

H-06

Beth L Tashnick

From: Beth L Tashnick
Sent: Monday, May 17, 2010 12:25 PM
To: Dane Slater (djkslater@aol.com)
Cc: John M Lamerato; Mark F Miller; Susan A Leirstein; Dane Slater; Louise Schilling; Martin Howrylak; Mary Kerwin; Maureen McGinnis; Robin Beltramini; Wade Fleming
Subject: Billy Casper Golf

Dane,
As discussed, attached are the references for Billy Casper Golf Operations.



Billy Casper Golf
Operations -...

John Szerlag

Billy Casper Golf
Reference Summary

Dawe

Cincinnati Recreation Commission - (Stephen Pacella) (513) 352-4961

- 1) How long has this firm been providing golf course management services for you? What services does this firm provide for your company?
 - 2003
 - Total golf operations
- 2) Are you aware of any complaints filed against this firm while managing your facilities?
 - None
- 3) Were you satisfied with the transition plan and its implementation? Did it go smoothly?
 - **Billy Casper took over operations from Kemper Sports. The transition was smooth on Billy Casper's side of things.**
- 4) Were you happy with the personnel assigned to your account? If you were unhappy, what specifically did you not like? Did they hire any of your employees?
 - **Very happy. The entire staff is very approachable.**
 - **Yes, they hired staff from Kemper and all that were hired stayed on.**
- 5) Are you satisfied with the firm's maintenance of the golf course greens, fairways and turf conditions?
 - **Extremely satisfied. They provide county club conditions for a course that averages \$10-\$32 start fees. Cincinnati Recreation demand high standards and Billy Casper has delivered.**
- 6) Are you satisfied with the firm's management of your pro shop and food services?
 - **Very satisfied. Have seen increases in both areas since contract inception.**
 - | Food Services Revenue | Merchandise Sales: |
|-----------------------|--------------------|
| ○ 2003: \$ 867,000 | 2003: \$350,000 |
| ○ 2009: \$1,300,000 | 2009: \$500,000 |
- 7) Would you consider the firm's marketing plan a success for your facility? Has there been an increase in revenue?
 - **They are an industry leader when it comes to marketing. They did not come in with a cookie cutter approach; they tailored their marketing plan for each course.**
 - **Revenue has gone up each year (did not tell me specifics).**
- 8) If you had to provide one outstanding reason for hiring this firm – what would it be?
 - **They treat it as a partnership not a business transaction. Has kept their customers happy. Receives less than 5 complaints per year (very minor stuff).**
- 9) Are you satisfied with the results of this firm's management of your golf course(s)?
 - **Extremely.**
- 10) If you had to give one weakness of this firm, what would it be?
 - **Can't find any.**
- 11) If you had to do it all over again, would you still hire this firm to provide management of your golf facilities? Is there anything you would have changed?
 - **Yes.**
 - **No – would not change a thing.**
- 12) Did the firm handle the entire project or was part of it subcontracted out? If yes, was the outcome positive?
 - **Billy Casper handles everything. Nothing is subcontracted out.**
- 13) How would you rate the communication from the firm to your organization?
 - **10 out of a 10. They conduct monthly meetings to review all items including plans, revenues, expenses (line by line). If anything is out of the projected norm by 5% Billy Casper immediately informs them of the item. Then they meet together to discuss a game plan.**

Billy Casper Golf

Reference Summary

City of Knoxville Parks and Recreation – (Joe Walsh) (865) 215-2093

- 1) How long has this firm been providing golf course management services for you? What services does this firm provide for your company?
 - **3 years**
 - **Total golf operations – 2 courses**
- 2) Are you aware of any complaints filed against this firm while managing your facilities?
 - **None**
- 3) Were you satisfied with the transition plan and its implementation? Did it go smoothly?
 - **As well as could be expected. Billy Casper was fine, previous contractor caused some issues.**
- 4) Were you happy with the personnel assigned to your account? If you were unhappy, what specifically did you not like? Did they hire any of your employees?
 - **Very pleased.**
 - **Interviewed all. If not up to high standards, let them go.**
- 5) Are you satisfied with the firm's maintenance of the golf course greens, fairways and turf conditions?
 - **Very satisfied. Receive very positive comments from golfers.**
- 6) Are you satisfied with the firm's management of your pro shop and food services?
 - **Yes, but it is not an integral part of the course.**
- 7) Would you consider the firm's marketing plan a success for your facility? Has there been an increase in revenue?
 - **Yes. They are experts in their field and tried different approaches to marketing the courses.**
 - **Revenue has increased about 5% - 10%.**
- 8) If you had to provide one outstanding reason for hiring this firm – what would it be?
 - **Their expertise, knowledge and resources in the golf community.**
- 9) Are you satisfied with the results of this firm's management of your golf course(s)?
 - **Yes. Manages courses very well and is very responsive.**
- 10) If you had to give one weakness of this firm, what would it be?
 - **None.**
- 11) If you had to do it all over again, would you still hire this firm to provide management of your golf facilities? Is there anything you would have changed?
 - **Yes.**
 - **No – would not change a thing.**
- 12) Did the firm handle the entire project or was part of it subcontracted out? If yes, was the outcome positive?
 - **Billy Casper handles everything. Nothing is subcontracted out.**
- 13) How would you rate the communication from the firm to your organization?
 - **Very Good.**