



WASHOE COUNTY

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STAFF REPORT

BOARD MEETING DATE: **October 25, 2016**

DATE: September 26, 2016
TO: Board of County Commissioners
FROM: Dave Solaro, Arch., P.E., Director
Community Services Department, 328-3600, dsolaro@washoecounty.us
THROUGH: Kevin Schiller, Assistant County Manager
SUBJECT: Tentatively approve an Agreement for License and Professional Management Services at Washoe Golf Course between Washoe County and the most qualified proposer [staff recommends Billy Casper Golf], for full management of the Washoe Golf Course for a four and one half year period commencing on January 1, 2017 through June 30, 2021; and if tentatively approved, authorize the Community Services Department Director to further negotiate and sign the Agreement consistent with the selected vendor's proposal. (Commission District 1.)

SUMMARY

Washoe Golf Course, a year-round municipal golf course owned by Washoe County and located at 2601 S. Arlington Drive, is Reno's oldest golf course founded shortly after the great depression and built in the early 1930s. Washoe Golf Course encompasses 162 acres of mature landscaping with an 18 hole regulation length golf course, extensive practice facilities, putting green, driving range, chipping area, pro shop, and clubhouse with restaurant.

At the May 24, 2016, Board of County Commission meeting (Board), staff was given direction to prepare a request for proposals (RFP) for operation of the golf course. Staff prepared the RFP and received four submissions which have been scored by two separate panels, the results of which are being presented to the Board for action.

Strategic Objective supported by this item: Stewardship of Our Community.

PREVIOUS ACTION

May 24, 2016 – The Board amended the current License agreement with Bell-Men Golf, Inc. for a six month extension and gave direction to staff to solicit a request for proposals for a four and one half year license agreement.

March 26, 2013 – The Board approved Amendment #2 to the Agreement for License and Professional Management Services at Washoe Golf Course with Bell-Men Golf Inc. retroactive to July 1, 2012 and approved a waiver of unpaid late fees in the approximate amount of \$20,000 through March 31, 2013.

AGENDA ITEM # 13

March 27, 2012 – The Board approved Amendment #1 to the Agreement for License and Professional Management Services at Washoe Golf Course with Bell-Men Golf Inc., to allow for annual renewal of the Performance Bond.

December 13, 2011 – The Board approved an Agreement for License and Professional Management Services at Washoe Golf Course with Bell-Men Golf Inc. for professional services including food and beverage services at Washoe Golf Course for a four and one half (4 1/2) year period commencing on January 1, 2012 through June 30, 2016 with one additional five year renewal option.

August 23, 2011 - The Board approved Option # 1 and directed renewal of the contract for Golf Professional Services with Bell-Men Golf Inc. and/or Odette's for food and beverage services and retained all County golf maintenance staff as status quo.

May 10, 2011 – The Board amended an agreement for license and professional management services at Sierra Sage Golf Course with Cal-Mazz Golf Management, LLC through June 30, 2016 with one additional five year renewal option.

BACKGROUND

As was presented to the Board in May of 2016, it is the desire of Washoe County staff that both of the County owned golf courses operate in a similar fashion with a full service operation and maintenance arrangement. This is currently the model for Sierra Sage, and additionally one operator for both courses would be the preferred model for staff. Washoe County solicited a Request for Proposal (RFP) to operate Washoe Golf Course for a four and one half year period to align the contract end date for both courses in June of 2021. The Sierra Sage agreement has been successful over the past five and a half years, and there are four and a half years remaining on that license agreement.

On Wednesday, July 6, 2016, Washoe County advertised an RFP for operation, maintenance, and management of Washoe Golf Course for Washoe County in the Reno Gazette Journal. Copies of the RFP were sent to multiple vendors upon request to the Community Services Department. On July 22, a mandatory pre-proposal meeting was held at the golf course and was attended by seven proposers. Proposals were due to Washoe County by 2:00 p.m. on August 19, and four proposals were received. The proposers were:

CourseCo
Bell-Men Golf, Inc.
Mazz Golf Management
Billy Casper Golf

The proposals were reviewed, scored, and ranked by a panel of four individuals, two county employees, an Open Space and Parks Commissioner, and a Golf Course Superintendent from a local golf course. This initial ranking had a spread across all four proposers of only 100 points out of a total of 770 possible points.

The process initially contemplated interviewing only the top two proposers ranked by the panel; however, based on the limited spread of points it was decided that interviewing all

four firms would be in the best interest of Washoe County. Interviews of the firms took place on September 13, 2016. The interview panel included:

Kevin Schiller, Assistant County Manager
 Dave Solaro, Director of Community Services
 Eric Crump, Division Director of Operations, Community Services
 Rosemarie Entsminger, Fiscal Compliance Officer, Community Services

Using the information gained at the interview along with the information provided by the proposers, websites, and reference information, the panel deliberated for nearly a week prior to submitting scores to the Director of Community Services for ranking.

Based on this review Billy Casper Golf is the proposer with the highest score and most beneficial financial position to expand municipal golf for Washoe County. However, staff understands that this process directed by the Board has policy implications for Washoe County municipal golf.

The scoring for each firm at the end of the process is provided below:

Name	Billy Casper	Mazz Golf	CourseCo	Bell-Men
Score	557.5	497.5	450	325

Washoe County staff is excited about the prospects that Billy Casper Golf can bring to golf as a business for Washoe County over the next four and a half years. Staff also understands that there are other potential opportunities available for the goal of operating both courses under a single management group. Ultimately it is the direction of the Board of County Commissioners regarding their vision for golf at the Washoe County courses.

Through the interview process and reference reviews, the following highlighted strengths were compiled, and are provided to the Board for consideration:

Billy Casper Golf has a national administrative presence which will be complimented by local operations professionals. They have a large amount of liquidity which can be an important aspect in bringing Washoe Golf into improved playable conditions, and the metrics established for providing the product as a business process are impressive.

Mazz Golf Management has a local administrative presence and local operations professionals with a known product for Washoe County. This operator would provide the ability to put both County owned courses under single management decreasing the staff resources necessary to oversee the golf operation and has provided an interesting marketing plan for golf.

CourseCo has a national administrative presence which will be complimented by local operations professionals. They have knowledge of golf on the west coast and the administrative team includes professionals that have worked at courses in the Reno market.

Bell-Men, Inc. has a local administrative group with local operations professionals. They have the knowledge of the course as they have been managing all but the maintenance of the property for many years. They also have longstanding relationships with the Men's and Women's golf clubs.

Staff has not negotiated a license with Billy Casper Golf prior to this meeting, and requests direction from the Board based on the Board's vision for golf at the Washoe County owned courses prior to negotiation, consistent with the selected vendor's proposal.

Upon Board direction, staff will finalize the attached license agreement based on the parameters in the proposal and attached financial analysis and the Community Services Department Director will sign on their behalf. The agreement will be for the term January 1, 2017 through June 30, 2021.

FISCAL IMPACT

Washoe County remains the owner of the golf course and therefore has certain landowner responsibilities relative to major maintenance items, such as repair of roof, HVAC and street to building sewer, gas and water lines. The revenue provided by the successful proposer will support potential repairs.

Capital Improvement fees and funding will provide a continued viable golf product for the contractor and the golf community. The agreement provides for the implementation of a fee to fund capital improvements beginning in 2019, with a mutually agreed upon capital improvement plan.

Attached is a summary of the projections submitted in the RFP proposals. It reflects the four full years of the 4.5 year contract.

RECOMMENDATION

It is recommended the Board of County Commissioners tentatively approve an Agreement for License and Professional Management Services at Washoe Golf Course between Washoe County and the most qualified proposer [staff recommends Billy Casper Golf], for full management of the Washoe Golf Course for a four and one half year period commencing on January 1, 2017 through June 30, 2021; and if tentatively approved, authorize the Community Services Department Director to further negotiate and sign the Agreement consistent with the selected vendor's proposal.

POSSIBLE MOTION

Should the Board agree with staff's recommendation, a possible motion would be: "Move to approve an Agreement for License and Professional Management Services at Washoe Golf Course between Washoe County and the most qualified proposer [staff recommends Billy Casper Golf], for full management of the Washoe Golf Course for a four and one half year period commencing on January 1, 2017 through June 30, 2021; and, authorize the Community Services Department Director to further negotiate and sign the Agreement consistent with the selected vendor's proposal."

2016 Washoe Golf Course Request for Proposals-Full Service Operations & Maintenance
Financial Summary of Vendor Proposals

	Billy Casper	Mazz Golf Management	Bell-Men Golf	CourseCo
Proposed Term of Contract	1-1-2017 thru June 30, 2021			
Proposed Financial Plan	15% of gross revenue in excess of \$950,000 and 30% in excess of \$1.3 million. "Gross Revenue" is total revenue from all sources, less cost of sales and capital improvement fund contributions.	Year one 10% of green fees and increasing 1% each year thereafter.	Year one 10% of green fees and increasing 1% each year thereafter.	Base "rental" payment to County. Washoe County to be responsible for all water costs exceeding the cost of ditch water - \$30,000/annually. Profit sharing of 50% of net operating revenue exceeding threshold of \$1.5 million, estimated to start in year 3.
Capital Fund	2.5% of gross revenue in years 3 & 4	\$2 per round of play in years 3 & 4	\$2 per round of play in years 3 & 4	\$25,000 annually in years 3 & 4
2017				
Projected Gross Revenue	\$ 1,690,140	\$ 1,565,126	\$ 1,566,000	\$ 1,666,320
Projected Total Expenses *	\$ (1,523,457)	\$ (1,468,931)	\$ (1,430,000)	\$ (1,610,842)
Projected Washoe County Fee	\$ 99,247	\$ 72,038	\$ 72,000	\$ 25,000
Contracted Vendor Retains	\$ 67,436	\$ 24,157	\$ 64,000	\$ 30,478
2018				
Projected Gross Revenue	\$ 1,740,926	\$ 1,606,846	\$ 1,585,000	\$ 1,765,561
Projected Total Expenses *	\$ (1,543,066)	\$ (1,487,449)	\$ (1,469,875)	\$ (1,647,033)
Projected Washoe County Fee	\$ 108,831	\$ 81,354	\$ 80,190	\$ 40,000
Contracted Vendor Retains	\$ 89,029	\$ 38,043	\$ 34,935	\$ 78,528
2019				
Projected Gross Revenue	\$ 1,776,663	\$ 1,648,566	\$ 1,659,350	\$ 1,869,356
Projected Total Expenses *	\$ (1,560,649)	\$ (1,460,641)	\$ (1,452,050)	\$ (1,685,982)
Capital Investment Fund	\$ 44,417	\$ 79,000	\$ 82,000	\$ 25,000
Projected Washoe County Fee	\$ 101,186	\$ 91,055	\$ 91,020	\$ 88,127
Contracted Vendor Retains	\$ 70,411	\$ 17,870	\$ 34,280	\$ 70,247
2020				
Projected Gross Revenue	\$ 1,795,690	\$ 1,690,286	\$ 1,679,025	\$ 1,980,793
Projected Total Expenses *	\$ (1,575,901)	\$ (1,478,952)	\$ (1,482,075)	\$ (1,726,352)
Capital Investment Fund	\$ 44,892	\$ 81,000	\$ 83,000	\$ 25,000
Projected Washoe County Fee	\$ 102,412	\$ 101,141	\$ 99,808	\$ 140,517
Contracted Vendor Retains	\$ 72,485	\$ 29,193	\$ 14,143	\$ 88,924
4 Year Total				
Projected Gross Revenue	\$ 7,003,419	\$ 6,510,824	\$ 6,489,375	\$ 7,282,030
Projected Total Expenses *	\$ (6,203,073)	\$ (5,895,973)	\$ (5,834,000)	\$ (6,670,209)
Capital Investment Fund	\$ 89,309	\$ 160,000	\$ 165,000	\$ 50,000
Projected Washoe County Fee	\$ 411,676	\$ 345,588	\$ 343,018	\$ 293,644
Contracted Vendor Retains	\$ 299,361	\$ 109,263	\$ 147,358	\$ 268,177
Projected Annual Average to Washoe County over 4 year term	\$ 102,919.00	\$ 86,397	\$ 85,754	\$ 73,411

* Includes cost of goods sold

less possible water costs

**GOLF MANAGEMENT LICENSE AND SERVICES
WASHOE GOLF COURSE**

SAMPLE

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EXHIBITS

- Exhibit A Insurance Requirements
- Exhibit B Golf Course Operation, Maintenance and Performance Standards
- Exhibit C Equipment Inventory – To be completed by January 1, 2017
- Exhibit D Compensation – To be negotiated with Licensee

**AGREEMENT FOR LICENSE AND PROFESSIONAL MANAGEMENT SERVICES
AT WASHOE GOLF COURSE**

This Professional Management Services AGREEMENT (the "Agreement") is entered into this ____ day of _____, 2017, by and between Washoe County, a political subdivision of the State of Nevada (the "County"), and LICENSEE (the "Contractor").

WITNESSETH

1. RECITALS

The County requires certain golf management services be performed, and the Contractor represents that it is qualified, equipped, staffed, ready, willing and able to perform and render such services as shall be necessary, required or desired, for and on behalf of the County.

2. SCOPE OF SERVICES

During the term of this Agreement, Contractor shall have the exclusive right and license at the Washoe Golf Course (the "Golf Course") to operate and manage all parts of Golf Course. To operate and manage Golf Course as Contractor deems appropriate by implementing all policies and procedures and to perform any act deemed necessary or desirable for the operation and management of Golf Course; maintain all the golf course property, operate, manage and supervise daily play, golf shop, food and beverage services, driving range and putting practice greens, maintenance facilities, club house and infrastructures on the property; provide lessons, choose and maintain all play and maintenance equipment, advertise and promote public play and the sale of merchandise and services.

3. TERM AND LICENSE FEE

This Agreement shall be for a period of four and one half years (4.5) years, January 1, 2017 through June 30, 2021. Consideration for renewal shall include, but not be limited to, the Contractor satisfactorily performing all professional golf management services herein described, receiving rating of satisfactory-or-above on all evaluations and achieving the performance benchmarks as stated herein.

Compensation for services rendered to the terms of this Agreement shall be in accordance with Exhibit D, attached hereto and incorporated herein.

4. BUSINESS LICENSE

Contractor shall be required to obtain a valid Washoe County business license prior to commencing performance on this Agreement.

5. STATUS OF CONTRACTOR

Contractor shall have the status of an "Independent Contractor" as defined by NRS 284.173, and shall not be entitled to any of the rights, privileges, benefits, and emoluments of either an officer or employee of the County.

6. DUTIES AND SERVICES TO BE PROVIDED BY CONTRACTOR

Contractor, its PGA certified Professional Golf Instructor ("Professional"), employees and staff shall perform all duties in accordance with the best interest of the County, subject to the direction and authority of the County or designee.

6.1 Contractor shall operate, manage, and maintain the course in a safe and efficient manner in accordance with established policies. Such operation and management shall include, without limitation, the collection of fees, regulation of play, conduct of persons on course, enforcement of the rules and regulations of course, and soliciting and coordinating tournaments. Operate, manage, and maintain a satisfactory golf shop in a professional, up-to-date manner to include, but not be limited to, sales, repair, and repair of golf equipment, clothing, and accessories. Stock and maintain an inventory of golf related merchandise, supplies and equipment in keeping with demand. Maintain golf course property including clubhouse, maintenance shop, and all infrastructures of the property, at minimum, to the levels of maintenance stated in Exhibit "B", "Golf Course Operation, Maintenance and Performance Standards".

6.2 Contractor has sole right to operate and manage all food and beverage concessions, or to enter into separate management agreements for their operation.

6.2.1 Contractor is to be responsible for providing and meeting all necessary permits, fees, rules, and regulations for the sale of food or beverages and must maintain an "A" rating as designated by the local health authority.

6.2.2 Contractor, with prior approval of Community Services Department Director ("Director") may keep upon the premises machines used for vending of goods, wares or merchandise.

6.3 Contractor shall determine all personnel requirements, recruitment schedules and compensation levels and shall employ, train, promote, discharge and supervise all personnel performing services in and about the Golf Course. Professional and all staff (including cart staff) shall be required to wear matching uniforms with name badges.

6.4 Contractor shall have the right and responsibility, subject to limitations set for below, to establish all fees, including, but not limited to, green fees, cart fees, driving range fees, annual passes, play tickets, tournament fees, merchandise, lessons and all other charges associated with operation of Golf Course.

The Golf Course is a public facility. Contractor must annually inform Director, of the intended fee structure for the up-coming year no later than November 1 of each year.

6.5 Contractor and staff shall be responsible for all reports, and other pertinent information to be delivered to Director or designee a minimum of monthly, by paper or electronic means of delivery.

6.6 All exterior view signage must be approved by the Director. All interior signs shall be computer or print generated (absolutely no hand written signs) and shall be neatly and prominently displayed.

6.7 Contractor and staff shall park only in areas designated by Director.

6.8 Contractor shall establish accounting, cash collection and payroll procedures in compliance with generally accepted accounting principles as stated in Section 12, "Collection of Receipts and Accounting" of this Agreement.

6.9 Provide lessons and instructions in golf by a PGA Certified Teaching Professional. Contractor shall also provide all other services customarily provided by a golf professional in accordance with demand.

6.10 Operate, manage, and supervise the use of the driving range and all putting practice greens adjoining said course and control and regulate their use in such a manner as to eliminate or prevent hazards or dangers to any person.

6.10.1 Furnish, without cost to Washoe County, all equipment necessary for the suitable operation of the driving range, including practice golf balls and mats for use by persons who are entitled to use the driving range.

6.10.2 Provide and maintain daily equipment, including mats, golf balls, token machines, yardage markers, for the driving range. Tee area shall be of a quality and quantity acceptable to the Director or designee. Any deficiencies will be noticed to the Contractor in writing and shall be corrected immediately or, in the case of replacement of equipment or golf balls, within thirty (30) days.

6.11 Provide and supervise all starter and player activity functions, collect green fees and coordinate player starts, and furnish, at no cost to Washoe County, suitable and qualified personnel in adequate number to insure efficient performance of such duties.

6.11.1 Effectively advertise, market and promote public and tournament play at the Golf Course and the sale of golf-related merchandise and services.

6.12 Furnish and maintain proper facilities, equipment and devices for the minor repair of golf equipment.

6.13 Provide, maintain and make available to the public at reasonable rental fees an adequate supply of all equipment necessary to play the game of golf including without limitation, golf clubs and hand carts, and power driven golf carts. All carts shall be

consecutively pre-numbered and maintained in good operating condition. The exterior and interior of all carts shall be maintained in a clean condition.

6.14 Assume full responsibility and expense for all electric, gas and water utilities and repairs, sewer, garbage, telephone service and repairs, intrusion alarm monitoring and repair, cable TV, electrical or gas cart service, rental lockers and maintenance of all cart storage areas.

6.15 Provide all portable display platforms, signs, equipment and/or devices for the purpose of advertising or demonstrating the services, merchandise and/or equipment for sale or rent in the pro shop.

6.16 Maintain stocks of golf merchandise, golf supplies and equipment in keeping with the demand.

6.17 Contractor shall be responsible for the preparation and submittal of liability/property loss reports, monthly cash and rounds of play reports, and other reports common to the operation of the business and/or as requested by Washoe County, by paper or electronic means of delivery.

6.18 Coordinate with volunteers, Men's and Women's Clubs, community organizations, junior and golf development programs, and promote youth and senior golf opportunities to enhance golf programs and customer service offerings

6.19 Promptly pay any and all taxes imposed by the local, state or federal government, utility bills, merchant invoices, and all other liabilities with respect to its operation of a golf course at a Washoe County facility

6.20 Comply with all applicable ordinances, laws, rules, and regulations of the county, city, state, and federal government, and of any political subdivision or agency, authority or commission thereof which may have jurisdiction to pass laws, ordinances, or make and enforce rules or regulations with respect to the operations of the golf course, including but without limiting the generality of the foregoing, such rules and regulations of Washoe County as are consistent with the rights herein granted to the Contractor.

6.21 Upon termination of the resulting Agreement, surrender Washoe County property in as good condition as when received, ordinary wear and tear excepted.

6.22 Operate and manage golf course on Contractor's own credit and hold harmless Washoe County from any and all claims, demands or liability on account thereof. Washoe County shall not be responsible for any debts incurred by the Contractor in the performance of any resulting Agreement.

6.23 Provide and maintain a golf driving range, including turf and sprinkler maintenance.

6.24 Maintain all golf course holes, landscape and planted areas which are part of the course.

6.25 Provide such signs and posters it shall deem necessary for public safety and convenience.

6.26 Provide scorecards, starting sheets, reservation sheets and all other items incidental to business on the golf course.

6.27 Have sole right to operate all food and beverage concessions, including vending machines, or to enter into separate management agreements for their operation.

6.28 Maintain parking areas for the use of the general public.

6.29 Maintain the course to acceptable professional turf maintenance standards, realizing quality of the course maintenance is very important to overall operation.

6.30 Maintain all facilities located on the real property that constitutes Washoe Golf Course in good repair and function, including without limitation, the club house maintenance buildings and yard; irrigation system including filters, and pumping facilities. Contractor is responsible for all minor repairs and maintaining all improvements and modifications to golf course that Contractor has installed or caused to be installed. Repairs or improvements made by Contractor shall be subject to the provisions of Section 28 "Alterations and Improvements by Contractor", at his own expense.

6.31 Provide all janitorial services and equipment to all areas of the golf course.

6.32 Maintain off-site irrigation reservoir facility, including without limitation, debris removal from pond, ditch head gate and water delivery system between ditch and pond; fencing; and weed removal inside fenced area.

6.33 Maintain off-site water well to ensure proper operation, including without limitation, electrical, plumbing, pump, casing, and meter.

7 SERVICES AND FACILITIES TO BE PROVIDED BY COUNTY

7.1 Keep and maintain major structures of the clubhouse, and maintenance shops in a good state of repair. "Major" maintenance or repair includes roof, HVAC and street to building sewer, gas and water lines.

7.2 Provide an annual audit and testing for compliance with Agreement. The audit shall be conducted by a certified public accountant licensed by the Nevada State Board of Accounting, and will include testing for compliance with special or defined procedures developed by public accountants and Washoe County.

8 PROFESSIONAL STANDARDS APPLICABLE TO GOLF PRO

Golf Professionals hired by Contractor are required to maintain the status of a Professional Golf Association (PGA) certified Class A Professional during the term of this Agreement, a Golf Course Superintendents of America (GCSA) certification, and any renewals thereto. In addition, Contractor shall operate and manage the Golf Course in accordance with the Code of Ethics of the PGA, GCSA and County.

9 MARKETING AND ADVERTISING

Contractor is responsible for effectively advertising, marketing and promoting public and tournament play at the Golf Course and the sale of golf related merchandise and services.

9.1 After the first year of this Agreement, Contractor shall, on or before January 31 of each year during the term of this Agreement, submit to County an annual sales and marketing plan for the Golf Course. County shall have the right to comment upon and make suggestions with respect to said plan, provided, however, while Contractor shall consider all of County's suggestions and comments, Contractor shall not be obligated to implement the same.

9.2 Contractor is aware that this is a public golf course, and as such, is expected to use discretion in the choice of advertising and marketing to ensure its appropriateness. County retains the right to request removal of advertising or marketing that it deems inappropriate.

10 HOURS OF OPERATION

Contractor shall devote adequate staff and personal attention to operate and manage a modern and efficient golf course.

10.1 The pro shop, driving range and food and beverage services shall be kept open whenever course is open for play.

10.2 Contractor shall recommend to the Director for approval an annual schedule setting forth the minimum hours during the year (weather permitting) when the Golf Course shall be open for play. Contractor is responsible for opening and closing security gates. Contractor is responsible for the security of Golf Course facilities and assets during all times it is closed.

10.3 Contractor or his assistant shall be available at all such scheduled times to give lessons and instructions in golf and to serve the public.

11 ESTABLISHMENT OF RATES

11.1 The Contractor shall determine green fee rates by a survey of green fees in Washoe and Carson Counties, Nevada at comparable daily fee golf courses. The survey

shall be conducted every year and shall include a wide sampling of publicly owned municipal and privately owned daily fee courses with a comparable (i) quality of physical improvements, and (ii) maintenance standards ("Comparable Golf Courses"). The green fees shall be shown on the survey.

11.2 In the first twelve months of the Initial Term, the green fees charged shall not exceed the 2016 calendar year Washoe green fees. Thereafter, the green fees charged at the Golf Course shall not exceed 110% of the average fee as calculated in the survey described above provided that in no event shall green fees ever be required to be reduced from the amount charged for green fees in the previous year.

12 COLLECTION OF RECEIPTS AND ACCOUNTING

The following apply to Contractor and all management or service subcontractors. Contractor is responsible for ensuring any management or service subcontractors adhere to the following:

12.1 Definitions: The term "green fees" shall be defined as all revenue collected from daily regular green fees, ticket and annual discounted fees, advance reservation fees, or other categories of revenue which may be established by the Contractor. A "tournament" is defined as any group of more than twelve (12) wishing to have "blocked" or pre-designated tee or start times, including "shotgun" starts. Tournament revenues are a part of "green fees", however their revenues are to be collected and reported separately as "Tournament Revenues". Tournament rounds of play are to be accounted for on the day of play.

12.1.1 "Ticket" and "annual" fees include any fee which entitles a person to use the Golf Course, exclusive of tournament play.

12.2 Contractor shall establish cash collection and payroll procedures in compliance with generally accepted accounting principles; train and monitor all staff in the appropriate cash handling practices; at all times monitor and ensure the safety of all monetary exchanges; adhere to accepted credit card and other personal information security standards; limit the amount of cash and cash equivalences on site through regular banking procedures.

12.3 Money collected on behalf of the County and held by the Contractor is held by the Contractor as trustee for the County.

12.4 Contractor shall submit to County, monthly reports of rounds of play and gross revenue, which will include green fees, advance reservation fees, annual and ticket sales, annual surcharge, cart income, cart usage, tournament income, driving range income, pro shop sales, lessons, food sales, beverage sales, catering in addition to all other items of receipts, and will state that sign-up sheets, cash register tapes, and daily statement of receipts have been reconciled and are in agreement.

12.4.1 Contractor shall be responsible for and explain any overages or shortages for the period.

12.5 Contractor shall establish and maintain complete books of accounts and other records showing all business transacted in connection with the operation of the Golf Course in compliance with generally accepted accounting principles.

12.6 Contractor agrees to install and maintain a system of accounts acceptable to County and its auditors.

12.6.1 All accounting records and supporting documents shall be subject to audit and inspection, and made available at any and all reasonable times to County and its authorized officers, agents, or employees.

12.6.2 Accounting records and supporting documents shall be available on the schedule(s) required by the County's internal and external auditors. If Contractor fails to provide the required records and supporting documents, or provides inadequate information within the times specified herein, Contractor agrees to pay any additional charges incurred as a result of the delay in the completion of an audit.

12.6.3 At County's expense, Director reserves the right to authorize management audits, or other studies and reviews of Contractor's operating procedures, accounting and controls that are deemed desirable.

12.6.4 Contractor shall be responsible for retaining all financial records for a minimum of seven (7) years.

12.7 Contractor and designated staff shall be fully proficient and routinely use, as a standard administrative practice of the Golf Course operations, a cash register or point of sale system.

12.8 Contractor and any management or service subcontractors shall use either a calendar year, January 1 through December 31, or fiscal year, July 1 through June 30, as the established accounting period. Contractor's accountant and/or bookkeeper must conform to the scheduling requirements of the County and its audit teams. County shall have the authority to request Contractor to replace accountant and/or bookkeeper if unsatisfactory response to scheduling requirements are demonstrated and/or consistent.

13. PERFORMANCE BENCHMARKS

Performance benchmarks and completion dates have been established in Section 9 "Marketing and Advertising" and Section 28 "Alternations and Improvements by Contractor."

13.1 County shall utilize a "report card" for evaluation purposes. County reviews shall be conducted each year.

13.2 Failure to meet benchmarks and specific performance dates may result in additional reviews and non-renewal of this Agreement.

13.3 Contractor will be reviewed for, but not limited to, adherence to the standards established in, Exhibit B, Golf Course Operation, Maintenance and Performance Standards, the financial viability review and the extent and nature of management and auditing concerns provided through annual financial audits, and customer satisfaction.

14. EMPLOYEES

Contractor shall employ, at his own expense, such staff as necessary to fully operate and manage Golf Course in an efficient, professional and orderly manner.

15. UTILITIES

15.1 Contractor shall be responsible for assuming full responsibility and expense for all electric, gas and water utilities and repairs, sewer, garbage, telephone service and repairs, intrusion alarm monitoring and repair, cable TV, and Steamboat Ditch water.

16. IRRIGATION AND WATER RESOURCES

16.1 County is the owner of Truckee River surface water rights supplied to an off-site irrigation reservoir from the Steamboat Ditch. Contractor shall have use of up to 300 acre feet of Washoe County surface water rights. Contractor will be responsible for all costs associated with the use of the surface water. The annual cost to Golf Course of surface water is approximately \$30,000, payment of which is the responsibility of Contractor through County. County will invoice Contractor actual costs, and invoice will be payable within 15 days of receipt.

16.2 County is the owner of 70 acre feet of annual ground water rights supplied to Golf Course through an off-site well under permit number 59179. Contractor shall have full use of Golf Course ground water rights as a supplemental water source. There will be no fee associated with the use of ground water rights. Contractor will be responsible for all utilities; pumping, operational, repair and replacement costs associated with the use of the well and associated ground water rights. County shall not transfer or sell the 70 acre feet of ground water rights from Golf Course during the term of this Agreement.

16.3 During drought conditions the irrigation at the course can successfully be reduced by 41% of normal. This is accomplished by utilizing ground water and Truckee Meadows Water Authority ("TMWA") irrigation service to the off-site irrigation reservoir. Water usage at the course in drought conditions for calendar year 2015 was approximately 219 acre feet.

16.4 In the event of drought conditions resulting in less than a 45% allocation of steamboat ditch water as determined by the Federal Water Master, County has water utility service provided by TMWA to the off-site irrigation reservoir. The County does

not have any permanent or guaranteed water rights assigned or associated to this service. The County does not guarantee that TMWA will provide water through this service, and water delivery through this service is at the sole discretion of TMWA. If conditions warrant use of this service, Contractor must notify County, and County and Contractor will work cooperatively to develop an irrigation plan. The plan will include, but not be limited to, irrigation reduction, responsibility of costs, and fee adjustments necessary to maintain the Golf Course asset.

17. ENERGY CONSERVATION

Contractor shall make every effort to conserve energy, whenever and wherever possible, including, but not limited to, the heating and lighting of areas necessary to conduct business during operating hours or maintain security.

18. PERFORMANCE BOND

Contractor shall be required to provide a performance bond, in a form acceptable to Washoe County in its sole discretion, issued by an insurance company qualified/licensed to do business in Nevada, in the amount of Two Hundred Fifty Thousand Dollars (\$250,000). Said bond must name Washoe County as sole obligee. Said bond will be released at the expiration or termination of the resulting Agreement, provided the Contractor has fully and completely performed under the Agreement.

19. FIXTURES

19.1 Any fixtures or items permanently attached to the clubhouse at the Golf Course in connection with the operation of the pro shop shall become the property of Washoe County upon the termination of Agreement.

19.2 Upon expiration or termination of this Agreement, Contractor shall quit and surrender the premises under his control, including permanent fixtures attached thereto and personal property of the County, to County in as good condition as at the date of the execution of this Agreement, ordinary wear and tear excepted.

20. PREFERENTIAL TREATMENT FORBIDDEN

20.1 Contractor shall not grant any preferential treatment to any individual or group of individuals except as authorized by the rules and regulations pertaining to the Golf Course.

20.2 Contractor shall not issue any complimentary privileges without written consent of Director.

21. RELATIONSHIP WITH COUNTY, COOPERATION

Contractor shall be accountable in all of its operations to the Director or designee. County recognizes and acknowledges that Contractor will need the assistance and cooperation of County in order to properly perform and fulfill Contractor's covenants and obligations under this Agreement. Therefore, County agrees it shall execute such documents and do such further acts and things as Contractor reasonably requests in order to assist Contractor in fulfilling its obligations under this Agreement. County further agrees it shall designate a specific officer or agent having appropriate experience and authority whose responsibility it is to work with Contractor in assuring that Contractor obtains the full cooperation and assistance of County, subject to the terms of this Agreement and all applicable laws.

21.1 Contractor shall also cooperate with other County Departments.

22. NOT CONTRACT OF LEASE

It is understood and agreed that the Golf Course is not leased to Contractor, that he is a licensee and not a lessee thereof; that his right to occupy and operate the same, as granted herein, shall continue only so long as each and all undertakings, provisions, covenants, agreements, stipulations and conditions herein contained are strictly complied with. Nothing in this Agreement shall grant any right, title or interest in Golf Course to Contractor.

23. INSURANCE REQUIREMENTS, DAMAGE AND RESTORATION

23.1 See Exhibit "A" for insurance requirements for this Agreement.

23.2 Damage and Restoration

23.2.1 Total Destruction. If the buildings or other improvements on the Premises licensed under this Agreement or the Personal Property should be totally destroyed (i.e., damage in excess of partial destruction as defined in Section 23.2.2) by fire or other casualty or a force majeure occurrence, Contractor shall have the option to be exercised in writing within sixty (60) days of such destruction, to either (a) terminate this Agreement in which event the parties shall have no further obligations hereunder, or (b) elect to repair and restore the Premises and thereafter diligently pursue such restoration to completion.

23.2.2 Partial Destruction: If the buildings or other improvements on the Premises licensed under this Agreement or the Personal Property should be partially damaged by fire or other casualty or a force majeure event, then Contractor shall, subject to the availability of insurance proceeds (it being understood and acknowledged that Contractor shall have no obligation to repair or restore any portion of the Premises if insurance proceeds are not available to fully restore the same), restore the buildings, improvements and Personal Property in a good and workmanlike manner to a condition as good as or better than the condition in which the buildings, improvements and Personal Property existed prior to their damage or destruction. For purposes of this Agreement, the term "partially damaged" means (a) damage to the extent of one third or less of the

value of the buildings, improvements and Personal Property at the Premises or (b) damage to the extent that no more than nine holes on the golf course at the Premises are rendered unplayable. If the insurance proceeds made available to Contractor are not sufficient to fully restore the Premises, then Contractor may terminate this Agreement upon written notice to Owner in which event the parties shall have no further liability hereunder. In addition, notwithstanding anything in this Section 23.2.2 to the contrary, if, as a result of the partial destruction of the Premises, Contractor is unable to make full and productive economic use of the Premises and, in Contractor's reasonable determination, the full and complete restoration of the Premises will take in excess of one hundred eighty (180) days, then Contractor may, upon written notice to Owner within sixty (60) days after the partial destruction occurs, terminate this Agreement, in which event the parties shall have no further obligations hereunder.

23.2.3 Damage During the Last Two Years of the Agreement Term: Notwithstanding the provisions of Section 23.2.2 to the contrary, if during the last two years of the term of this Agreement, the buildings or other improvements on the Premises licensed under this Agreement or the Personal Property is damaged to the extent of ten percent (10%) of the value of the buildings, improvements and Personal Property at the Premises or more, then Contractor shall have the option, to be exercised within thirty (30) days of such damage or destruction, to either (a) terminate this Agreement in which event the parties shall have no further obligations hereunder or (b) elect to repair and restore the Premises in accordance with the provisions of Section 23.2.2 above.

23.2.4 Application of Insurance Proceeds Upon Termination: If, after the partial or total destruction of the Premises, this Agreement is terminated pursuant to the provisions of this Section 23, then all insurance proceeds made available on account of such destruction shall first be paid to Contractor to reimburse Contractor for the value of any and all improvements made to the Premises by Contractor prior to such destruction until such time as Contractor has received full reimbursement for all such improvements and for the value of the Personal Property at the Premises owned by Contractor; second, to Owner until such time as Owner has received full reimbursement for the value of the improvements at the Premises which existed as of the first day of the Agreement and the balance, if any, shall be paid to Contractor.

24. PROPERTY INSURANCE

County may, at its option, secure and maintain insurance covering damage to its property. Any such insurance shall be for the sole benefit of the County and Contractor shall have no claim to any proceeds there from, nor shall County be required to use the proceeds for reconstruction or repair.

24.1 Contractor shall secure insurance covering its property at its own expense and shall secure and maintain such insurance as is necessary to protect against any claim for

damage to private property, including golf carts which are stored at the course, in accordance with the requirements stated in Exhibit "A".

25. RESTRICTIONS

25.1 Any agreements, written or oral, between the Contractor and parties other than County, where such agreements involve Contractor's personnel assigned to the County's account, is prohibited without the express written consent of the County.

26. HAZARDOUS SUBSTANCES AND MATERIALS

26.1 Contractor shall maintain on-site, Material Safety Data Sheets (MSDS), as defined and prescribed in 29 C.F.R. Section 1910.1200, for all hazardous substances purchased by Contractor for use under this Agreement.

26.2 Contractor shall apprise personnel of the hazards to which they may be exposed in using, handling, transporting, or disposing of hazardous substances, and to obtain medical treatment for those who may be affected by the substance.

26.3 Contractor shall immediately report all spills of hazardous substances to the Washoe County District Health Department, the Community Services Department; and the Washoe County Risk Manager or Safety Officer.

27. CONTRACTOR'S USE AND POSSESSION OF PREMISES

27.1 The Golf Course premises and all other improvements thereon shall be used by Contractor to provide professional golf services. It is understood and agreed that the said premises shall be used by Contractor during the term of this Agreement only for the above stated purposes and for direct ancillary uses with the prior written approval of the County, and for no other purposes or uses whatsoever.

27.1.1 The effective date of this agreement is January 1, 2017. The Contractor and County will work on a mutually agreeable transition plan for golf operations prior to the beginning of this license term.

27.2 Contractor will not make or permit any use of the said premises which, directly or indirectly, is forbidden by public law, ordinance or government regulation which may be dangerous to life, limb or property. Contractor may not commit waste on the premises, use the premises for any illegal purpose, or permit a nuisance on the premises.

27.3 In the event that Contractor uses these premises for any purposes not expressly permitted herein, the County may terminate this Agreement, subject to the curative periods set forth herein, and without notice to Contractor restrain such improper use by injunction or other legal action.

27.4 Quiet Enjoyment

Subject only to the terms of this Agreement, so long as Contractor complies with its obligations under this Agreement, County shall secure to Contractor the quiet and peaceful enjoyment of the Premises and the sole and exclusive possession of the Premises without objection or interference from County or any party claiming under County.

27.5 Frustration of Purpose

At any time during the term of this Agreement, (i) if the governing body of any political subdivision having competent jurisdiction over the Premises should enact any valid zoning or other ordinance, law or regulation (collectively, "Use Law") which prohibits the use of the whole or a substantial part of the Premises for the purposes as provided in Section 2 of this Agreement; (ii) if an event of force majeure (collectively, "Force Majeure Event") occurs, including without limitation, declared or undeclared war, sabotage, riot or other acts of civil disobedience, acts or omissions of government, labor disputes, shortages of fuel or other materials, accidents, fires, explosions, floods, earthquakes, or other acts of God, which substantially prevents Contractor's use of the Premises as provided for in Section 2 of this Agreement; or (iii) if Facilities become unavailable or inadequate so as to substantially interfere with Contractor's use of the Premises as provided in Section 2 of this Agreement, it is agreed that Contractor may elect, within one hundred twenty (120) days after the effective date of such Use Law or the occurrence of the Force Majeure Event, or the date Facilities become unavailable or inadequate, to cancel this Agreement and surrender possession of the Premises. Any such cancellation and surrender shall act to release and discharge Contractor from any further obligation under this Agreement. In addition, it is agreed that during the period of any Force Majeure Event; during the period that Facilities are unavailable or inadequate; and/or during any period that any defect in the Premises substantially interferes with Contractor's use of the Premises as provided in Section 2 of this Agreement, Owner and Contractor shall be excused from performing their respective obligations under this Agreement whether or not Contractor exercises its right to terminate as provided herein.

28. ALTERATIONS AND IMPROVEMENTS BY CONTRACTOR

Contractor has inspected the premises and hereby accepts the premises in its present "as is" condition. Contractor shall not make any alteration or addition to any portion of the Golf Course's facilities or to any equipment belonging to County located at the Golf Course without prior written consent of the Director. Except as otherwise provided in this Agreement, Contractor shall, at its sole cost, maintain and repair the Premises in accordance with the maintenance standards set forth on Exhibit "B" attached hereto.

28.1 In the event that Contractor wishes to make improvements to said real property, it may do so at its own expense and after the written approval of the County, satisfying all statutory and code requirements of applicable governmental entities including the provisions of NRS 338, if applicable.

28.2 All improvements of Contractor shall be solely at Contractor's cost and expense and shall be performed in a good workmanlike manner in accordance with sound construction practices and in accordance with all applicable codes and regulations.

Contractor shall keep the premises and said improvements free and clear of liens for labor and materials and shall hold the County harmless from any responsibility in respect thereto.

29. OWNERSHIP OF IMPROVEMENTS

All improvement, furnishings, and equipment constructed or installed on the premises by the Contractor shall be personal property and Contractor shall have legal title thereto during the term of this Agreement. Upon the expiration, termination, or default of this Agreement, title to all permanent improvements constructed on the premises shall vest in the County.

29.1 Title to all supplies, furnishings, inventories, and removable equipment and other personal property not originally provided by the County shall remain the Contractor's, and Contractor shall have the right to remove such items, excepting licenses, from the premises without damaging the premises unless the Contractor is in default hereunder. Such items must be removed within fifteen (15) days of expiration of this Agreement or title to all items will vest to the County.

29.1.1 Contractor shall consider any reasonable offer to buy the above items from the County upon expiration or termination of this Agreement.

29.2 If Contractor is in default, all items listed in Section 29.1 shall automatically vest to the County to offset any real or anticipated damages.

30. LICENSES AND PERMITS

Contractor shall pay for all licenses, permits, and fees necessary for Contractor to construct improvements, if any, and conduct Contractor's business on the premises.

31. LIENS

Contractor will not permit any mechanics, laborers or material man's liens to stand against the premises or improvements for any labor or materials to the Contractor or claimed to have been furnished to Contractor's agents or subcontractors, in connection with work of any character performed or claimed to have been performed on the premises, or improvements by or at the direction or sufferance of the Contractor; provided, however, Contractor shall have the right to contest the validity or amount of any such lien or claimed lien.

In the event of such contest, Contractor shall give the County reasonable security as may be demanded by the County to insure payment thereof and prevent sale, foreclosure or forfeiture of the premises or improvements by reason of such non-payment.

Such security shall be posted by the Contractor within fifteen (15) days of written notice from the County, or Contractor may "bond off" the lien according to statutory procedures.

31.1 Contractor will immediately pay any judgment rendered with all proper costs and charges and shall have such lien released or judgment satisfied at Contractor's own expense.

32. CESSATION OF OPERATIONS

In the event County, for any reason, determines not to continue to operate the Golf Course as a golf course and driving range open to the general public, this Agreement shall terminate, and in such event, Contractor agrees to hold the County free from any charge or penalty provided for in this Agreement.

33. VACATION OF THE PREMISES

In the event of the termination of this Agreement for any reason other than expiration, Contractor shall peaceably vacate the premises within such time as may be specified in the written notice to vacate which the County shall deliver to Contractor. The notice shall provide for not less than sixty (60) days in which to vacate, except in cases where continued presence of Contractor would cause immediate injury or damage to the County or other persons, in which case vacation may be immediate.

33.1 Upon the expiration or earlier termination of this Agreement, Contractor shall return the Real and Personal Property initially provided by County in the same or better condition than when it was received by Contractor. Contractor agrees to have all personal property, fixtures, and equipment appraised at the time this agreement is executed and supply owner with a schedule and current value of the same. At the termination of this agreement Contractor shall have a second appraisal performed and provide it to County. The total value of the personal property, fixtures and equipment (hereinafter "equipment") to be returned to County must be of equal or greater value to the initial appraised value adjusted for inflation. During the term of this agreement Contractor shall purchase or otherwise acquire replacement equipment as required and shall maintain the existing equipment for as long as feasible.

34. NONDISCRIMINATION

In accordance with NRS 338.125, in connection with the performance of work under the resulting Agreement, the Contractor agrees not to discriminate against any employee or applicant for employment because of race, creed, color, national origin, sex, sexual orientation, gender identity or expression, or age. Such agreements shall include, but not be limited to, the following: Employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training including apprenticeship. Any violation of such provision by the Contractor shall constitute a material breach of contract. Further, Contractor agrees to insert this nondiscrimination provision in all subcontracts hereunder, except subcontracts for standard commercial supplies or raw materials.

35. RIGHT OF CANCELLATION

The County shall reserve the right to cancel this Agreement for any of the following reasons:

35.1 If either party breaches a material provision hereof (“Cause”), the non-breaching party shall give the other party notice of such Cause. If the Cause is remedied within ten (10) days in the case of failure to make payment when due or thirty (30) days in the case of any other Cause, the notice shall be null and void.

35.2 If such Cause is not remedied within the specified period, the party giving notice shall have the right to terminate the Agreement upon expiration of such remedy period. The rights of termination referred to in this Agreement are not intended to be exclusive and are in addition to any other rights or remedies available to either party at law or in equity.

35.3 In addition to all other rights herein, County may terminate this Agreement without prior notice should the Contractor become insolvent, voluntarily file for bankruptcy or receivership, or make any assignment for the benefit of creditors, or should the other party have commenced against it any proceeding, suit or action in bankruptcy or receivership provided such proceeding, suit or action is not dismissed within thirty (30) days.

35.4 Upon notice of cancellation, Contractor shall be required to continue fulfilling its obligations under this Agreement until other satisfactory arrangements are completed by the County, not to exceed ninety (90) days.

35.5 Either party may cancel this Agreement without cause on ninety (90) days prior written notice.

36. ASSIGNMENT

No assignment of any agreement resulting from award of this bid shall be allowed, including the right to receive payment, without the express written permission of Washoe County.

37. DEFAULT

Termination for default shall result in proceedings against the Contractor, which may result in its being debarred from providing services to County for a period not less than five (5) years after the expiration date of the defaulted Agreement. In addition, the defaulting Contractor may be charged for any additional cost to County for the provision of services as defined in Section 2 “Scope of Services” for the remaining term of this Agreement.

38. THIRD PARTY RIGHTS

This Agreement is not intended to create, nor shall it be construed to create, any third party beneficiary rights in any person not a party hereto.

39. EXCLUSIVE

This is an exclusive agreement between Washoe County and LICENSEE during the term of the agreement.

40. NOTICES

Except as otherwise specified, all notices under this Agreement shall be in writing. Notice to Contractor shall be addressed to:

LICENSEE
ADDRESS
ADDRESS

Notice to County shall be addressed to:

Washoe County Community Services Department
C/O CSD Director
PO Box 11130
Reno, NV 89520

41. NOTICE TO PROCEED

The Washoe County Purchasing Department shall issue a written Notice to Proceed, in the form of a Washoe County Notification of Award, upon execution of this Agreement. Contractor shall not perform on any portion this Agreement without providing satisfactory insurance certificates and fiduciary bond.

42. EXTENSION OF SERVICES

Contractor may be required to continue performance of services beyond the expiration date of this Agreement, upon the County's request, at the rates specified in this Agreement. The total extension of any performance hereunder shall not exceed six (6) months. Any extension to this Agreement shall be in writing and signed by both parties.

43. REOPENER

The parties reserve the right to renegotiate any part of this agreement from time to time based on unforeseen conditions.

44. GOVERNING LAW

This Agreement shall be governed, interpreted and construed in accordance with the laws of Nevada, and any dispute will be heard in the Second Judicial District Court of Nevada. If any provision of this Agreement shall be held or declared to be void or illegal for any reason, all other provisions of this Agreement which can give effect without such illegal provision shall nevertheless remain in full force and effect. The section headings of this Agreement are intended solely for convenience; they are not part of this Agreement and shall not affect its construction.

45. DRAFTING PRESUMPTION

The parties acknowledge that this Agreement has been agreed to by all of the parties, that all of the parties have consulted or have had the opportunity to consult with attorneys with respect to

the terms, and that no presumption shall be created against any party as the drafter of the Agreement.

IN WITNESS WHEREOF, the parties hereto have set their hands and subscribed their signatures as of the date and year indicated.

BOARD OF COUNTY COMMISSIONERS

By: _____
Chair

Date: _____

STATE OF NEVADA)
) ss.
COUNTY OF WASHOE)

This instrument was acknowledged before me on _____, 2016

by _____.

NOTARY PUBLIC

LICENSEE

By: _____

Title: _____

Date: _____

STATE OF NEVADA)
) ss.
COUNTY OF WASHOE)

This instrument was acknowledged before me on _____, 2016

by _____.

NOTARY PUBLIC

Exhibit A

**INSURANCE, INDEMNIFICATION AND HOLD HARMLESS REQUIREMENTS
FOR SERVICE PROVIDERS
WASHOE GOLF COURSE**

INTRODUCTION

Washoe County has established specific insurance and indemnification requirements for service providers contracting with the County. Indemnification and hold harmless clauses and insurance requirements are intended to assure that a service provider accepts and is able to pay for a loss or liability related to its activities.

ATTENTION IS DIRECTED TO THE INSURANCE REQUIREMENTS BELOW. IT IS HIGHLY RECOMMENDED THAT PROVIDERS CONFER WITH THEIR RESPECTIVE INSURANCE CARRIERS OR BROKERS TO DETERMINE THE AVAILABILITY OF INSURANCE CERTIFICATES AND ENDORSEMENTS AS PRESCRIBED AND PROVIDED HEREIN. IF THERE ARE ANY QUESTIONS REGARDING THESE INSURANCE REQUIREMENTS, IT IS RECOMMENDED THAT THE AGENT/BROKER CONTACT THE COUNTY RISK MANAGEMENT DEPARTMENT DIRECTLY AT (775) 328-2665.

INDEMNIFICATION AGREEMENT

PROVIDER agrees to hold harmless, indemnify, and defend COUNTY, its officers, agents, employees, and volunteers from any loss or liability, financial or otherwise resulting from any claim, demand, suit, action, or cause of action based on bodily injury including death or property damage, including damage to PROVIDER'S property, caused by the omission, failure to act, or negligence on the part of PROVIDER, its employees, agents, representatives, or Subcontractors arising out of the performance of work under this Agreement by PROVIDER, or by others under the direction or supervision of PROVIDER.

In the event of a lawsuit against the COUNTY arising out of the activities of PROVIDER, should PROVIDER be unable to defend COUNTY due to the nature of the allegations involved, PROVIDER shall reimburse COUNTY, its officers, agents, and employees for cost of COUNTY personnel in defending such actions at its conclusion should it be determined that the basis for the action was in fact the negligent acts, errors or omissions of PROVIDER.

GENERAL REQUIREMENTS

PROVIDER shall purchase Industrial Insurance, General Liability, and Automobile Liability as described below. The cost of such insurance shall be borne by PROVIDER. PROVIDER may be required to purchase Professional Liability coverage based upon the nature of the service agreement.

INDUSTRIAL INSURANCE (Workers' Compensation)

It is understood and agreed that there shall be no Industrial Insurance coverage provided for PROVIDER or any Sub-consultant by COUNTY. PROVIDER agrees, as a precondition to the performance of any work under this Agreement and as a precondition to any obligation of the COUNTY to make any payment under this Agreement to provide COUNTY with a certificate issued by an insurer showing coverage in accordance with NRS 616B.627 and NRS 617.210 for PROVIDER and any sub-contractors used pursuant to this Agreement.

If PROVIDER is a sole proprietor, coverage for the sole proprietor must be purchased and evidence of coverage must appear on the Certificate of Insurance. Such requirement may be waived for a sole proprietor who does not use the

services of any employees, subcontractors, or independent contractors and completes an Affirmation of Compliance pursuant to NRS 616B.627.

Should PROVIDER be self-funded for Industrial Insurance, PROVIDER shall so notify COUNTY in writing prior to the signing of this Agreement. COUNTY reserves the right to approve said retentions and may request additional documentation financial or otherwise for review prior to the signing of this Agreement.

It is further understood and agreed by and between COUNTY and PROVIDER that PROVIDER shall procure, pay for, and maintain the above-mentioned industrial insurance coverage at PROVIDER'S sole cost and expense.

MINIMUM LIMITS OF INSURANCE

PROVIDER shall maintain limits no less than:

1. General Liability: \$1,000,000 combined single limit per claim for bodily injury, personal injury, and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, the general aggregate limit shall be increased to equal twice the required occurrence limit or revised to apply separately to each project or location.
2. Automobile Liability: \$1,000,000 combined single limit per accident for bodily injury and property damage. No aggregate limits may apply.

DEDUCTIBLES AND SELF-INSURED RETENTIONS

Any deductibles or self-insured retentions must be declared to and approved by the COUNTY Risk Management Division. COUNTY reserves the right to request additional documentation, financial or otherwise, prior to giving its approval of the deductibles and self-insured retention and prior to executing the underlying agreement. Any changes to the deductibles or self-insured retentions made during the term of this Agreement or during the term of any policy, must be approved by the COUNTY Risk Manager prior to the change taking effect.

OTHER INSURANCE PROVISIONS

The policies are to contain, or be endorsed to contain, the following provisions:

1. COUNTY, its officers, employees and volunteers are to be covered as insureds as respects: liability arising out of activities performed by or on behalf of PROVIDER, including COUNTY'S general supervision of PROVIDER; products and completed operations of PROVIDER; premises owned, occupied or used by PROVIDER; or automobiles owned, leased, hired, or borrowed by PROVIDER. The coverage shall contain no special limitations on the scope of protection afforded to COUNTY, its officers, employees or volunteers.
2. PROVIDER'S insurance coverage shall be primary insurance as respects COUNTY, its officers, employees and volunteers. Any insurance or self-insurance maintained by COUNTY, its officers, employees or volunteers shall be excess of PROVIDER'S insurance and shall not contribute with it in any way.
3. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to COUNTY, its officers, employees or volunteers.
4. PROVIDER'S insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

5. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled or non-renewed by either party, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to COUNTY except for nonpayment of premium.

ACCEPTABILITY OF INSURERS

Insurance is to be placed with insurers with a Best's rating of no less than A-: VII. COUNTY, with the approval of the Risk Manager, may accept coverage with carriers having lower Best's Ratings upon review of financial information concerning PROVIDER and insurance carrier. COUNTY reserves the right to require that PROVIDER'S insurer be a licensed and admitted insurer in the State of Nevada, or on the Insurance Commissioner's approved but not admitted list.

VERIFICATION OF COVERAGE

PROVIDER shall furnish COUNTY with certificates of insurance and with original endorsements affecting coverage required by this exhibit. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. **All certificates and endorsements are to be addressed to the specific COUNTY contracting department and be received and approved by the COUNTY before work commences.** COUNTY reserves the right to require complete, certified copies of all required insurance policies, at any time.

SUBCONTRACTORS

PROVIDER shall include all Subcontractors as insureds under its policies or shall furnish separate certificates and endorsements for each Subcontractor. All coverages for Subcontractors shall be subject to all of the requirements stated herein.

MISCELLANEOUS CONDITIONS

1. PROVIDER shall be responsible for and remedy all damage or loss to any property, including property of COUNTY, caused in whole or in part by PROVIDER, any Subcontractor, or anyone employed, directed or supervised by PROVIDER.
2. Nothing herein contained shall be construed as limiting in any way the extent to which the PROVIDER may be held responsible for payment of damages to persons or property resulting from its operations or the operations of any Subcontractor under it.
3. In addition to any other remedies COUNTY may have if PROVIDER fails to provide or maintain any insurance policies or policy endorsements to the extent and within the time herein required, COUNTY may, at its sole option:
 - a. Order PROVIDER to stop work under this Agreement and/or withhold any payments which become due PROVIDER hereunder until PROVIDER demonstrates compliance with the requirements hereof; or
 - b. Terminate the Agreement.

EXHIBIT B

Golf Course Standards of Operation and Performance

WASHOE GOLF COURSE

STANDARDS OF OPERATION AND PERFORMANCE

A "Standard" has been defined as a "rule used as a basis of judgment", "of recognized excellence or authority", and "something accepted as a basis of comparison". A fine public course needs standards which, when adhered to, ensure that the culture of the course is preserved and enhanced. The following set of Standards of Operation and Performance provides for an appropriate level of quality of product, conduct, and service to the customers.

CUSTOMER RECOGNITION

Customers can be defined as a group of individuals joined together for a recreational golf purpose that share a common interest in the game.

Most importantly, serving customers at a public course is about recognition. Some customers are very open and demanding about being recognized, yet some are seemingly uninterested and avoid being noticed. But regardless of how a customer demonstrates the need to be recognized, the overriding reason customers play a public course is to play and enjoy the game while receiving a good value.

Recognition can come in many ways: seeing their name or picture on the course website or bulletin board, by receiving trophies or certificates, having a bag tag on their golf bag, belonging to the Men's, Ladies or Junior Club, by getting a personalized letter from the Operators, or being noticed by the Staff. However, the most powerful form of recognition is hearing someone call them by their name.

As employees of Washoe Golf Course, the #1 Standard of Performance, in all cases, for all departments, and for every position, is to actively recognize customers.

To recognize customers in an "active" way means being alert, challenging your memory to remember names and faces, and keeping mental notes as to what each customer likes. Teamwork is a great tool to help recognize customers such as tipping each other off as to the customer's names as they approach. It seems amazing that, at some public courses, certain employees, food servers, pro shop, outside staff and even the grounds crew, can remember the customer's names -- sometimes their spouses and children's names as well. How do they do it? It is no secret -- they want to.

EXHIBIT B

Golf Course Standards of Operation and Performance

GOLF COURSE AND GROUNDS

MINIMUM STANDARDS

The following standards are to be considered minimum standards for performance and operation of the Golf Course area of the facility. By adhering to these standards, as guidelines, our customers will benefit from our consistently high levels of quality in service, product, appearance, and attitude. These standards will allow us to stand out as professionals in our industry. However, these standards should serve, as only a minimum so we, as individuals and as a team, should always strive to be leaders in our industry by going beyond what is the minimum:

Customer Recognition

Demonstrating good golf etiquette and remaining productive at the same time is an important facet of the duties of the Golf Course Maintenance Staff. While contact with customers may be at a distance, how considerate you are with every golfer while maintaining your level of productivity impacts their overall golfing experience and golf course maintenance's efficiency. Courteous actions show that we care that each golfer enjoys his or her game of golf at Washoe Golf Course. The following guidelines will help you achieve this standard of excellence:

- The Customer will be greeted by name or Sir or Mam if you don't know their name. Start by calling **them by their surname (i.e. "Good morning Mr.---")**.
- Whether you are in a vehicle or on foot, come to a complete stop when you are in the golfer's line of vision and stand to the side before the ball is hit.
- While working on a green, be aware of approaching golfers and stand to the back of the green so as not to interfere with their shot. Turn off your engine while a golfer putts.
- When working hole-to-hole, never continue to disrupt the same golf group hole- after-hole; if permissible, work in a backward rotation or wave them through.
- Greet all golfers with a smile and friendly, caring attitude. Be willing to provide courteous answers to guest questions.
- Be aware of golfer's safety and advise them courteously when their safety may be threatened.
- Whenever possible, greet the customers and make it a point to call them by their name if you know it, such as "Good morning Mr. ... enjoy your game".
- Always demonstrate in the presence of customers our high standards for the golf course, if trash is floating around, pick it up. Drive your vehicle in the proper manner and place. Help fix customer's ball marks or divots if possible. Spot rake a sand trap for a customer if you are working in that area. Show enthusiasm for the work we do.

EXHIBIT B

Golf Course Standards of Operation and Performance

- If a customer files a complaint about the golf course with you, ensure that the problem will be taken care of immediately (if it can be solved by you), or that you will bring the problem to the attention of your supervisor who will take care of the complaint. Always thank them for informing you.
- The Golf Course Superintendent and all Course Maintenance Staff, who are in regularly contact with our customers, will remember the customer's comments and suggestions and pass them along to the appropriate supervisor.

Phone Etiquette

- Phones will be answered within three rings.
- Every phone call will be answered by saying: "Good morning, Washoe Golf Course, Course Maintenance this is (your name) how may I help you?"
- During each phone conversation, the staff member will learn the caller's name and use it when ending the conversation by saying "Good bye, Mr. ... have a good day."
- Phone calls are not to be "screened" to determine whom the caller is, unless specifically instructed by a certain supervisor and only for a specific situation or duration. Generally, all callers should be assumed to be customers or potential customers. Customers should not be given the impression that they are being screened. A staff member should take all calls, unless that staff member is already on a call, engaged in a meeting, serving another customer, or out of the maintenance facility.

Attitude of Staff

Attitude is as much a part of the job as skill, knowledge, experience and procedure. The following is a set of expectations regarding an employees' attitude at Washoe Golf Club:

- Smile, regardless of your mood.
- Be pleasant (your voice should have a smile on it also).
- Be a "we" person - be a team player and help out.
- Show enthusiasm.
- Don't procrastinate or wait for others to do the task at hand.
- Try to exceed expectations - strive for A+.
- Fill idle time with productive effort - you can always clean, polish, pick up or organize.
- Ask "How may I help?"
- Conserve and avoid unnecessary waste of product, natural resources, and effort (yours or that of others).
- Take pride.

EXHIBIT B

Golf Course Standards of Operation and Performance

Uniforms

- Approved uniforms will be worn at all times in view of the public.
- Uniforms must be clean and free from wrinkles.
- Uniforms are WGC property and should be cared for properly. Only normal and reasonable wear and tear will be acceptable. Uniforms should be returned to WGC in the event of termination of employment. Uniforms must be returned prior to obtaining the final paycheck.
- All Golf Course Maintenance staff will wear name tags at all times.

Hiring Procedures

- All new hires will have their references checked prior to being hired.
- Two interviews are required for hiring any candidate.
- Each new hire will be given a complete tour, orientation, and introduction to key staff members.
- Each candidate will review the complete Job Description and Standards of Operation and Performance before being offered the job.
- All Golf Course Maintenance employees will be hired by the Golf Course Superintendent.
- All candidates will be required to complete a club approved Job Application with references.
- Candidates still attending High School will have their parents checked as references.

Job Descriptions

- Complete Job Descriptions will be on file for each position and will indicate the essential job functions, qualifications, and responsibilities.

Hours, Scheduling and Staffing

- The Golf Course Superintendent will post employee schedules.
- Overtime will not be scheduled unless prior authorization is obtained.
- Weekly scheduled hours will be calculated and compared to the approved budget.
- The Golf Course Superintendent will schedule and staff for proper coverage for all hours of operation and make necessary adjustments for special functions and events.

EXHIBIT B

Golf Course Standards of Operation and Performance

Payroll

- The Golf Course Superintendent will be responsible for verifying the hours worked.

Personnel Records

- Personnel Records will be maintained by the Administration Dept. and will be kept strictly confidential.

Image and Neatness

- Golf Course Superintendent will keep the Golf Course Superintendent's Office clean, neat, and organized. The desk top should not have any cups, saucers, glasses, or plates visible at any time.
- At all times, the Golf Course Superintendent will present himself/herself as an executive of WGC.

Operation and Care of Equipment

- Before operating any piece of machinery, you must have been trained on it and gone through a safety checklist. It is a requirement of your job to operate your machinery in a safe and effective manner.
- You are responsible for any machine assigned to you. Willful abuse or being neglectful is grounds for termination. Report any problems with your equipment to the Mechanic or your immediate supervisor.
- Each piece of machinery is to be returned clean and the required service performed before storage.
- Report any damage to your supervisor or Mechanic. Do not attempt to fix a mechanical problem yourself anyone trying to hide equipment damage will be subject to disciplinary action.
- Always check oil and gas levels before driving any machinery. Make sure the cutting heights are adjusted properly by ensuring roller adjustment and blade to reel clearance cuts paper before going into the field.
- Be aware of the proper type of gas/oil mixture or gas/diesel fuel specification that each machine requires.
- Drive equipment on service roads, cart paths, or in roughs as much as possible when going from one area to another. Drive on fairways only when needed. Stay a permissible distance from greens and tees when working in those areas.
- If a piece of equipment is not performing up to the expectations required in the field because a reel is not cutting or is misadjusted, do not continue. Get the machine fixed.

EXHIBIT B

Golf Course Standards of Operation and Performance

- Hydraulic leaks of any kind are to be watched for at all times. Inspect your equipment for signs of potential leaks, especially before and after uses with green, tee, and fairway machinery. If a leak does occur, pull off the surface as soon as possible and shut off the machine. Notify the supervisor as soon as possible. Do not attempt to transport it in turf and equipment damage may result.
- Secure and hitch transport machinery properly and always drive at a safe speed.
- Never attempt to fix a blade or reel with the machine on.
- Report all safety problems to the mechanic or immediate supervisor as soon as possible.
- Treat the equipment as if it were your own at all times. It is your responsibility as an employee.

Equipment Repair and Maintenance

- All equipment will be maintained by a qualified mechanic, according to manufacturers' specifications and Superintendent's or Assistant Superintendent's expectations.
- Repairs are to be done in the most efficient manner possible.
- Detailed repair and maintenance records will be kept by the Mechanic for each piece of equipment.
- Only sharp and adjusted cutting units will perform in the field of operation.
- The Mechanic will supervise daily servicing of machinery and will inspect the cleanliness of all equipment before storage. He/she will report any incidents of maintenance personnel failing to service or clean machinery properly to the Superintendent.
- The Mechanic will not willfully permit any equipment out in the field that may have a potential safety problem until it is fixed.

Course Set Up

Personnel responsible for the course set-up not only will dictate how the customers will play the course that day, but will also be ensuring that its presentation will be along the lines of our high expectations. Green and tee sites are the most important areas on the golf course and are to be treated as high priority items at all times by the Golf Course Maintenance Staff from their presentation to their grooming and playability characteristics.

- All maintenance personnel are to keep their eyes open and be aware of any damage to the golf course. The Superintendent, Assistant Superintendent and Irrigation Foreman will inspect the golf course daily, weather permitting, for any possible turf or irrigation problems. All staff is responsible for reporting any problems (including golfer complaints) to their immediate supervisor so that these may be solved on a prioritized basis.

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Golf Course Standards of Operation and Performance

- The Golf Shop will be informed immediately of any problem that may affect daily play.
- When setting cups:
 - Cup locations should be playable and away from the existing position.
 - The position of the cup should be eight feet from the collar.
 - The cup is to be set at the proper depth. The flag, pole and cup should all be in working order.
 - Ensure that the previous day's pin setting is repaired properly and that the repair plug is set level.
 - Repair any turf damage that is needed with fresh plugs from the nursery.
- When setting tee markers, ensure that:
 - The markers are on the proper tee box (especially on Par 3's.)
 - The markers are perpendicular with the line of play, six-seven paces apart and at least two paces from the rear of the tee.
 - Tee markers are moved to distribute wear on the tee evenly.
 - All tee divots are filled with proper seed mix on a daily basis.
 - All trash cans will be emptied daily and cleaned weekly.
 - Ball washers will be checked daily for soap and water and should be operating properly or be replaced. All ball washers will have soap and water replenished weekly.
- The putting green will have its cups changed twice weekly. Practice green areas will be changed weekly.
- All maintenance personnel will be responsible for making sure all directional signs and ropes that control cart traffic are moved as needed to prevent wear (this may mean three times daily).

Greens Maintenance

- Greens will be maintained as smooth, firm, and consistent surfaces.
- Greens speeds will be maintained at an 8-9 foot stimpmeter readings for normal daily play.
- Mowing heights (1/8" to 5/32") will be determined based upon the time of year, climatic conditions, and specific events, but mainly to ensure overall turf health and bent/poa grass populations.
- Frequency of triplex mowing to be four-seven times weekly, based on climatic conditions.

EXHIBIT B

Golf Course Standards of Operation and Performance

- Triplex and walk mowers will be used periodically during cultural maintenance periods (i.e., aerification, topdressing, and verticutting) or during special event preparation.
- Greens will be mowed in different directions daily to prevent grain accumulation.
- Periodic verticutting and topdressing will be performed to reduce thatch and grain accumulations.
- Before mowing a green, all ball marks will be repaired. Any irregularities in the surface should be immediately reported and repaired (if possible). Greens keeper should inspect surface for any foreign objects that could damage a reel or bed knives
- The Greens keeper will follow all safety and operational procedures that he/she has been trained on when mowing greens. This includes: proper transportation, the unloading and loading of mowers, the mowing of the surface, and cleaning and service of the machine. Greens keepers shall be precise and efficient in their job duties. It is a goal of our maintenance staff to stay well ahead of morning play whenever possible and at the same time provide the highly aesthetic and playable surfaces that our reputation will be based on. Failure to follow any of these procedures may result in disciplinary action.
- Greens keepers shall notify their immediate supervisors of any problem areas on greens that they have noticed in their daily work regime.

Tees Surfaces

Tees will be maintained at a cutting height of between 3/8" to 9/16" depending on environmental conditions and special events and will be cut in a different direction each time to prevent grain accumulation.

- Tees will be mowed with a triplex mower with a frequency of 2 to 5 times a week, depending on growth rate.
- Divots will be filled on a daily basis with a sand/bent grass mix.
- Periodic verticutting and topdressing will be performed to reduce thatch and grain accumulation.
- Before mowing, all tee markers are to be removed and the surface inspected for any foreign objects that could damage a reel or bed knife.
- The Greens keeper will follow all safety and operational procedures that he/she has been trained on when mowing tees. This includes proper transportation, the unloading and loading of mowers, the mowing of the surface, and cleaning and service of the machine. Greens keepers shall be precise and efficient in their job duties. It is a goal of our maintenance staff to stay well ahead of morning play whenever possible and at the same time provide the highly aesthetic and playable surfaces that our reputation will be based on. Failure to follow any of these procedures may result in disciplinary action.

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- Greens keepers shall notify their immediate supervisor of any problems encountered on any of the tee surfaces.

Collars

- Collars will be maintained at a cutting height of 3/8".
- Collars will be hand mowed 2 to 4 times per week, depending on growth rate.
- Any foreign objects will be removed manually prior to mowing.
- Collars will be cut in a different direction each time to prevent grain accumulation.
- All cultural practices performed on greens will also be performed on collars.
- The Greens keeper will follow all the safety and the proper operational procedures that he/she has been trained on when mowing collars. This includes; proper transportation, the unloading and loading of mowers, the mowing of the surface, and cleaning and service of the machine. Greens keepers shall be precise and efficient in their job duties in order to provide a highly aesthetic and playable surface mowed in a reasonable time frame.

Aprons, Tee Banks and Bunker Edges

- Aprons, tee banks, and bunker edges will be maintained at a cutting height of 1" to 1 1/2", depending on climatic conditions and the grass variety (natural fescue areas will only be cut on a periodic basis based on growth rate, playability and aesthetics).
- Aprons, tee banks, and bunker edges will be mowed 2-3 times weekly with a triplex reel or rotary lightweight mower, depending on growth rate.
- Directional cuts will be posted daily and will follow a contour, checkerboard, or straight pattern.
- The operator will ensure that his/her area of cutting responsibility will be blended properly into the other manicured areas (tees, collars, approaches, fairways, intermediate rough, and rough) to maintain the playability and aesthetics of the golf course.
- The Greens keeper will follow all the safety and the proper operational procedures that he/she has been trained on when mowing aprons, tee banks and bunker edges. This includes; proper transportation, the unloading and loading of mowers, the mowing of the surface, and cleaning and service of the machine. Greens keepers shall be precise and efficient in their job duties in order to provide a highly aesthetic and playable surface-mowed in a reasonable time frame.

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Golf Course Standards of Operation and Performance

Fairways and Green Approaches

- Mowing height will be kept between 1/2" to 9/16", depending on environmental conditions, growth rate or special events.
- Fairways and approaches will be mowed at a frequency of between 3 to 4 times weekly (including once on weekends), depending on growth rate.
- Fairways and approaches will be mowed with lightweight 5-plex mowers. All narrow contour areas in the green approach areas will be mowed with a triplex or hand mower.
- There will be only four directions in which to cut a fairway or approach. These directions will be posted daily:
 - Contour -- cut with the turns and bends of the fairway.
 - Straight -- cut in a straight line from tee to the center of the fairway.
 - Left to right -- cut on a 45° angle from left to right.
 - Right to left -- cut on a 45° angle from right to left.
- The Greens keeper will follow all the safety and the proper operational procedures that he/she has been trained on when mowing fairways and green approaches.

This includes proper transportation, the unloading and loading of mowers, the mowing of the surface, and cleaning and service of the machine. Greens keepers shall be precise and efficient in their job duties by attempting to stay ahead of play and at the same time providing a highly aesthetic and playable surface.

- When cutting, make certain that you lift your reels for any exposed sprinklerheads or stones. Pick up any moveable objects such as stones, nuts, bolts, etc.

Rough Cutting

- Secondary roughs will be mowed weekly with rotary type mowers.
- Mowing heights will be from 1 1/2" to 2 1/2", based on climatic conditions and growth rate.
- The Greens keeper will take care in operation around trees so as to not damage the crowns in any manner and will also provide a crisp, clean edge around native grass areas.
- The Greens keeper will vary mowing patterns on a weekly basis based on direction from his/her immediate supervisor. Greens keeper will ensure that all cutting patterns will blend in properly with intermediate rough areas, greens aprons, tee banks, and bunker edges

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Golf Course Standards of Operation and Performance

- The Greens keeper will follow all the safety and the proper operational procedures that he/she has been trained on when mowing roughs. This includes; proper transportation, the unloading and loading of mowers, the mowing of the surface, and cleaning and service of the machine. Greens keepers shall be precise and efficient and very productive on a daily basis while providing a highly aesthetic and playable surface.

Natural Roughs, Lakes, Creeks, and all other environmentally sensitive areas.

- These areas will be maintained in a manner that enhances their natural characteristics, while maintaining the playability and integrity of the golf course.
- All detail work that may include; mowing, weed eating, trimming, pruning, watering, or weed control, will be done under the direction of the Superintendent, Assistant Superintendent or appointed supervisor.
- All employees will be trained and knowledgeable of all environmental impact areas of the course including the state and federal laws that protect the water quality, as well as environmentally sensitive habitats. Greens keepers work regime will reflect and recognize these restraints, which must be abided by per our Environmental Impact Agreements with these agencies. If an employee is found not doing so, he/she faces termination.

Bunkers

- Bunkers will be spot raked daily.
- Greens Bunkers are raked full 2-3 times weekly, depending on play and climatic conditions.
- Fairway Bunkers are raked full 1-2 times weekly, depending on play and climatic conditions.
- Prior to raking, any debris, grass, leaves, or weeds are to be removed.
- Rake bunkers smoothly and carefully to maintain their firmness and playability.
- Sand is to be pulled up on the banks of bunkers at all times.
- Greens Bunkers will have a 2" lip on the green side maintained.
- Backside of Greens Bunkers and all Fairway Bunkers should be flush with the surrounding grass, while maintaining a clear and distinct difference between the sand and the turf
- Fill washouts and bare spots where needed and report areas needing major refilling of sand to the Supervisor. Minimum depths for sand are 2" on the banks and 4" in the level areas.
- Rakes are to be placed on the inside edge of the bunkers. Replace any damaged rakes.
- Bunkers will be edged weekly.

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Golf Course Standards of Operation and Performance

- At times the bunkers may require raking by a mechanical rake. Greens keepers are to ensure that the machine does not operate on the banks of the bunkers at any time. Any piles formulated by the machine will be dispersed properly and evenly in the bunker. Operation of the equipment will follow all safe operating procedures to include; transportation, preparation of the surface, cleanup, and service.

Practice Area and Driving Range

- The Driving Range tee will be mowed 3 to 5 times weekly, based on climatic conditions, with a triplex reel mower. Mow patterns will vary in order to provide a very aesthetic presentation to the clubhouse facility and superior practice surface. Seeding divots will be done in conjunction with the Golf Shop staff.
- The Driving Range body will be mowed 2 to 3 times weekly, depending on climatic conditions, with a lightweight mower. Target Greens will be mowed 2 to 3 times weekly with a hand greens mower. Mowing patterns will vary based on the aesthetic presentation to the Clubhouse.
- The Practice Area, which includes the Chipping Green and Practice Bunker, will be mowed 2 to 3 times weekly, based on climatic conditions. The Chipping Green will also be mowed 2 to 3 times weekly, depending on climatic conditions with a hand greens mower. Mowing directions will vary each time. The Practice Bunker will be raked daily and edged weekly. Ball marks will be fixed daily on the Chipping Green. Divots will be repaired in conjunction with the Golf Shop staff.
- In maintaining these areas, the Greens keeper will follow all the proper and safe operational procedures (including not mowing range balls) that he/she has been trained on when mowing the practice facility. This includes safe transportation from the area to another, mowing all surfaces properly, and cleaning and servicing the mowing units. The Greens keeper shall be precise, efficient and very productive on a daily basis while providing a highly aesthetic and playable surface.

Irrigation

- The golf course shall be watered to fit the needs of the turf grass and to enhance its playability by maintaining its surfaces as firm as possible.
- Daily water usage records will be maintained by the Superintendent.
- The irrigation system and pump station will be inspected daily by the Irrigation Foreman.
- All irrigation will be scheduled by the management team under the direction of the Superintendent. Hand watering that is needed during the day in certain areas of the golf course will be under the direction the Superintendent, Assistant Superintendent, or Irrigation Foreman.

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Golf Course Standards of Operation and Performance

- Periodic maintenance will be done to the irrigation system in coordination with the Irrigation Foreman.

Detail Work

- Edging, weed eating, trimming, leaf removal, or any job duty needed to enhance the playability and the aesthetics of the golf course will be done in a safe and efficient manner, based on training and operational directives. These include proper transport of equipment, its efficient use, time management of task at hand and cleanup, servicing, and storage of machinery.

Cultural Activities

- All cultural activities scheduled on the golf course (fertilization, weed control, disease control, insect control, aerification, verticutting, topdressing, and over seeding) will be determined by the Superintendent who will notify the Head Golf Professional either during the planning of the annual golf calendar or well in advance, so as to not disrupt play.
- Aerification will be done in late spring and early fall on all turf surfaces of the golf course.
- Over seeding of fairways will coincide with aerification in the early fall.
- Any secondary aerification or over seeding will be done selectively as needed or determined by the Superintendent or Assistant Superintendent. The Golf Shop will be notified well in advance of these activities if they affect play.
- Greens and Tees will be top-dressed and verticut on an as-needed basis, to be determined by playability and thatch control. The timing and frequency of these practices occurs typically 4 to 8 times annually. Notification to the Golf Shop and the membership will take place prior to these activities. These events will be scheduled as much as possible to not interrupt play.

Fertilizers and Chemical Applications

- Basic fertilizer schedules are to be established based on soil tests to maintain healthy turf and adjusted to meet environmental conditions and water quality standards.
- Chemicals will only be used as a last resort and only in a controlled supervised manner under the direction of the Superintendent and supervised by a licensed Qualified Applicator of the state.
- All personnel responsible for fertilizer or pesticide applications on the golf course will at all times be aware of our environmentally sensitive areas, such as lakes and creeks; and the proper application in which fertilizer or pesticide applications must be made per any

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Golf Course Standards of Operation and Performance

environmental regulations. Failure to comply with the proper operational standards may mean disciplinary action or termination.

Sand and Seed

- Sand and seed will be kept on-site to be used for reseeding and topdressing as needed. Materials should be consistent with the high level of quality we are trying to achieve.

Grounds Buildings, Sheds and Storage Areas

- Everyone will cooperate in maintaining our maintenance facility, pump house, and restrooms in a neat and secured manner and free from graffiti.
- Buildings will be landscaped in such a manner as to remain shielded from general view and maintain a neat appearance.

Clean-up

- As a member of the Golf Course Maintenance Staff, you will be periodically assigned detail for the shop area that includes lunchroom, locker rooms, offices, storage areas, bathrooms, and clean-up areas. When assigned these duties it will be expected that floors will be swept or mopped daily. All trash will be emptied daily. The restroom floors, sinks, mirrors, and toilets will be cleaned properly and any general straightening or organizing of anything else to improve the cleanliness of the area will be expected. Individuals assigned to clean up are not responsible for washing the plates of other employees or cleaning a mess from someone else's meals or breaks. Individuals must clean up after themselves.

Material Stockpiles

- Material stockpiles will be kept neatly separated in designated areas.

Fuel and Chemical Storage Shed

- Fuel and chemical storage will be kept secured and maintained to meet all federal, state, county, local, and Club requirements. Any major spills will be contained in the proper fashion and cleaned up, based on state and federal regulations. The proper authorities will be notified of such an event happening.
- A list of all hazardous chemicals in the work place, their SDS sheets and labels will be kept on file along with the golf course's environmental compliance program. These items will be also furnished to the local governing authorities.

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Golf Course Standards of Operation and Performance

Flowers and Shrubs

- Flowerbeds and plants will be maintained and periodically replaced to maintain blooming color and neat appearance.

Lighting and Signage

- Lighting will be maintained to provide nighttime and early morning safety in and around the maintenance building, entrance gate, and clubhouse structures.
- Signage will be maintained in good repair and kept clean and neat in the building areas and on the golf course.

Safety Procedures

- A comprehensive set of Safety Procedures shall be adhered to regarding equipment operation, handling of fertilizer and pesticides, and emergency response.
- Other procedures will be followed in accordance with OSHA safety programs.
- Monthly mandatory safety meetings will be administered by the Superintendent or Assistant Superintendent.

Training, Motivation and Development of Staff

- Monthly training meetings for all crew members will be conducted by the Superintendent or Assistant Superintendent.
- Each agenda will be prepared *prior* to the meeting and signed by all in attendance.
- The Superintendent will also use these monthly meetings to critique the golf course and the overall job done by the maintenance staff as well as to solicit feedback from the crew in order to make the operation more efficient and goal oriented.

Grounds Crew Supervision

- Whenever workers are scheduled, at least one of the following supervisors will be on-site supervising the golf course and grounds
 - Superintendent
 - Assistant Superintendent
 - Irrigation Foreman
 - Mechanic

EXHIBIT B

Golf Course Standards of Operation and Performance

Scheduling, Hours and Staffing

- Staffing shall be set by the Management Staff so as to maintain established golf course condition standards and not to exceed the established monthly budget unless approved by the Club.
- No overtime work is allowed without prior approval.
- All staff is required to call in before their established work start time to report an illness or tardiness.
- All staff is required to call in prior to coming to work in cases of extreme inclement weather.
- Staff is to give at least a one-week notice to the Superintendent prior to any medical appointments.

Knowledge and Experience of Personnel

- The Superintendent will have prior experience as a Superintendent and a degree in Agronomy or related field. He/she shall be a Certified Golf Course Superintendent by the GCSAA and hold at a minimum a Qualified Applicators License from the state.
- The Assistant Superintendent will be experienced and capable in course care and maintenance. He/she should be qualified to act as the Superintendent in the event of an emergency.
- The Mechanic will be skilled and qualified to repair and operate all golf course equipment.
- The Irrigation Foreman shall be knowledgeable in the maintenance, installation, and repair of all irrigation components found on the golf course. He/she should be experienced in all facets of equipment operation and maintenance projects. He/she should have an ability to supervise crew personnel.
- Greens keepers will be competent, reliable, and diligent in their assigned tasks.

Industry Knowledge and Current Trends and Developments

- The Superintendent, Assistant Superintendent, Irrigation Specialist, and Mechanic and other key staff members will attend continuing educational meetings to keep updated on current industry knowledge.
- The Superintendent and Assistant Superintendent should attempt to play the golf course weekly to get the player perspective of the condition of the golf course.
- Trade literature will be available to all employees to improve their knowledge.

EXHIBIT B

Golf Course Standards of Operation and Performance

Licenses and Permits

- Licenses and Permits will be kept current and filed by the Superintendent.

Budgeting and Business Planning

- The Golf Course Superintendent will prepare an Annual Golf Course Maintenance Plan to be completed and presented to the General Manager by the prescribed date, each year. The business plan will include a Calendar of Projects and Significant Operations, Staffing Plan, Departmental Expense Budget, Capital Improvement and Replacement Plan, and an associated set of written business

Exhibit C

**Fiscal Year 2016-2017
Equipment Inventory**

(To be included prior to January 1, 2017.)



Washoe Golf Course

Tentatively approve an Agreement for License and Professional Management Services at Washoe Golf Course between Washoe County and the most qualified proposer for full management of the Washoe Golf Course for a four and one half year period commencing on January 1, 2017 through June 30, 2021; and if tentatively approved, authorize the Community Services Department Director to further negotiate and sign the Agreement consistent with the selected vendor's proposal:





Washoe Golf Course

Process since the May 24, 2016 Board of County Commissioner meeting

- On May 24, 2016 the Board amended the current License agreement with Bell-Men Golf, Inc. for a six month extension through December 31, 2016 and directed staff to solicit a request for proposals for a four and one half year agreement
- On July 6, 2016 the Community Services Department advertised a Request for Proposals (RFP) for the full operation, maintenance, and management of the golf course
- On July 22, 2016 a mandatory pre-proposal conference was held and attended by seven proposers
- On August 19, 2016 four proposals were received by Washoe County



Washoe Golf Course

- An initial proposal review team read and scored the received documents against each other utilizing published scoring criteria
- Due to close ratings and low number of proposals all four proposers were interviewed by a second team on September 13, 2016
- Following the interviews, those scores as well as scoring from the initial review and the proposed financial proposal from each proposer were utilized to arrive at the final score:

Name	Billy Casper	Mazz Golf	CourseCo	Bell-Men
Score	557.5	497.5	450	325



Washoe Golf Course

Seeking Direction from the Board of County Commissioners:
Municipal Golf for Washoe County

Based on this review Billy Casper Golf is the proposer with the highest score and most beneficial financial position to expand municipal golf for Washoe County.

Two questions have arisen that only the Board of County Commissioners can answer for staff:



Washoe Golf Course

Seeking Direction from the Board of County Commissioners:
Municipal Golf for Washoe County

1. Does the Board have a preference where the administration of the contract takes place?
2. Does the Board want to have one operator for the two Washoe County owned courses?



Community Services Department CONTACT:

www.washoecounty.us/csd

Main number : (775)328-3600

QUESTIONS?

Washoe County Golf Course

RFP

**Operations and Management of
Washoe Golf Course**

Bell-Men Golf, Inc.

Washoe County Community Services

1001 E. Ninth Street

Building A, Room A270, Business License

Reno, NV, 89512



2016

This presentation represents the request for a proposal for Bell-Men Golf, Inc. currently doing business as a corporation with Washoe County Community Service Department.

Bell-Men Golf, Inc.
2601 Foley Way
Reno, NV 89509
Phone: (775) 828-6640
Fax: (775) 825-8625
E-mail: wgolfpro@washoecounty.us
Web: www.washoegolf.org

Bell-Men Golf is pleased to deliver this document in electronic form as well as 3 copies of the Proposal documents in response to this RFP. We operate as an S Corp with the Washoe County Community Service Department under the following business name and contacts.

We are very proud of our long term relationship with Washoe County. We have built a strong foundation operating and managing a golf course for the benefit of our community. We are excited for the changes that are in place for the golf course and we want to be a strong partner with Washoe County for the management of Washoe Golf Course.

Thank you for considering this proposal,

Name and Title:
Barney Bell
General Manager, PGA
President
Bell-Men Golf, Inc.

Mailing Address:
P.O. Box 2186
Reno, NV 89505
Phone: 775-828-6632
Cell: 775-750-8625

Darin Menante
Director of Golf, PGA
Vice President
Bell-Men Golf, Inc.

Mailing Address:
P.O. Box 2186
Reno, NV 89505
Phone: 775-828-6632
Cell: 775-530-3201

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Section 1

SUMMARY

PROPOSAL SUMMARY

The proposal is presented with over 60 combined years of service and tradition to the golfing community that makes up Washoe County Golf Course. During this time, we have developed one-on-one relationships with over 80% our customers. We truly believe everyone is a member. By way of summary, our proposal continues the:

- Tradition of commitment and dedicated service to the golfing community (see resumes in section 6)
- High financial returns to Washoe county (see section 7)
- Strong, well organized management team with proven success and award recognition in the operation of one of the busiest golf courses in Northern Nevada. (see resumes in section 6)
- Excellent teaching and club fitting skill by our team of PGA professionals (see resumes in section 6)
- One of the largest youth programs in Washoe County (see Section 10-Exhibit A-4.5-F)
- One of the largest and most successful golf scholarship program for High School seniors in our area (see section 6- Resumes)
- Ongoing advertising and outreach to our community (see section 10 Exhibit A 4.1-4.5)
- Outstanding community support.
- Established Washoe Golf Course as Home of The First Tee of Northern Nevada
- Brought the Reno Open to Washoe Golf Course (Qualifier for PGA Tour Barracuda Championship)- Raises money for The First Tee of Northern Nevada

Section 2

LEGAL STATUS

STATUS

Bell-men Golf, Inc. is currently in good standing with the following:

Tax and License ID numbers / Bell-men Golf, Inc.

- Fed Tax ID# 260 036 382
- Sales Tax 001-TX-1000535312-001
- Business Tax NV20011491690
- Unemployment 204132.00-5
- Washoe County Business License B1506192
- Liquor License L1600341
- Health Department F130013

Section 3

COMPANY PROFILE

COMPANY PROFILE

Bell-Men Golf, Inc.

Barney Bell, President

Darin Menante, Vice President

Date company established and history:

Barney Bell's Proshop was established in 1982.

Barney Bell and Darin Menante created Bell-Men Golf, Inc. to take over operations from the original owner Barney Bell's Golf Shop.

Bell-Men Golf, Inc. was established January 4, 2004 as an S Corp. Bell-Men Golf, Inc. has operated Washoe County Golf Course since 2004. Bell-Men Golf, Inc. has been under contract from 2004 to 2016.

Current Employees:

1. Barney Bell – PGA, General Manager, 35 years at Washoe Golf Course
2. Darin Menante – PGA, Director of Golf, 25 years at Washoe Golf Course
3. Greg Wenzel- PGA, MBA, Head Golf Professional
4. Mike Paul – PGA, Director of Instruction
5. Chris Dewar – LPGA, Director of The First Tee/Teaching Professional
6. Jared Becher – PGA Apprentice
7. Travis Fey – Shop Assistant/ PGA-PGM Student
8. Jeff Weber – Shop Assistant
9. 6 additional employees – Range and cart staff

Section 4

PERSONNEL

PERSONNEL

We feel our management and team is one of the strongest of any in the area. Our team consists of outstanding individuals who want to spend or have spent most of their careers working for Washoe County Golf Course. The team is completely focused on the good of the customer, the game, the community and what is good for Washoe Golf Course.

Our Management Staff:

Barney Bell – General Manager, PGA Class A

Darin Menante – Director of Golf – PGA Class A

Greg Wenzel- Head Golf Professional- PGA Class A

DRESS UNIFORM

All counter employees wear a scheduled color and collar shirt six days a week. Shirt color schedule is changed every month.

Shirts are worn with a neutral pair of Dockers.

Barney Michael Bell



PO Box 2186
Reno, NV 89505
Work Telephone: 775-828-6632
Home Telephone: 775-323-8868
E-mail: wgolfpro@washoecounty.us

Summary

Washoe Golf has been the life work of Barney. A seasoned PGA professional with over 35 years of experience working and managing Washoe County Golf Course. Major strengths in customer service, team building and motivation. Also skilled in budgeting, planning and supervision. A dependable, thorough, and well organized individual who cares about people and communicates well.

Accomplishments

- Established Peter Marich Golf Tournament benefiting Washoe County High School Seniors, raising over \$187,000 in scholarships to date.
- Designed and funded a web site to attract local and out-of-town visitors to Washoe Golf Course.
- Remodeled and updated the pro shop resulting in a more golf inviting premises

Awards

- PGA Junior Golf Leader Nomination in Northern California Section 2000
- Named PGA Professional of the year for Northern California and Northern Nevada for Growth of the Game Initiative in 2008
- Awarded "President's Plaque" for growth of the game 2008
- Vince Lombardi Award for Top Producer for ILT Golf Vacations for Northern Nevada and Northern California in 2008, 2014, 2015. 160 members annual (largely made up of RMGC and RWGC members)
- Quarter Century PGA of America Member (25 years) in 2008

Professional Education

PGA Business School I	1976
PGA Business School II	1980
PGA Northern California Board Oral Interview	1981
PGA Elected Member	1981

Professional Associations

Professional Golfers Association of America

Board of Directors, Reno Men's Golf Club

Board of Directors, Reno Women's Golf Club

Board of Directors, Peter Marich Golf Scholarships

President, Bell-Men Golf, Inc.

Darin Menante



PO Box 2186
Reno, NV 89505
Work Telephone: 775-828-6640
Cell phone: 775-530-3201
E-mail: wgolfpro@washoecounty.us

Summary

Currently the PGA Director of Golf at Washoe County Golf Course. Responsible for total operation of municipal golf course that conducts approximately 40,000 rounds annually. Implements revenue generating functions. Implements policies set forth by the General Manager.

Accomplishments

- Established Joshua L Anderson Memorial Foundation – Trustee and Golf Tournament Chairman. Foundation has donated over \$950,000 to graduating High School Seniors.
- Donate a Tree Program – Washoe County Golf Course - 2001
- Named Director of Golf – Washoe County Golf Course - 2014
- Volunteer Golf Coach Reno High School Boy's and Girl's - 2002 to present
- Created Shine The Shoe tournament in 2009, raising funds for the golf course
- Volunteer for "Saving The Strokes"
- Established Washoe Golf Course as The Home of The First Tee of Northern Nevada
- Implemented Youth on Course Program-2014
- Merchandise Coordinator for Ronald McDonald House Charity Tournament-2013-2016

Awards

- Ping Regional Club Fitter of the year - 1998
- USGA, United States National Publiclinks Qualifier
- University of Nevada, Reno Golf Team – 1983 to 1986
- Nevada State High School Zone Individual Champion, Reno High School, 1982
- Nevada State High School Zone Team Champion, Reno High School -1979 to 1982
- Nevada State High School State Team Champion, Reno High School – 1979 to 1982

- PGA of America Presidents Council for Play Golf America – 2006-2007
- Play Golf America Top 100 performer- 2010
- Two time nominee NCPGA Growth of the Game
- Two time nominee for National Callaway Club Fitter of the Year

Professional Education

- PGA Players Ability Test – 1992
- PGA Business School I – 1995
- PGA Business School II – 1996
- PGA Northern California Section Board Oral Review – 1998
- PGA Elected Member – 1998
- Ping Club fitting School – 1998
- Tour Edge Club Fitting School – 1999
- University of Nevada, Reno – 1983 to 1986
- Callaway Fitting School – 2005

Professional Association

- Professional Golfers Association of America (PGA)
- Director, Reno Men's Golf Club Board of Directors
- Trustee, Joshua L. Anderson Memorial Golf Tournament Board of Directors
- Chairman, Joshua L. Anderson Memorial Golf Tournament
- Northern California PGA Section
- Director, Washoe County Junior Golf
- Vice President, Bell-Men Golf, Inc.



Objective

Washoe Golf Course Head Golf Professional

Profile

- Professional golfer
- 5-year Scholar Athlete on University of Nevada men's golf team
- Passionate individual with proven track record of success
- Exceptional interpersonal and relational skills

Education

University of Nevada, Reno

August 2011-May 2014

- Master's Degree in Business Administration
- Current GPA 3.744

University of Nevada, Reno

August 2005-May 2010

- B.S in Community Health Science. Minor in Business Administration.
- 3.42 Overall GPA

Work Experience

Washoe Golf Course Head Golf Professional

May 2014- Present

- Daily golf shop operations
- Tournament Operations
- Lessons (approx. 300 lessons per year)
- Lead Junior Golf instructor (~100 juniors)

Washoe Golf Course Assistant Golf Professional

March 2010- May 2014

- Daily golf shop operations
- Tournament Operations
- Lessons (approx. 100 lessons per year)

University of Nevada Women's Golf Graduate Assistant Coach August 2010-May 2014

- Recruitment of new players
- Traveling with team to tournaments
- Fundraising
- Supervising practices

First Tee of Northern Nevada Assistant Coach October 2010- August 2012

- Teach golf and First Tee Values to juniors
- Perform TARGET program in elementary school to introduces juniors to program

Memberships

PGA of America Member October 2013- Present

- PGA PGM 2.0 program

Sierra Nevada Chapter PGA Board of Directors February 2014- Present

- Tournament Director and Secretary

Cal Swanson

Precision Turf Management
President

989 Julia
Fernley, NV 89408
775-591-7661
CalPTM@hotmail.com

Golf Course Management Experience

General Manager, Golf Club at Fernley

2010-Present

- Manage all aspects of course maintenance
- Manage Pro Shop, Food and Beverage, Financial Management

Course Superintendent, Golf Club at Fernley

2003-Present

- Manage all aspects of course maintenance

Course Superintendent, Sierra Sage Golf Course

(Cal-Mazz Golf Management)

2010-2012

- Manage all aspects of course maintenance

Park Maintenance, City of Reno Parks

Reno Youth Sports Authority/Great Basin Youth Soccer League

2009-Present

- Core operation, Oversight
- Mowing, Irrigation Management

Golf Superintendent, Kiley Ranch Golf Course

2007-2008

- Managed building course: Irrigation design, shaping, field prep, planting, grow in.

Golf Course Consultant, Somerset Golf Course

2005-2007

- Manage the grow in of turfgrass

Golf Superintendent/Developer, Crystal Peak Golf Course

2004-2008

- Managed building course: Irrigation design, shaping, field prep, planting, grow in.

Golf Superintendent, D'Andrea Golf Course

2003

- Manage the grow in of turfgrass

Golf Superintendent, Championship Course

1995-2002 Incline Village Golf Course

- Manage all aspects of course maintenance

Turf Production Manager, Dayton Valley Turf, Inc

1989-Present

- Supervise all aspects of turf production and harvest

Education

1983-1987 Utah State, Logan, UT

- Agribusiness

Section 5

EXPERIENCE

EXPERIENCE

Previous management of Washoe County Golf Course was Barney Bell's Pro-Shop from 1982 to 2004. Barney Bell and Darin Menante have been in management and experienced positions during those years. We continue to manage under the name of Bell-Men Golf, Inc., established in 2004.

DESCRIPTION AND LOCATION OF COURSE WHICH IS CURRENTLY BEING
MANAGED BY PROPOSER.

Washoe County Golf Course – established in 1936

2601 Foley Way
Reno, NV 89509

18 – Hole Facility
Putting Green
Driving Range
Restaurant
Pro Shop
Teaching staff
Triangle Practice Area

NAME AND CONTACT INFORMATION OF CURRENT OWNERS

Mailing Address: Washoe County
PO Box 11130
1001 E. Ninth Street
Reno, NV 89512
Phone: (775) 828-6640

Physical Address: Washoe County
2601 Foley Way
Reno, NV 89509

Section 6

MINIMUM QUALIFICATION

QUALIFICATIONS

A. Bell-Men had managed the Washoe Golf Course under various contracts since 1982. Bell-Men took over the restaurant in 2012 and has grown that part of the operation each year.

In regards to golf course maintenance, Bell-Men has been actively involved in all of the day-to-day operations and maintenance of the Washoe Golf Course over the last 35 years. At times, Bell-Men even performed some duties of the maintenance operation when needed. Bell-Men intends to work with Cal Swanson of Precision Turf Management as a subcontractor who will supplement Bell-Men's experience in maintenance. Mr. Swanson, whose resume is attached in section 6, currently operates and maintains the Fernley Golf Course

PGA CARDS



B. GOLF DEVELOPMENT PROGRAMS

- *Youth On Course*- Grant program established by the Northern California Golf Association to encourage kids to play the game of golf. Green fees are subsidized to keep golf affordable for junior golfers.
- *First Tee of Northern Nevada*- Washoe Golf Course was named home of The First Tee in 2013. This program boasts hundreds of junior golfers to the property, which in turn utilizes the facilities outside of the program.
- *PGA Get Golf Ready*- Program established by the PGA of America. Used by the teaching professional at Washoe Golf Course. Program involves giving 5 lessons to beginner golfers starting the game.
- *PGA Sports Academy (Junior Golf)*-Program created by the PGA of America. Used in conjunction with Washoe Junior Golf. Uses other sports to relate the game of golf to all other sports
- *PGA Executive Course (Family Course)*- Program awarded to Washoe Golf Course by the PGA of America to encourage beginners and family golf. Golf Course is modified to a shorter length to encourage beginners to try golf in a non-intimidating environment.
- *High School (Boy's and Girl's season)*- Washoe Golf Course is the home to Reno High School golf.
- *High School Winter Camp*- Winter camp open to all High School golfers during the winter months (~20-30 kids)
- *Private Lessons*- A total of 900 private lessons given by all teaching professionals
- *Tournaments Retention*- 90% of tournaments come back annually. Strong relationships have been built over the years.
- *RWGC Clinics*- Clinics made specifically for Reno Women's Golf Club members
- *Wedge Clinics*- Clinics held in conjunction with Cleveland Golf to introduce new product and teach participants about the importance of the short game (~50 people annually)

C. Attached in Exhibit D (Additional Documents)

D. See 5 Year Business Plan Section 10-Exhibit A (4.1-4.5)

E. Bell-Men has been actively involved in all of the day-to-day operations and maintenance of the Washoe Golf Course over the last 35 years. At times, Bell-Men even performed some duties of the maintenance operation when needed. Bell-Men intends to work with Cal Swanson of Precision Turf Management as a subcontractor who will supplement Bell-Men's experience in maintenance. Mr. Swanson, whose resume is attached in section 6, currently operates and maintains the Fernley Golf Course.

Section 7

FINANCIAL CONSIDERATIONS

A. GOLFING RATES

- Golfing Rates for 2017 will be similar 2016 (small changes made to establish consistent price gap in rates from regular to senior rates)
- Golfing Rates will increase by approximately 3 percent once golf course is in the condition to do so (Anticipated 2018)
- Sample Pricing Structure included in Exhibit B

B. PAYMENT TO THE COUNTY

- Payment to the county will be in the form of percentage of green fees/annual passes/play-passes. The percentage paid to the county will escalate over the period of the contract. See table below:

YEAR	% to County
2017	10%
2018	11%
2019	12%
2020	13%
2021	14%

- Payments will be made on the 15th day of each month based on the previous month's revenues. (I.E. Green Fee % for month of June will be due no later than July 15.

C. PERFORMANCE REPORTING

- All records will be kept in POS system. Bell-Men intends to use the current system in place (Club Prophet Systems)
- Monthly reports will be submitted, per contract agreement, no later than 10 business days after the preceding month.
- An annual report will be submitted summarizing all activities of previous year. This will be submitted to the county no later than one month after calendar year has finished.

Section 8

CRITERIA FOR SELECTION

A. EXPERIENCE AND CAPABILITIES

- Bell-Men has been actively involved in all of the day-to-day operations and maintenance of the Washoe Golf Course over the last 35 years. At times, Bell-Men even performed some duties of the maintenance operation when needed. Bell-Men intends to work with Cal Swanson of Precision Turf Management as a subcontractor who will supplement Bell-Men's experience in maintenance. Mr. Swanson, whose resume is attached, currently operates and maintains the Fernley Golf Course

B. POTENTIAL INCOME FOR THE COUNTY

- Potential income to the county will come in the form of percentage of green fee payments made over the course of the year. These percentage payments will escalate by ONE percentage point per year over the course of the contract (I.E 10% in year 2017, 11% in year 2018)
- Capital Improvement Fund will be established in year 3 going forward. A fee of \$2 per round will put into fund to cover future capital improvements to Washoe Golf Course.
- See budget in Exhibit C for projected income to the county over the life of the contract

C. FINANCIAL STRENGTH AND ABILITY TO SUSTAIN BUSINESS

- Taking over the entire operations will allow Bell-Men golf to establish a budget that would allow for financial strength and ability to sustain a successful operation. Under the current contract, Bell-Men golf is paying to sustain county line items that they wouldn't if operating themselves. These line items include Depreciation, County Cash Transfer, and Washoe County retirement benefits. Any private contractor would have a hard time sustaining an operation under these circumstances. Simply put, with Bell-Men golf taking over the entire operation, it would allow for a financially strong operation to exist.
- Historical sales can be seen in Exhibit C and observing the operational capabilities below, not only show a business that is being sustained, but actually growing. Bell-Men Golf has also built an unmatched image within the community over the years. This image stems from customer service at the golf course itself, while expanding throughout the Reno-Sparks area.

D. OPERATIONAL CAPABILITIES

- Lesson Revenue increased from \$19,000 (500 lessons) in 2012 to \$36,000 (900 lessons) in 2015. An 80% increase in lessons given over the period!
- Merchandise gross revenue increased from \$106,000 in 2012 to \$161,000 in 2015. A 52% increase in merchandise sales over the 3 year period!
- Tournament Promotions that include printed brochures for prospective clients. Multiple options for golf and food and beverage.
- Reviews from our customers can be seen through many portals. These include word of mouth reviews, online customer reviews, as well as survey results.
- Restaurant gross revenue increased from \$212,000 in 2012 to \$250,000 in 2015. An 18% increase over the 3 year period.
- Driving Range revenues increased from \$81,000 in 2012 to \$98,000 in 2015. A 21% increase over the period.
- It's important to note that all revenue streams in complete control of Bell-Men Golf have increased over the last 5 years. The only revenue stream that has been flat or down over this same period is: green fees, golf carts, and tournament fees. These can all be directly related to the golf course itself and conditions, which has not been under the control of Bell-Men Golf.

E. INNOVATIVE IDEAS

- See Business Plan in Section 10-Exhibit A (4.4) for ideas relating to building stronger golf operation
- See Business Plan in Section 10-Exhibit A (2.1) for ideas relating to improving the golf course over the contracted period.

F. STAFFING AND OPERATIONAL PLANS

- Bell-Men golf strives to employ the most qualified professionals. Bell-Men golf currently employs three PGA professionals, and one PGA apprentice in the proshop. In addition, two teaching professionals (one PGA, one LPGA) provide lessons to patrons at the course. Bell-Men golf intends on also having a GCSAA on staff to run the maintenance operation.
- See 5 year Business Plan in Section 10-Exhibit A (5.1) for staffing levels

G. MARKETING PLAN

- See Marketing Strategy in Section 10-Exhibit A (4.1-4.5)

Section 9

INSTRUCTIONS FOR SUBMISSION

1. See Cover Letter (pg.1) for partners involved in business operation
2. See resumes in Section 6
3. See Section 7 for financial considerations
4. Washoe County Golf Course is currently managed by Bell-Men Golf
5. Washoe County Golf Course has been managed by Bell-Men Golf under various contacts since 1982.

Contacts

David M. Solaro

E-Mail: dsolaro@washoecounty.us

Phone: 775.328.3624

1001 E. Ninth St., Bldg. A,
Reno, NV 89520

Eric Crump

E-Mail: ecrump@washoecounty.us

Phone: 775.328.2182

3101 Longley Ln.,
Reno, NV 89502

6. See 5 Year Business Plan in Section 10-Exhibit A
7. Financial Statements are attached in Exhibit D (Additional Documents)
8. Financial References are attached in Exhibit D (Additional Documents)
9. Professional references are attached in Exhibit D (Additional Documents)
10. Legal history attached in Exhibit D (Additional Documents)
11. Bell-Men golf intends to subcontract Cal Swanson to perform maintenance duties. See attached resume in Section 6.
12. Barney Bell has been a loyal contractor to Washoe County. The relationship has stemmed over 35 years. Previous to the current contractual agreement there have been no issues in the management of Washoe Golf Course.

In the time that Barney has managed Washoe Golf Course the following has occurred:

- Enterprise Fund established in 1982 through the profits made from Washoe Golf Course
- Enterprise fund supplemented Sierra Sage losses until Cal-Mazz took over contract

- Loyal Customer Base has been built through Reno Women's and Reno Men's Golf Clubs
- Equipment Replacement Fund established

13. See representative signature on last page (pg.95)

Section 10

Exhibit A

5 Year Business Plan

Company Summary

The Washoe Golf Course is located in the expanding Reno area. The current 18-hole layout dates back to 1936. The proshop and restaurant has been leased out under various agreements for decades. The maintenance has been Washoe County operated. Over this time period, very little money has been reinvested into the property. This has led to a clubhouse in need of remodeling, a need to completely rebuilt the cart barn, deteriorating cart paths, and large areas of dead turf or dirt. Every aspect of the property needs attention. Under a new contract agreement, money will be put in by the operator in addition to establishing a fund to reinvest funds into the golf course as the operator and Washoe County see fit.

Washoe Golf Course will require extensive landscape work. This work will be performed over the expected contract term in an effort to disturb play as little as possible. It would be the hope that with the results seen in the contract, that the operators will continue under a longer term contract following this contract.

1.1 Company Ownership

Barney Bell and Darin Menante are co-owners of Bell-Men Golf

Products and Services

The Washoe Golf Course will offer the following services:

- 18-hole golf course
- Pro Shop
- Driving range
- Restaurant
- Practice Range

1.2 Objectives

The objectives of the Washoe Golf Course for the first five years of operation include:

- Revitalize the old course and attract a loyal local clientele.
- Use strategic alliances and players' word-of-mouth recommendations to make Washoe Golf Course a destination course for vacationers, and avid players who are willing to travel to golf.
- Exceed customer's expectations.
- Assemble an experienced and effective staff.

1.3 Operational Philosophy

The customer is the life of our operation. Without the customer, Washoe Golf Course does not exist as a profitable operation. Our management philosophy stems from the belief that staff will treat customers the way we want to be treated. We want Washoe Golf Course to feel like a home away from home for both staff and customers. Customers are not outsiders in our business, they are our business.

We know that the citizens in our community have many choices in where they spend their hard earned recreational dollars and golf is only one of many places the public has to spend its leisure time. It's our duty and responsibility to make sure our customers enjoy every visit to Washoe Golf Course.

1.4 Minimum Standards

PROSHOP

CUSTOMER SERVICE PHILOSOPHY

Bell-Men golf will strive to have consistency in customer service throughout the entire operation. Similar to our operational philosophy in 1.3, we know the customer is our top priority and all decisions made take that very aspect into consideration.

- A. Greet customers by name (if you know it) and in a friendly and courteous manner
 - 1. Use eye contact
 - 2. Smile
 - 3. Always greet people within 10 feet of you
 - 4. Monitor your tone of voice. Keep it pleasant and fresh.
 - 5. Always pace yourself by staying in tune with the sense of urgency in the customer's voice.

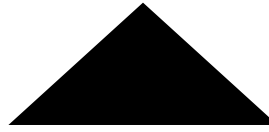
- B. Quickly identify customer's needs
 - 1. Clarify your ideas before communicating.
 - 2. Examine the true purpose of each communication.
 - 3. Consider the total physical and human setting
 - 4. Be mindful of speech overtones, as well as the basic content of the message.
 - 5. Take the opportunity, when it arises, to convey something of help or value to the receiver.
 - 6. Follow up your communications.
 - 7. Communicate for tomorrow as well as today.
 - 8. Be sure your actions support your communications.
 - 9. Seek not only to be understood, but to understand.
 - 10. Be a good listener.

- C. Be an Exceptional and empathetic listener. Good listening is a rare quality. It is a huge competitive edge in customer service.
 - 1. Stop talking
 - 2. Put the talker at ease
 - 3. Show the person that you want and care to listen
 - 4. Remove distractions
 - 5. Empathize with the person
 - 6. Be patient
 - 7. Hold your temper
 - 8. Go easy on argument and criticism
 - 9. Ask questions
 - 10. Stop talking

- D. Win Credibility
 - 1. Sell yourself, the company and Washoe County
 - 2. Build your image by speaking professionally
 - 3. Show your professionalism by knowing policies, procedures, and standards of excellence (be confident)
 - 4. Our egos are not as important as giving to others
 - 5. Always be thinking of how we can help by exceeding our customer's expectations

E. Success of Teams

1. Team Pyramid



Customers

Service Staff

Supervisors

Management

Ownership

Washoe County

HIRING AND STAFFING

- All open positions for the Proshop will be posted on PGA Jobfinder.
- All positions for outside staff will be posted on PGA Jobfinder, posted throughout the facility, and put on craigslist.

GOLF SHOP PROCEDURES

- Daily operations include:
 - Vacuuming
 - Dusting
 - Cleaning Windows

GOLF COURSE MAINTENANCE

CUSTOMER SERVICE

- See Proshop Customer Service philosophy on pages 25-27

HIRING AND STAFFING

- Jobs will be posted through multiple internet portals to achieve the best pool of candidates.
- Subcontractor (Precision Turf Management) will be responsible for hiring and staffing the maintenance operation. Bell-Men golf will work closely with subcontractor during the contracted period.

MAINTENANCE/BUILDINGS

- Staff will be in charge of keeping maintenance grounds in good condition.
- Safety will be the top priority in regards to keeping maintenance yard in good working condition.

GREENS

The objective is a putting surface with smoothness, firmness, and with an overall uniformity. The greens will be closely mowed with good to excellent speed.

Standards:

- Greens will be mowed daily during the growing season. Heights will range from .1 to 1.4 depending on season. These could vary based on health conditions and temperature.
- Greens will be mowed daily during the growing season with triplex mower. Grooming and / or verti-cutting will be used periodically to control growth and keep it at acceptable levels.
- Greens will be rolled on tournament days and large events to create the best play surface possible.
- Greens speed will be measured weekly and be rolling between 8.5-11 on the stimpmeter.
- Growth regulator will be applied as an aid to increase green speed, reduce excessive growth and increase turf density.

- Greens will be topdressed bi-monthly for smoothness, firmness and to control thatch. Additional topdressing may be required for preparation of tournament conditions.
- Greens will be aerated as follows: All eighteen holes will be aerated in the spring and will be completed within a two day period (weather permitting). Late fall aeration will cover all eighteen holes over a two day period (weather permitting). Topdressing sand will be fully and carefully incorporated into the aerification holes.
- Greens will be irrigated as little as possible to promote deep rooting, drought tolerance, and minimal disease problems. Greens will be firm and the soil dry whenever possible.
- Greens will be checked daily with hole-cups being changed as needed (usually daily).
- Greens will be monitored throughout the winter months (November to March) to determine if they can remain open for play. All efforts will be taken to ensure all eighteen holes will be open for play during the winter months (weather permitting). The general rule is that the golf course will remain open whenever possible.
- Greens will be checked with cups being changed daily in-season. In the off-season or winter months, a 3 cup system will be used due to the frozen ground. The course will be setup with an overall balance between the cups and tee position to maintain appropriate yardage.

TEES

The objective is a teeing surface that is smooth, firm, level and without weeds. Tees will be closely mowed and consist. A conscientious effort will be taken to maintain our tees to resemble greens only cut slightly higher.

Standards:

- Tees will be mowed between 3/8" to 9/16" during the season. Tees will generally be mowed four days a week depending on growth.
- The turfgrass quality will take priority over competition from tree roots, shade and restricted air circulation. Trees will be thinned and pruned on an as needed basis to ensure the highest quality of turf.
- Divots will be attended to daily; accessories will be checked daily for service.
- Tees will be aggressively aerated annually. Topdressing sand will be incorporated into aeration holes.

- Tee markers will be checked daily and changed as needed to utilize the greatest amount of teeing space.

FAIRWAYS

The objective is fairway turf with good density, uniformity, smoothness, firmness with a minimum of thatch while exhibiting good drought tolerance. The goal is to play 'summer rules' at all times.

Standards:

- Fairways will be mowed at ½ to 9/16 depending on growing season and temperature.
- Clippings will be collected during June, July and August.
- Fairways will be aerated aggressively annually
- Growth regulators will be used in the summer and fall months to enhance growth and to reduce irrigation and clippings.
- Fairways will be irrigated for turfgrass health only, not for color.
- Fairway divots will be maintained throughout the season from at least 200 yards and into the green. All carts will be fitted with divot mix provided by the Pro Shop.
- Sand topdressing will be applied to fairways to improve firmness, drainage and aid in thatch reduction.
- All necessary chemical applications will be applied as early as possible so as to cause as little interference with play as possible.
- All chemical applications will be applied under the direction of a state licensed applicator.
- Every effort will be made to apply the most effective and safe products into the disease suppression and control program.

ROUGH

The main objective of the rough is to maintain at minimal levels while not compromising the aesthetics, severity of penalty, and speed of play.

Standards:

- The rough will be maintained at a height between 1 ½ to 2 inches with rotary mowers.

- The rough bordering fairway bunkers will be maintained regularly to maintain proper turf buffer between the bunker and fairway.
- The rough will be mowed at least once a week when actively growing. Growth regulators may be used to slow the growth rate of the grass around the fairway perimeter.
- Broadleaf weeds will be controlled as needed to promote aesthetics, playability and uniformity.

BUNKERS

The objective is to have bunkers with the proper amount of sand and be well distributed without rocks or other loose impediments. The bunkers should aesthetically complement the architect's original design and vision.

Standards:

- The bunkers will be checked daily for smoothness. Raking will consist of hand raking when needed depending on amount of play. Mechanical raking machine will be used periodically (weekly) to loosen compacted sand and to control weeds.
- The bunker edges facing the green will be maintained with a crisp edge consisting of a 1 to 2 inch lip. The rear edges will be maintained with the sand reasonably flush with the turf.
- Stone and debris removal will be tended to daily with regular maintenance.
- The bunkers will have adequate rakes around them. Large bunkers will have at least 3 rakes and small bunkers will have at least 2.

TREES

- Trees in high traffic areas (Club House, walk paths, etc.) will be checked regularly for weak limbs, and hanging limbs and maintained as necessary.
- Trees will be pruned as time permits.
- Some trees will be thinned to enhance turf quality, aesthetics and the overall health of the other trees in the area.
- Most tree work will occur in the winter months.

PRACTICE AREA

- The practice tee will be mowed twice a week at 1/2 of an inch.
- The short iron practice area “triangle” will be maintained to the same standards as the golf course fairways and rough.

EQUIPMENT TRAINING AND SAFETY

- The department will comply with OSHA regulations pertaining to safety meetings and equipment operations.
- Equipment will be maintained in safe operating condition.
- The department will have monthly safety meetings concerning first aid procedures, safety, etc. Accurate records of topics and signatures of attendees will be kept.
- Safety glasses will be required for all tasks where eyes may be exposed to any hazards.
- Steel-toed shoes will be required for specific tasks: especially rotary mowing and chainsaw operation.
- New employees will be instructed on safe operation of all equipment.
- No individual without a valid driver's license (or of age) will operate any equipment.
- Pesticide applications will be performed under the direction of a state licensed applicator.
- No employee with points on his or her license associated with alcohol will operate vehicles off the property.
- The Superintendent will provide regular reviews of each employee (at least every six months) and will include the review schedule in his monthly report to the Committee.

CART PATHS

- The course will be developed and maintained to accommodate cart usage.
- Carts will be expected to use paths wherever possible.
- Rope and signage will be used to direct cart traffic wherever necessary.

- Cart traffic will be allowed to roam (except under extreme wet conditions). A decision may be made by the Superintendent if any adjustments need to be made.

CLUBHOUSE GROUNDS

- Flowerbeds will be maintained, edged and mulched as needed.
- Entire clubhouse area will be checked daily for trash and other unsightly debris.
- Annuals and perennials will be planted in appropriate areas. Also, an assortment of other planters will be located throughout the area.

IRRIGATION SYSTEM AND WATER

- The turf watering system will be maintained in like new condition.
- The system will be programmed to operate during non-play hours as weather dictates.
- All leaks will be repair as soon as possible.
- The systems pump station (horseman's pond) will be inspected daily by trained staff
- Sprinkler heads will be inspected and adjusted to maintain proper watering patterns.
- Irrigation audits will be performed systematically on portions of the golf course each year to assure system efficiency.
- Ponds will be treated to eliminate unwanted odors and aquatic weeds.
- Every effort will be made not to overwater and cause wet areas on the course

MISCELLANEOUS

- Patrons will be informed of maintenance activities through bulletin board postings and periodic articles in the club's e-mails and club's website.
- The golf course will be closed when snow covered.
- Integrated Pest Management (utilizing many options for pest control) will be a continued goal.
- Bathrooms on the course and in the shop will be cleaned daily

2.1 Golf Course Capital Improvement Phases

PHASE 1 (Years 1-2)

- Expand fairways and greens back to original size
- Re-Seed all dry and dirt patches (water permitting)
- Inspect, dig out, level and fix all poor performing sprinkler heads
- Repair and maintain all cart paths

PHASE 2 (Years 2-3)

- Proshop Remodel
- Restaurant Remodel

PHASE 3 (Years 3-4) *Using CIF

- Renovate all bunkers*
- Rebuild existing cart barn*
- Single Head Sprinkler Head Control*

3.1 Market Analysis Summary

The Reno/Sparks market is coming out of the recession very strong. With large businesses moving to the Reno/Sparks in recent years, housing prices have increased, unemployment has decreased, customer spending has increased. Washoe Golf Course is located in one of the highest income per capita areas in Northern Nevada. Washoe Golf Course caters largely to locals. 80% of revenues come from 20% of our customer base. This indicates how big of a role our local clientele plays in assessing the market.

Strategy and Implementation Summary

Washoe Golf Course will create a new loyalty program directed at locals. In addition, Washoe Golf Course will aggressively market to tourists of Reno/Sparks when the golf course conditions improve with scheduled maintenance plan (Year 2017).

- **Residents.** The course will initiate a tiered membership program that will attract locals. The tiered program will also include loyalty rewards that encourage locals to play more golf, hit more range balls, eat in the restaurant and buy merchandise at the facility
- **Visitors.** The Washoe Golf Course will offer a very simple rate program for any tourists, visitors or less frequent locals at the facility. See rates in Section 11.

4.1 Marketing Strategy

Bell-Men Golf will take an active role in marketing Washoe Golf Course in the Reno/Sparks area. Bell-Men will offer residents a loyalty program that will give them incentive to spend more money across all golf operations.

It is expected that it will take 1 year to improve Washoe Golf Course, and get it to a marketable standard. When this happens, more marketing dollars will be used toward the tourist market.

This strategy will reach out to the local casinos, the RSCVA, and the local news to market to the visitors of the area.

SWOT Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none">*Loyal Customer Base*Location close to downtown*Location in High Income area*Playable Golf Course*Range in Shade*Senior Friendly*Reno/Sparks Growth*Men's and Women's Clubs	<p><u>Weaknesses</u></p> <ul style="list-style-type: none">*Course Conditions*Very little tourist play*Weak Tournament participation
<p><u>Opportunities</u></p> <ul style="list-style-type: none">*Improve golf course under new contract*Food and Beverage*Untapped tourist population*Hours of operation	<p><u>Threats</u></p> <ul style="list-style-type: none">*Price Wars from other courses*Golf participation levels flat*Drought

4.2 Competitive Edge

The competitive edge of Washoe Golf Course is the service, first and foremost. Bell-Men Golf has a long-standing relationship with most of their customers. Barney Bell, Darin Menante and Greg Wenzel are all PGA Class A Professionals. The relationships that they have built over the years with the current local clientele is the reason why so much of the revenue in the current operation comes from the locals.

Barney Bell brings a total of 50 years of experience to the golf operation. He began working at the golf course as a 16 year old and hasn't left. He has been under contract with Washoe County since 1982, starting with Barney's ProShop.

A Reno native, Darin Menante brings a total of 35 years of experience in the golf operation. He also has strong ties to the community as a whole. He has been running the golf operation for many years and has experience in all aspects of the proshop and restaurant.

A Sparks native, Greg Wenzel brings a strong financial background to the operation. He received an MBA from the University of Nevada in 2014. With his strong financial background, this insures that financial obligations are met during the contract term. The combination of having Class A PGA certification with a Master's Degree in Business is rarely seen in the industry and is a huge strength to the Bell-Men Golf team.

The loyal customer clientele will be lost if these long-standing employees are not running the operation. Many times people have said that they would not play golf at Washoe if the current staff was not in place. This local clientele will continue to grow with Bell-Men Golf in place.

4.3 Sales Strategy

The Washoe Golf Course sales strategy is to aggressively gain market share of residents and tourists

Washoe Golf Course will use the following pricing strategy:

- **Memberships:** \$1700 annual membership/\$1500 Senior (add \$500 for annual cart)
- **Multi-Play Pass Fees:** Will vary depending on # of rounds purchased. The more rounds that are purchased under the multi-play pass, the larger the discount.
- **Daily Green Fees:** \$33 in 2017, \$34 in 2018, \$35 in 2019-2020
- **18Holes Cart:** \$14 in 2017 and 2018. \$15 in 2019-2021
- **9Holes Cart:** \$9 from 2017-2021. \$10 in 2021

4.4 Sales Forecast and Increasing Revenues

We anticipate slight increases in rounds over the 5 year period due to the implementation of the programs below. This combined with 3% increase in green fees starting in 2018 will create a profitable operation.

Although the Reno/Sparks area is typically a 9-10 month golf season, there have been years when we see up to 11 months of playable golf. Even with golf taking place in the winter, most of the revenues come in the 7 month period of April-October. This is the time that these programs will take place.

With the loyalty programs that are going in place starting January 1, 2017, we can expect to see an increase in annual play and multi-play passes starting in January.

Restaurant revenue will increase through:

- Patio area installed on driving range
- Utilization of halfway house at turn
- Dinner options
- Expand Catering options
- Expand successful “Happy Hour” options

Green fee revenue will increase through:

- Loyalty programs
- Improving Course Conditions
- Better yield management

Range revenue will increase through:

- New Range Machine
- New Mats and Balls
- Range Discount and Loyalty Programs
- Seating Area on Range

Merchandise revenue will increase through:

- Purchase of Launch Monitor
- Larger golf shop inventory
- Create a strong OTB plan

4.5 Innovative Marketing Ideas

A. Rebrand Golf Course through improvements made to the property

- This will start with an overhaul of the maintenance operation
- After golf course is improved, it will allow for recruitment of new customers (in particular, the tourist market)

B. Social Media/Internet

- Continue strong social media reach through Facebook, Twitter and Instagram
 - Daily posts to keep customers engaged
- Grow E-Mail database (currently 3000) and phone/text database
 - Use frequently to keep customers engaged (at least once a week)
- Current provider of services (CourseTrends) allows for:
 - Website maintenance
 - 24 hour Online Tee Time integration
 - Online Store

-24 hour Customer Call Center

-Social Media integration

C. Local/Loyal Customers

- Create loyalty program to encourage loyal customers to spend more time/money at the facility.
- Create new multi-play pass program to encourage customers to buy in bulk (playing more). Buy more, save more strategy.
- Create customer reward program for top spenders

D. Men's and Women's Club

- Use e-mail, flyers and direct communication to encourage participation in Men's and Women's Club events
- New programs create directed toward clubs include in addition to long standing events: 9 Hole Monday Ladies League, Men's Wednesday game, and Tuesday Night League

E. Junior Golfers

- Increase junior golf participation through:
 - Annual Junior Pass (put in place in 2015)
 - Continued support of "Youth on Course" Program
 - Continue to grow one of the largest junior programs in the area
 - High School Camps (Summer and Winter) – Approximately 40 juniors
 - Junior Boot Camps- Approximately 60 juniors
 - Private Lessons- Approximately 30 juniors
 - Continue Working with The First Tee of Northern Nevada to grow the game of golf

F. Tournament Groups

- Tournament participation will increase as golf course conditions improves
 - Easier to recruit large events with good conditioned golf course
- Tournament recruitment will include e-mail blasts, sending brochures/flyers to new potential clients
- Reach out to casinos to establish new events

G. Millennials

- Social media is best source to market to millennial generation
- Create programs tailored to college aged golfers

H. Tourists

- With golf course in good condition, it would allow for:
 - Hotel and Golf package offerings to tourists
 - Advertise golf course through national outlets (magazines, newsletters, and websites)
- Build relationships with hotel/casino hosts that set up golf outings

I. Restaurant

- Increase catering events through social media, e-mails and our loyal customers
- Explore dinner options (1 night per week, limited seating)
- Advertise to local area (within 2 miles) to get people to eat at the restaurant that are not golfers.
- Establish Programs directed toward business luncheon business
- Create Wine/Beer tasting events catered around golf events/tournaments

5.1 Management Summary

Barney Bell will be the General Manager and overlook the entire operation. Darin Menante will be the Director of Operations for the proshop and restaurant at Washoe Golf Course. As the Head Golf Professional, Greg Wenzel will assist in managing staff and will be in charge of the finances of the operation. Bell-Men intends to subcontract the maintenance operation.

Personnel Plan

Because Washoe Golf Course can be open all year we will be recruiting and training full and part time employees. We will utilize part time (seasonal) staff in all operations (Proshop, Restaurant, Golf Course) The minimum personnel needed for the Washoe Golf Course's first year will be:

- General Manager
- Director of Golf/Restaurant
- Head Golf Professional
- Head Chef
- *Superintendent*
- *Assistant Superintendent/Mechanic*
- *10 Part-Time Golf Course Staff*
- 3 Pro Shop Assistant Staff
- 6 Golf Cart Staff
- 5 Food and Beverage Staff

*Estimated staffing from Precision Turf Management

Section 11

Exhibit B

SAMPLE PRICING STRUCTURE

<u>GOLF RATES*</u>	2017	2018	2019	2020	2021
18 Hole Rate	\$ 33	\$ 34	\$ 35	\$ 35	\$ 36
18 Hole Rate (SR)	\$ 28	\$ 29	\$ 30	\$ 30	\$ 31
18 Twilight Rate	\$ 23	\$ 24	\$ 25	\$ 25	\$ 26
18 Twilight Rate (SR)	\$ 18	\$ 19	\$ 20	\$ 20	\$ 21
9 Hole Rate	\$ 21	\$ 21	\$ 21	\$ 21	\$ 22
9 Hole Rate (SR)	\$ 16	\$ 16	\$ 16	\$ 16	\$ 17
<u>CART FEES</u>					
9H Cart Fee	\$ 9	\$ 9	\$ 9	\$ 9	\$ 10
18H Cart Fee	\$ 14	\$ 14	\$ 15	\$ 15	\$ 15
<u>RANGE FEES</u>					
Small	\$ 4	\$ 4	\$ 5	\$ 5	\$ 5
Medium	\$ 7	\$ 7	\$ 8	\$ 8	\$ 9
Large	\$ 10	\$ 10	\$ 11	\$ 11	\$ 12
*Junior Rate (\$10 off)					

Section 12

Exhibit C

BUDGET (PROFORMA) AND PAST PERFORMANCE

Year	Historical Figures				
	2012	2013	2014	2015	2016*
Green fees	\$ 737,000.00	\$ 724,500.00	\$ 762,000.00	\$ 707,000.00	\$ 700,000.00
Cart Fees	\$ 316,500.00	\$ 298,000.00	\$ 291,000.00	\$ 274,000.00	\$ 280,000.00
Merchandise	\$ 106,000.00	\$ 110,500.00	\$ 148,000.00	\$ 160,000.00	\$ 150,000.00
Range	\$ 80,674.00	\$ 90,000.00	\$ 94,000.00	\$ 98,000.00	\$ 95,000.00
Tournament Fees	\$ 39,050.00	\$ 33,000.00	\$ 37,000.00	\$ 35,000.00	\$ 40,000.00
Restaurant	\$ 203,300.00	\$ 189,700.00	\$ 237,000.00	\$ 250,000.00	\$ 230,000.00

Starts	Estimated Revenues 2017-2021				
	40,000	40500	41000	41500	42000
Year	2017	2018	2019	2020	2021
Green fees (\$18)	\$ 720,000.00	\$ 729,000.00	\$ 758,500.00	\$ 767,750.00	\$ 798,000.00
Cart Fees (\$7.50)	\$ 300,000.00	\$ 303,750.00	\$ 317,750.00	\$ 321,625.00	\$ 336,000.00
Merchandise (\$3.75)	\$ 150,000.00	\$ 151,875.00	\$ 164,000.00	\$ 166,000.00	\$ 178,500.00
Range (\$2.50)	\$ 100,000.00	\$ 101,250.00	\$ 106,600.00	\$ 107,900.00	\$ 113,400.00
Restaurant (\$6.25)	\$ 250,000.00	\$ 253,125.00	\$ 266,500.00	\$ 269,750.00	\$ 283,500.00
Tournament Fees	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
Other	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
Gross Revenue	\$ 1,566,000.00	\$ 1,585,000.00	\$ 1,659,350.00	\$ 1,679,025.00	\$ 1,755,400.00
COGS Proshop (70%)	\$ 105,000.00	\$ 106,312.50	\$ 114,800.00	\$ 116,200.00	\$ 124,950.00
COGS Rest. (50%)	\$ 125,000.00	\$ 126,562.50	\$ 133,250.00	\$ 134,875.00	\$ 141,750.00
Salaries/Wages PS.	\$ 210,000.00	\$ 215,000.00	\$ 220,000.00	\$ 225,000.00	\$ 230,000.00
Salaries/Wages Rest.	\$ 90,000.00	\$ 92,000.00	\$ 94,000.00	\$ 96,000.00	\$ 98,000.00
Proshop/Clubhouse/Admin	\$ 300,000.00	\$ 310,000.00	\$ 320,000.00	\$ 330,000.00	\$ 340,000.00
Maintenance	\$ 600,000.00	\$ 620,000.00	\$ 570,000.00	\$ 580,000.00	\$ 590,000.00
Total Expenses	\$ 1,430,000.00	\$ 1,469,875.00	\$ 1,452,050.00	\$ 1,482,075.00	\$ 1,524,700.00
Total Revenue	\$ 136,000.00	\$ 115,125.00	\$ 207,300.00	\$ 196,950.00	\$ 230,700.00
Washoe County Fees					
CIF (\$2 Per Round)	\$ -	\$ -	\$ 82,000.00	\$ 83,000.00	\$ 84,000.00
Washoe County % Fee	\$ 72,000.00	\$ 80,190.00	\$ 91,020.00	\$ 99,807.50	\$ 111,720.00
Total	\$ 72,000.00	\$ 80,190.00	\$ 173,020.00	\$ 182,807.50	\$ 195,720.00
Net Income	\$ 64,000.00	\$ 34,935.00	\$ 34,280.00	\$ 14,142.50	\$ 34,980.00

Section 13

Exhibit D

ADDITIONAL DOCUMENTS

1. Vendor Credit Lines/Bank Letters/Financial References pg. 45-50
2. Financial Statements pg. 51-80
3. Professional References pg. 81-83
4. Legal-Contract Amendment History pg. 84-93
5. Insurance Document pg. 94

VENDOR CREDIT LINES

Callaway Golf	\$10,000 Credit Line
Cleveland Golf	\$15,000 Credit Line
Ping Golf	\$10,000 Credit Line



MORREY DISTRIBUTING COMPANY

1850 E. Lincoln Way • Sparks, NV 89434 • tel: (775) 352-6000 • fax: (775) 352-6010

August 17, 2016

To whom it may concern:

Barney Bell has been the head golf professional at Washoe Golf Course since 1981, having taken the reigns from his longtime friend and mentor, Pete Marich upon his passing. Barney has done a stellar job since starting the Pete Marich Foundation golf tournament benefiting junior golf in the community. Everyone who has met him has the utmost respect and admiration for him. He has continually kept the course in great shape even under adverse conditions. He has NEVER been delinquent on his bills. He has had to navigate sometimes two tournaments a day with flawless effort.

To sum up, Barney Bell has done an excellent job with a great staff of support. Hopefully he will remain at Washoe Golf Course for the rest of his career.

Sincerely,

John Morrey
President
Morrey Distributing Company

*Budweiser • Bud Light • Bud Dry • Bud Ice • Michelob • Michelob Light • Michelob Ultra/Amber
Bacardi Silece/Family • 180 • Busch • Busch Light • Natural Light • Natural Ice • King Cobra • O'Doul's/Amber*



A division of Western Alliance Bank. Member FDIC.

August 15, 2016

To Whom It May Concern,

Bell-Men Golf Inc. has been a valued client of First Independent Bank since they opened their depository accounts in March 2012.

The business account relationship has been handled in a very satisfactory manner. With total current collected balances in the average 5 figure and average yearly balances of an average 5 figure, the operating account balance has not been less than \$35,000 over the past year.

Bell-Men Golf Inc. also had a lending relationship with First Independent Bank which began in March 2012. That loan started at a medium 5 figure with all payments made as agreed. The entity and its principals are considered to be highly regarded customers of First Independent Bank and I look forward to speaking with anyone regarding their relationship, upon their approval, in the future.

Should you have any questions or need additional information, please feel free to contact me at 775-824-4350.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Hix". The signature is fluid and cursive, written over a light blue horizontal line.

Michael B. Hix
SVP and Branch Administrator
775-824-4350

P.O. Box 11100, Reno, Nevada 89510 • 775-828-2000 • Fax 775-828-2071 • www.firstindependentnv.com



NEVADA STATE BANK

THE DOOR TO YOUR FUTURE

A division of ZB, N.A.



P.O. BOX 990
Las Vegas, NV 89125-0990
www.nsbank.com

08/08/2016

Bell-Men Golf Inc
Washoe County Golf Course
Reno, NV 89502

RE: Account Balance – XXXXX1020

To Whom It May Concern:

This letter is to confirm that Bell-Men Golf Inc, DBA Washoe County Golf Course has an account with Nevada State Bank, a division of ZB, N.A. The account was opened on 07/06/1981 and the available balance as of 08/08/2016 is \$ 11,612.89.

If you have any questions, please contact us at 775-689-8305.

Sincerely,

Jeremiah Jones
AVP / Branch Manager
Moana Branch

I Barney Bell authorize Nevada State Bank, a division of ZB, N.A. to release the above information on my account.

(Client Signature)

BK-0584 R 01/2016

A division of ZB, N.A. Member FDIC 



*Jean M. Stein
Ned Stone*

CREDIT AGREEMENT AND DISCLOSURE

Principal \$300,000.00	Loan Date 10-25-2007	Maturity 10-25-2037	Loan No. ***	Call / Coll 8600	Account 4040-4010348	Officer	Initials
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References in the boxes above are for our use only and do not limit the applicability of this document to any particular loan or item. Any item above containing "*****" has been omitted due to text length limitations.

Borrower: BARNEY BELL
3695 BRIGHTON WAY
RENO, NV 89509

Lender: NEVADA STATE BANK
MOANA / LAKESIDE BRANCH
1001 WEST MOANA LANE
RENO, NV 89509

CREDIT LIMIT: \$300,000.00 **DATE OF AGREEMENT: October 25, 2007**

Introduction. This Credit Agreement and Disclosure ("Agreement") governs your line of credit (the "Credit Line" or the "Credit Line Account") issued through NEVADA STATE BANK. In this Agreement, the words "Borrower," "you," "your," and "Applicant" mean each and every person who signs this Agreement, including all Borrowers named above. The words "we," "us," "our," and "Lender" mean NEVADA STATE BANK. You agree to the following terms and conditions:

Promise to Pay. You promise to pay NEVADA STATE BANK, or order, the total of all credit advances and FINANCE CHARGES, together with all costs and expenses for which you are responsible under this Agreement or under the "Deed of Trust" which secures your Credit Line. You will pay your Credit Line according to the payment terms set forth below. If there is more than one Borrower, each is jointly and severally liable on this Agreement. This means we can require any Borrower to pay all amounts due under this Agreement, including credit advances made to any Borrower. Each Borrower authorizes any other Borrower, on his or her signature alone, to cancel the Credit Line, to request and receive credit advances, and to do all other things necessary to carry out the terms of this Agreement. We can release any Borrower from responsibility under this Agreement, and the others will remain responsible.

Term. The term of your Credit Line will begin as of the date of this Agreement ("Opening Date") and will continue as follows: for 60 years (360 payments). All indebtedness under this Agreement, if not already paid pursuant to the payment provisions below, will be due and payable at the end of this term. The draw period of your Credit Line will begin on a date, after the Opening Date, when the Agreement is accepted by us in the State of Nevada, following the expiration of the right to cancel, the perfection of the Deed of Trust, the receipt of all required certificates of noncancellation, and the meeting of all of our other conditions and will continue as follows: TEN YEARS FROM THE DATE OF THIS AGREEMENT. You may obtain credit advances during this period ("Draw Period"). After the Draw Period ends, the repayment period will begin and you will no longer be able to obtain credit advances. The length of the repayment period is as follows: TWENTY YEARS WITH FULL AMORTIZATION. You agree that we may renew or extend the period during which you may obtain credit advances or make payments. You further agree that we may renew or extend your Credit Line Account.

Minimum Payment. Your "Regular Payment" will equal the amount of your accrued FINANCE CHARGES or \$50.00, whichever is greater. ("First Payment Stream"). You will make 120 of these payments. Your payments will be due monthly. Your "Minimum Payment" will be the Regular Payment, plus any amount due and all other charges. An increase in the ANNUAL PERCENTAGE RATE may increase the amount of your Regular Payment.

After completion of the First Payment Stream, your "Regular Payment" will be based on an amortization of your balance at the start of this payment period as shown below or \$50.00, whichever is greater ("Second Payment Stream"). Your payments will be due monthly.

Range of Balances	Number of Payments	Amortization Period
All Balances	240	240 payments

Your "Minimum Payment" will be the Regular Payment, plus any amount past due and all other charges. A change in the ANNUAL PERCENTAGE RATE can cause the balance to be repaid more quickly or more slowly. When rates decrease, less interest is due, so more of the payment repays the principal balance. When rates increase, more interest is due, so less of the payment repays the principal balance. If this happens, we may adjust your payment as follows: your payment may be increased by the amount necessary to repay the balance by the end of this payment stream. Each time the ANNUAL PERCENTAGE RATE changes, we will review the effect the change has on your Credit Line Account to see if your payment is sufficient to pay the balance by the Maturity Date. If it is not, your payment will be increased by an amount necessary to repay the balance by the Maturity Date.

In any event, if your Credit Line balance falls below \$50.00, you agree to pay your balance in full. You agree to pay not less than the Minimum Payment on or before the due date indicated on your periodic billing statement.

How Your Payments Are Applied. Unless otherwise agreed or required by applicable law, payments and other credits will be applied first to Finance Charges; and then to unpaid principal.

Receipt of Payments. All payments must be made by a check, automatic account debit, electronic funds transfer, money order, or other instrument in U.S. dollars and must be received by us at the remittance address shown on your periodic billing statement. Payments received at that address prior to 3:00 P.M. Pacific Standard Time on any business day will be credited to your Credit Line as of the date received. If we receive payments at other locations, such payments will be credited promptly to your Credit Line, but crediting may be delayed for up to five (5) days after receipt.

Credit Limit. This Agreement covers a revolving line of credit for the principal amount of Three Hundred Thousand & 00/100 Dollars (\$300,000.00), which will be your "Credit Limit" under this Agreement. During the Draw Period we will honor your request for credit advances subject to the section below on Lender's Rights. You may borrow against the Credit Line, repay any portion of the amount borrowed, and re-borrow up to the amount of the Credit Limit. Your Credit Limit is the maximum amount you may have outstanding at any one time. You agree not to attempt, request, or obtain a credit advance that will make your Credit Line Account balance exceed your Credit Limit. Your Credit Limit will not be increased should you overdraw your Credit Line Account. If you exceed your Credit Limit, you agree to repay immediately the amount by which your Credit Line Account exceeds your Credit Limit, even if we have not yet billed you. Any credit advances in excess of your Credit Limit will not be secured by the Deed of Trust covering your principal dwelling.

Credit Limit will not be secured by the Deed of Trust covering your principal dwelling. We may charge your Credit Line to pay other fees and costs that you are obligated to pay under this Agreement.

STIFEL

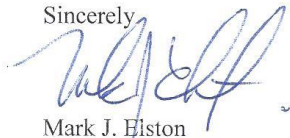
August 8, 2016

Re: Darin & Lisa Menante
1036 Mountain Air Court
Reno NV 89511

To whom it may concern,

Please be advised that Darin and Lisa Menante have a \$200,000 line of credit with our firm.
Darin is a partner of Bell-Men Inc.

Sincerely,



Mark J. Eiston
Senior Vice President/ Investments

BELL-MEN GOLF, INC.
FINANCIAL STATEMENTS
AND
SUPPLEMENTARY INFORMATION
JUNE 30, 2013

BELL-MEN GOLF, INC.
JUNE 30, 2013

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Bell-Men Golf, Inc.

We have audited the accompanying financial statements of Bell-Men Golf, Inc. (an S Corporation) which comprise the balance sheet as of June 30, 2013, and the related statements of income, stockholders' equity (deficit), and cash flows for the eighteen months then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Bell-Men Golf, Inc. as of June 30, 2013, and the results of its operations and its cash flows for the eighteen months then ended in accordance with accounting principles generally accepted in the United States of America.

Going Concern

The accompanying financial statements have been prepared assuming that Bell-Men Golf, Inc. will continue as a going concern. As discussed in Note 10 to the financial statements, Bell-Men Golf, Inc.'s significant operating losses and increasing contractual liability to Washoe County raise substantial doubt about its ability to continue as a going concern. The financial statements do not include any adjustments that might result from the outcome of this uncertainty. Our opinion is not modified with respect to these matters.

Other Matter

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The schedule of salaries and wages and the schedule of dividends paid on pages 11 and 12, respectively, are presented for the purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of

management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Kohn & Company CP

Reno, Nevada
July 31, 2015



BELL-MEN GOLF, INC.
BALANCE SHEET
JUNE 30, 2013

ASSETS	
CURRENT ASSETS	
Cash on hand and in banks	\$ 37,906
Accounts receivable - trade	23,011
Merchandise inventory	24,331
Total current assets	85,248
PROPERTY AND EQUIPMENT, net	23,910
REFUNDABLE DEPOSITS	931
	\$ 110,089
LIABILITIES AND STOCKHOLDERS' EQUITY (DEFICIT)	
LIABILITIES	
Current Liabilities	
Line of credit	\$ 4,372
Current portion of note payable	6,369
Accounts payable - trade	48,165
Accounts payable - Washoe County	164,117
Credit cards payable	52,248
Accrued liabilities	
Sales tax	2,684
Salaries and wages	650
Payroll taxes and insurance	18,498
Deferred revenue - gift certificates	40,116
Due to Larry Menante	9,000
Total current liabilities	346,219
Noncurrent Liabilities	
Note payable, less current portion	45,076
Total liabilities	391,295
STOCKHOLDERS' EQUITY (DEFICIT)	
Common stock	
Authorized 25,000 shares; no par value; 10,000	
shares issued and outstanding	51,675
Retained earnings (accumulated deficit)	(332,881)
	(281,206)
	\$ 110,089

See accompanying notes

BELL-MEN GOLF, INC.
STATEMENT OF INCOME
FOR THE EIGHTEEN MONTHS ENDED JUNE 30, 2013

SALES		
Sportswear and golf equipment	\$	152,616
Restaurant and catering		317,091
Total sales		<u>469,707</u>
COST OF SALES		
Inventory, beginning of year		14,107
Purchases		267,002
		<u>281,109</u>
Inventory, end of year		<u>(24,331)</u>
		<u>256,778</u>
Gross profit on sales		212,929
INCOME FROM SERVICES		
Cart rental		468,037
Washoe County contract income, including tournament prize revenue of \$15,450		58,270
Green fees and annual passes		1,013,796
Range income		129,935
Lessons		30,943
Rental and repairs income		10,794
Miscellaneous		45
		<u>1,711,820</u>
Total income		1,924,749
OPERATING EXPENSES		
Accounting and legal		22,530
Advertising and promotion		8,399
Automobile and travel		5,329
Bad debts		2,198
Bank charges and credit card fees		27,261
Cart expenses		76,487
Contributions		1,094
Continuing education		1,495
Depreciation		16,064
Dues and subscriptions		3,561
Insurance		76,462
Interest		19,785
Lesson fees		25,898
Meals		1,332
Office and miscellaneous		20,058
Officer salary		168,000
Payroll taxes		30,880
Penalties		6,982
Range		2,308
Salaries and wages		167,916
Shop supplies		2,172
Taxes and licenses		4,473
Telephone		5,158
Tournament expenses and merchandise prizes		2,917
Utilities		35,112
Washoe County contract		1,340,801
Total operating expenses		<u>2,074,672</u>
Net income (loss)	\$	<u>(149,923)</u>

See accompanying notes

BELL-MEN GOLF, INC.
 STATEMENT OF STOCKHOLDERS' EQUITY (DEFICIT)
 FOR THE EIGHTEEN MONTHS ENDED JUNE 30, 2013

	Common Stock	Retained Earnings (Accumulated Deficit)	Total
BALANCE at January 1, 2011	\$ 51,675	\$ (143,565)	\$ (91,890)
NET LOSS FOR THE YEAR ENDED DECEMBER 31, 2011	-	(13,166)	(13,166)
DIVIDENDS	-	(9,284)	(9,284)
BALANCE at December 31, 2011	51,675	(166,015)	(114,340)
NET INCOME FOR THE EIGHTEEN MONTHS ENDED JUNE 30, 2013	-	(149,923)	(149,923)
DIVIDENDS	-	(16,943)	(16,943)
BALANCE at June 30, 2013	\$ <u>51,675</u>	\$ <u>(332,881)</u>	\$ <u>(281,206)</u>

See accompanying notes

BELL-MEN GOLF, INC.
STATEMENTS OF CASH FLOWS
FOR THE EIGHTEEN MONTHS ENDED JUNE 30, 2013

<hr/>	
CASH FLOWS FROM OPERATING ACTIVITIES	\$ (149,923)
Net income (loss)	(149,923)
Adjustments to reconcile net income (loss) to net cash flows from operating activities	
Depreciation	16,064
Changes in certain components of working capital	
(Increase) decrease in:	
Accounts receivable - trade	(22,413)
Accounts receivable - Washoe County	2,281
Merchandise inventory	(10,224)
Increase (decrease) in:	
Accounts payable - trade	8,764
Accounts payable - Washoe County	160,205
Credit cards payable	14,484
Accrued sales tax	1,465
Accrued salaries and wages	(3,100)
Accrued payroll taxes and insurance	14,455
Deferred revenue - gift certificates	7,711
Net cash flows from operating activities	<u>39,769</u>
CASH FLOWS FROM INVESTING ACTIVITIES	(18,961)
Purchase of equipment / net cash flows from investing activities	(18,961)
CASH FLOWS FROM FINANCING ACTIVITIES	(69)
Change in line of credit	60,000
Proceeds from bank loan	(12,263)
Payments on shareholder loan	(17,418)
Payments on note payable	(16,943)
Dividends	<u>13,307</u>
Net cash flows from financing activities	<u>13,307</u>
NET CHANGE IN CASH	34,115
CASH, beginning of period	<u>3,791</u>
CASH, end of period	<u>\$ 37,906</u>
SUPPLEMENTAL CASH FLOW DATA	
Cash paid during the period for interest	\$ 19,785

See accompanying notes

NOTES TO FINANCIAL STATEMENTS

BELL-MEN GOLF, INC.
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
JUNE 30, 2013

NOTE 1 - NATURE OF OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Operations

Bell-Men Golf, Inc. (Company) operates the Washoe County Golf Course owned by Washoe County, Nevada. Customers of the golf course are located primarily in northern Nevada.

Basis of Accounting

The Company presents its financial statements on the accrual basis of accounting which recognizes revenue as earned and expenses as incurred.

Accounts Receivable – Trade

Accounts receivable are considered fully collectible by the Company; therefore, no allowance for doubtful accounts is included in the financial statements.

Merchandise Inventory

Merchandise inventory is valued at the lower of cost (determined using the first-in, first-out method) or market.

Property and Equipment

Property and equipment are stated at cost. The costs of additions, alterations and improvements are capitalized and repairs and maintenance are expensed as incurred. Depreciation is determined principally by use of the straight-line method based upon the cost and expected economic useful lives of the individual assets. The estimated useful lives range from 5 to 15 years.

Statement of Cash Flows

The statement of cash flows is prepared on the basis of cash on hand and in banks. For the purpose of the statement of cash flows, the Company has no investments that would be considered cash equivalents.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Subsequent events have been evaluated through the report date, which represents the date the financial statements were available to be issued. Subsequent events after that date have not been evaluated.

NOTE 2 - CONTRACT WITH WASHOE COUNTY

Under an agreement between the Company and Washoe County effective April 1, 2012 through June 30, 2016, the Company has the exclusive right and license to operate and manage all golf professional services and food and beverage components of the Washoe County Golf Course and receives all of the fees for such services and sales. The County has the option to renew the agreement for an additional five years through June 30, 2021.

As of June 30, 2013, the Company owes \$164,117 to Washoe County under the agreement. See Note 10 regarding going concern.

BELL-MEN GOLF, INC.
 NOTES TO FINANCIAL STATEMENTS (CONTINUED)
 JUNE 30, 2013

NOTE 2 - CONTRACT WITH WASHOE COUNTY (Continued)

As compensation to the County, the Company has a contractual obligation to pay the following amounts annually for the years ending June 30:

2014	\$	875,301
2015		886,009
2016		900,240
		\$ 2,661,550

NOTE 3 - PROPERTY AND EQUIPMENT

Property and equipment consist of the following at June 30:

Automobile	\$	40,061
Equipment		93,607
Improvements		20,725
		154,393
Less accumulated depreciation		(130,483)
	\$	23,910

Depreciation for the eighteen months ended June 30, 2013 was \$16,064.

NOTE 4 - LINE OF CREDIT

The Company maintains a \$5,000 line of credit with Nevada State Bank. The credit line is due on demand, accrues interest at 7.25% per annum, and is secured with a right of offset to the Company's bank accounts. The amount drawn on the credit line totaled \$4,372 at June 30, 2013.

NOTE 5 - NOTES PAYABLE

In 2009, the Company assumed a financing arrangement with Chase credit for the purchase of a vehicle. The note was payable to the bank in monthly installments of \$834, including interest at 6.99%, secured by a vehicle. This note matured in October 2012.

In March 2012, the Company borrowed \$60,000 from First Independent Bank on a 6% interest note maturing March 3, 2016 with a balloon payment of \$35,390. The note is payable \$1,044 per month from March to October each year with interest-only payments due from November to February each year and is secured by a commercial security agreement and personally guaranteed by the members. The note also provides for a right of setoff to all of the Company's accounts at First Independent Bank. The note agreement includes a covenant to maintain an annual debt coverage ratio greater than 1.30 to 1.00. The Company is not in compliance with this loan covenant at June 30, 2013.

Balance as of June 30, 2013	\$	51,445
Less current portion		(6,369)
Note payable, less current portion	\$	45,076

The principal balance on the note matures as follows for the years ended June 30:

2014	\$	6,369
2015		6,632
2016		38,444
	\$	51,445

Interest expense totaled \$19,785 for the eighteen months ended June 30, 2013.

BELL-MEN GOLF, INC.
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
JUNE 30, 2013

NOTE 6 - ADVERTISING

The Company charges advertising costs to operations as incurred. Advertising and promotion costs totaled \$8,399 for the eighteen months ended June 30, 2013.

NOTE 7 - INCOME TAX

Effective January 1, 2002, the Company elected to be an S Corporation under Internal Revenue Code. Under provisions of the Tax Reform Act of 1986, income earned and tax credits generated are passed through to the shareholders after reduction for federal income tax payable by the Company on certain income attributable to built-in gains. The Company has no appreciated assets with built-in gains. Accordingly, no provision or liability for federal income taxes is included in these financial statements.

During the eighteen months ended June 30, 2013, the Company incurred penalties totaling \$6,982 related to late filings of payroll tax returns.

Although the Company has not been notified of any pending Internal Revenue Service (IRS) examinations, its returns are subject to examination within a three year statute of limitations. At June 30, 2013, the 2010 through current period returns are subject to examination by the IRS.

NOTE 8 - COMMITMENTS

The Company had a lease agreement for sixty-five Yamaha golf carts effective through December 31, 2013 with thirty-two monthly payments in the amount of \$4,544 starting March 2009. A new agreement was entered into during October 2012 for sixty-five new carts with payments of \$6,354 plus sales tax payable monthly from March to October each year. Future minimum payments including sales tax are as follows for the years ending June 30:

2014	\$	50,760
2015		50,760
2016		50,760
2017		25,380
	\$	<u>177,660</u>

Rental expense for the carts was \$56,920 for the eighteen months ended June 30, 2013.

NOTE 9 - RELATED PARTY TRANSACTION

The Company borrowed \$10,000 from Larry Menante, a shareholder's father, in January 2010. There is no interest associated with this loan. The remaining balance of this loan, as of June 30, 2013, is \$9,000.

NOTE 10 - GOING CONCERN

The Company has an accumulated deficit of \$332,881 as of June 30, 2013 and subsequent activities indicate that the deficit has grown with the Company's sustained operating losses. Despite efforts to increase revenue and contain costs, the Company continues to struggle to meet its contractual obligation to the County, which is based on a set annual assessment. For the eighteen months ended June 30, 2013, the County contract expense of \$1,340,801 totals 70% of total income and 65% of total expenses incurred by the Company. At June 30, 2013, the Company's outstanding obligation to the County totaled \$164,117, which exceeds its cash and receivables by \$103,200. Subsequent unaudited financial information shows some improvement, but losses continue to accumulate as the amount due to the County approximates \$400,000 at June 30, 2015. The Company has been making additional payments to the County as cash becomes available in an effort to pay the delinquent assessments, but it is uncertain if or when the Company will be able to fully satisfy its contractual obligation under the current terms. In addition, the drought conditions in 2015 present challenges in maintaining the golf course grounds that may have an adverse effect on the future rounds of play. The Company's inability to alleviate these financial and environmental issues creates substantial doubt about its ability to continue as a going concern.

SUPPLEMENTARY INFORMATION

BELL-MEN GOLF, INC.
 SUPPLEMENTARY INFORMATION
 SCHEDULE OF SALARIES AND WAGES
 FOR THE EIGHTEEN MONTHS ENDED JUNE 30, 2013

Staff	\$	10,576
A. Frisch		1,930
A. Fishman		2,335
B. Berger		763
B. Scolari		1,182
B. Jaffe		4,239
C. Overmyer		9,036
C. Fogleman		1,951
C. Walsh		854
D. Berger		4,278
F. Velazquez		21,727
G. Wenzel		40,002
I. Cortez		1,815
J. Frisch		1,499
J. Ferrari		5,714
J. Becker		2,284
J. Harden		11,937
J. Fey		4,174
J. Weber		95
J. Daum		7,206
K. Brown		866
K. Gibson		116
K. Bergaman		154
K. Overmeyer		4,139
L. Lambert		1,078
L. Van Bocker		891
M. Pinter		318
M. Ginsburg		4,605
M. Vaughn		592
N. Allen		1,568
N. Hayes		7,684
O. Contreras		1,356
P. Kaeni		3,906
S. Coffland		155
S. Kafchinski		285
T. Seata		1,546
T. Fey		1,479
T. Wickham		3,399
V. Mozley-Eisenbarth		182
Z. Allen		<u>167,916</u>
Officers		49,000
B. Bell		119,000
D. Menante		<u>168,000</u>
	\$	<u><u>335,916</u></u>

See accompanying notes

BELL-MEN GOLF, INC.
SUPPLEMENTARY INFORMATION
SCHEDULE OF DIVIDENDS PAID
FOR THE EIGHTEEN MONTHS ENDED JUNE 30, 2013

Barney Bell		
Cash and personal expenses	\$	16,043
Darin Menante		
Cash and personal expenses		<u>900</u>
	\$	<u><u>16,943</u></u>

See accompanying notes

BELL-MEN GOLF, INC.
FINANCIAL STATEMENTS
AND
SUPPLEMENTARY INFORMATION
JUNE 30, 2015 AND 2014

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BELL-MEN GOLF, INC.
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JUNE 30, 2015 AND 2014

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DRAFT

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Bell-Men Golf, Inc.

We have audited the accompanying financial statements of Bell-Men Golf, Inc. (an S Corporation) which comprise the balance sheets as of June 30, 2015 and 2014, and the related statements of loss, stockholders' equity (deficit), and cash flows for the years he ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Bell-Men Golf, Inc. as of June 30, 2015 and 2014, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Uncertainty Regarding Going Concern

The accompanying financial statements have been prepared assuming that Bell-Men Golf, Inc. will continue as a going concern. As discussed in Note 10 to the financial statements, Bell-Men Golf, Inc.'s significant operating losses and increasing contractual liability to Washoe County raise substantial doubt about its ability to continue as a going concern. The financial statements do not include any adjustments that might result from the outcome of this uncertainty. Our opinion is not modified with respect to these matters.

Report on Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The schedules of salaries and wages and the schedules of dividends paid on pages 12 and 13, respectively, are presented for the purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of

management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Reno, Nevada
February 16, 2016

DRAFT

BELL-MEN GOLF, INC.
BALANCE SHEETS
JUNE 30, 2015 AND 2014

	2015	2014
ASSETS		
CURRENT ASSETS		
Cash on hand and in banks	\$ 73,324	\$ 5,399
Accounts receivable - trade	13,731	24,319
Merchandise inventory	32,365	23,159
Total current assets	119,420	52,877
PROPERTY AND EQUIPMENT, net	11,638	15,560
REFUNDABLE DEPOSITS	931	931
	\$ 131,989	\$ 69,368
LIABILITIES AND STOCKHOLDERS' EQUITY (DEFICIT)		
LIABILITIES		
Current Liabilities		
Line of credit	\$ -	\$ 3,647
Current portion of note payable	38,144	6,632
Accounts payable - trade	42,936	46,689
Accounts payable - Washoe County (including late fees of \$248,700 and \$88,950 at June 30, 2015 and 2014, respectively)	771,968	343,587
Credit cards payable	48,603	51,743
Accrued liabilities		
Sales tax	3,103	3,109
Payroll, employee taxes and insurance	10,670	27,329
Deferred revenue - gift certificates	29,758	21,106
Due to Larry Menante	6,500	9,000
Total current liabilities	951,682	512,842
Noncurrent Liabilities		
Note payable, less current portion	-	38,166
Total liabilities	951,682	551,008
STOCKHOLDERS' EQUITY (DEFICIT)		
Common stock		
Authorized 25,000 shares; no par value; 10,000 shares issued and outstanding	51,675	51,675
Retained earnings (accumulated deficit)	(871,368)	(533,315)
	(819,693)	(481,640)
	\$ 131,989	\$ 69,368

See accompanying notes

BELL-MEN GOLF, INC.
STATEMENTS OF LOSS
JUNE 30, 2015 AND 2014

	2015	2014
SALES		
Sportswear and golf equipment	\$ 154,968	\$ 158,238
Restaurant and catering	250,504	221,693
Total sales	405,472	379,931
COST OF SALES	244,826	200,046
Gross profit on sales	160,646	179,885
INCOME FROM SERVICES		
Cart rental	293,341	298,830
Tournament income	38,165	40,895
Green fees and annual passes	734,204	739,362
Range income	100,865	89,962
Lessons	36,401	24,386
Rental and repairs income	5,106	4,903
	1,208,082	1,198,338
Total income	1,368,728	1,378,223
OPERATING EXPENSES		
Accounting and legal	15,537	9,147
Advertising and promotion	2,861	7,403
Automobile and travel	2,966	3,482
Bad debts	-	2,561
Bank charges and credit card fees	23,821	21,934
Cart expenses	70,222	64,735
Contributions	2,205	1,655
Continuing education	868	-
Depreciation	4,422	8,350
Dues and subscriptions	1,954	1,880
Insurance	55,345	58,651
Interest	12,000	13,194
Lesson fees	29,396	21,356
Meals	1,597	1,190
Office and miscellaneous	16,331	22,667
Officer salary	185,600	144,100
Payroll taxes	30,955	25,457
Penalties	4,224	11,423
Range	2,750	2,486
Salaries and wages	153,337	132,038
Shop supplies	2,306	1,512
Taxes and licenses	2,772	3,029
Telephone	4,601	4,287
Tournament expenses and merchandise prizes	2,775	5,160
Utilities	32,055	33,387
Washoe County contract		
Annual assessment	886,009	875,301
Late fees	157,872	92,928
Total operating expenses	1,704,781	1,569,313
Net loss	\$ (336,053)	\$ (191,090)

See accompanying notes

BELL-MEN GOLF, INC.
STATEMENTS OF STOCKHOLDERS' EQUITY (DEFICIT)
FOR THE YEARS ENDED JUNE 30, 2015 AND 2014

	<u>Common Stock</u>	<u>Retained Earnings (Accumulated Deficit)</u>	<u>Total</u>
BALANCE at June 30, 2013	\$ 51,675	\$ (332,881)	\$ (281,206)
NET LOSS FOR THE YEAR ENDED JUNE 30, 2014	-	(191,090)	(191,090)
DIVIDENDS	-	<u>(9,344)</u>	<u>(9,344)</u>
BALANCE at June 30, 2014	51,675	(533,315)	(481,640)
NET LOSS FOR THE YEAR ENDED JUNE 30, 2015	-	(336,053)	(336,053)
DIVIDENDS	-	<u>(2,000)</u>	<u>(2,000)</u>
BALANCE at June 30, 2015	<u>\$ 51,675</u>	<u>\$ (871,368)</u>	<u>\$ (819,693)</u>

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See accompanying notes

BELL-MEN GOLF, INC.
STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED JUNE 30, 2015 AND 2014

	2015	2014
CASH FLOWS FROM OPERATING ACTIVITIES		
Net loss	\$ (336,053)	\$ (191,090)
Adjustments to reconcile net loss to net cash flows from operating activities		
Depreciation	4,422	8,350
Changes in certain components of working capital		
(Increase) decrease in:		
Accounts receivable - trade	10,588	(1,308)
Merchandise inventory	(9,206)	1,172
Increase (decrease) in:		
Accounts payable - trade	(3,753)	(1,476)
Accounts payable - Washoe County	428,381	179,470
Credit cards payable	(3,140)	(505)
Accrued sales tax	(6)	425
Accrued payroll, employee taxes and insurance	(16,659)	8,181
Deferred revenue - gift certificates	8,652	(19,010)
Net cash flows from operating activities	<u>83,226</u>	<u>(15,791)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of equipment / net cash flows from investing activities	(500)	-
CASH FLOWS FROM FINANCING ACTIVITIES		
Change in line of credit	(3,647)	(725)
Payments on long-term debt	(9,154)	(6,647)
Dividends	<u>(2,000)</u>	<u>(9,344)</u>
Net cash flows from financing activities	<u>(14,801)</u>	<u>(16,716)</u>
NET CHANGE IN CASH	67,925	(32,507)
CASH, beginning of year	<u>5,399</u>	<u>37,906</u>
CASH, end of year	<u>\$ 73,324</u>	<u>\$ 5,399</u>
SUPPLEMENTAL CASH FLOW DATA		
Cash paid during the period for interest	\$ 12,000	\$ 13,194

See accompanying notes

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NOTES TO FINANCIAL STATEMENTS

BELL-MEN GOLF, INC.
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
JUNE 30, 2015 AND 2014

NOTE 1 - NATURE OF OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Operations

Bell-Men Golf, Inc. (Company) operates the Washoe County Golf Course owned by Washoe County, Nevada. Customers of the golf course are located primarily in northern Nevada.

Basis of Accounting

The Company presents its financial statements on the accrual basis of accounting which recognizes revenue as earned and expenses as incurred.

Accounts Receivable – Trade

Accounts receivable are considered fully collectible by the Company; therefore, no allowance for doubtful accounts is included in the financial statements.

Merchandise Inventory

Merchandise inventory is valued at the lower of cost (determined using the first-in, first-out method) or market.

Property and Equipment

Property and equipment are stated at cost. The costs of additions, alterations and improvements are capitalized and repairs and maintenance are expensed as incurred. Depreciation is determined principally by use of the straight-line method based upon the cost and expected economic useful lives of the individual assets. The estimated useful lives range from 5 to 15 years.

Statement of Cash Flows

The statement of cash flows is prepared on the basis of cash on hand and in banks. For the purpose of the statement of cash flows, the Company has no investments that would be considered cash equivalents.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Subsequent Events

Subsequent events have been evaluated through February 16, 2016, which represents the date the financial statements were available to be issued. Subsequent events after that date have not been evaluated.

NOTE 2 - CONTRACT WITH WASHOE COUNTY

Under an agreement between the Company and Washoe County effective April 1, 2012 through June 30, 2016, the Company has the exclusive right and license to operate and manage all golf professional services and food and beverage components of the Washoe County Golf Course and receives all of the fees for such services and sales. The County has the option to renew the agreement for an additional five years through June 30, 2021. The contractual annual assessments for the year ended June 30, 2016 totals \$900,240, not including delinquent assessments and late fees.

BELL-MEN GOLF, INC.
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
JUNE 30, 2015 AND 2014

NOTE 2 - CONTRACT WITH WASHOE COUNTY (Continued)

Following is a summary of the contract activity for the years ended June 30:

	2015	2014
Balance forward from prior year	\$ 343,587	\$ 164,117
Annual assessments	886,009	875,301
Less payments made	<u>(615,500)</u>	<u>(788,759)</u>
Fees due to Washoe County	614,096	250,659
Late fees added	157,872	92,928
Total due to Washoe County	<u>\$ 771,968</u>	<u>\$ 343,587</u>

NOTE 3 - PROPERTY AND EQUIPMENT

Property and equipment consist of the following at June 30:

	2015	2014
Automobile	\$ 40,061	\$ 40,061
Equipment	94,107	93,607
Improvements	<u>20,725</u>	<u>20,725</u>
	154,893	154,393
Less accumulated depreciation	<u>(143,255)</u>	<u>(138,833)</u>
	<u>\$ 11,638</u>	<u>\$ 15,560</u>

Depreciation expense totals \$4,422 and \$8,350 for the years ended June 30, 2015 and 2014, respectively.

NOTE 4 - LINE OF CREDIT

The Company maintains a \$5,000 line of credit with Nevada State Bank. The credit line is due on demand, accrues interest at 7.25% per annum, and is secured with a right of offset to the Company's bank accounts. The amount drawn on the credit line totaled \$0 and \$3,647 at June 30, 2015 and 2014, respectively.

NOTE 5 - NOTES PAYABLE

In March 2012, the Company borrowed \$60,000 from First Independent Bank on a 6% interest note maturing March 3, 2016 with a balloon payment of \$35,390. The note is payable \$1,044 per month from March to October each year with interest-only payments due from November to February each year and is secured by a commercial security agreement and personally guaranteed by the members. The note also provides for a right of setoff to all of the Company's accounts at First Independent Bank. The note agreement includes a covenant to maintain an annual debt coverage ratio greater than 1.30 to 1.00. The Company is not in compliance with this loan covenant at June 30, 2015 and 2014.

	2015	2014
Balance Outstanding	\$ 38,144	\$ 44,798
Less current portion	<u>(38,144)</u>	<u>(6,632)</u>
Note payable, less current portion	<u>\$ -</u>	<u>\$ 38,166</u>

The principal balance on the note matures as follows for the years ended June 30:

2015	\$ -	\$ 6,632
2016	<u>38,144</u>	<u>38,166</u>
	<u>\$ 38,144</u>	<u>\$ 44,798</u>

Interest expense totals \$12,000 and \$13,194 for years ended June 30, 2015 and 2014, respectively.

BELL-MEN GOLF, INC.
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
JUNE 30, 2015 AND 2014

NOTE 6 - ADVERTISING

The Company charges advertising costs to operations as incurred. Advertising and promotion costs totaled \$2,861 and \$7,403 for the years ended June 30, 2015 and 2014, respectively.

NOTE 7 - INCOME TAXES

Effective January 1, 2002, the Company elected to be an S Corporation under Internal Revenue Code. Under provisions of the Tax Reform Act of 1986, income earned and tax credits generated are passed through to the shareholders after reduction for federal income tax payable by the Company on certain income attributable to built-in gains. The Company has no appreciated assets with built-in gains. Accordingly, no provision or liability for federal income taxes is included in these financial statements.

During the years ended June 30, 2015 and 2014, the Company incurred penalties totaling \$4,224 and \$11,423 related to late filings of federal and state payroll tax returns.

Although the Company has not been notified of any pending Internal Revenue Service (IRS) examinations, its returns are subject to examination within a three year statute of limitations. At June 30, 2015, the 2011 through current period returns are subject to examination by the IRS.

NOTE 8 - COMMITMENTS

The Company has a lease agreement effective through October 31, 2016 for sixty-five new carts with payments of \$6,354 plus sales tax payable monthly from March to October each year. Future minimum payments including sales tax are as follows for the years ending June 30:

2016	\$	54,760
2017		27,380
	\$	<u>82,140</u>

Rental expense for the carts, including sales and property taxes, totals \$60,764 and \$56,003 for the years ended June 30, 2015 and 2014, respectively.

NOTE 9 - RELATED PARTY TRANSACTION

The Company borrowed \$10,000 from Larry Menante, a shareholder's father, in January 2010. There is no interest associated with this loan. The remaining balance of this loan is \$6,500 and \$9,000 at June 30, 2015 and 2014, respectively.

NOTE 10 - GOING CONCERN

The Company continues to incur operating losses that have resulted in increased accumulated deficits totaling \$871,368 and \$533,315 at June 30, 2015 and 2014, respectively. Despite efforts to increase revenue and contain costs, the Company continues to struggle to meet its contractual obligation to the County, which is based on a set annual assessment. For the years ended June 30, 2015 and 2014, the County contract expense and late fees represent 76% and 70%, respectively, of total income and 61% and 62%, respectively, of total expenses incurred by the Company. At June 30, 2015 the Company's outstanding obligation to the County totaled \$771,968, which exceeds its cash and receivables by \$684,913. It is uncertain if or when the Company will be able to fully satisfy its contractual obligation under the current terms. In addition, the drought conditions in 2015 presented challenges in maintaining the golf course grounds that have had an adverse effect on rounds of play. The Company's inability to alleviate these financial and environmental issues creates substantial doubt about its ability to continue as a going concern.

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SUPPLEMENTARY INFORMATION

BELL-MEN GOLF, INC.
 SUPPLEMENTARY INFORMATION
 SCHEDULE OF SALARIES AND WAGES
 FOR THE YEARS ENDED JUNE 30, 2015 AND 2014

	2015	2014
Staff		
Adam Frisch	\$ 11,665	\$ 11,834
Anthony Woodring	2,401	1,077
Brady Scolari	-	616
Chris Overmeyer	4,674	6,082
Clint Fogleman	-	4,414
Cole Tripp	-	280
Connor Nelson	355	33
Evan Hulbert	206	-
Greg Wenzel	36,000	19,080
Ivan Cortez-Villa	34,427	33,746
Jared Becher	10,805	8,070
Jeff Fey	11,344	11,605
Jeff Weber	6,955	478
Jeffrey Heatherman	3,494	-
Jeremiah Hall	1,155	-
Jessica Daum	837	1,366
Jose Fernando Valazquez	9,691	9,982
Joseph Ferraro	144	-
Katie Brandenburg	3,609	-
Kaylyn Brown	4,613	6,211
Kody Benjamin	-	5,011
Kristen Overmeyer	-	973
Lisa Van Bocker	-	1,662
Lyndsay Hale-Marquez	317	672
Madison Menante	363	194
Matt Edington	-	497
Melissa Banes	1,387	-
Mikayla Ginsburg	-	99
Natalee Ferrardo	3,267	2,425
Nathan Allen	-	1,631
Seth Coffland	-	334
Steve Kafchinski	70	484
Travis Fey	5,559	2,993
Tyler Wickham	-	189
	<u>153,337</u>	<u>132,038</u>
Officers		
B. Bell	104,000	62,500
D. Menante	81,600	81,600
	<u>185,600</u>	<u>144,100</u>
	<u>\$ 338,937</u>	<u>\$ 276,138</u>

See accompanying notes

BELL-MEN GOLF, INC.
SUPPLEMENTARY INFORMATION
SCHEDULE OF DIVIDENDS PAID
FOR THE YEARS ENDED JUNE 30, 2015 AND 2014

Barney Bell			
Cash and personal expenses	\$	2,000	\$ 9,344
Darin Menante			
Cash and personal expenses		-	-
	\$	<u>2,000</u>	<u>\$ 9,344</u>

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See accompanying notes

8-12-2016

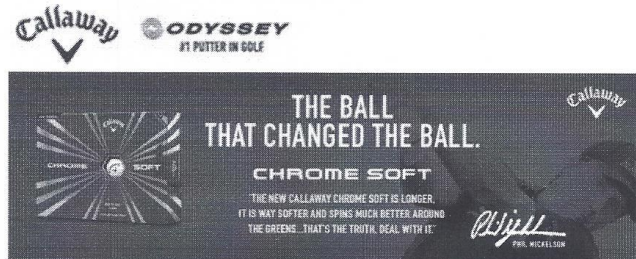
To whom it may concern,

Callaway golf has had an exceptional and long standing relationship with Washoe Golf Course and Bell-Men golf. Darin Menante has been an exemplary professional staff member for our company and we appreciate everything he does to support us. They have paid their bills in a timely manner and have always been in good graces with Callaway golf. We intend to continue to strengthen our relationship into the future.

Russell King

Sales Representative
Callaway/Odyssey Golf

Russell King
Regional Sales Representative
Callaway Golf Sales Company
2180 Rutherford Road | Carlsbad, CA 92008
C: 916-799-7877 / 800-228-2767





BOARD OFFICERS

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Bob Sader, Secretary
Dave Kary, Treasurer
Mike McDonald, Past President

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Mike Fleiner
Travis Hansen
Terrin Hicks
Chris Hoff
Lauren Sankovich
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Mike Murray
Tom Ogden
James Sande
Patty Sheehan, LPGA Hall of Fame
Clayton Spicer
Chase Stigall
Ward Sutton, PGA
Robert Wheatley
Mike Hix

Debbie Fuetsch

EXECUTIVE DIRECTOR

Chris Dewar, LPGA

PROGRAM DIRECTOR

Christine Uhalde

To Whom It May Concern,

The First Tee of Northern Nevada has been a partner with Washoe golf course to conduct programming for the past ten years.

The First Tee program is all about helping young people prepare for success in high school, college, and life by constant reinforcement of our Nine Core Values and Nine Healthy Habits. We continue to offer college scholarship programs, community service projects, and nationwide participant opportunities such as The Nature Valley First Tee Open and Life Skills and Leadership Academy.

Without the continued support of Washoe Golf Course none of this would be possible. Washoe remains to be our most popular golf course where we offered 30 classes in 2016, most of them sold out. In our 2016 season, more than 500 participants signed up for class at Washoe. Not only does Washoe allow us the use of the practice facilities, but they allow our kids to go out on the golf course to get the true experience of what golf is all about.

Chris Dewar
Executive Director

Kelly Glenn
Board President

The First Tee of Northern Nevada is a 501(c) (3) tax-exempt organization and as required by Section 170(f)(8) of the Internal Revenue Service regarding charitable donations, written substantiations are required of charities receiving cash donations in excess of \$250.00 and property donation in excess of \$75. Please be advised The First Tee of Northern Nevada did not provide goods or services in exchange for your donation. The First Tee of Northern Nevada EIN is #88-0444732.

northamerican
EMBROIDERY

8-11-16

To Whom it May Concern,

North American Embroidery has been doing business with Washoe County Golf Course for over 25 years. We have enjoyed a great working relationship with Barney Bell and his staff. We are proud to be one of the golf course's vendors providing embroidered apparel for uniforms and resale. Washoe Golf Course staff has always been very professional to work with and has always paid their bills in a timely manner. We hope to continue our relationship into the future.

Best Regards,



Rick Goebel
Vice President



WASHOE COUNTY
 "Dedicated To Excellence in Public Service"
 www.washoecounty.us

FY 12/13 #30

#45

CM/ACM KS
 Finance DM
 DA _____
 Risk Mgt. _____
 Parks JP
 CSD DM

STAFF REPORT
BOARD MEETING DATE: March 26, 2013

DATE: February 19, 2013
TO: Board of County Commissioners
FROM: Al Rogers, Division Director, Programs and Projects
 328-3606, arogers@washoecounty.us
THROUGH: Rosemary Menard, Director, Community Services Department
 954-4666, rmenard@washoecounty.us
SUBJECT: Approve Amendment #2 to the Agreement for License and Professional Management Services at Washoe Golf Course with Bell-Men Golf Inc. retroactive to July 1, 2012 and approve a waiver of unpaid late fees in the approximate amount of \$20,000 through March 31, 2013. (Commission District 1)

SUMMARY

This amendment will allow for changes to Exhibit C – Compensation by modifying sections 2, 3 and 4 of the original agreement. It restructures the total payment due from the vendor to Washoe County for fiscal year 2012-13 and each of the remaining four years of the management agreement. It also waives all unpaid late fees accrued from July 1, 2012 to March 31, 2013, in an approximate amount of \$20,000, as it has caused financial hardship to the vendor during the period of re-negotiation.

Department Strategic Outcome supported by this item: Provide Excellent Service to Customers.

PREVIOUS BOARD ACTION

March 27, 2012 – The Board of County Commissioners (Board) approved Amendment #1 to the Agreement for License and Professional Management Services at Washoe Golf Course with Bell-Men Golf Inc., to allow for annual renewal of the Performance Bond.

December 13, 2011 – The Board approved an Agreement for License and Professional Management Services at Washoe Golf Course with Bell-Men Golf Inc. for professional services including food and beverage services at Washoe Golf Course for a four and one half (4 1/2) year period commencing on January 1, 2012 through June 30, 2016 with one (1) additional five (5) year renewal option.

August 23, 2011 – The Board approved Option # 1 and directed renewal of current contract for Golf Professional Services with Bell-Men Golf Inc. and/or Odette's for food and beverage services and retain all County golf maintenance staff as status quo.

AGENDA ITEM # 666

BACKGROUND

Bell-Men Golf has been providing professional golf services at the Washoe Golf Course for over 30 years. In keeping with unpredictable economic times and the volatile golf industry, the Board desired to manage both County golf courses (Washoe and Sierra Sage) through management agreements. Therefore, in 2011 the contractual arrangement with Bell-Men Golf was modified to a more inclusive type of operating contract which consolidated pro-shop, driving range and food and beverage services, allowing for innovative opportunities to increase revenues and enhance coordination of services. The new agreement modified the method of operations and provided a compensation schedule with fixed payments from Bell-Men Golf to Washoe County.

This amendment restructures the total payment due from the vendor to Washoe County for fiscal year 2012-13 and each of the remaining four years of the management agreement. It also waives all unpaid late fees accrued from July 1, 2012 to March 31, 2013, in an approximate amount of \$20,000, as it has caused financial hardship to the vendor during the period of re-negotiation of the payment schedule.

The total value of the management contract is being altered to take into consideration calculations contained in the payment schedule that were predicated on best available numbers, which have now changed. These include the Washoe County cost allocation plan charge which reduced from an actual charge of \$205,000 in fiscal 2011-12 to just under \$84,000 in fiscal 2012-13; adjustments to the total value of depreciation, capital reserves and compensated absences. These adjustments account for a total reduction of the annual payment schedule beginning in fiscal 2012-13 of \$301,311.

Washoe County continues to employ four full-time and multiple seasonal staff to maintain the golf course. All revenues generated from golf services at Washoe Golf Course are earned by the Contractor, who is then responsible for the negotiated compensation payments to the County. Golf Course services are accounted for by Washoe County in an Enterprise Fund, there is no general fund support at this time.

The modified compensation schedule recovers operating expenses of the Washoe Golf Course, including maintenance and administrative costs and an equipment replacement reserve. Washoe County, as the owner and maintainer of the Washoe Golf Course, retains responsibility for capital improvement projects, major maintenance items such as repair of roof, HVAC, and street to building sewer, gas and water lines.

FISCAL IMPACT

Approval of this item will result in a reduction of the total fiscal year revenue received from Bell-Men Golf of \$301,311. The revised compensation schedule does recover operating, depreciation and overhead costs as well as continues to provide for an equipment reserve to replace maintenance equipment. This schedule does not contribute any off-set to costs incurred by the Sierra Sage Golf Course. The amendment also provides for the waiver of all unpaid late fees from July 1, 2012 through March 31, 2013, an in approximate amount of \$20,000. An external audit of Bell-Men Golf Management is conducted annually.

The revised revenue schedule is as follows:

	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
July		\$120,000	\$122,542	\$124,041	\$126,034
August		\$120,000	\$122,542	\$124,041	\$126,034
September		\$60,000	\$105,036	\$106,321	\$108,029
October		\$15,000	\$78,777	\$79,741	\$81,022
November		\$5,000	\$52,518	\$53,161	\$54,014
December		\$0	\$0	\$0	\$0
January		\$0	\$0	\$0	\$0
February		\$0	\$0	\$0	\$0
March		\$48,391	\$52,518	\$53,161	\$54,014
April	\$128,764	\$166,666	\$96,283	\$97,461	\$99,026
May	\$152,176	\$166,667	\$113,789	\$115,181	\$117,031
June	\$175,587	\$166,667	\$131,296	\$132,901	\$135,036
Total	\$456,527	\$868,391	\$875,301	\$886,009	\$900,240

RECOMMENDATION

Staff recommends the Board of County Commissioners approve Amendment #2 to the Agreement for License and Professional Management Services at Washoe Golf Course with Bell-Men Golf Inc., retroactive to July 1, 2012 and approve a waiver of unpaid late fees in the approximate amount of \$20,000 through March 31, 2013.

POSSIBLE MOTION

Should the Commission agree with staff recommendation, a possible motion would be:

“Move to approve Amendment #2 to the Agreement for License and Professional Management Services at Washoe Golf Course with Bell-Men Golf Inc., retroactive to July 1, 2012 and approve a waiver of unpaid late fees in the approximate amount of \$20,000 through March 31, 2013.”

EXHIBIT C
COMPENSATION

1. Effective **January 1, 2012 through March 31, 2012 only**, Contractor shall pay to County percentages representing the calculation of designated gross golf course revenues as existed in Contractor's previous agreement. Daily receipts shall be split between County and Contractor as follows:

- 1.1 Green Fees shall be split 97% to County and 3% to Contractor
- 1.2 Advance Reservation fees shall be 100% to County
- 1.3 Annual surcharge shall be split 97% to County and 3% to Contractor
- 1.4 Ticket and Annual sales shall be split 97% to County and 3% to Contractor
- 1.5 Cart Rental Income shall be split 30% to County and 70% to Contractor
- 1.6 Private Cart usage shall be split 70% to County and 30% to Contractor
- 1.7 Tournament income (groups of twelve (12) or more wishing to have blocked or shot gun starts) shall be distributed at \$3.50 per person for every round of tournament play to Contractor, which shall be applied as tournament prizes; green fees, advance reservation fees and cart fees shall be distributed in accordance with 1.1 thru 1.5 above
- 1.8 Driving Range shall be split 30% to County and 70% to Contractor
- 1.9 Pro Shop sales and Lessons shall be allocated 100% to Contractor
- 1.10 Junior Golf shall be 100% to County

2. Effective **April 1, 2012 to June 30, 2012 Contractor shall collect 100% of all revenue and pay County the payment schedule identified as FY11-12. From July 1, 2012 through March 1, 2013 Contractor has paid County the amounts recognized on the schedule identified as FY 12-13. Effective March 2, 2013 and during the remaining term of this Agreement, June 30, 2016,** Contractor shall collect 100% of all revenue and pay County the payment schedule set forth below, representing the minimum acceptable earnings to County. Monthly payments within any fiscal year may be adjusted when necessary with 30 days advance negotiation, provided, however that the total compensation in that fiscal year remains the same. Total annual compensation shall be re-examined and adjusted for increases or decreases in the County cost allocation plan:

	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
July		\$120,000	\$122,542	\$124,041	\$126,034
August		\$120,000	\$122,542	\$124,041	\$126,034
September		\$60,000	\$105,036	\$106,321	\$108,029
October		\$15,000	\$78,777	\$79,741	\$81,022
November		\$5,000	\$52,518	\$53,161	\$54,014
December		\$0	\$0	\$0	\$0
January		\$0	\$0	\$0	\$0
February		\$0	\$0	\$0	\$0
March		\$48,391	\$52,518	\$53,161	\$54,014
April	\$128,764	\$166,666	\$96,283	\$97,461	\$99,026
May	\$152,176	\$166,667	\$113,789	\$115,181	\$117,031
June	\$175,587	\$166,667	\$131,296	\$132,901	\$135,036
Total	\$456,527	\$868,391	\$875,301	\$886,009	\$900,240

3. **PAYMENT DUE:** Payment shall be made to County no later than the **twentieth day of each month** for the preceding month (example by August 20 for the July payment, Sept. 20 for the August payment, etc.) Payment will be accompanied by a summary report in accordance with section 12.3 and also include: the amount of gross revenue for all golf course operations.
4. **LATE CHARGES:** In the event Contractor fails to pay any payment by its due date, there shall be added to such payment a late charge of one hundred fifty dollars (\$150.00) per day for each day payment is past due. All unpaid late fees accrued from July 1, 2012 to March 31, 2013, in an approximate amount of \$20,000 shall be waived.
5. **REVENUE SHARING:** Contractor shall split all annual gross revenue exceeding One Million, Five Hundred Thousand dollars (\$1,500,000) in any fiscal year by paying County the following percent:

Year 1 FY 2012-13	Year 2 FY 2013-14	Year 3 FY 2014-15	Year 4 FY 2015-16
3%	4%	5%	5%

The term "gross revenue" for purposes of this calculation shall be defined as the total of all sales, fees and receipts, including, but not limited to: the total green fees, ticket and annual fees, cart rental fees, lessons, repair and storage fees, merchandise, food and beverage sales, vending and driving range receipts.

The term fiscal year shall be defined as the County's fiscal operating year, July 1 through June 30 of any year.

6. **Effective April 1, 2012 and during the remaining term of this Agreement,** Contractor shall assume full responsibility for payment of all credit card merchant and service fees, all club house utilities, entry gate security, club house intrusion alarms and club house janitorial charges.

**AMENDMENT #1 TO AGREEMENT FOR LICENSE AND
PROFESSIONAL MANAGEMENT SERVICES AT WASHOE GOLF
COURSE**

THIS AMENDMENT TO THE ORIGINAL AGREEMENT between the County of Washoe and Bel-Men Golf Inc. is made to modify the conditions of this Agreement through December 31, 2016, attached hereto and incorporated within, with the addition of the provision below:

17. PERFORMANCE BOND

Contractor shall be required to provide a performance bond, in a form acceptable to Washoe County in its sole discretion, issued by an insurance company qualified/licensed to do business in Nevada, in the amount of One Hundred Fifty Thousand Dollars (\$150,000). Said bond must name Washoe County as sole obligee. Said bond will be released at the expiration or termination of the resulting Agreement, provided the Contractor has fully and completely performed under the Agreement. The bonds may be renewable annually, for both the initial term and the renewal term, provided that neither non-renew or cancellation or cancellation by the surety, nor failure, nor inability of the Vendor to file a replacement bond shall constitute a loss or claim recoverable under this bond.

*ALL OTHER TERMS AND CONDITIONS OF THE ORIGINAL AGREEMENT REMAIN
UNCHANGED.*

IN WITNESS WHEREOF, the parties hereto have executed this renewal agreement on the day and year first above written.

BOARD OF COUNTY COMMISSIONERS

By: *Robert M. Larkin*
Robert M. Larkin, Chairman

Date: 3/27/12

Bell-Men Golf Inc.

By: *Greg Velle*

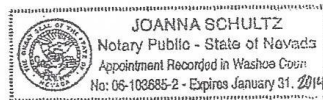
Title: Director

Date: 3-14-12

STATE OF NEVADA
COUNTY OF WASHOE

On this 14th day of March, 2012, Garney Bell personally appeared before me, a Notary Public and Acknowledged to me that he/she executed the above instrument for the purpose therein contained.

Joanna Schultz
Notary Public



823

EXHIBIT C
COMPENSATION

1. Effective January 1, 2012 through March 31, 2012 only, Contractor shall pay to County percentages representing the calculation of designated gross golf course revenues as existed in Contractor's previous agreement. Daily receipts shall be split between County and Contractor as follows:

- 1.1 Green Fees shall be split 97% to County and 3% to Contractor
- 1.2 Advance Reservation fees shall be 100% to County
- 1.3 Annual surcharge shall be split 97% to County and 3% to Contractor
- 1.4 Ticket and Annual sales shall be split 97% to County and 3% to Contractor
- 1.5 Cart Rental Income shall be split 30% to County and 70% to Contractor
- 1.6 Private Cart usage shall be split 70% to County and 30% to Contractor
- 1.7 Tournament income (groups of twelve (12) or more wishing to have blocked or shot gun starts) shall be distributed at \$3.50 per person for every round of tournament play to Contractor, which shall be applied as tournament prizes; green fees, advance reservation fees and cart fees shall be distributed in accordance with 1.1 thru 1.5 above
- 1.8 Driving Range shall be split 30% to County and 70% to Contractor
- 1.9 Pro Shop sales and Lessons shall be allocated 100% to Contractor
- 1.10 Junior Golf shall be 100% to County

2. Effective April 1, 2012 to June 30, 2012 Contractor shall collect 100% of all revenue and pay County the payment schedule identified as FY11-12. From July 1, 2012 through March 1, 2013 Contractor has paid County the amounts recognized on the schedule identified as FY 12-13. Effective March 2, 2013 and during the remaining term of this Agreement, June 30, 2016, Contractor shall collect 100% of all revenue and pay County the payment schedule set forth below, representing the minimum acceptable earnings to County. Monthly payments within any fiscal year may be adjusted when necessary with 30 days advance negotiation, provided, however that the total compensation in that fiscal year remains the same. Total annual compensation shall be re-examined and adjusted for increases or decreases in the County cost allocation plan:

	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
July		\$120,000	\$122,542	\$124,041	\$126,034
August		\$120,000	\$122,542	\$124,041	\$126,034
September		\$60,000	\$105,036	\$106,321	\$108,029
October		\$15,000	\$78,777	\$79,741	\$81,022
November		\$5,000	\$52,518	\$53,161	\$54,014
December		\$0	\$0	\$0	\$0
January		\$0	\$0	\$0	\$0
February		\$0	\$0	\$0	\$0
March		\$48,391	\$52,518	\$53,161	\$54,014
April	\$128,764	\$166,666	\$96,283	\$97,461	\$99,026
May	\$152,176	\$166,667	\$113,789	\$115,181	\$117,031
June	\$175,587	\$166,667	\$131,296	\$132,901	\$135,036
Total	\$456,527	\$868,391	\$875,301	\$886,009	\$900,240

3. **PAYMENT DUE:** Payment shall be made to County no later than the **twentieth day of each month** for the preceding month (example by August 20 for the July payment, Sept. 20 for the August payment, etc.) Payment will be accompanied by a summary report in accordance with section 12.3 and also include: the amount of gross revenue for all golf course operations.
4. **LATE CHARGES:** In the event Contractor fails to pay any payment by its due date, there shall be added to such payment a late charge of one hundred fifty dollars (\$150.00) per day for each day payment is past due. All unpaid late fees accrued from July 1, 2012 to March 31, 2013, in an approximate amount of \$20,000 shall be waived.
5. **REVENUE SHARING:** Contractor shall split all annual gross revenue exceeding One Million, Five Hundred Thousand dollars (\$1,500,000) in any fiscal year by paying County the following percent:

Year 1 FY 2012-13	Year 2 FY 2013-14	Year 3 FY 2014-15	Year 4 FY 2015-16
3%	4%	5%	5%

The term "gross revenue" for purposes of this calculation shall be defined as the total of all sales, fees and receipts, including, but not limited to: the total green fees, ticket and annual fees, cart rental fees, lessons, repair and storage fees, merchandise, food and beverage sales, vending and driving range receipts.

The term fiscal year shall be defined as the County's fiscal operating year, July 1 through June 30 of any year.

6. Effective **April 1, 2012 and during the remaining term of this Agreement**, Contractor shall assume full responsibility for payment of all credit card merchant and service fees, all club house utilities, entry gate security, club house intrusion alarms and club house janitorial charges.

**AMENDMENT #2 TO AGREEMENT FOR LICENSE AND
PROFESSIONAL MANAGEMENT SERVICES AT WASHOE GOLF
COURSE**

THIS AMENDMENT TO THE ORIGINAL AGREEMENT between the County of Washoe and Bell-Men Golf Inc. is made to modify the conditions of **Exhibit C-Compensation (sections 2, 3 and 4)** of this Agreement through June 30, 2016, attached hereto and incorporated within.

*ALL OTHER TERMS AND CONDITIONS OF THE ORIGINAL AGREEMENT AND AMENDMENT
#1 REMAIN UNCHANGED.*

IN WITNESS WHEREOF, the parties hereto have executed this Amendment #2.

WASHOE COUNTY COMMISSION

By: *David Humke*
David Humke, Chairman

Date: 3/26/13

Bell-Men Golf Inc.

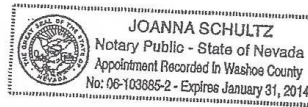
By: *Barney Bell*
Title: President

Date: 3-18-13

STATE OF NEVADA
COUNTY OF WASHOE

On this 18th day of March, 2013, Barney Bell personally appeared before me, a Notary Public and Acknowledged to me that he/she executed the above instrument for the purpose therein contained.

Joanna Schultz
Notary Public



**Extension of the Agreement for License and Professional Management Services
at Washoe Golf Course**

Paragraph 42 of the Agreement for License and Professional Management Services at Washoe Golf Course entered into in December 2011 provides that Washoe County may require Contractor to continue performance of services upon County's request at the rates specified in the Agreement for a period not to exceed six (6) months for the period June 30, 2016 to December 30, 2016 (Extension Period). Paragraph 42 states that any extension must be in writing and signed by both parties. Washoe County and Contractor recognize and acknowledge that various disputes have arisen between them regarding and concerning the Agreement, including the rates and amounts due under the Contract and acknowledge that the execution of this extension does not and shall not constitute an admission of any liability under the Contract, including but not limited to the applicable rates and amounts due under the contract for the period prior to and during this extension, or any of their respective rights, duties, remedies, obligations, excuses, or defenses based on, arising under or concerning the Contract, both prior to and during the period of this Extension, and specifically that by executing this extension, Contractor is not admitting or acknowledging that the rates specified in the contract govern the rates or are otherwise applicable to the Contract or to the Extension Period.

WASHOE COUNTY COMMISSION

By: _____
Kitty Jung, Chairwoman

Date: _____

Bell-Men Golf Inc.

By: *[Signature]*

Title: President

Date: 6-28-16

Washoe Golfpro

From: Cary Welsh <cwelsh@isuhw.com>
Sent: Thursday, August 04, 2016 11:13 AM
To: Washoe Golfpro
Cc: Gail Martinez
Subject: RE: Insurance Doc WGC

Good morning Darin and Barney!

After reviewing the Insurance Exhibit A this is my analysis:

Primary Insurance package: It does not appear they are asking for coverage for any of the structures/equipment on the golf course but only require limits of coverage we already have in place under your current policies except for limit for Auto liability which we can endorse by adding Hired/Non owned auto to the current package. After touring the facility with Darin, as a recommendation regarding any of the structures they appear to need some significant updating i.e. new roof on the club house and per my conversation with Darin the deck is in need of repair do to gaps and sagging material on the ramp. The cart barn does need some additional repair also. The bridges that Darin pointed out should all be repaired and have any loose boards tightened and replaced if rotten. Also may need to have building's sprinklered to meet local fire code and satisfy potential insurance company underwriting requirements.

Workers compensation: Coverages comply and may need to have additional class codes added if needed for types of work not currently being done by Bell-Men staff.

Bond: We are checking with the Bonding company to see if we can increase to the \$250,000 limit up from current \$150,000. Should know shortly.

Sub-Contractors: They will be mowing and fertilizing the turf and greens and maintaining irrigation/watering and changing heads etc. per Darin. They will also need to have their own insurance and name you and the county as additional insureds per the requirements in exhibit A.

Professional Liability: is mentioned as a possibility, we would have to obtain quotes, not currently covered.

No mention of Earthquake coverage.

No Mention of Flood Insurance coverage.


Coverage for freezing of pipes and broken mains off site that feed the system, should be addressed in your response to the county, in typical Tenant lease situations, the Owner/Landlord is typically responsible for those repairs.(I would confirm and have in writing)

Should you have any questions or concerns or feel that I have not addressed all items please feel free to contact me.

Thanks Cary

Cary K. Welsh
Principal ISU/Henkes Welsh Insurance Inc.
639 Isbell Road suite 440

Thank you for your consideration,

A handwritten signature in black ink, appearing to read "Barney Bell". The signature is written in a cursive style with a horizontal line underneath it.

Barney Bell

President Bell-Men Golf, Inc

Washoe Golf Course

General Manager



BILLY CASPER GOLF

**Response to
Washoe County, NV
RFP for
Washoe Golf Course License**

August 2016

**Billy Casper Golf
12700 Sunrise Valley Drive, Suite 300
Reston, Virginia 20191
Telephone: 703.761.1444
Fax: 703.893.3504
www.billycaspergolf.com**

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



August 17, 2016

Washoe County Community Services
1001 E. Ninth Street
Building A, Room A 270 Business License
Reno, NV 89512

RE: Request for Proposal Washoe Golf Course License

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

All golf courses need a 'strategic plan' that addresses their infrastructure, amenities and tactics for increasing rounds, revenue and cash flow. Such a plan is best done by a firm with a proven record of operating similar facilities in comparable urban and semi-urban markets. This is not an academic exercise - this is an economic reality. While all geographic markets are unique, all golf courses share identical cross-sectional characteristics. Our ability to analyze a market and understand the relative strengths and weaknesses of any course within that market, and the elements of the operating and marketing plan to execute, is without question, un-equaled in the golf industry today.

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

Sincerely,

A handwritten signature in blue ink that reads "R. Joseph Goodrich".

R. Joseph Goodrich
Executive Vice President



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A. EXECUTIVE SUMMARY

OVERVIEW

Billy Casper Golf, LLC (“BCG”) was founded in 1989 by Peter M. Hill and Robert C. Morris in cooperation with the late PGA Tour legend Billy Casper, two-time U.S. Open winner and Masters Champion. Headquartered in Northern Virginia, the firm maintains regional offices across the U.S., giving BCG a corporate presence in **California**, Florida, Hawaii, Illinois, New Jersey, and Ohio.

BCG is among the nation's leading golf course management firms; the expert in golf course development, renovation, operations, and marketing. We provide complete, full-service facility and business management; golf course maintenance; sales and marketing; development and consulting services to owners of public and private golf courses nationwide.

BCG has evolved into the best and one of the most successful golf course operators in the country; we also happen to be one of the largest. We have achieved this growth and capabilities via organic growth, without the assistance of external institutional ownership or financial influence. Our focus - continued pursuit of “being the best operators in the golf business” has never wavered.

Over the past 25 years, BCG has built and refined a much stronger operating platform through our driven professionals, proven systems, innovative programs and original events to ensure memorable experiences while delivering healthy financial returns to our courses across the country.

Financial success requires years of know-how, processes and programs to ensure implementation of best practices and systems that work for the business, not the other way around. Our Managers undergo some of the most comprehensive training available in the industry, anchored by a focus on outstanding guest service. It starts with our renowned ACE the GUEST Experience™ Training Program (for all employees) and is supported by nearly 50 learning paths in our certified BCG University learning programs. The result is that our Golf Operations teams are some of the most experienced in the business. Diligent oversight by our regional teams ensures accountability and results.



SELECTED ACCOLADES

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

- "Management Company of the Year." - *The Boardroom Magazine*
- "One of the most progressive and well-run organizations in golf." - *Golf Business Magazine*
- "[BCG's] influence stretches from the East Coast to Hawaii." - *Golf, Inc.*
- Wounded Warrior Project Talkhouse Award for Community Service, 2015





QUALIFICATIONS & CREDENTIALS

The qualifications and credentials we offer to the operation of Washoe are summarized below:

- BCG has been successfully operating golf course facilities for 26 years, with a distinct reputation for providing superior quality in all facets of golf course operations. We currently operate more than 80 municipal golf facilities throughout the US.
- BCG implements the best and most effective marketing, promotional and public relations programs in the nation for public access golf courses. The services of **Buffalo.Agency** (“Buffalo”), the golf lifestyle **public relations division of BCG** are provided to all BCG operated facilities. Buffalo is recognized for its ability to increase brand recognition and demand among targeted guests.
- BCG has worked successfully with existing staff members at many similar facilities to motivate and transition them through our professional guest service training program, ACE the GUEST Experience™. This program is an instructional and motivational tool implemented at all BCG managed facilities. The program teaches all staff members the importance of guest service by training them to be warm and welcoming and to anticipate the needs of each guest. BCG would work diligently to retain as many of the existing staff as possible and to train them to consistently deliver an outstanding golf experience to the Round Rock community.
- BCG utilizes the latest technology and generally accepted accounting principles to provide the clients of our managed courses full operations accountability through standard golf industry financial statements and reports.
- BCG recognizes that not all decisions are driven by the bottom line, and we have vast experience working with diverse groups of stakeholders to make decisions which work to achieve balance and maximize community satisfaction.
- BCG’s F&B operations are supported by our National Director of Food and Beverage as well as our National Sales Director. Our F&B teams consistently increase banquet and event business, while providing an outstanding daily service to golf course guests.
- BCG has a very long track record of improving efficiencies, course conditions, and the guest experience. We recognize that each municipal facility under our stewardship is a source of civic pride, integral part of the community, and direct representation of all involved.
-
- BCG has renovated, developed, grown-in, and/or opened ~30 facilities throughout the United States. BCG’s role in the design and construction or renovation of a new or established golf course is to ensure that a proven, collaborative, and systematic approach is taken in designing and building the golf course and vertical structures. BCG uses a team approach, with collective participation of BCG, the architects, contractors, and the Client, to create a successful, well-planned golf facility that we would be proud to manage.
- BCG is privately held and controlled by the **company’s founders** who are **actively involved** in the oversight and relationships, attendant to each facility, and **review financial performance** and business strategies on a weekly basis.
- Most importantly - BCG doesn’t wait to hear from our clients or their constituents. Our systems allow us to proactively monitor and hear guest feedback in real-time. Our clients are availed to this information.



OUR VISION FOR WASHOE

Washoe County's ("County") Washoe Golf Club ("Washoe") is in a position similar to other municipal facilities prior to Billy Casper Golf's ("BCG") involvement; searching for a proven partner in the evolution of the current amenity, improvement of the asset, and development of future services.

To this end, Washoe's needs can *only* be addressed by an operator who has the skill set, operational systems, "best-in-breed" marketing platform and **culture** to successfully improve the performance and amenities for the benefit of all stakeholders. The firm must have a proven track record of acquiring new or "lost" golfers, increasing loyalty among existing golfers without cannibalizing revenues, and a strong hospitality mien throughout.

Washoe has significant upside which is currently untapped, given the lackluster performance in revenue, rounds, and the individual profit centers. BCG will increase facility use by implementing creative marketing techniques, coupled with industry-leading service standards to improve the experience, grow top line revenues and bottom line results. This improvement is achieved through targeted increases in revenue via yield management techniques, initial guest acquisition efforts, and the optimized allocation of capital investment to maximize the 'bang for the buck'.

Simplistically, the County's golf partner needs to maximize usage while maintaining the integrity of the brand. Specifically, BCG offers the County the opportunity to partner with a firm that is dedicated to enhancing the experience, improving the financial performance, and addressing the deferred maintenance and capital needs of Washoe. BCG understands the initial term of the License Agreement is only 4.5 years; however, BCG desires to use this initial term to build the foundation for a long-standing partnership with the County.

SOLUTION

Based on our evaluation, Washoe is experiencing a recurring theme for many golf courses; ineffective marketing, non-existent programming and **reduced service** practices. BCG will provide expertise in four critical areas: (1) Intensify promotion to increase and acquire; (2) Energize and re-program golf to re-engage and reacquire; (3) Refocus the staff on creating "wow" moments; (4) Increase resources and provide proven, efficient expertise to maximize each dollar.

1. **Increase Golfer Usage** - Washoe's primary goal is increasing usage and share of wallet. Greater golf utilization is a rising tide that positively impacts all revenue areas and profitability of the operation. BCG's success has been a result of its ability to increase actionable demand among area golfers.
2. **Energize, Re-Program Golf** - Many golf operators promote a family-oriented culture, however, the results of the programming are not often meeting the expectations of the golfers. BCG is adept at programming for many distinct golfer segments, as evidenced in the marketing plan.
3. **Guest Centric Focus** - The staff's focus must be readjusted towards providing guest service as opposed to simply performing job tasks - a TASK vs PURPOSE re-orientation.
4. **Increase Resources, Recognize Efficiencies** - BCG provides an unmatched "boots-on-the-ground" entrepreneurial regional support structure, proven systems and platform to deliver savings while enriching the product, and the experience and expertise overseeing thirty course constructions and countless renovations.



MARKETING

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

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

PROGRAMMING/PLAYER DEVELOPMENT

BCG will improve programming and marketing campaigns focused on Growth of the Game initiatives incorporating the elements which have been proven to be successful in other BCG locations. Specifically, BCG will expand current programs while developing new guest-demanded golf initiatives to serve the recreational and learning needs of area residents, including juniors, seniors, men, women, beginners, and families. Such programs will include tournaments, leagues, clinics, camps, instructional programs; outings, and range programs for these defined groups and the public. In addition, Washoe will serve as host, as appropriate, to high school and/or college golf team practices and matches. Initiatives will be coordinated and promoted through the County, local schools and colleges, community organizations and centers and senior centers.



ATTENTION TO DETAIL

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



COURSE CONDITIONS

BCG will hold operations at Washoe to the highest standards with a particular focus on improving user-friendliness of the course, anything less would be inconsistent with the County's vision to be the public golf course of choice in the Truckee Meadows. BCG has been "green" since our origin, incorporating best practices for our courses and our community. This mindset is further reinforced by our BCGreen™ Program. Additionally, over 70 of our golf courses have achieved Audubon Certification. BCG has proactively implemented an IPM Program at all of our golf courses - budgets are not unlimited and excessive chemical applications are unnecessary and wasteful.



COMMUNICATION

BCG's philosophy in working with our partners is to **always ensure** clear, concise, and open dialogue beginning with the transition. Having performed numerous transitions, we have refined our approach to prevent oversight of critical details. Our experience has reinforced the need for collaboration and communication with all stakeholders (the County, concessionaires, local golfers, men's and women's clubs, organizations, etc.) **BCG welcomes the level of involvement desired by our clients** to provide necessary feedback, guidance, or direction to achieve our aligned financial and shared service goals.

CULTURE

A culture shift will be the final piece in improving the viability and long-term sustainability of Washoe. The following cultures will be instilled in order to successfully compete in the increasingly difficult daily fee golf market: guest oriented staff, pro-active marketing, revenue generating managers, and a sense of ownership by all. With strong oversight and management, we will achieve immediate results for the County, our business partner.



SUMMARY

BCG has evolved into the best and one of the most successful golf management companies singularly focused on "best in breed" operations. We tailor our plans to meet the needs of our client, develop marketing concepts and operational strategies that maintain market position, and improve the bottom-line of the facility. BCG has grown organically, building a better "mousetrap" via proprietary software, programs, and initiatives created and refined by golf course owners for golf course owners. Our "smart growth" benefits from the hands-on customized approach taken in the operation of all facilities that fly the BCG flag, i.e. "one size does not fit all.", and we will do so at Washoe.

LEGAL HISTORY

With regards to BCG's legal history:

- Amendments have been limited to extension of term and are germane in nature.
- Currently BCG is not involved in any open litigation regarding contracts.



FACILITIES

BCG manages more than 140 facilities throughout the United States, including several multi-course portfolios, and all sizes and types of golf courses - 9, 18, 27, and 36 holes - public, daily-fee, semi-private, private, practice, and resort. Unless otherwise noted, the golf facility is 18 holes. More information about any of our courses is available upon request. All **Municipal facilities are bolded**. For more information please see www.billycaspergolf.com.

REGIONAL FACILITIES

Arizona

- **Antelope Hills Golf Club, Prescott, AZ (public, 36)**
- Quarry Pines Golf Club, Tucson, AZ, (daily fee)

California

- Alta Vista Country Club, Placentia, CA (private)
- Birch Hills Golf Course, Brea, CA (daily-fee)
- **Brea Creek Golf Course, Brea, CA (public, 9)**
- Hiddenbrooke Golf Club, Vallejo, CA (daily-fee)
- Lincoln Hills Golf Club, Lincoln, CA (daily-fee, 36)
- Yucaipa Valley Golf Club, Yucaipa, CA (daily-fee)

Washington

- **Tri-Mountain Golf Course, Ridgefield (Clark County), WA (public)**

SELECT BCG MUNICIPAL GOLF COURSES

BCG provides the following additional municipal golf courses to affirm our experience, knowledge and success in working with our municipal partners. The year indicates the inception of our agreement followed by the type of management arrangement with each public agency.

- **Forest Preserve District of Cook County, Illinois (12 Courses), 2002, Lease**
- **County of Chicago, Illinois (7 Courses), 2009, Management**
- **Cincinnati Recreation Commission, Ohio (6 Courses), 2003, Hybrid-Lease**
- **Morris County Park Commission, New Jersey (4 Courses) 2012/2014, Management**
- **Prince William County, Virginia, (4 Courses) 2011- 2012, Management**
- **County of Philadelphia, Pennsylvania (4 Courses), 2007, Hybrid-Lease**
- **County of Tulsa, Oklahoma (2 Courses), 2007, Management**
- **County of Knoxville, Tennessee (2 Courses), 2006, Management**
- **Anne Arundel County, Maryland (2 Courses), 1997, Management**
- **County of Wilmington, Delaware (2 Courses), 2007, Lease**
- **County of Lake Bluff, Illinois, 2016, Management**
- **County of Munster, Indiana, 2016, Management**
- **County of Dauphin, Pennsylvania, 2013, Management**
- **New Castle County, Delaware, 2009, Lease**
- **County of Jacksonville, Florida, 2005, Hybrid-Lease**
- **Town of Falmouth, Massachusetts, 2005, Hybrid-Lease**
- **Panorama Village, Texas, 2005, Management**
- **County of Rome, Georgia, 2004, Management**
- **Lower Salford Township, Pennsylvania, 2004, Management**
- **Town of Wintonbury, Connecticut, 2003, Management**
- **County of Oak Ridge, Tennessee, 1997, Management**



BCG provides the following list of municipal facility contracts for the past 10 years below.

FACILITY NAME	STATE	TYPE	CONTRACT	START DATE	STATUS	REASON
Maple Moor GC	NY	M	Lease	2005	2010	Contract Expired
Ocean View GC	VA	M	Lease	2005	ACTIVE	
Falmouth CC	MA	M	Lease	2005	ACTIVE	
Panorama CC	TX	M	Management	2005	ACTIVE	
Bent Creek GC	FL	M	Lease	2005	ACTIVE	
Reading CC	PA	M	Management	2006	2008	Contract Expired
Saxon Woods GC	NY	M	Golf Ops Only	2006	2011	Contract Expired
Cypress Ridge GC	KS	M	Management	2006	2011	Course Sold
Whittle Springs GC	TN	M	Management	2006	ACTIVE	
National GC of Louisiana	LA	M	Management	2006	2016	Contract Expired
Knox Municipal GC	TN	M	Management	2007	ACTIVE	
Heatherwoode GC	OH	M	Management	2007	ACTIVE	
Brea Creek GC	CA	M	Management	2007	ACTIVE	
Rock Manor GC	DE	M	Lease	2007	ACTIVE	
Page Belcher GC (36)	OK	M	Management	2008	ACTIVE	
Mohawk Park GC (36)	OK	M	Management	2008	ACTIVE	
City Park GC	LA	M	Management	2008	ACTIVE	
Poplar Creek GC	IL	M	Maintenance Only	2008	ACTIVE	
USF - The Claw GC	FL	M	Management	2008	ACTIVE	
Devou Park GC	KY	M	Management	2008	ACTIVE	
Cobbs Creek / Karakung (36) GC	PA	M	Management	2008	ACTIVE	
FDR GC	PA	M	Lease	2008	ACTIVE	
John Byrne GC	PA	M	Lease	2008	ACTIVE	
Cityline Sports Center GC	PA	M	Lease	2008	ACTIVE	
Florissant GC	MO	M	Lease	2009	2013	Contract Expired
Delcastle GC	DE	M	Lease	2009	ACTIVE	
Desert Rose GC	NV	M	Lease	2009	2013	Course Closed
Diversey Driving Range	IL	M	Management	2009	ACTIVE	
Jackson Park GC	IL	M	Management	2009	ACTIVE	
Marquette Park GC	IL	M	Management	2009	ACTIVE	
Sydney Marovitz GC	IL	M	Management	2009	ACTIVE	
Robert Black GC	IL	M	Management	2009	ACTIVE	
Columbus Park GC	IL	M	Management	2009	ACTIVE	
South Shore GC	IL	M	Management	2009	ACTIVE	
Ed Oliver GC	DE	M	Lease	2009	ACTIVE	
Westwinds GC	CA	M	Management	2010	2011	Course Closed
Waters Edge GC	IL	M	Management	2010	ACTIVE	
Briardale Greens GC	OH	M	Management	2010	ACTIVE	
Sanctuary Lake GC	MI	M	Management	2010	ACTIVE	
Sylvan Glen GC	MI	M	Management	2010	ACTIVE	
Green Tree GC	CA	M	Management	2010	2014	Contract Expired
Fernandina Beach GC	FL	M	Lease	2010	ACTIVE	
Stirling Links	FL	M	Lease	2010	ACTIVE	
Orchard Valley GC	IL	M	Lease	2010	ACTIVE	
Hilltop GC	MI	M	Management	2011	ACTIVE	



FACILITY NAME	STATE	TYPE	CONTRACT	START DATE	STATUS	REASON
Forest Greens GC	VA	M	Management	2011	ACTIVE	
Prince William GC	VA	M	Management	2011	ACTIVE	
Generals Ridge GC	VA	M	Management	2011	ACTIVE	
Black Mountain GC	NC	M	Management	2011	2014	Contract Bought Out
RedGate GC	MD	M	Lease	2012	ACTIVE	
CC of Woodbridge	CT	M	Management	2012	ACTIVE	
Berkshire Valley GC	NJ	M	Management	2012	ACTIVE	
Lake Ridge GC	VA	M	Management	2012	ACTIVE	
Ocala GC	FL	M	Management	2012	ACTIVE	
Fellows Creek GC	MI	M	Management	2013	ACTIVE	
Dauphin Highlands GC	PA	M	Management	2013	ACTIVE	
Willowbrook GC	FL	M	Management	2013	ACTIVE	
Sun N Lake GC	FL	M	Management	2013	ACTIVE	
Dubsdread GC	FL	M	Management	2013	ACTIVE	
Blackthorn GC	IN	M	Management	2013	2015	Course Closed
Colony West CC	FL	M	Management	2013	ACTIVE	
East Hartford GC	CT	M	Management	2013	ACTIVE	
Currie Municipal GC	MI	M	Management	2014	ACTIVE	
Rob Roy GC	IL	M	Management	2014	ACTIVE	
Flanders Valley GC	NJ	M	Hybrid Lease	2014	ACTIVE	
Pinch Brook GC	NJ	M	Hybrid Lease	2014	ACTIVE	
Sunset Valley GC	NJ	M	Hybrid Lease	2014	ACTIVE	
Antelope Hills GC	AZ	M	Golf Ops Only	2014	ACTIVE	
Lester Park GC	MN	M	Management	2015	ACTIVE	
Enger Park GC	MN	M	Management	2015	ACTIVE	
White Deer Golf Complex	PA	M	Management	2016	ACTIVE	
Lake Bluff GC	IL	M	Management	2016	ACTIVE	
Centennial Park GC	IN	M	Management	2016	ACTIVE	
University Park Golf Course	IL	M	Management	2016	ACTIVE	



B. OPERATIONS PLAN

GOLF

GOLF OPERATIONS

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

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

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

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

Washoe benefits from BCG’s well-developed and professional golf operation practices and guidelines by having each guest’s experience - from reservation throughout their round of golf - exceed his/her expectations.

PLAYER DEVELOPMENT

BCG will implement successful golfer development programs at Washoe to meet the **learning needs of men, women, seniors, juniors, beginners, avid players, low handicappers, and disadvantaged youth in the area.** As an active participant in the Golf 20/20 initiative, BCG’s philosophy in all learning programs is to provide fun, non-threatening, and inexpensive opportunities that bring and retain all golfers permanently into the game of golf, **loyal golfers.**



- **Practice Facilities:** BCG will operate the practice facility at Washoe with a particular emphasis on providing convenient and effective practice and learning opportunities for guests. Special programs and offers will be developed in order to maximize utilization of the facilities and to provide the beginner or novice golfer maximum opportunity to build confidence in learning the game.



- **Programming for Growth:** BCG is one of the Nation's leading promoters of Community Outreach Programs targeting juniors, women, as well as underprivileged and special needs individuals. BCG recognizes that the core golfer groups representing the Men, Women and Senior Associations serve as ambassadors of the courses - and are among the most loyal guests - these are *very important golfers*.



- **Lessons & Clinics:** In addition to specialized programs for women and junior golfers, BCG will offer individual lessons, group lessons, and clinics for golfers of all abilities - **both for a fee and for FREE** throughout the year.

- **Junior Programs:** BCG implements some of the nation's most successful junior golf programs, including classes, camps, and clinics at our Nike Golf Learning Center (VA), multiple First Tee Programs, Joe Richter Golf Program (WA), and Hook A Kid On Golf (Nationwide). We created the national Kids Play Free program to encourage additional junior golf participation at off-peak times. BCG routinely encourages usage of our golf courses by area schools, providing equal access and opportunity for the junior golfers.



- **League Play:** BCG will actively seek and create **new golf leagues for business professionals, couples, and seniors**. BCG will work closely with any existing Leagues' officers and members to support their programs while maintaining fair and equitable access to the tee sheet for all golfers. Numerous businesses and organizations that are located near Washoe will be contacted to schedule both competitive and social golf leagues for their employees, associates, clients, and families.

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

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



- **Creative In-House Events:** BCG seeks to find days on the calendar where additional events can add players and much needed revenue streams. BCG creates in-house events that are internally marketed and sold to our guests for the benefit of Washoe.

- World's Largest Golf Outing- This national event, dedicated to providing charitable assistance to the Fisher House Foundation, recently raised more than \$1M and hosted approximately 12,000 guests in a one-day national event.
- Putterpalooza
- Glow Ball Night Golf Events
- Evening Wine and Nine Events
- Member for a Day Tournaments
- Skills Challenge Events
- Regional and/or County Championship or Amateur Events
- Loyalty Card Tournaments
- Singles Golf Mixers
- Senior/Junior Golf Championships





MERCHANDISE

BCG will offer for sale **high quality, competitively priced golf retail merchandise** at Washoe. In conjunction with our onsite team, BCG will develop an annual buying plan, maintain national accounts with preferred partner vendors, and establish promotion and sales guidelines for the facility.

Our team, led by the National Director of Retail, will prepare and implement an annual **Retail Buying Plan** for shirts, shorts, socks, outerwear; golf balls, gloves, shoes, accessories; clubs; and any additional in-demand retail items. Appropriate quantities and selection of merchandise, including logo items, will be purchased throughout the year, and inventory levels will be accounted for monthly.



BCG's National Account partners will provide lower pricing, extended terms, free or discounted fixtures and furnishings, and access to special close-out merchandise. Existing retail partners with which BCG has national accounts include Ashworth, Nike, Cutter & Buck, TaylorMade, Ahead Headwear, Adams Golf, Titleist, FootJoy, TourEdge, Wilson, Callaway, Greg Norman, among others.

GUEST CENTRIC FOCUS

Golf is a People Business, which is why we spend considerable resources recruiting, training and developing great people through expert HR management programs. BCG is active with every management team and has consistently shown the ability to attract and retain top industry talent.

Below are examples of our leading HR programs:

- ACE the GUEST Experience™
- ACE the EMPLOYEE Experience™
- Superintendents Business Institute (SBI)
- BCG-U
- BCG-Fit
- "Building our Buffalo" mentorship program



BCG's HR team has developed a proprietary performance management system to monitor and assess job performance while also providing a platform for our employees to grow professionally. We are able to leverage our decades of experience to provide meaningful feedback on critical success factors and the guidance necessary for employees to reach their full potential.

BCG will train all employees through our innovative ACE the GUEST Experience™ Training Program ("Program"). This Program is a professionally-developed series of training, observation, and feedback lessons to teach all employees how to act out **BCG's GUEST Experience Vision**. Each BCG-managed course has at least one professionally-trained 'employee trainer' who leads the Program, observes employees interacting with guests, and provides feedback to improve guest service. The DVD, training materials, and training guidelines are updated annually to ensure authenticity.

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

Finally, our employees are guided through the **Guest's Journey** - from beginning to end - to help them understand how each and every guest interaction with an employee influences the guest's experience. We teach our employees to empathize with each guest's personal situation, anticipate their needs,



service their needs, and then introduce the guest to the next portion of their journey, creating a positive, seamless experience.

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

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



EMERGENCY MANAGEMENT

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

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

From this process, each facility develops an **action guide** that describes the procedures to be followed in the event of an emergency. It outlines which personnel and outside agencies are to be called and what information is to be collected and conveyed, and provides other basic response functions.

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



SAFETY & RISK MANAGEMENT

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

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



All employees are required to actively participate in our **"Safety makes Sense"** videos and training platform. Each training session and learning module is geared towards specific departments and risks identified in our facility assessment. BCG also directs the securing and maintenance of all insurance, risk management, and business licensing requirements, including claims filing, renewals and the meeting of all **regulatory requirements**.



FOOD & BEVERAGE

BCG will offer for sale **high quality, competitively priced F&B menu items** at Washoe. Under the guidance of BCG's experienced Food & Beverage Directors, BCG will develop an annual buying and operating plan to provide for a healthful and efficient operation, develop an attractive menu, and design attractive displays and promotions.

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

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

ACQUISITION OF EVENTS

BCG will create and implement specific online, telephone, printed, and in-person sales programs; sales collateral; lead tracking programs; and sales presentations for the banquet facility. As mentioned, Kelly Searight will prove invaluable in the acquisition of event business for Washoe; targeting resident clubs, groups and organizations as well as local and regional businesses, charities, associations, churches, community groups, schools, and individuals to increase the use of the facility.

Fulfillment of F&B events will emphasize the 'Guest Experience' over all else, with professional services (room set-up, menu planning, special event management) offered with all contracted group events. Specific attention will be paid to developing and presenting attractive packages, meeting the client's expectations throughout the sales and catering process, and delivering an outstanding experience on the day of the event; ensuring that post-event 'word-of-mouth' marketing by the catering client is exceptional.

BCG has developed and implemented several programs and procedures to build and maintain profitable a la carte and banquet/event businesses, train staff in procedures unique to operating successful F&B operations at resort and public golf facilities, and instill the firm's 'Guest Experience Vision.' Specific components of such programs and procedures include:

- Banquet Marketing and Sales Plan
- Food & Beverage Operation Policies & Procedures Manual
- Banquets and Events Policies & Procedures Manual
- Guest Services Guidelines
- Safe Food & Beverage Handling Techniques
- Kitchen Procedures
- Cooking and Presentation Training
- Alcohol Service Training



MAINTENANCE

BCG's agronomic team tackles the quest to deliver an outstanding playing experience to each golfer every day and will do the same for Washoe. To BCG, agronomy is more than just growing grass. It's about creating a playing environment for our golfers to enjoy repeatedly, to rave about well after they've left the 18th green.

Our company is committed to achieving agronomic excellence at Washoe by utilizing and improving upon reliable, proven techniques, as demonstrated by the resources and expertise of our **in-house maintenance division, Buffalo TLC**. Our approach encourages the use of nature-friendly compounds and prudent chemical applications to achieve turf health at the most reasonable cost while ensuring our golf courses remain sanctuaries for native plants and wildlife. BCG's approach to maintaining Washoe will emphasize the quality of course conditions, attention to detail throughout the property, efficiency in staffing, and full compliance with all environmental regulations.



AGRONOMIC SERVICES INCLUDE:

- Agronomic Planning
- Environmental Planning
- Turfgrass Science
- Pest Management
- Turfgrass Maintenance
- Water and Irrigation Technologies
- Equipment Maintenance and Repair
- Course Renovation Projects
- Environmental Compliance
- Facilities Maintenance

The agronomic and course conditioning plan for Washoe will focus on both short-term and long-term goals. The plan is developed to provide the desired playing conditions of management within the given fiscal guidelines.

ON-GOING MAINTENANCE

BCG will maintain Washoe in a high-quality manner, consistent with the quality currently experienced at Washoe. BCG and our staff will perform all of the work and will continuously improve on existing conditions at Washoe.

To do this, BCG will develop and implement an Agronomic Plan and Course Standards Outline. The Plan will meet and/or exceed the current maintenance standards, and the conditions expected of the residents and golfers at Washoe.

BCG will properly maintain all equipment and systems utilizing manufacturer's instructions and recommendations in order to maximize the effectiveness, efficiency, and duration of use of each piece and system. BCG will work closely with the County to determine the effectiveness and lifespan of each piece of equipment and system, and prioritize the needs for replacement and/or repair of that equipment or system.

CULTURAL PRACTICES

BCG will utilize best management practices to properly care and produce desirable conditions at Washoe. This is accomplished by a variety of cultural management practices that are implemented to manage both the surface and sub-surface (growing medium) variables commonly seen. There are various primary and supplementary cultural practices that can be utilized to obtain a healthy stand of turfgrass:



- **Mowing:** Turfgrass needs to be maintained at the proper mowing height and frequency specific to the turfgrass species and variety. Turfgrass incorrectly mowed will create a stressed plant, which will have less defensive capabilities against pathogens. Equipment shall be operating properly to ensure that the leaf blade is cut cleanly. A frayed or torn leaf blade, due to improperly operating equipment, is an open site for disease and pest infection which may produce unsatisfactory playing conditions
- **Fertilization:** Turfgrass requires nutrients to thrive and this can be delivered in the form of fertilizer. There are a variety of fertilizer types and application processes. Soil tests are completed annually or more often if required. Fertilizer programs are then built off of the soil test results and are specific to individual areas of the golf course. Proper application and delivery methods are utilized to ensure the correct amount of nutrients are available to the plant.

We often use organic fertilizers on the golf course to promote plant health. Organic fertilizer is usually derived from harvested bio-waste of poultry or other animals. The organic fertilizer, when applied to the turfgrass, actually provides a food source for the beneficial micro-organisms in the soil that complete the natural nitrification (conversion of ammonia nitrogen into the plant available nitrate form) process. This process, in turn, releases plant available nitrogen to the soil environment.

- **Irrigation:** Supplemental water is often required on golf course surfaces to provide a healthy canopy of turf. Correct irrigation practices begin with a properly designed and functioning irrigation system. Irrigation sprinklers that are level, have the correct spacing and nozzle types are important in allowing the superintendent to properly apply the desired amount of water to the golf course. Irrigation water is analyzed through water sampling when necessary and inadequacies can be corrected.

Improperly applied water, whether it comes from an incorrectly functioning irrigation system or mismanagement of applications, can create wet and anaerobic micro environments conducive to pathogens.

Hand watering is a highly recommended practice to reduce water use and effectively irrigate potential dry areas without exposing turf to over-watering. Hand watering helps to ensure healthy turf while reducing disease pressure and the need for chemical applications.

SUPPLEMENTARY CULTURAL PRACTICES

- **Cultivation:** There are a variety of methods for cultivation in the turfgrass industry. These methods are employed primarily to improve the physical characteristics of the sub-surface growing medium. The most common method is aerification, which typically involves core removal of undesirable soil. Characteristically on greens and tees, a more desirable mixture of sand and organic material is incorporated into the growing medium to improve both capillary and non-capillary pore space.

In addition to soil modification, aerification is used to remove excess thatch and allow critical exchange of carbon dioxide in the soil with oxygen in the atmosphere.

- **Topdressing:** Topdressing is the practice of evenly spreading a sand or sand medium over the canopy of the turfgrass, followed by incorporation via a broom or drag mat. Topdressing provides a variety of benefits. Ball marks and small indentations are smoothed out or eliminated due to topdressing, allowing a true putting surface on greens.

The main reason for topdressing, however, is to combat thatch. Thatch is the term that refers to decomposed or partially decomposed plant material collected around and below the crown



of the plant. This material in the thatch layer creates a desirable environment for turfgrass pathogens. Topdressing incorporates sand into this layer to create a uniform soil mixture throughout the root zone and help accelerate the decomposition process. Reducing and managing the thatch layer will help decrease disease and pest pressure by removing the pathogenic conducive environment thatch provides.

- **Wetting Agents:** The surface contours on greens often inhibit the superintendent's ability to effectively distribute water evenly across the surface. Sloping areas on greens will encourage water to runoff and collect in lower lying flat areas. Surfactants (surface active agents) are materials that are utilized to help decrease the interfacial tension that occurs between water and solids on these slopes.

These materials are applied to the turfgrass and are worked into the soil to help water more readily move into and through the root zone for improved availability of the water to plants via the roots.



- **Plant Growth Regulation:** Plant growth regulators (PGRs) are used to slow the growth of a turfgrass plant through temporary cessation of cell division. The use of PGRs allows a plant to safely slow down the growth process, reducing the need for nutrients which may be tied up in high-salt soils. In addition, mowing frequency can be reduced; limiting mechanical stress caused by mowers. Decreased amount of inputs (labor, gasoline, oil, etc.) can be realized in order to maintain the turfgrass.
- **Rolling:** Rolling is practiced at many facilities to help increase green speeds without having to use ultra-low cutting heights. Mowing turfgrass at very low heights adds additional stress to the plant and allows pathogens to more readily invade. The use of light-weight rollers is carried out with higher mowing heights to create the same green speeds for the golfer's enjoyment, while allowing the turf to produce healthier plants at the higher height-of-cut.
- **Verticutting:** Verticutting is the practice of vertical mowing the turfgrass. Vertical blades are used (similar to circular saw blades) for this task. Verticutting is performed as often as necessary throughout the season. This process mechanically removes thatch from the turf. Excessive thatch can cause a variety of problems; including limited water infiltration and decrease fertilizer incorporation. A large thatch layer also creates an environment conducive to disease and insects.

ENVIRONMENTAL STEWARDSHIP

BCG will implement sound environmental management practices at Washoe, making a valuable contribution to conservation and improving the environmental quality to enhance the golfers' experiences.



- **Audubon Certification:** Each BCG-managed course is registered and committed to attaining Audubon Cooperative Sanctuary certification. Achieving certification is quite an honor recognizing the agronomic team for protecting the environment and preserving the natural heritage of golf. In attaining certification from the conservation group Audubon International, the courses successfully maintain sound environmental practices in six key areas.
- **Green/Eco-Friendly Techniques:** BCG expects a positive impact on the presentation, turf condition, and reduction of a carbon footprint as our BCGreen™ program is instituted. In many instances, BCG has seen





dramatically improved course conditions and positive impact on the natural resources.

- **Chemical Usage:** The most critical aspect of balancing proper chemical and fertilizer usage for the golf course versus the protection of the natural resource is a commitment to an Integrated Pest Management Program that is friendly to the environment. BCG divides our chemical management program into five goals; (1) general knowledge, (2) cultural practices and IPM Techniques, (3) Best Practices (4) Communication and Education, (5) Storage Procedures.
- **Integrated pest management (IPM) and best management practices (BMP):** Implementation is an ongoing process. BCG continuously explores alternative pest control measures to minimize pesticide inputs even further. In addition, the creation of buffer zones between treated turf areas and all water bodies as a means to filter potential runoff of harmful chemicals and fertilizers.

CONCLUSION

BCG's Agronomic Team will provide support to the superintendent and maintenance staff. Periodic visits incorporate the generation of a Manager's Report, which includes a detailed narrative describing current agronomic practices and conditions. Pictures, action plans, resource requirements and timelines are included in these reports to inform the WI and its representatives, regional staff and corporate personnel of the progress at Washoe. This level of support ensures the desired product is produced for the client and guests at all of our managed golf courses.

As Owners ourselves, BCG has the resources, staff, and understanding to provide the desired level of golf course maintenance and maximize the "bang for the buck" at Washoe. We currently manage the agronomic program for nine facilities in California, most located in the southern region, providing us with the experience and resources to provide Washoe with the desired conditions.



CAPITAL IMPROVEMENT EXPERIENCE

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

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

Improvements can be quantified into various categories, including modernizations of the golf course, playability, safety, turf quality and turf type, directional and informational signage, irrigations system, structures, equipment and cart paths. Of the aforementioned improvements, the most visible and aesthetically recognizable to the golfers are the modernization of the golf course, turf type, turf quality, and playability and signage, while the remaining items are related to the base infrastructure of the facility.

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

Examples of Recent Capital Projects

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

- **Lyman Orchards (Middlefield, Connecticut)** - BCG managed at \$2 million renovation to the Robert Trent Jones design course including rebuilding of all bunkers, a full irrigation system replacement, and extensive drainage improvements. BCG also managed the construction of a 9-hole short course player development facility at the same site.
- **Reston National Golf Course (Reston, Virginia)** - BCG managed the interior renovation of clubhouse and complete renovation/expansion of Nike Golf Learning Center practice facilities (driving range, short game area, teaching areas), and renovation of all bunkers on the daily-fee 18-hole golf course.
- **Ka'anapali Golf Resort (Maui, Hawaii)** - BCG managed a complete make-over of this resort destination by renovating two 18-hole courses, clubhouse and dining facilities. Golf course improvements included the addition of new bunkers and the renovation of existing bunkers, cart path resurfacing and expansion and the implementation of a successful turf management program which resulted in improved playing conditions. Facility improvements included re-design of the restaurant and clubhouse (exterior & interior). The project culminated in a grand re-opening of a world class golf resort.
- **Rock Manor Golf Course (Wilmington, Delaware)** - BCG oversaw the facility enhancements which included new tee boxes, bunkers and fairways in addition to a state-of-the-art irrigation system for top playing conditions all season. A circa 1921 building was also restored to retain the flavor of its original structure, and serves as Rock Manor's clubhouse. A grill room and separate pub provide comfortable dining for golfers and non-golfers. For golf tournaments, weddings and other social engagements, a new outing pavilion makes Rock Manor a premium events destination.

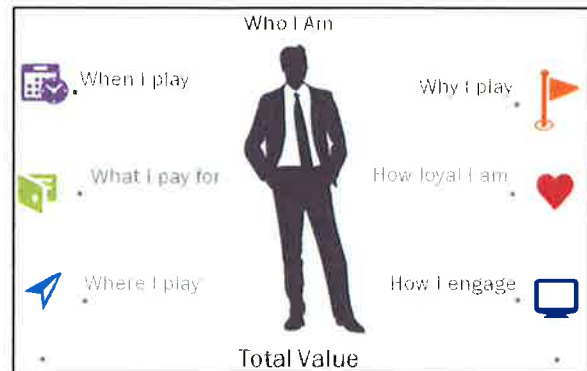


MARKETING

OVERVIEW - "BIG LISTENING"

Amazing guest service is the soul of BCG - it's in our DNA. We strive to delight guests with each interaction, both physical and digital gaining insights about how our guests want to receive our information. Leveraging our dynamic marketing platform, we make data-driven decisions that, when paired with inspired content and design, result in the highest performing marketing initiatives in the business.

The strategic plan below outlines BCG's initial marketing plan for Washoe, with particular attention paid to listening to guest experiences, sales monitoring, and maximizing revenue. A final marketing plan for Washoe will be coordinated and implemented with our onsite team and shall include specific actions to execute the plan, programs and events scheduled in advance, and a revenue playbook created to ensure successful launch and implementation.



PLAN COMPONENTS

BCG's Marketing Team will coordinate and work diligently and vigorously to implement the following plan components:

- Establish and manage **marketing systems**, including Internet (web site, e-mail, e-commerce), EZLinks electronic tee sheet program (24/7 reservation system, guest database, POS), branding materials (graphic design, collateral, photography), sales systems (lead tracking, database compilation, and sales management), weekly revenue performance monitoring (YTD and MTD revenue trends, loyalty, outing, and banquet sales metrics, APR, channel performance, online star ratings, e-mail performance and NPS) as key components of a **quality guest experience with revenue driven** strategies to restore the facilities to market prominence.
- Establish and manage **quality assurance programs**, including reputation management tools, (social media, online reviews, and guest experience monitoring) guest surveying, NPS (Net Promoter Scores), mystery-shopping on-site visits, call tracking, and mystery telephone sales calls.
- Establish and manage **sales programs**, including outing and special event sales management. Engage all staff as sales people at Washoe with BCG's proprietary custom sales methodology, including custom technology developed in partnership with **Salesforce.com**, the national leader in cloud based sales technology.
- Create and execute a detailed **yield optimization, pricing, and loyalty strategy tailored to Washoe** driven by the combination of facility data and in-market knowledge designed to gain market share from other competitors.
- Design and implement **guest retention programs tailored to Washoe** including guest communications, annual and seasonal membership programs, loyalty incentive programs, special events and promotional offers designed to maximize revenue.
- Include Washoe in our **industry leading partnerships** with major online third-party tee time providers.



- Execute **grow the game** initiatives, including Golf Fore Women, Get Golf Ready, Kids Play Free, and Junior Golf Camps.
- Provide **best-in-class** player specific reporting. Simply put, nobody in the golf industry provides the wealth of player based data and reports that BCG can present in an instant. This information shapes all facets of our marketing strategy including how and where we spend marketing dollars, allowing us to segment our golfers by play habits and target our guests with relevant offers that increase golf participation.

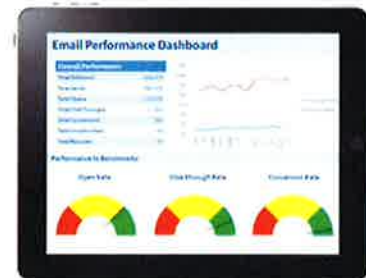
MARKETING SYSTEMS

BCG's Marketing Team, together with on-site personnel, will thoroughly review current market conditions, and develop a plan for implementation of our effective and proven marketing systems. All Marketing Systems will be designed and implemented in a manner that benefits the overall image of the course and within any existing guidelines established. This strategy will establish a valuable brand for Washoe. This brand will stand for quality and the "Enjoyable Guest Experience".



- **Websites:** Our expert team designs, develops, launches, updates and monitors each customized, high-performance website. Setup includes online tee time booking portals, lead inquiry forms for events and outings, online store, online event reservations and payment, contact info and directions, blog capabilities, and much more. Each is responsive across desktop, tablet and smart phones, making your business relevant to guests on the go. The facility can even get "hands on" and update their own site, write blogs and much more through our Content Management System (CMS). Owners can schedule content in advance to ensure timely and relevant distribution to guests.

- **SEO:** We utilize the latest in Search Engine Optimization (SEO) technology which can be edited to improve results and recognition. In addition, critical analytics are available leading to a greater understanding and engagement of guests. Built for performance, our digital platform is not only proven, but constantly monitored and improved for maximum effectiveness.



- **Communication & E-mail:** Our multi-phased e-mail marketing strategy is an ROI machine. Initially, we gather considerable information about guests, augmenting databases with our demographic, behavioral and surveyed data. The data is then shared with our analytics team that utilizes segmentation, analytics and past behavior to develop customized messaging and offers. With modern images from our design team, targeted calls-to-action and consistent A/B testing, we drive clicks and trigger traffic to websites and courses.

- **Marketing Services:** We develop and execute a custom marketing strategy for each course that defines growth targets, identifies key markets and audiences, creates special events, establishes loyalty programming and creates targeted messaging. This fosters a sales culture that grows daily-fee play, outings, and memberships, while creating a long-lasting and distinct brand in the marketplace.






- Design: Our team marries strategic objectives with visual assets to create eye-catching, unique collateral for each course.

QUALITY ASSURANCE PROGRAMS

Quality Assurance Programs will help to ensure the guest's experience at Washoe matches the brand promise established through marketing, sales, and PR programs. The following programs provide feedback that allows BCG and on-site management to best train staff on delivering a fun and enjoyable experience.

- Performance Monitoring: Washoe will utilize BCG's proprietary Compass Report to monitor each club's performance on a weekly basis. Metrics measured within this report include MTD and YTD actual revenue and forecasted totals compared to budgets and PY totals, revenue trends, rounds totals by channel and type, sales trends and totals, lead generation totals, online star ratings, online response rates, e-mail sends, database growth rates, and trending NPS. This tool is vitally important to make necessary changes and direct focus where needed in a timely manner.
- 
- Online Reputation Management: We live in a digital era where many guests make purchasing decisions via online reviews. BCG has placed a large emphasis on reputation management and has created tools to actively manage and respond timely to online reviews, good or bad.
 - Guest Satisfaction / Net Promoter Score: In addition to online reputation management monitoring, we implemented an NPS (Net Promoter Score) survey, similar to that of all major national service providers, consisting of five quick questions that allow us to determine the overall satisfaction of all guest experiences. Divided into Promoters, Passives or Detractors, our facilities gain invaluable guest insights and feedback that help us understand the true happiness of our guests.
 - Annual Guest Satisfaction Survey: BCG conducts an annual survey for each facility covering the following themes: market share, playing habits, demographics, course loyalty, and overall levels of satisfaction.

GUEST ACQUISITION PROGRAMS

Acquisition tactics serve one goal - to attract **NEW** guests via focused strategies that best target appropriate segments by product/service, geography, and guest type. These programs and efforts are tracked in each facility's revenue playbook, which includes the details and effectiveness of each promotion, event, and campaign.

- Advertising: A comprehensive advertising campaign that targets and attracts new guests is essential to short and long term success. Markets will be chosen and advertising mediums will be used that provide the greatest ROI, while serving to further develop the strong, positive value and brand identity of Washoe.
- Third-party Tee Time Providers: BCG is proud to offer participation in an exclusive industry leading agreement with our primary third party tee time provider, GolfNow. BCG will increase sales of golf rounds, dramatically lower commission costs, and have complete control of ALL inventory. BCG also partners with many regional and national distribution channels which provide industry leading terms, commissions, and control.



- **Promotional Offers:** Establish and implement promotional offers designed to attract new guests to Washoe or recapture guests from years past. The creation of specific promotional offers requires knowledge of the market area, thorough understanding of the golfer segments and trial-and-error with differing options. Careful attention will be paid to the impact of any promotional offer on volume, total revenue, and average revenue per round. Promotional offers tied to specific advertising or direct marketing campaigns will be tracked in order to calculate the ROI of the campaign.

GUEST RETENTION PROGRAMS

BCG is unique among golf facility management firms in our use of technology to integrate golf operations and marketing. BCG's Marketing Team will establish measurable, effective, and guest-focused Retention Programs that help to ensure guests return, increasing their visits, resulting in a more stable golf segment for growing revenues at Washoe.



All golfer reservations and their contact data are recorded on an Electronic Tee Sheet (see above), with access given to guests' 24-hours a day via both Internet and Telephone. That data is transferred to BCG's proprietary data mining program for analysis of individual guest behavior, trends, retention, and growth. The data is compared to tee sheet utilization across days and times, determining when and where marketing efforts should be concentrated for special offers.

- **Communication:** Establish and implement regular communication with guests via broadcast e-mail, direct mail, and telephone. BCG will personalize communications based on:
 - Guest Type (local, visitor, group leader)
 - Geographic Area (local, regional, national)
 - Reservation Behavior (initiator, player)
 - Play Behavior (volume, frequency)
 - Retention Status (new, steady, at-risk, lost)



BCG will implement our Automated Welcome Series e-mails, in order to increase the retention of guests to Washoe. Specifically,

- **New Golfers:** All new golfers with an e-mail address will receive an e-mail the day after they play thanking them for their business, asking for feedback via the NPS survey, and inviting them to return.
- **At Risk Golfers:** All golfers new to Washoe will automatically receive a second email prompting their return 30 days after their first visit. This second email for the At-Risk golfer is an aggressive incentive to retain that guest and get them back.

YIELD OPTIMIZATION & PRICING

Led by experienced data scientists from telecom, aerospace and gaming industries, BCG's analytics team will develop yield optimization methodologies by utilizing facility data and proprietary competitive/market pricing analysis tools. The results are market-tested programs which drive substantial year-over-year growth.



In addition, these advanced metrics will help develop tiered loyalty programs



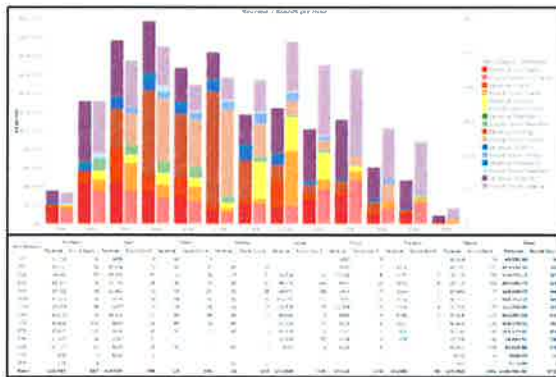
ranging from basic rewards to full memberships, again, driven by data with the focus of creating club loyalty while maximizing revenue.

Nearly 2% of all public rounds in the U.S. are played on BCG managed courses, providing the ultimate laboratory for the development and implementation of sophisticated yield practices. Combining powerful, centralized data infrastructure with local know-how gives BCG managed facilities the best opportunity to maximize revenue in any given market.

“BEST IN BREED” DATA

Quality decision making is the difference between success and failure. We believe this so strongly, we’ve invested significant financial resources to improve the quality of the information we use to make decisions. Simply put, better information translates into better decisions...Every Time. As your partner, we share this reporting with our clients to help them understand why we make decisions. Our tools remove the guess-work, turning decision making into a science. A few examples of these reports are found below.

Rounds & Revenue Mix by Player Type by Hour



Rounds, Revenue, APR Comparison YOY



In Summary, BCG’s marketing capabilities have no rival in golf - Tools & Technology built by Golf Course Owners for Golf Course Owners. In a challenged golf economy, only a portion of the battle for market share and participation can be won by providing quality products and services. BCG offers Washoe the advantages of more and better information, our sole focus in the marketplace, superior communications technology, and the marketing know-how to use these tools to grow rounds and revenue.



STAFFING

PERSONNEL MANAGEMENT

BCG will provide **complete human resources and personnel management** services for Washoe utilizing the skills and resources of our talented team of West Coast based professionals.

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

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

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

All current employees will have an opportunity to become employees of BCG. During the transition period after the contract is awarded, employees will be interviewed to assess their skill sets and qualifications for their positions.



SENIOR MANAGEMENT TEAM

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

- Senior Vice President, Tony Cianci, PGA
- Regional Director of Operations, Scott Justman
- Regional Director of Agronomy, Dan Evers, GCSAA

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

Mr. Cianci directly supervises multiple municipal portfolios, and is a 20+ year veteran of the golf course management industry. Mr. Cianci directs the firm's oversight of managed golf facilities in the Southeast and Ohio Valley regions, with overall responsibility for the performance of the facilities in those regions. He and his team of regional managers lead BCG's facilities' annual planning process, staffing plans, daily operations, and client reporting. He is a member of the PGA of America and a graduate of Maryland University.

Mr. Justman, based in Denver, CO, directly oversees BCG's West region to include all aspects of management and operation of BCG facilities. Prior to BCG, he managed golf facilities in South Carolina as well as Georgia. He is a graduate of Ferris State University.

Mr. Evers, based in Reston, VA, has more than 20 years of experience in the golfing industry; 15 of those with BCG. He currently oversees the maintenance staff at all of BCG's Mid-Atlantic and West region facilities to include all aspects of maintenance management and operations. Dan attended the University of Maryland.

TONY CIANCI, PGA

Senior Vice President, Operations, Billy Casper Golf, Orlando, FL (2002-Present)

- Oversees daily operations of BCG-managed golf facilities in the Southeast and Midwest markets including golf operations, food and beverage, maintenance, marketing and sales, accounting, personnel management, capital improvements, budgeting, merchandise buying, inventory control, golf course equipment and cart procurement, and financial reporting.
- Supervises Regional Managers, Regional Directors of Agronomy and Regional Marketing Directors.
- Forecasts cash flow and develop strategic positioning for each facility.
- Manages contractual obligations, annual planning, reporting, client communication, and financial results for each facility.



General Manager, Springwood Golf Club, York, PA (1999-2002)

- Directed final phase of grow-in, and opening of Billy Casper Golf-managed 18-hole facility.
- Prepared and implemented Annual Business Plan for golf course and practice facility, outlining the direction of the facility, marketing plan, rates, personnel requirements, budget, and policy and procedures for the golf shop, grill room, maintenance operations, and instruction.
- Responsible for financial recording of \$1.8 million in annual revenues and \$1.2 million in annual expenses, hosting 28,000 rounds of golf and supervising fifty employees.

EDUCATION:

University of Maryland, College Park, MD
Business Management/Finance
Golf Academy of the South, Orlando, FL
A.A. Business Management/Golf Complex Operations



SCOTT JUSTMAN, PGA

Regional Director of Operations, West Region, Billy Casper Golf, Denver, CO, (2015 - Present)

- Oversight of all BCG-managed golf facilities in West Region, including golf operations, food and beverage, maintenance, marketing & sales, accounting, personnel management, capital improvements, budgeting, merchandise buying, inventory control, golf course equipment and cart procurement, and financial reporting.
- Oversee financial operations of all regional facilities.
- Forecast cash flow and develop strategic positioning for each facility.
- Manage contractual obligations, annual planning, reporting, client communication, and financial results for each facility.



Vice President of Operations, National Golf Management, Myrtle Beach SC (2012 - 2015)

- Senior level oversight over 23 courses including golf, food & beverage, membership, lodging and retail responsibilities
- Responsible for the development, management and reporting of \$44 million dollars in annualized budgets.
- Directly worked with Department Managers to develop leadership skills, team building and a sales and service culture throughout their properties.
- Created and maintained relationships with facility owners and membership boards to develop strong communication channels and a strong partnership with both NGM and the facilities managers.
- Developed plans and oversaw all long term strategic planning and capital improvement spending at all facilities.

Head Golf Professional, The Landings & Great Waters Courses, Reynolds Plantation, Greensboro, GA (2006-2012)

EDUCATION: Ferris State University, Big Rapids, Michigan
Professional Golf Management/Marketing



Dan Evers, GCSAA

Regional Director or Agronomy, Reston, VA, Billy Casper Golf, (2005 - Present)

- Oversee and direct maintenance staff for Mid-Atlantic and West courses - hiring, training, promoting, and firing employees, overseeing Best Management Practices for all facilities, and assisting in maintaining all state and federal permits and licensing requirements.
- Create and implement budgets, programs, and policies for golf courses as well as other due diligence work for possible new acquisitions.
 - Plan, budget, prepare bids, hire and oversee contractors for capital projects
 - Work with vendors to acquire group pricing, employee training, and various other aspects associated with the maintenance of a golf course



Grow-in Superintendent/Maintenance Superintendent, Compass Pointe Golf Courses, Pasadena, MD, Billy Casper Golf (2002 - 2005)

- Oversee new construction and grow-in/maintenance of approximately 550 acre 36 hole public golf facility while forecasting and tracking all labor/expense spending
- Co-ordinate vendors and compare all equipment, course accessories, and other opening and maintenance related purchases.

Golf Course Superintendent, Eisenhower Golf Course, Crownsville, MD, Billy Casper Golf (2002)

Golf Course Superintendent/Assistant Superintendent, Springwood Golf Club, York, PA, Billy Casper Golf (1999 - 2002)

EDUCATION: University Of Maryland
Institute of Applied Agriculture, Certificate of Golf Course
Management



EXTENSIVE CORPORATE SUPPORT

BCG's corporate personnel provide professional management services, including personnel management; oversight of all golf, agronomic and maintenance, and retail and F&B operations; budgeting, accounting and financial statement preparation; and development and implementation of marketing, publicity, sales, and promotional activities. Below, BCG offers a team that is truly unrivaled among the other bidders as well as the incumbent, all dedicated to the success of Washoe.

Arron Marshall

Regional Marketing Director, Billy Casper Golf, Irvine, CA (2007-Present)

Mr. Marshall, based in Orange County, CA, develops and implements marketing, sales, revenue strategies, and programs for BCG's golf facilities in the West region. Mr. Marshall has over 15 years of experience within the golf industry in varying capacities. Mr. Marshall is a graduate of CSU Monterey Bay with a degree in Business Administration.



Katie M. Barongan, SPHR, Vice President, Human Resources, Reston, VA (2002-Present)

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



Stephen Nicholson, CPA, Senior Accounting Manager, Reston, VA (2005-Present)

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



Tom Bannwart, National Director of Food & Beverage, Reston, VA (2012 - Present)

Mr. Bannwart has over 22 years of Food and Beverage experience in all facets of the hospitality industry, and is a 2nd level certified sommelier. Tom provides consultation on guest/member service, sanitation, menu engineering, training, and budgets. Tom holds a Bachelor of Science degree from Virginia Tech in Hospitality & Tourism, and resides in Northern Virginia.

Marnie Boyer, Senior Vice President, CRM and Yield Management, Reston, VA (2013 - Present)

Ms. Boyer directs and oversees guest relationship management, guest experience, pricing, channel strategy, email marketing and associated analytics. She is responsible for developing the yield strategy for each golf course as well as the corresponding guest contact strategy through digital channels. Prior to joining BCG, Ms. Boyer was the Executive Director of Marketing at AT&T.



Adam Kempton - Marketing Analytics Director, Reston, VA (2014-Present)

Mr. Kempton directs portfolio-wide pricing methodology, customer insights, and performance analysis and reporting. He is responsible for the development of revenue management strategy and implementation of approaches for all courses. Mr. Kempton received his bachelor's degree from John Carroll University and master's degree from Duke University.





BCG will staff Washoe with the number of managers and employees necessary to **successfully operate a profitable business**. The Regional Manager will work closely with BCG's Recruiting team, to recruit, hire, train, and evaluate individuals for all positions.

EMPLOYEE PAYROLL		
<i>ANNUAL SALARIED</i>	WAGE SCALE	ANNUAL AMOUNT
GOLF OPERATIONS		
- First Assistant Professional	Hourly	\$25,000
GENERAL & ADMINISTRATIVE		
- General Manager	Salary	\$75,000
MAINTENANCE		
- Manager - Superintendent	Salary	\$70,000
- Mechanic	Hourly	\$40,000
HOURLY PERSONNEL		
GOLF OPERATIONS		\$123,823
G&A		\$0
MAINTENANCE		\$171,452
FOOD & BEVERAGE		\$59,952
AMMENTIES		\$0
TOTAL EMPLOYEE PAYROLL (not including Incentive)		\$565,228
BENEFITS		
PAYROLL TAXES		\$54,440
HEALTH INSURANCE*	(Includes Medical, Dental and Vision)	\$41,904
WORKMAN'S COMP		\$0
TOTAL BENEFITS		\$96,344

HOURS OF OPERATIONS

- **Golf Shop:** Daylight until dark, 7 days per week. Staff will be on-site at least 30 minutes prior to the first tee time on weekdays, and 45 minutes prior on weekends.
- **F&B:** Similar hours as golf shop for grill room.



SAMPLE STAFFING SCHEDULES

Schedules are adjusted based on demand and seasonality. The Agronomic Plan provides a detailed task/labor analysis for the maintenance operation.

Golf Operations Staffing			
Position	Number	Full Time / Part Time	Schedule
General Manager / Director of Golf	1	FT	Tu-Sa, plus Sunday Mornings
Assistant Golf Professional	1	FT	5 Days, 45 Hours per Week
Golf Shop Assistant	3	PT	7 Days Coverage
Starters/Rangers	12	PT	Play Dependent - 7 days Coverage
Cart Attendent/Range	12	PT	7 Days Coverage

Maintenance Staffing			
Position	Number	Full Time / Part Time	Schedule
Golf Course Superintendent	1	FT	M-F, plus Weekend Mornings rotated with Foreman
Foreman / Irrigation Technician	1	FT	5 Days, 40 Hours per Week
Mechanic	1	FT	5 Days, 40 Hours per Week
Course Workers	3	FT / Seasonal	5 Days, 28 Hours per Week
Course Workers	6	PT	5 Days, 20 Hours per Week

F&B Staffing			
Position	Number	Full Time / Part Time	Schedule
Manager	1	PT	Tu-F, plus Weekend Mornings
Grill Cook/Attendent	8	PT	7 Days Coverage
Beverage Cart	4	PT	Play Dependent



C. REFERENCES

BCG provides the following references from clients with similar facilities who can speak to our firm's and to our key management personnel's capabilities in operating public golf facilities. BCG can provide additional references if deemed necessary. All courses listed are 18 holes unless otherwise stated.

RICH VITALE, ASSISTANT EXECUTIVE DIRECTOR

MORRIS COUNTY PARK COMMISSION

PO Box 1295

Morristown, NJ 07962

Telephone: (973) 326-7600

Email: rvitale@morrisparks.net

Client Since: 2012/2014

Service: Full Service Management

Courses: Berkshire Valley Golf Club, Flanders Golf Course, Pinch Brook Golf Course, Sunset Valley Golf Course

Size/Type: 3 - 18-hole, 1- 36 hole, Daily Fee Golf Courses

Gross/Net Rev: \$8.5 Million/\$8 Million

Total Mtx Exp: \$2.4 Million

Total Rounds: ~188,000 - 0 Annual Pass, 8,000 Outings, 180,000 Daily Fee



Overview: BCG has managed the Morris County Park Commission golf courses since 2012. BCG's Agronomy Team went to work to upgrade conditions, putting dollars where they would see the biggest and fastest returns. Every other major department at Billy Casper Golf took part in a transition that was seamless for the golfers.

- Maintenance crews rehabbed the facility making it more appealing.
- BCG Marketing team aggressively campaigned to bring golfers back and attract new ones.
- BCG sales team increased outing, banquet, and corporate meeting bookings.
- BCG installed proprietary operations platform to include all accounting, benchmarking, and tracking processes.

Our ACE the Guest Experience™ guest service training program showed golfers right away that a new management team was in place.

BCG's on-site management team, working closely with regional operations, marketing, and agronomic personnel, have enhanced course conditions, improved guest services, and right-sized spending - all while offering consistently- solid playing conditions along with fun and enjoyable experiences.

Both BCG and the County view the initial management as a huge success, as **BCG and the County entered into a long-term agreement for the other Morris County golf facilities.**

Both rounds played and revenue received has increased. To say that the results in the initial year of BCG's operation were impressive is not an overstatement. Billy Casper Golf increased rounds by almost 25% and engineered a \$1,400,000 annual improvement for the County.



TIM THORNTON, CONTRACTS ADMINISTRATOR

CITY OF TULSA

4502 South Galveston Avenue

Tulsa, OK 74107

Telephone: (918) 956-7871

Email: timthornton@cityoftulsa.org

Client Since: 2008

Service: Full Service Management

Courses: Mohawk Park Golf Course, Page Belcher Golf Course

Size/Type: 1- 27 holes, 1- 36 holes

Gross/Net Rev: \$2.7 Million/\$2.45 Million

Total Mtx Exp: \$900,000

Total Rounds: ~98,000 - 13,000 Annual Pass, 5,000 Outings, 80,000 Daily Fee



Overview: BCG has managed Page Belcher and Mohawk Park Golf Courses for the City of Tulsa since 2008. After several years of unsuccessful concession arrangements with local golf professionals, the City selected BCG to operate the courses. Prior to BCG's involvement, there was serious discussion that closing holes at the golf courses would be a viable solution for these money-losing recreational assets.

Both BCG and the City view the initial years of management as a huge success, with BCG delivering more than what was expected. Both rounds played and revenue received has increased significantly, and BCG has provided nearly a million dollar improvement to the bottom-line for the City.

BCG's on-site management team, working closely with regional operations, marketing, and agronomic personnel, have enhanced course conditions, improved guest services, and right-sized spending - all while offering consistently- solid playing conditions along with fun and enjoyable experiences.

"Through their (BCG) marketing efforts and improved course maintenance program, the number of rounds played at city courses has increased by 45 percent... the city golf course revenues are covering the courses' operating cost for the first time in many years."



MS. REBECCA SUTTON, CFO
CITY OF ORLANDO
Orlando City Hall
400 S. Orange Avenue, 4th Floor
PO Box 4990
Orlando, FL 32802

Telephone: (407) 246-2341

Email: rebecca.sutton@cityoforlando.net

Client Since: 2014

Service: Full Service Management (no F&B)

Course: Dubsdread Golf Course

Size/Type: 18-hole Daily Fee

Gross/Net Rev: \$1.75 Million/\$1.6 Million

Total Mtx Exp: \$600,000

Total Rounds: ~54,000 - 8,000 Annual Pass, 8,000 Outings, 38,000 Daily Fee



Overview: Dubsdread Golf Course sits on the Northeast side of the Orlando Market. The facility offers golfers a well maintained 18-hole golf experience, fully-stocked golf shop, full practice facility, bar and grill, on-course beverage service.

BCG assumed management from Kitson & Partners in 2013. Under Kitson's oversight, Dubsdread had been renovated years earlier but had stagnated in the market, failing to grow rounds or revenues. The BCG team immediately recognized opportunities for increased utilization in a very competitive golf market. BCG's core focus was to increase activities and participation, including rounds and revenue, and programming for the entire family.

BCG places its highest value on stellar client service and aggressive programming to increase utilization. The team introduced its proprietary ACE the GUEST Experience™ training program. Each employee would commit to providing top level service to each and every guest, every single day. Other top priorities included:

- Recapturing local golf community
- Developing new player programs and events
- Marketing and advertising the facility for outings

It didn't take long for the BCG management group to show results at Dubsdread. In Year 2, the facility experienced a **20% increase in golf revenue** and In Year 3, achieved another **10% increase**.

City's comments include praise for: *"...enhanced quality of playing conditions."*
"...improved financial outcome for our taxpayers."
"...attention to first-class service."



COMPARABLE EXPERIENCE

In accordance with Section IV and Section VII of the RFP, and the amendment emails sent by Mr. David Solaro, BCG provides the following course financial information for our two most profitable comparable facilities and our two least profitable comparable facilities. (Summary financial information for each of the facilities is included in the Appendix. Each facility is operated by a private entity; therefore, complete financial statements are not made public. BCG is willing to provide additional information if necessary later in the selection process.)

MOST PROFITABLE

1. **FALMOUTH GOLF CLUB, FALMOUTH, MA**

Scope of Work: Full Management
Contact Name: Heather B. Harper, Assistant Town Administrator
Address: 59 Town Hall Square
Falmouth, MA 02540
Phone: (508) 495-7320
Number of Holes: 27
Number of Acres:
Greens - 3.95
Tees - 4.96
Fairways - 34.86
Roughs - 63.75
Common Areas - 0
Number of Employees: 55
Annual Mtx Budget: \$435,000

2. **HYATT HILLS GOLF COMPLEX, CLARK, NJ**

Scope of Work: Full Management
Contact Name: Rick Zablocki, Director of Operations
Address: 500 Woodward Ave.
Suite 2650
Detroit, MI 48226
Phone: (248) 225-3686
Number of Holes: 9
Number of Acres:
Greens - 1.65
Tees - 1.85
Fairways - 13.79
Roughs - 25
Common Areas - 18
Number of Employees: 25
Annual Mtx Budget: \$375,000



LEAST PROFITABLE

1. WOODBRIDGE GOLF CLUB, WOODBRIDGE, CT

Scope of Work: Full Management
Contact Name: Anthony F. Genovese, Director of Finance and Operations
Address: 11 Meetinghouse Lane
Woodbridge, CT 06525
Phone: (203) 389-3482
Number of Holes: 18
Number of Acres: Greens - 4.1
Tees - 2.3
Fairways - 24.4
Roughs - 50.5
Common Areas - 1.7
Number of Employees: 40
Annual Mtx Budget: \$425,000

2. REDGATE GOLF COURSE, ROCKVILLE, MD

Scope of Work: Full Management
Contact Name: Chris Henry, Director of Parks and Recreation
Address: 111 Maryland Ave
Rockville, MD 20850
Phone: (240) 314-8603
Number of Holes: 18
Number of Acres: Greens - 3
Tees - 4
Fairways - 22
Roughs - 90
Common Areas - 5
Number of Employees: 35
Annual Mtx Budget: \$420,000



D. FINANCIAL STATEMENT

BCG possesses and **can demonstrate the financial ability** to meet the terms of the proposed Agreement. BCG is a closely-held business that was founded in 1989 by its current Chairman, Peter Hill and Vice Chairman, Bob Morris. The firm recognizes the importance of demonstrating a secure and meaningful financial standing with its clients and creditors. BCG has consistently been able to satisfy the requirements of its numerous government clients and will continue to do so in the future. BCG's assets exceed \$33 million and its working capital exceeds \$11 million.

As a privately held company, BCG is very cautious in providing our financial statements. BCG will provide the County with supplemental financial information and financial statements, if needed, at a later stage in the selection process.

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

- **Joe Costa, Senior Vice President, Mid-Atlantic Commercial Banking**
Capital One Bank
1680 Capital One Drive, 10th Floor
McLean, VA 22102
Telephone: 703-720-6515
Relationship: Banking

- **Gary Dorsch, Principal**
Allegiance Capital
2000 West 41st Street
Baltimore, MD 21211
Telephone: 410-338-6314
Relationship: Capital

- **David Thinner, National Sales Manager**
PNC Bank
995 Dalton Ave
Cincinnati, OH 45203
Telephone: 513-455-9629
Relationship: Bank/Lease Financing



E. PROPOSED FEES

LICENSE AGREEMENT - PERCENTAGE OF REVENUE

BCG will provide complete turn-key management of Washoe including; golf operations, golf course and facility maintenance, marketing and promotion, general and administrative functions, Food & Beverage operations, operating and capital budgeting, employee hiring and training, and financial management and reporting. All employees would be employees of BCG. BCG would pay County a percentage of gross profit as part of the License Agreement.

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

- Proposed Term:** Four and a Half (4.5) Years - January 1, 2017 through June 30, 2021
- Structure:** BCG will form a single-purpose subsidiary (e.g.: Washoe Golf Management, LLC) for purposes of maintaining Washoe whose sole member shall be BCG. BCG shall remain solely responsible for all obligations of the agreement and owners shall have full recourse to BCG for any liabilities caused by this entity. This entity will employ all of the staff at Washoe. This entity will be operated on a discrete basis and shall not commingle any assets or liabilities with any other BCG-managed property. Club-level financial statements will be prepared in the name of this single-purpose entity and BCG will coordinate accounting interface with County.
- Course Operation:** BCG shall operate Washoe pursuant to an annual budget, marketing and agronomic plan. All employees at Washoe shall be BCG employees and will work exclusively for the benefit of Washoe. BCG will retain exclusive right to hire and terminate employees.
- Procurement:** BCG will purchase all materials and supplies for Washoe via its existing national account purchase programs including retail merchandise, course supplies, agronomic supplies, maintenance equipment, golf cars, property and casualty insurance, among others.
- Capital Improvement Fund (CIF):** An annual contribution equal to two and a half percent (2.5%) of Gross Revenue will be made to the Capital Improvement Fund in years three (3) and four (4) of the License Agreement.
- Revenue Share:** BCG will pay the County fifteen percent (15%) of gross profit in excess of nine hundred and fifty thousand dollars (\$950,000) and thirty percent (30%) of gross profit in excess of one million three hundred thousand dollars (\$1,300,000). Gross profit is defined as total revenue from all sources, less cost of sales and capital improvement fund contributions.
- Golf Carts:** BCG will either transfer the cart lease from the current operator, or enter into a new cart lease.
- Maintenance Equipment:** BCG will utilize the existing maintenance equipment from the County. BCG has budgeted \$35,000 in annual equipment leases to supplement the existing equipment.



ANNUAL SUMMARY ANALYSIS

Washoe Golf Course

CLUB SUMMARY

Golf	\$ 27.60	\$ 25.22	\$ 25.77
Range	\$ 2.37	\$ 2.43	\$ 2.49
Retail	\$ 5.22	\$ 5.36	\$ 5.36
F&B	\$ 5.99	\$ 6.15	\$ 6.15
Other	\$ 1.07	\$ 1.16	\$ 0.47
TOTAL	\$ 42.24	\$ 40.31	\$ 40.24

Year of Detail	YR 2 Labor %	1%
1	YR 2 Expense %	1%

YEAR	TOTAL ROUNDS OF GOLF		42,000	43,360	44,335	44,871	45,368	219,934
	2014	2015	1	2	3	4	5	Year 1-5 TOTAL
REVENUES								
Greens Fees	\$ 757,294	\$ 696,065	\$ 746,755	\$ 769,158	\$ 784,541	\$ 792,387	\$ 800,310	\$ 3,893,151
Cart Fees	\$ 292,962	\$ 276,275	\$ 288,540	\$ 297,883	\$ 304,583	\$ 308,264	\$ 311,680	\$ 1,510,950
Driving Range	\$ 93,715	\$ 97,670	\$ 104,600	\$ 107,987	\$ 110,416	\$ 111,750	\$ 112,989	\$ 547,741
Pro Shop Sales	\$ 206,448	\$ 215,236	\$ 225,120	\$ 232,410	\$ 237,637	\$ 240,509	\$ 243,174	\$ 1,178,849
Food (Food & Soft Drinks)	\$ 236,840	\$ 247,312	\$ 210,000	\$ 216,800	\$ 221,676	\$ 224,355	\$ 226,841	\$ 1,099,672
Beverages (Alcohol)	\$ -	\$ -	\$ 48,300	\$ 49,864	\$ 50,986	\$ 51,602	\$ 52,173	\$ 252,925
Other Golf Revenues (club rental, handicap, locker, bag storage)	\$ 32,621	\$ 35,695	\$ 9,800	\$ 9,800	\$ 9,800	\$ 9,800	\$ 9,800	\$ 49,000
Dues Income - Monthly Dues	\$ 41,532	\$ 41,192	\$ 47,025	\$ 47,025	\$ 47,025	\$ 47,025	\$ 47,025	\$ 235,125
Miscellaneous Income - (Does not feed to split Summary pages)	\$ 9,615	\$ 10,745	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
TOTAL REVENUE	\$ 1,671,027	\$ 1,620,190	\$ 1,690,140	\$ 1,740,927	\$ 1,776,663	\$ 1,795,691	\$ 1,813,992	\$ 8,817,413
COST OF SALES								
COGS - Pro Shop Merch.	\$ 242,335	\$ 252,864	\$ 146,328	\$ 151,066	\$ 154,464	\$ 156,331	\$ 158,063	\$ 766,252
COGS - Food (food and soft drinks)	\$ -	\$ -	\$ 73,500	\$ 75,880	\$ 77,587	\$ 78,524	\$ 79,394	\$ 384,885
COGS - Beverage (alcohol)	\$ -	\$ -	\$ 14,490	\$ 14,959	\$ 15,296	\$ 15,480	\$ 15,652	\$ 75,877
TOTAL COST OF SALES	\$ 242,335	\$ 252,864	\$ 234,318	\$ 241,905	\$ 247,346	\$ 250,335	\$ 253,109	\$ 1,227,014
GROSS INCOME	\$ 1,428,692	\$ 1,367,326	\$ 1,455,822	\$ 1,499,021	\$ 1,529,317	\$ 1,545,355	\$ 1,560,883	\$ 7,590,399
LABOR								
Golf Operations Labor	\$ -	\$ -	\$ 123,823	\$ 125,062	\$ 126,312	\$ 127,575	\$ 128,851	\$ 631,624
General and Administrative Labor	\$ -	\$ -	\$ 86,250	\$ 87,113	\$ 87,984	\$ 88,863	\$ 89,752	\$ 439,962
Golf Course Maintenance Labor	\$ 423,731	\$ 364,116	\$ 248,452	\$ 250,937	\$ 253,446	\$ 255,981	\$ 258,540	\$ 1,267,356
Food and Beverage Labor	\$ -	\$ -	\$ 81,856	\$ 82,675	\$ 83,501	\$ 84,336	\$ 85,180	\$ 417,548
Sales and Marketing Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Direct Labor	\$ 423,731	\$ 364,116	\$ 540,382	\$ 545,786	\$ 551,243	\$ 556,756	\$ 562,323	\$ 2,756,490
Total Payroll Taxes	\$ -	\$ -	\$ 56,740	\$ 57,307	\$ 57,881	\$ 58,459	\$ 59,044	\$ 289,431
Total Medical/Health Benefits	\$ -	\$ -	\$ 41,904	\$ 42,323	\$ 42,746	\$ 43,174	\$ 43,605	\$ 213,753
Insurance - Workers Comp	\$ -	\$ -	\$ 11,294	\$ 11,407	\$ 11,521	\$ 11,636	\$ 11,753	\$ 57,611
TOTAL LABOR	\$ 423,731	\$ 364,116	\$ 650,320	\$ 656,823	\$ 663,391	\$ 670,025	\$ 676,725	\$ 3,317,284
Labor as % of Revenue	25%	22%	38%	38%	37%	37%	37%	188%
Payroll Tax	0.0%	0.0%	10.5%					
OTHER OPERATIONAL EXPENSES								
Golf Operations Expense	\$ 293,281	\$ 280,000	\$ 41,565	\$ 41,980	\$ 42,400	\$ 42,824	\$ 43,252	\$ 212,021
General & Administrative Expense	\$ 450,000	\$ 440,000	\$ 199,499	\$ 201,494	\$ 203,509	\$ 205,545	\$ 207,600	\$ 1,017,648
Golf Course Maintenance Expense	\$ 213,665	\$ 268,710	\$ 223,887	\$ 226,126	\$ 228,387	\$ 230,671	\$ 232,978	\$ 1,142,049
Food and Beverage Expense	\$ -	\$ -	\$ 20,610	\$ 20,816	\$ 21,024	\$ 21,234	\$ 21,447	\$ 105,132
Sales and Marketing Expense	\$ -	\$ -	\$ 26,259	\$ 26,522	\$ 26,787	\$ 27,055	\$ 27,325	\$ 133,947
Golf Cart Lease (Feeds from Lease Tab)	\$ -	\$ -	\$ 51,000	\$ 51,000	\$ 51,000	\$ 51,000	\$ 51,000	\$ 255,000
EXISTING - Equipment Leases (Feeds from Lease Tab)	\$ -	\$ -	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 180,000
Insurance - P and C	\$ -	\$ -	\$ 40,000	\$ 40,400	\$ 40,804	\$ 41,212	\$ 41,624	\$ 204,040
TOTAL OTHER OPERATIONAL EXPENSES	\$ 956,946	\$ 988,710	\$ 638,820	\$ 644,338	\$ 649,912	\$ 655,541	\$ 661,226	\$ 3,249,836
TOTAL EXPENSES	\$ 1,380,677	\$ 1,352,826	\$ 1,289,140	\$ 1,301,161	\$ 1,313,303	\$ 1,325,566	\$ 1,337,951	\$ 6,567,121
EBITDAR	\$ 48,015	\$ 14,500	\$ 166,683	\$ 197,860	\$ 216,014	\$ 219,790	\$ 222,931	\$ 1,023,278
CUMULATIVE EBITDAR	\$ -	\$ -	\$ 166,683	\$ 364,543	\$ 580,557	\$ 800,347	\$ 1,023,278	\$ -
OPERATING MARGIN	3%	1%	10%	11%	12%	12%	12%	12%
Golf Rent Threshold Indexed	1.0%		\$950,000	\$959,500	\$969,095	\$978,786	\$988,574	
	1.0%		\$1,300,000	\$1,313,000	\$1,326,130	\$1,339,391	\$1,352,785	
PAYMENT TO COUNTY								
- Percentage of Gross Profit over Threshold	\$950,000	15%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$1,300,000	30%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL RENT PAYMENTS	\$ -	\$ -	\$ 99,247	\$ 108,831	\$ 101,186	\$ 102,412	\$ 117,061	\$ 528,738
EBITDA	\$ 48,015	\$ 14,500	\$ 67,436	\$ 89,029	\$ 114,828	\$ 117,377	\$ 105,870	\$ 494,540
CAPITAL INVESTMENT								
- Capital Reserve (CIF)	2.50%	\$ -	\$ -	\$ -	\$ 44,417	\$ 44,892	\$ -	\$ 89,309
- Depreciation & Amortization (-)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL INVESTMENT	\$ -	\$ -	\$ -	\$ -	\$ 44,417	\$ 44,892	\$ -	\$ 89,309
NET CASH FLOW (DEP & AMORT ADDED BACK)	\$ 48,015	\$ 14,500	\$ 67,436	\$ 89,029	\$ 70,411	\$ 72,485	\$ 105,870	\$ 405,231
CUMULATIVE NCF	\$ -	\$ -	\$ 67,436	\$ 156,465	\$ 226,876	\$ 299,361	\$ 405,231	\$ -
TOTAL TO COUNTY (Rent + Capital)			\$ 99,247	\$ 108,831	\$ 145,603	\$ 147,305	\$ 117,061	\$ 618,047



APPENDIX

SAMPLE REVENUE PLAYBOOK

List Major Initiatives for 2016

Major #1	Sales	Lead generation and increased outing sales - Sales tab
Major #2	Pricing	Review pricing by channel and ensure we are priced properly based on the data
Major #3	Loyalty	Review and update program based on analysis and round counts - get everyone to play more - lower entry point

Plan Revenue Generated Activity based on Fundamental Type

Plan Key Details and Marketing Support

Date	Day	Fundamental	Name of Activity	Responsibility	Goal?	Key Details of Activity (Offer & Segment)
		Sales	Card Sales	GM/NR/Head Pro	\$7,500	Total number of cards sold for month
		Website & SEO	Review Web Metrics-WooRank	GM/MA	70%	Review SEO report and make changes to website to improve score.
		Social & Online	Review and Improve NPS	GM/RSM	Δ vs. Prior	Address NPS responses and review customer issues and improve
		Social & Online	Improve Star Rating	GM/RDM	Δ vs. Prior	thank them for submitting review
		Social & Online	Facebook Postings	AGM	16-20	3-4 Facebook postings per week. Alternating different course outlets and focuses
		Social & Online	Twitter Postings	AGM	20-30	5-6 Tweets per week. Alternating different course outlets and focuses
9/1/16	Thu	Communication	E-mail: Public Weekday early bird specials	GM/AGM	100 rounds in month	Weekdays Before 8AM - \$29 public - \$24 seniors - Green fee only.
9/1/16	Thu	Communication	E-mail: Card Holder Specials	GM/AGM	50 per week	Card holders get 2 hour early twilight for the month
9/1/16	Thu	Events	Women in Golf Event - 9 & Dine	GM/WOC rep	15 Ladies	9 & Dine event - play 9 holes then social dinner in the clubhouse. 4PM start.
9/1/16	Thu	Events	After School Clinics	AGM/Pro	20 kids	\$10 per kid. Under 14 years of age. Includes clinic, range balls, contests, and clubs if needed.
9/2/16	Fri	Events	Ladies Club	GM	30 women	Wednesdays at 9am. 20 for member 30 for nonmember rsvp by email or phone
9/2/16	Fri	Communication	E-mail: Upcoming Events	GM	20% Open rate	Email to entire database with all upcoming events
9/2/16	Fri	Events	After School Clinics	AGM/Pro	20 kids	\$10 per kid. Under 14 years of age. Includes clinic, range balls, contests, and clubs if needed.
9/2/16	Fri	Events	Couples Night	AGM/Pro	12 couples	5PM shotgun - \$39 public per couple - \$29 per couple for members or advantage card members - Includes green and cart fee, contest and prizes, glass of wine or beer.
9/3/16	Sat	Events	Junior Clinic	GM	20 Kids	Ages 5-9 9:30-10:30am. \$15 a clinic.
9/3/16	Sat	Sales	Golf Shop Tent Sale	GM/AGM	\$ 2,500.00	Blowout sales on old merchandise
9/3/16	Sat	Events	Night Golf	GM/AGM	40 ppl	Night golf starting at 8AM - 9-holes - \$35 includes one glow ball, green fee, and 1 drink.
9/4/16	Sun	Sales	Golf Shop Tent Sale	GM/AGM	\$ 2,500.00	Blowout sales on old merchandise
9/5/16	Mon	Sales	Golf Shop Tent Sale	GM/AGM	\$2,500	Blowout sales on old merchandise
9/6/16	Tue	Events	After School Clinics	AGM/Pro	20 kids	\$10 per kid. Under 14 years of age. Includes clinic, range balls, contests, and clubs if needed.
9/7/16	Wed	Events	Ladies Club	GM	30 women	Wednesdays at 9am. 20 for member 30 for nonmember rsvp by email or phone
9/7/16	Wed	Website/SEO	Update Blog	GM	-	Update blog with new posting to keep SEO strong. End of summer months.
9/9/16	Fri	Events	After School Clinics	AGM/Pro	20 kids	\$10 per kid. Under 14 years of age. Includes clinic, range balls, contests, and clubs if needed.
9/10/16	Sat	Events	Junior Clinic	GM	20 Kids	Ages 5-9 9:30-10:30am. \$15 a clinic.
9/10/16	Sat	Events	Family Shootout	AGM/Pro	40 ppl	11am SG. 2 person scramble. \$100 two adults. \$20 adult + junior. \$60 two juniors. Includes GF, CF, prizes for group and overall winners.
9/11/16	Sun	Events	Superintendents Revenge	GM/AGM	60 players	Groups for each category. Pairs without licensed driver will be asked to walk.
9/13/16	Tue	Events	After School Clinics	AGM/Pro	20 kids	\$10 per kid. Under 14 years of age. Includes clinic, range balls, contests, and clubs if needed.
9/14/16	Wed	Events	Ladies Club	GM	30 women	Wednesdays at 9am. 20 for member 30 for nonmember rsvp by email or phone
9/14/16	Wed	Events	Business and Birdies	GM	15 ppl	9, 10, 11, 12, 12.9 3pm \$18 9 holes with cart. Networking happy hour in grill after. Sign up individually or as a group. Rsvp call the golf shop
9/14/16	Wed	Communication	E-mail: Public Weekday early bird specials	GM/AGM	100 rounds in month	Weekdays Before 8AM - \$24 public - \$19 seniors - Green fee only.
9/14/16	Wed	Communication	E-mail: Card Holder Specials	GM/AGM	50 per week	Card holders get 2 hour early twilight for the month
9/16/16	Fri	Events	After School Clinics	AGM/Pro	20 kids	\$10 per kid. Under 14 years of age. Includes clinic, range balls, contests, and clubs if needed.
9/16/16	Fri	Events	Couples Night	AGM/Pro	12 couples	5PM shotgun - \$39 public per couple - \$29 per couple for members or advantage card members - Includes green and cart fee, contest and prizes, glass of wine or beer.

9/17/16	Sat	Events	Junior Clinic	GM	20 Kids	Ages 5-9 9:30-10:30am. \$15 a clinic.
9/17/16	Sat					
9/18/16	Sun	Communication	E-mail: Upcoming Events	GM	20% Open rate	Email to entire database with all upcoming events
9/19/16	Mon					
9/20/16	Tue	Events	After School Clinics	AGM/Pro	20 kids	\$10 per kid. Under 14 years of age. Includes clinic, range balls, contests, and clubs if needed.
9/21/16	Wed	Events	Ladies Club	GM	30 women	Wednesdays at 9am. 20 for member 30 for nonmember rsvp by email or phone
9/22/16	Thu	Pricing Optimization	Submit pricing analysis to analytics team -	Analytics/GM/RDM	-	GM & RDM to review and approve changes for following month.
9/22/16	Thu	Pricing Optimization	GM and RDM to review specials for next month	GM/RDM	-	GM & RDM to review specials for public and card holders for next month
9/23/16	Fri	Events	After School Clinics	AGM/Pro	20 kids	\$10 per kid. Under 14 years of age. Includes clinic, range balls, contests, and clubs if needed.
9/24/16	Sat	Events	Junior Clinic	GM	20 Kids	Ages 5-9 9:30-10:30am. \$15 a clinic. 5:30PM start. Clinic covering basics and then play 4 holes to work on what they learned.
9/24/16	Sat	Events	Women In Golf Event - Clinic & Play 4	GM/WCC Rep	15 ppl	Social mixer after: <input type="checkbox"/> Par 3/4/5 equipment series <input type="checkbox"/> 9-holes only <input type="checkbox"/> Cost: \$15 per event <input type="checkbox"/> Dates: 9/27, 10/11, 10/25, 11/8 <input type="checkbox"/> Ages: 17 & under
9/25/16	Sun	Events	Fall Junior Series - Tournament #1	GM		<input type="checkbox"/> Includes: Prizes and on course contests. Footgolf now available! Tee times available beginning t 3pm daily. Fun for the whole family! Book your tee time today
9/26/16	Mon	Communication	Email: Footgolf Now Available	GM	15 ppl	
9/27/16	Tue	Events	After School Clinics	AGM/Pro	20 kids	\$10 per kid. Under 14 years of age. Includes clinic, range balls, contests, and clubs if needed.
9/28/16	Wed	Website/SEO	Update Blog	GM	-	update blog with new posting to keep SEO strong. End of summer months.
9/28/16	Wed	Events	Ladies Club	GM	30 women	Wednesdays at 9am. 20 for member 30 for nonmember rsvp by email or phone
9/29/16	Thu	Communication	E-mail: GolfBoard	GM/RDM	in monthly total	E-mail to all database launching GolfBoard
9/29/16	Thu	Communication	Post Golfboard Collateral	AGM/Pro	in monthly total	Post collateral around facility.
9/30/16	Fri	Events	Couples Night	AGM/Pro	12 couples	5PM shotgun - \$39 public per couple - \$29 per couple for members or advantage card members - Includes green and cart fee, contest and prizes, glass of wine or beer.



LEASED COURSE FINANCIAL SUMMARY

	Falmouth 2015	Hyatt Hills 2015	Woodbridge 2015	Redgate 2015
Rounds				
Rounds - Member	5,557	600	17,301	11,575
Rounds - Outing	4,020	396	3,960	1,335
Rounds - Public	31,434	26,786	10,565	23,061
Total Rounds	41,011	27,782	31,826	35,971
Revenue				
Green Fees	948,414	654,196	577,488	573,223
Cart Fees	308,501	187,645	68,346	95,329
Driving Range	103,062	255,914	6,788	39,159
Golf Cards/Passes	22,364	18,205	8,263	44,622
Pro Shop Sales	68,072	31,229	96,160	101,256
Food (Food & Soft Drinks)	50,617	0	71,019	80,629
Beverages (Alcohol)	97,934	0	53,002	57,767
Other Food & Beverage Revenue	2,915	107,066	(10)	3,157
Other Golf Revenues (Club Rental, Handicap, etc)	11,845	8,060	1,640	5,202
Clinic / School Revenue	11,128	169,384	21,922	57,623
Dues Income - Monthly Dues	107,497	3,200	262,816	178,755
Initiation Fee Income / Annual Membership Fees	0	0	0	0
Miscellaneous Income and Discounts	22,887	134,298	196,345	5,263
Total Revenue	1,755,234	1,569,196	1,363,778	1,241,986
Cost of Sales				
COGS - Pro Shop	43,855	25,746	72,233	68,875
COGS - Food	12,692	0	64,243	25,738
COGS - Non-Alcoholic Beverages	7,515	0	19,318	9,056
COGS - Alcohol	27,809	104,946	0	15,509
Total Cost of Sales	91,871	130,692	155,795	119,178
GROSS INCOME	1,663,364	1,438,504	1,207,983	1,122,808
Labor				
Golf Operation Labor	107,717	96,402	94,494	130,481
General and Administrative	94,462	63,359	95,313	68,425
Maintenance and Landscaping	223,174	160,483	184,198	163,688
F&B	12,148	0	21,273	34,883
Amenities Labor	0	0	0	45,993
Sales and Marketing	300	0	0	11,132
Total Direct Labor	437,801	320,244	395,278	454,602
Total Payroll Taxes	43,180	45,881	45,714	46,680
Total Medical/Health Benefits	11,478	15,115	22,280	29,445
Total Workmans Comp	5,471	9,352	16,352	7,885
Total Payroll Burden	60,129	70,348	84,346	84,010
Total Labor	497,930	390,592	479,624	538,612
Other Operational Expenses				
Golf Ops	39,350	25,310	40,945	77,387
G&A	216,809	296,763	81,377	240,156
Maintenance	177,811	152,780	201,958	207,334
F&B	8,816	5,468	7,046	9,227
Amenities	0	228	0	6,213
Sales and Marketing	26,876	13,180	39,030	25,203
Golf Cart Leases	58,195	29,556	0	54,912
Equipment Leases	0	0	59,282	0
FF&E	0	0	118,614	0
Taxes - Real Estate	16,488	0	0	11,947
Taxes - Leasehold	0	0	0	0
Taxes - Personal Property	0	0	6,945	7,160
Insurance - P&C	42,596	29,768	15,192	23,946
Total Other Operational Expenses	586,941	553,052	570,388	663,485
Total Expenses	1,084,871	943,644	1,050,012	1,202,097
EBITDAR	578,493	494,861	157,972	(79,289)

**Response to the
Washoe County
Request for Proposal
For the
Washoe Golf Course License
August 19, 2016**



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August 19, 2016

Mr. Dave Solaro
Washoe County Community Services Department
1001 E Ninth Street, Building A, Room A270
Reno, NV 89512

Dear Mr. Solaro:

It is with special interest and excitement that my colleagues and I submit this proposal in response to your Request for Proposals for Operation, Maintenance, and Management of Washoe Golf Course for Washoe County (RFP). Our recent visits to the property have confirmed our appreciation of its inherent quality. It is particularly distinguished by its setting, environment, and rich history. We believe its future is rife with potential under the right management approach – which of course is what this RFP is all about!

The leaders of our firm are very familiar with Washoe Golf Course and excited about partnering with Washoe County. Our Vice President of Agronomy, Scott Wackowski, lived in Reno and was responsible for managing a portfolio of courses in the Reno market prior to joining CourseCo. Tom Frost, Vice President of Special Projects, was a founding board member of the First Tee of Northern Nevada and managed a golf course competitor in Washoe County.

Our keen interest in working with Washoe County rests also in our sense of the excellent alignment between the opportunities and challenges of Washoe Golf Course and the competencies and culture of our firm. In our 27-year history of leasing and operating municipal golf course we have never had a municipal contract cancelled or fail to renew. This is unprecedented in our industry. We believe this record results from our commitment to long-term thinking with commensurate decision-making guided by certain principles that apply whether we are working under a long-term lease (eight of our properties are leases) or management contracts of varying lengths:

- Understanding and interpreting the needs and objectives of our client
- Acting as stewards, not owners, of facilities
- Communicating thoroughly and forthrightly with the golfing public, our client, employees, and other stakeholders in the enterprise
- Providing program richness characterized by excellent hospitality and guest service
- Setting a standard of high quality golf course maintenance and leadership in environmental management
- Meeting or exceeding the financial goals of our client-partner

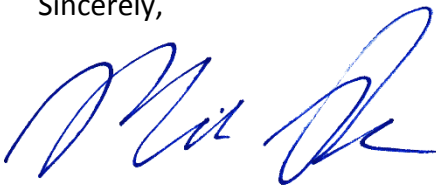
We believe that public/private partnerships thrive when the partners work to protect each other from risk for the sake of common goals and the rewards of achieving them. While not a large firm, we are dominant in the West. We maintain a regional focus in order to achieve three main objectives:

1. Markets, individual properties, and municipal representatives can be personally known and understood by CourseCo's top executives;
2. Close corporate oversight and support of facility operations;
3. Short lines of communication between CourseCo's principals and the firm's clients and customers.

We believe to realize the full potential of Washoe Golf Course it will take exemplary hospitality, consistently superior golf course conditioning, development and recruitment of key events and activities, and a comprehensive identity and marketing program that tells a story unique to Washoe Golf Course. We are very eager for this work. Upon seeing to the fundamentals of agronomy and customer service, we will utilize well-known methods of marketing and communication: shoe leather, viral word-of-mouth, key partnerships in the Reno/Sparks area, web-based advertising and optimization, and leveraging technology to develop innovative programs that interact with our customers. Another powerful tool we will exploit is strong messaging to our own Golf Around the Bay email database of 125,000 northern California golfers. We are highly confident that we can increase both visitor and local play – and increase spending per visitor – as the Pro Forma in this proposal illustrates.

We look forward to the next step in your selection process. We consider it a privilege to be seriously considered for the role you contemplate, and we are very excited at the possibility that we can put to work our regional strength and knowledge to distinguish Washoe Golf Course among publicly owned golf courses for its quality, financial performance, program richness, and environmental sustainability.

Sincerely,



Michael C. Sharp
President and COO

COMPANY BACKGROUND

Primary CourseCo Liaison

Mr. Michael Sharp
President and Chief Operating Officer
1670 Corporate Circle, Suite 201
Petaluma, CA 94954
530-315-3064 - cell
msharp@courseco.com

Overview of Firm

We are very pleased to submit this response to your Request for Proposal for management and operations of Washoe Golf Course. In our 27-year history of golf course management we have developed an operating philosophy that serves both the financial requirements of a facility as well as the needs of the surrounding community. This approach to golf course management has led to our success in managing publicly owned golf courses and would appear to match well with the County of Washoe.

Community

Municipal golf courses are owned by the citizens of the community and should be a source of pride for all. The ability for a course through its employees and the activities it hosts to make this connection are indicative of the quality of overall management. It is clear to us that Washoe County and its Staff have this sense of pride and dedication to the golf course and we believe we can help communicate this message to the community. We have found that program richness is the most effective way to broadcast this message and as you will see later in this proposal we use a variety of methods including golf events (both traditional and non-traditional), instruction, and non-golf events to do so. With only ten percent of the population playing golf we attempt to attract as many non-golfers to the facility as possible helping instill pride in the facility from a broader base.

Company Background

In our 27-year history of providing the full range of golf management services to our municipal clients, CourseCo has never had a municipal contract cancelled or fail to renew. We are very proud of this record because it expresses that in poor times as well as during periods of relative abundance, in operating and political environments that vary widely, and through periods of intense pressure in the golf industry, we have produced profitable operations for our clients while building community support for their properties. Our measured pace of growth reflects our care with aligning our strengths with our client's needs, and always focusing on our duty to our client properties and their stakeholders rather than "the next deal." We are content with our moderate size and focus because we are able to pay close attention to our responsibilities to our clients and the customers we serve.

We operate 28 golf properties, 22 for public agency clients, with average green fees per round ranging from \$15 to \$100. Our 1,000-plus employees produce about \$60 million in gross revenues for our clients yearly. All our operations are fiscally prudent; all are “best in class” in their markets; and each sets the standard for program activity among its competitors. Our corporate strengths are aimed at “helping the people who are helping the customer,” rather than in acquisitions of new contracts.

Corporate Support

As stated above, our corporate staff is built around serving our client properties. We are proud that the same managers and executives who are responsible for pursuing relationships, like that with the County of Washoe, are the same people who write the proposals and are responsible for operation, administration, and marketing of the property. This includes the president of CourseCo. We selectively pursue engagements where we can bring value, communicate effectively with the client, and share the pride of the community in making each golf course as good as it can be – always best in class among its competitors. We have developed in-house capacity for full accounting services, marketing and community outreach, and the very careful recruitment, training and motivation of excellent on-site managers. An individual golf course cannot afford to develop expertise in these areas; yet in the competitive environment, it cannot be without them. Our job has been, and will continue to be, to provide that expertise continuously with modifications and adaptations specific to each property. This means regular visits to Santa Barbara from our corporate staff as we work to improve operations and profitability. This is our corporate commitment, and it is the work we enjoy.

Capital Improvements

The maintenance of capital assets at Washoe will be important as new management seeks to establish new credibility and quality standards for the facilities. Throughout CourseCo’s history, we have managed golf property related construction for our clients now totaling about \$85 million. This activity ranges from entire course development and construction to replacement and/or renovation of virtually every element of a golf property. We developed expertise in this important field to protect our clients and reduce their cost of improvements. We have acted as construction manager or owners representative on significant construction projects for the cities of Fresno, San Jose, Pleasanton, Oakland, San Francisco, Rohnert Park, Visalia, and Eureka, as well as for the University of California and the University of Washington. We are currently in the middle of a complete \$11 million dollar renovation at Norward Golf Center for LA County.

Partnership

The selection of a golf management or leasing contract is unlike many of the other contracts a municipality hands out. It is not a one-time job where completion of the project ends the relationship. It requires working with and serving a constituency. It is an ongoing relationship that requires trust and open communication. Our clients will tell you that this is what we practice. As a management company, we are consistently on-site and in communication with our clients including regularly scheduled conference calls and face-to-face meetings. We are deeply experienced in working with municipalities and commissions in oversight and collaboration, and

we welcome them. We are confident that reference checks with our other clients will confirm that we have an advanced ability to understand the needs and objectives of municipal golf.

Conclusion

CourseCo views Washoe Golf Course as a course full of potential with a very high up side. The unique challenges of the golf course, the commitment from the County and the loyalty of the customers provides a solid foundation from which to continue building success. Given the opportunity, we are confident that we will be able to increase revenues while continuing to improve the quality of the facility. We look forward to a long-term relationship with the County of Washoe and the golfers of community.

CourseCo Management Team

The CourseCo management team is a dedicated group of professionals that bring a unique blend of passion for the game of golf and deep experience in the management of public access golf. CourseCo applies a 12-point Best Practices procedure in recruiting and hiring general managers and other key personnel. While the professionals in the team bring diverse backgrounds, each possesses the training and experience to drive revenue and manage the bottom line, coupled with the “peace corps hearts and linebacker eyes” necessary to understand and execute on just what a municipal golf course means to a community.

CourseCo manages publicly owned courses almost exclusively. If CourseCo is awarded the contract to manage Washoe Golf Course, we will look for those same skill sets found at our other, highly successful, municipal operations. In fact, CourseCo considers hiring, training, and progressive development of team members at all facilities to be amongst our most important responsibilities. Tasked with the assignment of upholding a shared vision of excellence for municipal golf while operating with fiscal prudence, the management team is of paramount significance. As a standard operating procedure, CourseCo makes the commitment to all of its clients to conduct a national search for all key management positions.

The key CourseCo personnel that will be directly involved in providing management services for Washoe Golf Course are listed below.

Tom Isaak, Founder and Chief Executive Officer

Tom was first introduced to the golf business as general manager of Bodega Harbour in its formative years, 1977-1980, where he completed grow-in and opened the Robert Trent Jones II golf course. He had overall operating responsibility for all property functions including golf operations and maintenance, food services, strategic planning, architectural design review and governmental relations.

He formed EBITgolf, Inc., CourseCo’s predecessor, in 1989 and commenced the master-planned renovation of Riverside Golf Course for the City of Fresno, which he has leased since then. As president of CourseCo, Tom heads an organization with approximately 1,000+ employees at 25 golf facilities generating some \$60 million in gross revenues. He has been quoted in Golf Digest, Golf Business, Golf Course News, and USGA Golf Journal on golf related topics.

A graduate of Stanford University, he has done post-graduate study in both environmental planning and finance at Sonoma State University where he was later assistant to the president. Tom has an extensive background in public service. He was formerly Director of Research for Operating Engineers Local Union #3, the largest building and construction local in the world; director of the California State Assembly Office of Majority Services; and chief administrative officer of the State Assembly.

John Telischak, Chairman

John entered the golf business with the acquisition of Deep Cliff Golf Course in Cupertino, California in 1991. The course suffered from serious deferred maintenance problems and a comprehensive \$800,000 remodeling of the clubhouse was accomplished in the first two years. Under the direct management of CourseCo, Inc., the course now operates at near capacity, and provides a good example of a successful turn-around situation. In 1993 John purchased Mallard Lake Golf Course in Yuba City, California. Under CourseCo's management, operations were reorganized and a substantial upgrading of the facility, including construction of a new driving range, was completed in 1993. A rebuilt mini-golf course designed by CourseCo and constructed as a community project with Teen Challenge and Yuba City High School, was completed in 1994. Following a successful operational and financial turnaround, Mr. Telischak sold the Mallard Lake Golf Center in May 1997. He has made a significant commitment to investing in the golf industry and is looking forward to continuing that commitment.

John has been active in real estate investment, development, finance, and management since 1968. After working for IBM in both finance and real estate at their headquarters in New York, he joined Kidder Peabody Realty Corporation on Wall Street and was active in financing a wide variety of real estate transactions nationally. He is currently president of Telischak & Company, his principle investment and development entity. Formed in 1975, Telischak & Company directly, or through its affiliates, has developed, purchased, sold, and/or financed over 50 properties totaling in excess of \$300 million. He became a partner in CourseCo in January 1998.

Raised in the San Francisco Bay Area, John earned a BA in economics from Trinity College in Hartford, Connecticut and an MBA from the Stanford Business School with a specialty in finance.

Michael Sharp, PGA, President and Chief Operating Officer

Michael began his career in the golf industry at the age of 15 with an after school job at the local driving range. From that early experience with the game and serving the public, he decided to pursue a career in the golf industry, one that has earned him a reputation as a highly respected manager.

Working in, then managing, a golf shop during his college years, Michael graduated from Sacramento State University where he was a member of the varsity golf team.

In 1997 he joined ClubCorp at Teal Bend Golf Club. During his six-year tenure, he developed the leadership qualities and business acumen that led to his first club manager position. "My management philosophy is simple: follow through and meet commitments."

StoneTree Golf Club was Michael's next general manager position where the challenges of high end daily fee golf during the post 9/11 years enabled him to sharpen his yield management and cost containment skills such that he maintained net income margins even through declining rounds. The development of a self-sufficient, professional team at this elite property is a tribute to his overall management abilities.

Michael joined CourseCo in 2005 as a Senior Operations Manager. His continued dedication and success in developing management teams, strong business ethics, and disciplined approach to financial performance quickly led to his becoming an owner of CourseCo.

"I thoroughly enjoy working for CourseCo. I feel we are unique in the focus we place on building relationships that are durable by striving to exceed our commitments, explicit or implied. Our outreach programs like the Oakland Turfgrass Education Initiative and Saving Strokes (golf for stroke victims) allow us as golf managers to give back to the communities we live and work in. These relationships enrich our businesses and our lives, and that is what is so rewarding."

Russell Erickson, Vice President of Finance and Administration

Russ Erickson's 15 years of top-level finance executive experience for entrepreneurial companies brought him to CourseCo. He has built a reputation for creating and maintaining relationships and managing large workloads with efficient staff structures. He has successfully streamlined financial reporting process wherever he has been. In just 18 months he established the accounting department, along with company policies and procedures, necessary to develop and operate 16 hotels. He recently helped several companies navigate through an unprecedented economic downturn that befell the real estate industry. Through honesty and integrity, he has built lifelong relationships with capital providers, industry experts and colleagues. He is an avid cyclist and enjoys hiking with his family. He is a Bay Area native who has lived in Los Angeles, San Diego and New York before returning to Marin County in 1991.

Before joining CourseCo Russ was the Chief Financial Officer for Realty Investments and its affiliated 50+ companies in California, Arizona and Nevada. Russ also held senior management positions at the St. Frances Yacht Club, Auberge Resorts, Larkspur Hospitality, Tamalpais Hotel Services, IDG Resorts, and Trust House Forte hotels.

Russ is a graduate of San Diego State University and has earned both the Certified Hospitality Accountant Executive and Certified Hospitality Technology Professional designations from the organization of Hospitality Financial and Technology Professionals.

Tom Bugbee, Vice President of Operations

Tom is a veteran of the golf business. Tom spent the bulk of his young career at Adobe Creek Golf Club where in a span of 12-years he progressed from Assistant Golf Professional, to First Assistant Professional, Head Professional, and finally General Manager. While GM, Tom's leadership produced facility records for gross revenue, rounds, and profit for three consecutive years. Tom focused heavily on customer retention, designing and implementing Adobe Creek's Frequent Player Program. He managed the redesign and renovation of Adobe Creek's Practice Facility, and developed targeted on-line marketing strategies that helped set the revenue records. His focus

on affiliate club membership led to the Adobe Creek Men's and Women's Club growing from 200 to 500 members within a two-year period.

Tom had a significant role in the due diligence for the purchase of Peacock Gap Golf and Country Club and was ultimately named the General Manager for both Adobe Creek and Peacock Gap.

In a break from the golf business, Tom spent three years working for a recruiting firm in the high tech industry giving him a strong grounding in the culture and practices of sophisticated corporate environments. He returned to his passion, the golf business, joining CourseCo at the corporate office in 2009.

Scott Wackowski, Vice President of Agronomy

Scott is a veteran turfgrass manager and member of the Golf Course Superintendent Association of America. Prior to joining the CourseCo family in 2015, he was the Director of Operations for Duncan Golf based in Reno, Nevada with responsibility for all operations of the six golf course properties from tightly budgeted, affordable municipal facilities to high-end golf courses requiring tournament-standard conditions. He has managed all turfgrass types grown in North America.

Scott has served as superintendent at several facilities during his career including two Golf Digest Top 100 properties. His background includes extensive construction management for numerous projects including grow-in in both Mexico and China.

At CourseCo, Scott's responsibilities include oversight of the agronomic operations and development of environmental management programs, as well as construction management, throughout the company. His work takes him regularly to CourseCo-operated facilities to review and audit agronomic condition and maintenance practices, and to consult with site staff and clients. He works closely with CourseCo's senior superintendents in development of environmental programs and practices and is a primary vector for the spread of best practices throughout the company. Scott is responsible for the golf courses' compliance with all federal, state, and local governmental regulations.

Scott is a graduate of Pennsylvania State University Turfgrass Science.

Lance Merrihew, Vice President of Sales and Marketing

Lance was introduced to golf after a successful career in sales that culminated in starting his own sales and distribution business, Pacific Pipeline Services.

Looking for a new challenge, he worked diligently to become an experienced golf industry professional with expertise in golf course revenue growth through the introduction of innovative and creative marketing strategies.

Now with nearly 20 years of sales experience, Lance crafts sales plans and strategies that are unique to the industry and drive results.

Prior to joining CourseCo he served as Vice President of Sales and Vice President of Strategic Marketing for Billy Casper Golf. Lance has a MA in Human Resources Management and a BA in Psychology.

Tom Frost, Vice President of Special Projects

Tom brings over 30 years' experience in golf operations/acquisitions to CourseCo and their clients. Prior to joining CourseCo in 2014, Tom ran his own management and consulting company working with major financial institutions, government, management companies, and small operators. Tom's experience in both a small business and corporate atmosphere offers a combination of practical "hands on" experience and up to date industry knowledge for their clients. With over 30 years in working business development Tom is one of the leading authorities on putting together partnerships between the public and private sector along with individual owners.

Tom's experience includes the construction of and opening of four new facilities and management of over \$85 million in golf course related capital improvements and coordination of over \$60 million dollars in golf course acquisitions. Tom was a founding member of the Board of Trustees for the First Tee of Northern Nevada and is a former member of the Board of Directors of the California Golf Course Owners Association and currently as a member of the Southern California Golf Association's Government Affairs Committee.

Prior to forming Tom Frost Golf, Inc. in 2001 he held the position of Senior Vice President and Regional Operating Executive for American Golf Corporation. His portfolio included 45 golf facilities with over 2000 employees with over 4 million annual rounds played.

Sandy Marfin, PHR, Human Resources Generalist

Sandy is a Human Resources Generalist with a strong knowledge in employee relations, leadership, employee development, training, compliance with ADA, FMLA, wage and hour, benefits and workers' compensation. Sandy's prior Human Resources positions were in the insurance industry as well as in the non-profit healthcare sector. Sandy has over 16 years of Human Resources experience, eight of which have been in a leadership role.

Sandy completed her Bachelor of Arts degree at San Francisco State University in 1996 and gained her Professional in Human Resources (PHR) certification through the Human Resources Certification Institute in 2013.

Sandy has a proven track record of being a highly professional, knowledgeable and trusted HR business partner for management while simultaneously serving as an advocate for the company's employees. Sandy has a successful background of being a highly capable daily hands-on HR professional. In addition to assisting and guiding management in legal compliance, Sandy works with leadership to develop policies and action plans that result in increased employee proficiency and morale.

Sandy is a member of local and national Human Resources organizations. Sandy is a native Californian and a resident of the Bay Area since 1980.

Patrick Mayer, Digital Marketing Manager

Patrick oversees the technology based marketing efforts at CourseCo.

Patrick grew up playing golf and spent four years at Rancho Murieta Country Club learning the operational side of the business. Along with creative design and messaging, Patrick manages our social media platforms, search engine optimization, and pay per click advertising campaigns.

Patrick graduated from Chico State University with a Bachelor of Science degree in Business Administration with an emphasis in Marketing.

Corporate Support

When selecting a management company, one of the primary questions a municipality needs to consider is how much support and what type of support will be given to the golf course after the contract is awarded. Frequently, the selection committee is concerned if they choose a large company, that the contract will become simply one more “asset” in its portfolio. Conversely, the idea of a smaller management company that simply does not have the resources available to support operations on a regular basis is equally unsettling. The area in between is the niche upon which CourseCo was originally founded, and operating in this space with discipline is the reason CourseCo continues to differentiate itself and to thrive. This reality is exemplified by the fact that our “acquisitions” team is the same exact team that will handle the transition as well as ongoing operations of the facilities. The ability to provide ample resources from the corporate level while still remaining small enough to be responsive and agile are attributes that CourseCo is proud of and our clients rely upon.

The table on the following page provides a snapshot of how we use corporate resources.

Corporate Support	Founder & CEO	Chairman	President & COO	VP of Finance & Admin.	VP of Operations	VP of Agronomy	VP of Sales & Marketing	HR Manager	TBM* Manager
◆ denotes primary role ◇ denotes supporting role									
Establishing Business Goals and Standards	◆	◆	◆	◆	◆	◆	◇	◇	
Operations Planning	◆		◆	◇	◆	◆	◇		
Marketing and Sales Plans Oversight	◆		◇	◇	◇		◆		◇
Monthly, Weekly, Daily Schedule Development			◆		◆	◆	◇		
Hiring, Training & Evaluating Management Staff	◇		◆		◆	◆		◆	
Site Inspections and Operational Evaluations					◆	◆		◇	
Regulatory Compliance/HR Compliance/Legal			◇	◆	◇	◇		◆	
Major Purchasing	◇	◇	◇	◆	◇	◇			
Budgeting – Annual Operations	◇		◆	◆	◆	◆	◇		◇
Strategic & Master Planning	◆	◆	◆	◆	◆	◆	◇		
Capital Budgeting and Finance	◇	◆	◇	◆	◇	◇	◇		
Administration, Personnel, Accounting & Data Mgt				◆	◇			◆	◇
Liaison with Client, Community & Stakeholders	◆		◆	◇	◆	◇			
Website and Email Content Management			◇		◇		◆		◆
* Technology-Based Marketing (TBM)									

Development and full service operation of golf courses is the sole business activity of CourseCo, Inc. and our corporate team. As part of our management contracts CourseCo provides the following services at all of its properties:

- Golf Operations (reservations, tee times, merchandising, carts, instruction, and driving range):** Optimization of golf revenues is achieved through yield management, tee sheet management, player development, merchandising, bundling goods and services, frequency patronage rewards, home club support, instruction programs, community involvement, customer retention through delivery of exemplary customer service, and expense management. We utilize electronic point-of-sale systems that accurately collect sales data, track customer utilization, maintain perpetual inventories, and generate reports and data base information. CourseCo has won multiple public service awards for its operations, promotion, and customer service. A complete list can be found Exhibit A.

- **Customer Service:** At every site, CourseCo implements a quality service management program to ensure the facilities are operated in a manner consistent with owner expectations and appropriate to the facility. We utilize several formalized customer feedback systems such as professional blind shoppers, comment cards, and the National Golf Foundation's Golf Satisfaction Survey (GolfSat), S.W.E.A.T. Program (Smile, Welcome, Enthusiasm, Ask, Thank), the results of which have led to national awards for customer service at three of our facilities.
- **Maintenance Standards:** At CourseCo properties any maintenance plan must first start with the development of a comprehensive set of minimum maintenance standards.

The maintenance standards are the agreed upon benchmark of the property and where the requirements are established for daily presentation of the course and grounds. The goal is to create a set of standards, which correctly sets the level of golf course maintenance in relation to the strategic position of the property. CourseCo recognizes that one set of maintenance standards is not applicable to all properties. Too many variables exist, such as turf varieties, climate, fee structure, irrigation, drainage, cart path type, competition, etc. and these must be taken into account when setting the maintenance standards. Maintenance standards should be adaptable and revisited at least annually to ensure that the targets are appropriate.

- **Maintenance Plan:** Once the standards have been set and agreed upon a plan is developed to detail how the standards will be met.

When the annual operating budget is being developed, it is imperative that a basic maintenance plan be in place, for this significantly determines the golf course maintenance budget. Without a maintenance plan, the budget is meaningless, a road map without destination. The maintenance plan, including special remedial actions to correct the effect of past practices or other deficiencies, also determines what equipment the property needs.

A basic plan includes the frequency, by season, for performing every task on the course. How many times you mow, water and fertilize every area of the course. How many times to verticut the greens, top dress and aerify. At first developing these numbers sounds like an insurmountable objective, but in the long run it pays off.

- **Sales and Marketing:** CourseCo's implementation of sales and marketing follows these guidelines: develop the "story" based on the image and personality of the property; determine the placement of the facility in the market; identify the target market or markets; determine the type of collateral material to be produced; and identify media channels and advertising methods including email and internet based strategies.
- **Master Planning and Capital Budgeting:** CourseCo has been involved, as principal, project manager, or owner's representative in \$85 million in capital projects including building renovation, course renovation, complete course and facility construction, cart path construction, bunker, tee, green construction and renovation, and irrigation system replacement.
- **Budgeting:** We start every budget as a blank page – zero base – using historical data only as a reference point. Line item operational expenses are generated as a result of agreed upon goals for the property, reflective of anticipated revenue streams. This methodology can

reveal savings compared with prior years as opposed to simply adjusting prior year expenses. Our budgets are linked to and driven by Annual Operating Plans.

- **Financial and Budgetary Reporting and Analysis:** By accessing the resources of CourseCo's centralized financial reporting systems, we are able to accurately and timely gather, report, and analyze revenue and expense data. CourseCo reports to numerous public agencies for operations and capital projects and is accustomed to accommodating a range of public reporting requirements and administrator preferences.
- **Operating Plan Development:** Development and implementation of an Annual Operating Plan that includes an operating budget and marketing plan for the pro shop and golf service operations, food and beverage operations, a facility maintenance program, as well as a capital expenditure plan, is standard practice at CourseCo facilities.
- **Human Resource Management:** CourseCo ensures compliance with Department of Industrial Relations and Department of Labor regulations including wage and hour laws, workers compensation insurance requirements, drug free workplace initiatives, equal opportunity employment, enforcement of a progressive discipline policy and unlawful harassment policies. In addition, CourseCo provides a variety of benefits for full time regular employees including paid vacation leave, holiday pay, an optional health plan, flexible spending accounts, and a 401(k) plan. CourseCo has considerable experience working in Living Wage and Prevailing Wage requirements. Equal Opportunity Employment is a core principal of the company.
- **Risk Management:** CourseCo oversees risk management through a combination of programs such as maintaining general liability insurance, complying with OSHA and pesticide management regulatory compliance (we require each site to participate in the OSHA voluntary consultative review biannually), building and grounds safety monitoring, participating in cooperative reviews by our workers compensation insurance carrier, and providing regular safety training for staff.
- **Community Involvement:** CourseCo has a reputation for, and a commitment to, serving the communities in which we operate. We provide support and often the impetus for groups such as Home Clubs, and fundraising support for local charities. In addition, we focus on player development through junior golf programs, youth golf schools, and golf instruction programs that target the non-traditional golfer. CourseCo was a key facilitator in bringing the First Tee program to Rancho del Pueblo in San Jose, Riverside in Fresno and Metropolitan in Oakland. Our Oakland Turf Education Initiative (OTEI) is a cooperative effort between CourseCo, the Peralta Community Colleges, and the Oakland Unified School District that brings inner-city youth in contact with the golf course as a curriculum element and an introduction to career options and education in the green industry. The program includes internships, field trips, and classroom study.
- **Funding:** CourseCo has provided equity and debt funding of improvements at leased properties totaling over \$15 million. We are often asked to help structure better or more suitable financing for individual properties and as a result have developed a special

competence in golf course financing which can include municipal financing, construction financing, lease financing and permanent financing. CourseCo maintains excellent relations with a variety of golf course financing sources and has group purchasing agreements with many national vendors.

Because we excel at providing complete and professional golf course management services, CourseCo has never had a municipal contract cancelled or fail to renew.

QUALIFICATIONS AND EXPERIENCE

List of All Golf Courses Managed

Below is a complete list of all golf courses currently, or previously managed, maintained or operated.

	Service Commenced	Type	# of Holes	Notes
Riverside Golf Course	1989	Municipal	18	
Deep Cliff Golf Course	1991	Daily Fee	18	
Mallard Lake Golf Center	1992	Daily Fee	9	Sold in 1996.
Mather Golf Course	1995	Municipal	18	
Crystal Springs Golf Course	1996	Municipal	18	
Eureka Golf Course	1998	Municipal	18	
Palm Lakes Golf Course	1998	Municipal	18	City of Fresno closed property in 2006.
Napa Golf Course	1999	Municipal	18	
Rancho del Pueblo Golf Course	1999	Municipal	9	
Valley Oaks Golf Course	2000	Municipal	27	
Lawrence Links Golf Course	2000	Daily Fee	18	Sold in 2003 for redevelopment
Foxtail Golf Club	2001	Municipal	36	
Los Lagos Golf Course	2001	Municipal	18	
Metropolitan Golf Links	2001	Municipal	18	
Callippe Preserve Golf Course	2004	Municipal	18	
Palouse Ridge Golf Club	2006	Municipal	18	
Green River Golf Club	2006	Municipal	36	
Las Positas Golf Course	2008	Municipal	27	
Boundary Oak Golf Course	2008	Municipal	18	
Columbia Park Golf Links	2010	Municipal	18	
Columbia Point Golf Course	2010	Municipal	18	
Juniper Golf Course	2010	Municipal	18	
Sun Willows Golf Course	2011	Municipal	18	
Sea Ranch Golf Links	2012	Daily Fee	18	
Glendoveer Golf & Tennis	2012	Municipal	36	
Petaluma Golf & Country Club	2013	Private	9	
Bay Club StoneTree	2013	Private	18	
Pacific Grove Golf Links	2014	Municipal	18	
Santa Barbara Golf Club	2016	Municipal	18	
Norwalk Golf Center	2016	Municipal	9	
Riverside Golf Club – Texas	2016	Daily Fee	18	

List of All Municipal Golf Courses Currently Managed

Beginning on the following page is a list of all municipal golf courses currently managed or operated.

Course Name and Description	Owner's Contact Information	Contract/Other Information
<p>Boundary Oak Golf Course 3800 Valley Vista Road Walnut Creek, CA 94598 (925) 934-4775 (925) 934-3608 (fax) www.playboundaryoak.com</p>	<p>City of Walnut Creek Arts, Rec & Community Services PO Box 8039 Walnut Creek, CA 94596 Mr. Kevin Safine, Director (925) 256-3589 safine@walnut-creek.org</p>	<p>Client Since: January 6, 2009 Management Agreement Municipal Golf Course The First Tee affiliate course</p>
<p>Property Description: Opened in 1969, 18-hole championship golf course of Robert Muir Graves Design; 45-stall driving range; short-game practice area; 30,000 s.f. clubhouse; restaurant, bar and banquet facilities; golf shop. Fully certified Audubon Sanctuary since February 26, 2012.</p>		
<p>Scope of Services: Full Golf Operations, Full F&B, Golf Course Maintenance, Full Administrative Services, Master Planning, Marketing/Community Relations, Construction Management, Design & Construction Consulting</p>		
<p>Callippe Preserve Golf Course 8500 Clubhouse Drive Pleasanton, CA 94566 (925) 426-6666 (925) 426-6119 (fax) www.playcallippe.com</p>	<p>City of Pleasanton Parks and Community Services PO Box 520 Pleasanton, CA 94566 Ms. Kathleen Yurchak, Asst. Dir. (925) 931-5506 kyurchak@cityofpleasantonca.gov</p>	<p>Client Since: January 14, 2004 Management Agreement Municipal Golf Course The First Tee affiliate course</p>
<p>Property Description: Opened in 2005, 18-hole championship golf course of JMP Golf Design; 7,400 s.f. clubhouse; 30-stall driving range; short-game practice area; restaurant; golf shop. Fully certified Audubon Sanctuary since June 7, 2006.</p>		
<p>Scope of Services: Full Golf Operations, Golf F&B, Golf Course Maintenance, Special Environmental Management, Full Administrative Services, Marketing/Community Relations, Design & Construction Consulting, Grow In</p>		
<p>Columbia Park Golf Links 2701 Columbia Park Trail Kennewick, WA 99336 (509) 586-3111 (509) 586-4311 (fax) www.playcolumbiapark.com</p>	<p>City of Kennewick PO Box 6108 Kennewick, WA 99336 Terry Lyn Walsh Executive Dir. of Employee and Community Relations (509) 585-4242 Terry.Walsh@ci.kennewick.wa.us</p>	<p>Client Since: November 16, 2010 Management Contract Municipal Golf Course Chapter Headquarters, The First Tee</p>
<p>Property Description: Opened in 1949, 18-Hole executive golf course; 25-stall grass driving range; short game practice area; pre-packaged F&B only; golf shop.</p>		
<p>Scope of Service: Full Golf Operations, Golf F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations</p>		

Course Name and Description	Owner's Contact Information	Contract/Other Information
<p>Columbia Point Golf Course 225 Columbia Point Drive Richland, WA 99352 (509) 946-0710 (509) 946-1930 (fax) www.playcolumbiapoint.com</p>	<p>City of Richland 505 Swift Blvd. Richland, WA 99352 Mr. Jose Schiessl Director of Park and Public Facilities (509) 942-7578 jschiessl@ci.richland.wa.us</p>	<p>Client Since: November 2, 2010 Management Contract Municipal Golf Course The First Tee affiliate course</p>
<p>Property Description: Opened in 1997, 18-Hole championship golf course of James J. Engh design; 15-stall driving range; short game practice area; restaurant; golf shop. Fully certified Audubon Sanctuary since December 5, 2013.</p> <p>Scope of Service: Full Golf Operations, Golf F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations</p>		
<p>Crystal Springs Golf Course 6650 Golf Course Drive Burlingame, CA 94010 (650) 342-4188 (650) 342-1769 (fax) www.playcrystalsprings.com</p>	<p>City and County of San Francisco 1155 Market Street, 5th Floor San Francisco, CA 94103 Ms. Rosanna Russell, Manager Public Utilities Commission – RES (415) 487-5210 rsrussell@sfgwater.org</p>	<p>Client Since: March 1, 1996 Lease Agreement Municipal Golf Course Certified by the Wildlife Habitat Council.</p>
<p>Property Description: Opened in 1924, Public, 18-hole championship golf course of original Herbert Fowler design (W.F. Bell revision in 1960's, Robert Trent Jones II revisions in 1999); lighted 27-stall driving range; 12,000 s.f. clubhouse; restaurant, bar and banquet facilities; golf shop. Fully certified Audubon Sanctuary since October 20, 1999.</p> <p>Scope of Services: Full Golf Operations, Full F&B, Golf Course Maintenance, Special Environmental Management, Full Administrative Services, Marketing/Community Relations, Master Planning, Design & Construction Consulting, Grow In, Construction Management</p>		
<p>Eureka Golf Course 4750 Fairway Drive Eureka, CA 95503 (707) 443-4808 (707) 443-1004 (fax) www.playeureka.com</p>	<p>City of Eureka 1011 Waterfront Drive Eureka, CA 95501 Mr. Miles Slattery Dir. of Park & Rec (707) 441-4184 mslattery@ci.eureka.ca.gov</p>	<p>Client Since: August 18, 1998 Lease Agreement Municipal Golf Course</p>
<p>Property Description: Opened in 1957, 18-Hole championship course of Robert Baldock design; 15-stall full driving range; pro shop; coffee shop. Fully certified Audubon Sanctuary since October 22, 2004.</p> <p>Scope of Services: Full Golf Operations, Golf F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations, Master Planning, Design & Construction Consulting, Construction Management</p>		

Course Name and Description	Owner's Contact Information	Contract/Other Information
<p>Foxtail Golf Club 100 Golf Course Drive Rohnert Park, CA 94928 (707) 584-7766 (707) 584-8469 (fax) www.playfoxtail.com</p>	<p>City of Rohnert Park Parks and Recreation 130 Avram Avenue Rohnert Park, CA 94928</p> <p>Mr. John McArthur Director of Public Works (707) 588-3001 jmcArthur@rpcity.org</p>	<p>Client Since: May 30, 2001 Lease Agreement Municipal Golf Course</p>
<p>Property Description: Opened in 1963, Two 18-hole championship golf courses of Snyder and Baird designs (2001 remodel by Knott Brooks Linn); driving range, restaurant; bar and banquet facility.</p>		
<p>Scope of Services: Full Golf Operations, Full F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations, Master Planning, Project Developer, Design & Construction Consulting, Construction Management, Grow In</p>		
<p>Glendoveer Golf and Tennis 14015 NE Glisan Street Portland, OR 97230 (503) 253-7407 (503) 253-6628 www.playglendoveer.com</p>	<p>Oregon Metro 600 NE Grand Avenue Portland, OR 97232</p> <p>Mr. Justin Patterson Program Director (503) 797-1886 Justin.patterson@oregonmetro.gov</p>	<p>Client Since: December 5, 2012 Management Agreement Municipal Golf Course</p>
<p>Property Description: Opened in 1924, Two 18-hole golf courses of John Junor (1924 East Course) and Frank Stenzel (1928 West Course) design; four indoor tennis courts, two deck 30-stall driving range; practice green; public recreational trails, and clubhouse. Fully certified Audubon Sanctuary since July 31, 2001.</p>		
<p>Scope of Services: Full Golf Operations, golf F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations, Master Planning, Design & Construction Consulting, Construction Management</p>		
<p>Green River Golf Club 5215 Green River Road Corona, CA 92280 (951) 737-7393 (951) 737-7432 (fax) www.playgreenriver.com</p>	<p>Orange County Flood Control Dist. County of Orange 300 N. Flower Street, 7th Floor Santa Ana, CA 92703</p> <p>Ms. Merrie Weinstock Manager, Green River Golf (714) 834-5779 Merrie.weinstock@rdmd.ocgov.com</p>	<p>Client Since: October 1, 2006 Management Agreement Municipal Golf Course</p>
<p>Property Description: Opened in 1958, Two 18-hole championship golf courses of Lawrence Hughes (1958 Orange Course) and Cary Bickler (1962 Riverside Course) design; driving range; practice green; 38,000 s.f. clubhouse; restaurant; bar and banquet facility.</p>		
<p>Scope of Services: Full Golf Operations, Full F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations, Master Planning, Design & Construction Consulting, Construction Management</p>		

Course Name and Description	Owner's Contact Information	Contract/Other Information
<p>Juniper Golf Course 1938 SW Elkhorn Avenue Redmond, OR 97756 (541) 923-8198 (541) 585-4094 (fax) www.playjuniper.com</p>	<p>City of Redmond 875 SE Veterans Way Redmond, OR 97756 Mr. Jason Neff, Finance Manager (541) 923-7729 Jason.neff@ci.redmond.or.us</p>	<p>Client Since: January 11, 2011 Management Contract Municipal Golf Course</p>
<p>Property Description: Opened in 2005, 18-Hole championship golf course of John Harbottle III design; 20-stall driving range; short game practice area; restaurant, bar and banquet facilities; golf shop. Fully certified Audubon Sanctuary since June 29, 2012.</p> <p>Scope of Service: Full Golf Operations, Full F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations</p>		
<p>MAINTENANCE ONLY Las Positas Golf Course 909 Clubhouse Drive Livermore, CA 94551 (925) 373-5129 (925) 373-0207 (fax)</p>	<p>City of Livermore Public Works Department 3500 Robertson Road Livermore, CA 94550 Mr. Darren Greenwood, Director (925) 960-8000 dggreenwood@cityoflivermore.net</p>	<p>Client Since: June 1, 2008 Management Contract for Maintenance only Municipal Golf Course</p>
<p>Property Description: Opened in 1966, 18-hole regulation (par 72), 9-hole executive course; restaurant and bar. Fully certified Audubon Sanctuary since April 11, 2014.</p> <p>Scope of Services: Golf Course Maintenance, Special Environmental Management, Administrative Services, Construction Management</p>		
<p>Los Lagos Golf Course 2995 Tuers Road San Jose, CA 95121 (408) 361-0250 (408) 361-0255 (fax) www.playloslagos.com</p>	<p>City of San Jose Department of Parks and Recreation 200 East Santa Clara Street San Jose, CA 95113 Mr. Mike Will, Parks Manager (408) 535-3582 Mike.will@sanjoseca.gov</p>	<p>Client Since: October 2, 2001 Management Agreement Municipal Golf Course Chapter Headquarters, The First Tee</p>
<p>Property Description: Opened in 2002, 18-hole executive (par 68) course of JMP Golf Design; two-deck 42-stall lighted driving range; restaurant and bar. Fully certified Audubon Sanctuary since April 14, 2004.</p> <p>Scope of Services: Full Golf Operations, Golf F&B, Golf Course Maintenance, Special Environmental Management, Full Administrative Services, Marketing/Community Relations, Design & Construction Consulting, Construction Management, Grow In</p>		

Course Name and Description	Owner's Contact Information	Contract/Other Information
<p>Mather Golf Course 4103 Zinfandel Road Mather, CA 95655 (916) 364-4354 (916) 364-4360 (fax) www.playmather.com</p>	<p>County of Sacramento Department of Regional Parks 9850 Goethe Road Sacramento, CA 95827 Mr. Greg Bliet, Golf Division (916) 875-6757 blietg@saccounty.net</p>	<p>Client Since: April 25, 1995 Management Agreement Municipal Golf Course</p>
<p>Property Description: Opened in 1957, 18-hole championship golf course of Jack Fleming design; 25-stall full turf driving range; restaurant; golf shop. Fully certified Audubon Sanctuary since June 4, 2003.</p> <p>Scope of Services: Full Golf Operations, Golf F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations, Design & Construction Consulting, Construction Management</p>		
<p>Metropolitan Golf Links 10051 Doolittle Drive Oakland, CA 94603 (510) 569-5555 (510) 562-6129 (fax) www.playmetro.com</p>	<p>City and Port of Oakland 1520 Lakeside Drive Oakland, CA 94612 Mr. Robert Davila Department of Parks and Recreation (510) 238-3926 rdavila@oaklandnet.com</p>	<p>Client Since: August 24, 2001 Lease Agreement Municipal Golf Course Chapter Headquarters, The First Tee</p>
<p>Property Description: Opened in 2003, 18-hole championship golf course of Johnny Miller/Bliss Design; 37-stall turf driving range; practice green; restaurant; bar and banquet facility. Fully certified Audubon Sanctuary since February 17, 2005.</p> <p>Scope of Services: Full Golf Operations, Full F&B, Golf Course Maintenance, Special Environmental Management, Full Administrative Services, Marketing/Community Relations, Project Developer, Construction Management, Grow In</p>		
<p>Napa Golf Course 2295 Streblov Road Napa, CA 94558 (707) 255-4333 (707) 255-4009 (fax) www.playnapa.com</p>	<p>City of Napa 955 School Street Napa, CA 94558 Mr. Dave Perazzo, Parks Manager (707) 257-9234 dperazzo@cityofnapa.org</p>	<p>Client Since: April 27, 1999 Management Agreement Municipal Golf Course</p>
<p>Property Description: Opened in 1967, 18-hole championship golf course of Baldock/ Fleming/ Harmon design (2000 revisions by Knott Brooks Linn); 12-stall driving range; restaurant and bar; golf shop. Fully certified Audubon Sanctuary since February 7, 2008.</p> <p>Scope of Services: Full Golf Operations, Golf F&B, Golf Course Maintenance, Special Environmental Management, Full Administrative Services, Marketing/Community Relations, Design & Construction Consulting, Construction Management, Grow In</p>		

Course Name and Description	Owner's Contact Information	Contract/Other Information
Norwalk Golf Center 13717 Shoemaker Drive Norwalk, CA 90650 www.playnorwalk.com	LA County 301 N Baldwin Ave. Arcadia, CA 91107 Mr. Gary Kossick, Asst Golf Director (626) 821-4659 gkossick@parks.lacounty.gov	Client Since: January 04, 2016 Management Agreement Municipal Golf Course UNDER CONSTRUCTION
<p>Property Description: Opened in 1967, 9-hole par 3 golf course, double deck driving range, practice pitching green with bunker, practice putting green, clubhouse and community meeting room.</p> <p>Scope of Services: Full Golf Operations, Golf F&B, Golf Course Maintenance, Special Environmental Management, Full Administrative Services, Marketing/Community Relations, Design & Construction Consulting, Construction Management, Grow In</p>		
Pacific Grove Golf Links 77 Asilomar Blvd. Pacific Grove, CA 93950 (831) 648-5775 (831) 648-5779 (fax) www.playpacificgrove.com	City of Pacific Grove 300 Forest Ave Pacific Grove, CA 93950 Mr. Daniel Gho, Public Works Dir. (831) 648-5722 dgho@cityofpacificgrove.org	Client Since: April 1, 2014 Lease Municipal Golf Course
<p>Property Description: Opened in May 9, 1932, 18-hole golf course of H. Chandler Egan/Jack Neville design; golf shop.</p> <p>Scope of Services: Full Golf Operations, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations, Construction Management.</p>		
Rancho del Pueblo Golf Course 1649 Hermocilla Way San Jose, CA 95116 (408) 347-0990 (408) 347-0995 (fax) www.ranchodelpueblo.com	City of San Jose Department of Recreation and Parks 200 East Santa Clara Street San Jose, CA 95113 Mr. Mike Will, Parks Manager (408) 535-3582 Mike.will@sanjoseca.gov	Client Since: December 20, 1999 Management Agreement Municipal Golf Course The First Tee affiliate course
<p>Property Description: Opened in 2000, 9-hole executive golf course of Graves & Pascuzzo design; 25-stall lighted driving range; café; golf shop. Fully certified Audubon Sanctuary since June 27, 2006.</p> <p>Scope of Services: Full Golf Operations, Golf F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations, Construction Management</p>		

Course Name and Description	Owner's Contact Information	Contract/Other Information
<p>Riverside Golf Course 7492 N Bryan Avenue Fresno, CA 93722 (559) 275-5900 (599) 275-0492 (fax) www.playriverside.com</p>	<p>City of Fresno 2326 Fresno Street, Suite 101 Fresno, CA 93721 Mr. Bruce Rudd, City Manager (559) 621-7784 Bruce.rudd@fresno.gov</p>	<p>Client Since: September 1, 1989 Lease Agreement Municipal Golf Course Chapter Headquarters, The First Tee</p>
<p>Property Description: Opened in 1936, 18-hole championship golf course of W.P. "Billy" Bell design (Andy Raugust revisions 1991-2002; Knott & Linn revisions 2007-2008) 30-stall full turf lighted driving range; coffee shop; golf shop. Fully certified Audubon Sanctuary since August 6, 2003.</p>		
<p>Scope of Services: Full Golf Operations, Golf F&B, Golf Course Maintenance, Full Admin. Services, Marketing /Community Relations, Master Planning, Project Developer, Design & Const. Consulting, Const. Mgt, Grow In</p>		
<p>Santa Barbara Golf Club 3500 McCaw Avenue Santa Barbara, CA 93015 (805) 687-7087 (805) 687-1651 (fax)</p>	<p>City of Santa Barbara PO Box 1990 Santa Barbara, CA 93102 Mr. Mark Sewell, Business Manager, Parks and Rec (805) 897-1913 msewell@santabarbaraca.gov</p>	<p>Client Since: December 15, 2015 Management Agreement Municipal Golf Course</p>
<p>Property Description: Opened in 1958, 18-hole championship golf course; driving range; short-game practice area; golf shop</p>		
<p>Scope of Services: Full Golf Operations, Golf Course Maintenance, Full Admin. Services, Marketing /Community Relations, Master Planning, Project Developer, Design & Const. Consulting, Const. Mgt, Grow In</p>		
<p>Sun Willows Golf Course 1825 Sun Willows Blvd. Pasco, WA 99301 (509) 545-3440 (509) 545-6758 (fax) www.playsunwillows.com</p>	<p>City of Pasco 525 N Third Ave Pasco, WA 99301 Mr. Rick Terway, Director Community Services (509) 543-5757 terwayr@pasco-wa.gov</p>	<p>Client Since: February 28, 2011 Management Contract Municipal Golf Course</p>
<p>Property Description: Opened in 1959, 18-Hole championship golf course of Robert Muir Graves design; restaurant; golf shop.</p>		
<p>Scope of Service: Full Golf Operations, Golf F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations</p>		

Course Name and Description	Owner's Contact Information	Contract/Other Information
Valley Oaks Golf Course 1800 S. Plaza Street Visalia, CA 93277 (559) 651-1441 (559) 651-1349 (fax) www.playvalleyoaks.com	City of Visalia 345 N. Jacob Street Visalia, CA 93291 Ms. Jeannie Greenwood, Manager Parks and Recreation Department (559) 713-4042 jlgreenwood@ci.visalia.ca.us	Client Since: February 1, 2000 Management Agreement Municipal Golf Course

Property Description: Opened in 1973, 27-hole championship golf course of Robert Dean Putman and Mike Poellet designs; 40-stall full turf driving range; restaurant and bar; golf shop. **Fully certified Audubon Sanctuary since October 11, 2005.**

Scope of Services: Full Golf Operations, Golf F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations, Design & Construction Consulting, Construction Management, Grow In

Notes:

Full Golf Operations includes golf shop management, tee sheet, marshaling, carts, range, instruction, merchandising of hard goods and soft goods, community programs, and marketing.

Full Food and Beverage (F&B) Services includes short order, catering, banquets, events and weddings with licensed beer and wine sales.

Golf Food and Beverage (F&B) Services includes short order, some catering and small banquets and events with licensed beer and wine sales.

Specialized Environmental Services include properties on which there are sensitive habitats, endangered species, multiple environmental monitoring plans, or more than one of these elements.

Full Admin. Services includes human resources compliance and support, accounting, safety administration, and insurance.

Experience Working with Municipal or Public Access Golf Courses

In our 27-year history of providing the full range of golf management services to our municipal clients, CourseCo has never had a municipal contract cancelled or fail to renew. We are very proud of this record because it expresses that in poor times as well as during periods of relative abundance, in operating and political environments that vary widely, and through periods of intense pressure in the golf industry, we have produced profitable operations for our clients while building community support for their properties. Our measured pace of growth reflects our care with aligning our strengths with our client's needs, and always focusing on our duty to our client properties and their stakeholders rather than "the next deal." We are content with our moderate size and the regional focus in the west because we are able to pay close attention to our responsibilities to our clients and the customers we serve.

We operate 28 golf properties, 23 for public agency clients, with average green fees per round ranging from \$15 to \$100. Our 1,000-plus employees produce about \$60 million in gross revenues for our clients yearly. All our operations are fiscally prudent; all are "best in class" in their markets; and each sets the standard for environmental management and program activity

among its competitors. Our corporate strengths are aimed at “helping the people who are helping the customer,” rather than in acquisitions of new contracts.

The selection of a golf management company is unlike many of the other contracts a municipality hands out. It is not a one-time job where completion of the project severs the relationship. Instead, it is an ongoing relationship that requires trust and open communication. Our clients will tell you that this is what we practice. As a management company we are consistently on-site and in communication with our clients including regularly scheduled conference calls and face-to-face meetings. This track record of good partnership and outstanding communication can be seen in our references. While we have provided five specific references as requested in the proposal we rest assured that all of our clients are willing to provide a positive referral and speak to the strength of the relationship.

FINANCIAL PROPOSAL

The following is our proposal for lease terms for Washoe Golf Course. We have included the basic financial outline as well as a set of additional deal points. We consider this term sheet to be an opening point for negotiations as there will be the need for clarification and defining of several key details for the property.

Financial Outline

Base Rent

Year 1	\$25,000
Year 2	\$40,000
Year 3	\$45,000
Year 4	\$50,000
Year 4 (1/2 Year)	\$25,000

Percentage Rent **50% of all revenues in excess of threshold***

* For calculation of percentage rent the revenue threshold will be \$1,500,000 in Net Operating Revenue. Net Operating Revenue is defined as gross revenue less cost of goods sold for lessons, merchandise and food & beverage.

Capital Contribution

Year 1 – 2	no contribution
Year 3 – 4	\$25,000 per year
Year 5 (1/2 Year)	\$12,500

* The proposed capital contribution is based on a short-term license agreement. If CourseCo were to be selected for the proposed long-term operations of both Washoe and Sierra Sage we would propose a larger up front capital contribution along with a yearly contribution of 2% to 5% per year of gross revenues depending on negotiated terms and capital needs.

Water

Due to the short-term nature of this agreement we believe the potential for a large water bill provides too high of risk to be entirely on the operator. We understand that it is rare that the normal source of irrigation water is not available as it has only happened two times in recent history. However, a \$200,000 plus bill in just one year would make the 4 ½ year license agreement financially non-viable for us as an operator. We have included in our pro forma \$30k per year for water which we understand to be the cost of the normal irrigation water. We propose that the County agrees to cover any amount over the \$30k in the cost of water which should only occur in the rare circumstance that the normal water source is not available. We are open to how this would be covered including some combination of rent credits and direct cash

payments and believe it to be an item that should be negotiated if we are selected as the operator.

BUSINESS PLAN

Operational Philosophy

The golf business in the United States is facing a unique time in its history, a time when technology and experience give us opportunity to attract more golfers and potential golfers, and to provide a higher quality golf experience than ever before; but also a time when the financial pressures from oversupply, demographic changes, and in particular, a weak economy are pressing golf operators to their limits and forcing even exemplary facilities toward insolvency. Facing the challenge of operating during these times, CourseCo has chosen to create an operating philosophy that blends the “basics” with innovation. At its core, this philosophy is based on outstanding hospitality, strong linkage between management and patron, effective service programming and outstanding course conditions combined with innovative thinking that controls both expenses and generates new revenues. We believe that Washoe Golf Course is the perfect setting for such thinking and outlined below you will find the basic outline to the program that CourseCo would bring to Washoe Golf Course.

General Operating Principles

Over our 27-year history CourseCo has maintained that no two golf courses are alike. Operating 28 courses, 23 of which are owned by public entities, we have never managed by company-wide directive. Instead, our senior management stays intimately involved with each property and makes decisions that align with the needs of the property, the nature of community served, and the objectives of the client. Having toured Washoe Golf Course and having two senior executive both spent time and worked in Washoe County, the fact that all golf courses are individuals is dramatically affirmed. While CourseCo does have its standard policy and procedures that will be implemented for safety, financial control, and efficiency, the services policies, operating structure, and marketing approach will be designed specifically for Washoe Golf Course and its core constituents.

Tee Reservation Policy

Note: Stating operating policy and procedures absent knowledge of past practices and traditions must necessarily be provisional and subject to change with additional knowledge. The time available, and the delicacy of contacting incumbent personnel, precludes our gathering the necessary information to propose policies and procedures without qualification.

Tee Times, Operations Policy and Procedure

Tee times for the golf course may be made up to 60 days in advance via telephone or internet for daily play, seven days in advance for discount card holders and up to 18 months in advance for tournament groups. The following policy will be enforced for players making tee times:

- **Single Players** – no tee times will be accepted, they will be asked to come to the course to be matched with a group as quickly as possible. They will be accommodated at close to their preferred time, guaranteed.

- **Two to Four Players** – tee times can be made via telephone, internet or in person. For tee times made via telephone only a name and phone number will be required to make the reservation. For tee times made via the internet a credit card will be used to hold the reservation.
- **Five to Twelve Players** – tee times can be made via telephone or internet, all groups of this size will require a credit card to hold the reservation.
- **Thirteen or More Players** – all groups of thirteen or more are considered a tournament group and will require a reservation via our head golf professional or sales staff. These times may be made up to 18 months in advance and will require a deposit and contract.
- **Cancellation Policy** – we will ask that all groups, regardless of size, cancel their tee time as far in advance as possible. Groups of two to four may cancel at any time with no penalty. Groups of five to twelve players must cancel at least 24 hours in advance or they will be responsible for payment for any time slots that are not sold to other players. Groups of thirteen or more must cancel a week in advance or they will be responsible for payment for any time slots that are not sold to other players.
- **Data Collection** – while the above information is the minimum required to make a tee time, all CourseCo staff is trained to collect customer data that aids in facility management and marketing. Specifically a zip code and email address for each customer provide highly relevant data that helps in marketing efforts and revenue generation.

Policies and Procedures

As outlined above, CourseCo's policies and procedures fall into two primary categories. The first category involves employee management, safety, laws, rules and regulations. These policies have been developed based on 27 years of experience combined with extensive direct experience operating golf courses. CourseCo is intimately experienced in the unique laws and regulation that govern business in every state in which we operate. These policies and procedures are outlined in our Employee Handbook that will receive the modification necessary to fit the operation at Washoe Golf Course and be distributed to all employees during the hiring process prior to the transition to CourseCo management.

The second category of policies and procedures are those that will need to be developed specifically for Washoe Golf Course. Our experience has proven that the unique set up at every golf course requires that certain policies and procedures be developed specific for the facility. Seemingly simple items such as the location of time clocks, tee time intervals, location of break rooms and location of the safe prevent identical policy and procedures from being used at all facilities. Instead, our corporate team will work with the County in the week before the transition to gain approved access the facility and develop these policies and procedures for implementation upon the first day of operations.

Merchandising and Pricing

Increasing merchandise sales during the current economic climate has been challenging for all operators. Despite these challenges, CourseCo has experienced significant success at several of our facilities. At Crystal Springs we have capitalized on member loyalty, Palouse Ridge has leveraged

the “brand” that has been developed through national recognition and awards, and at Mather Golf Course, we have leveraged our relationships with our vendors to receive discounted product allowing us to provide price points that bring customers to our facility just to shop for the latest golf clothing and equipment. We will bring an amalgamation of these three approaches to Washoe Golf Course.

- **Member Merchandise Sales** – leveraging CourseCo’s relationship with merchandise vendors, we will host trunk shows and demo days where Washoe Golf Course members receive exclusive access to new clothing and equipment at excellent pricing
- **E-Stores** – use the new website to sell logo apparel with an emphasis on the quality and identity of an award-winning golf course
- **Focused Tournament Sales Efforts** – an increase in merchandise sales can be realized by adding tournament players and “upselling” merchandise packages to tournament groups
- **Holiday Packaging** – selling gift packs which include merchandise, rounds of golf, range balls, and lessons at Christmas, Mother’s Day, and Father’s Day can boost revenue in multiple categories. These packages would be available both in the Washoe Golf Course pro shop and through the e-store.

Setting the right price is another crucial step in achieving retail merchandise profitability. Once we have a clear understanding of our product cost, we typically set initial pricing to achieve predetermined margins. The mark-up covers our cost and profit margin, taking into account competitor pricing and industry standards. We also seek to implement a multitude of more innovative pricing strategies and discounting tactics when they make sense, for example:

- **Multiple Pricing** – a pricing method that involves selling more than one product for one price, such as “one for \$1 or three for \$2.”
- **Loss Leaders** – certain products may be priced below cost in the hope golfers will purchase other products at higher margins during their visit to the course, such as pricing a sleeve of golf balls below costs to attract golfers to a demo day where they might buy a set of clubs.
- **Discount Pricing** – if products become “stale” or inventory levels are not in alignment with the buying plan, price reductions are implemented in order to increase turn rates. CourseCo utilizes several discounting tactics including coupons, rebates, seasonal pricing and other promotional markdowns.

Customer Service



SWEAT Training

CourseCo has developed our proprietary approach to customer service, (S.W.E.A.T.), allowing for standardized expectations in customer service. Taking inspiration from the hospitality industry and recognized leaders in guest service in other markets, we developed a simple way to provide direction and expectations for all staff members

during every interaction with a guest during their visit. Our S.W.E.A.T program is outlined as follows:

SMILE	Greet each customer with a positive and upbeat attitude, wearing a smile.
WELCOME	Welcome each guest to the property, every time you meet them for the first time that visit.
ENTHUSIASM	Have a sincere enthusiasm in interactions with our guests.
ASK	Engage our guests in conversation by asking them a question. All staff members should ask questions appropriate for their role.
THANK	Staff members are directed to thank our customers for their visit at the conclusion of their interaction.

- **Training Program** – Once the standards are set the message must be delivered to the employees who will ultimately be responsible for delivering the service and product associated with the agreed upon standards. In addition to daily management of the delivery the following training schedule is our minimum commitment for Washoe County:
 - During the transition to CourseCo management, all existing employees will attend a half-day customer service training seminar conducted by our corporate team.
 - All new employees are provided a new employee orientation, conducted by the General Manager, their first day on the job.
 - General Managers and Superintendents receive manager level customer service training twice a year. The focus of this training is how they can better teach their employees to deliver CourseCo's proprietary customer service standard – S.W.E.A.T!
 - Monthly staff meetings all spend a period of time on S.W.E.A.T! training.
 - Quarterly Staff Training Sessions by CourseCo's corporate team conducted onsite at the properties.
- **Measurement** – We have found that even with great planning and training it is necessary to measure consistently the effectiveness of an operation. While the financial statements will tell part of the story, we use the following mechanisms to provide additional feedback to our corporate team, onsite management as well as our client:
 - **Comment Cards** – collected on a daily basis, a monthly summary report is submitted that measures our customer's direct feedback in several categories.
 - **Secret Shopper** – conducted monthly during the peak season these professional assessments give real feedback to management on the quality of the course, cleanliness of the facility as well as measuring customer service against our S.W.E.A.T! standards.

- **GolfSat Survey** – conducted via the National Golf Foundation this survey is done electronically once a year to measure how the courses are performing relative to prior year and relative to similar courses across the country.

We believe there is an immediate opportunity to enhance and improve both the hospitality and financial performance. We have experience doing exactly this.

Instruction

In many golf operations, instruction is an area that is neglected due to the apparent lack of potential profit. It is CourseCo's belief that not only can instruction directly contribute to the bottom line, but it also has a very large residual impact on other revenue centers. The instruction program will be built through e-marketing efforts by including more instruction info on the website, taking sign-ups for clinics online and including instruction information on email communication. In addition, efforts will be expanded to partner with the Park and Recreation Department, local schools and local business. Free clinics to engage the interest, particularly of smaller golf cohorts – youth, women, will be part of the strategy.

CourseCo as a company has made a commitment to the PGA of America's efforts to introduce new golfers to the game. This year we have extended our efforts through the Get Golf Ready program by certifying all of our facilities and committing to sign up 1,000 participants for the year. Upon taking over operations at Washoe Golf Course, we will immediately certify the facility and make the commitment to sign up 100 participants in 2017. By introducing new players to the game at Washoe Golf Course, we will create a new generation of loyal golfers – a key to the future stability of the golf course.

The First Tee of Northern Nevada

We look forward to leveraging our collective passions for the curriculum of the First Tee with the Northern Nevada chapter at Washoe Golf Course. We already have a history with that Chapter as one of our Senior Executives was a founding Board member. Our partnerships with grow the game initiatives and instructional programs are real, proven, and continue to stand the test of time. We have established several strong partnerships with the First Tee and these relationships continue to breed passion and love for golf in young people.

This is a rich area of endeavor for CourseCo, and a full chronicle of our efforts and success in this regard would exceed the scope and purpose of this proposal. We have had the opportunity to manage facilities in communities of high ethnic diversity (for example, Oakland, San Jose and Fresno, California), and we have leveraged those opportunities aggressively. In addition to less formal programs to fill every niche that has potential, CourseCo was instrumental in founding successful chapters of The First Tee in each of those cities. Chapter headquarters in San Jose is located at our course in the Barrio.

Primarily as a result of these activities, Tom Isaak, CourseCo's president, received the national Founders Award of The First Tee. Only a handful of individuals or firms has received the award since The First Tee was launched in 1997. Currently, five CourseCo managers are on Chapter Boards of The First Tee and we would hope to do the same in Reno.

Tournaments

The outside event customer is the highest spending golfer at any golf course. While it is always necessary to balance the scheduling of such events in order not to displace the members or regular customer, a disciplined and strategic tournament sales approach can provide significant additional revenue. At Washoe Golf Course, we see a particular opportunity to bring in additional outside through focusing on both the local market and working with the many hospitality venues that are nearby. We see great opportunity in becoming a value round of golf to the many visitors that come to Reno. With our sales tools, support and techniques will give us a significant advantage in growing the tournament business at Washoe Golf Course. Our strategies will include:

- ◆ **Pipeline 360** – a golf specific CRM (customer relationship management) software used at all of our tournament facilities
- ◆ **VP of Sales and Marketing** – will oversee the sales efforts at Washoe Golf Course through weekly sales calls
- ◆ **Sales Training** – providing sales training programs for all of our properties
- ◆ **Structured Sales Programs** – custom designed sales programs, that go well beyond marketing for properties with outbound sales needs

If CourseCo is chosen to operate Washoe Golf Course these resources will be applied immediately at the course level to quickly boost revenue, something virtually every golf course, public and private, is looking for today.

Food and Beverage

Focus on the daily food and beverage sales will be in three parts. One will be bundled offerings with green fees to both increase sales and fill off peak demand for golf. Secondly, focus on the upsell of food and beverage to outside golf events as part of a packaged approach to sales. Thirdly, we will increase “stickiness” at Washoe Golf Course to get golfers and others to stay and enjoy some food and drink. This can be accomplished by offering quality TV’s for sports, fire pits, music, and activities such as shuffleboard and bocce ball. Finally as part of the total concept the menu will be evaluated to determine what best sells and what items may need to be added to fulfill the guest needs.

CourseCo is extremely proud of our ability to drive significant results at our properties through the systematic sales of tournaments. These increases in sales occur when we implement our tools and systems are a product of smart marketing and advertising strategy and professional sales training and measurement of results. Simply put, we drive leads that get the phone to ring, train our staff members to maximize those opportunities and measure every metric reflective of our effort and failures/successes to learn and adapt our model.

These models are unique to the property, and customized depending on the needs of the property. We will identify our target market, focus on the ability to reach that market with our advertising and brand campaigns, and improve our efficiency at being the event partner of choice for those groups. We will develop long term, sustainable growth strategies immediately impact our business. Our marketing and advertising methods are a proprietary mix of traditional best

practices in the industry, and aggressive cutting edge search engine marketing campaigns that reach the right person, with the right message, at the right time.

Financial and Internal Controls

In order to ensure the security of on-site cash, the appropriate recording of revenues, and the integrity of our cash handling staff, all CourseCo, Inc.-managed facilities comply with very strict cash handling policies and procedures. The following is a summary of those policies and procedures:

- ◆ **Point of Sale** – The point of sale register and related procedures are the most important aspect of ensuring that all revenue is collected and reported. All customers are given a transaction receipt at the point of sale and a golf receipt is often checked by the General Manager or designee who will review voids, negative transactions, and returns reports on a weekly basis at minimum to ensure that cashiers are not given an opportunity to avoid recording sales transactions. Employees responsible for cash transactions must log on and off their register each shift. No employee may use another employee’s cash drawer. Video cameras monitoring the employee side of cash transactions are installed at some courses based on individual circumstances.
- ◆ **Paid-Outs** – Taking cash from the drawer in order to pay for an expense is NOT permitted under any circumstance.
- ◆ **Till Close** – Employees will perform a “blind” close. That is, the closer will not know if the drawer is cash short or over for the day.
- ◆ **Bank Deposits** – The Depository Safe is for cash and checks destined for the bank only. Safe must be a “drop” safe where money can be dropped in through a small access door but cannot be retrieved without the combination. Access is to be limited to the General Manager and Head Professional. The safe must be immovable.

Deposits are counted by the General Manager or his/her designee in a locked room. Cash is never left out or visible to passersby, nor is left unattended. Any cash discrepancy greater than twenty (20) dollars must be addressed by the General Manager on the daily deposit record submitted to the Petaluma Corporate Office. At Washoe Golf Course, we intend to use armored pick up service and deposits must be made a minimum of three times per week.

- ◆ **Purchasing** – Purchases that are part of a national pricing contract are exempt from this requirement. CourseCo has substantial purchasing power in the markets for equipment, supplies and services.
- ◆ **Inventory** – Inventory is controlled in a number of ways including inventory control tags and video cameras at many courses and very specific monthly reconciliations of item discrepancies at monthly inventory time. Customer theft of merchandise is a guaranteed occurrence in a golf pro shop environment, but our goal is to minimize and to make the pro-shop manager have to account for each and every theft, to be on the lookout for employee theft and unreasonable levels of customer theft. At each monthly physical inventory, we count the

merchandise and then it is compared on a SKU by SKU basis against expected perpetual inventories. In the first report, the manager must go back and recount to look for items missed or miscounted on the first count. On the final inventory report, the manager must make a written explanation of each inventory variance particularly with larger items like golf clubs.

- ◆ **Cash Handling Procedures** – Cash, check and credit card income handling has been very successfully handled at our courses for the last 27 years using a combination of systems that ensure accuracy and accountability. The process is as follows:
 - All personnel who are in cash handling positions go through a pre-employment background check.
 - The cashier closes out their register using the tools built into POS system for a “blind closing” that ensures that employees account for all of their recorded sales and must explain any difference from that total which is investigated by a manager.
 - The cashier creates a deposit envelope with all cash, checks and credit card receipts along with a copy of the report that is deposited into our safe.
 - The manager that opens the next morning runs a POS systems report accounting for all sales the previous day and then adds up the cashier’s individual deposits to create one large deposit that matches the total sales for the previous day. He/she would also initiate an investigation for any differences to the cashier or total daily sales reports.
 - The manager creates a deposit slip with the total deposit and deposits this back into the safe, often for pickup by an armored car service.
 - The manager inputs the information from the total daily sales reports into our online revenue management system. Revenues reported must equal the cash, check and credit cards entered in order for it to balance. Any differences must be recorded in “over/short” with a written explanation for small differences and a description of the investigation if there are larger differences.
 - The accounts payable manager periodically compares daily sales reports from the online revenue system and the General Ledger to the bank statements to be sure all deposits are accounted for properly and that all agree.
 - In the rare circumstance where the bank statements do not agree to the general ledger or online revenue system an investigation is started to reconcile the difference.
 - Surprise random audits are performed at both the course and administrative office level to be sure that all paperwork is in order and that the exact process above is being performed properly.

Maintenance

You will find below a general outline of CourseCo’s maintenance practices and philosophies including our approach to turfgrass and environmental management. Judging turf conditions requires that one understands a variety of variables including infrastructure, soil conditions, weather patterns and resource (both labor and material) available. Our outline is simple in layout and complex in creation and includes Maintenance Standards, Maintenance Plan, and Budgeting.

Maintenance Standards

At CourseCo properties any maintenance plan must first start with the development of a comprehensive set of minimum maintenance standards. These are developed by the Superintendent and the General Manager and finally approved by the Vice President of Operations and the Vice President of Agronomy for CourseCo. Our Vice President of Agronomy 's 13 years of direct experience in the Reno makes him well versed in the unique conditions that occur in the Reno market

The maintenance standards are the agreed upon benchmark of the property and where the requirements are established for daily presentation of the course and grounds. The goal is to create a set of standards, which correctly sets the level of golf course maintenance in relation to the strategic position of the property. CourseCo recognizes that one set of maintenance standards is not applicable to all properties. Too many variables exist, such as turf varieties, climate, fee structure, irrigation, drainage, cart path type, competition, etc. and these must be taken into account when setting the maintenance standards. Maintenance standards developed for Washoe Golf Course will adapt and be revisited at least annually to ensure that the targets are appropriate.

Maintenance Plan

Once the standards have been set and agreed upon a plan is developed to detail how the standards will be met.

When the annual operating budget was being developed, it was imperative that a basic maintenance plan be in place, for this significantly determines the golf course maintenance budget. Without a maintenance plan, the budget is meaningless, a road map without destination. Our plan for Washoe Golf Course includes the frequency, by season, for performing every task on the course. How many times you mow, water and fertilize every area of the course. How many times to verticut the greens, top dress and aerify. At first developing these numbers sounds like an insurmountable objective, but in the long run it pays off.

Mowing

Mowing is considered the most basic of the three primary cultural practices. For Washoe Golf Course we will use the following plan for our mowing practices:

Greens

Mowing heights and frequencies will fluctuate on putting greens more than any other playing surface. Vertical mowing, or verticutting, will remain a consistent practice occurring a minimum of once a month and as often as weekly in season. This will maintain appropriate thatch levels to improve irrigation infiltration, fertility and pesticide effectiveness, overall air supply to the root zone in which all will contribute to consistent putting surfaces.

The fluctuation in frequency and height of putting surfaces is critical as it relates to seasonal growth. During the cooler months, frequencies will decrease as heights increase giving the

turfgrass the ability to establish nutrient reserves, a healthy root zone while accomplishing effective ball roll. During the late spring, frequencies will increase as growth becomes more demanding. At the same time mowing heights will be lowered incrementally to increase lateral growth and desired playing conditions. During the majority of the growing season, frequency and heights will remain consistent with only slight variations to allow for cultural practices and periodic changes in weather. In the fall, frequency and heights will mimic the spring but in reverse. As the days become shorter, the growth will decrease and the turfgrass will begin to build reserves for the winter. By decreasing frequencies and raising heights, the turfgrasses will continue its natural growth cycle while still providing high quality putting conditions.

Tees, Fairways

Although the putting surfaces will have the most dramatic changes in frequency and height, the rest of the golf course will follow a similar pattern. Tees and fairways will change only slightly and will be unnoticeable to the average golfer. Seasonality will dictate the majority of our growth, which will influence our heights and frequencies. A similar approach will be taken in the spring, fall, and summer to allow for healthy playing surfaces.

Rough

Rough will be the one area that is maintained at a consistent height year round. The seasonal weather patterns have the least impact on this area making it unnecessary to change the height of cut throughout the year. Frequency will however be impacted as the rate of growth will slow during the colder off season months requiring it to be mowed less often.

Irrigation

In Reno and especially in most recent years, irrigation is the most influential part of any golf course maintenance plan. Our irrigation practices are monitored daily throughout the entire year supporting deep rooting, gas exchange and superior playing conditions. This becomes difficult with infrastructure challenges and sprinkler alignment. In most cases throughout the golf course, greens, tees, fairways and rough are irrigated with the same sprinkler although they all have different irrigation requirements.

We will employ a deep and infrequent method of irrigation that will be supported by dedicated trained irrigators to hand water in between irrigation cycles. While the irrigation system will limit our success it will NOT limit our approach. We will use a "Stacked ET" approach to irrigating the golf course.

"Stacked ET"- ET is the abbreviation for evapotranspiration. A brief definition of evapotranspiration is the amount of water that leaves the atmosphere through the plant and recommend to be replaced daily to accomplish viable turf grass. It is also the coefficient used on our irrigation computer and the global control mechanism to determine the amount of irrigation applied. When possible we will eliminate a daily replacement of ET. We will accumulate several days ET's and apply irrigation every other day and sometimes every third day in season- "Stacked

ET.” By applying more irrigation in one event we are moving water and oxygen through the soil. This will also aid in our efforts to eliminate unwanted accumulation of salts at the surface.

While deep and infrequent irrigation practices (Stacked ET) will be the method of choice throughout the golf course and heavily practiced in the spring and fall, the summer demand and ability to employ will alter during the summer months when irrigation demands are greater than the available time to irrigate. We will continue to mimic the approach but nightly irrigation cycles will be necessary in tees, fairways and rough.

For Example: We may elect to irrigate tees and fairways one evening at 50% of ET while irrigating rough at 150% of ET and alternate the following irrigation cycle. Ultimately the tees, fairways and rough will accomplish 100% of daily ET but the delivery method will encourage deep rooting and more sustainable turf grass not to mention firm and fast playing conditions.

Drought Management Plans

Based on principles of habitat enhancement, reduced cultivation areas, water optimization for plant health, and water conservation, CourseCo properties always seek avenues to reduce water use. When the drought was officially declared in California last year, 12 of our golf courses were required to meet mandatory reductions in irrigation usage ranging from 8% to 40% from 2013 usages. Understanding that our “baseline” was low in light of the above-described management philosophy, we were well prepared.

Generally, guided by our environmental management principles and internally developed best management practices, we are able to easily meet mandated limits while continuing to deliver superior playing conditions. We developed detailed drought management plans well in advance to the mandated order and achieved 100% compliance in each community we serve. CourseCo has been proactively managing water conservation for over two decades and excited to bring this expertise to Washoe Golf Course where they faced similar challenges last year.

Fertility

CourseCo has become perhaps the most honored golf management company in the field of environmental management. It is our philosophy that municipal golf properties should manifest and advance community values by modeling and demonstrating environmental best practices. IPM-CHAMP documents govern operations at all CourseCo managed properties. Our approach reflects awareness that golf courses are large consumers of land and water and are, in essence, quasi-agricultural businesses that utilize fertilizer and chemicals. We understand that golf courses are not universally considered good for the environment and have been targets of criticism by legitimate environmental organizations and individuals. CourseCo is the recipient of the state of California’s “highest and most prestigious environmental award,” and numerous other national and local honors. Seventeen CourseCo-managed courses are fully certified Audubon Cooperative Sanctuaries, which is about one-quarter of the total in the state of California. Two of our most highly recognized properties have also won awards for outstanding turfgrass quality demonstrating what we believe: quality turfgrass and environmental sensitivity are not

antithetical. Our record, and the practices we have developed in building it, is greatly beneficial to our clients in negotiating and managing environmental regulations.

Soil fertility and plant nutrition are complex subjects and we take a scientific approach to ensure turf health, environmental and fiscal responsibility. Soil tests are performed and analyzed by a recognized soil laboratory, our Golf Course Superintendent, and Vice President of Agronomy as the primary foundation of our annual fertility plan. Each key section of the golf course is tested and specific fertility programs are designed for greens, tees, fairways, and rough. We employ a soil based fertility program that takes advantage of naturally occurring events to reduce unnecessary inputs.

Budgeting

Now that a proper set of standards have been written and the roadmap for delivering those standards has been drawn, the dollars required to implement the plan must be accounted for. Essentially all of the costs of maintenance can be traced back to the initial set of standards once fixed costs are added and the expenses can easily be justified.

In this method of zero-based budgeting is a process in which funds are allocated on the basis of carefully developed decision packages and the use of cost/benefit analysis at each level of the managerial hierarchy.

Proposed Fee Structure

Making the Right People Happy

We understand the power of a strong base of resident golfers fearing a management company changing the affordability and character of their golf club with a rich history and successful past. Our regular practice is to make no changes in rates or programs that affect the ability of our resident golfers to play golf and enjoy the social interaction with their friends and family on the golf course. CourseCo will bring new ideas, fresh loyalty concepts, and improved technology platforms that will allow us to craft unique programs for our resident golfers. We are committed to a revenue plan that does not make increased profits at the expense of our local and loyal golf groups.

As evidence of this practice, we recently entered a long-term lease agreement with the City of Pacific Grove, and we now are nearing the completion of our third year as manager at Pacific Grove Golf Links. We are proud to share that during this extended transition and learning period we have had NO increases in fees, rates, or memberships for our local resident golfers. In fact, the rates for local golfers to pay golf and ride in a golf cart has actually **decreased** during this period. Meanwhile, course conditions have increased dramatically, our relationships with the Golf Links Advisory Committee and all home clubs is outstanding, and revenues have increased substantially.

Staffing Levels

Existing Employees

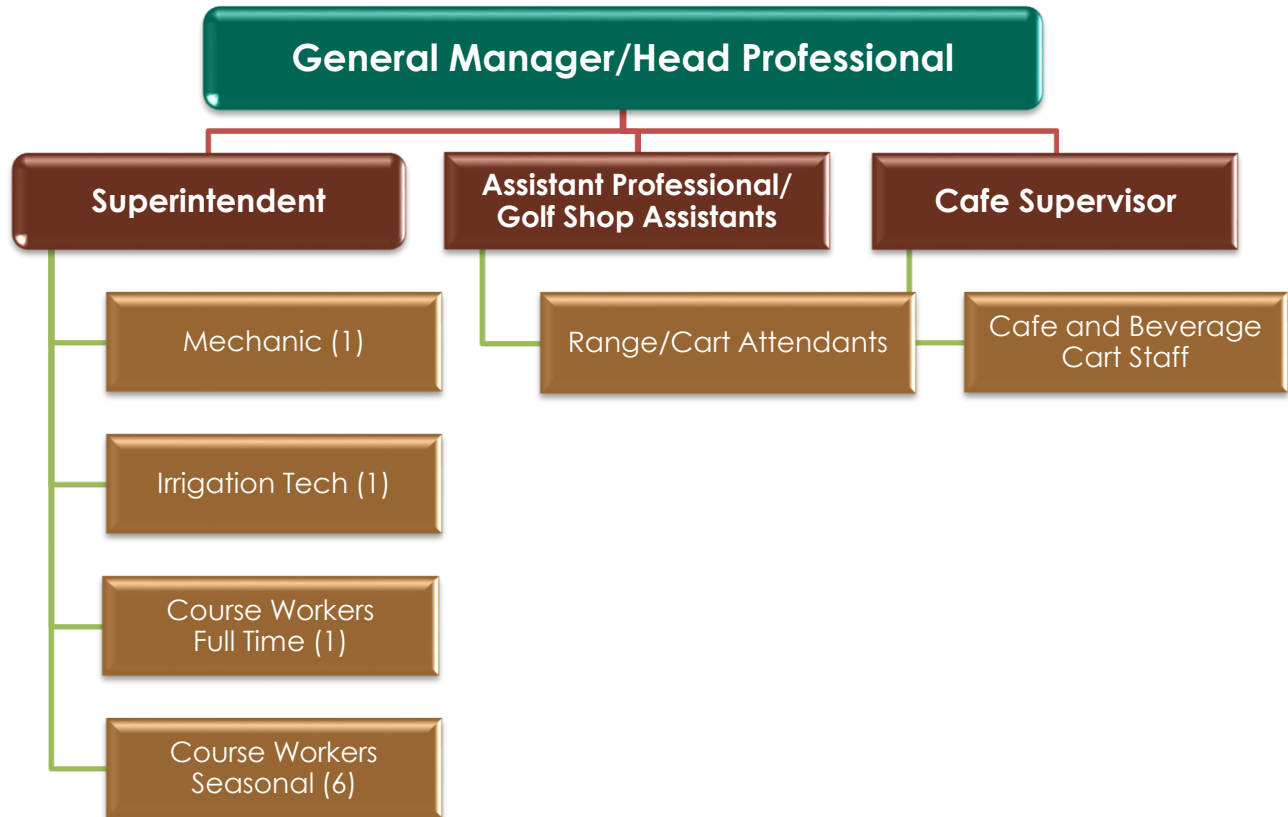
There is no more valuable asset in any business than the employees themselves. Not even a great golf course at an amazing value can overcome poor employees. With this in mind, CourseCo's approach in taking over management has always been to work with as many of the existing employees as possible. Our plan includes meeting with existing staff, early exposure to our company culture, and inviting each employee to join our team. We strongly believe in retaining existing employees who are honest, effective and show a desire to be a part of an exciting future at Washoe Golf Course. We do not believe in a "cleaning house" approach. Each employee hired by CourseCo will be given a 90-day introductory period. We will provide the current employees with a list of positions to be filled so that each can prepare in advance and decide where they aspire to fit within our organization. We will not limit them to applying for their current position. They will be encouraged to apply anywhere they realistically feel they can personally thrive and make meaningful contributions to the operations. We believe that candid and thorough communication with the current employees is fundamental to a seamless transition, an essential foundation for the working relationship, and the best way to avoid accelerating vacancies that could plague the incumbent management. The process will include:

- ◆ Distribution of handouts through the County and existing operator to all employees
- ◆ "Who is CourseCo?" "What does change mean to me?" "What are the policies?"
- ◆ Holding a job fair for current employees which will include:
 - Presentation about our shared vision with the City, our principles and objectives
 - Open question and answer session
 - Two way individual interviews for all interested employees

Proposed Staffing and Organization Chart

The staffing model for Washoe Golf Course is one that requires high efficiency coupled with strong operational structure while providing high levels of customer service. The organizational chart on the following page gives an outline of the reporting model for operation.

Washoe Golf Course Organizational Chart



Golf Operations Staff

The following are the proposed positions for Washoe Golf Course. It should be noted that while we have included the General Manager in the Golf Operations Staff it is actually budgeted in the General & Administrative Department and has oversight of the Superintendent and the maintenance department as well as the golf and food and beverage department. It is our intent for the General Manager to also fill the role as head professional.

General Manager/Head Professional (1 Full Time) – This position will have line responsibility for management of operations at their facility. The general manager will be responsible for the execution of the marketing plan, directing the general and administrative department, and quality control for all the facilities. He or she will have working knowledge of all proprietary management systems. This position will report directly to CourseCo’s Vice President.

For efficiency and accountability, we envision a flat organization where the General Manager will have two direct reports. These direct reports will be the Superintendent and Snack Bar Supervisor. In addition to oversight of daily operations, this individual will be responsible for:

- Working with CourseCo to develop strategic, operating, sales and marketing plans and budgets

- Implementing and supervising quality control
- Heading up the event sales effort
- Directing the effective execution of sales and marketing plans
- Planning and implementing service programs and community outreach
- Supporting all staff and participating directly in daily execution of customer service duties
- Monitoring budget variances and statistical reporting from all departments
- Assuring compliance with environmental programs
- Assuring compliance with property safety programs
- Participating with CourseCo officers in liaison with client

Minimum Qualifications BA or BS from an accredited college or university or equivalent; PGA, LPGA, and/or CMA affiliation is a plus; minimum 7 years' experience as a manager in a similar environment; working knowledge of Microsoft Windows applications; direct marketing experience. The successful candidate will have demonstrated analytical and business planning acumen, the maturity to motivate and manage a staff, and the communication skills to enhance internal and external effectiveness including communication with the client.

Golf Shop Assistant - The Golf Shop Assistant is responsible for direct customer service, aiding the golf professionals in managing the golf shop, and course programs, as well as assisting the Head Golf Professional in revenue growth and operations of the golf course. We would like to have one full-time Assistant Professional as part of the Golf Shop Assistant staff. That position will also assist with event sales.

Minimum Qualifications – Two years' experience working in golf operations or a retail environment. Knowledge of golf and working knowledge of Microsoft Office applications. Assistant Professional will be LPGA or PGA.

Range/Cart Attendants - The Guest Service Attendant is responsible for preparing both the golf cart fleet and driving range facility for daily customer use.

Minimum Qualifications – The minimum requirements are effective communication skills, knowledge of golf and customer service, and a valid driver's license.

Maintenance Staff

Golf Course Superintendent (1 Full Time) - The golf course superintendent is entrusted with the direct management of the golf course: turfgrass maintenance, servicing and repair of equipment, supervision of environmental programs, compliance and safety, maintaining appropriate records, and preparation of draft budgets and reports.

Minimum Qualifications – A degree in agronomy, horticulture, plant, soil sciences or equivalent knowledge and/or a current Class A member of the GCSAA. Experience in all phases of golf course management and turf culture. Certified and/or licensed in pesticide usage. Knowledge of the game of golf and its rules. Thorough knowledge of the

construction, establishment, and maintenance practices employed on golf course putting greens, tees, fairways, roughs, and bunkers. Knowledge of procedures for planting and culture of turfgrasses used on golf courses; the planting, cultivating, and pruning of ornamental plants, shrubs, and trees; the characteristics and proper use of various fertilizers and soil conditioners; pest control methods and materials; drainage methods; and watering practices and irrigation systems, including wells, pumps, and automatic controls. Knowledge of construction and maintenance of the maintenance facility, shelters, fences, bridges, golf cart paths, service roads, parking lots, ponds, and streams.

Golf Course Mechanic (1 Full Time) - The golf course mechanic is responsible for servicing and repair of maintenance and construction equipment and participates in the operation and maintenance of pumps, irrigation, and drainage systems.

Minimum Qualifications – Ability to schedule and supervise work to achieve the most efficient utilization of employees and equipment. Working knowledge of light and heavy construction and maintenance equipment and automotive apparatus. Skill in the use of a wide variety of equipment repair tools and in the making of various types of mechanical repairs. Knowledge of the theory, care, and operation of internal combustion engines and of mowers.

Golf Course Irrigation Technician (1 Full Time Seasonal) - The Golf Course Irrigation Technician is responsible for operating, servicing, and repairing the various components of a complex irrigation system. The position also performs general maintenance tasks as required.

Minimum Qualifications – Working knowledge of irrigation computer systems, basic electricity and hydraulic requirements of a complex irrigation system, including, but not limited to, automatic valves and controllers, pumps and pumping systems.

Golf Course Courseworkers (1 Full Time + 6 PT Seasonal) - The golf course courseworker operates powered equipment when mowing the golf course, putting greens, aprons, and tees. They maintain putting greens, tees, fairways, roughs, bunkers, driving ranges, and associated facilities.

Changes to Current Operations

Our intention is not to make any “Major” changes rather “install” the same core values at Washoe Golf Course that have made us successful for the past 27 years working with municipalities and the communities in which they serve. CourseCo’s sole business is the full operation and management of golf courses. Established in 1989, Tom Isaak founded the company on three primary principles that are still the core operating beliefs today: People, Planet and Profit – commonly known today as **Sustainability**.

PEOPLE

CourseCo’s work will start well in advance to the inception of the lease by networking and assembling a team at Washoe Golf Course that will support the philosophies and core values the

company. People are the key to success at any facility. This includes customers, golf course staff, Washoe County, and the community. Beginning day one, we will train the onsite staff in our proprietary customer service program (SWEAT) and work daily to reinforce the importance of a customer first attitude. This training occurs not only with our front of the house staff but ALL staff including our golf course maintenance department. Customer surveys and secret shoppers will be utilized help monitor our progress, identify deficiencies and highlight our successes. It is critical to remember that Washoe Golf Course is owned by the community and should be a source of pride for everyone. We have found that program richness is the most effective way to broadcast this message and we use a variety of methods, traditional and non-traditional, to do so. From Haunted Houses leading up to Halloween, Easter Egg Hunts on the driving range, Movie Nights on the Green to Neighborhood Block Parties, we know the importance these events have to those in the community that may not play golf. With only ten percent of the nationwide population playing golf, Reno being no different in this case, we will spend significant energy at attracting the non-golfer to Washoe Golf Course. Community inclusion or People, golfer or non-golfer, all participate at CourseCo managed properties and embrace the golf course as a meaningful and worthwhile community asset and this will be no different at Washoe Golf Course.

PLANET

Throughout the company's 27-year history, it has proven to be the most environmentally honored golf course Management Company in the industry. CourseCo is the recipient of California's "highest and most prestigious environmental award¹." Over the past 27 years the company has been decorated by the Golf Course Superintendents Association of America and Golf Digest through their awards program entitled Environmental Leaders in Golf Awards (ELGA). The ELGA's recognize golf course superintendents and golf courses around the world for their commitment to environmental stewardship. History repeated itself again with another stellar year for CourseCo superintendents. They accepted 6 of the 19 awards presented at The Golf Industry Show in San Diego. Mark Condos from Los Positas Golf Course in Livermore CA won the most coveted award as the ELGA Overall and National Public winner making a CourseCo superintendent the recipient of this award in back to back years and 3 out of the last 5.

Our environmental record and dedication is also illustrated with our long-standing relationship with Audubon International and the **Audubon Cooperative Sanctuary Program for Golf**. CourseCo currently has 18 golf courses designated as Certified Audubon Cooperative Sanctuaries out of 890 golf courses worldwide.

It is our philosophy that municipal golf courses in particular should manifest and advance community values by modeling and demonstrating environmental best practices. To further that goal CourseCo is very involved in the First Green program involving local schools to work with students in environmental education through the use of the golf course as a living laboratory. We

¹ 2003 Governor's Environmental and Economic Leadership Award – Sustainable Practices

will start working in the first year at Washoe Golf Course to implement our environmental programs with the goal of becoming the environmental leader in the Reno area.

Please see Exhibit A for a complete list of awards and recognition.

PROFIT

CourseCo has a fiduciary responsibility to its stakeholders to produce a sustainable business. Our 27 year track record of never having a municipal contract cancel or fail to renew is a testament to the fact that CourseCo has been able to produce for our clients. We believe that when the first two P's (People and Planet) are harmonious, profits are a natural byproduct that are capitalized on with the support from our home office in Petaluma, CA. Our strong corporate structure of sales and marketing, social media, agronomy, human resources, and accounting will allow the staff at Washoe to take full advantage of economies of scale empowering them to focus on the critical issues of customer service, customer acquisition, customer retention, and product quality ensuring the long term financial sustainability of Washoe Golf Course.

Financial Proforma

On the page following this introduction, is pro-forma that covers the 4 ½ years of the license agreement. The numbers are based on a combination of the operating data provided, CourseCo's experience operating municipal golf courses along with the market data available. The following are the base assumptions:

Rounds

Year 1:	3 Year Average
Year 2 – 4:	3% growth per year
Year 5 (1/2 Year)	3% growth over 6 month period

\$ Per Player - Green Fees, Cart Fees, Membership, Other Golf Revenue

Year 1:	3 Year Average
Year 2 – 4:	3% growth per year
Year 5 (1/2 Year)	3% growth over 6 month period

\$ Per Player – Food & Beverage

Year 1:	3 Year Average
Year 2 – 4:	3% growth per year
Year 5 (1/2 Year)	3% growth over 6 month period

Expenses

Year 1 – all categories – based on zero based budgeting technique

Year 2 – 4: 2% growth per year

Year 5 (1/2 Year) 2% growth over 6 month period

Base Rent, Percentage Rent & Capital Contribution

Based on proposed license fee outlined in the Financial Proposal section.

Washoe Golf Course Pro Forma		1/2 Year				
	Year 1	Year 2	Year 3	Year 4	Year 5	
TOTAL ROUNDS	41,012	42,242	43,510	44,815	23,080	
REVENUE						
Green Fees	\$ 723,424	\$ 767,481	\$ 814,220	\$ 863,806	\$ 458,206	
<i>Average per Round</i>	<i>17.64</i>	<i>18.17</i>	<i>18.71</i>	<i>19.27</i>	<i>19.85</i>	
Membership Dues / Fees	41,282	43,796	\$ 45,110	\$ 47,857	\$ 25,386	
<i>Average per Round</i>	<i>1.01</i>	<i>1.04</i>	<i>1.04</i>	<i>1.07</i>	<i>1.10</i>	
Carts	289,912	307,568	326,299	346,170	183,626	
<i>Average per Round</i>	<i>7.07</i>	<i>7.28</i>	<i>7.50</i>	<i>7.72</i>	<i>7.96</i>	
Merchandise Sales	234,536	248,819	263,972	280,048	148,552	
<i>Average per Round</i>	<i>5.72</i>	<i>5.89</i>	<i>6.07</i>	<i>6.25</i>	<i>6.44</i>	
Food & Beverage	231,848	245,968	260,947	276,839	146,849	
<i>Average per Round</i>	<i>5.65</i>	<i>5.82</i>	<i>6.00</i>	<i>6.18</i>	<i>6.36</i>	
Driving Range	94,033	99,760	105,835	112,280	59,559	
<i>Average per Round</i>	<i>2.29</i>	<i>2.36</i>	<i>2.43</i>	<i>2.51</i>	<i>2.58</i>	
Lessons	10,000	12,000	12,000	12,000	5,000	
Other Miscellaneous Rev	41,285	40,170	40,973	41,793	18,000	
GROSS OPERATING REVENUE	1,666,320	1,765,561	1,869,356	1,980,793	1,045,177	
COST OF GOODS SOLD						
Merchandise	164,175	174,173	184,781	196,034	103,986	
Lessons	8,000	9,600	9,600	9,600	4,000	
Food & Beverage	78,828	83,629	88,722	94,125	49,929	
Total Cost of Goods Sold	251,004	267,402	283,103	299,759	157,915	
NET OPERATING REVENUE	\$ 1,415,316	\$ 1,498,158	\$ 1,586,254	\$ 1,681,034	\$ 887,263	
OPERATING EXPENSES						
<u>General & Administrative</u>						
Labor Wages/Salaries	\$ 80,000	81,600	\$ 83,232	\$ 84,897	\$ 43,297	
Personnel Expenses - Taxes, Benefits, etc.	27,595	28,147	28,710	29,284	14,935	
Non Labor Costs	168,634	172,007	175,447	178,956	91,267	
Equipment Lease	2,400	2,400	2,400	2,400	2,401	
Subtotal	278,629	284,154	289,789	295,536	151,901	
<u>Golf Operations</u>						
Labor Wages/Salaries	116,243	118,568	120,939	123,358	62,913	
Personnel Expenses - Taxes, Benefits, etc.	31,030	31,651	32,284	32,929	16,794	
Non Labor Costs	50,050	51,051	52,072	53,113	27,088	
Equipment Lease	70,800	70,800	70,800	70,800	70,801	
Subtotal	268,123	272,069	276,095	280,201	177,595	
<u>Course Maintenance</u>						
Labor Wages/Salaries	236,100	240,822	245,638	250,551	127,781	
Personnel Expenses - Taxes, Benefits, etc.	62,207	63,451	64,720	66,015	33,667	
Non Labor Costs	197,950	201,909	205,947	210,066	107,134	
Water	30,000	30,000	30,000	30,000	30,000	
Equipment Lease	114,000	114,000	114,000	114,000	114,000	
Subtotal	640,257	650,182	660,306	670,632	412,582	
<u>Food & Beverage</u>						
Labor Wages/Salaries	94,824	96,720	98,655	100,628	51,320	
Personnel Expenses - Taxes, Benefits, etc.	42,155	42,998	43,858	44,735	22,815	
Non Labor Costs	32,850	33,507	34,177	34,861	17,779	
Equipment Lease	3,000	3,000	3,000	3,000	3,001	
Subtotal	172,829	173,226	176,690	180,224	91,914	
Total Operating Expense	1,359,838	1,379,631	1,402,879	1,426,593	833,992	
Net Operating Income	55,478	118,527	183,374	254,442	53,270	
Base Rent	25,000	40,000	45,000	50,000	25,000	
Percentage Rent	-	-	43,127	90,517	-	
Capital	-	-	25,000	25,000	12,500	
Rent & Capital to Washoe County	25,000	40,000	113,127	165,517	37,500	
CourseCo Net	30,478	78,527	70,247	88,924	15,770	

MARKETING PLAN

Detailed Approach to Developing a Marketing Plan

Philosophy and Approach

CourseCo is committed to the practice of drafting marketing plans specific to the needs of our clients, with an understanding that a golf course is much more than just a place to play the sport. Our approach with the marketing initiatives at Washoe Golf Course would follow this path of research, collaboration, design and execution. We expect our efforts to be varied, cost effective, and deliver a return on marketing investment that is acceptable.

We recognize it is commonplace for golf management companies to deliver boilerplate-marketing plans that promise to deliver improved financial performance. However, we believe it would be presumptuous for us to tell you we already have a solution for all your needs. A plan of this type is not consistent with our beliefs and values, and does little to help you decide upon the right partner for the future. As such, a marketing plan for Washoe Golf Course should include plans for golf revenue growth and success, as well as articulate the practices of developing non-golf participation and revenue generating programs from the community and region.

Instead, we will outline a working draft marketing plan that includes an introduction outlining the philosophy we utilize to develop a custom and property specific marketing plan that is a reflection of our process to Research, Plan and Execute.

Research

CourseCo believes in the power of information and research. It is impossible to draft and deliver a specific marketing plan without the necessary information critical to the process of development. Data and information shape our strategies and marketing philosophy at every course we manage. At this point, we have not gained access to critical data and information available by recognizing play patterns and opportunities for enhanced rounds growth and programs.

CourseCo has proven experience and continued success in identifying and establishing golf courses in their markets, targeting market segments both geographically and demographically, and attracting potential patrons to the property. Every golf course has its own distinct personality, competitive advantages, and opportunities. We employ a very “hands-on” approach to researching the historical performance of the golf course.

Our sales and marketing efforts are designed to not only position our golf courses to capture as much market share as possible within our targeted demographic profile, but also to create general awareness and alignment with the Washoe County and the key Community groups and organizations. We are not afraid to think differently to catch the attention of new customers - we pride ourselves on innovation and creativity to drive business results.

We would perform the following research in advance of preparing a final marketing plan:

- Historical Tee Sheet research to include utilization review

- Demand-Based yield management pricing techniques
- Pricing analysis to identify the value of our tee time inventory and opportunity costs
- Player demographics review
- Regional player profile analysis
- Tournament review and opportunity analysis

Working Plan to Execute

Marketing plans are more than ideas; they are actionable steps in the process of meeting the financial and community goals of our clients. We believe that the Washoe Golf Course has a significant need for improved marketing and sales management. We are confident that improved marketing and advertising, along with more complete and consistent sales management techniques, will immediately begin to deliver improved financial results. Our efforts will be comprehensive and include:

- **Reestablishing a Brand** – Washoe Golf Course has a long and strong history of golf in Reno, NV. Our focus for the establishment of a new brand identity would immediately embrace the change in management with a renewed focus on financial performance, community inclusion and events for residents, environmental sustainability and leadership, and enhanced golf experiences through systematic customer service standards. We believe that a “brand is a promise” and as such, our new brand message will convey our operational expectations that we will provide a fast, fun, and high quality golf experience for players at all levels. We will become a place you visit to play golf, gather for social golf activities, and be introduced to the game of golf in an unintimidating and service oriented culture.
- **Marketing for Revenue Growth** - Our marketing and advertising campaigns are designed to help us perform in one of our three primary revenue-generating principles; introduce new players to the courses, get players to return and play more golf, and get golfers to spend a higher average dollar amount each visit.
- A strong strategy to introduce new players to the golf courses, innovative offers and events to get them to return, and a comprehensive plan to raise the average spend per customer; will lead the golf courses to successful attainment of the financial goals.
- **Customer Acquisition** - We will draft and execute a customer acquisition strategy to introduce new players to the courses. This strategy includes the following:
 - **Website**- A new website design and announcement of our new brand and experience expectations. A new design will present accolades and pictures, while improving utility for finding critical information and immediate access to booking a tee time. The existing design is antiquated and implies that technology and technology service is not on par with contemporary expectations.

- **Golf Around the Bay Database-** Collectively, the number of properties managed by CourseCo in Northern California offers a significant opportunity for cross marketing. Golfers of all ages enjoy playing new golf courses and also represent a large group of people who enjoy travel. We have created a Golf Around the Bay email database comprised of **over 125,000 golfers** in Northern California. These golfers in Northern California offer us a fantastic opportunity to email incentives and offers to stay in Reno and play Washoe Golf Course.
- **Golf Around the Bay-Tournaments-** Our centralized tournament approach in Northern California offers us another rich database of prospective players. We have established a database of **over 1,000 tournament and small groups** that play our properties in Northern California. Over 600 of these groups are small NCGA affiliate clubs that enjoy learning about new places to take their club and play golf. We have great success marketing new courses to this group of small clubs.
- **Golf 20/20 Partnership** – we are already an active partner with Golf 20/20 and successfully launch their programs at nearly all of our courses. At Washoe Golf Course we will plan to launch the following:
 - **Get Golf Ready** – Targeting adults who have limited or no experience with the game of golf, Get Golf Ready is comprised of a series of five introductory lessons offered in a small-group environment.
 - **PGA Junior League** – PGA Junior League Golf is a fun opportunity for boys and girls, ages 13 and under to play golf. Participants wear numbered jerseys and play on teams with friends in a popular scramble format for competition.
 - **The First Tee partnerships** – The First Tee is a youth development organization helping to shape the lives of kids and teens from all walks of life by introducing them to the game of golf and its inherent values. The First Tee offers high-quality junior golf programs that build character, develop leadership skills and empower youth to discover their individual potential – both on the golf course and in life. We are extremely excited about the opportunities for future expansion and program success.
 - **Executive Women’s Golf Association** – CourseCo is a sponsor and strong supporter of the EWGA and will expand and increase the membership and events at Washoe Golf Course immediately.
- Strategic offers with daily deal sites such as Groupon, Living Social and Travelzoo.
- Resident focused outreach and offers that deliver rounds of golf from our immediate market.
- Public Relations already in place allowing us to distribute press releases to local media.

- Place informational materials at local hotels and visitor oriented agencies. Our message will center on Washoe Golf Course as the perfect place for travelers to get a first class golf experience while away from their home course.
- **Editorial Created** – Producing an editorial piece centered around the Washoe Golf Course design, experience and improvements. This editorial piece will be used in conjunction with our planned advertising to include lifestyle magazines that offer good value for advertising dollar spent, and improved reach into the market to reach affluent golfers. We will also leverage any advertising buys in the market to include editorial coverage whenever possible. In cases where budget permits we will use advertorial messages to educate and improve awareness regarding facility amenities and experience.
- **Digital Brand Advertising** – These non-price announcements and advertisement will focus on the fast and fun experience of playing Washoe Golf Course. Though these messages will not be price specific, they will always provide a method that allows us to monitor impact and ROI. Our partners in this area include Facebook, Google and Yelp as primary sources for this type of marketing.
- **Business Relationships with Community** – Reviewing our network of corporate, civic and charitable partners in the local market.
- **Email Invitations to Play Golf** – We will be sending out communications to our guests in a strategy that focuses on relevancy of message. Too often email content becomes stale and only about discounting the price to play golf. Our messages will restate our already strong rate offerings and invite people to a strong calendar of programs and events for maximum participation.
- **Onsite Price Point Incentives/Bundling** – Looking to take advantage of spikes in demand and high tee sheet utilization, we will be creating bundled service incentives that pair golf with add-on services. These incentives will be day and product specific and could include everything from food and beverages to short clinics or instruction.
- **Bounceback Coupons** – We will provide unique offers to our players by providing “bounceback” offers. These offers happen after the transaction at the POS and normally have a short life span. They are intended to improve the immediacy of a golfers return to our club, or commitment to membership.
- **Golf By The Hour** – We will continue to provide our unique concept for players and families that want a fun experience that meets their time demands. In this route, players can warm up with a small bucket of range balls, play 3-4 holes of golf and return in approximately an hour with a golf experience that fits their time needs and is family friendly.
- **Increasing Wallet Share (Average per Round)** - Driving additional revenue from a guest is critical and often an overlooked opportunity by most golf courses. This increased spend is managed through careful placement of advertising and signage in the golf shop,

routine and consistent upselling at the point of sale, and collaborative bundling with impulse options. There are many ways we look for increased wallet share at the golf courses we manage, and a few methods include:

- **Quarterly Sales Spiffs** – We routinely hold sales contests in special categories to drive sales and each quarter the top sales performers win financial rewards.
- **Deal of the Day** – High value merchandise offer that is impulse oriented, placed near the point of sale, and upsold to each customer during their transaction.
- **Rounds Packages** – Offering two or three round packages to the right customers is an effective way to earn more of their annual golf business.
- **Instructional Packages** – Creating multi-visit instruction programs improves annual number of golfing visits per customer.
- **Day Camp and Youth Camps** – Developing fun and creative ways for kids to spend time at the golf course breaks down barriers to entry for future players. These camps also serve as an increase of revenue from golfing parents in the region looking for a safe and fun place for their kids to learn the game of golf.
- **Marketing Technology Manager** - CourseCo recognizes the constantly evolving state of today's world, and our Technology Based Marketing Manager is a dedicated employee managing our online presence and sales campaigns. We utilize the power of technology and the internet to help drive golf and sales opportunities.

Our Marketing Technology Manager would manage the following internet-based approaches:

- **Search Engine Optimization (SEO)** - Understanding how google ranks and sorts search results is a critical component in today's online environment. CourseCo uses several techniques to ensure our websites are top of page and easily found by online inquiries.
- **Digital Advertising Campaign Marketing** - The traditional yellow page directory has been replaced by online searches. Our online advertising campaigns are crafted to deliver maximum results with a keen eye on return on investment. Our advertising outlets include Google, Yahoo, Yelp, Facebook and other regional partners.
- We create custom and unique digital campaigns for all our golf courses, with an emphasis on keeping our clubs top of mind with regional players. These highly targeted and specific campaigns track website traffic, keyword inquiries online, and place our digital advertisements in front of golfers hundreds of thousands of times



every year. We are the only golf management company that has qualified as a certified Google Partner, exhibiting a mastery of digital techniques.



- o **Social Media** - We have a strong social media plan and execute social media posting and stories on our golf club social media sites several times a week using our integrated partner Hootsuite. Hootsuite allows us to easily integrate stories, regional events, pictures from tournaments, and industry events into our Facebook and twitter feeds seamlessly and extremely fast.

Social Media is an important vehicle that allows customers to feel connected to our golf courses, strengthening our relationship and loyalty. We utilize Facebook, YouTube and Twitter to ensure we are reaching the online community.

- o **Online Media - Partnerships** with online media sources have allowed us to negotiate premium rates for our golf clubs, saving our clients thousands of dollars.

Loyalty Programs and Customer Satisfaction

The Right Rewards

CourseCo has tremendous success launching successful loyalty and rewards programs at several of our properties under management. Companies from coast to coast are utilizing loyalty programs to reward customers for purchasing goods and services, with the expectation that these rewards stimulate the customer’s urge to stay loyal and return to the company for future business. Our loyalty programs are as unique as our properties, and we do not believe in “one size fits all” loyalty cards.

A well-crafted loyalty program requires a level of data, information, and behavioral analysis that we currently do not have available to us. We have recognized that Washoe Golf Course needs a strong loyalty program for our golfing guests. It is our intent to perform customer satisfaction surveys to identify the type and frequency of rewards that would make our customer’s decision to play more, or all, of their golf with us a very easy decision.

A few examples of our recent loyalty success stories include:

- **The River Card at Green River Golf Club** – We noticed a need for a loyalty card that would offer our loyal golfing guests, particularly senior golfers, an opportunity to commit to playing more of their annual golf rounds at Green River Golf Club. After consultation with a few key stakeholders in our



Men's and Ladies Clubs, we launched the River Card. This card has been a tremendous success, with more than 1,400 River Card Memberships sold.

- **Sunset Club at Glendoveer Golf Course** – Glendoveer Golf Course needed a stimulus for afternoon rounds. As a 36-hole facility, we needed a loyalty membership that drove traffic and rounds volume in our afternoon tee times. Filling that need was the Sunset Club, an extremely affordable afternoon membership that made playing afternoon golf incredibly inexpensive for our resident golfers willing to commit to a modest monthly fee of \$29/month. We are proud to report that we have more than 500 members in that program, achieved in less than 2 years. This program alone is responsible for adding more than \$180,000 in membership revenue annually.
- **The Players Card at Napa Golf Course** – With a heavy amount of regional tourism, we needed a loyalty card that rewarded our resident golfers. The Players Card at Napa Golf Course was constructed with the local golfer in mind. This loyalty card program was devised to lower rates for residents and provide even greater value and savings than in the past. With over 800 memberships sold, it has been a tremendous success.

CourseCo is eager to begin learning about the golf rounds and revenue patterns. We are extremely confident that when we analyze these patterns, survey our resident golfers, and craft smart loyalty benefits and rewards that make our customers happy, we will have the right loyalty program.

Description of Recommended Services, Programs and Activities

Synergy from the Community

In our opinion, there is significant synergistic opportunity available by building upon our initial relationships from community leaders in the market. These relationships are critical to our overall plan of enhancing the utility of Washoe Golf Course to all residents and groups.

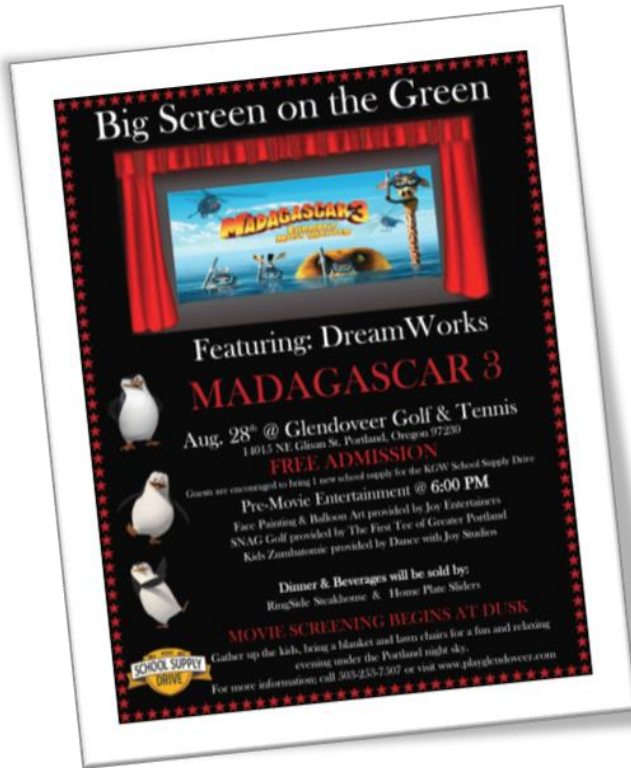
It is our practice to reach out to these groups in advance to make sure the community, and the leading organizations, are a good fit for our team at CourseCo. We are excited about the quality and quantity of community groups and organizations and we will continue reaching out to several individuals and groups in the region:

Community Focused Approach *“More than just a place to play golf”*

One of the practices that distinguishes CourseCo apart from our competition is the expectation that our facilities host several non-golf events at our properties. The team at CourseCo believes that a golf course should be much more than just a place to play golf. We take this civic responsibility very seriously, and we continue to find new and innovative ways for our golf courses to serve the community. Each year, our golf courses are required to host 5-10 community oriented events that include blood drives, food bank drives, Toys for Tots, Charitable Fund Raisers, partnerships that take golf to local schools, and many more.

A few specific examples include:

Community Movie Night – In Portland, Oregon, we held a “Big Screen on the Green” movie night, which was free to local residents. Partnering with local businesses and selected restaurants to have an amazing evening for families in the community. We are proud to have almost 600 community residents attend our last movie!



Easter Egg Hunt/Doggie Parade – In Sacramento, these are community events for local families. Flyers are sent home through local schools inviting attendance. Both events have been very successful at bringing new faces and utilizing the facility as a center of the community. Kids are given the opportunity to hit golf balls with our instructors, play games, work crafts and enjoy a BBQ. Parents are given goodie bags with flyers and information on all of our programs and upcoming events. A County Supervisor and former Mayor acted as celebrity judges for our Doggie Easter Bonnet Parade to the delight of participants and spectators.

Wimbledon “On the Green” Event - A fun event giving tennis players an opportunity to play a Wimbledon style tennis tournament on temporarily created grass tennis courts on the golf course.

Living Laboratory-First Green Program - Establish a “living laboratory” concept on the golf course that introduces the local students to indigenous species of both plant and animal life on the golf course. This First Green curriculum is a standard event at CourseCo properties, where these living laboratories celebrate the unique beauty inherent to the Washoe Golf Courses and educate the students regarding their beauty, seasonality, and special care and characteristic.

The First Tee – We believe strongly, that there is an opportunity to leverage our collective passions for the curriculum of the First Tee. In many golf operations, instruction is an area that is neglected due to the apparent lack of potential profit. It is CourseCo’s belief that not only can instruction directly contribute to the bottom line, but it also has a very large residual impact on other revenue centers. The instruction program will be built through e-marketing efforts by including more



**Winner of The
Doggie Easter Bonnet Parade**
Mather Golf Course, Sacramento, CA

instruction info on the website, taking sign-ups for clinics online and including instruction information on email communication. In addition, efforts will be expanded to partner with the Park and Recreation Department, local schools and local business. Free clinics to engage the interest, particularly of smaller golf cohorts – youth, women, will be part of the strategy.



The First Tee of Columbia Basin Event
Columbia Park Golf Links, Kennewick, Washington

We are excited to find an opportunity for another partnership with the First Tee, CourseCo and Washoe Golf Course. Our partnerships with grow the game initiatives and instructional programs are real, proven, and continue to stand the test of time. We have established several strong partnerships with the First Tee and these relationships continue to breed passion and love for golf in young people. This is a rich area of endeavor for CourseCo, and a full chronicle of our efforts and success in this regard would exceed the scope and purpose of this proposal. We have had the opportunity to manage facilities in communities of high ethnic diversity (for example, Oakland, San Jose and Fresno, California), and we have

leveraged those opportunities aggressively. In addition to less formal programs to fill every niche that has potential, CourseCo was instrumental in founding successful chapters of The First Tee in each of those cities. Chapter headquarters in San Jose is located at our course in the Barrio. That Chapter is strong in Hispanic participation, but also significant Vietnamese and other Southeast Asian participation.



Palouse Ridge Golf Club, Pullman, Washington

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REFERENCES

Professional References

Course Name and Description	Owner's Contact Information	Contract/Other Information
Crystal Springs Golf Course 6650 Golf Course Drive Burlingame, CA 94010 (650) 342-4188 (650) 342-1769 (fax) www.playcrystalsprings.com	City and County of San Francisco 1155 Market Street, 5 th Floor San Francisco, CA 94103 Ms. Rosanna Russell, Manager Public Utilities Commission – RES (415) 487-5210 rsrussell@sfgwater.org	Client Since: March 1, 1996 Lease Agreement Municipal Golf Course Certified by the Wildlife Habitat Council. Maintenance Budget: \$917,391 Total Employees: 42 Acreage Maintained: Greens: 2.5 Tees: 2 Fairways: 26.5 Rough: 61 Common Areas: .25

Property Description: Opened in 1924, Public, 18-hole championship golf course of original Herbert Fowler design (W.F. Bell revision in 1960's, Robert Trent Jones II revisions in 1999); lighted 27-stall driving range; 12,000 s.f. clubhouse; restaurant, bar and banquet facilities; golf shop. **Fully certified Audubon Sanctuary since October 20, 1999.**

Scope of Services: Full Golf Operations, Full F&B, Golf Course Maintenance, Special Environmental Management, Full Administrative Services, Marketing/Community Relations, Master Planning, Design & Construction Consulting, Grow In, Construction Management.

Los Lagos Golf Course 2995 Tuers Road San Jose, CA 95121 (408) 361-0250 (408) 361-0255 (fax) www.playloslagos.com	City of San Jose Department of Parks and Recreation 200 East Santa Clara Street San Jose, CA 95113 Mr. Mike Will, Parks Manager (408) 535-3582 Mike.will@sanjoseca.gov	Client Since: October 2, 2001 Management Agreement Municipal Golf Course Chapter Headquarters, The First Tee Maintenance Budget: \$1,476,587 Total Employees: 62 Acreage Maintained: Greens: 3 Tees: 2.8 Fairways: 24 Rough: 50.5 Common Areas: .5
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Property Description: Opened in 2002, 18-hole executive (par 68) course of JMP Golf Design; two-deck 42-stall lighted driving range; restaurant and bar. **Fully certified Audubon Sanctuary since April 14, 2004.**

Scope of Services: Full Golf Operations, Golf F&B, Golf Course Maintenance, Special Environmental Management, Full Administrative Services, Marketing/Community Relations, Design & Construction Consulting, Construction Management, Grow In

Course Name and Description	Owner's Contact Information	Contract/Other Information
Mather Golf Course 4103 Zinfandel Road Mather, CA 95655 (916) 364-4354 (916) 364-4360 (fax) www.playmather.com	County of Sacramento Department of Regional Parks 9850 Goethe Road Sacramento, CA 95827 Mr. Greg Bliet, Golf Division (916) 875-6757 blietg@saccounty.net	Client Since: April 25, 1995 Management Agreement Municipal Golf Course Maintenance Budget: \$610,052 Total Employees: 33 Acreage Maintained: Greens: 3.5 Tees: 3 Fairways: 26 Rough: 60 Common Areas: 1

Property Description: Opened in 1957, 18-hole championship golf course of Jack Fleming design; 25-stall full turf driving range; restaurant; golf shop. **Fully certified Audubon Sanctuary since June 4, 2003.**

Scope of Services: Full Golf Operations, Golf F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations, Design & Construction Consulting, Construction Management

Rancho del Pueblo Golf Course 1649 Hermocilla Way San Jose, CA 95116 (408) 347-0990 (408) 347-0995 (fax) www.ranchodelpueblo.com	City of San Jose Department of Recreation and Parks 200 East Santa Clara Street San Jose, CA 95113 Mr. Mike Will, Parks Manager (408) 535-3582 Mike.will@sanjoseca.gov	Client Since: December 20, 1999 Management Agreement Municipal Golf Course The First Tee affiliate course Maintenance Budget: \$286,178 Total Employees: 20 Acreage Maintained: Greens: 1 Tees: 1 Fairways: 10 Rough: 18 Common Areas: .25
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Property Description: Opened in 2000, 9-hole executive golf course of Graves & Pascuzzo design; 25-stall lighted driving range; café; golf shop. **Fully certified Audubon Sanctuary since June 27, 2006.**

Scope of Services: Full Golf Operations, Golf F&B, Golf Course Maintenance, Full Administrative Services, Marketing/Community Relations, Construction Management

Financial References

Mr. Ramsay Brown, Assistant Vice President
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 Novato, CA 94947
 415-884-4570
 ramsaybrown@bankofmarin.com

Mr. Matt Cody

Lanco Financial

772-530-0184

Fundalease@live.com

Mr. Greg T. Robison, Western US Regional Sales Manager

Yamaha Golf-Car Company

2706 Lydia Court

Thompsons Station, TN 37179

615-599-0584

grobison@ymmc.yamaha-motor.com

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FINANCIAL CAPABILITIES

CourseCo has established several working capital credit lines for the operational needs of individual properties. In addition, we have utilized term loans with Bank of Marin, Wells Fargo, and East West Bank for capital improvements at several other properties. We have substantial credit facilities with major manufacturers of golf course maintenance equipment and golf carts to facilitate equipment acquisitions as needed, and CourseCo's multi-course national account status with these suppliers substantially reduces the capital cost of major equipment purchases.

CourseCo has also negotiated national and/or group accounts with many manufacturers and distributors for golf course-related products. This includes purchased supplies, retail merchandise, and food and beverage inventory. We pass back all rebates, dollar for dollar, to our client properties.

On the following page appears a letter from just one of our banking relationships, Bank of Marin.



504 Redwood Blvd.
Suite 100
Novato, CA 94947
Phone (415)884-4570
Fax (415)884-5351

August 15, 2016

CourseCo, Inc.
C/O Russ Erickson, VP of Finance and Administration
1670 Corporate Circle, Suite 201
Petaluma, CA 94954

Russ,

As a follow up to our discussion, this letter is to recognize the banking relationship between CourseCo, Inc., its affiliates and Bank of Marin. Since 2007, Bank of Marin has provided CourseCo, Inc., and its affiliates with working capital lines of credit similar to that which is discussed in the RFP for Washoe Golf Course and Washoe County. At this time, Bank of Marin has not received any application for credit from CourseCo related to the Washoe RFP. That said CourseCo has been a borrowing and depository client since 2007 and have handled their accounts as agreed. Should CourseCo, inc. be awarded the contract for Washoe Golf Course we would be happy to entertain a formal loan request from them for financing.

This letter is for discussion purposes only and is neither an offer nor a commitment to lend. If you have any questions about the contents of this letter I can be reached directly via the methods below.

Sincerely,

A handwritten signature in black ink, appearing to read "Ramsay Brown".

Ramsay Brown
Assistant Vice President
Commercial Banking Officer

Bank of Marin
504 Redwood Blvd., Suite 230
Novato, CA 94947

Phone: (415) 884-4570
Fax: (415) 884-5351
ramsaybrown@bankofmarin.com

Financial Statements

Beginning on the following page are the past 3 years Profit & Loss/Statement of Cash Flows and Balance Sheets for Crystal Springs Golf Course, Mather Golf Course, Los Lagos Golf Course and Rancho del Pueblo Golf Course.

Crystal Springs Golf Course
Profit & Loss and Statement of Cash Flow
For the Twelve Months Ending December 31, 2015

	2015	2014	2013
	Actuals	Actuals	Actuals
Public Rounds	38,780	35,594	37,375
Tournament Rounds	4,759	5,280	4,631
Member Rounds	26,038	25,096	25,923
TOTAL REVENUE ROUNDS	69,577	65,970	67,929
<u>REVENUE</u>			
Green Fees	1,646,397	1,540,486	1,727,194
Annuals/Membership Dues	940,980	945,440	923,057
Merchandise	242,091	239,255	261,983
Carts	592,883	613,037	570,637
Range	281,902	268,400	316,167
Instruction	232,496	182,417	165,653
Other Sales	72,042	55,587	61,510
Subtotal -- Golf Operations	4,008,791	3,844,622	4,026,201
Food & Beverage - Snack Bar & Grill	3,033,983	2,701,650	2,606,541
Subtotal -- Food & Beverage	3,033,983	2,701,650	2,606,541
TOTAL REVENUE	7,042,774	6,546,272	6,632,742
<u>COST OF GOODS SOLD</u>			
Merchandise	162,484	155,060	180,941
COGS %	67%	65%	69%
Lessons	196,470	171,391	132,244
COGS %	85%	94%	80%
Food & Beverage	3,033,983	2,701,650	2,606,541
COGS %	100%	100%	100%
TOTAL COST OF GOODS SOLD	3,392,937	3,028,101	2,919,726
GROSS MARGIN	3,649,837	3,518,171	3,713,016
<u>OPERATING EXPENSES</u>			
<u>General & Administrative</u>			
Personnel - Wages/Salaries	97,474	82,423	109,713
Personnel - Benefits, Taxes, Insurance	34,870	20,579	27,695
Non-personnel	628,451	645,249	597,082
Equipment Lease	1,946	1,731	2,781
Department Total	762,741	749,982	737,271
<u>Golf Operations & Marketing</u>			
Personnel - Wages/Salaries	244,902	274,911	253,066
Personnel - Benefits, Taxes, Insurance	58,258	55,742	42,015
Non-personnel	201,762	129,411	127,502
Equipment Lease	88,819	86,528	96,508
Department Total	593,741	546,592	519,091
<u>Golf Course Maintenance</u>			
Personnel - Wages/Salaries	321,405	307,614	265,346
Personnel - Benefits, Taxes, Insurance	94,112	81,167	69,370
Non-personnel	288,317	292,814	256,010
Equipment Lease	44,514	63,109	53,608
Irrigation Water	149,581	103,671	95,853
Department Total	897,929	848,375	740,187
TOTAL OPERATING EXPENSES	2,254,411	2,144,949	1,996,549
NOI BEFORE RENT & CIF	1,395,426	1,373,222	1,716,467
<u>RENT & CIF</u>			
Rent Fixed	1,707,855	1,665,161	1,622,400
F&B Rent Offset	(298,712)	(265,206)	(255,530)
CIF Contribution	134,638	125,141	127,694
Total Rent & CIF Expenses	1,543,781	1,525,096	1,494,564
NOI AFTER RENT & CIF	(148,355)	(151,874)	221,903
<u>Other (Income) & Expense</u>			
Other Income	(2,165)	989	(8,776)
F&B Profit	(640,000)	(250,000)	(378,550)
Miscellaneous	1,437	8,900	4,200
Total Other Income & Expense	(640,728)	(240,111)	(383,126)
NET CASH FLOW	492,373	88,237	605,029

CONFIDENTIAL

**Crystal Springs Golf Course
Balance Sheet
For the Twelve Months Ending December 31, 2015**

	<u>2015</u>	<u>2014</u>	<u>2013</u>
ASSETS			
CURRENT ASSETS			
CASH ON HAND	1,185	1,185	1,900
CHECKING ACCT	872,252	479,043	654,196
CREDIT CARD ACCT	69,001	0	0
EAST WEST BANK CD	402,214	401,600	401,039
A/R GENERAL	29,120	30,114	24,869
A/R - GREG COPLAND	0	4,044	2,259
CUSTOMER ACCOUNTS	(56,715)	53,854	64,955
A/R OTHER	0	2,650	0
INVENTORY IN TRANSIT	0	5,671	0
INVENTORY - MERCHANDISE	78,552	65,437	50,480
PREPAID EXPENSES	5,781	5,781	0
PREPAID GEN LIAB INS	8,028	6,594	8,594
PREPAID RENT	143,725	140,356	136,533
PREPAID OTHER	10,413	13,800	16,745
TOTAL CURRENT ASSETS	1,563,556	1,210,129	1,361,570
FIXED ASSETS			
LEASEHOLD IMPROVEMENTS	937,325	937,325	937,325
FIXTURES- GENERAL	39,986	39,986	40,209
MACHINERY & EQUIPMENT	848,697	848,697	777,165
RANGE EQUIPMENT	7,164	7,164	7,164
COMPUTER SOFTWARE	6,661	6,661	45,550
FIXED ASSETS	356,474	356,474	449,316
BUILDINGS	931,760	931,760	931,760
ACCUMULATED DEPRECIATION	(2,737,319)	(2,737,319)	(2,705,562)
TOTAL FIXED ASSETS	390,748	390,748	482,926
OTHER ASSETS			
PREPAID CIF RENT	81,325	81,325	153,614
INVESTMENTS	2,821,512	2,821,512	2,465,879
RTRN ON INVESTMENT WWCRYSTAL	(2,649,722)	(2,649,722)	(2,383,923)
TOTAL OTHER ASSETS	253,115	253,115	235,570
TOTAL ASSETS	2,207,419	1,853,992	2,080,067
LIABILITIES			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE	82,297	4,212	120,162
ACCRUED OTHER	16,102	12,723	44,842
ACCRUED MGMT FEES	313	313	0
SALES TAX PAYABLE	1,606	0	0
ACCRUED PAYROLL	0	7,500	2,000
WORKERS COMP ACCRUAL	0	1,423	6,633
UNION DUES PAYABLE	127	0	0
VACATION ACCRUAL	31,660	23,036	20,629
TOTAL CURRENT LIABILITIES	132,105	49,207	194,265
OTHER LIABILITIES			
DEFERRED REVENUES	41,850	41,850	51,388
GOLF DEPOSITS	0	47,847	29,105
ON-LINE PREPAID LESSONS	63	0	0
ACCRUED ANNUAL MEMBERSHIP	18,578	79,991	0
NCGA DUES	0	7,407	7,231
FOOD CREDIT CLEARING	1,814	10,706	2,990
GIFT CARDS	162,350	157,697	145,437
BOOK ACCOUNTS	15,416	12,101	11,584
AWARDS PROGRAM	0	6,295	4,697
LADIES SWEEPS	0	(652)	80
MEN'S CLUB	0	(1,332)	(93)
RAIN CHECK	495	498	3,869
TOTAL OTHER LIABILITIES	240,566	362,408	256,288
LONG TERM LIABILITIES			
VGM LEASE 2010	11,514	11,514	86,756
PNC LEASE #1 2013	79,208	79,208	0
PNC LEASE #2 2013	23,938	23,938	0
JOHN DEERE XUV 2014	15,742	15,742	0
TOTAL LONG TERM LIABILITIES	130,402	130,402	86,756
TOTAL LIABILITIES	503,073	542,017	537,309
EQUITY			
EQUITY ACCOUNTS			
CONTRIBUTION	1,245,500	1,245,500	1,245,500
DISTRIBUTION	(2,599,998)	(2,499,998)	(2,300,000)
RETAINED EARNINGS	2,566,473	2,496,360	1,992,231
YEAR TO DATE EARNINGS	492,371	70,113	605,027
TOTAL EQUITY ACCOUNTS	1,704,346	1,311,975	1,542,758
TOTAL LIABILITIES AND EQUITY	2,207,419	1,853,992	2,080,067

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Mather Golf Course
Profit & Loss and Statement of Cash Flow
For the Twelve Months Ending June 30, 2016

	2016	2015	2014
	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
Public Rounds	44,722	47,139	47,099
Tournament Rounds	4,368	4,892	5,909
TOTAL REVENUE ROUNDS	49,090	52,031	53,008
<u>REVENUE</u>			
Green Fees	1,214,202	1,207,377	1,250,306
Annuals/Membership Dues	0	0	0
Merchandise	485,746	491,511	489,925
Carts	388,907	380,424	398,194
Range	230,002	240,352	223,834
Instruction	70,685	74,883	79,547
Other Sales	12,954	7,885	12,481
Subtotal -- Golf Operations	2,402,496	2,402,432	2,454,287
Food & Beverage - Snack Bar & Grill	308,889	303,705	304,758
Subtotal -- Food & Beverage	308,889	303,705	304,758
TOTAL REVENUE	2,711,385	2,706,137	2,759,045
<u>COST OF GOODS SOLD</u>			
Merchandise	345,591	351,829	343,494
COGS %	71.0%	72.0%	70.0%
Lessons	62,899	68,428	69,623
COGS %	89.0%	91.0%	88.0%
Food & Beverage	80,280	84,766	82,805
COGS %	34.0%	36.0%	35.0%
TOTAL COST OF GOODS SOLD	488,770	505,023	495,922
GROSS MARGIN	2,222,615	2,201,114	2,263,123
<u>OPERATING EXPENSES</u>			
<u>General & Administrative</u>			
Personnel - Wages/Salaries	85,680	90,404	90,217
Personnel - Benefits, Taxes, Insurance	25,422	24,407	25,751
Non-personnel	186,195	174,936	97,105
Equipment Lease	6,666	6,312	6,745
Department Total	303,963	296,059	219,818
<u>Golf Operations & Marketing</u>			
Personnel - Wages/Salaries	211,779	205,402	182,825
Personnel - Benefits, Taxes, Insurance	52,573	44,757	35,823
Non-personnel	91,370	87,272	97,989
Equipment Lease	72,418	71,770	60,185
Department Total	428,140	409,201	376,822
<u>Golf Course Maintenance</u>			
Personnel - Wages/Salaries	316,775	297,308	312,134
Personnel - Benefits, Taxes, Insurance	101,003	91,555	83,890
Non-personnel	175,054	187,509	183,681
Equipment Lease	8,199	8,585	9,654
Department Total	601,031	584,957	589,359
<u>Food & Beverage</u>			
Personnel - Wages/Salaries	93,990	87,065	93,405
Personnel - Benefits, Taxes, Insurance	24,736	21,028	22,786
Non-personnel	55,507	61,596	67,814
Department Total	174,233	169,689	184,005
TOTAL OPERATING EXPENSES	1,507,367	1,459,906	1,370,004
NOI BEFORE RENT & CIF	715,248	741,208	893,119
<u>Other Income & Expenses</u>			
Capital Projects	99,750	99,516	59,366
Total Other Income & Expenses	99,750	99,516	59,366
NOI AFTER OTHER INC & EXP	615,498	641,692	833,753
<u>Other (Income) & Expense</u>			
Other Income	0	0	(2,797)
Miscellaneous	10,608	500	250
Total Other Income & Expense	10,608	500	(2,547)
NET CASH FLOW	604,890	641,192	836,300

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**Mather Golf Course
Balance Sheet
For the Twelve Months Ending June 30, 2016**

	<u>2016</u>	<u>2015</u>	<u>2014</u>
ASSETS			
<u>CURRENT ASSETS</u>			
CASH ON HAND	2,426	2,426	2,426
CHECKING ACCT	(55,878)	(28,232)	80,487
PETTY CASH	3,129	2,856	3,650
COUNTY CHECKING	7,374,351	6,755,612	6,013,228
A/R GENERAL	0	0	0
SECURITY DEPOSITS	0	0	0
INVENTORY BEVERAGE	1,838	1,223	0
INVENTORY TABACCO	404	192	0
INVENTORY FOOD	2,663	2,070	3,694
INVENTORY - MERCHANDISE	212,844	191,004	185,964
PREPAID EXPENSES	919	1,071	0
PREPAID GEN LIAB INS	7,236	6,527	9,192
PREPAID LEASE	6,050	6,050	6,050
TOTAL CURRENT ASSETS	<u>7,555,982</u>	<u>6,940,800</u>	<u>6,304,690</u>
<u>FIXED ASSETS</u>			
LEASEHOLD IMPROVEMENTS	0	0	0
FIXTURES- GENERAL	0	0	0
MACHINERY & EQUIPMENT	0	0	0
RANGE EQUIPMENT	0	0	0
COMPUTER SOFTWARE	0	0	0
FIXED ASSETS	0	0	0
BUILDINGS	0	0	0
ACCUMULATED DEPRECIATION	0	0	0
TOTAL FIXED ASSETS	<u>0</u>	<u>0</u>	<u>0</u>
<u>OTHER ASSETS</u>			
SECURITY DEPOSITS	26,169	26,169	26,169
INVESTMENTS	0	0	0
TOTAL OTHER ASSETS	<u>26,169</u>	<u>26,169</u>	<u>26,169</u>
TOTAL ASSETS	<u>7,582,151</u>	<u>6,966,969</u>	<u>6,330,859</u>
LIABILITIES			
<u>CURRENT LIABILITIES</u>			
ACCOUNTS PAYABLE	29,679	74,488	124,753
ACCRUED OTHER	15,603	365	5,015
LINE OF CREDIT	10,165	35,116	0
SALES TAX PAYABLE	2,339	0	0
ACCRUED PAYROLL	648	977	3,523
WORKERS COMP ACCRUAL	0	0	0
UNION DUES PAYABLE	0	0	0
VACATION ACCRUAL	0	0	0
TOTAL CURRENT LIABILITIES	<u>58,434</u>	<u>110,945</u>	<u>133,291</u>
<u>OTHER LIABILITIES</u>			
DEFERRED REVENUES	74,318	37,544	24,162
GOLF DEPOSITS	20,854	10,417	12,437
GIFT CARDS	57,223	46,921	46,196
BOOK ACCOUNTS	18,340	17,680	18,542
RAIN CHECK	0	680	1,928
TOTAL OTHER LIABILITIES	<u>170,734</u>	<u>113,243</u>	<u>103,266</u>
<u>LONG TERM LIABILITIES</u>			
TOTAL LONG TERM LIABILITIES	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL LIABILITIES	<u>229,168</u>	<u>224,188</u>	<u>236,556</u>
EQUITY			
<u>EQUITY ACCOUNTS</u>			
CONTRIBUTION	0	0	0
DISTRIBUTION	0	0	0
RETAINED EARNINGS	6,742,781	6,094,303	5,327,373
YEAR TO DATE EARNINGS	610,201	648,478	766,929
TOTAL EQUITY ACCOUNTS	<u>7,352,982</u>	<u>6,742,781</u>	<u>6,094,303</u>
TOTAL LIABILITIES AND EQUITY	<u>7,582,151</u>	<u>6,966,969</u>	<u>6,330,859</u>

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Los Lagos Golf Course
Profit & Loss and Statement of Cash Flow
For the Twelve Months Ending June 30, 2016

	2016 Actuals	2015 Actuals	2014 Actuals
Public Rounds	46,092	49,664	51,414
Tournament Rounds	3,366	-	-
TOTAL REVENUE ROUNDS	49,458	49,664	51,414
REVENUE			
Green Fees	1,326,984	1,351,077	1,404,716
Merchandise	194,898	200,571	213,911
Carts	491,832	467,704	458,837
Range	281,907	319,725	341,645
Instruction	81,621	83,179	99,915
Room Rental	3,918	1,471	0
Other Sales	11,363	17,871	19,452
Subtotal -- Golf Operations	2,392,523	2,441,598	2,538,476
Food & Beverage - Snack Bar & Grill	401,000	387,013	384,972
Subtotal -- Food & Beverage	401,000	387,013	384,972
TOTAL REVENUE	2,793,523	2,828,611	2,923,448
COST OF GOODS SOLD			
Merchandise	135,998	143,706	154,549
COGS %	70.0%	72.0%	72.0%
Lessons	66,507	76,532	101,717
COGS %	81.0%	92.0%	102.0%
Food & Beverage	155,674	156,442	147,665
COGS %	39.0%	40.0%	39.0%
TOTAL COST OF GOODS SOLD	358,179	376,680	403,931
GROSS MARGIN	2,435,344	2,451,931	2,519,517
OPERATING EXPENSES			
General & Administrative			
Personnel - Wages/Salaries	137,457	136,891	132,334
Personnel - Benefits, Taxes, Insurance	46,591	45,617	38,918
Non-personnel	194,865	171,722	352,185
Equipment Lease	2,384	1,187	0
Department Total	381,297	355,417	523,437
Golf Operations & Marketing			
Personnel - Wages/Salaries	210,734	207,027	210,002
Personnel - Benefits, Taxes, Insurance	43,129	40,414	34,927
Non-personnel	123,065	128,667	120,489
Equipment Lease	53,609	80,090	80,653
Department Total	430,537	456,198	446,071
Golf Course Maintenance			
Personnel - Wages/Salaries	695,992	658,953	659,746
Personnel - Benefits, Taxes, Insurance	125,817	111,094	98,751
Non-personnel	351,798	360,908	308,332
Irrigation Water	275,238	278,452	257,438
Department Total	1,448,845	1,409,407	1,324,267
Food & Beverage			
Personnel - Wages/Salaries	258,290	247,731	228,169
Personnel - Benefits, Taxes, Insurance	47,186	45,229	38,040
Non-personnel	95,421	94,227	89,314
Department Total	400,897	387,187	355,523
TOTAL OPERATING EXPENSES	2,661,576	2,608,209	2,649,298
NOI BEFORE RENT & CIF	(226,232)	(156,278)	(129,781)
Other Income & Expenses			
Rent	173,205	169,298	0
Capital Improvement Fund	83,806	0	87,704
Total Other Income & Expenses	257,011	169,298	87,704
NOI AFTER OTHER INC & EXP	(483,243)	(325,576)	(217,485)
Other (Income) & Expense			
Other Income	(39)	(88)	6,189
Miscellaneous	250	(4,960)	(5,845)
Total Other Income & Expense	211	(5,048)	344
NET CASH FLOW	(483,454)	(320,528)	(217,829)

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**Los Lagos Golf Course
Balance Sheet
For the Twelve Months Ending June 30, 2016**

	<u>2016</u>	<u>2015</u>	<u>2014</u>
ASSETS			
<u>CURRENT ASSETS</u>			
PETTY CASH	639	1,154	1,036
CASH ON HAND	2,505	2,505	2,505
OPERATING ACCOUNT	143,101	(6,278)	131,299
WORKING CAPITAL	75,011	85,909	85,883
CREDIT CARD ACCOUNT	11,957	0	0
CAPITAL IMPROVEMENT FUND	39,287	111,668	309,146
A/R GENERAL	1,010	68,635	90,760
CUSTOMER ACCOUNTS	(430)	23,779	17,286
CAPITAL IMPROVEMENT	138,600	0	190,295
INVENTORY - MERCHANDISE	88,740	93,245	100,366
INVENTORY - FOOD	4,316	5,396	7,379
INVENTORY - BEVERAGE	10,435	10,019	9,067
INVENTORY - TABACCO	802	868	0
PREPAID EXPENSES	14,259	10,283	7,928
PREPAID GEN LIAB INS	9,840	9,684	9,933
PREPAID FSA	2,863	2,863	2,863
PREPAID PAYROLL	<u>593</u>	<u>0</u>	<u>0</u>
TOTAL CURRENT ASSETS	543,528	419,730	965,747
<u>FIXED ASSETS</u>			
LEASEHOLD IMPROVEMENTS	89,205	89,205	89,205
FIXTURES- GENERAL	137,494	137,494	144,143
MACHINERY & EQUIPMENT	1,560,460	1,542,940	1,112,907
RANGE EQUIPMENT	0	0	0
COMPUTER SOFTWARE	65,838	65,838	65,838
FIXED ASSETS	0	0	0
BUILDINGS	0	0	0
ACCUMULATED DEPRECIATION	<u>(1,232,567)</u>	<u>(1,232,567)</u>	<u>(1,150,704)</u>
TOTAL FIXED ASSETS	620,430	602,910	261,389
<u>OTHER ASSETS</u>			
ALCOHOL LICENSE	6,763	6,763	6,763
UTILITY DEPOSITS	<u>1,440</u>	<u>1,440</u>	<u>1,440</u>
TOTAL OTHER ASSETS	8,203	8,203	8,203
TOTAL ASSETS	<u>1,172,161</u>	<u>1,030,843</u>	<u>1,235,339</u>
LIABILITIES			
<u>CURRENT LIABILITIES</u>			
ACCOUNTS PAYABLE	55,281	0	166,434
ACCRUED OTHER	2,019	1,010	0
ACCRUED MGMT FEES	0	0	0
SALES TAX PAYABLE	4,932	3,352	0
ACCRUED PAYROLL	59,752	46,191	37,818
WORKERS COMP ACCRUAL	0	3,080	6,160
ACCRUED IRRIGATION	93,978	61,204	93,347
VACATION ACCRUAL	<u>29,598</u>	<u>26,953</u>	<u>24,867</u>
TOTAL CURRENT LIABILITIES	245,560	141,790	328,625
<u>OTHER LIABILITIES</u>			
DEFERRED REVENUES	0	0	0
GOLF DEPOSITS	0	26,765	8,849
ON-LINE PREPAID LESSONS	0	0	0
ACCRUED ANNUAL MEMBERSHIP	0	0	0
NCGA DUES	0	0	(276)
FOOD CREDIT CLEARING	0	0	0
GIFT CARDS	64,111	58,518	51,515
BOOK ACCOUNTS	0	0	0
AWARDS PROGRAM	0	0	0
MEN'S CLUB	0	0	0
RAIN CHECK	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL OTHER LIABILITIES	64,111	85,283	60,089
<u>LONG TERM LIABILITIES</u>			
TOTAL LONG TERM LIABILITIES	0	0	0
TOTAL LIABILITIES	309,671	227,073	388,714
EQUITY			
<u>EQUITY ACCOUNTS</u>			
CAPITAL RESERVE	294,708	255,598	343,301
CONTRIBUTION	3,279,962	2,776,897	2,374,260
DISTRIBUTION	(5,383,786)	(5,383,786)	(5,383,786)
RETAINED EARNINGS	3,155,061	3,552,279	3,730,241
YEAR TO DATE EARNINGS	<u>(483,455)</u>	<u>(397,218)</u>	<u>(217,391)</u>
TOTAL EQUITY ACCOUNTS	862,490	803,770	846,625
TOTAL LIABILITIES AND EQUITY	<u>1,172,161</u>	<u>1,030,843</u>	<u>1,235,339</u>

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Rancho del Pueblo Golf Course
Profit & Loss and Statement of Cash Flow
For the Twelve Months Ending June 30, 2016

	2016	2015	2014
	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
Public Rounds	21,643	23,889	25,135
TOTAL REVENUE ROUNDS	21,643	23,889	25,135
<u>REVENUE</u>			
Green Fees	237,013	265,877	275,481
Merchandise	72,138	77,867	76,676
Carts	12,699	14,302	11,214
Range	103,909	117,475	119,049
Instruction	36,199	27,447	52,223
Other Sales	8,009	8,246	15,864
Subtotal -- Golf Operations	469,967	511,214	550,507
Food & Beverage - Snack Bar & Grill	43,226	45,784	40,398
Subtotal -- Food & Beverage	43,226	45,784	40,398
TOTAL REVENUE	513,193	556,998	590,905
<u>COST OF GOODS SOLD</u>			
Merchandise	62,119	56,745	59,059
COGS %	86.%	73.%	77.%
Lessons	26,867	18,224	45,334
COGS %	74.%	66.%	87.%
Food & Beverage	19,859	22,925	20,194
COGS %	46.%	50.%	50.%
TOTAL COST OF GOODS SOLD	108,845	97,894	124,587
GROSS MARGIN	404,348	459,104	466,318
<u>OPERATING EXPENSES</u>			
<u>General & Administrative</u>			
Personnel - Wages/Salaries	0	2,439	0
Personnel - Benefits, Taxes, Insurance	(10)	0	0
Non-personnel	46,594	52,334	73,928
Accounting Fee	15,600	15,600	0
Management Fee	273,426	266,100	259,732
Department Total	335,610	336,473	333,660
<u>Golf Operations & Marketing</u>			
Personnel - Wages/Salaries	81,103	79,226	83,595
Personnel - Benefits, Taxes, Insurance	19,560	17,017	14,318
Non-personnel	39,993	39,867	44,885
Department Total	140,656	136,110	142,798
<u>Golf Course Maintenance</u>			
Personnel - Wages/Salaries	83,938	87,507	84,297
Personnel - Benefits, Taxes, Insurance	11,892	12,365	11,721
Non-personnel	121,603	121,332	119,500
Irrigation Water	51,763	57,073	61,860
Department Total	269,196	278,277	277,378
<u>Food & Beverage</u>			
Personnel - Wages/Salaries	8,306	9,089	9,293
Personnel - Benefits, Taxes, Insurance	492	2,276	1,785
Non-personnel	23,199	24,564	22,831
Equipment Lease	0	0	0
Department Total	31,997	35,929	33,909
TOTAL OPERATING EXPENSES	777,459	786,789	787,745
NOI BEFORE RENT & CIF	(373,111)	(327,685)	(321,427)
<u>Other Income & Expenses</u>			
Capital Improvement Fund	10,460	0	11,819
Total Other Income & Expenses	10,460	0	11,819
NOI AFTER OTHER INC & EXP	(383,571)	(327,685)	(333,246)
<u>Other (Income) & Expense</u>			
Other Income	(40)	(12)	245
Miscellaneous	930	5,670	(100)
Total Other Income & Expense	890	5,658	145
NET CASH FLOW	(384,461)	(333,343)	(333,391)

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**Rancho del Pueblo Golf Course
Balance Sheet
For the Twelve Months Ending June 30, 2016**

	<u>2016</u>	<u>2015</u>	<u>2014</u>
ASSETS			
CURRENT ASSETS			
PETTY CASH	196	166	410
CASH ON HAND	926	926	926
OPERATING ACCOUNT	20,361	(19,799)	21,013
WORKING CAPITAL	0	0	0
CREDIT CARD ACCOUNT	1,314	0	0
CAPITAL IMPROVEMENT FUND	3,647	24,287	19,984
A/R GENERAL	197,427	21,480	57,266
CUSTOMER ACCOUNTS	940	2,603	0
CAPITAL IMPROVEMENT	5,561	0	0
INVENTORY - MERCHANDISE	30,660	36,494	32,411
INVENTORY - FOOD	1,487	1,406	3,054
INVENTORY - BEVERAGE	2,108	1,657	694
INVENTORY - TABACCO	0	0	0
PREPAID EXPENSES	423	1,409	589
PREPAID GEN LIAB INS	6,061	9,069	5,918
PREPAID FSA	0	0	0
PREPAID PAYROLL	0	0	0
TOTAL CURRENT ASSETS	271,111	79,698	142,264
FIXED ASSETS			
LEASEHOLD IMPROVEMENTS	26,563	26,563	26,563
FIXTURES- GENERAL	65,842	65,842	65,842
MACHINERY & EQUIPMENT	323,696	323,696	357,085
RANGE EQUIPMENT	0	0	0
COMPUTER SOFTWARE	25,146	25,146	25,146
FIXED ASSETS	0	0	0
BUILDINGS	0	0	0
ACCUMULATED DEPRECIATION	(413,184)	(413,184)	(426,080)
TOTAL FIXED ASSETS	28,063	28,063	48,556
OTHER ASSETS			
ALCOHOL LICENSE	0	0	0
UTILITY DEPOSITS	0	0	0
TOTAL OTHER ASSETS	0	0	0
TOTAL ASSETS	299,174	107,761	190,820
LIABILITIES			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE	171,952	0	76,144
ACCRUED OTHER	19,360	17,848	712
ACCRUED MGMT FEES	0	0	6,377
SALES TAX PAYABLE	2,600	3,656	(81)
ACCRUED PAYROLL	14,147	10,653	9,095
WORKERS COMP ACCRUAL	0	0	1,698
ACCRUED IRRIGATION	0	0	0
VACATION ACCRUAL	17,073	14,813	12,260
TOTAL CURRENT LIABILITIES	225,132	46,970	106,205
OTHER LIABILITIES			
DEFERRED REVENUES	0	0	0
GOLF DEPOSITS	0	0	0
ON-LINE PREPAID LESSONS	0	0	0
ACCRUED ANNUAL MEMBERSHIP	0	0	0
NCGA DUES	0	0	0
FOOD CREDIT CLEARING	0	0	0
GIFT CARDS	3,551	3,394	2,996
BOOK ACCOUNTS	0	0	(1,930)
AWARDS PROGRAM	0	0	0
LADIES SWEEPS	0	0	0
MEN'S CLUB	0	0	0
RAIN CHECK	0	0	0
TOTAL OTHER LIABILITIES	3,551	3,394	1,066
LONG TERM LIABILITIES			
TOTAL LONG TERM LIABILITIES	0	0	0
TOTAL LIABILITIES	228,683	50,364	107,271
EQUITY			
EQUITY ACCOUNTS			
CAPITAL RESERVE	63,389	52,930	64,749
CONTRIBUTION	3,784,345	3,397,249	3,056,736
DISTRIBUTION	(217,802)	(217,802)	(217,802)
RETAINED EARNINGS	(3,174,980)	(2,829,494)	(2,487,041)
YEAR TO DATE EARNINGS	(384,461)	(345,486)	(333,093)
TOTAL EQUITY ACCOUNTS	70,491	57,397	83,549
TOTAL LIABILITIES AND EQUITY	299,174	107,761	190,820

CONFIDENTIAL

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LEGAL HISTORY

Contract Amendments

Crystal Springs Golf Course

06-01-03 Amendment – Rent, Security Deposit, City Contribution to CIF adjustments

Mather Golf Course

11-21-02 Amendment – General Manager’s hours adjustment

Los Lagos Golf Course

11-04-03 Amendment – Update capital expenditure procedures

03-20-08 Amendment – Construction safety improvements

Rancho del Pueblo Golf Course

10-02-01 Amendment – Oversee “Grow-in”

10-28-03 Amendment – Extend submission date of audit

11-30-04 Amendment – Extend term

01-30-07 Amendment – Extend term

10-30-15 Amendment – Extend term

05-18-16 Amendment – Extend term

Claims, Litigation, Terminations, or Disputes

CourseCo is/was a tangential party with no substantial interest and is being/was defended by its carrier. All but two of the suits have been terminated/dismitted. We expect the two current suits to be dismissed soon.

CourseCo has never filed for bankruptcy.

CourseCo has never had a contract terminated for any reason, nor have we had any contract fail to renew.

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EXHIBITS

Exhibit A – Achievements and Awards

Exhibit B – Sample Digital Pieces

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Exhibit A - Achievements and Awards

Date	Golf Course	Authority	Award/Recognition
05/15/90	Riverside	National Golf Foundation	Enhancing Public Golf
05/15/90	Riverside	National Golf Foundation	Golf Course Maintenance
01/01/97	Crystal Springs	Peninsula Conservation Center Foundation	Award for Land Use Planning & Management in Environmental Golf Course Management
01/15/97	Crystal Springs	State of California/EPA	Waste Reduction Award for recycling
01/01/98	Crystal Springs	GCSAA	Environmental Steward Award - Western United States
01/15/98	Crystal Springs	State of California/EPA	Waste Reduction Award for recycling
06/01/98	Crystal Springs	USGA National Bentgrass Trial	1998-2000 On-Site Bentgrass Trial Location
07/15/98	Crystal Springs	GCSAA/Golf Digest	ELGA - National Award for Public Golf Courses
12/09/98	Crystal Springs	Wildlife Habitat Council	First Golf Course in US certified by a Wildlife Habitat
01/15/99	Crystal Springs	State of California/EPA	Waste Reduction Award for recycling
10/20/99	Crystal Springs	Audubon International	Fully Certified as a Cooperative Sanctuary
12/01/99	Crystal Springs	Audubon International	In top 200 on the "Best of Environmental Golf List"
01/01/00	CourseCo, Inc	Golfdom Magazine	Golfdom - Person of the Year – Ray Davies, CGCS
01/23/01	CourseCo, Inc	GCSANC	2000 Superintendent of the Year – Ray Davies, CGCS
03/05/03	Crystal Springs	GCSAA/Golf Digest	2002 ELGA Chapter Award for Public Facilities
06/01/03	Riverside	The Central Valley Magazine	Best in the Central Valley - Readers Choice Award – Summer 2003
06/04/03	Mather	Audubon International	Fully Certified as a Cooperative Sanctuary
08/06/03	Riverside	Audubon International	Fully Certified as a Cooperative Sanctuary
09/30/03	Crystal Springs	Wildlife Habitat Council	Wildlife Habitat Council Re-certification
11/18/03	Crystal Springs	Wildlife Habitat Council	International Recognition for Habitat Conservation

Date	Golf Course	Authority	Award/Recognition
12/01/03	CourseCo, Inc	State of California	Governor's Environmental and Economic Leadership Award - Sustainable Practices
01/22/04	Deep Cliff	National Golf Foundation	2003 CLASP Award - Runner up - Daily Fee Category
01/22/04	Los Lagos	National Golf Foundation	2003 CLASP Award - (1st) Runner up - Daily Fee Category
01/22/04	Riverside	National Golf Foundation	2003 CLASP Award - Runner up - Municipal Category
02/01/04	Crystal Springs	GCSAA/Golf Digest	2003 ELGA Merit Winner for Public Facilities
02/01/04	Los Lagos	GCSAA/Golf Digest	2003 ELGA Chapter Award for Public Facilities
02/01/04	Mather	GCSAA/Golf Digest	2003 ELGA Merit Winner for Public Facilities
02/25/04	Foxtail	Golf Inc.	Inaugural Renovation of the Year Award - Runner up Daily Fee
03/18/04	Los Lagos	PGA	President's Council Recognition for Promoting Golf
04/14/04	Los Lagos	Audubon International	Fully Certified as a Cooperative Sanctuary
10/22/04	Eureka	Audubon International	Fully Certified as a Cooperative Sanctuary
01/25/05	Los Lagos	National Golf Foundation	2004 CLASP Award - Runner up - Daily Fee Category
02/17/05	Metropolitan	Audubon International	Fully Certified as a Cooperative Sanctuary
02/28/05	Crystal Springs	GCSAA/Golf Digest	2004 ELGA Merit Winner for Public Facilities
02/28/05	Crystal Springs	GCSANC	2005 Turfgrass Excellence Award Public Category
02/28/05	Eureka	GCSAA/Golf Digest	2004 ELGA Merit Winner for Public Facilities
02/28/05	Los Lagos	GCSAA/Golf Digest	2004 ELGA Chapter Winner for Public Facilities
05/03/05	Los Lagos	City of San Jose	City Commendation for habitat preservation, community recreation, and open space.
06/01/05	Rancho	East Valley YMCA	Community Appreciation Award
10/11/05	Valley Oaks	Audubon International	Fully Certified as a Cooperative Sanctuary
12/13/05	Deep Cliff	Audubon International	Fully Certified as a Cooperative Sanctuary

Date	Golf Course	Authority	Award/Recognition
01/01/06	Los Lagos	GCSANC	2005 Turfgrass Excellence Award
01/17/06	CourseCo, Inc	GCSANC	George Santana Distinguished Service Award – Ray Davies, CGCS
01/17/06	Crystal Springs	GCSAA/Golf Digest	2005 ELGA Chapter Winner for Public Facilities
01/17/06	Los Lagos	GCSAA/Golf Digest	2005 ELGA National Overall Winner for Public Facilities
01/19/06	Deep Cliff	National Golf Foundation	2005 CLASP Award - Runner up - Daily Fee Category
01/19/06	Los Lagos	National Golf Foundation	2005 CLASP Award - Runner up - Daily Fee Category
01/19/06	Mather	National Golf Foundation	2005 CLASP Award - Runner up - Municipal Facilities
03/01/06	Eureka	City of Eureka	Proclamation of Recognition - environmental work on the course.
03/03/06	Riverside	Audubon International	Recertification as a Cooperative Sanctuary
03/07/06	Mather	Audubon International	Recertification as a Cooperative Sanctuary
03/08/06	Callippe	Golfweek Magazine	Ranked 6th of 15 in California on America's Best Golf Courses List - State by State - Public Access
06/07/06	Callippe	Audubon International	Certified as a Cooperative Sanctuary
06/27/06	Rancho	Audubon International	Certified as a Cooperative Sanctuary
10/10/06	Crystal Springs	Audubon International	Recertification as a Cooperative Sanctuary
07/01/06	Riverside	Fresno Magazine	Best of Fresno – Best Public Golf Course
10/27/06	Los Lagos	National Golf Course Owners Association	2007 NGCOA Player Development Award
10/27/06	Rancho	National Golf Course Owners Association	2007 NGCOA Player Development Award
12/11/06	Callippe	Golf Digest – January 2007 Issue	Ranked 9 of 10 "Best New Public Under \$75"
12/21/06	Crystal Springs	GCSAA/Golf Digest	2006 ELGA Chapter Winner for Public Facilities
03/27/07	Eureka	Times-Standard	2007 Reader's Choice Award-Best of North Coast-Best Golf Store
06/01/07	Deep Cliff	Golf Range Magazine	Top Short Courses in America 2007

Date	Golf Course	Authority	Award/Recognition
10/10/07	Los Lagos	Northern California PGA	Teacher of the Year – Matt Flenniken
07/01/07	Crystal Springs	Audubon International	Best of the 2007 Birdwatching Open - Best of Pacific Flyway
10/01/07	CourseCo, Inc	Crittenden, Inc	Fastest Growing Management Company
10/01/07	Los Lagos	Golf Inc.	Top 20 Most Admired Operators
01/31/08	Crystal Springs	GCSAA/Golf Digest	2007 ELGA Merit Winner
01/31/08	Callippe	GCSAA/Golf Digest	2007 ELGA Chapter Award for Public Facilities
02/07/08	Napa	Audubon International	Certified as a Cooperative Sanctuary
03/01/08	CourseCo, Inc	Golf Inc.	Top 20 Most Admired Operators
05/01/08	Deep Cliff	Audubon International	Recertified as a Cooperative Sanctuary
07/16/08	Crystal Springs	ABC Channel 7 News Report	Golf Course Philosophy: Brown is Better (going Green)
09/17/08	Mather	Sacramento Bee	Ranked No. 1 “The 10 Best Drivable Par-4’s in the Sacramento Region”
10/01/08	Metropolitan	NCGA Golf Magazine	Readers Choice for Best Driving Range in the East Bay
10/25/08	Palouse Ridge	Golfweek Magazine	Ranked 15 th of 50 – Best New Golf Courses
11/01/08	Palouse Ridge	Travel & Leisure Golf Magazine	Ranked 9 th of 10 - 2008 Best New Golf Courses
12/2008	Palouse Ridge	Golf Magazine – January 2009 Edition	Ranked 7 th of 10 – The Top 10 New Courses You Can Play
01/05/09	Crystal Springs	GCSAA/Golf Digest	2008 ELGA Chapter Award for Public Facilities
01/05/09	Callippe	GCSAA/Golf Digest	2008 ELGA Chapter Award for Public Facilities
01/05/09	Metropolitan	GCSAA/Golf Digest	2008 ELGA Merit Award for Public Facilities
02/28/09	CourseCo	The First Tee	Tom Isaak presented with The Founders Award
03/20/09	Palouse Ridge	Links Magazine	Ranked 16 th of 25 Top College Courses in the Country
03/23/09	Palouse Ridge	GolfWeek Magazine	Ranked Number 2 in Washington in the State-by-State guide

Date	Golf Course	Authority	Award/Recognition
07/02/09	Callippe	Pleasanton Weekly	2009 Readers Choice Award for Best Golf Course
12/18/09	Metropolitan	GCSANC	Gary Ingram, CGCS, Named Superintendent of the Year
01/11/10	Callippe	GCSAA/Golf Digest	2009 ELGA Chapter Award for Public Facilities – Central California GCSA
01/11/10	Riverside	GCSAA/Golf Digest	2009 ELGA Chapter Award for Public Facilities (tie) – California GCSA
01/11/10	Metropolitan	GCSAA/Golf Digest	2009 ELGA Chapter Award for Public Facilities (tie) – California GCSA
01/11/10	Crystal Springs	GCSAA/Golf Digest	2009 ELGA Chapter Award for Public Facilities – GCSA of Northern California
01/11/10	Deep Cliff	GCSAA/Golf Digest	2009 ELGA Merit Award for Public Facilities – GCSA of Northern California
01/11/10	Mather	GCSAA/Golf Digest	2009 ELGA Merit Award for Public Facilities – Sierra Nevada GCSA
03/17/10	Palouse Ridge	Links Magazine	Named one of the Top 25 College courses in the country.
05/06/10	Callippe	Golfweek Magazine	Ranked 47th Best Municipal Golf Course 2009-2010
07/01/10	Boundary	Diablo Magazine	Named Best Golf Course in the Best of the East Bay - Fun & Nightlife
08/05/10	Palouse Ridge	Audubon International	Certified as a Cooperative Sanctuary
10/14/10	Palouse Ridge	Cascade Golfer	Named Best “Destination” Course for Puget Sound Golfers – Will be in December 2010 Issue
10/15/10	Crystal Springs	Wildlife Habitat Council	Recertified as a Wildlife at Work Habitat
11/01/10	Callippe	Aces Magazine	Named #2 Best East Bay Course
11/01/10	Callippe	Aces Magazine	Named #2 Overall Best Value in Nor. California
01/13/11	Callippe	GCSAA/Golf Digest	2010 ELGA Chapter Award for Public Facilities - GCSA of Northern California
01/13/11	Crystal Springs	GCSAA/Golf Digest	2010 ELGA Chapter Award for Public Facilities – GCSA of Northern California
01/13/11	Metropolitan	GCSAA/Golf Digest	2010 ELGA Chapter Award for Public Facilities – GCSA of Northern California
01/20/11	Callippe	GreensKeeper.org	BEST value "Worth The Green Fee" award for East Bay Area
04/05/11	Palouse Ridge	Golfweek Magazine	Ranked #3 in the State of Washington for “courses you can play”

Date	Golf Course	Authority	Award/Recognition
04/05/11	Palouse Ridge	Golf Digest	Ranked #7 in the State of Washington for "Best in the State"
06/27/11	Boundary Oak	Diablo Magazine	Named Best Golf Course of the East Bay
10/14/11	Boundary Oak	Walnut Creek Action for Beauty Council	2011 Improved Recreation Facility – Certificate of Recognition
11/15/11	Palouse Ridge	Western Golf Alliance	2012 "Where You Can Rip It" rankings - #1 Eastern Washington
11/15/11	Columbia Point	Western Golf Alliance	2012 "Where You Can Rip It" rankings - #3 Eastern Washington
11/15/11	Sun Willows	Western Golf Alliance	2012 "Where You Can Rip It" rankings - #9 Eastern Washington
12/16/11	Napa	US Commerce Association	2011 Best of Napa - Public Golf Course category
01/09/12	Callippe	GreensKeeper.org	2011 Best Value "Worth The Green Fee" award - East Bay Area
02/07/12	Crystal Springs	GCSAA/Golf Digest	2011 ELGA National Public and Overall Winner
02/07/12	Callippe	GCSAA/Golf Digest	2011 ELGA Chapter Winner Public Courses
02/07/12	Metropolitan	GCSAA/Golf Digest	2011 ELGA Merit Winner Public Courses
02/07/12	Los Lagos	GCSAA/Golf Digest	2011 ELGA Merit Winner Public Courses
02/26/12	CourseCo	CGCOA	Inaugural Community Environmental Award
02/23/12	Boundary Oak	Audubon International	Certificated as a Cooperative Sanctuary
03/01/12	Palouse Ridge	LINKS Magazine	Ranked #2 of the Top 10 College Courses
06/29/12	Juniper	Audubon International	Certificated as a Cooperative Sanctuary
12/28/12	Riverside	NCGA	Awarded Premier Status/Maximum Point Ranking
02/26/13	Callippe	GCSAA/Golf Digest	2012 ELGA Merit Winner Public Courses
02/26/13	Metropolitan	GCSAA/Golf Digest	2012 ELGA Merit Winner Public Courses
05/01/13	Valley Oaks	Audubon International	Re-Certified as a Cooperative Sanctuary
05/26/13	Columbia Point	Tri-City Herald	2013 Winner of the People's Choice Award – Golf Course

Date	Golf Course	Authority	Award/Recognition
10/09/13	Juniper	Oregon GCSAA	2013 Michael S. Hindahl Environmental Award of Excellence – Kurt Noonan, CGCS, Recipient
12/05/13	Columbia Point	Audubon International	Certified as a Cooperative Sanctuary
02/12/14	Metropolitan	GCSAA/Golf Digest	2013 ELGA – Chapter Award – Public Facilities
04/11/14	Las Positas	Audubon International	Fully Certified as a Cooperative Sanctuary
05/27/14	Sun Willows	Audubon International	Fully Certified as a Cooperative Sanctuary
12/09/14	Callippe	GCSAA/Golf Digest	2014 ELGA – Merit Winner – Public Facility
12/09/14	Metropolitan	GCSAA/Golf Digest	2014 ELGA – Overall Winner – Gary Ingram, CGCS
08/21/15	Palouse Ridge	LINKS Magazine	Ranked #2 of the Top 10 College Courses
09/01/15	Glendoveer	Audubon International	Fully Certified as a Cooperative Sanctuary
02/01/16	Crystal Springs	GCSAA/Golf Digest	2015 ELGA - Chapter Winner - Public Facilities - Darin Pakkala
02/01/16	Glendoveer	GCSAA/Golf Digest	2015 ELGA - Chapter Winner - Public Facilities - Gary Heath
02/01/16	Metropolitan	GCSAA/Golf Digest	2015 ELGA - Chapter Winner - Public Facilities - Gary Ingram
02/01/16	Palouse Ridge	GCSAA/Golf Digest	2015 ELGA - Chapter Winner - Public Facilities - Michael Bednar
02/01/16	Los Lagos	GCSAA/Golf Digest	2015 ELGA - Merit Winner - Public Facilities - Don Paul
02/01/16	Las Positas	GCSAA/Golf Digest	2015 ELGA - Overall and National Public Winner - Mark Condos
03/03/16	Mather	United States Congress	Congressional Recognition - 2015 Chairman's Award - Rancho Cordova Chamber
04/06/16	Crystal Springs	Green Business Program	Certified as a Green Business
04/10/16	Pacific Grove	Pacific Grove Chamber of Commerce	Award of Excellence - Best Management Team - CourseCo

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Sample Digital Piece - Glendoveer Golf and Tennis – 2015 Edition

Glendoveer INSIDER

2015 EDITION

A COMMUNITY ICON

INNOVATIVE PROGRAMS AND EVENTS SERVE GLENDOVEER'S NEIGHBORS

GLENDOVEER
Golf • Tennis

WHAT'S INSIDE:

- > Making a positive impact on water usage
-
- > FootGolf brings young and old together
-
- > Recent improvements increase course patronage
-
- > Unique events bring new crowds to Glendoveer

➔

COMMUNITY IMPACT

KICKIN' IT
FOOTGOLF
FOR ALL

May of 2014 brought an exciting addition to the lineup of activities at Glendoveer Golf & Tennis – FootGolf!

Two afternoons a week, Glendoveer sets aside a portion of the golf course specifically for FootGolf, the innovative sport that combines soccer and golf.

“Offering FootGolf at Glendoveer has allowed us to reach a wider demographic,” said General Manager Kevin Niessner. “From the young athlete to the family with little kids, more people are being exposed to our beautiful property – and they’re being active and having fun along the way.”

CLICK HERE to learn more.

WATER-WISE

Dramatic water conservation and environmental initiatives making a positive impact at Glendoveer



A new irrigation system helps conserve precious water at Glendoveer.

When CourseCo management took over operations at Glendoveer Golf & Tennis in January of 2013, they immediately noted that there was vast improvement to be made with regard to water usage – and they’ve been working every day since then to reduce and be smarter about water usage.

First on the list? A new irrigation system.

“Prior to 2013, Glendoveer was employing outdated irrigation control boxes,” said Kevin Niessner, General Manager at Glendoveer. “We’ve installed new ones throughout the property that allow for more custom – and therefore more efficient – watering.”

Another high priority was redoing the approach to filling the water ponds.

“The ponds on the property had liners at the bottom that were very old,”

said Niessner. “We quickly found that we’d fill the pond and then water would leak through the liner. So we’ve made the conscious decision to not fill them anymore. They might be a couple of feet of water below normal, but we’re not going to waste thousands of gallons of water for aesthetics.”

The most recent successful initiative was determining a way to bypass the old water tower, bring water directly to the main line instead, and, as a result, drastically increase water efficiency.

This combination of efforts saved Glendoveer over 31 million gallons in a year’s time, and with even more projects coming down the pipeline, that number is only going to increase.

In addition to water conservation efforts, Glendoveer prides itself on creating natural wildlife habitats for birds, animals and bees.



> **CLICK HERE TO VIEW A PHOTO GALLERY OF GLENDOVEER’S TWO GOLF COURSES**

COMMUNITY INVOLVEMENT

SETTING THE PACE

Unique events bring new crowds to Glendoveer

When it comes to thinking outside of the box, Glendoveer Golf & Tennis has it in the bag. Case in point? The Nike Cross Nationals in 2014, which were held on Glendoveer's two golf courses.

"Nike is based here in Portland, and for about 10 years they've held the high school national championship for cross-country running at a local horse racetrack," said Kevin Niessner, General Manager at Glendoveer. "They were looking for a new location for this massive event, and came out and took a tour of our facilities."

Impressed with the ambiance of the course and the natural terrain - relatively flat with a few challenging hills for good measure - Nike signed a deal with Glendoveer, and the rest is his-



Runners line up at the cross-country national championships.

tory. Nike set up shop about 10 days before the event and completely transformed the tennis center into the athlete's village, built TV towers and giant spectator boards, and set up a starting gate and a finish line.

"We had about 5,000 people here on the day of the event," said Niessner. "It was thrilling to watch our facilities being utilized in such a unique and

special way."

Glendoveer's out-of-the-box thinking doesn't end with Nike, though. Glendoveer's also held a few Sonnis Tournaments, events where athletes play tennis - but with a soccer ball.

From sonnis to running, Glendoveer has opened the doors for a variety of events, all of which bring people, business and revenue to the community.



FRIENDS & FAMILY

NEIGHBORHOOD GET-TOGETHERS

Northeast Portland has long been starved for events that bring the community together, and Glendoveer Golf & Tennis is largely filling that void.

From regular movie nights that consistently draw 600-plus people to annual trick-or-treating events or Easter egg hunts that draw nearly 1,000 people, the neighborhood is eager to come together at Glendoveer for special occasions, friendly chatter and camaraderie.

"We have a walking trail around our perimeter," said Kevin Niessner, General Manager at Glendoveer. "Not only does this serve as a method of exercise for our neighbors, but it's also an easy way to advertise. Our neighbors know to keep an eye out for upcoming event fliers on the trail."

CLICK HERE for more details on Glendoveer's community events.

> [CLICK HERE TO VIEW THE GLENDOVEER GOLF & TENNIS NEWSLETTER ARCHIVE](#)

AT THE CLUB

TEAMWORK-FOCUSED PARTNERS IN THE COMMUNITY

Glendoveer Golf & Tennis has long realized the importance of fostering strong relationships with key players in the community, and as such, has a number of significant programs with community partners.

Perhaps most notably, Glendoveer is a practice and tournament host site for two local colleges, Warner Pacific University and Multnomah University, as well as seven area high schools.

Glendoveer also serves as a host site to The First Tee, the youth program for kids ages 5-18 that combines life skills and golf instruction for a well-rounded approach. Glendoveer also hosts Summit Golf, which is very much like The First Tee, but is focused on local children in foster care.

Lastly, Glendoveer is a partner course for SummerWorks, which provides internships to disadvantaged youth in Portland – and often leads to permanent positions at Glendoveer.

“In all these programs, we try to be an asset to the community that’s given so much to us through the years,” said Kevin Niessner, General Manager at Glendoveer.



<< The brand-new patio serves as host to company picnics, large events – even weddings.

The 40- by 70-foot patio is the first banquet space of its kind at Glendoveer, and it’s already been host to large-scale dinners, company picnics and weddings.

“One highlight of the new patio this year so far was the 25th anniversary dinner we held for the local chapter of the Independent Learning Resource Center,” said Niessner. “We had 100-plus people with varying disabilities on the patio, just eating great food and having a good time.”

The restrooms – originally built in 1978 – have also been completely updated, which has made visitors to the site more comfortable. New plumbing, floors, fixtures and environmentally friendly hand dryers are just a few of the additions.

Between the brand-new event space and the upgraded restrooms, community members are more eager to get to Glendoveer than ever before.

BUILT TO LAST

New construction means increased patronage

Construction was recently completed on a new patio space and remodeled restrooms at Glendoveer Golf & Tennis, and both projects have already proven to be well worth the investment.

The new patio location used to be the cart staging area, where the golf

carts would be parked at night.

“Once we completed the cart barn last year and moved the carts away from the cart staging area, we had this empty space, and we knew right away it could be turned into a beautiful, functional event space,” said Kevin Niessner, General Manager at Glendoveer.



Sample Digital Piece – Mather Golf Course – 2014 Edition



NEW VOLUNTEER PROGRAM PROVIDES AN ASSIST TO VETERANS BY HELPING THEM LEARN THE GAME OF GOLF

MATHER INSIDER

2014 EDITION

**IN THE SPIRIT!
COMMUNITY
EVENTS SHINE
AT MATHER**

SUCCESS STORY
GOLF ROUNDS AND REVENUE CONTINUE
TO CLIMB AT MATHER GOLF COURSE

**SOARING TO
NEW HEIGHTS**
GOLF SHOP AND
DRIVING RANGE
SALES ON THE RISE

MATHER GOLF COURSE FINANCIAL UPDATE



Nearly 60,000 rounds were played at Mather Golf Course over the last year, and overall revenue grew by 10 percent.



SUCCESS STORY

Golf rounds and revenue continue to climb at Mather, while course renovations keep improving the property

It's not every day you find a golf course that balances community engagement and an active calendar of non-golf community events, along with financial performance and revenue growth.

Mather Golf Course is a very special place, mastering that balance every year. This year, rounds grew 8.8 percent over the prior year, with nearly 60,000 rounds played! These players enjoyed outstanding guest service and constantly improving course conditions.

Overall, Mather Golf Course grew total revenue by more than 10 percent, with a dedicated strategy employed to increase merchandise sales, which fueled the accelerated growth.

The merchandise sales numbers are a reflection of daily efforts to buy the right products, price them correctly, and remind every customer about the fantastic value available to them as they check in for their round of golf. It doesn't happen without a commitment from every member of the team.

This marks the third straight year that Mather Golf Course has grown annual revenue. In the golf industry, there are very few golf courses that can claim that track record of results. We're extremely proud to share this success story.

CLICK
HERE TO READ
A REVIEW OF
MATHER GOLF
COURSE

> [CLICK HERE TO CHECK OUT A VIDEO TOUR AND HISTORY OF MATHER GOLF COURSE](#)

COMMUNITY EVENTS AT MATHER GOLF COURSE



GOOD TIMES ROLL

Special events at Mather allow the community to come together

In the past year, Mather has been committed to making the Community a No. 1 priority.

Our PGA and LPGA professionals created “on-site” field trips to local schools to allow children to experience golf in their classroom and on the playground.

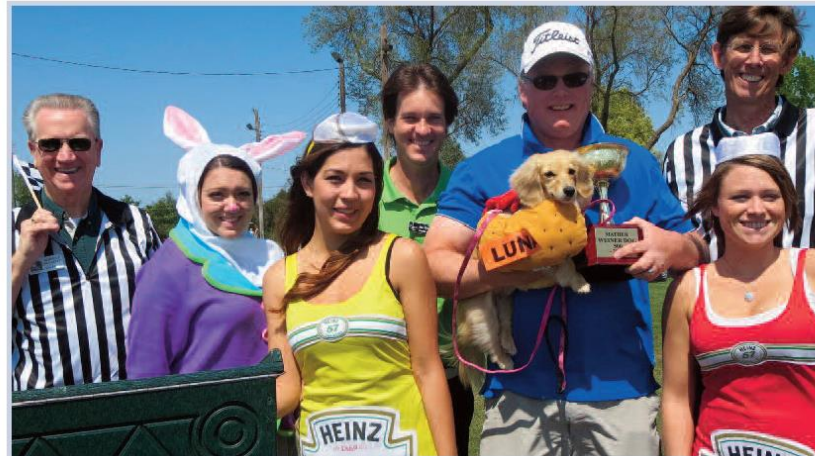
ON TV!

IN THE NEWS

Mather Golf Course was featured on KVIE Channel 6.

CLICK HERE to watch the video.

Putting and hitting stations were set up with SNAG (Starting New at Golf) equipment to provide a safe learning experience. The kids loved it and were all invited to attend our Family Fun Nights to continue



Click on the slideshow above to see photos from some of the community events at Mather.

working on their game.

Family Fun Nights were a big hit with the community and featured monthly Family Mini Golf on our putting green. These events were free to families of the community and provided putting instruction from our teaching pros.

The course set-up featured a light house, tiki man, hot rod jump,

clown face, and more. We also held a Christmas Family Fun Night featuring Santa and his elves. This was a very special occasion with the entire course themed for the holiday and featured a final hole with the North Pole.

This year also featured our first-ever Weiner Dog Races, which fol-

lowed our annual Community Easter Egg Hunt.

Hundreds of kids enjoyed hunting for eggs, sliding down the giant inflatable slide, Easter crafts and finally...watching the Weiner Dog Races!

Dachshunds from all over converged at Mather Golf Course to compete for the coveted Weiner Dog 500 Cup Trophy.

This made for a hilarious event and featured Sac County Supervisor Don Nottoli and Rancho Cordova Vice Mayor Bob McGarvey as our VIP referees.

Mather has held many past events for our community, including a Fourth of July Carnival, Murder Mystery Dinners, Crab Feeds and Second Saturday Art Walks. We will continue to keep our doors open to community members so they can experience all that Mather Golf Course has to offer.

CLICK TO SEE PGA MAGAZINE STORY ON MATHER EVENTS

> [CLICK HERE FOR A CALENDAR OF EVENTS COMING TO MATHER](#)

MATHER GOLF SHOP & RANGE



REACHING OUT NEW PROGRAM HELPS VETS WITH THE GAME

Mather developed a volunteer program this past year to work with and assist veterans from the Mather Vet Hospital in the game of golf. These veterans suffer physical handicaps as well as PTSD and greatly benefit from

CLICK
HERE FOR
CONTACT INFO AT
MATHER GOLF
COURSE

this one-on-one training. The volunteer group is headed by former Marine Joe Neff and includes former Southern California PGA Championship winner Wayne Sleppey.

With this capable group teaching veterans the fundamentals and etiquette of golf, they can now get started in a game they can enjoy for the rest of their lives.

SOARING TO NEW HEIGHTS

Golf shop and driving range sales increasing at Mather, and course improvements are making an impact

The Mather golf shop just finished a record year in merchandise sales and driving range revenues. The golf shop nearly hit \$500,000 in revenue and the driving range topped \$225,000!

Offering close-outs, tent sales, demo days, clubfitting and special sales events, our customers kept coming back for more, and chose Mather as their favorite destination to purchase golf apparel. Mather finished in the Mizuno Top 100 in clubfitting nationally out of 2,500 facilities. The last four years have seen Mather's merchandise sales jump from \$216,000 to \$338,000 to \$396,000 to \$489,000.

Our driving range has seen a similar trend as sales have increased annually over the last four years. Our Player Development Program and E Range Key sales spurred a surge in sales that has seen range revenue rise year-over-year from \$117,000 to \$183,000 to \$196,000 to



The Mather golf shop.

\$227,000. In addition, a new range machine has allowed multiple payment options, which has resulted in higher utilization.

The driving range also features lighted hitting stations, allowing for extended hours in the evenings. These are tremendous strides of consistent performance by both revenue centers.

CourseCo has provided significant improvements to Mather over the last sev-

eral years.

The gazebo area was renovated and expanded to provide panoramic views of the golf course and allow for a greater capacity. Mather is now able to host weddings and special events as well as cater golf tournaments in this new area.

A beer garden was also created, giving patrons a quiet area with a dramatic view of the golf course to enjoy post-round beverages. CourseCo also purchased a liquor license, which has allowed Mather's alcohol sales to increase significantly.

Lastly, CourseCo funded a critically needed drainage project to reverse Mather's winter reputation as a poorly draining course. The County of Sacramento has now followed this lead by committing to fund drainage improvements each year to make Mather a playable course year-round.

> [CLICK HERE TO CHECK OUT REVIEWS OF MATHER GOLF COURSE ON YELP](#)



Washoe County, NV

Request for Proposal
Washoe County Golf Course
August 19, 2016



MAZZ GOLF MANAGEMENT



August 19, 2016

David M. Solaro, Director
Washoe County Community Services Department
1001 9th Street
Reno, NV 89512

Dear Mr. Solaro,

We respectfully submit this proposal to operate Washoe Golf Course. It provides a short term solution to operate Washoe and Sierra Sage together. In less than seven years, Mazz Golf Management's leadership has led to the retirement of approximately \$2.3 million in debt, built outstanding patronage, increased the dollars in the Golf Enterprise Fund and restored a Washoe County recreational asset, Sierra Sage Golf Course. We're locals, with a local company and deep rooted in this community.

Our proposal will allow co-management, co-marketing and co-maintenance of these two golf courses. With the delicate water situation at Washoe County GC and the potential learning curve of a new operator we believe we're the best choice in this fragile local golf market.

Should we be selected to operate Washoe Golf Course it would allow our team to utilize the business formula that has worked so well at Sierra Sage. A phased go-slow approach would identify the true opportunities of dual course management, build the customer base and stabilize the golf income. And after a few years of operations Mazz Golf Management would know more and be able to present a long range plan. We feel that this would provide a much safer and conservative approach for the future of Washoe County Golf and the Golf Enterprise Fund.

Sincerely,

A handwritten signature in black ink that reads "Mike Mazzaferri". The signature is written in a cursive, flowing style.

Denise & Mike Mazzaferri, PGA
Mazz Golf Management

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Summary

Success hinges on attention to detail in key areas of the operation and knowing the Northern Nevada golf environment. The following are Mazz Golf Management's (MGM) keys to success:

Management Philosophy – Mike and Denise Mazzaferri, PGA Professionals and the husband and wife team that own MGM both agree that the philosophy of the management team is the starting point to a successful operation. Operating a golf facility is comparable to managing four or five separate businesses simultaneously. It's not complicated...work hard, make good decisions, follow the business plan and deliver beyond the customer's expectations. Also, always strive to be a good employer and a place people like to come to work.

Mission Statement:

"A commitment to maintain a quality golf facility with outstanding customer service that always produces a memorable golf experience."

Current Market Conditions – The local golf market is highly competitive. More than a dozen new golf courses were built in the Reno/Sparks area in the last twenty-five years. Competition for golfers has been fierce and prices have been driven down by the volume of available tee times. Internet booking companies have come on the scene and made it easier to price shop keeping it a buyer's market. As a result, we've seen permanent closures of Reno/Sparks golf courses: Brookside (2005), Northgate (2009), Crystal Peak (2010) and D'Andrea (2012). In addition, the eighteen-hole Rosewood Lakes Golf Course is temporarily closed for the construction of the Southeast Connector project and may not re-open.

Average green fee prices have been driven down while operational costs have steadily increased. Only the best operators have been able to balance budgets, with most relying on experience and/or cash reserves for survival. Facilities that are strapped with debt have had the hardest time.



Although the local golf business is difficult at best, it's not without opportunity. Keeping course conditions above average, offering competitive pricing and providing a high level of service is still a winning formula. Since MGM took over in November of 2009, Sierra Sage (SSGC) has grown rounds and more than doubled revenue with only one small price increase in seven years.

Golf Course Conditions – This is the highest priority item for MGM. Attractive pricing will not increase rounds enough to ensure success. At SSGC, MGM has become known for high operational standards. It will take two or three growing seasons, but Washoe can improve turf conditions and playability. SSGC took three years but with the lower elevation and longer growing season, Washoe (WGC) would be able to make a quicker turnaround. Improving presentation at WGC can only happen with excellent golf conditions and high service levels that MGM has consistently delivered.

Customer Service – A simple concept! Treat customers the way you like to be treated. Golf courses should be a happy place. The golfers are there to recreate and have fun. SSGC customers receive friendly professional service from a staff with a positive attitude. The MGM goal is to make the customer feel welcome and provide an enjoyable experience. Over time customer satisfaction has helped build one of the area's largest golf databases and generated a loyal group of regular customers. These golfers have been the heart of the amazing comeback of SSGC. Customer satisfaction surveys have provided valuable input and have consistently shown that our customers are genuinely satisfied with the overall experience. We also know our customers are our best sales people and we constantly strive to build those relationships. We'll bring that same business mentality and attitude to WGC if MGM is successful in gaining a management contract.

Mens and Ladies Clubs - For six years, MGM has worked with and supported the Men's and Ladies Clubs at SSGC. A high level of cooperation between MGM and the clubs has helped created stability and growth. These clubs are outstanding assets to SSGC and have generated new customers and many new "regulars." The Sierra Sage Men's Golf Club starts play in late March and hosts events every other weekend during the golf season. Currently it's one of the largest Men's Golf Clubs in Northern Nevada. The Sierra Sage Ladies Club



plays every Tuesday morning and has an annual event called The Coyote Invitational in September each year.

Junior Golf – It's been part of the overall plan to provide multiple junior golf options, both playing and learning. We understand these kids are our future customers. Northern Nevada has many instructional and competitive junior golf opportunities, but none that are more focused on learning to play "on the course" like the programs at SSGC. MGM has found a "niche market" with the combination of our own SSGC Junior Camps, PGA Junior League, The First Tee, Youth on Course and the continual support of all high school golf. In 2013 SSGC hosted the Boys Division 1 and 1A State High School Championship. SSGC provided great course conditions and Manogue High School won the championship by record margin. The team finished five under par in the second round, 15 strokes better than any other team.

Sales, Promotions & Marketing - MGM's experience in the local golf market has allowed them to build extensive contacts in the business community. The Mazzaferri's have numerous relationships and an excellent reputation with many individuals, businesses and non-profits. In the beginning at SSGC their association brought instant credibility to the operation and helped attract golfers and groups that otherwise might not have considered playing there. Many of those new players had never been to SSGC before. It's the intention of MGM to utilize those contacts to increase the customer and event data base at WGC to create new and return business.

MGM has consistently allocated approximately 3% of annual revenues (\$40,000+) on marketing and promotions. Traditional avenues such as print, radio, TV and internet are utilized, but unconventional and creative means have also been put into play. For instance, part of the first year plan (Christmas 2009) MGM marketed and sold 5,000 discounted "stocking stuffer" golf rounds. This particular promotion was so popular it has grown to 6,500 annual "stocking stuffer" rounds and in 2015 they sold out in 8 days.

Cross marketing WGC and SSGC will enhance both facilities. Over the last few years, Washoe County Administration and Bell-Men Golf have not done much traditional marketing. Bringing already committed resources (and adding to them) will allow WGC and SSGC a new presence in the market. This will drive



new customers and increase play. Both facilities will benefit and they will always be branded together.

SSGC was the first golf course in Western Nevada and Northern California to offer rental of GolfBoards. This is a brand new product that a single rider takes in place of a golf cart. It looks like a snowboard and has brought over 800 new clients to SSGC in less than 8 months. Additional GolfBoards will be leased and offered for rent at WGC.

PGA Instruction - SSGC now has one of the best public outdoor practice facilities in Northern Nevada. A large all turf practice tee, multiple putting/chipping greens and two complete practice holes make the facility a natural for the implementation of our high volume instructional programs. Players from all over Northern Nevada have utilized ongoing individual and group instruction.

Our instruction programs have helped promote range business, retail sales, food/beverage spending and increased golf rounds.

Environmental Stewardship - Golf courses are already green, but MGM has operated SSGC in a manner that's good for the environment. Making the effort to apply chemicals sensibly, manage water resources and co-exist with the nearby residents is all part of this plan. All operations are sensitive to the surrounding wildlife and their natural habitat. Recycling, energy management and proper waste removal is part of the day to day routine. MGM has committed to create a golf experience that is close to nature and environmentally friendly and we would continue that philosophy at Washoe.

Food & Beverage – As part of the business plan, MGM has steadily grown the Food and Beverage offerings at SSGC. Since it's a small operation it's not unusual to see our golf staff helping out with F&B functions, waiting tables or behind the bar mixing cocktails. The focus has always remained on the golfer and we believe that a quality golf experience includes good food, drink and service in The Pub. Over time, MGM has established business in The Pub to the point that it's an attraction in itself. The Stead area is growing and the business and resident traffic on Stead Boulevard is increasing, we've started to capitalize on that. Revenue is still relatively small but this department now



supports itself. We plan on combining F&B efforts with WGC and hire one person to oversee both locations. Not only will this add to the consistency of the operations, it will bring another level of professionalism to the overall F&B experience.

Pro Shop Operations & Retail – Combining WGC and SSGC will allow staff from one facility to help out at the other during large events or during emergencies. Both golf shops are full service retail locations that offer equipment, clothing and accessories. One of the difficulties in retail of a small shop is to find the time to do the buying and special orders. This will now be the job of one person and will actually save overall staff time while adding consistency at both locations. Professional Club Fitting can be done at one location and duplication of fitting equipment and staff training will not be necessary.

Employee Relations – Building “high quality” working relationships with the employees is extremely important to the principles of MGM. Just like customers...treat employees like you like to get treated. Employee attitude is amazingly visible to the customer and highly important to creating the “buy in” necessary to deliver a great golf experience. Communication at all levels is crucial and informed employees are empowered to make necessary decisions to provide the exceptional customer service MGM strives for. Our staff knows that SSGC received a “second chance” and we constantly remind each other to always understand the situation and take ownership of that responsibility. We would hope to carry this concept to Washoe and continue this kind of employee satisfaction. Happy employees make happy customers.

Financials – In order to make this plan attractive to Washoe County and the ownership of MGM it’s proposed that a percentage of green fees be paid on a monthly basis to Washoe County. In 2017 the proposal is to pay the County 10% of Green Fee revenue for a total of \$72,038 and increase that percentage every year by 1% (in 2021 MGM would be paying 14% of Green Fee revenue). In addition, starting in 2019, MGM will pay \$2 per round of golf into a Capital Fund for future facility improvements. Details of how the capital money would flow and how it could be used would be addressed in the contract.



Relationship: The County and Mazz Golf- If the County agrees to this proposal, MGM would ask for one consideration, that a re-opener be included in the contract. By the end of 2019, the County would allow MGM to propose a long term plan for SSGC and WGC and present it to the County Staff and Board of Commissioners. Through the preparation of this short term business plan it became obvious that it would take a couple of years to get the golf course in acceptable condition and to understand the overall operations. By year three we know we'll have gained the specific operating knowledge required to present a realistic plan that would position both courses for long term success. County Staff and the Board of Commissioners can decide after MGM presents this plan as to how they want to move forward. If the plan is not approved, they can put both courses out to bid for June 30, 2021 as scheduled. We see WGC in a similar situation that SSGC was in back in 2009, needing to be rehabilitated and restored before a long term plan should be considered. But is it fair to engage a company to rehabilitate WGC and then not give them first shot at a long term chance?

We realize that this proposal appears conservative but we believe it makes good business sense for several reasons. First, its unknown what the water situation will be over the next several years and secondly, because of the unstable nature of the current golf market, it's impossible to predict what the other area golf courses will be doing with their rates. MGM believes that at this time, it's better to take the approach that has worked so well at SSGC and focus on improving golf course conditions and building a solid customer base. In 2009, if the County would have hired a consultant to figure out what to do with SSGC he or she would have said to close the facility or borrow more money and renovate the golf course. Neither of these things have been done and SSGC still has a positive future.

It's important to remember that in September of 2009 when MGM was selected from multiple bidders that they were the only company that proposed a standard lease to operate Sierra Sage. When no other management companies would commit to take risk, MGM stepped up and offered. After the County agreed to lease and began building a contract it was determined by the District Attorney that the County couldn't lease SSGC because of IRS language in the Revenue Bonds. This standard language in these tax-exempt bonds would allow for certain parts of the operation to be leased but not the entire operation. So MGM



proposed to embark on an effort to get the bonds paid and temporarily contracted to manage SSGC. Mike Mazzaferri initiated a campaign and was assisted by Commissioner Bonnie Weber and County staff member Al Rogers to try and retrieve money from the sale of Sierra Sage's water rights. Nobody gave us much of a chance to succeed but we were determined. Those funds had been committed to the North Valley Regional Park project when the golf course water rights were sold in 2004 and 2005. They were sold on the open market for a substantial amount of money and in 2009 more than Six Million dollars still remained and was earmarked for park improvements. Over eighteen months and numerous (nearly weekly) meetings with NAB's, CAB's, Washoe County Staff, the District Attorney, the Board of County Commissioners, the Open Space & Regional Parks Commission, Reno City Management and Reno City Council, \$2.3 million of that money returned to the Washoe County Golf Enterprise Fund and was used to retire \$1.8 million in bonds at Sierra Sage and approximately \$500,000 at Washoe County Golf Course. Both the Board of County Commissioners and the Reno City Council voted to approve the reallocation of part of this water rights money and the Golf Enterprise Fund was suddenly out of debt. This happened in the spring of 2011 and the lease contract between the County and Mazz Golf was then put in place. Today the Golf Enterprise Fund has nearly \$1million in cash on hand, but if the debt wasn't paid off, this fund would have been in the red by 2014. Both WGC and SSGC may have ended up closing (or at least subsidized in a large amounts from the General Fund).

Conclusion- MGM was a start-up company that rescued Sierra Sage from closure and changed the public's image of the place. With our team the County knows what they're getting from a business standpoint and we're locals and make our home here. We always do what we say we're going to do...we've delivered the plan we proposed at SSGC.

We'll provide professional management, proven leadership, excellent golf course conditions and a high level of customer satisfaction. We know we can bring the same management and customer experience to WGC that we've delivered at SSGC.

MGM understands the golf market and has extensive experience in the managing local golf courses. We know that our formula for success can bring WGC back to where it once was in this market. Enhancing the entire golf

experience and creating value by improving the condition of the course, getting that information to the public and eventually changing the image of this historic golf course.



I Financials

Financial Plan- MGM knows the most important aspect of overall facility management is having a financial plan that is well thought out. It's important that this plan includes every important aspect of the golf facility and is comfortably funded. Then it's a matter of hitting revenues and being diligent with spending. Easier said than done, but it's where MGM builds the foundation.

William Kandaras, CPA is the CFO/Controller for MGM and has been an integral part of the way we conduct business for a number of years. He is our financial planner. Real time reporting with accurate forecasting has kept MGM on course and has given us stability. Having William involved in most parts of MGM's business insures that we are going where we want to regarding revenue and keeping within our annual expenses. He's a Hug High and University of Nevada graduate who's a native of Northern Nevada and a 5 handicapper.

Pro Forma – The 4.5 year budget attached is what MGM knows to be an accurate projection for WGC. It is a typical golf course budget that breaks the operation into multiple revenue categories like Green Fees, Carts, F&B, etc. The expense side has four categories that include Golf Shop/Clubhouse, F&B, Administration and Golf Course Maintenance.

Because MGM felt it was especially important to deliver on the facility improvement side, this budget is somewhat conservative on rounds played. That way with a bad weather year or a downturn in the economy, MGM felt it would still be able to meet these projections. Exceeding the budget is always good but not achieving the projections would be bad for both parties. After several years and some improved conditions, it will be easier to project rounds and revenue and know with some accuracy how many new golfers and return customers will play into this.

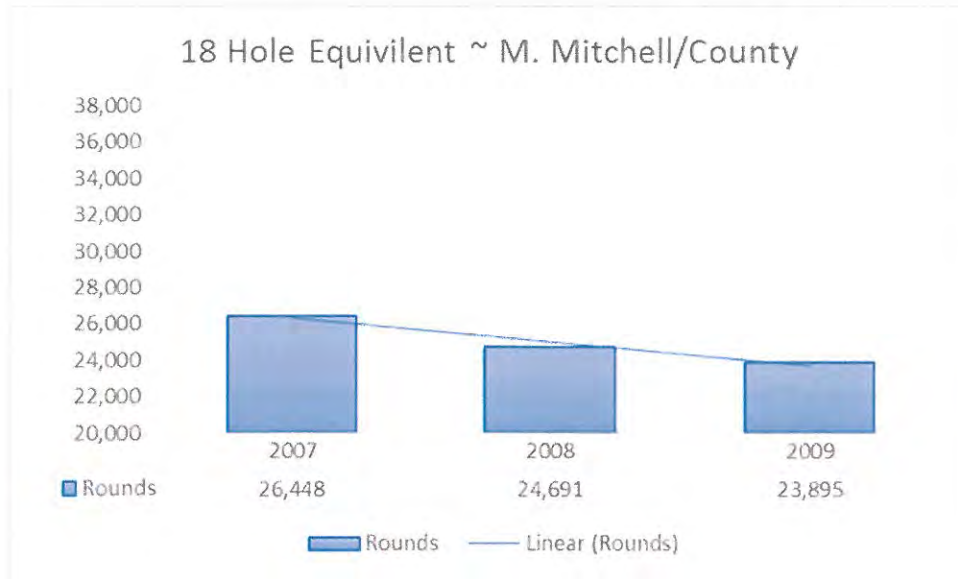
Revenue to County- In order to make this plan attractive to Washoe County and the ownership of MGM it's proposed that a percentage of green fees be paid on a monthly basis to Washoe County. In 2017 the proposal is to pay the County 10% of Green Fee revenue for a total of \$72,038 and increase that percentage every year by 1% (in 2021 MGM would be paying 14% of Green Fee revenue). In addition, starting in 2019, MGM will pay \$2 per round of golf



into a Capital Fund for future facility improvements. Details of how the capital money would flow and how it could be used would be addressed in the contract.

Consideration to MGM- If the County agrees to this proposal, MGM would ask for one consideration, that a re-opener be included in the contract. By the end of calendar year 2019, the County would allow MGM to propose a long term plan for SSGC and WGC and present it to the County Staff and Board of Commissioners. Through the preparation of this short term business plan it became obvious that it would take a couple of years to get the golf course in acceptable condition and to understand the overall operations. By year three we know we'll have gained the specific operating knowledge required to present a realistic plan that would position both courses for long term success. County Staff and the Board of Commissioners can decide after MGM presents this plan as to how they want to move forward. If the plan is not approved, they can put both courses out to bid for June 30, 2021 as scheduled. We see WGC in a similar situation that SSGC was in back in 2009, needing to be rehabilitated and restored before a long term plan should be considered. But is it fair to engage a company to rehabilitate WGC and then not give them a long term chance?

Historic Rounds at Sierra Sage Golf Course



**Washoe Golf Course
Projection - 4 1/2 Years**

	2017	2018	2019	2020	6 Months 2021	Total
Rounds Played	37,500	38,500	39,500	40,500	20,500	176,500
Sources						
Green Fees	720,375	739,585	758,795	778,005	393,805	3,390,565
Cart Fees @ \$9, per round	337,500	346,500	355,500	364,500	184,500	1,588,500
Driving Range @ \$3, per round	112,500	115,500	118,500	121,500	61,500	529,500
Golf Shop @ \$3.50 per round	131,250	134,750	138,250	141,750	71,750	617,750
Food / Beverage @ \$7.00 per round	262,500	269,500	276,500	283,500	143,500	1,235,500
Rental Clubs	500	505	510	515	260	2,290
Hand Carts	500	505	510	515	260	2,290
Cost of Goods ~ Golf Shop	(98,438)	(101,063)	(103,688)	(106,313)	(53,813)	(463,313)
Cost of Goods ~ Food/Beverage	(131,250)	(134,750)	(138,250)	(141,750)	(71,750)	(617,750)
Total Sources	1,335,438	1,371,033	1,406,628	1,442,223	730,013	6,285,333
Uses						
Golf Shop and Club House	(293,415)	(296,349)	(299,313)	(302,306)	(152,664)	(1,344,047)
Food and Beverage	(131,250)	(132,563)	(133,888)	(135,227)	(68,290)	(601,217)
Administration	(159,118)	(160,709)	(162,316)	(163,939)	(82,789)	(728,872)
Maintenance	(655,460)	(662,015)	(623,185)	(629,417)	(317,855)	(2,887,931)
Total Uses	(1,239,243)	(1,251,635)	(1,218,702)	(1,230,889)	(621,599)	(5,562,068)
Cash Sources from Operations	96,195	119,397	187,926	211,334	108,414	723,265
Washoe County Fees						
Capital Improvement Funds	-	-	(79,000)	(81,000)	(41,000)	(201,000)
Golf Percentage Fees	(72,038)	(81,354)	(91,055)	(101,141)	(55,133)	(400,721)
Total Washoe County Fees	(72,038)	(81,354)	(170,055)	(182,141)	(96,133)	(601,721)
Projected Net Income	24,157	38,043	17,870	29,193	12,281	121,545

II Legal Status

If this proposal is accepted by Washoe County and a contract is successfully negotiated, Cal-Mazz Golf Management, LLC will negotiate an agreement to operate Washoe Golf Course.

Ca-Mazz Golf Management is a Nevada Limited Liability Corporation in good standing that was created in August 2009 for the sole purpose of operating local golf courses. It has two dba's Sierra Sage GC and Mazz Golf Management.

Mike and Denise Mazzaferri jointly own all the stock in Cal-Mazz Golf Mgmt. LLC.

Professional References:

Chris Thomas, Executive Director/COO
Northern California PGA
411 Davis St., Vacaville CA 95688
csthomas@pgahq.com

L. Arnold Chatterton, President & CEO
Capital Insurance Group
2300 Garden Road, Monterey CA 93940
achatterton@ciginsurance.com

Michael C. Dermody, Chairman & CEO
Dermody Properties
5500 Equity Avenue, Reno, NV 89502
(775) 858-8080

III Company Profile

Cal-Mazz Golf Management, LLC

Number of Employees – Currently at SSGC, MGM employs approximately 38 individuals in Full Time, Seasonal Full Time and Seasonal Part Time positions. It's anticipated that a slightly larger number of employees will be needed at WGC and approximately 45-50 employees will be on payroll bringing the total to nearly 90 staff members.

Qualifications –

See Resumes at the end of the proposal.

Management Philosophy – Mike and Denise Mazzaferri both agree that the philosophy of the management team is the starting point to a successful operation. Operating a golf facility is comparable to managing four or five separate businesses simultaneously. It's not complicated... work hard, make good decisions, follow the business plan and deliver beyond the customer's expectations.

Mission Statement:

A commitment to maintain a quality golf facility with outstanding customer service that always produces a memorable golf experience.

Customer Service:

Treat customers the way you like to be treated. Building relationships is the cornerstone to creating loyalty and repeat business. Golfers return to play at facilities where they consistently receive friendly service delivered by a staff with a positive attitude.

Facility Conditions:

The entire facility...golf course, clubhouse, driving range, restaurant and the equipment will be maintained to the highest standard. On the golf course, excellent turf quality, manicured bunkers and smooth greens are what can be expected on a daily basis.



Men's and Ladies Clubs:

Working with and supporting the organized clubs at the facility will lead to stability and growth. Going the extra mile and providing professional assistance is essential to the success of each club.

Employee Relations:

Employee morale is amazingly visible to the customer. Providing a good work environment with proper training and support is vital. Communication with employees and letting them know what is expected allows them to know when they're doing a good job. Happy employees that know how to do their job will normally deliver a great effort.

Instruction:

Teaching golf at a high level will get amazing results. Regardless of if it's a beginner adult, a junior or an established golfer, if they trust the quality of the instruction they'll be faithful students. Good instruction programs also lead to other business like playing the course, use of the driving range, purchasing of equipment and repeated visits to the bar/grill.

Promotion and Advertising:

Be creative and find ways to establish new business. Conventional advertising is a must, but don't always promote and advertise like all the other golf facilities...dare to be different and do it with confidence. Create a large e-mail and text message database and keep in front of the customers...out of sight, out of mind. Become "the place" for affordable group golf events. Spend at least 3% of total revenue on marketing every year.

Environmental Stewardship:

It's in to be GREEN. Golf Courses are already green, but managing in a fashion that's good for the environment is not always the easiest way to go. Taking the effort to apply chemicals sensibly, managing water resources and being good neighbors is extremely important. Golf Courses today have to be sensitive to the surrounding wildlife and have a management philosophy that the facility and the native animal and plant species can both prosper. Recycling, energy and waste management will also be part of the daily routine.



Safety:

Mike Mazzaferri's knowledge of golf course risk management and safety programs is extensive. Regulatory compliance and doing whatever is necessary to make the facility a safe place to work and play will be a high priority in our business management and philosophy.

Community Service & Involvement:

This is an area that is personally very important to the Mazzaferri's. Over the years both have been very involved with a variety of community based activities that provided service and expertise to a number of organizations and their causes. To be successful at Washoe any operator will need to positively interact with the community to gain the reputation necessary to excel on the business side.

Business:

Pay attention to all of the above items and the revenue takes care of itself. Once a consistent revenue stream is in place the administration of the business is about regimental discipline and professionalism. Pay the bills and maintain a good relationship with the suppliers and most importantly be diligent in satisfying the contractual requirements to Washoe County.



IV Personnel

Staffing at WGC is similar to Sierra Sage but a little larger than the Sierra Sage team.

Management

1. Mike Mazzaferri, Golf Course and Operations
2. Denise Mazzaferri, Teaching, F&B and Retail

Golf Operations

- | | |
|--------------------------|-----|
| 1. PGA Golf Prof | TBD |
| 2. PGA Teaching Pro | TBD |
| 3. Golf Shop Manager | TBD |
| 4. Golf Shop Staff (x3) | TBD |
| 5. Outside Services (x6) | TBD |

Administration

- | | |
|-------------------|-----------------------|
| 1. CFO/Controller | William Kandaras, CPA |
|-------------------|-----------------------|

Golf Course Maintenance

- | | |
|--------------------------|---------------------------|
| 1. Superintendent | Kyle Teel, Superintendent |
| 2. Consultant/Agronomy | Tom Janning, GCSAA |
| 3. Mechanic | TBD |
| 4. Irrigation Tech | TBD |
| 5. Asst. Irrigation Tech | TBD |
| 6. Lead Operator | TBD |
| 7. Operator (x3) | TBD |
| 8. Greenskeeper (x4) | TBD |

Food and Beverage

- | | |
|---------------------------|-----|
| 1. Lead Cook | TBD |
| 2. Cook | TBD |
| 3. Bartender (x2) | TBD |
| 4. Server (x2) | TBD |
| 5. Kitchen Backup/Support | TBD |

Employee Uniforms

All employees will wear matching uniforms with a name badge supplied by MGM. Uniforms will be similar but specific to each department. All front line Golf Operations/Clubhouse; Food & Beverage and Golf Operations/Maintenance will be included.

Staffing Plan

The plan is to build the entire staff around the experienced management team of Mike & Denise Mazzaferri, William Kandaras and Kyle Teel. It's expected that WGC will have a diverse staff of employees that will include multiple ethnicity, different genders and a wide spectrum of ages.

Mazz and Denise on Teaching Golf:

Mike & Denise Mazzaferri are Class "A" members of the PGA and combined have over 60 years of teaching and coaching experience. Both have been accomplished players that competed at the junior, amateur, collegiate and professional levels. Currently Mike and Denise have a lease to operate Sierra Sage Golf Course in Reno, NV. Mike and Denise helped establish The First Tee of Northern Nevada and are certified First Tee golf coaches. Together they have taught golf at all levels and are passionate about growing the game and helping people play better golf.

Denise is a second generation golf professional and has been at the golf course her entire life. Through her career she's worked at some tremendous facilities such as Edgewood Tahoe, Incline Village Golf Courses, Torrey Pines and The Golf Club at Thunder Canyon. She was the Director of Instruction for the well-known "Chics with Stix Golf School" that brought nearly a 1,000 new women golfers to the game. She has done everything from the Director of Golf position to Managing Golf Retail and Director of Instruction. Denise has been recognized as one of the top female teachers in the PGA of America because of her teaching style, knowledge of swing mechanics and experience.

During his career Mike managed the City of Reno's golf operations, been the Director of Golf at the Resort at Redhawk and the General Manager of Hidden Valley Country Club. Mike is also a golf insurance consultant and is the Golf Program Director for Capital Insurance Group.



Mike has been a lifelong instructor and has taught golf at every ability level from the beginner to the tour professional. He defines his instruction philosophy as “extreme fundamentalism” and encourages golfers to keep it simple when embarking on game improvement. Although he teaches all parts of the game, he particularly likes to teach short game and believes the difference between a good player and a great player is their skill with the wedges and putter.

Mike was awarded Golf Professional of the Year by the Northern California PGA in 2004, he was the Reno Gazette Journal inaugural “Golf Person of the Year” in 2005. He is a past President of the Northern California PGA, Founder/Chairman of Golf the High Sierra and a former Chairman and Founding Board Member of The First Tee of Northern Nevada. Together, Mike and Denise were awarded the PGA Junior Golf Leadership Award in 2006.

Mike and Denise have three children, Ally and Taylor 25 and John 24. They are also blessed with two grandchildren Koen 1 and Adley 4.



V Golf Business & Management Experience

Golf Course Management - Mike Mazzaferri, PGA

Mike Mazzaferri, PGA has spent his entire professional golf career in the Reno Market. Prior to starting MGM he was the Golf Manager for the City of Reno, The Director of Golf at Red Hawk and the General Manager of Hidden Valley Country Club. All of those facilities are in the local market and were managed successfully by Mike. These three positions allowed Mazzaferri to gain valuable experience in the municipal (public), daily fee resort and private golf markets in this region. Mike considers himself lucky to understand and have experience in all three types of facilities but feels his best career work has been done at Sierra Sage, the fourth facility he has managed. Mike is particularly interested in creating public golf opportunities on excellent conditioned courses for a good value.

Mike has 26 years of golf management and 34 years of total golf experience. He has managed operations that range from approximately a \$1.5m a year budget with approximately 40 employees to a \$6m budget in excess of 140 employees.

Golf Facility Management – Denise Mazzaferri, PGA

Denise's background in golf goes back to when she was a toddler and her PGA Professional father Bob Bratzler first put a club in her hand. She's made a life out of her passion for golf and is skilled in many areas. From Edgewood to Torrey Pines and back to Reno, she's gained valuable management experience in public, resort and private golf and brings that wealth of knowledge to the Cal-Mazz team.

She manages all of the Teaching Programs, Retail and Food/Beverage operations for MGM.

Please see Resumes at the end of this proposal.

VI Marketing Initiatives

2009-2016

MGM's management of SSGC began when the golf business environment was changing. The sport exploded in popularity during the 1990s amid a corresponding boom in golf course construction; an experience by the Reno-Tahoe region.

Since then, the number of U.S. golfers who played at least one round a year has dropped from 30 million in 2005 to 24 million last year. Participation by young golfers, ages 18 to 34, has plunged 30 percent over the past 20 years.

Managing change and becoming a change agent requires a focused understanding of not only macro forces, but also your markets and customers.

Since 2009, MGM has dedicated 3 to 5 (\$40,000+-) percent of revenues toward a robust, multi-platform marketing program that recognizes the changing landscape, not only in golf, but in the media marketplace.

The SSGC marketing efforts cover digital, social and traditional media along with special events and programs.

"The Sage" message is presented under the brand promise:

Playable, Walkable and Affordable

This message is also the cornerstone of on-course events, customer relations and word-of-mouth presence.

MGM would effectively integrate these programs into the WGC operations. The co-branding/marketing of the region's two most historical and popular municipal golf courses would increase awareness and play while easily realizing marketing budget efficiencies.

Here are some examples of the marketing projects and programs employed by MGM at SSGC:

Digital

SSGC embarked on an aggressive digital advertising program in 2016 consisting of managed networks/keyword targeting/audience targeting and geographic targeting for phones and pads. The messaging/call to action was book a tee time, availability of the GolfBoard as well as general branding under playable walkable and affordable brand promise. Both static and video creative was employed.

Google Ads

Regional targeting April 1 - July 31, 2016

4.1 million impressions

22,000 web click-throughs (more than double national average)

Sinclair Media Group

Pre-roll video program for GolfBoards (2 months)

67,000 impressions

380 website click-throughs

72 percent completed video/274 hours of video watched

Web/E-mail

New interactive website capable of booking tee times, lessons, tournament registrations, golf schools, etc.

Golfer database of over 5,000 golfers and include e-mail, physical address and golfer profile

Regular e-newsletter that is distributed to the database

An additional database of 1,500 golfers captured through the GolfBoard demonstration video

Social

Facebook

Average monthly reach: 5,000
Average monthly Post engagement: 3,500
Total likes: 957

Traditional

Reno Media Group

Course of the Month

60-second spots, 10-second taped and live promos, live appearances

My 21/Fox11 Giants Baseball

185 Commercial spots

Eight month presence on foxreno.com sites

Fox US Open Coverage

10 and 15 second spots at each local commercial cut-in

55 Total

Sierra Nevada Media Group

Print advertising for GolfBoards

Targeting North Lake Tahoe

Special Events & Programs

GolfBoard Open House

Only Reno-Sparks-Carson City Course with GolfBoards

Regional Qualifying (2015) for Re-Max Long Drive Championships



Million Dollar Shootout (Sept.25, 2016)

Coyote Invitational

Regional Women's Golf Tournament

Folds of Honor Golf Program Sponsor

Northern California PGA Chapter's 100 Holes Challenge
More than \$20,000 raised at Sierra Sage in last four years

Nine and Dine
Monthly couples promotion for Course and Restaurant

Sierra Sage Stocking Stuffers
Discounted rounds sold on a limited basis during the Christmas season (6,500)

Host Course/Practice Facility
UNR Men's and Women's Golf Teams and North Valleys High School Golf Teams

PGA Junior League
Team Sponsor and Regional Host Site

First Tee of Nevada

US Kids Golf Program/U.S. Kids Golf Family Facility

Denise & Mazz's Mystery Bus Tour
Outing to a regional daily-fee golf course with transportation, food and beverage



VII Golf Course Maintenance & Rehabilitation

Course Management - Mike Mazzaferri, PGA

Throughout Mike's career, every facility under his management has experienced exceptional golf course conditions. Mike understands that the golf course is the number one priority and the MGM team truly has the "whatever it takes" attitude and consistently overachieves. MGM has the track record and can be trusted to return WGC to the excellent turf conditions of the past. Sierra Sage is an example of MGM's work and what can be done at WGC.

Current Conditions - Mainly because of drought and budget constraints, WGC is currently not in the kind of condition that makes it an easy to sell to the customer. Should MGM be selected, it is our main objective to get the golf course conditions similar to what they are at SSGC. Although WGC still has decent revenue numbers, they certainly could be better. Customer satisfaction is less than what MGM considers average and that will change with improved playability and golf course conditions.

Annual Plan- Mike Mazzaferri and Kyle Teel, Superintendent will prepare an Annual Golf Course Maintenance Plan each year. Based on conditions at the time, the plan will be continually updated to put emphasis on the areas that need special attention. This Annual Maintenance Plan will include Day to Day Operations, a Calendar of Projects, a Staffing Plan and Capital Improvements. The Annual Maintenance Budget will reflect all of those needs and MGM has projected the funds that will be required to achieve success.

Tom Janning, Certified GCSAA will consult on creation and implementation of this annual plan. Tom has nearly thirty years as a head superintendent in the Reno area and understands the local micro-climates, work force and cool season grasses that can be a challenge in Northern Nevada. He also had an 8 year stint as an Asst. Super with the PGA Tour. Tom is built into the budget and will be available as much as full time should when need his expertise and guidance.

Staffing- MGM knows that because of the amount of overseeding and rehabilitative work that needs to be done the first several years will certainly need larger work crews. Starting maintenance budgets in excess of \$650,000 will provide the financial strength needed to put 12-15 staff members on the maintenance crew during the growing season.

Golf Course Maintenance

1. Superintendent	Kyle Teel, GCSAA
2. Consultant/Agronomy	Tom Janning, GCSAA
3. Mechanic	TBD
4. Irrigation Tech	TBD
5. Asst. Irrigation Tech	TBD
6. Lead Operator	TBD
7. Operator (x3)	TBD
8. Greenskeeper (x4)	TBD

Equipment- Golf course equipment is highly specialized and with only a 4 ½ year contract window, equipment will be a challenge (most equipment lease/purchases are at least 5 years). Currently MGM owns and operates a substantial amount of equipment at SSGC. In addition to mowers, MGM has equipment that will be needed for turf rehabilitation like seeders, aerifiers, sprays, mini-excavator, skid steer, tractors and a path graders. Along with the golf course equipment that Washoe will leave for use by an operator, MGM believes less than half a dozen additional pieces will be required.


Budget- Like it was mentioned earlier, the golf course condition is the priority. In looking at the Pro-Forma and projected maintenance budget with a minimum estimate of \$655,460 for 2017 it is clear that MGM is committed to the restoration of WGC. This budget reflects nearly a \$200,000 increase from what is spent annually at SSGC. A budget of this size with a good plan that's well managed will surely improve conditions almost immediately.

VIII History of Cal-Mazz and Mazz Golf Management

Sierra Sage was slated for closure in November of 2009 and because of the efforts of Mike Mazzaferri and Cal Swanson, Washoe County was convinced to put the facility out to bid before the scheduled closure. In the Fall of 2009, after the bid process, it was evident that only one of those potential bidders was willing to take any risk and Cal-Mazz Golf Management was selected to operate SSGC.

After the Washoe County Commission voted and instructed staff to negotiate an agreement with Mazzaferri and Swanson it came to light that the County could not lease or license the entire facility because of specific IRS language in the tax exempt Revenue Bond that was in place at SSGC. Mazzaferri and Swanson decided to enter into a short term management agreement with Washoe County to operate SSGC. Their strategy was to work with staff to try and retire the debt from money that was earmarked for the North Valleys Sports Complex from the sale of water rights in 2004-2005. This was no easy task, but over the next year Mike Mazzaferri and County staff had many meetings with the City of Reno Parks & Recreation Commission, Washoe County Parks/Open Space Commission, the North Valley Neighborhood Advisory Board, the North Valleys Citizen Advisory Board, Little League, Soccer Foundation and many other special interest groups that utilized the park. Finally after the Reno City Council and the Washoe County Commission approved the process, the entire debt for Washoe County Golf Course and Sierra Sage amounting to more than \$2.3 million was paid off in April of 2011. On May 10, 2011 Cal-Mazz Golf Management signed a 10 year agreement for total operation of SSGC. Later that summer Cal Swanson entered into an agreement to operate the Fernley Golf Club and Mike and Denise Mazzaferri became the sole owners of Cal-Mazz Golf Management and started doing business as Mazz Golf Management.





8/11/2016

To whom it may concern,

It is my great pleasure to write this letter on behalf of Mike Mazzaferri and support his bid to obtain operation of Washoe Golf course in Reno. I have been living just outside the Reno area for 10 years and myself and my family have found a wonderful golf home at his course Sierra Sage. Since he has taken over operations of Sierra Sage we have seen such a vast improvement in every area of the course. For the first time in many years it seemed as the course was being tended to and maintained by someone who actually cared. You would think that this is the reason why I call Sierra Sage home, but course conditions are just the icing on the cake. The atmosphere created by Mike and Denise and the staff at Sierra Sage is so welcoming and friendly, what they clearly know how to do is treat the customer right. I live in Loyalton, Ca and we have many fine golf options closer to home yet we drive to Sierra Sage to play golf due to the high quality course and customer service. We have moved our Annual Fundraiser Tournament from Plumas Pines (a beautiful resort course on the Feather River) to Sierra Sage. No fault of Plumas Pines, but Sierra Sage has become a "place to play!"

Frankly before Mike took over Sierra Sage I would play it only if invited by friends it was a mess in every way you could imagine. Since Mike has run Sierra Sage it has hosted top tournaments such as the Nevada State High School Championships, and a United States Amateur Qualifier. It has been home to University of Reno, men's golf team. In addition when other courses Men's and Ladies Club's have dwindled in numbers Sierra Sage has increased their numbers yearly for those looking for competitive golf regardless of skill level. These things don't happen by chance, but through hard work and purpose driven planning. I believe Mike and his team have focused on two things for the most part, those things are care for the course and care for the customer.

Sierra Sage in fast becoming the premier course for Junior Golf in the area rivaling even the finest private clubs in the area. My son plays on the Sierra Sage Junior league and we are the envy of parents of players from Sommerset, Montruex, and Hidden Valley. This is due to the time, emphasis, and value provided to Junior players and families at Sierra Sage. They are one of two courses in Reno that provide discounted golf for Junior through the Youth on Course initiative, in addition they have marked and rated two tees for Juniors on the course where young player can play a proper yardage and establish an official handicap index. Sierra Sage is always looking for ways to increase the enjoyment of their players and for ways to entice new players. This year they have become the only course I know of to have a fleet of golf boards, these new and cutting edge golf transporters are dare I say "cool". I have seen many a group come out, rent clubs, and try these. (groups who otherwise would not play golf).

Sierra Sage was the laughing stock of the Reno golf community and on the verge of closure, when Mike stepped in and created one of the true gems in the area. I firmly believe that the greatest indicator of future results are past behaviors, if Mike is chosen to operate Washoe Golf Course, I have no doubt he will duplicate the success he has had at Sierra Sage. What a benefit that would be to central Reno!

Sincerely,

Joel Armstrong
Senior Pastor, Loyalton Assembly of God
530-993-0709

August 3, 2016

To Whom it May Concern:

I have golfed exclusively and at least 3 times a week, at Washoe and Sierra Sage, since my retirement in 1993, as Associate State Director of BLM. I am indebted to Washoe County for providing a public service that has been so important to my lifestyle. In making my comments, I wish to preface, that in those 25 years, I've always respected the County staffs operating the two golf courses.

Prior to Mike Mazzafarri taking over in 2010, Sierra Sage was at the very bottom level of Reno golf courses for several reasons. These include location, travel distance and environmental conditions such as prevailing winds, alkaline soils, salty well water and winter kill of greens and fairways. The higher elevation is a major drawback for winter play with heavier frosts delaying morning starting times well past other Reno courses. Early starting times are key to retirees, who have come to be modern day golf's major target group,

In his seven years, Mike has brought a marginal to failing course to maybe the most playable course in Reno for the target group of retirees. This includes the recondition of the course, improved to a heretofore impossible level, but even more important, has made Sierra Sage a nice social recreation experience which is the key to modern day golf.

Every complex operation needs to set a long term mission and then define the objectives to accomplish that mission. And that's the first thing Mike did in taking over. His mission has been clear to all, to manage the course in a style that would attract the maximum number of long term customers and also to enhance a social and recreational rewarding experience. A few of the key objectives to accomplish that included excellent customer service, condition of greens and fairways and motivating staff teamwork to accomplish the mission. Sierra Sage staff, by Mike's design, make the customers feel appreciated. Mike laid out a plan to accomplish those goals and then did it like few managers could. Previous to his takeover, objectives were often confused as the mission.

With his success at Sierra Sage, Mike has established an extraordinary proven record, which isn't by accident. He is an all around manager of exceptional management skills, along with a comprehensive on the ground knowledge of what it takes to maintain a golf course no matter the conditions. He also employs his outstanding interpersonal skills, not only with the customers, but with his staff, down to the lowest level. They all make up a team with the same mission. All this is now evident at Sierra Sage. Mike is also adjustable to variable situations. As such, and with his now proven management skills and approach, he is not programmed for failure, whether that be Sierra Sage or Augusta.

Fred Wolf

Frede2@juno.com

August 11, 2016

To Washoe County Commissioners

I want to acknowledge the outstanding job that Mike Mazzaferri has done over the years managing Sierra Sage golf course.

Mike has implemented many upgrades to the course and developed a strong maintenance program for all key elements of the golf course, greens, fairways, bunkers, practice range and rough, which has greatly enhanced the player's enjoyment. He has developed a marketing plan to bring in more golfers to the course on slow days and slow times. I have personally noted and have heard many comments on how enjoyable it is to play and practice at Sierra Sage. This is also reflected in the number of members in the Sierra Sage Men's and Women's Club and the number of players which participate in the various tournaments held throughout the year.

Mike understands golfer's expectations and his philosophy of Course conditioning have played a key role in increasing the status of Sierra Sage in golf community.

Mike Mazzaferri's leadership at Sierra Sage is evidence of his commitment and achievements in golf course management. He would bring a new and refreshing change to the Washoe Golf Course and golfer's satisfaction which will definitely lead to improved overall performance of Washoe Golf Course operations.

Respectfully,

Jack Boston

Dsboston2003@yahoo.com

CAL-MAZZ Golf Management LLC
dba Mazz Golf Management
Financial Statements
December 31, 2013

CAL-MAZZ Golf Management LLC

Financial Statements

December 31, 2013

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CAL-MAZZ Golf Management LLC

BALANCE SHEET

(in USD)

	<u>December 31, 2013</u>
ASSETS	
Cash and Cash Equivalents	\$ 33,241
Inventory	33,794
Employee Advance	1,000
Property and Equipment	570,381
Accumulated Depreciation	<u>(255,739)</u>
Total Assets	<u>\$ 382,677</u>
 LIABILITIES AND MEMBERS' CAPITAL	
Accounts Payable	\$ 11,927
Men's Club Credit Book	-
Prom Rounds Sold	84,038
Outstanding Gift Cards	6,921
Lease Payable	150,317
Notes Payable	125,000
Members' Capital	<u>4,474</u>
Total Liabilities and Members' Capital	<u>\$ 382,677</u>

CAL-MAZZ Golf Management LLC

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN MEMBERS' CAPITAL

(in USD)

	For the Year Ended
	December 31, 2013
REVENUES	
Green Fees and Cart Rentals	\$ 996,505
Driving Range Fees	62,537
Food and Beverage	180,528
Cost of Goods Sold	(118,186)
Pro Shop Sales	109,572
Cost of Goods Sold	(82,201)
Other Income	25,471
Total Revenues	1,174,226
EXPENSES	
Golf Shop	
Payroll	253,479
Other	56,097
Maintenance	
Payroll	190,502
Other	370,184
Food and Beverage	
Payroll	93,998
Other	2,750
Administration	
Payroll	34,513
Other	159,059
Miscellaneous	
Advertising	52,609
Fees Paid to Washoe County	57,593
Total Expenses	1,270,784
Net Income	\$ (96,558)
Increase/(Decrease) in Members' Capital	
Members' Capital, Beginning of Period	\$ 52,693
Contributions	48,339
Distributions	-
Net Income	(96,558)
Members' Capital, End of Period	\$ 4,474

CAL-MAZZ Golf Management LLC

STATEMENT OF CASH FLOWS

(in USD)

	For the Year Ended December 31, 2013
Operating Activity	
Net Income	\$ (96,558)
Adjustment to reconcile net earnings to net cash provided (used) by (in) operating activities:	
Depreciation	130,346
Increase in Inventory	(8,317)
Decrease in Payables	(40,080)
Increase in Men's Club Book	
Increase in Promo Rounds Sold	22,067
Increase in Outstanding Gift Cards	2,320
Net Cash Provided By Operating Activities	9,778
Investing Activities	
Purchase of Equipment	(43,535)
Net Cash Used in Investing Activities	(43,535)
Financing Activities	
Members' Contributions	48,339
Decrease in Lease Payable	(58,020)
Increase in Notes Payable	60,009
Net Cash Provided by Financing Activities	50,328
NET INCREASE IN CASH	16,571
Cash at the Beginning of the Year	16,670
Cash at the End of the Year	\$ 33,241

CAL-MAZZ Golf Management LLC

STATEMENT OF OPERATION EXPENSES - Golf Shop (in USD)

	For the Year Ended December 31, 2013
Expense	
Payroll	
Wages	\$ 223,722
Payroll Taxes	29,757
	<hr/>
	253,479
Other Expense	
Health Insurance	-
Dues and Subscriptions	-
Continuing Education	1,275
Pro Shop Displays	425
POS Lease	5,130
Utilities	14,313
Uniforms	787
Water Fees	107
Cart Leasing	1,845
Cart Repairs	1,051
Cart Property Tax	1,938
Range Balls	6,920
Range Supplies	589
Repairs & Maint.	11,895
Travel & Lodging	8,954
Meals	868
Miscellaneous	-
	<hr/>
	56,097
Total Expenses	<hr/> \$ 309,576 <hr/>

CAL-MAZZ Golf Management LLC

STATEMENT OF OPERATION EXPENSES - Maintenance (in USD)

	For the Year Ended December 31, 2013
Expense	
Payroll	
Wages	\$ 171,158
Payroll Taxes	19,344
	<hr/>
	190,502
Other Expense	
Chemical	29,394
Seed/Sod	233
Sand	4,355
Contract Services	418
Pump Maintenance	1,230
Equipment Fuel & Oil	52,175
Irrigation Supplies	3,492
Certification Dues	-
Utilities	35,295
Water & Irrigation Costs	65,007
Equipment - Repairs & Maint.	40,817
Golf Course Supplies & Small Tools	4,729
Alarm Security	2,228
Meals	204
Depreciation	130,346
Miscellaneous	261
	<hr/>
	370,184
	<hr/>
Total Expenses	\$ 560,686

CAL-MAZZ Golf Management LLC

STATEMENT OF OPERATION EXPENSES - Food and Beverage (in USD)

	<u>For the Year Ended</u> <u>December 31, 2013</u>
Expense	
Payroll	
Wages	\$ 85,768
Payroll Taxes	8,230
	<hr/>
	93,998
Other Expense	
Cleaning Supplies	106
Utilities	-
Business Licenses and Permits	1,244
Tools	1,400
Miscellaneous	-
	<hr/>
	2,750
	<hr/>
Total Expenses	\$ 96,748

CAL-MAZZ Golf Management LLC

STATEMENT OF OPERATION EXPENSES - Administrative

(in USD)

	For the Year Ended
	<u>December 31, 2013</u>
Expense	
Payroll	
Wages	\$ 30,000
Payroll Taxes	4,513
	<u>34,513</u>
Other Expense	
Cable TV Service	2,760
Security & Alarm	1,063
Credit Card Process Fees	17,241
Cleaning Supplies	3,143
Cleaning Contract	2,677
Bank Fees	1,757
Donations	2,278
Interest Expense	18,877
Utilities	8,264
Licenses and Permits	683
Computer & Software	17,993
Insurance	34,238
Legal & Accounting	13,540
Auto Expenses	5,203
Dues & Subscriptions	2,725
Office Supplies	5,726
Payroll Fees	6,579
Postage and Delivery	604
Printing	738
Pest Control	905
Telephone	9,539
Miscellaneous	2,526
	<u>159,059</u>
Total Expenses	<u>\$ 193,572</u>

CAL-MAZZ Golf Management LLC
dba Mazz Golf Management
Financial Statements
December 31, 2014

CAL-MAZZ Golf Management LLC

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CAL-MAZZ Golf Management LLC

BALANCE SHEET

(in USD)

	<u>December 31, 2014</u>
ASSETS	
Cash and Cash Equivalents	\$ 49,695
Inventory	38,992
Property and Equipment	584,385
Accumulated Depreciation	<u>(366,197)</u>
Total Assets	<u>\$ 306,875</u>
 LIABILITIES AND MEMBERS' CAPITAL	
Accounts Payable	\$ 700
Men's Club Credit Book	3,166
Prom Rounds Sold	87,862
Outstanding Gift Cards	10,482
Lease Payable	88,409
Notes Payable	86,205
Members' Capital	<u>30,051</u>
Total Liabilities and Members' Capital	<u>\$ 306,875</u>

CAL-MAZZ Golf Management LLC

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN MEMBERS' CAPITAL

(in USD)

	For the Year Ended December 31, 2014
REVENUES	
Green Fees and Cart Rentals	\$ 1,000,813
Driving Range Fees	58,106
Food and Beverage	170,060
Cost of Goods Sold	(97,800)
Pro Shop Sales	111,385
Cost of Goods Sold	(93,505)
Other Income	14,747
Total Revenues	1,163,806
EXPENSES	
Golf Shop	
Payroll	189,351
Other	70,139
Maintenance	
Payroll	186,523
Other	311,818
Food and Beverage	
Payroll	112,654
Other	3,155
Administration	
Payroll	37,945
Other	135,037
Miscellaneous	
Advertising	49,588
Fees Paid to Washoe County	63,390
Total Expenses	1,159,600
Net Income	\$ 4,206
Increase/(Decrease) in Members' Capital	
Members' Capital, Beginning of Period	\$ 4,474
Contributions	21,371
Distributions	-
Net Income	4,206
Members' Capital, End of Period	\$ 30,051

CAL-MAZZ Golf Management LLC

STATEMENT OF CASH FLOWS

(in USD)

	For the Year Ended
	December 31, 2014
Operating Activity	
Net Income	\$ 4,206
Adjustment to reconcile net earnings to net cash provided (used) by (in) operating activities:	
Depreciation	110,458
Increase in Inventory	(5,198)
Decrease in Employee Advance	1,000
Decrease in Payables	(11,227)
Increase in Men's Club Book	3,166
Increase in Promo Rounds Sold	3,824
Increase in Outstanding Gift Cards	3,561
Net Cash Provided By Operating Activities	109,790
Investing Activities	
Purchase of Equipment	(14,004)
Net Cash Used in Investing Activities	(14,004)
Financing Activities	
Members' Contributions	21,371
Decrease in Lease Payable	(61,908)
Decrease in Notes Payable	(38,795)
Net Cash Used in Financing Activities	(79,332)
NET INCREASE IN CASH	16,454
Cash at the Beginning of the Year	33,241
Cash at the End of the Year	\$ 49,695

CAL-MAZZ Golf Management LLC

STATEMENT OF OPERATION EXPENSES - Golf Shop (in USD)

	<u>For the Year Ended</u> <u>December 31, 2014</u>
Expense	
Payroll	
Wages	\$ 166,156
Payroll Taxes	23,195
	<u>189,351</u>
Other Expense	
Health Insurance	13,153
Dues and Subscriptions	2,856
Continuing Education	2,340
Pro Shop Displays	87
POS Lease	6,060
Utilities	11,742
Water Fees	834
Cart Leasing	5,798
Cart Repairs	1,279
Cart Property Tax	6,259
Range Balls	5,900
Range Supplies	1,428
Repairs & Maint.	575
Travel & Lodging	7,546
Meals	4,258
Miscellaneous	24
	<u>70,139</u>
Total Expenses	<u><u>\$ 259,490</u></u>

CAL-MAZZ Golf Management LLC

STATEMENT OF OPERATION EXPENSES - Maintenance (in USD)

	For the Year Ended December 31, 2014
Expense	
Payroll	
Wages	\$ 168,351
Payroll Taxes	18,172
	<u>186,523</u>
Other Expense	
Chemical	16,595
Seed/Sod	252
Sand	3,608
Contract Services	8,681
Pump Maintenance	3,389
Equipment Fuel & Oil	51,218
Irrigation Supplies	4,275
Certification Dues	-
Utilities	31,309
Water & Irrigation Costs	32,829
Equipment - Repairs & Maint.	36,422
Golf Course Supplies & Small Tools	9,925
Alarm Security	2,510
Meals	214
Depreciation	110,458
Blue Print Cost	-
Miscellaneous	133
	<u>311,818</u>
Total Expenses	\$ 498,341

CAL-MAZZ Golf Management LLC

STATEMENT OF OPERATION EXPENSES - Food and Beverage (in USD)

	For the Year Ended December 31, 2014
Expense	
Payroll	
Wages	\$ 100,345
Payroll Taxes	12,309
	<hr/>
	112,654
Other Expense	
Cleaning Supplies	115
Utilities	806
Business Licenses and Permits	1,280
Tools	-
Miscellaneous	954
	<hr/>
	3,155
	<hr/>
Total Expenses	\$ 115,809
	<hr/> <hr/>

CAL-MAZZ Golf Management LLC

STATEMENT OF OPERATION EXPENSES - Administrative (in USD)

	For the Year Ended December 31, 2014
Expense	
Payroll	
Wages	\$ 34,360
Payroll Taxes	3,585
	<u>37,945</u>
Other Expense	
Cable TV Service	2,325
Security & Alarm	881
Credit Card Process Fees	19,385
Cleaning Supplies	3,660
Cleaning Contract	700
Bank Fees	3,112
Donations	5,775
Interest Expense	17,268
Utilities	7,000
Licenses and Permits	7,326
Computer & Software	13,812
Insurance	6,725
Legal & Accounting	-
Auto Expenses	6,307
Dues & Subscriptions	640
Office Supplies	6,096
Payroll Fees	9,568
Postage and Delivery	526
Printing	2,784
Pest Control	565
Telephone	17,273
Miscellaneous	3,309
	<u>135,037</u>
Total Expenses	\$ 172,982

CAL-MAZZ Golf Management LLC
dba Mazz Golf Management
Financial Statements
December 31, 2015

CAL-MAZZ Golf Management LLC

Financial Statements

December 31, 2015

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CAL-MAZZ Golf Management LLC

BALANCE SHEET

(in USD)

	<u>December 31, 2015</u>
ASSETS	
Cash and Cash Equivalents	\$ 48,647
Inventory	60,280
Due from Men's Club	1,525
Due from Normaz, Inc.	9,846
Property and Equipment	643,239
Accumulated Depreciation	<u>(458,005)</u>
Total Assets	<u>\$ 305,532</u>

LIABILITIES AND MEMBERS' CAPITAL

Accounts Payable	\$ 22,299
Men's Club Credit Book	10,074
Prom Rounds Sold	87,827
Outstanding Gift Cards	12,027
Lease Payable	46,302
Notes Payable	118,902
Members' Capital	<u>8,101</u>
Total Liabilities and Members' Capital	<u>\$ 305,532</u>

CAL-MAZZ Golf Management LLC

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN MEMBERS' CAPITAL

(in USD)

	For the Year Ended
	December 31, 2015
REVENUES	
Green Fees and Cart Rentals	\$ 1,037,438
Driving Range Fees	62,770
Food and Beverage	189,245
Cost of Goods Sold	(110,676)
Pro Shop Sales	113,270
Cost of Goods Sold	(94,354)
Other Income	26,934
Total Revenues	1,224,627
EXPENSES	
Golf Shop	
Payroll	191,268
Other	89,064
Maintenance	
Payroll	193,288
Other	324,477
Food and Beverage	
Payroll	95,235
Other	7,001
Administration	
Payroll	72,525
Other	130,491
Miscellaneous	
Advertising	28,658
Fees Paid to Washoe County	72,230
Total Expenses	1,204,237
Net Income	\$ 20,390
Increase/(Decrease) in Members' Capital	
Members' Capital, Beginning of Period	\$ 30,051
Contributions	-
Distributions	(42,340)
Net Income	20,390
Members' Capital, End of Period	\$ 8,101

CAL-MAZZ Golf Management LLC

STATEMENT OF CASH FLOWS

(in USD)

	For the Year Ended
	December 31, 2015
Operating Activity	
Net Income	\$ 20,390
Adjustment to reconcile net earnings to net cash provided (used) by (in) operating activities:	
Depreciation	91,809
Increase in Inventory	(21,288)
Increase in Due From Men's Club	(1,525)
Increase in Payables	21,599
Increase in Men's Club Book	6,908
Decrease in Promo Rounds Sold	(35)
Increase in Outstanding Gift Cards	1,545
Net Cash Provided By Operating Activities	119,403
Investing Activities	
Purchase of Equipment	(58,855)
Due From Normaz, Inc.	(9,846)
Net Cash Used in Investing Activities	(68,701)
Financing Activities	
Members' Distribution	(42,340)
Decrease in Lease Payable	(42,107)
Increase in Notes Payable	32,697
Net Cash Used in Financing Activities	(51,750)
NET DECREASE IN CASH	(1,048)
Cash at the Beginning of the Year	49,695
Cash at the End of the Year	\$ 48,647

CAL-MAZZ Golf Management LLC

STATEMENT OF OPERATION EXPENSES - Golf Shop (in USD)

	For the Year Ended December 31, 2015
Expense	
Payroll	
Wages	\$ 169,383
Payroll Taxes	21,885
	<hr/>
	191,268
Other Expense	
Health Insurance	19,254
Dues and Subscriptions	2,261
Continuing Education	304
Pro Shop Displays	-
POS Lease	6,128
Utilities	13,430
Water Fees	-
Cart Leasing	5,945
Cart Repairs	2,975
Cart Property Tax	6,588
Range Balls	6,771
Range Supplies	483
Repairs & Maint.	7,014
Travel & Lodging	9,229
Meals	7,442
Miscellaneous	1,240
	<hr/>
	89,064
	<hr/>
Total Expenses	\$ 280,332

CAL-MAZZ Golf Management LLC

STATEMENT OF OPERATION EXPENSES - Maintenance (in USD)

	For the Year Ended December 31, 2015
Expense	
Payroll	
Wages	\$ 171,977
Payroll Taxes	21,311
	<hr/>
	193,288
Other Expense	
Chemical	24,847
Seed/Sod	4,522
Sand	7,922
Contract Services	2,427
Pump Maintenance	-
Equipment Fuel & Oil	38,613
Irrigation Supplies	5,785
Certification Dues	4,695
Utilities	28,880
Water & Irrigation Costs	52,483
Equipment - Repairs & Maint.	37,788
Golf Course Supplies & Small Tools	3,356
Alarm Security	2,650
Meals	97
Depreciation	91,809
Blue Print Cost	17,000
Miscellaneous	1,603
	<hr/>
	324,477
Total Expenses	\$ 517,765

CAL-MAZZ Golf Management LLC

STATEMENT OF OPERATION EXPENSES - Food and Beverage (in USD)

	For the Year Ended December 31, 2015
Expense	
Payroll	
Wages	\$ 85,029
Payroll Taxes	10,206
	<hr/>
	95,235
Other Expense	
Cleaning Supplies	448
Utilities	2,230
Business Licenses and Permits	2,255
Tools	359
Miscellaneous	1,709
	<hr/>
	7,001
	<hr/>
Total Expenses	\$ 102,236

CAL-MAZZ Golf Management LLC

STATEMENT OF OPERATION EXPENSES - Administrative (in USD)

	For the Year Ended
	<u>December 31, 2015</u>
Expense	
Payroll	
Wages	\$ 64,829
Payroll Taxes	7,696
	<u>72,525</u>
Other Expense	
Cable TV Service	2,897
Security & Alarm	721
Credit Card Process Fees	22,506
Cleaning Supplies	4,903
Cleaning Contract	675
Bank Fees	4,131
Donations	4,852
Interest Expense	10,651
Utilities	4,688
Licenses and Permits	3,126
Computer & Software	12,180
Insurance	9,371
Legal & Accounting	6,121
Auto Expenses	2,842
Dues & Subscriptions	5,523
Office Supplies	3,108
Payroll Fees	8,494
Postage and Delivery	872
Printing	-
Pest Control	265
Telephone	19,671
Miscellaneous	2,894
	<u>130,491</u>
Total Expenses	<u>\$ 203,016</u>



- Mailing and Shipping address: Sierra Sage Golf Course, 6355 Silver Lake Rd, Reno NV 89506
Phone (775) 972-1564 Fax (775) 972-7706 www.sierrasagegolf.org
- Cal-Mazz Golf Management, LLC dba Mazz Golf Management and Sierra Sage Golf Course
Owner: Mike & Denise Mazzaferri, 7150 Gazin Ct., Reno NV 89506. Phone (775) 972-1564. E-mail: mikemazz@pga.com
- Nevada Sales Tax Permit # 1009046225
- Federal Employee Identification Number : 27-0818661
- Dun & Bradstreet - Duns # 94-702-6329
- Wells Fargo Bank, Account # 1626841801, 5340 Kietzke Lane, Reno, NV 89511. Contact Billie Ferre, at (775) 689-6192 or via e-mail at Billie.Ferre@Wellsfargo.com
- Accounting contact: William Kandaras.
e-mail: william_kandaras@hotmail.com phone: (775) 972-1564
- Trade References:
 1. Acushnet Company, P.O. Box 965, Fairhaven, MA,02719. Acct #400599
(800) 225-8500
 2. Bridgestone Golf, 15320 Industrial Park Blvd, NE, Covington, GA 30014 Acct#35073
(800) 358-6319
 3. Ping, 2201 W.Desert Cove, Phoenix AZ, 85029, Acct#35806 (800)528-2268

Facility Description: Sierra Sage Golf Course is located in Reno, Nevada and is a 50 year old public golf course owned by Washoe County. Leased to Cal-Mazz Golf Management on November 1, 2009 the facility has an 18-hole regulation golf course, 2 practice holes, 2 large practice greens, large turf driving range, full service golf shop and restaurant/bar. Sierra Sage is the most affordable golf in Northern Nevada and has an active teaching program with a large men's and ladies club.



STANDARDS OF OPERATION AND PERFORMANCE

A “Standard” has been defined as a “rule used as a basis of judgment,” “of recognized excellence or authority,” and “something accepted as a basis of comparison.” A fine public course needs standards which, when adhered to, ensure that the culture of the course is preserved and enhanced. The following set of Standards of Operation and Performance provides for an appropriate level of quality of product, conduct, and service for our customers.

SIERRA SAGE GOLF COURSE

STANDARDS OF OPERATION AND PERFORMANCE

CUSTOMER RECOGNITION

Our customers can be defined as a group of individuals joined together for a recreational golf purpose that share a common interest in the game of golf.

Most importantly, serving customers at a public course is about recognition. Some customers are very open and demanding about being recognized, yet some are seemingly uninterested and avoid being noticed. But regardless of how a customer demonstrates the need to be recognized, the overriding reason individuals play a public course is to play and enjoy the game while receiving good value and recognition.

Recognition can come in many ways: seeing their name or picture on the course website or bulletin board, by receiving trophies or certificates, having a bag tag on their golf bag, belonging to the Men's, Ladies or Junior Club, by getting a personalized letter from the Operators, or being noticed by the Staff. However, the most powerful form of recognition is hearing someone call them by their name.

As employees of Mazz Golf Management, the #1 Standard of Performance, in all cases, for all departments, and for every position, is to actively recognize customers.

To recognize customers in an "active" way means being alert, challenging your memory to remember names and faces, and keeping mental notes as to what each customer likes. Teamwork is a great tool to help recognize customers such as tipping each other off as to the customers' names as they approach. It seems amazing that at some public courses, certain employees, pro shop, outside services, food servers and even golf course grounds crew can remember customer's names... sometimes their spouses and children's names as well. How do they do it? It's no secret – they want to.

**MAZZ GOLF MANAGEMENT
STANDARDS OF OPERATION AND PERFORMANCE**

GOLF COURSE AND GROUNDS

MINIMUM STANDARDS

The following standards are to be considered minimum standards for performance and operation of the Golf Course area of the facility. By adhering to these standards, as guidelines, our customers will benefit from our consistently high levels of quality in service, product, appearance, and attitude. These standards will allow us to stand out as professionals in our industry. However, these standards should serve, as only a minimum so we, as individuals and as a team, should always strive to be leaders in our industry by going beyond what is the minimum:

Customer Recognition

Demonstrating good golf etiquette and remaining productive at the same time is an important facet of the duties of the Golf Course Maintenance Staff. While contact with customers may be at a distance, how considerate you are with every golfer while maintaining your level of productivity impacts their overall golfing experience and golf course maintenance's efficiency. Courteous actions show that we care that each golfer enjoys his or her game of golf at Sierra Sage. The following guidelines will help you achieve this standard of excellence:

- The Customer will be greeted by name or Sir or Mam if you don't know their name. Start by calling them by their surname (i.e. "Good morning Mr.---").
- Whether you are in a vehicle or on foot, come to a complete stop when you are in the golfer's line of vision and stand to the side before the ball is hit.
- While working on a green, be aware of approaching golfers and stand to the back of the green so as not to interfere with their shot. Turn off your engine while a golfer putts.
- When working hole-to-hole, never continue to disrupt the same golf group hole-after-hole; if permissible, work in a backward rotation or wave them through.
- Greet all golfers with a smile and friendly, caring attitude. Be willing to provide courteous answers to guest questions.
- Be aware of golfer's safety and advise them courteously when their safety may be threatened.

- Whenever possible, greet the customers and make it a point to call them by their name if you know it, such as "Good morning Mr. ... enjoy your game".
- Always demonstrate in the presence of customers our high standards for the golf course, if trash is floating around, pick it up. Drive your vehicle in the proper manner and place. Help fix customer's ball marks or divots if possible. Spot rake a sand trap for a customer if you are working in that area. Show enthusiasm for the work we do.
- If a customer files a complaint about the golf course with you, ensure that the problem will be taken care of immediately (if it can be solved by you), or that you will bring the problem to the attention of your supervisor who will take care of the complaint. Always thank them for informing you.
- The Golf Course Superintendent and all Course Maintenance Staff, who are in regularly contact with our customers, will remember the customer's comments and suggestions and pass them along to the appropriate supervisor.

Phone Etiquette

- Phones will be answered within three rings.
- Every phone call will be answered by saying: "Good morning, Old Stead Golf Club, Course Maintenance this is ... how may I help you?"
- During each phone conversation, the staff member will learn the caller's name and use it when ending the conversation by saying "Good bye, Mr. ... have a good day."
- Phone calls are not to be "screened" to determine whom the caller is, unless specifically instructed by a certain supervisor and only for a specific situation or duration. Generally, all callers should be assumed to be customers or potential customers. Customers should not be given the impression that they are being screened. A staff member should take all calls, unless that staff member is already on a call, engaged in a meeting, serving another customer, or out of the maintenance facility.

Attitude of Staff

Attitude is as much a part of the job as skill, knowledge, experience and procedure. The following is a set of expectations regarding an employees' attitude at Old Stead Golf Club:

- Smile - regardless of your mood.
- Be pleasant (your voice should have a smile on it also).
- Be a "we" person - be a team player and help out.

- Show enthusiasm.
- Don't procrastinate or wait for others to do the task at hand.
- Try to exceed expectations - strive for A+.
- Fill idle time with productive effort - you can always clean, polish, pick up or organize.
- Ask "How may I help?"
- Conserve and avoid unnecessary waste of product, natural resources, and effort (yours or that of others).
- Take pride.

Uniforms

- Approved uniforms will be worn at all times in view of the public.
- Uniforms must be clean and free from wrinkles.
- Uniforms are Mazz Golf Management property and should be cared for properly. Only normal and reasonable wear and tear will be acceptable. Uniforms should be returned to OSGC in the event of termination of employment. Uniforms must be returned prior to obtaining the final paycheck.
- All Golf Course Maintenance staff will wear name tags at all times.

Hiring Procedures

- All new hires will have their references checked prior to being hired.
- Two interviews are required for hiring any candidate.
- Each new hire will be given a complete tour, orientation, and introduction to key staff members.
- Each candidate will review the complete Job Description and Standards of Operation and Performance before being offered the job.
- All Golf Course Maintenance employees will be hired by the Golf Course Superintendent.
- All candidates will be required to complete a club approved Job Application with references.
- Candidates still attending High School will have their parents checked as references.

Job Descriptions

- Complete Job Descriptions will be on file for each position and will indicate the essential job functions, qualifications, and responsibilities.

Hours, Scheduling and Staffing

- The Golf Course Superintendent will post employee schedules.
- Overtime will not be scheduled unless prior authorization is obtained.
- Weekly scheduled hours will be calculated and compared to the approved budget.
- The Golf Course Superintendent will schedule and staff for proper coverage for all hours of operation and make necessary adjustments for special functions and events.

Payroll

- The Golf Course Superintendent will be responsible for verifying the hours worked.

Personnel Records

- Personnel Records will be maintained by the Administration Dept. and will be kept strictly confidential.

Image and Neatness

- Golf Course Superintendent will keep the Golf Course Superintendent's Office clean, neat, and organized. The desk top should not have any cups, saucers, glasses, or plates visible at any time.
- At all times, the Golf Course Superintendent will present himself/herself as an executive of MGM.

Operation and Care of Equipment

- Before operating any piece of machinery, you must have been trained on it and gone through a safety checklist. It is a requirement of your job to operate your machinery in a safe and effective manner.
- You are responsible for any machine assigned to you. Willful abuse or being neglectful is grounds for termination. Report any problems with your equipment to the Mechanic or your immediate supervisor.

- Each piece of machinery is to be returned clean and the required service performed before storage.
- Report any damage to your supervisor or Mechanic. Do not attempt to fix a mechanical problem yourself. Anyone trying to hide equipment damage will be subject to disciplinary action.
- Always check oil and gas levels before driving any machinery. Make sure the cutting heights are adjusted properly by ensuring roller adjustment and blade to reel clearance cuts paper before going into the field.
- Be aware of the proper type of gas/oil mixture or gas/diesel fuel specification that each machine requires.
- Drive equipment on service roads, cart paths, or in roughs as much as possible when going from one area to another. Drive on fairways only when needed. Stay a permissible distance from greens and tees when working in those areas.
- If a piece of equipment is not performing up to the expectations required in the field because a reel is not cutting or is misadjusted, do not continue. Get the machine fixed.
- Hydraulic leaks of any kind are to be watched for at all times. Inspect your equipment for signs of potential leaks, especially before and after uses with green, tee, and fairway machinery. If a leak does occur, pull off the surface as soon as possible and shut off the machine. Notify the supervisor as soon as possible. Do not attempt to transport it in. Turf and equipment damage may result.
- Secure and hitch transport machinery properly and always drive at a safe speed.
- Never attempt to fix a blade or reel with the machine on.
- Report all safety problems to the mechanic or immediate supervisor as soon as possible.
- Treat the equipment as if it were your own at all times. It is your responsibility as an employee.

Equipment Repair and Maintenance

- All equipment will be maintained by a qualified full-time mechanic, according to manufacturers' specifications and Superintendent's or Assistant Superintendent's expectations.
- Repairs are to be done in the most efficient manner possible.

- Detailed repair and maintenance records will be kept by the Mechanic for each piece of equipment.
- Only sharp and adjusted cutting units will perform in the field of operation.
- The Mechanic will supervise daily servicing of machinery and will inspect the cleanliness of all equipment before storage. He/she will report any incidents of maintenance personnel failing to service or clean machinery properly to the Superintendent.
- The Mechanic will not willfully permit any equipment out in the field that may have a potential safety problem until it is fixed.

Course Set Up

Personnel responsible for the course set-up not only will dictate how the customers will play the course that day, but will also be ensuring that its presentation will be along the lines of our high expectations. Green and tee sites are the most important areas on the golf course and are to be treated as high priority items at all times by the Golf Course Maintenance Staff from their presentation to their grooming and playability characteristics.

- All maintenance personnel are to keep their eyes open and be aware of any damage to the golf course. The Superintendent and Irrigation Foreman will inspect the golf course daily, weather permitting, for any possible turf or irrigation problems. All staff is responsible for reporting any problems (including golfer complaints) to their immediate supervisor so that these may be solved on a prioritized basis.
- The Golf Shop will be informed immediately of any problem that may affect daily play.
- When setting cups:
 - * Cup locations should be playable and away from the existing position.
 - * The position of the cup should be eight feet from the collar.
 - * The cup is to be set at the proper depth. The flag, pole and cup should all be in working order.
 - * Ensure that the previous day's pin setting is repaired properly and that the repair plug is set level.
 - * Repair any turf damage that is needed with fresh plugs from the nursery.

- When setting tee markers, ensure that:
 - * The markers are on the proper tee box (especially on Par 3's.)
 - * The markers are perpendicular with the line of play, six-seven paces apart and at least two paces from the rear of the tee.
 - * Tee markers are moved to distribute wear on the tee evenly.
 - * All tee divots are filled with proper seed mix on a daily basis.
- All trash cans will be emptied daily and cleaned weekly.
- Ball washers will be checked daily for soap and water and should be operating properly or be replaced. All ball washers will have soap and water replenished weekly.
- The putting green will have its cups changed twice weekly. Practice green areas will be changed weekly.
- All maintenance personnel will be responsible for making sure all directional signs and ropes that control cart traffic are moved as needed to prevent wear (this may mean three times daily).

Greens Maintenance

- Greens will be maintained as smooth, firm, and consistent surfaces.
- Greens speeds will be maintained at a 9-10 foot stimp-meter readings for normal daily play.
- Mowing heights (1/8" to 5/32") will be determined based upon the time of year, climatic conditions, and specific events, but mainly to ensure overall turf health and bent/poa grass populations.
- Frequency of triplex mowing to be four-seven times weekly, based on climatic conditions.
- Triplex and walk mowers will be used periodically during cultural maintenance periods (i.e., aerification, topdressing, and verticutting) or during special event preparation.
- Greens will be mowed in different directions daily to prevent grain accumulation.
- Periodic verticutting and topdressing will be performed to reduce thatch and grain accumulations.
- Before mowing a green, all ball marks will be repaired. Any irregularities in the surface should be immediately reported and repaired (if possible). Greens keeper

should inspect surface for any foreign objects that could damage a reel or bed knife.

- The Greens keeper will follow all safety and operational procedures that he/she has been trained on when mowing greens. This includes; proper transportation, the unloading and loading of mowers, the mowing of the surface, and cleaning and service of the machine. Greens keepers shall be precise and efficient in their job duties. It is a goal of our maintenance staff to stay well ahead of morning play whenever possible and at the same time provide the highly aesthetic and playable surfaces that our reputation will be based on. Failure to follow any of these procedures may result in disciplinary action.
- Greens keepers shall notify their immediate supervisors of any problem areas on greens that they have noticed in their daily work regime.

Tees Surfaces

- Tees will be maintained at a cutting height of between 3/8" to 9/16" depending on environmental conditions and special events and will be cut in a different direction each time to prevent grain accumulation.
- Tees will be mowed with a triplex mower with a frequency of 2 to 5 times a week, depending on growth rate.
- Divots will be filled on a daily basis with a sand/bent grass mix.
- Periodic verticutting and topdressing will be performed to reduce thatch and grain accumulation.
- Before mowing, all tee markers are to be removed and the surface inspected for any foreign objects that could damage a reel or bed knife.
- The Greens keeper will follow all safety and operational procedures that he/she has been trained on when mowing tees. This includes proper transportation, the unloading and loading of mowers, the mowing of the surface, and cleaning and service of the machine. Greens keepers shall be precise and efficient in their job duties. It is a goal of our maintenance staff to stay well ahead of morning play whenever possible and at the same time provide the highly aesthetic and playable surfaces that our reputation will be based on. Failure to follow any of these procedures may result in disciplinary action.
- Greens keepers shall notify their immediate supervisor of any problems encountered on any of the tee surfaces.

Collars

- Collars will be maintained at a cutting height of 3/8".
- Collars will be hand mowed 2 to 4 times per week, depending on growth rate.
- Any foreign objects will be removed manually prior to mowing.
- Collars will be cut in a different direction each time to prevent grain accumulation.
- All cultural practices performed on greens will also be performed on collars.
- The Greens keeper will follow all the safety and the proper operational procedures that he/she has been trained on when mowing collars. This includes; proper transportation, the unloading and loading of mowers, the mowing of the surface, and cleaning and service of the machine. Greens keepers shall be precise and efficient in their job duties in order to provide a highly aesthetic and playable surface mowed in a reasonable time frame.

Aprons, Tee Banks and Bunker Edges

- Aprons, tee banks, and bunker edges will be maintained at a cutting height of 1" to 1 1/2", depending on climatic conditions and the grass variety (natural fescue areas will only be cut on a periodic basis based on growth rate, playability and aesthetics).
- Aprons, tee banks, and bunker edges will be mowed 2-3 times weekly with a triplex reel or rotary lightweight mower, depending on growth rate.
- Directional cuts will be posted daily and will follow a contour, checkerboard, or straight pattern.
- The operator will ensure that his/her area of cutting responsibility will be blended properly into the other manicured areas (tees, collars, approaches, fairways, intermediate rough, and rough) to maintain the playability and aesthetics of the golf course.
- The Greens keeper will follow all the safety and the proper operational procedures that he/she has been trained on when mowing aprons, tee banks and bunker edges. This includes; proper transportation, the unloading and loading of mowers, the mowing of the surface, and cleaning and service of the machine. Greens keepers shall be precise and efficient in their job duties in order to provide a highly aesthetic and playable surface mowed in a reasonable time frame.

Fairways and Green Approaches

- Mowing height will be kept between 1/2" to 9/16", depending on environmental conditions, growth rate or special events.
- Fairways and approaches will be mowed at a frequency of between 3 to 4 times weekly (including once on weekends), depending on growth rate.
- Fairways and approaches will be mowed with lightweight 5-plex mowers. All narrow contour areas in the green approach areas will be mowed with a triplex or hand mower.
- There will be only four directions in which to cut a fairway or approach. These directions will be posted daily:
 - * Contour -- cut with the turns and bends of the fairway.
 - * Straight -- cut in a straight line from tee to the center of the fairway.
 - * Left to right -- cut on a 45° angle from left to right.
 - * Right to left -- cut on a 45° angle from right to left.
- The Greens keeper will follow all the safety and the proper operational procedures that he/she has been trained on when mowing fairways and green approaches. This includes proper transportation, the unloading and loading of mowers, the mowing of the surface, and cleaning and service of the machine. Greens keepers shall be precise and efficient in their job duties by attempting to stay ahead of play and at the same time providing a highly aesthetic and playable surface.
- When cutting, make certain that you lift your reels for any exposed sprinkler heads or stones. Pick up any moveable objects such as stones, nuts, bolts, etc.

Rough Cutting

- Secondary roughs will be mowed weekly with rotary type mowers.
- Mowing heights will be from 1 1/2" to 2 1/2", based on climatic conditions and growth rate.
- The Greens keeper will take care in operation around trees so as to not damage the crowns in any manner and will also provide a crisp, clean edge around native grass areas.
- The Greens keeper will vary mowing patterns on a weekly basis based on direction from his/her immediate supervisor. Greens keeper will ensure that all cutting patterns will blend in properly with intermediate rough areas, greens aprons, tee banks, and bunker edges.

- The Greens keeper will follow all the safety and the proper operational procedures that he/she has been trained on when mowing roughs. This includes; proper transportation, the unloading and loading of mowers, the mowing of the surface, and cleaning and service of the machine. Greens keepers shall be precise and efficient and very productive on a daily basis while providing a highly aesthetic and playable surface.

Natural Roughs, Lakes, Creeks, and all other environmentally sensitive areas.

- These areas will be maintained in a manner that enhances their natural characteristics, while maintaining the playability and integrity of the golf course.
- All detail work that may include; mowing, weed eating, trimming, pruning, watering, or weed control, will be done under the direction of the Superintendent, Assistant Superintendent or appointed supervisor.
- All employees will be trained and knowledgeable of all environmental impact areas of the course including the state and federal laws that protect the water quality, as well as environmentally sensitive habitats. Greens keepers work regime will reflect and recognize these restraints, which must be abided by per our Environmental Impact Agreements with these agencies. If an employee is found not doing so, he/she faces termination.

Bunkers

- Bunkers will be spot raked daily.
- Greens Bunkers are raked full 2-3 times weekly, depending on play and climatic conditions.
- Fairway Bunkers are raked full 1-2 times weekly, depending on play and climatic conditions.
- Prior to raking, any debris, grass, leaves, or weeds are to be removed.
- Rake bunkers smoothly and carefully to maintain their firmness and playability.
- Sand is to be pulled up on the banks of bunkers at all times.
- Greens Bunkers will have a 2" lip on the green side maintained.
- Backside of Greens Bunkers and all Fairway Bunkers should be flush with the surrounding grass, while maintaining a clear and distinct difference between the sand and the turf.

- Fill washouts and bare spots where needed and report areas needing major refilling of sand to the Supervisor. Minimum depths for sand are 2" on the banks and 4" in the level areas.
- Rakes are to be placed on the inside edge of the bunkers. Replace any damaged rakes.
- Bunkers will be edged weekly.
- At times the bunkers may require raking by a mechanical rake. Greens keepers are to ensure that the machine does not operate on the banks of the bunkers at any time. Any piles formulated by the machine will be dispersed properly and evenly in the bunker. Operation of the equipment will follow all safe operating procedures to include; transportation, preparation of the surface, cleanup, and servicing.

Practice Area and Driving Range

- The Driving Range tee will be mowed twice weekly, based on climatic conditions, with a triplex reel mower. Mow patterns will vary in order to provide a very aesthetic presentation to the clubhouse facility and superior practice surface. Seeding divots will be done in conjunction with the Golf Shop staff.
- The Driving Range body will be mowed 2 to 3 times weekly, depending on climatic conditions, with a lightweight mower. Target Greens will be mowed 2 to 3 times weekly with a hand greens mower. Mowing patterns will vary based on the aesthetic presentation to the Clubhouse.
- The Practice Area, which includes the Chipping Green and Practice Bunker, will be mowed 2 to 3 times weekly, based on climatic conditions. The Chipping Green will also be mowed 2 to 3 times weekly, depending on climatic conditions with a hand greens mower. Mowing directions will vary each time. The Practice Bunker will be raked daily and edged weekly. Ball marks will be fixed daily on the Chipping Green. Divots will be repaired in conjunction with the Golf Shop staff.
- In maintaining these areas, the Greens keeper will follow all the proper and safe operational procedures (including not mowing range balls) that he/she has been trained on when mowing the practice facility. This includes safe transportation from one area to another, mowing all surfaces properly, and cleaning and servicing the mowing units. The Greens keeper shall be precise, efficient and very productive on a daily basis while providing a highly aesthetic and playable surface.

Irrigation

- The golf course shall be watered to fit the needs of the turf grass and to enhance its playability by maintaining its surfaces as firm as possible.
- Daily water usage records will be maintained by the Superintendent.
- The irrigation system and pump station will be inspected daily by the Irrigation Foreman.
- All irrigation will be scheduled by the management team under the direction of the Superintendent. Hand watering that is needed during the day in certain areas of the golf course will be under the direction the Superintendent or Irrigation Foreman.
- Periodic maintenance will be done to the irrigation system in coordination with the Irrigation Foreman.

Detail Work

- Edging, weed eating, trimming, leaf removal, or any job duty needed to enhance the playability and the aesthetics of the golf course will be done in a safe and efficient manner, based on training and operational directives. These include proper transport of equipment, its efficient use, time management of task at hand and cleanup, servicing, and storage of machinery.

Cultural Activities

- All cultural activities scheduled on the golf course (fertilization, weed control, disease control, insect control, aerification, verticutting, topdressing, and over seeding) will be determined by the Superintendent who will notify the Head Golf Professional either during the planning of the annual golf calendar or well in advance, so as to not disrupt play.
- Aerification will be done in late Spring and early Fall on all turf surfaces of the golf course.
- Over seeding of fairways will coincide with aerification in the early Fall.
- Any secondary aerification or over seeding will be done selectively as needed or determined by the Superintendent or Assistant Superintendent. The Golf Shop will be notified well in advance of these activities if they affect play.
- Greens and Tees will be top-dressed and verticut on an as-needed basis, to be determined by playability and thatch control. The timing and frequency of these practices occurs typically 4 to 8 times annually. Notification to the Golf Shop and

the membership will take place prior to these activities. These events will be scheduled as much as possible to not interrupt play.

Fertilizers and Chemical Applications

- Basic fertilizer schedules are to be established based on soil tests to maintain healthy turf and adjusted to meet environmental conditions and water quality standards.
- Chemicals will only be used as a last resort and only in a controlled supervised manner under the direction of the Superintendent and supervised by a licensed Qualified Applicator of the state.
- All personnel responsible for fertilizer or pesticide applications on the golf course will at all times be aware of our environmentally sensitive areas, such as lakes and creeks, and the proper application in which fertilizer or pesticide applications must be made per any environmental regulations. Failure to comply with the proper operational standards may mean disciplinary action or termination.

Sand and Seed

- Sand and seed will be kept on-site to be used for reseeding and topdressing as needed. Materials should be consistent with the high level of quality we are trying to achieve.

Grounds Buildings, Sheds and Storage Areas

- Everyone will cooperate in maintaining our maintenance facility, pump house, and restrooms in a neat and secured manner and free from graffiti.
- Buildings will be landscaped in such a manner as to remain shielded from general view and maintain a neat appearance.

Clean-up

- As a member of the Golf Course Maintenance Staff, you will be periodically assigned detail for the shop area that includes lunchroom, locker rooms, offices, storage areas, bathrooms, and clean-up areas. When assigned these duties it will be expected that floors will be swept or mopped daily. All trash will be emptied daily. The restroom floors, sinks, mirrors, and toilets will be cleaned properly and any general straightening or organizing of anything else to improve the cleanliness of the area will be expected. Individuals assigned to clean up are not responsible for washing the plates of other employees or cleaning a mess from someone else's meals or breaks. Individuals must clean up after themselves.

Material Stockpiles

- Material stockpiles will be kept neatly separated in designated areas.

Fuel and Chemical Storage Shed

- Fuel and chemical storage will be kept secured and maintained to meet all federal, state, county, local, and Club requirements. Any major spills will be contained in the proper fashion and cleaned up, based on state and federal regulations. The proper authorities will be notified of such an event happening.
- A list of all hazardous chemicals in the work place, their MSDS sheets and labels will be kept on file along with the golf course's environmental compliance program. These items will be also furnished to the local governing authorities.

Flowers and Shrubs

- Flowerbeds and plants will be maintained and periodically replaced to maintain blooming color and neat appearance.

Lighting and Signage

- Lighting will be maintained to provide nighttime and early morning safety in and around the maintenance building, entrance gate, and clubhouse structures.
- Signage will be maintained in good repair and kept clean and neat in the building areas and on the golf course.

Safety Procedures

- A comprehensive set of Safety Procedures shall be adhered to regarding equipment operation, handling of fertilizer and pesticides, and emergency response.
- Other procedures will be followed in accordance with OSHA safety programs.
- Monthly mandatory safety meetings will be administered by the Superintendent or Assistant Superintendent.

Training, Motivation and Development of Staff

- Monthly training meetings for all crew members will be conducted by the Superintendent or Assistant Superintendent.
- Each agenda will be prepared prior to the meeting and signed by all in attendance.

- The Superintendent will also use these monthly meetings to critique the golf course and the overall job done by the maintenance staff as well as to solicit feedback from the crew in order to make the operation more efficient and goal oriented.

Grounds Crew Supervision

- Whenever workers are scheduled, at least one of the following supervisors will be on-site supervising the golf course and grounds
 - * Superintendent
 - * Assistant Superintendent
 - * Irrigation Foreman
 - * Mechanic

Scheduling, Hours and Staffing

- Staffing shall be set by the Management Staff so as to maintain established golf course condition standards and not to exceed the established monthly budget unless approved by the Club.
- No overtime work is allowed without prior approval.
- All staff is required to call in before their established work start time to report an illness or tardiness.
- All staff is required to call in prior to coming to work in cases of extreme inclement weather.
- Staff is to give at least a one-week notice to the Superintendent prior to any medical appointments.

Knowledge and Experience of Personnel

- The Superintendent will have prior experience as a Superintendent and a degree in Agronomy or related field. He/she shall be a Certified Golf Course Superintendent by the GCSAA and hold at a minimum a Qualified Applicators License from the state.
- The Assistant Superintendent will be experienced and capable in course care and maintenance. He/she should be qualified to act as the Superintendent in the event of an emergency.
- The Mechanic will be skilled and qualified to repair and operate all golf course equipment.

- The Irrigation Foreman shall be knowledgeable in the maintenance, installation, and repair of all irrigation components found on the golf course. He/she should be experienced in all facets of equipment operation and maintenance projects. He/she should have an ability to supervise crew personnel.
- Greens keepers will be competent, reliable, and diligent in their assigned tasks.

Industry Knowledge and Current Trends and Developments

- The Superintendent, Irrigation Specialist, and Mechanic and other key staff members will attend continuing educational meetings to keep updated on current industry knowledge.
- The Superintendent and Assistant Superintendent should attempt to play the golf course weekly to get the player perspective of the condition of the golf course.
- Trade literature will be available to all employees to improve their knowledge.

Licenses and Permits

- Licenses and Permits will be kept current and filed by the Superintendent.

Budgeting and Business Planning

- The Golf Course Superintendent will prepare an Annual Golf Course Maintenance Plan to be completed and presented to the General Manager by the prescribed date, each year. The business plan will include a Calendar of Projects and Significant Operations, Staffing Plan, Departmental Expense Budget, Capital Improvement and Replacement Plan, and an associated set of written business plan assumptions.



Mike Mazzaferri

7150 Gazin Court, Reno, NV 89506
(775) 247-1782, mikemazz@pga.com

CAREER OBJECTIVE

Experienced PGA Professional seeking challenges in golf operations and management.

SUMMARY of QUALIFICATIONS

- PGA Member
- Proven Leader
- Award Winning Highly Dedicated Professional
- Documented Results
- Excellence in Customer Service

RELEVANT SKILLS

- Team Building
- Fiscal Management / Budgeting
- Customer Service
- Golf Operations
- Merchandising and Inventory Control
- Teaching
- Active Player
- Event Management
- Marketing
- Human Resources
- Membership Sales
- Golf Course Maintenance
- Mentor

EMPLOYMENT HISTORY

- President/Owner**, Cal-Mazz Golf Management, LLC Aug 2009- Present
- Owner/Operator of Cal-Mazz that has a long-term lease from Washoe County to operate Sierra Sage Golf Course.
- Program Manager**, Capital Insurance Group Aug 2009 – Present
- Consulting Manager for CIG's golf insurance program. This is an indefinite consulting position and can be long term employment should it be desired.

-
- Agent / Broker**, HullinRichied Insurance Group Mar. 2006 – July 2009
- Obtained Property-Casualty Insurance License in AZ, NV, CA, OR & WA
 - Created the “On the Green” Golf Course Insurance Program with Capital Insurance Group and Bob Hullin. www.ciginsurance.com.
 - Insured Multiple Golf Facilities in Nevada, California, Arizona, Oregon & Washington
- General Manager**, Hidden Valley Country Club, Reno Aug 2003 – January 2006
- General Manager
 - Managed Total Operation with a \$4.5m Budget
 - 28 Full Time Employees & 80 Seasonal / Part Time
 - Doubled Golf Shop Retail Sales and Increased F& B Revenue 40% in 2 years.
 - Major Improvement in Facility Appearance and Golf Course Condition
 - Membership Value Increased from \$10k to \$26k During Service to HVCC
- Executive V.P.,C.O.O.**, Evaporative Control Systems, Inc, Reno Sept. 2001 – July 2003
- Start Up Company – Newly Patented Irrigation/Drainage Technology
 - In Charge of All Operations
 - Developed Golf Program
 - Company Sold to Rehbein Environmental Solutions www.rehbeinsolutions.com
- Director of Golf**, Red Hawk Golf Club, Sparks NV July 1999 – August 2001
- 36 Hole Resort/Private Facility
 - In Charge of All Golf Operations (Including G.C. Maintenance)
 - Selected “Top 100” Golf Shops in America
 - Certified Audubon Signature Sanctuary Facility (First in Nevada)
 - Successfully Transitioned Company from Western Golf to In House Management
 - \$5m Annual Budget with 31 Full Time and 90 Seasonal / Part Time Employees
- Golf Manager**, City of Reno, NV March 1991- July 1999
- Golf Division Manger Overseeing (2) Municipal Golf Courses
 - Responsible for all Aspects of the Operation / Total Facility Management
 - Audubon Signature Sanctuary Program Member
 - Established Largest Men’s Golf Club in Nevada
 - Eight Profitable Budget Cycles
 - City of Reno Golf Division won GCSAA Environmental Steward Awards in 1992, 1994 and 1995.
- Director of Instruction**, Wildcreek G.C., Sparks, NV Jan. 1989 – Feb. 1991
- Full Time Golf Instructor
 - Developed Adult Programs with City of Sparks, YMCA and Washoe School Dist.
 - Established Junior Program with over 120 Youth Participants per year
 - Averaged more than 2,500 Private Lessons in 1989 and 1990
- Assistant Golf Professional** , Lakeridge Golf Course Jan 1983 – Dec. 1988

CAREER HIGHLIGHTS

- 008 Northern California Section PGA “Bill Strausbaugh” Award (2nd time)
- 2006 Northern California Section PGA “Junior Golf Leader” (with wife Denise)
- Reno Gazette Journal Inaugural “Golf Person of the Year” 2005
- 2004 Northern California Section PGA “Golf Professional of the Year”
- ILT Golf Vacations – “Top Producer” 2000, 2006, 2007 & 2010
- PGA Growth of the Game Regional Chairman / President’s Council 2004-2005
- Northern California Section PGA President 2003-2004
- Founding Board Member California Alliance for Golf 2002
- Northern California Section PGA Vice President 2001-2002
- Northern California Section PGA Secretary 1999-2000
- Northern California Section PGA Board of Directors 1995 – 2008
- 2000 Northern California Section PGA “Merchandiser of the Year” Public
- 1998 Northern California Section PGA “Bill Strausbaugh” Award
- 1999 Founder and Chairman of the Board, The First Tee of Northern Nevada
www.thefirstteenorthernnevada.org
- Founder and Past President of *Golf the High Sierra* www.golfthehighsierra.com
- Oldsmobile Scramble National Participant 1991, 1993, 1995 and 1999
- Sierra Nevada Chapter PGA Match Play Champion 1986 & 1988
- Brooks Cup Park Team (as an amateur and professional) 1979-2001 and 2003
- President Sierra Nevada Chapter PGA 1995-1996
- Reno Tahoe Open Transportation/Parking Committee Chair 1999-2007

PERSONAL

- Wife Denise (who is also a PGA Member)
- Children Ally and Taylor 23, John 21
- Hobbies – Reading, Skiing, Scuba Diving, Hosting Golf Tours/Vacations
- Junior Golf Teacher/Coach/ Mentor (The First Tee Northern Nevada)
- Little League Coach
- Youth Basketball Coach

EDUCATION / TRAINING

- 1978-1981 - University of Nevada / Truckee Meadows Community College
Focus: Business Management
Other: Played on the Univ. of Nevada Golf Team 1978, 1979 and 1980
- 1978 Graduated Upper Arlington H.S., Columbus OH
(High School Jack Nicklaus Attended) State Champions in 1978
- 1986 PGA Business School I, Orlando, Florida
- 1990 PGA Business School II, Denver, Colorado
- 1993 Successfully attained PGA Membership
- 2006 The First Tee National Coaches Training, World Golf Village, Florida
- 2007 TFT Coaches Training, Phase II, The First Tee of Phoenix

References available upon request.



Denise Mazzaferri

7150 Gazin Ct.
Reno, Nevada, 89506
(775) 338-8293
denisemazz@pga.com

CAREER OBJECTIVE

Experienced PGA Professional seeking challenging employment as a retail specialist and/or golf instructor.

SUMMARY of QUALIFICATIONS

- PGA Member
- Exceptional Customer Service Skills
- Award Winning Retail Buyer/Merchandiser
- Outstanding Sales Capability
- Highly Dedicated Professional

RELEVANT SKILLS

- Management Experience
- Inventory Control
- Display Presentation
- Proven Success in Teaching Ability/Club Fitting
- Communication and Leadership Skills
- Honesty, Integrity & Strong Work Ethic

EMPLOYMENT HISTORY

Mazz Golf Management

October 2009 – Present

- Lease operators of Sierra Sage Golf Course

Vice President/Principal

Performance Golf Reno

Jan 2006 – August of 2009

- Indoor Teaching Facility featuring a Full Swing Golf Simulator

Owner/Director of Instruction

The First Tee of Northern Nevada

May 2006 – October 2007

- Managed entire teaching and training programs
- Lead instructor for all life skills and golf programming
- Trained coaches and volunteers according to TFT standards
- Responsible for program schedule and budget management
- Liaison between local golf professionals and facilities
- Successful mentor to over 220 youth in the community

Director of Golf Programming/Training

Hidden Valley Country Club, Reno

Director of Retail/Golf Instruction

February 2004 – January 2006

- Merchandise buyer for entire golf shop with a \$180k budget
- Golf shop presentation
- Doubled golf club sales through professional fittings
- Doubled overall golf shop retail sales
- Increased special orders within the club by 50%
- Conducted golf schools, private lessons, group lessons and junior camps
- Ladies club liaison

Chix with Stix Golf School, Reno

Director of Instruction

February 2003 – February 2004

- Complete management of entire golf school operations in regards to staffing, training, scheduling, payroll, teaching, budget controls and facility relations
- Provided instruction to 390 students taking an average of 4.5 classes each, totaling approximately 1755 seats filled in the golf school
- Supervision of 10 instructors and assistants
- Increased club sales by 50%
- Highest customer satisfaction survey results since schools inception

Thunder Canyon Country Club, Washoe Valley

Director of Golf Operations

February 2000 – June 2002

- Complete management of entire golf department
- Solely responsible for preparing and controlling annual operating budget
- Member relations and customer satisfaction
- Coordinate and conduct major member events
- Assist in the implementation of social events for the club
- Organize and host golf outings for corporate groups and guests
- Video instruction and club fitting in the indoor Golf Learning Center featuring Swing Solutions video systems

Incline Village Golf Courses

Assistant Professional/Merchandise Manager

1986, 1989 – 1993, 1997 – 2000

- Contributed to the most successful golf season in the history of the club, producing over \$850k in gross sales. The Golf Courses host approximately 40,000 rounds in a five-month season
- Increased lesson and club fitting volume by 20%

The Golf Club at Genoa Lakes

Head Golf Professional

1993 - 1995

- Performed usual duties in the position of a Head Golf Professional

Torrey Pines Golf Courses, La Jolla, CA
1987 – 1989

Assistant Golf Professional

- Assisted with the merchandise concessions for The San Diego Open, PGA Tour event

Edgewood Tahoe Golf Course, Stateline, NV
Monterey Country Club, Palm Desert, CA
1983 – 1986

Assistant Golf Professional

- Worked on a seasonal basis at both facilities gaining experience in a resort course and private club operations
- Was heavily involved in the merchandise concessions for the 1985 U.S. Senior Open at Edgewood Tahoe

CAREER HIGHLIGHTS / ACCOMPLISHMENTS

- Northern California Section PGA “Junior Golf Leader Award ” (with husband Mike)- 2006
- Sacramento Magazine Top Golf Instructor (#9)- 2006
- Northern California PGA Merchandiser of the Year for Resort Courses-1999, 1992, 1990
- Passed PGA Player Ability Test on first attempt-1986
- Starting member on the San Jose State golf team on a full golf scholarship-1981 – 1983
- Nevada State Women’s Amateur Champion-1980, 1981
- Nationally ranked junior/amateur player winning over 100 tournaments
- Florida State Overall Junior Champion at age 14

EDUCATION / TRAINING

2007 TFT Coaches Training, Phase II, The First Tee of Phoenix
2006 The First Tee National Coaches Training, World Golf Village, Florida
2005 Northern California Player & Teacher Forum, Sacramento, California
2004 Northern California Player & Teacher Forum, Sacramento, California
2003 Teaching Workshop by Rick Martino, Director of Instruction, PGA of America
Laird Small, Director of Instruction, Pebble Beach Golf Academy, San Diego, California
2000 Hank Haney’s Teaching the Teacher Seminar, McKinney, Texas
1997 Ping & Titleist Club Fitting Seminars, Incline Village, Nevada
1994 PGA Advanced Professional Training, Portland, Oregon
1988 PGA Business School, Phoenix, Arizona
1986 PGA Business School, Portland, Oregon
1986 PGA Player Ability Test, Incline Village, Nevada
1981-1983 San Jose State University, San Jose, California

References available upon request

WILLIAM KANDARAS, CPA

7621 Stone Bluff Way, Reno, NV 89523

william_kandaras@hotmail.com • cell 775-741-9718

Chief Financial Officer

Experienced and goal-oriented Accountant with skills of leading the preparation and analysis of financial reports to summarize and forecast financial positions. Ensure all Regulatory requirements, both foreign and domestic. *Core competencies include:*

- Accounting Management
- Financial Analysis
- Forecasting
- Cash Management
- Budgeting
- Cost Reductions
- Technology Integration
- Regulatory Compliance
- Efficiency Improvements

CAREER EXPERIENCE

Mazz Golf Management 2012 - present

CFO/Controller

- Produce monthly financial statements.
- Responsible for the general accounting functions, including AR/AP, account reconciliation, and cash management.
- Deal with department heads to communicate status of actual expenses vs. budgeted expense, and remaining budget items.

Sutton Place Limited, 1998 – 2012

Accounting Manager, 2005 - 2012

- Direct financial management functions including development of monthly/quarterly financial statements, financial forecasts, and budgets for over seventy-five companies and individuals.
- Responsible for the general accounting functions, including AR/AP, account reconciliation, and cash management. Administer all financial management systems, evaluating and integrating new applications.
- Develop an accounting and management team of four to achieve the desired objectives.
- Interact with the members of the companies concerning financial forecasts and reports.
- Responsible for time management of the staff to ensure all deadlines are met.
- Continue to formalize procedures.

Senior Accountant, 2003 - 2005

- Prepared financial reports, developed budgets, and performed variance analysis in accordance with each entities needs.
- Compiled periodic financial reporting packages for senior management.
- Built and led teams in carrying out special projects.
- Integrated a new accounting system.

- Standardized the monthly reporting package to meet the needs of Sutton Place globally.
- Developed step-in accounting policy.

Tax Senior, 1998 - 2003

- Prepared multi-state trust tax return and miscellaneous entities of Sutton Place Limited.
- Worked in collaboration with the staff to ensure accuracy and integrity of financial information in the return.
- Developed workpapers to organize and report over 200 partnerships, 16 different entities.

Washoe Health Systems

- Tax Accountant 1997

Pioneer Center for the Performing Arts

- Controller (part-time) 1996-1997

RR Donnelly & Sons

- Staff Accountant 1995-1996

Grant Thornton, LLP

- Tax Accountant 1994-1995.

Cupit, Milligan, Ogden & Company

- Staff Accountant 1992-1994.

EDUCATION

Bachelor of Science, Accounting (1991)

UNIVERSITY OF NEVADA – Reno, Nevada

REFERENCES

Steve Jackson

Wells Fargo Advisors
Senior Vice President – Investment Officer
5470 Kietzke Lane, 3rd Floor
Reno, NV 89511
775-240-6001

Mike Mazzaferri

Capital Insurance Group
9400 Double R Boulevard
Reno, NV 89521
775-321-1792

Wendy Wood

Africa Foundation USA
Executive Director
PO Box 233
Friday Harbor, WA 98250
360-370-5746

#13

RENO MEN'S GOLF CLUB
Washoe County Golf Course
P.O. Box 20174 Reno, Nevada 89515

John Slaughter
Washoe County Manager
1001 E. 9th Street
Reno, NV. 89512

October 23, 2016

Dear Manager Slaughter,

As President of the Reno Men's Golf Club, I would like to reflect the support of myself, our Board of Directors and our membership for the continued management of the Washoe County Golf Course by Barney Bell and Darin Menante of Bell-Man Golf. We understand the Commission Meeting scheduled for October 25th will address the management of the course for the next four and a half years based on the four RFP's received by the County. It also our understanding that the County is recommending utilizing an outside vendor with no local ties to handle the course management based on the language below taken from the upcoming County agenda:

Approve, tentatively, an Agreement for License and Professional Management Services at Washoe Golf Course between Washoe County and the most qualified proposer [staff recommends Billy Casper Golf], for full management of the Washoe Golf Course for a four and one half year period commencing on January 1, 2017 through June 30, 2021; and if tentatively approved, authorize the Community Services Department Director to further negotiate and sign the Agreement consistent with the selected vendor's proposal. (Commission District 1.)

Our membership of over 310 Washoe County Residents is in strong opposition to your recommendation. As a Nevada native, having played golf for the past 17 years, I have seen firsthand what outside organizations do to our local courses. One only has to look at the past management of D'Andrea by Troon Golf or the management of Arrowcreek by an outside party to see the detrimental impacts these corporate management groups have on our courses and our players. These groups raise fees, provide little flexibility, and our solely in this business to turn a significant profit. They have little, if any, regard for the impacts they have on local players. Our membership is responsible for a significant amount of the rounds played each year at Washoe Golf Course. There is no assurance that this outside management group will even consider the continuation of our long standing Men's Club. Should this be the case, it will be my recommendation to our board and players that we will no longer support our local course and find an alternate, locally managed course to conduct our Reno Men's Golf Club. We need the support of a locally managed course to be able to conduct the numerous tournaments we put on each year. This support has been provided to us by the professional management skills of Barney Bell and Darin Menante. This is not only good for our club, but good for the County owned course, as it provides consistent play throughout the year via tournament options and countless casual rounds of golf by our players. We are a significant revenue source for this course. Without our continued support, the course will see an even greater downturn. Please take this into consideration when contemplating who shall manage Washoe Golf Course for this next four and a half year stretch.

Sincerely,

Darryn C. Crawford
President
Reno Men's Golf Club

10/25/16 BCC #13
Darryn Crawford

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From: Darryn Crawford [<mailto:dcengineer@sbcglobal.net>]
Sent: Monday, October 24, 2016 12:06 PM
To: Slaughter, John <JSlaughter@washoecounty.us>
Cc: Solaro, David <DSolaro@washoecounty.us>
Subject: Letter from Reno Men's Golf Club

Mr. Slaughter,

On behalf of the Reno Men's Golf Club, I have attached a letter in opposition to the Commission's recommendation for Billy Casper Golf to take over the operations of Washoe Golf Course for the next four and a half years. We will have a significant presence at tomorrow's meeting, voicing our concerns and opposition.

Sincerely,

Darryn Crawford

RMGC President

DC Engineering, Ltd.

280 Mountain Ridge Road

Reno, NV 89523

Cell: 775-848-5401

dcengineer@sbcglobal.net

2016 Daily Fee Rates for Washoe County and Carson County Golf Courses

Course Name	Weekday Rate	Weekend Rate
Arrowcreek Legends	65.00	65.00
Eagle Valley East	45.00	45.00
Eagle Valley West	54.00	65.00
Empire Ranch	38.00	43.00
Incline Championship	120.00	140.00
Lakeridge	65.00	75.00
Red Hawk Hills	65.00	75.00
Red Hawk Lakes	65.00	75.00
Sierra Sage	41.00	41.00
Silver Oak	55.00	65.00
Toyaibe	75.00	85.00
Wolf Run	<u>50.00</u>	<u>60.00</u>
Total fees	738.00	834.00
Average Rate	61.50	69.50
110% of Average Rate	67.65	76.45
Comparable		
Lincoln Hills	59.00	69.00
Turkey Creek	48.00	56.00

10/25/16 BCC #13
Ed DeMeza



Sierra Sage is becoming well-known for its excellent course conditions and its appeal to a wide variety of players. It is also the northern Nevada home of the GolfBoard. The once-a-year player and the low handicapper will find suitable challenge for their game depending on what tees are selected. Washoe

is classic design in the heart of Reno with a large group barbecue area, Club Room and easy access to Downtown, Midtown and resort casinos.

Tournament Services

Group Packages are valid for groups of 16 or more and include the following:

- Green Fees
- Cart Fees
- Access to expansive, grass tee practice range including two short holes, putting green and chipping green, plus small bucket of range balls.
- Complimentary use of the Club Room with tables and chairs
- Tournament & Course Rules presented by professional staff
- Sierra Sage and Washoe offer full time rangers, beverage cart and The Pub to service your customers.



Sierra Sage Golf Course
6355 Silver Lake Road
Reno, NV
www.sierrasagegolf.org
(775) 972-1564

Washoe Golf Course
2601 Foley Way
Reno, NV 89505
www.washoegolf.org
(775) 828-6640

Sierra Sage and Washoe golf courses are managed by Mazz Golf Management under contract with Washoe County, Nevada

The Shoe and The Sage...

Your best bets for Reno tournament and special events golf



Washoe Golf Course and Sierra Sage Golf Course offer a variety of tournament packages to personalize your event for you and your guests. The Shoe and The Sage are available to group outings any day of the week, with enough advanced warning. We accept groups from 16 to 140 players, making us the ideal choice for groups of all sizes.



10/25/16 BCC #13
Don Uetter



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