowing the time and energy it takes to get the job done we are confident our company can provide the best service and opportunity to grow and improve facilities at Blue Hill.

Our success as a public course operator includes both financial success and the ability to build community outreach for our clients that translates into both good will and loyal customers. Our successes include, growing the rounds of golf in a down economy while reducing overhead, expand our outreach, instructional golf and social golf programs.

Transition Services

appliedgolf has a successful track record with transitions and is prepared to transition the Blue Hill Golf Course from the Town with the intent to continue to provide residents of the Town and other consumers from outside the Town an opportunity to continue to enjoy the traditions of Blue Hill's 27 hole golf course and services. Our team has prepared a transition plan to smoothly transition all systems including operating processes and procedures, human resources, staffing, golf, maintenance, instruction and merchandising functions.

Golf Operations Services

appliedgolf has a regional presence that will direct the overall golf operations plan which is focused on developing a growth strategy using our experience in player development and growth of the game initiatives. The golf operations plan also includes tee-sheet management, merchandising, tournament operations, customer service programs and the development of social and family golf and wellness activities.

Turf Management Services

appliedgolf will focus on creating a management plan that includes developing a long range plan to improve the course conditions through a detailed plan that includes proper water management, forestry and wildlife management through proper cultural practices. Our firm has experience working with both the Federal and the New Jersey Audubon Society. Several of our properties are currently undergoing Audubon certification and one of our properties in New Jersey recently signed a 10 year agreement with the Federal Wildlife.

Food & Beverage Services

Appliedgolf will operate in the Food & Beverage Operations and can optionally operate in conjunction with Homestyle Caterers & Food Services, a professional restaurant operation company, for the town. This would be accomplished through Homestyle's local area network of staffing, operations and purchasing power. Along with the successful business model now in place at many Homestyle Locations is the synergy with the appliedgolf team and connection both make between golfers and diners. This combination is a winning team effort to provide the golfers, diners and town the best possible results to the restaurant services at Blue Hill.

Major Decisions and Long Range Capital Improvement Planning Services

A golf course is a living asset and requires diligent attention to insure that it is flourishing. The plan will include a detailed capital improvement program that will focus on improving the identified challenged areas and improvements in conditions that bring a delay to the pace of the game which will allow Blue Hill Golf Club to continue to grow and maintain a loyal customer base. Course conditions and overall presentation of the building and services is vital to preserving a strong position in the market. Our team will work with the Town to develop a long range capital plan and work closely with the Town to obtain prior approval of any major decisions that arise during the term of our agreement.

Periodic Operation Review Services

As part of our agreement we will establish a regular monthly review of the facilities to include our upper management who will be available and part of the regular day-to-day oversight of the course. Our business structure includes the use of Regional agronomist and operations managers who are constantly monitoring operations. Being a local company we are able to provide a quick response and turnaround when plans need to be adjusted in order to capitalize on an opportunity.

2.3 n – Capital Improvements

Funds for capital replacement expenditures shall be provided to the Town as reasonably required, to \$100,000 per year. These funds will be used for making replacements and substitutions to the furnishings and equipment of the Course including golf course maintenance equipment, light golf course capital renovation work and any other capital expenditures necessary to keep the Course and Facility in reasonable condition in accordance standard set forth in the RFP. An agreed upon responsibility of capital would be the subject of negotiation during finalization of an agreement.

Please find below another facility example of Capital Purchase Plan.

Capital Improvements – Sample Document – For Display Purposes Only – Not Actual

Capital Projects		1	2	3	4	5
Golf / Greens and Grounds		<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
-		-	-	-	-	-
Recurring / Operating Capital Needs		-	-	-	-	-
Golf						
2 garage doors for cart storage			3,600			
2 Percon inventory guns		1,000				
20 range mats (\$300 each)			8,000			
Bag Drop Stands						2,500
Ball washer						2,000
Driving Range Signs			3,500			
Golf Shop Facelift			2,500			
golf shop fixtures					2,500	
Services Counter				1,500		
New carpet for golf shop				3,000		
New counter, manequines & displays				2,000		
Range amenities-coolers, benches, etc						2,000
Teaching Aids		1,500				
Subtotal		2,500	17,600	6,500	2,500	6,500
Greens and Grounds						
Cartpath repair			2,000			5,000
Bunker Repair					25,000	10,000
GE Capital Toro Pro Core w/attachments				20,303		
Gill EB20 Box Scrape					2,000	
Greens Groomer, s/n GGPM720		7,900				
Greens roller/spiker				14,425		
John Deere 1070 Tractor,						15,000
Lake Erosion Control		6,000				
Lake Management Aerators		2,500	2,500			
Maple Croft Lake pump		5,000				
Midsouth 16 ft. golf course trailer						2,000
Pronovost Trailer, s/n 300 , cond. F-P			5,500			
Salsco Greens Roller		12,500				
Toro Hydrojet 3000 Aerator			23,000			
TORO Network 8000 5.0 computer sys					7,800	
Tree removal		4,000				

Trees / Grasses/ Course Landscape	5,000	15,000			
Water coolers	6,000				
Subtotal	48,900	48,000	34,728	34,800	32,000
Total Recurring / Operating Golf Capital Needs	51,400	65,600	41,228	37,300	38,500

Capital Projects	1	2	3	4	5
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Clubhouse / Admin / Food and Beverage	2016	2017	2018	2019	2020
-	-	-	-	-	-
Recurring / Operating Capital Needs	-	-	-	-	-
Administrative					
Computer upgrades, programs, repairs	2,000	2,000	2,000	2,000	2,000
NEC LT260 Projector			2,000		
Unanticipated expenses (furniture, etc)	5,000	5,000	5,000	5,000	5,000
Subtotal	7,000	7,000	9,000	7,000	7,000
Clubhouse					
Banquet tables replaced	5,000			5,000	
Bar stool replacment			7,000		
Ballroom Wood Panel Repair	7,500				
Doors replaced				5,000	
Lighting replacement (obsolete)	1,000	1,000	1,000	1,000	1,000
Patio umbrellas					2,500
Portable Bars			5,000		
TV's	3,500				
Subtotal	17,000	1,000	13,000	11,000	3,500
Food					
(1) Hobart SS refrigerator		2,500			
10 Covered chafing dishes		7,000			
72in Round tables				6,500	
8ft SS counter unit w/ 3 drawers			4,200		
8ft X 30in Rectangular tables					1,800
Alto-Shaam holding oven, mdl. 1000-TH-I				2,500	
Beer Coolers and ar refridgeration			2,500		
Chicago Comet Executive flatwork dryer					10,000
Garland 4 gas burner stove top oven				2,800	
Garland Pronto Plus Steamersw/timer					5,000

Green armless dining chairs					3,500
Grill			3,200		
Hobart 1712 slicer			1,500		
Hot Box					2,800
Large gas grill	1,000		700		700
Microwave Ovens, Panasonic & Sharp	300			300	
Portable ice chest w/casters		1,000			
Refrigeration		5,000		5,000	5,000
Victory SS double refrigerator					2,500
Victory SS freezor, sgl. dr.,					2,500
Victory SS Reach-in refrigerator		2,500			
Walk-in freezer				5,000	
Wells stainless steel griddle			1,500		
Beverage					
Beverage-Air 36in Reach-in cooler				2,500	
Cooler		2,500			
Duke 54in stainless steel table w/1 shelf				1,200	
Genesis Ice-O-Matic ice machine				1,500	
Hobart deep fryer, counter mdl.					1,500
Perlick 72in Stainless steel drink box					4,500
Popcorn machine			500		
Scotsman ice machine			1,000		
True stainless steel sandwich table					2,500
Wells stainless steel grill				1,200	
Subtotal	1,300	20,500	15,100	28,500	42,300
Total Recurring / Operating F&B Capital Needs	25,300	28,500	37,100	46,500	52,800

Grand Totals

100,700

102,100

100,328

101,800

101,800

2.3 o – Pricing Policy

Our suggested pricing policy was developed after preparing a comprehensive analysis of competing venues within proximity to the property using a radius of 15 miles as a basis for the comparison. We used “like” properties in our analysis to assure a reasonable comparison. After completing our review, it is our professional opinion that the base rates that are in effect for the current year will be carried over to the 2016 season. We will however, offer certain discounts during more inactive periods throughout the season upon maintaining a statistical review of tee time utilization rates.

Recommended Rates for 2016

Resident	Walk	Ride	Associate	Walk	Ride	Non Resident	Walk	Ride
Weekdays			Weekdays			Weekdays		
Adult	\$31	\$51	Associate	\$42	\$62	ALL Non Res	\$48	\$68
Senior	\$26	\$42	Sr. Assoc.	\$33	\$53	-	-	-
Senior 9 Holes	\$20	\$28	Youth Assoc.	\$20	\$40	-	-	-
Youth	\$18	\$38	-	-	-	-	-	-
Weekday Twilight			Weekday Twilight			Weekday Twilight		
Adult	\$24	\$35	Associate	\$27	\$38	ALL Non Res	\$31	\$42
Senior	\$20	\$28	Sr. Assoc.	\$27	\$35	-	-	-
Youth	\$15	\$26	Youth Assoc.	\$20	\$28	-	-	-
Weekday Super Twilight			Weekday Super Twilight			Weekday Super Twilight		
Adult/ Senior	\$16	\$24	Associate	\$22	\$33	ALL Non Res	\$26	\$37
Youth	\$15	N/A	Sr. Assoc.	\$22	\$30	-	-	-
-	-	-	Youth Assoc.	\$15	\$26	-	-	-
Weekends /Holidays			Weekends/ Holidays			Weekends /Holidays		
All Resident Permit Holders	\$37	\$57	All Associates	\$47	\$67	ALL Non Res	\$57	\$77
Weekend Twilight			Weekend Twilight			Weekend Twilight		
Adult	\$26	\$37	Associate	\$31	\$42	ALL Non Res	\$36	\$47
Senior	\$24	\$35	Sr. Assoc.	\$31	\$39	-	-	-
Youth	\$19	\$30	Youth Assoc.	\$19	\$30	-	-	-

Membership Permit Fees

Orangetown Residents	Adult \$65	Senior \$50	Youth \$20
Associate Members	Adult \$75	Senior \$70	Youth \$30

2.3 p – Additional Conditions Proposed

No additional conditions proposed.

Section 7.0 – Sample Food Service Menus

The following are samples of menus and services that will can offered at Blue Hill Golf Course and are being provided as real examples for informational purposes for the compliance of this RFP. The exact menus items, pricing and packages may vary once finalized and customized to Blue Hill Golf Course and the surrounding competition and community.



SALADS

- Traditional Caesar** – \$6.95
- Spinach Salad** – \$7.95
Spinach, Red Onion, Hard Boiled Egg, Chopped Bacon, Vinaigrette Dressing
- Classic House Salad** – \$4.95
- Steak Chef Salad** – \$9.95
Mixed Greens, Marinated Steak, Hard Boiled Egg, Cheddar Cheese, Tomatoes, Cucumbers, Red Onion, Choice of Dressing
- Chicken Cobb Salad** – \$8.95
Grilled Chicken, Avocado, Blue Cheese, Bacon, Tomato, Hard Boiled Egg, Romaine Lettuce, Choice of Dressing

APPETIZERS

- Breadtzel Served With a Side of German Mustard or Cheese Sauce** – \$6.50
- Fairways Wings** – \$7.50
Buffalo, Mild or Spicy
- Mozzarella Sticks** – \$6.50
With Marinara
- Chicken Tenders** – \$7.50
With Honey Mustard
- Nathan's Fries** – \$3.95
- Grilled Chicken Quesadillas** – \$8.95
- Basket of Onion Rings** – \$4.50
- Tri-Colored Nachos** – \$10.95
Topped with Cheddar, Jalepenos, Chilli, Sour Cream, Guacamole
- Fried Calamari** – \$9.95
- Chili (Bowl)** – \$3.95



MORE INFORMATION
(845) 808-1882

OFF THE GRILL

- Nathan's Hot Dog** – \$2.95
With Sauerkraut or Onion
- Veggie Burger** – \$7.95
Served with a Side Salad
- Classic Fairways Burger** – \$8.50
With Bacon and Choice of Cheese. Served with Fries.
- Turkey Burger** – \$7.95
With Choice of Cheese, Lettuce, Tomato, Onion. Served with Side Salad.
- Add Chili – 75¢*

FAIRWAYS SANDWICHES

- Boars Head Deli Style** – \$8.50
Choice Turkey, Ham or Roast Beef, Cheese, Lettuce & Tomato. Served on a Kaiser Roll.
- Marinated Chicken** – \$8.50
Grilled Chicken with Lettuce, Tomato, Onions and Fresh Mozzarella with Balsamic Mayo
- Spicy Southern Chicken** – \$8.50
Breaded Chicken Cutlet, Topped with Swiss Cheese, Bacon and Our Homemade Chipotle Dressing
- Caprese BLT** – \$7.95
Choice Toasted Bread, Bacon, Lettuce and Tomato Topped with Fresh Mozzarella Cheese and Mayo
- Philly Cheese Steak** – \$8.50
Sauteed Onions and Peppers, Choice Cheese Served
- Tuna or Chicken Salad** – \$7.25
- Classic Grilled American Cheese** – \$4.50
With Bacon or Ham – \$5.95
- Bread Choices – Rye, Whole Wheat, White*

WRAPS

- Buffalo Chicken** – \$8.50
Mild or Spicy with Lettuce and Bleu Cheese Dressing. Served with Fries.
- Grilled Chicken Caesar** – \$8.50
With Lettuce, Tomato and Onion in Out Caesar Dressing. Served with Fries.
- Vegetable** – \$7.95
Grilled Vegetables with Fresh Mozzarella Cheese in a Whole Wheat Wrap. Served with Side Salad.
- Roasted Turkey Club** – \$8.50
With Lettuce, Tomato, Bacon and Mayo. Served with Fries.

BREAKFAST

- Served All Day*
- Eggs Your Way and Cheese** – \$3.50
Served on a Kaiser Roll with Bacon or Sausage – \$4.95
- Breakfast Burrito** – \$3.95
- Deans Sausage Biscuit With Cheese** – \$3.95

GOLF ★ EVENTS ★ BANQUETS
www.putnamcountygolfcourse.com



**GOLF OUTINGS
STARTING AS LOW AS
\$99 PER PERSON**



YOU ARE INVITED TO PUTNAM COUNTY GOLF COURSE!

Experience our affordable, full service facility to host your next event! From our outstanding Championship Golf Course, large banquet facility and attentive professional golf and dining staff, we can provide a memorable day from start to finish. Putnam County Golf Course can accommodate events from 40 to 144 people and we will attend to all of the details to make the planning process hassle free. Our basic golf outing package starts at *\$99 per golfer. For groups fewer than 40 please contact the PGA Professional.

Our Outing Packages and Services:

- * Greens fees and cart fees
- * Use of our practice facilities – driving range, putting green
- * Assortment of food and beverage menus to compliment your event
- * Optional beverage cart service for on course refreshments
- * Advanced prepared pairings/starting lists
- * Professional tournament scoring to accommodate all outing formats
- * Coordination and set up of all on course contests-longest drive, closest to the pin, closest to the line

Day of Event Includes:

- * An experienced and professional staff to assist you the entire day of your event
- * Fully staffed bag drop service to greet and assist your guests
- * Personalized signs placed on golf carts with participant names and hole assignments
- * On course placement of sponsors signs
- * Access to our fully stocked Pro Shop for all your outing prizes and awards
- * 20% discount in Pro Shop for each of your outing guests on the day of your event
- * Full use of our Clubhouse facilities, including grill room bar, banquet rooms and locker rooms

We look forward to hosting your event at Putnam County Golf Course, contact us today at (845) 808-1880 x2 or fill out the outing request form on the web site.

187 Hill Street, Mahopac, New York 10541 * (845) 808-1880 * www.putnamcountygolfcourse.com



2015 GOLF OUTING MENU OPTIONS

Option 1 \$99.00 Per Guest ++

- ★ Green amenities
- ★ Continental Breakfast – Fresh Muffins, Danish, Bagels, Coffee, Tea and Juice.
- ★ BBQ Cookout Luncheon – Hamburgers, Hot Dogs, Garnishes, BBQ Chicken, Corn on Cob, Baked Beans, Bottled Water, Keg of beer.



Option 2 \$125.00 Per Guest ++

- ★ Green amenities
- ★ BBQ Cookout Luncheon – Hamburgers, Hot Dogs, Garnishes, BBQ Chicken, Corn on Cob, Baked Beans, Bottled Water, Keg of beer.
- ★ Buffet Dinner – 2 Hot Hor's, Crudete, Cheese & Crackers, Salad, 1 Pasta Dish, 2 Entrees, 2 Sides, 1 Carving Station. Includes Soda, Coffee, Tea, Dessert, Beer & Wine.



Option 3 \$149.00 Per Guest ++

- ★ Green amenities
- ★ BBQ Cookout Luncheon – Hamburgers, Hot Dogs, Garnishes, BBQ Chicken, Corn on Cob, Baked Beans, Bottled Water, Keg of beer.
- ★ Buffet Dinner – 4 Hot Hor's, Crudete, Cheese & Crackers, Salad, 1 Pasta Dish, 2 Entrees, 2 Sides, 1 Carving Station. Includes Soda, Coffee, Tea, Dessert, Beer, Wine and Mixed Alcoholic Beverages.



187 Hill Street, Mahopac, New York 10541
(845) 808-1880 ★ www.putnamcountygolf.com



ALA CARTE MENU PRICING

Minimum 40 Guests

- ★ Beverage Cart \$10.00⁺⁺ – Bottled water, soft beverages, potato chips.
- ★ Beverage Cart \$15.00⁺⁺ – Domestic Beer, Bottled water, soft beverages, potato chips.
- ★ Boxed Lunch \$20.00⁺⁺ – Choice of sandwich / wrap, whole fruit, chips, bottled water
- ★ Canned Beer on Course with attendant \$20.00⁺⁺ (2 Stations)
- ★ Keg Beer with attendant on course \$165.00⁺⁺



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187 Hill Street, Mahopac, New York 10541
(845) 808-1880 ★ www.putnamcountygcc.com



GOLF OUTING CONTRACT

Name of Organization/Group _____

Contact Person _____

Phone Number _____

Email _____

Event Date _____ Number of Players _____ Time _____

Food Package _____ Beverage Package _____

Special Requests _____



Welcome to Putnam County Golf Course. We are pleased to have the opportunity to host your golf event!

Golf outings at our facilities are governed by the rules and procedures set forth in this application. Please take a few minutes to familiarize yourself and your participants with these rules and regulations. Then complete the information at the top of the form. Sign the application and return it with your \$500 deposit. Golf outings are accepted subject to the following conditions, restrictions, rules, and procedures.

Deposit – A \$500.00 deposit is required 4 weeks prior to the date listed above. The deposit will be credited towards the total outing fee.

Outing Fees – The fee for each participant for this golf outing is \$_____. The fee includes the green fee, cart fee, event scoring, event setup, contest markers, range balls, and the chosen food & beverage package. Season golf passes and senior/junior rates do not apply to golf outings. New York State sales tax and a 18% service charge is not included in package price.

Payments and Cancellations Policy – Full payment for your golf outing for the number of participants listed above is due on the day of your event. In the event circumstances require that you cancel your event, you may do so: 14 days prior the day of play. Cancellations after that will not be refunded the \$500.00 deposit.

Acceptance – Your reservation will be confirmed upon receipt of this contract with the deposit. This acceptance binds you and your organization to the terms of this agreement. If we are unable to accommodate the request in this application, we will promptly refund your deposit.

Communications – The completed application and deposit should be forwarded to Putnam County Golf Course
Attention: Jim Woods, PGA ★ 187 Hill Street, Mahopac, NY 10541 ★ jimw@putnamcountygcc.com ★ (845) 808-1880 x2

continued on next page

GOLF OUTING CONTRACT *continued*

Golf Course Operations and Guidelines – Our goal is to provide patrons with the most enjoyable, valued priced golf experience possible. To achieve this goal we have developed the following guidelines. It is incumbent upon the signor of this agreement to familiarize participants with these guidelines:

- * **Pace of Play** – We are committed to a 4 hour and 30 minute round of golf. Please keep this in mind when scheduling events. Groups under 100 players will be removed from the course after 5 hours of play. If you cannot maintain the pace of play, our on course staff will ask you to advance to your appropriate position on the course.
- * **Cooperation with staff** – Outing participants shall at all times obey instructions from our staff
- * **Playing Conditions** – We are working hard to provide you with the best playing conditions possible; we need the cooperation of all patrons. PLEASE: repair ball marks, obey all cart regulations, replace divots, and rake bunkers.
- * **Clubs required** – Each patron must have a set of clubs for the round. Rentals are available in the Pro Shop.
- * **Golf Carts** – The organization is responsible for any damage caused to the property or the carts and will be required to pay for such damages.

Alcoholic Beverages – Patrons may NOT bring alcoholic beverages to the course. Beverages may be purchased from the restaurant. Patrons who exhibit signs of intoxication will forfeit their outing fee and be directed to leave the property. Donated beverage will be allowed only with a corkage fee to be determined by the food and beverage manager.

Alcohol Exception Details: _____

Acknowledgement – The undersigned acknowledges that he/she has read the above Course Operations and guidelines and he/she assumes the obligation of informing all outing members of the information contained therein. The undersigned further acknowledges that violation of the foregoing guidelines may, at the discretion of Putnam County Golf Course staff, result in the forfeiture of a patrons outing fee and a directive to that patron to promptly remove himself/herself from the property. Patrons are required to abide by all of the Course Operations Guidelines.

Authorized signature-Binding Agreement – The undersigned represents that he/she has been fully authorized by the above referenced organizations to enter into this agreement. The undersigned acknowledges that his/her signature on the application will upon acceptance by us, constitute a binding legal contract under terms set forth herein and further (1) accepts the Course operations guidelines, (2) will distribute copies of the Course Operations Guidelines to all outing participants covered by this agreement and (3) will enforce the Course Operations Guidelines within the organization/group for this outing.

Food and Beverage – Our on-site catering facility is to be used for any food and beverage consumption for your golf outing. Homestyle Catering is the exclusive food and beverage provider for Putnam County Golf Course Golf Course. They can be reached at (845) 808-1880 x3

Authorized Organization Representative Signature	Title	Date
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Putnam County Golf Course Approval	Title	Date
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Section 9.0 – Mobilization and Implementation Plan

Upon receiving confirmation that our company has been awarded the contract to operate all operations at Blue Hill Golf Course, we have structured the following plan assuming the timetable for conveyance per the RFP. A Summary of Events has been prepared followed by a Detailed Mobilization and Implementation Plan.

Summary of Events for Mobilization and Implementation Golf and Golf Course Maintenance Operations

Date	Action
Notification Date	Notify all senior company personnel of the contract. Meet all senior department heads and sub-contractor to review each of their responsibility during transition period along with stated deadlines
On or About January 1, 2016	Property site visit to review existing inventory and equipment for the Golf Shop, Maintenance and Food and Beverage areas along with course infrastructure
January 2016	<ul style="list-style-type: none"> • Interview existing personnel and potential candidates for positions of Golf Shop Manager and Head golf Course Superintendent. Start outlining staff positions to be filled. • Install New Point of Sale System for Golf Shop while coordinating transition over with the Town • Meet with Chief Financial Officer of the Town to review reporting protocol and requirements. • Meet with the Head of Parks and Recreation to finalize permit procedures, protocol and pricing • Working with the Town, establish and finalize 2016 pricing for Blue Hill • Review all leases with Town
February 2016	<ul style="list-style-type: none"> • Meet with Town’s Chief IT Officer to review existing technology requirements at the property. • Start interview process with assistant’s positions, permanent staff and seasonal employees for all areas • Transition existing website, social media and customer database from Town to company • Finalize all Management Positions
March 2016	<ul style="list-style-type: none"> • Begin to stock Golf Shop with inventory and coordinate Food and Beverage service with sub-contactor • Inspect all Golf Carts • Start training of staff on new POS System • Inspect golf course for any winter damage (weather permitting) and repair existing equipment. • Inspect pumping stations and irrigation software • Late March (weather permitting) test irrigation system and make repairs needed. • Look to Open Course in Late March

Appliedgolf Key Personnel in Mobilization and Implementation Plan

Dave Wasenda	-	President & Owner
Lou Kubisa	-	Director of Golf
John Hutchison	-	Chief Agronomist
Jim Geiger	-	Divisional Financial Manager
Dom Scarano	-	Business Development and Marketing Manager
Matt Lloyd	-	Data and Field Services Manager
Jason/DelliSanti	-	Food & Beverage
Al Ciuffetelli	-	Homestyle Caterers on behalf of appliedgolf

9.0 a- Detailed Mobilization and Implementation Plan

RELATIONSHIP WITH THE TOWN

Establish a schedule of meetings with the Town by identifying a singular contact person with the Town to interact with the company partner in charge of the facility.

1. Initial transition phase – weekly meetings, emails and calls with Town representative as required to manage and control the transition.
2. 1st year of operations – following the first 30 days of transition establish a bi-weekly call or meeting to review progress of plan and implementation of changes identified through the operational phase.
3. Years two through five – establish monthly meetings on our around the 15th of the month to review prior months financial performance, operational needs and adjustments. Review new opportunities and challenges and plans for implementation of any changes to the plan.

Outline of our 30 day mobilization and implementation plan complete with time lines and description

LEGAL

Maintain all legal records as required by the federal, Town and local government agencies.

Provide risk management assessment of property and implement a safety management plan to reduce the amount of potential risk factors in the operation.

Review all safety issues, accident and incident reports and prepare an annual safety review of the property.

ACCOUNTING

Personnel

List all employees, job position, hourly rate, benefits, and personal information and provide the Town with contact information for key employees.

Review last performance evaluations if available of any past employee that are retained.

Establish qualifications for each position and review with all new hires.

Review organizational structure with the new team one week from the date of agreement.

Institute staffing guides, job descriptions and procedure manuals for all new hires.
Manage the staffing and make adjustments and changes to staffing as needed throughout the term of the agreement.

Financial

Prepare proforma as summarized as part of this RFP.
Establish 2013 forecast and adjust as needed throughout the first year.
Use prior year results and market study to develop long range forecasting model.
Prepare reports and of daily, weekly, monthly and annual revenues and expenses.

Department

Develop sanitation procedures for all departments.
Review equipment conditions (working, maintenance schedule, repairs and parts list).
Develop a list of equipment needs to maintain and operate the facility as described in the business plan.
Review and develop storage areas uses and develop control procedures for authorized usage.
Upgrade computers to include updating of electronic tee times, installation of Peachtree accounting program and new EZ Links Point of Sale system. Review all software and updates needed for existing computer equipment.

General

Upon arrival conduct inventory and verify all assets of facility with a Town representative and manager of the facility present.
Review capital budget plan with Town and establish a schedule of replacement of equipment needed and define all projects as proposed in the Operational plan

Taxes

Confirm all tax issuances are in place and proper documentation is posted upon taking over the operation as required by law.

- Employer ID number

- Town ID number

- Sales/Use tax

Gift Certificates

List gift certificates outstanding for proper recording of existing liability.
Develop new gift card procedures through the use of the POS system and credit card company.
Review control and policies with new staff to ensure proper issuance and redemption of new and old gift card and certificates.

Purchasing

Implement procedures
Develop forms
Identify approval process and authorized purchasers.

Reports

Review Daily sales report by *manager* and Weekly reports by *partner*.
Establish process to report monthly revenue and expense reports to Town representative.
Review cash flow report procedures with manager.

- Monthly

- Yearly

Contracts and Leases

Identify all contracts and leases

(name, term, cost, termination, etc.)

Prepare journal entries

Cash

Establish cash handling procedures

Establish daily deposit procedures

Establish petty cash needs and review procedures with manager

Review over/short procedure with manager

Review returned check policy and procedure with all cashiers

Review audits of house banks, petty cash and check books with manager

Review payroll procedure of Paychex or alternative

Accounts Receivable

Create new Credit Card agreements

Review credit card processing procedures

Review direct bill policy and procedures

Review collection procedures

Review A/R Townments, envelopes, return envelopes

Review current A/R aging process

Accounts Payable

Contact vendors regarding establish new credit arrangements for the facility

Accounting department to Set-up files per internal procedures

Payroll

Establish payroll processing procedures and create a new company for the Blue Hill Golf

Tax filing

Unemployment

PC software

Year end w-2's

Review existing payroll procedures

Review insurance benefits and carrier

Review funding procedures

General Ledger

Review chart of accounts

Review financial Tournament format

Prepare standard journal entries

Review fixed asset books

Review all balance sheets and bank accounts

INSURANCE

Issue new insurance policy

Review past insurance for

Liability
Crime
Workmen's compensation
Liquor liability
Property
Auto

LICENSE / PERMITS

Establish files and review procedures

Review and make corrections as needed based on latest local health and fire department inspection report as it pertains to the golf and maintenance operation
Review environmental permits
Review EPA for waste disposal and identification
Verify storage tank registration and update as needed
Update pesticide permit/license

HUMAN RESOURCES

Set up HR Systems

List of all employees, date of birth, benefit, salary, etc.
Establish all personnel files
Review application, I-9, W-4, insurance forms submitted by employees.
Provide current handbook to all department heads for distribution
Provide employees with a current organizational chart
Review benefits plan, Insurance, sick pay, vacation, holidays with employees
Insure all employee training procedures are identified and oversee sign-off of training
Maintain payroll forms for new hires, terminations, and status change

GOLF OPERATIONS

Personnel

List all employees, job position, hourly rate, benefits, date of birth, etc.
Review qualifications of each person
Review/create organization structure
Review/create staffing guides and job descriptions
Recommend changes in staffing

Financial

Prepare forecast to year end

Tour Department

Review sanitation procedures
Review equipment conditions (working, maintenance schedule, etc.)
Develop list of equipment needs

Operations

- Review/create all current staffing guides and job descriptions
- Tour golf courses, proshop and maintenance facilities
- Review/create staff guides and job descriptions
- Review/create department's organization structure
- Review recommendations for any staffing changes planned
- Meet with golf shop supervisor or pro and review merchandise operation and purchasing procedures
- Maintain high profile with members and guests to obtain their feedback when possible
- Review /create ranger and cart attendant operations
- Review /create starter procedures
- Review /create tee-time procedures if any
- Review/create inventory and buying plan
- Review current staff scheduling/create template
- Review/create P.O.S. procedures
- Review/create training procedures
- Review department open/close procedures
- Review handicap system - bag/range
- Review all outing contracts on books
- Verify all outing deposits

GROUNDS DEPARTMENT

Assistant Golf Course Superintendent

- Establish educational and employment requirements
- Certified pesticide license
- Develop scope of responsibilities
- Review/create all current staffing guides and job descriptions

Golf Course Mechanic

- Establish qualifications
- Review employment background
- Establish departmental record keeping
- Review/create preventative maintenance equipment schedules and documentation
- Review/create purchasing practices (parts, etc.)
- Review scope of responsibilities
- Review golf cart repair schedules (when applicable)
- Audit control of parts and inventory

Grounds Department Staff

- How many full-time, year-round employees
- How many seasonal employees
- Review/create training program and materials
- Check uniform requirements
- Review personnel files of all staff members
- Review/create staffing guide
- Review and assess individual qualifications of each staff employee

Operating Procedures:

- Manual
- Activity list

Course Design

Review course design and assess playability -- (private course design may need modification to handle public course play)

Are tees and green size adequate?

Are bunkers placed to accommodate play?

Determine future cart path requirements if necessary

Review pending design changes or immediate projects planned, if any, and assess need

Overall Operation

Identify drainage problems existing on course

Irrigation system - check the following:

- type -- automatic or manual

- water source – Town

- water restrictions and diversion permits

- quality of water

- condition of pumping system -- emergency system, back-up

- satisfactory coverage

- age of system

- responsible for operating and maintenance

Maintenance building and adjacent area -- check and review the following:

- adequate storage for equipment

- do pesticide storage and control procedures comply with Town regulations and inventory

- is safety equipment available to employees

- locker facilities and rest rooms

- are work areas adequate and safe

- is ventilation and heating adequate

- electrical supply

- location of fuel areas (meet Town regulations)

- parking for employees

- outside storage areas (sand, stone, etc.)

- organic debris area locations

- nursery location

- adequate lighting

- adequate security

Course conditioning -- check and review the following:

- type of turf/tees, greens, fairways, roughs

- mowing schedules

- mowing heights

- bunker conditioning -- large enough for mechanical rake or raked by hand

- machine work versus hand work on slopes and steep areas

- landscape requirements -- condition of plant material on course

- equipment used for mowing

1. Clippings remove or not
2. Mow greens and tees by hand or with riding unit

Adequate equipment -- check and review the following:

- replace schedule
- immediate needs

Verify all legal requirements

CAPITAL

Develop capital plan for this year

Review prior five year capital purchases/expenditures

Establish a long range capital improvement plan

PROPERTY OPERATIONS

Property Operations

Review and evaluate past history on utilities consumption and expenses for same

Review property operations manual if available

Install work order system if necessary

Tour and inspect all mechanical systems

Review and evaluate all safety procedures

Review or establish maintenance service contracts

- HVAC

- Telecommunications

- Refrigeration

- Computer

Review/create preventative maintenance procedures

Receive as-built drawings, plans, specs

Receive current survey of property

Receive warranties for property structures and systems

Obtain list of major repairs in last two years

Review building and operating permits and licenses

Review letter from fire marshal showing date and result of most recent inspection

Review certificates of local governing authorities that property complies with all zoning and parking regulations

9.0 b – FOOD & BEVERAGE DEPARTMENT

Optional Use of Sub-Contractor-HOMESTYLE CATERERS

Personnel

List of all employees, job position, hourly rate, benefits, date of birth, etc.

Review last performance evaluations

Review qualifications of each person

Review organization structure

Review staffing guides and job descriptions

Recommend changes in staffing

Financial

Review current budget

Prepare new forecast to year end

Tour Department

Review sanitation procedures

Review all kitchen equipment to ensure it is in proper working condition and determine if maintenance schedules are being maintained

Develop list of equipment needs

Review storage area/facilities

F&B

Review copies of all current menus and recipe cards

Review inventory of all marketing collateral for food and beverage

Review current purchasing procedures and specifications and standards

Review food and liquor controls, pars, storage, etc.

Evaluate all food specifications, paper goods specifications, stationery and printed material specifications.

Evaluate food and beverage supervisory personnel

Observe and evaluate food and beverage operating procedures

Tour physical plant for compliance to maintenance standards

Meet with Manager to discuss history of property, strengths and weaknesses of property and management staff in place

Visit and tour all competitive properties (list to be determined)

Meet with all Department Heads to solicit feedback (chef, catering and sales managers, outlet managers, etc.)

Review and inventory all menus/pricing

Review signage, marketing contracts and collateral materials such as letterhead, napkins, matches, note pads, coaster, pencils and forms/reports

Evaluate all contracts and lease agreements for food and beverage

Review and evaluate existing budgets and documentation for same

Review club and food and beverage marketing plan if available

Review profit and loss format with manager

- Discuss revenues

- Discuss food and beverage department expenses

- Discuss staffing guides

- Discuss labor productivity standards

Review "point of sale" or "register" system and check control

Participate in and review the 90-day forecast format for food and beverage

Review catering and sales procedures

Review and evaluate 30 random catering and sales files

Review and evaluate snack stand operations

Review Preventative Maintenance Manual

Review all catering contracts on the books

Check all catering deposits

Section 10.0 – Operations Plan

a. Golf Course Maintenance Plan

Soil Test:

The first task will be to take soil samples of the greens, tees and fairways. The results of these tests will enable us to construct and implement a program to amend the soil PH by applying Lime, Gypsum or other minerals as the test results indicate.

Pesticide Program:

A pesticide program will be designed and implemented and follow all state and local regulations to control turf diseases, insects, grubs and weeds. Plant growth regulators will be applied to inhibit Poa Annu seed head production on the greens. Growth regulators will also be applied to tees and fairways to reduce clippings, improve ball roll and enhance turf vigor.

Fertilizers:

Granular and liquid fertilizers will be used and follow all state and local regulations on the greens and tees on a regular basis. Granular fertilizers will be used on the fairways and rough as needed.

Aeration:

A combination of core and solid tine aeration will be performed on the greens at different times during the growing season. Core aeration will be performed in spring and fall. Less disruptive solid tine aeration will be performed during the summer months. Tees and fairways will be aerated in the fall.

Seeding:

An aggressive fairway over seeding program will be implemented in the fall of the first year. Tees and greens will be seeded as needed. Further fairway seeding will be done as needed.

Verticutting/Topdressing:

Verticutting and topdressing of the greens will be performed on a regular basis to remove thatch and smooth the putting surfaces.

Tee Markers/Divots:

Tee markers will be moved six or seven days a week during the golf season depending on the amount of play. Tee divots will be seeded and filled five days a week during the golf season depending on the amount of play.

Pin Placement:

Putting greens cups will be moved six or seven days a week to reduce traffic wear on the greens and add variety.

Turf Cutting and Height of Cut Schedule:

The greens will be cut six days a week depending on weather conditions and time of year. Tees, approaches and collars will be cut two to three days a week depending on weather conditions and time of year. Primary rough will be cut once a week.

Height of cuts as follows:

Greens - $\frac{9}{64}$ "
Fairways - $\frac{9}{16}$ "
Tees - $\frac{1}{2}$ "
Approaches - $\frac{1}{2}$ "
Collars - $\frac{1}{2}$ "
Primary Rough - $2\frac{1}{2}$ "

Bunkers:

Bunkers will be raked six days a week, weather dependant. Edging of bunkers will be done on an as needed basis. Bunker reconstruction will be part of a capitol improvement project.

Irrigation:

The course will be irrigated on an as needed basis. Daily inspection of turf conditions and weather observations will dictate the amount of water applied.

Airflow/ Sunlight:

The airflow and sunlight to some green complexes may be blocked by underbrush and trees. In this case underbrush clearing and tree pruning will be necessary to improve airflow and the amount of sunlight the green receives.

Parking Lot Maintenance:

The lots will be policed daily for trash. Blowers will be used to keep the lot clear of debris. Potholes will be repaired on an as needed basis. Snow removal will be performed on the driveway and parking lot as needed.

Wild Geese Management:

The wild geese population on the course will be managed in accordance with the State's Goose Management Program permit.

Irrigation of Turf Grass

Maintain and repair when and where needed. These repairs include the labor for normal replacement of broken or defective sprinkler heads, simple repairs to leaks in main lines, laterals and broken valves or the labor to replace controllers and troubleshooting electrical problems. The Pump Station will be monitored and generally maintained.

Maintenance will include lubrication of pump motors, cleaning of screens or filters and checking proper operation of the system. Damage by lightening, replacement of pumps, motors, controls and other Capital Improvement repairs and upgrades are not included.

Irrigation cycles will be during the evening hours so as not to interfere will play.

The irrigation system will be winterized in December by using an air compressor. The Pump Station will be drained, the cla-valves will be filled with anti-freeze and the filters cleaned.

The Quarterly Water Diversion and Monitoring Results Forms will be submitted to the NYDEP Bureau of Water Allocation and copies will be distributed to the Town. Daily monitoring of irrigation flow will be recorded and reviewed in order to prevent violation of the amount of the permitted diversion of water.

Golf Course Equipment Maintenance

Our plan to manage the existing maintenance equipment includes the continued use of preventative maintenance practices to ensure all equipment is maintained at optimal performance. We would look to take out of service any equipment that is not currently being used due to recent replacement. We would develop a schedule of replacement for older existing equipment that has not yet been updated. With the understanding that capital needs to be effectively managed and knowing that much of the equipment is aged and fully depreciated, our capital improvement program will include the replacement of mowing equipment, on annual- bases. Greens mowers and fairway units would be considered the top priority for replacement followed other mowing equipment and grooming.

Once we are in the operation we will conduct a very detailed capital plan for replacement. We saw no emergency capital needs during the tour and anticipate this list would be longer term.

b. Managing Play / Golf Operations

Managing pace of play is one of the most important issues when surveying customers at public golf courses and is an area of expertise that we take pride in having establishing a system for our facilities. We would first evaluate the current pace rating for the course, tee time intervals, starting and marshalling procedures currently in place.

To manage the pace of play there must first be an understanding of the components that factor into the courses pace. These factors include distances from greens to tees, difficulty of the course, green speeds, cart rules and budgeting. Second, an appropriate tee time interval that permits groups of players to properly be spaced out during their round must be developed. Tee

time intervals are often created based on budgeting before the course has been pace rated. The proper interval provides the space a group needs to move from hole to hole without a feeling of delay. This is where perceived pace of play and actual pace of play need to be defined. To illustrate, imagine you are in a foursome playing in 4 ½ hours and you never waited on a shot; you will have perceived your round to move along without delay. At the same time they could be in a foursome playing in 4 hour and if they caught up to the group in front of them on the third hole and are waiting between shots, most will feel as if the round was slow.

Often, the battle to maintain a well perceived pace of play is won or lost by the starter. By starting each group with the correct amount of space (tee time intervals) the groups will be able to move along without delay. In addition to managing the starting procedures the staff and players both need to be instructed as to how the pace of play will be managed on the course. The courses pace of play goals need to be shared and agreed upon by the players before they hit their first shot. By establishing the pace rating for each hole and knowing how long it will take a group to play the first three holes allows the staff to make adjustments early in the round before a group gets way out of position. Marshalling needs to be done early in the round so that slower groups can be spotted and re-positioned. Managing pace of play needs to happen early in the round if it is to be effective.

By establishing an early round adjustment, in example, having a policy that allows the marshals to warn players that are out of position by the second or third hole allows you to re-position a slow group, thus, re-establishing the pace of play before it is too late. It will also provide the customer with the understanding of what is expected of them in regards to maintaining the pace of play, which makes it easier for the marshals and the professional staff when dealing with a group out of position. There are also some new opportunities in technologies that we can discuss that offer excellent pace management tools. We are well prepared to institute and maintain a pace of play program that is effective for Blue Hill Golf Course.

Conceptual Managing Pace of Play

Single Tees

- When straight tee times are used as a method of start, the pace of play for the first hour and a half of the day's play is expected to be faster than a two-hour nine-hole pace.

Double Tees & Shotgun Starts

- Groups that start play on crossover tees or shotgun starts are expected to keep a two (2) hour pace of play for nine holes. If the pace of play is slower than a two (2) hour pace than a group is expected to maintain pace with the group in front of them.

Pace of Play

- The pace of play for all courses will be reviewed each day with the pace of play guidelines. The straight tee time course will be expected to keep a one hour and fifty five minute nine-hole pace for at least the first hour and a half of tee times on a normal day of play and four hour twenty minute eighteen-hole pace. The double tee course will be expected to maintain a two hour and five minute, nine-hole pace and four hour

twenty minute eighteen-hole pace for a normal days play. Bad weather, course conditions and tournament play will affect the pace of play, and it will be adjusted and posted accordingly.

Slow Play

- A pace of play policy will be put into place to try to create a standard that will be fair to the entire field on any day. Please read the policy below. If a group falls behind and is slower than the pace of play standard, then that group will be asked to move back into position. Please practice ready golf, and continuous putting.
- Any following group will be considered out of position if it: (a) is taking more than the allotted time to play, and (b) reaches the teeing ground of a par-3 hole and the preceding group has cleared the next tee; or, reaches the teeing ground of a par-4 hole and the putting green is clear; or reaches the teeing ground of a par-5 hole when the preceding group is on the putting green. Both (a) and (b) must apply for a group to be out of position. If both do apply than the group must move into position.

Concept Policy

Any groups that have been identified twice for slow play during their round for being out of position will be documented. If a player/group is logged twice, a communication will be made to informing him/her of such. Once a player has been identified as a slow player they will be internally tagged in which will not allow certain positioning on the tee sheet.

Day-to-Day Operations

As part of the operational management plan the facility will have an established set of procedures that will be developed through a club reference guide. Below is an example of the areas covered and the policy and procedures as they relate to the overall operation of the golf course:

1. Opening and Closing procedures- cash handling, banking, credit card, and gift card procedures.
2. Tee times – booking reservation, cart policy, junior and senior policy, pace of play, no-shows, walk-ins, tee sheet utilization, loyalty and data capture procedures.
3. Merchandising – Selling, returns, discounting, inventory, displaying, ordering and stocking procedures.
4. Customer Service – appliedgolf's customer service training program designed to teach and maintain a highly motivated staff prepared to create the right first impression with a smile, offer help, anticipate the customer's needs and respond with the appropriate action.
5. Emergency response plan – all departments heads will be trained in first aid and cpr and a response plan will be developed to handle emergencies.
6. Tournament Management – A structured tournament operations plan is developed for the facility including staffing assignments, function sheets, brochures and contracts.

7. Golf Academy programs – Class descriptions, schedules and pricing proper procedures for booking, and payment procedures will be developed and all classes will be available for registration online.
8. Reporting Procedures – Detailed reports will be maintained for management review, forecasting, budgeting and auditing of daily operations.
9. Instructional, Event and Social Activities Calendar – A complete calendar of activities and programs will be established with marketing support through collateral materials, sales training,

Services

appliedgolf will continue current golfing services while enhancing the overall presentation of the facility and establishing the following services:

- Improve Staffing and Customer Service levels.
- Tee time procedures and pace of play guidelines
- Loyalty and pre-paid player cards
- Merchandising and custom fitting
- Instruction, player development programs and community partnerships
- Social events, juniors, women and senior specific.
- Outings, associations, tournaments & league play.

Cart Rules

The decision to let carts off of the path will be made by the Golf Course Superintendent. Provisions for Handicap golfers will be made available; Blue Hill Golf Course does not discriminate against handicap golfers and does provide access to handicap flags or single rider carts as required. Players seeking use of a single rider cart must reserve the cart in advance. Blue Hill retains the right to restrict access only based on weather conditions including periods of dry conditions that would be detrimental to the course due to wet conditions or heat stress. At these times carts may be restricted to cart paths and limits to handicap flags and single rider carts. Handicap flags and single rider carts require a Town handicap id.

Loyalty and Pre-paid player cards-

appliedgolf will propose to develop a Loyalty and Frequent Player Card for Blue Hill Golf Course. The loyalty card will provide players who frequent the course the ability to earn points towards free green fees. A point system will be developed to also include points for merchandise sales and lessons

Course Usage

The objective of our course usage plan will be to develop a plan to improve the tee sheet utilization. We will review rate structure to be sure we have the right mix of seasonal rates to increase rounds during the shoulder seasons. Second, we will review and recommend any additional or reduction of rate breaks with a mid-day rate. Lastly, we will create new programs to attract families, couples, juniors and senior players to the course. Our company has a proven track record of being able to develop new programs to attract new players and by developing the right mix of rates we will be able to improve the value to the current players using the facilities. The success of the operating plan will be based on being able to:

- Improve the course condition.
- Improve the overall marketing and image of the facility.
- Create new player development programs.
- Create new rate structures and seasonal pricing.
- Develop new fitness activities to both golfers and non-golfers.

c. Group Play

Our main goal with facilities that allow golf outings is to maximize the number of rounds and revenue without effecting the overall perception of day to day play that outings are more important to the course than daily golfers are. appliedgolf determines the number of vacant days that are available and create a program to fulfill these days. Our contacts made through the property managers and marketing department provides an extensive list of leads for outings. In addition to referring outings that we cannot accommodate or better fits the other town facility. Additional outings will come from groups of men, ladies and couples at our other facilities who are looking for a one day getaway at another golf course.

We believe in a 'Simple' Sales Process to help convert inquiries into sales. Every outing inquiry is handled in the same fashion. A more detailed process that will be put in place will have any inquiry routed to the Head Golf Professional at which point an individual profile and worksheet is created and a proposal is generated. The personal contact and attention at this initial contact is invaluable toward sales conversion. The more time we can spend in front of the prospective client, the more they feel comfortable with the quality and value we offer.

An extensive database will be created from onsite information cards, Internet hits, outside promotions, and personal contacts. A mailer will be designed with the help of our marketing team to provide a quality image for the course. Legitimate sales collateral will also be created. This newly designed collateral material, coupled with proven sales techniques, will be another step in creating a positive image for Blue Hill Golf Course in the months and years to come. Highlights and a sales focus are summarized as follows:

- 1) **Follow Up Calls** will be made in conjunction with the outing database to spread awareness and secure business for this year and lay the seeds for next year if a conversion cannot be made.
- 2) **Relationships** with hotels local businesses will be established. Presentations will be made to sales professionals and meeting planners who are directly responsible for travel and corporate business in and around the area. Incremental business associated with this type of lead will grow as we further the programs with these organizations. We will also research relationships with planning groups to try and gain more incremental outing sales.
- 3) **Repeat Business** from this year's events will be stressed. Professionally handling group's 'day of' and then following up with niceties is always a surefire method for securing repeat business. A personal call is made to every outing coordinator within one week of completion of the outing in an effort to secure future business.
- 4) **Cold Calls** will also be utilized based on our database, contacts, and pertinent area organizations.
- 5) **Golfer Sponsored Outing.** An effort will be made to generate outing business from golfers who are already loyal to the course. Bringing friends and coworkers of current golfers to the golf course boosts public awareness, preview round and daily golfer opportunities.
- 6) **Local Community Organizations and Chamber of Commerce Meetings** are a perfect forum to spread awareness and generate corporate outings. These events are high profile business community opportunities to network and promote Blue Hill Golf Course.
- 7) **Word of Mouth.** Perhaps the most effective, yet least tangible, method of promoting outing revenue is to continue to provide the superb start to finish service that we are

currently offering. The better we can service the customers we do have, the more referred business we will gain.

- 8) Finally, an emphasis on **Pre-Booking** outings for the 2016 season will consume much of the early winter months. Though the nature of booking outings in advance is somewhat less aggressive, programs will be implemented to lock in repeat customers. This proactive mentality will clearly distinguish us from the competition.

Pro-Shop

Merchandising

Our merchandise plan includes increasing the offerings in both the soft and hard good categories. Our Professional staff will establish a buying plan and selling strategy designed to offer the players a proper mix of equipment, accessories and clothing. Part of our overall plan will be to improve the layout of the shop and overall presentation by updating fixtures and displays that will enhance the customers buying experience.

Variety and Quality of Product – Match the variety and quality of product in the shop to the clientele’s wants and needs.

Competition Pricing – Being able to compete with discount warehouses and some internet order houses selling clubs to raise our revenues. This process might affect current profit margins however; the plan would be to raise volume to overcome the lost profitability in each product sold.

Vendor Relations – We have established strong relations with vendors due to the buying power of the company. These relations afford us discounts, flexibility with orders, promotions and up to date store fixtures and displays at sometimes no cost.

Custom Club Fitting Systems and maximizing Use of Demo Clubs – Our Professionals will be certified in club fitting through several of the leading club manufacturers and appliedgolf will have at least one custom fitting system available for the Blue Hill Pro Shop. A more frequent use of all Demo Clubs to create custom club sales along with the scheduling of “Demo Days” will continue enhancing product awareness and sales.

Special Order Program – A systematized special order program allows customers a very easy and quick way of obtaining product.

Point of Sale System – Use of the POS to analyze buying trends and habits.

Outing Merchandise Sales – Capturing golf merchandise revenue from outing clients. The Golf Professional will handle the operations and sales for outing clients.

Traffic Pattern / Layout of Golf Shop – Design of the displays in the Shop to allow flow-through traffic making sure everyone tours the shop before registering for play.

Trained Personnel - The profile and training of the cashiers will help boost sales and awareness of products offered.

Inventory Levels –By creating a system of quarterly buying plans (replacing annual plans) and tracking inventory more accurately by the end of the year with data supplied with the point of sales system we will be able to continue to improve the buying plan and the number of times we turn the merchandise.

Golf Shop Décor and Seasonal Displays – An achievable log of changes to the décor and display of the Golf Shop will be made and updated as the season’s change.

d. Staffing

Pro Shop

Management	2	Property Manager, Golf Professional
Supervision	3	Assistant Professional(s), Operations Manager(s)
Specialized Skill	4	Starter(s), Shift Supervisor(s)
Labor	18	Cashiers, Cart Attendants, Rangers

Golf Course Maintenance

Management	1	Golf Course Superintendent
Supervision	3	Assistant Superintendent(s), Crew Foreman(s)
Specialized Skill	3	Mechanic, Spray Tec, Irrigation Tech
Labor	14	Operators

Restaurant

Management	1	Food & Beverage Manager
Supervision	4	Assistant Manager(s), Shift Supervisor(s), Chef
Specialized Skill	7	Bartenders, Cooks
Labor	12	Servers, Dishwashers, Bussers

Notes: All Staffing Levels Vary By Time of Year
Refer to Section B 2.2 f & g – Key Personnel – For Resumes of Key Individuals

e. Maintenance of Facility

Overview – An ongoing maintenance program will be implemented that is focused on preventative maintenance to stem the costs associated with broken or damaged equipment. A written plan will be created that assigns each department a punch list of areas of responsibility for daily, weekly, monthly and seasonal inspections of structures and equipment.

Exteriors – Exteriors of all structures will be inspected on a monthly basis for damage from burrowing animals or insect infestation, potential threat of overhanging branches and for general maintenance. All structures will be reviewed daily for loose debris and garbage. Building surrounds will be maintained on an as needed basis, i.e. mulching, plantings and mowing.

Structures – All structures on the property will be assessed for future viability as a productive asset and determine a replacement schedule for aged facilities. All grounds maintenance facilities as

well as clubhouse, restaurant and cart barn will be visually and manually inspected for hazards to remain OSHA compliant.

Electric – Maintain all electrical equipment warranty schedules for the kitchen, cart barn and maintenance facility. Document each inspection and repair and maintain a log of incidence. Create a reporting system that can be used by each department to document defective outlets, switches, panels or appliances. Promptly respond to reported incidents of defect in electrical equipment.

Plumbing – Create a log for documenting routine inspections and repair to plumbing in each facility. Encourage early reporting by staff of any sink, toilet, faucet or tap that is impaired. In October, the irrigation system will be blown-out and winterized as well as any other structure that will go into disuse for the winter.

HVAC – Semi-annual inspection of heating and air conditioning units will take place. Regularly scheduled replacement of HEPA filters in the ducting system as well as visual inspection for debris that could impair the free flow of air. The filters need to be replaced between three and six month intervals, dependent on the season and the activity in that facility.

Security – The installation of cameras and motion detecting lights in sensitive areas of the club will help prevent equipment damage due to vandals and discourage theft by customers and employees. Locating cameras that are highly visible to the public that are attached to the building that already has an alarm system will reduce the chance of property loss due to theft and or vandalism.

Vandalism – In addition to adding cameras to the security mix, any case of vandalism on the property will be thoroughly investigated. Any repeated events of vandalism will be met with active surveillance to detect, identify and remove the actor(s) involved. If necessary, law enforcement will be contacted and made aware of the incident(s).

f. Emergency Response Plan

A detailed emergency response plan will be created to identify the common hazards that are involved in the operation of a golf facility and unique to each department.

Medical Emergency

- Assess the emergency and determine if rescue personnel are required.
- Contact #911 the moment it is determined that emergency assistance is required
- If applicable, locate an individual trained in CPR and begin implementation.
- In the case of choking, employ the Heimlich Movement on the individual.

Fire

- In the case of a small fire, locate the nearest extinguisher and attempt to douse the fire, while first insuring that precaution is being taken.
- In the case of a large fire that cannot be safely controlled, call for help, evacuate all staff and customers, call #911. The priority of evacuation is: 1) People 2) Materials 3) Equipment.

Lightning

- In the case of severe weather, alert all arriving golfers of the potential for weather delays and possibility of dangerous lightning.
- Pay close attention to the radar and be prepared to blow the siren when lightning and thunder move within a dangerous range.
- Be prepared for a large group of golfers and employees seeking shelter at the same time and plan for traffic snags with the golf carts.

Hazardous Material Spill

- Treat any contaminated or otherwise injured person first. Assess their level of emergency and call #911 if necessary.
- Avoid exposing yourself to vapors of noxious fumes in the area.
- If necessary, notify Haz-Mat Unit of local fire department of incident.
- Assess the size of the discharge, the substance(s) involved and be aware of any special considerations certain chemicals need to be addressed with.
- Follow EPA guidelines for proper removal/remediation of spilled substances.
- File an incident report and submit it to the General Manager

Financial Reporting and Accountability

Examples of Financial Plans

Overview

As a golf management company we have developed an overall plan for how we establish our budgeting and financial controls that include a series of checks and balances between onsite operations, off-site financial personnel and off-site management.

The positions of general manager and bookkeeper are responsible for day-to-day financial operations. The off-site operations management and off-site financial personnel are responsible for reviewing and overseeing that procedures and daily activities and reporting of such are accurate and properly audited.

Our process begins with developing job descriptions and guidelines for the management positions. Each facility is an intricate operation and the needs are based on the size, type of facility (public, semi-private, private and private equity), Town and local government and agency requirements and overall staffing and budget required to operate the facility. In developing our procedures we start with sound financial, cash and operating controls and develop policy and procedures as required for the operation. Procedures are written to correspond with the facilities point of sale system, tee sheet system (electronic/manual), and physical plant and staffing allotments. Each POS system has its own strengths and weaknesses and larger staffs provide for additional layers of checks and balances, but also involve more personnel who would have access to cash or sensitive information.

The course management team would have a direct contact person who is the Operations Manager of appliedgolf who would be consulted on major decisions such as capital purchases, upper management hires and fires, insurance issues, liquor license, permits, changes to fees or

course tee time policies. The company's Operations Manager will be available to meet or correspond regularly to provide regular updates to the Town's Representative.

Financial statements are completed monthly by the off-site accounting department and matters of finance are directed to the finance director for guidance and approval. Daily, weekly and monthly revenue reports are sent to the finance director or one of his staff. The onsite bookkeeper deposits daily sales receipts to the bank. Cash and credit card charge deposits are verified onsite on a daily basis and again reconciled by the off-site accounting department on a monthly basis. Operational cost are covered through the operating account and funded according to the approved budget. This account covers the cost of operating the course and is maintained by appliedgolf. The operating account is reconciled by appliedgolf's off-site accounting department.

Cash Controls

Daily – Registers will be in place and operational at the club during the season. Each morning the opening staff member completes a "Daily Opening Cash Count" and records it on the form. This form is then placed in the deposit bag for the day. Actual cash totals of the beginning shift drawer count by denomination count are tailed and discrepancies noted.

At the close of each day, the drawers are then counted out listing the actual cash totals for each denomination and checks/travelers checks received. The drawer is then reestablished to the appropriate bank amount and the remaining deposit placed in the drop safe located in the pro shop with the bank drawer placed in the key lockable portion of the safe. Access to the combination portion of the safe (where daily drops are made) is limited to the Bookkeeper and General Manager.

Daily deposits are reviewed the following morning by the bookkeeper with system level reports run to determine any variances from systems to actual cash drop. If any variances exist, a check of the daily bank is performed to eliminate the possibility of a miscount. Daily transaction reports for the day are then run and voids reviewed for the day in question and corrections made (if necessary). Deposits are delivered to the bank daily.

Weekly – No additional weekly reports other than the daily activities are performed.

Monthly – The operating account is reconciled monthly by offsite accounting personnel from appliedgolf.

Petty Cash Reconciliation – A petty cash bank of \$500 is established monthly and overseen by the bookkeeper. The petty cash reconciliation is performed weekly and a spreadsheet listing item(s) purchased, receipt(s), and person purchasing the item listed. The PC reconciliation is reviewed monthly by appliedgolf and a check is cut when necessary to refund the bank back to \$500.

Credit Cards Reconciliation – Credit card reconciliation is performed daily based on the previous day's receipts. ETS is utilized as a third party credit card service and a report is printed checking the amounts for each credit card type by the day's receipts. Information from this report is entered into the Peachtree Accounting software and a copy of the ETS report is attached to the daily receipt report for filing.

Accounts Receivable – Accounts for Outings/Events are established through the POS System for each event. Account numbers are randomly generated by the system for each account. A \$500 deposit is due at time of contract signing for golf outing. This effectively takes the date off the calendar for other events. This deposit is non-refundable if the event is cancelled at the request of the party establishing the event. Payment is required in full at the completion of the event.

A/R Aging is reviewed weekly by the bookkeeper and General Manager to ensure that all receivables are collected in a timely manner. If collections are necessary they are first performed by the bookkeeper, second requests are by the General Manager. If the account has not paid within 30 days, a claim with small claims court may be pursued.

Accounts Payable – Purchasing of items for Blue Hill done by multiple means: purchase order and pre-book. Purchase orders are developed for larger budgeted purchases made by the facility (maintenance equipment, chemicals); pre-books are primarily done for pro shop merchandise and course chemicals in order to take advantage of discounts and to plan out delivery of product throughout the year and “at-once” is limited to items that are weekly consumables purchases (paper products, office supplies).

Upon delivery of products packing lists (if applicable) are checked against inventory received and held on file until the invoice is received. The invoice is then checked for accuracy and coded by each department head to appropriate Account Code. Discounts where appropriate are taken at this time and all invoices are submitted to the GM for approval. The invoice approval process is done weekly (Tuesday) to check amounts, discounts and coding. The approved invoices are then submitted to the bookkeeper for entry into the Accounting Software (Peachtree) and a check run for payment is generated. The checks are then reviewed for signature by the Operations Manager. Once the checks are signed they are resubmitted to the bookkeeper for final processing and mailing to the appropriate vendors.

Sales Tax – Sales tax is collected through the POS System for all transactions where NY sales tax is required. Taxable pro shop items are recorded daily and reconciled. All daily tax amounts are recorded into Peachtree Accounting software and monthly a printout of monies due to the Town is obtained. The sales tax amount is reconciled and payment is made each month thru the electronic filing system.

Gift Cards – (Sales/Redemption/Reconciliation)

Gift cards are sold through the POS System and are processed thru a credit card company ETS. Gift cards have unique numerical coding as well as magnetic stripes for ease of use by front line staff and the consumer.

Redemption of gift cards is processed through the POS system. Gift card sales are included on the daily transaction reports printed by the bookkeeper and are reconciled daily. Monthly reconciliations are performed by appliedgolf, who reviews ETS transaction reports and verifies these against monthly Gift Card transactions.

VOIDS and RETURNS

Void Procedure - Voids and returns are handled through the POS System. The transaction is completed by placing a negative value to the item being returned or voided. A copy of the

VOIDED receipt is stapled to the incorrect entry. The staff member would then re-ring the transaction correctly and or return the merchandise or credit the customer. The corrected receipt is attached to the Voided (Cancelled) transaction. An explanation is noted on receipt by the individual making the transaction. Voided receipts are reviewed by the general manager and noted on the daily close paperwork placed on back of the daily close sheet.

Returns are handled most in the same way as VOIDS. Returns are permitted as long as the product has not been used, altered, soiled and proof that it was originally purchased here (logoed, etc.). Credit card transactions (with receipt) will be credited back to the appropriate credit card. Cash transactions (with receipt only) under \$25 are returned as cash to the customer, those over \$25 are returned via a gift card. Any items without a receipt may be returned for a gift card in the appropriate amount. Customer accommodations that vary from this policy may only be performed by the Manager on Duty or GM and appropriately documented.

Inventory Controls

Golf Merchandise – Inventory is performed on a monthly basis on the last day of the month by members of the pro shop staff utilizing the POS system. A hard copy list is produced and a physical count is taken of all items in stock. The count is reviewed for accuracy and then entered into the POS where any discrepancies (short/over) are identified. A recount of any items not matching inventory levels is then retaken and the inventory is then approved by the GM for finalization and entry in the POS. A copy of the final inventory levels for the month, variances and the physical count sheets are stapled and filed.

Equipment and Chemicals – All equipment utilized by Blue Hill Golf Club is inventoried annually by department heads. In the F&B operation, a list of on premise equipment via an Excel spreadsheet and changes made based on new purchases and retired equipment. A yearly inventory is kept on all equipment and chemicals used in the maintenance department.

Golf Merchandise Purchases

Ordering – All ordering of golf merchandise is based on a buying plan developed for the club. The basis of the buying plan is projected sales based on history and current economic conditions. From that point on all additional purchases are made for filling in stock or for special orders.

Receiving – Upon receiving new merchandise a count is taken and checked against the packing slip and purchase order (if applicable). New inventory is entered into the POS inventory system where both a purchase order and a vendor receipt are generated. The packing slip, purchase order and vendor receipt are then attached to the product invoice and the items are entered into the inventory. Invoices are then entered into a merchandise log indicating date of receipt, vendor, brief description of items, cost, discounts taken and date of entry into POS prior to being coded by the General Manager. The invoices are then sent to the bookkeeper for processing.

Golf Merchandise Sales Procedures

Pricing – Pricing policy is based on arriving at a cost of goods margin of 35% for the year and is established through the buying plan. Hard good products are priced based on the retail market of local competitors (Dicks, Golf Galaxy) as well as agreements with the vendor as retail pricing guidelines. Hard goods average between 20-30% margins. Soft goods pricing is based on

“Keystoning” of the wholesale cost including shipping. Modifications are made to this policy when product has been received at less than wholesale cost due to vendor promotion, discounts available and market demand.

Discounting – Hard goods are discounted when the item is removed from manufacturer pricing controls, net downs are made available or competitor pricing has established a base selling price for an item. Soft goods are discounted based on a 45/30/15 day cycle. On day 45 the item(s) is then offered at 20% off ticketed price, 30 days from that point the item(s) is reduced to 40% off ticketed price, after 90 days on the floor the item will head to the BOGO rack. Items that are “orphans” (1 of a size or color) may be placed on the BOGO rack prior to the 90 day cycle.

Returns – appliedgolf permits returns as long as the product has not been used, altered, soiled and proof that it was originally purchased here (logoed, etc.). Credit card transactions (with receipt) will be credited back to the appropriate credit card. Cash transactions (with receipt only) under \$25 are returned as cash to the customer, those over \$25 are returned via a gift card. Any items without a receipt may be returned for a gift card in the appropriate amount. Customer accommodations that vary from this policy may only be performed by the Manager on Duty or GM and appropriately documented.

Outing and Event Agreements - appliedgolf requires a deposit to hold the date for a requested golf outing. The deposit must be received a minimum of 60 days prior to the date of the event. A deposit of \$500 in addition to a signed contract is required at this time. A valid credit card is also required to be on file with the course as part of this contract. A minimum of 24 players is required for an event to be established. In order to receive a shotgun start a minimum of 40 players is required, with 100 players closing the course for the event. A final number for golf must be provided 7 days prior to the event. Payment in full by credit card or check for the event is required at the completion of the day's events. If the event is tax exempt a Tax Exemption Certificate must be on file prior to the event taking place.

Tee Sheet Management Procedures - appliedgolf will use a POS System for tee sheet management electronically. Tee times are taken in person, via phone and internet up to 14 days in advance. The pro shop opening staff is responsible for printing 3 copies of the day's tee sheet with one copy going to the cart attendant/greeter and a second copy to the day's starter and the final copy given to the ranger on shift. Rates are preset in the system. Those requesting Frequent Player rates that have not been previously verified by the staff are required to show proof of ID (driver's license, check, utility bill). A list of Frequent Player Card Members are available to pro shop staff to verify at the POS.

The cart attendant greeter is responsible for verifying that those who have checked in for play have paid for a cart. They receive a copy of the signed slip verifying cart payment from the customer as produced by the FORE System. The starter is responsible for verifying that the customer has paid for their round and /or cart, they then record the following information on their copy of the tee sheet; transaction number from receipt, number of players, cart numbers and actual start time (time when last member of group leaves the tee). This starter sheet is updated for the afternoon shift change and both tee sheets are combined and attached at the close of business. The closing shift staff member at the close of the pro shop reprints the day's tee sheet from the computer and attaches this copy to the report. Tee sheets are then reviewed the following day by the GM for accuracy from revenue received from the POS System actual rounds recorded (Starter Sheets). Reports are accrued monthly and filed.

g. Acknowledgment of Objectives of Town

We are thankful to the Town of Orangetown for giving us this opportunity to participate the RFP process for Blue Hill Golf Course. We make this submission with the intent of meeting and exceeding the required mandates set forth in the RFP. We strongly believe that appliedgolf can provide the Town the best possible option for managing Blue Hill Golf Course for several reasons. We do realize that the Town must go through the vigorous due diligence process of vetting all proposals and ultimately use their wise judgment in deciding what is best for the property and the residents of Orangetown.

As we mentioned, there are several compelling reasons why appliedgolf would provide the Town with best solution for Blue Hill Golf Course. To start with, we feel our company is a proven commodity with the Town having operated Broadacres Golf Course for the last 2 years. Our involvement with this property has provided us with a wealth of knowledge about the Town and the sentiment of the residents regarding the golf course properties. We are keenly aware of their passion and their expectations for preserving these assets and our company is well positioned and prepared to provide a level service exceeding these high standards.

It is also our belief, that we have a strong working presence in the region and are intimately familiar with the demographics, consumer patterns, pricing points and cyclical trends in the marketplace of the Town and surrounding area. Given a large portion of our property portfolios reside in the Northeast validates and confirms our experience with the region. As the Town is aware, we customize our approach to every property we engage and eschew the “cookie cutter” methodology employed by some organizations. Our advanced knowledge of the area and the policies of the Town allow us to immediately integrate our services without having to go through a “learning curve”.

One of the most compelling reasons we can give the Town to give serious consideration to our proposal is that it will provide Orangetown a singular platform with one company to operate its golf courses. This will provide the Town with one uniform system of operations and eliminates any issues operating on a dual platform. Having already experienced the conversion process with the Town at Broadacres provides our company with the information to expedite the transition. Our company will also have the advantage of easily deploying resources to each of the Town’s golf courses because of our presence at Broadacres. Manpower and equipment can be used interchangeably at will allowing for a greater operating efficiency. Logistically, our company’s home office is in very reasonable proximity to the property permitting greater access for senior staff members when needed.

It is our belief that we have a proven record with the Town through our results at Broadacres Golf Course and we would like to have the opportunity to continue these successful efforts at Blue Hill Golf Course. It is our hope that you will give our proposal serious consideration in your selection process and we avail ourselves for any further questions and presentations as needed. We thank the Town of Orangetown for allowing appliedgolf to be part of the RFP process and look forward to the opportunity of working with you in the operation of Blue Hill Golf Course.