

CITY COUNCIL ACTION REPORT

June 1, 2010

TO: The Honorable Mayor and City Council

FROM: John Szerlag, City Manager
 John M. Lamerato, Assistant City Manager/Finance & Administration
 Mark F. Miller, Acting Assistant City Manager/Economic Development Services
 Susan A. Leirstein, Purchasing Director
 Carol K. Anderson, Parks & Recreation Director

SUBJECT: Standard Purchasing Resolution 8 – Best Value Award: Golf Course Operations

Background

- As a result of the current budget crisis, the City continues to find ways to provide services at a reduced cost. As part of the process, the City has turned to the private sector to determine whether an advantage exists to outsource many City services.
- A request for qualifications/proposal (RFQ/RFP) for Golf Course Operations was sent to two-hundred forty-six (246) firms through the Michigan Intergovernmental Trade Network (MITN) e-procurement website at www.mitn.info.
- RFQ/RFPs were received from five (5) entities, as well as one (2) statements of no interest.
- These five (5) firms met the pass/fail criteria established for Golf Course Operations. As Billy Casper Golf was the only firm to submit a sample business plan, the requirement to submit a sample document was waived in the pass/fail phase to allow for further analysis of all proposals.
- These firms' proposals were evaluated independently by a review committee and each individual member calculated a weighted score based on their review. These individual scores were averaged into one score for each firm.
- Only the top three (3) rated firms participated in an interview. The interviews were independently evaluated by each committee member and the weighted scores were averaged into one score for each firm. The interview comprised twenty (20) percent of the final score for each firm.
- The price comparison was completed by the Purchasing Department. No committee member was permitted to attend the bid opening or to review the price proposal portion of the detailed proposal. As it turns out, the scoring for the annual return is irrelevant, and should be ignored. After the public opening of the RFP, bond counsel issued an opinion on the limitations of the City to enter into any lease contract with a service provider, while trying to preserve the tax-exempt status of the bonds. In other words, a management contract with a service provider if properly structured within safe harbor guidelines would avoid passing the private business use test and impairing the tax-exempt status of the bonds. Therefore, compensation to the provider cannot be based on a share of net profits from golf course operations.
- The contract proposed by Billy Casper Golf is a management contract; one whereby the City and Billy Casper Golf agree to an annual budget and program. The execution of the budget and operations is completed by the contractor.
- The contract with Billy Casper Golf includes a monthly management fee, incentives for exceeding proposed revenues which are capped at 20% of base management fees, and penalties for failure to reach net operating income thresholds.
- The Contractor will collect all revenue and pay all expenses associated with golf operations. All revenues over expenses (less incentives) will be transferred to the City.

June 1, 2010

To: John Szerlag, City Manager
Re: Best Value Award – Golf Course Operations

- **Background** (continued)
- The proposed contract with BCG includes a Non-performance Fee that is essentially equivalent to a performance bond. If Net Operating Income (NOI) fails to reach a threshold of \$265,000, a penalty is imposed which is the difference between the actual NOI and the threshold amount.
- The net operating income threshold was established by past performance of City operations, the proposal submitted by Billy Casper Golf and the debt service payments.
- The proposal from Billy Casper Golf includes a Maximum Incentive Fee of \$27,000 (plus allowances for changes in the CPI each year).
- As part of the process, the Golf Course staff was given a chance to compete against the proposal from Billy Casper. The employees made a significant attempt to compete with the private contractor by reducing expenditures but could not equal the non-performance guarantee. (see Proposals attached)
- The golf course operations currently has six full-time positions budgeted. The Director of Parks and Recreation runs the department and her position is being retained. The Director of Golf Course Operations has already been laid off. The Superintendent of Greens is eligible to retire. The other three full-time employees are in AFSCME. These four positions are slated to be eliminated. However, Billy Casper Golf has indicated an interest in interviewing these current employees as well as the seasonal employees that make up the balance of the golf course workforce.
- Billy Casper Golf would take over management of the golf course operations as soon as is practical; the target date is June 15, 2010.
- The contract with Billy Casper Golf will require laying off all golf course employees at the commencement of the contract. The Contractor has indicated interest in interviewing current employees for employment with Billy Casper Golf.
- Billy Casper Golf's plan includes a marketing aspect designed to increase revenues that is driven by proprietary software and name recognition. This feature includes a market analysis, customer acquisition programs, customer retention programs and quality assurance programs.
- BCG has a demonstrated history of turning around underperforming golf operations and achieving significant revenue growth.

Financial Considerations

- Annually, the City of Troy and Billy Casper Golf must mutually agree to the Annual Budget and Program, which includes the operating budget, working capital requirements, recommended capital improvements, general marketing and operational programs, hours of operations, pricing, merchandising etc.
- The early termination clause in the Kosch Agreement who provides food service at Sanctuary Lake Golf Course will cost the City an estimated \$10,500.00.
- The summary of revenue over expenditures for both courses compares FY08/09 and current City operations with the proposals submitted by the employees and Billy Casper Golf. (see Attachment I)

Legal Considerations

- RFQ-RFP-COT 09-44, Golf Course Operations was competitively bid as required by City Charter and Code.
- The award is contingent upon the firm's submission of properly executed proposal, contract documents, insurance certificates and all other specified requirements.
- Billy Casper Golf has submitted four (4) signed copies of the attached Agreement.

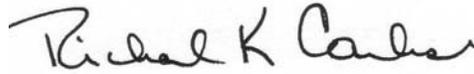
Recommendation

- City management recommends awarding a four (4) year contract to manage golf course operations at both public facilities and automatically renew for one successive four-year period to the best value proposal submitted by Billy Casper Golf of Vienna, VA, in accordance with the Agreement attached hereto.

Reviewed and approved as to legality:

Lori Grigg Bluhm, City Attorney

Reviewed and confirmed by:



Richard Carlisle, Consultant
Carlisle Wortman Associates, Inc

June 1, 2010

Date

ATTACHMENT I

			SYLVAN GLEN	SANCTUARY LAKE	REVENUES OVER EXPENDITURES BOTH COURSES
FY 08/09	TROY	ACTUAL			
	Rev		\$ 975,433.13	\$ 923,908.93	\$ 225,390.19
	Exp		\$ 923,719.38	\$ 750,232.49	
		R-E	\$ 51,713.75	\$ 173,676.44	
	Rounds		43,621	24,721	
FY 09/10	TROY	ACTUAL TO 5/31/2010			
	Rev		\$ 745,330.00	\$ 761,350.00	\$ 177,143.00
	Exp		\$ 716,785.00	\$ 612,752.00	
		R-E	\$ 28,545.00	\$ 148,598.00	
	Rounds	18824	43,957	13250	25,663
FY10/11	TROY	PROPOSED			Last Best Offer
	Rev		\$ 1,040,340.00	\$ 1,020,638.00	\$ 570,553.00
	Exp		\$ 749,915.00	\$ 740,510.00	
		R-E	\$ 290,425.00	\$ 280,128.00	
	Rounds		45,037		26,466
FY10/11	BCG	PROPOSED			
	Rev		\$ 1,030,574.00	\$ 1,200,380.00	\$ 326,544.00
	Exp		\$ 926,155.00	\$ 978,255.00	
		R-E	\$ 104,419.00	\$ 222,125.00	
	Rounds		44,500		27,000
OTHER	Global		TROY (Proposed) No		BCG (Proposed) Operates 100+ courses nationwide
	Marketing		Knowledge of Michigan market; Marketing firm contacted		Marketing system, customer acquisition programs, customer retention programs, sales programs, quality assurance programs, Public Relations
	FT/PT/Volunteers		FT - 5	PT - 44	Volunteer 8 (To Work 1000 hours)
	Guaranteed NOI		0		FT - 6 PT - 32 Volunteers - 0 (FTE) General Fund Subsidy will not fall below \$265,000

NOTES: Figures are less Interest & Rent at Sylvan Glen; and less Depreciation & Debt; plus Capital
No fee increases proposed under either proposal



Human Resources Department

DATE: June 1, 2010

TO: Susan Leirstein, Purchasing Director
Richard Carlisle, Carlisle/Wortman Assoc., Inc.

FROM: Carol Anderson, Parks & Recreation Director
Peggy Sears, Human Resources Director

CC: John Lamerato, Assistant City Manager, Finance & Administration
Mark Miller, Acting Assistant City Manager, Economic Development Services
John Szerlag, City Manager

SUBJECT: Golf Course Operations

On May 17, 2010, City council was presented with a recommendation to privatize the operation of both Sylvan Glen Golf Course and Sanctuary Lake Golf Course. This recommendation followed an evaluation of proposals that were received from Billy Casper Golf, LLC (BCG) and the current golf course employees to manage both golf operations. It was deemed to be in the City's best interest to pursue negotiating a contract to privatize the operation under the management of BCG for the following reasons:

- The proposed contract with BCG includes a Non-performance Fee that is essentially equivalent to a performance bond. If Net Operating Income (NOI) fails to reach a threshold of \$265,000, a penalty is imposed which is the difference between the actual NOI and the threshold amount. This feature is significant, and one the employees are unable to provide.
- Equally significant, BCG's plan includes a marketing aspect designed to increase revenues that is driven by proprietary software and name recognition. This feature includes a market analysis, customer acquisition programs, customer retention programs and quality assurance programs.
- BCG has demonstrated a history of turning around under performing golf operations and achieving significant revenue growth.

Subsequently a second submission, or "Last Best Proposal", was received from the golf course employees that incorporated a seasonal Pro Shop Manager in lieu of a full-time Golf Operations Director and the purchase of a marketing plan. However, despite this significant attempt by the employees to compete with the private contractor, the submittal does not incorporate a revenue guarantee as is in the proposal from BCG. Therefore, our recommendation is unchanged. It would be in the City's best interest to privatize the golf course operations.

To: Carol Anderson
Peggy Sears
Susan Leirstein

From: Golf Course Staff
Danny McDonald

Notes to the Last Best Proposal Presentation:

Revenues

As of May 24, 2010 revenues are up \$77,605.09 year to date compared to last year to date.

This can be attributed to the weather so far this season but equally important was the efforts of getting the courses open as quickly as possible and remain open in order to maximize revenues at both golf courses and practice facility.

Operational Changes:

Changes to the have been made in the operations delegating responsibilities to existing staff members and reassigning tasks for efficiencies.

The wages for the director of golf have been reallocated. Funds for a marketing plan and additional part time pro shop management hours are included in the proposal although the total expenses vary little from the initial proposal.

Every effort is placed in driving up revenues and giving our customers an enjoyable, valued experience.

As an example, all golf cart maintenance has been assigned to the greens division and all carts are now operational increasing revenue potential.

The Driving Range is open from dawn to dusk with no lost days due to staffing issues which have occurred in the past. Range sales are up \$9,712.00 year to date.

Marketing Proposal:

Included in our proposal are funds for marketing the two facilities which has never been done outside of our own operations. We have appropriated funds in our proposal for just this purpose. Courses that spend 3%-5% of their gross revenues on a sound marketing plan with a mix of strategies and new technologies can expect to increase revenues 25%-30%. This could mean a return of an additional \$400,000-\$500,000 on a \$50,000 investment.

This last best proposal indicates that the potential return to the city by the current city staff is greater than the potential return to the City by Billy Casper Golf.

An advantage that Billy Casper presented to the City was the marketing abilities of their company. This advantage is eliminated in this last best proposal.

An advantage that Billy Casper presented was its proprietary software. The current software used by the City likely has the same capabilities of any software used by Billy Casper. With the direction of a marketing company, the software can be better utilized resulting in increased revenue.

The proposed contract with Billy Casper Golf includes a non-performance fee based on the threshold established (\$265,000). This threshold is consistent, although not exact, as the revenue/expenses generated in the past. While the city forces cannot guarantee the threshold, past practice is the best indicator of future performance.

There is an incentive to Billy Casper Golf if a revenue threshold is met regardless of expenses. Although the city has to approve the budget, it is very possible that expenses will increase if Billy Casper is to meet the revenue incentive. There is no incentive to keep expenses low in the contract. The incentive is to reach the revenue/expenses threshold and revenues over \$2.25 million.

If the city forces continue to operate the golf courses and marketing results in an additional \$400,000 as suggested by the marketing company, \$2.25 million revenue will be met and the city would not pay 20% of any additional revenues over the \$2.25 million to a Contractor.

By contracting with Billy Casper, the city will pay \$145,000, plus up to an additional \$8000 (management fee, software and travel expenses).

The weakness of the city operations, up to this time has been the marketing. By the City spending \$50,000, a return of \$400-500,000 revenue is expected.

These changes to the current operation negate the reasons to contract the operations to Billy Casper.

		City of Troy Employee Final Offer	Billy Casper Golf
Account Number	Account Description	2010-2011	2010-2011
Fund: 584 SYLVAN GLEN GOLF			
Department: 000 Revenue			
4642	Sales		
4642-065	Sales Merchandise	\$ 23,000.00	58,125.00
4642-070	Sales Miscellaneous		
4642 Sales Totals:		\$ 23,000.00	58,125.00
4651	Use and Administration		
4651-020	Use and Administration Cart Rentals	\$ 221,070.00	251,420.00
4651-030	Use and Administration Golf Fees	\$ 796,270.00	721,029.00
4651 Use and Administration Totals:		\$ 1,017,340.00	972,449.00
4667	Rent Income		
4667-015	Rent Income Communication Tower		
4667-090	Rent Income Restaurant		
4667 Rent Income Totals:		\$ -	
4669	Investment Income		
4669-020	Investment Income Investment Income		
4669 Investment Income Totals:		\$ -	
4676	Reimbursements		
4676-010	Reimbursements Reimbursements		
4676 Reimbursements Totals:		\$ -	
4693	Gain on Sale-Dep Capital Assets		
4693-100	Gain on Sale-Dep Capital Assets Cash/Clearing		
4693-200	Gain on Sale-Dep Capital Assets Proceeds Disp		
4693 Gain on Sale-Dep Capital Assets Totals:		\$ -	
4694	Cash Over or Short		
4699	Operating Transfers In		
4699-584	Operating Transfers In Golf Course		
4699-585	Operating Transfers In MBA-Golf		
4699 Operating Transfers In Totals:		\$ -	
Department: 000 Revenue Totals:		\$ 1,040,340.00	1,030,574.00
REVENUE Totals		\$ 1,040,340.00	1,030,574.00

		City of Troy Employee Final Offer	Billy Casper Golf
Account Number	Account Description	2010-2011	2010-2011
Department: 785 Sylvan Glen Greens - EXPENSE			
7702	Personal Service	\$ 197,170.00	243,200.00
7705	Holiday		
7706	Personal Business		
7707	S/A Supplement		
7708	Union Business		
7709	Funeral Leave		
7710	Injury Leave		
7711	Jury Duty		
7715	FICA	\$ 12,220.00	24,320.00
7717	Workers Comp and Unemployment	\$ 1,400.00	16,482.00
7718	Sick Pay Allowance	\$ 8,490.00	
7719	Hospital and Life Insurance	\$ 36,340.00	15,120.00
7720	Vacation	\$ 11,970.00	
7722	Retirement	\$ 25,710.00	
7702 Personnel Service		\$ 293,300.00	299,122.00
7740	Operating Supplies	\$ 25,000.00	11,150.00
7740-010	Operating Supplies General		8,250.00
7740-100	Operating Supplies Seed & Planting	\$ 60,000.00	4,500.00
7740 Operation Supplies Totals:		\$ 85,000.00	23,900.00
7751	Fuel	\$ 21,000.00	17,700.00
7766	Tools	\$ 400.00	
7768	Uniforms	\$ 320.00	750.00
7774	Repair/Mtnce Supplies	\$ 1,500.00	32,150.00
7774-100	Repair/Mtnce Supplies Blding Mt Supplies		
7751-7774 Repair/Mtnce Supplies Totals:		\$ 23,220.00	50,600.00
7801	Professional Services		
7801-010	Professional Services Adm & Prof	\$ 20,000.00	
7801-050	Professional Services Building Maintenance	\$ 22,700.00	
7801 Professional Services Totals:		\$ 42,700.00	
7802	Contractual Services		1,600.00
7802-050	Contractual Services Grounds Maintenance	\$ 15,000.00	51,072.00
7802-070	Contractual Services General		
7802-110	Contractual Services Custodial Contractor	\$ 1,800.00	
7802-150	Contractual Services Contractor-Equip Maint	\$ 2,000.00	
7802-160	Contractual Services Insect Control	\$ 100.00	
7802-210	Contractual Services Refuse Contractor	\$ 1,200.00	8,160.00
7802 Contractual Services Totals:		\$ 20,100.00	60,832.00
7814	Computer Services		
7814-040	Computer Services Computer Serv-Internal	\$ 2,785.00	
7814 Computer Services Totals:		\$ 2,785.00	

		City of Troy Employee Final Offer	Billy Casper Golf
Account Number	Account Description	2010-2011	2010-2011
7920	Public Utilities		
7920-010	Public Utilities Electricity	\$ 9,300.00	15,900.00
7920-020	Public Utilities Heat	\$ 5,400.00	
7920-035	Public Utilities Water	\$ 920.00	
7920-040	Public Utilities Telephone	\$ 860.00	2,700.00
7920 Public Utilities Totals:		\$ 16,480.00	18,600.00
7943	Vehicle Rental-Motor Pool	\$ 8,750.00	
7955	Miscellaneous		
7955-105	Miscellaneous Insurance Other	\$ 2,210.00	
7943 Vehicles - 7955 Miscellaneous Totals:		\$ 10,960.00	
7958	Membership & Dues	\$ 200.00	600.00
7960	Education & Training	\$ 250.00	700.00
7960-110	Education & Training General		
7960 Education & Training Totals:		\$ 450.00	1,300.00
7962	Other	\$ 300.00	
7968	Depreciation		
7962 Other & 7968 Depreciation Totals :		\$ 300.00	
Department: 785 Sylvan Glen Greens Totals:		\$ 495,295.00	454,354.00

		City of Troy Employee Final Offer	Billy Casper Golf
Account Number	Account Description	2010-2011	2010-2011
Department: 786 Sylvan Glen Pro Shop - EXPENSE			
7702	Personal Service	\$ 106,770.00	168,838.00
7705	Holiday		
7706	Personal Business		
7707	S/A Supplement		
7708	Union Business		
7709	Funeral Leave		
7710	Injury Leave		
7711	Jury Duty		
7715	FICA	\$ 4,930.00	16,884.00
7717	Workers Comp and Unemployment	\$ 1,290.00	
7718	Sick Pay Allowance		
7719	Hospital and Life Insurance		8,760.00
7720	Vacation		
7722	Retirement		
7702 Personnel Service		\$ 112,990.00	194,482.00
7728	Office Supplies	\$ 400.00	960.00
7736	Supplies for Resale	\$ 20,000.00	40,106.00
7740	Operating Supplies	\$ 3,000.00	48,000.00
7740-010	Operating Supplies General		4,769.00
7728 - 7740 Totals:		\$ 23,400.00	93,835.00
7768	Uniforms		1,000.00
7774	Repair/Mtnce Supplies		
7774-100	Repair/Mtnce Supplies Blding Mt Supplies	\$ 700.00	1,200.00
7774-110	Repair/Mtnce Supplies Parts	\$ 500.00	1,200.00
7768 - 7774 Uniforms & Repair/Mtnce Supplies Totals:		\$ 1,200.00	3,400.00
7801	Professional Services		30,230.00
7801-010	Professional Services Adm & Prof	\$ 30,000.00	75,416.00
7801-050	Professional Services Building Maintenance	\$ 11,230.00	
7801 Professional Services Totals:		\$ 41,230.00	105,646.00
7802	Contractual Services		1,400.00
7802-110	Contractual Services Custodial Contractor	\$ 2,200.00	3,200.00
7802-180	Contractual Services Office Equipment Mtnce		
7802-220	Contractual Services Security System	\$ 400.00	1,440.00
7802 Contractual Services Totals:		\$ 2,600.00	6,040.00
7814	Computer Services		
7814-040	Computer Services Computer Serv-Internal	\$ 5,570.00	2,000.00
7814 Computer Services Totals:		\$ 5,570.00	2,000.00
7863	Travel & Mileage		6,400.00
7901	Printing	\$ 1,500.00	650.00
7920	Public Utilities		648.00

Account Number	Account Description	City of Troy Employee Final Offer	Billy Casper Golf
		2010-2011	2010-2011
7920-010	Public Utilities Electricity	\$ 7,350.00	26,900.00
7920-020	Public Utilities Heat	\$ 5,000.00	
7920-035	Public Utilities Water	\$ 530.00	
7920-040	Public Utilities Telephone	\$ 500.00	8,400.00
7901 Printing & 7920 Public Utilities Totals:		\$ 14,880.00	42,998.00
7943	Vehicle Rental-Motor Pool	\$ 500.00	
7955	Miscellaneous (Marketing Plan)	\$ 25,000.00	
7955-050	Miscellaneous Sales Tax	\$ 15,000.00	
7955-105	Miscellaneous Insurance Other	\$ 2,000.00	19,400.00
7943 Vehicle & 7955 Miscellaneous Totals:		\$ 42,500.00	19,400.00
7960	Education & Training	\$ 250.00	4,000.00
7960-110	Education & Training General		
7960 Education & Training Totals:		\$ 250.00	4,000.00
7962	Other	\$ 10,000.00	
7962 Other Totals:		\$ 10,000.00	
Department: 786 Sylvan Glen Pro Shop Totals:		\$ 254,620.00	471,801.00
SYLVAN GLEN - EXPENSE TOTALS		\$ 749,915.00	926,155.00
SYLVAN GLEN - REVENUE TOTALS		\$ 1,040,340.00	1,030,574.00
Fund Totals: SYLVAN GLEN GOLF COURSE		\$ 290,425.00	104,419.00

		City of Troy Employee Final Offer	Billy Casper Golf
Account Number	Account Description	2010-2011	2010-2011
Fund: 583 Sanctuary Lake Golf Course			
Department: 000 Revenue			
4642	Sales		
4642-065	Sales Merchandise	\$ 25,490.00	36,750.00
4642-070	Sales Miscellaneous		
4642 Sales Totals:		\$ 25,490.00	36,750.00
4651	Use and Administration		
4651-020	Use and Administration Cart Rentals	\$ 355,480.00	
4651-030	Use and Administration Golf Fees	\$ 501,068.00	899,022.00
4651-060	Use and Administration Driving Range	\$ 92,100.00	86,400.00
4651-070	Use and Administration Lessons	\$ 40,000.00	33,500.00
4651 Use and Administration Totals:		\$ 988,648.00	1,018,922.00
4667	Rent Income		
4667-090	Rent Income Restaurant	\$ 6,500.00	
4667 Rent Income Totals:		\$ 6,500.00	
4669	Investment Income		
4669-020	Investment Income Investment Income		
4669 Investment Income Totals:		\$ -	
4676	Reimbursements		
4676-010	Reimbursements Reimbursements		
4676 Reimbursements Totals:		\$ -	
4693	Gain on Sale-Dep Capital Assets		
4693-100	Gain on Sale-Dep Capital Assets Cash/Clearing		
4693-200	Gain on Sale-Dep Capital Assets Proceeds from Disposition		
4693 Gain on Sale-Dep Capital Assets Totals:		\$ -	
4694	Cash Over or Short		
Food & Beverage			91,740.00
Beverages (Alcohol)			52,968.00
Restaurant Revenues		\$ -	144,708.00
Department: 000 Revenue Totals:		\$ 1,020,638.00	1,200,380.00
REVENUE Totals		\$ 1,020,638.00	1,200,380.00

		City of Troy Employee Final Offer	Billy Casper Golf
Account Number	Account Description	2010-2011	2010-2011
Department: 765 Sanctuary Lake Greens - EXPENSE			
7702	Personal Service	\$ 192,870.00	181,320.00
7705	Holiday		
7706	Personal Business		
7707	S/A Supplement		
7708	Union Business		
7709	Funeral Leave		
7710	Injury Leave		
7711	Jury Duty		
7715	FICA	\$ 11,960.00	18,132.00
7717	Workers Comp and Unemployment	\$ 3,280.00	14,096.00
7718	Sick Pay Allowance	\$ 8,500.00	
7719	Hospital and Life Insurance	\$ 24,050.00	15,120.00
7720	Vacation	\$ 11,970.00	
7722	Retirement	\$ 25,390.00	
7702 Personnel Service		\$ 278,020.00	228,668.00
7740	Operating Supplies	\$ 20,000.00	4,475.00
7740-010	Operating Supplies General		8,480.00
7740-100	Operating Supplies Seed & Planting	\$ 40,000.00	8,700.00
7702 - 7740 Totals:		\$ 60,000.00	21,655.00
7751	Fuel	\$ 14,000.00	16,000.00
7766	Tools	\$ -	
7768	Uniforms	\$ 350.00	1,000.00
7774	Repair/Mtnce Supplies		27,600.00
7774-100	Repair/Mtnce Supplies Blding Mt Supplies	\$ 1,000.00	
7774 Repair/Mtnce Supplies Totals:		\$ 15,350.00	44,600.00
7801	Professional Services		
7801-010	Professional Services Adm & Prof		
7801-050	Professional Services Building Maintenance	\$ 24,000.00	1,400.00
7801 Professional Services Totals:		\$ 24,000.00	1,400.00
7802	Contractual Services		2,425.00
7802-050	Contractual Services Grounds Maintenance	\$ 25,000.00	87,900.00
7802-110	Contractual Services Custodial Contractor	\$ 1,320.00	300.00
7802-150	Contractual Services Contractor-Equip Maint	\$ 2,000.00	
7802-160	Contractual Services Insect Control	\$ 100.00	
7802-210	Contractual Services Refuse Contractor	\$ 2,500.00	8,160.00
7802 Contractual Services Totals:		\$ 30,920.00	98,785.00
7814	Computer Services		
7814-040	Computer Services Computer Serv-Internal	\$ 2,790.00	500.00
7814 Computer Services Totals:		\$ 2,790.00	500.00
7920	Public Utilities		

Account Number	Account Description	City of Troy Employee Final Offer	Billy Casper Golf
		2010-2011	2010-2011
7920-010	Public Utilities Electricity	\$ 15,000.00	26,800.00
7920-020	Public Utilities Heat	\$ 3,000.00	
7920-035	Public Utilities Water	\$ 1,160.00	
7920-040	Public Utilities Telephone	\$ 300.00	1,200.00
7920 Public Utilities Totals:		\$ 19,460.00	28,000.00
7943	Vehicle Rental-Motor Pool		
7955	Miscellaneous		
7955-105	Miscellaneous Insurance Other	\$ 2,000.00	
7943 Vehicle & 7955 Miscellaneous Totals:		\$ 2,000.00	
7958	Membership & Dues	\$ 200.00	450.00
7960	Education & Training	\$ 250.00	
7960-110	Education & Training General		
7960 Education & Training Totals:		\$ 450.00	450.00
7962	Other	\$ 200.00	
7968	Depreciation		
7962 Other & 7968 Depreciation Totals:		\$ 200.00	
Department: 765 Sanctuary Lake Greens Totals:		\$ 433,190.00	424,058.00

		City of Troy Employee Final Offer	Billy Casper Golf
Account Number	Account Description	2010-2011	2010-2011
Department: 766 Sanctuary Lake Pro Shop - EXPENSE			
7702	Personal Service	\$ 108,220.00	129,721.00
7705	Holiday		
7706	Personal Business		
7707	S/A Supplement		
7708	Union Business		
7709	Funeral Leave		
7710	Injury Leave		
7711	Jury Duty		
7715	FICA	\$ 5,020.00	17,107.00
7717	Workers Comp and Unemployment	\$ 1,310.00	
7718	Sick Pay Allowance		
7719	Hospital and Life Insurance		23,880.00
7720	Vacation		
7722	Retirement		
7702 Personnel Service		\$ 114,550.00	170,708.00
7728	Office Supplies	\$ 400.00	960.00
7736	Supplies for Resale	\$ 20,000.00	25,358.00
7740	Operating Supplies	\$ 5,000.00	48,600.00
7740-010	Operating Supplies General		9,128.00
7740-060	Operating Supplies Food		
7728 - 7740 Totals:		\$ 25,400.00	84,046.00
7768	Uniforms		1,000.00
7774	Repair/Mtnce Supplies		
7774-100	Repair/Mtnce Supplies Blding Mt Supplies	\$ 500.00	1,200.00
7774-110	Repair/Mtnce Supplies Parts	\$ 300.00	1,200.00
7774 Repair/Mtnce Supplies Totals:		\$ 800.00	3,400.00
7801	Professional Services		39,261.00
7801-010	Professional Services Adm & Prof		87,725.00
7801-050	Professional Services Building Maintenance	\$ 8,780.00	
7801 Professional Services Totals:		\$ 8,780.00	126,986.00
7802	Contractual Services		1,400.00
7802-071	Contractual Services Lessons	\$ 20,000.00	
7802-110	Contractual Services Custodial Contractor	\$ 2,400.00	3,200.00
7802-220	Contractual Services Security System	\$ 1,200.00	1,440.00
7802 Contractual Services Totals:		\$ 23,600.00	6,040.00
7814	Computer Services		
7814-040	Computer Services Computer Serv-Internal	\$ 5,570.00	2,000.00
7814 Computer Services Totals:		\$ 5,570.00	2,000.00
7863	Travel & Mileage		4,400.00
7901	Printing	\$ 1,500.00	650.00

		City of Troy Employee Final Offer	Billy Casper Golf
Account Number	Account Description	2010-2011	2010-2011
7920	Public Utilities		648.00
7920-010	Public Utilities Electricity	\$ 15,000.00	26,569.00
7920-020	Public Utilities Heat	\$ 7,000.00	
7920-035	Public Utilities Water	\$ 900.00	
7920-040	Public Utilities Telephone	\$ 900.00	8,400.00
7920 Public Utilities Totals:		\$ 25,300.00	40,667.00
7943	Vehicle Rental-Motor Pool		
7955	Miscellaneous (Marketing Plan)	\$ 25,000.00	
7955-050	Miscellaneous Sales Tax	\$ 20,000.00	
7955-105	Miscellaneous Insurance Other	\$ 2,030.00	20,000.00
7955 Miscellaneous Totals:		\$ 47,030.00	20,000.00
7960	Education & Training	\$ 250.00	4,000.00
7960-110	Education & Training General		
7960 Education & Training Totals:		\$ 250.00	4,000.00
7962	Other	\$ 10,000.00	
7991	Principal		
7995	Interest		
7998	Other Fees		
7962-7998 Other Totals:		\$ 10,000.00	0.00
Labor			41,347.00
Food & Beverage			45,213.00
Supplies			9,790.00
Restaurant Expense Totals:		\$ -	96,350.00
Department: 766 Sanctuary Lake Pro Shop Totals:		\$ 261,280.00	554,197.00
SANCTUARY LAKE - EXPENSE TOTALS		\$ 694,470.00	978,255.00
SANCTUARY LAKE - REVENUE TOTALS		\$ 1,020,638.00	1,200,380.00
Fund Totals: SANCTUARY LAKES GOLF COURSE		\$ 326,168.00	222,125.00

**City of Troy
Employee Final
Offer
2010-2011**

**Billy Casper Golf
2010-2011**

Account Number

Account Description

Sylvan Glen - Operation Totals (includes revenues and expenses)	\$ 290,425.00	104,419.00
Sanctuary Lake - Operation Totals (includes revenues and expenses)	\$ 326,168.00	222,125.00
	\$ 616,593.00	326,544.00

Pay for Carts & Rplcmt future Carts
 Amoritization of Equip
 Revenue to City
 Vendor Profit:

REVENUES TO BE RECEIVED BY VENDORS:		
Management Fees		
Principal / Interest		
Vehicle Expense - Capital (Golf Carts)	\$ (46,040.00)	0.00
Depreciation - Sylvan		
Depreciation - Sanctuary		
PURCHASE OF CITY EQUIPMENT (REVENUE PER YEAR):		
Cost of Capital per year (based on 5-year trend)		
TOTAL REVENUE TO CITY - PER YEAR:	\$ 570,553.00	326,544.00

**MAINTENANCE
PROPOSAL**

OPERATIONAL COMPARISON:		
TOTAL EXPENSES BOTH COURSES	\$ 1,444,385.00	1,904,410.00
TOTAL REVENUES BOTH COURSES	\$ 2,060,978.00	2,230,354.00
REVENUES OVER EXPENSES	\$ 616,593.00	326,544.00

H-06

Beth L Tashnick

From: Beth L Tashnick
Sent: Monday, May 17, 2010 12:25 PM
To: Dane Slater (djk Slater@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.**

**CITY OF TROY GOLF COURSES
MANAGEMENT AGREEMENT**

THIS MANAGEMENT AGREEMENT ("Agreement") is made as of this 7th day of June, 2010 by and between BILLY CASPER GOLF, LLC ("BCG"), a Virginia limited liability company, having an address at 8300 Boone Boulevard, Suite 350, Vienna, VA 22182 and City of Troy ("City"), a Michigan Municipal Corporation, having an address at 500 W Big Beaver Road, Troy, Michigan 48084.

WHEREAS, City owns certain real property commonly known as Sylvan Glen Golf Course and leases certain real property commonly known as Sanctuary Lake Golf Course ("Golf Courses") from the Municipal Building Authority of Troy. The Golf Courses are located within the City. Sylvan Glen Golf Course is currently an 18-hole golf course, with a clubhouse, and other amenities, and the real property is located at 5725 Rochester Road. Sanctuary Lake Golf Course is currently an 18-hole golf course, with a clubhouse, driving range, and other amenities, and the real property is located at 1450 E. South Boulevard.

WHEREAS, City recognizes the benefit of engaging a third party management company to manage the affairs of the Golf Courses.

WHEREAS, BCG is in the business of managing golf courses,

WHEREAS, City desires to utilize the services and experience of BCG in connection with the management and operation of the Golf Courses, and BCG desires to render such services, upon the terms and conditions set forth in this Agreement.

NOW, THEREFORE, in consideration of the covenants and agreements of the parties contained herein, it is mutually agreed as follows:

1. AGREEMENT. City's Request for Proposal RFQ/RFP-COT 09-44 (Exhibit A) and BCG's Response to the Request for Proposal (Exhibit B) are incorporated and made a part of this Agreement hereof as if fully set forth herein.
2. DEFINITIONS. The following terms, as used in this Agreement, shall have the following meaning, unless otherwise set out in this Agreement.
 - A. Annual Budget and Program: Documents presented by BCG for the operation of the Golf Courses to the City as part of the City's annual budget process, including but not limited to the following:
 1. An annual operating budget, including a comparison to the annual operating budget for the immediately preceding year and a projection of anticipated monthly revenues and expenses and cash flows for the Golf Courses for the following fiscal year, including, without limitation;
 - a. A reasonable contingency and anticipated working capital requirements budget for the next fiscal year;
 - b. A recommended capital improvements budget for the next fiscal year;
 - c. A general marketing and operational program with respect to the Golf Courses, including, without limitation: operating policies, standards for operation and quality of service standards.
 2. BCG's proposals with respect to proposed hours of operation of the golf courses, clubhouses, pro shops, driving range, menu for the food and beverage service, merchandise for the pro shop, employee play and employees discounts, proposal for providing lessons, golf camp and other activities and any other documents either requested by the City or volunteered by BCG as helpful for the budgeting and programming process.

- B. Base Management Fees: The monthly payment made by the City to BCG for management services of the Golf Courses as set out in this Agreement, including the Request for Proposal and BCG's Response to the Request for Proposal. The Base Management Fees shall be a net fee and excludes expenditures for the Golf Courses.
- C. BCG: Billy Casper Golf, LLC. a Virginia Limited Liability Company.
- D. Centralized Services: Services provided by BCG and furnished to golf facilities managed by BCG on a central or regional basis. Those services are:
1. "ACE™ Training"™, which includes recruitment seminars and other personnel training programs;
 2. "Point-of-Sale, Technology, and Accounting Administration", which includes oversight of golf courses, point-of-sale, electronic tee sheets, stand-alone accounting systems, data processing system/program support, and audit and system/personnel support for the purpose of ensuring the consistent and professional execution of accounting and data processing functions required for golf courses;
 3. "Payroll Processing, Administration and Regulation";
 4. "Human Resources Administration", which includes administration of employee benefits, such as COBRA, new hire paperwork, FMLA leaves, vacation balances and termination issues;
 5. "Marketing Administration", which includes the administration of graphic design, website maintenance, CRM systems and process platforms, for the purpose of ensuring the professional execution of marketing functions required by the golf courses;
 6. "EPL/Fraud Insurance", which includes the cost of insurance for employer's practices liability insurance and crime coverage, or similar policies;
 7. Other centralized services that benefit BCG-managed golf facilities which are submitted as new centralized services under the Annual Budget and Program and approved in advance by the City.
- E. City: The City of Troy, a Michigan municipal corporation. The City of Troy owns the Sylvan Glen Golf Course and is lessee, operator and agent for the Sanctuary Lake Golf Course which is owned by the Municipal Building Authority of Troy.
- F. Deposit Account: An account opened by BCG at a local financial institution approved by the City in which any cash, checks or other negotiable instruments received by BCG on behalf of the Golf Courses or the City on behalf of the Golf Courses are deposited. BCG shall open two such accounts, one for each Golf Course and the funds from these accounts shall be accessible by either party.
- G. Expenditures: The process of paying for services, goods, or items incurred in the operation of the Golf Courses.
- H. Fiscal Year: July 1st to June 30th.
- I. Golf Courses: Public golf courses owned by the City and commonly known as Sylvan Glen Golf Course and Sanctuary Lake Golf Course, which includes the clubhouses, driving range, and other amenities.
- J. Gross Revenue: All revenues and income of any nature derived directly or indirectly from the Golf Courses or from the use or operation thereof, including green fees, gross sales proceeds from the sale of green fees, memberships or annual passes to the Golf Courses, monthly dues from annual pass holders of the Golf Courses, rental fees for golf carts, golf clubs and other rental items, net lesson fees, range balls, food and beverage revenues (including mandatory service charges, revenue generated from space rentals and from meetings, banquets, parties, receptions, tournaments and other group gatherings) merchandise sales, and the proceeds paid for any business interruption, use, occupancy or similar insurance policy claim. Excluded from "Gross Revenue" are any credits or refunds made to customers,

guests or patrons; any sums and credits received by City for lost or damaged merchandise; any sales taxes, excise taxes, gross receipt taxes, admission taxes, entertainment taxes, amusement taxes, tourist taxes or charges; any proceeds from the sale or other disposition of the Golf Courses, Furniture, Fixtures & Equipment (FF & E), or other capital assets; any property and/or liability insurance proceeds; any proceeds of financing or refinancing of the Golf Courses; amounts contributed by City pursuant to the terms of this Agreement and Income or interest derived from the Golf Courses bank accounts. Gross Revenues shall be determined on an accrual basis and in accordance with generally acceptable accounting principles ("GAAP").

- K. Minimum Funds Balance: The minimum dollar amount of the budget for all operating expenses for each month for each Golf Course, as set forth in the Annual Budget and Program approved by the City.
 - L. Net Operating Income: Gross Revenue from the Golf Courses, minus all operating expenses which are attributable (in accordance with generally accepted accounting principles) to the use and operation of the Golf Courses, including, without limitation: employee costs, operating expenses, centralized services, the Base Management Fees, expense reimbursements, all insurance costs related to the operation of the Golf Courses, personal property taxes (limited to an amount allocable to the Golf Courses), and golf cart leases and operating costs; provided, however, such expenses shall not include any charges for amortization, depreciation, capital expenditures, debt service, and equipment loan payments other than golf carts, irrigation water charges, real estate taxes, State and Federal income taxes, City distributions or overhead allocations, or any Incentive Management Fees paid to BCG hereunder.
 - M. On-Site Account: An account opened by BCG at a local financial institution approved by the City which shall be used for minor operating expenses to replenish petty cash. BCG shall open two such accounts, one for each golf course.
 - N. Operating Account: An account opened by BCG at a local financial institution approved by the City in which any cash, checks or other negotiable instruments received by BCG on behalf of the Golf Courses or the City on behalf of the Golf Course are deposited or transferred. BCG shall open two such accounts, one for each Golf Course. These accounts shall be used for operating expenses of each of the Golf Courses.
 - O. Operating Expenses: The costs attributable to the operation of the Golf Courses, including but not limited to: Base Management Fees, payroll, employee related costs, insurance, supplies, marketing materials, services, and vendor invoices.
 - P. "SGGC": Sylvan Glen Golf Course
 - Q. "SGGM": Sylvan Glen Golf Management, LLC, a wholly-owned subsidiary of Billy Casper Golf, LLC which will perform some or all of the services at SGGC
 - R. "SLGC": Sanctuary Lake Golf Course
 - S. "SLGM": Sanctuary Lake Golf Management, LLC, a wholly-owned subsidiary of Billy Casper Golf, LLC which will perform some or all of the services at SLGC
 - T. Working Capital: Cash, checks, or other funds utilized to pay operating expenses of the Golf Courses.
3. **TERM OF AGREEMENT**. The term of this Agreement shall commence **June 15, 2010** ("Effective Date"), and unless terminated as provided for in Section 13, shall expire four (4) years from the Effective Date ("Initial Term"), and thereafter shall automatically renew for one successive period of four (4) years (the "Extension Term") providing BCG has met all the contract terms and conditions

as set out herein, unless notification is provided to the City one hundred twenty (120) days prior to the end of the contract.

4. **FORMATION OF SUBSIDIARIES.** For operating purposes, BCG shall form **two single-purpose subsidiaries**, Sanctuary Lake Golf Management, LLC (“SLGM”) and Sylvan Glen Golf Management (“SGGM”) which shall be wholly owned by BCG. SLGM and SGGM will be the entities that perform the services set forth in this Agreement on behalf of BCG and establish the accounts required in the Agreement. BCG acknowledges and agrees that the formation of the subsidiary entities shall not relieve BCG from any of its duties, obligations, and responsibilities under this Agreement.

5. **APPOINTMENT OF BCG AS MANAGER.** BCG represents it is an experienced manager and operator of high quality golf facilities, has knowledge and prior experience in operating golf courses on a landfill, and understands that City is relying on BCG's expertise in managing golf facilities in entering into this Agreement. From and after the Effective Date, City hereby grants to BCG the right, subject to City's input, to supervise and direct the management and operation of the Golf Courses for and on the account of City, and BCG hereby accepts said grant and agrees that it shall supervise and direct the management and operation of the Golf Courses, all pursuant to and in accordance with the terms of this Agreement and federal, local and state laws, and City shall reasonably cooperate so as to permit BCG to carry out its duties hereunder.
 - a. Exception: A service Agreement is currently in effect between the City and Paul Toski, Golf Pro, for services to both Golf Courses, which is included as part of this Agreement as Exhibit C. BCG shall not interfere with that Agreement as long as it still is in force. The City will pay all wages and comply with any other terms and conditions of employment under that Agreement. At the end of the term of that Agreement and with the permission of the City, BCG may replace the services provided under that Agreement as agreed to by the City and incorporated in the Annual Budget and Program.

6. **BILLY CASPER GOLF, LLC SERVICES.** Services rendered by BCG to City shall be as follows: Subject to the terms of this Agreement, BCG, as an independent contractor, shall have the sole and exclusive right and responsibility to operate and manage the Golf Courses. City and BCG agree that they shall cooperate reasonably with each other to permit BCG to carry out its duties under this Agreement. BCG shall have the responsibility of providing general operational management services for the Golf Courses, including, without limitation, the following services:
 - A. Employees. All personnel employed at the Golf Courses shall at all times be employees of SLGM or SGGM. If an employee of BCG or an affiliate of BCG that is not employed at the Golf Courses is assigned temporarily or on a part-time basis to perform services at the Golf Courses, such employee's salary (including employee benefits and taxes) in proportion to the period of time such employee dedicates to the Golf Courses, and actual expenses incurred traveling to and from the Golf Courses shall be reimbursed to BCG by the Golf Courses. Any such temporary employee shall be subject to prior approval by the City and shall be bound by any applicable restrictions and limitations provided in the Annual Budget and Program. BCG shall, as an expense of the Golf Courses, hire, promote, supervise, direct and train all SLGM and/or SGGM employees at the Golf Courses (including any training and compliance with Federal, State or local regulations and mandated training programs), fix their compensation and fringe benefits, and, generally establish and maintain all policies relating to employment and employment benefits and comply with all Federal and State laws regarding employment and/or employment benefits. BCG intends to inform all employees wishing to participate in the benefits program that they will be required to adhere to the requirements of the BCG benefits program with respect to required contributions, deductibles and eligibility based upon position classification and employee tenure. All approved costs of every kind and nature pertaining to all employees at the Golf Courses arising out of the employer-employee relationship only, including, salaries, fringe benefits, bonuses, and relocation costs shall be considered an operating expense paid from the operating account. Under no circumstances shall the City be liable for claims, damages, penalties, sanctions, fines,

fees, judgments, costs, injury to anyone, and/or attorney fees arising out of allegations of actions or incidents or actual actions or incidents in which SGGM, SLGM and/or BCG employees have engaged in criminal acts, tortious acts, intentional or otherwise, violations of civil rights, violation of any labor laws, and/or violations of any Federal, State or statute, law or ordinance. Costs incurred in connection with governmental laws and regulations and insurance rules, related to employment status only, including those relating to post employment costs for benefits, health insurance, COBRA payments, and any payouts of unused vacation at termination of employment, shall be an operating expense paid from the Operating Account.

For one year after the termination of this Agreement, the City shall not offer employment to, hire, or employ BCG employees currently holding or having held for the past six (6) months, the position of Manager or any position above Manager who receives direct compensation from the BCG, LLC corporate payroll without the written consent of BCG. The obligations under this Paragraph 6A shall survive the termination of this Agreement.

- B. Inventory – Merchandise and Items for Re-sale. BCG shall, at the expense of the Golf Courses, obtain merchandise for the pro shop at the Golf Courses and the Sanctuary Lake food and beverage items, all in accordance with the Annual Budget and Program.
- C. Supervision. BCG shall supervise and manage the golf operations, golf maintenance operations, golf pro shop, annual pass sales efforts, practice facilities, food and beverage services at Sanctuary Lake only, and other ancillary services at the Golf Courses.
- D. Equipment. Except as set forth in Paragraph 16, BCG shall, in preparation of the Annual Budget and Program as set forth in Paragraph 6H, develop a list of required equipment and a purchase/lease schedule and shall maintain in good working condition and order the physical plant and equipment at the Golf Courses, including the golf course and all physical structures which are part of the Golf Courses, and all vehicles and other maintenance equipment necessary to the maintenance and operation of the Golf Courses in the normal course of business.
- E. Purchasing and Procurement. With respect to the duties and responsibilities of BCG as set forth in this Paragraph 6, BCG shall arrange (as an operating expense of the Golf Courses) for the procurement of all operating supplies, operating equipment, inventories and services as are deemed necessary to the normal and ordinary course of operation of the Golf Courses and to operate the Golf Courses in accordance with the Annual Budget and Program. In purchasing operating supplies, operating equipment, inventories (including merchandise to be sold in the golf pro shop) and services for the Golf Courses, BCG may utilize its or the City's purchasing procurement services (if mutually agreeable) and/or other group buying techniques involving other affiliated Golf Courses managed by BCG, provided that the cost thereof shall be competitive with that which would be charged by non-affiliated third party vendors in an arms-length transaction. In the interest of full disclosure, BCG may receive fees, compensation and services (predominately education expenses, seminar fees and education related travel expenses) from vendors and service providers in exchange for BCG's services in making the benefit of volume purchases available to the Club or negotiating and implementing the arrangements with such vendors or providers, provided that the cost shall be competitive as aforesaid. The City will not be responsible for any expenses associated with these events or activities.
- F. Consultation. In addition to what is just provided in Paragraph 6A pertaining to the assignment by BCG of temporary or part-time BCG personnel, BCG shall, as part of its services hereunder and without additional compensation, make its staff available to City upon request for consultation regarding the Golf Courses, including, but not limited to: operating procedures, agronomy, pro shop, food and beverage service, management and operation, capital improvements, driving range operation, clubhouse space utilization, golf cart maintenance and management, and prices and rate structure. This upper

management consultation is in addition to those “employees” that are temporarily assigned to the golf course.

- G. Marketing Plan. BCG shall create, direct, and implement an annual marketing plan for the Golf Courses as part of the Annual Budget and Program. The marketing plan for the Golf Courses will include a market analysis, a summary of golf programs to include rates, membership structure (if applicable), and strategies for achieving the budgeted financial goals and other marketing-related goals for the Golf Courses.

BCG shall, as an operating expense of the Golf Courses, obtain and manage:

1. Marketing systems, including internet (web site, e-mail, e-commerce); electronic tee sheet program (reservation system, customer database, POS); credit card processing; and branding materials (graphic design, collateral, photography);
2. Customer acquisition programs, including advertising (print, electronic, display); direct marketing (direct mail, broadcast e-mail); promotional offers; and community and vendor partnerships and sponsorships;
3. Customer retention programs, including special events and programs; promotional offers; and membership events and programs;
4. Sales programs, including outing, membership, and event sales management; and
5. Quality assurance programs, including customer surveying; ‘secret shopper’ on-site visits and telephone sales calls.

BCG shall coordinate and oversee all third party contractors’ work in connection with the production and implementation of these programs. All Golf Course subcontractors of BCG shall comply with Federal, State and local laws. BCG shall also include, as appropriate, the Golf Courses in BCG-shared marketing programs, including regional and national advertising and promotions, round sharing and referrals through the reservation system, and use of the name and mark ‘Managed by Billy Casper Golf.’

All advertising fees and promotional fees paid by third parties to the Golf Courses shall belong to and constitute Gross Revenues (defined above) of the Golf Courses.

- H. Accounting. BCG shall timely pay all vendors of the Golf Courses (subject to the terms of the Agreement). BCG shall provide separate budgeting, bookkeeping and reporting services to City for the Golf Courses. Copies of all books and records shall be kept at the Golf Courses, unless otherwise designated by the City, and all books, records, software, data, programs, manuals and the like shall remain the property of City:

1. BCG shall prepare for each Golf Course and deliver to the City, in accordance with BCG standard procedures and format, on an accrual basis, and generally accepted accounting principles (GAAP), on behalf of the single purpose subsidiary entity (SLGM and/or SGM) regular monthly and annual financial statements which shall include an operating level balance sheet (bank account balances, inventory, accounts payable, accounts receivable if applicable, accrued payables, gift certificate balances and amounts paid in capital from the City), a profit and loss statement for the current month and year to date activity, accounts payable listing, general ledger activity and comments regarding monthly activity and variances to the Annual Budget and Program. Upon City’s request, BCG shall provide all accounting data and reports in an electronic format. BCG shall not be responsible for the accounting or tax reporting requirements of the City, including but not limited to: the depreciation, amortization or addition of assets and equipment, Owner equity, debt service principal, loan amortization, accounting treatment relating to any full or partially refundable membership initiation fees or deposits, or payment of any invoices which relate to a period prior to the Effective Date.

Final monthly operating statements for each Golf Course shall be furnished to City by the 20th day following the last day of each month, and annual operating statements shall be furnished by the 45th day following the last day of each fiscal year. At City's discretion, the annual operating statement shall be audited and prepared by a certified public accountant chosen by City, the cost of which shall be an operating expense of SLGM or SGM. This audit shall be performed at the Golf Course sites or a location to be designated by the City, and BCG shall make every effort to comply with the auditor's requests.

2. BCG shall prepare and deliver to City no later than February 1st of each year (except for the first full or partial fiscal year when BCG shall prepare and deliver to City no later than thirty (30) days after the Effective Date) for the following fiscal year ("Fiscal Year"), the Annual Budget and Program.—Each party may, from time to time, propose to the other party during the course of the year such changes or amendments to the Annual Budget and Program as such party may consider necessary or appropriate, and BCG and City shall use their mutual best efforts to act upon such proposal within thirty (30) days after such proposal is made, provided any such change or amendment shall be subject to City's prior written approval. BCG shall secure the prior approval of City for total expenditures which exceed the total expenditure amount approved in the Annual Budget and Program. With the City's prior approval, BCG shall have the ability to allocate funds from direct operating expenses of the Golf Courses in the individual expense line item to another direct operating expense line item within the Annual Budget and Program in amounts of up to \$10,000.00, so long as the aggregate amounts do not exceed \$50,000.00 except for expenditures necessary in the event of emergencies for which prompt notice will be given to City.

BCG shall establish, administer, and maintain the payroll procedure and systems for the BCG employees at the Golf Courses and shall be responsible for overseeing the benefits to and handling the appropriate payroll deductions for, individual employees. Benefits will be limited to vacations, sick leave, medical insurance coverage, and 401(k) plan, and be presented in the Annual Budget and Program. All employees of the Golf Courses shall be employees of BCG, and BCG shall comply with Federal and State employment and employment benefit laws.

3. BCG's services herein shall include management and oversight of the turn-key accounting function as set forth in this Paragraph H, and upon reasonable notice (which may be verbal) representatives of City shall have the right, at any time during normal business hours, to review all of SLGM and/or SGM's books and records including the general ledger, accounts payable, income statement, balance sheet, and budget variance reports relating to the Golf Courses including, without limitation, work papers related to the preparation of operating statements. All expenses related to any such review shall be exclusively borne by City for purpose of this Agreement unless such review reveals an overpayment of any fees or other amounts, in which case BCG shall pay for the review. Payment by City of a fee or other amount hereunder shall not constitute a waiver of City's right to subsequently dispute the amount thereof. If City and BCG determine that any portion of the Base Management Fees or any other amount was improperly paid to BCG, BCG shall refund such improperly paid fee, together with interest thereon from the time when such fee was paid to BCG, within five (5) business days after receipt of notice from City to BCG. If there is any dispute between the parties regarding whether or not any payments of the Base Management Fees or any other amount were proper, such disputes shall be resolved by a court of competent jurisdiction in the State of Michigan.

- I. Operating Expenses and City's Remittance.
1. At the end of each calendar month, after paying the operating expenses of the Golf Courses and other expenses authorized by City, BCG shall remit directly to City all amounts then in the Operating Accounts in excess of the Minimum Funds Balance by wire transfer to said account(s), as designated by the City in writing to BCG (the "City's Remittance").
 2. At no time shall the Minimum Funds Balance be less than Twenty-Five Thousand Dollars (\$25,000.00) for each Golf Course Operating Account.
 3. BCG shall pay all operating expenses for the Golf Courses from the Operating Accounts, which expenses shall include, but not be limited to: payments of all monthly payroll and related expenses, operating expenses, Management Fees (including Base Management Fees). BCG shall not be liable for Federal, State, or local taxes of any kind in relation to Golf Course Ownership, leasing, or operations. If a court of competent jurisdiction issues an order determining that future real and/or personal property taxes are BCG's responsibility, or if Federal or State tax law is enacted, amended or revised such that BCG will be responsible for all taxes, liens, penalties and interest for the taxable property, BCG may terminate the Agreement upon thirty (30) days written notice to the City from the date of the change. If the Agreement is not terminated, BCG shall be responsible for said taxes.
 4. Until such time as the Annual Budget and Program are approved by City, City gives BCG approval to operate the facility in accordance with this Agreement. Any expenditure over \$1,000.00 must be approved by City. City shall provide initial funding in the amount of \$25,000.00 for each Golf Course for operations prior to approval of the Annual Budget and Program (the "Initial Funding") and shall at all times ensure that the Minimum Funds Balance is maintained in each Golf Course Operating Account upon contract execution. If operating revenues are insufficient to cover expenses for a specific Golf Course, upon BCG's notifying City of such operating revenue shortfall, City shall have five (5) days to deposit into the appropriate Golf Course Operating Account the funds necessary to cover such deficits and to restore the Minimum Funds Balance to that account. BCG may, but shall not be responsible to, cover such operating expenses under a total of \$1,000.00 without City approval. City shall be liable to reimburse BCG for any such amounts paid by BCG. City shall be responsible for all late fees, interest, and other penalties charged by vendors and other parties to whom such amounts are owed. City shall indemnify and hold harmless BCG against losses and damages resulting from late payments to vendors or other payees that are attributed to the City's failure to comply with the terms of the Agreement.
- J. Owner's Meeting. BCG shall, periodically, consult with the City regarding the Golf Courses and its operations at a time, date and place designated by City.
- K. Limitations. BCG shall obtain City's prior written approval for (i) contracts in excess of Ten Thousand Dollars (\$10,000), (ii) contracts in excess of twelve (12) months in duration unless the same can be terminated upon thirty (30) days written notice without cost or fee to City, and (iii) contracts with affiliates of BCG.
- L. Assignment of Operations. BCG shall operate the Golf Courses via its Subsidiary Entities. Upon a termination of this Agreement, BCG, SLGM and/or SGGM shall assign to City's designee all deposit accounts, operating accounts, on-site accounts, vendor accounts, and inventory, accounts receivable, and accounts payable. BCG, SLGM and/or SGGM shall, without additional payment by the City, cooperate beyond termination with City and any replacement manager for a reasonable period after

termination (and not less than two (2) weeks) to facilitate the orderly transition of the management of the Golf Courses.

7. **ACCOUNTS.** BCG shall establish the following business checking accounts for the Golf Courses: (a) a "Deposit Account," (b) an "Operating Account" and (c) an "On Site Account," for use in its management and operation of the Golf Courses in compliance with the Annual Budget and Program and the terms of this Paragraph 7. All revenues, receipts, and funds deposited into any accounts from time to time by City or BCG shall be defined as and constitute "Working Capital" herein. BCG shall cause all revenues and receipts to be deposited into the Deposit Account on a daily basis. BCG shall use the Operating Account to pay all expenses of the Golf Courses and shall transfer funds from the Deposit Account to the Operating Account as required to pay such expenses. BCG shall maintain in the On-Site Account an amount to be used for minor Golf Courses expenses. Upon cancellation or termination of this Agreement for any reason or upon the occurrence of a material default by BCG, BCG's rights to access and use the Accounts shall be immediately revoked and all funds in the Accounts shall be immediately paid over to City by BCG. Upon direction from City from time to time, BCG shall invest or deposit funds in any the accounts in accordance with City's direction. BCG shall maintain bank accounts for SLGC and/or SGGC at a local branch as designated by the City. BCG shall establish, administer and maintain the point of sale and credit card procedures and systems for the depositing of revenues into such accounts on a daily basis. A daily reporting shall be made to the City detailing operations from each golf course from the previous day.
8. **INSURANCE REQUIREMENTS.** BCG shall carry general liability insurance, automobile insurance, workers compensation, liquor liability, herbicide and pesticide insurance and employers' liability insurance for any actions, claims, liability or damages caused to others arising out of the performance of this Agreement in amounts approved by the CITY and as set forth in Exhibit D. CITY shall be named as an additional insured on the general liability and automobile liability policies using the following wording: "City of Troy, all elected and appointed officials, all employees and volunteers, those working as agents or on behalf of the City, boards, commissions and/or authorities, or board members, employees, and volunteers with respect to duties relating to the Golf Courses" on ISO form B or broader. CITY shall be notified of any cancellation of that insurance within 30 days. The cancellation clause shall read: "Should any of the above-described policies be canceled before the expiration date thereof, the issuing company will provide 30 days written notice to the additional insured." Cancellation or lapse of the insurance shall be considered a material breach of this contract and the contract shall become null and void unless the Contractor immediately provides proof of renewal of continuous coverage to the CITY. All insurance carriers shall be licensed and admitted to do business in the State of Michigan and acceptable to the CITY. Proof of insurance meeting these requirements shall be provided to the CITY before execution of this contract. BCG shall furnish three (3) complete copies of the acceptable Certificates of Insurance. If any of the policies expire during the term of the Agreement, BCG shall deliver renewal certificates and/or policies to CITY, Risk Management Department, at least ten (10) days prior to the expiration date. The premiums and deductibles shall be paid from the operating accounts or any account established under this Agreement and shall not be paid directly by the City.
9. **COMPENSATION AND FEES.**
 - A. **Base Management Fees.** For its services hereunder, BCG shall be paid Base Management Fees (the "Base Management Fees") of \$5,625.00 per month for each Golf Course. The Base Management Fees shall be payable on the fifth (5th) day of each such month ("Due Date") from the Operating Accounts. The Base Management Fees shall be a net fee to BCG and shall not include expenditures for the Golf Courses as provided for in this Paragraph 9.A. Commencing on January 1, 2012, and for each subsequent year and possible Extension Term thereafter, the Base Management Fees shall be adjusted by the lesser of 3% or the percentage change in the Consumer Price Index (for the Metropolitan Detroit/Ann Arbor area), as published by the U.S. Bureau of Labor Standards, or its successor index ("CPI") for the month of December immediately

preceding the commencement of such calendar year for the term of the Agreement. If the Net Operating Income ("NOI") threshold is not met, Base Management Fees shall not increase, nor shall an incentive be paid. In addition to the Base Management Fee, BCG shall be entitled to earn an Incentive Fee for each full Calendar Year during the Term. For Calendar Year 2011 and each Calendar Year thereafter, BCG shall receive an amount calculated as twenty percent (20%) of the combined positive total Gross Revenues for both Golf Courses in excess of \$2,250,000. Notwithstanding anything to the contrary in this Paragraph 9, the Incentive Management Fee earned by BCG in any Calendar year shall not exceed twenty percent 20% of the Base Management Fee paid to BCG for that Calendar year. The Incentive Management Fee earned for a calendar year shall be paid no later than March 15 ("Due Date") of the year immediately following the calendar year for which it is calculated and in which it was earned. The Incentive Management Fee shall be paid to BCG via a check issued by City payable to BCG.

All Base Management Fees during the term shall be paid to BCG from the Operating Account, however, any fees not payable until after the expiration or termination of this Agreement shall be paid to BCG directly by cashier's check, certified check, or wire in accordance with BCG instructions.

1. Late Fee: If payment is not received within thirty (30) days of the due date as set out above, a late fee of Three Percent (3%) of the amount due shall be added and shall become a part of any Past Due Amount.
 2. Interest: Any Past Due Amount not received within ten (10) days of its due date shall bear interest; from the date payment was due until the date paid, at the then-current judgment rate, along with all costs of collection, including reasonable attorneys' fees.
- B. Travel. BCG's corporate based employees shall be reimbursed for all reasonable travel-related expenses, including airfare, automobile (mileage reimbursement or rental car), lodging, and meals excluding alcoholic beverages, in connection with its services hereunder pursuant to the approved line item in the approved Annual Budget and Program, provided that any such expenses shall be appropriately allocated among other facilities benefited by such travel. BCG shall provide documentation of all expenses in a form acceptable to City. Such reimbursement shall not exceed Eight Thousand Dollars (\$8,000) per Calendar Year.
- C. Centralized Services. BCG shall be reimbursed (as an operating expense of the Golf Courses) for Centralized Services costs and expenses. The reimbursement amount shall be Ten Thousand Dollars (\$10,000) each Calendar Year, payable in equal monthly payments. BCG shall submit monthly invoices. BCG represents that this reimbursement amount shall consist of an amount not exceeding the actual cost of the services without mark-up or profit to BCG including salary and employee benefit costs, cost of equipment used in performing such services, and overhead costs of the home office or any regional or other local office providing such services.
10. **CAPITAL EXPENDITURES**. Capital improvements shall be deemed to include any item purchased in connection with the operation of the Golf Courses which:
- A. has an economic useful life in excess of one (1) year, and
 - B. has a cost in excess of Five Thousand Dollars (\$5,000). All costs for capital improvements shall be the responsibility of City and all decisions as to whether or not to undertake any capital improvements projects or otherwise in respect any capital improvements shall be made by City in consultation with BCG.

11. **DEFAULT AND REMEDIES.**

- A. City Default. The following shall constitute an event of default ("Event of Default") by City under this Agreement:
1. Failure to pay BCG any fees, compensation, or reimbursement due BCG pursuant to this Agreement;
 2. Failure by City to perform any term or condition set out in this Agreement;
 3. Assignment by City for the benefit of its creditors, or becoming a party for more than thirty (30) days to any voluntary or involuntary insolvency proceedings or bankruptcy proceedings or reorganization.
- B. BCG Default. The following shall constitute an event of default ("Event of Default") by BCG under this Agreement:
1. Failure to maintain the amenities of the Golf Courses in reasonably good condition, as determined by the City, subject to abnormal weather conditions, acts of God, or other events or conditions beyond the reasonable control of BCG, as long as BCG restores the amenity for its intended use within a reasonable time after the event;
 2. Failure to operate the Golf Courses in accordance with the approved Annual Budget and Program;
 3. Failure of BCG to perform any term or condition set forth in this Agreement; or
 4. Assignment for the benefit of its creditors, or becoming a party for more than thirty (30) days to any voluntary or involuntary insolvency proceedings or bankruptcy proceedings or reorganization.
- C. Notice and Cure. When either party to this Agreement believes that the other party (the "Defaulting Party") has committed an Event of Default, it shall give written notice thereof to the Defaulting Party, and the Defaulting Party shall have ten (10) days from the date of delinquency in the event of a payment default, or such longer period for non-monetary defaults (not to exceed an aggregate period of thirty (30) days unless BCG or City, as applicable, has begun to cure within the thirty (30) day period and is diligently pursuing such cure) as shall be reasonably necessary due to weather, growing conditions, or other factors beyond the reasonable control of the Defaulting Party, within which to cure the default, but in no event will the Defaulting Party have more than sixty (60) days in the aggregate to cure such default. Notwithstanding anything to the contrary, neither City nor BCG shall be entitled to any notice and cure period for a default that occurs more than two (2) times in any twelve (12) month period.
- D. Rights upon Default. If the Defaulting Party does not cure the default within the grace period provided in Paragraph 11C above, the other party may terminate this Agreement on thirty (30) days written notice to the other party and pursue all rights and remedies available in law or equity.

12. **PERFORMANCE OF BCG.**

City shall have the right to terminate the Agreement after December 31, 2010, on written notice to BCG as set out below if, in any Calendar Year (commencing with the 2011 Calendar Year as the first year in any measurement period), Net Operating Income for both Golf Courses does not equal or exceed the lesser of the budgeted Net Operating Income ("NOI") or Two Hundred and Sixty Five Thousand Dollars (\$265,000.00) "NOI

Threshold”, for each consecutive Calendar Year. City may exercise such termination right by providing written notice within sixty (60) calendar days after City’s receipt of the final determination of Net Operating Income of such Calendar Year (either via the BCG-prepared annual operating statement in Paragraph 6H, or as reviewed or audited statements as prepared by an independent CPA selected by City; provided, however, that the methodology for calculation of NOI shall be as defined herein and shall be consistently applied to any Calendar Years used in the comparison). Failure to give such notice within such sixty (60) day period shall be deemed to be a waiver by City of its right to terminate based on the Calendar Year in question, but shall not be deemed to be a waiver of such right with respect to subsequent Calendar Years. In the event City elects to exercise its performance termination right, BCG shall have the right, but not the obligation, to nullify such termination by paying to City, within sixty (60) calendar days of BCG’s receipt of City’s termination notice, the aggregate amount by which actual NOI for the applicable Calendar Year does not equal or exceed the lesser of the budgeted NOI or the NOI Threshold for such Calendar Year (the "Cure Amount"). For purposes of determining whether the threshold NOI has been achieved in a Calendar Year, actual NOI shall be subject to adjustment for force majeure events or expenses that are agreed upon by Owner and BCG not to be within the control of BCG.

If in any Calendar Year after December 31, 2010, BCG fails to achieve the NOI Threshold, the City shall be entitled to a Non-Performance Fee from BCG. The Non-Performance Fee shall be the difference in actual NOI versus the NOI Threshold Amount. Management fees will be suspended until the Non-Performance Fee has been satisfied. Failure to apply the Non-Performance Fee shall constitute an act of default by BCG.

13. **TERMINATION AND CANCELLATION.**

- A. Termination for Cause. Either party may terminate this Agreement upon the occurrence of an Event of Default by the other party as provided in Section 11 above or upon Non-Performance as set out in Section 12 above.
- B. Termination without Cause. BCG may terminate this Agreement for any reason or no reason upon 120 days written notice to the City. However, if BCG terminates the Agreement with or without cause after December 31, 2010, the City shall be entitled to Non-Performance damages as set out in Section 12.
- C. Sale Termination Fee: Sale of Golf Courses. In the event of a sale or transfer of the Golf Courses to an unaffiliated third-party, City shall have the unilateral right to terminate this Agreement at any time on ninety (90) days prior written notice. In the event of such unilateral termination due to the sale or transfer of the Golf Courses and BCG not being in default under this Agreement, BCG shall continue to manage the Golf Courses until the sale of the Golf Courses is consummated as evidenced by a transfer of title.
- D. Proprietary Material. Upon termination or cancellation of this Agreement, for any reason or under any circumstances, BCG’s (i) proprietary software and computer programs relating to accounting, operations, marketing, and forecasting, (ii) operations and employee training materials and manuals of BCG and (iii) the information and processes related to and used by BCG in the marketing and agronomic plan shall remain the sole property of BCG and shall be removed by BCG upon termination of this Agreement. Additionally, any actual or implied association of the Golf Courses or Facility with Billy Casper or Billy Casper Golf, LLC shall cease upon termination.

14. **USE OF GOLF COURSES.** During the term of this Agreement, the Golf Courses shall be a public facility unless otherwise provided and agreed to in the Annual Budget and Program.

15. **LIQUOR LICENSE.** Subject to any relevant Michigan Liquor Control Act licensing requirements, City may take all necessary actions to see that the SLGC liquor license is transferred to BCG

(except for the transition period during which another vendor ("KOSCH") shall operate food and beverage services at Sanctuary Lake per Agreement between City and KOSCH, as set forth herein as Exhibit E). If the City chooses to transfer the SLGC liquor license to BCG, BCG shall comply with all relevant Michigan Liquor Control Act laws regarding the use of such license. The transfer of the SLGC liquor license to BCG shall be approved in the Annual Budget and Program, and the City shall pay and satisfy any and all obligations and expenses arising or payable in connection with the transference, issuance, maintenance, renewal, existence, ownership or possession of the Liquor Permit, including, without limitation, all fees payable to the State of Michigan in connection therewith. At termination of the Agreement or at the discretion of the City, the liquor license shall be transferred by BCG either back to the City or to another entity named by the City.

16. **FORCE MAJEURE; CONDEMNATION; FIRE AND OTHER CASUALTY.**

If a portion of the Golf Courses is destroyed or damaged by fire or other casualty or, otherwise due to causes beyond BCG's reasonable control and BCG shall be unable to perform its obligations hereunder in respect of the operation of the Golf Courses, City and BCG shall use their mutual best efforts to agree upon an amendment to the Annual Budget and Program, including, without limitation, the working capital provisions thereof, to allow payment of necessary Golf Courses expenses that are not covered by City's and/or BCG's insurance until such damage or destruction is repaired or such inability is cured, as long as BCG uses all reasonable diligence to cure such inability. If the parties are unable to agree on such an amendment within twenty (20) business days after BCG shall have given City notice of the occurrence of such event, BCG shall have the right to terminate this Agreement by notice to City of such termination and neither party shall have any further rights or obligations hereunder.

17. **INDEMNIFICATION AND LIABILITY.**

A. Legal Actions. Legal counsel for BCG and City shall cooperate in the defense or prosecution of any action affecting the Golf Courses. BCG shall not institute or defend any legal action or retain counsel affecting the Golf Courses without City's consent. BCG shall forward all legal notices or notices of a financial nature which relate to the Golf Courses to City at the address listed under Paragraph 19.I. BCG shall advise and assist City in instituting or defending, as the case may be, in the name of Golf Courses, City, and/or BCG. BCG shall assist City to take the acts necessary to protect or litigate to a final decision in any appropriate court or forum, as a Golf Courses expense, and any violation, order, rule, or regulation affecting the Golf Courses.

B. Choice of Law and Venue. Whereas BCG's principal place of business is in the Commonwealth of Virginia, and the Facility is located in Michigan, the parties agree that this Agreement shall be governed by and construed in accordance with the laws of Michigan, which shall be the exclusive courts of jurisdiction and venue for any litigation, special proceeding or other proceeding between the parties that may be brought, or arise out of, or in connection with, or by reason of this Agreement.

C. Indemnification and Hold Harmless. To the fullest extent permitted by law, BCG agrees to defend, pay on behalf of, indemnify, and hold harmless the City of Troy, its elected and appointed officials, employees and volunteers and others working on behalf of the City of Troy or against any and all claims, demands, suits, or loss, including all costs connected therewith, and for any damages which may be asserted, claimed or recovered against or from the City of Troy, its elected and appointed officials, employees, volunteers or others working on behalf of the City of Troy, by reason of personal injury, including bodily injury or death and/or property damage, including loss of use thereof, which arises out of or is in any way connected or associated with the execution of activities by BCG as outlined in this Agreement or as relating to or resulting from those activities. Provided however, BCG's indemnity herein shall exclude court costs, reasonable attorney's fees, expenses, penalties, judgments and all other costs caused by, relating to, or resulting from or out of

or in connection with the gross negligence or willful misconduct of the City of Troy, its elected and appointed officials, employees, and volunteers and others working on behalf of the City of Troy.

18. CONFIDENTIALITY.

- A. BCG recognizes that it is managing Golf Courses owned by a governmental entity. As such, records of a governmental entity must be released under both the Federal and the Michigan Freedom of Information Act ("FOIA") unless specifically exempted. Therefore, work performed by BCG and its agents or assigns pursuant to this Agreement, including, but not limited to, any correspondence, analysis, reports and related materials prepared, constitutes property of the City and may be subject to release to the public under FOIA. The City has adopted a FOIA policy which sets out procedures for receipt and review of FOIA requests. Requests are required to be answered within 5 days of receipt unless the City requests a 5 day extension. BCG shall comply with that policy.
- B. BCG agrees that all information kept in the ordinary course of business of BCG is a public record. In the event the City receives a FOIA request, BCG shall be required to disclose such information to the City for a determination, at the sole discretion of the City, as to whether or not that information is exempt from disclosure. City agrees to give BCG a copy of the FOIA request upon receipt by the City. Unless BCG obtains an injunctive order from a court of competent jurisdiction within the times limits for response, the City shall release the information requested unless the City determines that it is exempt from disclosure under FOIA.
- C. City shall retain exclusive rights to Ownership of all work output hereunder. Work output includes reports issued pursuant to this Agreement.

19. GENERAL PROVISIONS.

- A. Entire Agreement. This Agreement represents the entire understanding and agreement between the parties with respect to the subject matter hereof, and supersedes all other negotiations, understandings, and representations (if any) made by and between such parties.
- B. Written Amendments. The provisions of this Agreement may only be amended or supplemented in a writing signed by both parties.
- C. Further Amendments. The parties hereby agree from time to time to execute and deliver such further instruments and documents, and do all such other acts and things, which may be convenient or necessary to more effectively and completely, carry out the intentions of the Agreement.
- D. Compliance with Laws. BCG shall, at all times, operate, use, and conduct the business of the Golf Courses in a lawful manner and in full compliance with all applicable governmental laws, ordinances, rules and regulations, and maintain all licenses and permits relating to the Golf Courses, with City's full cooperation, in full force and effect and cooperate and endeavor to obtain all licenses and permits first required after the commencement of the term of this Agreement required in connection with the management, use, and operation of the Golf Courses.
- E. Environmental Laws. City represents to BCG, to the best of City's knowledge, that no hazardous materials have been released into the environment, or have been deposited, spilled, discharged, placed or disposed of at or within the Golf Courses in violation of any Environmental Law (as defined below). City also represents to the best of City's knowledge that there are no underground storage tanks of any nature on the Golf

Courses (fuel, propane, gas, etc.) By its signature on this Agreement, BCG acknowledges that it has been fully informed of the fact that Sanctuary Lake Golf Course is constructed on a landfill. City does not have any knowledge of asbestos-containing products within the Golf Courses.

For the purposes of this Agreement, "Environmental Law" shall mean: All applicable Federal, State, county or local (or other political subdivision thereof) laws, statutes, codes, acts, ordinances, orders, rules, regulations, directives, judgments, decrees, injunctions, directions, permits, licenses, authorizations, decisions and determinations issued, adopted or enacted by any judicial, legislative, regulatory, administrative or executive body of any governmental or quasi-governmental authority, department, branch, division, agency or entity exercising functions of or pertaining to any government having jurisdiction affecting the Golf Courses, or any licenses and permits of any governmental authorities, from time to time applicable to the Golf Courses or any part thereof regarding hazardous materials.

Unless BCG is responsible for the environmental hazard or condition and/or remediation, City hereby agrees to indemnify and defend BCG from, and agrees to hold BCG harmless against any and all liability, loss, cost, damage, penalties, claims, causes of action, proceedings and expense, including without limitation, court costs and reasonable attorneys' fees, incurred by BCG or imposed on BCG by any person whomsoever, caused by, relating to or resulting from or out of or in connection with environmental claims under this Agreement. If BCG is responsible for the environmental hazard or condition, BCG hereby agrees to indemnify and defend City from, and agrees to hold City harmless against any and all liability, loss, cost, damage, penalties, claims, causes of action, proceedings and expense, including without limitation, court costs and reasonable attorneys' fees, incurred by City or imposed on City by any person whomsoever, caused by, relating to or resulting from or out of or in connections with environmental claims under this Agreement. The provisions of this Paragraph shall survive the expiration or any termination of this Agreement.

- F. Binding. All of the terms and provisions of this Agreement shall be binding and inure to the benefit of the parties and their respective permitted successors and assigns. This Agreement is solely for the benefit of the parties hereto and not for the benefit of any third party.

- G. Assignment. This Agreement is non-assignable except as otherwise set out herein. BCG may assign or transfer this Agreement and/or may delegate its duties and obligations under this Agreement to BCG's Subsidiaries (SLGM and SGM) with City's consent or any future or subsequent assignments, provided that: (i) BCG's Subsidiary is a Michigan limited liability company or a limited liability company domiciled in another state but registered to do business in Michigan; (ii) written notice thereof is given to City at least sixty (60) days prior to the effective date of such assignment or delegation, together with evidence reasonably satisfactory to City that the assignment or delegation complies with the terms of this Paragraph; (iii) copies of the final executed assignment or delegation documents are given to City within ten (10) days thereof; (iv) any delegation of duties and obligations to BCG's Subsidiary shall not, in any respect, release or relieve BCG of any of its duties, obligations, or responsibilities, under this Agreement. Even if these conditions are met, the City shall still retain the right to refuse to consent to the assignment of this Agreement or delegation of any duties or obligations under this Agreement if it is in the City's best interest. City's initials below shall confirm its consent to said assignment.

(Initials of City)

(Date)

- H. Governmental Immunity. By entering into this Agreement, City in no way gives up its right to claim governmental immunity or any other defense provided to governmental entities under Federal or State law, on behalf of itself, all elected and appointed officials, all employees and volunteers, those working as agents or on behalf of the City, boards, commissions and/or authorities, or board members, employees, and volunteers.
- I. Notices. All notices, requests, consents and other communications required or permitted to be given under this Agreement shall be in writing, shall be given only in accordance with the provisions of the Paragraph 19.I shall be addressed to the parties in the manner set forth below, and shall be conclusively deemed to have been properly delivered, (i) upon receipt when hand delivered (or refused) during normal business hours, (ii) upon the third (3rd) business day after delivery if the notice has been deposited in an authorized receptacle of the United States Postal Service as first-class, registered or certified mail, postage prepaid, with a return receipt requested (provided that the sender has in its possession the return receipt to prove actual delivery), or (iii) one (1) business day after the notice has been deposited with either FedEx or United Parcel Service to be delivered by overnight delivery (provided that the sending party receives a confirmation of actual delivery from the courier).

In the case of BCG:

Billy Casper Golf, LLC.
8300 Boone Blvd., Suite 350
Vienna, VA 22182
Attention: Legal Department
Telephone: 703-761-1444
Facsimile: 703-893-3504

With copy to:

LeClair Ryan, P.C.
123 East Main Street, 8th Floor
Charlottesville, VA 22902
Attention: Steven W. Blaine, Esquire
Telephone: (434) 245 3423
Facsimile: (434) 249 4965

In the case of City:

City of Troy
Attn: City Manager.
500 W Big Beaver Road
Troy, MI 48084
Telephone: (248) 524-3329
Facsimile(248) 524-0851

With a copy to:

City of Troy
Attn: City Attorney
500 W. Big Beaver Road
Troy, MI 48084
Telephone: (248) 524-3320
Facsimile: (248) 524-3259

or to such other address as either party may designate by notice complying with the terms of this subparagraph.

- J. Headings. The headings contained in this Agreement are for convenience of reference only, and shall not limit or otherwise affect in any way the meaning or interpretation of this Agreement.
- K. Invalidity. If any provision of this Agreement or any other agreement entered into pursuant hereto is contrary to, prohibited by or deemed invalid or unenforceable under applicable law or regulation, such provision shall be inapplicable and deemed omitted to the extent so contrary, prohibited, invalid or unenforceable, but the remainder of such provision, and this Agreement shall not be invalidated or rendered unenforceable thereby, and shall be given full force and effect so far as possible.
- L. Counterparts. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original, but all of which, collectively and separately, shall constitute on and the same agreement.
- M. No Waiver. Except as otherwise provided, the failure or delay of either party at any time to require performance by the other party of any provision of this Agreement shall not affect the right of such party to subsequently require performance of that provision or to exercise any right, power or remedy hereunder. Waiver by either party of a breach of any provision of this Agreement shall not be construed as a waiver of any continuing or succeeding breach of such provision, a waiver of the provision itself, or a waiver of any right, power or remedy under this Agreement. No notice to or demand on either party in any event shall, of itself, entitle such party to any other or further notice or demand in similar or other circumstances, except as otherwise herein provided.
- N. No Partnership. Nothing in this Agreement shall be construed to create a partnership or joint venture between the parties. The parties acknowledge that the relationship of BCG to City is that of an independent contractor.
- O. No Exclusive Remedy. No remedy herein conferred upon either party is intended to be exclusive of any other remedy, and each and every remedy shall be cumulative and shall be in addition to every other remedy given hereunder or now or hereafter existing at law or in equity.
- P. Authority. Each party hereby represents to the other party that it has the right, power, authority, and financial ability to enter into this Agreement and to perform its obligations under this Agreement, and that it is not restricted by contract or otherwise from entering into and performing this Agreement.

IN WITNESS WHEREOF, the parties executed this Agreement as of the date first above written.

WITNESSES:

BILLY CASPER GOLF LLC

R. Joseph Goodrich, Senior Vice President

R. Alexander Elmore, Chief Financial Officer

CITY OF TROY

BY: _____
Mayor Louise E. Schilling

John Szerlag, City Manager

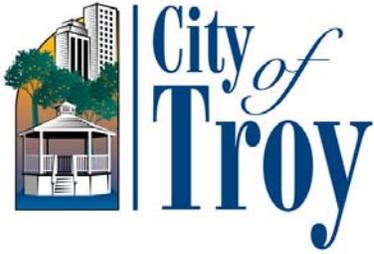
RESOLUTION NUMBER: _____

APPROVED AS TO FORM AND LEGALITY:

BY: _____
Lori Grigg Bluhm, City Attorney

ATTEST: _____
Tonni Bartholomew, City Clerk

EXHIBIT A
RFP ISSUED BY CITY OF TROY



November 10, 2009

TO: All Prospective Bidders
FROM: The City of Troy Purchasing Department
RE: Request for Qualifications/ Proposal
RFQ / RFP 09-44 Golf Course Management Services

The City of Troy Purchasing Department invites firms to review the attached Request for Qualifications (RFQ) and Request for Proposal (RFP) documents for the management and operation of the City's two municipal Golf Courses, Sylvan Glen and Sanctuary Lakes. The attached documents will be used to determine the most qualified firm with the ability to provide these services.

The effective date of the resulting contract will be upon City Council approval. A Committee consisting of the three (3) City representatives will make the decision as to the selection of the most qualified firm. Their decision will be deemed in the City of Troy's best interest and will be final. The City of Troy urges all interested parties to submit the enclosed Request for Qualifications and Request for Proposal documents.

Sincerely,

Susan Leirstein, CPPB
Purchasing Director



SECTION 1: Request for Qualifications / Request for Proposal – Section Guide

GOLF COURSE MANAGEMENT SERVICES

Section 1:	Section Guide – 1 Page
Section 2:	Request for Qualifications / Request for Proposal Content – 2 Pages
Section 3:	Criteria for Selection – 1 Page
Section 4:	Instructions To Bidders – 3 Pages
Section 5:	Vendor Questionnaire – 6 Pages
Section 6:	Insurance Requirements – 1 Page
Section 7:	Proposal Form – 1 Page
Section 8:	Proposal Terms and Conditions – 3 Pages
Section 9:	Project Framework and Scope - 19 Pages
Section 10:	Attachment A – 1 Page
Section 11:	Forms – 2 Pages
Section 12:	Attachments
Attachment 1:	Exhibit A-1 Budget Performance Report – Sanctuary Lakes– 8 Pages
Attachment 2:	Exhibit A-2 Budget Performance Report – Sylvan Glen – 8 Pages
Attachment 3:	Exhibit A-3 2009 / 2010 Budget – 8 Pages
Attachment 4:	Exhibit B 2009 Fees – 1 page
Attachment 5:	Exhibit C Operations Summary – 1 Page
Attachment 6:	Exhibit D-1.1 Equipment Inventory – Sanctuary Lakes – 1 Page
Attachment 7:	Exhibit D-1.2 Hand Tool Inventory – Sanctuary Lakes – 1 Page
Attachment 8:	Exhibit D-1.3 Accessories Inventory – Sanctuary Lakes – 1 Page
Attachment 9:	Exhibit D-1.4 Building Inventory – Sanctuary Lakes – 1 Page
Attachment 10:	Exhibit D-1.5 Assets – Sanctuary Lakes – 3 Pages
Attachment 11:	Exhibit D-2.1 Equipment Inventory – Sylvan Glen – 2 Pages
Attachment 12:	Exhibit D-2.2 Hand Tool Inventory – Sylvan Glen – 2 Pages
Attachment 13:	Exhibit D-2.3 Accessories Inventory – Sylvan Glen – 1 Page
Attachment 14:	Exhibit D-2.4 Building Inventory – Sylvan Glen – 1 Page
Attachment 15:	Exhibit D-2.5 Assets – Sylvan Glen – 2 Pages
Attachment 16:	Exhibit E Food and Beverage Sales at Sanctuary Lakes – 1 Page
Attachment 17:	Exhibit F Debt Schedule
Attachment 18:	Sample Insurance Certificate – 1 Page
Attachment 19:	Statement of No Interest – 1 Page



SECTION 2: REQUEST FOR QUALIFICATIONS / REQUEST FOR PROPOSAL CONTENT

The City of Troy is requesting that all bidders complete the Request for Qualifications and Proposal documents attached for Golf course management and operation services. Bidders must pass the Request for Qualifications Phase of the process in order to have their proposal considered. Please read the entire Request for Proposal documents and familiarize yourself with the Scope of Services.

1. QUALIFYING CONDITIONS OF THE GOLF COURSE MANAGEMENT SERVICE FIRM:

A. YEARS IN BUSINESS

The firm will be required to be an established business for a minimum of five (5) years.

B. GOLF COURSE MANAGEMENT EXPERIENCE AND KNOWLEDGE

The firm submitting a Request for Proposal is required to have verifiable experience managing at a minimum two (2) golf courses. Each firm will be required to provide at least two (2) comparable contracts detailing the type of services provided along with the facility sizes and complexities. Firms should include any experience / qualifications they have in managing municipal golf courses. Comparable examples must be for contracts in which the firm provided continuous management services for three (3) or more years. Experience must include operating a golf course with respect to the following factors:

- Grounds maintenance – the technical expertise to manage turf effectively, especially on golf course greens and fairways, is essential.
- Public relations and marketing – as a public facility, the City is committed to maintaining excellent relationships with its patrons and the general public. The successful firm must be able to provide superior services and effective promotions to satisfy the public and increase revenues.
- Pro Shop Operations – the technical expertise to operate all golf operations including Pro Shop, tee times, etc.

C. POSITIVE REFERENCES FOR THE FIRM

The firm will be required to have verifiable positive references, which may include but are not limited to ability, performance of previous contracts and services, integrity, character, reputation, judgment, experience, efficiency, delivery, and professionalism of service. Each firm submitting a RFQ / RFP will be required to submit a complete list of similar contracts held for the last ten years which shall include a minimum of two (2) similar contracts. References of successful experience in golf course management and operations of a similar scope are required.

D. QUALIFICATIONS OF FIRM TO PERFORM PROJECT AS SPECIFIED

Each firm submitting a RFQ / RFP will be required to submit a list of personnel, including course manager and course maintenance superintendent to be assigned to the account including resumes, experience and responsibilities. Firms must include joint venture and/or subcontractor information including a list of the team members that may partner/participate with the firm. Each firm will be required to describe capabilities specific to the scope of services as specified including the following items.

- 1) The desire of the City to have its Municipal Golf Course maintained and operated in a top quality manner.
- 2) Experience and qualifications of proposed personnel.
- 3) Qualifications to operate the facilities and to provide services based on previous experience, management capability, technical resources and financial strength.
- 4) Performance of facilities currently under operator's management. Visits to sites and/or contact with facilities / municipalities presently being serviced will be made if thought to be necessary to complete the evaluation.

SECTION 2: REQUEST FOR QUALIFICATION / REQUEST FOR PROPOSAL CONTENT - continued

E. OPERATIONAL PLAN AND METHODOLOGY PROPOSED

Each firm will be required to provide an operational plan and methodology that outlines how the firm intends to provide top quality services and operation of the facilities. Firm must include their methodology to deal appropriately with the transition from City operations to contractor operations, the method of staffing the golf course and the firm's approach to employees. The following areas must be addressed in the proposed operational plan:

- Grounds maintenance – Firm's approach to turf management, especially on golf course greens and fairways.
- Public relations and marketing – The Firm's approach to marketing the golf course and provide effective promotions to satisfy the public and increase revenues.
- Pro Shop Operations – the Firm's approach for successful golf operations including Pro Shop, tee times, etc.
- Capital Improvements – Improvements proposed to be made by the Firm including the extent and caliber of the proposed improvements, method of construction and City involvement.

F. SAMPLE BUSINESS PLAN

Firms submitting a request for proposal must include at the time of proposal submission a sample business plan developed and utilized by your firm in other operations similar in project scope to the City of Troy's which provides information about revenue, expenses and rounds.

G. RESPONSE TO ATTACHED QUESTIONNAIRE

The firm will be required to provide detailed responses to questions asked in the enclosed vendor questionnaire.

2. FINANCIAL INFORMATION

The City of Troy reserves the right to require a bidder to show to the complete satisfaction of City staff that it has the necessary facilities, abilities, and financial resources to provide the services specified herein. The bidder may also be required to give a past history in order to satisfy the City of Troy in regard to the bidder's qualifications. The City of Troy may make a reasonable investigation deemed necessary and proper to determine the ability of the bidder to perform the work, and the bidder shall furnish to the City of Troy all information for this purpose that may be requested.

Proposers must demonstrate the financial capability to operate and maintain the courses properly and make needed improvements. The availability of operational capital will be an important factor in determining financial capability. The City will perform a financial analysis on the firm that receives the highest rating from the evaluation committee. The analysis will utilize Dunn & Bradstreet reports in determining the firm's financial capability. The firm will be eliminated from the process if the analysis shows the firm is financially unable to perform the contract as proposed. In this situation, the City will proceed to the next highest rated firm(s) until a financially responsible firm is discovered.

PROCEDURAL INFORMATION

PUBLIC INFORMATION

All submitted RFQ / RFP documents and information submitted as part of this proposal will become a public record upon their delivery to the City Clerk.

RESPONSES TO QUESTIONS

A firm may submit written questions in order to clarify any matters relating to this RFP. The firms question(s) and the City's answer(s) will become part of the public record and will be shared with all other firms to whom the RFQ / RFP has been provided. *Questions will only be accepted until seven (7) business days prior to opening the proposals.*

SELECTION PROCESS

RFP-COT 09-44 – Golf Course Management
Page 1 of 1

SECTION 3: CRITERIA FOR SELECTION

CRITERIA FOR SELECTION

The identified Committee will review the proposals. The City of Troy reserves the right to award this proposal to the firm considered the most qualified based upon a combination of factors including but not limited to the following:

- A. Compliance with qualifications criteria
- B. Completeness of the proposal
- C. Financial strength and capacity of the firm
- D. Correlation of the proposals submitted to the needs of the City of Troy
- E. Any other factors which may be deemed to be in the City's best interest
- F. Evaluation Process

Phase 1: Minimum Qualifications Evaluation

Firms will be required to meet minimum established criteria in order to go to the second phase of the process.

Phase 2: Evaluation of Proposals

Each Committee member will independently use a weighted score sheet to evaluate the proposals; each Committee Member will calculate a weighted score. The scores of the Committee Members will be averaged into one score for each firm for this phase of the process.

Phase 3: Interview Score

The City will invite at least the top three (3) rated firms to participate in an interview. If less than three (3) candidates remain in the process, all will be interviewed. Each Committee Member will independently use a weighted score sheet to evaluate the Interview; each Committee Member will calculate a weighted score. The scores of the Committee Members will be averaged into one score for each firm for this phase of the process. Those being interviewed may be supplied with further instructions and requests prior to the interview. Persons representing the firm at the interview must be the personnel who will be assigned to this contract.

Phase 4: Site Visit – Optional

The City, at their option, may choose to visit a site presently being serviced by the firms. The Committee will use a weighted score sheet to evaluate the Facilities at the time of the site visit. Each Committee Member will calculate a weighted score. The scores of all the Committee Members will be averaged into one score for each firm for this phase of the process.

Phase 5: Price (Return Rate)

Points for price will be calculated as follows:

$$[1 - (\text{Highest Return} - \text{Proposal Return}) / \text{highest return}] \times \text{available points}$$

Phase 6: Other (Optional)

Proposals may be assessed "Other" points for items not specified, but for which the Evaluation Committee deems as outstanding including, but not limited to, experience managing a municipal golf course.

Phase 7: Final Scoring and Selection

The firm with the highest final weighted score will be recommended to the Troy City Council for Award.

30% Proposal Score (100 point base)
30% Price Score (100 point base)
20% Interview Score (100 point base)
10% Site Visit Score (100 point base)
10% Other Score (100 point base)
100%

Note: **The City of Troy reserves the right to change the order or eliminate an evaluation phase if deemed in the City's best interest to do so.**

IMPORTANT: The City's Purchasing department will first compare the annual return(s) for each proposal submitted to the debt schedule to determine whether it's in the City's best interest to begin the evaluation process or not for that proposal.



SECTION 4: INSTRUCTIONS TO BIDDERS

1. The following pages include a questionnaire and proposal pricing section to be completed by each vendor submitting a proposal. Each item must be completed with a response. Vendors not responding to the questions may be classified as unresponsive. The bidder must initial any corrections. The questionnaire and proposal are to be completed in legible form, preferably typewritten.
2. The response must follow this format. Supplemental information should be provided in additional sections following the same numbering scheme. The response should be concise and complete.
3. Completed forms may be duplicated as required. **Four (4) copies of the complete package shall be submitted at the time of proposal submission.**
4. Any additional written material such as professional records, certifications, etc. your firm may think important should be attached and submitted to augment the data included in the questionnaire and proposal. It is not necessary to include expensive custom binders, displays, or other materials unless the firm believes such materials are necessary to the proposal. All costs incurred in the preparation and presentation of the proposal shall be wholly borne by the prospective bidder.
5. Sealed proposals for **GOLF COURSE MANAGEMENT SERVICES** will be received by the City of Troy at the office of the City Clerk, 500 W. Big Beaver Road, Troy, MI 48084 until **THURSDAY, DECEMBER 3, 2009 at 10:00 AM E.S.T.**, after which time they will be publicly opened and read in the Troy City Offices.
6. PLEASE MARK YOUR ENVELOPES: **RFQ/ RFP-COT 09-44 GOLF COURSE MANAGEMENT** on the lower left-hand corner.
7. A mandatory pre-proposal meeting is scheduled for **TUESDAY, NOVEMBER 17, 2009 – starting at 11:30AM E.S.T.** The meeting will begin at Sylvan Glen Golf Course Pro Shop, 5725 Rochester Road, Troy, Michigan. This will be the only opportunity for bidders to examine the premises with City staff.
8. **NO FAXED DOCUMENTS WILL BE ACCEPTED EXCEPT AS NOTED** (Insurance Certificate)
9. **TIMELY SUBMITTALS:** Late submittals will not be accepted.
10. All information requested herein shall be submitted with the Request for Qualifications (RFQ) and Request for Proposal (RFP); failure to do so may result in rejection of the RFQ and/ or RFP as non-responsive and/or incomplete.
11. The City of Troy reserves the right to reject any and all RFQ/ RFP's, to waive any informality in any RFQ/ RFP received, and to accept any RFQ/RFP or part thereof, which shall be deemed to be most favorable to the interests of the City of Troy.
12. Any and all proposals submitted must be on the City of Troy request for proposal forms. If more than one proposal is submitted, a separate proposal form must be used for each. Forms are enclosed or obtainable at the City of Troy Purchasing Department or on the Michigan Intergovernmental Trade Network website at www.mitn.info.
13. Municipalities are exempt from Michigan State Sales and Federal Excise taxes. Do not include such taxes in the proposal figure. The City will furnish the successful bidder with tax exemption certificates when requested.

SECTION 4: INSTRUCTIONS TO BIDDERS - continued

14. If further information regarding this proposal is required, please contact the Purchasing Department at (248) 680-7291 or (248) 524-3338.
15. VENDOR CHANGES OR ALTERATIONS TO RFP DOCUMENTS INCLUDING SPECIFICATIONS MAY RESULT IN A RFP BEING CONSIDERED NON-RESPONSIVE. The only authorized vendor changes to a RFP document will be in the areas provided for a bidder's response, including the "Exceptions" section of the proposal. If a change or alteration to the documents is undetected and the bidder is awarded a contract, the original terms, conditions, and specifications in the Authorized Version of the RFP document will be applicable during the term of the contract. The City of Troy shall accept NO CHANGES to the RFP document made by the Vendor unless those changes are set out in the "Exceptions" provision of the Authorized Version of the RFP document. It is the Vendor's responsibility to acquire knowledge of any changes, modifications or additions to the Authorized Version of the RFP document. Any Vendor who submits a proposal and later claims it had no knowledge of any changes, modifications or additions made by the City of Troy to the Authorized Version of the RFP document, shall be bound by the proposal, including any changes, modifications or additions to the Authorized Version.

If a proposal is awarded to a Vendor who claims that it had no knowledge of any changes, modifications or additions made by the City of Troy to the Authorized Version of the RFP, and that Vendor fails to accept the award, the City of Troy may pursue costs and expenses to re-bid the item from that Vendor. The Authorized Version of the RFP document shall be that document appearing on the MITN System with any amendments and updates.

The City of Troy officially distributes RFP documents from the Purchasing Department or through the Michigan Intergovernmental Trade Network (MITN). Copies of RFP documents obtained from any other source are not considered official copies. Only those vendors who obtain RFP documents from either the Purchasing Department or the MITN system are guaranteed access to receive addendum information, if such information is issued. If you obtained this document from a source other than the sources indicated, it is recommended that you register on the MITN site, www.mitn.info, and obtain an official copy.

16. A successful bidder furnishing labor on City/public premises does agree to have his workers covered by Worker's Compensation, and furnish a certificate of insurance showing coverage for bodily injury and property damage and worker's compensation to Mr. Stephen Cooperrider, Risk Manager within 5 days of a verbal request. The "Company Representative" does warrant that by signing the RFP document, the "additional insured endorsement" will be included in the Insurance Coverage supplied to the City as part of the specified requirements.
17. To the fullest extent permitted by law, the successful bidder agrees to defend, pay on behalf of, indemnify, and hold harmless the City of Troy, its elected and appointed officials, employees and volunteers and others working on behalf of the City of Troy against any and all claims, demands, suits, or loss, including all costs connected therewith, and for any damages which may be asserted, claimed or recovered against or from the City of Troy, its elected and appointed officials, employees, volunteers or others working on behalf of the City of Troy, by reason of personal injury, including bodily injury or death and/ or property damage, including loss of use thereof, which arises out of or is in any way connected or associated with this contract.
18. To the extent permitted by law, the City of Troy and the successful bidder waive all rights against each other and any of their subcontractors, sub-subcontractors, agents and employees, and the architect, architect's consultants, separate contractors, if any, and any of their subcontracts, subcontractors, sub-subcontractors, agents and employees, for damages caused by fire or other perils to the extent covered by property insurance obtained pursuant to this agreement or other property insurance applicable to the work. The policies shall provide such waivers of subrogation by endorsement or otherwise. A waiver of subrogation shall be effective as to a person or entity even though that person or entity would otherwise have a duty of indemnification, contractual or otherwise, did not pay the insurance premium directly or indirectly, and whether or not the person or entity had an insurable interest in the property damaged for this contract.

SECTION 4: INSTRUCTIONS TO BIDDERS - continued

SPECIAL INSTRUCTIONS

- All bidders are held to the return amount stated, as accepted by the City, for 90 days or proposal award, whichever comes first, except the successful firm whose prices shall remain firm for the duration of the contract.
- Final bid results will be posted on the MITN website after award. Please register to see results – www.mitn.info.



SECTION 5: VENDOR QUESTIONNAIRE

DATE: _____
Month/Date/Year

FIRM NAME: _____

ESTABLISHED: _____ 19____ / 200__ STATE: _____ YEARS in BUSINESS _____

TYPE OF ORGANIZATION: (Circle One)

- a. Individual
- b. Partnership
- c. Corporation
- d. Joint Venture
- e. Other _____

If applicable:

FORMER FIRM NAME(S)

Have you, your organization or affiliates ever filed for bankruptcy protection? YES _____ / NO _____
If so, please explain.

NOTE: If additional space is needed throughout the questionnaire, please attach additional sheets numbered appropriately for identification.

1. Describe your firm’s experience relative to golf course management and operation services. Provide your firm’s background and its organizational structure including a brief history of the firm. Provide specific examples of your firm’s golf course management experience. A minimum of two (2) comparable examples must be provided. The examples must be contracts in which your firm provided continuous management services for three years or more. Include experience / qualifications your firm has in managing municipal golf courses. The examples can be for contracts that are still active or have been completed within the last ten (10) years.

2. Positive References.

Provide a complete list of similar contracts for golf course management and operations held for the last ten years, including facility name, contact person, phone number, email address and years of service.

Facility Name	Contact Name	Phone Number	E-Mail	Years of Service
---------------	--------------	--------------	--------	------------------

Attached to the proposal and marked _____ for identification.

SECTION 5: VENDOR QUESTIONNAIRE – continued

15. Describe your firm’s grounds maintenance experience including technical expertise to manage turf effectively, especially on golf course greens and fairways. Attach sample of maintenance conditions report which you would submit to the city weekly, monthly and/or annually.

() Report attached to the proposal and marked _____ for identification.

16. Describe your firm’s public relations and marketing policy. Explain how it helps to ensure superior service and effective promotions for public satisfaction and increased revenues.

17. Describe your firm’s Pro Shop operations experience including technical expertise on managing all golf operations including pro shop, tee times, etc.

18. SAMPLE DOCUMENT – a sample Business Plan document must be included with your submitted proposal. This document needs to be an operations contract held by your firm with a similar project scope and must include information about revenue, expenses and rounds. This document will be reviewed as part of the evaluation process and will become the property of the City of Troy.

Attached and Marked _____ for Identification.

FIRM NAME: _____

SECTION 5: VENDOR QUESTIONNAIRE – continued

19. List all golf course management and operation contract commitments your firm is currently engaged to perform. Give facility address, owners contact information, size and type of facility, contract start and completion dates, and gross annual amount of each contract.

Facility Name / Address	Contact Information	Facility Size	Facility Type	Start	Date Completion	Gross Annual Contract Amount
	Phone: Fax: Email:					\$
	Phone: Fax: Email:					\$
	Phone: Fax: Email:					\$
	Phone: Fax: Email:					\$
	Phone: Fax: Email:					\$

THE FOREGOING QUESTIONNAIRE IS A TRUE STATEMENT OF FACTS:

Signature of Authorized Firm Representative: _____

Representative's Name: _____
(print)

Firm Name: _____

Address: _____

Phone Number: _____

Fax Number: _____

E-mail: _____

Date: _____

SECTION 6: INSURANCE REQUIREMENTS

Insurance Requirements shall be in accordance with the attached **SAMPLE INSURANCE CERTIFICATE**. At time of award, the required Insurance Certificate must be submitted to Mr. Stephen Cooperrider, Risk Manager, within 5 days of the verbal/ electronic request. The RFP cannot be completely awarded without this Insurance Certificate. The Insurance Certificate may be faxed **(248) 526-5129** to the City Offices, and is the only document accepted in this format.

In addition, proposals must include a letter or insurance certificate from the proposers insurance agent or carrier that the insurance to be supplied will meet specifications. See paragraph titled IMPORTANT below.

- () We can meet the specified insurance requirements.
- () We cannot meet the specified insurance requirements.
- () We do not carry the specified limits but can obtain the additional insurance coverage of \$ _____ at the cost of \$ _____ .
Note: Please note the amendments on a sample insurance certificate and attach it to your proposal.
- () Our proposal is reduced by \$ _____ if we lower the requirements to \$ _____ .
Note: Please note the amendments on a sample insurance certificate and attach it to your proposal.

NOTE: Failure on the part of any bidder to contact his/her insurance carrier to verify that the insurance carried by the bidder meets City of Troy specifications shall result in this proposal being completed incorrectly.

OTHER: Sole proprietors must execute a certificate of exemption from Worker's Compensation requirements or provide proof of Worker's Compensation Insurance. All coverage shall be with insurance carriers licensed and admitted to do business in Michigan and acceptable to the City of Troy.

INSURANCE VERIFICATION: A bidder shall complete the above portion that details additional costs that may be incurred for specified coverage without purchasing the additional coverage prior to proposal submission.

IMPORTANT: A bidder **must** submit with their proposal on the designated opening date and time a letter or insurance certificate from their insurance agent or carrier that the insurance to be supplied will meet specifications. A bidder will be considered non-qualified if an acceptable letter or certificate is not received with the proposal documents.

FINAL INSURANCE CERTIFICATE SUBMISSION:

Prior to Troy City Council approval of a final Agreement, the City of Troy will provide verbal / electronic notification to submit within five (5) days a fully executed insurance certificate(s) in accordance with specifications. The firm will be considered non-responsive and the proposal un-awardable if an acceptable insurance certificate is not received within the specified timeframe.

_____ being duly authorized to execute contracts for _____
(Print Full Name) (Company Name)

hereby acknowledges that once accepted by the Risk Manager, the specified insurance certificate for RFP-COT 09-44 shall remain in full force and effect during the life of the contract.

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: _____

FIRM NAME: _____



SECTION 7: PROPOSAL FORM

The undersigned proposes TO PROVIDE EIGHT (8) YEAR REQUIREMENTS OF GOLF COURSE MANAGEMENT SERVICES FOR BOTH MUNICIPAL CITY OF TROY GOLF COURSES WITH AN OPTION TO RENEW FOR TWO (2) ADDITIONAL FOUR (4) YEAR PERIODS, in accordance with the specifications attached hereto and to be considered an integral part hereof as follows:

FIRM NAME: _____

RETURN SCHEDULE:

PROPOSAL A: Annual Return for Sylvan Glen and Sanctuary Lakes Golf Courses

Operator agrees to pay the City of Troy for the use of the premises the amount listed below. The annual amount of return is to be received by the City as net, free and clear of all costs and charges arising from or relating to said premises, payable in twelve (12) equal payments by the end of each month of operation.

\$ _____ / Annual Return

NOTE: As part of the operational plan, firms must indicate what will be done with the City equipment provided. The City will consider a leasing arrangement, an outright buy and/or no use of City equipment.

OPTIONAL

PROPOSAL B: Operation of Sanctuary Lakes Golf Course ONLY, for thirty (30) years

The undersigned proposes TO PROVIDE THIRTY (30) YEAR REQUIREMENTS OF GOLF COURSE MANAGEMENT SERVICES FOR SANCTUARY LAKE GOLF COURSE, in accordance with the specifications attached hereto and to be considered an integral part hereof as follows:

Operator agrees to pay the City of Troy for the use of the premises the amount listed below for the next twenty-one (21) years. The annual amount of return is to be received by the City as net, free and clear of all costs and charges arising from or relating to said premises, payable in twelve (12) equal payments by the end of each month of operation. The Operator will continue to operate the course starting the 22nd through 30th year with no payment to the City.

\$ _____ / Annual Return for years 1 – 21

FEE SCHEDULE – YEAR 1:

In addition, a copy of your firm’s complete fee schedule listing green fees, cart fees, and all other charges for the first year must be provided. The rate schedule must include resident and non-residents rates. **NOTE:** Rates must be approved by the City prior to the start of each new season.

Fee schedule attached and labeled _____ for identification purposes.



SECTION 8: PROPOSAL TERMS AND CONDITIONS

MANDATORY PRE-PROPOSAL MEETING – SITE INSPECTION:

All bidders **are required to** attend the mandatory pre-proposal meeting in order to examine each location to determine the set-up and facilities that exist. The **pre-proposal meeting is scheduled for TUESDAY, NOVEMBER 17, 2009 starting at 11:30 AM E.S.T. The meeting will begin at Sylvan Glen Golf Course Pro Shop and will proceed to Sanctuary Lakes Golf Course.** This will be the only opportunity for bidders to examine the sites with City staff. If a bidder does not attend the pre-proposal meeting, that bidder will be considered non-responsive and no longer eligible for award.

() Our Firm attended the Mandatory Pre-proposal Meeting on November 17, 2009.

SIGNATURE:

Each authorized representative of the firm must sign the proposal with their usual signature and shall give their full business address. Proposals submitted by partnerships shall be signed with the partnership name by one of the members or by an authorized representative. Proposals by corporations shall be signed with the name of the corporation followed by the signature and designation of the President, Secretary, or other person authorized to bind it in the matter.

RETAIN PROPOSALS:

The City reserves the right to retain all proposals submitted and to use any ideas in the proposals regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the firm of the conditions contained in this RFQ/RFP, unless clearly and specifically noted in the proposal submitted and confirmed between the City of Troy and the firm selected.

LAWS:

All applicable State of Michigan and Federal laws, City and County ordinances, licenses and regulations of all agencies having jurisdiction shall apply to the award throughout and incorporated herein by reference.

ADDITIONAL INFORMATION:

For additional information or questions concerning this project, please contact Ms. Carol Anderson, Parks and Recreation Director, at (248) 524-3488.

AWARD OF CONTRACT:

The evaluation and award of this proposal shall be a combination of factors including, but not limited to: the completion of all information requested and detailed in the RFQ / RFP, evaluation of the return schedule, professional competence, positive references that include evidence of successful operation of at least two (2) similar sized golf courses, understanding of the project, sample business plan included, insurance requirements met, and the correlation of the proposal submitted to the needs of the City of Troy and any other factors considered to be in the best interest of the City of Troy. The intent is to award the contract to one firm.

The City of Troy reserves the right to award to the firm providing the best value proposal, in whatever manner is deemed to be in the City's best interest; to award the proposal to the most effective total package which matches the City's needs; to reject a proposal which contains major deviations from specifications; to accept a proposal which has only minor deviations from specifications; to accept Proposal A and reject optional Proposal B; to accept optional Proposal B and reject Proposal A.

In addition, the City reserves the right to continue the management of golf course operations with City forces and not award a contract, if determined to be in the City's best interest, as it relates to the proposed revenues and debt obligations of the City (see Exhibit F – Debt Schedule).

FIRM NAME: _____



SECTION 8: PROPOSAL TERMS AND CONDITIONS – continued

RIGHT TO REQUEST ADDITIONAL INFORMATION:

The City reserves the right to request any additional information it deems necessary from any firm responding to this RFQ / RFP after the documents have been received.

RIGHT TO NEGOTIATE FINAL AGREEMENT:

The City of Troy reserves the right to negotiate a final written agreement with the highest rated firm. Even though bonds have not been explicitly specified for this contract, the City at its option may require the successful firm to issue performance, labor and materials payment, and maintenance bonds as part of the final Agreement.

CONTRACT DOCUMENT:

After the Troy City Council has approved the award, the City of Troy Purchasing Department will notify the successful firm. The successful firm once notified, will be required to sign the final Agreement form. The proposal documents in conjunction with the Agreement form from the City of Troy will create a bilateral contract between the parties, and the successful firm shall commit to perform the contract in accordance with specifications.

COMMENCEMENT DATE:

The successful firm should assume all operations within ninety (90) days of award unless otherwise agreed upon.

- () Our firm can meet this commencement schedule
- () Our firm cannot meet this commencement schedule but offers:

The City of Troy is the only party to this contract that may authorize amendment of this schedule.

ORDINANCES AND REGULATIONS:

The Operator shall be required to comply with all ordinances, regulations and requirements of the City of Troy and all other laws, regulations, etc. pertinent to the construction and maintenance of all buildings and grounds.

PERMITS:

The Operator will be required to obtain all necessary permits, as required, for construction or maintenance work performed at both facilities. Any fees associated with the permits will be the responsibility of the Operator.

TAXES:

The successful firm will be responsible for all personal property taxes for both City and Operator owned equipment that is utilized under this contract.

FIRM NAME: _____



SECTION 8: PROPOSAL TERMS AND CONDITIONS – continued

SIGNATURE PAGE

ANNUAL RETURN

Amounts quoted shall remain firm for 90 days or contract award, whichever comes first, except the successful firm whose return to the City shall remain the same for the duration of the contract.

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: _____

NOTE: The undersigned has checked carefully the figures bid and understands that he/she shall be responsible for any error or omission in this offer and is in receipt of all addenda as issued.

TAX ID _____

COMPANY _____

ADDRESS _____ CITY _____ STATE _____ ZIP _____

TELEPHONE NUMBER (____) _____ FAX NUMBER (____) _____

REPRESENTATIVE'S NAME _____
(Print)

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: _____

PAYMENT TERMS: _____ EMAIL: _____

COMMENCEMENT DATE: AS SPECIFIED

EXCEPTIONS:

Any exceptions, substitutions, deviations, etc. from City specifications and this proposal must be stated below. The reason(s) for the exception, substitution, and/or deviation are an integral part of this proposal offer:

ACKNOWLEDGEMENT: I, _____, certify that I have read the **Instructions to Bidders** (3 Pages) and that the proposal documents contained herein were obtained directly from the City's Purchasing Department or MITN website, www.mitn.info and is an official copy of the Authorized Version.

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: _____

IMPORTANT: All City of Troy purchases require a **MATERIAL SAFETY DATA SHEET**, where applicable, in compliance with the **MIOSHA "Right to Know" Law**.

NOTE: The City of Troy, at their discretion, may require the bidder(s) to supply a Financial Report from an impartial Financial Credit Reporting Service before award of contract.

U.S. FUNDS: PRICES QUOTED SHALL BE IN U.S. CURRENCY.



**CITY OF TROY
REQUEST FOR PROPOSAL
GOLF COURSE MANAGEMENT SERVICES**

I. OBJECTIVE

The City of Troy is soliciting proposals from experienced and qualified firms to provide management and operation services for the City's two municipal Golf Courses. The following framework and scope are provided only to describe the extent to which the City currently maintains golf operations. Firms may continue the same pattern, or adopt different methods to achieve the same results. This contract will be performance based and the City expects the same level of customer service, maintenance, and appearance of the City's two golf courses as currently achieved by City forces throughout the life of the contract.

II. BACKGROUND

The City of Troy currently owns and operates two (2) Golf Courses, Sylvan Glen and Sanctuary Lakes. The Sylvan Glen Golf Course is an 18 hole course with pro-shop, maintenance and storage buildings. Sanctuary Lake Golf Course is an 18 hole course with pro-shop, driving range, grill and patio, maintenance and storage buildings.

A. Sylvan Glen – 5725 Rochester Road

Built in 1922, Sylvan Glen Golf Course has been owned and operated by the City of Troy-Parks and Recreation Department since 1970. Sylvan Glen is an 18-hole park style golf course with 3-4 sets of tees and tree lined fairways set on approximately 160 acres. The golf course measures 6,686 yards with a course rating of 73.5 and a slope rating of 123.

Greens, tees and fairways are push-up Poa Annuu/Bentgrass mix. Greens are 4.8 acres, averaging approximately 10,500 square feet. Tees are approximately 4 acres and fairways are 21 acres.

The Irrigation System's age is unknown but is estimated that the piping was installed sometime in the mid to late 1960's. All lines are PVC with Spears or Lasco swing joints; conversion from the old quick coupling system to an automated system was installed in 1988. The main line is asbestos-cement which runs from the pump station to the west end of the course. Automation is a single row Toro Varitime II Controller and 16 Satellites. Irrigation heads are Toro 650 and 670. Because the current system is over twenty years old, replacement of worn heads with Toro 855 Series heads has been initiated.

A Watertronix Pump Station was installed in 2006 consisting of a 5 HP Franklin Motor and Gould's submersible sustain pump, including Two 50 HP Variable Speed U.S. Motors and Hydroflo turbine pumps with a design of 1,100 GPM @ 110 PSI pumping from a 20 acre lake.

The golf course underwent an extensive streambank stabilization project in 2006 improving the infrastructure of bridges and the installation of weirs for controlling storm waters. Seven acres of wetlands were created and over 200 native trees and shrubs, along with native wetland plants were planted to enhance the beauty of the project. This work helped to improve the playability of the front nine holes making the course more challenging.

Located on the property is Camp Ticonderoga which leases the building from the City of Troy. Camp Ticonderoga is a full-service restaurant which serves the needs of the golf course cliental as well as the public.



II. BACKGROUND (continued)

B. Sanctuary Lakes Golf Course – 1450 E. South Blvd

Sanctuary Lakes Golf Course, built on an old land-fill, is a full service operation that opened in 2004 and features an 18-hole links style golf course, practice facility, clubhouse with pro-shop and grill-room. Located on approximately 180 acres with a par of 71, a course rating of 71.9 and a slope rating of 133 the course ranges from 4,700 to 6,500 yards.

The undulating sand-based greens are L-93 Bentgrass averaging 7,500 square feet. Tees and fairways are an L-93/Southshore blend. There are 4 sets of tees per hole totaling 5 acres. Fairways are a total of 25 acres.

A 10 acre lake, high in bi-carbonates and extremely high in sodium and chlorides, provides irrigation water to a Flotronix pump station. The Flotronix pump station consists of a 5 HP Balor motor and G&L pump, two (2) 65 HP Balor variable speed motors and Ingersoll-Dresser centrifugal pumps, with a design of 1,250 GPM @ 135 PSI. The infrastructure of the irrigation system consists of HDPE main lines, laterals and Spears swing joints.

The automatic irrigation system is a Toro Network LTC with a TouchNet Central Controller, 855-S heads on greens, tees and fairways. Green surrounds are part-circle 880-S heads. Also included is a Toro Hand Held Radio Interface.

Because the golf course was built in part on a former landfill, all maintenance practices must be in compliance with all state and federal requirements. All subsurface and surface water must be kept on site and run through the designated seasonal wetlands and water bodies before exiting out the south end of the course. Methane gas and water monitoring has to be done twice per year at the various well locations scattered throughout the course according to NTH Consultants LLC specifications.

The practice facility at Sanctuary Lakes offers 70 hitting stations with both natural and artificial hitting surfaces. In addition to the range, there are two practice greens; one that has a practice bunker.

III. PROJECT DESCRIPTION

The City of Troy is interested in proposals that will assume all operations of the golf courses including pro-shop and food operations (Sanctuary Lakes only). Under Proposal A, the successful firm should be ready to assume the day-to-day operations of both golf courses which include:

1. Establishing prices and policies for greens fees, pro-shop items/inventory, restaurant goods, lessons, tournaments, advertising, driving range fees, league operations, hours of operation and all items sold retail to the public.
2. Hiring and firing of adequate, trained, professional, appropriate staff that will implement the policies established within the framework of the contract with the City of Troy.
3. Maintaining all buildings and property/equipment owned by the City of Troy and used by the Operator, except Camp Ticonderoga. Any replacement of equipment is the responsibility of the Operator.



III. PROJECT DESCRIPTION (continued)

4. Maintaining all required licenses for operation including a liquor license and any other required licenses.
5. Marketing the courses, the food operation at Sanctuary Lake, and all activities and facilities to the public.
6. Keeping records of the operation of the golf course in such a fashion that the City can, at any time, audit records to determine that the terms of the contract are being met.
7. Produce daily, monthly and annual reports as required by the City to measure the efficiency and productivity of the Operator that shall include at a minimum the number of rounds played, net receipts and other items as agreed.
8. Assuming existing agreements for leagues, outings, range membership etc., and honoring legitimate existing passes, and coupons to the fullest extent possible. The City will provide the best information available on all such agreements, passes, and coupons.
9. The City will reimburse the Operator at the time of redemption for all gift certificates that were issued prior to the commencement date of the term of this Agreement.
10. The Operator will collect all revenues received at the golf courses (except cell tower lease and Camp Ticonderoga rent).
11. Provide and sell golf merchandise and services, and operate the food and beverage concession at Sanctuary Lakes.
12. Must provide, at his/her own expense, all merchandise, rental clubs, club repair equipment, pull carts, concession supplies, equipment, food and beverages.
13. Janitorial services at all clubhouses and maintenance buildings.

IV. SCOPE OF SERVICES:

A. Managerial Services and Operations

It is the intent of these specifications to grant to the Proposer the right to manage, operate and maintain the Sylvan Glen and Sanctuary Lakes Golf Courses in the City of Troy. The golf courses are located at 5725 Rochester Road, Troy, MI 48085 and 1450 South Boulevard, Troy, MI 48085 respectively.

The successful firm should assume all operations within ninety (90) days of award unless otherwise agreed upon.

The Operator shall have an experienced manager or managers on the premises at all times. Should any vacancy occur in the position of course manager or course maintenance superintendent, Operator will advise the City in writing fifteen (15) days in advance of hiring as to the identity and the qualifications of any person whom the operator intends to place in such vacant position. The City reserves the right, at its sole discretion, to disapprove any such selection.



IV. SCOPE OF SERVICES:

A. Managerial Services and Operations (continued)

Conduct of the employees of the Operator shall be subject to reasonable regulation by the City. All employees shall observe all the graces of personal grooming.

Operator shall observe and comply with all of the City's existing policies concerning advance registrations, outings, leagues, discounts, use of the City's golf courses by juniors, high school and college students and seniors, and starter services. Operator shall not change any of said policies nor institute new policies without first obtaining the written consent of the City.

1. Professional Shop Operations and Revenue

The Operator shall display and maintain a professional shop inventory comparable to other 18-hole golf courses of golfing equipment and apparel which shall be offered for sale to the public and, in particular, to patrons of the golf courses at prices reasonable and comparable to prices being paid for equipment, supplies and apparel in other golf courses in this locality.

The Operator agrees to refrain from the sale or rental of any item identified as prohibited by the City and to sell or rent only those categories of merchandise and equipment recommended by the City. The Operator agrees to maintain an adequate supply of any merchandise which is deemed necessary to accommodate golf patrons. The Operator will ensure that all merchandise and services offered to the public are of acceptable quality and are safe and clean.

Revenue from current professional shop operations is shown in Exhibits A-1 and A-2.

2. Food and Beverage Operations and Revenue

The City currently has existing contracts with a vendor at Sylvan Glen (Camp Ticonderoga) and is not a part of this proposal. All food and beverage services at Sanctuary Lake are part of this proposal.

Revenue from current food operations is shown in Exhibit E.

3. Green Fees and Related Charges

All prices charged including, but not limited to, green fees, driving range fees, merchandise, cart rentals and food and beverage sales will be posted on the premises at those locations where such fees are normally paid.

Proposal should state the proposed green fees, cart fees, and all other charges for the first year.

All fees and charges shall be comparable with those charged by comparable public golf courses in Michigan.

4. Inspections/Review Procedures

For the purpose of inspection, the City reserves the right to enter upon any part of the premises at any time during the period that part of the golf course is open.

Scheduled inspections will be conducted by authorized City personnel.



IV. SCOPE OF SERVICES:

A. Managerial Services and Operations (continued)

5. Utilities

Operator shall pay, before delinquency, all charges for utilities, including electricity, gas, heating, cooling, refuse, water/sewer, cable TV and telephone.

6. Other City Policies

- a. The City does permit alcohol sales on both golf courses. Sales at Sylvan Glen are the responsibility of the Camp Ticonderoga operator.
- b. The City does not permit players to bring their own beer to the course for consumption during play.
- c. The City permits players electing to do so to use pull carts or carry their clubs while playing the course at Sylvan Glen. Golf carts are required at Sanctuary Lakes.
- d. Current rate schedules are included in Exhibit B.

7. Reports

Monthly reports of activities shall be submitted to the Parks and Recreation Director by the 15th of each month. Reports can be in the form developed by the Operator and approved by the Parks and Recreation Director. Reports to be submitted include but are not limited to the following:

- a. Gross Revenue Statement
- b. Sales Tax Report
- c. Staff Vacancies
- d. Maintenance Conditions Report

Within 90 days after each fiscal year an annual report of the golf course activities, revenues, improvements and conditions must be prepared by the Operator for review by the City and will include but are not limited to the following:

- a. Revenue Report
- b. Capital Improvement Status
- c. Equipment Inventory
- d. Organizational Chart
- e. Rounds of Golf Report

Said statement shall be certified as true, accurate and complete by the Operator, by and through a duly authorized independent Certified Public Accountant.



IV. SCOPE OF SERVICES:

A. Managerial Services and Operations (continued)

8. Records, Accounts and Audits

The Operator shall keep on the Premises, or such other place within Oakland County, Michigan approved by the City, true, accurate and complete records and accounts of all sales, rentals and business being transacted upon or from the Premises and shall give the City access during reasonable business hours and upon three (3) business days' notice to examine and audit such records and accounts. Such records shall be maintained as an independent certified public accountant would need to examine in order to certify a statement of Operator's gross receipts pursuant to generally accepted auditing standards. The City's Auditor or his designee shall have the right, during regular business hours and upon three (3) business days' notice and upon the City's written request to the Operator, to audit, inspect, examine and copy the Operator's fiscal and financial records, books, ledgers, statements, reports, tax returns and documents relating to this agreement and the Operator's revenues there under throughout the term of this agreement and for three (3) years following its expiration or cancellation. The Operator agrees to have such audit(s) conducted at such locations within Oakland County, Michigan as are mutually convenient to the parties.

9. Closing of Facilities

If closure of the facilities is due to fire damage, flood, civil disorder, acts of God, etc., to some, but not all, of the facilities, the City will allow prorated adjustment of monthly payments up to the time the damage is repaired.

Payment shall be continuous and uninterrupted and any adjustment shall be made by a credit applied to the monthly payment. No prorated adjustment will be made for closings of three (3) consecutive days or fewer or those closings where there is not agreement by the City to close.

B. Maintenance and Repairs

The Operator shall, to the satisfaction of the City, provide normal and routine maintenance of the courses and facilities, designed to keep the premises and equipment in a good state of repair, free from hazardous conditions and deterioration, thus providing for the comfort and safety of visitors and patrons. The standard to be used shall be consistent with the current conditions and Municipal Golf Course operations.

The City may retain a golf course consultant to evaluate the course. Course deficiencies, will be reported in writing to the operator. Operator will respond within 15 days and must take action to correct the deficiencies within 10 days of the response or the City may take action to correct the deficiencies at the Operator's expense.

1. Trash, Rubbish and Garbage Removal

The Operator shall provide, at his expense, all garbage, trash and rubbish receptacles within the confines of his area, and shall provide a sufficient number of these receptacles for his own use and for the use of the public. Dumping of receptacles and removal of trash, rubbish and garbage shall be the responsibility of the Operator. The City will provide dumpster service for the receptacles which will be included in the monthly utility bill.



IV. SCOPE OF SERVICES:

C. Equipment

The Operator must provide, install and maintain at his/her own cost and expense, all equipment required to operate the golf courses, including any City equipment utilized by him/her upon execution of the Agreement. The Operator shall maintain all equipment, furnishings and fixtures during the term of this Agreement at his/her sole cost and expense.

1. Furniture, Fixtures and Equipment

The Operator will be required to repair and maintain, at his own cost and expense, all equipment and furnishings according to reasonable standards acceptable to the City. Further, the Operator will furnish, at his own cost and expense, all expendable equipment necessary for the successful operation of the course and shall replace at his/her own expense any equipment provided under the Agreement, which has been destroyed or damaged, with like equipment. Operator will submit to the City an annual inventory of F/F/E.

2. Other Equipment

The successful bidder will be required to provide, at his own expense, such equipment as may be necessary to provide services consistent with the policies established by the City. Any additional equipment and facilities deemed necessary by the Operator for the conduct of his operation shall be provided by him/her at his/her own expense and shall be subject to approval by the City.

D. Facilities

Operator acknowledges it is receiving management control of the premises and personal property in good order and sanitary condition. Operator assumes sole responsibility for maintenance and repair of all buildings and other improvements on the premises (with the exception of those items listed under Item D.2. Parking Lots) and the Operator will maintain the premises in good order and in sanitary and safe condition. The City will require the operator to make necessary repairs to meet all code requirements and correct any obvious defects.

1. Service Time and Area of Service

Services shall be offered to the public at all times when a reasonable demand for such services exists, at least between sunrise and sunset. It is expected that the course and food service will be closed from mid-November to mid-March, although at the operator's discretion, the course can remain open.

A list of charges to be made for all services by the Operator shall be prominently displayed. Personnel must be available to rent carts during the same time period the course is considered to be in operation. The Operator shall be responsible to the City for satisfactory and courteous operation. Rental fees for 2008-2009 are shown in Exhibit B.



IV. SCOPE OF SERVICES:

D. Facilities (continued)

2. Parking Lots

City Responsibilities:

- Both Sylvan Glen and Sanctuary Lakes parking lot infrastructure
- Sylvan Glen snow removal services.

Operator Responsibilities:

- Sanctuary Lakes snow removal services.
- Daily maintenance of both facilities parking lots with the exception of snow removal at Sylvan Glen.

3. Golf Carts – Usage Regulations, Storage and Maintenance:

The following shall apply to golf cart rentals: The carts at Sanctuary Lakes are owned by the City. The carts at Sylvan Glen are on a lease to own payment plan and will be fully owned December 2011. Replacement and repair of carts during the contract period shall be the responsibility of the contractor. Firms must include in their operational plan their intent to keep or return the golf carts to the City at the end of the contract.

Carts will not be permitted to operate on the golf courses at such times the Operator decides the golf traffic might be injurious to the playing surfaces.

Carts shall not be permitted on tees, greens, mounds, or other posted areas. Notice to this effect must be posted in all carts; this is the responsibility of the Operator. Carts will not be used outside the premises of the golf courses. Storage of carts shall be accommodated in the cart areas.

The carts shall, at all times, be maintained in top operating condition and appearance. Each golf cart shall undergo a major overhaul, yearly, which may include painting, reworking upholstery and replacement of those parts necessary to insure proper operation as needed, including batteries.

E. Capital Improvement Plan

The City expects the operator to make capital improvements to improve course conditions, safety, speed of play and aesthetics during the contract period. All capital improvement designs shall be subject to prior approval by the City and shall be subject to City standards and specifications. Proposer is to provide a capital improvement plan for the course.

During the term of this Agreement, the Operator will finance and construct capital improvements as provided for and agreed upon as part of the agreement. In planning and making capital improvements, the operator will seek to attain standards comparable to those achieved at other public municipal golf courses.

1. Ownership of Capital Improvements

All capital improvements, alterations or additions shall be made at the Operator's sole expense and shall become the property of the City upon termination of his/her Agreement. The Operator will provide the City with as-built plans for any structural capital improvements or for any underground irrigation system that may be installed.



IV. SCOPE OF SERVICES:

E. Capital Improvement Plan (continued)

2. Plan Approval

The Operator shall submit to the City an annual program, with estimated worth stated, identifying what capital improvements the Operator proposes to implement during the next succeeding Operational Year. The City shall have thirty (30) days in which to accept or reject the Operator's proposed annual implementation program.

3. Alterations of Premises

No alterations or additions shall be made to the premises, or any part thereof, without first having obtained the written consent of the City or its authorized representative. Authorized alterations or additions shall be made at the Operator's expense and shall become the property of the City of Troy at the termination of the Agreement.

4. Liens

The Operator shall not have the right to create or permit the creation of any lien(s), which attach to the interest in the premises as a result of any construction of capital improvements, alterations or additions.

5. Course Closure

In implementing the capital improvements the Operator will make every effort to avoid closing portions of the golf course. Closure of the course for the purpose of performing capital improvements or for any other purpose will require the City's advance written approval, except in those instances when unanticipated emergency improvements must be made immediately in order to protect life or property or if such closure should result from acts of force majeure.

F. Golf Course Maintenance – Sylvan Glen Golf Course

The following are the procedures currently practiced by the City for maintaining Sylvan Glen Golf Course. The successful Firm is responsible for providing their own maintenance plan/ policy that will provide the same or improved level of appearance and play as is currently provided by the City.

1. Greens, Practice Putting Greens and Nurseries

Fungicide

The City currently utilizes a preventative fungicide program for all greens, tees and fairways for the prevention of all applicable diseases associated with Poa annua/Bentgrass combinations.

Mowing

Daily except during cold periods then two to four times per week. Mowing height .125 to .145.

Cup Locations

Change cup locations on all greens and practice putting greens every other day during the active season. Cup locations are moved at least twenty feet from the previous placement. Must use hole target rings to help maintain a clean cup edge.

Repair

Repair Ball marks daily. Divots or any other damaged turf on all greens and practice Greens must be repaired immediately.



IV. SCOPE OF SERVICES:

F. Golf Course Maintenance – Sylvan Glen Golf Course

1. Greens, Practice Putting Greens and Nurseries (continued)

Aerification

The City core aerifies all greens, practice putting green and nursery three times per year during the growing season. Removes cores; applies heavy topdressing with straight TDS-60 sand, sand is dragged into holes until completely filled. The City deep tine aerifies twice per year with Soil Reliever using ½” tines, 2x2 spacing to an 8” to 10” depth in June and November.

Topdressing

The City topdresses all greens, practice putting green and nursery bi-weekly to combat organic matter and provide a smooth putting surface. TDS-60, topdress material is currently purchased through Sand Sales Inc. The City verticuts all greens prior to topdressing, then drags sand in with a mat or brush.

Fertilizing

Greens are fertilized ½ lb. N/1,000 sq.ft. per month with a quick release granular fertilizer through the months of April to October. Foliar applications of 0.1 lb. N/1,000 sq.ft. sprayed bi-weekly (March-April-May-Sept.- Oct.). Weekly Foliar applications of 0.1 lb. N/1,000 sq. ft. June, July and August. Applications of micronutrients are based on soil test results and recommendations. Applications of potassium are 7-8 pounds annually.

Soil Samples

Taken on an annual basis on three greens, three tees and three fairways on a rotating schedule.

Weed Control

All greens, practice putting green and nursery are maintained free of foreign grasses and weeds. In the Spring of each year applications of Primo-Proxy are applied for the prevention of Poa annua seed head formation.

Insecticides

All greens, practice putting green and nursery are treated on a preventative basis. Curative only if necessary.

2. Tees – All Areas Used for Teeing Surface

Mowing

Every other day during the growing season. All tees are mowed at ½”.

Set-Up

Tee markers and all tee equipment are moved daily for proper teeing and turf wear. Ball washers and trash containers are serviced daily.



IV. SCOPE OF SERVICES:

F. Golf Course Maintenance – Sylvan Glen Golf Course

2. Tees – All Areas Used for Teeing Surface (continued)

Weed Control

Tees are kept 100% free of weeds and undesirable grasses by the proper application of herbicides.

Aerification

All tees are aerified three times per year using 5/8" hollow tines at 2x2 spacing.

Fertilization

All tees are fertilized three times per year using a 1 to 1 N to K ratio. Micro-nutrients to be applied as dictated by soil analysis results and recommendations.

Divots

Divots on all tees are filled by hand weekly with a 70-30 soil mix and Alpha Bentgrass seed. All tee and fairway yardage markers and GAM markers are trimmed monthly.

Topdressing

Tees are verticut and topdressed monthly with a 70-30 mix.

3. Fairways – All Areas of Play Except Greens, Tees and Roughs:

Mowing

Every other day during the growing season. All fairways are maintained at a height of 1/2" during the growing season.

Aerification

All fairways are aerified a minimum of three times per year using 3/4" hollow tines. Cores chopped, drug and tufts blown.

Fertilization

All fairways are fertilized a minimum of three times per year with each application being a 4-1-4 applied at 1 1/4 LB. Nitrogen per 1,000 sq. ft.

Weed Control

Fairways are kept 100% weed free by the proper application of herbicides.

4. Bunkers

Maintenance

Raked daily, edged and trimmed monthly, sand added as needed, keep free of weeds, grasses and debris.



IV. SCOPE OF SERVICES:

F. Golf Course Maintenance – Sylvan Glen Golf Course (continued)

5. Planters, Flower Beds and Landscapes

Clean-Up

All planters, flower beds and landscapes are maintained free of trash and debris such as paper, drinking cans, bottles, fallen limbs and leaves.

Weed Control

All planters, flower beds and landscapes are maintained free of weeds and grasses whether by mechanical or chemical means. Adequate amounts of woodchips should be maintained in beds at all times to prevent weed and grass infestation and maintain aesthetics.

Trimming

The plant material (trees, shrubbery, flowers and ground covers) in planters, flower beds and landscapes are trimmed for protection from wind, insect damage, and for appearance.

Flower Planting and Fertilization

All designated flower bed areas on and around the course are planted with annual, bi-annual or perennial flowers at the discretion of the City. Fertilization is done at the time of planting and monthly thereafter during the growing season.

6. Trees – All Trees Within the Property Lines of the Course

Staking

All trees are staked as necessary to protect and establish sufficient size to stand unassisted.

Pruning

All trees are pruned for protection from wind and pests as well as for appearance.

Irrigation

All trees are watered as necessary to provide adequate moisture for proper growth.

Mowing

Large area mowers should not be used within one foot of the trunk. Girdling from string-line trimmers will not be tolerated.

Removal and Replacement

All damaged trees, for whatever cause, should be removed immediately and replaced within thirty days.



IV. SCOPE OF SERVICES:

F. Golf Course Maintenance – Sylvan Glen Golf Course (continued)

7. Irrigation – All Equipment Required to Irrigate All Areas of the Golf Course

Repair or replace all heads, valve controller, wiring, and pipe as needed to maintain the proper operation of the entire golf course irrigation system (including greens, tees, fairways, roughs, planters, flower beds, etc.) on an on-going basis.

The golf course shall be irrigated as necessary to support proper growth of the turf. Bi-monthly edging and trimming takes place on all irrigation heads, isolation valves, splice boxes, and quick couplers.

Drainage Systems

All existing drain lines and fixtures should be maintained in working order at all times. Drain line risers are edged and trimmed monthly.

8. Miscellaneous Items

Wetlands

All designated wetlands on property are and must be maintained according to the permitting process as established by the Michigan Department of Environmental Quality.

Certification

Status of Certification in the Michigan Environmental Stewardship Program must be maintained and all requirements for recertification must be met.

Winter Activities

The golf course is used as a site for winter activities. Cross Country ski trails and a sled hill are maintained during the winter months, weather permitting.

Golf Course Infrastructures

All appurtenances are maintained in good working order at all times, examples include all bridges, tee consoles, restrooms, drinking fountains, etc.

Cart Paths

All cart paths are maintained, asphalt paths are free of debris, cracks or potholes repaired, etc. Gravel paths are graded monthly, and free of potholes. Traffic rope and stakes as needed on worn areas to maintain turf quality.

Non-Play Areas

Weekly mowing and trimming throughout the course, club house, parking lot, outside fence lines along Rochester and Square Lake Roads. Edging of all sidewalks and curbs monthly.



IV. SCOPE OF SERVICES (continued)

G. Golf Course Maintenance – Sanctuary Lakes Golf Course

The following are the procedures currently practiced by the City for maintaining Sanctuary Lakes Golf Course. The successful Firm is responsible for providing their own maintenance plan/ policy that will provide the same or improved level of appearance and play as is currently provided by the City.

1. Golf Course Maintenance: Greens, Practice Putting Greens and Nurseries

Fungicides:

A pre-approved preventative fungicide program is currently used for greens, tees, fairways, driving range and driving range tee for the prevention of all applicable diseases associated with bentgrass surfaces. Exception to above prescribed program:

SHADE PROGRAM:

For Greens- #10-#14-#15:	Bi-monthly Applications of:
For Tees- #3-#11-#15-#16:	Alliette Signature: #11/Acre
For Fairways- #14-#15:	Iprodione: 4oz./1,000 sq. ft.
For Approaches- #10-#14-#15:	Floradox Pro: 5oz./1,000 sq. ft.
	Perk-up: 3oz./1,000 sq. ft.
	ProteSyn: 5oz./1,000 sq. ft.

Mowing

Daily except during cold periods then two to four times per week. Mowing height .130.

Cup Locations

Change cup locations on all greens and practice putting greens every other day during the active season. Cup locations are moved at least twenty feet from the previous placement. Must use hole target rings to help maintain a clean cup edge.

Repair

Repair ball marks daily. Divots or any other damaged turf on all greens and practice Greens to be repair immediately.

Aerification

The City core aerifies all greens, practice putting green and nursery two times per year during the growing season. Removes cores; applies heavy topdressing with straight TDS-60 sand. Drags sand into holes until completely filled. The City solid tine aerifies the months of June thru August. Due to the poor quality of the irrigation water, follows up aerification with:

GREENS FLUSHING & AMENDMENTS:

Calcitic Lime: #10/1,000 sq. ft.
 Calphlex: 10oz./1,000 sq.ft.
 Pervade: 2oz./1,000 sq. ft.
 Flush greens for 45 minutes, follow-up one week later with Solu-Cal.



IV. SCOPE OF SERVICES:

G. Golf Course Maintenance – Sanctuary Lakes Golf Course

1. Greens, Practice Putting Greens and Nurseries (continued)

Topdressing

Topdress all greens, practice putting green and nursery bi-weekly to combat organic matter and a smooth putting surface. TDS-60 topdress material is currently purchased through Sand Sales Inc. The City verticuts all greens prior to topdressing, then drags sand in with a mat or brush.

Fertilizing

Greens are fertilized monthly with #3/4 Lb. of N&K/1,000 sq.ft. (May thru Sept.). Foliar applications bi-monthly of #0.1 N&K/1,000 sq. ft. (March thru May). Weekly foliar applications of #0.1 N&K/1,000 sq. ft. (June thru Sept.).

Soil Samples

Taken on an annual basis on three greens, three tees and three fairways on a rotating schedule.

Weed Control

All greens, practice putting green and nursery are maintained free of foreign grasses and weeds. The City continues Poa annua eradication program, and at no time does infestation exceed 10% on all greens, tees and fairways.

Insecticides

All greens, practice putting green and nursery are treated on a preventative basis. Curative only if necessary.

2. Tees Including Driving Range Tee – All Areas Used for Teeing Surface

Mowing

Every other day during the growing season. All tees are mowed at 1/2".

Set-up

Tee markers and all tee equipment are moved daily for proper teeing and turf wear. Ball washers and trash containers are serviced daily.

Weed Control

Tees and driving range tee are kept 100% free of weeds and undesirable grasses by the proper application of herbicides.

Aerification

All tees are aerified three times per year using 5/8" hollow tines at 2x2 spacing. Solid tine aerification is done once per month in June thru August, followed up with monthly applications of:

Foliar applications of - Calphlex: 3oz./1,000 sq.ft.
Pervade: 2oz./1,000 sq. ft.
Calcitic Lime: #15/1,000 sq.ft.



IV. SCOPE OF SERVICES:

G. Golf Course Maintenance – Sanctuary Lakes Golf Course

2. Tees Including Driving Range Tee – All Areas Used for Teeing Surface (continued)

Fertilization

All tees are fertilized three times per year using a 1 to 1 N to K ratio. Micro-nutrients to be applied as dictated by soil analysis results and recommendations. Driving range tee are fertilized bi-monthly using a starter fertilizer in addition to regular fertilizations.

Divots

Divots on all tees are filled by hand weekly with a 70-30 soil mix and Alpha Bentgrass seed. Driving range tee divots are filled and seeded daily. All tee and fairway yardage markers and GAM markers are trimmed monthly.

Topdressing

Tees and driving range tee are verticut and topdressed monthly with a 70-30 mix.

3. Fairways & Driving Range – All Areas of Play Except Greens, Tees and Roughs

Mowing

Every other day during the growing season. All fairways are maintained at a height of ½” during the growing season. Driving Range mowed twice per week, height 2 inches.

Aerification

All fairways and range are aerified a minimum of two times per year using ¾” hollow tines. Cores chopped, drug and tufts blown. Solid tined or sliced June, July and August, followed up with:

Foliar Applications: Calphlex- 3oz./1,000 sq. ft.
Pervade- 2oz./1,000 sq. ft.
Calcitic Lime: #10/1,000 sq. ft.

Driving Range: #25 Hi Cal Lime/1,000 sq. ft. mid-season

Fertilization

All fairways, driving range and roughs are fertilized a minimum of three times per year with a 1 to 1 N to K fertilizer # 1.25 N&K/1,000 sq. ft. Minor nutrients to be dictated by soil analysis results and recommendations.

Weed Control

Fairways, driving range and roughs are kept 100% weed free by the proper application of herbicides.

Insecticides

For fairways and driving range as needed.



IV. SCOPE OF SERVICES:

G. Golf Course Maintenance – Sanctuary Lakes Golf Course (continued)

4. Planters, Flower Beds and Landscapes

Clean-Up

All planters, flower beds and landscapes are maintained free of trash and debris such as paper, drinking cans, bottles, fallen limbs and leaves.

Weed Control

All planters, flower beds and landscapes are maintained free of weeds and grasses whether by mechanical or chemical means. Adequate amounts of woodchips should be maintained in beds at all times to prevent weed and grass infestation and maintain aesthetics.

Trimming

The plant material (trees, shrubbery, flowers and ground covers) in planters, flower beds and landscapes are trimmed for protection from wind, insect damage, and for appearance.

Flower Planting and Fertilization

All designated flower bed areas on and around the course are planted with annual, bi-annual or perennial flowers at the discretion of the City. Fertilization is done at the time of planting and monthly thereafter during the growing season.

5. Trees – All Trees Within the Property Lines of the Course

Staking

All trees are staked as necessary to protect and establish sufficient size to stand unassisted.

Pruning

All trees are pruned for protection from wind and pests as well as for appearance.

Irrigation

All trees are watered as necessary to provide adequate moisture for proper growth.

Mowing

Large area mowers should not be used within one foot of the trunk. Girdling from string-line trimmers will not be tolerated.

Removal and Replacement

All damaged trees, for whatever cause, should be removed immediately and replaced within thirty days.



IV. SCOPE OF SERVICES:

G. Golf Course Maintenance – Sanctuary Lakes Golf Course (continued)

6. Irrigation – All Equipment Required to Irrigate All Areas of the Golf Course

Repair or replace all heads, valve controller, wiring, and pipe as needed to maintain the proper operation of the entire golf course irrigation system (including greens, tees, fairways, roughs, planters, flower beds, etc.) on an on-going basis.

The golf course shall be irrigated as necessary to support proper growth of the turf. Bi-monthly edging and trimming takes place on all irrigation heads, isolation valves, splice boxes, and quick couplers.

Drainage Systems

All existing drain lines and fixtures should be maintained in working order at all times. Drain line risers are edged and trimmed monthly.

7. Driving Range Target Greens

Mowing

Mow twice per week at ½ inch.

Weed Control

Driving range target greens are kept 100% weed free by the proper application of herbicides.

Insecticides

As needed to maintain quality turf.

Fungicides

Fungicide applications as needed to maintain quality turf and a visual target green.

8. Driving Range Attendants

See Attachment A.

9. Miscellaneous Items

Special Conditions

Sanctuary Lakes having been built on a former landfill, all maintenance practices on the course must be in compliance with all State and Federal Rules and Regulations.

Wet Lands

Phragmites shall be maintained no higher than three foot at all times between the tees and fairways on Holes #3 & #16 for safety purposes. Must keep clean all surface drains and culverts in wetland areas and throughout the course.

Lake and Water Bodies on Course

Maintain water bodies free of aquatic weeds and algae throughout the course. This includes Sanctuary Lakes, #9 pond, and the ponds on Holes #3 and #16. Operator shall maintain and trim hazard stakes around water bodies.



IV. SCOPE OF SERVICES:

G. Golf Course Maintenance – Sanctuary Lakes Golf Course

9. Miscellaneous Items (continued)

Non-Play Areas

The City mows and trims weekly throughout the course, club house, parking lot, outside fence lines along South Boulevard, Ravenna and behind houses on Shoreline Drive. Edging of all sidewalks and curbs is done monthly.

Fescue (Heather)

Fertilize once per year using an agriculture grade 1-1-1 ration fertilizer. Spot treat with herbicide in spring, mow Phragmites monthly.

Cart Paths

All cart paths are maintained, asphalt paths are free of debris, cracks or potholes repaired, etc. Gravel paths are graded monthly, and free of potholes. Traffic rope and stakes as needed on worn areas to maintain turf quality.

Golf Course Infrastructures

All appurtenances are maintained in good working order at all times, examples include all bridges, tee consoles, restrooms, drinking fountains, etc.

Certification

Status of Certification in the Michigan Environmental Stewardship Program must be maintained and all requirements for recertification must be met.

Bunker Maintenance (including Waste Bunkers)

The City rakes daily, edges and trims monthly, and adds sand as needed to keep free of weeds, grasses and debris. Fly-mow and weedy banks are done monthly. Waste Bunkers on #4 & #14 raked every other day.

Methane Vent Pipes

The City repairs or replaces turbine vents on top of stacks, repair or replace lattice as needed. Operator must ensure vents are functioning at all times.

Methane Gas and Water Well Monitoring

Operator must follow NTH Consultants, Ltd. specifications and recommendations on bi-annual methane gas and water monitoring. Should mow and trim maintenance trails to and around well ports located throughout the course.

H. Fences – All fence block or chain link, on or within the boundaries of the golf courses

Repair all broken or damaged fencing. Necessary repairs or replacement of all fences, gates and locking devices needed for the protection of the golf courses or equipment should be done immediately.

ATTACHMENT - A SANCTUARY LAKES DRIVING RANGE ATTENDANT

The condition and playability of the practice range is extremely important to our customers. In order to attract golfers to the practice facility, the facility must offer the golfer an experience while at the same time hopefully improving his/her game. Therefore, a Driving Range Attendant has been provided throughout the daylight hours of the facilities operations. The proposal should include a range maintenance plan/ policy that will provide the same or improved level of appearance and play as is currently provided by the City.

Daily Range Tee Set-up:

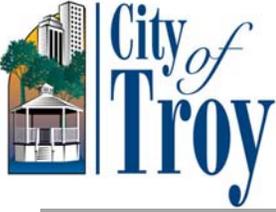
- Set-up Stations
- Wipe down and realign chairs and bag racks
- Police area
- Check and fill ball machine
- Collect and stack baskets

Agronomic Duties:

- Mow range tee
- Top-dress and seed worn areas
- Apply fertilizer
- Hand water or set-up sprinkler stands on newly seeded areas
- Assist in other cultural practices

Other Duties:

- Police range
- Pick range balls
- Wash range balls
- Keep ball machine filled
- Assist clients
- All balls on range must be picked clean nightly



SECTION 11: FORMS

Legal Status of Bidder:

The Bidder shall fill out the appropriate form and strike out the other two:

A **corporation** duly organized and doing business under the laws of the State of _____ for whom
_____, bearing the office title of _____, whose
signature is affixed to this proposal, is duly authorized to execute contracts.

A **partnership**, all members of which, with addresses, is:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

AN **INDIVIDUAL**, WHOSE SIGNATURE IS AFFIXED TO THE PROPOSAL:

_____	_____
-------	-------



SECTION 11: FORMS - continued

**CITY OF TROY
OAKLAND COUNTY, MICHIGAN
NON-COLLUSION AFFIDAVIT**

TO WHOM IT MAY CONCERN:

_____, being duly sworn deposed, says that he
(Print Full Name)

is _____. The party making the foregoing proposal or bid,
(State Official Capacity in Company)

that such bid is genuine and not collusion or sham; that said bidder has not colluded, conspired, connived, or agree, directly or indirectly, with any bidder or person, to put in a sham bid or to refrain from bidding and has not in any manner directly or indirectly sought by agreement or collusion, or communication or conference, with any person to fix the bid price or affiant or any other bidder, or to fix any overhead, profit, or cost element of said bid price, or that of any other bidder, or to secure the advantage against the City of Troy or any person interested in the proposed contract; and that all statements contained in said proposal or bid are true.

SIGNATURE OF PERSON SUBMITTING PROPOSAL

NOTARY'S SIGNATURE

Subscribed and sworn to before me this
_____ day of _____, 20__ in
and for _____ County.

My commission expires:



SECTION 12: ATTACHMENTS

GOLF COURSE MANAGEMENT SERVICES

Section 12: Attachments

- Attachment 1: Exhibit A-1 Budget Performance Report – Sanctuary Lakes- 8 Pages
- Attachment 2: Exhibit A-2 Budget Performance Report – Sylvan Glen – 8 Pages
- Attachment 3: Exhibit A-3 2009 / 2010 Budget – 8 Pages
- Attachment 4: Exhibit B 2009 Fees – 1 page
- Attachment 5: Exhibit C Operations Summary – 1 Page
- Attachment 6: Exhibit D-1.1 Equipment Inventory – Sanctuary Lakes – 1 Page
- Attachment 7: Exhibit D-1.2 Hand Tool Inventory – Sanctuary Lakes – 1 Page
- Attachment 8: Exhibit D-1.3 Accessories Inventory – Sanctuary Lakes – 1 Page
- Attachment 9: Exhibit D-1.4 Building Inventory – Sanctuary Lakes – 1 Page
- Attachment 10: Exhibit D-1.5 Assets – Sanctuary Lakes – 3 Pages
- Attachment 11: Exhibit D-2.1 Equipment Inventory – Sylvan Glen – 2 Pages
- Attachment 12: Exhibit D-2.2 Hand Tool Inventory – Sylvan Glen – 2 Pages
- Attachment 13: Exhibit D-2.3 Accessories Inventory – Sylvan Glen – 1 Page
- Attachment 14: Exhibit D-2.4 Building Inventory – Sylvan Glen – 1 Page
- Attachment 15: Exhibit D-2.5 Assets – Sylvan Glen – 2 Pages
- Attachment 16: Exhibit E Food and Beverage Sales at Sanctuary Lakes – 1 Page
- Attachment 17: Exhibit F Debt Schedule
- Attachment 18: Sample Insurance Certificate – 1 Page
- Attachment 19: Statement of No Interest – 1 Page

CITY OF TROY - LIVE
Budget Performance Report

From Date: 7/1/2008 To Date:6/30/2009

	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
Fund: 583 Sanctuary Lake Golf Course									
Revenue									
Department: 000 Revenue									
4642 Sales	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4642-065 Sales - Merchandise	\$38,500.00	\$0.00	\$38,500.00	\$5,192.14	\$0.00	\$24,300.46	\$14,199.54	63%	\$0.00
4642-070 Sales - Miscellaneous	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Rollup Account 4642 Sales totals:	\$38,500.00	\$0.00	\$38,500.00	\$5,192.14	\$0.00	\$24,300.46	\$14,199.54	63%	\$0.00
4651 Use and Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4651-020 Use and Administration - Cart Rentals	\$420,000.00	\$0.00	\$420,000.00	\$57,479.00	\$0.00	\$313,062.00	\$106,938.00	75%	\$0.00
4651-030 Use and Administration - Golf Fees	\$800,000.00	\$0.00	\$800,000.00	\$90,886.00	\$0.00	\$474,132.00	\$325,868.00	59%	\$0.00
4651-060 Use and Administration - Driving Range	\$106,000.00	\$0.00	\$106,000.00	\$19,671.00	\$0.00	\$78,049.31	\$27,950.69	74%	\$0.00
4651-070 Use and Administration - Lessons	\$37,000.00	\$0.00	\$37,000.00	\$3,289.00	\$0.00	\$28,708.00	\$8,292.00	78%	\$0.00
Rollup Account 4651 Use and Administration totals:	\$1,363,000.00	\$0.00	\$1,363,000.00	\$171,325.00	\$0.00	\$893,951.31	\$469,048.69	66%	\$0.00
4667 Rent Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4667-090 Rent Income - Restaurant	\$10,000.00	\$0.00	\$10,000.00	\$0.00	\$0.00	\$5,441.00	\$4,559.00	54%	\$0.00
Rollup Account 4667 Rent Income totals:	\$10,000.00	\$0.00	\$10,000.00	\$0.00	\$0.00	\$5,441.00	\$4,559.00	54%	\$0.00
4669 Investment Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4669-020 Investment Income - Investment Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Rollup Account 4669 Investment Income totals:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4676 Reimbursements	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4676-010 Reimbursements - Reimbursements	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Rollup Account 4676 Reimbursements totals:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00

CITY OF TROY - LIVE

Budget Performance Report

From Date: 7/1/2008 To Date:6/30/2009

	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
4693 Gain on Sale-Dep Capital Assets	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4693-100 Gain on Sale-Dep Capital Assets - Cash/Clearing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4693-200 Gain on Sale-Dep Capital Assets - Proceeds from Disposition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Rollup Account 4693 Gain on Sale-Dep Capital Assets totals:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4694 Cash Over or Short	\$0.00	\$0.00	\$0.00	\$83.88	\$0.00	\$216.16	(\$216.16)	+++	\$0.00
Department: 000 Revenue totals:	\$1,411,500.00	\$0.00	\$1,411,500.00	\$176,601.02	\$0.00	\$923,908.93	\$487,591.07	65%	\$0.00
Revenue Totals	\$1,411,500.00	\$0.00	\$1,411,500.00	\$176,601.02	\$0.00	\$923,908.93	\$487,591.07	65%	\$0.00
Revenue Totals:	\$1,411,500.00	\$0.00	\$1,411,500.00	\$176,601.02	\$0.00	\$923,908.93	\$487,591.07	65%	\$0.00
Fund Totals: Sanctuary Lake Golf Course	\$1,411,500.00	\$0.00	\$1,411,500.00	\$176,601.02	\$0.00	\$923,908.93	\$487,591.07		\$0.00
Revenue Grand Totals:	\$1,411,500.00	\$0.00	\$1,411,500.00	\$176,601.02	\$0.00	\$923,908.93	\$487,591.07	65%	\$0.00
Grand Totals:	\$1,411,500.00	\$0.00	\$1,411,500.00	\$176,601.02	\$0.00	\$923,908.93	\$487,591.07		\$0.00

CITY OF TROY - LIVE
Budget Performance Report

From Date: 7/1/2008 To Date:6/30/2009

	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
Fund: 583 Sanctuary Lake Golf Course									
Expense									
Department: 765 Sanctuary Lake Greens									
7702 Personal Service	\$217,000.00	\$0.00	\$217,000.00	\$34,577.22	\$0.00	\$178,430.73	\$38,569.27	82%	\$0.00
7705 Holiday	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,224.48	(\$1,224.48)	+++	\$0.00
7706 Personal Business	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$818.24	(\$818.24)	+++	\$0.00
7707 S/A Supplement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7708 Union Business	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7709 Funeral Leave	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7710 Injury Leave	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7711 Jury Duty	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7715 FICA	\$16,600.00	\$0.00	\$16,600.00	\$1,036.84	\$0.00	\$11,555.83	\$5,044.17	70%	\$0.00
7717 Workers Comp and Unemployment	\$2,300.00	\$0.00	\$2,300.00	\$185.03	\$0.00	\$1,271.37	\$1,028.63	55%	\$0.00
7718 Sick Pay Allowance	\$6,180.00	\$0.00	\$6,180.00	\$204.72	\$0.00	\$2,175.78	\$4,004.22	35%	\$0.00
7719 Hospital and Life Insurance	\$16,280.00	\$0.00	\$16,280.00	\$776.67	\$0.00	\$8,895.59	\$7,384.41	55%	\$0.00
7720 Vacation	\$5,730.00	\$0.00	\$5,730.00	\$511.80	\$0.00	\$2,245.94	\$3,484.06	39%	\$0.00
7722 Retirement	\$25,000.00	\$0.00	\$25,000.00	\$1,906.41	\$0.00	\$14,905.89	\$10,094.11	60%	\$0.00
7740 Operating Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7740-010 Operating Supplies - General	\$25,000.00	\$0.00	\$25,000.00	\$2,581.21	\$0.00	\$30,124.30	(\$5,124.30)	120%	\$0.00
7740-100 Operating Supplies - Seed & Planting	\$50,000.00	\$0.00	\$50,000.00	\$11,679.84	\$0.00	\$62,980.82	(\$12,980.82)	126%	\$0.00
Rollup Account 7740 Operating Supplies totals:	\$75,000.00	\$0.00	\$75,000.00	\$14,261.05	\$0.00	\$93,105.12	(\$18,105.12)	124%	\$0.00
7751 Fuel	\$8,000.00	\$0.00	\$8,000.00	\$1,464.06	\$0.00	\$14,278.35	(\$6,278.35)	178%	\$0.00
7766 Tools	\$1,000.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$1,034.94	(\$34.94)	103%	\$0.00
7768 Uniforms	\$500.00	\$0.00	\$500.00	\$33.00	\$0.00	\$478.81	\$21.19	96%	\$0.00
7774 Repair/Mtnce Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00

CITY OF TROY - LIVE
Budget Performance Report

From Date: 7/1/2008 To Date:6/30/2009

	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
7774-100 Repair/Mtnce Supplies - Blding Mt Supplies	\$1,500.00	\$0.00	\$1,500.00	\$250.31	\$0.00	\$805.99	\$694.01	54%	\$0.00
Rollup Account 7774 Repair/Mtnce Supplies totals:	\$1,500.00	\$0.00	\$1,500.00	\$250.31	\$0.00	\$805.99	\$694.01	54%	\$0.00
7801 Professional Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7801-010 Professional Services - Adm & Prof	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7801-050 Professional Services - Building Maintenance	\$24,500.00	\$0.00	\$24,500.00	\$6,070.50	\$0.00	\$24,282.00	\$218.00	99%	\$0.00
Rollup Account 7801 Professional Services totals:	\$24,500.00	\$0.00	\$24,500.00	\$6,070.50	\$0.00	\$24,282.00	\$218.00	99%	\$0.00
7802 Contractual Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7802-050 Contractual Services - Grounds Maintenance	\$45,000.00	\$0.00	\$45,000.00	\$12,971.24	\$0.00	\$47,827.96	(\$2,827.96)	106%	\$0.00
7802-110 Contractual Services - Custodial Contractor	\$1,720.00	\$0.00	\$1,720.00	\$291.60	\$0.00	\$1,307.40	\$412.60	76%	\$0.00
7802-150 Contractual Services - Contractor-Equipment Maintenance	\$3,500.00	\$0.00	\$3,500.00	\$2,528.00	\$0.00	\$5,739.48	(\$2,239.48)	164%	\$0.00
7802-160 Contractual Services - Insect Control	\$1,000.00	\$0.00	\$1,000.00	\$28.00	\$0.00	\$140.00	\$860.00	14%	\$0.00
7802-210 Contractual Services - Refuse Contractor	\$3,250.00	\$0.00	\$3,250.00	\$662.48	\$0.00	\$3,964.30	(\$714.30)	122%	\$0.00
Rollup Account 7802 Contractual Services totals:	\$54,470.00	\$0.00	\$54,470.00	\$16,481.32	\$0.00	\$58,979.14	(\$4,509.14)	108%	\$0.00
7814 Computer Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7814-040 Computer Services - Computer Serv-Internal	\$2,790.00	\$0.00	\$2,790.00	\$696.25	\$0.00	\$2,785.00	\$5.00	100%	\$0.00
Rollup Account 7814 Computer Services totals:	\$2,790.00	\$0.00	\$2,790.00	\$696.25	\$0.00	\$2,785.00	\$5.00	100%	\$0.00
7920 Public Utilities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7920-010 Public Utilities - Electricity	\$14,500.00	\$0.00	\$14,500.00	\$4,883.06	\$0.00	\$14,019.87	\$480.13	97%	\$0.00
7920-020 Public Utilities - Heat	\$2,200.00	\$0.00	\$2,200.00	\$37.55	\$0.00	\$1,843.69	\$356.31	84%	\$0.00
7920-035 Public Utilities - Water	\$1,050.00	\$0.00	\$1,050.00	\$0.00	\$0.00	\$1,283.74	(\$233.74)	122%	\$0.00

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	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
7920-040 Public Utilities - Telephone	\$300.00	\$0.00	\$300.00	\$49.41	\$0.00	\$259.87	\$40.13	87%	\$0.00
Rollup Account 7920 Public Utilities totals:	\$18,050.00	\$0.00	\$18,050.00	\$4,970.02	\$0.00	\$17,407.17	\$642.83	96%	\$0.00
7943 Vehicle Rental-Motor Pool	\$10,500.00	\$0.00	\$10,500.00	\$733.16	\$0.00	\$9,854.73	\$645.27	94%	\$0.00
7955 Miscellaneous	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7955-105 Miscellaneous - Insurance Other	\$2,000.00	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$2,000.00	0%	\$0.00
Rollup Account 7955 Miscellaneous totals:	\$2,000.00	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$2,000.00	0%	\$0.00
7958 Membership & Dues	\$200.00	\$0.00	\$200.00	\$0.00	\$0.00	\$117.50	\$82.50	59%	\$0.00
7960 Education & Training	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7960-110 Education & Training - General	\$1,500.00	\$0.00	\$1,500.00	\$216.08	\$0.00	\$465.93	\$1,034.07	31%	\$0.00
Rollup Account 7960 Education & Training totals:	\$1,500.00	\$0.00	\$1,500.00	\$216.08	\$0.00	\$465.93	\$1,034.07	31%	\$0.00
7962 Other	\$200.00	\$0.00	\$200.00	\$0.00	\$0.00	\$200.00	\$0.00	100%	\$0.00
7968 Depreciation	\$350,000.00	\$0.00	\$350,000.00	\$29,389.10	\$0.00	\$354,319.28	(\$4,319.28)	101%	\$0.00
Department: 765 Sanctuary Lake Greens totals:	\$839,300.00	\$0.00	\$839,300.00	\$113,763.54	\$0.00	\$799,637.81	\$39,662.19	95%	\$0.00
Expenditure Totals:	\$839,300.00	\$0.00	\$839,300.00	\$113,763.54	\$0.00	\$799,637.81	\$39,662.19	95%	\$0.00
Fund Totals: Sanctuary Lake Golf Course	(\$839,300.00)	\$0.00	(\$839,300.00)	(\$113,763.54)	\$0.00	(\$799,637.81)	(\$39,662.19)		\$0.00
Expenditure Grand Totals:	\$839,300.00	\$0.00	\$839,300.00	\$113,763.54	\$0.00	\$799,637.81	\$39,662.19	95%	\$0.00
Grand Totals:	(\$839,300.00)	\$0.00	(\$839,300.00)	(\$113,763.54)	\$0.00	(\$799,637.81)	(\$39,662.19)		\$0.00

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	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
Fund: 583 Sanctuary Lake Golf Course									
Expense									
Department: 766 Sanctuary Lake Pro Shop									
7702 Personal Service	\$141,140.00	\$0.00	\$141,140.00	\$25,375.91	\$0.00	\$136,579.31	\$4,560.69	97%	\$0.00
7705 Holiday	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$376.83	(\$376.83)	+++	\$0.00
7706 Personal Business	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$764.58	(\$764.58)	+++	\$0.00
7707 S/A Supplement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7708 Union Business	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7709 Funeral Leave	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7710 Injury Leave	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7711 Jury Duty	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7715 FICA	\$10,800.00	\$0.00	\$10,800.00	\$1,910.84	\$0.00	\$10,817.68	(\$17.68)	100%	\$0.00
7717 Workers Comp and Unemployment	\$1,550.00	\$0.00	\$1,550.00	\$448.91	\$0.00	\$1,667.65	(\$117.65)	108%	\$0.00
7718 Sick Pay Allowance	\$2,500.00	\$0.00	\$2,500.00	\$254.86	\$0.00	\$2,616.57	(\$116.57)	105%	\$0.00
7719 Hospital and Life Insurance	\$10,000.00	\$0.00	\$10,000.00	\$2,100.56	\$0.00	\$15,914.34	(\$5,914.34)	159%	\$0.00
7720 Vacation	\$2,330.00	\$0.00	\$2,330.00	\$957.24	\$0.00	\$4,654.55	(\$2,324.55)	200%	\$0.00
7722 Retirement	\$8,000.00	\$0.00	\$8,000.00	\$1,490.46	\$0.00	\$12,320.08	(\$4,320.08)	154%	\$0.00
7728 Office Supplies	\$300.00	\$0.00	\$300.00	\$85.81	\$0.00	\$522.50	(\$222.50)	174%	\$0.00
7736 Supplies for Resale	\$30,000.00	\$0.00	\$30,000.00	(\$11,219.16)	\$0.00	\$15,141.85	\$14,858.15	50%	\$0.00
7740 Operating Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7740-010 Operating Supplies - General	\$5,000.00	\$0.00	\$5,000.00	\$0.00	\$0.00	\$10,602.83	(\$5,602.83)	212%	\$0.00
7740-060 Operating Supplies - Food	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Rollup Account 7740 Operating Supplies totals:	\$5,000.00	\$0.00	\$5,000.00	\$0.00	\$0.00	\$10,602.83	(\$5,602.83)	212%	\$0.00
7768 Uniforms	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7774 Repair/Mtnce Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7774-100 Repair/Mtnce Supplies - Blding Mt Supplies	\$1,800.00	\$0.00	\$1,800.00	\$861.97	\$0.00	\$2,076.31	(\$276.31)	115%	\$0.00

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	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
7774-110 Repair/Mtnce Supplies - Parts	\$300.00	\$0.00	\$300.00	\$0.00	\$0.00	\$627.76	(\$327.76)	209%	\$0.00
Rollup Account 7774 Repair/Mtnce Supplies totals:	\$2,100.00	\$0.00	\$2,100.00	\$861.97	\$0.00	\$2,704.07	(\$604.07)	129%	\$0.00
7801 Professional Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7801-010 Professional Services - Adm & Prof	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7801-050 Professional Services - Building Maintenance	\$8,900.00	\$0.00	\$8,900.00	\$2,206.00	\$0.00	\$8,824.00	\$76.00	99%	\$0.00
Rollup Account 7801 Professional Services totals:	\$8,900.00	\$0.00	\$8,900.00	\$2,206.00	\$0.00	\$8,824.00	\$76.00	99%	\$0.00
7802 Contractual Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7802-071 Contractual Services - Lessons	\$20,000.00	\$0.00	\$20,000.00	\$0.00	\$0.00	\$19,940.00	\$60.00	100%	\$0.00
7802-110 Contractual Services - Custodial Contractor	\$2,400.00	\$0.00	\$2,400.00	\$600.00	\$0.00	\$1,600.00	\$800.00	67%	\$0.00
7802-220 Contractual Services - Security System	\$1,200.00	\$0.00	\$1,200.00	\$0.00	\$0.00	\$1,054.44	\$145.56	88%	\$0.00
Rollup Account 7802 Contractual Services totals:	\$23,600.00	\$0.00	\$23,600.00	\$600.00	\$0.00	\$22,594.44	\$1,005.56	96%	\$0.00
7814 Computer Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7814-040 Computer Services - Computer Serv-Internal	\$8,360.00	\$0.00	\$8,360.00	\$2,088.75	\$0.00	\$8,355.00	\$5.00	100%	\$0.00
Rollup Account 7814 Computer Services totals:	\$8,360.00	\$0.00	\$8,360.00	\$2,088.75	\$0.00	\$8,355.00	\$5.00	100%	\$0.00
7863 Travel & Mileage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7901 Printing	\$1,500.00	\$0.00	\$1,500.00	\$970.00	\$0.00	\$1,177.50	\$322.50	79%	\$0.00
7920 Public Utilities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7920-010 Public Utilities - Electricity	\$17,200.00	\$0.00	\$17,200.00	\$1,162.89	\$0.00	\$12,061.48	\$5,138.52	70%	\$0.00
7920-020 Public Utilities - Heat	\$6,000.00	\$0.00	\$6,000.00	\$585.05	\$0.00	\$5,097.27	\$902.73	85%	\$0.00
7920-035 Public Utilities - Water	\$900.00	\$0.00	\$900.00	\$0.00	\$0.00	\$964.91	(\$64.91)	107%	\$0.00
7920-040 Public Utilities - Telephone	\$900.00	\$0.00	\$900.00	\$228.25	\$0.00	\$1,317.41	(\$417.41)	146%	\$0.00
Rollup Account 7920 Public Utilities totals:	\$25,000.00	\$0.00	\$25,000.00	\$1,976.19	\$0.00	\$19,441.07	\$5,558.93	78%	\$0.00
7943 Vehicle Rental-Motor Pool	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00

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	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
7955 Miscellaneous	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7955-050 Miscellaneous - Sales Tax	\$20,000.00	\$0.00	\$20,000.00	\$6,439.89	\$0.00	\$20,757.26	(\$757.26)	104%	\$0.00
7955-105 Miscellaneous - Insurance Other	\$2,030.00	\$0.00	\$2,030.00	\$0.00	\$0.00	\$0.00	\$2,030.00	0%	\$0.00
Rollup Account 7955 Miscellaneous totals:	\$22,030.00	\$0.00	\$22,030.00	\$6,439.89	\$0.00	\$20,757.26	\$1,272.74	94%	\$0.00
7960 Education & Training	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7960-110 Education & Training - General	\$500.00	\$0.00	\$500.00	\$0.00	\$0.00	\$0.00	\$500.00	0%	\$0.00
Rollup Account 7960 Education & Training totals:	\$500.00	\$0.00	\$500.00	\$0.00	\$0.00	\$0.00	\$500.00	0%	\$0.00
7962 Other	\$10,000.00	\$0.00	\$10,000.00	\$8,604.00	\$0.00	\$14,358.97	(\$4,358.97)	144%	\$0.00
7991 Principal	\$300,000.00	\$0.00	\$300,000.00	\$0.00	\$0.00	\$0.00	\$300,000.00	0%	\$0.00
7995 Interest	\$527,900.00	\$0.00	\$527,900.00	(\$950.00)	\$0.00	\$526,950.00	\$950.00	100%	\$0.00
7998 Other Fees	\$400.00	\$0.00	\$400.00	(\$276.45)	\$0.00	\$3,183.21	(\$2,783.21)	796%	\$0.00
Department: 766 Sanctuary Lake Pro Shop totals:	\$1,141,910.00	\$0.00	\$1,141,910.00	\$43,925.78	\$0.00	\$840,324.29	\$301,585.71	74%	\$0.00
Expenditure Totals:	\$1,141,910.00	\$0.00	\$1,141,910.00	\$43,925.78	\$0.00	\$840,324.29	\$301,585.71	74%	\$0.00
Fund Totals: Sanctuary Lake Golf Course	(\$1,141,910.00)	\$0.00	(\$1,141,910.00)	(\$43,925.78)	\$0.00	(\$840,324.29)	(\$301,585.71)		\$0.00
Expenditure Grand Totals:	\$1,141,910.00	\$0.00	\$1,141,910.00	\$43,925.78	\$0.00	\$840,324.29	\$301,585.71	74%	\$0.00
Grand Totals:	(\$1,141,910.00)	\$0.00	(\$1,141,910.00)	(\$43,925.78)	\$0.00	(\$840,324.29)	(\$301,585.71)		\$0.00

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	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
Fund: 584 SYLVAN GLEN GOLF COURSE									
Revenue									
Department: 000 Revenue									
4642 Sales	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4642-065 Sales - Merchandise	\$35,000.00	\$0.00	\$35,000.00	\$4,181.91	\$0.00	\$22,801.46	\$12,198.54	65%	\$0.00
4642-070 Sales - Miscellaneous	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Rollup Account 4642 Sales totals:	\$35,000.00	\$0.00	\$35,000.00	\$4,181.91	\$0.00	\$22,801.46	\$12,198.54	65%	\$0.00
4651 Use and Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4651-020 Use and Administration - Cart Rentals	\$250,000.00	\$0.00	\$250,000.00	\$41,578.00	\$0.00	\$206,530.00	\$43,470.00	83%	\$0.00
4651-030 Use and Administration - Golf Fees	\$807,140.00	\$0.00	\$807,140.00	\$167,277.49	\$0.00	\$745,738.82	\$61,401.18	92%	\$0.00
Rollup Account 4651 Use and Administration totals:	\$1,057,140.00	\$0.00	\$1,057,140.00	\$208,855.49	\$0.00	\$952,268.82	\$104,871.18	90%	\$0.00
4667 Rent Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4667-015 Rent Income - Communication Tower	\$89,000.00	\$0.00	\$89,000.00	\$0.00	\$0.00	\$112,800.00	(\$23,800.00)	127%	\$0.00
4667-090 Rent Income - Restaurant	\$87,720.00	\$0.00	\$87,720.00	\$7,310.00	\$0.00	\$90,663.99	(\$2,943.99)	103%	\$0.00
Rollup Account 4667 Rent Income totals:	\$176,720.00	\$0.00	\$176,720.00	\$7,310.00	\$0.00	\$203,463.99	(\$26,743.99)	115%	\$0.00
4669 Investment Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4669-020 Investment Income - Investment Income	\$50,000.00	\$0.00	\$50,000.00	\$1,553.46	\$0.00	\$30,446.17	\$19,553.83	61%	\$0.00
Rollup Account 4669 Investment Income totals:	\$50,000.00	\$0.00	\$50,000.00	\$1,553.46	\$0.00	\$30,446.17	\$19,553.83	61%	\$0.00
4676 Reimbursements	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4676-010 Reimbursements - Reimbursements	\$0.00	\$0.00	\$0.00	\$399.55	\$0.00	\$399.55	(\$399.55)	+++	\$0.00
Rollup Account 4676 Reimbursements totals:	\$0.00	\$0.00	\$0.00	\$399.55	\$0.00	\$399.55	(\$399.55)	+++	\$0.00
4693 Gain on Sale-Dep Capital Assets	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00

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	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
4693-100 Gain on Sale-Dep Capital Assets - Cash/Clearing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4693-200 Gain on Sale-Dep Capital Assets - Proceeds from Disposition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Rollup Account 4693 Gain on Sale-Dep Capital Assets totals:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4694 Cash Over or Short	\$0.00	\$0.00	\$0.00	(\$0.71)	\$0.00	(\$36.70)	\$36.70	+++	\$0.00
4699 Operating Transfers In	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
4699-584 Operating Transfers In - Golf Course	\$67,510.00	\$0.00	\$67,510.00	\$0.00	\$0.00	\$0.00	\$67,510.00	0%	\$0.00
4699-585 Operating Transfers In - MBA-Golf	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Rollup Account 4699 Operating Transfers In totals:	\$67,510.00	\$0.00	\$67,510.00	\$0.00	\$0.00	\$0.00	\$67,510.00	0%	\$0.00
Department: 000 Revenue totals:	\$1,386,370.00	\$0.00	\$1,386,370.00	\$222,299.70	\$0.00	\$1,209,343.29	\$177,026.71	87%	\$0.00
Revenue Totals	\$1,386,370.00	\$0.00	\$1,386,370.00	\$222,299.70	\$0.00	\$1,209,343.29	\$177,026.71	87%	\$0.00
Revenue Totals:	\$1,386,370.00	\$0.00	\$1,386,370.00	\$222,299.70	\$0.00	\$1,209,343.29	\$177,026.71	87%	\$0.00
Fund Totals: SYLVAN GLEN GOLF COURSE	\$1,386,370.00	\$0.00	\$1,386,370.00	\$222,299.70	\$0.00	\$1,209,343.29	\$177,026.71		\$0.00
Revenue Grand Totals:	\$1,386,370.00	\$0.00	\$1,386,370.00	\$222,299.70	\$0.00	\$1,209,343.29	\$177,026.71	87%	\$0.00
Grand Totals:	\$1,386,370.00	\$0.00	\$1,386,370.00	\$222,299.70	\$0.00	\$1,209,343.29	\$177,026.71		\$0.00

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Budget Performance Report

From Date: 7/1/2008 To Date:6/30/2009

	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
Fund: 584 SYLVAN GLEN GOLF COURSE									
Expense									
Department: 785 Sylvan Glen Greens									
7702 Personal Service	\$255,000.00	\$0.00	\$255,000.00	\$40,045.04	\$0.00	\$223,351.83	\$31,648.17	88%	\$0.00
7705 Holiday	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,592.19	(\$3,592.19)	+++	\$0.00
7706 Personal Business	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,074.12	(\$1,074.12)	+++	\$0.00
7707 S/A Supplement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7708 Union Business	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7709 Funeral Leave	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7710 Injury Leave	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7711 Jury Duty	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7715 FICA	\$19,500.00	\$0.00	\$19,500.00	\$4,331.80	\$0.00	\$22,702.50	(\$3,202.50)	116%	\$0.00
7717 Workers Comp and Unemployment	\$2,580.00	\$0.00	\$2,580.00	\$1,185.83	\$0.00	\$3,548.70	(\$968.70)	138%	\$0.00
7718 Sick Pay Allowance	\$6,180.00	\$0.00	\$6,180.00	\$392.48	\$0.00	\$3,509.40	\$2,670.60	57%	\$0.00
7719 Hospital and Life Insurance	\$27,870.00	\$0.00	\$27,870.00	\$4,074.08	\$0.00	\$29,196.43	(\$1,326.43)	105%	\$0.00
7720 Vacation	\$5,700.00	\$0.00	\$5,700.00	\$824.74	\$0.00	\$3,471.88	\$2,228.12	61%	\$0.00
7722 Retirement	\$25,560.00	\$0.00	\$25,560.00	\$2,816.16	\$0.00	\$20,625.88	\$4,934.12	81%	\$0.00
7740 Operating Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7740-010 Operating Supplies - General	\$32,000.00	\$0.00	\$32,000.00	\$1,180.84	\$0.00	\$34,413.34	(\$2,413.34)	108%	\$0.00
7740-100 Operating Supplies - Seed & Planting	\$85,000.00	\$0.00	\$85,000.00	\$17,910.79	\$0.00	\$96,768.73	(\$11,768.73)	114%	\$0.00
Rollup Account 7740 Operating Supplies totals:	\$117,000.00	\$0.00	\$117,000.00	\$19,091.63	\$0.00	\$131,182.07	(\$14,182.07)	112%	\$0.00
7751 Fuel	\$15,000.00	\$0.00	\$15,000.00	\$2,758.81	\$0.00	\$21,180.32	(\$6,180.32)	141%	\$0.00
7766 Tools	\$1,000.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$954.75	\$45.25	95%	\$0.00
7768 Uniforms	\$800.00	\$0.00	\$800.00	\$33.00	\$0.00	\$615.63	\$184.37	77%	\$0.00
7774 Repair/Mtnce Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00

CITY OF TROY - LIVE
Budget Performance Report

From Date: 7/1/2008 To Date:6/30/2009

	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
7774-100 Repair/Mtnce Supplies - Blding Mt Supplies	\$2,500.00	\$0.00	\$2,500.00	\$343.07	\$0.00	\$2,180.25	\$319.75	87%	\$0.00
Rollup Account 7774 Repair/Mtnce Supplies totals:	\$2,500.00	\$0.00	\$2,500.00	\$343.07	\$0.00	\$2,180.25	\$319.75	87%	\$0.00
7801 Professional Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7801-010 Professional Services - Adm & Prof	\$18,170.00	\$0.00	\$18,170.00	\$1,139.00	\$0.00	\$18,170.00	\$0.00	100%	\$0.00
7801-050 Professional Services - Building Maintenance	\$23,000.00	\$0.00	\$23,000.00	\$5,706.00	\$0.00	\$23,869.23	(\$869.23)	104%	\$0.00
Rollup Account 7801 Professional Services totals:	\$41,170.00	\$0.00	\$41,170.00	\$6,845.00	\$0.00	\$42,039.23	(\$869.23)	102%	\$0.00
7802 Contractual Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7802-050 Contractual Services - Grounds Maintenance	\$33,000.00	\$0.00	\$33,000.00	\$12,682.23	\$0.00	\$42,281.01	(\$9,281.01)	128%	\$0.00
7802-070 Contractual Services - General	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7802-110 Contractual Services - Custodial Contractor	\$1,800.00	\$0.00	\$1,800.00	\$300.00	\$0.00	\$1,800.00	\$0.00	100%	\$0.00
7802-150 Contractual Services - Contractor-Equipment Maintenance	\$4,800.00	\$0.00	\$4,800.00	\$136.00	\$0.00	\$6,074.81	(\$1,274.81)	127%	\$0.00
7802-160 Contractual Services - Insect Control	\$0.00	\$0.00	\$0.00	\$28.00	\$0.00	\$140.00	(\$140.00)	+++	\$0.00
7802-210 Contractual Services - Refuse Contractor	\$1,200.00	\$0.00	\$1,200.00	\$340.20	\$0.00	\$2,035.76	(\$835.76)	170%	\$0.00
Rollup Account 7802 Contractual Services totals:	\$40,800.00	\$0.00	\$40,800.00	\$13,486.43	\$0.00	\$52,331.58	(\$11,531.58)	128%	\$0.00
7814 Computer Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7814-040 Computer Services - Computer Serv-Internal	\$5,570.00	\$0.00	\$5,570.00	\$1,392.50	\$0.00	\$5,570.00	\$0.00	100%	\$0.00
Rollup Account 7814 Computer Services totals:	\$5,570.00	\$0.00	\$5,570.00	\$1,392.50	\$0.00	\$5,570.00	\$0.00	100%	\$0.00
7920 Public Utilities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7920-010 Public Utilities - Electricity	\$11,500.00	\$0.00	\$11,500.00	\$3,200.59	\$0.00	\$9,408.20	\$2,091.80	82%	\$0.00
7920-020 Public Utilities - Heat	\$5,200.00	\$0.00	\$5,200.00	\$0.00	\$0.00	\$6,380.55	(\$1,180.55)	123%	\$0.00
7920-035 Public Utilities - Water	\$1,100.00	\$0.00	\$1,100.00	\$79.20	\$0.00	\$428.08	\$671.92	39%	\$0.00

CITY OF TROY - LIVE
Budget Performance Report

From Date: 7/1/2008 To Date:6/30/2009

	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
7920-040 Public Utilities - Telephone	\$300.00	\$0.00	\$300.00	\$179.07	\$0.00	\$1,018.39	(\$718.39)	339%	\$0.00
Rollup Account 7920 Public Utilities totals:	\$18,100.00	\$0.00	\$18,100.00	\$3,458.86	\$0.00	\$17,235.22	\$864.78	95%	\$0.00
7943 Vehicle Rental-Motor Pool	\$14,000.00	\$0.00	\$14,000.00	\$1,305.42	\$0.00	\$12,211.89	\$1,788.11	87%	\$0.00
7955 Miscellaneous	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7955-105 Miscellaneous - Insurance Other	\$2,210.00	\$0.00	\$2,210.00	\$0.00	\$0.00	\$0.00	\$2,210.00	0%	\$0.00
Rollup Account 7955 Miscellaneous totals:	\$2,210.00	\$0.00	\$2,210.00	\$0.00	\$0.00	\$0.00	\$2,210.00	0%	\$0.00
7958 Membership & Dues	\$400.00	\$0.00	\$400.00	\$0.00	\$0.00	\$117.50	\$282.50	29%	\$0.00
7960 Education & Training	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7960-110 Education & Training - General	\$1,500.00	\$0.00	\$1,500.00	\$229.06	\$0.00	\$1,372.17	\$127.83	91%	\$0.00
Rollup Account 7960 Education & Training totals:	\$1,500.00	\$0.00	\$1,500.00	\$229.06	\$0.00	\$1,372.17	\$127.83	91%	\$0.00
7962 Other	\$300.00	\$0.00	\$300.00	\$18.00	\$0.00	\$218.00	\$82.00	73%	\$0.00
7968 Depreciation	\$198,000.00	\$0.00	\$198,000.00	\$16,047.63	\$0.00	\$180,242.71	\$17,757.29	91%	\$0.00
Department: 785 Sylvan Glen Greens totals:	\$800,740.00	\$0.00	\$800,740.00	\$118,679.54	\$0.00	\$778,524.25	\$22,215.75	97%	\$0.00
Expenditure Totals:	\$800,740.00	\$0.00	\$800,740.00	\$118,679.54	\$0.00	\$778,524.25	\$22,215.75	97%	\$0.00
Fund Totals: SYLVAN GLEN GOLF COURSE	(\$800,740.00)	\$0.00	(\$800,740.00)	(\$118,679.54)	\$0.00	(\$778,524.25)	(\$22,215.75)		\$0.00
Expenditure Grand Totals:	\$800,740.00	\$0.00	\$800,740.00	\$118,679.54	\$0.00	\$778,524.25	\$22,215.75	97%	\$0.00
Grand Totals:	(\$800,740.00)	\$0.00	(\$800,740.00)	(\$118,679.54)	\$0.00	(\$778,524.25)	(\$22,215.75)		\$0.00

CITY OF TROY - LIVE
Budget Performance Report

From Date: 7/1/2008 To Date:6/30/2009

	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
Fund: 584 SYLVAN GLEN GOLF COURSE									
Expense									
Department: 786 Sylvan Glen Pro Shop									
7702 Personal Service	\$161,050.00	\$0.00	\$161,050.00	\$25,197.09	\$0.00	\$151,206.55	\$9,843.45	94%	\$0.00
7705 Holiday	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,379.21	(\$1,379.21)	+++	\$0.00
7706 Personal Business	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$764.58	(\$764.58)	+++	\$0.00
7707 S/A Supplement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7708 Union Business	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7709 Funeral Leave	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7710 Injury Leave	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7711 Jury Duty	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7715 FICA	\$12,470.00	\$0.00	\$12,470.00	\$1,901.12	\$0.00	\$11,976.14	\$493.86	96%	\$0.00
7717 Workers Comp and Unemployment	\$1,300.00	\$0.00	\$1,300.00	\$445.50	\$0.00	\$1,769.93	(\$469.93)	136%	\$0.00
7718 Sick Pay Allowance	\$4,000.00	\$0.00	\$4,000.00	\$254.86	\$0.00	\$2,843.07	\$1,156.93	71%	\$0.00
7719 Hospital and Life Insurance	\$19,000.00	\$0.00	\$19,000.00	\$2,100.42	\$0.00	\$17,153.56	\$1,846.44	90%	\$0.00
7720 Vacation	\$3,200.00	\$0.00	\$3,200.00	\$957.24	\$0.00	\$5,013.48	(\$1,813.48)	157%	\$0.00
7722 Retirement	\$10,570.00	\$0.00	\$10,570.00	\$1,490.43	\$0.00	\$13,366.36	(\$2,796.36)	126%	\$0.00
7728 Office Supplies	\$200.00	\$0.00	\$200.00	\$86.90	\$0.00	\$524.69	(\$324.69)	262%	\$0.00
7736 Supplies for Resale	\$25,000.00	\$0.00	\$25,000.00	(\$2,134.96)	\$0.00	\$21,754.14	\$3,245.86	87%	\$0.00
7740 Operating Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7740-010 Operating Supplies - General	\$2,000.00	\$0.00	\$2,000.00	\$75.81	\$0.00	\$2,485.52	(\$485.52)	124%	\$0.00
Rollup Account 7740 Operating Supplies totals:	\$2,000.00	\$0.00	\$2,000.00	\$75.81	\$0.00	\$2,485.52	(\$485.52)	124%	\$0.00
7768 Uniforms	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7774 Repair/Mtnce Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7774-100 Repair/Mtnce Supplies - Blding Mt Supplies	\$700.00	\$0.00	\$700.00	\$43.95	\$0.00	\$965.57	(\$265.57)	138%	\$0.00

CITY OF TROY - LIVE
Budget Performance Report

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	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
7774-110 Repair/Mtnce Supplies - Parts	\$500.00	\$0.00	\$500.00	\$0.00	\$0.00	\$0.00	\$500.00	0%	\$0.00
Rollup Account 7774 Repair/Mtnce Supplies totals:	\$1,200.00	\$0.00	\$1,200.00	\$43.95	\$0.00	\$965.57	\$234.43	80%	\$0.00
7801 Professional Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7801-010 Professional Services - Adm & Prof	\$27,250.00	\$0.00	\$27,250.00	\$21,572.00	\$0.00	\$27,250.00	\$0.00	100%	\$0.00
7801-050 Professional Services - Building Maintenance	\$11,400.00	\$0.00	\$11,400.00	\$4,573.50	\$0.00	\$13,044.00	(\$1,644.00)	114%	\$0.00
Rollup Account 7801 Professional Services totals:	\$38,650.00	\$0.00	\$38,650.00	\$26,145.50	\$0.00	\$40,294.00	(\$1,644.00)	104%	\$0.00
7802 Contractual Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7802-110 Contractual Services - Custodial Contractor	\$2,200.00	\$0.00	\$2,200.00	\$714.00	\$0.00	\$1,904.00	\$296.00	87%	\$0.00
7802-180 Contractual Services - Office Equipment Mtnce	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7802-220 Contractual Services - Security System	\$400.00	\$0.00	\$400.00	\$0.00	\$0.00	\$342.00	\$58.00	86%	\$0.00
Rollup Account 7802 Contractual Services totals:	\$2,600.00	\$0.00	\$2,600.00	\$714.00	\$0.00	\$2,246.00	\$354.00	86%	\$0.00
7814 Computer Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7814-040 Computer Services - Computer Serv-Internal	\$11,140.00	\$0.00	\$11,140.00	\$2,088.75	\$0.00	\$8,355.00	\$2,785.00	75%	\$0.00
Rollup Account 7814 Computer Services totals:	\$11,140.00	\$0.00	\$11,140.00	\$2,088.75	\$0.00	\$8,355.00	\$2,785.00	75%	\$0.00
7863 Travel & Mileage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7901 Printing	\$1,500.00	\$0.00	\$1,500.00	\$970.00	\$0.00	\$1,177.50	\$322.50	79%	\$0.00
7920 Public Utilities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7920-010 Public Utilities - Electricity	\$7,800.00	\$0.00	\$7,800.00	\$1,495.71	\$0.00	\$6,061.99	\$1,738.01	78%	\$0.00
7920-020 Public Utilities - Heat	\$5,000.00	\$0.00	\$5,000.00	\$179.23	\$0.00	\$4,734.34	\$265.66	95%	\$0.00
7920-035 Public Utilities - Water	\$530.00	\$0.00	\$530.00	\$91.00	\$0.00	\$741.10	(\$211.10)	140%	\$0.00
7920-040 Public Utilities - Telephone	\$530.00	\$0.00	\$530.00	\$136.11	\$0.00	\$764.28	(\$234.28)	144%	\$0.00
Rollup Account 7920 Public Utilities totals:	\$13,860.00	\$0.00	\$13,860.00	\$1,902.05	\$0.00	\$12,301.71	\$1,558.29	89%	\$0.00
7943 Vehicle Rental-Motor Pool	\$500.00	\$0.00	\$500.00	\$0.00	\$0.00	\$883.39	(\$383.39)	177%	\$0.00

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7955 Miscellaneous	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7955-050 Miscellaneous - Sales Tax	\$15,000.00	\$0.00	\$15,000.00	\$4,314.33	\$0.00	\$13,983.46	\$1,016.54	93%	\$0.00
7955-105 Miscellaneous - Insurance Other	\$1,990.00	\$0.00	\$1,990.00	\$0.00	\$0.00	\$0.00	\$1,990.00	0%	\$0.00
Rollup Account 7955 Miscellaneous totals:	\$16,990.00	\$0.00	\$16,990.00	\$4,314.33	\$0.00	\$13,983.46	\$3,006.54	82%	\$0.00
7960 Education & Training	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
7960-110 Education & Training - General	\$500.00	\$0.00	\$500.00	\$0.00	\$0.00	\$0.00	\$500.00	0%	\$0.00
Rollup Account 7960 Education & Training totals:	\$500.00	\$0.00	\$500.00	\$0.00	\$0.00	\$0.00	\$500.00	0%	\$0.00
7962 Other	\$14,000.00	\$0.00	\$14,000.00	\$7,024.87	\$0.00	\$14,993.98	(\$993.98)	107%	\$0.00
Department: 786 Sylvan Glen Pro Shop totals:	\$339,730.00	\$0.00	\$339,730.00	\$73,577.86	\$0.00	\$325,437.84	\$14,292.16	96%	\$0.00
Expenditure Totals:	\$339,730.00	\$0.00	\$339,730.00	\$73,577.86	\$0.00	\$325,437.84	\$14,292.16	96%	\$0.00
Fund Totals: SYLVAN GLEN GOLF COURSE	(\$339,730.00)	\$0.00	(\$339,730.00)	(\$73,577.86)	\$0.00	(\$325,437.84)	(\$14,292.16)		\$0.00
Expenditure Grand Totals:	\$339,730.00	\$0.00	\$339,730.00	\$73,577.86	\$0.00	\$325,437.84	\$14,292.16	96%	\$0.00
Grand Totals:	(\$339,730.00)	\$0.00	(\$339,730.00)	(\$73,577.86)	\$0.00	(\$325,437.84)	(\$14,292.16)		\$0.00



2009/10
Budget

GOLF DIVISION

FUNCTIONAL ORGANIZATIONAL CHART

- ***Department Administration***

- ✓ Conducts facility planning and development
- ✓ Works on intergovernmental projects
- ✓ Works on capital improvement projects
- ✓ Seeks grants
- ✓ Coordinates marketing
- ✓ Coordinates staff assignments
- ✓ Conducts park planning and development
- ✓ Prepares and administers the department budget
- ✓ Coordinates sponsorship and donations

- ***Golf Division***

- ✓ Operates two municipal golf operations
- ✓ Serves as liaison with restaurant operations
- ✓ Provides for repairs and improvements to courses
- ✓ Maintains winter sledding area
- ✓ Offers quality tournament program for City residents
- ✓ Offers a full practice facility at Sanctuary Lake Golf Course
- ✓ Oversees the operation of the Sanctuary Lake Golf Academy
- ✓ Offers two full service pro-shop operations



2009/10
Budget

GOLF DIVISION

REVENUE AND EXPENSES - SYLVAN GLEN

Sylvan Glen Golf Course

Charges for Service	\$961,302	\$965,000	\$1,092,140	\$1,015,000
Interest and Rents	238,384	236,520	226,720	230,520
Other Revenue	14,626	-	-	-
Operating Transfer In	-	-	67,510	509,580
Total - Revenue	\$ 1,214,312	\$ 1,201,520	\$ 1,386,370	\$ 1,755,100

Expenses

Sylvan Glen Greens

Personal Service Control	\$302,761	\$328,440	\$342,390	\$340,920
Supplies	146,488	140,440	136,300	135,900
Other Services/Charges	323,556	300,450	322,050	303,330
Total - Sylvan Glen Greens	\$ 772,805	\$ 769,330	\$ 800,740	\$ 780,150

Sylvan Glen Pro Shop

Personal Service Control	\$214,351	\$202,270	\$211,590	\$170,990
Supplies	25,345	24,350	28,400	24,500
Other Services/Charges	93,053	93,300	99,740	92,280
Total - Sylvan Glen Pro Shop	\$ 332,749	\$ 319,920	\$ 339,730	\$ 287,770

Total - Expenses

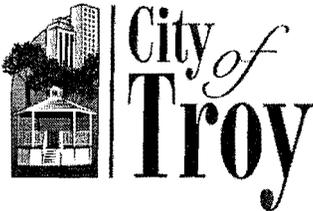
\$ 1,105,554	\$ 1,089,250	\$ 1,140,470	\$ 1,067,920
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Revenue Over(Under)Expenses

\$ 108,758	\$ 112,270	\$ 245,900	\$ 687,180
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Capital Outlay

\$ 89,661	\$ 46,040	\$ 245,900	\$ 687,180
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2009/10
Budget

GOLF DIVISION

REVENUE AND EXPENSES - SANCTUARY LAKE

Description	2008 Actual	2009 Projected	2009 Budget	2010 Budget
Revenue				
Sanctuary Lake Golf Course				
Charges for Service	\$981,507	\$998,220	\$1,401,500	\$1,182,000
Interest and Rents	4,306	6,500	10,000	7,000
Total - Revenue	\$ 985,813	\$ 1,004,720	\$ 1,411,500	\$ 1,189,000
Expenses				
Sanctuary Lake Greens				
Personal Service Control	\$216,444	\$243,190	\$289,090	\$297,470
Supplies	102,528	91,350	86,000	90,400
Other Services/Charges	454,156	451,240	464,210	465,800
Total - Sanctuary Lake Greens	\$ 773,128	\$ 785,780	\$ 839,300	\$ 853,670
Sanctuary Lake Pro Shop				
Personal Service Control	\$174,398	\$178,060	\$176,320	\$174,250
Supplies	44,104	35,510	37,400	32,000
Other Services/Charges	90,568	94,290	99,890	93,780
Debt Service	538,406	828,300	828,300	816,600
Total - Sanctuary Lake Pro Shop	\$ 847,476	\$ 1,136,160	\$ 1,141,910	\$ 1,116,630
Total - Expenses	\$ 1,620,604	\$ 1,921,940	\$ 1,981,210	\$ 1,970,300
Revenue Over(Under)Expenses	\$ (634,791)	\$ (917,220)	\$ (569,710)	\$ (781,300)
Capital Outlay	\$ 46,025	\$ -	\$ -	\$ 25,000



2009/10
Budget

GOLF DIVISION

DEPARTMENT AT A GLANCE

Funding Level	2006/07		Estimated 2008/09		2009/10	% Of Change
	Actual	Actual	Budget	Budget	Budget	
Sylvan Glen Greens	\$729,347	\$772,805	\$769,330	\$800,740	\$780,150	-3%
Sylvan Glen Pro Shop	352,687	332,749	319,920	339,730	287,770	-15%
Sylvan Glen	\$1,082,034	\$1,105,554	\$1,089,250	\$1,140,470	\$1,067,920	-6%
Sanctuary Lake Greens	\$792,102	\$773,127	\$785,780	\$839,300	\$853,670	2%
Sanctuary Lake Pro Shop	888,113	847,477	1,136,160	1,141,910	\$1,116,630	-2%
Sanctuary Lake	\$1,680,215	\$1,620,604	\$1,921,940	\$1,981,210	\$1,970,300	-1%
Total Department	\$2,762,249	\$2,726,158	\$3,011,190	\$3,121,680	\$3,038,220	-3%
Personal Services	\$918,166	\$907,954	\$951,960	\$1,019,390	\$983,630	-4%
Supplies	329,142	318,465	291,650	288,100	282,800	-2%
Other Services/ Charges	967,359	961,333	939,280	985,890	955,190	-3%
Debt Service	547,582	538,406	828,300	828,300	816,600	-1%
Total Department	\$2,762,249	\$2,726,158	\$3,011,190	\$3,121,680	\$3,038,220	-3%

Personnel Summary	2006/07		2007/08		2008/09		2009/10	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Pro Shop	1	40	1	39	1	39	1	31
Greens	4	32	4	32	4	32	4	23
Total Department	5	72	5	71	5	71	5	54



2009/10
Budget

GOLF DIVISION

MISSION AND SERVICE STATEMENTS

- ***Mission Statement***

It is the mission of the Golf Division to provide a quality golf experience for residents and businesses.

- ***Service Statement***

The Golf Division is part of the Parks and Recreation Department and operates Sylvan Glen Golf Course and Sanctuary Lake Golf Course. With Sylvan Glen and Sanctuary Lake, the Golf Division provides an opportunity for 75,000 rounds of golf annually, consisting of open play, league play, and outings. In addition, Sanctuary Lake offers a full-service practice facility and a teaching academy. The Golf Division is a full-service operation that provides golf lessons; facility maintenance; mechanical repairs; pro shop operations; restaurant and banquet opportunities; and course improvements. During the winter months cross-country skiing and sledding are available at Sylvan Glen.

- ***Did You Know?***

- ✓ Sylvan Glen and Sanctuary Lake host 58 leagues with more than 1,050 players. Nearly 20,000 rounds per season are played in leagues.
- ✓ Sylvan Glen and Sanctuary Lake are both recognized as part of the Michigan Turf Grass Environmental Stewardship program.
- ✓ The Golf Division employs more than 70 seasonal workers each summer.
- ✓ In addition to private and group lessons the Sanctuary Lake Golf Academy hosts junior golf camps which provide instruction for nearly 200 junior campers.



2009/10
Budget

GOLF DIVISION

PERFORMANCE OBJECTIVES

Outputs

- ✓ Increase revenues at Sanctuary Lake Golf Course. **(Output M)**
- ✓ Employ marketing strategies to increase rounds and revenues. **(Output M)**
- ✓ Secure additional and maintain current league players as to increase revenues for both Sanctuary Lake and Sylvan Glen golf courses. **(Output M)**
- ✓ Improve condition and aesthetics at both facilities, ensuring a more enjoyable experience for all customers. **(Output L)**
- ✓ Maintain a strong junior program through the golf academy to promote golf in the City of Troy and to increase revenues through new golfers. **(Output O)**

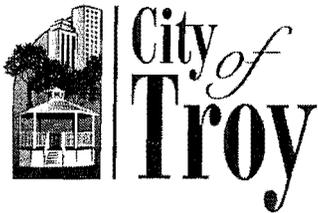
*See the list of outputs as ranked by City Council in the CITY-WIDE ACTION PLAN on pages 16 and 17.

• *Sylvan Glen Golf Course*

Performance Indicators		2007/08 Actual	2008/09 Projected	2008/09 Budget	2009/10 Budget
Efficiency	✓ Rounds of Golf	42,451	42,927	47,920	44,355
	✓ Sylvan Glen Revenue	1,241,200	1,223,980	1,388,750	1,240,290

• *Sanctuary Lake Golf Course*

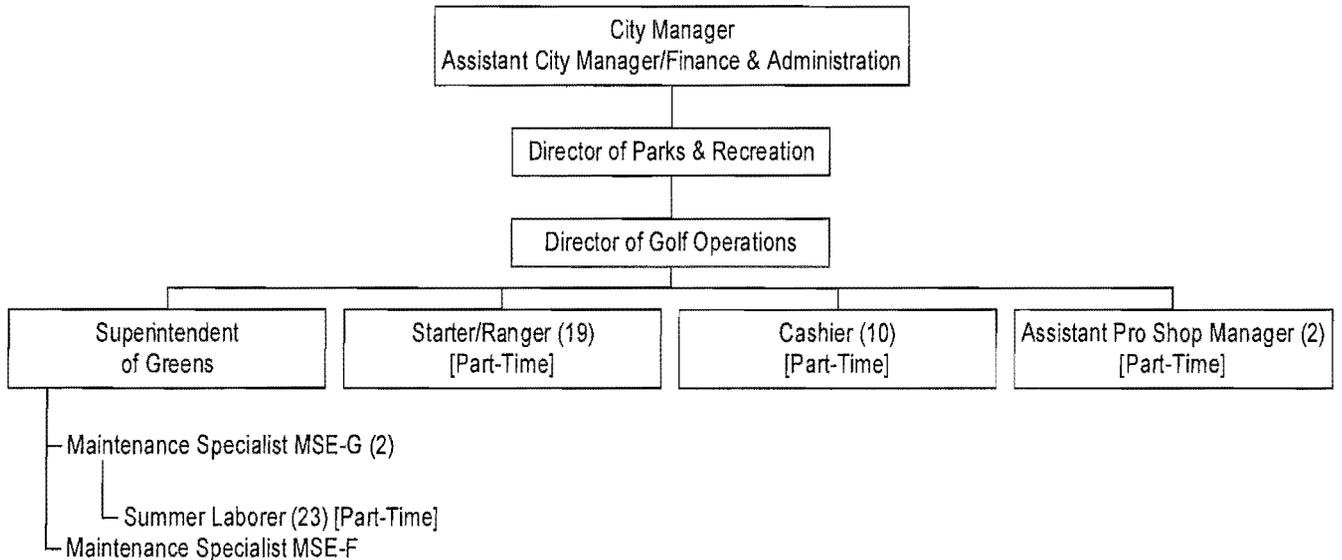
Performance Indicators		2007/08 Actual	2008/09 Projected	2008/09 Budget	2009/10 Budget
Efficiency	✓ Rounds of Golf	23,695	26,451	32,000	26,875
	✓ Sanctuary Lake Range Sales	\$90,840	\$78,100	\$106,000	\$94,100
Output	✓ Sanctuary Lake Revenue	\$999,300	1,001,200	\$1,411,500	1,070,750



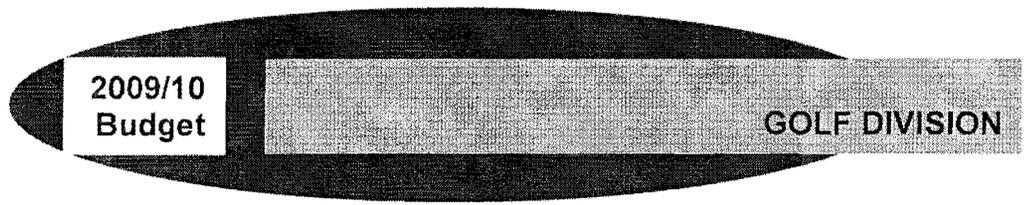
2009/10
Budget

GOLF DIVISION

ORGANIZATIONAL CHART



Staff Summary	Approved 2007/08	Approved 2008/09	Recommended 2009/10
Director of Golf Operations	1	1	1
Assistant Pro Shop Manager [Part-Time]	2	2	2
Cashier [Part-Time]	10	10	10
Maintenance Specialist MSE-F	1	1	1
Maintenance Specialist MSE-G	2	2	2
Starter/Ranger [Part-Time]	27	27	19
Summer Laborer [Part-Time]	32	32	23
Superintendent of Greens	1	1	1
Total Department	76	76	59

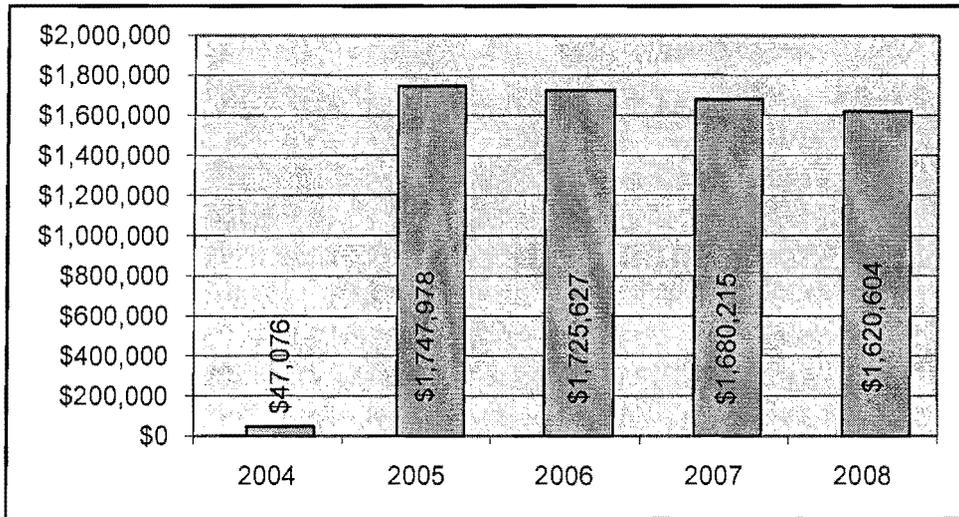


SUMMARY OF BUDGET CHANGES

- Significant Notes – 2009/10 Budget Compared to 2008/09**

There were no significant increases or decreases to the Golf Division budget (no changes of 5% or more).

- Operating Budget History - Sanctuary Lake Golf Course**



- Operating Budget History - Sylvan Glen Golf Course**

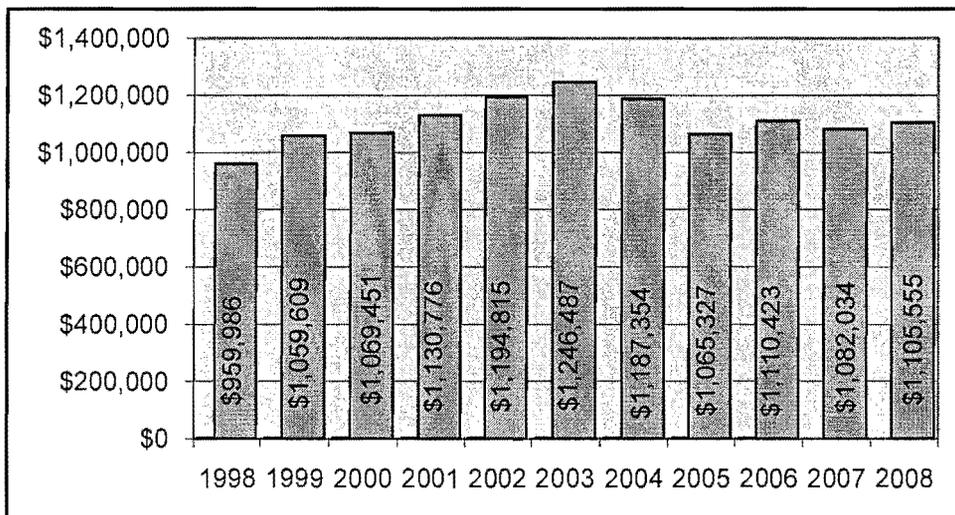


EXHIBIT B

2009 FEES Peak Season

Off season and other rates available:
<http://www.troy.mi.gov/ParksRec/Golf/>

Green Fees				
Sylvan Glen			Sanctuary Lake	
Weekday	Walking	With Cart	Weekday	
18 Holes Regular	\$27	\$42	18 Holes AM Special	\$45
18 Holes Resident	\$24	\$35	18 Holes PM Special	\$40
18 Holes Senior/Jr	\$15	\$26	18 Holes Senior/Junior	\$26
9 Holes Regular	\$18	\$28	9 Holes	\$28
9 Holes Resident	\$15	\$25	9 Holes Senior/Junior	\$20
9 Holes Senior/Jr	\$12	\$19	9 Holes AM Special 7-9 am	\$25
			9 Holes PM Special after 5 pm	\$25
Weekend			Weekend	
18 Holes Regular	\$32	\$47	18 Holes AM	\$53
18 Holes Resident	\$28	\$39	18 Holes Special (after 12 pm)	\$45
18 Holes Senior/Jr	\$20	\$31	9 Holes	\$30
18 Holes PM Special	\$20	\$35		
9 Holes Regular	\$19	\$29		
9 Holes Senior/Jr	\$14	\$21		
9 Holes (After 6 pm)	\$15	\$25		
Leagues			Leagues	
9 Holes	\$18	\$28	9 Holes League	\$28
9 Holes Resident	\$15	\$25		
9 Holes Senior Regular (before 1 pm)	\$13	\$20		
9 Holes Senior Resident (before 1 pm)	\$11	\$18		
Outings			Outings	
18 Holes weekday	\$44		18 Holes weekday	\$45
9 Holes weekday	\$30		18 Holes weekend	\$53
18 Holes weekend	\$48			
9 Holes weekend	\$33			
Rentals			Range Rates	
Pull Carts	\$2		Large Bucket	\$8
Clubs	\$20		Small Bucket	\$5
			Individual Range Membership	\$350
			Family Range Membership	\$500

**EXHIBIT C
OPERATIONS SUMMARY**

Sanctuary Lake Operations Summary				
	June 07-08 ACTUAL	June 08-09 ACTUAL	2007-2008 YTD ACTUAL	2008-2009 YTD ACTUAL
Revenues	\$185,327.00	\$174,900.52	\$985,813.25	\$922,208.43
Expenses	\$172,936.79	\$97,494.25	\$1,620,604.08	\$1,542,718.15
Rounds	4,160	3,990	23,664	24,710

Sylvan Glen Operations Summary				
	June 07-08 ACTUAL	June 08-09 ACTUAL	2007-2008 YTD ACTUAL	2008-2009 YTD ACTUAL
Revenues	\$171,974.48	\$212,336.35	\$1,214,312.79	\$1,199,379.94
Expenses	\$97,088.98	\$95,958.88	\$1,105,554.56	\$1,028,157.64
Rounds	6,185	8,902	42,451	43,892

SANCTUARY LAKE EQUIPMENT INVENTORY				
<u>COMMON NAME</u>	<u>CLASS</u>	<u>MODEL</u>	<u>SERIAL</u>	<u>MFG</u>
TORO 3020	TRAP RAKE	3020		TORO
JACOBSON LF3400	FAIRWAY MOWER	LF 3400		JACOBSON
SWISHER TRAIL MOWER	BRUSH CLEARING	N/A		SWISHER
MINI COTA	BOAT MOTOR	N/A		COTA
KING CUTTER	BUNKER SCUFFER	N/A		
BUFFALO BLOW	DEBRIS BLOWER			
STEINER 4X4 UTILITY VEH	HAULER			STEINER
75 POUND DRAG MAT	CORE BREAKER	N/A	N/A	
150 PUND DRAG MAT	CORE BREAKER	N/A	N/A	
MISC TRACTOR BUCKET				
TRACTOR SPIKER	FAIRWAY SPIKER			
STEINER MOW DECK				STEINER
STEINER BRUSH ATTACHMENT				STENIER
STEINER PLOW ATTACHMENT				STEINER
TORO 3500D GROUNDMASTER	SIDEWINDER			TORO
LESCO 80 POUND SPREADER	FERT SPREADER			LESCO
TURF 2 CARRY ALL	UTILITY CART			CLUB CAR
JACOBSON HAULER 1	UTILITY CART	3500		JACOBSON
JACOBSON HAULER 2	UTILITY CART	3500		JACOBSON
JACOBSON HAULER 3	UTILITY CART	3500		JACOBSON
JACOBSON HAULER 4	UTILITY CART	3500		JACOBSON
JACOBSON HAULER 5	UTILITY CART	3500		JACOBSON
CUB CADET TRACTOR	TRACTOR	8404J		CUB CADET
CUSHMAN	TURF TRUCKSTER	898628		TEXTRON
PUSH BLOWER	LEAF BLOWER			GIANT VAC
PUSH BLOWER	LEAF BLOWER			GIANT VAC
HUSTLER MOWER	ZTR MOWER	Z/926881		HUSTLER
GA 30	AERATOR	GA30		JACOBSON
JACOBSON GPLEX	GREENS MOWER	GPLEX III		JACOBSON
JACOBSON GPLEX	GREENS MOWER	GPLEX III		JACOBSON
JACOBSON AR	ROUGH MOWER	AR-2500		JACOBSON
JACOBSON LF 2500	FAIRWAY MOWER	LF -2500		JACOBSON
JACOBSON LF 2500	FAIRWAY MOWER	LF -2500		JACOBSON
JACOBSON GPLEX	TEE MOWER	GPLEX III		JACOBSON
JACOBSON GPLEX	TEE MOWER	GPLEX III		JACOBSON
JOHN DEERE MOWER	VERTICUTTING	2234		JOHN DEERE
LELY SPREADER	TRACTOR FERT APP	N/A		LELY
LESCO 80 POUND SPREADER	FERT SPREADER			LESCO
LESCO 80 POUND SPREADER	FERT SPREADER			LESCO
PROFLEX	ROUGH MOWER	120		PROFLEX
SMITHCO PRAYER	SPRAY RIG	15-493		SMITH CO
SMITHCO SANDPRO	TRAP RAKE	3WD		SMITH CO
TORO MOWER	UTL MOWER	GM-3100		TORO
TOP-DRESSER	TOP DRESSING	85802		TURFCO

SANCTUARY LAKE HAND TOOL INVENTORY

<u>QTY</u>	<u>COMMON NAME</u>	<u>QTY</u>	<u>COMMON NAME</u>	<u>QTY</u>	<u>COMMON NAME</u>
2	SNOW SHOVEL	1	6' PRY BAR	2	SMALL VALVE KEY
1	SQUARE HEAD VALVE KEY	1	SYPHON	1	TREE SAW
1	FLOOR JACK	1	TRANSIT	1	TRANSIT TRI-POD
1	TRANSIT HEIGHT STICK	2	CUP CUTTER	6	BALLMARK REPAIRERS
2	CUP PULLERS	2	PALM BRUSHES	3	CUP SETTERS
3	DEW WHIPS	7	PUSH BROOMS	2	WEED WHIPS
2	RECIPS	1	STICK EDGER	2	BACK PACK BLOWERS
1	2" HONDA WATER PUMP	1	2" INTAKE HOSE	1	HOVER MOWER
1	DROP SPREADER	1	1/2" STAKE PUMP	3	2" PUMP HOSE 50'
1	SCOTTS HAND SPREADER	3	LESCO SPREADERS	2	PUSH MOWERS
1	BILLY GOAT VAC	1	POWERWASHER	1	15 GAL. SPARY TANK
1	25 GAL SPRAY TANK	1	BENCH GRINDER	1	CUP CUTTER SHARPENER
1	HEDGE TRIMMER	1	DEWALT DRILL SET	1	SAWZALL KIT
2	6" GREENS BRUSHES	1	POWER GREASE GUN	1	GREASE GUN
2	LOPERS	4	LEVEL EASE	1	SLEDGE HAMMER
2	LANDSCAPING RAKES	1	SEEDING SPIKER	3	PICKS
1	AXE	1	POST POUNDER	3	IRR HEAD TRIMMER
1	TEE YRD TRIMMER	1	VALVE BOX TRIMMER	2	HEX PLUG CUTTER
2	PITCH FORKS	1	TAMPER	2	SICKEL
6	TRENCHING SHOVELS	8	SPADE SHOVEL	3	STEEL RAKES
1	FENCE POST DIGGER	1	HOOP HOES	1	HAND SOD CUTTER
5	METAL LEAF RAKES	8	FLAT SHOVELS	2	SMALL FLAT SHOVELS
1	LONG HEAD FLAT SHOVEL	2	3' PICK UP STICKS	1	54" PICK UP STICK
1	SPRAY PAINT ROLLER	14	ROAD CONES	1	WHEEL BARREL
2	SIFTER	3	MACHETTE	1	CHAINSAW
1	2' LEVEL				

SANCTUARY LAKE ACCESSORIES INVENTORY					
QTY	COMMON NAME	QTY	COMMON NAME	QTY	COMMON NAME
13	TEE TRASH CANS	11	TEE TRASH BRACKETS	1	8' ROLL OF STRAW
3	SPLIT RAIL FENCE POST	1	SPLITRAIL FENCE RAIL	1 BOX	OIL DRY SOCKS
1	METHANE VENT COVER	1	8' LADDER	1	WALKIE CHARGE BASE
4	HANDHELD WALKIE RADIO	2	HEAD LAMPS	5	EYE PROTECTION
1	PIN POSITION 1 SIGN	1	PIN POSITION 2 SIGN	1	PIN POSITION 3 SIGN
1	PIN POSITION 4 SIGN	3	3/4" HOSE	11	TRACTOR WEIGHTS
1	POND FOUNTAIN	2	HOSE SPRINKLERS	2	1" HOSE
1	ARIRFICATION SIGN	1	SCATTER	1	CHEM APPLIED SIGN
1	TOP DRESSING SIGN	1	TEE TIME FRONT SIGN	1	CARTPATH ONLY SIGN
1	TEE TIME BACK SIGN	1	90 DEGREE SIGN	17	FOAM CUP PLUGS
15	WHITE FLAG STICK	25	YELLOW & BLACK FLAGSTICKS	13	WHITE FLAGS
2	JR BL&YLW FLAGS	40	BL&YLW FLAGS	1	LINE PAINTER
18	FULL SIZE CUPS	12	JR CUPS	11	JR FLAG POLE
1	10 GAUGE RED WIRE	1	HAND SPREADER	2	6000 SF GREENS COVER
1	20X20 BLUE TARP	8	5 GAL BUCKET	1	2' SCRUB BRUSH
3	MISC BUNGEE CORD	1	BLAST AWAY WAY SOAP	1	ZEP DEGREASER
MISC	500' YELLOW NYLON ROPE	115	2' BLACK STAKE	7	2' GREEN STAKES
2	T HANDLE PROBES	4	MISC HANDLES	3	SYTHE
3	LEVEL EASE	2	TRACTOR BACK ARMS	5	PTO DRIVE SHAFTS
1	MISC COTTER PIN CASE	1	WHEELED TRAILER STAND	1	10" FERT BAG
1	16"X18" DRAIN OIL TIBE	MISC	AIRIFICATION TINES	1	3 TON MECH JACK
1	5 GAL PORT. AIR TANK	2	3 TON JACK STANDS	1	14 VOLT BATT. PACK
4	5 GAL LAPPNG COMPOUND	1	REEL LAPPING MACHINE	1	20' AIR HOSE
2	AIR JET NOZZELS	2	AIR COMPRESS TIRE ATTCH	104	TEE SIGN TOWEL
3	5 GALLON GAS TANK	3	5 GAL. DEISEL FUEL TANK	2	2 1/2 GAL. GAS TANK
2	ADJ 3 PNT HITCH BAR	1	TRACTOR TOW BAR	15	MISC TOW PINS
3	BALL HITCHES	6	TORO REELS	3	TORO VCUT REELS
3	TORO REELS	MISC	RANGE PICKER PARTS	2	TOW BARS
2	DEEP CYCLE BATTERIES 12V	5	TORO BLADES	1	5" VICE
1	45 PC SOCKET WRENCH SET	1	5 GAL SHOP VAC	4	TOW CHAINS
3	5000 POUND TIE STRAPS	3	500 POUND RATCHET STRAPS	1	KHOLER ENGINE
3	SHOCK ABSOBERS	1	FLOOR CREEPER	2	3/8" ANCHOR PINS
1	JUMPER CABLES	9	MISC BELTS	3	UNV CLAMPS
4	MISC EXTENSION CORDS	1	20' TOW STRAP	MISC	PAINT SUPPLIES
2	8"X15" PLASTIC BINS	1	BATTERY CHARGER	2	WEEDWHIP LINE COILS
3	LOCKING GAS CAPS	MISC	SPRINKER PARTS	1	ELECTORIC FEEDER PUMP
MISC	WEED WHIP PARTS	1	CHAIN SAW BLADE	1	IMPACT WRENCH
1	50' GARDEN HOSE	1	BATTERY BOOSTER PACK	3	EXTRA MOWER BUCKETS
1	50" EXTENSION CORD	2	DEWALT BATT. CHARGE		

SANCTUARY LAKE BUILDING INVENTORY

QTY	COMMON NAME	QTY	COMMON NAME	QTY	COMMON NAME
1	MEDICAL SCISSORS	1	5 DRAWER FILE CABINET	1	4X3 WHITE BOARD
1	OPTICS IRRIGATE EYEWASH	3	DRINKING FOUNTAIN	3	LARGE TRASH CANS
1PACK	COLD COMPRESS ICE PACK	2	WALL CLOCK	1	BLACK CHAIR
1 PACK	ANTISEPTIC SWABS	1	GREEN PLASTIC CHAIR	10	RED PLASTIC CHAIR
3 KITS	MEDICAL KITS	1	BLACK METAL DESK	1	RED PLASTIC TABLE
1 TAPE	LAWN MOWER VIDEO	1	6' ROUND TABLE	1	GE REFRIGERATOR
1	SHARP MICROWAVE	1	13" TV	1	DVD/VCR
1	PROCTOR-SILEX TOASTER	3	COFFEE POTS	6	ABDOMINAL PADS
1	3X4 PEG BOARD	3	MEDICAL GLOVE SETS	10	ICE COLD ICE PACKS
3	METAL DESKS	1 BOX	4X4 GAUZE PADS	1 BOX	BOX OF 2X2 GAUZE PADS
1	2 DRAWER CABINETS	3 BOXES	BOX OF FINGER TIP	2 BOX	2X4 1/2 BANDAGE
1 ROLL	MEDICAL TAPE	2 BOX	KNUCKLE BANDAGES	2 BOX	GENERIC BANDAGES
1	HYDROGEN PEROXIDE	4	FIRE EXTINGUISHER	1	FUEL STORAGE LOCKER
6	BATHROOM SINKS	1	URINAL	6	TOILET
14	6' LOCKER	2	36X24X42 METAL SHELVES	1	20 GAL AIR COMPRESSOR
1	WOODEN SHELF	2	SHOWER STALL	2	36X24X78 METAL CABINET
16	3' LOCKERS	1	5' BENCH	1	3' BENCH
1	8' METAL BENCH	1	13X12 STORAGE CABINET	1	10X18 STORAGE CABINET
3	14X9 STORAGE BINS	1	24X21X36 METAL CABINET		PAINT SUPPLIES
1	MISC COTTER PIN CASE	1	WOODEN SHELF	2	PALLET SHELVES

**Sanctuary Lake
Pro Shop / Clubhouse Assets and Merchandise Inventory**

Item	Pro Shop Assets	Quantity
Club Car Precedent Golf Carts		75
Chargers		75
Club Car Gas Golf Car		1
Solo Rider Handicap Cart with Charger		1
Easy Picker Five Gang Driving Range Unit		1
Easy Picker Range Ball Dispenser		1
Easy Picker Range Ball Washer		1
Easy Picker Range Baskets		69
Top Flite Super Range Golf Balls		30,000
FootJoy Shoe Bench with Mirror		1
FootJoy Fitting Stool		1
FootJoy Glove Rack		1
FootJoy Clothing Rack		1
Driving Range Bag Stands		17
Outside Bag Rack		1
Outside Green Garbage Can Units		3
Plastic Hangers		380
Yellow Proximity Markers		13
Sharp EI-1801V adding machine		1
Motorola Talkabouts with Chargers		4
40 Gallon Garbage Cans		3
ACCO Office Hole Puncher		1
Bulletin Boards		2
Black Office Chairs		2

**Sanctuary Lake
Pro Shop / Clubhouse Assets and Merchandise Inventory**

Club House Assets	
Kitchen	
Item	Quantity
Ice Maker Cube Style	1
Ice Maker Bin-Top	1
Garbage Disposer	1
Pre-rinse Unit	1
Soiled Dish Table	1
Clean Dish Table	1
Dish Rack Shelves	2
Dishwasher, door type	1
Refrigerators, reach in	2
Freezer, reach in	2
Range 24", gas	1
Char broiler, gas counter model	1
Griddle, gas counter unit	1
Fryer, gas	1
Refrigerated counter, griddle std.	1
Work Table	1
Shelf table mounted	1
Heat lamp, rod type	1
Microwave oven	1
Buffet, hot food electric	1
Pizza prep table	1
Grill Room Furniture	
Item	Quantity
Tables	10
Chairs	36
Bar Stools	8
Patio Furniture	
Item	Quantity
Tables	36
Chairs	92

**Sanctuary Lake
Pro Shop / Clubhouse Assets and Merchandise Inventory**

Item	Quantity	Cost
FootJoy Contour Golf Shoe	15	\$480
FootJoy ReelFit Golf Shoe	18	\$900
FootJoy Dryjoy Golf Shoe	24	\$1,440
FootJoy Superlite Golf Shoe	8	\$304
FootJoy Lo Pro Golf Shoe	14	\$406
FootJoy My Joy Golf Shoe	9	\$621
Titleist NXT Tour Sleeves	80	\$400
Titleist DT Carry Sleeves	86	\$366
Pinnacle Platinum 6 Pack	51	\$408
FootJoy Sta Sof Golf Glove	58	\$682
FootJoy Weather Sof Glove	41	\$267
FootJoy Weather Sof Glove Two Packs	9	\$99
FootJoy Winter Gloves	14	\$168
FootJoy Rain Gloves	15	\$180
FootJoy Junior Gloves	23	\$150
Titleist Perma Sof Glove	12	\$105
FootJoy Performance Outwear Jacket	16	\$640
FootJoy Superlite Golf Shirt	41	\$1,333
FootJoy Performance Mock Golf Shirt	5	\$163
Under Armour Performance Polo	51	\$1,658
Under Armour Cold Gear Fleece	4	\$160
Under Armour Storm Jacket	5	\$375
Foot joy Tech Sof Sock	23	\$92
Foot Joy Pro Dry Sock	12	\$48
Foot Joy Comfort Sof	47	\$165
Foot Joy Comfort Sof Ladies	55	\$193

SYLVAN GLEN EQUIPMENT INVENTORY				
COMMON NAME	CLASS	MODEL	SERIAL	MFG
CUB CADET TRACTOR	TRACTOR	8404 SS	322500236	CUB CADET
G-PLEX II	GREENS MOWER	898855	99005925	RANSOMES
G-PLEX III	GREENS MOWER	G-PLEX III	DN000482	JACOBSEN
TORO 4000-D #1	ROUGH MOWER	4000-D	30410-220000392	TORO
TORO 4000-D #2	ROUGH MOWER	4000-D	30410-240000294	TORO
TORO 3500-D	BANKS MOWER	SIDEWINDER	30821-210000527	TORO
TORO 3500-D	BANKS MOWER	SIDEWINDER	30839-270000776	TORO
REELMASTER 5410	FAIRWAY MOWER	5410	03670-280001055	TORO
REELMASTER 5410	FAIRWAY MOWER	5410	03670-280001057	TORO
TORO WORKMAN SPRAY	GREENS SPRAYER	3200	07360-270000216	TORO
TORO MULTI PRO 5500	FAIRWAY SPRAYER	5500	41564-200000274	TORO
66 GAL TOW BEHIND	SMALL AREA SPRAYER	66 GAL SPRAYER	40792-200000128	TORO
TORO PRO CORE 648	GREENS AERATOR	648	09200-270000970	TORO
TORO SANDPRO 5040	TRAP RAKE	5040	08705-270000811	TORO
TORO 220-D	DEBRIS BLOWER	220-D	30794-10355	TORO
CLUB CAR CARRY ALL	CART	CARRY ALL 1	HG0748-844972	CLUB CAR
CUSHMAN TRUCKSTER	HEAVY DUTY CART	TRUCKSTER	898628	JACOBSEN
JACOBSEN LF 3400	FAIRFAY VERITCUTTER	67869 LF 3400	1963	JACOBSEN
JOHN DEERE 2500 #1	TEE MOWER	2500 LG GAS	TC2500G030264	JOHN DEERE
JOHN DEERE 2500 #2	TEE MOWER	2501 LG GAS	TC2500G030420	JOHN DEERE
JOHN DEERE 2500 #3	GREENS MOWER	2502 LG GAS	TC2500G030270	JOHN DEERE
JOHN DEERE TRACTOR	LOADER	5210	LV5210S123454	JOHN DEERE
JACOBSEN GREENS KING	GREENS MOWER	GREENS KING VI	62275 1918	JACOBSEN
JACOBSEN GA-30	GREENS AERATOR	544875-8920	142197	JACOBSEN
SMITHCO SWEEPSTAR V62	SWEEPER	78-200	78051	SMITHCO
SMITHCO SWEEPSTAR V62	SWEEPER	78-200	78052	SMITHCO
TURFCO SP1530	TOP DRESSER	85804	G00247	TURFCO
WORKMAN	HEAVY DUTY CART	7367	290000200	TORO
WORKMAN	MEDIUM DUTY CART	7266	290000387	TORO
WORKMAN	MEDIUM DUTY CART	7266	290000380	TORO
WORKMAN	MEDIUM DUTY CART	7266	290000347	TORO
WORKMAN	MEDIUM DUTY CART	7266	290000390	TORO
WORKMAN	MEDIUM DUTY CART	7266	290000391	TORO
PROFORCE	DEBRIS BLOWER	44538	290000370	TORO
TROY BILT ROTOTILLER	TILLER			TROY BILT
BED EDGER	MISCELLANEOUS	F-990H	1671	LITTLE WONDER
FORD TRACTOR	TRACTOR	N/A	N/A	FORD
LF 100	FAIRWAY MOWER	LF-100	CP577-2-2585	JACOBSEN
EZGO TXT FLEET CART	GOLF CART	TXT	992024	TEXTRON
RYAN GREENSAIRE 24	GREENS AERATOR	544872-8720	124397	RYAN
SMALL TOP DRESSOR	SMALL TOP DRESSOR	F-6	N/A	METE-R-MATIC
VICON SPREADER	CHEMICAL SPREADER	2701600	LM22492	VICON
SNOW MOBILE	SNOW MOBILE	VK540	45417078	YAMAHA
JOHN DEERE AERCORE	AERATOR 3PT MOUNT	1500 AERCORE	M01500X010177	JOHN DEERE

SYLVAN GLEN EQUIPMENT INVENTORY

BUFFALO TURBINE	BLOWER 3 PT MOUNT	P-TORNADO	5560	AGRICULTURAL
TY-CROP	MATERIAL DELIVERY			TY-CROP EQUIPMENT
CORE HARVESTER	MATERIAL DELIVERY	2701530	LM20493	RYAN
DODGE DUMP TRUCK	MATERIAL DELIVERY	D350	1B6MW3456JS720954	DODGE
TRENCHER	MATERIAL DELIVERY	1620KE	1K1576	DITCH WITCH
FORKS FOR LOADER				

SYLVAN GLEN HANDTOOL INVENTORY

<u>QTY</u>	<u>COMMON NAME</u>	<u>QTY</u>	<u>COMMON NAME</u>	<u>QTY</u>	<u>COMMON NAME</u>
5	C-CLAMPS	2	TUBE CUTTER	1	24" PIPE WRENCH
1	18" PIPE WRENCH	1	14" PIPE WRENCH	1	BOLT CUTTER
1	CRIMPER	1	FLYWHEEL REMOVAL TOOL	6	OIL FILTER WRENCHES
1	6" PIPE WRENCH	3	TIRE PLUG TOOLS	2	SMALL PRY BARS
5	WIRE BRUSHES	2	PICKLE FORKS	1	RING COMPRESSOR
1	AIR HAMMER	3	MEDIUM PRY BARS	4	GASKET SCRAPERS
3	SEAL PULLER	2	SCREW EXTRACTOR	MISC	RACE DRIVERS VAR. SIZES
MISC	RACE PULLERS VAR. SIZES	1	TORQUE WRENCH	4	HACKSAWS
3	BATTERY TESTERS	3	HACKSAW BLADES	1	JOINT KNIFE
3	PUTTY KNIFE	1	TIRE WRENCH	3	PAINT SCRAPER
1	SCREEN TOOL	1	RATCHET WRENCH SET 3/8-3/4	1	RATCHET WRENCH SET 8-18MM
1	1/4" SET BIT SOCKETS T10-T60	1	3/8" SET BIT SOCKETS T10-T60	1	PICK SET
1	RATCHET WRENCH SET 3/8"-5/8"	1	RATCHET WRENCH SET 8-15MM	8	TORQUE DRIVERS
1	PICK UP TOOL	1	SOCKET ALLEN WRENCHES	1	3/8" SPEED WRENCH
1	1/2" SPEED WRENCH	9	1/4" SOCKET EXTENTIONS	8	3/8" SOCKET EXTENTIONS
1	TORX SOCKET BIT SET	1	1/2" CROWFOOT WRENCHES	1 SET	3/8" OPEN CROWFOOT WRENCH
MISC	3/8" METRIC SOCKETS	MISC	3/8" STANDARD SOCKETS	MISC	T-HANDLE ALLEN WRENCHES
3	3/8" DRIVE RATCHETS	1	3/8" BREAKER BAR	1	1/4" DRIVE RATCHET
MISC	WRATCHET ADAPTERS	STANDARD	3/8" DRIVE SHALLOW SOCKETS	METRIC	3/8" DRIVE SHALLOW SOCKETS
1 SET	1/4" SHALLOW DRIVE SOCKETS	MISC	1/4" DRIVE SOCKETS	MISC	3/8" DRIVE SOCKETS
5	1/4" NUT DRIVERS	3	1/2" IMPACT DRIVER	2	3/8" IMPACT DRIVER
1	COMPRESSION TESTER	1	MAGNETIC PROTRACTOR	10	GEAR PULLERS
1	BERNZOMATIC TORCH	4 SETS	REEL STANDS	1	TIE DOWN STRAP
1	BACKLAPPING MACHINE	1	CHAINSAW SHARPENER	1	TUBE BENDER
2	VALVE SPRING COMPRESSOR	1	BRAKE SPRING TOOL	1	RAZOR KNIFE
MISC	BRASS FITTINGS	1 SET	MISC STANDARD O-RINGS	1 SET	MISC METRIC O-RINGS
1	BATTERY BOOSTER PACK	3	FLASHLIGHTS	2	STRAP WRENCHES
4	1/2" SOCKET EXTENSIONS	2	1/2" RATCHETS	2	1/2" BREAKER BARS
1	10 FOOT LADDER	STANDARD	1/2" DEEPWELL SOCKETS	METRIC	1/2" DEEPWELL SOCKETS
1 SET	1/2" IMPACT SOCKETS	STANDARD	CRAFTSMAN WRENCHES	METRIC	CRAFTSMAN WRENCHES
36	PHILLIPS SCREWDRIVER	32	SLOTTED SCREWDRIVER	1	CLAW HAMMER
1	SMALL CLAW HAMMER	2	BALL PEIN HAMMER	1	RUBBER Mallet
1	MINI SLEDGE HAMMER	1	3/8" FLEXIBLE SOCKET SET	10 PIECE	SNAP RING PLIER SET
1	CALIPER	1	12' MEASURING TAPE	1	25' MEASURING TAPE
3	TIRE GAUGES	3	PRYBARS	1	DIGITAL VOLTMETER
4	BATTERY CLEANER TOOLS	1	1/2" AIR IMPACT WRENCH	3	3/8" AIR IMPACT WRENCH
1	AIR DRILL	2	AIR ANGLE DRILLS	1	AIR ROTO TOOL
2	TIN SNIPS	4	WISE GRIPS	6	CHANNEL LOCK PLIERS
4	PLIERS	2	WIRE STRIPPERS	3	WIRE SNIP PLIERS
4	NEEDLE NOSE PLIERS	2	12" CRESCENT WRENCHES	1	8" CRESCENT WRENCHES
1	15" CRESCENT WRENCH	1 SET	NUT DRIVERS 3/16-9/16	MISC	PUNCHES
MISC	FILES	MISC	DRILL BITS	MISC	ALLEN WRENCHES
MISC	WOOD DRILL BITS	3	TAP AND DIE SETS	1	METRIC TAP AND DIE SET
1	2 FOOT LEVEL	1	CORDLESS SAWSALL	1	CORDLESS DRILL
1	BATTERY CHARGER	1	ANTI FREEZE TESTER	1	3/4" STANDARD RATCHET SET
1	18V BATTERY AND CHARGER	1	REEL HEIGHT GAUGE	5	SQUEEGEES
3	TAMPERS	6	SCOOP SHOVELS	4	COAL SHOVELS
1	SHORT HANDLE SPADE	4	AXES	2	PITCH FORKS
2	HAND PUMPS	1	CONCRETE CHISEL	2	SMALL LEAF RAKES
1	WATERING CAN	1	GARDEN TOOL CADDY	1	POLE SAW
1	BOW SAW	1	PRUNING SAW	2	FOLDING PRUNING SAW
2	PRUNING SNIPS	2	LOPPERS	1	HEDGE TRIMMER
1	SLEDGE HAMMER	1	PICK AXE	1	JUMPER CABLES
2	4" LEVELS	4	HOES	1	EDGER
1	SOD KNIFE	9	LANDSCAPE RAKES	1	SHINGLE REMOVER
1	DETHATCHER	1	SCRAPER	2	GARDEN RAKES
12	TRENCHING SHOVELS	5	LEAF RAKES	6	SPADE SHOVELS

SYLVAN GLEN HANDTOOL INVENTORY

<u>QTY</u>	<u>COMMON NAME</u>	<u>QTY</u>	<u>COMMON NAME</u>	<u>QTY</u>	<u>COMMON NAME</u>
6	FLAT SHOVELS	5	SNOW SHOVELS	4	ROLLER SQUEEGEES
11	EXTENTION CORDS	4	PUSH BROOMS	2	BROOMS
1	GAS POWERED EDGER	1	RECIPROCATING SAW	6	GAS WEED WHIPS
1	GAS BRUSH CUTTER	1	DUST PAN	4	GREASE GUN
1	12" LADDER	1	GOLF CART BAT. CHARGER	2	TABLE MOUNTED VISES
1	BENCH GRINDER	1	14" CUT OFF SAW	1	15" DRILL PRESS
1	ARBOR PRESS	1	TIRE MACHINE	2	80 GALLON AIR COMPRESSORS
1	ROTARY BLADE GRINDER	1	HOTSY PARTS WASHER	1	4 TON BOTTLE JACK
1 SET	2 TON JACK STANDS	1	24" HAND SAW	1	20" HAND SAW
1	COME-ALONG	2	POP RIVET GUNS	1	PORTABLE VOLT TESTER
1	CYLINDER HONING STONE	MISC	HOLE SAWS	1	15" HEATING CABLE
2	PORTABLE AIR TANK	1	20" STIHL CHAINSAW	1	20"SHINDAIWA CHAINSAW
1	16" HOMELITE CHAINSAW	1	14" ELECTRIC CHAINSAW	1	16" JOHN DEERE CHAINSAW
MISC	CHAINSAW BLADES	1	ELECTRIC SAWSALL	1	ELECTRIC SKILSAW
1	TREE ROOT INJECTOR	1	TIRE REPAIR KIT	1	MANTIS TILLER
1	4HP TRASH PUMP	1	RYAN SODCUTTER	1	TORO 6.5HP LAWNMOWER
1	JOHN DEERE LAWNMOWER	2	LESCO 8HP BLOWERS	1	TORPEDO HEATER
1	ATHLETIC FIELD MARKER	1	ECHO LEAF BLOWER	1	30X30 TARP
2	5TH WHEEL ATTACHMENTS	1	SNOW PLOW BLADE	1	MOWING DECK FOR 220D
1	BACK PACK BLOWER	1	2.2HP PUMP W/ ACC.	1	HAND SOD CUTTER
MISC	SOD CUTTER BLADES	1	HEXAGON PLUG REPAIR TOOL	2	IRRIGATION HEAD TRIMMERS
1	KIRBY MARKER TRIMMER	6	BALL MARK REPAIR TOOL	4	CUP CUTTERS
2	CUP WATER RETRACTORS	1	ELECTRIC TROUBLE LIGHT	1	WHEELBARROW
2	2 GALLON GAS CANS	4	5 GALLON KEROSENE CANS	1	3 GALLON GAS CAN
MISC	TRACTOR IMPLEMENTS	1	COCOA DRAG MAT	1	HAND BALLAST ROLLER
1	X-COUNTRY SKI TRAIL GROOMER	1	LESCO DROP SPREADER	1	SCALE
1	PESTICIDE APPLICATION LANCE	3	BROADCAST SPREADERS	1	13 GALLON SPRAYER
5	2 GALLON PUMP SPRAYERS	2	SPRAY WANDS	2	HAND FERTLILZER SPREADERS
1	BACK PACK SPRAYER	MISC	SPRAY NOZZLES	1	LESCO SPRINKLER STAND
1	30 GALLON PORTABLE SPRAYER	1	MICROSCOPE	2	SPRAY CALIBRATORS
1	240' FISH TAPE	1	SURVEY STICK	1	MEASURING WHEEL
1	WIRE LOCATOR	1	SOIL TESTER	2	4X6 TOW BEHIND TRAILERS
1	SWEEPMASTER TURF BRUSH	1	CANON DIGITAL CAMERA	1	BUSHNELL RANGEFINDER
MISC	FIRE EXTINGUISHERS				

SYLVAN GLEN ACCESSORIES INVENTORY

<u>QTY</u>	<u>COMMON NAME</u>	<u>QTY</u>	<u>COMMON NAME</u>	<u>QTY</u>	<u>COMMON NAME</u>
MISC	RED HAZARD/YDG STAKES	MISC	YELLOW HAZARD/YDG STAKES	MISC	WHITE HAZARD/YDG STAKES
MISC	YELLOW ROPE	6	55 GALLON GARBAGE CANS	6	GARBAGE CAN HOLDERS
30	YELLOW WHIFFLE BALLS	31	HOLE TARGET RINGS	MISC	FLAGSTICKS
MISC	FLAGS	MISC	CUPS	MISC	BALL WASHERS AND PARTS
21	TEE COUNSELS AND SIGNS	6	DRINKING FOUNTAINS	MISC	TRASH CANS
2	IRR. SAT. FACE PLATES	MISC	PVC PIPE	MISC	IRRIGATION HEADS
MISC	IRR. HEAD PARTS	MISC	4" DRAIN TILE	MISC	3" DRAIN TILE
MISC	DRAINAGE SUPPLIES	10	YELLOW CURB BUMPERS	2	WOOD DUCK BOXES
MISC	4"X4"X2' POSTS	MISC	TREE STAKES	MISC	SOILS AND AGGREGATES
MISC	BRICK PAVER BRICKS	MISC	UNILOK BRICKS	MISC	RE ROD STAKES
MISC	PALLETS	600'	ALUMINUM FENCING	1	55 GALLON METERING PUMP
6	QUICK COUPLERS	6	3/4" HOSES	75	BUNKER RAKES
16	DIVOT MIX BOTTLES	6	DIVOT BOXES	MISC	SIGNAGE
175	TEE TOWELS	5	855S IRR. HEADS	4	IRR. WIRE SPOOLS

<u>SYLVAN GLEN BUILDING INVENTORY</u>					
<u>QTY</u>	<u>COMMON NAME</u>	<u>QTY</u>	<u>COMMON NAME</u>	<u>QTY</u>	<u>COMMON NAME</u>
1	4 X 8 CHALKBOARD	2	MICROWAVE	4	6 FT FOLDING TABLES
1	CLOCK/WEATHER STATION	1	17 CUFT REFRIGERATOR/FREEZER	1	TV CONVERTOR BOX
1	TOASTER	1	13" TV/VCR	21	LOCKERS
15	CHAIRS	2	STOOLS	MISC	FIRST AID KITS
MISC	KITCHEN UTENSILS	1	3 DRAWER FILE CABINET	1	KEY BOX
1	5 DRAWER FILE CABINET	1	MAGAZINE RACK	3	CENT. CONT. CLOCKS
6	TRASH CANS	1	TORO VTII CENTRAL CONT.	1	DESK WITH DRAWERS
1	DRINKING FOUNTAIN	1	WALL MOUNTED SHELF	4	SHELF UNITS
1	MANUAL PENCIL SHARPENER	1	SIDE TABLE	2	6' PICNIC TABLES
1	DESK CHAIR	MISC	OFFICE SUPPLIES	1	2 DRAWER FILE CABINET
1	COMPUTER DESK	1	SHOP DESK	1	HOTSY PARTS CLEANER
3	5 SHELF CABINETS	1	HYD. 20 TON PRESS	1	FOLEY BEDKNIFE GRINDER
3	WORK BENCHES	1	HEAVY DUTY SANDER	2	ROLLING TOOL CARTS
1	WELDING HELMET	1	CUTTING TORCH	2	WALL SHELVES
1	FOLEY REEL GRINDER	1	TRION LIFT	1	RETRACTABLE LIGHT
1	TRION LIFT TABLE	3	HYD HOSE REELS	2	CREEPERS
1	ZEP PARTS CLEANER	1	GREASE REEL	2	FASTENER CABINETS
1	RETRACTABLE EXTENTION CORD	1	5 HP SHOP VAC	1 SET	3 TON JACK STANDS
1	SHOP FAN	1 SET	6 TON JACK STANDS	1	MOP
1 SET	TRION JACK STANDS	1	PORTABLE STARTER/CHARGER	1	DOLLY
2 SETS	WHEEL CHUCKS	2	HYDRAULIC FLOOR JACKS	2	8' PALLET RACKS
1	MOP BUCKET	1	4 CUFT MINI REFRIGERATOR	1	PORTABLE WELDER
2	PALLET JACKS	2	WALL CABINETS	MISC	TIRE SUPPLIES
1	20' WORK BENCH	MISC	PAINT	1	SAFETY CABINET
1	1/2 TON CHAIN HOIST	2	BARREL RACKS	1	CEILING HOSE REEL
2	30' PALLET RACKS	1	HAND TOWEL DISPENSER	1	1000 GAL GAS/FUEL TANK
1	EMERGENCY SHOWER STATION	1	HAZ MAT BUILDING	20K	PARTS/OIL INVENTORY
1	ESD W2W WASH STATION	MISC	EQUIP/PARTS MANUALS		
MISC	LUBRICANTS/CLEANERS	3	DRY ERASE BOARD		
1	4 X 8 CORKBOARD	1	COFFEE MAKER		

**Sylvan Glen
Pro Shop Assets and Merchandise Inventory**

Pro Shop Assets	
Item	Quantity
Club Car Precedent Golf Carts	74
Chargers	74
Solo Rider Handicap Power Cart and Charger	1
Pull Carts	17
Air Compressor	1
Water Cooler	1
Frigidare Washer/Dryer	1
Wheels with Tires for Power Carts	5
40 Gallon Garbage Cans	6
Desk	2
Vinyl Chair	1
Cloth Covered Chair	1
Book Case	1
Floor Fan	1
Sharp EI- 1801V Adding Machine	1
Waste Basket	2
Zebra LP2824 Label Maker	1
File Cabinet	1
Paper Cutter	1
AED Heart Start Unit	1
Safe	1
Medicine Cabinet	1
Motorola Talkabouts with 2 Chargers	4
Adding Machine	1
FootJoy Shoe Rack	1
FootJoy Clothing Rack	1
FootJoy Glove Rack	1
Easel Board & Stand	1
Sock Racks	2
Ball Racks	5
Fire Extinguishers	2
Table	1
FootJoy Director Chairs	2
MicroWave	1
Umbrella Rack	1
Cash Register/ Prop. #14424	1
Metal Cabinet/ Prop. # 14354	1
Metal Cabinet	1
Plastic Shelving (5 Shelve Unit)	1

**Sylvan Glen
Pro Shop Assets and Merchandise Inventory**

Pro Shop Assets	
Item	Quantity
Hangers	347
Proximity Markers	6
Bulletin Boards	3

Merchandise Inventory		
Item	Quantity	Cost
FootJoy Green Joys	1	\$32
FootJoy Dry Joy	10	\$500
FootJoy Contour	10	\$400
FootJoy E-Comfort	16	\$448
FootJoy Europa	1	\$32
FootJoy Superlite	8	\$304
Titleist Pro V1	42	\$378
FootJoy Ankle Socks	156	\$445
FootJoy Super Cushion	43	\$151
FootJoy 3-Pack	63	\$347
FootJoy Pro Dry	27	\$108
Nike Dri Fit	15	\$42
FootJoy Sta Sof Glove	69	\$811
FootJoy Winter Glove	33	\$396
Titleist Perma Sof Glove	2	\$17
FootJoy Shock Stop Glove	3	\$36
FootJoy Weather Sof Glove	97	\$631
FootJoy Ladies Weather Sof Glove	19	\$124
FootJoy Sofjoy Glove	48	\$360
FootJoy Performance Outerwear Jacket	9	\$360
FootJoy Performance Outerwear Vest	2	\$60
FootJoy Performace Mock	4	\$130
FootJoy Polo Golf Shirt	17	\$553
Under Armour Polo Golf Shirt	39	\$1,268
Under Armour Cold Gear Fleece	4	\$160
FootJoy Winter Headbands	3	\$18
Titleist Ladies Hat	2	\$22
Affinity Swing Trainer	4	\$100
Titleist Golf Stand Bag	1	\$81
Orlimar Diamond Ice Ladies Golf Set	2	\$360
Logo Shoe Bag	24	\$252

EXHIBIT E

Food and beverage sales at Sanctuary Lake Piper's Pub Revenue:

2008 season \$205,881 gross sales

2009 YTD (Sept. 9, 2009) \$156,634 gross sales

\$12,000,000
MUNICIPAL BUILDING AUTHORITY OF TROY
COUNTY OF OAKLAND, STATE OF MICHIGAN
GOLF COURSE BONDS, SERIES 2002

SCHEDULE OF PRINCIPAL AND INTEREST REQUIREMENTS

On a Fiscal Year Basis

Fiscal Year Beginning July 1	Principal Due December 1	Interest Rate	Interest Due December 1	Interest Due NEXT June 1	Total Principal & Interest Requirements
2002	\$0.00	0.000%	\$232,406.25 *	\$278,887.50	\$511,293.75
2003	0.00	0.000%	278,882.10	278,887.50	557,769.60
2004	0.00	0.000%	278,882.10	278,887.50	557,769.60
2005	200,000.00	3.250%	278,882.10	275,637.50	754,519.60
2006	200,000.00	3.400%	275,632.10	272,237.50	747,869.60
2007	300,000.00	3.625%	272,232.10	266,800.00	839,032.10
2008	300,000.00	3.800%	266,795.20	261,100.00	827,895.20
2009	300,000.00	4.000%	261,095.20	255,100.00	816,195.20
2010	400,000.00	4.125%	255,095.20	246,850.00	901,945.20
2011	400,000.00	4.125%	246,846.00	238,600.00	885,446.00
2012	400,000.00	4.300%	238,596.80	230,000.00	868,596.80
2013	400,000.00	4.375%	229,996.80	221,250.00	851,246.80
2014	450,000.00	5.000%	221,247.60	210,000.00	881,247.60
2015	500,000.00	4.400%	209,997.60	199,000.00	908,997.60
2016	500,000.00	4.500%	198,997.60	187,750.00	886,747.60
2017	500,000.00	4.500%	187,747.60	176,500.00	864,247.60
2018	600,000.00	4.625%	176,497.60	162,625.00	939,122.60
2019	600,000.00	4.750%	162,623.80	148,375.00	910,998.80
2020	600,000.00	4.875%	148,373.80	133,750.00	882,123.80
2021	600,000.00	5.000%	133,750.00	118,750.00	852,500.00
2022	700,000.00	5.000%	118,750.00	101,250.00	920,000.00
2023	700,000.00	5.000%	101,250.00	83,750.00	885,000.00
2024	800,000.00	5.000%	83,750.00	63,750.00	947,500.00
2025	800,000.00	5.000%	63,750.00	43,750.00	907,500.00
2026	850,000.00	5.000%	43,750.00	22,500.00	916,250.00
2027	900,000.00	5.000%	22,500.00	0.00	922,500.00
	<u>\$12,000,000.00</u>		<u>\$4,988,327.55</u>	<u>\$4,755,987.50</u>	<u>\$21,744,315.05</u>

Registrar/Transfer Agent - Bank One Trust Company, National Association, Detroit, Michigan

* Dated date, July 1, 2002, first interest payment due December 1, 2002- 5 months.

jhw/6/13/02/Troy, City of BA Golf Course, Series 2000/PIF

607 Shelby, Suite 600, Detroit, Michigan 48226-3282
PHONE: (313) 961-8222 FAX: (313) 961-8220

The information contained herein was derived from sources generally recognized as reliable and does not make any representations as to correctness or completeness and has in no way been altered except to the extent that some information may be summarized, and is in no way intended to be a solicitation for orders.

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)

PRODUCER <div style="text-align: center;"> <input checked="" type="checkbox"/> Complete <input type="checkbox"/> Sample Certificate </div>	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
INSURERS AFFORDING COVERAGE	
INSURED <div style="text-align: center;"> <input checked="" type="checkbox"/> Complete </div>	INSURER A: <u>XYZ Company</u> INSURER B: <u>ABC Company</u> INSURER C: _____ INSURER D: _____ INSURER E: _____

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Additional Insured - City of Troy - use wording below <input checked="" type="checkbox"/> Annual Contract Aggregate Limit GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC	0001	XX-XX-XX	XX-XX-XX	EACH OCCURRENCE	\$ 1,000,000
					FIRE DAMAGE (Any one fire)	\$
					MED EXP (Any one person)	\$
					PERSONAL & ADV INJURY	\$ 1,000,000
					GENERAL AGGREGATE	\$ 1,000,000
					PRODUCTS - COMP/OP AGG.	\$ 1,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS _____	0002	XX-XX-XX	XX-XX-XX	COMBINED SINGLE LIMIT (Ea accident)	\$ 500,000
					BODILY INJURY (Per person)	\$
					BODILY INJURY (Per accident)	\$
					PROPERTY DAMAGE (Per accident)	\$
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT	\$
					OTHER THAN EA ACC	\$
					AUTO ONLY: AGG	\$
A	EXCESS LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION \$	0005	XX-XX-XX	XX-XX-XX	EACH OCCURRENCE	\$ 1,000,000
					AGGREGATE	\$ 1,000,000
						\$
						\$
						\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	0003	XX-XX-XX	XX-XX-XX	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER	
					E.L. EACH ACCIDENT	\$ 100,000
					E.L. DISEASE - EA EMPLOYEE	\$ 100,000
					E.L. DISEASE - POLICY LIMIT	\$ 500,000
A	OTHER Liquor Liability	0004	XX-XX-XX	XX-XX-XX	Limit \$1,000,000	

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

Additional Insured under General Liability and Excess Liability: City of Troy including Architects and Engineers, all elected and appointed officials, all employees and volunteers, boards, and commissions and/or authorities and their board members, employees and volunteers on ISO Form B or broader.

CERTIFICATE HOLDER Y ADDITIONAL INSURED; INSURER LETTER: A CANCELLATION

City of Troy 500 W. Big Beaver Rd. Troy, MI 48084	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT.
AUTHORIZED REPRESENTATIVE	



STATEMENT OF NO INTEREST
CITY OF TROY

BID NUMBER: RFP-COT 09-44
TITLE: *Golf Course Management Services*

Please Send or Fax To:
City of Troy Purchasing Department
500 W. Big Beaver Rd.
Troy, MI 48084

FAX NUMBER: (248) 619-7608

We, the undersigned, have declined to bid on the subject bid for the following reasons:

Check All That Apply	1	REASON
		Our firm does not handle the type of product / service
		We cannot meet the specifications nor provide an approved alternate – please explain below
		Our firm is not interested in bidding at this time
		Job is too small
		Job is too large
		Cannot be competitive
		Liability Issues such as insurance, bonding, indemnification, hold harmless
		Insufficient time to respond – please explain below
		Our firm's schedule would not permit performance of the specifications
		Other – describe below

REMARKS: _____

COMPANY INFORMATION:

Please retain _____ on the bid list for the item described above.
 (COMPANY NAME)

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: _____

TITLE: _____

COMPANY: _____

ADDRESS: _____

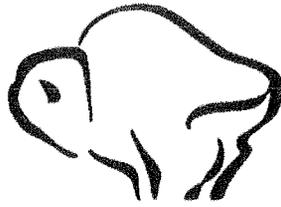
FAX NUMBER: _____ TELEPHONE NUMBER: _____

IMPORTANT NOTE:

To qualify as a respondent to the proposal, the vendor must submit a proposal or return this completed form.

VENDOR REGISTRATION: The City of Troy uses the MITN website for vendor registration, bid and tabulation posting, award information and other processes. Final bid results will be posted on the MITN website after award. Please register to see results – www.mitn.info.

EXHIBIT B
BCG'S REPSONSE TO RFP



ORIGINAL

**BILLY CASPER
G O L F**

**Response to
City of Troy, Michigan
For
RFQ/RFP-COT 09-44
Golf Course Management Services**

December, 2009

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

Contact: Mike Cutler
703.761.1444
mcutler@billycaspergolf.com



BILLY CASPER G O L F

December 1, 2009

City of Troy
City Clerk
500 W. Big Beaver Road
Troy, MI 48084

RE: RFQ/RFP – COT 09-44 Golf Course Management

Thank you for the opportunity to submit the enclosed information in response to the above-referenced Request for Proposals ("RFP"). Billy Casper Golf, LLC ("BCG") possesses the necessary experience, skills, and financial resources to operate the City of Troy ("City") golf courses ("Sylvan and Sanctuary") successfully. Our management experience, marketing capabilities, and demonstrated success in competitive golf markets, combined with our current relationships servicing more than (65) sixty-five existing municipal golf course clients, uniquely qualifies BCG to provide management and operations services for Sylvan Glen and Sanctuary Lakes Golf Course.

Our Midwestern municipal partners with multiple golf courses include, but are not limited to, Cook County, Illinois, City of Chicago, and the City of Cincinnati. Prior to our involvement, their situation was similar to that of the City's; the capital needs of the golf courses and the financial needs of the City are outpacing the revenues.

In order to maximize the financial return, we propose an alternative operational structure similar to the successful golf models we operate for the City of Cincinnati, Cook County, and most recently, the City of Chicago. The rationale for this alternative is to more closely align the interests of BCG and the City. This goal is achieved by eliminating the operator's potential conflict to save money at the expense of the proper upkeep and maintenance of the courses – which inevitably will result in the degradation of the Sylvan and Sanctuary and erosion in competitive positioning, market share, and financial performance. The alternative structure promotes the growth of rounds and gross revenues for the benefit of the City and the golf courses. The alternative structure allows the City to partner with a vendor that can best **(1) Improve the quality of City amenities, (2) Optimize the financial return to the City (3) Maximize capital investment, (4) Realize economies of scale, (5) Improve the levels of customer service, (6) Utilize tried-and-true marketing strategies to increase overall profitability and (7) best position the golf courses for the long term.**

Quite simply, the long-term success of the Sylvan and Sanctuary is predicated upon the ability of the operator to maximize the profitability through the **execution of innovative marketing and effective operating strategies**. Considering today's economy, Sanctuary Lakes success is predicated on an operator with the proven ability to attract new customers through aggressive marketing plans, clear communication and accountability, and one that consistently provides superior levels of customer service.

BCG is the clearly the most qualified operator for your consideration. We currently operate several golf portfolios comparable to Sylvan and Sanctuary. Our qualifications can most notably be summarized as highlighted below.

BILLY CASPER GOLF MANAGEMENT · BUFFALO COMMUNICATIONS · BUFFALO GOLF TRAIL

- **Presence and Notoriety:** BCG has been successfully operating golf course facilities for twenty (20) years, with a distinct reputation for providing superior quality in all facets of club operations. We currently manage more than one-hundred (100) golf facilities in twenty-five (25) States.
- **Primary Focus:** The City Golf Courses will be the **only Golf Courses** that BCG operates in the area. Our staff's **only charge** will be the success and growth of the Sylvan and Sanctuary.
- **Operations:** We have an extensive infrastructure supporting the needs of each course including: recruiting, training, procurement, golf operations, agronomy, marketing, public relations, food and beverage, and finance/administrative roles. A team of local and experienced managers provide oversight and direction for the operation of the courses. The direct oversight by our professional team ensures that **each department across the portfolio is operating efficiently and professionally, and market position is uncompromised while profitability is maximized.**
- **Accountability:** We utilize the latest technology and generally accepted accounting principles to provide the clients of our managed courses with full operations accountability through standard golf industry financial statements and reports.
- **Senior Leadership Involvement:** We have grown to become one of the largest and most successful golf management companies organically, without the assistance of external institutional ownership or financial influence. We are privately held and controlled by the company's founders who **are actively involved** in the oversight and are attentive to each facility, **reviewing the financial performance and business strategies** on a weekly basis.
- **Results:** BCG has consistently improved the financial performance of our golf course portfolios. **In 2009, our first year of operation for the City of Chicago, BCG improved the financial performance by over 35% from prior year results.**
- We consistently improve the physical elements, service levels, and financial performance of our golf courses to maximize their market position. BCG's corporate initiatives include **ACE™, our proprietary employee training program**, independent **mystery shopping**, customer surveys, risk assessments, and local direct regional oversight of each property.

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

Should you have any questions or comments, please contact Mike Cutler, VP of Business Development at 703.761.1444

Sincerely,



Peter M. Hill
CEO & Chairman

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Vendor Questionnaire

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2. References
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5. Staffing Plan
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7. Subcontractor Statement
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9. Evaluation Process
10. Experience – Labor relations, legal issues, benefits, employee orientation & Training
11. Litigation History
12. Contract Terminations
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15. Maintenance Plan / Report
16. Marketing / PR
17. Pro Shop Operations / Experience
18. Sample Business Plan
19. BCG Facilities
20. Certificate of Insurance
21. Pricing Proposal & Pro Forma



SECTION 5: VENDOR QUESTIONNAIRE

DATE: 12/1/09
Month/Date/Year

FIRM NAME: Billy Casper Golf, LLC

ESTABLISHED: 19 89 / 200 VA STATE: VA YEARS in BUSINESS 20

TYPE OF ORGANIZATION: (Circle One)

- a. Individual
- b. Partnership
- c. Corporation
- d. Joint Venture
- e. Other _____

If applicable:

FORMER FIRM NAME(S) Billy Casper Golf Management Inc.

Have you, your organization or affiliates ever filed for bankruptcy protection? YES _____ / NO X
If so, please explain.

NOTE: If additional space is needed throughout the questionnaire, please attach additional sheets numbered appropriately for identification.

1. Describe your firm’s experience relative to golf course management and operation services. Provide your firm’s background and its organizational structure including a brief history of the firm. Provide specific examples of your firm’s golf course management experience. A minimum of two (2) comparable examples must be provided. The examples must be contracts in which your firm provided continuous management services for three years or more. Include experience / qualifications your firm has in managing municipal golf courses. The examples can be for contracts that are still active or have been completed within the last ten (10) years.

Please see Response

2. Positive References.

Provide a complete list of similar contracts for golf course management and operations held for the last ten years, including facility name, contact person, phone number, email address and years of service.

Facility Name	Contact Name	Phone Number	E-Mail	Years of Service
<u>Please see Response</u>				

Attached to the proposal and marked References for identification.

SECTION 5: VENDOR QUESTIONNAIRE – continued

10. Provide detail explanation of your firm's experience with reference to labor relations, contractual and legal issues, personnel benefits, employee orientation and training.

Please see Response

11. Provide a brief description of any litigation brought against your firm over worker health and safety, labor laws, or affirmative action, as related to performance of duties.

Please see Response

12. If applicable, describe the circumstances under which your firm was terminated from a contract for cause.

Please see Response

13. Provide firm's approach to sharing information with municipal clients relative to operational, budgetary, and financial matters. Examples of reports should be included with the proposal.

(X) Example reports attached to the proposal and marked See Below for identification.

"Relationship with Our Clients"

14. Provide the proposed transition plan of operation from the City of Troy to your firm.

Please see Response

FIRM NAME: Billy Casper Golf, LLC

SECTION 5: VENDOR QUESTIONNAIRE – continued

15. Describe your firm's grounds maintenance experience including technical expertise to manage turf effectively, especially on golf course greens and fairways. Attach sample of maintenance conditions report which you would submit to the city weekly, monthly and/or annually.

(X) Report attached to the proposal and marked See Below for identification.

Included in Response - "Sample Agronomic Report"

16. Describe your firm's public relations and marketing policy. Explain how it helps to ensure superior service and effective promotions for public satisfaction and increased revenues.

Please see Reponse

17. Describe your firm's Pro Shop operations experience including technical expertise on managing all golf operations including pro shop, tee times, etc.

Please see Reponse

18. **SAMPLE DOCUMENT** – a sample Business Plan document must be included with your submitted proposal. This document needs to be an operations contract held by your firm with a similar project scope and must include information about revenue, expenses and rounds. This document will be reviewed as part of the evaluation process and will become the property of the City of Troy.

Attached and Marked See Below for Identification.

Included in Response - "Bent Creek Golf Course 2009 Annual Plan"

FIRM NAME: Billy Casper Golf, LLC

SECTION 5: VENDOR QUESTIONNAIRE – continued

19. List all golf course management and operation contract commitments your firm is currently engaged to perform. Give facility address, owners contact information, size and type of facility, contract start and completion dates, and gross annual amount of each contract.

Facility Name / Address	Contact Information	Facility Size	Facility Type	Start	Date Completion	Gross Annual Contract Amount
	Phone: Fax: Email:					\$
	Phone: Fax: Email:	See Section 19 in the Response				\$
	Phone: Fax: Email:					\$
	Phone: Fax: Email:					\$
	Phone: Fax: Email:					\$

THE FOREGOING QUESTIONNAIRE IS A TRUE STATEMENT OF FACTS:

Signature of Authorized Firm Representative: 

Representative's Name: Peter M. Hill
 (print)

Firm Name: Billy Casper Golf, LLC

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

Phone Number: 703-761-1444

Fax Number: 703-893-3504

E-mail: phill@billycaspergolf.com

Date: December 1, 2009

SECTION 6: INSURANCE REQUIREMENTS

Insurance Requirements shall be in accordance with the attached **SAMPLE INSURANCE CERTIFICATE**. At time of award, the required Insurance Certificate must be submitted to Mr. Stephen Cooperrider, Risk Manager, within 5 days of the verbal/ electronic request. The RFP cannot be completely awarded without this Insurance Certificate. The Insurance Certificate may be faxed (248) 526-5129 to the City Offices, and is the only document accepted in this format.

*In addition, proposals must include a letter or insurance certificate from the proposers insurance agent or carrier that the insurance to be supplied will meet specifications. See paragraph titled **IMPORTANT** below.*

- (X) We can meet the specified insurance requirements.
- () We cannot meet the specified insurance requirements.
- () We do not carry the specified limits but can obtain the additional insurance coverage of \$ _____ at the cost of \$ _____.
Note: Please note the amendments on a sample insurance certificate and attach it to your proposal.
- () Our proposal is reduced by \$ _____ if we lower the requirements to \$ _____.
Note: Please note the amendments on a sample insurance certificate and attach it to your proposal.

NOTE: Failure on the part of any bidder to contact his/her insurance carrier to verify that the insurance carried by the bidder meets City of Troy specifications shall result in this proposal being completed incorrectly.

OTHER: Sole proprietors must execute a certificate of exemption from Worker's Compensation requirements or provide proof of Worker's Compensation Insurance. All coverage shall be with insurance carriers licensed and admitted to do business in Michigan and acceptable to the City of Troy.

INSURANCE VERIFICATION: A bidder shall complete the above portion that details additional costs that may be incurred for specified coverage without purchasing the additional coverage prior to proposal submission.

IMPORTANT: A bidder **must** submit with their proposal on the designated opening date and time a letter or insurance certificate from their insurance agent or carrier that the insurance to be supplied will meet specifications. A bidder will be considered non-qualified if an acceptable letter or certificate is not received with the proposal documents.

FINAL INSURANCE CERTIFICATE SUBMISSION:

Prior to Troy City Council approval of a final Agreement, the City of Troy will provide verbal / electronic notification to submit within five (5) days a fully executed insurance certificate(s) in accordance with specifications. The firm will be considered non-responsive and the proposal un-awardable if an acceptable insurance certificate is not received within the specified timeframe.

Peter M. Hill being duly authorized to execute contracts for Billy Casper Golf, LLC
(Print Full Name) (Company Name)

hereby acknowledges that once accepted by the Risk Manager, the specified insurance certificate for RFP-COT 09-44 shall remain in full force and effect during the life of the contract.

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: 

FIRM NAME: Billy Casper Golf, LLC



SECTION 7: PROPOSAL FORM

The undersigned proposes TO PROVIDE EIGHT (8) YEAR REQUIREMENTS OF GOLF COURSE MANAGEMENT SERVICES FOR BOTH MUNICIPAL CITY OF TROY GOLF COURSES WITH AN OPTION TO RENEW FOR TWO (2) ADDITIONAL FOUR (4) YEAR PERIODS, in accordance with the specifications attached hereto and to be considered an integral part hereof as follows:

FIRM NAME: Billy Casper Golf, LLC

RETURN SCHEDULE:

PROPOSAL A: Annual Return for Sylvan Glen and Sanctuary Lakes Golf Courses

Operator agrees to pay the City of Troy for the use of the premises the amount listed below. The annual amount of return is to be received by the City as net, free and clear of all costs and charges arising from or relating to said premises, payable in twelve (12) equal payments by the end of each month of operation.

\$ Please see Response / Annual Return

NOTE: As part of the operational plan, firms must indicate what will be done with the City equipment provided. The City will consider a leasing arrangement, an outright buy and/or no use of City equipment.

OPTIONAL

PROPOSAL B: Operation of Sanctuary Lakes Golf Course ONLY, for thirty (30) years

The undersigned proposes TO PROVIDE THIRTY (30) YEAR REQUIREMENTS OF GOLF COURSE MANAGEMENT SERVICES FOR SANCTUARY LAKE GOLF COURSE, in accordance with the specifications attached hereto and to be considered an integral part hereof as follows:

Operator agrees to pay the City of Troy for the use of the premises the amount listed below for the next twenty-one (21) years. The annual amount of return is to be received by the City as net, free and clear of all costs and charges arising from or relating to said premises, payable in twelve (12) equal payments by the end of each month of operation. The Operator will continue to operate the course starting the 22nd through 30th year with no payment to the City.

\$ _____ / Annual Return for years 1 – 21

FEE SCHEDULE – YEAR 1:

In addition, a copy of your firm's complete fee schedule listing green fees, cart fees, and all other charges for the first year must be provided. The rate schedule must include resident and non-residents rates. **NOTE: Rates must be approved by the City prior to the start of each new season.**

Fee schedule attached and labeled _____ for identification purposes.

Please see Response - "Pro Forma"



SECTION 8: PROPOSAL TERMS AND CONDITIONS

MANDATORY PRE-PROPOSAL MEETING – SITE INSPECTION:

All bidders **are required** to attend the mandatory pre-proposal meeting in order to examine each location to determine the set-up and facilities that exist. The **pre-proposal meeting is scheduled for TUESDAY, NOVEMBER 17, 2009 starting at 11:30 AM E.S.T. The meeting will begin at Sylvan Glen Golf Course Pro Shop and will proceed to Sanctuary Lakes Golf Course.** This will be the only opportunity for bidders to examine the sites with City staff. If a bidder does not attend the pre-proposal meeting, that bidder will be considered non-responsive and no longer eligible for award.

(X) Our Firm attended the Mandatory Pre-proposal Meeting on November 17, 2009.

SIGNATURE:

Each authorized representative of the firm must sign the proposal with their usual signature and shall give their full business address. Proposals submitted by partnerships shall be signed with the partnership name by one of the members or by an authorized representative. Proposals by corporations shall be signed with the name of the corporation followed by the signature and designation of the President, Secretary, or other person authorized to bind it in the matter.

RETAIN PROPOSALS:

The City reserves the right to retain all proposals submitted and to use any ideas in the proposals regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the firm of the conditions contained in this RFQ/RFP, unless clearly and specifically noted in the proposal submitted and confirmed between the City of Troy and the firm selected.

LAWS:

All applicable State of Michigan and Federal laws, City and County ordinances, licenses and regulations of all agencies having jurisdiction shall apply to the award throughout and incorporated herein by reference.

ADDITIONAL INFORMATION:

For additional information or questions concerning this project, please contact Ms. Carol Anderson, Parks and Recreation Director, at (248) 524-3488.

AWARD OF CONTRACT:

The evaluation and award of this proposal shall be a combination of factors including, but not limited to: the completion of all information requested and detailed in the RFQ / RFP, evaluation of the return schedule, professional competence, positive references that include evidence of successful operation of at least two (2) similar sized golf courses, understanding of the project, sample business plan included, insurance requirements met, and the correlation of the proposal submitted to the needs of the City of Troy and any other factors considered to be in the best interest of the City of Troy. The intent is to award the contract to one firm.

The City of Troy reserves the right to award to the firm providing the best value proposal, in whatever manner is deemed to be in the City's best interest; to award the proposal to the most effective total package which matches the City's needs; to reject a proposal which contains major deviations from specifications; to accept a proposal which has only minor deviations from specifications; to accept Proposal A and reject optional Proposal B; to accept optional Proposal B and reject Proposal A.

In addition, the City reserves the right to continue the management of golf course operations with City forces and not award a contract, if determined to be in the City's best interest, as it relates to the proposed revenues and debt obligations of the City (see Exhibit F – Debt Schedule).

FIRM NAME: Billy Casper Golf. LLC



SECTION 8: PROPOSAL TERMS AND CONDITIONS – continued

RIGHT TO REQUEST ADDITIONAL INFORMATION:

The City reserves the right to request any additional information it deems necessary from any firm responding to this RFQ / RFP after the documents have been received.

RIGHT TO NEGOTIATE FINAL AGREEMENT:

The City of Troy reserves the right to negotiate a final written agreement with the highest rated firm. Even though bonds have not been explicitly specified for this contract, the City at its option may require the successful firm to issue performance, labor and materials payment, and maintenance bonds as part of the final Agreement.

CONTRACT DOCUMENT:

After the Troy City Council has approved the award, the City of Troy Purchasing Department will notify the successful firm. The successful firm once notified, will be required to sign the final Agreement form. The proposal documents in conjunction with the Agreement form from the City of Troy will create a bilateral contract between the parties, and the successful firm shall commit to perform the contract in accordance with specifications.

COMMENCEMENT DATE:

The successful firm should assume all operations within ninety (90) days of award unless otherwise agreed upon.

- Our firm can meet this commencement schedule
- Our firm cannot meet this commencement schedule but offers:

The City of Troy is the only party to this contract that may authorize amendment of this schedule.

ORDINANCES AND REGULATIONS:

The Operator shall be required to comply with all ordinances, regulations and requirements of the City of Troy and all other laws, regulations, etc. pertinent to the construction and maintenance of all buildings and grounds.

PERMITS:

The Operator will be required to obtain all necessary permits, as required, for construction or maintenance work performed at both facilities. Any fees associated with the permits will be the responsibility of the Operator.

TAXES:

The successful firm will be responsible for all personal property taxes for both City and Operator owned equipment that is utilized under this contract.

FIRM NAME: Billy Casper Golf, LLC



SECTION 8: PROPOSAL TERMS AND CONDITIONS – continued

SIGNATURE PAGE

ANNUAL RETURN

Amounts quoted shall remain firm for 90 days or contract award, whichever comes first, except the successful firm whose return to the City shall remain the same for the duration of the contract.

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: _____

NOTE: The undersigned has checked carefully the figures bid and understands that he/she shall be responsible for any error or omission in this offer and is in receipt of all addenda as issued.

TAX ID 86-1092316

COMPANY Billy Casper Golf, LLC

ADDRESS 8300 Boone Blvd. Ste. 350 CITY Virginia STATE VA ZIP 22182

TELEPHONE NUMBER (703) 761-1444 FAX NUMBER (703) 893-3504

REPRESENTATIVE'S NAME Peter M. Hill

(Print)

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: _____

PAYMENT TERMS: See Response EMAIL: phill@billycaspergolf.com

COMMENCEMENT DATE: **AS SPECIFIED**

EXCEPTIONS:

Any exceptions, substitutions, deviations, etc. from City specifications and this proposal must be stated below. The reason(s) for the exception, substitution, and/or deviation are an integral part of this proposal offer:

ACKNOWLEDGEMENT: I, Peter Hill, certify that I have read the **Instructions to Bidders** (3 Pages) and that the proposal documents contained herein were obtained directly from the City's Purchasing Department or MITN website, www.mitn.info and is an official copy of the Authorized Version.

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: _____

IMPORTANT: All City of Troy purchases require a **MATERIAL SAFETY DATA SHEET**, where applicable, in compliance with the **MIOSHA "Right to Know" Law**.

NOTE: The City of Troy, at their discretion, may require the bidder(s) to supply a Financial Report from an impartial Financial Credit Reporting Service before award of contract.

U.S. FUNDS: PRICES QUOTED SHALL BE IN U.S. CURRENCY.

1. Describe your firm's experience relative to golf course management and operation services. Provide your firm's background and its organizational structure including a brief history of the firm. Provide specific examples of your firm's golf course management experience. A minimum of two (2) comparable examples must be provided. The examples must be contracts in which your firm provided continuous management services for three years or more. Include experience / qualifications your firm has in managing municipal golf courses. The examples can be for contracts that are still active or have been completed within the last ten (10) years.

BCG OVERVIEW

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

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



BCG is among the nation's leading golf course management firms, and **the expert in golf course 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 **significant experience and a successful track record** in the operation of golf facilities, including upscale properties, municipally-owned courses, 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.

Currently, BCG **manages more than 100 facilities in 25 states**, the District of Columbia, and Costa Rica. Combined, these facilities host in excess of **3.7 million rounds of golf** annually (or about 8,500 per day), played by more than **600,000 customers** who are treated to a fun and enjoyable golf experience by our team of approximately **5,000 employees**.

BCG's approach to managing golf facilities is progressive and innovative. Each of our employees nationwide is trained and commits to **delivering a phenomenal golfing experience to every customer, every day**, through the following pledge:

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

My positive attitude is my responsibility.

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

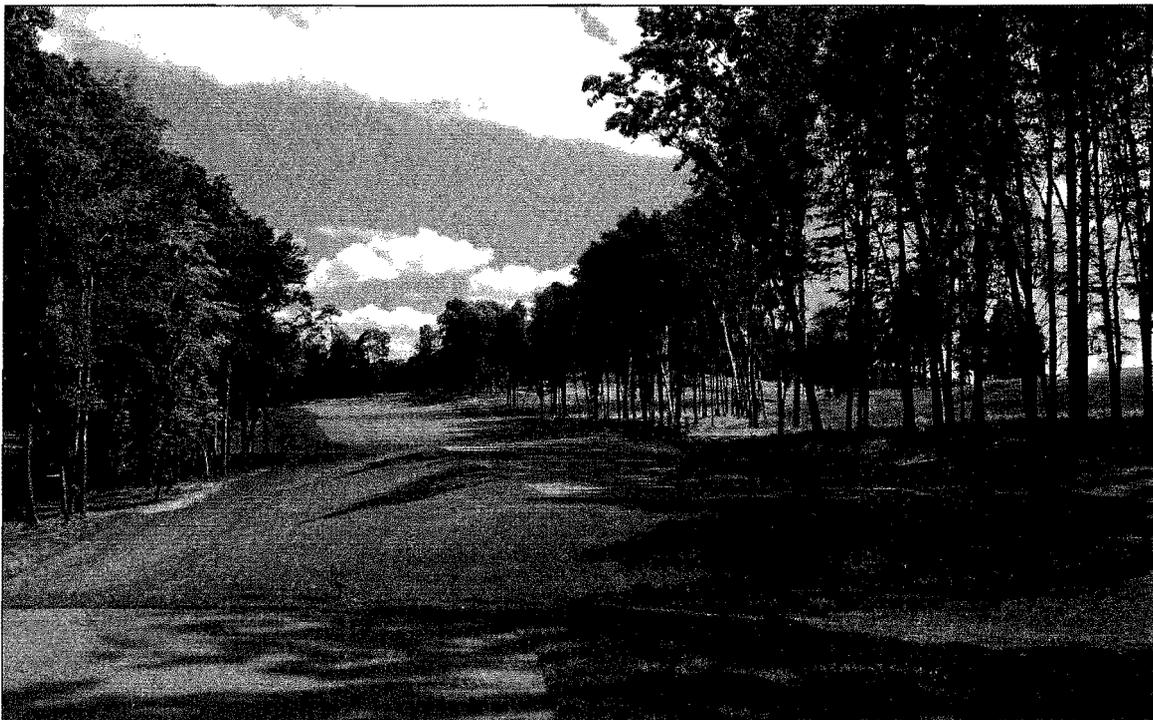


This intense focus on enhancing the customer's experience starts with our employees –the best people in golf. **BCG invests significant resources** in selecting, hiring, and developing successful people whose *first responsibility* is to interact positively with each customer, in addition to the specific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

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

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

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

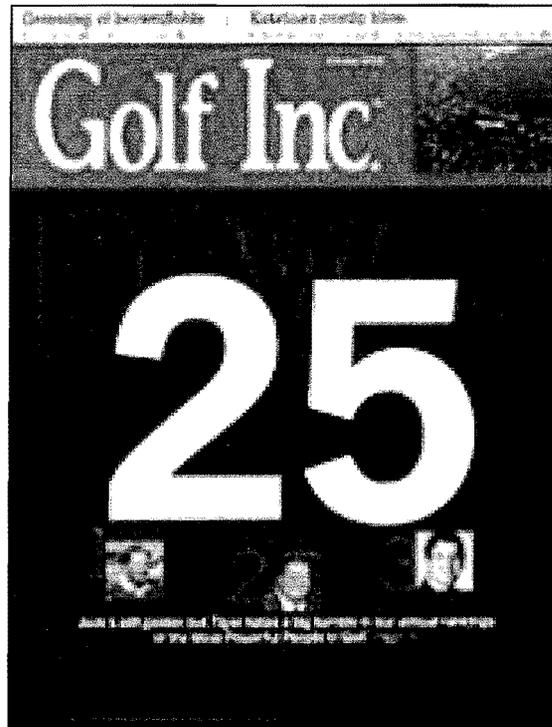
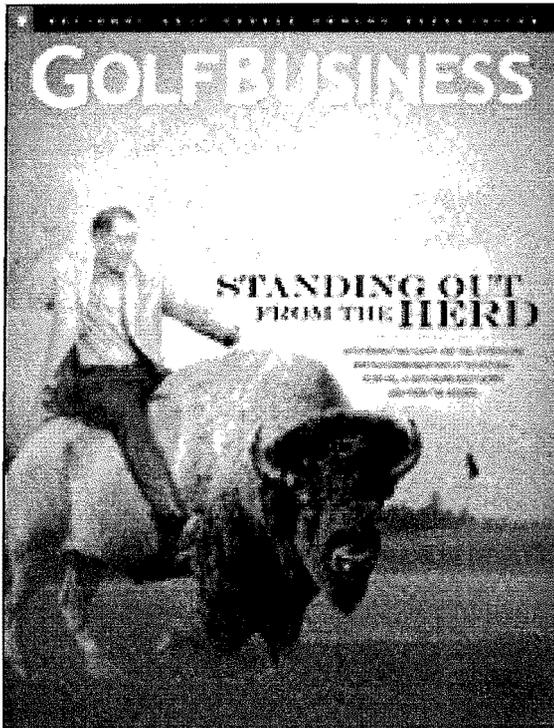


Wintonbury Hills Golf Course, Town of Bloomfield, Connecticut

Selected Accolades

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

- "Peter Hill, CEO: 5th 'Most Powerful Person in Golf.'" – *Golf, Inc.*
- "**Management Company of the Year.**" – *The Boardroom Magazine*
- "**One of the most progressive and well-run organizations in golf.**" – *Golf Business Magazine*
- "[BCG's] influence stretches from the East Coast to Hawaii." – *Golf, Inc.*
- "BCG's sound management practices and expertise are hard to beat." – *Golfweek SuperNews*



BIDDER INFORMATION

Name of Party: Billy Casper Golf, LLC

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

Telephone: 703.761.1444

Fax: 703.893.3504

Federal Tax ID: 86-1092316

Date of incorporation: December 2003

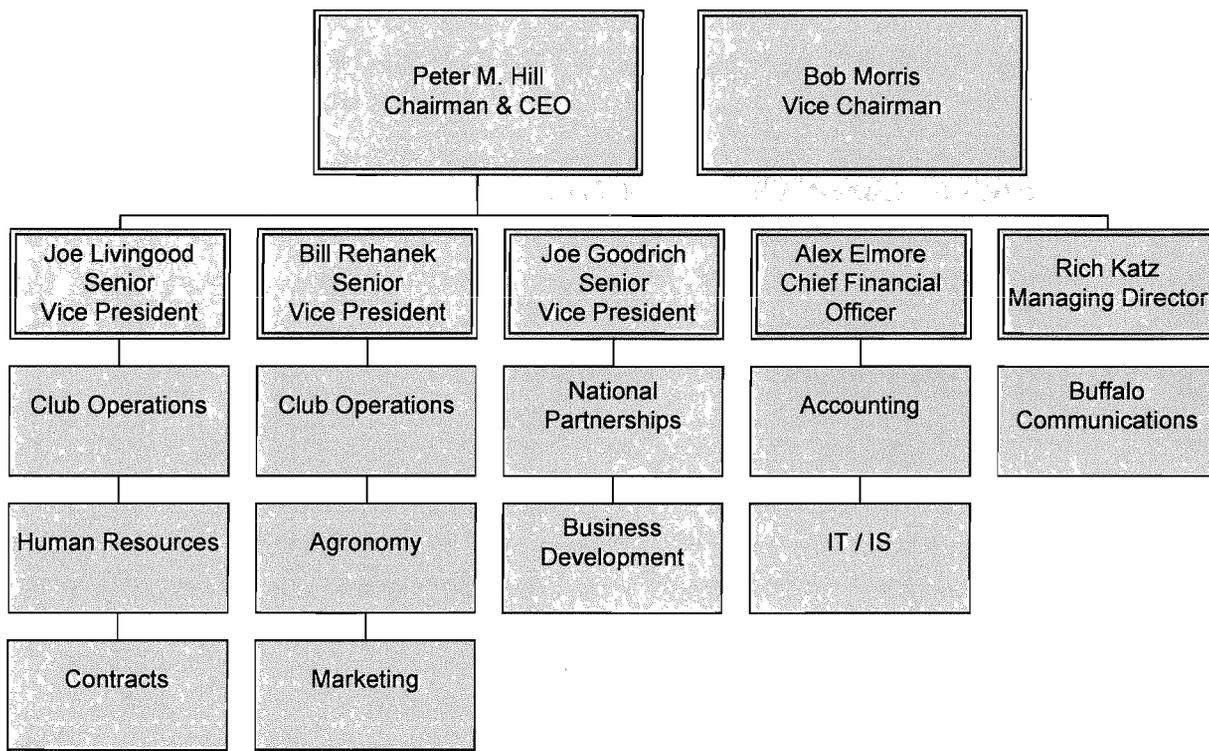
State of incorporation: Virginia

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

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

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

BCG CORPORATE ORGANIZATIONAL CHART



SELECT BCG MUNICIPAL COURSES

BCG provides the following municipal 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
- Cincinnati Recreation Commission, Ohio (7 Courses), 2003, Hybrid-Lease
- City of Chicago, Illinois (7 Courses), Management
- City of Philadelphia, Pennsylvania (4 Courses), 2007, Hybrid-Lease
- Westchester County, New York (3 Courses), 2004, Hybrid-Lease
- Anne Arundel County, Maryland (2 Courses), 1997, Management
- City of Knoxville, Tennessee (2 Courses), 2006, Management
- City of Tulsa, Oklahoma (2 Courses), 2007, Management
- City of Jacksonville, Florida, 2005, Hybrid-Lease
- Town of Wintonbury, Connecticut, 2003, Management
- Town of Falmouth, Massachusetts, 2005, Hybrid-Lease
- City of Oak Ridge, Tennessee, 1997, Management
- City of Springfield, Tennessee, 2001, Management
- City of Rome, Georgia, 2004, Management
- Evesham Township, New Jersey, 2004, Management
- Lower Salford Township, New Jersey, 2004, Management
- City of Wilmington, Delaware, 2007, Lease



COMPARABLE EXAMPLES

BCG presents **examples of management experience** that uniquely qualify BCG to partner with the City of Troy ("City") in the operation of Sylvan Glen and Sanctuary Lakes Golf Courses ("Courses"). These examples provide evidence of competency in:

- Quickly starting-up/**transitioning** a golf course
- Achieving significant impact of **marketing** strategies
- Successful **turn-around** of golf portfolio

Additionally, all of BCG's managed facilities serve as examples of competency in:

- Annual and long-range budget **planning** and preparation;
- **Emergency** management planning and coordination;
- Development and implementation of **cost controls**;
- **Accounting** procedures that incorporate public agency cash management and accounting controls; and
- **Marketing** development.

Following the **golf facility examples** are **functional overviews** of these 'all course' tasks that describe BCG's experience and competency in each area.



Cincinnati Recreation Commission Golf Courses

Location:	Cincinnati, Ohio
Client/Owner:	Cincinnati Recreation Commission
Contact:	Rob Williams, Supervisor of Golf Telephone: 513.352.3875
Size/Type:	7 golf courses (3 27-Holes, 2 18-Holes, 2 9-Holes), Municipal
Annual Rounds:	~ 300,000
Operated Since:	2003
Agreement:	Management / Concession
Responsibilities:	Full-Service Management (All)
Budget:	Revenues ~ \$8 million
Example:	Transition



The Cincinnati Recreation Commission provides one of the nation's best parks and recreation programs, including a **seven (7) golf course portfolio**. In mid-2002, after 5 years of declining revenue under another national management firm's operation, the City sought a new direction.

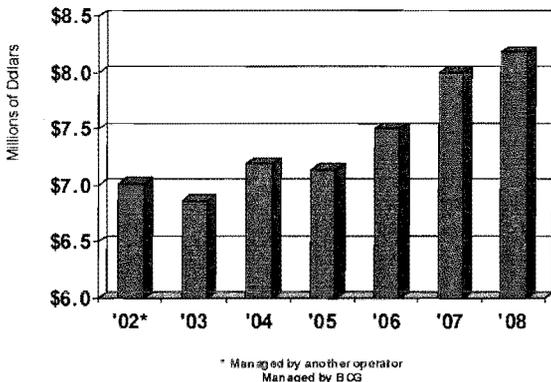
Through a competitive RFP process, the City changed management firms, selecting Billy Casper Golf to manage this portfolio of courses and reverse the portfolio's declining economic trend. Beginning in the late fall of 2002, BCG's corporate operations, maintenance, and marketing team traveled to Cincinnati to **work with the existing managers and staff to build a new culture** of 'Revenue, Service, and Quality' and to **transition the operations** to BCG.



All full-time permanent staff members were retained during the transition, with only the portfolio's General Manager changing. A **300+ item punch-list of transition items** was completed for each of seven courses in less than two months, changing all legal, financial, operational, marketing, and personnel management aspects of the facilities.



\$1 Million+ Growth in 6 Years

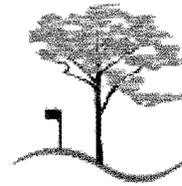


BCG began operation of the courses on January 1, 2003. Course and facility conditions were improved immediately – customer feedback was **“best ever.”** A new Regional Superintendent position was created to direct and train the seven courses' individual Superintendents. Management of the portfolio was improved, combining two positions – General Manager and Director of Golf – into one, putting more responsibility on each of the course's Head Golf Professionals to successfully manage their golf operation. Finally, two new positions not previously had in Cincinnati – a Marketing Director and a Sales Director – were created and staffed with two highly qualified individuals who solely focus on increasing rounds and revenue throughout the portfolio. **All of this occurred in the first 90 days of operation.**



Wintonbury Hills Golf Course

Location:	Bloomfield, Connecticut
Size/Type:	18-Holes, Municipal
Annual Rounds:	~ 31,000
Operated Since:	2003
Agreement:	Management
Responsibilities:	Grow-In, Full-Service Management (All)
Budget:	Revenues ~ \$2 million
Example:	Marketing



WINTONBURY HILLS
G O L F C O U R S E

Wintonbury Hills is located approximately 15 minutes north of Hartford, Connecticut. BCG served as the consultant to the Town during the final phase of the project, overseeing the grow-in and opening of the 18-hole public facility.



Since opening, BCG has successfully marketed the facility to **achieve budgeted revenue, rounds, and net operating income for the Town.** Known for its phenomenal conditions and service, the golf course continues to lead the market in acquisition and retention of golfers and events, competing directly (and successfully) with an Arnold Palmer-designed golf course across town.

BCG's Buffalo Communications – our in-house P.R. agency – secured significant media coverage for the facility during its first two years of operation, including the **'#23 Best New Golf Course in America'** and **'#1 Best Golf Course in Connecticut'** ratings by *Golfweek*, and a listing among *Golf Digest's* **'Top Ten Golf Courses in Connecticut.'** As part of the facility's overall marketing program, the P.R. coverage and ratings are used in direct mail, e-mail, and advertising communications with prospective and existing customers, with the impact of such communications tracked through direct response offers and surveying of customers.



Forest Preserve District of Cook County, Illinois (12 golf facilities)

Location: Cook County, Illinois
Size/Type: Ten (10) golf courses and two (2) stand-alone driving ranges
Annual Rounds: ~ 400,000
Operated Since: 2003
Agreement: Management / Concession
Budget: Revenues ~ \$11 Million
Responsibilities: Full-Service Management (All)
Example: Rebuilding, Revitalizing and Rebranding



The goal of Billy Casper Golf was to **manage this portfolio of courses back to the prominence** of the luster years when *Golf Digest* rated their flagship course a "Top 25 Public Golf Course." By placing our corporate operations, maintenance, and marketing team in Chicago a full five months before the contract began, BCG birthed what could be the nation's greatest municipal golf course portfolio turnaround.

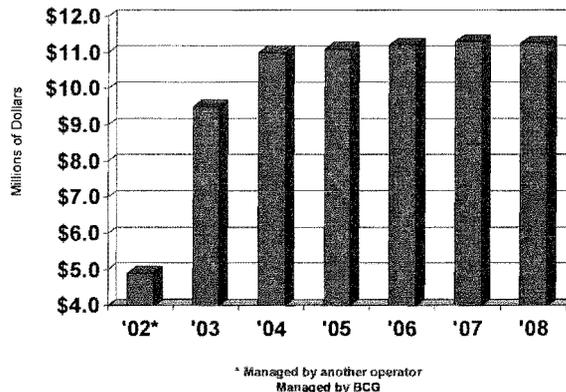


Course and clubhouse revitalization were BCG's first priorities in early 2003, with customer service and marketing improvements close behind. Upon re-opening of the portfolio, golfers experienced fully-stocked Ashworth golf shops, snack bars and grills with value-priced menus and on-course beverage service, golf courses aggressively and professionally maintained, a new 24/7 reservation service via the telephone and Internet, and well-trained, helpful employees welcoming them back to "Forest Preserve Golf."

More than 16,000 golfers have purchased the BCG-launched Forest Preserve Golf Card, a photo identification card and loyalty program that provides discounted rates and special programs to frequent customers. A popular "Kids Play Free" program and "Public Links for Area Youth" (or "P.L.A.Y.") initiative has helped to revitalize junior golf at the courses, with a tenfold increase in the number youth playing at the county-owned facilities. An industry-model "Getting in on the Game" program welcomed hundreds of new women golfers into the game. Media coverage of the courses' improvements was and continues to be extensive, and positive customer feedback is widespread, with written comments such as "100% improvement," "very professional staff," "great service all around," and "much improved course conditions is putting pleasure back into my game."



133% Growth in Year 2



The results speak for themselves. Rounds went up 64% from 2002 and continued to climb each year thereafter. This in a market that encompasses more than 180 golf courses open to the public. The revenues returned to the County through our economic partnership have exceeded their expectations, turning a once money-losing portfolio into an economic and recreational success.



2. Positive References.

Provide a complete list of similar contracts for golf course management and operations held for the last ten years, including facility name, contact person, phone number, email address and years of service.

REFERENCES

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

Vito Benigno, Superintendent of Recreation Forest Preserve District of Cook County, Illinois

536 North Harlem Avenue

River Forest, IL 60305

Telephone: 708.771.1550

Client Since: 2003

Service: Full Service Management

Golf Courses: Billy Caldwell Golf Course, Burnham Woods Golf Course, Chick Evans Golf Course, Edgebrook Golf Course, George W. Dunne National Golf Course, Harry Semrow Driving Range, Highland Woods Golf Course, Indian Boundary Golf Course, Joe Louis "The Champ" Golf Course, Joe Louis "The Champ" Driving Range, Meadowlark Golf Course, River Oaks Golf Course

Roy Teeters, Surface Drainage and Vegetation Management Manager City of Tulsa

4502 South Galveston Avenue

Tulsa, OK 74107

Telephone: 918.591.4325

Client Since: 2008

Service: Full Service Management

Golf Courses: Mohawk Park Golf Course (2008), Page Belcher Golf Course (2008)

Stephen J. Pacella, PGA, Superintendent of Recreation, Administration Cincinnati Recreation Commission

805 Central Avenue, Suite 800

Cincinnati, OH 45202

Telephone: 513-352-4961

Client Since: 2003

Service: Full Service Management

Golf Courses: Avon Fields Golf Course, California Golf Course, Dunham Golf Course, Glenview Golf Course, Neumann Golf Course, Reeves Golf Course, Woodland Golf Course

Bainie Wild, Assistant Town Manager
Town of Bloomfield
800 Bloomfield Avenue
Bloomfield, CT 06002
Telephone: 860 769 3502
Service: Full Service Management
Client Since: 2003
Course: Wintonbury Hills Golf Course

Joe Walsh, Director
City of Knoxville Parks and Recreation
400 Main Ave, Suite 699
Knoxville, TN 37902
Telephone: 865-215-2267
Client Since: 2006
Service: Full Service Management
Course: Whittle Springs Golf Course (2006), Knoxville Municipal Golf Course (2008)

3. Provide a listing of the specific individuals that will be assigned to operate and manage the golf course tickets, rangers and starters. Provide the background and experience of these individuals. Firms must identify the Course Manager and Course Maintenance Superintendent that will be assigned to the City of Troy's account. Include resumes, experience and responsibilities for each individual listed in this section.

CORPORATE PERSONNEL – PROJECT MANAGERS

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

- **Senior Vice President, Bill Rehanek**
- **Vice President of Operations, Jered Wieland**
- **Midwest Director of Agronomy, Bryan Stromme**

This highly qualified Team will serve as BCG's primary personnel to oversee the management and operation of the Golf Courses. Corporate oversight of all operations will be provided by Senior Vice President, Bill Rehanek. BCG will work closely with and report as needed, to the City, to ensure that the facility is in compliance with all local, state, and federal regulations, and that the anticipated needs and goals of the City are being met.

Mr. Rehanek who is based at BCG's corporate office in Vienna, VA, directly supervises multiple municipal portfolios, and is a 20 year veteran of the golf course management industry. Mr. Rehanek directs the firm's oversight of managed golf facilities in the Mid-Western, Southern and Western United States, with overall responsibility for the performance of the facilities in those regions. He and his team of Vice Presidents of Operations, regional managers and managers lead BCG's facilities' annual planning process, staffing plans, daily operations, and client reporting. He is a member of the PGA of America, a graduate of George Mason University, and holds an MBA from the University of South Florida.

Mr. Wieland is based at BCG's Midwest Regional Office in Chicago, directly supervises multiple municipal golf courses, and is a 12-year veteran of the golf course management industry and a graduate of Mississippi State University. Mr. Wieland currently oversees the management of the Forest Preserve District Golf Courses and the Chicago Park District Golf Courses. His experience and success in working with municipalities in the management of their golf portfolios is extensive. Mr. Wieland is a member of the PGA of America, a graduate of Mississippi State University and its Professional Golf Management Program.

Mr. Stromme provides oversight for agronomic programs in Chicago, IL. Prior to BCG he held agronomic positions in Illinois, California, Colorado and North Dakota. He holds a Bachelor of Science Degree in Environmental Horticulture with a Turfgrass Emphasis from the University of Minnesota. Bryan also received his Master's of Business Administration with a Finance Concentration from Keller Graduate School of Management. He is a member of the Golf Course Superintendents Association of America.

William Rehanek, PGA

Senior Vice President, Billy Casper Golf, Vienna, VA (2006-Present)

- Direct the firm's oversight of managed golf facilities in the Mid-Western, Southern and Western United States.
- Supervise all regional managers, general managers, and superintendents at managed facilities.
- Manage the firm's contractual obligations, annual planning, reporting, client communication, and financial results for each facility.



Mid-West Regional Vice President, Billy Casper Golf, Chicago, IL (2003-2006)

- Oversee daily operations of 12 BCG-managed golf facilities in Illinois, 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.
- Supervise all general managers and golf course superintendents at managed facilities.
- Forecast cash flow and develop strategic positioning for each facility.

EDUCATION: 1996, University of South Florida, M.B.A.
1988, George Mason University, B.S. Economics

Jered Wieland, PGA

Regional Vice President, Mid-West Region (2003-Present)

- Oversee daily operations of BCG-managed golf facilities, 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.
- Supervise five golf professionals and five golf course superintendents at managed facilities.
- Prepare and implement Annual Plans for the facilities, outlining the direction of the golf courses, marketing plan, rates, personnel requirements, budget, and policy and procedures for the golf shop, snack bar, and facility operations.
- Directed the complete turnaround of 5-golf courses in the 12-facility Forest Preserve District of Cook County golf course portfolio, with gross revenues up more than 70% over prior year.



EDUCATION: 1995, BBA, Mississippi State University
Professional Golf Management Program
PGA Member

Bryan Stromme, GCSAA

**Midwest Regional Director of Agronomy, Billy Casper Golf Management
(March 2006 -Present)**

- Responsible for 22 golf facilities in the Chicago area.
- Transitioned four Tulsa, OK, city golf courses into the Billy Casper portfolio.
- Lead Pace-of-Play taskforce for Billy Casper Golf Management and present conclusions at annual meeting.
- Create and implement budgets, programs, and policies for golf courses in the Midwest region as well as other due diligence work for possible new acquisitions.
- Oversee and direct maintenance staff for Billy Casper Golf's Midwest golf courses which includes 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.
- Work with vendors to acquire group pricing, employee training, and various other aspects associated with the maintenance of a golf course
- Organize and oversee day to day maintenance operation of golf courses.
- Created plan and implemented process to add 24 acres of naturalized fescue areas to the golf course.
- Oversee in-house bunker renovation,

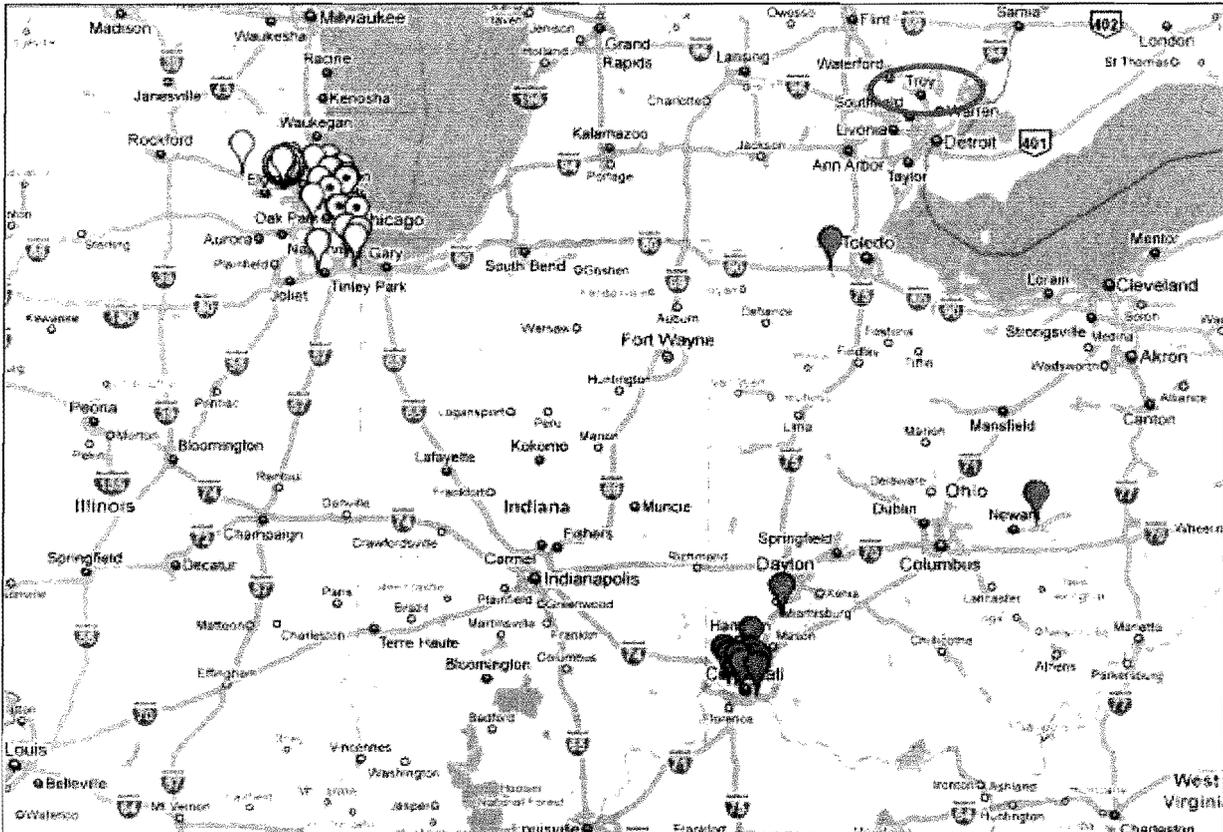


EDUCATION:

2007, Keller Graduate School of Management of DeVry University Elgin,
IL, M.B.A.
2000, University of Minnesota - Minneapolis, MN, B.S.,
Environmental Horticulture - Turfgrass Emphasis

MIDWEST REGIONAL OFFICE

The BCG Midwest Regional Office is the operating hub for two of the largest BCG municipal portfolios - The Cook County Forest Preserve and The Chicago Park District. The Regional Office houses our Midwest Regional Vice President of Operations, Regional Agronomist, and Regional Marketing Director.



CORPORATE SUPPORT STAFF - CITY GOLF COURSES TEAM

BCG's corporate personnel provide professional management services, including personnel management; oversight of all golf, agronomic and maintenance, and retail and food and beverage operations; budgeting, accounting and financial statement preparation; and development and implementation of marketing, publicity, sales, and promotional activities. **Team members assigned to oversight and support of the City Golf Courses are highlighted below.**

Charles Kohut

Sales & Marketing Director, Billy Casper Golf, Chicago, IL (2002-Present)

Mr. Kohut develops and implements sales and marketing programs for BCG's golf facilities in the Mid-Western United States. This includes retention, acquisition, and loyalty programs at all facilities. Prior to BCG he directed marketing programs in the consumer electronics industry. He is a graduate of Elmhurst College.



J. Nicholas Keefe, Director of Information Systems, Billy Casper Golf, Vienna, VA (2004-Present)

Mr. Keefe develops and implements strategies to optimize BCG's managed golf courses' use of marketing technology. This includes overseeing installation, training, and support for all Electronic Reservation Systems, Point-Of-Sale Systems, and Direct Marketing Tools. Prior to BCG, he served as a Computing Complex Manager at American University. Mr. Keefe is a graduate of American University.



Katie M. Barongan, SPHR, VP, Human Resources, Billy Casper Golf, Vienna, VA (2002-Present)

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



William Jones, Senior Accountant, Billy Casper Golf, Vienna, VA (2003-Present)

Mr. Jones 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 an accountant with public accounting, federal and state corporate taxation, not-for-profit accounting, fiduciary accounting, and Management Company accounting roles. Mr. Jones is a graduate of James Madison University.



ON-SITE TEAM

Requirements of General Manager (“GM”)

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



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

BCG provides the following resumes as examples of the **quality, experience, and professional credentials** of the Key On-Site Personnel that BCG will hire for the GM / DOG and Golf Course Superintendent. BCG’s ability to source and hire high-quality employees for key positions during quick start-ups and transitions is exceptional. **Having completed 44 transitions and seven new course start-ups in the past five years**, BCG’s experience with and ability to build a successful on-site team is unmatched in the industry.

The GM is directly responsible for all operational functions, including the hiring and training of all operational personnel; budgeting and coordination of accounting functions; coordination of marketing activities; and working closely with and reporting to the County’s representatives on day to day operations. Following are two sample resumes of qualified internal candidates:

Sample Qualified Internal Candidate - John Lindros, PGA

Director of Golf, Cranbury Golf Club, West Windsor, NJ (2006-Present)

- Responsible for all daily golf operations, hiring and training of all golf staff, developing customer service expectations and implementing marketing and player development programs
- Develop budget and annual business plan
- Coordinate over 6,000 outing rounds per year
- Direct supervisor for 30 employees
- Responsible for golf shop inventory and financial reporting
- Assist in managing full service restaurant, banquet operation and membership programs



Director of Golf, Chick Evans Golf Course, Morton Grove, IL (2003-2006)

- 2003 Billy Casper Golf Management 'Service Award' winner
- Re-opened Chick Evans GC as part of Forest Preserve Golf for Billy Casper
- Developed budgets and annual business plans for Chick Evans GC and Forest Preserve Golf portfolio
- Responsible for P&L performance of Chick Evans
- Hired, trained, scheduled and managed all golf and snack shop employees
- Completed all payroll and inventory reporting
- Worked in concert with Superintendent to meet course presentation goals
- Handled daily operations at a high volume municipal facility

Financial Analyst, Billy Casper Golf, Vienna, VA (Winter 2004)

- Participated in senior management investment committee meetings
- Developed and provided projections of potential golf course acquisitions
- Accumulated underwriting data such as market analysis, maintenance costs
- Interpreted lease documents, created 10 – 20 year financial models and translated models into first year budgets

Assistant Golf Professional (1998 – 2003)

- Smoke Rise Golf and Country Club, Stone Mountain, GA (2001-2003)
- Stone Mountain Golf Club, Stone Mountain, GA (2000-2001)
- The Golf Club at Marco, Naples, FL (Winter 1999-2000)
- Toftrees Resort, State College, PA (1998-2000)

EDUCATION:

PGA Member – Class A (2002)
Pennsylvania State University, State College, PA
English Major, 70 credits completed
Marriott Leadership and Hospitality Training (1998-2001)



Sample Qualified Internal Candidate - Andrew Huffman

Cypress Ridge Golf Course - Topeka, KS

Superintendent 2006 to Present

- Coordinated a minor renovation that involved adding 18 sand traps and a complete tee box overhaul; which included converting the tee surfaces to Zoysia.
- Involved with the removal of the old pump station and the install of a new Flowtronex 1200 gpm station.
- Involved with budgeting and writing an agronomic plan for the course.



Beloit Country Club - Beloit, KS

Superintendent 1997 to 2006

- Headed the complete irrigation renovation and the fairway conversion project.
- Worked with effluent water or re-claimed waste water.
- In charge of all the schedules, such as work, fertilizer, pesticides, and the irrigation.
- Experience with building and re-building tees.
- Experience with repair and maintenance of equipment.

Linn Valley Lakes Deer Trace Golf Links - Linn Valley, KS

Superintendent 1995 to 1997

- Duties included: preparing work schedules, experience in crew management, irrigation scheduling, and application of pesticides and fertilizer. Maintained old irrigation system and made repairs as they were needed.

EDUCATION: Kansas State University, Manhattan, KS
Bachelor of Science in Horticulture Turf Grass Management

CERTIFICATIONS/LICENSES
Kansas Pesticide License

PROFESSIONAL AFFILIATIONS
Kansas Golf Course Superintendents Association, Past President
GCSAA, member since 1996

OPERATING PLAN

BCG is among the nations most experienced and capable golf course management firms in the operation, marketing, maintenance and development of golf facilities. The firm has developed the following systems and methods of golf course management that are proven successful. With the BCG team continuously evaluating and improving these systems and methods, BCG attains the best results for our clients and golfing customers. Following is a summary of these services:

Comprehensive and Detailed Operating and Business Plan:

- Upon review by BCG Senior Management and approval by the client, the facility manager, under the direction of BCG, will implement the plan to achieve the financial goals of the facility.

Maintaining Superior Golf Course Conditions:

- BCG maintains multiple award winning designs which are consistently ranked as best-value facilities, similar to our shared vision for the City Golf Courses.

Capital Investment and Improvement focused on Return on Investment ("ROI"):

- BCG places significant emphasis on planning and executing projects to ensure the physical integrity and competitive position of its golf courses are enhanced and maintained.

Staffing (Recruitment, Training and Development):

- BCG will staff each club with the number of managers and employees that are necessary to successfully operate it as a profitable business to effectively achieve profitability objectives. All employees will report to BCG.
- Our Onsite Manager will work cooperatively with BCG's Human Resources Director, to recruit and hire, transition, train and evaluate, and employ individuals for all positions.

Operations - Ensuring Results:

BCG's system and daily operating procedures will ensure accountability and financial results, through daily reporting, forecasting, corporate oversight and effectively implementing annual business plan objectives, resulting in improved financial performance for our clients.

- BCG business objectives will be to maximize the concession and sales at each grill operations ensuring profitability in Food and Beverage, Golf Shop and all other areas of the operation.
- BCG will create and establish programming to attract golfers and local residents to utilize the food and beverage facilities.

Establishing and Leveraging Market Position to increase Share of Wallet:

- BCG will develop and implement a tailored Marketing Plan to precisely fit the financial goals of each club. Increased usage from outside guests at optimum rates and an aggressive sales program for new memberships will be integral parts of the plan.

Publicity and Media Relations:

- BCG will publicize and manage media relations for each club, utilizing the skills and resources of Buffalo Communications, BCG's in-house, golf-exclusive P.R. agency. Buffalo's publicists will leverage their longstanding, extensive and tight media contacts to consistently position our client in the local, regional, and national news.

Customer Service and Quality Assurance:

- BCG will train all staff to be service-oriented employees excelling in personalized member service through our Customer and Member Experience Program ACE™.

Fiscal Management of Revenues and Expenses and Advanced Technology Integrated into Operations:

- BCG shall provide complete accounting and financial management services. Monthly Profit and Loss, consolidated and departmental.



Royce Brook Golf Club, NJ

GOLF OPERATIONS

BCG will **professionally manage the golf operation** at each course in a manner consistent with comparable first-class public facilities nationwide. BCG will schedule tee times, collect fees; provide starter, marshal, bag, and cart services. In addition to selling merchandise, renting golf equipment and maintaining pace of play; BCG will offer and promote outings, leagues, and learning programs. The golf shop shall also operate the driving range, and provide USGA handicap service. These and other golf operation services will be performed in a professional manner, 364 days a year weather permitting, to achieve the goals of each course under the direction of the General Manager.

BCG will expertly manage the **EZLinks POS and Tee Time Reservation System** to utilize telephone, Internet, golf shop, and hotel/packager reservations; to completely capture customer 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.

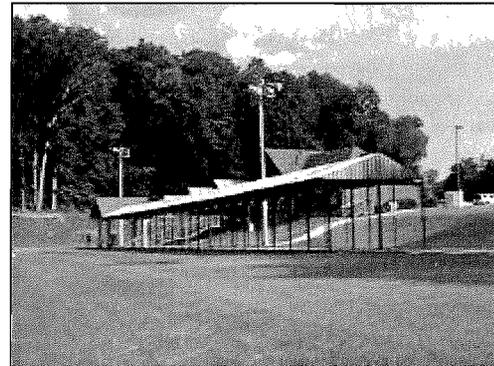


BCG will provide **customer assistance through starters and marshals** on each course and, when and where appropriate, will also provide bag and cart attendants at check-in and completion of the round. BCG will manage a **Pace of Play program** to maintain accurate starting times, maximize golf course utilization, and maximize enjoyment for all of the golfers.

The Golf Courses' 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.

Driving Range

BCG operates the driving range with a particular emphasis on providing convenient and effective practice and learning opportunities for customers. Special programs and offers are developed in order to maximize utilization of the range and to provide the beginner or novice golfer maximum opportunity to build confidence in learning the game.



The City benefits from BCG's well-developed and professional golf operation practices and guidelines by having each customer's experience – from reservation throughout their round of golf – exceed his/her expectations. The City and BCG possess the knowledge that the golf operation is being managed and operated professionally, and that all customers are having their individual needs met satisfactorily

League Play

BCG will actively seek to maximize participation in the existing **golf leagues for residents, professionals, couples, and seniors**. BCG will work closely with the 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 the Golf Courses will be

approached to schedule both competitive and social golf leagues for their employees, associates, clients, and families.

Tournaments & Outings

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



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

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

Retail Merchandising

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



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

BCG's **National Account partners will provide lower pricing, extended terms, free or discounted fixtures and furnishings, and access to special close-out merchandise.** Existing retail partners with which BCG has national accounts include Ashworth, Nike, Cutter & Buck, Izod, Tommy Hilfiger, Ahead Headwear, Sunderland, Etonic, Titleist/Footjoy, Precept, Top Flite, Wilson, Callaway, Ping, and Cobra, among others.

BCG will appropriately **stock and display retail merchandise** using attractive displays, prominent and tasteful signage, appealing pricing, rotation of merchandise throughout the shop, easy availability of impulse items, and package pricing. Utilizing both the national schedule of holidays and the local market's seasons, the Golf Courses will develop and implement appropriate promotions to increase sales of retail merchandise during higher-than-usual shopping times.

Golf Cart Fleet Operations

BCG will **maintain power golf carts and keep them in good working order** at all times. BCG maintains standard golf cart rental policies at its managed golf courses. Only persons aged 18 or older possessing a valid driver's license may rent a power golf cart after signing a rental agreement and liability waiver. A copy of the signed rental agreement is maintained in the golf shop. Anyone operating a cart inappropriately or in a dangerous manner will not be allowed to operate golf carts in the future.

Equipment operators, outside services personnel, and the on-site mechanic will be trained in **proper use and care of golf carts**. BCG works closely with golf cart distributors to ensure technical support and training are of the highest quality. Proper servicing and maintenance enhances the golfer's experience, extends the useful life of carts, and increases after-market/trade-in values.

Youth Programs

BCG will develop **customized golfer development programs for junior golfers**, including Individual Lessons, Group Lessons, Clinics and Camps. BCG's affiliations and programs which the firm participates nationally include the Nike Golf Learning Center, The First Tee, National School Golf Program, the Hook a Kid on Golf Program, the Executive Women's Golf Association, and Take Your Daughter to the Course Week.



Special Events

BCG will develop and implement a **full, regular schedule of special events** for golfers at each course, with all programs designed to create fun and enjoyment for golfers. Events will include both competitive and social formats, including such programs as Open Tournaments, Night Golf, Scrambles, 9-hole Mixers, and the like. Specific events, formats, and timing will be determined in concert with tee sheet availability and input from golfers and staff at each facility.

Club Play

BCG will create a Women's Club and Men's Club, currently **the course's Most Important Customers**, at each facility. As ambassadors of the course – and among its most loyal customers – these golfers expect and deserve a golf professional staff that will:

- Coordinate their varying tee time schedules
- Develop programs, events, contests, and socials
- Track scores, special achievements, and participation
- Attend their groups' meetings
- Develop 'sweeps' or 'credit' programs that meet their needs
- Celebrate individual successes throughout the year



BCG will **work closely with the Clubs' officers and members** to support their programs while maintaining fair and equitable access to the tee sheet for all golfers.

Several examples of Player Development Programs are found on the following pages.

Rock Manor Golf Course

PLAYER DEVELOPMENT PROGRAMS - 2007

\$175.00 per Program

Each program includes 6 hours of instruction, club fitting and a summary of the lesson series which includes drills, tips and comments.

The Bogy

(Brand new/beginner golfer)

Tuesdays 10:30am-12:00pm
August 7 - 28

Basics – grip, stance, posture, etc.
Basic rules & etiquette
All around basic intro to all facets of the game
Range discount voucher

The Par

(Advanced beginner, Scores consistently in 100's)

Tuesdays 1:00pm-2:30pm
August 7 - 28

Review basics – grip, stance, posture, etc.
Rules & etiquette
Identification of swing flaws

The Birdie

(Intermediate, Scores from high 80's to high 90's)

Wednesdays 10:30am-12:00pm
August 8 - 29

Reinforce basics and developing pre shot routine
Identify swing flaws & discuss ball flight laws
Discuss & simulate (on range) player strategy
Bunker shots
Basic specialty shots

The Eagle

(Scores consistently in low 80's high 70's)

Wednesdays 1:00pm-2:30pm
August 8 - 29

Advanced skill development
Shot shaping
Specialty shots
Bunker shots

We can customize a program for your employees or clients.

Please contact Vince at 302.652.3224 for your customized Player Development Program.

rockmanorgolf.com · 302.652.3224



ROCK MANOR CAMPS

Rock Manor Golf Course is offering exciting golf camps during summer level. Our PGA and LPGA professionals deliver private instruction for boys and girls of all skill levels from ages 5-17.

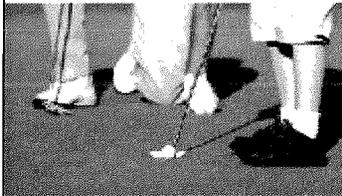
Full day camps provide three hours of instruction, lunch and nine holes of golf each day. Half day camps last camps provide two hours of instruction each day. For more information on camps or to enroll, see the program, call 302.295.1400 or visit us online at rockmanorgolf.com.

JUNIOR DISCOUNT CARD

\$90 or \$100 for Rock Manor Junior Academy Student

Benefits Include:

- Discounted Green Fees
- Half Price Range Balls
- 10% discount on merchandise



JUNIOR ACADEMY MISSION STATEMENT

- To provide a curriculum which combines character development with learning golf in the true spirit of the game.
- To provide a service that fully develops the junior golfer's physical abilities and knowledge of the game in order to realize each child's potential.
- To provide an environment and system of positive rewards to ensure the student's retention and success in obtaining their personal goals.

ages 5-17 of ability weekdays

Monthly rate includes up to eight lessons. Special first-month rate and discounted 3-to 11th, 6-month and 1-year packages are available.



1319 Cornerstone Lane - Wilmington, DE
rockmanorgolf.com 302.295.1400



JUNIOR ACADEMY



CREATING CHARACTER WITH EVERY SWING

1 LEVEL ONE	4 LEVEL FOUR	6 LEVEL SIX
<ul style="list-style-type: none"> Swing fundamentals Elements of grip, stance & posture 	<ul style="list-style-type: none"> Half swing technique Character Pillars: Caring & Respect 	<ul style="list-style-type: none"> Advanced chipping technique Advanced putting technique
<ul style="list-style-type: none"> Review Six Pillars of Character 	<ul style="list-style-type: none"> Driving technique Fairway wood shots 	<ul style="list-style-type: none"> Advanced grip, posture & aim Rules of golf
2 LEVEL TWO	5 LEVEL FIVE	7 LEVEL SEVEN
<ul style="list-style-type: none"> Short put technique Long put technique 	<ul style="list-style-type: none"> Character Pillars: Teamwork & Responsibility 	<ul style="list-style-type: none"> Review grip, stance & posture Ball positioning
<ul style="list-style-type: none"> Full swing technique Ball swing technique Rules of golf 	<ul style="list-style-type: none"> Long iron shots Advanced full swing technique 	<ul style="list-style-type: none"> Review short Rules of golf
3 LEVEL THREE	JUNIOR ACADEMY LEVELS	
<ul style="list-style-type: none"> Elements of back swing Full finish posture 		<ul style="list-style-type: none"> Ball striking technique Character Pillars: Fairness & Citizenship
<ul style="list-style-type: none"> Rules and etiquette 6 hours of instruction Range Element Practice 	<ul style="list-style-type: none"> 5 Play With The Pros sessions 5 Play With The Pros lessons 	<ul style="list-style-type: none"> 5 Play With The Pros sessions 5 Play With The Pros lessons





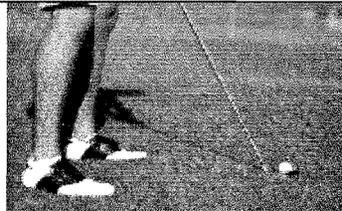
PRACTICE WITH THE PRO
Known in Tee # Up 1, 2 & 3

These specially designed practice sessions on the range allow you to work on your swing technique with an instructor and to get advice and offer swing tips.



PLAY WITH THE PRO
Known in Tee # Up 1, 2 & 3

Play WITH The Pro visitors will find you make a smooth transition from the practice area to the golf course. Each session begins with a comprehensive 30-minute lesson followed by supervised golf with a teaching professional. Our staff will play with you to provide tips and support.



OUR GUARANTEE

Rock Manor Golf Course is so confident you'll be pleased with the quality of our instruction, we guarantee your complete satisfaction — or we'll refund the program fee.

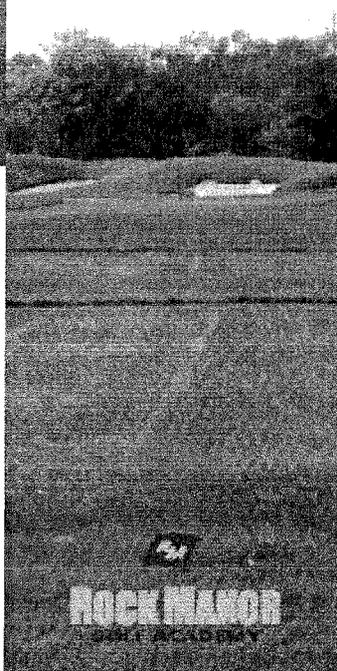
Adult	Our Programs
The New Golfer	TEE # UP 1 for the new golfer
The Beginner Golfer	TEE # UP 1 for the beginner
The Beginner to Intermediate Golfer	TEE # UP 1 for the beginner
The Intermediate Golfer	TEE # UP 2 breaking 100
The Advanced Golfer	TEE # UP 3 breaking 90
The Pro Golfer	TEE # UP 4 advanced instruction



1219 Carolinas Lane • Wilmington, IL
rockmanorgolf.com • 802.295.1200



TEE IT UP LESSON SERIES



**LEARN TO PLAY GOLF
GUARANTEED**



TEE IT UP 1
for the new golfer

Enjoy the new thrill of golf in a lesson series for you. You'll learn the fundamentals of golf swing, clubbing and putting... plus golf etiquette, terminology, rules and more so that you'll enjoy a supportive and relaxed atmosphere for you to enjoy your swing and

LESSONS INCLUDE

- 4 hours of instruction
- 5 rounds of unlimited golf
- 3 Play With The Pro sessions
- 5 Practice With The Pro sessions
- Club fitting
- Range instruction



TEE IT UP 1
for the beginning to intermediate golfer

Take Tee It Up 1... Graduate review and reinforce the fundamentals of the full swing, mental and short game skills. The student is provided with access to the golf course to improve the transition from practice to the real golf course experience.

LESSONS INCLUDE

- 4 hours of instruction
- 6 discounted rounds of golf
- 5 Practice With The Pro sessions
- 5 Play With The Pro sessions
- Range instruction
- Club fitting

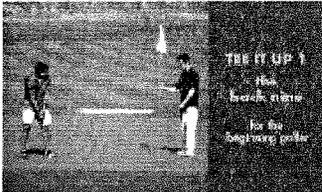


TEE IT UP 2
for the advanced golfer

In Tee It Up 2 you'll continue your swing and work on your game. Receive tips on the driving range that will give your skills to the next level and the strategy to help you to break the 100.

LESSONS INCLUDE

- 4 hours of instruction
- 6 discounted rounds of golf
- 5 Practice With The Pro sessions
- 5 Play With The Pro sessions
- Club fitting

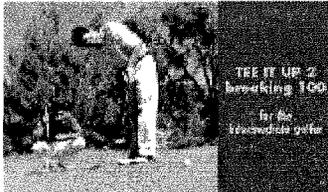


TEE IT UP 1
for the beginning golfer

Designed for the beginning golfer to graduate to the next level, this comprehensive program focuses on further developing swing and short game fundamentals that will confidently make the transition from the driving range to the course with confidence and success.

LESSONS INCLUDE

- 4 hours of instruction
- 5 rounds of unlimited golf
- 5 Play With The Pro sessions
- 5 Practice With The Pro sessions
- Club fitting
- Range instruction

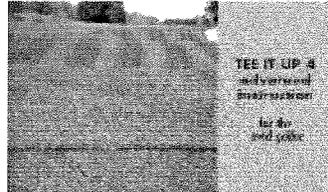


TEE IT UP 2
for the intermediate golfer

Take Tee It Up 2 designed to help you reach 100. Focus will be on swing mechanics, short game skills, and strategy, both on and off the course. Find out how to practice effectively in this new game to the next level.

LESSONS INCLUDE

- 4 hours of instruction
- 5 discounted rounds of golf
- 5 Practice With The Pro sessions
- 5 Play With The Pro sessions
- Club fitting



TEE IT UP 4
for the advanced golfer

Enjoy advanced skill development with a teaching professional to have you lift! Your coaching program will perfect your swing and teach you new strategies to meet you in the park of golf.

PRIVATE LESSONS INCLUDED

Food & Beverage

BCG offers for sale the **highest quality, competitively priced food and beverage menu items at each managed facility.** Under the guidance of BCG's experienced Food & Beverage Directors nationwide, the firm develops annual buying plans, provides for healthful and efficient operations, develops standardized menus, and designs attractive displays and promotions – for both grill operations and catering/banquet operations.

Annual Buying Plans

Each facility manager prepares and implements an annual Buying Plan for food items, beverages, and restaurant supplies. Appropriate quantities and selection of items are purchased throughout the year, and inventory levels are accounted for at least monthly.

Operations

BCG provides food and beverage services as appropriate for the kitchen and dining facilities at each facility, including food and beverage inventory management, food preparation and service, regular on-course beverage cart service, and seasonal outside grill operation, all in a manner that is **consistent with first-class public facilities nationwide.**



All appropriate licenses and permits necessary to run a food service facility in the City, County, and State are obtained and kept current, all health standards and regulations are strictly followed, and all equipment and fixtures are maintained in good working order.

Menus

BCG develops facility-specific menus based on the success of historical offerings at the facility, offerings at similar local facilities, the kitchen's capabilities, and customer tastes. Surveying of customers is employed for regular feedback on improvement and enhancement of service levels, food and beverage quality, and menu options. Menus are developed to allow for multiple uses of stocked food items and reduce waste.

Displays & Promotion

BCG works closely with each facility manager to appropriately display menu boards and specials in the food and beverage area, utilizing the concept **'Let the Item Sell Itself.'** This includes attractive use of display elements, prominent and tasteful signage, appealing pricing, easy availability of impulse items, and package pricing. Promotion of food and beverage is included at the golf shop point-of-sale, on-course, and in events packages.



The City benefits from BCG's food and beverage program by our firm offering high quality, professionally prepared food and beverage items and services that meet the individual tastes of customers. With more than \$8 million in food & beverage sales nationwide at BCG-managed facilities, the City and BCG possess the knowledge that **food and beverage service and sales are among BCG's core strengths.**

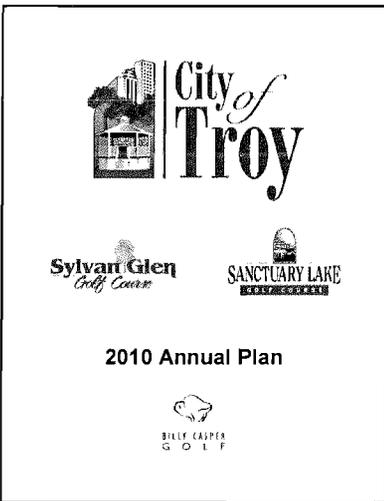


Budget Planning and Preparation

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

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

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



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

2010 BCG Annual Plan Table of Contents

Overview & Analysis

- Executive Summary
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- History / Situation
- SWOT Analysis
- Competitive Analysis
- Customer & Utilization Analyses

Marketing Goals & Strategies

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

Operational Goals & Strategies

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

Agronomic Goals & Strategies

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

Operating Budget

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

Grounds Maintenance

Billy Casper Golf ("BCG") shall provide professional golf course grounds maintenance services to the City Courses.

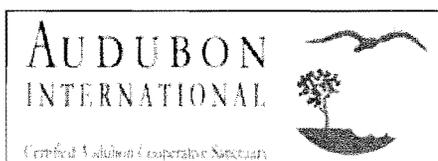
BCG's focus on providing such services will be to deliver an outstanding golfing experience for the public golfer, ensuring that the course conditions and layout are enjoyable, beautiful, and a fair test of play for all skill levels of golfers.

Specifically, BCG will:

- Provide expert oversight by the firm's regional agronomic officer of development and implementation of the Courses' maintenance program.
- Utilize the necessary equipment to improve turfgrass health and playability.
- Implement modern agronomic practices with improved efficiencies, utilizing a highly qualified and expertly trained professional staff.
- Provide an overall greater attention to detail in all areas of facility maintenance and care, including areas seen and not seen by the golfer.
- Create definition/contour between playing areas, such as fairways and rough, and improve mowing patterns to enhance both aesthetics and playability.
- Our experience with the Audubon Cooperative Sanctuary Program and Signature Programs will improve and add value to the first environmental demonstration course.
- Work closely with the City to deliver an overall, high-quality golf experience that serves to maximize revenue for the Courses – through golf course maintenance services.

BCG will maintain the Courses in a manner consistent with the quality expected of a first-class public golf course. BCG's approach emphasizes the quality of course conditions, attention to detail throughout the property, efficiency in staffing, and full compliance with all environmental regulations.

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:

- Environmental planning
- Wildlife and habitat management
- Outreach and education
- Chemical use reduction
- Water conservation
- Water quality management.

The programs initiate the creation of wildlife habitats, corridors connecting these varying habitats and wildlife control tactics to minimize an adverse impact on the wildlife or the golf course.

CAPITAL IMPROVEMENT EXPERIENCE

BCG has extensive experience with capital projects, including development and construction of golf courses. Capital spending typically exceeds \$5 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 golf courses are enhanced and maintained. This process is critically important in increasingly competitive golf markets. **All BCG-managed facilities undergo capital planning review semi-annually.**

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

The City will benefit from BCG's extensive experience and knowledge in planning for and completing capital projects. Both the City and BCG possess the knowledge that all projects will be **well-planned and well-executed**, allowing for increased revenue-generation at each facility.

Examples of Recent Capital Projects

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

- **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.
- **Cranbury Golf Club (West Windsor, New Jersey)** – BCG managed the renovation of all bunkers, tee complexes, and driving range, and interior renovations of clubhouse for the semi-private 18-hole golf course.
- **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.
- **Whittle Springs Golf Course (Knoxville, Tennessee)** – BCG managed and installed a new irrigation system and renovation of green complexes in the first full year of operation.
- **Bent Creek Golf Course (Jacksonville, Florida)** – BCG completely renovated all bunkers, and updated the hydraulic irrigation system to include satellite boxes and computer central.
- **Stoneleigh Golf Club (Round Hill, Virginia)** – BCG managed the construction of new, laser-leveled tee boxes, renovation of all bunkers, renovation of 50% of green complexes, addition of cart paths, and development of a swimming pool complex for the private 18-hole course.



UNIQUE KNOWLEDGE, SKILLS

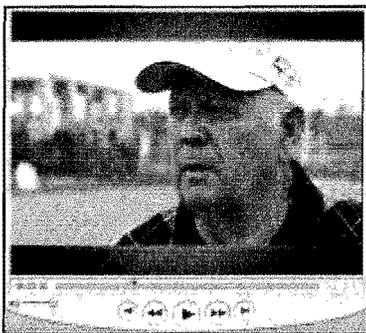
BCG will provide each course with expert **services in accounting, golf operations, sales, personnel management, property maintenance, and food & beverage services.** In addition, BCG possesses special knowledge and skills in other areas and will provide these professional services as well.

Customer Service

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

*I am part of a team prepared to create
fun and enjoyment for our guests.
My positive attitude is my responsibility.
I choose to create loyal customers with
my team, my attitude, and my actions.*

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



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

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

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

Service Standards

- ♦ Safety ♦
- ♦ Courtesy ♦
- ♦ Responsiveness ♦
- ♦ Efficiency ♦

Service Behaviors

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

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

Finally, our employees are guided through the **Guest's Journey** – from beginning to end – to help them understand how each and every guest interaction with an employee influences the golfer's experience. We teach our

employees to empathize with each golfer's personal situation, anticipate their needs, service their needs, and then introduce the golfer to the next portion of their journey, creating a positive, seamless golfing experience.

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

Overall Customer Satisfaction
100% (3/3)

Q6. In general, did the team of employees work together to create a fun and enjoyable experience? 100% 100%

Q7. Based on the overall experience you had today, would you return to this club, or to a similar customer? 100% 100%

Q8. Would you recommend this course to a friend? 100% 100%

These questions are just a sample of the 71 questions that we use to evaluate.

The course was clean and maintained. The employees appeared to be focused on the customer's needs in the Shop area.

When I asked a question of Christopher in the pro shop, he referred the answer by meeting with another employee. Also, when I directed our attention to the pro shop, they focused their attention on assisting the two golfers in the area asking. I had a good time.

I enjoyed the attitude of the employees, and the helpfulness of Christopher when I went to purchase a pair of shoes. He showed me a pair of shoes that I had a good time with.

I had a good time today, and will recommend the course because the employees were very professional with a good time.

Comments? Suggestions?
Please call the Billy Casper Golf
Customer Comment Line at
1.866.589.7757

Additionally, customers are afforded several means to share comments and suggestions to BCG's management, including toll-free **Customer Comment Lines** (left), web site-based **Feedback Forms**, and periodic **Customer Surveys**. All designed to help BCG understand the

importance of each part of the customer experience to our golfers, and how we are performing relative to our competition and our own expectations.

5. Staffing Plan.

Provide a detailed staffing plan indicating the type and quantity of the various positions your firm feels is necessary to provide the services required.

COURSE STAFFING PLAN

BCG will staff each Course with the number of managers and employees necessary to **successfully operate a profitable business**. The Regional Manager will work closely with BCG's Vice President of Human Resource Development, to recruit, hire, train, and evaluate individuals for all positions.

Position	Type	No. of Employees
Area Manager (Based at Sylvan)	Full-time; Salaried	1
Area Superintendent (Based at Sylvan)	Full-time; Salaried	1
Director of Golf (Sanctuary Only)	Full-time; Salaried	1
Golf Professional (Both)	Full-time; Salaried	2
Superintendent (Sanctuary Only)	Full-time; Salaried	1
Mechanic (Based at Sylvan)	Full-time; Hourly	1
Maintenance Crew (each facility)	Seasonal; Hourly	6-10
Guest Services (each facility)	Seasonal; Hourly	4-6
Pro Shop Attendants (each facility)	Seasonal; Hourly	2-3
Starters	Seasonal; Hourly	3
Rangers	Seasonal; Hourly	3
Mobile Concession Attendants	Seasonal; Hourly	Based on Demand

BCG is an equal opportunity employer and does not discriminate against any worker, employee, applicant, or any member of the public because of race, color, religion, national origin, gender, age, sexual orientation, marital status, military status, or physical or mental disability that is otherwise qualified.

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 snack bar.

Personnel

All current employees will have an opportunity to become employees of BCG. During the transition period after the contract is awarded, employees will be interviewed to assess their skill sets and qualifications for their positions. At this initial interview, BCG policies, procedures, performance standards, and wage standards will be reviewed. Upon hiring, a 90-day review date for each employee will be established. At the 90-day review, the employee's performance will be assessed.



6. If a joint venture or association of firms is proposed, how will the work on this contract be handled? Please be specific. Include a list of team members that may partner/participate on this contract including their resumes, stating experience and qualifications. Please also indicate your firm's experience working with these professionals.

BCG submits this response as an individual and independent firm, therefore, this section is not applicable to our submission.

7. What services are provided in-house and what services are subcontracted to outside firms as it relates to these services. If outside firms will be used, include their resumes, stating experience and qualifications. Please also indicate your firm's experience working with these subcontractors.

BCG does not subcontract any of the required services for the operation of our golf course facilities as BCG's workforce performs 100% of the work necessary to operate our golf course facilities.



8. Provide your firm's policy / plan for conducting golf clinics and providing lessons. Will your firm consider working in conjunction with the Parks and Recreation Department to provide these services or to contract this work to Paul Toski, teaching golf pro or approved other(s).

Player Development Programs



BCG develops and implements golfer development programs to **meet the needs of men, women, seniors, juniors, beginners, avid players, low handicappers, and disadvantaged youth.** 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.

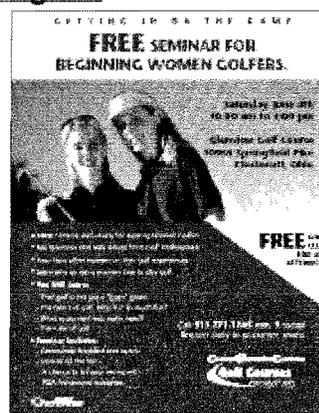
BCG's Women in Golf Program

The Women in Golf Program, also known as 'Getting in on the Game' – provide women and girls a welcoming, introductory golf experience to be shared in a group environment with people much like themselves. Beginning with a seminar and concluding with a league, the multi-week program helps participants **gain confidence** in approaching, learning, and playing the game.

Beginning with a classroom-style seminar led by both women and men golfers, participants learn answers to golf most basic questions, including:



- "How Do I Get Started?"
- "What Equipment Will I Need?"
- "Do I Have to Be Good to Enjoy It?"
- "When Will I be Ready to Play?"
- "How Much Time Does It Take?"
- "Will I Feel Welcome at the Course?"
- "How Do I Make a Tee Time?"
- "How Will I Ever Understand the Jargon?"
- "How Much does it Cost to Play Golf?"
- "How Will I Learn the Rules?"
- "Who Can I Play With?"
- "How Do I Become Good?"



The seminar continues with time on the lesson tee – learning the basics of grip, stance, and swing with a **FREE 7-iron** to keep, provided by each course. It concludes with the opportunity for participants to purchase an "Instant Golfer Kit" – all of the equipment (basic set of clubs, pair of golf shoes, golf glove, tees, and balls) a that a new golfer needs to approach the game with confidence and style, for the low price of \$199.



The program continues with a **seven-week group lesson program** comprised of participants from the seminar, and leads into a weekly non-competitive league. Participants are designated as “high priority customers” throughout and after the program, with their play tracked. Follow-up programs are offered throughout the year.

Lessons & Clinics

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

As an active participant in the industry’s 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.

BCG will work closely with the City’s, Parks and Recreation Department or an established local teaching professional to provide fun and instructive programming for all participants.

Community Involvement

Each course will serve as host, as appropriate, to high school and/or college golf team practices and matches. Such programs will be coordinated with and promoted through the City’s Parks and Recreation Department, local schools and colleges, community organizations and centers, and senior centers. BCG will work to provide complimentary programs to the existing Junior Programs. BCG routinely encourages usage of our golf courses by area schools, providing equal access and opportunity for the junior golfers.

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

BCG will utilize our experience with existing First Tee Facilities within the BCG Portfolio and implement new customer-demanded golf programs 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 general public.



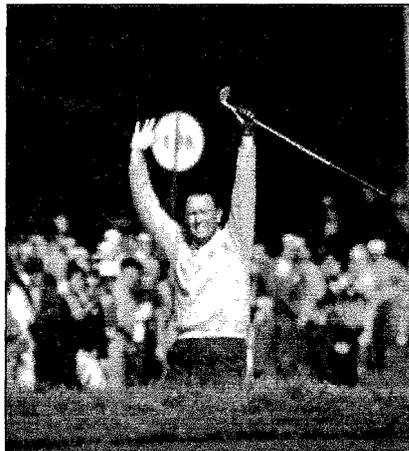
9. Provide your firm's procedures for conducting evaluations and reviews that result in implementation of improvements in operations and improved financial performance.

PERFORMANCE EVALUATION CRITERIA

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

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

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



Billy Casper - US Open 1966

10. Provide detail explanation of your firm's experience with reference to labor relations, contractual and legal issues, personnel benefits, employee orientation and training.

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

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

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



11. Provide a brief description of any litigation brought against your firm over worker health and safety, labor laws, or affirmative action, as related to performance of duties.

BCG, LLC has not had any litigation, claim(s) or contract disputes filed against us which are related to the services provided in the regular course of business.

BCG is both ethically and financially in good standing with the industry as BCG has **never** been in default with respect to any management agreements or contracts for golf management services.

12. If applicable, describe the circumstances under which your firm was terminated from a contract for cause.

CONTRACT PERFORMANCE

BCG, LLC, or any subsidiary of BCG has never been in default with respect to any management agreements or contracts for golf management services.

13. Provide firm's approach to sharing information with municipal clients relative to operational, budgetary, and financial matters. Examples of reports should be included with the proposal.

RELATIONSHIP WITH OUR CLIENTS

BCG's philosophy in working with our municipal partners is to **ensure always that our shared financial and customer service goals are aligned perfectly**. With that philosophy guiding BCG's relationship with the City, BCG will implement the following systems and methods of management, **all of which are available for review and comment by the Client at any time**.

With all BCG's facilities, the Client provides BCG their approval on rates and their expectations for net operating income goals, staffing levels, and capital reserve requirements. BCG uses that information to develop an achievable and realistic budget that maximizes gross profit and net operating income for the Client while delivering an outstanding customer experience. **The final budget is approved by the Client.**

BCG's General Manager and his / her department heads will work closely with their BCG Regional Operations and Marketing Team to **develop an achievable, realistic budget and plans**. Upon review and approval by both BCG Senior Management and the Client, the budget and plans will be implemented to achieve the facility's goals.

Financial

- Daily Revenue Tracking to Budget and Prior Year
- Monthly Review of Revenues (Mid-Month and Final)
- Monthly Financial Summary Letter and Review Meeting with City
- Monthly Site Visits
- Annual Audit (if contractually required) by City's Independent Auditor

Annual Plan/Operational

BCG will direct an **annual planning process** that includes development of an Annual Plan (including Annual Budget, Business Plan, Marketing Plan and Agronomic Plan) for review by the City. The 2010 Annual Plan will be completed during the transition period and first month of operation. Thereafter, the Annual Plan will be completed in the fall of each year for the upcoming calendar year.

BCG welcomes the level of involvement desired by our Client to provide necessary feedback, guidance, or direction to achieve our shared financial and service goals.

14. Provide the proposed transition plan of operation from the City of Troy to your firm.

TRANSITION PLAN

BCG and the City will define the plan for transition of management of each course to BCG. BCG will prepare a draft transition plan for review, comment, and approval by the City. The transition plan will include staffing evaluation and review, IT and technical systems evaluation and review, analysis of historical performance, operational budgeting, capital budgeting, agronomic review, SWOT analysis, market analysis and preliminary elements of market positioning, pricing and promotion. Please see attached **budget for 2010** and **ten year pro forma** for each course. Maintenance Equipment, Golf Carts, and FF&E Items are reflected as an annual lease in the budgets and pro formas.

Several examples of successful BCG transitions include:

- **Forest Preserve District of Cook County (Cook County, Illinois)** – BCG transitioned twelve (12) county-owned and county-operated facilities that had been closed for several months, reopening them all after major refurbishment of systems, furnishing, fixtures, and equipment, and newly hired and trained staffs.
- **Cincinnati Recreation Commission (Cincinnati, Ohio)** – BCG transitioned seven public agency-owned (7) facilities from another national golf course management firm, maintaining all existing employees, systems, and programs through the first 90 days of BCG's operation.
- **Alta Vista Country Club (Placentia, California)** – BCG transitioned the privately-owned 18-hole private club with substantial banquet/restaurant operations from a local private operator to BCG while maintaining full services for members, guests, events, and banquets.

Sample transition items prior to start date

- Preparation of all **business entity registration forms**, including tax registration, industrial insurance, unemployment insurance, minor work permit, trade name registration, and foreign registration, with the State of Michigan's Department of Licensing
- Preparation of an application for pre-approval of a **Liquor License** by the Michigan Liquor Control Board
- Preparation of requests for a Unified Business Identifier (**UBI**) and Federal Employer Identification Number (**FEIN**)
- Initial approval of **property and casualty insurance** coverage by Wachovia.
- Initial approval of **employee benefits coverage** by CareFirst Health, MetLife Dental, VSP Vision, and Short Disability Insurance
- Preparation of application for **payroll processing** by ADP
- Preparation of all **employment paperwork**, including employee manuals, applications, benefits forms, training guides, and employee folders
- Pre-ordering of all **Computer and IT equipment** for the POS and other business operations with Dell Computers
- Scheduling of a **POS installation** at the course with EZLinks Golf
- Scheduling of all **BCG corporate and regional staff** who will direct the transition of management from the incumbent operator to BCG

Sample Initial 90 Day Transition Plan

BCG will **contact all existing bookings for F&B and Tournaments/Events during and immediately after the transition period** to ensure that every event coordinator is informed about the impending transition, and that all contracted services, pricing, and expectations are completely understood by BCG. During these calls and meetings, BCG will reassure them of their event's quality of service and products, and provide them with a specific contact for any questions or concerns.

BCG recently transitioned a 36-hole facility in California from another golf course management company and successfully confirmed more than 7,500 outing rounds for 2007 in a 3-week period.

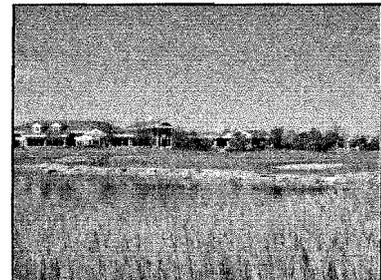


15. Describe your firm's grounds maintenance experience including technical expertise to manage turf effectively, especially on golf course greens and fairways. Attach sample of maintenance conditions report which you would submit to the city weekly, monthly and/or annually.

COURSE MAINTENANCE

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

With our golf courses extending from the tropical Islands of Hawaii to the Atlantic's Cape Cod, from the forests of the Pacific Northwest to the deserts of California, and from America's heartland into the Deep South, our Agronomic Teams face a wide range of course conditions year-round. Each **GCSAA-certified Superintendent** uses a unique blend of scientific and practical agronomic knowledge compiled with years of hands-on experience to deliver superlative playing surfaces amid beautiful settings.



Upscale Golf Course Maintenance in Chicago
Whisper Creek Golf Club, Huntley IL
A Billy Casper Golf Property

We are committed to achieving agronomic excellence by utilizing and improving upon reliable, proven techniques. 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. In fact, **every BCG-managed golf course registers with the Audubon International Cooperative Sanctuary Program** - our way of ensuring that each course contributes to the health of its community.

BCG's 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 the Courses will focus on both short-term and long-term goals. The plan was developed to provide the desired playing conditions of management within the given fiscal guidelines. The primary goals are to preserve and improve the quality of the product.

A golf course is a biological system affected by many different variables. The following plan for the Courses is based on the existing conditions previously observed on the golf course and our strategies to provide the desired product over both the short and long-term.

AGRONOMIC OVERVIEW

BCG maintains its managed golf courses in a manner consistent with the **quality expected of a first-class public-access golf course**. Under the guidance of BCG's Regional Superintendents, the firm develops and implements an **Annual Golf Course Maintenance Program**. The Program will exceed the maintenance standards established by the client and BCG, as well as the course conditions expected by our customers.

Specifically, BCG will:

- Work with the client to acquire the necessary equipment to **improve turfgrass health and playability**.
- Implement **modern agronomic practices** with improved efficiencies, utilizing a highly qualified and expertly trained professional staff.
- Provide overall **attention to detail** in all areas of facility maintenance and care, including areas seen and not seen by the golfer.
- Create **improved definition/contour** between playing areas, such as fairways and rough, and improve mowing patterns to enhance both aesthetics and playability.
- Participate in the **Audubon Cooperative Sanctuary Program**.
- Work closely with the client to deliver an **overall, higher-quality golf experience** that serves to maximize revenue for the golf course.



Management & Staffing

BCG will hire a Golf Course Superintendent who is a certified member of the Golf Course Superintendent's Association of America ("GCSAA"). This individual has a **thorough knowledge of and experience with golf course maintenance and turf management practices appropriate to the climate and type of turf at the course**. The Superintendent will oversee a professional maintenance staff that handles the daily maintenance of each golf course, and maintains responsibility for overall quality of course conditions every day. He is in constant communication with the maintenance staff, receiving regular reports and updates.

Turf Management

BCG will implement a course-specific Maintenance Program for the care and maintenance of each golf course. The program will **exceed** the Minimum Maintenance Standards established by BCG (*following this section*), the client, and the agronomic practice, procedure, and program guidelines established by the United States Golf Association (USGA) and the GCSAA. BCG's approach to maintaining the golf course will emphasize the quality of course conditions, attention to detail throughout the properties, efficiency in staffing, and full compliance with all environmental regulations.



Equipment and Systems

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 client 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.



Support

BCG's Midwest **Regional Director of Agronomy (RDA)** is based in Chicago and will provide support to the Blackthorn superintendent and maintenance staff. Periodic visits incorporate the generation of a *Site Summary Report* which includes detailed narrative describing current agronomic practices and conditions. Pictures, action plans, resource requirements and timelines are included in these reports to inform the client, general manager, regional staff and corporate personnel of the progress at each facility. This level of support ensures the desired product is produced for the client and guests at all of our managed golf courses.

Conclusion

BCG has the resources and staff to provide the level of golf course maintenance desired at the Courses. We currently manage the agronomic programs for more than 30 golf facilities in the Midwest providing us with the experience to provide the each golf course with the best service and conditions possible. **Regional agronomic support is based in Chicago.** The BCG Agronomic team is unparalleled in the industry and provides the expertise and resources to support the superintendents on a local level.

BCG CULTURAL PRACTICES

BCG implements best management practices to properly care and produce desirable conditions at every golf course within the BCG family. 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 on golf courses. There are various primary and supplementary cultural practices that can be utilized to obtain a healthy stand of turfgrass:

BCG's Primary Cultural Practices

- **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.

BCG's 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.

Each season at a BCG facility begins with the golf course superintendent designing an **Agronomic Plan specific to each golf course**. The superintendent uses a variety of resources to plan out the cultural and material application practices necessary to manage the surface and sub-surface variables in order to create the best possible playing conditions for the guest. The Agronomic Plan covers preferred application and implementation timing of all cultural practices. Integrated Pest Management (“IPM”) is utilized during the year to implement the Agronomic Plan. The superintendent monitors weather, soil temperatures, disease pressures and a variety of other environmental indicators to determine the necessity for cultural practices that are essential to the plant’s health.



Whisper Creek Golf Club, Huntley, IL

BCG MINIMUM MAINTENANCE STANDARDS

Greens, Practice Putting Greens and Nurseries

- Mow at least six (6) days per week at a height of 0.125-0.160 during the growing season.
- Change cup locations on all greens and practice greens at least six (6) times weekly during the active season and at least three (3) times weekly in the off-season. Cup location will be moved at least twenty (20) feet from the previous placement.
- Aerate all greens, practice putting greens and nurseries two (2) times per year during the growing season. This will be done with "Ryan Green Aire" or approved substitute, which places holes four (4) inches deep and two (2) inches on center.
- Topdress all greens, practice putting greens and nurseries after aeration and additionally as needed to maintain a putting surface. Topdressing material will be sand or a mix similar to that used to construct greens.
- Light vertical mowing of all greens, practice putting greens and nurseries shall be performed as appropriate to control mat and thatch build-up and increase plant shoot growth.
- Spiking of all greens and practice greens shall be performed as needed between aeration to maintain water filtration.
- All greens, practice greens and nurseries shall be fertilized with nitrogen, phosphorous, potash, and other nutrients needed to maintain color, growth and turgidity of the turf, without allowing excessive succulent growth.
- Soil samples will be taken one (1) time per year and evaluated to determine proper nutrient requirements.
- All green, practice greens and nurseries shall have appropriate fungicide applications to prevent and/or control fungal disease activity.
- Pre-emergent chemicals shall be used in the appropriate amounts and at appropriate times to prevent intrusion of weeds (such as poa annua, goosegrass, and crabgrass) into the fairways, tees and rough.
- All greens, practice greens and nurseries shall be maintained free of foreign grasses and weeds.
- All greens, practice greens and nurseries shall be treated on a preventative and/or curative basis as necessary.

Fairways (all areas of play except greens and natural growth areas)

- Mow two (2) times per week at a height of one-half (1/2) inch during the growing season and as needed for the balance of the year. Contour mowing as specified by the architect in the original plans shall be maintained.
- Aerate once in the spring and once in the summer during the peak of the growing season. Aeration holes shall not exceed a spacing of eight (8) inches on center or be of a diameter of less than one-half (1/2) inch.
- Fertilizer formulations will be made after analysis of soil. Soil samples will be taken three (3) times per year and evaluated to determine proper nutrient requirements.
- All fairways will be vertically mowed as necessary to control mat and thatch build-up and increase shoot growth.
- Ninety-five percent (95%) of the fairway area shall be kept weed free by the proper application of herbicides.

Tees (and all areas used as Tee Surface)

- Mow at a height of one-half (1/2) inch, three (3) times per week.
- Topdress bi-weekly to fill divots and level tee surface. Topdressing material shall be washed sand and seed as necessary.
- Tee markers and all tee equipment shall be moved daily for proper teeing and wearing of turf.



- Ninety-five percent (95%) of the tee area shall be kept weed free by the proper application of herbicides.
- All tees shall be vertically mowed as necessary to control mat and thatch build-up and increase shoot growth.
- All tees shall be fertilized with nitrogen phosphorous, potash, and other elements as needed to maintain color, growth and turgidity of the turf without allowing excessive succulent growth.
- Soil samples will be taken one (1) time per year and evaluated to determine proper nutrient requirements.

Planters (all areas planted with ornamental plants, not intended for golf play and having a definable border)

- All planters shall be maintained free of trash and debris such as paper, drinking cans, bottles, fallen limbs and leaves.
- All planters shall be maintained free of weeds or grass whether by mechanical or chemical means.
- The plant material (trees, shrubbery and ground covering) in planters shall be trimmed as necessary for appearance, protection from wind, and insect damage.

Trees (all trees within the property lines of the golf course)

- All trees shall be staked as necessary to protect and establish sufficient size to stand.
- All trees shall be pruned for appearance, protection from wind and pests, and allow golfers access on foot and carts to find their golf balls.
- All damaged trees shall be removed.

Irrigation (all equipment required to irrigate all areas of the golf course)

- Repair or replace all heads, pumps, valve controllers, wiring, and pipes as needed to maintain the proper operation of the entire golf course irrigation system (including greens, tees, fairways, planters, flower beds, and the like) on an on-going basis.
- Leaks should be isolated and fixed as soon as possible.

Fences (all fence blocks/chain link/barbed wire on or within the boundaries of the golf course)

- Repair all broken or damaged fencing on an as-needed basis.
- Repair or replace all fences, gates, and locking devices needed for the protection of the golf course or equipment.

Clubhouse and Buildings (all buildings within the boundaries of the golf course)

- All restrooms (to include portable toilets on-course) shall be maintained daily in a manner so as to provide a clean and sanitary facility for public use as well as for the employees of the course. Soap, towels, and toilet paper shall be provided in adequate quantity at all times and shall be maintained daily.
- All lobbies and patios and public areas shall be vacuumed, dusted and swept daily.
- Maintain and repair all structural areas and fixtures of all buildings as needed to insure proper function and appearance and create a desirable appearance to patrons. These include, but are not limited to air conditioning units, power tools, appliances, hardware, building structures and fixtures; painting, carpentry, plumbing and electrical repairs; and porches, walks, parking areas, delivery areas, and entryways.
- Maintain all cart paths in a smooth condition and repair promptly as needed.
- All edges of sidewalks, patios and cart paths must be edged on a bi-monthly basis.
- Edging of valve boxes, meter boxes, back-flow preventers and the like shall be done as needed to insure that there is no obstruction of play from growth around these items.

Sand Traps

- All sand traps shall be edged as necessary to maintain a neat lip, raked daily and filled with fresh sand as needed to maintain a consistent floor depth on slopes and in the bottom of trap.
- Replacement sand will be consistent with what is currently in place providing a minimum depth of four (4) inches of sand throughout the bunker.

Equipment

- All maintenance equipment and golf carts will be kept in clean, safe operating manner in accordance with manufacturer's operating manual.
- All preventative maintenance will be done in accordance with the manufacturer's schedule and an accurate log will be maintained of any work performed on a piece of equipment.

Crews

A full maintenance crew shall be on-duty at the course daily under the supervision of the superintendent. A qualified golf course superintendent is defined as an individual with an agronomy degree from a two (2) or four (4) year college or university and a minimum of five (5) years' experience.

Trash and Debris

Trash receptacles shall be conveniently stationed on tees and at the clubhouse and emptied daily and as many times during the day as necessary to insure there are no problems with insects and refuse odors.

Miscellaneous

- Maintain all lakes and bridges in a safe manner free of debris.
- Mow rough and all unimproved areas in a manner to allow the player to locate his ball such that the speed of play is not adversely affected.
- Spray fairways, rough, tree wells, and fence lines for weed control.
- All water coolers on course will be filled daily and checked at least once per day and more often if necessary.
- All ball washers will be checked daily to insure proper amount of soap and water are maintained.
- Accurate daily records of weather, rainfall and temperature will be kept.
- Accurate spray and fertilizer records will be kept on a daily basis noting applicator, product applied, rate and treated area.
- Accurate daily log of personnel duties will be kept for maintenance personnel.
- All chemicals, gas and oil will be stored in the appropriate manner as required by state and federal regulations.
- A safety committee will be formed to address any safety issues on the course for employees and patrons. All employees will comply with federal, state and company regulations regarding work habits, responsibilities and requirements.
- Employees will wear eye protection, hearing protection, and safety hats when operating equipment.
- All property signage, including directional signs, tee signs and entrance signs, will be kept updated, clean and appealing to provide information to golfers and general public.
- All staff will provide patrons the highest level of customer service.



Property Maintenance

BCG will provide **complete property and facility management** services for Blackthorn, utilizing the skills and resources of a talented team of operations professionals, led by Senior Vice President Bill Rehanek; Midwest Regional Vice President, Jered Wieland, and the General Manager.

BCG has an individual dedicated to oversee our **property management program**, including the use of consistent procedures for managing insurance coverage, risk management, and licensing requirements, including all claims filing, renewals, and the meeting of all regulatory regulations. All licenses, evidence of coverage, and other important property documents are maintained both on site and at BCG's corporate office.

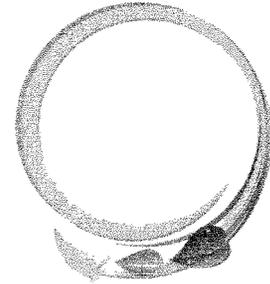
BCG utilizes an **established, proven system of facility management, including physical plant maintenance procedures, housekeeping, facility audits, capital planning, and beautification programs**. All buildings/facilities are maintained in good repair and condition at all times to ensure that the facility's customers are presented with the highest quality golfing experience. Routine and preventive maintenance for the entire facility is performed as needed to ensure the long-term viability of physical assets.



BCG ENVIRONMENTAL SENSITIVITY PROGRAM

We are committed to reducing our environmental footprint, improving our green practices and keeping these principals at the core of our Environmental Program:

- Reduce, reuse and recycle
- Adhere to all pertinent regulations and strive to surpass compliance
- Create ways to reduce or eliminate pollution and waste
- Always strive to be an environmentally responsible member of the community



Wildlife and Habitat Management

The purpose of this category is to protect and improve native habitats and the wildlife that depend on them for survival. A complete inventory should be completed of bird species, mammal species, and indigenous plant species. Complete maps highlighting core habitat areas on the Golf Courses should also be completed.

In addition to protecting what was already in place, you should begin to create additional wildlife habitat at your golf course to expand the amount of existing wildlife species and also to add more diversity to the wildlife. Next season you should plan on adding a more diverse habitat to attract even a wider diversity.

In addition to the above mentioned, training our staffs to understand the importance of wildlife and habitat management is just as important. Training checklists should be implemented to aid in this process.

A summary of our goals in wildlife and habitat management follows:

Goal 1: General Knowledge

Continually expand our general knowledge of the plants, wildlife species, and habitats found on our golf course.

Goal 2: Wildlife Habitat: Space Food, Cover, and Water Enhancements

Provide a habitat for a variety of wildlife species in non-play and landscaped areas.

Goal 3: Habitat Protection and Biodiversity Conservation

Preserve the rich biological diversity of our region by protecting existing native habitats and species, and landscaping primarily with indigenous plants.

Chemical Use Reduction and Safety

The purpose of this category is to ensure safe storage, application, and handling of chemicals and reduced actual or potential environmental contamination associated with chemical use. Much of the work toward certification in this category will be training of pesticide applicators.

Your main goal in this category is to minimize pesticide usage. In your first year of operation you should consider re-contouring of all of the fairways at the Golf Courses to minimize pesticide and fertilizer inputs. You should be able to decrease fairway acreage by an average of 20% by increasing the width of the landing areas and decreasing the width of the non-landing areas. This can potentially reduce overall pesticide and fertilizer inputs by about 15%.



Implementing standard practices of integrated pest management (IPM) and best management practices (BMP's) will be an ongoing process. Also, you should explore alternative pest control measures to minimize pesticide inputs even further. In addition, you can create buffer zones between treated turf areas and all water bodies as a means to filter potential runoff of harmful chemicals.

Another key aspect in this category is the establishment of economic thresholds to guide you as to when to apply pest control products. Pest damage to existing turf areas is economically tolerable to a certain point. You should establish economic thresholds at certain levels where we believe turf damage can cause an economic impact to the facility if action is not taken. This strategy has been successful in minimizing chemical inputs at other facilities in the past.

One important item to be completed over time is the installation of spill containment areas for our spray application equipment. These areas are used to mix and load chemicals and for the cleaning of equipment. These new containment areas will insure pesticide spills will be confined and not negatively affect the environment.

A summary of our goals in chemical use reduction and safety is as follows:

Goal 1: General Knowledge

Continually expand our knowledge of integrated pest management, chemical use issues, best management practices, and alternative pest control measures.

Goal 2: Cultural Practices and IPM Techniques

Maintain turfgrass in a vigorous and healthy state through sound cultural practices and integrated pest management techniques.

Goal 3: Best Management Practices for Chemical Use

Apply all chemical products in a manner that minimizes harmful environmental impacts.

Goal 4: Communication and Education

Ensure that maintenance staffs are properly trained and supervised.

Goal 5: Maintenance Facility, Chemical Storage, and Wash Pad

Make certain that chemicals are properly stored and handled, and equipment is properly maintained to reduce the potential for negative environmental impacts.

Water Conservation

The purpose of this category is to ensure adequate water supplies not only for irrigation, but also for the healthy ecological functioning of water bodies, such as rivers, streams, wetlands, lakes, and ponds. Special focus should be given to judicious water usage by managing and maintaining the irrigations system for maximum efficiency and minimal water waste.

Your irrigation practices to be employed should be geared to maximize water absorption and minimize water loss to evaporation and runoff. Soil properties and turf health are maintained in an optimum range to assure efficiency. Many golf courses subject their turf to extreme conditions to provide playing conditions desired by their members or clientele. This often leads to inefficient absorption and water usage by the turf and leads to increased leaching and water runoff.

You should also employ a program of daily monitoring of the golf course by our on-site staff to evaluate supplemental irrigation needs on a daily basis. Evaporation of soil water and evapo-transpiration of plant

water are typically determined by the day's weather conditions, or more specifically, temperature, humidity, and photoperiods.

A summary of our goals in water conservation is as follows:

Goal 1: General Knowledge

Identify water resources of the golf course and make a commitment to judicious water use.

Goal 2: Water Conservation: Irrigation Equipment and Plumbing Fixtures

Maintain irrigation equipment for maximum efficiency and minimal water waste.

Goal 3: Water Conservation: Watering Practices and Turf Care

Implement water conservation practices. To maintain soil and turf health that maximizes water absorption and minimizes water loss to evaporation and runoff.

Water Quality Management

The purpose of this category is to ensure clean water supplies and protect the health and integrity of water bodies, such as oceans, rivers, streams, wetlands, lakes, and ponds. This is accomplished by routine monitoring and employing best management practices to reduce erosion and chemical / fertilizer runoff.

As mentioned earlier, you should have already begun to establish buffer zones along water bodies to minimize and filter runoff to improve water quality. Water quality testing through an independent lab should be implemented to establish base-line data to compare future water quality tests. This requires quarterly testing during the first year and subsequent annual tests thereafter.



Also important is to be cognizant of potential weather conditions that could favor or increase the likelihood of runoff. A two inch thunderstorm occurring hours after a fertilizer or chemical application will increase the chances of water pollution. This is due to the fact that the material hasn't had a chance to break down into a useful chemistry by the turf and is not being filtered by the underlying soil.

It should be noted that all of your pesticide applicators are licensed through the local jurisdiction. This ensures they have the basic knowledge of chemical use and disposal. They should also be versed in proper chemical storage and mixing and loading techniques.

A summary of our goals in water quality management is as follows:

Goal 1: General Knowledge

Improve our general knowledge regarding water quality protection and pollution prevention as it relates to golf course management, chemical storage and use, and equipment maintenance.

Goal 2: Best Management Practices

Employ best management practices or structural controls near all water bodies to eliminate the potential for chemical runoff, nutrient loading, and drift.

Goal 3: Water Quality Management: Monitoring

Monitor the health of all water features to detect possible movement of nutrient and chemical inputs into water sources and correct problems as needed.

Outreach and Education

The purpose of this category is to implement management practices that ensure ongoing support for stewardship initiatives, strengthen local community connections, and extend participation in environmental conservation activities. You should initiate the process of creating a Resource Advisory Group at your facility to aid our certification efforts.

In the near future you should be installing displays in your clubhouses to communicate your involvement in the BCG Environmental Sensitivity Program to our clientele and the general public. The display should include updates in each category along with pictures showing what you've accomplished to date. You should anticipate a lot of positive feedback.

An annual newsletter should also be distributed in communities surrounding your facility. This will also be a great opportunity to showcase your efforts and communicate your environmentally sensitive approach to maintaining your golf course.

A summary of our goals in outreach and education is as follows:

Goal 1: General Knowledge

Improve our ability to communicate our commitment to environmental stewardship and implement conservation activities.

Goal 2: Education

Educate patrons, staff, decision makers, and community members about programs and projects on the golf course which improve environmental quality.

Goal 3: Outreach and Involvement

Provide opportunities for patrons, staff, decision makers, and community members to be involved in environmental projects on the golf course.



Wintonbury Hills Golf Course, CT



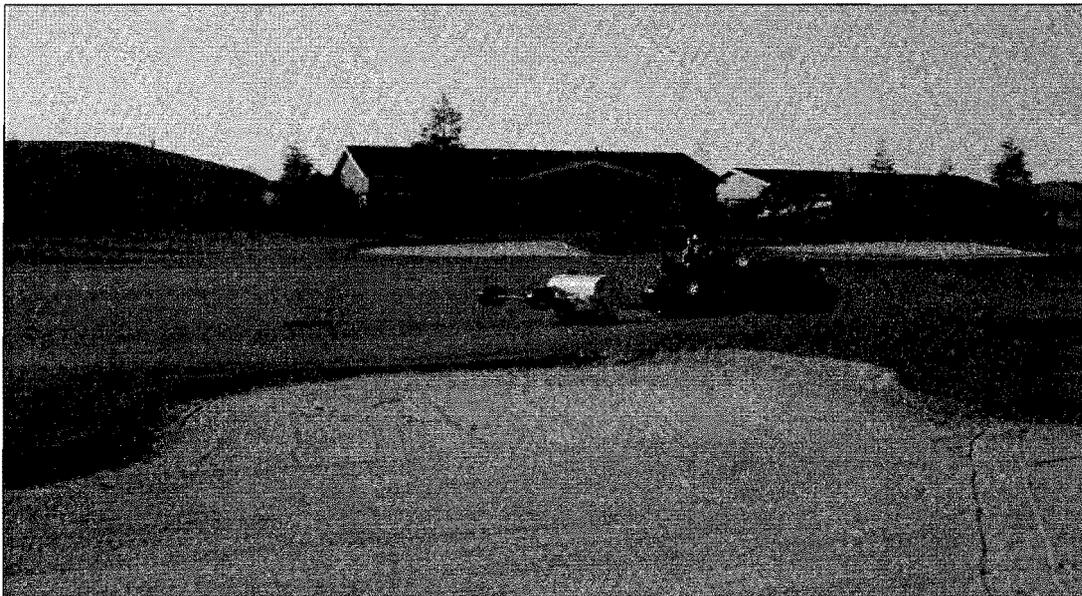
BILLY CASPER
G O L F

SAMPLE AGRONOMIC REPORT

TO: Peter Hill, Robert Morris, Denny Minami, Joe Goodrich, Tom Barrett, Mark Brouwer, Bryan Bielecki, John Seabreeze, Lance Merrihew
FROM: Jesse Seguin
DATE: November and December 2007
RE: Agronomic Update for Lincoln Hills Golf Club

November and December Agronomic Maintenance Operations: Frost, rain, wind, and cooler temperatures have been evident here at Lincoln Hills Golf Club over the past 60 days. Slower growth and minimal disease pressure has opened up much needed opportunities to finally get some detail work done on the golf course. It has also allowed upper management to get some educational seminars in, catch up on paperwork, and plan for the exciting upcoming year. Below are some bulleted items that go into further detail over this past two month's maintenance practices.

- ✓ **Rough Aerification:** We started last month and have finished about 30% of the 250 Acres of Rough. This has never been done here and should increase porosity and open up the soil profile to help relieve stress during the summer months

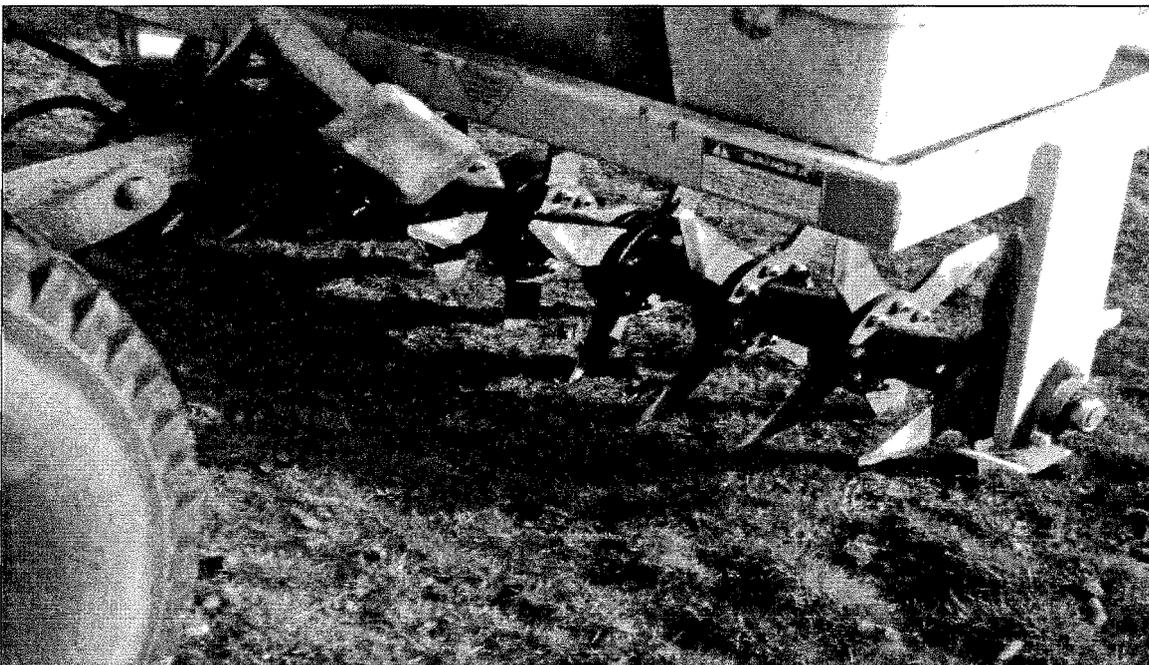


Rough Aerification on Hole #9 (Orchard)



Rough Cores and Plugs from Aerification

- ✓ **AERWAY (Shattertining the Rough):** This technique is similar to aerification but instead of pulling cores we are actually lifting and fracturing the soil at a depth of 7 inches to increase air, water, and nutrient development. This is also being implemented on are 250 acres of rough. It is very time consuming but worth it come summertime. The long term benefits of this practice will increase fertilization utilization, decrease water frequency, and increase microbial activity, which will save us money in the future.



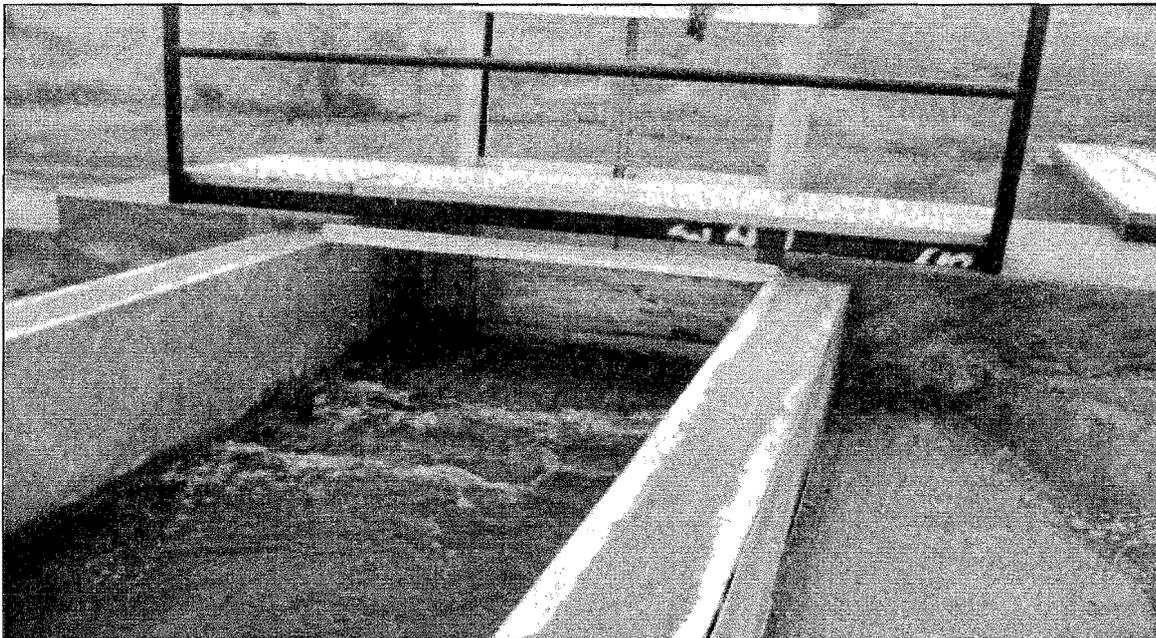
Above is the Aerway Shattertine Unit working into the Rough profile. You can see that this machine has unique angles and offsets which slice into the soil and open it up

- ✓ **Drainage Work:** We have been working on eliminating certain wet areas and installing different drainage systems for better water infiltration

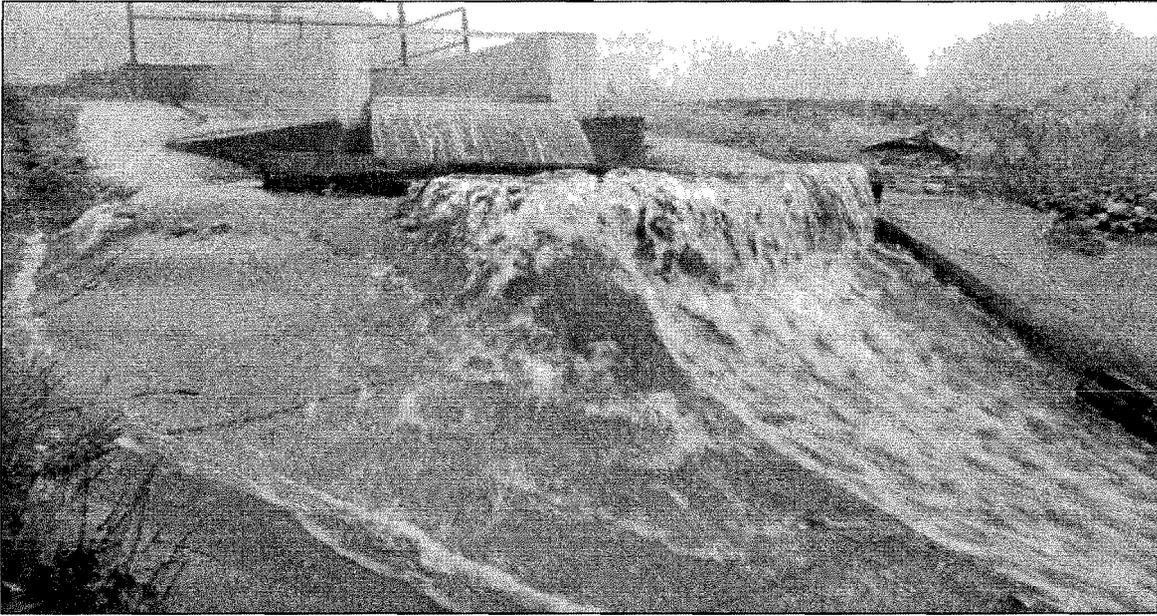


French drain being installed by 2 cart path (Hills). Also known as BARRETTS Corner

- ✓ **PCWA completion of the Weir Structure:** The weir structure was finally completed by Placer County and is up and running.

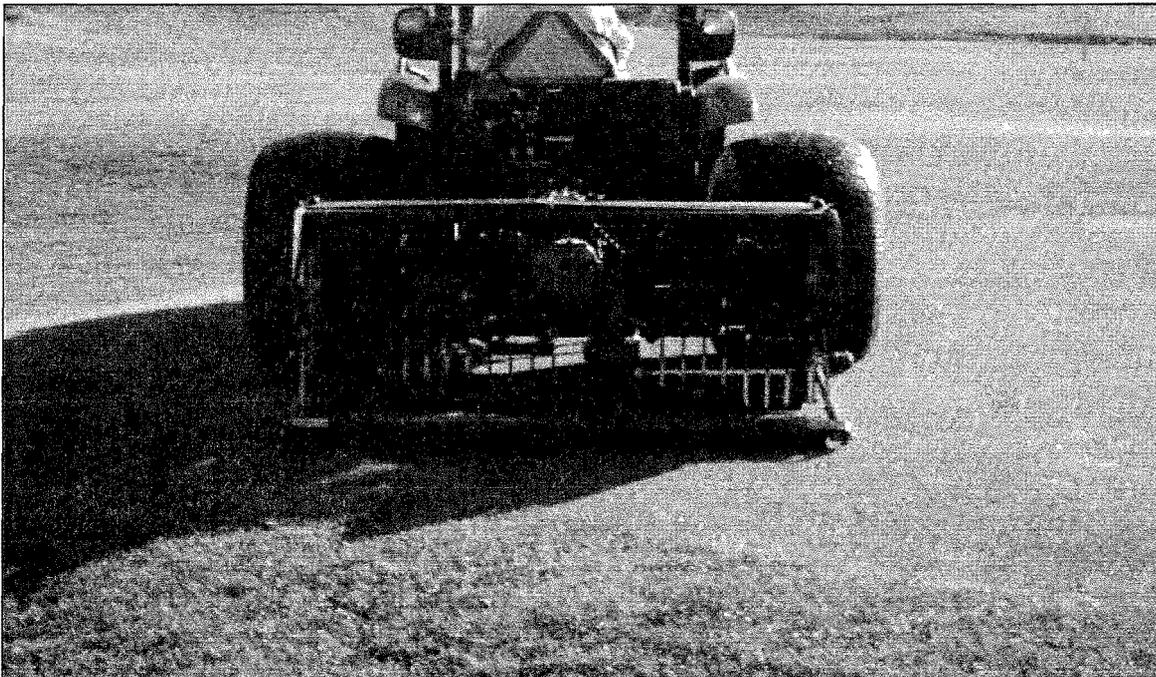


Weir Structure (Pic #1)



Weir Structure (Pic#2)

- ✓ **Verta-Draining Tees:** All the tees have been verta-drained over the past month at a depth of 10 inches to increase gas exchange and promote deeper root growth.



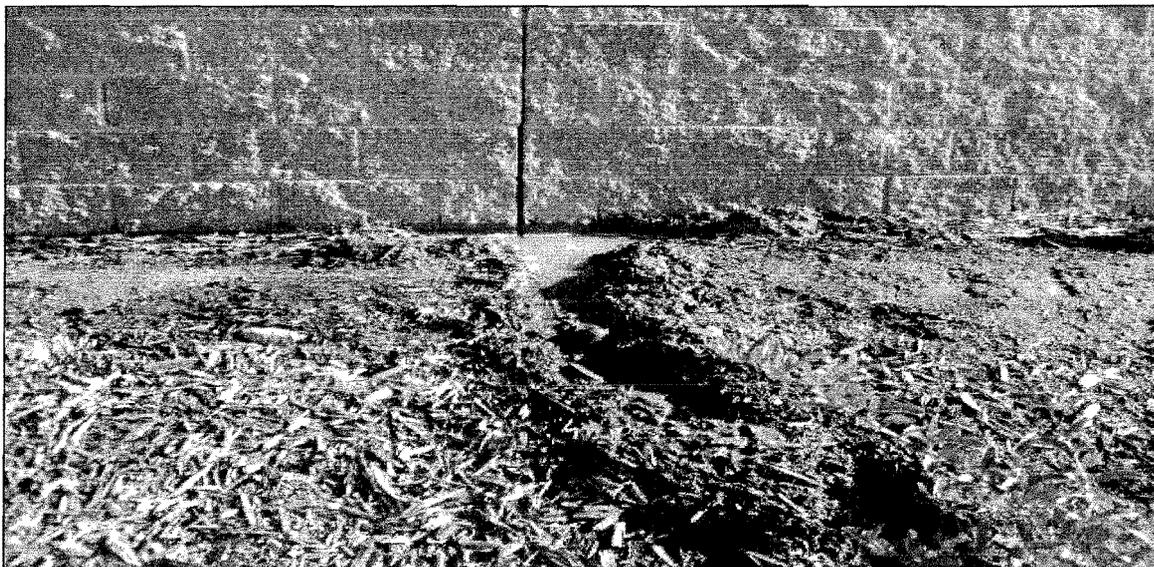
Verta-Drain machine being operated on 3 Tee (Hills)



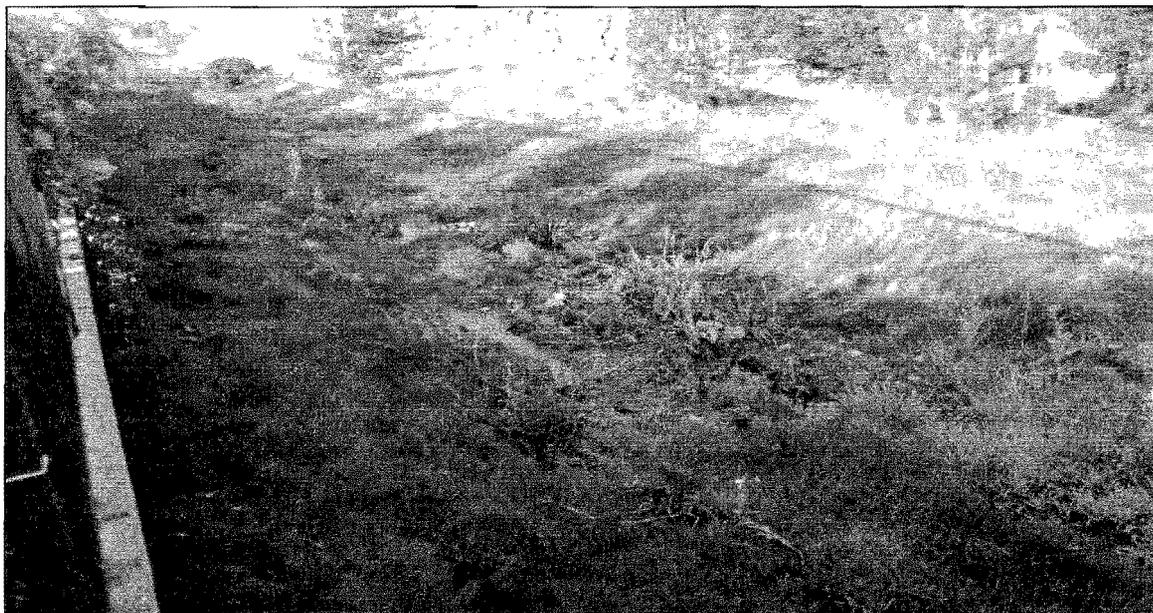
Frosted over green and surrounding area

- ✓ **Frost Delay's:** These have been an issue over the last 60 days and we do our best to work through them and get play out ASAP.

- ✓ **Homeowner Issues:** These have been actually on the decrease and lately I have heard nothing but positive things. Mark and I received an arsenal of goodies over Christmas from many satisfied homeowners and golfers. I must have put on 15 pounds. The only negative issue we have regarding homeowners is some are still watering like it is 110 degrees out. All the access water is running under the knee walls and onto golf course property.



Water leaching through the wall of a homeowner onto the golf course



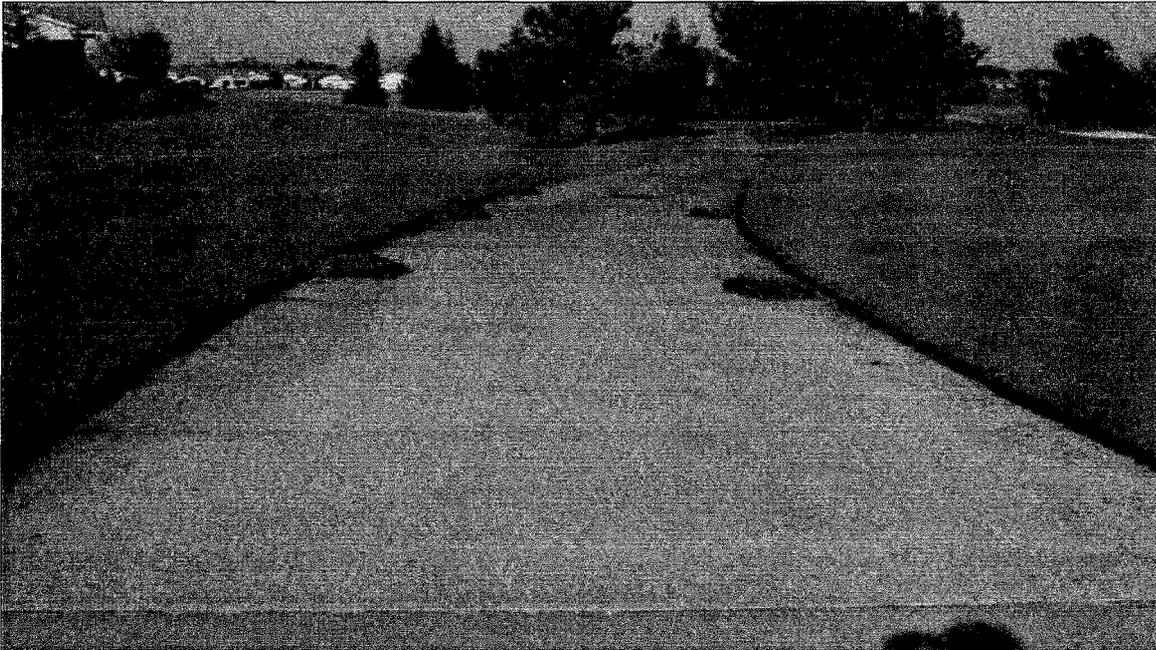
Homeowner over watering resulting in standing water near the golf course knee wall

- ✓ **Chemical Applications:** We have sprayed for snow mold as well as for patch diseases recently. We also still apply herbicides curatively as needed.
- ✓ **Detail Work/Winter Projects/Frost Jobs:** Below are some tasks we have either initiated, completed or hopefully get to address by the end of the winter season
 1. Top of all fescue areas
 2. Weed eat knee walls
 3. Weed eat rock walls
 4. Remove debris and weed eat brush along all fence lines
 5. Edge, weed, and clean all bark and ornamental beds
 6. Thoroughly wash and wax equipment
 7. Organize and clean interior and exterior of shop, irrigation rooms, and equipment storage areas
 8. Hydraulic and oil changes on all equipment
 9. Grind and rebuild down reels
 10. Edge all cart paths
 11. Go through each irrigation head on the controllers to make sure they are rotating and functioning properly
 12. Weed eat all tree wells
 13. Round-Up tree wells with low concentration mix
 14. Fill in deep tree wells with soil
 15. Remove dead trees and stakes (entire root system if possible)
 16. Aerify and Shattertine Rough
 17. Install new signs
 18. Power wash and paint tee markers
 19. Remove ball washers: sand, clean, and paint
 20. Secure and straighten bent trees
 21. Round-Up rock walls
 22. Clean yardage monuments that are in the ground on the par 3's. Get a count on new ones we have to order
 23. Replace broken kirbes and get a count on new ones we have to order
 24. Paint 150 and 200 yd stripes on cart paths
 25. Paint cement 150 and 200 yd blocks in fwys
 26. Prune trees and saplings
 27. Raise and edge irrigation heads

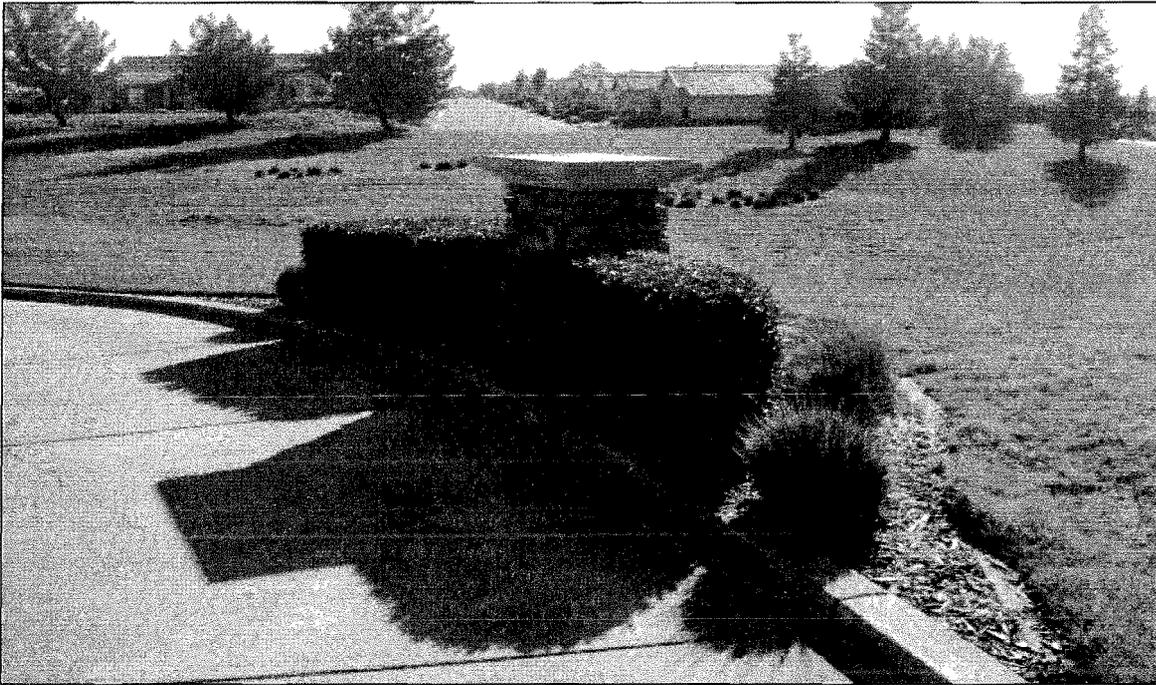




Handicap template being painted on a frosty morning



Freshly edged cart path



Clean and Trimmed Ornamental Bed



Raised irrigation heads



Newly installed sign by cart path

Summary: That about sums everything up. It was nice to finish out the year strong and hopefully the rain and windy weather will subside over this next month. We should be able to wrap most of our projects up by February and head into spring/summer on a positive note and have another great year here at Lincoln Hills Golf Club.

Thanks for your time and Happy New Year,

Jesse

16. Describe your firm's public relations and marketing policy. Explain how it helps to ensure superior service and effective promotions for public satisfaction and increased revenues.

MARKETING PLAN

Overview

This strategic plan outlines the initial marketing action items BCG anticipates implementing during the **first year of engagement** with the City.

The primary objective of the Marketing Plan for each course and the City is to significantly increase the acquisition and retention of customers leading to increased growth of Gross Revenue and profitability.

Plan Components

BCG's Marketing Team will work diligently and vigorously in the **pre-opening stages** of the contract to implement the following plan components:

- Establish and manage **marketing systems**, including Internet (web site, e-mail, e-commerce), electronic tee sheet program (reservation system, customer database, POS), branding materials (graphic design, collateral, photography), and sales systems (lead tracking, sales management).
- Design and implement **customer acquisition programs**, including advertising (print, electronic, display), direct marketing (direct mail, broadcast e-mail), promotional offers, and community and vendor partnerships and sponsorships.
- Design and implement **customer retention programs**, including customer communications, special events and programs, promotional offers, and membership events and programs.
- Establish and manage **sales programs**, including outing, membership, and event sales management.
- Establish and manage **quality assurance programs**, including customer surveying, mystery-shopping on-site visits, and mystery telephone sales calls.

Prior to assuming official operation BCG will establish and plan the elements that will need to be in operation as of the first official day.

First Three Months

- Activities
 - Information gathering and data analysis
 - Actual plan composition
 - Execution
- Milestones
 - Marketing systems to be in place and serviceable
 - Plan exact Marketing activities based on historical analysis
 - Integrate programming aimed at segmenting existing customers thus allowing play and revenue to be tracked.

Quarters 2 – 4 of first operational year

- Actual plan execution based on solid research and make sense activities all focused on maximizing rounds, revenue and sales.

MARKETING SYSTEMS

BCG's Marketing Team will establish reliable, integrated, and customer-focused Marketing Systems that generates the results anticipated by the City.

BCG's Marketing Team, together with on-site personnel, will thoroughly review current market conditions, and develop and plan for implementation of our effective and proven marketing systems – including web site, e-mail, e-commerce, broadcast e-mail, reservation system, customer database, POS, graphic design, collateral, and photography – to provide the City with a roll-out plan for each course. Our team will work to successfully implement BCG's systems in order to maintain continuity of service and communication with the customers and residents of the City.

BCG utilizes best-in-class technology and design partners in our Marketing Systems, including EZLinks, Hot Banana, Silverpop, McMurry Advertising, salesforce.com, and Agilone. By utilizing these partners, each course will be fully integrated into BCG's operating systems and procedures, as well as into BCG's proprietary customer data warehouse "The Engine."

All Marketing Systems will be designed and implemented in a manner that benefits the overall image of the courses and within any existing guidelines established by the City.

1. **Web Site:** Establish a consumer-friendly, easy-to-navigate web site specifically for each course. Early development will be the key to gaining momentum with those wanting to know details about the courses re-opening. The web site will be designed to provide the visitor easy access to reserving tee times, finding directions, learning more about the City, inquiring about group business, and contacting the club.

The web site will also provide direct access for the customer to tee times, stay and play packages (if applicable), and event registration through an e-commerce portal; provide direct linkages for customer sign-up into the e-mail marketing system and for group business inquiries into the sales management system; and provide opportunities for web site visitors to access the City for events and services.

2. **E-mail:** Establish reliable, easy-to-use e-mail service for the managers of each course and staff. E-mail will be used not only as a communication tool, but also as a branding opportunity with marketing messages and web site links embedded into the signatures of e-mails.
3. **Broadcast E-mail:** Establish a permission-based e-mail marketing system to send relevant messages regularly to the City and frequent golfer customer segments. E-mails will be designed and written to engage the customer into purchasing products and services from each course, connecting them directly to our site as well as the City's web site.

The system's database will be fed daily from BCG's customer data warehouse "Guest-Trac," which is fed daily from BCG's preferred Reservation System vendor, EZLinks Golf. Segmentation of the database will be based on customer behavior, geography, and customer type.

4. **Reservation System / Customer Database / POS:** Establish an integrated, fully-functional reservation system with customer database and point-of-sale system. BCG's preferred system, EZLinks Golf, includes services for a 24/7 operator-staffed reservation center, online tee time reservations, partner reservation portals, tracking of customer data, loyalty rewards programs, and recording of daily financial transactions.

5. **Graphic Design:** Establish professional design guidelines and templates for graphics needed for each course's advertising, direct marketing, and systems. All graphics will be designed and implemented in a manner that benefits the overall image of the City and brand and within any existing guidelines established by the City.
6. **Collateral:** Design and print business and sales collateral to support marketing and sales strategies. This includes score cards, yardage books, rack cards, brochures, sales flyers and folders, business stationary and cards, thank you notes, and posters.
7. **Photography:** Establish a library of hi-resolution, professionally-shot photographs to support marketing and sales strategies. Depending on the existing library of images from pre-opening, new photographs may be taken and/or existing photographs may be enhanced.
8. **Sales Systems:** Establish an electronic sales management tool for lead generation, management, and closing for group sales.

Timeline: Transition to these Marketing Systems will commence upon BCG's award of management of the City courses and continue through opening day and the term of our Agreement.

CUSTOMER ACQUISITION PROGRAMS

BCG's Marketing Team will establish measurable, effective, and customer-focused Acquisition Programs that attract **customers** to the City courses.

BCG's Marketing Team will partner closely with Buffalo Communications, our in-house golf lifestyle PR Firm, to fully integrate each course into our program. Both paid and non-paid acquisition tactics serve the same goal – to attract customers to each course via focused strategies that best target the message to appropriate customer segments by product/service, geography, and customer type.

All Acquisition Programs will be designed and implemented in a manner that benefits both the courses and the City.

1. **Advertising:** Design and implement a comprehensive advertising campaign that targets and attracts new customers. All advertising will be appropriately messaged for the intended product/service (local play, stay and play, group business), geographic target (local, regional, national), and customer type (trial, group leader). Markets will be chosen and advertising mediums will be used that provide the best measurable ROI.
 - Local/Regional Golf: BCG will implement a “regionally-focused” local advertising campaign targeting daily-fee golfers and group business coordinators looking for the products and services offered by the City courses. Messaging in the local advertisements will focus on each course's credentials, media accolades, and convenience to local markets.
2. **Direct Mail:** Design and implement a comprehensive direct mail campaign that targets and attracts new customers in regional markets, providing incentive for trial use. All direct mail will be appropriately messaged for the intended product/service (local play, stay and play, group business), geographic target (local, regional, national), and customer type (trial, group leader). Markets will be chosen and lists will be used that provide the best measurable ROI.
 - Regional Golf: In concert with markets and publications targeted by both the Media/PR Plan and Advertising Campaign, BCG will implement a regional direct mail campaign in select markets targeting business and leisure travelers who frequent the City and surrounding area.
3. **Broadcast E-mail:** Design and implement comprehensive e-mail marketing campaign that targets and attracts new customers in regional markets, providing incentive for trial use. All broadcast e-mail will be appropriately messaged for the intended product/service (local play, stay and play, group business), geographic target (local, regional, national), and customer type (trial, group leader). Markets will be chosen and lists will be used that provide the best measurable ROI.
4. **Promotional Offers:** Establish and implement promotional offers designed to attract new customers to be the first to play.

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



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

- 5. Partnerships:** Establish community and vendor partnerships with appropriate companies and organizations to get each course's message and offers in front of the partner's customers.

We will first review opportunities within the City businesses. Then, we will explore other partnerships that serve to benefit each course's customer acquisition and revenue goals, getting our message in front of potential customers being the primary objective.

A full-scale season-long acquisition program, including advertising, direct marketing, and partnerships will be implemented upon award of the City courses.



CUSTOMER 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 customer-focused Retention Programs that help to ensure customers return, increasing their visits, resulting in a more stable golf segment for growing revenues.

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

The screenshot displays a software interface for an Electronic Tee Sheet. It features a grid with columns for various reservation details such as date, time, player name, and contact information. The interface includes navigation buttons like 'Previous', 'Next', and 'Print' at the top. The data rows are organized in a structured format, likely representing different tee times and player assignments for a specific day.

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

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

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

I. Communication: Establish and implement regular communication with customers via broadcast e-mail, direct mail, and telephone based on customer behavioral segment and customer type. With each course utilizing the Marketing Systems established by BCG for the club, each course will be able to personalize communications based on:

- Customer 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 GRIP (Golfer Retention Improvement Program) at each course in order to increase the retention of customers to the club. Specifically,

- **New:** All new golfers with an e-mail address will receive an e-mail message the day after they play from the club thanking them for their business, asking for feedback, and inviting them to return. Golfers with a mailing address will receive a postcard with the same message in the week following their play.



- **Steady:** All golfers with an e-mail address will receive periodic e-mail messages, with the message varying depending on the type of customer (local, visitor, group leader) and on their reservation behavior (initiator, player). Segmenting of customers into these categories will allow for more appropriate messages to be delivered to customers based on their past and potential interactions with the Club.

SALES PROGRAMS

BCG's Marketing Team will establish measurable, effective, and customer-focused Sales Programs that help to ensure customers continue to visit the courses.

1. **Staffing:** Establish designated individuals on-site to manage the sales process for all events, sold as group business, including:
 - Outings (to include Golf Teams, City and County Group events)
 - Banquets and Events
 - Memberships

Whether the designated individuals are full-time salespeople or managers with other responsibilities (i.e., General Manager, Food & Beverage Manager), expectations for lead generation, prospect communication, closing ratios, and sales volumes will be the same.

Specific assignment of sales responsibilities will be made by BCG in our Annual Business Plan.

2. **Sales System:** As previously mentioned, BCG will establish an electronic sales management tool for lead generation, management, and closing for group sales. This tool will assist each designated salesperson, as well as BCG operations and marketing staff, the ability to best track a lead from prospect to close, and review overall sales results to plan.
3. **Outing Sales:** The outing salesperson will actively seek group outings and tournaments via web site leads, community and vendor partners, and events held at competitive golf courses. Active marketing of outing sales will be done to existing daily-fee customers as well as to leaders of organizations and businesses in the local/regional area.



QUALITY ASSURANCE PROGRAMS

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

The following programs will be implemented at the club to receive feedback that allows management to best train staff to exhibit the City brand promise and BCG's Guest Vision.

1. Customer Surveys and Feedback: BCG will implement customer surveying and feedback mechanisms to maintain a constant understanding of how well we are doing at meeting guests' needs. Both a toll-free customer comment line and web e-mail forms will be established. The General Manager will collect customer feedback about the facility's course conditions, customers' experience with services, and opinions of value and programs, through a variety of means in order to gather both quantitative and qualitative data from as many different customer segments as possible, including:

- Readily-available comment cards.
- Electronic and written customer surveys.
- Scheduled phone call surveys from the General Manager, the Regional Manager, and other BCG managers to random customers after playing a round of golf.
- Surveys sent post-event to all outing coordinators and banquet/event coordinators.
- Scheduled in-person interviews by the General Manager, the Regional Manager, and other BCG managers to random customers throughout their time on-site.
- Scheduled focus groups and meetings with established and random groups of customers.

Feedback garnered from this comprehensive program will be used to improve the customer experience at the City golf courses.

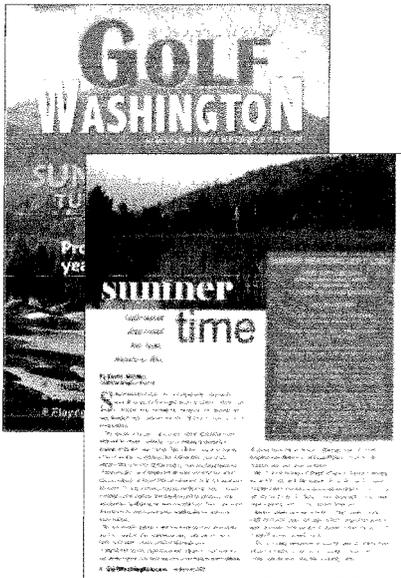
1. Mystery Shopping On-Site Visits: BCG will implement a regular Mystery Shopping program with independent, unbiased customers rating their experience based on how BCG trains our employees to deliver that experience. Results will be used to improve the experience for customers and to train employees.

2. Mystery Telephone Sales Calls: BCG will implement a regular secret shopper sales calls program to test response times and information provided of sales people. Results will be used to improve the experience for prospective customers and to train employees.



Public Relations

BCG will publicize and manage media relations for each course utilizing the skills and resources of Buffalo Communications, BCG's in-house, golf-exclusive P.R. agency.



Buffalo employs eight (8) full-time golf publicists who leverage their longstanding media contacts to consistently well-position our facilities in the news. **Public Relations Manager, Nick Lashinsky**, will direct our public relations efforts for the courses.

Buffalo will develop and implement in concert with the Marketing Plan an **aggressive, comprehensive and on-going local, regional, and national publicity campaign** to expose each golf course as a “must play” in the region. Buffalo’s publicity plan includes writing a series of newsworthy and timely press releases, pitching feature stories, securing reviews of the golf course, and ghostwriting articles lauding golfers’ high-quality experiences at each of the courses. Buffalo’s wordsmiths will position the course to be consistent with the themes of other marketing initiatives.

Buffalo will work closely with the Manager to **integrate him with local media** in an effort to further engage the course in much-desired publicity and media coverage. Buffalo’s publicists will schedule golf course reviews to coincide with optimal course conditions, promote special events where media attendance is desired, and retain close contact with media writers and editors in order to **ensure optimal placement and coverage**.



17. Describe your firm's Pro Shop operations experience including technical expertise on managing all golf operations including pro shop, tee times, etc.

BCG will **professionally manage the golf operation** at each course in a manner consistent with comparable first-class public facilities nationwide. BCG will schedule tee times, collect fees; provide starter, marshal, bag, and cart services. In addition to selling merchandise, renting golf equipment and maintaining pace of play; BCG will offer and promote outings, leagues, and learning programs. The golf shop shall also operate the driving range, and provide USGA handicap service. These and other golf operation services will be performed in a professional manner, 364 days a year weather permitting, to achieve the goals of each course under the direction of the General Manager.

BCG will expertly manage the **EZLinks POS and Tee Time Reservation System** to utilize telephone, Internet, golf shop, and hotel/packager reservations; to completely capture customer 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.

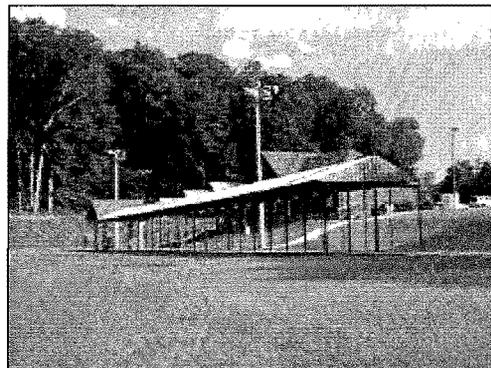


BCG will provide **customer assistance through starters and marshals** on each course and, when and where appropriate, will also provide bag and cart attendants at check-in and completion of the round. BCG will manage a **Pace of Play program** to maintain accurate starting times, maximize golf course utilization, and maximize enjoyment for all of the golfers.

The Golf Courses' 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.

Driving Range

BCG operates the driving range with a particular emphasis on providing convenient and effective practice and learning opportunities for customers. Special programs and offers are developed in order to maximize utilization of the range and to provide the beginner or novice golfer maximum opportunity to build confidence in learning the game.



The City benefits from BCG's well-developed and professional golf operation practices and guidelines by having each customer's experience – from reservation throughout their round of golf – exceed his/her expectations. The City and BCG possess the knowledge that the golf operation is being managed and operated professionally, and that all customers are having their individual needs met satisfactorily

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 the Golf Courses.



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

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

Retail Merchandising

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



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

BCG's **National Account partners will provide lower pricing, extended terms, free or discounted fixtures and furnishings, and access to special close-out merchandise.** Existing retail partners with which BCG has national accounts include Ashworth, Nike, Cutter & Buck, Izod, Tommy Hilfiger, Ahead Headwear, Sunderland, Etonic, Titleist/Footjoy, Precept, Top Flite, Wilson, Callaway, Ping, and Cobra, among others.

BCG will appropriately **stock and display retail merchandise** using attractive displays, prominent and tasteful signage, appealing pricing, rotation of merchandise throughout the shop, easy availability of impulse items, and package pricing. Utilizing both the national schedule of holidays and the local market's seasons, the Golf Courses will develop and implement appropriate promotions to increase sales of retail merchandise during higher-than-usual shopping times.

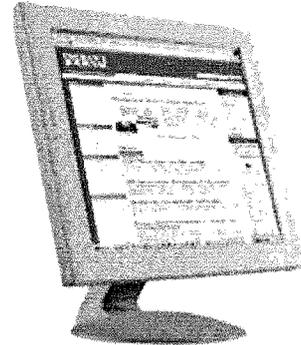
Information Technology

BCG is unique among golf facility management firms, providing information technology services through its **Director of Information Systems Nick Keefe** and his staff.

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

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

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



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

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



18. **SAMPLE DOCUMENT** – a sample Business Plan document must be included with your submitted proposal. This document needs to be an operations contract held by your firm with a similar project scope and must include information about revenue, expenses and rounds. This document will be reviewed as part of the evaluation process and will become the property of the City of Troy.





Bent Creek Golf Course 2009 Annual Plan



MANAGED BY
BILLY CASPER GOLF

**Bent Creek Golf Course
2009 Annual Plan**

Approvals

The 2009 Annual Plan for Bent Creek Golf Course was submitted on November 13, 2008 for approval.

General Manager:

_____ Patrick Kane _____

Superintendent:

_____ Jim Woodworth _____

The 2009 Annual Plan for Bent Creek Golf Course was approved as follows:

BCG Regional Manager/Vice President:

_____ Bob Geppert _____

BCG Marketing Manager:

_____ Lane Merrihew _____

BCG Vice President, Marketing:

_____ John R. Seabreeze _____

BCG Senior Vice President:

_____ Joe Livingood _____

BCG Executive:

_____ Peter Hill _____

Bent Creek Golf Course 2009 Annual Plan

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Primary Business Goals

To achieve the following financial results for Bent Creek Golf Course in 2009:

- \$1.85 million in total revenue (2.5% increase over 2008)
- 52,500 rounds played (2% increase over 2008)
- APR of \$33.55 (1.0% increase over 2008)
- Net operating margin of 25% (.5% decrease from 2008)

To achieve the following operational results for Bent Creek Golf Course in 2009:

- Maintain our position as the #1 value golf course in Jacksonville.

To achieve the following agronomic results for Bent Creek Golf Course in 2009:

- Continue to provide the best agronomic presentation possible to the Jacksonville golfers.

Business Strategy

Bent Creek Golf Course will achieve these primary business goals and successfully fulfill this Annual Plan through the combined efforts of the club's entire team – golf operations, food & beverage, maintenance, administrative, and Billy Casper Golf corporate support.

The focus of our marketing strategy will be to

- Continue to sell Players and Senior Players Pass. Increase coupon rate, encouraging golfers to buy the pass instead of bringing a coupon.
- Work at eliminating the cost of Newspaper coupons by encouraging the golfing community to visit our web site or buying a players pass.
- Introduce Player Development Plan to further increase driving range and evening tee time participation.

The focus of our operating strategy will be to.

- Build a Customer Experience Team that achieves 80% or higher on the BCG Customer Quality Program.
- Create Player Development program designed to increase rounds after 3:00 PM and to increase activity on the range.

The focus of our agronomic strategy will be to.

- Upgrade the irrigation system with Toro OSMAC controllers.
- Weed free as possible within budgeted constraints.
- Establish and maintain a safe workplace for all maintenance staff.
- Reestablish our Audubon cooperative sanctuary status.

Mission Statement

To provide an above average golf course with superior presentation, consistent putting surfaces and turf quality, a friendly customer focus at the best price-value proposition for the public golfers in Jacksonville.

Unique Selling Proposition (USP)

Customer friendly, great presentation, consistent putting surface, and value will allow us to continue our growth in both round count and NOI.

History/Situation

Golfers have long enjoyed playing Bent Creek Golf Course, The City of Jacksonville's public golf course. Since the opening of Bent Creek in 1989, the 6,620-yard course has provided a fun and challenging golf experience for residents of Northeast Florida and visitors alike.

Crafted by renowned architect Bobby Weed with consulting services by Mark McCumber, Bent Creek's meandering terrain takes golfers through a certified Audubon Cooperative Sanctuary, towering pines, and alongside creeks and swales. The championship layout boasts Bermuda grass greens, plush fairways and a state of the art lighted practice facility.

From 1989 through the year 2005, Golf Club of Jacksonville typically played between 37,000 and 45,000 rounds annually, generating revenues over \$1 million each year, with the course reportedly breaking even several of the years and in 2004 and 2005 the course started losing money. In March of 2005 The PGA tour ended their management of the Golf club of Jacksonville.

Billy Casper Golf acquired the golf course in March of 2005 and changed the name to Bent Creek Golf Course and began a long term lease with the City of Jacksonville. In 2005, the first ten months of BCG's management, the course played 33,500 rounds and generated revenue of just over \$1.1 million with a net operating margin of approximately 20%. In 2008, the course played approximately 53,000 rounds and generated revenue of just over \$1.8 million with a net operating margin of approximately 38%.

Strengths

- Price
- Practice Area
- Conditions
- Playability
- Pace of Play
- Marketplace awareness
- Rewards Program

Weaknesses

- Location for capturing market share from tourist and visitors
- Wetlands – Forced Carries
- Clubhouse – lack of facilities for large groups and events
- Pavilion Area
- Deterioration of Infrastructure of Facility, irrigation, buildings

Opportunities

- Players Pass Card Sales
- Weekday league sales
- Player Development Program
- Increase Packager rounds
- Senior League offering

Threats

- New golf courses opening and becoming aggressive
- Discounting by golf course east of St Johns River
- EZ Links Technological challenges
- Hurricanes or adverse weather conditions for an extended period
- Duplication of Bent Creek "model" by area golf courses

The initial competitive analyses for Bent Creek Golf Course for the 2009 season follow this page, including:

- Daily-Fee Golf
- Outings
- Membership

Our primary competitors for Daily-Fee Golf are Champions at Julington Creek, Windsor Parke and Hyde Parke. In 2009, our approach to tracking their impact on our daily-fee business will be to routinely visit the competition, track monthly round counts, and competitive price analysis quarterly.

Our primary competitors for Outings are Eagle landing, Eagle Harbor. In 2009, our approach to tracking their impact on our outing business will be to call each golf course weekly to determine if they are hosting an outing. Keep track of each of our outings that do not contract with us to determine which golf course earned their business.

These competitive analyses will be updated as necessary throughout the next year.

Customer Analysis

The initial customer analyses for Bent Creek Golf Course for the 2009 season follow this page, including:

- Frequency of Play from 2008
- City/Zip Code Distribution

This information provides direction to our marketing strategies in retention of current customers (by frequency of play) and acquisition of new customers (by targeting specific cities and zip codes).

These customer analyses will be updated as necessary throughout the next year.

Utilization Analysis

The utilization analysis for Bent Creek Golf Course shows tee sheet utilization by month, by hour of day for years 2008, 2007, and 2006(as applicable) for:

- Weekend
- Weekday

This information provides direction to our marketing strategies in tee sheet management for developing programs and offers to target specific days and/or hours.

The utilization analysis will be updated as necessary throughout the next year.

The budgeted financial goals for Bent Creek Golf Course for the 2009 season follow this page, including:

- Daily Fee Golf
 - Rounds
 - APR
 - Utilization

- Sales
 - Outing Sales
 - Membership Sales
 - League Sales
 - Banquet Sales

- Retail
 - Golf Shop
 - Food & Beverage
 - Range / Instruction

- Profitability

These financial goals will be tracked weekly and reported monthly throughout 2009.

Rounds

Goal: To play 52,500 rounds of golf.

Strategies:

- Develop, implement, and measure response of specific day/time price-based offers based on utilization data.
- Maintain the perception that we are the best value proposition in the Jacksonville Market.
- Improve course conditions, attitude and effort of staff, provide a friendly atmosphere and improve agronomic conditions to solidify the value for each customer.
- Get to know our customers better to determine their buying habits for items that utilize disposable income and develop programs around these results.
- Work closely with the marketing and public relations employees for the City of Jacksonville to ensure that Bent Creek is offered as a resource for all residents of the city.
- Interact with customers on a regular basis to determine their needs and wants in order to develop programs to increase frequency of play.
- Develop and implement a strategic sales plan for outings and leagues.
- Utilize the rewards program to increase frequency of play.

APR

Goal: To achieve an overall APR of \$33.55, of which \$24.90 is Green and Cart Fees.

Strategies:

- Sell player's passes throughout the year.
- Increase the price of coupon rates and senior rates by \$1.00
- Gradually decrease the discounts offered on coupons as applicable throughout the year.
- Develop stronger relationship with the golf packagers Tee Times USA and GolfPac in order to bring in rounds at a higher APR
- Increase Golf Shop and Food & Beverage sales through additional use of the range by offering additional clinics and lessons

Utilization

Goal: To achieve tee sheet utilization of 85% or higher during 'high-peak' times.

Strategies:

- Training staff to schedule foursomes, i.e. pair twosomes on 'high-peak' times.

Goal: To achieve tee sheet utilization of 50% or higher during 'mid-peak' times.

Strategies:

- Training staff to schedule foursomes, i.e. pair twosomes on 'high-peak' times.

Outing Sales

Goal: To retain 1,200 outing rounds from 2008 to 2009, equivalent to 35 events, \$40,000 in revenue, and a 90% retention rate.

Strategies:

- Send all existing outing coordinators a thank you note after each event, a holiday card and a personal invitation to play golf.
- Make every effort to rebook each event either the day of the current event or within 30 days.
- Provide a quality product, excellent service and thank each outing coordinator for their business.

Goal: To sell 800 new outing rounds in 2009, equivalent to 20 events and \$30,000 in revenue.

Strategies:

- Compile list of all existing outings in Jacksonville Market from 2005 and contact coordinators through cold calls and letters.
- Utilize the Jacksonville CVB membership to market to Destination Management Companies and offer Bent Creek as a location for local groups and visitors who are looking for an alternative to the high priced resorts.
- Work with marketing and public relations department for the city to increase awareness about hosting an outing at a City Golf Course to all department and charitable organizations.

Players Pass Sales

Goal: To retain 580 pass card holders from 2008 to 2009, equivalent to \$10,000 in revenue and a 100% retention rate.

Strategies:

- Renew all cards between November 1 – December 31 offering 2 months free if you sign up early.
- Continue to offer an attractive rate, rewards program.
- Utilize Bent Creek ambassadors to assist with getting their friends to renew.

Goal: To sell 200 new pass cards in 2009, equivalent to \$3,000 in revenue.

Strategies:

- Start selling the players pass in November 2008 for 2009.
- Signage in golf shop and flyers promoting the Players Pass offer for 2009.
- Contact all players in database that would realize value in players pass based on playing history from 2008.

League Sales

Goal: To retain 1,300 league rounds from 2008 to 2009, equivalent to 1 league, \$20,000 in revenue, and a 100% retention rate.

Strategies:

- Provide exceptional experience in 2008 and contact the coordinator in October to commit to 2009 season.

Goal: To sell 1,500 new league rounds in 2009, equivalent to 2 leagues and \$22,000 in revenue.

Strategies:

- Create a 9 hole Wednesday shotgun scramble at 5:00 for all golfers – promote this with POP in the golf shop, email and targeted messages to players pass and rewards card participants.
- Create and promote a business networking league to the small to medium business owners as an additional tool to network and grow their business.
- Create a Senior League specifically targeting Senior Rewards and Epic customers.

Communication & Programming

Goal: To maintain 90% retention of avid (11+ rounds/year) customers from 2008 to 2009.

Strategies:

- Send a weekly email joke to maintain top of the mind awareness, include a subtle message with an offer and provide an easy tool for reserving a tee time.
- Communicate with customers on a regular basis and determine what they want before developing a program does not suit their needs.
- Combine closer and starter with access to tee sheet at starter station.

Goal: To maintain 80% retention of frequent (6-10 rounds/year) customers from 2008 to 2009.

Strategies:

- Conduct personal surveys with a core group of customers to assist in the development and implementation of a retention plan that will generate proven results.
- Communicate via email and mail on a weekly / monthly basis for top of mind awareness.
- Sell a player's pass to everyone in this category - sense of belonging/part of a club.
- Talk to customer and interrogate customer to determine their needs.

Goal: To increase rounds played of infrequent (2-5 rounds/year) customers from 2008 to 2009.

Strategies:

- Talk to customers and find out if they only play "x" times – determine if there are outside factors that impact their ability to play more often.
- Develop and implement a plan around the results.
- Combine closer and starter with access to tee sheet at starter station.

Goal: To increase rounds played of one time (1 round/year) customers from 2008 to 2009.

Strategies:

- Offer a bounce back coupon generated quarterly to customers in the database who played 1 time.
- Generate a report on a bi-monthly basis that lists only 1 time golfers – extract the travelers/tourists and contact local golfers via email / mail with an aggressive offer.

Golf Shop Financial

Goal: To achieve a golf shop APR of \$1.55, with a margin of 35%.

Strategies:

- Identify points of light opportunities in particular hard goods that allow for increased margins.
- Offer quick impulse items between \$1.50 - \$2.00 in highly visible locations
- Maintain a yearly inventory turn of 4 times through conditional zero based inventory.
- Offer volume discounts for purchase in multiple quantities specifically two-fers or three-fers.

Goal: To achieve a golf shop revenue of \$81,500; an increase of 2% vs. 2008.

Strategies:

- Identify points of light opportunities in particular hard goods that allow for increased margins.
- Offer quick purchase items between \$1.50 - \$2.00 in highly visible locations.
- Upsell customer at the counter, tees, glove, hats, etc.
- Custom club fitting.

Golf Shop Operational

Goal: Improve customer awareness of value and technical aspects of product offerings

Strategies:

- Increased signage throughout shop.
- Demo Days at the driving range during peak times.
- Carry merchandise that customer can use to improve their game.

Goal: To have every shop attendant cross-trained to meet additional guest's needs.

Strategies:

- Employ standard greeting when entering shop.
- Have employees work in other departments during non-peak times during winter.
- Staff meeting where employees must recite BCG customer vision statement.
- Encourage vendors to meet with staff in order to train on latest equipment.

Food & Beverage Financial

Goal: To achieve an a la carte F&B APR of \$4.37, with a margin of 67%.

Strategies:

- Increase price of product to be competitive with local market.
- Increase sales through more outings.
- Continually educate the staff and make them cognizant of menu cost analysis and improving margins through lower product costs.
- Increase beverage cart frequency.

Goal: To achieve F&B total revenue of \$229,500, with an increase of 2% vs. 2008.

Strategies:

- Create and utilize a grilled food pre-preparation plan based on each day's tee sheet utilization.

Food & Beverage Operational

Goal: To visit every golfer on golf course twice per nine holes with the beverage cart.

Strategies:

- Have two beverage carts operating during high volume periods.
- Increase speed and accuracy of each transaction.
- Institute credit card machine on beverage cart.

Goal: To ensure every employee is in uniform with name tag at all times.

Strategies:

- Charge employees for uniform rental shirt during shift.
- Zero Tolerance policy.

Range / Instruction

Goal: To achieve a range APR of \$2.10.

Strategies:

- Maintain the best practice tee surfaces in the Jacksonville Area.
- Utilize affiliation with the city to promote the Range to area businesses, community organizations, and highlight the location as a resource for all city residents.
- Focus on up-selling at counter with staff and reward number of up-sells of range balls.
- Lighted range.

Golfer Development

Goal: To introduce and re-introduce 200 new players to the game of golf, with a one-year retention rate of at least 70%.

Strategies:

- Partner with a local golf school who can provide the one on one attention and dedication to new golfers.
- Research the ability to host a Junior clinic for a socioeconomic group who may not have an opportunity to play golf.
- Sell one year membership that will allow reduction of range balls, instruction, and reduced green fee and cart two hours before sunset.

Goal: Increase play from golfer development programs by 300 rounds per year.

Strategies:

- Partner with a local golf school or instructor who has an established customer base and will bring new customers to the course.
- Offer incentives for on-course playing lessons and packages to current customers to improve their game.

Publicity Opportunities

Operational

- Overseeding the fairways.
- Irrigation upgrade, new irrigation heads.

Promotional

- Florida Senior Amateur qualifier.
- Florida Junior Amateur qualifier.
- Regional and State Northern Florida High School Championships.

Capital

- Irrigation upgrade (Osmac).
- Refurbish of clubhouse.
 - Paint.
 - Doors.
 - Carpet.

Community Relations Opportunities

Charitable

- We will host the Mayors' tournament in 2009 at a time and date selected by the City of Jacksonville.
- Junior clinic / event for kids from underprivileged sections of Jacksonville.

Promotional

- Juniors play free after 2:00 PM with paying adult.

Allow one High School golf team to practice and play during the school golf season.

Profitability

Goal: To achieve a net operating margin of 25%.

Strategies:

- Maintain control of expenditures.
- Increase APR through reduced discounting.
- Manage and reduce labor costs.
- Increase pricing for high utilization periods.
- Increase packager utilization through personal relationships.
- Maintain margins in individual profit centers.
- Offer staff Incentives to department heads for reduction of fixed operating costs and labor control.

Goal: To Decrease Total Net Revenue by 2% vs. 2008.

Strategies:

- Minimize additional costs as much as possible.
- Continue to reduce labor costs.
- Increase utilization during peak times.
- Maintain vision of Bent Creek – Best price value proposition in NW Florida.

Customer Capture

Goal: To have 75% of all rounds played attributable to contactable customer records.

Strategies:

- Continue to offer Free Senior Rewards Card requiring full information.
- Continue to offer Players Pass Program requiring full information.
- Work with EZ Links and Cybergolf to develop an integration tool to allow data captured on the website to automatically transfer to the tee-sheet thus appearing in the customer database.
- Continue to provide staff education on the reasons why we capture data, how it helps grow the business and why we need their assistance to reach the data capture Goals.
- Offer staff incentives as necessary for increasing data capture.
- Increase Operational budget to allow a full time shop employee to gather data from each customer.

Customer Experience

Goal: To achieve an overall rating of 90% on the BCG Customer Quality Program (Mystery Shopping) throughout 2009.

Strategies:

- Provide incentives to staff for achieving 90% or higher in each department.
- Review all mystery shopping with staff in order that all staff will realize importance.

Goal: To provide every customer with focused, individual attention at outside guest services, golf shop, food & beverage, starter, and marshal.

Strategies:

- Train all front-line employees to understand and implement the BCG Customer Vision Statement and BCG Customer Interaction Standards.
- Follow-up initial training with monthly 'Customer Experience' strategy training sessions with all front-line staff.

Employee Development

Goal: To cross-train all employees on each golf/F&B operations department to provide needed coverage in meeting customer service.

Strategies:

Goal: To have all employees know the basic etiquette rules of the game of golf.

Strategies:

- Provide all employees, including maintenance crew, with a 30-minute lesson on golf etiquette at the beginning of April, with a refresher mid-season in late July.

Goal: To have all employees develop better skills in handling customer complaints.

Strategies:

- During Staff Meetings, review experiences that happened in the previous week and allow them to address how they did/could have better handled that event.

Employee Morale

Goal: Improve awareness and teamwork among staffs.

Strategies:

- Terminate problem employees and do not try to turn around – either have it or they don't.
- Hire more on attitude and less on experience.

Goal: Create sense of ownership among all staff members.

Strategies:

- Provide an atmosphere where all employees know that they have input with the General Manager and influence and improve our operational model.
- Every employee needs to know that they are part of the success of Bent Creek golf Course.
- Ownership is a necessity for a motivated employee.

Course Conditions

Goal: To increase the speed of the greens from a 'typical day' average of 8 to a 'typical day' average of 9.

Strategies:

- Assign one crew member to take personal daily responsibility for improving the maintenance of all 19 greens.
- Increase topdressings throughout the year.
- Create an "adopt-a-green" for all of the Players Pass Players.

Goal: To reduce the amount of weeds throughout the property.

Strategies:

- Assign a crew member to continually spray on regular basis.
- Implement an Integrated Pest Management program.
- Utilize steak knives to harvest any goose grass in the Bermuda greens.

Goal: To improve the playability over the wetlands.

Strategies:

- Shrink the wetlands and encourage Bermuda growth.

Goal: To improve the efficiencies of the irrigation system.

Strategies:

- Install Toro OSMAC irrigation control system.

The course maintenance plan for Bent Creek Golf Course for the 2009 season follow this page, including:

- Agronomic and Course Conditioning Plan.
- Maintenance Labor Detail.
- Chemical and Fertilizer Plan.
- Square Footage & Acreage Report.
- Maintenance Equipment Report.
- Cultural Practices.

The course maintenance plan will be reviewed monthly throughout the next year.

The Annual Budget for Bent Creek Golf Course for the 2009 season follow this page, including:

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

The operating budget and accompanying documents will be reviewed weekly throughout the next year.

19. List all golf course management and operation contract commitments your firm is currently engaged to perform. Give facility address, owners contact information, size and type of facility, contract start and completion dates, and gross annual amount of each contract.

BCG'S FACILITIES

BCG manages more 100 facilities throughout 25 states, the District of Columbia, and Costa Rica, including several multi-course portfolios, and all sized 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 or clients is available upon request.

MID-WESTERN U.S.

Illinois

- Forest Preserve District of Cook County
 - Billy Caldwell Golf Course, Chicago, IL (*public, 9*)
 - Burnham Woods Golf Course, Burnham, IL (*public*)
 - Chick Evans Golf Course, Morton Grove, IL (*public*)
 - Edgebrook Golf Course, Chicago, IL (*public*)
 - George W. Dunne National Golf Course, Oak Forest, IL (*public*)
 - Harry Semrow Driving Range, Des Plaines, IL (*public, practice*)
 - Highland Woods Golf Course, Hoffman Estates, IL (*public*)
 - Indian Boundary Golf Course, Chicago, IL (*public*)
 - Joe Louis "The Champ" Golf Course, Riverdale, IL (*public*)
 - Joe Louis "The Champ" Driving Range, Riverdale, IL (*public, practice*)
 - Meadowlark Golf Course, Hinsdale, IL (*public, 9*)
 - River Oaks Golf Course, Calumet City, IL (*public*)
- Poplar Creek Golf Course, Hoffman Estates, IL (*public*)
- Whisper Creek Golf Club, Huntley, IL (*daily-fee*)
- White Mountain Golf Park, Orland Park, IL (*daily-fee, 9*)
- Chicago Park District of Cook County
 - Jackson Park Golf Course, Chicago, IL (*public*)
 - Marquette Park Golf Course, Chicago, IL (*public*)
 - Sydney Marovitz Golf Course Chicago, IL (*public*)
 - Robert Black Golf Course, Chicago, IL (*public*)
 - Columbus Park Golf Course, Chicago, IL (*public*)
 - South Shore Golf Course, Chicago, IL (*public*)
 - Diversey Driving Range, Chicago, IL (*public, practice*)

Kansas

- Cypress Ridge Golf Course, Topeka, KS (*public*)

Kentucky

- Devou Park Golf Course, Covington, Kentucky (*public*)



Ohio

- Cincinnati Recreation Commission
 - Avon Fields Golf Course, Cincinnati, OH (*public*)
 - California Golf Course, Cincinnati, OH (*public*)
 - Dunham Golf Course, Cincinnati, OH (*public, 9*)
 - Glenview Golf Course, Cincinnati, OH (*public, 27*)
 - Neumann Golf Course, Cincinnati, OH (*public, 27*)
 - Reeves Golf Course, Cincinnati, OH (*public, 27*)
 - Woodland Golf Course, Cincinnati, OH (*public, 9*)
- Heatherwoode Golf Club, Springboro, OH (*public*)
- Longaberger Golf Club, Nashport, OH (*public*)
- Valleywood Golf Club, Swanton, OH (*public*)

Oklahoma

- City of Tulsa, Oklahoma
 - Mohawk Park Golf Course, Tulsa, OK (*public, 36*)
 - Page Belcher Golf Course, Tulsa, OK (*public, 36*)

Texas

- Bear Creek Golf Club, Dallas, TX (*daily-fee, 36*)
- The Village Golf Club, City of Panorama Village, TX (*public, 27*)

Missouri

- Golf Club of Florissant, Florissant, MO (*public*)



Glenview Golf Course, Cincinnati, Ohio

NORTHEASTERN U.S.

Connecticut

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

Massachusetts

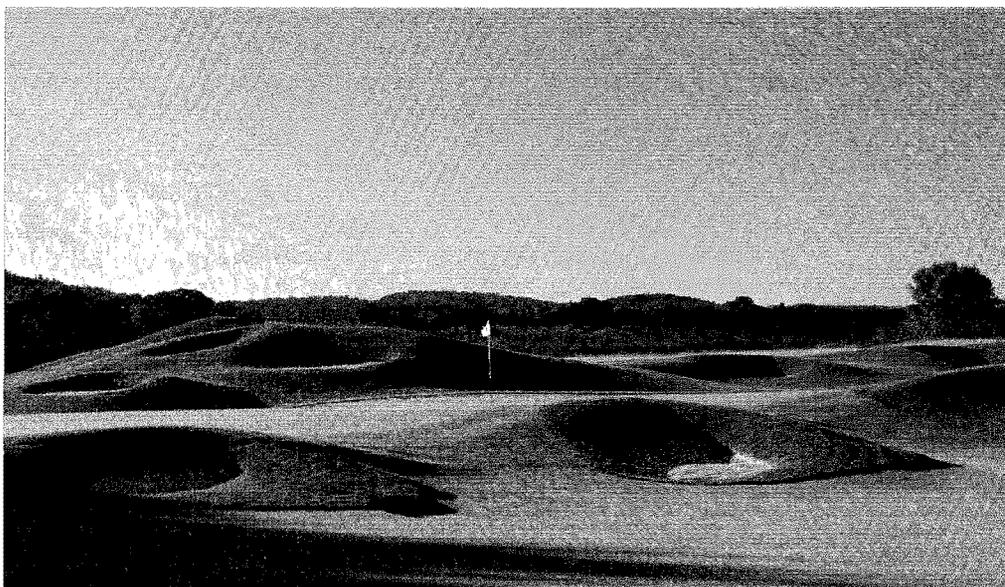
- Falmouth Country Club, Town of Falmouth, MA (*public, 27*)
- Sterling National Country Club, Sterling, MA (*private*)
- Wentworth Hills Golf Club, Plainville, MA (*daily-fee*)

New Jersey

- Cranbury Golf Club, West Windsor, NJ (*semi-private*)
- High Bridge Hills Golf Course, Borough of High Bridge, NJ (*public*)
- Indian Spring Country Club, Evesham Township, NJ (*public*)
- McCullough's Emerald Golf Links, Egg Harbor Township, NJ (*public*)
- Royce Brook Golf Club, Hillsborough, NJ (*private 18, daily-fee 18*)

New York

- Pine Ridge Golf Club, Coram, NY (*daily-fee*)
- Westchester County, NY
 - Hudson Hills Golf Course, Ossining, NY (*public*)
 - Maple Moor Golf Course, White Plains, NY (*public*)
 - Saxon Woods Golf Course, Scarsdale, NY (*public*)



Wintonbury Hills Golf Course, Town of Bloomfield, Connecticut

MID-ATLANTIC U.S.

Delaware

- Rock Manor Golf Course, Wilmington, DE (*public, under development*)
- Delcastle Golf Club, Wilmington, DE (*public*)
- Porky Oliver Golf Course, Wilmington, DE (*public*)

District of Columbia

- Armed Forces Retirement Home Golf Course, Washington, DC (*public, 9*)

Maryland

- Anne Arundel County, MD
 - Compass Pointe Golf Courses, Pasadena, MD (*public, 36*)
 - Eisenhower Golf Course, Crownsville, MD (*public*)
- Chesapeake Hills Golf Club, Lusby, MD (*public*)
- P.B. Dye Golf Club, Ijamsville, MD (*daily-fee*)
- Rocky Gap Golf Resort, Cumberland, MD (*public resort*)

North Carolina

- Brook Valley Country Club, Greenville, NC (*semi-private*)

Pennsylvania

- Jack Frost National Golf Club, Blakeslee, PA (*public*)
- Lederach Golf Club, Lederach Township, PA (*public*)
- City of Philadelphia, PA
 - Cobbs Creek Olde/Karakung Golf Course, Philadelphia, PA (*public, 36*)
 - F.D.R. Golf Club, Philadelphia, PA (*public*)
 - John F. Byrne Golf Club, Philadelphia, PA (*public*)
 - City Line Sports Center, Philadelphia, PA (*public*)

Virginia

- Bay Creek Resort and Club, Cape Charles, VA (*semi-private*)
- Botetourt Country Club, Fincastle, VA (*private*)
- Ocean View Golf Course, City of Norfolk, VA (*public*)
- The Osprey's Golf Club, Woodbridge, VA (*daily-fee*)
- Reston National Golf Course, Reston, VA (*daily-fee*)
- Stoneleigh Golf Club, Round Hills, VA (*private*)
- Virginia Oaks Golf Club, Gainesville, VA (*semi-private*)
- 1757 Golf Club, Dulles VA (*public*)

SOUTHEASTERN U.S.

Alabama

- Twin Bridges Golf Club, City of Gadsden, AL (*public*)

Florida

- Bent Creek Golf Course, City of Jacksonville, FL (*public*)
- Sanctuary Ridge Golf Club, Clermont, FL (*daily-fee*)
- SouthWood Golf Club, Tallahassee, FL (*daily-fee*)
- St. Johns Golf & Country Club, Jacksonville, FL (*semi-private*)
- The Claw at USF, Tampa, FL (*public*)
- The Monarch at Royal Highlands, Leesburg, FL (*private*)
- Victoria Hills Golf Club, DeLand, FL (*daily-fee*)

Georgia

- Stonebridge Golf Club, City of Rome, GA (*public*)
- Jennings Mill Golf and Country Club, Bogart, GA (*private*)

Louisiana

- National Golf Club of Louisiana, City of Westlake, LA (*public*)
- The North Course at City Park Golf, New Orleans, LA (*public*)

Tennessee

- Centennial Golf Course, City of Oak Ridge, TN (*public*)
- City of Knoxville, TN
 - Knoxville Golf Course, Knoxville, TN (*public*)
 - Whittle Springs Golf Course, Knoxville, TN (*public*)
- The Legacy Golf Course, City of Springfield, TN (*public*)



The Legacy Golf Course, City of Springfield, Tennessee

WESTERN U.S.

California

- Alta Vista Country Club, Placentia, CA (*private*)
- Ashwood Golf Course, Apple Valley, CA (*daily-fee, 27*)
- Birch Hills Golf Course, Brea, CA (*daily-fee*)
- Brea Creek Golf Course, Brea, CA (*public, 9*)
- Lincoln Hills Golf Club, Lincoln, CA (*daily-fee, 36*)
- Shadow Hills Golf Club, Indio, CA (*daily-fee*)
- Yucaipa Valley Golf Club, Yucaipa, CA (*daily-fee*)
- Cathedral Canyon Golf Club, Cathedral City, CA (*resort*)

Hawaii

- Ka'anapali Golf Resort, Maui, HI (*resort, 36*)
- Kukuioolono Golf Course, Kauai, HI (*daily-fee*)
- Puakea Golf Course, Kauai, HI (*resort*)

Washington

- Sumner Meadows Golf Course, City of Sumner, WA (*public*)
- Tri-Mountain Golf Course, Ridgefield (Clark County), WA (*public*)

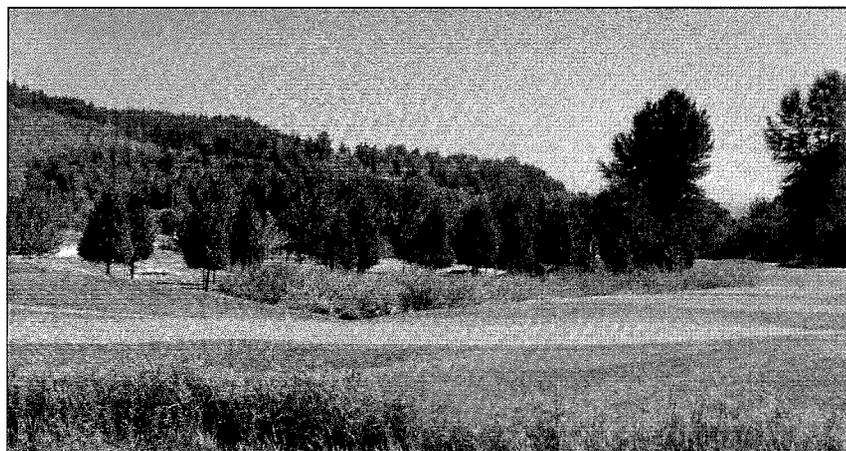
Nevada

- Desert Rose Golf Course, Las Vegas, Nevada (*public*)

INTERNATIONAL

Costa Rica

- Del Pacifica, Puntarenas Province (*resort, under development*)



Sumner Meadows Golf Club, City of Sumner, Washington

CERTIFICATE OF INSURANCE



Billy Casper Golf, LLC Schedule of Insurance January 1, 2009 - January 1, 2010

Package (Property, General Liability) Insurance Carrier: Chubb		
PROPERTY COVERAGE		
Coverage	Limits	Deductibles
Blanket Building	\$86,542,660 - All Other Locations Scheduled Limits - High Hazard Locations	All Other Perils - \$5,000
Personal Property	\$21,327,457 - All Other Locations Scheduled Limits - High Hazard Locations	Golf Carts - \$500
Mobile Equipment	\$47,418,406 - All Other Locations Scheduled Limits - High Hazard Locations	Mobile Equipment - \$1,000
Business Income/Extra Expense	\$40,500,000 - All Other Locations \$2,000,000 - High Hazard Locations	12 Hour Waiting Period with \$5,000 Retention
Golf Course Property	\$1,000,000 Debris Removal sub-limit of \$250,000 *Limits Apply Per Location	\$5,000
Trees, Plants and Shrubs	\$100,000 Annual Aggregate *Limits Apply Per Location	\$5,000
Earthquake	\$1,000,000 Per Occurrence \$10,000,000 Policy Aggregate *Subject to Course Exclusion - See Deductible Schedule	Earthquake - Please See Deductible Schedule
Flood	\$1,000,000 Per Occurrence \$10,000,000 Policy Aggregate *Subject to Flood Zone Determination	Flood - Please See Deductible Schedule
GENERAL LIABILITY COVERAGE		
General Aggregate	\$15,000,000	\$0
Products - Completed Operations Aggregate	\$2,000,000	\$0
Each Occurrence	\$1,000,000	\$0
Personal & Advertising Injury Liability	\$1,000,000	\$0
Damage to Premises Rented by You	\$100,000	\$0
Medical Expenses	\$10,000	\$0
Pesticide and Herbicide Pollution Liability	\$2 million/occurrence \$15 million/aggregate	\$0
Liquor Liability	\$1,000,000 Each Incident \$2,000,000 Aggregate	\$1,000
Employee Benefits Liability	\$1,000,000 Each Employee \$1,000,000 Aggregate	\$1,000
Automobile Insurance Carrier: Chubb		
Auto Liability	\$1,000,000	\$0
Uninsured Motorists	\$1,000,000	\$0
Underinsured Motorists	\$1,000,000	\$0
Medical Payments	\$10,000	\$0
Comprehensive Physical Damage	Actual Cash Value	\$500
Collision Physical Damage	Actual Cash Value	\$500
Workers Compensation Insurance Carrier: Chubb		
Workers Compensation	Statutory	Policy Deductible - \$150,000
Employers Liability		
Bodily Injury by Accident - Each Accident	\$1,000,000	
Bodily Injury by Disease - Policy Limit	\$1,000,000	
Bodily Injury by Disease - Each Employee	\$1,000,000	
Umbrella Liability Insurance Carrier: Chubb		
Per Occurrence Limit	Determined by Contract	\$0
Aggregate Limit	Determined by Contract	\$0
Crime Insurance Carrier: Chubb		
Employee Theft	\$2,000,000	\$10,000
Premises Coverage	\$2,000,000	\$10,000
In Transit	\$2,000,000	\$10,000
Forgery or Alteration	\$2,000,000	\$10,000
Money Order & Counterfeit Fraud	\$2,000,000	\$10,000
Credit Card Fraud	\$25,000	\$10,000
Computer and Funds Transfer Fraud	\$2,000,000	\$10,000
Directors & Officers, Employment Practices & Fiduciary Insurance Carrier: Fireman's Fund		
Per Claim Shared Limit	\$5,000,000	\$25,000 Per EPL Claim
Aggregate Shared Limit	\$5,000,000	\$25,000 Per D&O Claim \$0 Per Fiduciary

NOTE: This is a summary of your program only. For detailed explanation of terms and conditions, please contact Wachovia.

Pricing Proposal

Billy Casper Golf submits an alternative proposal that would be considered a third-party management agreement in lieu of the hybrid lease or concessionaire agreement contemplated in the Request for Proposal. BCG's alternative proposal is structured as a management agreement between BCG and the City, covering the management and operation of the Golf Courses. BCG will provide complete turn-key management of each golf course including, golf operations, food and beverage operations at Sanctuary Lakes only, golf course and facility maintenance, marketing and promotion, general and administrative functions, operating and capital budgeting, employee hiring and training, and financial management and reporting. All employees would be employees of BCG and not the City's. BCG would be paid a fixed fee for its services.

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

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

Proposed Term: 4 years, with a 4 year renewal option, at mutual consent.

Structure: BCG will form a single-purpose subsidiary (e.g.: Sanctuary Lakes Golf Management, LLC) for purposes of maintaining each course 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 the Club. 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 Owner's entity that owns the real property assets.

Course Operation: BCG shall operate the Club pursuant to an annual budget, marketing and agronomic plan agreed to and approved by Owner as outlined in this RFP. All rates, fees, and expenses shall be defined in advance as part of the budget process. BCG shall not deviate from this plan without Owner's consent. All expenses of operating the Club shall be the responsibility of Owner. All employees at the Club shall be

BCG employees and will work exclusively for the benefit of the Club. All employee costs shall be part of the operating expense of the Club. BCG will retain exclusive right to hire and terminate employees. Owner may participate in final interviews with key management personnel, if desired.

Procurement: BCG will purchase all materials and supplies for the Course via its existing national account purchase programs including food, retail merchandise, course supplies, agronomic supplies, maintenance equipment, golf cars, property and casualty insurance, among others.

Media and PR: BCG will handle all media and PR needs of the Club via BCG's in-house media and publicity division, Buffalo Communications.

Financial Reporting: Financial statements will be prepared by BCG's in-house CPA's. BCG will furnish Owner with balance sheets, income statements, cash flow statements, and bank reconciliations on a monthly basis. BCG can also supply Owner additional reports during the month as may be requested by Owner.

Owner Oversight: BCG will report to the Owner, its representatives, or other Owner designee.

BCG Oversight: BCG's operation of the Club will be directed and overseen by a Regional Vice President based from their office located within a defined proximity of the Club, as well as additional support from personnel based at BCG's corporate office in Vienna, Virginia.

Fees: For its management services, BCG would earn a base monthly fee of Nine Thousand Dollars (\$9,000). BCG may earn an annual incentive fee based upon achievement of performance metrics as agreed upon between the parties. The management fees are net to BCG.

Travel Allowance: BCG would be reimbursed for usual and customary travel expenses incurred in connection with oversight of the Golf Courses. The annual travel allowance would be capped at an amount not to exceed \$8,000.

Revenue to City: As shown in the Pro Forma, the City would receive \$325,000 in Year 1 from operations of both facilities, \$450,000 in Year 4, and \$4 million dollars in the first 8 years of the agreement.

Please see attached 10 year Pro Forma for the operation of Sanctuary Lakes and Sylvan Glen



CLUB INFO

Sanctuary Lakes Golf Course

10 Year Pro Forma

TOTAL ROUNDS OF GOLF	27,000	28,230	29,520	29,816	30,114	30,415	30,719	31,026	31,336	31,650	0
	1	2	3	4	5	6	7	8	9	10	TOTAL
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	TOTAL
REVENUES											
Fees	\$ 899,022	\$ 947,353	\$ 998,486	\$ 1,018,555	\$ 1,039,028	\$ 1,059,913	\$ 1,081,217	\$ 1,102,950	\$ 1,125,119	\$ 1,147,734	\$ 10,419,377
Range	\$ 86,400	\$ 91,239	\$ 96,364	\$ 98,301	\$ 100,276	\$ 102,292	\$ 104,348	\$ 106,445	\$ 108,585	\$ 110,768	\$ 1,005,018
Food & Soft Drinks	\$ 91,740	\$ 96,879	\$ 102,320	\$ 104,376	\$ 106,474	\$ 108,614	\$ 110,797	\$ 113,024	\$ 115,296	\$ 117,614	\$ 1,067,135
Beverage (alcohol)	\$ 52,968	\$ 55,935	\$ 59,076	\$ 60,264	\$ 61,475	\$ 62,711	\$ 63,971	\$ 65,257	\$ 66,569	\$ 67,907	\$ 616,133
Golf Revenues (club rental, handicap, locker, bag storage)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
School Revenue	\$ 33,500	\$ 33,835	\$ 34,173	\$ 34,515	\$ 34,860	\$ 35,209	\$ 35,561	\$ 35,917	\$ 36,276	\$ 36,638	\$ 350,484
Income - Monthly Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Initiation Fee Income / Annual Membership Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Income - (Does not need to split Summary pages)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 1,200,380	\$ 1,264,049	\$ 1,331,407	\$ 1,357,823	\$ 1,384,767	\$ 1,412,248	\$ 1,440,279	\$ 1,468,869	\$ 1,498,031	\$ 1,527,775	\$ 13,885,629
COST OF SALES											
Pro Shop Merch.	\$ 25,358	\$ 26,778	\$ 28,282	\$ 28,850	\$ 29,430	\$ 30,022	\$ 30,625	\$ 31,241	\$ 31,869	\$ 32,509	\$ 294,963
Food (food and soft drinks)	\$ 30,382	\$ 32,083	\$ 33,885	\$ 34,566	\$ 35,261	\$ 35,970	\$ 36,693	\$ 37,430	\$ 38,183	\$ 38,950	\$ 353,404
Beverage (alcohol)	\$ 14,831	\$ 15,682	\$ 16,541	\$ 16,874	\$ 17,213	\$ 17,559	\$ 17,912	\$ 18,272	\$ 18,639	\$ 19,014	\$ 172,517
TOTAL COST OF SALES	\$ 70,570	\$ 74,523	\$ 78,708	\$ 80,290	\$ 81,904	\$ 83,551	\$ 85,230	\$ 86,943	\$ 88,691	\$ 90,473	\$ 820,884
GROSS INCOME	\$ 1,129,810	\$ 1,189,526	\$ 1,252,699	\$ 1,277,533	\$ 1,302,862	\$ 1,328,698	\$ 1,355,049	\$ 1,381,926	\$ 1,409,340	\$ 1,437,302	\$ 13,064,745
OPERATING EXPENSES											
Operations Labor	\$ 129,721	\$ 132,315	\$ 134,961	\$ 137,660	\$ 140,414	\$ 143,222	\$ 146,086	\$ 149,008	\$ 151,988	\$ 155,028	\$ 1,420,403
Administrative Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Course Maintenance Labor	\$ 181,320	\$ 184,946	\$ 188,645	\$ 192,418	\$ 196,267	\$ 200,192	\$ 204,196	\$ 208,280	\$ 212,445	\$ 216,694	\$ 1,985,404
Beverage Labor	\$ 41,347	\$ 42,174	\$ 43,017	\$ 43,878	\$ 44,755	\$ 45,650	\$ 46,563	\$ 47,495	\$ 48,445	\$ 49,414	\$ 452,738
Business & Tennis Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Marketing Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Direct Labor	\$ 352,388	\$ 359,435	\$ 366,624	\$ 373,956	\$ 381,436	\$ 389,064	\$ 396,846	\$ 404,783	\$ 412,878	\$ 421,136	\$ 3,858,545
Payroll Taxes	\$ 35,239	\$ 35,944	\$ 36,662	\$ 37,396	\$ 38,144	\$ 38,906	\$ 39,685	\$ 40,478	\$ 41,288	\$ 42,114	\$ 385,855
Medical/Health Benefits	\$ 39,000	\$ 39,780	\$ 40,576	\$ 41,387	\$ 42,215	\$ 43,059	\$ 43,920	\$ 44,799	\$ 45,695	\$ 46,609	\$ 427,039
Workers Comp	\$ 14,096	\$ 14,377	\$ 14,665	\$ 14,958	\$ 15,257	\$ 15,563	\$ 15,874	\$ 16,191	\$ 16,515	\$ 16,845	\$ 154,342
TOTAL LABOR	\$ 440,722	\$ 449,536	\$ 458,527	\$ 467,697	\$ 477,051	\$ 486,592	\$ 496,324	\$ 506,251	\$ 516,377	\$ 526,703	\$ 4,825,781
	37%	36%	34%	34%	34%	34%	34%	34%	34%	34%	35%
OPERATIONAL EXPENSES											
Operations Expense	\$ 19,896	\$ 20,294	\$ 20,700	\$ 21,114	\$ 21,536	\$ 21,967	\$ 22,407	\$ 22,855	\$ 23,312	\$ 23,778	\$ 217,859
Administrative Expense	\$ 155,721	\$ 158,836	\$ 162,012	\$ 165,253	\$ 168,558	\$ 171,929	\$ 175,367	\$ 178,875	\$ 182,452	\$ 186,101	\$ 1,705,103
Course Maintenance Expense	\$ 187,230	\$ 190,975	\$ 194,794	\$ 198,690	\$ 202,664	\$ 206,717	\$ 210,851	\$ 215,068	\$ 219,370	\$ 223,757	\$ 2,050,116
Beverage Expense	\$ 9,790	\$ 9,986	\$ 10,186	\$ 10,389	\$ 10,597	\$ 10,809	\$ 11,025	\$ 11,246	\$ 11,471	\$ 11,700	\$ 107,198
Business & Tennis Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Marketing Expense	\$ 25,724	\$ 26,238	\$ 26,763	\$ 27,299	\$ 27,844	\$ 28,401	\$ 28,969	\$ 29,549	\$ 30,140	\$ 30,743	\$ 281,671
Lease (Feeds from Lease Tab)	\$ 48,600	\$ 48,600	\$ 48,600	\$ 48,600	\$ 48,600	\$ 48,600	\$ 48,600	\$ 48,600	\$ 48,600	\$ 48,600	\$ 486,000
Lease - Equipment Leases (Feeds from Lease Tab)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NEW FINANCED ITEMS - items financed by club (not carried over)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pre-Paid	\$ 20,000	\$ 20,400	\$ 20,808	\$ 21,224	\$ 21,649	\$ 22,082	\$ 22,523	\$ 22,974	\$ 23,433	\$ 23,902	\$ 218,994
TOTAL OTHER OPERATIONAL EXPENSES	\$ 466,962	\$ 475,329	\$ 483,863	\$ 492,569	\$ 501,448	\$ 510,505	\$ 519,743	\$ 529,166	\$ 538,777	\$ 548,581	\$ 5,066,942
TOTAL EXPENSES	\$ 907,683	\$ 924,865	\$ 942,390	\$ 960,266	\$ 978,499	\$ 997,097	\$ 1,016,067	\$ 1,035,417	\$ 1,055,153	\$ 1,075,284	\$ 9,892,722
EBITDAR	\$ 222,127	\$ 264,661	\$ 310,308	\$ 317,267	\$ 324,363	\$ 331,600	\$ 338,982	\$ 346,510	\$ 354,187	\$ 362,018	\$ 3,172,023
CUMULATIVE EBITDAR	\$ 315,708	\$ 580,369	\$ 890,677	\$ 1,207,944	\$ 1,532,307	\$ 1,863,907	\$ 2,202,889	\$ 2,549,399	\$ 2,903,586	\$ 3,265,604	
OPERATING MARGIN	19%	21%	23%	23%	23%	23%	24%	24%	24%	24%	23%
EBITDA	\$ 222,127	\$ 264,661	\$ 310,308	\$ 317,267	\$ 324,363	\$ 331,600	\$ 338,982	\$ 346,510	\$ 354,187	\$ 362,018	\$ 3,172,023
NET CASH FLOW (DEP & AMORT ADDED BACK)	\$ 222,127	\$ 264,661	\$ 310,308	\$ 317,267	\$ 324,363	\$ 331,600	\$ 338,982	\$ 346,510	\$ 354,187	\$ 362,018	\$ 3,172,023
CUMULATIVE NCF	\$ 222,127	\$ 486,788	\$ 797,096	\$ 1,114,363	\$ 1,438,726	\$ 1,770,326	\$ 2,109,308	\$ 2,455,818	\$ 2,810,005	\$ 3,172,023	

69%
33%
28%

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

Prepared by Owner/Agent:

Sanctuary Lake
2010
CALENDAR
GOLF OPERATIONS

	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total	
Total Rounds	-	-	720	2,400	3,610	4,660	4,560	4,110	3,450	2,670	720	-	27,000	
REVENUES														
Greens Fees	2001-2003	\$ -	\$ -	\$ 22,352	\$ 74,400	\$ 128,005	\$ 150,850	\$ 150,850	\$ 138,540	\$ 118,900	\$ 92,895	\$ 22,430	\$ -	\$ 699,022
Cart Fees	2004-2006	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Driving Range	2007-2009	\$ -	\$ -	\$ 2,304	\$ 7,680	\$ 12,192	\$ 14,582	\$ 14,592	\$ 13,152	\$ 11,040	\$ 8,544	\$ 2,304	\$ -	\$ 66,400
Golf Carts/Passes	2014	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pro Shop Sales	2200-2210	\$ -	\$ -	\$ 900	\$ 3,000	\$ 5,213	\$ 6,180	\$ 6,180	\$ 5,648	\$ 4,883	\$ 3,848	\$ 900	\$ -	\$ 38,750
Other Golf Revenues (club rental, handicap, locker, bag storage)	2211-2215	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Clinic / School Revenue	2301-2304	\$ -	\$ -	\$ -	\$ 5,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ 33,500
TOTAL REVENUE		\$ -	\$ -	\$ 28,556	\$ 90,580	\$ 152,910	\$ 179,122	\$ 179,122	\$ 162,640	\$ 134,823	\$ 105,067	\$ 25,634	\$ -	\$ 1,055,672
PRO SHOP COST OF SALES		\$ -	\$ -	\$ 821	\$ 2,070	\$ 3,597	\$ 4,264	\$ 4,264	\$ 3,897	\$ 3,389	\$ 2,656	\$ 621	\$ -	\$ 25,358
				89.0%										
GROSS INCOME GOLF OPERATIONS		\$ -	\$ -	\$ 24,935	\$ 88,510	\$ 149,313	\$ 174,858	\$ 174,858	\$ 158,943	\$ 131,454	\$ 102,432	\$ 25,013	\$ -	\$ 1,030,315
LABOR														
Golf Operations Direct Labor		\$ 5,769	\$ 5,769	\$ 7,497	\$ 10,094	\$ 19,701	\$ 13,424	\$ 13,424	\$ 13,424	\$ 11,869	\$ 12,209	\$ 5,769	\$ 10,768	\$ 129,721
Golf Operations Payroll Taxes		\$ 577	\$ 577	\$ 750	\$ 1,009	\$ 1,870	\$ 1,342	\$ 1,342	\$ 1,342	\$ 1,187	\$ 1,221	\$ 577	\$ 1,077	\$ 12,972
Golf Operations Medical / Health Benefits		\$ 1,280	\$ 1,280	\$ 1,280	\$ 1,280	\$ 1,280	\$ 1,280	\$ 1,280	\$ 1,280	\$ 1,280	\$ 1,280	\$ 1,280	\$ 1,280	\$ 15,120
TOTAL GOLF OPERATIONS LABOR		\$ 7,606	\$ 7,606	\$ 9,507	\$ 12,364	\$ 22,931	\$ 16,027	\$ 16,027	\$ 16,027	\$ 14,318	\$ 14,680	\$ 7,606	\$ 13,108	\$ 157,613
TOTAL GOLF OPERATIONS OTHER EXPENSES		\$ 100	\$ 100	\$ 3,526	\$ 4,371	\$ 1,892	\$ 1,724	\$ 3,724	\$ 1,582	\$ 1,353	\$ 1,067	\$ 351	\$ 100	\$ 19,896
TOTAL GOLF OPERATIONS LABOR & EXPENSES		\$ 7,706	\$ 7,706	\$ 13,033	\$ 16,735	\$ 24,823	\$ 17,751	\$ 19,751	\$ 17,609	\$ 15,669	\$ 14,745	\$ 7,957	\$ 13,208	\$ 177,709
NET INCOME FROM GOLF OPERATIONS		\$ (7,706)	\$ (7,706)	\$ 11,902	\$ 71,775	\$ 124,484	\$ 157,107	\$ 155,107	\$ 141,334	\$ 115,784	\$ 86,675	\$ 17,056	\$ (13,206)	\$ 852,606

ROUNDS DISTRIBUTION

MEMBER	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total
Weekend (Saturday, Sunday and Holidays)	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Weekday (Monday - Friday, excluding Holidays)	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Total Member	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

DAILY FEE	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total
Weekend (Saturday, Sunday and Holidays)													
Season Rack	0%	0%	10%	10%	15%	15%	15%	15%	15%	15%	15%	0%	0%
Season Mid-Day	0%	0%	10%	10%	5%	5%	5%	5%	5%	5%	5%	0%	0%
Season Twilight	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Shoulder Season Rack	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Shoulder Season Mid D	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Shoulder Season Twilight	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Senior/Junior	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%	2%	0%	0%
Senior/Junior 9 Holes	0%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	0%
9-Hole	0%	0%	8%	8%	8%	8%	8%	8%	8%	8%	8%	0%	0%
Discount	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
9-Hole Special	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Leagues	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Comp/Employee	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Daily Fee Weekend Subtotal	0%	0%	32%	32%	32%	32%	32%	32%	32%	32%	32%	0%	0%
Weekday (Monday - Friday, excluding Holidays)													
Season Rack	0%	0%	13%	13%	13%	13%	13%	13%	13%	13%	13%	0%	0%
Season Mid-Day	0%	0%	10%	10%	10%	10%	10%	10%	10%	10%	10%	0%	0%
Season Twilight	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Shoulder Season Rack	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Shoulder Season Mid D	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Shoulder Season Twilight	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Senior/Junior	0%	0%	10%	10%	10%	10%	10%	10%	10%	10%	10%	0%	0%
Senior/Junior 9 Holes	0%	0%	3%	3%	3%	3%	3%	3%	3%	3%	3%	0%	0%
9-Hole	0%	0%	10%	10%	10%	10%	10%	10%	10%	10%	10%	0%	0%
Discount	0%	0%	10%	10%	10%	10%	10%	10%	10%	10%	10%	0%	0%
9-Hole Special	0%	0%	5%	5%	5%	5%	5%	5%	5%	5%	5%	0%	0%
Leagues	0%	0%	5%	5%	5%	5%	5%	5%	5%	5%	5%	0%	0%
Comp/Employee	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%	2%	0%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Daily Fee Weekday Subtotal	0%	0%	68%	68%	68%	68%	68%	68%	68%	68%	68%	0%	0%
Total Daily Fee	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%

Sanctuary Lake
2010

GOLF ROUND ASSUMPTIONS, CONTINUED

NUMBER OF ROUNDS	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	TOTAL
MEMBER													
Weekend (Saturday, Sunday and Holidays)	0	0	0	0	0	0	0	0	0	0	0	0	0
Weekday (Monday - Friday, excluding Holidays)	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Member	0	0	0	0	0	0	0	0	0	0	0	0	0
DAILY FEE													
Weekend (Saturday, Sunday and Holidays)													
Season Rack	0	0	72	240	504	612	612	540	432	324	108	0	3,444
Season Mid-Day	0	0	72	240	168	204	204	180	144	108	36	0	1,356
Season Twilight	0	0	0	0	0	0	0	0	0	0	0	0	0
Shoulder Season Rack	0	0	0	0	0	0	0	0	0	0	0	0	0
Shoulder Season Mid Day	0	0	0	0	0	0	0	0	0	0	0	0	0
Shoulder Season Twilight	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior/Junior	0	0	14	48	67	82	82	72	58	43	14	0	480
Senior/Junior 9 Holes	0	0	7	24	34	82	82	36	29	43	14	0	351
9-Hole	0	0	65	216	302	326	326	324	259	173	58	0	2,049
Discount	0	0	0	0	0	0	0	0	0	0	0	0	0
9-Hole Special	0	0	0	0	0	0	0	0	0	0	0	0	0
Leagues	0	0	0	0	0	0	0	0	0	0	0	0	0
Comp/Employee	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Weekend Subtotal	0	0	230	768	1,075	1,306	1,306	1,152	922	691	230	0	7,680
Weekday (Monday - Friday, excluding Holidays)													
Season Rack	0	0	94	312	437	530	530	468	374	281	94	0	3,120
Season Mid-Day	0	0	72	240	336	408	408	360	288	216	72	0	2,400
Season Twilight	0	0	0	0	0	0	0	0	0	0	0	0	0
Shoulder Season Rack	0	0	0	0	0	0	0	0	0	0	0	0	0
Shoulder Season Mid Day	0	0	0	0	0	0	0	0	0	0	0	0	0
Shoulder Season Twilight	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior/Junior	0	0	72	240	336	408	408	360	288	216	72	0	2,400
Senior/Junior 9 Holes	0	0	22	72	101	122	108	85	65	22	0	0	720
9-Hole	0	0	72	240	336	408	408	360	288	216	72	0	2,400
Discount	0	0	72	240	336	408	408	360	288	216	72	0	2,400
9-Hole Special	0	0	36	120	168	204	204	180	144	108	36	0	1,200
Leagues	0	0	36	120	168	204	204	180	144	108	36	0	1,200
Comp/Employee	0	0	14	48	67	82	82	72	58	43	14	0	480
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Weekday Subtotal	0	0	490	1,632	2,285	2,774	2,774	2,448	1,958	1,469	490	0	16,320
Total Daily Fee	0	0	720	2,400	3,360	4,080	4,080	3,600	2,880	2,160	720	0	24,000
MEMBER ROUNDS													
0	Total Member Rounds												
0.00%	0.00%	8.00%	11.00%	20.00%	17.00%	15.00%	13.00%	11.00%	8.00%	6.00%	0.00%	0.00%	100.00%
0	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC ROUNDS													
24,000	Total Public Rounds												
0.00%	0.00%	3.00%	10.00%	14.00%	17.00%	17.00%	15.00%	12.00%	9.00%	3.00%	0.00%	0.00%	100.00%
0	0	720	2,400	3,360	4,080	4,080	3,600	2,880	2,160	720	0	0	24,000
OUTING ROUNDS													
3,000	Total Outing Rounds												
0.00%	0.00%	0.00%	0.00%	15.00%	16.00%	17.00%	17.00%	18.00%	17.00%	6.00%	0.00%	0.00%	100.00%
0	0	0	0	450	480	480	510	570	510	0	0	0	3,000
TOTAL ROUNDS	0	0	720	2,400	3,810	4,560	4,560	4,110	3,450	2,670	720	0	27,000
	0%	0%	3%	9%	14%	17%	17%	15%	13%	10%	3%	0%	100%

Sanctuary Lake
2010

GOLF RATE SCHEDULE

GREENS FEES

Tax Rate

0%

Jan-09 Feb-09 Mar-09 Apr-09 May-09 Jun-09 Jul-09 Aug-09 Sep-09 Oct-09 Nov-09 Dec-09 Avg

MEMBER

	OFF-SEASON						
	Jan	Feb	March	April	Oct	Nov	Dec
	Green Fee Rate-No Tax	GF Rate w/ Tax	TL Rate w/ Cart & Tax	Green Fee Rate-No Tax	GF Rate w/ Tax	TL Rate w/ Cart & Tax	
Weekend (Saturday)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Weekday (Monday)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	IN-SEASON					
	May	June	July	August	Sept	October
	Green Fee Rate-No Tax	GF Rate w/ Tax	TL Rate w/ Cart & Tax	Green Fee Rate-No Tax	GF Rate w/ Tax	TL Rate w/ Cart & Tax
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

DAILY FEE

Weekend (Saturday, Sunday and Holidays)

	Green Fee Rate-No Tax	GF Rate w/ Tax	TL Rate w/ Cart & Tax
	Season Rack	\$ 53.00	\$ 53.00
Season Mid-Day	\$ 45.00	\$ 45.00	\$ 45.00
Season Twilight	\$ 30.00	\$ 30.00	\$ 30.00
Shoulder Season Rack	\$ -	\$ -	\$ -
Shoulder Season Mid Day	\$ -	\$ -	\$ -
Shoulder Season Twilight	\$ -	\$ -	\$ -
Senior/Junior	\$ -	\$ -	\$ -
Senior/Junior 9 Holes	\$ -	\$ -	\$ -
9-Hole	\$ 30.00	\$ 30.00	\$ 30.00
Discount	\$ -	\$ -	\$ -
9-Hole Special	\$ -	\$ -	\$ -
Leagues	\$ -	\$ -	\$ -
Camp/Employee	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -

	Rate Schedule	GF Rate w/ Tax	TL Rate w/ Cart & Tax
		\$ 53.00	\$ 53.00
	\$ 45.00	\$ 45.00	\$ 45.00
	\$ 30.00	\$ 30.00	\$ 30.00
	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -
	\$ 30.00	\$ 30.00	\$ 30.00
	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -

Weekday (Monday - Friday, excluding Holidays)

	Green Fee Rate-No Tax	GF Rate w/ Tax	TL Rate w/ Cart & Tax
	Season Rack	\$ 45.00	\$ 45.00
Season Mid-Day	\$ 40.00	\$ 40.00	\$ 40.00
Season Twilight	\$ -	\$ -	\$ -
Shoulder Season Rack	\$ -	\$ -	\$ -
Shoulder Season Mid Day	\$ -	\$ -	\$ -
Shoulder Season Twilight	\$ -	\$ -	\$ -
Senior/Junior	\$ 25.00	\$ 25.00	\$ 25.00
Senior/Junior 9 Holes	\$ 20.00	\$ 20.00	\$ 20.00
9-Hole	\$ 28.00	\$ 28.00	\$ 28.00
Discount	\$ -	\$ -	\$ -
9-Hole Special	\$ 25.00	\$ 25.00	\$ 25.00
Leagues	\$ 28.00	\$ 28.00	\$ 28.00
Camp/Employee	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -

	Green Fee Rate-No Tax	GF Rate w/ Tax	TL Rate w/ Cart & Tax
		\$ 45.00	\$ 45.00
	\$ 40.00	\$ 40.00	\$ 40.00
	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -
	\$ 25.00	\$ 25.00	\$ 25.00
	\$ 20.00	\$ 20.00	\$ 20.00
	\$ 28.00	\$ 28.00	\$ 28.00
	\$ -	\$ -	\$ -
	\$ 25.00	\$ 25.00	\$ 25.00
	\$ 28.00	\$ 28.00	\$ 28.00
	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -

OUTING ROUNDS

\$ 50.00	\$ 50.00	\$ 50.00
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\$ 50.00	\$ 50.00	\$ 50.00
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\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
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CART FEES

Tax Rate

6%

- 18 Hole Public	\$ -
- 18 Hole Member	\$ -
- 9 Hole	\$ -
- Outing	\$ -

Cart Rate
\$ -
\$ -
\$ -
\$ -

Cart Rate w/ tax
\$ -
\$ -
\$ -
\$ -

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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GOLF SHOP REVENUE (PER ROUND)

Member	\$ 0.50
Public	\$ 1.25
Outing	\$ 1.50

\$ 0.50
\$ 1.25
\$ 1.50

\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50
\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25	\$ 1.25
\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25

Sanctuary Lake
2010

GOLF REVENUES

GREENS FEES REVENUE

MEMBER

Weekend (Saturday, Sunday and Holidays)
Weekday (Monday - Friday, excluding Holidays)
Subtotal Member Greens Fee Revenue

	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-

DAILY FEE

Weekend (Saturday, Sunday and Holidays)

Season Rack
Season Mid-Day
Season Twilight
Shoulder Season Rack
Shoulder Season Mid Day
Shoulder Season Twilight
Senior/Junior
Senior/Junior 9 Holes
9-Hole
Discount
9-Hole Special
Leagues
Comp/Employee
Other
Subtotal Weekend Daily Fee Greens Fee Revenue

\$	-	-	3,816	12,720	28,712	32,436	32,436	28,620	22,896	17,172	5,724	-	182,532
\$	-	-	3,240	10,800	7,560	9,180	9,180	8,100	6,480	4,880	1,620	-	61,020
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	1,950	6,480	9,060	9,780	9,780	9,720	7,770	5,190	1,740	-	61,470
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	9,006	30,000	43,332	51,396	51,396	46,440	37,148	27,222	9,084	-	305,022

Weekday (Monday - Friday, excluding Holidays)

Season Rack
Season Mid-Day
Season Twilight
Shoulder Season Rack
Shoulder Season Mid Day
Shoulder Season Twilight
Senior/Junior
Senior/Junior 9 Holes
9-Hole
Discount
9-Hole Special
Leagues
Comp/Employee
Other
Subtotal Weekend Daily Fee Greens Fee Revenue

\$	-	-	4,230	14,040	19,685	23,850	23,850	21,060	16,830	12,645	4,230	-	140,400
\$	-	-	2,880	9,600	13,440	16,320	16,320	14,400	11,520	8,640	2,880	-	98,000
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	1,872	6,240	8,736	10,608	10,608	9,360	7,488	5,616	1,872	-	62,400
\$	-	-	440	1,440	2,020	2,440	2,440	2,180	1,720	1,300	440	-	14,400
\$	-	-	2,016	6,720	9,408	11,424	11,424	10,080	8,064	6,048	2,016	-	67,200
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	900	3,000	4,200	5,100	5,100	4,500	3,600	2,700	900	-	30,000
\$	-	-	1,008	3,360	4,704	5,712	5,712	5,040	4,032	3,024	1,008	-	33,600
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	-	-	-	-	-	-	-	-	-	-	-
\$	-	-	13,346	44,400	62,173	75,454	75,454	66,600	53,254	39,973	13,346	-	444,000

Subtotal Daily Fee Revenue

\$	-	-	22,352	74,400	105,505	126,850	126,850	113,040	90,400	67,195	22,430	-	749,022
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OUTING

\$	-	-	-	-	22,500	24,000	24,000	25,500	28,500	25,500	-	-	150,000
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TOTAL GREEN FEE REVENUE

\$	-	-	22,352	74,400	128,005	150,850	150,850	138,540	118,900	92,695	22,430	-	898,022
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Sanctuary Lake
2010

GOLF REVENUES CONTINUED

	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total																																																																																				
CART REVENUE	<table border="1"> <tr> <td>Public Cart Utilization</td> <td>85%</td> <td>#DIV/0!</td> <td>89%</td> <td>90%</td> <td>91%</td> <td>90%</td> <td>90%</td> <td>91%</td> <td>92%</td> <td>91%</td> <td>89%</td> <td>#DIV/0!</td> <td>91%</td> </tr> <tr> <td>Member Cart Utilization</td> <td>89%</td> <td>89%</td> <td>89%</td> <td>90%</td> <td>90%</td> <td>89%</td> <td>89%</td> <td>90%</td> <td>90%</td> <td>89%</td> <td>89%</td> <td>89%</td> <td>89%</td> </tr> <tr> <td>Outing Cart Utilization</td> <td>100%</td> </tr> </table>													Public Cart Utilization	85%	#DIV/0!	89%	90%	91%	90%	90%	91%	92%	91%	89%	#DIV/0!	91%	Member Cart Utilization	89%	89%	89%	90%	90%	89%	89%	90%	90%	89%	89%	89%	89%	Outing Cart Utilization	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%																																										
Public Cart Utilization	85%	#DIV/0!	89%	90%	91%	90%	90%	91%	92%	91%	89%	#DIV/0!	91%																																																																																				
Member Cart Utilization	89%	89%	89%	90%	90%	89%	89%	90%	90%	89%	89%	89%	89%																																																																																				
Outing Cart Utilization	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%																																																																																				
Total Cart Rounds	0	0	641	2150	3474	4111	4111	3750	3162	2432	841	0	24,482																																																																																				
Average Cart Utilization																																																																																																	
Public Cart Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																				
Member Cart Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																				
Outing Cart Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																				
TOTAL CART FEE REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																				
GOLF SHOP SALES	<table border="1"> <tr> <td>Member</td> <td>\$ -</td> </tr> <tr> <td>Public</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 900</td> <td>\$ 3,000</td> <td>\$ 4,200</td> <td>\$ 5,100</td> <td>\$ 5,100</td> <td>\$ 4,500</td> <td>\$ 3,600</td> <td>\$ 2,700</td> <td>\$ 900</td> <td>\$ -</td> <td>\$ 30,000</td> </tr> <tr> <td>Outing</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 1,013</td> <td>\$ 1,080</td> <td>\$ 1,080</td> <td>\$ 1,148</td> <td>\$ 1,283</td> <td>\$ 1,148</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 8,750</td> </tr> <tr> <td>TOTAL GOLF SHOP SALES</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 900</td> <td>\$ 3,000</td> <td>\$ 5,213</td> <td>\$ 6,180</td> <td>\$ 6,180</td> <td>\$ 5,648</td> <td>\$ 4,883</td> <td>\$ 3,848</td> <td>\$ 900</td> <td>\$ -</td> <td>\$ 36,750</td> </tr> </table>													Member	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Public	\$ -	\$ -	\$ 900	\$ 3,000	\$ 4,200	\$ 5,100	\$ 5,100	\$ 4,500	\$ 3,600	\$ 2,700	\$ 900	\$ -	\$ 30,000	Outing	\$ -	\$ -	\$ -	\$ -	\$ 1,013	\$ 1,080	\$ 1,080	\$ 1,148	\$ 1,283	\$ 1,148	\$ -	\$ -	\$ 8,750	TOTAL GOLF SHOP SALES	\$ -	\$ -	\$ 900	\$ 3,000	\$ 5,213	\$ 6,180	\$ 6,180	\$ 5,648	\$ 4,883	\$ 3,848	\$ 900	\$ -	\$ 36,750																												
Member	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																				
Public	\$ -	\$ -	\$ 900	\$ 3,000	\$ 4,200	\$ 5,100	\$ 5,100	\$ 4,500	\$ 3,600	\$ 2,700	\$ 900	\$ -	\$ 30,000																																																																																				
Outing	\$ -	\$ -	\$ -	\$ -	\$ 1,013	\$ 1,080	\$ 1,080	\$ 1,148	\$ 1,283	\$ 1,148	\$ -	\$ -	\$ 8,750																																																																																				
TOTAL GOLF SHOP SALES	\$ -	\$ -	\$ 900	\$ 3,000	\$ 5,213	\$ 6,180	\$ 6,180	\$ 5,648	\$ 4,883	\$ 3,848	\$ 900	\$ -	\$ 36,750																																																																																				
RANGE REVENUE	<table border="1"> <tr> <td>Avg Ball Bucket</td> <td>Fee</td> <td>\$ 8.00</td> <td colspan="11"></td> </tr> <tr> <td>Range Utilization % of Daily Fee Rounds</td> <td></td> <td>40%</td> <td colspan="11"></td> </tr> <tr> <td>Range Plan Members</td> <td></td> <td>10</td> <td colspan="11"></td> </tr> <tr> <td>Range Plan Annual</td> <td>Fee</td> <td>\$ 3.60</td> <td colspan="11"></td> </tr> <tr> <td>TOTAL RANGE REVENUE</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 2,304</td> <td>\$ 7,680</td> <td>\$ 12,192</td> <td>\$ 14,592</td> <td>\$ 14,592</td> <td>\$ 13,152</td> <td>\$ 11,940</td> <td>\$ 8,544</td> <td>\$ 2,304</td> <td>\$ -</td> <td>\$ 68,400</td> </tr> <tr> <td>Range Plan Members ></td> <td>0</td> </tr> </table>													Avg Ball Bucket	Fee	\$ 8.00												Range Utilization % of Daily Fee Rounds		40%												Range Plan Members		10												Range Plan Annual	Fee	\$ 3.60												TOTAL RANGE REVENUE	\$ -	\$ -	\$ 2,304	\$ 7,680	\$ 12,192	\$ 14,592	\$ 14,592	\$ 13,152	\$ 11,940	\$ 8,544	\$ 2,304	\$ -	\$ 68,400	Range Plan Members >	0	0	0	0	0	0	0	0	0	0	0	0	0
Avg Ball Bucket	Fee	\$ 8.00																																																																																															
Range Utilization % of Daily Fee Rounds		40%																																																																																															
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TOTAL RANGE REVENUE	\$ -	\$ -	\$ 2,304	\$ 7,680	\$ 12,192	\$ 14,592	\$ 14,592	\$ 13,152	\$ 11,940	\$ 8,544	\$ 2,304	\$ -	\$ 68,400																																																																																				
Range Plan Members >	0	0	0	0	0	0	0	0	0	0	0	0	0																																																																																				
ACTIVITY CARD AND PASS SALES	<table border="1"> <tr> <td>Single Season Pass Holder</td> <td>Cost per Card =></td> <td>\$ -</td> <td colspan="11"></td> </tr> <tr> <td>18 hole Prepaid Round Card</td> <td>Cost per Card =></td> <td>\$ -</td> <td colspan="11"></td> </tr> <tr> <td>9 hole prepaid Round Card</td> <td>Cost per Card =></td> <td>\$ -</td> <td colspan="11"></td> </tr> <tr> <td>18 hole senior Round Card</td> <td>Cost per Card =></td> <td>\$ -</td> <td colspan="11"></td> </tr> <tr> <td>9 hole senior Round Card</td> <td>Cost per Card =></td> <td>\$ 79</td> <td colspan="11"></td> </tr> <tr> <td>TOTAL ACTIVITY CARD AND PASS SALES</td> <td>\$ -</td> </tr> </table>													Single Season Pass Holder	Cost per Card =>	\$ -												18 hole Prepaid Round Card	Cost per Card =>	\$ -												9 hole prepaid Round Card	Cost per Card =>	\$ -												18 hole senior Round Card	Cost per Card =>	\$ -												9 hole senior Round Card	Cost per Card =>	\$ 79												TOTAL ACTIVITY CARD AND PASS SALES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Single Season Pass Holder	Cost per Card =>	\$ -																																																																																															
18 hole Prepaid Round Card	Cost per Card =>	\$ -																																																																																															
9 hole prepaid Round Card	Cost per Card =>	\$ -																																																																																															
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TOTAL ACTIVITY CARD AND PASS SALES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																				
OTHER GOLF REVENUE	<table border="1"> <tr> <td>Club Rental</td> <td>Per rental</td> <td>\$ -</td> <td>Club Rentals ></td> <td>0</td> </tr> <tr> <td>Handicap Fees</td> <td>Per person</td> <td>\$ -</td> <td>Handicap Members ></td> <td>0</td> </tr> <tr> <td>Locker Rentals</td> <td>Per rental</td> <td>\$ -</td> <td>Locker Rentals ></td> <td>0</td> </tr> <tr> <td>Bag Storage</td> <td>Per bag</td> <td>\$ -</td> <td>Bag Storage Members ></td> <td>0</td> </tr> <tr> <td>Other Golf Shop Revenue</td> <td></td> <td>\$ -</td> <td></td> <td>\$ -</td> </tr> <tr> <td>TOTAL OTHER GOLF REVENUE</td> <td>\$ -</td> </tr> </table>													Club Rental	Per rental	\$ -	Club Rentals >	0	0	0	0	0	0	0	0	0	0	Handicap Fees	Per person	\$ -	Handicap Members >	0	0	0	0	0	0	0	0	0	0	Locker Rentals	Per rental	\$ -	Locker Rentals >	0	0	0	0	0	0	0	0	0	0	Bag Storage	Per bag	\$ -	Bag Storage Members >	0	0	0	0	0	0	0	0	0	0	Other Golf Shop Revenue		\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	TOTAL OTHER GOLF REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Club Rental	Per rental	\$ -	Club Rentals >	0	0	0	0	0	0	0	0	0	0																																																																																				
Handicap Fees	Per person	\$ -	Handicap Members >	0	0	0	0	0	0	0	0	0	0																																																																																				
Locker Rentals	Per rental	\$ -	Locker Rentals >	0	0	0	0	0	0	0	0	0	0																																																																																				
Bag Storage	Per bag	\$ -	Bag Storage Members >	0	0	0	0	0	0	0	0	0	0																																																																																				
Other Golf Shop Revenue		\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																				
TOTAL OTHER GOLF REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -																																																																																				
CLINIC / SCHOOL REVENUE	<table border="1"> <tr> <td>Schools</td> <td>Per person</td> <td>\$ -</td> <td>Club %</td> <td>0%</td> <td>Participants ></td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Clinics</td> <td>Per person</td> <td>\$ 100.00</td> <td>Club %</td> <td>80%</td> <td>Participants ></td> <td>99</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> <td>44</td> <td>0</td> <td>21,000</td> </tr> <tr> <td>Individual Lessons</td> <td>Per person</td> <td>\$ 60.00</td> <td>Club %</td> <td>80%</td> <td>Participants ></td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> <td>0</td> <td>0</td> <td>12,500</td> </tr> <tr> <td>TOTAL CLINIC / SCHOOL REVENUE</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 5,500</td> <td>\$ 7,500</td> <td>\$ 7,500</td> <td>\$ 7,500</td> <td>\$ 5,500</td> <td>\$ -</td> <td>\$ -</td> <td>\$ -</td> <td>\$ 33,500</td> </tr> </table>													Schools	Per person	\$ -	Club %	0%	Participants >	0	0	0	0	0	0	0	0	Clinics	Per person	\$ 100.00	Club %	80%	Participants >	99	100	100	100	100	44	0	21,000	Individual Lessons	Per person	\$ 60.00	Club %	80%	Participants >	100	100	100	100	100	0	0	12,500	TOTAL CLINIC / SCHOOL REVENUE	\$ -	\$ -	\$ -	\$ -	\$ 5,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 5,500	\$ -	\$ -	\$ -	\$ 33,500																												
Schools	Per person	\$ -	Club %	0%	Participants >	0	0	0	0	0	0	0	0																																																																																				
Clinics	Per person	\$ 100.00	Club %	80%	Participants >	99	100	100	100	100	44	0	21,000																																																																																				
Individual Lessons	Per person	\$ 60.00	Club %	80%	Participants >	100	100	100	100	100	0	0	12,500																																																																																				
TOTAL CLINIC / SCHOOL REVENUE	\$ -	\$ -	\$ -	\$ -	\$ 5,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 5,500	\$ -	\$ -	\$ -	\$ 33,500																																																																																				
TOTAL GOLF OPERATIONS REVENUE	\$ -	\$ -	\$ 25,598	\$ 90,580	\$ 152,910	\$ 179,122	\$ 179,122	\$ 162,840	\$ 134,823	\$ 105,087	\$ 25,834	\$ -	\$ 1,055,672																																																																																				

Sanctuary Lake
2010

GOLF OPERATIONS EXPENSE

GOLF OPERATIONS

Total Pays for Month - All Departments ==>	2	2	2	2	3	2	2	2	2	3	2	2	26
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GL CODE	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	
Salary Labor													
- Director of Golf	5002-50 \$	3,846 \$	3,846 \$	3,846 \$	3,846 \$	5,769 \$	3,846 \$	3,846 \$	3,846 \$	3,846 \$	5,769 \$	3,846 \$	50,000
- Manager - Retail	5003-50 \$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
- Manager - Purchasing	5004-50 \$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
- Head Professional	5101-50 \$	1,923 \$	1,923 \$	1,923 \$	1,923 \$	2,885 \$	1,923 \$	1,923 \$	1,923 \$	2,885 \$	1,923 \$	1,923 \$	25,000
- First Assistant Professional	5102-50 \$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
- Assistant Professional	5208-50 \$	\$ -	\$ -	\$ -	\$ -	2,880 \$	1,920 \$	1,920 \$	1,920 \$	1,920 \$	\$ -	\$ -	10,580
Hourly Labor													
- Golf Shop Attendant (Weekly hours)	5209-50 \$	\$ 8.00	\$ -	1,280 \$	1,920 \$	2,880 \$	1,920 \$	1,920 \$	1,920 \$	1,920 \$	1,440 \$	\$ -	15,200
- Warehouse Stockperson (Weekly hours)	5210-50 \$	\$ 7.25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
- Merchandise Clerk (Weekly hours)	5211-50 \$	\$ 7.25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
- Cart Attendant (Weekly hours)	5212-50 \$	\$ 7.00	\$ -	448 \$	1,680 \$	4,200 \$	2,800 \$	2,800 \$	2,800 \$	1,680 \$	1,680 \$	\$ -	18,088
- Range Attendant (Weekly hours)	5213-50 \$	\$ 7.25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
- Starters (Weekly hours)	5214-50 \$	\$ 7.25	\$ -	\$ -	725 \$	1,098 \$	1,015 \$	1,015 \$	580 \$	435 \$	\$ -	\$ -	5,873
- Course Advisors (Weekly hours)	5215-50 \$	\$ 7.25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
- Cart Mechanic (Weekly hours)	5216-90 \$	\$ 7.25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
- Bag Room Supervisor (Weekly hours)	5217-50 \$	\$ 7.25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
- Bag Room Attendant (Weekly hours)	5218-50 \$	\$ 7.25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
- Locker Room Attendant (Weekly hours)	5219-50 \$	\$ 7.25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
- Bonus Pool	5501-50 \$	10.00%	Director of Golf	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5,000
Total Direct Labor Expense		\$ 5,769	\$ 5,769	\$ 7,497	\$ 10,094	\$ 19,701	\$ 13,424	\$ 13,424	\$ 13,424	\$ 11,869	\$ 12,209	\$ 5,769	\$ 129,721
- Benefits	5503-50 \$	1,260 \$	1,260 \$	1,280 \$	1,260 \$	1,280 \$	1,260 \$	1,260 \$	1,280 \$	1,260 \$	1,260 \$	1,260 \$	15,120
- Payroll Taxes	5502-50 \$	577 \$	577 \$	750 \$	1,009 \$	1,970 \$	1,342 \$	1,342 \$	1,342 \$	1,187 \$	1,221 \$	577 \$	12,972
TOTAL GOLF LABOR		\$ 7,806	\$ 7,806	\$ 9,507	\$ 12,364	\$ 22,931	\$ 16,027	\$ 16,027	\$ 16,027	\$ 14,316	\$ 14,690	\$ 7,906	\$ 157,813

Months	Ann. Salary	Salary
12	\$ 50,000	Salary
12	\$ -	Salary
12	\$ -	Salary
12	\$ 25,000	Salary
12	\$ -	Salary
12	\$ 12.00	Hourly

10.00%	Director of Golf
--------	------------------

# of People Covered	Net Cost Per Month	Family	Single
1	\$ 895	Family	
1	\$ 365	Single	
10.0%			

Sanctuary Lake
2010
GOLF OPERATIONS EXPENSE

Golf Operations Other Expenses	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total
- Utilities - Electric	6001-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Utilities - Gas / Propane	6002-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Utilities - Water / Sewer	6003-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Phone - Cell	6004-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Phone - Telco Service	6005-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Utilities - Electric - Golf Cart	6006-50 \$	- \$	- \$	224 \$	756 \$	1,216 \$	1,439 \$	1,439 \$	1,313 \$	1,107 \$	851 \$	224 \$	8,569 ✓
		\$ 0.38											Cost per Cart Round
- Supplies - Cleaning	6101-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Supplies - Office	6103-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Supplies - Locker Room	6104-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Pro Shop Supplies and Fixtures	6105-50 \$	- \$	- \$	750 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	750 ✓
- Supplies - Scorecards & Pencils	6113-50 \$	- \$	- \$	1,000 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	1,000 ✓
- Building Maint & Repair	6201-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Equipment Maint & Repair - Fix	6202-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Equipment Maint & Repair - Preventative	6203-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Cart Repairs	6204-50 \$	100 \$	100 \$	100 \$	100 \$	100 \$	100 \$	100 \$	100 \$	100 \$	100 \$	100 \$	1,200 ✓
- Licenses, Fees & Permits	6301-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Towel Service	6401-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Education	6601-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Employee Meals	6602-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Employee Testing - Hiring	6603-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Relocation Expense	6604-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Training / Staff Development	6805-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Travel / Education	6806-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Uniforms	6907-50 \$	- \$	- \$	1,000 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	1,000 ✓
- Vehicle Mileage Expense	6908-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Help Wanted Ads	8909-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Equipment Rental	8901-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Golf Cart Rental	8902-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Gas / Diesel	7206-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Chamber / Organizational Dues	8012-75 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Miscellaneous	9000-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Driving Range Supplies (Balls, Mats, Dividers, etc)	9001-50 \$	- \$	- \$	- \$	3,000 \$	- \$	- \$	2,000 \$	- \$	- \$	- \$	- \$	5,000 ✓
- Handicap	9002-50 \$	- \$	- \$	425 \$	425 \$	425 \$	- \$	- \$	- \$	- \$	- \$	- \$	1,275 ✓
- Full Carts	9003-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Shipping - Merchandise	9004-50 \$	- \$	- \$	27 \$	90 \$	156 \$	185 \$	185 \$	169 \$	146 \$	115 \$	27 \$	1,103 ✓
- Sister Clubs	9005-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Tournaments & Events	9006-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Other	xxxx-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
- Other	xxxx-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
TOTAL GOLF OPERATION EXPENSES	\$ 100	\$ 100	\$ 3,526	\$ 4,371	\$ 1,887	\$ 1,724	\$ 3,724	\$ 1,582	\$ 1,353	\$ 1,097	\$ 351	\$ 100	\$ 18,896
TOTAL GOLF LABOR AND OTHER EXPENSES	\$ 7,706	\$ 7,706	\$ 13,033	\$ 16,735	\$ 24,829	\$ 17,751	\$ 19,751	\$ 17,609	\$ 15,669	\$ 15,756	\$ 7,997	\$ 13,206	\$ 177,709

FOOD AND BEVERAGE REVENUE

REVENUES

	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	TOTAL
Food & Non-Alcoholic Beverage Sales	\$ -	\$ -	\$ 1,440	\$ 4,800	\$ 10,060	\$ 12,240	\$ 12,240	\$ 10,800	\$ 8,640	\$ 3,780	\$ 720	\$ -	\$ 64,740
Alcoholic Beverage Sales	\$ -	\$ -	\$ 1,440	\$ 4,800	\$ 4,704	\$ 8,160	\$ 8,160	\$ 7,200	\$ 5,760	\$ 3,024	\$ 720	\$ -	\$ 43,968
Banquet Food & Non-Alcoholic Sales	\$ -	\$ -	\$ -	\$ -	\$ 4,050	\$ 4,320	\$ 4,320	\$ 4,590	\$ 5,130	\$ 4,590	\$ -	\$ -	\$ 27,000
Banquet Alcoholic Beverage Sales	\$ -	\$ -	\$ -	\$ -	\$ 1,350	\$ 1,440	\$ 1,440	\$ 1,530	\$ 1,710	\$ 1,530	\$ -	\$ -	\$ 9,000
Other F&B Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FOOD & BEVERAGE REVENUE	\$ -	\$ -	\$ 2,880	\$ 9,600	\$ 20,184	\$ 26,160	\$ 26,160	\$ 24,120	\$ 21,240	\$ 12,924	\$ 1,440	\$ -	\$ 144,708

Food & Non-Alcoholic Beverage Cost of Sales	34%
Alcoholic Beverage Cost of Sales	28%
Banquet Food & Non-Alcoholic Cost of Sales	31%
Banquet Alcoholic Beverage Cost of Sales	26%
TOTAL COST OF SALES	31% Actual Cost of Sales - Blended

GROSS INCOME F&B OPERATIONS

LABOR

F&B Operations Direct Labor	\$ -	\$ -	\$ 2,380	\$ 3,820	\$ 7,929	\$ 5,286	\$ 5,286	\$ 5,286	\$ 4,970	\$ 4,860	\$ 1,600	\$ -	\$ 41,347
F&B Operations Payroll Taxes	\$ -	\$ -	\$ 238	\$ 382	\$ 793	\$ 529	\$ 529	\$ 529	\$ 487	\$ 489	\$ 160	\$ -	\$ 4,135
F&B Operations Medical / Health Benefits	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 6,760
TOTAL F&B OPERATIONS LABOR	\$ 730	\$ 730	\$ 3,348	\$ 4,932	\$ 9,452	\$ 6,545	\$ 6,545	\$ 6,545	\$ 6,087	\$ 6,109	\$ 2,490	\$ 730	\$ 54,242
TOTAL F&B OPERATIONS OTHER EXPENSES	\$ 195	\$ 195	\$ 670	\$ 2,885	\$ 765	\$ 1,285	\$ 765	\$ 965	\$ 720	\$ 595	\$ 370	\$ 370	\$ 9,790
TOTAL F&B OPERATIONS LABOR & EXPENSES	\$ 925	\$ 925	\$ 4,018	\$ 7,817	\$ 10,217	\$ 7,830	\$ 7,310	\$ 7,510	\$ 6,807	\$ 6,704	\$ 2,860	\$ 1,100	\$ 64,032
NET INCOME FROM F&B OPERATIONS	\$ (925.00)	\$ (925.00)	\$ (2,030.80)	\$ (1,203.00)	\$ 3,569.28	\$ 10,141.60	\$ 10,661.60	\$ 9,071.10	\$ 7,813.50	\$ 2,236.78	\$ (1,866.40)	\$ (1,100.00)	\$ 35,464
F&B OPERATING MARGIN	#DIV/0!	#DIV/0!	-70.51%	-12.53%	17.76%	38.77%	40.76%	37.61%	36.79%	17.31%	-129.61%	#DIV/0!	24.51%

FOOD and BEVERAGE REVENUE

	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	TOTAL
- Rounds of Golf Related	0	0	720	2,400	3,360	4,080	4,080	3,600	2,880	2,160	720	0	24,000
- Food & Non-Alcoholic Sales Per Golf Round	\$ -	\$ -	\$ 1,440	\$ 4,800	\$ 10,060	\$ 12,240	\$ 10,800	\$ 8,640	\$ 3,780	\$ 720	\$ -	\$ -	\$ 64,740
	\$ 1.00	\$ 1.00	\$ 2.00	\$ 2.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 1.75	\$ 1.00	\$ 1.00	\$ 2.70
- Alcohol Sales Per Golf Round	\$ -	\$ -	\$ 1,440	\$ 4,800	\$ 4,704	\$ 8,160	\$ 8,160	\$ 7,200	\$ 5,760	\$ 3,024	\$ 720	\$ -	\$ 43,968
	\$ 1.00	\$ 1.00	\$ 2.00	\$ 2.00	\$ 1.40	\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 1.40	\$ 1.00	\$ 1.00	\$ 1.83

- Outing Rounds	100%	% of Outing Rounds
- Avg Food & NA Bev Per Cover	\$ 9.00	
- Avg Alcohol Per Cover	\$ 3.00	
- Gratuity % to House	0.00%	

- Other F and B Revenue - Non Rounds Related

- A la Carte Lunches	0	0	0	0	450	480	480	510	570	510	0	0	3,000
- Avg Food & NA Bev Per Cover	\$ -	\$ -	\$ -	\$ -	\$ 4,050	\$ 4,320	\$ 4,320	\$ 4,590	\$ 5,130	\$ 4,590	\$ -	\$ -	\$ 27,000
- Avg Alcohol Per Cover	\$ -	\$ -	\$ -	\$ -	\$ 1,350	\$ 1,440	\$ 1,440	\$ 1,530	\$ 1,710	\$ 1,530	\$ -	\$ -	\$ 9,000
- Gratuity % to House	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ -	\$ -
- A la Carte Dinners	0	0	0	0	0	0	0	0	0	0	0	0	0
- Avg Food & NA Bev Per Cover	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Avg Alcohol Per Cover	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Banquet Covers	0	0	0	0	0	0	0	0	0	0	0	0	0
- Avg Food & NA Bev Per Cover	\$ 15.00												
- Avg Alcohol Per Cover	\$ 4.50												
- Gratuity % to House	0.00%												
- Unused Minimums	0.00%	\$ -											
- Room Rental Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Other F&B Rental Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

TOTAL FOOD & BEVERAGE REVENUE

	\$ -	\$ -	\$ 2,880	\$ 9,600	\$ 20,184	\$ 26,160	\$ 26,160	\$ 24,120	\$ 21,240	\$ 12,924	\$ 1,440	\$ -	\$ 144,708
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FOOD AND BEVERAGE EXPENSE

Food and Beverage Other Expenses

GL_CODE	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	TOTAL	
- Utilities - Electric	6001-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Utilities - Gas / Propane	6002-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Utilities - Water / Sewer	6003-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Phone - Cell	6004-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Phone - Telco Service	6005-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Supplies	6101-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Supplies - Cleaning	6102-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Supplies - Office	6103-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Supplies - Paper and Plastics	6109-80	\$ 75	\$ 75	\$ 150	\$ 350	\$ 500	\$ 500	\$ 500	\$ 500	\$ 400	\$ 200	\$ 150	\$ 3,900	
- Supplies - Banquet	6110-80	\$ -	\$ -	\$ -	\$ 300	\$ -	\$ -	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ 500	
- Supplies - Bar	6111-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Supplies - Kitchen	6112-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Building Maint & Repair	6201-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Equipment Maint & Repair - Fix	6202-80	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 525	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 800	
- Equipment Maint & Repair - Preventative	6203-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Licenses, Fees & Permits	6301-80	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	
- Bank Fees	6303-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Finance Charges	6304-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Credit Card Fees	6305-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Liquor License	6312-80	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	
- Payroll Processing	6314-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Outside Services	6402-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Garbage Removal	6405-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Pest Control	6406-80	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 45	\$ 540	
- Grease Removal	6408-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Linen / Laundry	6409-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- TV / Cable or Dish	6505-80	\$ -	\$ -	\$ 100	\$ 125	\$ 125	\$ 125	\$ 125	\$ 100	\$ 75	\$ 50	\$ 100	\$ 1,050	
- Education	6801-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Employee Meals	6802-80	\$ -	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300	
- Employee Testing - Hiring	6803-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Relocation Expense	6804-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Training / Staff Development	6805-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Travel / Education	6806-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Uniforms	6807-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Vehicle Mileage Expense	6808-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Help Wanted Ads	6809-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Equipment Rental	6901-80	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 600	
- Portable Toilets	6903-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Tent Rental	6905-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- General Chemicals	7000-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Miscellaneous	9000-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Promotional Accounts	9010-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Decorations	9012-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Entertainment - Outside	9013-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Glassware / China / Silverware	9014-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Member Discount	9015-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Propane	9016-80	\$ -	\$ -	\$ -	\$ -	\$ 20	\$ 40	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ 100	
- Other	xxxx-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Other	xxxx-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Other	xxxx-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Other	xxxx-80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL FOOD AND BEVERAGE OTHER EXPENSES		\$ 195	\$ 195	\$ 670	\$ 2,895	\$ 765	\$ 1,285	\$ 765	\$ 965	\$ 720	\$ 595	\$ 370	\$ 9,790	
TOTAL FOOD AND BEVERAGE - LABOR AND OTHER EXPENSES		\$ 925	\$ 925	\$ 4,018	\$ 7,827	\$ 10,217	\$ 7,830	\$ 7,310	\$ 7,510	\$ 6,807	\$ 6,704	\$ 2,860	\$ 64,032	
Food and Beverage Contribution		\$ (925)	\$ (925)	\$ (2,031)	\$ (1,203)	\$ 3,589	\$ 10,142	\$ 10,662	\$ 9,071	\$ 7,813	\$ 2,237	\$ (1,866)	\$ (1,100)	\$ 35,464
Food and Beverage Contribution Percentage %		#DIV/0!	#DIV/0!	-71%	-13%	18%	39%	41%	38%	37%	17%	-130%	#DIV/0!	25%

GOLF COURSE MAINTENANCE EXPENSE

GOLF COURSE MAINTENANCE

Total Pays for Month	2	2	2	2	3	2	2	2	2	3	2	2	26
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Laber	Crew #	AnnSal/Hrly	Weekly Hours
- Manager - Superintendent	1	\$ 60,000	Salary
- Assistant Superintendent	1	\$ 38,000	Salary
- Mechanic	0	\$ -	40
- Chemical Operator	0	\$ -	40
- Chemical Operator Assistant	0	\$ -	40
- Foreman	1	\$ 11,000	40
- Groundskeeper I	1	\$ 10,000	40
- Groundskeeper II - Light Equipment	2	\$ 8,000	40
- Groundskeeper III - Heavy Equipment	2	\$ 8,000	40
- Temporary Labor	2	\$ 7,500	40
- Bonus Pool	10	10.00%	Superintendent

GL CODE	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total
5007-60	\$ 3,846	\$ 3,846	\$ 3,846	\$ 3,846	\$ 5,769	\$ 3,846	\$ 3,846	\$ 3,846	\$ 3,846	\$ 5,769	\$ 3,846	\$ 3,846	\$ 50,000
5104-60	\$ 2,308	\$ 2,308	\$ 2,308	\$ 2,308	\$ 3,462	\$ 2,308	\$ 2,308	\$ 2,308	\$ 2,308	\$ 3,462	\$ 2,308	\$ 2,308	\$ 30,000
5221-60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5225-60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5226-60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5227-60	\$ -	\$ -	\$ 1,760	\$ 1,760	\$ 2,640	\$ 1,760	\$ 1,760	\$ 1,760	\$ 1,760	\$ 2,640	\$ 1,760	\$ -	\$ 17,500
5228-60	\$ -	\$ -	\$ 1,600	\$ 1,600	\$ 2,400	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 2,400	\$ 1,600	\$ -	\$ 16,000
5229-90	\$ -	\$ -	\$ -	\$ 2,880	\$ 4,320	\$ 2,880	\$ 2,880	\$ 2,880	\$ 2,880	\$ 4,320	\$ -	\$ -	\$ 23,400
5230-60	\$ -	\$ -	\$ -	\$ 2,560	\$ 3,840	\$ 2,560	\$ 2,560	\$ 2,560	\$ 2,560	\$ 3,840	\$ -	\$ -	\$ 20,480
5231-60	\$ -	\$ -	\$ -	\$ 2,400	\$ 3,600	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 3,600	\$ -	\$ -	\$ 19,200
9501-60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Total Direct Labor Expense	\$ 6,154	\$ 6,154	\$ 9,514	\$ 17,354	\$ 26,031	\$ 17,354	\$ 17,354	\$ 17,354	\$ 17,354	\$ 26,031	\$ 9,514	\$ 11,154	\$ 181,320
- Benefits	\$ 1,260	\$ 1,260	\$ 1,260	\$ 1,260	\$ 1,260	\$ 1,260	\$ 1,260	\$ 1,260	\$ 1,260	\$ 1,260	\$ 1,260	\$ 1,260	\$ 15,120
- Payroll Taxes	\$ 615	\$ 615	\$ 951	\$ 1,735	\$ 2,603	\$ 1,735	\$ 1,735	\$ 1,735	\$ 1,735	\$ 2,603	\$ 951	\$ 1,115	\$ 18,132
TOTAL GOLF COURSE MAINTENANCE LABOR	\$ 8,029	\$ 8,029	\$ 11,725	\$ 20,349	\$ 29,894	\$ 20,349	\$ 20,349	\$ 20,349	\$ 20,349	\$ 29,894	\$ 11,725	\$ 13,529	\$ 214,572

# of People Covered	Cost Per Month	Family	Single
1	\$ 886		
1	\$ 386		
	10.0%		

GOLF COURSE MAINTENANCE EXPENSE

Golf Course Maintenance Other Expenses

	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total
- Utilities - Electric	\$ 450	\$ 450	\$ 450	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 450	\$ 450	\$ 11,000
- Utilities - Gas / Propane	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Utilities - Water / Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Phone - Cell	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,200
- Phone - Telco Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Utilities - Electric - Irrigation	\$ 700	\$ 700	\$ 700	\$ 700	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000	\$ 1,800	\$ 1,000	\$ 1,500	\$ 1,500	\$ 15,000
- Water - Irrigation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Supplies - Cleaning	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 300
- Supplies - Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Supplies - Landscape	\$ -	\$ -	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200
- Supplies - Course	\$ -	\$ -	\$ 2,500	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ 3,600
- Supplies - Shop	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 480
- Building Maint & Repair	\$ 700	\$ -	\$ -	\$ 700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400
- Equipment Maint & Repair - Fix	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 600	\$ 600	\$ 600	\$ 600	\$ 1,400	\$ -	\$ 13,500
- Equipment Maint & Repair - Preventative	\$ 2,000	\$ 2,000	\$ 2,000	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 6,800
- Irrigation Repairs	\$ -	\$ -	\$ 500	\$ 100	\$ 100	\$ 100	\$ 500	\$ 800	\$ 100	\$ -	\$ -	\$ -	\$ 3,100
- Pump Repairs	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000
- Licenses, Fees & Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75	\$ -	\$ -	\$ 75
- Outside Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Waste Removal - Green Waste	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Computer Supplies / Equipment	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
- Internet Access / VPN	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Education	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Employee Meals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Employee Testing - Hiring	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Relocation Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Training / Staff Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Travel / Education	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Uniforms	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ 1,000
- Vehicle Mileage Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Help Wanted Ads	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Equipment Rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ -	\$ 150
- Portable Toilets	\$ 100	\$ 100	\$ 100	\$ 225	\$ 225	\$ 225	\$ 225	\$ 225	\$ 225	\$ 225	\$ 100	\$ 100	\$ 2,075
- General Chemicals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Chemicals - Fungicides	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 5,000	\$ 2,000	\$ -	\$ -	\$ 38,000
- Chemicals - Herbicides	\$ -	\$ -	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ 2,700
- Chemicals - Insecticides	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,500
- Chemicals - Growth Regulators	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
- Chemicals - Wetting Agents	\$ -	\$ -	\$ -	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ -	\$ -	\$ -	\$ -	\$ 8,000
- Chemicals - Lakes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Chemicals - Misc	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Fertilizer - Fairways / Roughs	\$ -	\$ -	\$ -	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 2,500	\$ 1,500	\$ -	\$ 11,500
- Fertilizer - Greens	\$ -	\$ -	\$ -	\$ 2,500	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000
- Fertilizer - Tees	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800	\$ -	\$ -	\$ 1,800
- Fertilizer - Landscape	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Pre Emergents (Fairways, Roughs, Greens, Tees)	\$ -	\$ -	\$ -	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000
- Soil Amendments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Sand - Bunkers	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
- Sand - Top Dressing (Greens, Tees, Fairways)	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ 4,500
- Seed	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ 3,000
- Sod / Sprigs	\$ -	\$ -	\$ 250	\$ 250	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
- Water / Soil Testing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ -	\$ -	\$ 200
- Water Monitoring	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Drainage Materials	\$ 200	\$ 200	\$ -	\$ -	\$ 200	\$ -	\$ -	\$ -	\$ 200	\$ 200	\$ 500	\$ -	\$ 1,500
- Oil / Lube	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
- Safety Equipment	\$ -	\$ -	\$ 500	\$ -	\$ 200	\$ -	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900
- Antidote	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Antifreeze	\$ -	\$ -	\$ -	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ 2,600
- Gas / Diesel	\$ 250	\$ 500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 500	\$ 250	\$ 16,000
- Chamber / Organizational Dues	\$ -	\$ -	\$ -	\$ -	\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450
- Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Small Equipment / Hand Tools	\$ 200	\$ -	\$ 200	\$ 2,500	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500
TOTAL GOLF COURSE MAINTENANCE OTHER EXPENSES	\$ 7,185	\$ 5,515	\$ 15,065	\$ 30,580	\$ 27,480	\$ 22,040	\$ 15,840	\$ 15,640	\$ 22,140	\$ 16,215	\$ 5,565	\$ 3,965	\$ 187,230
TOTAL GOLF COURSE MAINTENANCE LABOR AND OTHER EXPENSES	\$ 15,194	\$ 13,444	\$ 26,790	\$ 50,929	\$ 57,384	\$ 42,389	\$ 36,189	\$ 36,883	\$ 42,488	\$ 46,109	\$ 17,290	\$ 17,494	\$ 401,802

SALES AND MARKETING EXPENSE

SALES AND MARKETING

Total Pays for Month =====>				2	2	2	2	3	2	2	2	2	3	2	2	26
Months	Ann Salary	Choose Commission Structure	GL CODE	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	TOTAL
Membership Dtl	12	\$ - Sales Commissions	5301-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Membership Dtl	0.00%	Membership Fees %	5402-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Membership Dtl	Membership Tab	Sales Commissions	5402-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Per Member														
- Outing Director	12	\$ - Sales Commissions	5302-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Outing Director	0.00%	Outing Revenues %	5401-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Outing Director	\$0.00	Sales Commissions	5401-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Per Round														
Total Direct Lab				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Benefits	# of People Covered	Cost Per Month	5503-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	0	\$ 895 Family														
	0	\$ 365 Single														
- Payroll Taxes	10.0%		5502-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL SALES /				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Sales and Marketing Other Expenses

GL CODE	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total	
- Phone - Cell	6002-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Phone - Telco Service	6003-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Supplies	6101-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Supplies - Office	6103-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Licenses, Fees & Permits	6301-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Education	6601-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Employee Meals	6602-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Employee Testing - Hiring	6603-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Relocation Expense	6604-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Training / Staff Development	6605-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Travel / Education	6606-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Uniforms	6607-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Vehicle Mileage Expense	6608-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Help Wanted Ads	6609-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Advertising - Print	8001-75	\$ -	\$ -	\$ -	\$ 1,200	\$ 1,000	\$ 2,100	\$ 1,866	\$ 1,866	\$ 1,000	\$ -	\$ -	\$ 9,032	
- Advertising - Yellow Pages	8002-75	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 1,188	
- Advertising - Electronic	8003-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Advertising - Display	8004-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Direct Mail	8005-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ 1,400	
- Broadcast E-mail	8006-75	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 804	
- Web Site	8007-75	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,200	
- Graphic Design	8008-75	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 2,880	
- Collateral Materials	8009-75	\$ -	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	
- Newsletter	8010-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Photography	8011-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Chamber / Organizational Dues	8012-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Special Promotions / Events	8013-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300	\$ -	\$ -	\$ 300	\$ -	\$ -	\$ 600	
- Membership Programs	8014-75	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ 800	
- Sales Management	8015-75	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 1,320	
- Reservation / POS System	8016-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Reservation Fees	8017-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	# Shops Per Month	0	0	0	0	2	2	2	2	0	0	0	0	
- CX Evaluations - Mystery Shops	8018-75	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ -	\$ -	\$ -	\$ 1,600	
- CX Technology - CRM	8019-75	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 996	
- CX Initiatives	8020-75	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 996	
- Contingency	8021-75	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 900	
- Miscellaneous	9000-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Other	xxxx-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Other	xxxx-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Sales and Marketing Other Expenses		\$ 782	\$ 1,782	\$ 1,782	\$ 2,382	\$ 2,584	\$ 3,564	\$ 3,050	\$ 5,350	\$ 2,082	\$ 782	\$ 782	\$ 782	\$ 25,724
TOTAL SALES AND MARKETING LABOR AND OTHER EXPENSES		\$ 782	\$ 1,782	\$ 1,782	\$ 2,382	\$ 2,584	\$ 3,564	\$ 3,050	\$ 5,350	\$ 2,082	\$ 782	\$ 782	\$ 782	\$ 25,724

% of Gross Revenue 2.28%



CLUB INFO

Sylvan Glen Golf Course

10 Year Pro Forma

TOTAL ROUNDS OF GOLF	44,500	44,945	45,394	45,848	46,307	46,770	47,238	47,710	48,187	48,669	0
	1	2	3	4	5	6	7	8	9	10	TOTAL
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	TOTAL
REVENUES											
Members Fees	\$ 721,029	\$ 742,804	\$ 757,734	\$ 772,965	\$ 788,501	\$ 804,350	\$ 820,518	\$ 837,010	\$ 853,834	\$ 870,996	\$ 7,969,743
Initiation Fees	\$ 251,420	\$ 259,013	\$ 264,219	\$ 269,530	\$ 274,947	\$ 280,474	\$ 286,111	\$ 291,862	\$ 297,729	\$ 303,713	\$ 2,779,018
Cart Range	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pro Shop / Pass Card Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pro Shop Sales	\$ 58,125	\$ 59,293	\$ 60,485	\$ 61,701	\$ 62,941	\$ 64,206	\$ 65,497	\$ 66,813	\$ 68,156	\$ 69,526	\$ 636,744
Clubhouse (Rental Payment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bar / Restaurant (Alcohol)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pro Shop / Food & Beverage Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Golf Revenues (club rental, handicap, locker, bag storage)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Clubhouse / School Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Clubhouse Tower Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Miscellaneous Income - (Does not feed to split Summary pages)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 1,030,574	\$ 1,061,110	\$ 1,082,439	\$ 1,104,196	\$ 1,126,390	\$ 1,149,030	\$ 1,172,126	\$ 1,195,686	\$ 1,219,719	\$ 1,244,235	\$ 11,385,505
COST OF SALES											
Pro Shop Merch.	\$ 40,106	\$ 40,912	\$ 41,735	\$ 42,574	\$ 43,429	\$ 44,302	\$ 45,193	\$ 46,101	\$ 47,028	\$ 47,973	\$ 439,353
Food (food and soft drinks)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beverage (alcohol)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL COST OF SALES	\$ 40,106	\$ 40,912	\$ 41,735	\$ 42,574	\$ 43,429	\$ 44,302	\$ 45,193	\$ 46,101	\$ 47,028	\$ 47,973	\$ 439,353
GROSS INCOME	\$ 990,468	\$ 1,020,198	\$ 1,040,704	\$ 1,061,622	\$ 1,082,961	\$ 1,104,728	\$ 1,126,933	\$ 1,149,585	\$ 1,172,691	\$ 1,196,262	\$ 10,946,151
LABOR											
Operations Labor	\$ 168,838	\$ 171,371	\$ 173,941	\$ 176,550	\$ 179,199	\$ 181,886	\$ 184,615	\$ 187,384	\$ 190,195	\$ 193,048	\$ 1,807,026
Clubhouse and Administrative Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Course Maintenance Labor	\$ 243,200	\$ 246,848	\$ 250,551	\$ 254,309	\$ 258,124	\$ 261,995	\$ 265,925	\$ 269,914	\$ 273,963	\$ 278,072	\$ 2,602,902
Bar and Beverage Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fitness & Tennis Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advertising and Marketing Labor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Direct Labor	\$ 412,038	\$ 418,219	\$ 424,492	\$ 430,859	\$ 437,322	\$ 443,882	\$ 450,540	\$ 457,298	\$ 464,158	\$ 471,120	\$ 4,409,928
Payroll Taxes	\$ 41,204	\$ 41,822	\$ 42,449	\$ 43,086	\$ 43,732	\$ 44,388	\$ 45,054	\$ 45,730	\$ 46,416	\$ 47,112	\$ 440,993
Medical/Health Benefits	\$ 23,880	\$ 24,238	\$ 24,602	\$ 24,971	\$ 25,345	\$ 25,726	\$ 26,111	\$ 26,503	\$ 26,901	\$ 27,304	\$ 255,581
Insurance - Workers Comp	\$ 16,482	\$ 16,729	\$ 16,980	\$ 17,234	\$ 17,493	\$ 17,755	\$ 18,022	\$ 18,292	\$ 18,566	\$ 18,845	\$ 176,397
TOTAL LABOR	\$ 493,603	\$ 501,007	\$ 508,523	\$ 516,150	\$ 523,893	\$ 531,751	\$ 539,727	\$ 547,823	\$ 556,041	\$ 564,381	\$ 5,282,899
	48%	47%	47%	47%	47%	46%	46%	46%	46%	45%	46%
OPERATIONAL EXPENSES											
Operations Expense	\$ 15,869	\$ 16,107	\$ 16,348	\$ 16,594	\$ 16,843	\$ 17,095	\$ 17,352	\$ 17,612	\$ 17,876	\$ 18,144	\$ 169,839
Clubhouse and Administrative Expense	\$ 145,412	\$ 147,593	\$ 149,807	\$ 152,054	\$ 154,335	\$ 156,650	\$ 159,000	\$ 161,385	\$ 163,805	\$ 166,262	\$ 1,556,302
Course Maintenance Expense	\$ 147,072	\$ 149,278	\$ 151,517	\$ 153,790	\$ 156,097	\$ 158,438	\$ 160,815	\$ 163,227	\$ 165,676	\$ 168,161	\$ 1,574,071
Bar and Beverage Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fitness & Tennis Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advertising and Marketing Expense	\$ 16,692	\$ 16,942	\$ 17,197	\$ 17,454	\$ 17,716	\$ 17,982	\$ 18,252	\$ 18,526	\$ 18,803	\$ 19,085	\$ 178,650
Cart Lease (Feeds from Lease Tab)	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 480,000
Clubhouse - Equipment Leases (Feeds from Lease Tab)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Clubhouse - NEW FINANCED ITEMS - Items financed by club (not cart)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Clubhouse - Real Estate	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Clubhouse - P and C	\$ 19,400	\$ 19,691	\$ 19,986	\$ 20,286	\$ 20,590	\$ 20,899	\$ 21,213	\$ 21,531	\$ 21,854	\$ 22,182	\$ 207,633
TOTAL OTHER OPERATIONAL EXPENSES	\$ 392,445	\$ 397,611	\$ 402,855	\$ 408,178	\$ 413,581	\$ 419,065	\$ 424,631	\$ 430,280	\$ 436,014	\$ 441,834	\$ 4,166,494
TOTAL EXPENSES	\$ 886,048	\$ 898,619	\$ 911,378	\$ 924,329	\$ 937,474	\$ 950,816	\$ 964,358	\$ 978,103	\$ 992,055	\$ 1,006,216	\$ 9,449,394
EBITDAR	\$ 104,420	\$ 121,579	\$ 129,326	\$ 137,293	\$ 145,487	\$ 153,913	\$ 162,575	\$ 171,481	\$ 180,636	\$ 190,047	\$ 1,496,758
CUMULATIVE EBITDAR	\$ 512,787	\$ 634,366	\$ 763,692	\$ 900,985	\$ 1,046,473	\$ 1,200,385	\$ 1,362,960	\$ 1,534,442	\$ 1,715,078	\$ 1,905,125	
OPERATING MARGIN	10%	11%	12%	12%	13%	13%	14%	14%	15%	15%	13%
EBITDA	\$ 104,420	\$ 121,579	\$ 129,326	\$ 137,293	\$ 145,487	\$ 153,913	\$ 162,575	\$ 171,481	\$ 180,636	\$ 190,047	\$ 1,496,758
NET CASH FLOW (DEP & AMORT ADDED B/	\$ 104,420	\$ 121,579	\$ 129,326	\$ 137,293	\$ 145,487	\$ 153,913	\$ 162,575	\$ 171,481	\$ 180,636	\$ 190,047	\$ 1,496,758
CUMULATIVE NCF	\$ 104,420	\$ 225,999	\$ 355,325	\$ 492,618	\$ 638,106	\$ 792,018	\$ 954,593	\$ 1,126,075	\$ 1,306,711	\$ 1,496,758	

* All Sales and Use Taxes assumed to be a pass through, not shown for budget purposes

** Beginning Year Cash Balance - should be net of all Accounts Payable and other current payables

Approved by Owner/Agent:

GOLF OPERATIONS

	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total	
Total Rounds			260	3,635	7,815	7,540	7,540	6,725	6,814	4,030	840		44,800	
REVENUES														
Greens Fees	2001-2009 \$	- \$	- \$	16,843 \$	52,002 \$	122,045 \$	122,860 \$	122,860 \$	111,369 \$	94,354 \$	66,422 \$	12,591 \$	- \$	721,029
Cart Fees	2004-2008 \$	- \$	- \$	7,082 \$	19,934 \$	42,976 \$	42,670 \$	42,670 \$	37,896 \$	31,174 \$	22,820 \$	4,738 \$	- \$	251,420
Driving Range	2007-2009 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	-
Golf Cards/Passes	2014 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	-
Pro Shop Sales	2200-2210 \$	- \$	- \$	1,575 \$	4,594 \$	9,769 \$	9,825 \$	9,825 \$	8,831 \$	7,369 \$	5,288 \$	1,050 \$	- \$	58,125
Other Golf Revenues (club rental, handicap, locker, bag storage)	2211-2215 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	-
Clinic / School Revenue	2301-2304 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	-
TOTAL REVENUE	\$	- \$	- \$	25,600 \$	76,530 \$	174,189 \$	175,155 \$	175,155 \$	158,146 \$	132,893 \$	94,529 \$	18,379 \$	- \$	1,030,574
PRO SHOP COST OF SALES	\$	- \$	- \$	1,087 \$	3,170 \$	6,740 \$	6,779 \$	6,779 \$	6,094 \$	5,084 \$	3,648 \$	725 \$	- \$	40,106
GROSS INCOME GOLF OPERATIONS	\$	- \$	- \$	24,513 \$	73,360 \$	167,449 \$	168,375 \$	168,375 \$	152,052 \$	127,808 \$	90,881 \$	17,655 \$	- \$	990,468
LABOR														
Golf Operations Direct Labor	\$	6,923 \$	6,923 \$	9,811 \$	13,483 \$	24,605 \$	17,273 \$	17,273 \$	17,273 \$	14,063 \$	18,425 \$	9,383 \$	13,423 \$	168,838
Golf Operations Payroll Taxes	\$	692 \$	692 \$	981 \$	1,348 \$	2,450 \$	1,727 \$	1,727 \$	1,406 \$	1,842 \$	936 \$	1,342 \$	- \$	16,884
Golf Operations Medical / Health Benefits	\$	730 \$	730 \$	730 \$	730 \$	730 \$	730 \$	730 \$	730 \$	730 \$	730 \$	730 \$	730 \$	6,760
TOTAL GOLF OPERATIONS LABOR	\$	8,345 \$	8,345 \$	11,522 \$	15,561 \$	27,795 \$	19,730 \$	19,730 \$	19,730 \$	16,199 \$	20,997 \$	11,029 \$	15,495 \$	194,482
TOTAL GOLF OPERATIONS OTHER EXPENSES	\$	100 \$	100 \$	3,574 \$	1,370 \$	2,321 \$	1,903 \$	1,903 \$	1,710 \$	1,424 \$	1,065 \$	300 \$	100 \$	15,869
TOTAL GOLF OPERATIONS LABOR & EXPENSES	\$	8,445 \$	8,445 \$	15,096 \$	16,931 \$	30,116 \$	21,633 \$	21,633 \$	21,440 \$	17,623 \$	22,062 \$	11,329 \$	15,595 \$	210,351
NET INCOME FROM GOLF OPERATIONS	\$	(8,445) \$	(8,445) \$	9,416 \$	56,429 \$	137,333 \$	146,742 \$	146,742 \$	130,612 \$	110,185 \$	68,819 \$	6,326 \$	(15,595) \$	780,117

ROUNDS DISTRIBUTION													
MEMBER													
Weekend (Saturday, Sunday and Holidays)	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	2
Weekday (Monday - Friday, excluding Holidays)	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	
Total Member	100%												

DAILY FEE (Saturday, Sunday and Holidays)													
Season Rack	0%	0%	10%	10%	15%	15%	15%	15%	15%	15%	15%	15%	0%
Season Mid-Day	0%	0%	10%	10%	5%	5%	5%	5%	5%	5%	5%	5%	0%
Season Twilight	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Season Resident	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
9 hole resident	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
League resident	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Senior/Junior	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	0%
Senior/Junior 9 Holes	0%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%
9-Hole	0%	0%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	0%
Discount	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
9-Hole Special	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Leagues	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Comp/Employee	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Daily Fee Weekend Subtotal	0%	0%	32%	0%									
DAILY FEE (Monday - Friday, excluding Holidays)													
Season Rack	0%	0%	13%	13%	13%	13%	13%	13%	13%	13%	13%	13%	0%
Season Mid-Day	0%	0%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	0%
Season Twilight	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Season Resident	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
9 hole resident	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
League resident	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Senior/Junior	0%	0%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	0%
Senior/Junior 9 Holes	0%	0%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	0%
9-Hole	0%	0%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	0%
Discount	0%	0%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	0%
9-Hole Special	0%	0%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	0%
Leagues	0%	0%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	0%
Comp/Employee	0%	0%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Daily Fee Weekday Subtotal	0%	0%	68%	0%									
Total Daily Fee	0%	0%	100%	0%									

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GOLF ROUND ASSUMPTIONS, CONTINUED

NUMBER OF ROUNDS	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	TOTAL
MEMBER													
Weekend (Saturday, Sunday and Holidays)	0	0	0	0	0	0	0	0	0	0	0	0	0
Weekday (Monday - Friday, excluding Holidays)	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Member	0	0	0	0	0	0	0	0	0	0	0	0	0
DAILY FEE													
Weekend (Saturday, Sunday and Holidays)													
Season Rack	0	0	126	336	1,071	1,071	1,071	845	756	567	126	0	6,069
Season Mid-Day	0	0	126	336	357	357	357	315	252	189	42	0	2,331
Season Twilight	0	0	0	0	0	0	0	0	0	0	0	0	0
Season Resident	0	0	0	0	0	0	0	0	0	0	0	0	0
9 hole resident	0	0	0	0	0	0	0	0	0	0	0	0	0
League resident	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior/Junior	0	0	25	67	143	143	143	126	101	76	17	0	841
Senior/Junior 9 Holes	0	0	13	34	71	143	143	63	50	26	17	0	618
9-Hole	0	0	113	302	643	571	571	567	454	302	67	0	3,590
Discount	0	0	0	0	0	0	0	0	0	0	0	0	0
9-Hole Special	0	0	0	0	0	0	0	0	0	0	0	0	0
Leagues	0	0	0	0	0	0	0	0	0	0	0	0	0
Comp/Employee	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Weekend Subtotal	0	0	403	1,075	2,285	2,285	2,285	2,018	1,613	1,210	269	0	13,441
Weekday (Monday - Friday, excluding Holidays)													
Season Rack	0	0	164	437	928	928	928	819	655	491	109	0	5,459
Season Mid-Day	0	0	126	336	714	714	714	630	504	378	84	0	4,200
Season Twilight	0	0	0	0	0	0	0	0	0	0	0	0	0
Season Resident	0	0	0	0	0	0	0	0	0	0	0	0	0
9 hole resident	0	0	0	0	0	0	0	0	0	0	0	0	0
League resident	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior/Junior	0	0	126	336	714	714	714	630	504	378	84	0	4,200
Senior/Junior 9 Holes	0	0	36	101	214	214	214	189	151	113	25	0	1,259
9-Hole	0	0	126	336	714	714	714	630	504	378	84	0	4,200
Discount	0	0	126	336	714	714	714	630	504	378	84	0	4,200
9-Hole Special	0	0	63	168	357	357	357	315	252	189	42	0	2,100
Leagues	0	0	63	168	357	357	357	315	252	189	42	0	2,100
Comp/Employee	0	0	25	67	143	143	143	126	101	76	17	0	841
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Weekday Subtotal	0	0	857	2,285	4,815	4,815	4,815	4,284	3,427	2,578	571	0	28,559
Total Daily Fee	0	0	1,260	3,360	7,140	7,140	7,140	6,300	5,040	3,780	840	0	42,000
MEMBER ROUNDS	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Member Rounds	0	0	0	0	0	0	0	0	0	0	0	0	0
PUBLIC ROUNDS	42,000	0	1,260	3,360	7,140	7,140	7,140	6,300	5,040	3,780	840	0	42,000
Subtotal Public Rounds	42,000	0	1,260	3,360	7,140	7,140	7,140	6,300	5,040	3,780	840	0	42,000
OUTING ROUNDS	2,300	0	0	175	375	400	400	425	475	250	0	0	2,500
Subtotal Outing Rounds	2,300	0	0	175	375	400	400	425	475	250	0	0	2,500
TOTAL ROUNDS	0	0	1,260	3,535	7,515	7,540	7,540	6,725	5,515	4,038	840	0	44,500
	0%	0%	3%	8%	17%	17%	17%	15%	12%	9%	2%	0%	100%

GOLF RATE SCHEDULE

MEMBER				Tax Rate	0%	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Avg	

MEMBER				Tax Rate	0%	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Avg	

MEMBER				Tax Rate	0%	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Avg	

MEMBER				Tax Rate	0%	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Avg	

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GOLF REVENUES

GREENS FEES REVENUE	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total
MEMBER													
Weekend (Saturday, Sunday and Holidays)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Weekday (Monday - Friday, excluding Holidays)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Member Greens Fee Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DAILY FEE													
Weekend (Saturday, Sunday and Holidays)													
Season Rack	\$ -	\$ -	\$ 4,032	\$ 10,752	\$ 34,272	\$ 34,272	\$ 34,272	\$ 30,240	\$ 24,192	\$ 18,144	\$ 4,032	\$ -	\$ 194,208
Season Mid-Day	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Season Twilight	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Season Resident	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9 hole resident	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
League resident	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Senior/Junior	\$ -	\$ -	\$ 500	\$ 1,340	\$ 2,860	\$ 2,860	\$ 2,860	\$ 2,520	\$ 2,020	\$ 1,520	\$ 340	\$ -	\$ 16,820
Senior/Junior 9 Holes	\$ -	\$ -	\$ 182	\$ 476	\$ 994	\$ 2,002	\$ 2,002	\$ 682	\$ 700	\$ 1,064	\$ 238	\$ -	\$ 8,540
9-Hole	\$ -	\$ -	\$ 2,147	\$ 5,738	\$ 12,217	\$ 10,848	\$ 10,849	\$ 10,773	\$ 8,626	\$ 5,738	\$ 1,273	\$ -	\$ 68,210
Discount	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9-Hole Special	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Leagues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Comp/Employee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Weekend Daily Fee Greens Fee Revenue	\$ -	\$ -	\$ 6,881	\$ 16,306	\$ 50,343	\$ 49,983	\$ 49,983	\$ 44,415	\$ 35,536	\$ 26,466	\$ 5,883	\$ -	\$ 287,778
Weekday (Monday - Friday, excluding Holidays)													
Season Rack	\$ -	\$ -	\$ 4,428	\$ 11,799	\$ 26,056	\$ 25,056	\$ 25,056	\$ 22,113	\$ 17,685	\$ 13,257	\$ 2,943	\$ -	\$ 147,393
Season Mid-Day	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Season Twilight	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Season Resident	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9 hole resident	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
League resident	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Senior/Junior	\$ -	\$ -	\$ 1,890	\$ 5,040	\$ 10,710	\$ 10,710	\$ 10,710	\$ 9,450	\$ 7,560	\$ 5,870	\$ 1,260	\$ -	\$ 63,000
Senior/Junior 9 Holes	\$ -	\$ -	\$ 456	\$ 1,212	\$ 2,568	\$ 2,568	\$ 2,568	\$ 2,268	\$ 1,812	\$ 1,356	\$ 300	\$ -	\$ 15,188
9-Hole	\$ -	\$ -	\$ 2,268	\$ 6,048	\$ 12,852	\$ 12,852	\$ 12,852	\$ 11,340	\$ 9,072	\$ 6,804	\$ 1,512	\$ -	\$ 75,600
Discount	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9-Hole Special	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Leagues	\$ -	\$ -	\$ 1,040	\$ 2,772	\$ 5,891	\$ 5,891	\$ 5,891	\$ 5,198	\$ 4,158	\$ 3,118	\$ 683	\$ -	\$ 34,658
Comp/Employee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Weekend Daily Fee Greens Fee Revenue	\$ -	\$ -	\$ 10,882	\$ 26,671	\$ 57,077	\$ 57,077	\$ 57,077	\$ 50,369	\$ 40,287	\$ 30,208	\$ 6,708	\$ -	\$ 335,751
Subtotal Daily Fee Revenue	\$ -	\$ -	\$ 16,943	\$ 45,177	\$ 107,420	\$ 107,060	\$ 107,060	\$ 94,784	\$ 75,825	\$ 56,672	\$ 12,591	\$ -	\$ 623,529
OUTING	\$ -	\$ -	\$ -	\$ 6,825	\$ 14,625	\$ 15,600	\$ 15,600	\$ 16,575	\$ 16,825	\$ 9,750	\$ -	\$ -	\$ 97,500
TOTAL GREEN FEE REVENUE	\$ -	\$ -	\$ 16,943	\$ 52,002	\$ 122,045	\$ 122,660	\$ 122,660	\$ 111,359	\$ 94,350	\$ 66,422	\$ 12,591	\$ -	\$ 721,029

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GOLF REVENUES, CONTINUED

	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total
CART REVENUE													
Total Cart Rounds	0	0	504	1414	3006	3016	3016	2690	2208	1512	338	0	17,800
Average Cart Utilization	89%	#DIV/0!	40%	80%	40%	40%	40%	40%	40%	40%	40%	#DIV/0!	40%
Public Cart Utilization	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Member Cart Utilization	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Outing Cart Utilization	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
Public Cart Revenue	\$ -	\$ -	\$ 7,062	\$ 18,884	\$ 40,126	\$ 40,270	\$ 40,270	\$ 35,406	\$ 28,324	\$ 21,320	\$ 4,738	\$ -	\$ 238,420
Member Cart Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outing Cart Revenue	\$ -	\$ -	\$ -	\$ 1,050	\$ 2,250	\$ 2,400	\$ 2,400	\$ 2,550	\$ 2,850	\$ 1,500	\$ -	\$ -	\$ 15,000
TOTAL CART FEE REVENUE	\$ -	\$ -	\$ 7,062	\$ 19,934	\$ 42,376	\$ 42,670	\$ 42,670	\$ 37,956	\$ 31,174	\$ 22,820	\$ 4,738	\$ -	\$ 251,420
GOLF SHOP SALES													
Member	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public	\$ -	\$ -	\$ 1,575	\$ 4,200	\$ 8,925	\$ 8,925	\$ 8,925	\$ 7,875	\$ 6,300	\$ 4,725	\$ 1,050	\$ -	\$ 52,500
Outing	\$ -	\$ -	\$ -	\$ 394	\$ 844	\$ 900	\$ 900	\$ 956	\$ 1,059	\$ 563	\$ -	\$ -	\$ 5,825
TOTAL GOLF SHOP SALES	\$ -	\$ -	\$ 1,575	\$ 4,594	\$ 9,769	\$ 9,825	\$ 9,825	\$ 8,831	\$ 7,369	\$ 5,288	\$ 1,050	\$ -	\$ 58,125
RANGE REVENUE													
Avg Ball Bucket	Fee	\$ -											
Range utilization % of Daily Fee Rounds		0%											
Range Plan Members		0											
Range Plan Annual	Fee	\$ -											
TOTAL RANGE REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Range Plan Members >		0	0	0	0	0	0	0	0	0	0	0	0
ACTIVITY CARD AND PASS SALES													
Single Season Pass Holder	Cost per Card =>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18 hole Prepaid Round Card	Cost per Card =>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9 hole prepaid Round Card	Cost per Card =>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18 hole senior Round Card	Cost per Card =>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9 hole senior Round Card	Cost per Card =>	\$ 79	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL ACTIVITY CARD AND PASS SALES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER GOLF REVENUE													
Club Rental	Per rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Handicap Fees	Per person	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Locker Rentals	Per rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bag Storage	Per bag	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Golf Shop Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER GOLF REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CLINIC / SCHOOL REVENUE													
Schools	Per person	\$ -	Club %	0%	Participants								
Clinics	Per person	\$ -	Club %	0%	Participants								
Individual Lessons	Per person	\$ -	Club %	0%	Participants								
TOTAL CLINIC / SCHOOL REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL GOLF OPERATIONS REVENUE	\$ -	\$ -	\$ 25,600	\$ 76,530	\$ 174,188	\$ 175,155	\$ 175,155	\$ 158,146	\$ 132,893	\$ 94,529	\$ 18,379	\$ -	\$ 1,030,574

GOLF OPERATIONS EXPENSE

GOLF OPERATIONS

Total Pays for Month - All Departments	2	2	2	2	3	2	2	2	2	3	2	2	26
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GL CODE	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09			
Salary Labor															
- Director of Golf	12	\$ 84,000	Salary	5002-50	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 65,000	
- Manager - Retail	12	\$ -	Salary	5003-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Manager - Purchasing	12	\$ -	Salary	5004-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Head Professional	12	\$ 25,000	Salary	5101-50	\$ 1,923	\$ 1,923	\$ 1,923	\$ 1,923	\$ 1,923	\$ 1,923	\$ 1,923	\$ 1,923	\$ 1,923	\$ 25,000	
- First Assistant Professional	12	\$ -	Salary	5102-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Assistant Professional	12	\$ -	Hourly	5208-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Hourly Labor															
- Golf Shop Attendant (Weekly hours)	\$ 8.00	5209-50	\$ -	\$ -	\$ 1,280	\$ 2,560	\$ 4,800	\$ 3,200	\$ 3,200	\$ 3,200	\$ 2,560	\$ 2,880	\$ 1,280	\$ -	\$ 24,960
- Warehouse Stockperson (Weekly hours)	\$ 7.25	5210-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Merchandise Clerk (Weekly hours)	\$ 7.25	5211-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Cart Attendant (Weekly hours)	\$ 7.00	5212-50	\$ -	\$ -	\$ 448	\$ 1,680	\$ 4,200	\$ 2,800	\$ 2,800	\$ 2,800	\$ 1,680	\$ 1,680	\$ -	\$ 16,088	
- Range Attendant (Weekly hours)	\$ 7.25	5213-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Starters (Weekly hours)	\$ 7.25	5214-50	\$ -	\$ -	\$ 1,160	\$ 2,320	\$ 5,220	\$ 4,350	\$ 4,350	\$ 4,350	\$ 2,900	\$ 3,480	\$ 1,160	\$ 29,290	
- Course Advisors (Weekly hours)	\$ 7.25	5215-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Cart Mechanic (Weekly hours)	\$ 7.25	5216-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Bag Room Supervisor (Weekly hours)	\$ 7.25	5217-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Bag Room Attendant (Weekly hours)	\$ 7.25	5218-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Locker Room Attendant (Weekly hours)	\$ 7.25	5219-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Bonus Pool	10.00%	Director of Golf	5801-50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,500	\$ 6,500
Total Direct Labor Expense			\$ 6,923	\$ 6,923	\$ 9,611	\$ 13,483	\$ 24,605	\$ 17,273	\$ 17,273	\$ 17,273	\$ 14,063	\$ 18,425	\$ 9,363	\$ 13,423	\$ 168,838
- Benefits	# of People Covered: 0, Net Cost Per Month: \$ 895	5503-50	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 730	\$ 8,760
- Payroll Taxes	# of People Covered: 2, Net Cost Per Month: \$ 365	5502-50	\$ 692	\$ 692	\$ 981	\$ 1,348	\$ 2,460	\$ 1,727	\$ 1,727	\$ 1,727	\$ 1,406	\$ 1,842	\$ 938	\$ 1,342	\$ 16,884
TOTAL GOLF LABOR			\$ 8,345	\$ 8,345	\$ 11,522	\$ 15,561	\$ 27,785	\$ 19,730	\$ 19,730	\$ 19,730	\$ 16,199	\$ 20,897	\$ 11,029	\$ 15,495	\$ 194,482

Sylvan Glen
2010

GOLF OPERATIONS EXPENSE

Golf Operations Other Expenses	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total	
- Utilities - Electric	6001-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Utilities - Gas / Propane	6002-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Utilities - Water / Sewer	6003-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Phone - Cell	6004-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Phone - Telco Service	6005-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Utilities - Electric - Golf Cart	6006-50 \$	- \$	- \$	252 \$	707 \$	1,503 \$	1,508 \$	1,508 \$	1,345 \$	1,103 \$	808 \$	168 \$	8,900 \$	
- Supplies	6101-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Supplies - Cleaning	6102-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Supplies - Office	6103-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Supplies - Locker Room	6104-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Pro Shop Supplies and Fixtures	6105-50 \$	- \$	- \$	750 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	750 \$	
- Supplies - Scorecards & Pencils	6113-50 \$	- \$	- \$	1,000 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	1,000 \$	
- Building Maint & Repair	6201-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Equipment Maint & Repair - Fix	6202-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Equipment Maint & Repair - Preventative	6203-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Cart Repairs	6204-50 \$	100 \$	100 \$	100 \$	100 \$	100 \$	100 \$	100 \$	100 \$	100 \$	100 \$	100 \$	1,200 \$	
- Licenses, Fees & Permits	6301-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Towel Service	6401-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Education	6601-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Employee Meals	6602-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Employee Testing - Hiring	6603-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Relocation Expense	6604-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Training / Staff Development	6605-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Travel / Education	6606-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Uniforms	6607-50 \$	- \$	- \$	1,000 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	1,000 \$	
- Vehicle Mileage Expense	6608-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Help Wanted Ads	6609-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Equipment Rental	6801-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Golf Cart Rental	6802-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Gas / Diesel	7208-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Chamber / Organizational Dues	8012-75 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Miscellaneous	9000-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Driving Range Supplies (Balls, Mats, Dividers, etc)	9001-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Handicap	9002-50 \$	- \$	- \$	425 \$	425 \$	425 \$	- \$	- \$	- \$	- \$	- \$	- \$	1,275 \$	
- Pull Carts	9003-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Shipping - Merchandise	9004-50 \$	- \$	- \$	47 \$	138 \$	293 \$	295 \$	295 \$	265 \$	221 \$	158 \$	32 \$	1,744 \$	
- Starter Clubs	9005-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Tournaments & Events	9006-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Other	xxxx-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
- Other	xxxx-50 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	
TOTAL GOLF OPERATION EXPENSES	\$	100 \$	100 \$	3,574 \$	1,370 \$	2,321 \$	1,903 \$	1,903 \$	1,710 \$	1,424 \$	1,065 \$	300 \$	100 \$	15,869
TOTAL GOLF LABOR AND OTHER EXPENSES		\$8,445	\$8,445	\$15,096	\$16,931	\$30,116	\$21,633	\$21,833	\$21,440	\$17,623	\$22,062	\$11,329	\$15,595	210,351

\$ 0.50 Cost per Cart Round

3.00% of Shop Sales

GENERAL AND ADMINISTRATIVE EXPENSES

GENERAL AND ADMINISTRATIVE

Total Pays for Month	2	2	2	2	3	2	2	2	2	3	2	2	26
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Salary Labor	Months	AnnSal/Hrly	Salary / Weekly Hours	GL CODE	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	TOTAL
- General Manager	12	\$	Salary	5001-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
- Administrative	12	\$	Salary	5105-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
- Accountant	12	\$	Salary	5106-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
- Administrative	12	\$	40	5237-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
- Bookkeeper	12	\$	0	5233-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
- Housekeeper	12	\$	40	5234-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
- Bonus Pool	0.00%			5501-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Hourly Labor																	
- Houseman		\$10.00		5245-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
(Weekly Hours)					0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Labor Expense					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
# of People Covered					0	0	0	0	0	0	0	0	0	0	0	0	0
Net Cost Per Month					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
- Benefits	0	\$	895	5503-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
- Payroll Taxes	0	\$	365	5502-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
TOTAL GENERAL AND ADMINISTRATIVE LABOR					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

General and Administrative Other Expenses

	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	TOTAL				
- Utilities - Electric	8001-70	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 18,000				
- Utilities - Gas / Propane	8002-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Utilities - Water / Sewer	8003-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Phone - Cell	8004-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Phone - Telco Service	8005-70	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,200				
- Supplies	8101-70	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80	\$ 80	\$ 960				
- Supplies - Cleaning	6102-70	\$ 100	\$ 100	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 3,200				
- Supplies - Office	6103-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Building Maint & Repair	6201-70	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,200				
- Equipment Maint & Repair - Fix	6202-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Equipment Maint & Repair - Preventative	6203-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Licenses, Fees & Permits	6301-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- 401k Expense	6302-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Bank Fees	6303-70	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 1,500				
- Finance Charges	6304-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Credit Card Fees	6305-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Legal / Accounting / Professional Fees	6307-70	\$	\$	\$ 348	\$ 1,041	\$ 2,369	\$ 2,382	\$ 2,382	\$ 2,151	\$ 1,807	\$ 1,286	\$ 250	\$ 14,016				
- Management Central Services	6308-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Management Incentive	6309-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Organization Costs	6310-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Special Project Management Fees	6311-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Liquor License	6312-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- BCG Management	6402-70	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000				
- Payroll Processing	6403-70	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500				
- Outside Services	6404-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Clubhouse Cleaning Service	6405-70	\$ 680	\$ 680	\$ 680	\$ 680	\$ 680	\$ 680	\$ 680	\$ 680	\$ 680	\$ 680	\$ 680	\$ 8,160				
- Garbage Removal	6406-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Pest Control	6407-70	\$ 120	\$ 120	\$ 120	\$ 120	\$ 120	\$ 120	\$ 120	\$ 120	\$ 120	\$ 120	\$ 120	\$ 1,440				
- Security	6501-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- IT Support	6502-70	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 2,000				
- Computer Supplies / Equipment	6503-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Software	6504-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Internet Access / VPN	6505-70	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 54	\$ 648				
- TV / Cable or Dish	6506-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- POS System Hardware	6507-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Education	6601-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Employee Meals	6602-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Employee Testing - Hiring	6603-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Relocation Expense	6604-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Training / Staff Development	6605-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Travel / Education	6606-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Uniforms	6607-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Vehicle Mileage Expense	6608-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Help Wanted Ads	6609-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Management Travel - Corp Staff	6610-70	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 417	\$ 5,000				
- Management Travel - Onsite Staff	6611-70	\$ 117	\$ 117	\$ 117	\$ 117	\$ 117	\$ 117	\$ 117	\$ 117	\$ 117	\$ 117	\$ 117	\$ 1,400				
- Equipment Rental	6801-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Portable Toilets	6803-70	\$	\$	\$	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 1,400				
- Trailer Rental	6804-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- GPS Equipment Leases - Operating Leases	7303-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Insurance - Property and Casualty	7401-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Insurance - Workmen's Comp	7402-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Taxes - Leasehold - GET	7403-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Taxes - Personal Property	7404-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Taxes - Real Estate	7405-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Miscellaneous	9000-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Copier / Fax Lease	9008-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Postage	9009-70	\$ 50	\$ 50	\$ 50	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 50	\$ 3,400				
- Promotional Accounts	9010-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Short Term Disability	9011-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Other	xxxx-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Other	xxxx-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
- Other	xxxx-70	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$				
TOTAL OTHER GENERAL AND ADMINISTRATIVE EXPENSES					\$ 10,046	\$ 10,046	\$ 11,294	\$ 11,936	\$ 13,264	\$ 13,278	\$ 13,278	\$ 13,046	\$ 12,703	\$ 12,181	\$ 10,295	\$ 10,046	\$ 145,412
TOTAL GENERAL AND ADMINISTRATIVE LABOR AND OTHER EXPENSES					\$ 10,046	\$ 14,046	\$ 11,294	\$ 11,936	\$ 13,264	\$ 13,278	\$ 13,278	\$ 13,046	\$ 12,703	\$ 12,181	\$ 10,295	\$ 10,046	\$ 145,412

SALES AND MARKETING EXPENSE

SALES AND MARKETING

Months	Ann Salary	Choose Commission Structure
12	\$ -	Sales Commissions
0.00%	Membership Fees %	- OR -
Membership Tab	Sales Commissions	Per Member

Months	Ann Salary	Choose Commission Structure
12	\$ -	Sales Commissions
0.00%	Outing Revenues %	- OR -
\$0.00	Sales Commissions	Per Round

# of People Covered	Cost Per Month	Family
0	\$ 895	Family
0	\$ 365	Single
	10.0%	

Total Pays for Month	2	2	2	2	3	2	2	2	2	3	2	2	26
GL CODE	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	TOTAL
5301-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5402-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5402-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5302-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5401-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5401-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5503-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5502-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5502-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Sales and Marketing Other Expenses

- Phone - Cell	6002-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Phone - Telco Service	6003-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Supplies	6101-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Supplies - Office	6103-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Licenses, Fees & Permits	6301-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Education	6601-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Employee Meals	6602-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Employee Testing - Hiring	6603-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Relocation Expense	6604-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Training / Staff Development	6605-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Travel / Education	6606-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Uniforms	6607-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Vehicle Mileage Expense	6908-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Help Wanted Ads	6909-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Advertising - Print	8001-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Advertising - Yellow Pages	8002-75	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99	\$ 99
- Advertising - Electronic	8003-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Advertising - Display	8004-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Direct Mail	8005-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ 1,400
- Broadcast E-mail	8006-75	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 67	\$ 804
- Web Site	8007-75	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,200
- Graphic Design	8008-75	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 2,880
- Collateral Materials	8009-75	\$ -	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
- Newsletter	8010-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Photography	8011-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Chamber / Organizational Dues	8012-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Special Promotions / Events	8013-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ 600
- Membership Programs	8014-75	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ 800
- Sales Management	8015-75	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 1,320
- Reservation / POS System	8016-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Reservation Fees	8017-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- CX Evaluations - Mystery Shops	8018-75	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ -	\$ -	\$ -	\$ 1,600
- CX Technology - CRM	8019-75	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 996
- CX Initiatives	8020-75	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 83	\$ 996
- Contingency	8021-75	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 900
- Miscellaneous	9000-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Other	xxxx-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Other	xxxx-75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

GL CODE	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total
	\$ 782	\$ 1,782	\$ 1,782	\$ 1,182	\$ 1,584	\$ 1,484	\$ 1,184	\$ 3,484	\$ 1,082	\$ 782	\$ 782	\$ 782	\$ 16,692
Total Sales and Marketing Other Expenses	\$ 782	\$ 1,782	\$ 1,782	\$ 1,182	\$ 1,584	\$ 1,484	\$ 1,184	\$ 3,484	\$ 1,082	\$ 782	\$ 782	\$ 782	\$ 16,692
TOTAL SALES AND MARKETING LABOR AND OTHER EXPENSES	\$ 782	\$ 1,782	\$ 1,782	\$ 1,182	\$ 1,584	\$ 1,484	\$ 1,184	\$ 3,484	\$ 1,082	\$ 782	\$ 782	\$ 782	\$ 16,692

% of Gross Revenue 1.69%

EXHIBIT C
RECREATION SERVICE AGREEMENT



**RECREATION SERVICE AGREEMENT
between Independent Providers and the
CITY OF TROY PARKS AND RECREATION DEPARTMENT**

This Agreement is made on this 1st day of March, 2010 between the City of Troy Parks and Recreation Department, a Michigan municipal corporation, herein called the City, and Paul Toski, Sanctuary Lake Golf Academy (#138481) whose principal offices are located at 675 Bay Pointe Dr., Oxford, MI 48371.

Phone Academy 248-619-7668 Cell 248-563-3561, hereinafter called the Contractor. In consideration of mutual covenants and agreements contained herein, it is agreed by and between the parties that the City shall retain the Contractor and that the Contractor is and agrees to act as an independent contractor for the City under the following terms and conditions.

- The duty of the Contractor shall be to provide the following services and or equipment: Teach Junior Golf Lessons to Troy Sports Camp participants and Junior Golf League.
- The services and/or equipment shall be provided as follows: Facility, golf bay and balls for each student. Sports Camp Classes are for a series of 5 two and half hour lessons/ week. Golfers receive basic instruction Monday – Wednesday and on Thursday fun contests and on course instruction at Sanctuary Lake. Friday golfers play a tournament. Tee off at 7:00 a.m. June 23-25, 2010, June 28-July 2, 2010, July 12-16, 2010, July 19-23, 2010, July 26-30, 2010, August 2-6, 2010, Aug 9-13, 2010, August 16-20, 2010 for ages 7-13. Times will be 8:30-11:00 a.m. Half day camp- 4 hrs. Golf Camp: June 28-July 2, July 12-16, July 19- 23, Aug 2-6. Aug 9-13, 2010, Ages 12-18. Times 1-5 p.m.

Jr. Golf League begins June 22, 2010 for 9 weeks. Instruction will be provided at 6:45 am- 8:30 am to league participants (players will be given 1 week off for vacations).

- In fulfilling the requirements, the Contractor shall supply qualified instructors, whose credentials are recognized in the profession.
- The instructor to student ratio shall not exceed 1:10. Minimum class size shall be 10. Maximum of 30 golfers and 20 golfers.
- The Contractor shall control the classes in terms of direction, objectives and functions as reflected in the proposal (attach copy).
- In the event of class cancellation, the Contractor shall make a good faith effort to notify the City as soon as possible. Instructors remain responsible for performing canceled sessions. As the situation dictates, substitutive meeting(s) shall be scheduled or fees refunded.
- This contract is non-delegable and non-assignable. It binds the heirs, successors, executors and administrators of the parties hereto.
- This contract is not exclusive. The City retains its right to hire other contractors to provide similar services.
- The Contractor agrees not to compete in the City of Troy during the duration of the agreement.
- Class lists shall remain the property of the City and shall not be used by the Contractor for purposes other than attendance and counting. Contractor hereby agrees not to use said class lists for either mail or advertisement purposes.
- All funds and fees shall be collected by the City.
- The refund policy shall be determined by the City, as set forth in current advertisements and brochures and is part of this agreement.
- This agreement is contingent on the course being self-supporting through enrollments.
- The City agrees to pay the Contractor as follows: Contractor will receive sports camp ½ day pm camp total cost \$250; \$125 to Paul Toski, greens fees paid to Sanctuary Lake \$15/player and Parks and Rec receives \$110. (P&R incurs give away costs not to exceed \$10/participant) Sports Camp 2.5 hrs total cost \$131; \$65 / to Paul Toski, or the \$100; \$39 to Paul Toski, Greens Fees to Sanctuary Lake \$15, to Parks and Recreation \$ 54, Jr. Golf League Total Cost \$201 3,6,9 hole league or \$241 18 hole league less \$35 to Paul Toski, \$15 greens fee 3, 6, 9, 18 holers paid to Sanctuary Lake. for the services described in paragraphs 1 and 2 herein above. Payments shall be made in the following manner: Invoice Parks and Recreation at the end of each session and a check will be cut thereafter.
- The deadline to submit program description, instructor names, lesson plans, or brochure copy is ASAP.
- All amendments to this agreement shall be in writing.
- This contract shall become effective on the date first above herein written and shall terminate 1st day of September 2010 or at the will of the City based on cause as determined by the Director of Parks and Recreation. The Director's decision shall be final.
- The Contractor recognizes the fixed duration of this agreement and that he or she has no expectation of a continued relationship with the City in any capacity beyond the expiration of this agreement.
- In accordance with the Americans With Disabilities Act, all programs, within reason, must be accessible to persons with disabilities. Contractors shall accept persons with disabilities into their programs and will work with the City to provide reasonable modifications and adaptations.
- The total agreement between the Contractor and the City is reflected in this writing.
- Copies of this Agreement shall also have full force and effect.

IN WITNESS WHEREOF the parties have executed this agreement on the day and date first above written.

WITNESS: <u>Paul Toski</u> Print Name	CONTRACTOR: <u>SANCTUARY LAKE GOLF ACADEMY</u> Company
Signature _____	Print Name: <u>Paul Toski</u>
Date: _____	Signature <u>Paul Toski</u>
	Date: <u>3-5-2010</u>

TROY PARKS AND RECREATION DEPARTMENT

WITNESS Print name <u>Stu Alderman, Superintendent of Recreation</u>	Print Name <u>Barbara Rupas, Recreation Supervisor</u>
Signature <u>[Signature]</u>	Signature <u>[Signature]</u>
Date <u>3/5/10</u>	Date <u>3/5/10</u>



**RECREATION SERVICE AGREEMENT
Between Independent Providers and the
CITY OF TROY PARKS AND RECREATION DEPARTMENT**

This Agreement is made on this 10th day of May 2010 between the City of Troy Parks and Recreation Department, a Michigan municipal corporation, herein called the City, and Paul Toski, hereinafter called the Contractor. In consideration of mutual covenants and agreements contained herein, it is agreed by and between the parties that the City shall retain the Contractor and that the Contractor is and agrees to act as an independent contractor for the City under the following terms and conditions.

1. The duty of the Contractor shall be to provide the following services and/or equipment: To provide teaching services for the City of Troy Golf Division.
2. The services and/or equipment shall be provided as follows
3. In fulfilling the requirements, the Contractor shall supply qualified instructors, whose credentials are recognized in the profession.
4. The City of Troy will furnish the Contractor with range balls, office space and a phone line at Sanctuary Lake Golf Course.
5. The Contractor shall control the classes in terms of direction, objectives and functions as reflected in the proposal (attach copy).
6. In the event of class cancellation, the Contractor shall make a good faith effort to notify the City as soon as possible. Instructors remain responsible for performing canceled sessions. As the situation dictates, substitutive meeting(s) shall be scheduled or fees refunded.
7. This contract is non-delegable and non-assignable. It binds the heirs, successors, executors and administrators of the parties hereto.
8. This contract is not exclusive. The City retains its right to hire other contractors to provide similar services.
9. The refund policy shall be determined by the City, as set forth in current advertisements and brochures and is part of this agreement.
10. This agreement is contingent on the course being self-supporting through enrollments.
11. The Contractor agrees to pay the City for all lessons and classes booked through the Contractor as follows: 25% of gross receipts for all services in paragraphs 1 and 2 herein above. Payments shall be made in the following manner: By the 10th of each month, for all revenues generated from the previous month along with a detailed report of all sales.
12. The City agrees to pay the Contractor for all classes booked through the Parks and Recreation as follows: Total of gross receipts less 25% for all services described in paragraphs 1 and 2 herein above. Payments shall be made in the following manner: By invoice at the conclusion of each clinic.
13. All amendments to this agreement shall be in writing.
14. This contract shall become effective on the date first above herein and shall terminate 31 day of December 2010 or at the will of the City of Troy based on cause as determined by the Director of Parks and Recreation. The Director's decision shall be final.
15. The Contractor recognizes the fixed duration of this agreement and that he or she has no expectation of a continued relationship with the City in any capacity beyond the expiration of this agreement.
16. In accordance with the Americans with Disabilities Act, all programs, within reason, must be accessible to persons with disabilities. Contractors shall accept with disabilities into their programs and will work with the City to provide reasonable modifications and adaptations.
17. The total agreement between the Contractor and the City is reflected in this writing.
18. Copies of this agreement shall also have full force and effect.

IN WITNESS WHEREOF the parties have executed this agreement on the day and date first above written.

WITNESS: Aaron Spataro
Print Name
Signature: [Signature]
Date: 5-10-2010

CONTRACTOR: SANCTUARY LAKE GOLF ACADEMY
Company
Print Name: PAUL TOSKI
Signature: [Signature]
Date: 5-10-2010

TROY PARKS AND RECREATION DEPARTMENT

WITNESS E. Taine S. BO
Print name
Signature: [Signature]
Date: 5-11-10

Print Name: Carol K. Anderson
Signature: [Signature]
Date: 5/11/10

EXHIBIT D
INSURANCE CERTIFICATE

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YY)

PRODUCER Complete Sample Certificate	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
INSURERS AFFORDING COVERAGE	
INSURED Complete	INSURER A: XYZ Company INSURER B: ABC Company INSURER C: INSURER D: INSURER E:

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
A	GENERAL LIABILITY	0001	XX-XX-XX	XX-XX-XX	EACH OCCURRENCE	\$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY				FIRE DAMAGE (Any one fire)	\$
	<input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR				MED EXP (Any one person)	\$
	<input checked="" type="checkbox"/> Additional Insured - City of Troy - use wording below				PERSONAL & ADV INJURY	\$ 1,000,000
	<input checked="" type="checkbox"/> Annual Contract Aggregate Limit				GENERAL AGGREGATE	\$ 1,000,000
GEN'L AGGREGATE LIMIT APPLIES PER:					PRODUCTS - COMP/OP AGG.	\$ 1,000,000
<input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC						
A	AUTOMOBILE LIABILITY	0002	XX-XX-XX	XX-XX-XX	COMBINED SINGLE LIMIT (Ea accident)	\$ 500,000
	<input checked="" type="checkbox"/> ANY AUTO				BODILY INJURY (Per person)	\$
	<input type="checkbox"/> ALL OWNED AUTOS				BODILY INJURY (Per accident)	\$
	<input type="checkbox"/> SCHEDULED AUTOS				PROPERTY DAMAGE (Per accident)	\$
	<input checked="" type="checkbox"/> HIRED AUTOS				AUTO ONLY - EA ACCIDENT	\$
<input checked="" type="checkbox"/> NON-OWNED AUTOS	OTHER THAN EA ACC	\$				
					AUTO ONLY: AGG	\$
A	EXCESS LIABILITY	0005	XX-XX-XX	XX-XX-XX	EACH OCCURRENCE	\$ 1,000,000
	<input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE				AGGREGATE	\$ 1,000,000
	<input type="checkbox"/> DEDUCTIBLE					\$
	<input type="checkbox"/> RETENTION \$					\$
						\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	0003	XX-XX-XX	XX-XX-XX	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER	
	E.L. EACH ACCIDENT				\$ 100,000	
	E.L. DISEASE - EA EMPLOYEE				\$ 100,000	
	E.L. DISEASE - POLICY LIMIT				\$ 500,000	
A	OTHER	0004	XX-XX-XX	XX-XX-XX	Limit \$1,000,000	
	Liquor Liability					

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

Additional Insured under General Liability and Excess Liability: City of Troy including Architects and Engineers, all elected and appointed officials, all employees and volunteers, boards, and commissions and/or authorities and their board members, employees and volunteers on ISO Form B or broader. Herbicide and Pesticide Pollution (EIL) Liability Coverage should also be provided.

CERTIFICATE HOLDER	Y	ADDITIONAL INSURED; INSURER LETTER: <u>A</u>	CANCELLATION
City of Troy 500 W. Big Beaver Rd. Troy, MI 48084		SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT.	
		AUTHORIZED REPRESENTATIVE	

EXHIBIT E
AGREEMENT BETWEEN CITY OF TROY AND KOSCH

AGREEMENT RENEWAL

FOOD SERVICE AT SANCTUARY LAKE GOLF COURSE

THIS AGREEMENT RENEWAL is entered into between the CITY OF TROY, 500 W. Big Beaver Road, Troy, Michigan 48084, hereinafter referred to as the "CITY", and KOSCH SPECIAL EVENTS, L.L.C., a Michigan Limited Liability Company, whose address is 324 East Rochester Road, Rochester, Michigan 48307, hereinafter referred to as "OPERATOR";

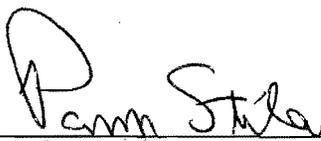
The CITY and OPERATOR agree to renew the Agreement - Food Service at Sanctuary Lake Golf Course - for a two (2) year period as set out in Paragraph 18 of the Agreement as follows:

1. The Agreement – Food Service at Sanctuary Lake Golf Course – dated April 16, 2007 which includes any attachments to the Agreement, the Request for Proposal #06-61, General Specifications and attachments to the Request for Proposal and the OPERATOR'S Response to Request for Proposal are incorporated as thought fully set out herein.
2. Both parties hereby mutually agree to exercise the option to renew the entire contract for an additional two (2) years under the terms and conditions set out in that Agreement, unless terminated by the CITY for any reason upon thirty (30) days written notice sent by certified mail, return receipt requested, to OPERATOR as its last known address set forth herein or at such address as the OPERATOR may provide in writing from time to time. Any such notice shall be deemed to have been received five (5) days subsequent to mailing.

3. If there is a conflict between this Agreement Renewal and the Agreement, the Agreement Renewal shall control.

IN WITNESS WHEREOF, CITY and OPERATOR have executed this Agreement on this 15th day of March 2010.

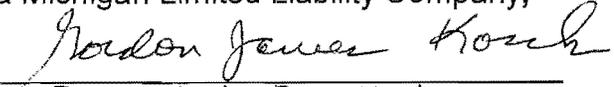
WITNESSES:



Pam Stiles

OPERATOR

KOSCH SPECIAL EVENTS, L.L.C.,
a Michigan Limited Liability Company,



Gordon James Kosch
President

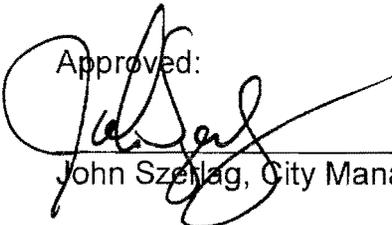
(Title)

CITY OF TROY

BY: 
Mayor Louise E. Schilling


Tonni Bartholomew, City Clerk

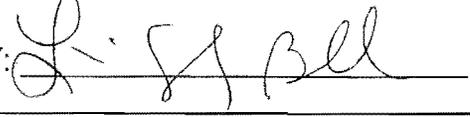
Approved:



John Szeklag, City Manager

RESOLUTION NUMBER: 2010-03-070-I-4e

APPROVED AS TO FORM AND LEGALITY:

BY: 

Lori Bluhm, City Attorney

ATTEST: 

Tonni Bartholomew, City Clerk

**VERSION A: INCORPORATING LIQUOR ADVISORY COMMITTEE'S
RECOMMENDATION**

**ADDENDUM TO AGREEMENT FOOD SERVICE AT SANCTUARY LAKE GOLF
COURSE**

THIS AGREEMENT entered into on March 17th, 2008, between the CITY OF TROY, a Michigan Municipal Corporation, whose address is 500 W. Big Beaver Road, Troy Michigan, 48084, hereinafter referred to as the "City," and Kosch Special Events, L.L.C., a Michigan Limited Liability Company, whose address is 1450 E. South Street, Troy Michigan 48085, as the Food Service Provider for Sanctuary Lake Golf Course, hereinafter referred to as the "Operator";

RECITALS

- A. On April 16, 2007, The City and Operator executed an agreement entitled: *Agreement Food Service At Sanctuary Lake Golf Course*. Pursuant to Paragraph 8, section (D) of this agreement, "The Operator agrees that there shall be no sales of alcohol on the Sanctuary Lake Golf Course proper, but that the Operator, if licensed to do so by the Michigan Liquor Control Commission, may sell up to two beers per golfer at the Club House or the Outside Grill, which the golfer can then take onto the golf course for consumption."
- B. On March 17, 2008 the Troy City Council approved an amendment to Chapter 30, Golf Courses, of the City Code of Ordinances that authorizes the City's sub-contractor to sell alcoholic beverages on the City's golf courses.
- C. Operator desires to serve alcoholic beverages on the Sanctuary Lake Golf Course proper through use of a beverage cart.

NOW, THEREFORE, the City and Operator agree to the following terms and conditions as an addendum to the *Agreement Food Service At Sanctuary Lake Golf Course*:

1. Definitions. The following terms in this Addendum to the Agreement are defined as follows:
 - A. "Alcoholic beverages" shall mean beer, wine, and other alcoholic beverages that contain less than 21% of alcohol by volume.
 - B. "Golf Course" shall mean Sanctuary Lake Golf Course.
2. Sale of Alcoholic Beverages
 - A. Paragraph 8 section (D) of *Agreement Food Service At Sanctuary Lake Golf Course* is hereby deleted, as of the effective date of amendments to Chapter 30 of the City of Troy Ordinances that allow for the sale of alcohol on the Golf Course proper.

- B. Effective as of the date of the above referenced amendments to Chapter 30, Operator, as the City's subcontractor, shall be permitted to sell alcoholic beverages on the Golf Course proper through use of one (1) beverage cart, which shall be purchased or leased by the Operator.

3. Revenue Plan and Return Schedule

- A. The revenue plan and return schedule as set forth in the April 16, 2007 executed agreement remains the same. All monies received from the operation of the beverage cart will be paid to Operator.
- B. The revenue generated from the beverage cart sales shall become part of the Operator's gross revenue.

4. Other

- A. The Operator is ultimately responsible for compliance with all federal, state and local laws related to the sale, distribution, use, or possession of alcohol, and the administrative rules, procedures, and guidelines as provided by the Michigan Liquor Control Commission including, but not limited to, obtaining or maintaining the necessary license(s) or permit(s), which allow for the operation of the beverage cart on the Golf Course.
- B. Any employee operating the beverage cart must be trained to operate it in a safe manner. The operator or restaurant manager will train all operators of the beverage cart. The operator shall keep records of all training, and shall make such records available for review by the City upon request.
- C. The Operator has the responsibility of determining the routing and hours of operation for the beverage cart. However, the City may adjust the routing or hours of operation in the event of severe weather or other environmental conditions after consultation with the Operator.
- D. Storage of the beverage cart is the sole responsibility of the Operator. If the Operator chooses, the Operator may store the beverage cart with the golf carts during the golf season. Off season, the Operator is responsible for beverage cart storage. Storage of the beverage cart inventory is also the sole responsibility of the Operator. The City has no liability or responsibility for damages to the beverage cart during storage.
- E. Operator shall offer sandwiches, snacks, water and other nonalcoholic beverages in addition to alcoholic beverages, for sale on the beverage cart.
- F. It is understood that the purchase of the beverage cart is an investment with unknown return. Therefore, should the City cancel or otherwise terminate the ability of the operator to sell alcoholic beverages on the course without just cause before the end of the golf season in the year

2010, the City will purchase and take possession of the beverage cart. This does not including food and beverage inventory, which is the sole responsibility of the Operator. The cost for the beverage cart will be the Operator's documented cost of acquisition minus depreciation based on the rules and regulations published by the IRS Act 1986 as amended. The Operator shall also have the discretion to remove the cart and waive payment as set out herein. If the City purchases the beverage cart, then payment shall be made within 60 days after receipt of documentation setting forth the Operator's cost, minus depreciation. Should the Operator lease the beverage cart, the City will have no obligation under this section.

- G. The City does not make any guarantee of player load or other guarantee of revenue.
- H. All other terms of the April 16, 2007 executed agreement remain in effect, and are incorporated herein by reference.
- I. This agreement shall commence on April 1, 2008 or as soon as reasonably possible after that date.

IN WITNESS WHEREOF, the parties hereto have executed this Addendum Agreement as of the day and year first above written.

CITY OF TROY, a Michigan Municipal Corporation

By: Louise E. Schilling
Louise E. Schilling, Mayor

By: Tonni Bartholomew
Tonni Bartholomew, City Clerk

STATE OF MICHIGAN)

)ss

COUNTY OF OAKLAND

The foregoing instrument was acknowledged before me on March 17th, 2008 by Louise E. Schilling, the Mayor of the City of Troy, a Michigan municipal corporation, on behalf of the corporation.

Laura Campbell
Notary Public, Oakland County, Michigan

My commission expires: 09/25/2011

LAURA CAMPBELL
Notary Public, Oakland County, MI
My Commission Expires 9/25/2011
Acting in Oakland County

STATE OF MICHIGAN)

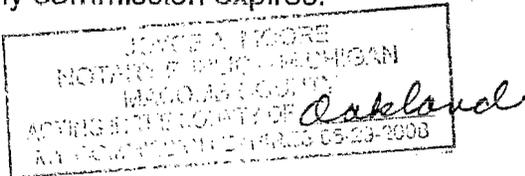
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COUNTY OF OAKLAND

The foregoing instrument was acknowledged before me on Gordon James Kosch,
March 20, 2008 by ~~Tonni L. Bartholomew, the City Clerk of the City of Troy,~~
a Michigan municipal corporation, on behalf of the corporation the partner of Kosch Special

Events, L.L.C., a Michigan Limited Liability Company,
Notary Public, Oakland County, Michigan

My commission expires:



Kosch Special Events L.L.C., a

Michigan Limited Liability Company

By: Gordon James Kosch
Its: Partner

STATE OF MICHIGAN)

)ss

COUNTY OF OAKLAND)

The foregoing instrument was acknowledged before me on
March 17th, 2008 by Tonni L. Bartholomew,
~~the City Clerk of the City of Troy~~ of ~~Kosch Special Events, L.L.C., a Michigan~~
~~Limited Liability Company~~ Municipal corporation, on behalf of the corporation.

Laura Campbell
Notary Public, Oakland County, Michigan

My commission expires: 09/25/2011

LAURA CAMPBELL
Notary Public, Oakland County, MI
My Commission Expires 9/25/2011
Acting in Oakland County

AGREEMENT
FOOD SERVICE AT SANCTUARY LAKE GOLF COURSE

THIS AGREEMENT entered into on April 16, 2007, between the CITY OF TROY, 500 W. Big Beaver Road, Troy, Michigan 48084, hereinafter referred to as the "City", and Kosch Special Events, L.L.C., a Michigan Limited Liability Company, whose address is 1450 E. South Street, Troy, Michigan 48085, as the Food Service Provider for Sanctuary Lake Golf Course, hereinafter referred to as the "Operator";

WITNESSETH:

In consideration of the City granting to the Operator the exclusive privilege and right of conducting the sale of food, beverages including alcoholic beverages, vending machines, and catering rights for golf outings, the parties agree as follows:

1. REVENUE PLAN, COMMENCEMENT DATE AND RETURN SCHEDULE:

The Operator agrees to pay the City five (5%) percent of gross revenue over \$125,000.00 and seven and one-half (7 ½ %) percent of gross revenue over \$150,000.00 annually.

The Agreement shall commence on May 1, 2007, or as soon as reasonably possible after that date. The return schedule shall be firm for the entire Agreement period.

The golf course is in operation for eight (8) months from April 1st to November 30th each year. In 2007 and thereafter, the Operator shall pay the City

the payments under this agreement by the 31st day of December in the calendar year the revenue was received by Operator.

2. **USE OF KITCHEN AND LIMITATIONS**: The Operator shall provide a food/beverage service to all users of the Sanctuary Lake Golf Course. The Operator shall be the exclusive caterer of commercially prepared food/beverages served at the golf course. The Operator's services shall include preparation, delivery, and clean up of food and/ or beverages.

Operator shall purchase and install protective weather screening for the patio area of the outside grill at Operator's expense. The protective weather screening material and design must first be approved by the Parks and Recreation Director or her designee. The protective weather screening shall become the property of the City as a fixture after installation. Methods of attachment shall be pre-approved by the Parks and Recreation Director or her designee.

3. **GROUP GOLF PACKAGES**: User groups that wish to have food/beverages catered for their golf outings shall make arrangements, including payment, directly with the Operator. The City and Operator will coordinate outings and provide package pricing, including golf and food service to customers. The Parks and Recreation Director, or her designee, shall approve the pricing on golf packages and the dates available for the scheduling of golf package outings. Customers may pay either party for these events. The party receiving payment will pay the amount designated on the group package pricing for the other party's portion of the food/beverage service or golf fees. Payment of

the amounts for the other party's services shall be made within one (1) month of receipt of payment by the other party.

4. **HOURS OF OPERATION**: The operating schedule for the Sanctuary Lake Golf Course Food Service shall be as follows, unless the Parks & Recreation Director, or her designee, unilaterally amends the schedule based on changed conditions and provides written notice to the Operator:

MINIMUM OPENING DATES AND TIMES

April 1st – April 21st:	Monday thru Sunday 7:30 am
April 22nd – May 16th:	Monday thru Sunday 7:00 am
May 17th – June 6th:	Monday thru Sunday 6:30 am
June 7th – September 5th:	Monday thru Friday 6:30 am Saturday and Sunday 6:00 am
August 23rd – September 5th:	Monday thru Sunday 6:30 am
September 6th – September 26th:	Monday thru Sunday 7:00 am
September 27th – November 15th:	Monday thru Sunday 7:30 am

Closing time shall be no earlier than one (1) hour after sunset.

Note: Opening dates and times are subject to change to meet user demand. The City shall unilaterally determine opening dates and times. The Parks and Recreation Director, or her designee, will notify Operator within 72 hours of opening dates and times.

4. **OPERATING TIMES FOR OUTSIDE GRILL AND BEVERAGE CART**

Beverage carts are expected to be open and running daily. The outside grill is to be open for special events and at other times when warranted. The Parks and Recreation Director, or her designee, shall have the discretion to

determine hours of operation. The Parks and Recreation Director, or her designee, shall provide Operator with a schedule of hours of operation prior to the effective date of the Agreement. Upon agreement with the Director of Golf, the schedule may be changed due to weather and/or special circumstances.

Operator shall have the option to assume the responsibility of vending machines on the Sanctuary Lake Golf Course property during the normal golf season, including, but not limited to, contracting with vendors, maintaining the vending machines and collecting any fees for the operation of the vending machines, except that the Parks and Recreation Director, or her designee, shall have the sole discretion as to where the vending machines may be placed on the property. If the Operator notifies the Parks and Recreation Director that it does not desire to handle vending machines on the Sanctuary Lake Golf Course, the City shall have sole authority to bid out, contract for or in any other way manage vending machine on the property.

5. **MAINTENANCE OF PREMISES:** The Operator shall maintain the interior of the kitchen/bar/dining area, vending area(s), outside food service area, inside rest rooms, and all adjacent areas in a clean and neat manner and in compliance with all City ordinances, State law and applicable health codes, standards and regulations. The Operator shall maintain the trash receptacles in all kitchen/bar/restroom/dining areas and be responsible for trash removal to the dumpsters. The Operator is responsible for cleaning all equipment and reporting any type of mechanical problem with the equipment or the facilities to the Parks and Recreation Department.

6. **OPERATOR'S EMPLOYEES:** The Operator shall provide appropriate uniforms and name badges for its employees and shall require that all employees maintain themselves and their uniforms in a clean and neat manner. The Operator is responsible for all wages, benefits or any other condition of employment for Operator's employees, and acknowledges that its employees have no employment relationship with the City. The City shall have the right to mandate that the Operator terminate an employee for inappropriate behavior. All employees serving alcoholic beverages shall do so within the guidelines of the State of Michigan Liquor Laws and may be terminated due to violations of state and local law.

7. **INSPECTION AND REPAIRS:** The City shall have the right to enter and/or inspect the kitchen area at any reasonable time and make repairs to the facility and City owned equipment and/or improvements for non-normal wear and tear items, as it deems necessary. The Operator will pay the expense of periodic maintenance caused by normal wear and tear of the kitchen equipment. Other repairs to equipment or facilities will be done at the City's expense unless it is determined that the repair was necessary due to the misuse or negligence of the Operator, its employees and/or agents in which event the Operator shall be responsible for the costs of said repairs. The City will make every effort to notify the Operator in advance if non-City employees will be entering onto the premises at the City's request for inspection or to complete repairs. Any additions, repairs and/or improvements made on the premises are fixtures and remain the property of the City.

8. SERVING OF ALCOHOLIC BEVERAGES:

(A) The City shall require the Operator to obtain a municipal golf course liquor license (MCL 436.1515) for the premises known as Sanctuary Lake Golf Course and keep the license in good standing under Operator's name during the term of the Agreement. Any violations of the State of Michigan Liquor laws by Operator or its employees will be considered a violation of the Agreement and may result in termination of the Agreement at the City's discretion. Employees serving alcoholic beverages shall do so in compliance with the State of Michigan Liquor laws, administrative rules and procedures and guidelines as set forth by the Michigan Liquor Control Commission. Serving violations by an employee will be just cause for termination of the Agreement at the City's discretion, and the Operator shall be deemed responsible if such conduct occurs. The Operator shall in no way jeopardize the liquor license obtained for the Sanctuary Lake Golf Course facility.

(B) The City grants to the Operator the possession and control of the Sanctuary Lake Golf Course, which includes the Outside Grill, for the limited purpose of controlling and monitoring the consumption of alcohol on the premises, including the collection of money for alcoholic beverages. The City reserves to itself the exclusive right to operate the golf business at Sanctuary Lake Golf Course, including, but not limited to, the collection of all fees related to playing of golf and the operation of a pro shop.

(C) The Operator agrees to assume the responsibilities of a liquor licensee at Sanctuary Lake Golf Course, and agrees to be responsible for all sanctions and/or penalties assessed for alleged violations of the Michigan Liquor Control Commission's Administrative Rules and Regulations and/or federal, state, or local laws concerning the sale of alcohol at Sanctuary Lake Golf Course. This includes the assumption of a licensee's responsibility for the actions of the Operator's employees, agents and/or representatives who sell alcohol.

(D) The Operator agrees that there shall be no sales of alcohol on the Sanctuary Lake Golf Course proper, but that the Operator, if licensed to do so by the Michigan Liquor Control Commission, may sell up to two beers per golfer at the Club House or the Outside Grill, which the golfer can then take onto the golf course for consumption.

(E) The City agrees to provide the Operator with a motorized golf cart, at no charge, for operation by the Operator's employees on the Sanctuary Lake Golf Course, in order to facilitate monitoring of alcohol consumption. The Operator agrees to coordinate its operation of the golf cart with the City's Director of Golf Operations, and understands and agrees that the City may provide back up security to monitor alcohol consumption on the Sanctuary Lake Golf Course.

(F) The Operator agrees to indemnify and hold the City harmless from any and all claims arising out of the sale of alcoholic beverages by the Operator, its employees, its agents and/or its representatives which occurred on City property.

(G) Operator understands that the City is not in the restaurant industry but desires to enhance the services available to the public at the City's Sanctuary Lake Golf Course, a municipal golf course, by having food and beverage service on the premises. The Operator acknowledges that it is the City's responsibility to insure a smooth transition of any food or beverage service at the Sanctuary Lake Golf Course if the Operator's Agreement is not renewed or if it is terminated. Therefore, the Operator agrees that at the Agreement termination or if the Agreement is not renewed, it will fully and professionally cooperate with the City and the Liquor Control Commission to facilitate the liquor license process for the new food service provider or the City, at the City discretion. The Operator also acknowledges that if this Agreement is terminated or not renewed at any time, that the Operator shall be considered to be "out of business" at the Sanctuary Lake Golf Course, as that term is used in MCL 436.1515 of the Michigan Liquor Control Code of 1998, and that the municipal golf course liquor license for Sanctuary Lake Golf Course shall be surrendered to the Liquor Control Commission or transferred to the new food service provider or the City, at the City's discretion and as approved by the Liquor Control Commission.

The Operator acknowledges that failure to cooperate in the transfer or surrender of the liquor license as set out herein will result in severe money damages to the City, possible loss of the liquor license and loss of the market value of the liquor license by the City. In lieu of a denial by a court of specific performance under this Agreement for the transfer or surrender of the liquor license to the City or to a new food service provider approved by the City, or surrender of the liquor license to the Liquor Control Commission, the City shall be entitled to payment of liquidated damages of \$100,000.00, representing a minimum market value of the liquor license, and actual costs and attorney fees incurred by the City for the commencement and continuation of any litigation or Liquor Control Commission filings or hearing precipitated by the Operator's failure to transfer or surrender the municipal golf course liquor license.

9. **KITCHEN SUPPLIES / EQUIPMENT AND MODIFICATION**: The Operator shall provide all necessary supplies and personnel to staff the operation of the kitchen/bar/restroom/dining area(s), catering service for golf outings, and vending machines that are required and not on the **Kitchen Equipment** List attached to the Request for Proposal. Pursuant to the Request for Proposal and Response to Request for Proposal, the Operator shall purchase silverware, chinaware, and other food service equipment listed on Exhibit A that is currently owned by Emerald Food Service L.L.C. and is currently being used at the Sanctuary Lake Golf Course site. The purchase price of the kitchen equipment shall be \$23,659.36 less depreciation based upon a five (5) year IRS straight-line depreciation schedule. The purchase of those items shall occur within thirty (30)

days of the effective date of this Agreement. The kitchen equipment purchased by Operator pursuant to this Paragraph shall become property of the Operator that may be disposed of at the Operator's discretion at the end of this Agreement.

Any necessary building and/or equipment modifications shall be approved in advance by the Parks and Recreation Director, or her designee, and shall become the property of the City at the conclusion of this Agreement or upon termination of the Agreement by either party to this Agreement. Additionally, the Parks and Recreation Director, or her designee, shall approve equipment brought into the facility by the Operator or at the request of the Operator in advance of delivery and use to the Sanctuary Lake Golf Course.

10. **PRICES / PRICE AND HOUR CHANGES:** The menu, including the products sold or marketed, in addition to the prices charged, are subject to regulation by the City and, once established, no changes shall be made without prior approval of the Director of Parks and Recreation or his/her designee. Prices will be re-evaluated at the conclusion of each year of the Agreement. Increases in prices shall be no greater than the percentage increase of the Consumer Price Index of Food Eaten Away from Home. Prices shall be posted for patrons and a detailed printed description of prices shall be available for review by the City.

11. **RECORDS:** The Operator shall keep accurate records of all sales and receipts through the use of computerized/electronic cash registers which provide daily tapes and reports. The City, prior to commencement of the Agreement, shall approve the cash registers that will be used for the operation of the food

services described in this agreement. The Operator shall submit a copy of its monthly Michigan Department of Treasury Sales Tax Return by the 20th date of the month following the month for which the Return was filed. An annual report, summarizing the monthly reports, shall be submitted to the City within sixty (60) days after the first anniversary date of the Agreement and each year thereafter that the Agreement is in effect. The City shall have the right to inspect the books, records, and inventories of the Operator at any reasonable time.

12. **ASSIGNMENT OF AGREEMENT / INDEPENDENT CONTRACTOR:** The Operator shall have no authority or power to assign, sublet and/or transfer any rights, privileges or interests under this Agreement without prior written consent from the City. The Operator acknowledges that it is an independent contractor with no authority to bind the City to any contracts or agreements, written or oral.

13. **COMPLIANCE WITH LAWS:** The Operator shall at all times be in compliance with all federal and state statutes and City ordinances and with all Oakland County Health Department licensing requirements, rules and regulations. The serving of alcoholic beverages will be in full compliance with State of Michigan Liquor Laws. The Operator will be responsible for keeping the State of Michigan Liquor License in force during the term of the Agreement.

14. **INSURANCE:** The Operator shall maintain liability insurance in the amount of one million (\$1,000,000.000) dollars for any actions, claims, liability or damages caused to persons and/or property arising out of the operation and/or maintenance of the food service, kitchen/bar/restroom/dining area(s), vending areas and its catering operation for golf outings where food has been prepared in

the Sanctuary Lake Golf Course food preparation area(s), in addition to product liability insurance and worker's compensation. All insurance coverage shall be approved by the City. Certificates of Insurance shall comply with the sample form attached hereto and attached to the Request for Proposal. The City shall be named as an additional insured under all policies except worker's compensation. All insurance companies must be licensed and admitted to do business in the State of Michigan. All insurance set out herein shall be maintained for the duration of the Agreement. Failure to maintain coverage or to continue to maintain coverage shall be considered a breach of contract with immediate termination of the Agreement at the will of the City. The Operator is responsible for any deductibles under its policies of insurance. The Operator agrees to indemnify and hold the City harmless for any claims, actions, liabilities or damages arising out of the operation, maintenance or management of the food service, kitchen/bar/restroom/dining area(s), vending area(s), on-premises catering for golf outings where food has been prepared in the Sanctuary Lake Golf Course food preparation area(s).

15. **REPORTS OF CLAIMS**: Copies of all claims, damage, or accident reports received by the Operator, its employees and/or agents (whether submitted to an insurance company or not) relating to any damage or accident that occurred or is alleged to have occurred shall be sent to the City.

16. **PERSONAL PROPERTY TAXES**: The Operator shall be liable for any personal property taxes assessed against its equipment or inventory.

17. **UTILITY COSTS**: The City will pay utility costs.

18. **TERM OF AGREEMENT**: This Agreement shall terminate on December 31, 2009 unless terminated by either party upon ninety (90) days written notice sent by certified mail as set out in Paragraph 19. At the end of the initial term of this Agreement, the City may at its option renew this Agreement for a two^{to} year period under the same terms and conditions as set out in this Agreement if approved by City Council and also if agreed to in writing by the Operator.

19. **EARLY TERMINATION**. In the event that this Agreement, or the option to renew this Agreement as set out in Paragraph 18 above, is terminated before December 31, 2011, then the City shall pay to Operator (i) an amount equal to the actual documented amount paid by the Operator to Emerald Food Service, L.L.C. for only the items listed on Exhibit A less depreciation based upon a five-year IRS straight-line depreciation schedule commencing as of the date the equipment is purchased from Emerald Food Service, L.L.C. and, (ii) an amount equal to the cost for the patio enhancements/protective weather screening installed on the Sanctuary Lake Golf Course restaurant patio which have been approved by the Parks and Recreation Director pursuant to Paragraph 2 of this Agreement less depreciation. Depreciation shall be based on the rules and regulations published by the Internal Revenue Service Act of 1986, as amended.

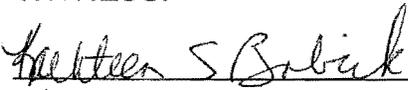
20. **NOTICE**: All written notices to be given under this Agreement shall be mailed by certified mail, return receipt requested, to the other party at its address set forth herein or at such address as the party may provide in writing from time to time. Any such notice shall be deemed to have been received five days subsequent to mailing.

21. **SECTION HEADINGS.** All section headings contained herein are for the convenience of reference only and are not intended to define or limit the scope of any provision of this Agreement.

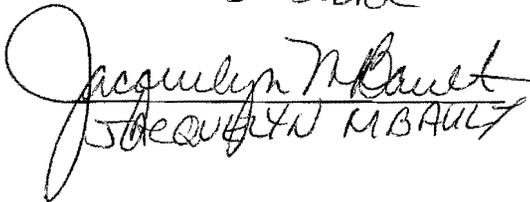
22. **ENTIRE AGREEMENT:** This Agreement incorporates by reference the Request for Proposal #06-61, General Specifications and attachments to the Request for Proposal, and Operator's Response to Request for Proposal as though fully set out herein. These documents constitute the entire Agreement and any changes thereto shall be in writing signed by both the parties unless otherwise set out in the Agreement.

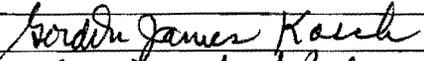
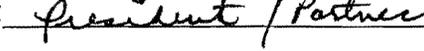
IN WITNESS WHEREOF, the City and the Operator have executed this Agreement.

WITNESS:


Kathleen S. Bobick

KOSCH SPECIAL EVENTS, L.L.C., a
Michigan Limited Liability Company,


JACQUELYN M BAULT

BY: 
TITLE: 

CITY OF TROY, a Michigan Municipal
Corporation,

BY: 
Louise E. Schilling, Mayor

BY: 
Tonni Bartholomew, City Clerk

APPROVED:

Philip L. Nelson
City Manager or Designee

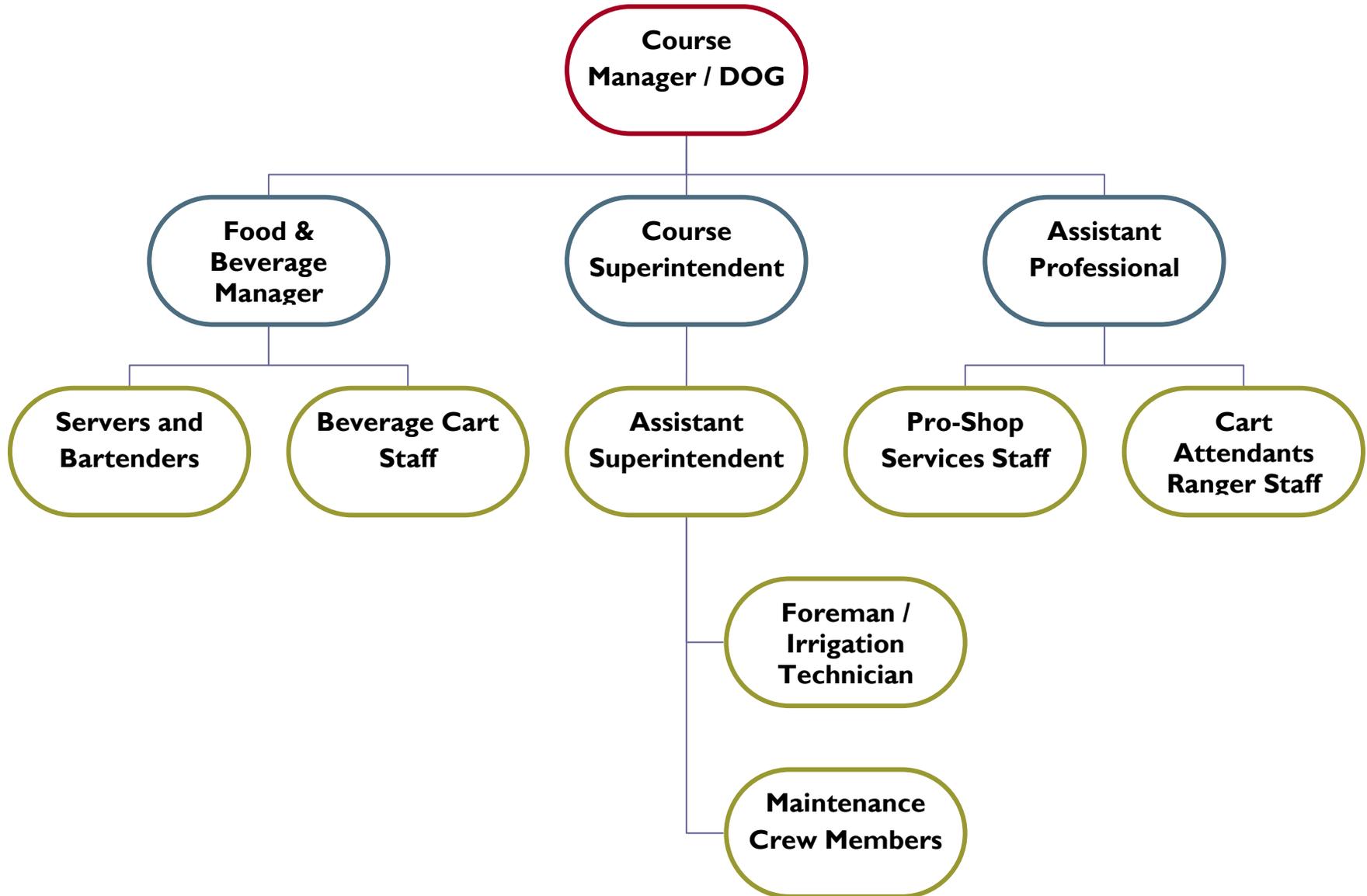
RESOLUTION NUMER: 2007-03-099

APPROVED AS TO FORM AND LEGALITY:

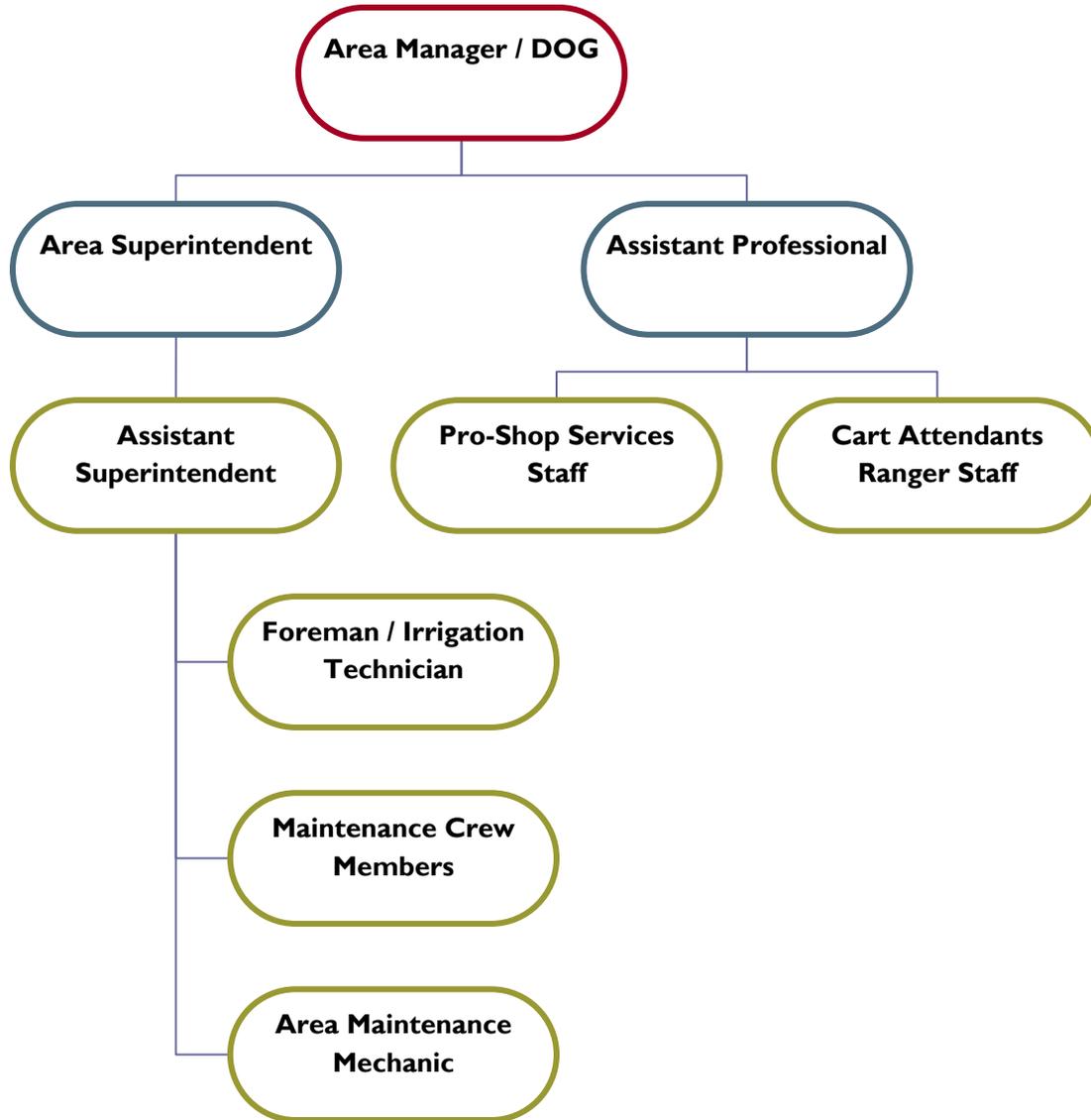
BY: [Signature]
City Attorney

ATTEST: [Signature]
(City Clerk)

Sanctuary Lakes- Staffing Model



Sylvan Glen - Staffing Model





Human Resources Department

DATE: May 3, 2010

TO: Susan Leirstein, Purchasing Director
Richard Carlisle, Carlisle/Wortman Assoc., Inc.

FROM: Carol Anderson, Parks & Recreation Director
Peggy Sears, Human Resources Director

CC: John Lamerato, Assistant City Manager, Finance & Administration
Mark Miller, Acting Assistant City Manager, Economic Development Services
John Szerlag, City Manager

SUBJECT: Golf Course Operations

Proposals have been received from both Billy Casper Golf, LLC (BCG) and the current golf course employees to manage the golf operations at both Sylvan Glen Golf Course and Sanctuary Lake Golf Course. After careful review, it is deemed to be in the City's best interest to pursue negotiating a contract to privatize the operation under the management of BCG. Delineated below is the analysis that supports this recommendation.

- The proposed contract with BCG includes a Non-performance Fee that is essentially equivalent to a performance bond. If Net Operating Income (NOI) fails to reach a threshold of \$265,000, a penalty is imposed which is the difference between the actual NOI and the threshold amount. This feature is significant, and one the employees are unable to provide.
- Equally significant, BCG's plan includes a marketing aspect designed to increase revenues that is driven by proprietary software and name recognition. This feature includes a market analysis, customer acquisition programs, customer retention programs and quality assurance programs.
- BCG has demonstrated a history of turning around under performing golf operations and achieving significant revenue growth.

It should be noted that the employees made a significant attempt to compete with the private contractor by reducing expenditures. However, a similar reduction can be achieved with the outside firm in that the City can establish and control these costs via the budget process. Therefore, this segment was not sufficient to support maintaining the current management structure.

Based on the analysis of the above, it is recommended to privatize the golf course operations.

Susan A Leirstein

From: Carol K Anderson
Sent: Monday, March 22, 2010 9:37 AM
To: Susan A Leirstein
Cc: John M Lamerato; Danny T McDonald
Subject: golf course proposal- additional info

In follow-up to the proposal presentation:

1. Sylvan Greens

Seasonal hours have been reduced by 2982. This reduces the number of employees to 10.

Operating supplies reduced by \$7000. The purchase of parts will be reduced.

Contracted services-There will be a reduction in the large areas being fertilized along with using generic ag products. This will result in reduced mowing, reduced cost, and reduced seasonal hours shown above. The generic products have less of a residual but no decrease to the appearance.

Operating supplies-Pesticides will be generic products with a reduced cost.

One computer will be eliminated.

One vehicle will be eliminated.

2. Sylvan Pro Shop

A reduction of 1600 part time hours. Work will be done by a volunteer force and the elimination of 1 starter instead of 2 during some times. The 2nd starter has done the cart work in the past and with this plan the remaining starter will do that work.

- starters / rangers -

3. Sanctuary Lake Greens

Seasonal hours have been reduced by 2483.

Operating supplies reduced by \$4000. The purchase of parts will be reduced.

Contracted services-There will be a reduction in the large areas being fertilized along with using generic ag products. This will result in reduced mowing, reduced cost, and reduced seasonal hours shown above. The generic products have less of a residual but no decrease to the appearance.

Operating supplies- seed and planting-Pesticides will be generic products with a reduced cost.

4. Sanctuary Pro Shop

A reduction of 2153 part time hours. Work will be done by a volunteer force and the elimination of 1 starter instead of 2 during some times. The 2nd starter has done the cart work in the past and with this plan the remaining starter will do that work.

Supplies for resale reduced \$5000.

Carol K. Anderson

Account Number	Account Description	City of Troy	Billy Casper Golf
		2010-2011	2010-2011
Fund: 584 SYLVAN GLEN GOLF			
Department: 000 Revenue			
4642	Sales		
4642-065	Sales Merchandise	\$ 23,000.00	58,125.00
4642-070	Sales Miscellaneous		
4642 Sales Totals:		\$ 23,000.00	58,125.00
4651	Use and Administration		
4651-020	Use and Administration Cart Rentals	\$ 221,070.00	251,420.00
4651-030	Use and Administration Golf Fees	\$ 796,270.00	721,029.00
4651 Use and Administration Totals:		\$ 1,017,340.00	972,449.00
4667	Rent Income		
4667-015	Rent Income Communication Tower		
4667-090	Rent Income Restaurant		
4667 Rent Income Totals:		\$ -	
4669	Investment Income		
4669-020	Investment Income Investment Income		
4669 Investment Income Totals:		\$ -	
4676	Reimbursements		
4676-010	Reimbursements Reimbursements		
4676 Reimbursements Totals:		\$ -	
4693	Gain on Sale-Dep Capital Assets		
4693-100	Gain on Sale-Dep Capital Assets Cash/Clearing		
4693-200	Gain on Sale-Dep Capital Assets Proceeds Disp		
4693 Gain on Sale-Dep Capital Assets Totals:		\$ -	
4694	Cash Over or Short		
4699	Operating Transfers In		
4699-584	Operating Transfers In Golf Course		
4699-585	Operating Transfers In MBA-Golf		
4699 Operating Transfers In Totals:		\$ -	
Department: 000 Revenue Totals:		\$ 1,040,340.00	1,030,574.00
REVENUE Totals		\$ 1,040,340.00	1,030,574.00

Account Number	Account Description	City of Troy	Billy Casper Golf
		2010-2011	2010-2011
Department: 785 Sylvan Glen Greens - EXPENSE			
7702	Personal Service	\$ 197,170.00	243,200.00
7705	Holiday		
7706	Personal Business		
7707	S/A Supplement		
7708	Union Business		
7709	Funeral Leave		
7710	Injury Leave		
7711	Jury Duty		
7715	FICA	\$ 12,220.00	24,320.00
7717	Workers Comp and Unemployment	\$ 1,400.00	16,482.00
7718	Sick Pay Allowance	\$ 8,490.00	
7719	Hospital and Life Insurance	\$ 36,340.00	15,120.00
7720	Vacation	\$ 11,970.00	
7722	Retirement	\$ 25,710.00	
7702 Personnel Service		\$ 293,300.00	299,122.00
7740	Operating Supplies	\$ 25,000.00	11,150.00
7740-010	Operating Supplies General		8,250.00
7740-100	Operating Supplies Seed & Planting	\$ 60,000.00	4,500.00
7740 Operation Supplies Totals:		\$ 85,000.00	23,900.00
7751	Fuel	\$ 21,000.00	17,700.00
7766	Tools	\$ 400.00	
7768	Uniforms	\$ 320.00	750.00
7774	Repair/Mtnce Supplies	\$ 1,500.00	32,150.00
7774-100	Repair/Mtnce Supplies Blding Mt Supplies		
7751-7774 Repair/Mtnce Supplies Totals:		\$ 23,220.00	50,600.00
7801	Professional Services		
7801-010	Professional Services Adm & Prof	\$ 20,000.00	
7801-050	Professional Services Building Maintenance	\$ 22,700.00	
7801 Professional Services Totals:		\$ 42,700.00	
7802	Contractual Services		1,600.00
7802-050	Contractual Services Grounds Maintenance	\$ 15,000.00	51,072.00
7802-070	Contractual Services General		
7802-110	Contractual Services Custodial Contractor	\$ 1,800.00	
7802-150	Contractual Services Contractor-Equip Maint	\$ 2,000.00	
7802-160	Contractual Services Insect Control	\$ 100.00	
7802-210	Contractual Services Refuse Contractor	\$ 1,200.00	8,160.00
7802 Contractual Services Totals:		\$ 20,100.00	60,832.00
7814	Computer Services		
7814-040	Computer Services Computer Serv-Internal	\$ 2,785.00	
7814 Computer Services Totals:		\$ 2,785.00	
7920	Public Utilities		

Account Number	Account Description	City of Troy	Billy Casper Golf
		2010-2011	2010-2011
7920-010	Public Utilities Electricity	\$ 9,300.00	15,900.00
7920-020	Public Utilities Heat	\$ 5,400.00	
7920-035	Public Utilities Water	\$ 920.00	
7920-040	Public Utilities Telephone	\$ 860.00	2,700.00
7920 Public Utilities Totals:		\$ 16,480.00	18,600.00
7943	Vehicle Rental-Motor Pool	\$ 8,750.00	
7955	Miscellaneous		
7955-105	Miscellaneous Insurance Other	\$ 2,210.00	
7943 Vehicles - 7955 Miscellaneous Totals:		\$ 10,960.00	
7958	Membership & Dues	\$ 200.00	600.00
7960	Education & Training	\$ 250.00	700.00
7960-110	Education & Training General		
7960 Education & Training Totals:		\$ 450.00	1,300.00
7962	Other	\$ 300.00	
7968	Depreciation		
7962 Other & 7968 Depreciation Totals :		\$ 300.00	
Department: 785 Sylvan Glen Greens Totals:		\$ 495,295.00	454,354.00

Account Number	Account Description	City of Troy	Billy Casper Golf
		2010-2011	2010-2011
Department: 786 Sylvan Glen Pro Shop - EXPENSE			
7702	Personal Service	\$ 108,550.00	168,838.00
7705	Holiday		
7706	Personal Business		
7707	S/A Supplement		
7708	Union Business		
7709	Funeral Leave		
7710	Injury Leave		
7711	Jury Duty		
7715	FICA	\$ 6,730.00	16,884.00
7717	Workers Comp and Unemployment	\$ 1,850.00	
7718	Sick Pay Allowance	\$ 2,530.00	
7719	Hospital and Life Insurance	\$ 8,560.00	8,760.00
7720	Vacation	\$ 2,960.00	
7722	Retirement	\$ 7,920.00	
7702 Personnel Service		\$ 139,100.00	194,482.00
7728	Office Supplies	\$ 400.00	960.00
7736	Supplies for Resale	\$ 20,000.00	40,106.00
7740	Operating Supplies	\$ 3,000.00	48,000.00
7740-010	Operating Supplies General		4,769.00
7728 - 7740 Totals:		\$ 23,400.00	93,835.00
7768	Uniforms		1,000.00
7774	Repair/Mtnce Supplies		
7774-100	Repair/Mtnce Supplies Blding Mt Supplies	\$ 700.00	1,200.00
7774-110	Repair/Mtnce Supplies Parts	\$ 500.00	1,200.00
7768 - 7774 Uniforms & Repair/Mtnce Supplies Totals:		\$ 1,200.00	3,400.00
7801	Professional Services		30,230.00
7801-010	Professional Services Adm & Prof	\$ 30,000.00	75,416.00
7801-050	Professional Services Building Maintenance	\$ 11,230.00	
7801 Professional Services Totals:		\$ 41,230.00	105,646.00
7802	Contractual Services		1,400.00
7802-110	Contractual Services Custodial Contractor	\$ 2,200.00	3,200.00
7802-180	Contractual Services Office Equipment Mtnce		
7802-220	Contractual Services Security System	\$ 400.00	1,440.00
7802 Contractual Services Totals:		\$ 2,600.00	6,040.00
7814	Computer Services		
7814-040	Computer Services Computer Serv-Internal	\$ 5,570.00	2,000.00
7814 Computer Services Totals:		\$ 5,570.00	2,000.00
7863	Travel & Mileage		6,400.00
7901	Printing	\$ 1,500.00	650.00
7920	Public Utilities		648.00
7920-010	Public Utilities Electricity	\$ 7,350.00	26,900.00

Account Number	Account Description	City of Troy	Billy Casper Golf
		2010-2011	2010-2011
7920-020	Public Utilities Heat	\$ 5,000.00	
7920-035	Public Utilities Water	\$ 530.00	
7920-040	Public Utilities Telephone	\$ 500.00	8,400.00
7901 Printing & 7920 Public Utilities Totals:		\$ 14,880.00	42,998.00
7943	Vehicle Rental-Motor Pool	\$ 500.00	
7955	Miscellaneous		
7955-050	Miscellaneous Sales Tax	\$ 15,000.00	
7955-105	Miscellaneous Insurance Other	\$ 2,000.00	19,400.00
7943 Vehicle & 7955 Miscellaneous Totals:		\$ 17,500.00	19,400.00
7960	Education & Training	\$ 250.00	4,000.00
7960-110	Education & Training General		
7960 Education & Training Totals:		\$ 250.00	4,000.00
7962	Other	\$ 10,000.00	
7962 Other Totals:		\$ 10,000.00	
Department: 786 Sylvan Glen Pro Shop Totals:		\$ 255,730.00	471,801.00

SYLVAN GLEN - EXPENSE TOTALS	\$ 751,025.00	926,155.00
SYLVAN GLEN - REVENUE TOTALS	\$ 1,040,340.00	1,030,574.00

Fund Totals: SYLVAN GLEN GOLF COURSE	\$ 289,315.00	104,419.00
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Account Number	Account Description	City of Troy	Billy Casper Golf
		2010-2011	2010-2011
Fund: 583 Sanctuary Lake Golf Course			
Department: 000 Revenue			
4642	Sales		
4642-065	Sales Merchandise	\$ 25,490.00	36,750.00
4642-070	Sales Miscellaneous		
4642 Sales Totals:		\$ 25,490.00	36,750.00
4651	Use and Administration		
4651-020	Use and Administration Cart Rentals	\$ 355,480.00	
4651-030	Use and Administration Golf Fees	\$ 501,068.00	899,022.00
4651-060	Use and Administration Driving Range	\$ 92,100.00	86,400.00
4651-070	Use and Administration Lessons	\$ 40,000.00	33,500.00
4651 Use and Administration Totals:		\$ 988,648.00	1,018,922.00
4667	Rent Income		
4667-090	Rent Income Restaurant	\$ 6,500.00	
4667 Rent Income Totals:		\$ 6,500.00	
4669	Investment Income		
4669-020	Investment Income Investment Income		
4669 Investment Income Totals:		\$ -	
4676	Reimbursements		
4676-010	Reimbursements Reimbursements		
4676 Reimbursements Totals:		\$ -	
4693	Gain on Sale-Dep Capital Assets		
4693-100	Gain on Sale-Dep Capital Assets Cash/Clearing		
4693-200	Gain on Sale-Dep Capital Assets Proceeds from Disposition		
4693 Gain on Sale-Dep Capital Assets Totals:		\$ -	
4694	Cash Over or Short		
Food & Beverage			91,740.00
Beverages (Alcohol)			52,968.00
Restaurant Revenues		\$ -	144,708.00
Department: 000 Revenue Totals:		\$ 1,020,638.00	1,200,380.00
REVENUE Totals		\$ 1,020,638.00	1,200,380.00

Account Number	Account Description	City of Troy	Billy Casper Golf
		2010-2011	2010-2011
Department: 765 Sanctuary Lake Greens - EXPENSE			
7702	Personal Service	\$ 192,870.00	181,320.00
7705	Holiday		
7706	Personal Business		
7707	S/A Supplement		
7708	Union Business		
7709	Funeral Leave		
7710	Injury Leave		
7711	Jury Duty		
7715	FICA	\$ 11,960.00	18,132.00
7717	Workers Comp and Unemployment	\$ 3,280.00	14,096.00
7718	Sick Pay Allowance	\$ 8,500.00	
7719	Hospital and Life Insurance	\$ 24,050.00	15,120.00
7720	Vacation	\$ 11,970.00	
7722	Retirement	\$ 25,390.00	
7702 Personnel Service		\$ 278,020.00	228,668.00
7740	Operating Supplies	\$ 20,000.00	4,475.00
7740-010	Operating Supplies General		8,480.00
7740-100	Operating Supplies Seed & Planting	\$ 40,000.00	8,700.00
7702 - 7740 Totals:		\$ 60,000.00	21,655.00
7751	Fuel	\$ 14,000.00	16,000.00
7766	Tools	\$ -	
7768	Uniforms	\$ 350.00	1,000.00
7774	Repair/Mtnce Supplies		27,600.00
7774-100	Repair/Mtnce Supplies Blding Mt Supplies	\$ 1,000.00	
7774 Repair/Mtnce Supplies Totals:		\$ 15,350.00	44,600.00
7801	Professional Services		
7801-010	Professional Services Adm & Prof		
7801-050	Professional Services Building Maintenance	\$ 24,000.00	1,400.00
7801 Professional Services Totals:		\$ 24,000.00	1,400.00
7802	Contractual Services		2,425.00
7802-050	Contractual Services Grounds Maintenance	\$ 25,000.00	87,900.00
7802-110	Contractual Services Custodial Contractor	\$ 1,320.00	300.00
7802-150	Contractual Services Contractor-Equip Maint	\$ 2,000.00	
7802-160	Contractual Services Insect Control	\$ 100.00	
7802-210	Contractual Services Refuse Contractor	\$ 2,500.00	8,160.00
7802 Contractual Services Totals:		\$ 30,920.00	98,785.00
7814	Computer Services		
7814-040	Computer Services Computer Serv-Internal	\$ 2,790.00	500.00
7814 Computer Services Totals:		\$ 2,790.00	500.00
7920	Public Utilities		
7920-010	Public Utilities Electricity	\$ 15,000.00	26,800.00

Account Number	Account Description	City of Troy	Billy Casper Golf
		2010-2011	2010-2011
7920-020	Public Utilities Heat	\$ 3,000.00	
7920-035	Public Utilities Water	\$ 1,160.00	
7920-040	Public Utilities Telephone	\$ 300.00	1,200.00
7920 Public Utilities Totals:		\$ 19,460.00	28,000.00
7943	Vehicle Rental-Motor Pool		
7955	Miscellaneous		
7955-105	Miscellaneous Insurance Other	\$ 2,000.00	
7943 Vehicle & 7955 Miscellaneous Totals:		\$ 2,000.00	
7958	Membership & Dues	\$ 200.00	450.00
7960	Education & Training	\$ 250.00	
7960-110	Education & Training General		
7960 Education & Training Totals:		\$ 450.00	450.00
7962	Other	\$ 200.00	
7968	Depreciation		
7962 Other & 7968 Depreciation Totals:		\$ 200.00	
Department: 765 Sanctuary Lake Greens Totals:		\$ 433,190.00	424,058.00

Account Number	Account Description	City of Troy	Billy Casper Golf
		2010-2011	2010-2011
Department: 766 Sanctuary Lake Pro Shop - EXPENSE			
7702	Personal Service	\$ 110,000.00	129,721.00
7705	Holiday		
7706	Personal Business		
7707	S/A Supplement		
7708	Union Business		
7709	Funeral Leave		
7710	Injury Leave		
7711	Jury Duty		
7715	FICA	\$ 6,820.00	17,107.00
7717	Workers Comp and Unemployment	\$ 1,870.00	
7718	Sick Pay Allowance	\$ 2,530.00	
7719	Hospital and Life Insurance	\$ 8,560.00	23,880.00
7720	Vacation	\$ 2,960.00	
7722	Retirement	\$ 7,920.00	
7702 Personnel Service		\$ 140,660.00	170,708.00
7728	Office Supplies	\$ 400.00	960.00
7736	Supplies for Resale	\$ 20,000.00	25,358.00
7740	Operating Supplies	\$ 5,000.00	48,600.00
7740-010	Operating Supplies General		9,128.00
7740-060	Operating Supplies Food		
7728 - 7740 Totals:		\$ 25,400.00	84,046.00
7768	Uniforms		1,000.00
7774	Repair/Mtnce Supplies		
7774-100	Repair/Mtnce Supplies Blding Mt Supplies	\$ 500.00	1,200.00
7774-110	Repair/Mtnce Supplies Parts	\$ 300.00	1,200.00
7774 Repair/Mtnce Supplies Totals:		\$ 800.00	3,400.00
7801	Professional Services		39,261.00
7801-010	Professional Services Adm & Prof		87,725.00
7801-050	Professional Services Building Maintenance	\$ 8,780.00	
7801 Professional Services Totals:		\$ 8,780.00	126,986.00
7802	Contractual Services		1,400.00
7802-071	Contractual Services Lessons	\$ 20,000.00	
7802-110	Contractual Services Custodial Contractor	\$ 2,400.00	3,200.00
7802-220	Contractual Services Security System	\$ 1,200.00	1,440.00
7802 Contractual Services Totals:		\$ 23,600.00	6,040.00
7814	Computer Services		
7814-040	Computer Services Computer Serv-Internal	\$ 5,570.00	2,000.00
7814 Computer Services Totals:		\$ 5,570.00	2,000.00
7863	Travel & Mileage		4,400.00
7901	Printing	\$ 1,500.00	650.00
7920	Public Utilities		648.00

Account Number	Account Description	City of Troy	Billy Casper Golf
		2010-2011	2010-2011
7920-010	Public Utilities Electricity	\$ 15,000.00	26,569.00
7920-020	Public Utilities Heat	\$ 7,000.00	
7920-035	Public Utilities Water	\$ 900.00	
7920-040	Public Utilities Telephone	\$ 900.00	8,400.00
7920 Public Utilities Totals:		\$ 25,300.00	40,667.00
7943	Vehicle Rental-Motor Pool		
7955	Miscellaneous		
7955-050	Miscellaneous Sales Tax	\$ 20,000.00	
7955-105	Miscellaneous Insurance Other	\$ 2,030.00	20,000.00
7955 Miscellaneous Totals:		\$ 22,030.00	20,000.00
7960	Education & Training	\$ 250.00	4,000.00
7960-110	Education & Training General		
7960 Education & Training Totals:		\$ 250.00	4,000.00
7962	Other	\$ 10,000.00	
7991	Principal		
7995	Interest		
7998	Other Fees		
7962-7998 Other Totals:		\$ 10,000.00	0.00
Labor			41,347.00
Food & Beverage			45,213.00
Supplies			9,790.00
Restaurant Expense Totals:		\$ -	96,350.00
Department: 766 Sanctuary Lake Pro Shop Totals:		\$ 262,390.00	554,197.00
SANCTUARY LAKE - EXPENSE TOTALS		\$ 695,580.00	978,255.00
SANCTUARY LAKE - REVENUE TOTALS		\$ 1,020,638.00	1,200,380.00
Fund Totals: SANCTUARY LAKES GOLF COURSE		\$ 325,058.00	222,125.00

Account Number	Account Description	City of Troy	Billy Casper Golf
		2010-2011	2010-2011
	Sylvan Glen - Operation Totals (includes revenues and expenses)	\$ 289,315.00	104,419.00
	Sanctuary Lake - Operation Totals (includes revenues and expenses)	\$ 325,058.00	222,125.00
		\$ 614,373.00	326,544.00
	Pay for Carts & Rplcmt future Carts		
	Amoritization of Equip		
	Revenue to City		
	Vendor Profit:		
REVENUES TO BE RECEIVED BY VENDORS:			
	Management Fees		
	Principal / Interest		
	Vehicle Expense - Capital (Golf Carts)	\$ (46,040.00)	0.00
	Depreciation - Sylvan		
	Depreciation - Sanctuary		
PURCHASE OF CITY EQUIPMENT (REVENUE PER YEAR):			
	Cost of Capital per year (based on 5-year trend)		
	TOTAL REVENUE TO CITY - PER YEAR:	\$ 568,333.00	325,000.00

OPERATIONAL COMPARISON:			
	TOTAL EXPENSES BOTH COURSES	\$ 1,446,605.00	1,904,410.00
	TOTAL REVENUES BOTH COURSES	\$ 2,060,978.00	2,230,354.00
	REVENUES OVER EXPENSES	\$ 614,373.00	326,544.00

Mary F Redden

From: Mary F Redden
Sent: Monday, May 17, 2010 3:17 PM
To: John Szerlag; John M Lamerato; Mark F Miller; Lori G Bluhm; 000schilling@ameritech.net; Dane Slater (djlkslater@aol.com); Mary Kerwin (marykerwin5@hotmail.com); Maureen M. McGinnis (mmcginnis@dmcginnis.com); mfhowryl@umich.edu; rbeltram@wideopenwest.com; Wade Fleming; wade.fleming@proforma.com
Subject: FW: Council Member Beltramini's -Initial- Questions on Item H-06 - Golf Course Operations

From: John M Lamerato

The favorite turned out to be the favorite for a variety of reasons. They received the highest scores on their proposal and interview. Being one of three members of the panel, I was tremendously impressed with their knowledge and expertise with managing municipal golf courses. Their marketing plan and proprietary software were weighted very high in the interview and something the courses desperately need. Bill Casper Golf was the only firm to provide a sample business plan out of the three firms that were selected for further review. The reason we eliminated the requirement is that there would not have been anyone else to evaluate except for Billy Casper Golf. We are sorry for not including that document, but as stated in a earlier email we could provide this document to City Council if wanted. The interview process is very important, because what is written on paper can take on a new meaning when asked questions. It is still the committee's recommendation to go with Billy Casper Golf.

From: Robin Beltramini [mailto:rbeltram@wideopenwest.com]
Sent: Monday, May 17, 2010 2:25 PM
To: Mary F Redden
Cc: John Szerlag
Subject: RE: Council Member Beltramini's -Initial- Questions on Item H-06 - Golf Course Operations

While I appreciate Susan Leirstein's words, the packet document shows a final weighted score for Midwest Landscaping of 72.28 and for Casper Golf of 71.82. Additionally, I am beyond frustrated that when a requirement is listed in the bid document and then eliminated—for whatever reason—there is no addressing of that in the memo to City Council. I spent much time rereading and sorting to try to find the document. I find no excuse for not showing City Council an integral part of the documentation simply because it was marked "Confidential." A confidential document could have been put on the confidential portion of the City Website for access by City Council. And to say that a company can't compete because they have not experience, but made it to the final interviews with, I still contend, the highest scores, seems a little like changing the rules when "the favorite" couldn't measure up.

I feel that we have not been well-informed enough to deal with this matter this evening.

Robin

From: Mary F Redden [mailto:ReddenMF@troymi.gov]
Sent: Monday, May 17, 2010 1:48 PM
To: John Szerlag; John M Lamerato; Mark F Miller; Lori G Bluhm; 000schilling@ameritech.net; djlkslater@aol.com; marykerwin5@hotmail.com; mmcginnis@dmcginnis.com; mfhowryl@umich.edu; rbeltram@wideopenwest.com; Wade Fleming; wade.fleming@proforma.com
Subject: Council Member Beltramini's -Initial- Questions on Item H-06 - Golf Course Operations

Good afternoon.

Below are answers to some preliminary questions Council Member Beltramini had on the golf course operations item (prepared by Purchasing Director Susan Leirstein).

Councilwoman Beltramini,

The Sample Document required as part of the original request for proposal process was received by BCG at the time of the RFP submission, but not included in the agenda packet as the documents were marked "Confidential" ... if needed, copies can be made available at tonight's meeting. BCG was the only firm to include a Sample Business Plan, so the requirement was eliminated.

Because this was a best value process, negotiations were initiated with BCG instead of Midwest Landscaping once it was determined during the interview process that the municipal building authority would restrict and limit the amount of guaranteed revenue. BCG was knowledgeable of the limitations and prepared their proposal accordingly. The evaluation of the proposals and calculation of the weighted score for the annual return was completed before the discovery of the bonding authority's restrictions. Midwest Landscape only received the highest weighted score for the annual return, while BCG rated highest on the proposal and interview. BCG has a proven marketing plan and national experience, when compared to a landscape organization with no current golf operation.

From: Robin Beltramini [mailto:rbeltram@wideopenwest.com]
Sent: Monday, May 17, 2010 2:09 AM
To: John Szerlag
Cc: Carol K Anderson; Lori G Bluhm
Subject: H-06 May 17, 2010

John,

I have a host of questions regarding the Billy Casper Golf contract, although not quite as many as I had with the SafeBuild Michigan contract. But, before I even ask those questions, I would like to know why we negotiated with BCG instead of with Midwest Landscaping. Midwest Landscaping's final score was the highest; their return to the City was projected to be the greatest; the lease agreement on the golf carts seems more favorable to the City. I do not know if they included a Sample Document in their submittal, but I surmise from the lack of one from BCG in our packet, BCG did not. Therefore, since Item 18—sample document was a must include in the response—why was the BCG submittal deemed to be complete?

After four hours of reading, the last 15 pages or so made it all look like a very bad use of my time.

Please answer and clarify so that, if necessary, I can get my questions answered.

Robin



EXECUTIVE SUMMARY

Golf Course Management Services

STATISTICS:

- ◆ **Two-Hundred Forty-Six (246) firms were notified via the MITN e-procurement website**
- ◆ **Five (5) proposals were received, as well as two (2) statements of no interest**
- ◆ **Five (5) firms met the pass/fail criteria**
- ◆ **Top three (3) firms were interviewed**
- ◆ **Billy Casper Golf is being recommended due to their innovative approach to golf course management.**

The following three (3) firms received the indicated final scores as a result of the interview, detailed proposal, annual return and other points criteria. Only these three (3) rated firms were invited to participate in an interview.

Firm	SCORE
Midwest Landscape	72.28 <u>42.28</u>
Billy Casper Golf	71.82 <u>45.54</u>
Stony Creek Golf	64.04 <u>38.21</u>

Attachments:

- ✓ Weighted Final Scoring Includes Detailed Proposal, Annual Return, Other Points and Interview
- ✓ Evaluation Process
- ✓ Original Tabulation



WEIGHTED FINAL SCORING
Golf Course Management Services

Final Score Calculation:

$$\begin{array}{r}
 30\% \times \text{Proposal Score} \\
 \del{30\% \times \text{Price Score}} \\
 20\% \times \text{Interview Score} \\
 \del{10\% \times \text{Site Visit - Optional}} \\
 \underline{10\% \times \text{Other Score - Optional}} \\
 100\% \qquad \qquad \qquad = \text{Final Weighted Score}
 \end{array}$$

In order to equate the price to the weighted evaluation process scoring, the prices had to be converted into a score with the base of 100. **NOTE:** Vendors are listed in the order of their summary score for the proposal, annual return, and other evaluation scores, from highest to lowest. For the final score the vendors are listed in the order of rating from highest to lowest.

Each City Committee member independently used a weighted score sheet to evaluate the Request for Qualifications/Proposal; and each Committee Member calculated a weighted score. The scores of the Committee Members were averaged into one score for each firm for each phase of the process. The City invited the top three rated firms to participate in an interview

Phase 2: Weighted Average Score for Evaluation of Proposals: 30%

RATERS	1	2	3	Average	Final Weighted Score (x.30)
Vendors:					
Billy Casper Golf	95	78	85	86	25.8
Midwest	89	65	85	79.67	23.9
Oak Management	80	50	75	68.33	20.5
Stony Creek Golf	77.5	72	53	67.5	20.25
Davey Golf Course Management	45	27	32	34.67	10.4

~~Phase 5: Weighted Score for Annual Return: 30%~~

	Weighted Criteria - [1-(Highest Return - Proposal Return) / Highest Return] x available points	Final Weighted Score (x .30)
Vendors:		
Billy Casper Golf	[1-(371,040-325,000)/371,040] x 100 = 87.6	26.28
Midwest	[1-(371,040-371,040)/371,040] x 100 = 100	30.00
Oak Management	[1-(371,040-161,502.50)/371,040] x 100 = 43.5	13.05
Stony Creek Golf	[1-(371,040-319,190)/371,040] x 100 = 86.0	25.80
Davey Golf Course Management	[1-(371,040-302,490.53)/371,040] x 100 = 81.5	24.45

Phase 6: Weighted Average Score for Other: 10%

RATERS	1	2	3	Average	Final Weighted Score (x .10)
Vendors:					
Billy Casper Golf	*0	80	0	26.67	2.67
Midwest	*0	50	50	33.3	3.33
Oak Management	0	30	0	10	1
Stony Creek Golf	100	100	0	66.6	6.67
Davey Golf Course Management	*0	10	0	3.33	.33

*Negative points not allowed – extra points only for outstanding items not specified



Final Weighted Score Summary – Phases 2 / 5 / 6

PHASES	2	5	6	Final Weighted Score
Vendors:				
Midwest	23.9	30.00	3.33	57.23 <u>27.23</u>
Billy Casper Golf	25.8	26.28	2.67	54.75 <u>28.47</u>
Stony Creek Golf	20.25	25.80	6.67	52.72 <u>26.92</u>
Davey Golf Course Management	10.4	24.45	.33	35.18 <u>10.73</u>
Oak Management	20.5	13.05	1.0	34.55 <u>21.50</u>

Only the top three (3) rated firms participated in the interview process.

Phase 3: Weighted Average Score for Interview: 20%

RATERS	1	2	3	Average	Final Weighted Score (x .20)
Vendors:					
Billy Casper Golf	82.05	94.3	79.7	85.35	17.07
Midwest Landscape	76.7	67.2	81.9	75.27	15.05
Stony Creek Golf	60.4	41.3	67.6	56.43	11.29

FINAL SCORE:

VENDORS:	Midwest Landscape	Billy Casper Golf	Stony Creek Golf
Proposal Score	23.9	25.8	20.25
Interview Score	15.05	17.07	11.29
Annual Return Score	30.00	26.28	25.80
Other Score	3.33	2.67	6.67
FINAL SCORE	72.28 <u>42.28</u>	71.82 <u>45.54</u>	64.04 <u>38.21</u>



RFP-COT 09-44 – Golf Course Management Services

SECTION 3: CRITERIA FOR SELECTION

CRITERIA FOR SELECTION

The identified Committee will review the proposals. The City of Troy reserves the right to award this proposal to the firm considered the most qualified based upon a combination of factors including but not limited to the following:

- A. Compliance with qualifications criteria
- B. Completeness of the proposal
- C. Financial strength and capacity of the firm
- D. Correlation of the proposals submitted to the needs of the City of Troy
- E. Any other factors which may be deemed to be in the City’s best interest
- F. Evaluation Process

Phase 1: Minimum Qualifications Evaluation

Firms will be required to meet minimum established criteria in order to go to the second phase of the process.

Phase 2: Evaluation of Proposals

Each Committee member will independently use a weighted score sheet to evaluate the proposals; each Committee Member will calculate a weighted score. The scores of the Committee Members will be averaged into one score for each firm for this phase of the process.

Phase 3: Interview Score

The City will invite at least the top three (3) rated firms to participate in an interview. If less than three (3) candidates remain in the process, all will be interviewed. Each Committee Member will independently use a weighted score sheet to evaluate the Interview; each Committee Member will calculate a weighted score. The scores of the Committee Members will be averaged into one score for each firm for this phase of the process. Those being interviewed may be supplied with further instructions and requests prior to the interview. Persons representing the firm at the interview must be the personnel who will be assigned to this contract.

Phase 4: Site Visit – Optional

The City, at their option, may choose to visit a site presently being serviced by the firms. The Committee will use a weighted score sheet to evaluate the Facilities at the time of the site visit. Each Committee Member will calculate a weighted score. The scores of all the Committee Members will be averaged into one score for each firm for this phase of the process.

Phase 5: Price (Return Rate)

Points for price will be calculated as follows:

$$[1-(\text{Highest Return} - \text{Proposal Return}) / \text{highest return}] \times \text{available points}$$

Phase 6: Other (Optional)

Proposals may be assessed “Other” points for items not specified, but for which the Evaluation Committee deems as outstanding including, but not limited to, experience managing a municipal golf course.

Phase 7: Final Scoring and Selection

The firm with the highest final weighted score will be recommended to the Troy City Council for Award.

- 30% Proposal Score (100 point base)
- 30% Price Score (100 point base)
- 20% Interview Score (100 point base)
- 10% Site Visit Score (100 point base)
- 10% Other Score (100 point base)
- 100%

Note: The City of Troy reserves the right to change the order or eliminate an evaluation phase if deemed in the City’s best interest to do so.

Account Number	Account Description	City of Troy 7/08-6/09 YTD Transactions	Midwest Landscape Group, Inc YTD Transactions	Billy Casper Golf YTD Transactions	Stony Creek YTD Transactions	Oak Management YTD Transactions	Davey Golf Course Maintenance YTD Transactions
Fund: 584 SYLVAN GLEN GOLF							
Department: 000 Revenue							
4642	Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4642-065	Sales Merchandise	\$ 22,801.46	\$ 67,794.00	\$ 58,125.00	\$ 25,000.00	\$ 10,000.00	\$ 22,801.46
4642-070	Sales Miscellaneous	\$ -	\$ -	\$ -	\$ 18,000.00	\$ -	\$ -
4642 Sales Totals:		\$ 22,801.46	\$ 67,794.00	\$ 58,125.00	\$ 43,000.00	\$ 10,000.00	\$ 22,801.46
4651	Use and Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4651-020	Use and Administration Cart Rentals	\$ 206,530.00	\$ 212,719.00	\$ 251,420.00	\$ 225,000.00	\$ 200,000.00	\$ 206,530.00
4651-030	Use and Administration Golf Fees	\$ 745,738.82	\$ 870,535.00	\$ 721,029.00	\$ 750,000.00	\$ 630,000.00	\$ 745,738.82
4651 Use and Administration Totals:		\$ 952,268.82	\$ 1,083,254.00	\$ 972,449.00	\$ 975,000.00	\$ 830,000.00	\$ 952,268.82
4667	Rent Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4667-015	Rent Income Communication Tower	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4667-090	Rent Income Restaurant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4667 Rent Income Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4669	Investment Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4669-020	Investment Income Investment Income	\$ 30,446.17	\$ -	\$ -	\$ -	\$ -	\$ 30,446.17
4669 Investment Income Totals:		\$ 30,446.17	\$ -	\$ -	\$ -	\$ -	\$ 30,446.17
4676	Reimbursements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4676-010	Reimbursements Reimbursements	\$ 399.55	\$ -	\$ -	\$ -	\$ -	\$ 399.55
4676 Reimbursements Totals:		\$ 399.55	\$ -	\$ -	\$ -	\$ -	\$ 399.55
4693	Gain on Sale-Dep Capital Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4693-100	Gain on Sale-Dep Capital Assets Cash/Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4693-200	Gain on Sale-Dep Capital Assets Proceeds Disp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4693 Gain on Sale-Dep Capital Assets Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4694	Cash Over or Short	\$ (36.70)	\$ -	\$ -	\$ -	\$ -	\$ (36.70)
4699	Operating Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4699-584	Operating Transfers In Golf Course	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4699-585	Operating Transfers In MBA-Golf	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4699 Operating Transfers In Totals:		\$ (36.70)	\$ -	\$ -	\$ -	\$ -	\$ (36.70)
Department: 000 Revenue Totals:		\$ 1,005,879.30	\$ 1,151,048.00	\$ 1,030,574.00	\$ 1,018,000.00	\$ 840,000.00	\$ 1,005,879.30
REVENUE Totals		\$ 1,005,879.30	\$ 1,151,048.00	\$ 1,030,574.00	\$ 1,018,000.00	\$ 840,000.00	\$ 1,005,879.30

		City of Troy	Midwest Landscape Group, Inc	Billy Casper Golf	Stony Creek	Oak Management	Davey Golf Course Maintenance
		7/08-6/09					
Account Number	Account Description	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions
Department: 785 Sylvan Glen Greens - EXPENSE					\$ -		
7702	Personal Service	\$ 223,351.83	\$ 330,000.00	\$ 243,200.00	\$ 232,000.00	\$ 250,000.00	\$ 243,512.00
7705	Holiday	\$ 3,592.19	\$ -	\$ -	\$ -	\$ -	\$ -
7706	Personal Business	\$ 1,074.12	\$ -	\$ -	\$ -	\$ -	\$ -
7707	S/A Supplement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7708	Union Business	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7709	Funeral Leave	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7710	Injury Leave	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7711	Jury Duty	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7715	FICA	\$ 22,702.50	\$ -	\$ 24,320.00	\$ -	\$ -	\$ -
7717	Workers Comp and Unemployment	\$ 3,548.70	\$ -	\$ 16,482.00	\$ -	\$ -	\$ -
7718	Sick Pay Allowance	\$ 3,509.40	\$ -	\$ -	\$ -	\$ -	\$ -
7719	Hospital and Life Insurance	\$ 29,196.43	\$ -	\$ 15,120.00	\$ 46,400.00	\$ 10,000.00	\$ -
7720	Vacation	\$ 3,471.88	\$ -	\$ -	\$ -	\$ -	\$ -
7722	Retirement	\$ 20,625.88	\$ -	\$ -	\$ -	\$ -	\$ -
7702 Personnel Service		\$ 311,072.93	\$ 330,000.00	\$ 299,122.00	\$ 278,400.00	\$ 260,000.00	\$ 243,512.00
7740	Operating Supplies	\$ -	\$ -	\$ 11,150.00	\$ 3,000.00		\$ -
7740-010	Operating Supplies General	\$ 34,413.34	\$ 130,000.00	\$ 8,250.00	\$ -	\$ 6,000.00	\$ 63,489.00
7740-100	Operating Supplies Seed & Planting	\$ 96,768.73	\$ -	\$ 4,500.00	\$ 20,000.00	\$ 72,000.00	\$ -
7740 Operation Supplies Totals:		\$ 131,182.07	\$ 130,000.00	\$ 23,900.00	\$ 23,000.00	\$ 78,000.00	\$ 63,489.00
7751	Fuel	\$ 21,180.32	\$ 21,000.00	\$ 17,700.00	\$ 20,000.00	\$ 16,000.00	\$ -
7766	Tools	\$ 954.75	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -
7768	Uniforms	\$ 615.63	\$ 600.00	\$ 750.00	\$ -	\$ -	\$ -
7774	Repair/Mtnce Supplies	\$ -	\$ 8,000.00	\$ 32,150.00	\$ 15,000.00	\$ 15,000.00	\$ 19,574.00
7774-100	Repair/Mtnce Supplies Blding Mt Supplies	\$ 2,180.25	\$ -	\$ -	\$ -	\$ -	\$ 2,180.25
7751-7774 Repair/Mtnce Supplies Totals:		\$ 24,930.95	\$ 31,600.00	\$ 50,600.00	\$ 35,000.00	\$ 31,000.00	\$ 21,754.25
7801	Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7801-010	Professional Services Adm & Prof	\$ 18,170.00	\$ -	\$ -	\$ -	\$ -	\$ -
7801-050	Professional Services Building Maintenance	\$ 23,869.23	\$ -	\$ -	\$ -	\$ -	\$ 23,869.23
7801 Professional Services Totals:		\$ 42,039.23	\$ -	\$ -	\$ -	\$ -	\$ 23,869.23
7802	Contractual Services	\$ -	\$ -	\$ 1,600.00	\$ 2,000.00	\$ -	\$ -
7802-050	Contractual Services Grounds Maintenance	\$ 42,281.01	\$ -	\$ 51,072.00	\$ 35,000.00	\$ 20,000.00	\$ -
7802-070	Contractual Services General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7802-110	Contractual Services Custodial Contractor	\$ 1,800.00	\$ -	\$ -	\$ -	\$ -	\$ 1,800.00
7802-150	Contractual Services Contractor-Equip Maint	\$ 6,074.81	\$ -	\$ -	\$ -	\$ -	\$ -
7802-160	Contractual Services Insect Control	\$ 140.00	\$ -	\$ -	\$ -	\$ -	\$ 140.00
7802-210	Contractual Services Refuse Contractor	\$ 2,035.76	\$ 2,500.00	\$ 8,160.00	\$ -	\$ 2,000.00	\$ -
7802 Contractual Services Totals:		\$ 52,331.58	\$ 2,500.00	\$ 60,832.00	\$ 37,000.00	\$ 22,000.00	\$ 1,940.00
7814	Computer Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7814-040	Computer Services Computer Serv-Internal	\$ 5,570.00	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -

		City of Troy 7/08-6/09	Midwest Landscape Group, Inc	Billy Casper Golf	Stony Creek	Oak Management	Davey Golf Course Maintenance
Account Number	Account Description	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions
7814	Computer Services Totals:	\$ 5,570.00	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -
7920	Public Utilities	\$ -	\$ -	\$ -	\$ 29,000.00	\$ 20,000.00	\$ -
7920-010	Public Utilities Electricity	\$ 9,408.20	\$ 9,000.00	\$ 15,900.00	\$ -	\$ -	\$ -
7920-020	Public Utilities Heat	\$ 6,380.55	\$ 6,000.00	\$ -	\$ -	\$ -	\$ -
7920-035	Public Utilities Water	\$ 428.08	\$ 500.00	\$ -	\$ -	\$ -	\$ 428.08
7920-040	Public Utilities Telephone	\$ 1,018.39	\$ 1,000.00	\$ 2,700.00	\$ -	\$ -	\$ 1,018.39
7920	Public Utilities Totals:	\$ 17,235.22	\$ 16,500.00	\$ 18,600.00	\$ 29,000.00	\$ 20,000.00	\$ 1,446.47
7943	Vehicle Rental-Motor Pool	\$ 12,211.89	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -
7955	Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7955-105	Miscellaneous Insurance Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7943	Vehicles - 7955 Miscellaneous Totals:	\$ 12,211.89	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -
7958	Membership & Dues	\$ 117.50	\$ 200.00	\$ 600.00	\$ 1,500.00	\$ 1,000.00	\$ -
7960	Education & Training	\$ -	\$ -	\$ 700.00	\$ -	\$ -	\$ -
7960-110	Education & Training General	\$ 1,372.17	\$ 2,000.00	\$ -	\$ 1,500.00	\$ -	\$ -
7960	Education & Training Totals:	\$ 1,489.67	\$ 2,200.00	\$ 1,300.00	\$ 3,000.00	\$ 1,000.00	\$ -
7962	Other	\$ 218.00	\$ -	\$ -	\$ -	\$ -	\$ 163,175.00
7968	Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7962	Other & 7968 Depreciation Totals :	\$ 218.00	\$ -	\$ -	\$ -	\$ -	\$ 163,175.00
Department: 785 Sylvan Glen Greens Totals:		\$ 598,281.54	\$ 518,800.00	\$ 454,354.00	\$ 405,400.00	\$ 412,000.00	\$ 519,185.95

		City of Troy	Midwest Landscape Group, Inc	Billy Casper Golf	Stony Creek	Oak Management	Davey Golf Course Maintenance
		7/08-6/09					
Account Number	Account Description	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions
Department: 786 Sylvan Glen Pro Shop - EXPENSE							
7702	Personal Service	\$ 151,206.55	\$ 223,300.00	\$ 168,838.00	\$ 190,000.00	\$ 125,000.00	\$ 151,206.55
7705	Holiday	\$ 1,379.21	\$ -	\$ -	\$ -	\$ -	\$ 1,379.21
7706	Personal Business	\$ 764.58	\$ -	\$ -	\$ -	\$ -	\$ 764.58
7707	S/A Supplement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7708	Union Business	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7709	Funeral Leave	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7710	Injury Leave	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7711	Jury Duty	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7715	FICA	\$ 11,976.14	\$ -	\$ 16,884.00	\$ -	\$ -	\$ 11,976.14
7717	Workers Comp and Unemployment	\$ 1,769.93	\$ -	\$ -	\$ -	\$ -	\$ 1,769.93
7718	Sick Pay Allowance	\$ 2,843.07	\$ -	\$ -	\$ -	\$ -	\$ 2,843.07
7719	Hospital and Life Insurance	\$ 17,153.56	\$ -	\$ 8,760.00	\$ 38,000.00	\$ 5,000.00	\$ 17,153.56
7720	Vacation	\$ 5,013.48	\$ -	\$ -	\$ -	\$ -	\$ 5,013.48
7722	Retirement	\$ 13,366.36	\$ -	\$ -	\$ -	\$ -	\$ 13,366.36
7702 Personnel Service		\$ 205,472.88	\$ 223,300.00	\$ 194,482.00	\$ 228,000.00	\$ 130,000.00	\$ 205,472.88
7728	Office Supplies	\$ 524.69	\$ -	\$ 960.00	\$ 1,200.00	\$ 6,000.00	\$ 524.69
7736	Supplies for Resale	\$ 21,754.14	\$ 37,455.00	\$ 40,106.00	\$ 18,000.00	\$ -	\$ 21,754.14
7740	Operating Supplies	\$ -	\$ -	\$ 48,000.00	\$ 45,000.00	\$ -	\$ -
7740-010	Operating Supplies General	\$ 2,485.52	\$ 6,000.00	\$ 4,769.00	\$ -	\$ -	\$ 2,485.52
7728 - 7740 Totals:		\$ 24,764.35	\$ 43,455.00	\$ 93,835.00	\$ 64,200.00	\$ 6,000.00	\$ 24,764.35
7768	Uniforms	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -
7774	Repair/Mtnce Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7774-100	Repair/Mtnce Supplies Blding Mt Supplies	\$ 965.57	\$ 2,000.00	\$ 1,200.00	\$ -	\$ -	\$ 965.57
7774-110	Repair/Mtnce Supplies Parts	\$ -	\$ -	\$ 1,200.00	\$ -	\$ 5,000.00	\$ -
7768 - 7774 Uniforms & Repair/Mtnce Supplies Totals:		\$ 965.57	\$ 2,000.00	\$ 3,400.00	\$ -	\$ 5,000.00	\$ 965.57
7801	Professional Services	\$ -	\$ 5,000.00	\$ 30,230.00	\$ 11,000.00	\$ 10,000.00	\$ -
7801-010	Professional Services Adm & Prof	\$ 27,250.00	\$ -	\$ 75,416.00	\$ 12,000.00	\$ 15,000.00	\$ 27,250.00
7801-050	Professional Services Building Maintenance	\$ 13,044.00	\$ -	\$ -	\$ -	\$ -	\$ 13,044.00
7801 Professional Services Totals:		\$ 40,294.00	\$ 5,000.00	\$ 105,646.00	\$ 23,000.00	\$ 25,000.00	\$ 40,294.00
7802	Contractual Services	\$ -	\$ -	\$ 1,400.00	\$ -	\$ -	\$ -
7802-110	Contractual Services Custodial Contractor	\$ 1,904.00	\$ -	\$ 3,200.00	\$ 1,200.00	\$ 2,000.00	\$ 1,904.00
7802-180	Contractual Services Office Equipment Mtnce	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7802-220	Contractual Services Security System	\$ 342.00	\$ 400.00	\$ 1,440.00	\$ 1,200.00	\$ -	\$ 342.00
7802 Contractual Services Totals:		\$ 2,246.00	\$ 400.00	\$ 6,040.00	\$ 2,400.00	\$ 2,000.00	\$ 2,246.00
7814	Computer Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7814-040	Computer Services Computer Serv-Internal	\$ 8,355.00	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -	\$ 8,355.00
7814 Computer Services Totals:		\$ 8,355.00	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -	\$ 8,355.00
7863	Travel & Mileage	\$ -	\$ -	\$ 6,400.00	\$ -	\$ -	\$ -
7901	Printing	\$ 1,177.50	\$ 3,000.00	\$ 650.00	\$ -	\$ -	\$ 1,177.50

		City of Troy 7/08-6/09	Midwest Landscape Group, Inc	Billy Casper Golf	Stony Creek	Oak Management	Davey Golf Course Maintenance
Account Number	Account Description	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions
7920	Public Utilities	\$ -	\$ -	\$ 648.00	\$ -	\$ 14,000.00	\$ -
7920-010	Public Utilities Electricity	\$ 6,061.99	\$ 6,000.00	\$ 26,900.00	\$ -	\$ -	\$ 6,061.99
7920-020	Public Utilities Heat	\$ 4,734.34	\$ 4,700.00	\$ -	\$ -	\$ -	\$ 4,734.34
7920-035	Public Utilities Water	\$ 741.10	\$ 700.00	\$ -	\$ -	\$ -	\$ 741.10
7920-040	Public Utilities Telephone	\$ 764.28	\$ 1,000.00	\$ 8,400.00	\$ -	\$ -	\$ 764.28
7901 Printing & 7920 Public Utilities Totals:		\$ 13,479.21	\$ 15,400.00	\$ 42,998.00	\$ -	\$ 14,000.00	\$ 13,479.21
7943	Vehicle Rental-Motor Pool	\$ 883.39	\$ -	\$ -	\$ -	\$ -	\$ 883.39
7955	Miscellaneous	\$ -	\$ -	\$ -	\$ 15,000.00	\$ -	\$ -
7955-050	Miscellaneous Sales Tax	\$ 13,983.46	\$ -	\$ -	\$ 4,000.00	\$ 15,000.00	\$ 13,983.46
7955-105	Miscellaneous Insurance Other	\$ -	\$ 10,000.00	\$ 19,400.00	\$ 22,000.00	\$ 15,000.00	\$ -
7943 Vehicle & 7955 Miscellaneous Totals:		\$ 14,866.85	\$ 10,000.00	\$ 19,400.00	\$ 41,000.00	\$ 30,000.00	\$ 14,866.85
7960	Education & Training	\$ -	\$ -	\$ 4,000.00	\$ -	\$ -	\$ -
7960-110	Education & Training General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7960 Education & Training Totals:		\$ -	\$ -	\$ 4,000.00	\$ -	\$ -	\$ -
7962	Other	\$ 14,993.98	\$ -	\$ -	\$ -	\$ 11,000.00	\$ 14,993.98
7962 Other Totals:		\$ 14,993.98	\$ -	\$ -	\$ -	\$ 11,000.00	\$ 14,993.98
Department: 786 Sylvan Glen Pro Shop Totals:		\$ 325,437.84	\$ 301,555.00	\$ 471,801.00	\$ 358,600.00	\$ 223,000.00	\$ 325,437.84

SYLVAN GLEN - EXPENSE TOTALS	\$ 923,719.38	\$ 820,355.00	\$ 926,155.00	\$ 764,000.00	\$ 635,000.00	\$ 844,623.79
SYLVAN GLEN - REVENUE TOTALS	\$ 1,005,879.30	\$ 1,151,048.00	\$ 1,030,574.00	\$ 1,018,000.00	\$ 840,000.00	\$ 1,005,879.30
Fund Totals: SYLVAN GLEN GOLF COURSE	\$ 82,159.92	\$ 330,693.00	\$ 104,419.00	\$ 254,000.00	\$ 205,000.00	\$ 161,255.51

Account Number	Account Description	City of Troy 7/08-6/09 YTD Transactions	Midwest Landscape Group, Inc YTD Transactions	Billy Casper Golf YTD Transactions	Stony Creek YTD Transactions	Oak Management YTD Transactions	Davey Golf Course Maintenance YTD Transactions
Fund: 583 Sanctuary Lake Golf Course							
Department: 000 Revenue							
4642	Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4642-065	Sales Merchandise	\$ 24,300.46	\$ 62,610.00	\$ 36,750.00	\$ 30,000.00	\$ 12,000.00	\$ 24,300.46
4642-070	Sales Miscellaneous	\$ -	\$ -	\$ -	\$ 10,000.00	\$ -	\$ -
4642 Sales Totals:		\$ 24,300.46	\$ 62,610.00	\$ 36,750.00	\$ 40,000.00	\$ 12,000.00	\$ 24,300.46
4651	Use and Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4651-020	Use and Administration Cart Rentals	\$ 313,062.00	\$ 336,680.00	\$ -	\$ 350,000.00	\$ 260,000.00	\$ 313,062.00
4651-030	Use and Administration Golf Fees	\$ 474,132.00	\$ 589,642.00	\$ 899,022.00	\$ 500,000.00	\$ 515,000.00	\$ 474,132.00
4651-060	Use and Administration Driving Range	\$ 78,049.31	\$ 85,853.00	\$ 86,400.00	\$ 80,000.00	\$ 40,000.00	\$ 78,049.31
4651-070	Use and Administration Lessons	\$ 28,708.00	\$ 76,000.00	\$ 33,500.00	\$ 28,700.00	\$ 28,000.00	\$ 28,708.00
4651 Use and Administration Totals:		\$ 893,951.31	\$ 1,088,175.00	\$ 1,018,922.00	\$ 958,700.00	\$ 843,000.00	\$ 893,951.31
4667	Rent Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4667-090	Rent Income Restaurant	\$ 5,441.00	\$ -	\$ -	\$ -	\$ -	\$ 5,441.00
4667 Rent Income Totals:		\$ 5,441.00	\$ -	\$ -	\$ -	\$ -	\$ 5,441.00
4669	Investment Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4669-020	Investment Income Investment Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4669 Investment Income Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4676	Reimbursements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4676-010	Reimbursements Reimbursements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4676 Reimbursements Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4693	Gain on Sale-Dep Capital Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4693-100	Gain on Sale-Dep Capital Assets Cash/Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4693-200	Gain on Sale-Dep Capital Assets Proceeds from Disposition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4693 Gain on Sale-Dep Capital Assets Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4694	Cash Over or Short	\$ 216.16	\$ -	\$ -	\$ -	\$ -	\$ 216.16
Food & Beverage		\$ -	\$ 210,000.00	\$ 91,740.00	\$ 200,000.00	\$ 175,000.00	\$ -
Beverages (Alcohol)		\$ -	\$ -	\$ 52,968.00	\$ -	\$ -	\$ -
Restaurant Revenues		\$ -	\$ 210,000.00	\$ 144,708.00	\$ 200,000.00	\$ 175,000.00	\$ -
Department: 000 Revenue Totals:		\$ 923,908.93	\$ 1,360,785.00	\$ 1,200,380.00	\$ 1,198,700.00	\$ 1,030,000.00	\$ 923,908.93
REVENUE Totals		\$ 923,908.93	\$ 1,360,785.00	\$ 1,200,380.00	\$ 1,198,700.00	\$ 1,030,000.00	\$ 923,908.93

		City of Troy	Midwest Landscape Group, Inc	Billy Casper Golf	Stony Creek	Oak Management	Davey Golf Course Maintenance
		7/08-6/09					
Account Number	Account Description	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions
Department: 765 Sanctuary Lake Greens - EXPENSE							
7702	Personal Service	\$ 178,430.73	\$ 275,000.00	\$ 181,320.00	\$ 277,750.00	\$ 230,000.00	\$ 231,853.00
7705	Holiday	\$ 1,224.48	\$ -	\$ -	\$ -	\$ -	\$ -
7706	Personal Business	\$ 818.24	\$ -	\$ -	\$ -	\$ -	\$ -
7707	S/A Supplement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7708	Union Business	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7709	Funeral Leave	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7710	Injury Leave	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7711	Jury Duty	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7715	FICA	\$ 11,555.83	\$ -	\$ 18,132.00	\$ -	\$ -	\$ -
7717	Workers Comp and Unemployment	\$ 1,271.37	\$ -	\$ 14,096.00	\$ -	\$ -	\$ -
7718	Sick Pay Allowance	\$ 2,175.78	\$ -	\$ -	\$ -	\$ -	\$ -
7719	Hospital and Life Insurance	\$ 8,895.59	\$ -	\$ 15,120.00	\$ 55,550.00	\$ 10,000.00	\$ -
7720	Vacation	\$ 2,245.94	\$ -	\$ -	\$ -	\$ -	\$ -
7722	Retirement	\$ 14,905.89	\$ -	\$ -	\$ -	\$ -	\$ -
7702 Personnel Service		\$ 221,523.85	\$ 275,000.00	\$ 228,668.00	\$ 333,300.00	\$ 240,000.00	\$ 231,853.00
7740	Operating Supplies	\$ -	\$ -	\$ 4,475.00	\$ 5,000.00	\$ -	\$ -
7740-010	Operating Supplies General	\$ 30,124.30	\$ 110,000.00	\$ 8,480.00	\$ -	\$ 6,000.00	\$ 56,512.00
7740-100	Operating Supplies Seed & Planting	\$ 62,980.82	\$ -	\$ 8,700.00	\$ 10,000.00	\$ 62,000.00	\$ -
7702 - 7740 Totals:		\$ 93,105.12	\$ 110,000.00	\$ 21,655.00	\$ 15,000.00	\$ 68,000.00	\$ 56,512.00
7751	Fuel	\$ 14,278.35	\$ 14,000.00	\$ 16,000.00	\$ 20,000.00	\$ 16,000.00	\$ -
7766	Tools	\$ 1,034.94	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -
7768	Uniforms	\$ 478.81	\$ 500.00	\$ 1,000.00	\$ -	\$ -	\$ -
7774	Repair/Mtnce Supplies	\$ -	\$ 8,000.00	\$ 27,600.00	\$ 15,000.00	\$ 10,000.00	\$ 15,314.00
7774-100	Repair/Mtnce Supplies Blding Mt Supplies	\$ 805.99	\$ -	\$ -	\$ -	\$ -	\$ 805.99
7774 Repair/Mtnce Supplies Totals:		\$ 16,598.09	\$ 23,500.00	\$ 44,600.00	\$ 35,000.00	\$ 26,000.00	\$ 16,119.99
7801	Professional Services	\$ -	\$ -		\$ -	\$ -	\$ -
7801-010	Professional Services Adm & Prof	\$ -	\$ -		\$ -	\$ -	\$ -
7801-050	Professional Services Building Maintenance	\$ 24,282.00	\$ -	\$ 1,400.00	\$ -	\$ -	\$ 24,282.00
7801 Professional Services Totals:		\$ 24,282.00	\$ -	\$ 1,400.00	\$ -	\$ -	\$ 24,282.00
7802	Contractual Services	\$ -	\$ -	\$ 2,425.00	\$ 2,000.00	\$ -	\$ -
7802-050	Contractual Services Grounds Maintenance	\$ 47,827.96	\$ -	\$ 87,900.00	\$ 35,000.00	\$ 11,000.00	\$ -
7802-110	Contractual Services Custodial Contractor	\$ 1,307.40	\$ -	\$ 300.00	\$ -	\$ 2,000.00	\$ 1,307.40
7802-150	Contractual Services Contractor-Equip Maint	\$ 5,739.48	\$ -	\$ -	\$ -	\$ -	\$ -
7802-160	Contractual Services Insect Control	\$ 140.00	\$ -	\$ -	\$ -	\$ -	\$ 140.00
7802-210	Contractual Services Refuse Contractor	\$ 3,964.30	\$ 4,000.00	\$ 8,160.00	\$ -	\$ 4,000.00	\$ -
7802 Contractual Services Totals:		\$ 58,979.14	\$ 4,000.00	\$ 98,785.00	\$ 37,000.00	\$ 17,000.00	\$ 1,447.40
7814	Computer Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7814-040	Computer Services Computer Serv-Internal	\$ 2,785.00	\$ 1,000.00	\$ 500.00	\$ -	\$ -	\$ -
7814 Computer Services Totals:		\$ 2,785.00	\$ 1,000.00	\$ 500.00	\$ -	\$ -	\$ -

		City of Troy 7/08-6/09	Midwest Landscape Group, Inc	Billy Casper Golf	Stony Creek	Oak Management	Davey Golf Course Maintenance
Account Number	Account Description	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions
7920	Public Utilities	\$ -	\$ -	\$ -	\$ 40,000.00	\$ 20,000.00	\$ -
7920-010	Public Utilities Electricity	\$ 14,019.87	\$ 14,000.00	\$ 26,800.00	\$ -	\$ -	\$ -
7920-020	Public Utilities Heat	\$ 1,843.69	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -
7920-035	Public Utilities Water	\$ 1,283.74	\$ 1,300.00	\$ -	\$ -	\$ -	\$ 1,283.74
7920-040	Public Utilities Telephone	\$ 259.87	\$ 1,000.00	\$ 1,200.00	\$ -	\$ -	\$ 259.87
7920 Public Utilities Totals:		\$ 17,407.17	\$ 18,300.00	\$ 28,000.00	\$ 40,000.00	\$ 20,000.00	\$ 1,543.61
7943	Vehicle Rental-Motor Pool	\$ 9,854.73	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -
7955	Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7955-105	Miscellaneous Insurance Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7943 Vehicle & 7955 Miscellaneous Totals:		\$ 9,854.73	\$ 5,000.00	\$ -	\$ -	\$ -	\$ -
7958	Membership & Dues	\$ 117.50	\$ 200.00	\$ 450.00	\$ 500.00	\$ 1,000.00	\$ -
7960	Education & Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7960-110	Education & Training General	\$ 465.93	\$ 1,000.00	\$ -	\$ 500.00	\$ -	\$ -
7960 Education & Training Totals:		\$ 583.43	\$ 1,200.00	\$ 450.00	\$ 1,000.00	\$ 1,000.00	\$ -
7962	Other	\$ 200.00	\$ -	\$ -	\$ -	\$ -	\$ 121,696.00
7968	Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7962 Other & 7968 Depreciation Totals:		\$ 200.00	\$ -	\$ -	\$ -	\$ -	\$ 121,696.00
Department: 765 Sanctuary Lake Greens Totals:		\$ 445,318.53	\$ 438,000.00	\$ 424,058.00	\$ 461,300.00	\$ 372,000.00	\$ 453,454.00

		City of Troy	Midwest Landscape Group, Inc	Billy Casper Golf	Stony Creek	Oak Management	Davey Golf Course Maintenance
		7/08-6/09					
Account Number	Account Description	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions
Department: 766 Sanctuary Lake Pro Shop - EXPENSE							
7702	Personal Service	\$ 136,579.31	\$ 208,900.00	\$ 129,721.00	\$ 227,250.00	\$ 120,000.00	\$ 136,579.31
7705	Holiday	\$ 376.83	\$ -	\$ -	\$ -	\$ -	\$ 376.83
7706	Personal Business	\$ 764.58	\$ -	\$ -	\$ -	\$ -	\$ 764.58
7707	S/A Supplement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7708	Union Business	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7709	Funeral Leave	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7710	Injury Leave	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7711	Jury Duty	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7715	FICA	\$ 10,817.68	\$ -	\$ 17,107.00	\$ -	\$ -	\$ 10,817.68
7717	Workers Comp and Unemployment	\$ 1,667.65	\$ -	\$ -	\$ -	\$ -	\$ 1,667.65
7718	Sick Pay Allowance	\$ 2,616.57	\$ -	\$ -	\$ -	\$ -	\$ 2,616.57
7719	Hospital and Life Insurance	\$ 15,914.34	\$ -	\$ 23,880.00	\$ 45,450.00	\$ 5,000.00	\$ 15,914.34
7720	Vacation	\$ 4,654.55	\$ -	\$ -	\$ -	\$ -	\$ 4,654.55
7722	Retirement	\$ 12,320.08	\$ -	\$ -	\$ -	\$ -	\$ 12,320.08
7702 Personnel Service		\$ 185,711.59	\$ 208,900.00	\$ 170,708.00	\$ 272,700.00	\$ 125,000.00	\$ 185,711.59
7728	Office Supplies	\$ 522.50	\$ -	\$ 960.00	\$ 2,000.00	\$ 6,000.00	\$ 522.50
7736	Supplies for Resale	\$ 15,141.85	\$ 33,000.00	\$ 25,358.00	\$ 18,000.00	\$ -	\$ 15,141.85
7740	Operating Supplies	\$ -	\$ -	\$ 48,600.00	\$ 35,000.00	\$ -	\$ -
7740-010	Operating Supplies General	\$ 10,602.83	\$ 15,000.00	\$ 9,128.00	\$ -	\$ -	\$ 10,602.83
7740-060	Operating Supplies Food	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7728 - 7740 Totals:		\$ 26,267.18	\$ 48,000.00	\$ 84,046.00	\$ 55,000.00	\$ 6,000.00	\$ 26,267.18
7768	Uniforms	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -
7774	Repair/Mtnce Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7774-100	Repair/Mtnce Supplies Blding Mt Supplies	\$ 2,076.31	\$ 3,000.00	\$ 1,200.00	\$ -	\$ -	\$ 2,076.31
7774-110	Repair/Mtnce Supplies Parts	\$ 627.76	\$ -	\$ 1,200.00	\$ -	\$ 7,000.00	\$ 627.76
7774 Repair/Mtnce Supplies Totals:		\$ 2,704.07	\$ 3,000.00	\$ 3,400.00	\$ -	\$ 7,000.00	\$ 2,704.07
7801	Professional Services	\$ -	\$ 5,000.00	\$ 39,261.00	\$ 13,000.00	\$ 10,000.00	\$ -
7801-010	Professional Services Adm & Prof	\$ -	\$ -	\$ 87,725.00	\$ 13,500.00	\$ 15,000.00	\$ -
7801-050	Professional Services Building Maintenance	\$ 8,824.00	\$ -	\$ -	\$ -	\$ -	\$ 8,824.00
7801 Professional Services Totals:		\$ 8,824.00	\$ 5,000.00	\$ 126,986.00	\$ 26,500.00	\$ 25,000.00	\$ 8,824.00
7802	Contractual Services	\$ -	\$ -	\$ 1,400.00	\$ -	\$ -	\$ -
7802-071	Contractual Services Lessons	\$ 19,940.00	\$ 57,000.00	\$ -	\$ 28,700.00	\$ 20,000.00	\$ 19,940.00
7802-110	Contractual Services Custodial Contractor	\$ 1,600.00	\$ -	\$ 3,200.00	\$ 3,000.00	\$ -	\$ 1,600.00
7802-220	Contractual Services Security System	\$ 1,054.44	\$ 1,000.00	\$ 1,440.00	\$ 1,200.00	\$ 1,000.00	\$ 1,054.44
7802 Contractual Services Totals:		\$ 22,594.44	\$ 58,000.00	\$ 6,040.00	\$ 32,900.00	\$ 21,000.00	\$ 22,594.44
7814	Computer Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7814-040	Computer Services Computer Serv-Internal	\$ 8,355.00	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -	\$ 8,355.00
7814 Computer Services Totals:		\$ 8,355.00	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -	\$ 8,355.00
7863	Travel & Mileage	\$ -	\$ -	\$ 4,400.00	\$ -	\$ -	\$ -

		City of Troy 7/08-6/09	Midwest Landscape Group, Inc	Billy Casper Golf	Stony Creek	Oak Management	Davey Golf Course Maintenance
Account Number	Account Description	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions
7901	Printing	\$ 1,177.50	\$ 3,000.00	\$ 650.00	\$ -	\$ -	\$ 1,177.50
7920	Public Utilities	\$ -	\$ -	\$ 648.00	\$ -	\$ 25,000.00	\$ -
7920-010	Public Utilities Electricity	\$ 12,061.48	\$ 12,000.00	\$ 26,569.00	\$ -	\$ -	\$ 12,061.48
7920-020	Public Utilities Heat	\$ 5,097.27	\$ 5,000.00	\$ -	\$ -	\$ -	\$ 5,097.27
7920-035	Public Utilities Water	\$ 964.91	\$ 1,000.00	\$ -	\$ -	\$ -	\$ 964.91
7920-040	Public Utilities Telephone	\$ 1,317.41	\$ 1,300.00	\$ 8,400.00	\$ -	\$ -	\$ 1,317.41
7920 Public Utilities Totals:		\$ 20,618.57	\$ 22,300.00	\$ 40,667.00	\$ -	\$ 25,000.00	\$ 20,618.57
7943	Vehicle Rental-Motor Pool	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7955	Miscellaneous	\$ -	\$ -	\$ -	\$ 15,000.00	\$ -	\$ -
7955-050	Miscellaneous Sales Tax	\$ 20,757.26	\$ -	\$ -	\$ 21,000.00	\$ 21,000.00	\$ 20,757.26
7955-105	Miscellaneous Insurance Other	\$ -	\$ 14,000.00	\$ 20,000.00	\$ 22,000.00	\$ 15,000.00	\$ -
7955 Miscellaneous Totals:		\$ 20,757.26	\$ 14,000.00	\$ 20,000.00	\$ 58,000.00	\$ 36,000.00	\$ 20,757.26
7960	Education & Training	\$ -	\$ -	\$ 4,000.00	\$ -	\$ -	\$ -
7960-110	Education & Training General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7960 Education & Training Totals:		\$ -	\$ -	\$ 4,000.00	\$ -	\$ -	\$ -
7962	Other	\$ 14,358.97	\$ -	\$ -	\$ -	\$ 11,000.00	\$ 14,358.97
7991	Principal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7995	Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7998	Other Fees	\$ 3,183.21	\$ -	\$ -	\$ -	\$ -	\$ 3,183.21
7962-7998 Other Totals:		\$ 17,542.18	\$ -	\$ -	\$ -	\$ 11,000.00	\$ 17,542.18
Labor		\$ -	\$ 62,400.00	\$ 41,347.00	\$ -	\$ 82,000.00	\$ -
Food & Beverage		\$ -	\$ 70,000.00	\$ 45,213.00	\$ 64,000.00	\$ 93,000.00	\$ -
Supplies		\$ -	\$ 10,500.00	\$ 9,790.00	\$ 10,000.00	\$ -	\$ -
Restaurant Expense Totals:		\$ -	\$ 142,900.00	\$ 96,350.00	\$ 74,000.00	\$ 175,000.00	\$ -
Department: 766 Sanctuary Lake Pro Shop Totals:		\$ 313,374.29	\$ 504,100.00	\$ 554,197.00	\$ 519,100.00	\$ 431,000.00	\$ 313,374.29

SANCTUARY LAKE - EXPENSE TOTALS	\$ 758,692.82	\$ 942,100.00	\$ 978,255.00	\$ 980,400.00	\$ 803,000.00	\$ 766,828.29
SANCTUARY LAKE - REVENUE TOTALS	\$ 923,908.93	\$ 1,360,785.00	\$ 1,200,380.00	\$ 1,198,700.00	\$ 1,030,000.00	\$ 923,908.93
Fund Totals: SANCTUARY LAKES GOLF COURSE	\$ 165,216.11	\$ 418,685.00	\$ 222,125.00	\$ 218,300.00	\$ 227,000.00	\$ 157,080.64

Account Number	Account Description	City of Troy 7/08-6/09 YTD Transactions	Midwest Landscape Group, Inc YTD Transactions	Billy Casper Golf YTD Transactions	Stony Creek YTD Transactions	Oak Management YTD Transactions	Davey Golf Course Maintenance YTD Transactions
	Sylvan Glen - Operation Totals (includes revenues and expenses)	\$ 82,159.92	\$ 330,693.00	\$ 104,419.00	\$ 254,000.00	\$ 205,000.00	\$ 161,255.51
	Sanctuary Lake - Operation Totals (includes revenues and expenses)	\$ 165,216.11	\$ 418,685.00	\$ 222,125.00	\$ 218,300.00	\$ 227,000.00	\$ 157,080.64
		\$ 247,376.03	\$ 749,378.00	\$ 326,544.00	\$ 472,300.00	\$ 432,000.00	\$ 318,336.15
	Pay for Carts & Rplcmt future Carts		\$ (230,000.00)			\$ (120,000.00)	
	Amoritization of Equip					\$ (130,000.00)	
	Revenue to City		\$ (325,000.00)	\$ (326,544.00)	\$ (300,000.00)	\$ (142,000.00)	
	Vendor Profit:		\$ 194,378.00	\$ - (see proposal section 21 - fees)	\$ 172,300.00	\$ 40,000.00	
REVENUES TO BE RECEIVED BY VENDORS:		\$ -	\$ 325,000.00	\$ 325,000.00	\$ 300,000.00	\$ 142,000.00	Maintenance Only
	Management Fees	Not Included	Not Included	Included	Not Included	Not Included	Not Included
	Principal / Interest	Not Included	Not Included	Not Included	Not Included	Not Included	Not Included
	Vehicle Expense - Capital (Golf Carts)	\$ (46,040.00)	\$ 46,040.00	\$ -	\$ 46,040.00	\$ 46,040.00	\$ (46,040.00)
	Depreciation - Sylvan	Not Included	Not Included	Not Included	Not Included	Not Included	Not Included
	Depreciation - Sanctuary	Not Included	Not Included	Not Included	Not Included	Not Included	Not Included
	PURCHASE OF CITY EQUIPMENT (REVENUE PER YEAR):	\$ -	\$ -	\$ -	\$ 60,000.00	\$ 60,312.50	\$ 30,194.38
	Cost of Capital per year (based on 5-year trend)				\$ (86,850.00)	\$ (86,850.00)	
TOTAL REVENUE TO CITY - PER YEAR:		\$ 201,336.03	\$ 371,040.00	\$ 325,000.00	\$ 319,190.00	\$ 161,502.50	\$ 302,490.53
			Will use all City equip - will rplc as needed. Will turn back to City at lease end in like condition as now debt free. *Plus an add'l negotiated % on revenues/excess of \$2.3 Million	Will use City equip - City responsible for rplcmt of equip - BCG will perform repairs/maint. City retains ownership	Will lease equip for \$60,000/yr - for length of lease - all equip will revert to Stony Creek at end of lease - See proposal - Exhibit K - Performance Incentives	\$482,500 will be paid for purchase of equip - Including Carts	\$241,555 will be paid for equip (CARTS EXCLUDED FROM PURCHASE) See explanations / exceptions below
Vendor is responsible for all repairs and replacement of equip during the term of lease			Yes	See Note Above	Yes	Yes	Yes
Lease Agreement includes the carts owned by the City of Troy			Yes	No	Yes	Yes	No
Will assume the remaining payments on carts at Sylvan Glen			Yes	No	Yes	Yes	No
City Equipment:	City Retains Ownership of Maint Equip		Yes	Yes	No - Yes	No - Yes	No
	City Retains Ownership of Carts		Yes	Yes	No - Yes	No - Yes	Yes

MAINTENANCE
PROPOSAL

Account Number	Account Description	City of Troy 7/08-6/09 YTD Transactions	Midwest Landscape Group, Inc YTD Transactions	Billy Casper Golf YTD Transactions	Stony Creek YTD Transactions	Oak Management YTD Transactions	Davey Golf Course Maintenance YTD Transactions
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ADDITIONAL NOTES:

Midwest Landscape Group:	
Sales Tax - Not listed:	Sales tax collected for and remitted to the the State of Mi is treated as a short term liability. It does not have an effect on revenues or expenses. This is a neutral transaction. The entity will serve as a collection agent for the State
Sanctuary Lake Food Revenue:	This figure of \$210,000 represents the gross food and beverage revenue including food and beverage for outings. The \$210,000 is similar to your current food and beverage provider's receipts for 2009.

Billy Casper Golf Management Proposal	
Sales Tax - Not listed:	Sales tax is considered a "pass-through" and is not represented as part of the revenue or expense figures
Sanctuary Lake Food Revenue:	This figure of \$144,708 is a gross number based on a \$5.25 (roughly) average dollar per round. This APR is based on our historical experience at similar facilities.
Lease Expense: Listed under (Operating Supplies - Acct 7740)	These figures reflect a cart lease figure based on the number of carts at each facility. BCG would utilize the existing equipment, but the City would depreciate and replace the equipment as needed.
Custodial Contractor: (Acct 7802-110)	Cleaning will be done by BCG staff. Cost is only for cleaning supplies. Did not list cost for Sylvan Glen Greens cleaning supplies, this is included in the Sylvan Glen Pro Shop cost.

Davey Golf Course Maintenance	
NOTE: Maintenance costs averaged over the 8-year period for both courses.	
Fuel Costs (Acct - 7751)	Davey is responsible for all fuel for the golf course maintenance equipment ONLY. Did not provide the broken down cost for fuel in proposal.
Repair/Maint Bldg Mt Supplies (Acct - 7774-100)	The City of Troy is responsible for the building infrastructure including needed services to maintain the integrity of the buildings and custodial services of all golf course used restroom facilities. (Used City's cost for this line item)
Custodial Services (Acct - 7802-110)	The City of Troy is responsible for custodial services of all golf course used restroom facilities. (Used City's cost for this line item)
Contractual - Equip Maint (Acct - 7802-150)	Davey will be responsible for all future cost of maintaining equipment and will be responsible for maintenance equipment purchases for the future for the the extent of this contract. All maintenance equipment purchases will be the property of the Davey Tree Expert Company. (Removed City's cost for this item). NOTE: Davey is not responsible for irrigation replacement (pumps/wiring/controllers) and cart parts. Not sure which account number these items are included in.
Contractual - Refuse (Acct 7802-210)	Davey is responsible for good housekeeping in and around the maintenance buildings including trash removal.
Utilities (Acct - 7920)	Davey will be responsible for utilities (electric & gas) associated with the maintenance bldg & pump house ONLY. Did not provide the broken down cost for utilities in the proposal.
Prof Serv - Bldg Maint (Acct 7801-050)	The City of Troy is responsible for the building infrastructure including needed services to maintain the integrity of the buildings and custodial services of all golf course used restroom facilities. (Used City's cost for this line item). Davey is not responsible for capital improvements
Other (Acct - 7962)	Davey only split the cost of their proposal into three items - Wages; Supplies/Materials; Equip/Repairs. The remaining lump sum amount, per the proposal, would cover items such as benefits, property insurance, snowplow equipment, HR, overhead, etc. Since it was impossible to break this down, the total amount was placed in the 'Other' account.

City of Troy	Midwest Landscape Group, Inc	Billy Casper Golf	Stony Creek	Oak Management	Davey Golf Course Maintenance
7/08-6/09					
YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions	YTD Transactions

Account Number	Account Description
Stony Creek	
Lease Expense: Listed under (Operating Supplies - Acct 7740)	These figures represent a cost to Stony Creek for the leasing of our equipment. Stony Creek will provide the City a monthly payment for leasing our own equipment. They will also be assuming our current lease for the carts at Sylvan Glen.
Exhibit K - Performance Incentive	10% of gross revenue (GR) over \$1.1 million; 15% of GR over \$1.250 million; 20% of GR over \$1.5 million



November 20, 2009

Amendment / Addendum 1
RFP-COT 09-44
Golf Course Management Services
Page 1 of 7

To All Bidders:

Please be advised that as a result of the mandatory pre-proposal meeting conducted Tuesday, November 17, 2009, the City of Troy Purchasing Department authorizes the following CHANGE(S), ADDITION(S), and RESPONSES TO QUESTIONS for **RFP-COT 09-44 Golf Course Management Services**. The CHANGE(S), ADDITION(S), and RESPONSES TO QUESTIONS will be considered an integral part of the original proposal document. The pre-proposal meeting commenced at 11:30 AM, Sylvan Glen Golf Course located at 5725 Rochester Road, Troy, MI.

The following items from the proposal document were reviewed:

- SECTION 1: GUIDE - REQUEST FOR QUALIFICATIONS – Golf Course Management Services – Be sure your company has received and reviewed all Sections and Attachments.
- SECTION 2: *REQUEST FOR QUALIFICATIONS / REQUEST FOR PROPOSAL CONTENT* – Qualifying (Pass/Fail) conditions of the Firm include minimum years in business, experience, references, sample business plan and insurance.
- SECTION 3: *SELECTION PROCESS* – Criteria for Selection
IMPORTANT: The City's Purchasing department will first compare the annual rate(s) for each proposal submitted to the debt schedule to determine whether it's in the City's best interest to begin the evaluation process or not for that proposal.
- SECTION 4: *INSTRUCTIONS TO BIDDERS* – Four (4) Copies need to be submitted at the time of proposal submission.
 - Proposal Opening date is **Thursday, December 3, 2009 at 10:00 AM EST**. (Page 1 of 3)
 - When submitting bids, mark envelopes with the Proposal Number, Name, and Opening Date.
 - No faxed Proposal Documents will be accepted except as noted
 - *Timely Submittals*: Late submittals will not be accepted.
 - Proposal forms are obtainable at the City of Troy Purchasing Department or on the Michigan Intergovernmental Trade Network website at www.mitn.info.
 - Bonds will be required for this project.
- SECTION 5: *VENDOR QUESTIONNAIRE*
Sample Business plan document must be included with each Firm's submitted proposal. (Question 18.)
- SECTION 6: *INSURANCE REQUIREMENTS*: **Proposals must include a letter or insurance certificate from the proposers insurance agent or carrier that the insurance to be supplied will meet specifications. A bidder will be considered non-qualified if an acceptable letter or certificate is not received with the proposal documents.** If any questions – contact Mr. Cooperrider, Risk Manager, at (248) 526-5127.
- SECTION 7: *PROPOSAL FORM* – Form must be returned with proposal submission.
NOTE: As part of the operational plan, firms must indicate what will be done with the City equipment provided. The City will consider a leasing arrangement, an outright buy and/or no use of City equipment.
- SECTION 8: *PROPOSAL TERMS AND CONDITIONS*
 - *ADDITIONAL INFORMATION*: (Page 1 of 3) Contact Carol Anderson, Parks and Recreation Director for additional information or questions concerning this project.
 - *AWARD OF CONTRACT*: (Page 1 of 3) The City reserves the right to continue the management of golf course operations with City forces and not award a contract, if determined to be in the City's best interest, as it relates to the proposed revenues and debt obligations of the City.
 - *RIGHT TO NEGOTIATE FINAL AGREEMENT*: (Page 2 of 3) The City reserves the right to negotiate a final written agreement with the highest rated firm.
 - *COMMENCEMENT DATE*: (Page 2 of 3) Firms are requested to provide a commencement schedule. Preference would be within 90 days or less.
 - *SIGNATURE PAGE* – Sign all three areas 1) Price Clause, 2) Company Info, & 3) Acknowledgement.

The following items from the proposal document were reviewed:

- SECTION 8: *PROPOSAL TERMS AND CONDITIONS* (continued)
 - *EXCEPTIONS*: Any exceptions, substitutions, deviations to the proposal need to be stated including the reason.
- SECTION 9: *PROJECT FRAMEWORK AND SCOPE* – At a minimum, this section provides detail on how the golf courses are currently maintained and operated.
- SECTION 10: *ATTACHMENT A*
- SECTION 11: *FORMS* – Legal Status of Bidder and Non-Collusion Affidavit must be returned with proposal submission.
- SECTION 12: *ATTACHMENTS*

Asked if there were any questions and that everyone had signed in. Introduced John Szerlag, City Manager, John Lamerato, Assistant City Manager/Finance and Administration, Carol Anderson, Parks and Recreation Director, Danny McDonald, Superintendent of Greens, and Jake Pilat, Director of Golf Operations.

Mr. Szerlag addressed the group to clarify the City's two main objectives in soliciting proposals:

1. Obtain the most cost effective level of operations for the City
2. Give City employees a chance to compete for these services

Firms are requested to include in their operational plan, a schedule of expenditures detailing operational and maintenance costs for each golf course. In addition, firms must indicate in their submission whether they are interested in performing the maintenance portion of the work only or not.

RESPONSES TO QUESTIONS:

Carol Anderson addressed the following questions:

1. Is all the revenue sources reflected in the reports provided in the proposal package?

Revenues from programs such as sports camps, junior leagues and spring break camps are not reflected in the revenue numbers included in the RFP document since these programs are performed in partnership with the Parks and Recreation department. The revenue amount averages to be about \$46,000 a year.

2. Are the specifications listed in the proposal exactly how the City requires the work under this contract to be performed?

The framework and scope provided only describes the extent to which the City currently maintains golf operations. Firms may continue the same pattern, or adopt different methods to achieve the same results. The City expects the same level of customer service, maintenance, and appearance of the City's two golf courses as currently achieved by City forces throughout the life of the contract.

3. Are Firm's allowed to make additional site visits to the courses after today's meeting?

All grounds are public property so firms are allowed to walk the courses at another time. Tours or access to non-public buildings and areas will not be allowed after the pre-proposal meeting.

4. Can the City provide the league revenue received for the 2009 calendar year?

Sanctuary Lakes

Players	Weeks of Play	Rounds	2009 Revenue
196	18	3,528	\$98,700.00*

* Includes cart rental fees

Sylvan Glen

Players	Weeks of Play	Rounds	2009 Revenue
753	18	13,553	\$204,730.00**

**Walking rate only, does not include cart rental fees. On average 40% of rounds include cart rentals which equates to approximately \$81,000 / calendar year.

5. Can the City provide current year to date revenue and expense figures?

Sanctuary Lakes Operations Summary		
	2009-2010 July 1 – Oct 31	2009 Jan 1 – Oct 31
Revenue	\$469,725.40	\$860,532.87
Expenses	*\$323,889.10	**\$809,782.11
Rounds	13,250	23,375

*Overall, Greens and Pro-Shop reduced expenses by \$45,212.54 year to date.

*Depreciation was \$88,617.33 less in 2009 than 2008 year to date.

*Capital was \$24,766.54 higher in 2009 than 2008 year to date.

** Overall, Greens and Pro-Shop reduced expenses by \$34,429.57.

**Depreciation was \$86,370.06 less in 2009 than 2008.

**Capital was \$24,766.54 higher in 2009 than 2008.

**Interest was \$3,110.64 less in 2009 than 2008.

**Principal was \$300,000 higher in 2008 than 2009.

Sylvan Glen Operations Summary		
	2009-2010 July 1 – Oct 31	2009 Jan 1 – Oct 31
Revenue	\$547,150.14	\$1,064,209.63
Expenses	\$463,565.42	\$960,970.29
Rounds	18,824	40,506

- Unaudited revenue/expenses as of October 31, 2009 -

6. Can you provide the number of starts and rounds, by course, for the last two years?

Fiscal Year – 2008 / 2009 (July 1 – June 30)

Course:	Sylvan Glen	Sanctuary Lakes
9 Hole Rounds:	32,097	11,809
18 Hole Rounds:	11,524	12,912
Total Number of Starts:	43,621	24,721

Fiscal Year – 2007 / 2008 (July 1 – June 30)

Course:	Sylvan Glen	Sanctuary Lakes
9 Hole Rounds:	26,740	10,690
18 Hole Rounds:	15,969	12,953
Total Number of Starts:	42,709	23,643

Sylvan Glen Golf Course tour:

Pro Shop:

The main building, housing the pro-shop and restaurant, is registered as a historical building. As a historical building, there is only a limited amount of changes that can be done to the outside of this building. Any and all exterior changes must be approved by the historical commission. These restrictions only apply to the exterior of the building. The interior can be changed without restrictions.

Question: Will there be a separate utility meter for the Pro Shop? **Answer:** The City will ensure that separate meters are installed for the Pro-Shop and Camp Ticonderoga.

Question: Will this contract cover food services at Sylvan Glen? **Answer:** No. The City has a long standing contract with Galadin Incorporated to manage the food and beverage services at Sylvan Glen. They provide lunch, dinner and bar services.

Question: Are alcoholic drinks allowed on the golf course? **Answer:** At both courses the City allows beer/wine carts on the courses. At Sylvan Glen, this is at the discretion of the food service company and is their responsibility to manage. At Sanctuary Lakes, the successful firm could provide and operate a beer/wine cart. The City is not opposed to the successful firm offering coffee service in the Pro-Shop.

Question: Is the merchandise in the pro-shop part of the contract? **Answer:** Yes. All merchandise is included in the proposal and will not require a separate purchase.

Maintenance Building:

Unlike the main building, the maintenance building is not a historical building. Part of the building houses a cell tower and this area is maintained by the wireless providers. As stated in the proposal, the City will retain the revenue for the lease of this space. As part of the lease, the wireless providers must be provided 24/7 access to this site.

A fuel tank is located near the maintenance building and has a capacity of 1,000 gallons. The tank is a split tank and holds 500 gallons diesel fuel and 500 gallons of gasoline. The tank is double walled and is collision and ballistic resistant.

Storage Building:

The storage building contains an environmentally friendly closed loop waste water system. Additionally, solar panels on the south side of the building provide power for the City's emergency backup system. The successful firm must provide the City of Troy Fire Department 24/7 access to this site for system maintenance.

Question: What year was the irrigation system installed? **Answer:** It is estimated that the system was installed in the late 1960's. The system is a Toro Varitime II system and was converted from the old quick coupling system to an automated system in 1988.

Question: Can the City provide a listing of all equipment including hours of operation, model year, and whether the equipment is owned by the City or leased? **Answer:** These listings are labeled Exhibit D-1.1 (Revised) and Exhibit D-2.1 (Revised) and are located at the end of this document. All maintenance equipment is City owned.

Question: How old are the batteries in the golf carts? **Answer:** The batteries in all golf carts at Sylvan Glen are the original batteries and have never been replaced. The batteries in all golf carts at Sanctuary Lakes were replaced after one year of usage due to a recall. These carts were purchased in 2004 and the batteries were replaced in 2005. See below:

Sylvan Glen: 74 carts – lease to own– batteries are three (3) years old – 2009 season
Sanctuary Lakes: 75 carts – owned by City – batteries are five (5) years old – 2009 season

Question: Who is responsible to plow the snow and maintaining trails for cross country skiing and sledding at the golf course? **Answer:** There is no grooming of trails required and firms are to assume no additional expenses for these activities. The City is responsible to plow snow for the restaurant parking lot but not the road that accesses the maintenance building.

Question: Since the City allows cross country skiing and sledding at Sylvan Glen will they retain the liability for these activities? **Answer:** Yes, the City will retain the liability for these events.

Golf Course:

Question: Are there any ash trees located on the course? **Answer:** All ash trees have been removed from the course. Over the years the City has done 150 plantings to replace the ash trees that have been removed. In addition to the course the City maintains 20 acres of non-play wooded land as part of Sylvan Glen. Ash trees that would have posed a potential hazard to patrons have been removed. These include any ash trees located near the trails that could have created a safety issue. Further removal of any ash trees located in this area will be the responsibility of the City of Troy.

Sanctuary Lakes Golf Course tour:

Pro Shop and Restaurant/Kitchen Facilities:

Everyone was given the opportunity to tour the pro shop and kitchen facilities. The City requires food services to be provided, at a minimum, from April 1st thru November 15th but these service dates can be extended.

Golf Course:

Ms. Anderson reviewed the following information regarding the landfill:

1. There are a total of three (3) landfills located on the property. All landfills were properly closed at the time.
2. There was approximately 800,000 cubic yards of dirt installed during construction of the course.
3. The amount of dirt on top of the cap varies on the site from 18 – 36 inches, but there is, at a minimum, 18 inches of dirt on top of the cap in any one location.
4. There are 40 vent pipes located on the site. Each pipe is protected with wood lattice. The lattice does get damaged during course play and will require maintenance throughout the season.
5. There has never been a methane problem on the site. There are alarms in all buildings that monitor methane gas levels at all times.
6. The City has the hydrology of the site tested once a year. These tests show that the hydrology has not changed since the course opened. The City has never experienced a run off problem at this course.
7. An environmental audit is not required and has never been done since operations of the course began. Both courses have been certified by the Michigan Turfgrass Environmental Stewardship Program consisting of partnerships with the DEQ, Michigan Department of Agriculture, Michigan Groundwater Stewardship Program, Michigan State University, Michigan Turfgrass Foundation and the Golf Association of Michigan.
8. The City will retain responsibility and cost for the bi-annual monitoring of the methane gas. The firm should assume no cost for these monitoring services. The resulting contract will address non-compliant, negligence and reparation concerns on the part of the City and successful firm.

Question: Are there any ash trees remaining on the course? **Answer:** There are no ash trees left on the Golf Course proper, however ash trees do remain in non-play areas on the property, such as, wood lots and along creek banks. All building and grounds, including trees, will be the responsibility of the successful golf management firm.

Question: What percentage of the course is maintained? **Answer:** Approximately 80 acres of the total 180 acres on the property is maintained. The areas to be maintained breaks down as follows:

- 4 acres of greens
- 5 acres of tees
- 27 acres of fairways
- 30 acres of rough
- 14 acres of green and tee surrounds.

Question: Can you provide additional information about the irrigation system? **Answer:** The automatic irrigation system is a Toro Network LTC with a TouchNet Central Controller, 855-S heads on greens, tees and fairways. Because of the landfill HDP piping was used for its flexibility. There has not been a problem with the irrigation system as it relates to the landfill.

Maintenance Building / Cart Storage Barn:

Firms were given the opportunity to view both buildings. It was pointed out that there is a hazardous materials building located on both courses.

CHANGE FROM: SECTION 5: VENDOR QUESTIONNAIRE (Page 2 of 6)

4. Provide your firm's proposed overall statement of operational plans for the golf courses and other responsibilities that indicates how your firm will provide operations and management services. The firm must state fully the proposed operational concepts, detailed concept and plans in regard to the following:
 - a. Course Maintenance and capital improvement including extent and caliber of proposed improvements, method of constructing and City involvement.
 - b. Golf Cart Rental Program
 - c. Food and Beverage Service
 - d. Pro Shop Operation
 - e. Golf Professional and Instructions
 - f. Junior Golf Program
 - g. Special Events
 - h. Driving Range
 - i. Leagues
 - j. Grounds Maintenance
 - k. Public Relations and Marketing
 - l. Others

As part of the operational plan, firms must include what will be done with City equipment (including golf carts) provided in this proposal. The City will consider a leasing arrangement, an outright buy and/or no use of City equipment. Include usage, disposal, replacement and proposed equipment return at end of contract.

CHANGE TO: SECTION 5: VENDOR QUESTIONNAIRE (Page 2 of 6)

4. Provide your firm's proposed overall statement of operational plans for the golf courses and other responsibilities that indicates how your firm will provide operations and management services. The firm must state fully the proposed operational concepts, detailed concept and plans in regard to the following:
 - a. Course Maintenance and capital improvement including extent and caliber of proposed improvements, method of constructing and City involvement.
 - b. Golf Cart Rental Program
 - c. Food and Beverage Service
 - d. Pro Shop Operation
 - e. Golf Professional and Instructions
 - f. Junior Golf Program
 - g. Special Events
 - h. Driving Range
 - i. Leagues
 - j. Grounds Maintenance
 - k. Public Relations and Marketing
 - l. Others
 - m. **Detailed schedule of expenditures for both the operational and maintenance portion at both golf courses**
 - n. **In addition, state whether your firm wishes to continue to allow or to stop the winter activities (cross country skiing and sledding) at Sylvan Glen. The desire of a firm to discontinue this practice will in no way preclude their proposal from being accepted.**

As part of the operational plan, firms must include what will be done with City equipment (including golf carts) provided in this proposal. The City will consider a leasing arrangement, an outright buy and/or no use of City equipment. Include usage, disposal, replacement and proposed equipment return at end of contract.

CHANGE FROM: SECTION 9: PROJECT FRAMEWORK AND SCOPE (Page 8 of 19)

IV. SCOPE OF SERVICES:

D. Facilities (continued)

2. Parking Lots

City Responsibilities:

- Both Sylvan Glen and Sanctuary Lakes parking lot infrastructure
- Sylvan Glen snow removal services.

Operator Responsibilities:

- Sanctuary Lakes snow removal services.
- Daily maintenance of both facilities parking lots with the exception of snow removal at Sylvan Glen.

CHANGE TO: SECTION 9: PROJECT FRAMEWORK AND SCOPE (Page 8 of 19)

IV. SCOPE OF SERVICES:

E. Facilities (continued)

2. Parking Lots

City Responsibilities:

- Both Sylvan Glen and Sanctuary Lakes parking lot infrastructure
- **Sylvan Glen snow removal services for restaurant accessibility**

Operator Responsibilities:

- Sanctuary Lakes snow removal services.
- **Daily maintenance of both facilities parking lots with the exception of snow removal at Sylvan Glen for restaurant accessibility**

I, the undersigned Proposer, have read this addendum and have integrated the changes, additions, and responses to questions into the proposal for **RFP-COT 09-44 Golf Course Management Services**. All other items in the original proposal document remain the same. This addendum should be attached to the top of the proposal packet at the time of submission on or before **THURSDAY, DECEMBER 3, 2009 AT 10:00 A.M. E.S.T.**, in the Office of the City Clerk.

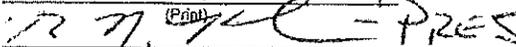
COMPANY:

Midwest Landscape Group, Inc.

NAME OF REPRESENTATIVE:

Bruce N. Kilmer

SIGNATURE OF AUTHORIZED REPRESENTATIVE:

 PRES

ADDRESS:

5470 Huron Hills Dr.
Commerce Twp., MI 48382

DATE:

December 3, 2009

OFFICE - (248) 360-3640
MOBILE - (248) 613-4584

<u>SANCTUARY LAKE EQUIPMENT INVENTORY</u>						
<u>COMMON NAME</u>	<u>CLASS</u>	<u>MODEL</u>	<u>SERIAL</u>	<u>MFG</u>	<u>HOURS</u>	<u>YEAR</u>
TORO 3020	TRAP RAKE	3020		TORO	3697	1999
JACOBSON LF3400	FAIRWAY MOWER	LF 3400		JACOBSON	3764	2000
SWISHER TRAIL MOWER	BRUSH CLEARING	N/A		SWISHER		
MINI COTA	BOAT MOTOR	N/A		COTA		
KING CUTTER	BUNKER SCUFFER	N/A				
BUFFALO BLOW	DEBRIS BLOWER					2003
STEINER 4X4 UTILITY VEH	HAULER			STEINER	2227	
75 POUND DRAG MAT	CORE BREAKER	N/A	N/A			
150 PUND DRAG MAT	CORE BREAKER	N/A	N/A			
MISC TRACTOR BUCKET						
TRACTOR SPIKER	FAIRWAY SPIKER					
STEINER MOW DECK				STEINER		
STEINER BRUSH ATTACHMENT				STENIER		
STEINER PLOW ATTACHMENT				STEINER		
TORO 3500D GROUNDSMASTER	SIDEWINDER			TORO	160	2009
LESCO 80 POUND SPREADER	FERT SPREADER			LESCO		
TURF 2 CARRY ALL	UTILITY CART			CLUB CAR	1272	2001
JACOBSON HAULER 1	UTILITY CART	3500		JACOBSON		2004
JACOBSON HAULER 2	UTILITY CART	3500		JACOBSON		2004
JACOBSON HAULER 3	UTILITY CART	3500		JACOBSON		2004
JACOBSON HAULER 4	UTILITY CART	3500		JACOBSON		2004
JACOBSON HAULER 5	UTILITY CART	3500		JACOBSON		2004
CUB CADET TRACTOR	TRACTOR	8404J		CUB CADET	686	2004
CUSHMAN	TURF TRUCKSTER	898628		TEXTRON	1793	2003
PUSH BLOWER	LEAF BLOWER			GIANT VAC		
PUSH BLOWER	LEAF BLOWER			GIANT VAC		
HUSTLER MOWER	ZTR MOWER	Z/926881		HUSTLER	419	2002
GA 30	AERATOR	GA30		JACOBSON	214	2004
JACOBSON GPLEX	GREENS MOWER	GPLEX III		JACOBSON	2168	2004
JACOBSON GPLEX	GREENS MOWER	GPLEX III		JACOBSON	2174	2004
JACOBSON AR	ROUGH MOWER	AR-2500		JACOBSON	1987	2004
JACOBSON LF 2500	FAIRWAY MOWER	LF -2500		JACOBSON	1416	2004
JACOBSON LF 2500	FAIRWAY MOWER	LF -2500		JACOBSON	1508	2004
JACOBSON GPLEX	TEE MOWER	GPLEX III		JACOBSON	3557	2004
JACOBSON GPLEX	TEE MOWER	GPLEX III		JACOBSON	1689	2004
JOHN DEERE MOWER	VERTICUTTING	2243		JOHN DEERE	884	1993
LELY SPREADER	TRACTOR FERT APP	N/A		LELY		
LESCO 80 POUND SPREADER	FERT SPREADER			LESCO		
LESCO 80 POUND SPREADER	FERT SPREADER			LESCO		
OTTER						1986
PROFLEX	ROUGH MOWER	120		PROFLEX		2000
PROFLEX	ROUGH MOWER			PROFLEX		2004
SMITHCO SPRAYER	SPRAY RIG	15-493		SMITH CO	744	2004
SMITHCO SANDPRO	TRAP RAKE	3WD		SMITH CO	Meter Broken	2004
TORO MOWER	UTL MOWER	GM-3100		TORO	2538	1998
TOP-DRESSER	TOP DRESSING	85802		TURFCO		2006

NOTE: Revised items shown in red text

SYLVAN GLEN EQUIPMENT INVENTORY

<u>COMMON NAME</u>	<u>CLASS</u>	<u>MODEL</u>	<u>SERIAL</u>	<u>MFG</u>	<u>HOURS</u>	<u>YEAR</u>
CUB CADET TRACTOR	TRACTOR	8404 55	322500236	CUB CADET	870	2004
G-PLEX II	GREENS MOWER	898855	99005925	RANSOMES	1993	2005
G-PLEX III	GREENS MOWER	G-PLEX III	DN000482	JACOBSEN	2262	2003
TORO 4000-D #1	ROUGH MOWER	4000-D	30410-220000392	TORO	4069	2002
TORO 4000-D #2	ROUGH MOWER	4000-D	30410-240000294	TORO	2704	2004
TORO 3500-D	BANKS MOWER	SIDEWINDER	30821-210000527	TORO	3639	2001
TORO 3500-D	BANKS MOWER	SIDEWINDER	30839-270000776	TORO	1317	2007
REELMASTER 5410	FAIRWAY MOWER	5410	03670-280001055	TORO	166	2009
REELMASTER 5410	FAIRWAY MOWER	5410	03670-280001057	TORO	173	2009
TORO WORKMAN SPRAY	GREENS SPRAYER	3200	07360-270000216	TORO	320	2007
TORO MULTI PRO 5500	FAIRWAY SPRAYER	5500	41564-200000274	TORO	923	2000
66 GAL TOW BEHIND	SMALL AREA SPRAYER	66 GAL SPRAYER	40792-200000128	TORO		
TORO PRO CORE 648	GREENS AERATOR	648	09200-270000970	TORO	80	2007
TORO SANDPRO 5040	TRAP RAKE	5040	08705-270000811	TORO	900	2007
TORO 220-D	DEBRIS BLOWER	220-D	30794-10355	TORO	2374	1993
CLUB CAR CARRY ALL	CART	CARRY ALL 1	HG0748-844972	CLUB CAR	599	2007
CUSHMAN TRUCKSTER	HEAVY DUTY CART	TRUCKSTER	898628	JACOBSEN	1878	2003
JACOBSEN LF 3400	FAIRFAY VERITCUTTER	67869 LF 3400	1963	JACOBSEN	4259	2000
JOHN DEERE 2500 #1	TEE MOWER	2500 LG GAS	TC2500G030264	JOHN DEERE	1332	2002
JOHN DEERE 2500 #2	TEE MOWER	2501 LG GAS	TC2500G030420	JOHN DEERE	1671	2002
JOHN DEERE 2500 #3	GREENS MOWER	2502 LG GAS	TC2500G030270	JOHN DEERE	2229	2002
JOHN DEERE TRACTOR	LOADER	5210	LV5210S123454	JOHN DEERE	1758	1998
JACOBSEN GREENS KING	GREENS MOWER	GREENS KING VI	62275 1918	JACOBSEN	2825	2001
JACOBSEN GA-30	GREENS AERATOR	544875-8920	142197	JACOBSEN	531	1990
SMITHCO SWEEPSTAR V62	SWEEPER	78-200	78051	SMITHCO	567	2001
SMITHCO SWEEPSTAR V62	SWEEPER	78-200	78052	SMITHCO	389	2001
TURFCO SP1530	TOP DRESSER	85804	G00247	TURFCO		2006
WORKMAN	HEAVY DUTY CART	7367	290000200	TORO	52	2009
WORKMAN	MEDIUM DUTY CART	7266	290000387	TORO	120	2009
WORKMAN	MEDIUM DUTY CART	7266	290000380	TORO	50	2009
WORKMAN	MEDIUM DUTY CART	7266	290000347	TORO	50	2009
WORKMAN	MEDIUM DUTY CART	7266	290000390	TORO		2009
WORKMAN	MEDIUM DUTY CART	7266	290000391	TORO	32	2009
PROFORCE	DEBRIS BLOWER	44538	290000370	TORO	66	2009
TROY BILT ROTOTILLER	TILLER			TROY BILT		
BED EDGER	MISCELLANEOUS	F-990H	1671	LITTLE WONDER		
FORD TRACTOR	TRACTOR	N/A	N/A	FORD	5996	1960'S
LF 100	FAIRWAY MOWER	LF-100	CP577-2-2585	JACOBSEN		
EZGO TXT FLEET CART	GOLF CART	TXT	992024	TEXTRON		
RYAN GREENSAIRE 24	GREENS AERATOR	544872-8720	124397	RYAN		
SMALL TOP DRESSOR	SMALL TOP DRESSOR	F-6	N/A	METE-R-MATIC		
VICON SPREADER	CHEMICAL SPREADER	2701600	LM22492	VICON		
SNOW MOBILE	SNOW MOBILE	VK540	45417078	YAMAHA		
JOHN DEERE AERCORE	AERATOR 3PT MOUNT	1500 AERCORE	M01500X010177	JOHN DEERE		1996

SYLVAN GLEN EQUIPMENT INVENTORY

<u>COMMON NAME</u>	<u>CLASS</u>	<u>MODEL</u>	<u>SERIAL</u>	<u>MFG</u>	<u>HOURS</u>	<u>YEAR</u>
BUFFALO TURBINE	BLOWER 3 PT MOUNT	P-TORNADO	5560	AGRICULTURAL		1999
TY-CROP	MATERIAL DELIVERY			TY-CROP EQUIP		
CORE HARVESTER	MATERIAL DELIVERY	2701530	LM20493	RYAN		
DODGE DUMP TRUCK	MATERIAL DELIVERY	D350	1B6MW3456J5720954	DODGE		
TRENCHER	MATERIAL DELIVERY	1620KE	1K1576	DITCH WITCH	581	
FORKS FOR LOADER						

NOTE: Revised items shown in red text

**SECTION 2: REQUEST FOR QUALIFICATIONS/
REQUEST FOR PROPOSAL CONTENT**

1. QUALIFYING CONDITIONS OF THE GOLF COURSE MANAGEMENT SERVICE FIRM:

A. Years in Business.

Midwest Landscape Group, Inc. has been in business for ten years and we have an additional 20 years experience with the entities listed in Section 5, Exhibit 'C' of this proposal.

B. Golf course management experience and knowledge.

We have owned and operated 5 golf courses, 3 private right to use facilities and 2 public facilities, which are detailed in Section 5, Exhibit 'C' of this proposal.

C. Positive references for the firm.

100% of our golf course experience has been ownership based from 1988 through 2003. We have included references for Midwest Landscape Group, Inc. from various school systems, universities, etc. for your review. In addition, we are enclosing references from members of the golf clubs we have previously owned and references from superintendents that worked for our operations as Exhibit 'A'.

D. Qualifications of firm to perform project as specified.

Craig Kilmer will be directly in charge of all operations at both facilities. His resume is included in Section 5, Exhibit 'D' of this proposal. We intend to negotiate the superintendent position with the current superintendent Danny McDonald. If this cannot be accomplished, then we will immediately enter into the interview process to hire a superintendent with the proper qualifications. There are vast choices available in this area due to the current status of our economy. The same process will occur with the existing staff prior to interviewing outside of the current staff. Our firm will provide all required services without any subcontractor or joint venture involvement.

E. Operational plan and methodology proposed.

As stated in Section 5, Exhibit 'E' of this questionnaire, we feel that a seamless transition from City operation to contractor operation is of utmost importance. Trying to minimize the turnover of staff that is in direct contact with the customer will maintain the consistency of the operation for the customer. As stated throughout our proposal, we are attempting to maximize the retention of the existing staff.

It will be equally important to demonstrate our long term commitment to the existing customer as well. The capital improvements to the courses as well as new capital equipment (carts) and 2010 pricing remaining fixed from 2009 will all support the new relationship.

As to the grounds maintenance, our past ownership and operation includes 3 private clubs as well as 2 public golf courses. The attention to detail necessary in the "private" club sector has given us a direction of services at a very high level. This approach will increase revenues with increased rounds as well as increased fees.

**SECTION 2: REQUEST FOR QUALIFICATIONS/
REQUEST FOR PROPOSAL CONTENT continued**

1. QUALIFYING CONDITIONS OF THE GOLF COURSE MANAGEMENT SERVICE FIRM:

E. Operational plan and methodology proposed – continued.

It will be necessary to prepare a marketing program to increase league play, outings and general play at Sanctuary Lake. Direct advertising to local businesses in the area to promote league play and outing business will help fill the void in the current league play.

Establishing a cross marketing program with Camp Ticonderoga to tap into their customer base will help increase general play at both golf courses.

We would like to establish an annual membership program, which would give the customer an ability to play both courses, build a loyalty to the 2 courses and create a new experience for the customer base via the membership experience and member events. This will create a pool of golfers with a common interest to play together during general play and establishing a league event with the membership group. This is a very effective way to increase play, pro shop merchandise sales and other supporting revenues.

Pro shop merchandise should be promoted to achieve \$3.00 in revenue per round played. We will enhance the display of merchandise at both courses as well as promote the sale of the same. The implementation of a membership program will create an increase of logo goods, which will create an increase in course awareness to the local area and increase customer loyalty to the courses. This added feature will also create a higher percentage of foursomes as well.

The capital improvements at Sanctuary Lake for 2010 will be as follows:

- Complete the grow in of the outer edges of the golf course.
- Improve the overall aesthetics of the driving range. The driving range at Sanctuary Lake is the centerpiece of the course and the first impression the customer will have prior to playing their round. In addition, we will improve the synthetic tee area.

The capital improvements at Sylvan Glen for 2010 will be as follows:

- Restore the gravel cart paths.
- Improve the railing detail on the bridges that have not been updated, both from an aesthetics and safety point of view.
- Bunker renovation.
- Better define the fairways at the rough line.

F. Sample business plan.

We have included the 2010 detailed budget for Sanctuary Lake and Sylvan Glen (Exhibit 'F') for your review. Throughout this proposal we have reviewed capital improvements, pro shop merchandise sales, food and beverage sales, the transition from City to contractor operations and the marketing required to increase revenues.

**SECTION 2: REQUEST FOR QUALIFICATIONS/
REQUEST FOR PROPOSAL CONTENT *continued***

1. QUALIFYING CONDITIONS OF THE GOLF COURSE MANAGEMENT SERVICE FIRM:

F. Sample business plan continued.

We believe the privatization of your 2 golf courses from an operational point of view will allow us to reduce labor, increase revenues and increase overall quality, at the same time guaranteeing the City a consistent annual financial payment. (Please refer to Exhibits 'E' and 'F').

G. Response to attached questionnaire.

Supplied, Section 5.

2. FINANCIAL INFORMATION

Supplied, please refer to Exhibit 'B'.



SECTION 5: VENDOR QUESTIONNAIRE

DATE: 12/03/2009
Month/Date/Year

FIRM NAME: Midwest Landscape Group, Inc.

ESTABLISHED: January 1999 / 200 STATE: MI YEARS in BUSINESS 10

TYPE OF ORGANIZATION: (Circle One)

- a. Individual
- b. Partnership
- c. Corporation**
- d. Joint venture
- e. Other _____

If applicable:

FORMER FIRM NAME(S) Please refer to Exhibit 'C' attached.

Have you, your organization or affiliates ever filed for bankruptcy protection? YES _____ / NO X
If so, please explain.

NOTE: If additional space is needed throughout the questionnaire, please attach additional sheets numbered appropriately for identification.

1. Describe your firm's experience relative to golf course management and operation services. Provide your firm's background and its organizational structure including a brief history of the firm. Provide specific examples of your firm's golf course management experience. A minimum of two (2) comparable examples must be provided. The examples must be contracts in which your firm provided continuous management services for three years or more. Include experience / qualifications your firm has in managing municipal golf courses. The examples can be for contracts that are still active or have been completed within the last ten (10) years.

Please refer to Exhibit 'C' attached.

2. Positive References.

Provide a complete list of similar contracts for golf course management and operations held for the last ten years, including facility name, contact person, phone number, email address and years of service.

Facility Name	Contact Name	Phone Number	E-Mail	Years of Service
<u>Please refer to Exhibit 'C' attached.</u>				

Please refer to Exhibit 'C' attached.

Attached to the proposal and marked Exhibit 'C' for identification.

SECTION 5: VENDOR QUESTIONNAIRE – continued

3. Provide a listing of the specific individuals that will be assigned to operate and manage the golf course tickets, rangers and starters. Provide the background and experience of these individuals. Firms must identify the Course Manager and Course Maintenance Superintendent that will be assigned to the City of Troy's account. Include resumes, experience and responsibilities for each individual listed in this section.

TITLE	NAME	DEGREE/ CERTIFICATION	EXPERIENCE/ YEARS	ROLE
Manager	Craig A. Kilmer		30	General Manager
<u>See Resume' Attached – Exhibit 'D'</u>				
GC Superintendent	- Danny McDonald		Existing Superintendent	

4. Provide your firm's proposed overall statement of operational plans for the golf courses and other responsibilities that indicates how your firm will provide operations and management services. The firm must state fully the proposed operational concepts, detailed concept and plans in regard to the following:

- a. Course Maintenance and capital improvement including extent and caliber of proposed improvements, method of constructing and City involvement.
 - b. Golf Cart Rental Program
 - c. Food and Beverage Service
 - d. Pro Shop Operation
 - e. Golf Professional and Instructions
 - f. Junior Golf Program
 - g. Special Events
 - h. Driving Range
 - i. Leagues
 - j. Grounds Maintenance
 - k. Public Relations and Marketing
 - l. Others
- Please refer to attached Exhibits 'E' and 'F'
 "Overall Statement of Operations" and
 2010 Golf Course Budgets

As part of the operational plan, firms must include what will be done with City equipment (including golf carts) provided in this proposal. The City will consider a leasing arrangement, an outright buy and/or no use of City equipment. Include usage, disposal, replacement and proposed equipment return at end of contract.

Our bid is to include the use of all of the maintenance equipment and the golf carts.
Our intent is to turn in the equipment and carts throughout the 8 year contract and
replace with new, like kind equipment as needed. At the end of the contract term with
the City of Troy, the equipment will become the property of the City of Troy, debt
free. The value of the equipment at that time will be of similar fair market value
compared to the equipment in-place today. The first replacement will be the golf carts
at Sanctuary Lake. This replacement would send the proper message to the customer
as to our commitment to the project as well as to their overall experience while on
site.

FIRM NAME: Midwest Landscape Group, Inc.

SECTION 5: VENDOR QUESTIONNAIRE – continued

5. Staffing Plan.

Provide a detailed staffing plan indicating the type and quantity of the various positions your firm feels is necessary to provide the services required.

POSITION TITLE	POSITION DESCRIPTION	NUMBER OF PERSONNEL
<u>See attached Exhibit 'G'</u>		

Total Number of full-time See attached Exhibit 'G' Total Number of part-time See attached Exhibit 'G'

6. If a joint venture or association of firms is proposed, how will the work on this contract be handled? Please be specific. Include a list of team members that may partner/participate on this contract including their resumes, stating experience and qualifications. Please also indicate your firm's experience working with these professionals.
All services to be performed in-house.

7. What services are provided in-house and what services are subcontracted to outside firms as it relates to these services. If outside firms will be used, include their resumes, stating experience and qualifications. Please also indicate your firm's experience working with these subcontractors.
All services to be performed in-house.

8. Provide your firm's policy / plan for conducting golf clinics and providing lessons. Will your firm consider working in conjunction with the Parks and Recreation Department to provide these services or to contract this work to Paul Toski, teaching golf pro or approved other(s).
It is our intention in the first year to operate similar to 2009, however we need to have a discussion with the Parks & Recreation department and Paul Toski to better understand the current practices.

9. Provide your firm's procedures for conducting evaluations and reviews that result in implementation of improvements in operations and improved financial performance.
Prepare annual budgets and review with each department. Review actual figures vs. budgets with each department.
Annual results with each department will be reviewed on an individual basis.

FIRM NAME: Midwest Landscape Group, Inc.

SECTION 5: VENDOR QUESTIONNAIRE – continued

10. Provide detail explanation of your firm's experience with reference to labor relations, contractual and legal issues, personnel benefits, employee orientation and training.

See attached Exhibit 'H'

11. Provide a brief description of any litigation brought against your firm over worker health and safety, labor laws, or affirmative action, as related to performance of duties.

None.

12. If applicable, describe the circumstances under which your firm was terminated from a contract for cause.

None.

13. Provide firm's approach to sharing information with municipal clients relative to operational, budgetary, and financial matters. Examples of reports should be included with the proposal.

Example reports attached to the proposal and marked Exhibit 'I' for identification.

Annual Budget

Monthly Financial Statements

Golf Rounds Breakdown

14. Provide the proposed transition plan of operation from the City of Troy to your firm.
Per attachment provided – "Overall Statement of Operations", Exhibit E'.

FIRM NAME: Midwest Landscape Group, Inc.

SECTION 5: VENDOR QUESTIONNAIRE – continued

15. Describe your firm's grounds maintenance experience including technical expertise to manage turf effectively, especially on golf course greens and fairways. Attach sample of maintenance conditions report which you would submit to the city weekly, monthly and/or annually.

() Report attached to the proposal and marked _____ for identification.

See attached Exhibit 'J'

16. Describe your firm's public relations and marketing policy. Explain how it helps to ensure superior service and effective promotions for public satisfaction and increased revenues.
The "Customer is right" policy. Prioritize customer issues immediately and to their satisfaction. A customer's negative experience can become, by word of mouth, a much bigger problem than at the time that the problem actually occurred. Addressing any issues at the time of the complaint will minimize its impact and can actually turn the situation into a positive experience based on how it is handled. Have staff bring issues to the department heads immediately so resolution may occur.

17. Describe your firm's Pro Shop operations experience including technical expertise on managing all golf operations including pro shop, tee times, etc.
See attached Exhibit 'K'.

18. **SAMPLE DOCUMENT** – a sample Business Plan document must be included with your submitted proposal. This document needs to be an operations contract held by your firm with a similar project scope and must include information about revenue, expenses and rounds. This document will be reviewed as part of the evaluation process and will become the property of the City of Troy.
Attached and Marked Exhibit 'L' for Identification.

Based on our past experiences with the 5 golf courses that we owned and operated, we have never been in a position to hold an operations contract. We have prepared and attached an operations contract, Exhibit 'L' for this project and an annual budget including revenues, expenses and golf round/type, Exhibit 'F'.

FIRM NAME: Midwest Landscape Group, Inc.

SECTION 5: VENDOR QUESTIONNAIRE – continued

19. List all golf course management and operation contract commitments your firm is currently engaged to perform. Give facility address, owners contact information, size and type of facility, contract start and completion dates, and gross annual amount of each contract.

Facility Name / Address	Contact Information	Facility Size	Facility Type	Date		Gross Annual Contract Amount
				Start	Completion	
Polo Fields Golf & CC Louisville, KY	Phone: Fax: Email: Owner	160 Acres	Private Right to Use	1988	1994	\$ 4,000,000 Gross Sales
Links at Whitmore Lake Whitmore Lake, MI	Phone: Fax: Email: Owner	140 Acres	Public Daily Fee	1994	1998	\$ 1,400,000 Gross Sales
Polo Fields Golf & CC Ann Arbor, MI	Phone: Fax: Email: Owner	370 Acres	Private Right to Use	1994	2003	\$ 5,000,000 Gross Sales
Gettysvue Country Club Knoxville, TN	Phone: Fax: Email: Owner	150 Acres	Private Right to Use	1997	1999	\$ 3,000,000 Gross Sales
Quail Crossing Evansville, IN	Phone: Fax: Email: Owner	300 Acres	Public Daily Fee	1997	2003	\$ 1,200,000 Gross Sales

THE FOREGOING QUESTIONNAIRE IS A TRUE STATEMENT OF FACTS:

Signature of Authorized Firm Representative:

 PRES

Representative's Name: Bruce N. Kilmer

Firm Name: (priv)
Midwest Landscape Group, Inc.

Address: 5470 Huron Hills Dr., Commerce Twp., MI 48382

Phone Number: (248) 613-6584

Fax Number: (248) 360-2647

E-mail: bkilmer7406@comcast.net

Date: December 3, 2009

SECTION 6: INSURANCE REQUIREMENTS

Insurance Requirements shall be in accordance with the attached **SAMPLE INSURANCE CERTIFICATE**. At time of award, the required Insurance Certificate must be submitted to Mr. Stephen Cooperrider, Risk Manager, within 5 days of the verbal/ electronic request. The RFP cannot be completely awarded without this Insurance Certificate. The Insurance Certificate may be faxed (248) 526-5129 to the City Offices, and is the only document accepted in this format.

*In addition, proposals must include a letter or insurance certificate from the proposers insurance agent or carrier that the insurance to be supplied will meet specifications. See paragraph titled **IMPORTANT** below.*

- We can meet the specified insurance requirements. Attached, Exhibit 'M'
- We cannot meet the specified insurance requirements.
- We do not carry the specified limits but can obtain the additional insurance coverage of \$ _____ at the cost of \$ _____.
Note: Please note the amendments on a sample insurance certificate and attach it to your proposal.
- Our proposal is reduced by \$ _____ if we lower the requirements to \$ _____.
Note: Please note the amendments on a sample insurance certificate and attach it to your proposal.

NOTE: Failure on the part of any bidder to contact his/her insurance carrier to verify that the insurance carried by the bidder meets City of Troy specifications shall result in this proposal being completed incorrectly.

OTHER: Sole proprietors must execute a certificate of exemption from Worker's Compensation requirements or provide proof of Worker's Compensation Insurance. All coverage shall be with insurance carriers licensed and admitted to do business in Michigan and acceptable to the City of Troy.

INSURANCE VERIFICATION: A bidder shall complete the above portion that details additional costs that may be incurred for specified coverage without purchasing the additional coverage prior to proposal submission.

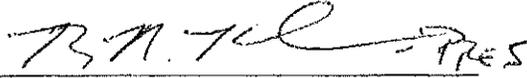
IMPORTANT: A bidder **must** submit with their proposal on the designated opening date and time a letter or insurance certificate from their insurance agent or carrier that the insurance to be supplied will meet specifications. A bidder will be considered non-qualified if an acceptable letter or certificate is not received with the proposal documents.

FINAL INSURANCE CERTIFICATE SUBMISSION:

Prior to Troy City Council approval of a final Agreement, the City of Troy will provide verbal / electronic notification to submit within five (5) days a fully executed Insurance certificate(s) in accordance with specifications. The firm will be considered non-responsive and the proposal un-awardable if an acceptable insurance certificate is not received within the specified timeframe.

Bruce N. Kilmer _____ being duly authorized to execute contracts for _____ Midwest Landscape Group, Inc.
(Print Full Name) (Company Name)

hereby acknowledges that once accepted by the Risk Manager, the specified insurance certificate for RFP-COT 09-44 shall remain in full force and effect during the life of the contract.

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: 

FIRM NAME: Midwest Landscape Group, Inc.



SECTION 7: PROPOSAL FORM

The undersigned proposes TO PROVIDE EIGHT (8) YEAR REQUIREMENTS OF GOLF COURSE MANAGEMENT SERVICES FOR BOTH MUNICIPAL CITY OF TROY GOLF COURSES WITH AN OPTION TO RENEW FOR TWO (2) ADDITIONAL FOUR (4) YEAR PERIODS, in accordance with the specifications attached hereto and to be considered an integral part hereof as follows:

FIRM NAME: Midwest Landscape Group, Inc.

RETURN SCHEDULE:

PROPOSAL A: Annual Return for Sylvan Glen and Sanctuary Lakes Golf Courses

Operator agrees to pay the City of Troy for the use of the premises the amount listed below. The annual amount of return is to be received by the City as net, free and clear of all costs and charges arising from or relating to said premises, payable in twelve (12) equal payments by the end of each month of operation.

\$ 325,000.00* / Annual Return

*Plus an additional negotiated percentage on revenues in excess of \$2,300,000.00.

NOTE: As part of the operational plan, firms must indicate what will be done with the City equipment provided. The City will consider a leasing arrangement, an outright buy and/or no use of City equipment.

OPTIONAL

PROPOSAL B: Operation of Sanctuary Lakes Golf Course ONLY, for thirty (30) years

The undersigned proposes TO PROVIDE THIRTY (30) YEAR REQUIREMENTS OF GOLF COURSE MANAGEMENT SERVICES FOR SANCTUARY LAKE GOLF COURSE, in accordance with the specifications attached hereto and to be considered an integral part hereof as follows:

Operator agrees to pay the City of Troy for the use of the premises the amount listed below for the next twenty-one (21) years. The annual amount of return is to be received by the City as net, free and clear of all costs and charges arising from or relating to said premises, payable in twelve (12) equal payments by the end of each month of operation. The Operator will continue to operate the course starting the 22nd through 30th year with no payment to the City.

\$ N/A / Annual Return for years 1 – 21

FEE SCHEDULE – YEAR 1:

In addition, a copy of your firm's complete fee schedule listing green fees, cart fees, and all other charges for the first year must be provided. The rate schedule must include resident and non-residents rates. **NOTE: Rates must be approved by the City prior to the start of each new season.**

Fee schedule attached and labeled Exhibit 'N' for identification purposes.



SECTION 8: PROPOSAL TERMS AND CONDITIONS

MANDATORY PRE-PROPOSAL MEETING – SITE INSPECTION:

All bidders *are required to* attend the mandatory pre-proposal meeting in order to examine each location to determine the set-up and facilities that exist. The pre-proposal meeting is scheduled for **TUESDAY, NOVEMBER 17, 2009** starting at **11:30 AM E.S.T.** The meeting will begin at **Sylvan Glen Golf Course Pro Shop** and will proceed to **Sanctuary Lakes Golf Course**. This will be the only opportunity for bidders to examine the sites with City staff. If a bidder does not attend the pre-proposal meeting, that bidder will be considered non-responsive and no longer eligible for award.

Our Firm attended the Mandatory Pre-proposal Meeting on November 17, 2009.

SIGNATURE:

Each authorized representative of the firm must sign the proposal with their usual signature and shall give their full business address. Proposals submitted by partnerships shall be signed with the partnership name by one of the members or by an authorized representative. Proposals by corporations shall be signed with the name of the corporation followed by the signature and designation of the President, Secretary, or other person authorized to bind it in the matter.

RETAIN PROPOSALS:

The City reserves the right to retain all proposals submitted and to use any ideas in the proposals regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the firm of the conditions contained in this RFQ/RFP, unless clearly and specifically noted in the proposal submitted and confirmed between the City of Troy and the firm selected.

LAWS:

All applicable State of Michigan and Federal laws, City and County ordinances, licenses and regulations of all agencies having jurisdiction shall apply to the award throughout and incorporated herein by reference.

ADDITIONAL INFORMATION:

For additional information or questions concerning this project, please contact Ms. Carol Anderson, Parks and Recreation Director, at (248) 524-3488.

AWARD OF CONTRACT:

The evaluation and award of this proposal shall be a combination of factors including, but not limited to: the completion of all information requested and detailed in the RFQ / RFP, evaluation of the return schedule, professional competence, positive references that include evidence of successful operation of at least two (2) similar sized golf courses, understanding of the project, sample business plan included, insurance requirements met, and the correlation of the proposal submitted to the needs of the City of Troy and any other factors considered to be in the best interest of the City of Troy. The intent is to award the contract to one firm.

The City of Troy reserves the right to award to the firm providing the best value proposal, in whatever manner is deemed to be in the City's best interest; to award the proposal to the most effective total package which matches the City's needs; to reject a proposal which contains major deviations from specifications; to accept a proposal which has only minor deviations from specifications; to accept Proposal A and reject optional Proposal B; to accept optional Proposal B and reject Proposal A.

In addition, the City reserves the right to continue the management of golf course operations with City forces and not award a contract, if determined to be in the City's best interest, as it relates to the proposed revenues and debt obligations of the City (see Exhibit F – Debt Schedule).

FIRM NAME: Midwest Landscape Group, Inc.



SECTION 8: PROPOSAL TERMS AND CONDITIONS – continued

RIGHT TO REQUEST ADDITIONAL INFORMATION:

The City reserves the right to request any additional information it deems necessary from any firm responding to this RFQ / RFP after the documents have been received.

RIGHT TO NEGOTIATE FINAL AGREEMENT:

The City of Troy reserves the right to negotiate a final written agreement with the highest rated firm. Even though bonds have not been explicitly specified for this contract, the City at its option may require the successful firm to issue performance, labor and materials payment, and maintenance bonds as part of the final Agreement.

CONTRACT DOCUMENT:

After the Troy City Council has approved the award, the City of Troy Purchasing Department will notify the successful firm. The successful firm once notified, will be required to sign the final Agreement form. The proposal documents in conjunction with the Agreement form from the City of Troy will create a bilateral contract between the parties, and the successful firm shall commit to perform the contract in accordance with specifications.

COMMENCEMENT DATE:

The successful firm should assume all operations within ninety (90) days of award unless otherwise agreed upon.

- Our firm can meet this commencement schedule
- Our firm cannot meet this commencement schedule but offers:

The City of Troy is the only party to this contract that may authorize amendment of this schedule.

ORDINANCES AND REGULATIONS:

The Operator shall be required to comply with all ordinances, regulations and requirements of the City of Troy and all other laws, regulations, etc. pertinent to the construction and maintenance of all buildings and grounds.

PERMITS:

The Operator will be required to obtain all necessary permits, as required, for construction or maintenance work performed at both facilities. Any fees associated with the permits will be the responsibility of the Operator.

TAXES:

The successful firm will be responsible for all personal property taxes for both City and Operator owned equipment that is utilized under this contract.

FIRM NAME: Midwest Landscape Group, Inc.

CONDITIONS – continued
REVERSE PAGE

ward, whichever comes first, except the successful firm whose return

B.N. Kilmer - PRES

s bid and understands that he/she shall be responsible for any
as issued.

1c.

ADDRESS 5470 Huron Hills Dr. CITY Commerce Twp. STATE MI ZIP 48382

TELEPHONE NUMBER (248) 613-6584 FAX NUMBER (248) 360-2647

REPRESENTATIVE'S NAME Bruce N. Kilmer

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: ^(Print) B.N. Kilmer - PRES.

PAYMENT TERMS: 12 Equal Monthly Payments EMAIL: bkilmer7406@comcast.net

payable by the end of each month of operation.

COMMENCEMENT DATE: **AS SPECIFIED**

EXCEPTIONS:

Any exceptions, substitutions, deviations, etc. from City specifications and this proposal must be stated below.

The reason(s) for the exception, substitution, and/or deviation are an integral part of this proposal offer:

In the addendum, bonding was added without any detail. The actual bond
cost will be reflected after clarification.

ACKNOWLEDGEMENT: I, Bruce N. Kilmer, certify that I have read the Instructions to Bidders
(3 Pages) and that the proposal documents contained herein were obtained directly from the City's Purchasing
Department or MITN website, www.mitn.info and is an official copy of the Authorized Version.

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: B.N. Kilmer - PRES

IMPORTANT: All City of Troy purchases require a MATERIAL SAFETY DATA SHEET, where applicable, in compliance
with the MIOSHA "Right to Know" Law.

NOTE: The City of Troy, at their discretion, may require the bidder(s) to supply a Financial Report from an impartial Financial
Credit Reporting Service before award of contract.

U.S. FUNDS: PRICES QUOTED SHALL BE IN U.S. CURRENCY.

G: RFP-COT 09-44 M-O GolfCourseFacilities.doc



SECTION 11: FORMS - continued

CITY OF TROY
OAKLAND COUNTY, MICHIGAN
NON-COLLUSION AFFIDAVIT

TO WHOM IT MAY CONCERN:

Bruce N. Kilmer, being duly sworn deposed, says that he
(Print Full Name)

is President of Midwest Landscape Group, Inc. The party making the foregoing proposal or bid,
(State Official Capacity in Company)

that such bid is genuine and not collusion or sham; that said bidder has not colluded, conspired, connived, or agree, directly or indirectly, with any bidder or person, to put in a sham bid or to refrain from bidding and has not in any manner directly or indirectly sought by agreement or collusion, or communication or conference, with any person to fix the bid price or affiant or any other bidder, or to fix any overhead, profit, or cost element of said bid price, or that of any other bidder, or to secure the advantage against the City of Troy or any person interested in the proposed contract; and that all statements contained in said proposal or bid are true.

[Signature]
SIGNATURE OF PERSON SUBMITTING PROPOSAL
[Signature]
NOTARY'S SIGNATURE

Subscribed and sworn to before me this 15 day of August, 2009 in
and for [Signature] County.
My commission expires: [Signature]

PAMELA A GILBERT
Notary Public - Michigan
Oakland County
My Commission Expires Sep 29, 2011
Acting in the County of Oakland



• Landscape Construction • Golf Course Renovation • Athletic Field Construction

RECENT GOLF RENOVATION LIST

<i>ATLAS VALLEY CC GENESSEE, MI DON CHILDS & ASSOC</i>	BUNKER CONSTRUCTION AND RENOVATION	80,000
<i>CARLS GOLFLAND II PLYMOUTH, MI DON CHILDS & ASSOC</i>	COMPLETE RECONSTRUCTION OF TEES, GREENS AND RANGE	250,000
<i>ST JOHNS GOLF AND CONFERENCE CENTER DON CHILDS & ASSOC</i>	UNDERDRAINAGE, TEE RECONSTRUCTION, RESHAPE FAIRWAYS & BUNKERS	520,000
<i>CARLS GOLFLAND BLOOMFIELD HILLS, MI DON CHILDS & ASSOC</i>	COMPLETE RECONSTRUCTION OF TEES, GREENS AND RANGE	400,000
<i>RIDGEWOOD GOLF COURSE CITY OF PARMA, OH DON CHILDS & ASSOC</i>	TEE AND CART PATH CONSTRUCTION	180,000



• Landscape Construction • Golf Course Renovation • Athletic Field Construction

RECENT PROJECT LIST

DEARBORN PUBLIC SCHOOLS – DEARBORN HS FORESITE DESIGN	SYNTHETIC FOOTBALL STADIUM AND SITE WORK 2009	600,000
UNIVERSITY OF MICHIGAN	NATURAL FOOTBALL PRACTICE FIELD 2009	150,000
CLARENCEVILLE HS FORESITE DESIGN	NATURAL FOOTBALL FIELD AND TRACK STADIUM 2009	320,000
DEARBORN PUBLIC SCHOOLS – EDSSEL FORD HS FORESITE DESIGN	SYNTHETIC FOOTBALL, TENNIS COURTS (8), SOCCER FIELD HOCKEY, PRACTICE, BASEBALL AND SOFTBALL 2008	1,300,000
ANN ARBOR PUBLIC SCHOOLS – SKYLINE HS BECKETT & RAEDER, INC	NATURAL BASEBALL FIELD AND SOFTBALL FIELDS (2) 2008	300,000
TRI-STATE UNIVERSITY MONDO SYN TURF	SYNTHETIC FOOTBALL STADIUM 2008	225,000
DEARBORN PUBLIC SCHOOLS – FORDSON HS FORESITE DESIGN	SYNTHETIC FOOTBALL AND SOCCER (2 FIELDS), TENNIS COURTS (8) AND TRACK 2007	975,000
FRASER PUBLIC SCHOOLS FRASER HS FORESITE DESIGN	SYNTHETIC FOOTBALL AND TRACK STADIUM AND TENNIS COURTS (8) 2006	1,322,000
UNIVERSITY OF MICHIGAN	BASEBALL AND SOFTBALL STADIUMS – NATURAL 2006/2007	300,000
BROTHER RICE H.S. FORESITE DESIGN	SYNTHETIC FOOTBALL(1) LACROSSE/SOCCER(1) 2005/2006	600,000



• Landscape Construction • Golf Course Renovation • Athletic Field Construction

CANTON HIGH SCHOOL GRISSIM/METZ	NATURAL SAND BASED SOCCER FIELD 2005	200,000
McCARTNEY STADIUM CINNCINATTI PUBLIC	SYNTHETIC FOOTBALL PRACTICE FIELD 2005	200,000
BLOOMFIELD PUBLIC SCHOOLS – ANDOVER HS FORESITE DESIGN	SYNTHETIC FOOTBALL SUMMER 2005	325,000
WALLED LAKE SCHOOLS FORESITE DESIGN	SYNTHETIC FOOTBALL/SOCCER WINTER/SPRING 2005 (2 FIELDS)	700,000
NOVI CATHOLIC CENTRAL H.S. GRISSIM/METZ	SYNTHETIC FOOTBALL/SOCCER FALL 2004 (1 FIELD)	200,000
LIVONIA PUBLIC SCHOOLS FORESITE DESIGN	SYNTHETIC FOOTBALL/SOCCER BASEBALL INFIELD RENOVATION SPRING/SUMMER 2004 (6 FIELDS/2 AT EACH HIGH SCHOOL)	1,300,000
MADONNA UNIVERSITY GRISSIM/METZ	NATURAL GRASS BASEBALL STADIUM – SUMMER 2003	600,000

REFERENCE LIST

FORESITE DESIGN, INC
BRUCE LEMONS
(248) 547-7757

BARTON MALOW COMPANY
JASON POWERS – PROJECT MGR
(586) 615-0245

GRISSIM-METZ ANDRIESE & ASSOC
RICH HOUDEK
(248) 347-7010

DEARBORN PUBLIC SCHOOLS
JEFF BUREK – FACILITIES DIR.
(313) 827-3204

BECKETT & RAEDER, INC
CAREY BAKER
(734) 663-2622

WAYNE WESTLAND SCHOOLS
MIKE McCUSKER, OP SUPERVISOR
(734) 419-2160

CARL'S GOLFLAND®

1976 S. TELEGRAPH RD., BLOOMFIELD HILLS, MI 48302
(248) 335-8095 • (248) 335-7762 FAX (248) 335-4150



March 20, 1999

To Whom It May Concern,

In the fall of 1997, Midwest completed our driving range renovation. The renovation was completed in accordance with plans developed by Don Childs and Associates.

We are very impressed and satisfied with the renovation improvements constructed by Midwest. Their attention to detail from initiation of the project through completion of the renovation was very evident. The detail combined with a full understanding of the construction time line and budget allowed us to complete the renovation in a timely and most cost-effective manner. In addition, as the renovation evolved, Midwest demonstrated flexibility as significant modifications were implemented. From the inception of construction, Midwest Landscape Group, Inc. utilized the appropriate equipment and manpower to complete the project.

Anyone interested in renovating any type of golf course facility will benefit by having Midwest Landscape Group, Inc as a part of their construction team. I highly recommend Midwest as a contractor for your project.

Sincerely,

Carl Rose

Ridgewood Golf Course, City of Parma

Ted Benze
Golf Course Superintendent
8505 Ridge Rd.
Parma, Ohio 44129

Telephone 440-885-8878

February 15, 1999

To whom this may concern,

As superintendent of Ridgewood Golf Course, I take pleasure in writing this letter of recommendation for the company of Midwest Landscape Group, Inc.. This past fall Ridgewood Golf Course, established in 1925, implemented the first phase of its master plan developed by Don Childs and Associates. Don Childs originally recommended Midwest Landscape Group Inc. to us. We were very satisfied with his recommendation and, in turn, have been highly recommending Midwest Landscape Group, Inc..

We were told they were very qualified and would be very golf course conscious. This was immediately evident when they arrived with their equipment. All equipment was selected to be golf course friendly. In addition, they were dedicated and professional, putting in long hours in order to complete the project before winter. We also were very impressed with the thought that went into their decisions. No matter what the situation presented to them, (bad weather, equipment down time, or delivery problems) they were always productive.

The City of Parma during the bid process, requires us to select the lowest or best bid, Midwest Landscape Group, Inc. proved to be both. We will not hesitate to use them in any future project and highly recommend them.

Sincerely yours,



Ted Benze



Wayne-Westland Community Schools

Accredited by the
North Central Association
of Colleges and Schools



33415 Myrtle / Wayne, Michigan 48184 / (734) 419-2160 / FAX (734) 595-2551

GREGORY J. BARACY Ed.D.
Superintendent

MAINTENANCE & OPERATIONS DEPARTMENT

TONY SPISAK
Executive Director

MICHAEL McCUSKER
Supervisor of Operations

GILBERT ADAMS
Supervisor of Operations

Merchants Bonding Company
2100 Fleur Drive
Des Moines, IA 50321-1158

Re: Midwest Landscape Group, Inc.
Bruce Kilmer

To Whom It May Concern:

The Midwest Landscape Group, Inc. has done numerous projects for us in the last three years. This past year they have completed projects totaling \$383,885.00. The projects included complete renovations of two athletic fields as well as some other maintenance projects.

The work performed by the Midwest Landscape Group, Inc. has been of exceptional quality. Bruce Kilmer was a pleasure to work with. I would not hesitate to recommend Midwest Landscape Group, Inc. in the future.

Sincerely,

A handwritten signature in cursive script that reads 'Mike McCusker'.

Mike McCusker
Supervisor of Operations

Cc Bruce Kilmer

TRENTON PUBLIC SCHOOLS

TRENTON, MICHIGAN

NEIL E. VAN RYPER
ADMINISTRATION BUILDING
LARRY D. LEAPLEY, Ed.D.
Superintendent
CAROL A. WALLMAN
Director of Human Resources
ELIZABETH A. ROSS-KINNINGER
Director of Curriculum
WILLIAM D. MULL
Business Manager
2603 CHARLTON ROAD
TRENTON, MICHIGAN 48183
(734) 676-8600
(734) 676-4851 FAX



BOARD OF EDUCATION
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BOYD W. ARTHURS
CRISTINE F. HOWE
BRUCE J. WYKE

November 13, 2002

Merchants Bonding Company
2100 Fleur Drive
Des Moines, IA 50321-1158

RE: Midwest Landscape Group, Inc.
Bruce Kilmer

To Whom It May Concern:

The purpose of this letter is to inform you that Midwest Landscape Group, Inc. has completed the renovation project for two athletic fields belonging to the Trenton Public Schools to the complete satisfaction of the owner. The final contract price was \$266,149.00.

The work performed by Midwest Landscape Group, Inc. has been of exceptional quality. No disputes arose during this entire project. I would not hesitate to contract with or recommend Midwest Landscape Group, Inc. in the future. Midwest Landscape Group, Inc. has been one of the very best contractors the school district has had the pleasure of working with.

Sincerely,

A handwritten signature in cursive script that reads "William Mull".

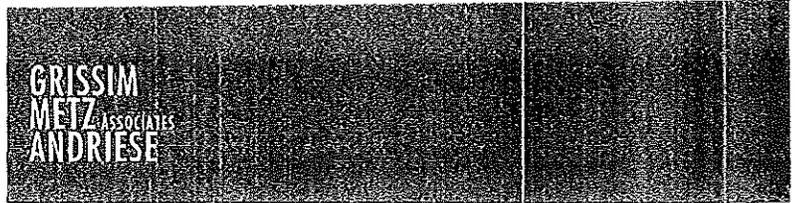
William Mull
Business Manager

CC: Bruce Kilmer



We're Building Tomorrow Today!

Landscape Architecture Civil Engineering
300 East Cady St. Northville, MI 48167
248.347.7010 FAX 248.347.7005



December 10, 2003

Mr. Bruce Kilmer
Midwest Landscape Group
5470 Huron Hills Dr.
Commerce, MI 48382

Dear Bruce,

It is not often that I have the opportunity to design a job then have a contractor who has as much passion about the project as the owner and myself but I can honestly say you have met the challenge. As with any project there are unforeseen conditions and problems which often arise, but it was a great relief to work with someone who is definitely a team player and willing to be a part of the solution instead of part of the problem. I appreciate all your help and team spirit.

Because of your dedication to the project I believe we have created a wonderful field for Madonna University, and I wanted to offer my sincere gratitude to you for helping make this a successful and enjoyable project.

If there is anything I can do to help you in the future, please do not hesitate to contact me and I hope that I will have the pleasure of working with you again in the near future.

Please extend my thanks to Mike and your crew for all their efforts as well. I wish you, your staff and family a wonderful Holiday Season.

Sincerely,

A handwritten signature in black ink, appearing to read 'Richard G. Houdek', is written over a light-colored background.

Richard G. Houdek, ASLA
Senior Associate

RGH/mw



Serving portions of Livonia and Westland

15125 Farmington Road • Livonia, Michigan 48154-5474 • Phone (734) 744-2500

January 25, 2005

Mr. Bruce N. Kilmer
President
Midwest Landscape
5470 Huron Hills Drive
Commerce, Michigan 48382

Dear Bruce:

Last week when I was closing the account for the installation of the artificial football/soccer and baseball fields I realized that I had not taken the opportunity to formally thank you for your portion of the work.

During the past ten years I have had the opportunity to work with numerous contractors and it is rare that I find one that is as concerned about honesty, quality and schedule as yourself. On the days I visited the work site you always took time to discuss what was being done and the upcoming schedule. If there were unforeseen issues, I felt comfortable that you were providing the best information available and options on what was required to complete the job. Other members of your staff also demonstrated the same level of concern and they should be commended for their efforts.

Thank you again for all your efforts and I could not have asked for a better contractor client relationship.

Sincerely,

David L. Watson
Director of Operations

jy
w-d_105

Division of Operations

January 23, 2008

Re: Midwest Landscape Group, Inc.
Bruce Kilmer



Learning

For

Life

To Whom it May Concern:

I am pleased to write this letter of recommendation on behalf of Midwest Landscape, Inc. This past summer I had the pleasure of working with Bruce Kilmer of Midwest, I found him to be highly motivated and always willing to work together to solve any problems that occurred on the job. I was very impressed with the company's attention to detail; the project they were responsible for was completed on time, in budget and to our mutual satisfaction.

In the future I would not hesitate to contract Midwest to do more landscape work for the Dearborn Public Schools.

Please contact me if any further information is needed.

Jeffery B. Burek

Plant Operations Supervisor,
Dearborn Public Schools
313-827-3204

Dearborn, MI
Phone: 313-827-3204
Fax: 313-582-4984

Brett Tillander
Chief Professional Officer



BOYS & GIRLS CLUBS
of South Oakland County

1545 East Lincoln, Royal Oak, MI 48067**
881 Livernois, Ferndale, MI 48220
Phone #: 248.544.4166 / Fax #: 248.545.7688
www.boysandgirlsclub.us

OFFICERS

Tom Violante, Jr.
Chairperson
Margaret Amsden, C.P.A.
Chairperson-Elect
Michael Mayette, C.P.A.
Treasurer/Secretary

TRUSTEES

Michael R. Andrzejak
Kate Ansley
Mike Auger
Kathy Berryman
Reid Beyerlein
Mike Birkett
Barbara Bos
Daren Bossenberger
Lloyd Crews
Billy Downs
Rob Dube
Scott Galloway
Steve Gustafson, D.D.S.*
Steven Harmon
James Johnson
Richard Kirsammer
ilene Lanfear
Jillian McNab
Derek Meinecke
Mary Jo Neville
Cindy Parsons*
Michael Ratton
Don Reid
Bernd Ronnisch
Steve Rusin
Ron Shamma
Ruth Staples
Colette Stimmell
Tommy Thompson
Bart Tinsley
Andrey Tomkiw
Peter Webster
Peter H. Webster

July 2, 2009

Mr. Bruce Kilmer
5470 Huron Hills Drive
Commerce, MI 48382

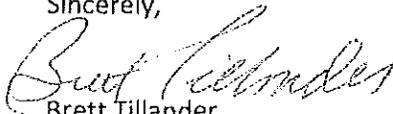
Dear Bruce:

On behalf of the Boys & Girls Clubs of South Oakland County, please accept our sincere and heart-felt thanks for the beautiful work you and your team did in taking a modest baseball field and turning it into one that is really a baseball field!

Your work was so conscientious and professional, Bruce. Please know how much we appreciate your thoroughness and timeliness in getting this spectacular addition to the Club's Sports, Fitness & Recreation program completed.

The field is getting a lot of use right now! Our kids have the great opportunity of playing on a very excellent ball field. Thank you again, Bruce, and please extend our thanks and appreciation to your crew as well.

Sincerely,


Brett Tillander
Chief Professional Officer


Sally Owen
Senior Vice President of Development

ADVISORY MEMBERS

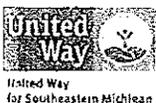
Mike Beeson
Larry Burr
Chuck Christie
David Coulter
Dennis Cowan
Susan Goodman
Robert Guymer
Richard Johnson
Steve Jones
Darrel Krause
Matt Lovelace
David Schowalter
Mike Schowalter
Patty Schowalter
Tom Schowalter
Preston True
David Woodward

HONORARY TRUSTEES

Judge Terrence Brennan, State Representative Marie Donigan, Mayor Jim Ellison, City Manager Tom Hoover, State Senator Gilda Jacobs, Police Chief Michael Kitchen, State Senator John Pappageorge, State Representative Andy Meisner, Superintendent Dr. Tom Mollne, Mayor Craig Covey, Police Chief Ted Quisenberry, Judge Daniel Sawicki, Fire Chief Roger Schmidt and Fire Chief Wil White

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Gayle Chinn, Richard Christie, Robert Eady Jr., Judy Fresard, David H. Lawrence*, Edward LeFevre, Vivian Lewis, Emmett W. Mills Jr.*, David H. Paruch*, Larry Payne Sr., Nancy Noonan*, David Richards, Anne V. Scott*, Robert Stocker, John Sullivan, Jeanne Towar, Gary Vanek, Tom Violante Sr.*, and Dr. James Westbury



*denotes Past Board Chair

**Administrative Mailing Address at the Jack & Patti Salter Community Center

From: "Lowell Weaver" <lweaver@themedalist.com>
To: <craigkilmer@att.net>
Sent: Wednesday, December 02, 2009 5:24 PM
Subject: work timeline letter

12-01-2009

To whom it may concern,

I began working for Mr. Kilmer in the spring of 1994 as a Superintendent in charge of building The Links @ Whitmore Lake golf course. We were able to completely finish the golf course by the end of the 1994 season and opened to the public in April of 1995. In the fall of 1996 I was promoted to General Manager of the facility and remained in that capacity until February of 1999. My new job description included running the golf shop and food and beverage operations as well as working as the Superintendent. During that time we were able to grow our rounds and revenue on a consistent basis. The last year at the facility our round total had reached 30,000 rounds.

In February of 1999 I was approached by Mr. Kilmer to move to another facility in Marshall, Michigan called The Medalist Golf Club that he was purchasing. I accepted the challenge. The Medalist is a very nice facility but was new and fighting many issues when I arrived. During the first year we only had 11,000 rounds. But through much hard work Mr. Kilmer and I were able to increase that number to almost 19,000 rounds by 2003. In 2009 we will surpass 23,000 for the first time and will also set a record for revenues.

During my time working for Mr. Kilmer he gave me a chance to grow and prosper in many different ways. He trusted my ability to make good decisions and was there to help whenever I had questions and gave me guidance when I asked for it. I appreciate the confidence shown to me by Mr. Kilmer and his ability to think outside of the box by letting a golf course Superintendent move up the ranks to General Manager. I think that it played a major role in me being able to prosper in the golf industry in a state that has seen many declines in the industry. For that I will always be grateful.

Sincerely,

Lowell Weaver II
The Medalist Golf Club
269-789-4653
www.themedalist.com

12/2/2009



HEALTH INSURANCE ADMINISTRATION, INC.
111 N. Wing St. • Northville, MI 48167 • (248) 349-8680 • Fax (248) 349-5169

November 30, 2009

To whom it may concern,

I have known Craig Kilmer on a business and personal level since 1984. My office provided business insurance for his employees at Kilmer Landscape, Inc. from 1984 to 1993. When Craig started Polo Fields Golf & Country Club in 1995, we again provided insurance benefits for his employees.

In addition, I joined the Polo Fields Golf & Country Club in 1995 as a full member. The quality of his facility and the professionally run club has been a very enjoyable experience.

Craig has shown over the years to be one of the utmost business professionals I have known on a business and personal basis. I can highly recommend Craig in any business endeavor he may choose to pursue in the future.

If you have any questions, please contact me directly.

Regards,

A handwritten signature in black ink, appearing to read "M. Daley Hill", written in a cursive style.

M. Daley Hill, MBA, CLU, ChFC
President

From: "dreiff" <dreiff@comcast.net>
To: <craigkilmer@att.net>
Sent: Wednesday, December 02, 2009 9:04 AM
Subject: letter

To Whom It May Concern.

I have known Craig Kilmer since February of 1998 when I joined our local Golf and Country Club. He managed the club and welcomed me in. Craig ran the club as a true professional. He hired an excellent crew both for the dining room as well as the grounds area. I have seen Craig manage a budget while maintaining a happy, satisfied membership. He had a good rapport with his staff and the members. During my 35 years as a member of country clubs, I know the effort and skill it takes to achieve this balance. I would highly recommend Craig Kilmer as a manager of any type of club.

Sincerely, Donald E. Reiff

MIDWEST LANDSCAPE GROUP, INC.
(a Michigan "S" corporation)

FINANCIAL STATEMENTS
December 31, 2008

Board of Directors
Midwest Landscape Group, Inc.
5470 Huron Hills Drive
Commerce, MI 48382

Honorable Members:

We have reviewed the accompanying Balance Sheet of

MIDWEST LANDSCAPE GROUP, INC.
(a Michigan "S" corporation)

as of December 31, 2008, and the related Statements of Earnings and Retained Earnings and Cash Flows for the year then ended, in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. All information included in these financial statements is the representation of the management of Midwest Landscape Group, Inc.

A review consists principally of inquiries of company personnel and analytical procedures applied to financial data. It is substantially less in scope than an audit in accordance with generally accepted auditing standards, the objective of which is an expression of an opinion regarding the financial statements taken as a whole. Accordingly, we do not express such an opinion.

Based on the review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in conformity with generally accepted accounting principles.

MARCHIN WAGNER & COMPANY
Professional Corporation
Certified Public Accountants

April 27, 2009

MIDWEST LANDSCAPE GROUP, INC.
(a Michigan "S" corporation)

BALANCE SHEET
December 31, 2008

ASSETS

Current assets:

Cash in bank	\$136,933
Short-term investments	133,169
Accounts receivable, trade (Note A)	<u>193,800</u>

Total current assets 463,902

Fixed assets, at cost (Notes A and C)	\$ 555,183
Less, accumulated depreciation	<u>(131,989)</u>
Net fixed assets	<u>423,194</u>
Total assets	<u>\$ 887,096</u>

See Accountants' Review Report and the accompanying notes to the financial statements which are integral parts of this report.

LIABILITIES

Current liabilities:

Accrued expenses		\$ 2,317
Notes payable - current portion (Note C)		32,974
		<hr/>
Total current liabilities		35,291

Long-term liabilities:

Notes payable – long term portion (Note C)	<u>43,799</u>	
Total long-term liabilities		<u>43,799</u>
Total liabilities		79,090

STOCKHOLDERS' EQUITY

Common stock, \$1 par value, authorized 60,000 shares, issued and outstanding 2,000 shares	\$ 2,000	
Retained earnings	<u>806,006</u>	
Total stockholders' equity		<u>808,006</u>
Total liabilities and stockholders' equity		<u>\$ 887,096</u>

MIDWEST LANDSCAPE GROUP, INC.

STATEMENT OF EARNINGS AND RETAINED EARNINGS
For the year ended December 31, 2008

	<u>Amount</u>	<u>Per cent of sales</u>
Net sales	\$1,709,134	100.0%
Cost of sales	<u>1,362,229</u>	<u>79.7</u>
Gross margin	346,905	20.3
Operating expenses (Schedule A)	<u>162,983</u>	<u>9.6</u>
Operating earnings	183,922	10.7
Other Income (expense):		
Gain on the sale of equipment	30,000	1.8
Interest and dividend income	5,877	.3
Interest expense	<u>(2,341)</u>	<u>(.1)</u>
Total other income (expense)	<u>33,536</u>	<u>2.0</u>
Net earnings (Note B)	217,458	<u>12.7%</u>
Retained earnings at beginning of year	<u>770,730</u>	
	988,188	
Shareholder distributions	<u>(90,000)</u>	
Unrealized loss on investment securities	<u>(92,182)</u>	
Retained earnings at end of year	<u>\$ 806,006</u>	

See Accountants' Review Report and the accompanying notes to the financial statements which are integral parts of this report.

MIDWEST LANDSCAPE GROUP, INC.

STATEMENT OF CASH FLOWS
For the year ended December 31, 2008

Net earnings	\$ 217,458
Adjustments to reconcile net earnings to net cash provided by operating activities:	
Depreciation and amortization	20,109
Unrealized loss on investment securities	(92,182)
Decrease in accounts receivable	57,146
Decrease in accrued expenses	<u>(4,001)</u>
Net cash provided by operating activities	\$ 198,530
Cash flows from in investing activities:	
Fixed asset acquisitions	<u>(129,715)</u>
Net cash used in investing activities	(129,175)
Cash flows from financing activities:	
Proceeds from equipment financing	100,110
Payments on notes payable	(51,359)
Dividends paid	<u>(90,000)</u>
Net cash used in financing activities	<u>(41,249)</u>
Net increase (decrease) in cash and cash equivalents	28,106
Cash and cash equivalents at beginning of year	<u>241,996</u>
Cash and cash equivalents at end of year	<u>\$ 270,102</u>

See Accountants' Review Report and the accompanying notes to the financial statements which are integral parts of this report.

MIDWEST LANDSCAPE GROUP, INC.

NOTES TO THE FINANCIAL STATEMENTS

December 31, 2008

(See Accountants' Review Report)

NOTE A – Summary of Significant Accounting Policies

Method of accounting – These financial statements are presented using the accrual method of accounting.

Inventories – Inventories are stated at the lower of cost or market. Cost prices are determined by the first-in, first-out method.

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.

Property and equipment and related depreciation – Property and equipment, including major renewals and improvements, are stated at cost. Depreciation is provided over the estimated useful lives of the assets using straight-line and accelerated methods for both financial reporting and income tax purposes. When properties are disposed of, the related costs and accumulated depreciation are removed from the respective accounts, and any gain or loss on disposition is recognized currently. Maintenance and repairs, which do not improve the productive capacity or extend the useful lives of the assets, are expensed as incurred. Useful lives used for depreciation purposes are as follows:

<u>Category</u>	<u>Useful lives</u>
Machinery and equipment	Seven years

Cash flows – For the purpose of the statement of cash flows, the Corporation considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents. The Corporation places operating capital with high credit quality financial institutions. At times, such investments may be in excess of the FDIC insurance limits.

Nature of operations and concentration of credit risk – Midwest Landscape Group, Inc., is primarily engaged as a construction contractor. The Corporation grants credit in the form of trade contracts receivables. Consequently, the Company's ability to collect the amounts due from customers is affected by fluctuations in the overall economy.

MIDWEST LANDSCAPE GROUP, INC.

NOTES TO THE FINANCIAL STATEMENTS

(continued)

December 31, 2008

(See Accountants' Review Report)

NOTE B – Income Taxes

Midwest Landscape Group, Inc., has elected under Subchapter S of the Internal Revenue Code to have its earnings included in the individual tax returns of its stockholders. Therefore, no provision for Federal Income Tax is necessary on the earnings of this Corporation for the year ended December 31, 2008.

NOTE C – Notes payable

Details of the notes payable as of December 31, 2008, are as follows:

Note payable, Michigan CAT, dated July 1, 2008, payable in forty-eight monthly installments of \$1,457.06 including interest at 4.80 per cent per annum. The note is secured by machinery and equipment.

Note payable, Michigan CAT, dated February 1, 2008, payable in thirty-six monthly installments of \$1,426.25 without interest. The note is secured by machinery and equipment.

NOTE D – Supplemental Disclosures of Cash Flow Information

Cash paid during the year ended December 31, 2008, for interest (net of amount capitalized)

\$ 2,341

The information included in the accompanying schedules is presented only for supplementary analysis purposes. Such information has been subjected to the inquiry and analytical procedures applied in the review of the basic financial statements. We are not aware of any material modifications that should be made thereto.

MIDWEST LANDSCAPE GROUP, INC.

SCHEDULE A

SCHEDULE OF OPERATING EXPENSES

For the year ended December 31, 2008

(See Accountants' Review Report)

	<u>Amount</u>	<u>Per cent of sales</u>
Net sales	<u>\$1,709,134</u>	<u>100.0%</u>
Operating expenses:		
Accounting and legal	9,580	.6
Automotive expense	44,408	2.6
Bank charges	343	.0
Bonding expense	12,416	.7
Commissions	2,039	.1
Dues and subscriptions	600	.0
Insurance	24,722	1.5
Meals, entertainment and travel	18,872	1.1
Profit sharing expense	4,300	.3
Permits, licenses and fees	2,279	.1
Repairs and maintenance	11,462	.7
Rent	3,300	.2
Taxes	23,188	1.4
Telephone	3,630	.2
Training and education	<u>1,844</u>	<u>.1</u>
Total selling, general and administrative expenses	<u>\$ 162,983</u>	<u>9.6%</u>

MIDWEST LANDSCAPE GROUP, INC.
(a Michigan "S" corporation)

BALANCE SHEET (IN HOUSE)
July 22, 2009

ASSETS

Current assets:

Cash on hand and in banks	\$156,912.00
Short-term investments	14,000.00
Accounts receivable, trade	322,411.00
Short-term notes receivable	46,000.00
Other short-term assets	<u>20,000.00</u>

Total current assets \$559,323.00

Other Assets – Real Estate, at cost \$198,061.00

Fixed assets, at cost \$ 565,183.00

Less, accumulated depreciation and amortization (141,989.00)

Net fixed assets \$423,194.00

Total assets \$1,180,578.00

MIDWEST LANDSCAPE GROUP, INC.
(a Michigan "S" corporation)

BALANCE SHEET (IN HOUSE)
July 22, 2009

LIABILITIES

Current liabilities:

Accounts payable, trade	\$160,044.00
Notes payable – current portion	19,500.00
Line of credit - Comerica	<u>100,000.00</u>

Total current liabilities \$279,544.00

Long-term liabilities:

Notes payable – long-term portion \$ 53,696.00

Total long-term liabilities \$ 53,696.00

Total liabilities \$333,240.00

STOCKHOLDERS' EQUITY

Common stock \$1 par value, authorized 60,000 shares, issued and outstanding 2,000 shares	\$ 2,000.00
Retained earnings	<u>845,338.00</u>

Total stockholders' equity \$847,338.00

Total liabilities and stockholders' equity \$1,180,578.00

MIDWEST LANDSCAPE GROUP, INC.

STATEMENT OF EARNINGS AND RETAINED EARNINGS
For the partial year, July 22, 2009

	<u>Amount</u>	<u>Per cent of sales</u>
Net sales	\$848,709	100.0%
Cost of sales	<u>607,007</u>	<u>71.5</u>
Gross margin	241,702	28.5
Operating expenses (Schedule A)	<u>86,944</u>	<u>10.2</u>
Operating earnings	154,758	18.3
Other Income (expense):		
Gain on the sale of equipment	0	0
Interest and dividend income	0	0
Interest expense	(426)	(0)
Total other income (expense)	<u>(426)</u>	<u>0.1</u>
Net earnings (Note B)	154,332	<u>18.2%</u>
Retained earnings at beginning of year	<u>806,006</u>	
	960,338	
Shareholder distributions	(115,000)	
Unrealized loss on investment securities	(0)	
Retained earnings at end of year (July 22, 2009)	<u>\$ 845,338</u>	

See Accountants' Review Report and the accompanying notes to the financial statements

MIDWEST LANDSCAPE GROUP, INC.

SCHEDULE A

SCHEDULE OF OPERATING EXPENSES

For the year ended July 22, 2009
(See Accountants' Review Report)

	<u>Amount</u>	<u>Per cent of sales</u>
Net sales	<u>\$848,709</u>	<u>100.0%</u>
Operating expenses:		
Accounting and legal	1,758	.2
Automotive expense	16,328	1.6
Bank charges	66	.0
Bonding expense	11,541	1.2
Commissions	0	.0
Dues and subscriptions	600	.0
Insurance	14,693	1.5
Meals, entertainment and travel	7,500	.7
Profit sharing expense	1,986	.2
Permits, licenses and fees	2,573	.2
Repairs and maintenance	3,500	.4
Rent	3,500	.4
Taxes	20,312	2.0
Telephone	1,932	.2
Training and education	<u>655</u>	<u>.1</u>
Total selling, general and administrative expenses	<u>\$ 86,944</u>	<u>8.75%</u>

Exhibit 'C'

Former Firm Name

Kilmer's, Inc. – Walled Lake, MI – 1973-2000

- Construction company, golf course construction
- Built (2) 18-hole public golf facilities
- Built (3) private, right to use, 18 hole golf facilities
- Performed several renovations of public and private 18 hole golf courses
- Landscape, irrigation and maintenance company
- Liquidated company. Employee and ownership base were no longer able to travel out of state due to changes in family obligations (i.e. marriage, children.)

Golf Course Facility Experience

Polo Fields Golf & Country Club – Louisville, KY – 1988-1995

The first private, right to use country club built by Kilmer's, Inc. in 1988. A local Louisville land developer gave us the land for an 18 hole golf facility. We built the golf course a 12,000 s.f. clubhouse facility. We owned and operated this facility through 1994, during which time we built the membership to 500 people with over \$1,200,000.00 in food and beverage sales and \$4,000,000.00 in total gross sales. We sold our position in 1994.

Links at Whitmore Lake – Whitmore Lake, MI – 1993-1999

This was the first daily fee public 18 hole golf course built by Kilmer's, Inc. in 1994. A local owner had purchased the property and tried to start the facility but was under capitalized and without financing. We partnered with him, added capital and established the required financing with a local banking institution. We constructed the 18 hole golf course and a 6,000 s.f. clubhouse. We operated the golf course and food and beverage until 1999, at which time the original owner purchased our position.

Polo Fields Golf & Country Club – Ann Arbor, MI – 1994-2003

This is the second private, right to use country club built by Kilmer's, Inc. This project included 350 home sites and a 36,000 s.f. clubhouse. Construction on this project began in 1994 and the golf course was built in a 120-day construction period, being open for play in June of 1995. We built 5 phases of home sites, totaling 350+ residential sites, as well as the construction of a 36,000 s.f. clubhouse and 10,000 s.f. maintenance facility. Between 1994 and 2001 we sold in excess of 800 memberships, built food and beverage revenues to \$2,500,000.00 with total gross sales of \$5,000,000.00, including a banquet facility. In 2003 we sold our position to our other partner in the project.

Gettysvue Golf & Country Club – Knoxville, TN – 1996-1998

This was our third private, right to use country club that was built in 1996-1997. A friend of the local developer in Louisville, Kentucky offered us the land for an 18 hole facility and \$500,000.00 in cash to own, build and operate the country club. We established financing and started construction in 1996 with the 18 hole golf course completed and open 11 months later. In 1997, we constructed a clubhouse and maintenance facility, which were completed for operation in 1998. We set up the operation for this full service club and ran the operation for 24 months. At this time, the local developer took over the country club and all operations.

FIRM NAME: Midwest Landscape Group, Inc. RFP-COT 09-44 – Golf Course Management

Exhibit 'C' cont.

Quail Crossing Golf Club – Evansville, IN – 1997-2003

This was the second daily fee public golf club we built in 1997. We purchased 300 acres of land and built an 18 hole public facility with 250 home sites. The construction and grow-in of the course took 11 months and we owned and operated this facility through 2003, at which time our partner from Polo Fields (Ann Arbor) took over ownership and operations.

Current Firm Name

Midwest Landscape Group, Inc. – 1999-Current

After 12 years of travel out of state, our staff and our families wanted to pursue economic opportunities in our hometown. This construction entity was formed to provide landscape construction services for the Metro-Detroit area. Our primary emphasis has been focused on specialty sports complexes (natural and synthetic) for school systems and universities. We have also continued to pursue our passion for golf with a number of renovations: The (2) Carl's practice facilities, St. John's renovation and the Atlas Valley bunker additions.

Our current bonding capacity of \$3.5 million establishes our financial strength as well as our track record for performance on completed projects. We have gained the reputation as the premier builder of athletic facilities in the Detroit area. Our attention to detail, construction schedules and cost containment are witnessed by our extensive reference letters. Also worth noting, is the amount of repeat business with the University of Michigan (3 projects) and the Dearborn Public Schools (3 projects worth over \$3.00 million).

The past 30 years of involvement in all aspects of the golf and landscape construction industries demonstrates the competitive advantage we bring to the management of your facilities. We believe the privatization of your 2 golf courses, from an operational point of view, will allow us to reduce labor, increase revenues and increase overall quality, at the same time guaranteeing the City a consistent annual financial payment.

EXHIBIT 'D'

RESUME'

CRAIG A. KILMER

893 Sherbrooke St. Commerce Twp., MI 48382
Phone: (313) 909-0719 Fax: (248) 363-5515

FAMILY STATUS:

Married to Angela Kilmer, September 29, 2001.
Children: Kara 24, Meghan 18 and Macauley 7

SUMMARY OF QUALIFICATION:

Offering more than twenty-five years of professional experience and demonstrated expertise in the following areas and phases of development and construction:

ACQUISITION – ARCHITECTURE – CONSTRUCTION ANALYSIS – SALES – DEVELOPMENT –
BUILDING DESIGN – SUPERVISION – FINANCIAL ANALYSIS –
GOLF COURSE OPERATIONS – DINING OPERATIONS

LICENSES HELD:

State of Michigan – Residential Builder License #2101182948

Career Highlights / Ownership:

Manager of Midwest Landscape Group, Inc.
Managing Member of Forest Cove Development, LLC
Managing Member of Polo Fields Golf & Country Club, LLC
President of Kilmer's, Inc.
Vice President of Links at Whitmore Lake
Managing Member of Quail Crossing Development, LLC

PROFESSIONAL PROJECTS:

2007 - PRESENT

MIDWEST LANDSCAPE GROUP, INC. – MANAGER

Designed a real estate property acquisition plan. Performed all necessary communication with title companies, municipalities and utilities. Coordinated and supervised all construction trades for the complete renovation of acquired properties.

2006 - PRESENT

MILL RACE OFFICE PARK – OWNER/DEVELOPER

A three building complex including a medical building, restaurant and dental office addition.

FIRM NAME: Midwest Landscape Group, Inc.
RFP-COT 09-44 – Golf Course Management

EXHIBIT 'D' cont.

Designed the business plan, land acquisition, site plan development, rezoning with Commerce Township, site plan approval process, board approval process, permitting process, sale of Dr. Pulgini dental office addition, banking process, raising all capital needs.

2003–PRESENT

CUSTOM RESIDENTIAL BUILDING PROJECTS

COMMERCE TWP., MICHIGAN

Construction of three custom waterfront homes on Commerce Lake.

HOWELL, MICHIGAN

Construction of eight duplex condominiums

PINCKNEY, MICHIGAN

Construction of a single family home.

1994 – 2003

POLO FIELDS GOLF & COUNTRY CLUB, ANN ARBOR, MICHIGAN – OWNER / DEVELOPER

An 18-hole private country club including a 36,000 square foot clubhouse and 350 home sites.

Performed duties of owner/general manager and established the entire operation including membership sales, administrative, pro shop and golf professional department, maintenance, food and beverage operation with \$2,500,000.00 in annual sales, health and fitness and subdivision lot sales.

1997 – 2003

QUAIL CROSSING GOLF CLUB, EVANSVILLE, INDIANA – OWNER / DEVELOPER

An 18-hole public/semi-private golf course with 300 single-family home sites.

Established the entire operation including membership sales, administrative, food and beverage, maintenance, pro shop and golf professional department and subdivision lot sales.

1996-1999

GETTYSVUE COUNTRY CLUB, KNOXVILLE, TENNESSEE – OWNER / DEVELOPER

An 18-hole private country club facility including an 18,000 square foot clubhouse.

Established the entire operation including membership sales, administrative, food and beverage, maintenance and pro shop and golf professional departments.

1993-1999

LINKS AT WHITMORE LAKE, WHITMORE LAKE, MICHIGAN – OWNER / DEVELOPER

An 18-hole public golf course including a 6,000 square foot clubhouse.

Established the entire operation including administrative, food and beverage, maintenance and pro shop departments.

FIRM NAME: Midwest Landscape Group, Inc.

RFP-COT 09-44 – Golf Course Management

EXHIBIT 'D' cont.

1992 – 1996

SINGLE FAMILY SUBDIVISION DEVELOPMENT

LOON LAKE WOODS, WIXOM, MICHIGAN

A subdivision consisting of 115 single-family home sites.

HURON HILLS, COMMERCE TWP., MICHIGAN

A subdivision consisting of 134 single-family home sites.

1988 – 1995

POLO FIELDS GOLF & COUNTRY CLUB, LOUISVILLE, KENTUCKY – OWNER / DEVELOPER

An 18-hole private country club facility including a 12,000 square foot clubhouse.

Established the entire operation including membership sales, administrative, food and beverage, maintenance and pro shop and golf professional departments.

EXHIBIT 'E'

Overall Statement of Operations (Vendor Questionnaire – Item #4)

This section outlines our firm's operational plan for the management of the entire operation of Sanctuary Lake and Sylvan Glen golf courses.

Of utmost importance to us is to achieve a seamless transition in the eyes of the customer base. It is going to be extremely important that the customer maintains a positive perception of the services, quality of the facility and its operation.

The first area we will address will be to maximize the number of existing staff that can remain in their current position. It also appears that this is a very important topic within the City of Troy with regard to loyalty, etc.

We will also keep pricing in the first year consistent with 2009 in an effort to demonstrate that the new group in place is dedicated to maintaining affordability for the customer base, especially during our current economic conditions.

We will implement golf course improvements which will further gain the customer respect as to the quality of our operation. These improvements will be most evident at Sanctuary by completing the grow in process of the turf at the edges of the golf course. This area is always the most difficult area to succeed due to irrigation coverage and high traffic around the paths, etc.

In addition to golf course improvements, we will invest in new capital equipment (golf carts) at Sanctuary, which will demonstrate our long term commitment to the customer.

The establishment of an in-house food and beverage operation that will enhance the customer's experience is also a key area for us. It will be important to incorporate a limited menu with outstanding food items that they can look forward to while on property.

These will all be our goals for 2010, to be put in place for Spring startup. The timely transfer of the liquor license is going to be important to the success of the food and beverage operation.

In year 2010, it will be important to analyze how to increase the Sanctuary league play as well as general play to help increase revenues.

Additionally, we will need to analyze how to increase cart revenue at Sylvan Glen. With only 40% of play utilizing carts, it will be the most important area to increase potential revenues, however, until we have a season to review this area, it would be too risky to consider any policy change in this area.

FIRM NAME: Midwest Landscape Group, Inc.
RFP-COT 09-44 – Golf Course Management

EXHIBIT 'E' cont.

Overall Statement of Operations continued (Vendor Questionnaire – Item #4)

We believe that our ownership/entrepreneurial experience with our past golf ownership will give us the best edge to streamline the expenses and maximize the revenues of both golf facilities. Our firm has its overhead costs covered by its sports fields revenues.

It should also be noted that your facilities would be the only two golf courses that our firm will accept, which will allow full attention to your two facilities by ownership rather than a staff member of another firm.

4a. Course Maintenance and capital improvements including extent and caliber of proposed improvements, method of constructing and City involvement.

Golf course maintenance will occur to the listed specification, which will meet or exceed the current practices. Capital improvements for 2010 are listed in Section 2 – Request for Qualifications.

4b. Golf cart rental program

Utilize existing carts and replace with new as necessary to enhance the customer's experience and perception.

4c. Food and beverage service.

Implement an in-house food and beverage department that will enhance the overall experience of the customer. Establish a limited menu with outstanding food items. Offer the outing packages a full range of options to best achieve their budgets, which will maximize the outing revenue. Put in place the proper food and beverage staff with attitude and professionalism being of most importance.

When we played Sanctuary, we stopped for lunch at Camp Ticonderoga and had an outstanding meal. Our server did an excellent job as well and was very attentive to our needs. It appears that your arrangement with this group has been beneficial to both the City and operator.

4d. Pro shop operation.

Provide professional staff with the proper attitude and staffed to ensure a pleasant experience for the customer. Review current merchandise practices and modify to achieve \$3.00 per round at Sanctuary and \$2.00 per round at Sylvan Glen.

4e. Golf professional and instructions.

Start with existing golf professional and review program for possible improvements.

EXHIBIT 'E' cont.

Overall Statement of Operations continued (Vendor Questionnaire – Item #4)

4f. Junior golf program.

Start with existing golf professional and review program for possible improvements.

4g. Special events.

Review current special events to see if this area could be expanded, which would increase overall customer satisfaction and increase revenues.

4h. Driving Range.

Make capital improvements to enhance aesthetics of the driving range as well as improved tee areas for negative weather (artificial turf area.) The driving range is a centerpiece to the golf course and the first thing that the customer uses prior to playing their round. When this area is manicured to the level of the golf course, it will establish the customer's opinion as to the overall quality of the entire facility and increase their experience.

4i. Leagues

League play at Sanctuary has large growth potential whereas Sylvan Glen is closer to capacity. Review if there is a possibility for cross utilization. The fact that carts are required at Sanctuary is substantially increasing the cost to the customer to be involved in league play. For this reason, it will take more effort to achieve the goals that Sylvan Glen has reached. A marketing campaign should be put in place to reach the potential league play. This would include targeting local corporations, retailers, restaurants, bars, etc. that would be likely to have structured groups to help achieve the league goals at Sanctuary.

4j. Grounds maintenance

We played Sanctuary prior to the walkthrough to feel the experience from the customer's point of view. The main play areas of the golf course were in nice condition, however the edges of the golf course still need the grow-in to be completed. These areas are the most difficult to finish due to the irrigation limits and heavy cart traffic, etc. When we bring these areas to completion, the overall condition of the golf course will elevate a notch and will be noticed and respected by the customer.

4k. Public relations and marketing.

Work together to achieve some local, onsite media, which will inform the public of the new partnership formed between the City and a private sector to operate the City of Troy golf facilities. Implement advertising in the local market for more exposure to the golf courses highlighting open play, outings and league play. Work with Camp Ticonderoga with a marketing program targeting their customer base with golf coupons/promotions and the same with our customers to bring them into their restaurant. Direct marketing to the local business, highlighting our services.

EXHIBIT 'E' cont.

4l. Others.

N/A

4m. Detailed schedule of expenditures for both the operational and maintenance portion at both golf courses.

Attached as Sanctuary Lake and Sylvan Glen Budgets 2010 with summary of both courses.

4n. State whether your firm wishes to continue to allow or to stop the winter activities (cross country skiing and sledding at Sylvan Glen.

Midwest Landscape Group will conform to the City of Troy's position on this topic.

EXHIBIT 'F' cont.

FIRM NAME: Midwest Landscape Group, Inc. RFP-COT 09-44 – Golf Course Management

**SYLVAN GLEN GOLF COURSE
BUDGET 2010**

<u>Revenues</u>		<u>Midwest Budget</u>
Merchandise		\$ 67,794.00
Cart rental		
9 Hole		\$ 135,697.00
18 Hole		\$ 77,022.00
	Total Cart Rental	\$ 212,719.00
Greens fees		
9 Hole	19,544 @ \$ 14.84	\$ 290,033.00
18 Hole	12,676 @ \$ 26.55	\$ 336,548.00
League Play	13,553 @ \$ 18.00	\$ 243,954.00
	Total Greens Fees	\$ 870,535.00
Total Revenues		\$ 1,151,048.00
 <u>Expenses - Maintenance</u>		
Maintenance – Labor (including all benefits)		\$ 330,000.00
Supplies		\$ 130,000.00
Fuel		\$ 21,000.00
Tools		\$ 2,000.00
Uniforms		\$ 600.00
Equipment repairs & maintenance		\$ 8,000.00
Rubbish removal		\$ 2,500.00
Computer service		\$ 1,000.00
Electric		\$ 9,000.00
Heat		\$ 6,000.00
Water		\$ 500.00
Telephone		\$ 1,000.00
Vehicle rental - Incl. insurance - 1/2		\$ 5,000.00
Dues		\$ 200.00
Training / Education		\$ 2,000.00
Total Expenses - Maintenance		\$ 518,800.00

EXHIBIT 'F' cont.

FIRM NAME: Midwest Landscape Group, Inc. RFP-COT 09-44 – Golf Course Management

SYLVAN GLEN GOLF COURSE

BUDGET 2010 cont.

<u>Expenses - Pro Shop</u>	<u>Midwest Budget</u>
Pro Shop labor (including all benefits)	\$ 223,300.00
Supplies	\$ 6,000.00
Repairs & Maintenance - Building	\$ 2,000.00
Pro Shop merchandise	\$ 37,455.00
Security system	\$ 400.00
Computer system service	\$ 2,000.00
Printing	\$ 3,000.00
Advertising	\$ 5,000.00
Electricity	\$ 6,000.00
Heat	\$ 4,700.00
Water	\$ 700.00
Telephone	\$ 1,000.00
Insurance	\$ 10,000.00
Total Expenses - Pro Shop	\$ 301,555.00
TOTAL EXPENSES	\$ 820,355.00
NET CONTRIBUTION	\$ 330,693.00

EXHIBIT 'F' cont.

FIRM NAME: Midwest Landscape Group, Inc. RFP-COT 09-44 – Golf Course Management

**SANCTUARY LAKE GOLF COURSE
BUDGET 2010**

<u>Revenues</u>					<u>Midwest Budget</u>
Merchandise					\$ 62,610.00
Cart rental					
9 Hole	12,800	@	\$ 10.00		\$ 128,000.00
18 Hole	13,912	@	\$ 15.00		\$ 208,680.00
Total Cart Rental					\$ 336,680.00
Greens fees					
9 Hole	9,281	@	\$ 14.84		\$ 137,730.00
18 Hole	13,912	@	\$ 26.55		\$ 369,364.00
League Play	4,586	@	\$ 18.00		\$ 82,548.00
Total Greens Fees					\$ 589,642.00
Driving Range					\$ 85,853.00
Academy revenue					\$ 46,000.00
Lessons					\$ 30,000.00
Restaurant					\$ 210,000.00
Total Revenues					\$ 1,360,785.00
 <u>Expenses - Maintenance</u>					
Maintenance - Labor (including all benefits)					\$ 275,000.00
Supplies					\$ 110,000.00
Fuel					\$ 14,000.00
Tools					\$ 1,000.00
Uniforms					\$ 500.00
Equipment repairs & maintenance					\$ 8,000.00
Rubbish removal					\$ 4,000.00
Computer service					\$ 1,000.00
Electric					\$ 14,000.00
Heat					\$ 2,000.00
Water					\$ 1,300.00
Telephone					\$ 1,000.00
Vehicle rental - Incl. insurance - 1/2					\$ 5,000.00
Dues					\$ 200.00
Training / Education					\$ 1,000.00
Total Expenses - Maintenance					\$ 438,000.00

EXHIBIT 'F'

FIRM NAME: Midwest Landscape Group, Inc. RFP-COT 09-44 – Golf Course Management

SANCTUARY LAKE GOLF COURSE (cont.)

BUDGET 2010

<u>Expenses - Pro Shop</u>	<u>Midwest Budget</u>
Pro Shop labor (including all benefits)	\$ 208,900.00
Supplies	\$ 10,000.00
Repairs & Maintenance - Building	\$ 3,000.00
Pro Shop merchandise	\$ 33,000.00
Contract labor - Lessons	\$ 22,500.00
Contract labor - Academy	\$ 34,500.00
Range balls	\$ 5,000.00
Security system	\$ 1,000.00
Computer system service	\$ 2,000.00
Printing	\$ 3,000.00
Advertising	\$ 5,000.00
Electricity	\$ 12,000.00
Heat	\$ 5,000.00
Water	\$ 1,000.00
Telephone	\$ 1,300.00
Insurance	\$ 14,000.00
Total Expenses - Pro Shop	\$ 361,200.00
<u>Expenses - Restaurant</u>	
Labor (including all benefits)	\$ 62,400.00
Food & Beverage	\$ 70,000.00
Supplies	\$ 10,500.00
Total Expenses - Restaurant	\$ 142,900.00
TOTAL EXPENSES	\$ 942,100.00
NET CONTRIBUTION	\$ 418,685.00

EXHIBIT 'F'

FIRM NAME: Midwest Landscape Group, Inc. RFP-COT 09-44 – Golf Course Management

SUMMARY – SYLVAN GLEN & SANCTUARY LAKE – 2010 BUDGETS

Sanctuary Lake Contribution	\$ 418,685.00
Sylvan Glen Contribution	\$ 330,693.00
Gross Contribution	\$ 749,378.00
Less: Debt Service	(\$ 180,000.00)
Less: Reserve	(\$ 50,000.00)
Less: City of Troy Annual Payment	(\$ 325,000.00)
ANNUAL PROJECTED PROFIT	\$ 194,378.00

Exhibit 'G'

Position Title	Description	Quantity
General Manager	Oversees all operations, pro shop, maintenance, food & beverage, advertising, etc.	1 Full Time
Pro Shop Manager	Manage pro shop and staff for green fees, cart fees, pro shop merchandise, range, tee times, outings, league play, starters & rangers.	2 Seasonal
Accountant	Produce all monthly financial statements, process daily receipts.	1 Full Time
Cashiers	Pro shop sales	10 Part Time
Starters/Rangers		23 Part Time
Food & Beverage Manager	Manages front of house	1 Seasonal
Cook	Preparation of all food daily, including outing food preparation	2 Part Time
Food & Beverage Server		5 Part Time
GC Superintendent	Manage all maintenance duties, responsible for overall condition of both courses and annual expenses.	1 Full Time
Asst. GC Superintendent	Operates maintenance crew with direction from Superintendent	2 Full Time
Maintenance Crew	Daily maintenance with direction from Asst. GC Superintendent	19 Seasonal
Mechanic	All mechanical repairs and maintenance	1 Full Time

FIRM NAME: Midwest Landscape Group, Inc.
RFP-COT 09-44 – Golf Course Management

Exhibit 'H'

Labor Relations

Throughout our business career, we have operated under union requirements on a job by job basis.

Contractual/Legal Issues

The majority of all our work is contractual with a listing of specifications attached so we are familiar with this type of relationship.

Legal Issues

We have had minimal legal issues throughout our business career. Occasional non-payment from a client would require legal assistance. We have never had any legal issues relative to contract performance or our ability to fulfill our obligations.

Personnel Benefits

We have provided and maintained health and dental programs, life insurance plans, 401K plans and cafeteria programs. Additionally we have provided and tracked vacation, sick and personal time as well as bonus programs.

Orientation and Training

Our policy is to clearly describe the employees' responsibilities and expectations in the orientation process and it is our duty to place the employee under experienced supervision to properly train for the task at hand.

EXHIBIT 'I' - SAMPLE REPORT

Sanctuary Lake

Annual Budget

January through December 2010

	<u>Jan 10</u>	<u>Feb 10</u>	<u>Mar 10</u>	<u>Apr 10</u>	<u>May 10</u>	<u>Jun 10</u>	<u>Jul 10</u>
Ordinary Income/Expense							
Income							
Merchandise							
Cart Rental							
Golf Fees							
Driving Range							
Lesson Revenue							
Restaurant - F & B							
Total Income	<u>0.00</u>						
Gross Profit	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Expenses - Maintenance							
Maintenance Labor (Incl. FICA & benefits)							
Supplies							
Fuel							
Tools							
Uniforms							
Equipment maintenance - outside							
Rubbish removal							
Computer service							
Electric							
Heat							
Water							
Telephone							
Vehicle Rental							
Dues							
Training/Education							
Total Expenses - Maintenance	<u> </u>						
Expenses - Pro Shop							
Pro Shop labor (Incl. FICA & benefits)							
Golf Cart Lease Expense							
Supplies							
Repairs & Maintenance - Building							
Pro Shop Merchandise							
Contract Labor - Lessons							
Security System							
Computer Service							
Printing							
Electricity							
Heat							
Water							
Telephone							
Miscellaneous Sales Tax							
Miscellaneous - Other Insurance							
Miscellaneous							
Total Expenses - Pro Shop	<u> </u>						
Expenses - Food & Beverage							
Labor (Incl. FICA & Benefits)							
Food							
Beverage							
Supplies							
Total Expenses - Food & Beverage	<u> </u>						
Total Expense	<u>0.00</u>						
Net Ordinary Income	<u>0.00</u>						
Net Income	<u>0.00</u>						

EXHIBIT 'I' - SAMPLE REPORT

**Sanctuary Lake
Annual Budget**

January through December 2010

	January through December 2010					TOTAL
	Aug 10	Sep 10	Oct 10	Nov 10	Dec 10	Jan - Dec 10
Ordinary Income/Expense						
Income						
Merchandise						62,610.00
Cart Rental						313,062.00
Golf Fees						474,132.00
Driving Range						78,049.00
Lesson Revenue						28,708.00
Restaurant - F & B						210,000.00
Total Income	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1,166,561.00</u>
Gross Profit	0.00	0.00	0.00	0.00	0.00	1,166,561.00
Expenses - Maintenance						
Maintenance Labor (incl. FICA & benefits)						223,920.00
Supplies						93,000.00
Fuel						14,000.00
Tools						1,000.00
Uniforms						478.00
Equipment maintenance - outside						6,000.00
Rubbish removal						4,000.00
Computer service						1,000.00
Electric						14,019.00
Heat						1,843.00
Water						1,283.00
Telephone						1,000.00
Vehicle Rental						5,000.00
Dues						117.00
Training/Education						465.00
Total Expenses - Maintenance						<u>367,125.00</u>
Expenses - Pro Shop						
Pro Shop labor (incl. FICA & benefits)						146,400.00
Golf Cart Lease Expense						0.00
Supplies						11,751.00
Repairs & Maintenance - Building						3,000.00
Pro Shop Merchandise						43,627.00
Contract Labor - Lessons						20,000.00
Security System						1,050.00
Computer Service						4,000.00
Printing						3,000.00
Electricity						12,000.00
Heat						5,000.00
Water						1,000.00
Telephone						1,300.00
Miscellaneous Sales Tax						25,000.00
Miscellaneous - Other Insurance						14,000.00
Miscellaneous						5,000.00
Total Expenses - Pro Shop						<u>296,328.00</u>
Expenses - Food & Beverage						
Labor (incl. FICA & Benefits)						62,400.00
Food						70,000.00
Beverage					208.00	incl.
Supplies						10,500.00
Total Expenses - Food & Beverage						<u>142,900.00</u>
Total Expense	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>208.00</u>	<u>806,353.00</u>
Net Ordinary Income	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>-208.00</u>	<u>360,208.00</u>
Net Income	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>-208.00</u>	<u>360,208.00</u>

EXHIBIT 'I' - SAMPLE REPORT cont.
Sanctuary Lake
Income Statement
 Actuals vs. Budget
 January through April 2010

	January 2010			February 2010			March 2010		
	Actual	Budget	\$ Over Budget	Actual	Budget	\$ Over Budget	Actual	Budget	\$ Over Budget
Ordinary Income/Expense									
Income									
Merchandise									
Cart Rental									
Golf Fees									
Driving Range									
Lesson Revenue									
Restaurant - F & B - Lease Fee Only									
Total Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Gross Profit	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Expenses - Maintenance									
Maintenance Labor (Incl. FICA & benefits)									
Supplies									
Fuel									
Tools									
Uniforms									
Equipment maintenance - outside									
Rubbish removal									
Computer service									
Electric									
Heat									
Water									
Telephone									
Vehicle Rental									
Dues									
Training/Education									
Total Expenses - Maintenance									
Expenses - Pro Shop									
Pro Shop labor (Incl. FICA & benefits)									
Golf Cart Lease Expense									
Supplies									
Repairs & Maintenance - Building									
Pro Shop Merchandise									
Contract Labor - Lessons									
Security System									
Computer Service									
Printing									
Electricity									
Heat									
Water									
Telephone									
Miscellaneous Sales Tax									
Miscellaneous - Other Insurance									
Miscellaneous									
Total Expenses - Pro Shop									
Expenses - Food & Beverage									
Labor (Incl. FICA & Benefits)									
Food									
Beverage									
Supplies									
Total Expenses - Food & Beverage									
Total Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Ordinary Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

EXHIBIT 'I' - SAMPLE REPORT cont.

Sanctuary Lake
Income Statement

Actuals vs. Budget
January through April 2010

	April 2010			TOTAL Jan. to Apr. 2010		
	Actual	Budget	\$ Over Budget	Actual	Budget	\$ Over Budget
Ordinary Income/Expense						
Income						
Merchandise						
Cart Rental						
Golf Fees						
Driving Range						
Lesson Revenue						
Restaurant - F & B - Lease Fee Only						
Total Income	0.00	0.00	0.00			
Gross Profit	0.00	0.00	0.00			
Expenses - Maintenance						
Maintenance Labor (Incl. FICA & benefits)						
Supplies						
Fuel						
Tools						
Uniforms						
Equipment maintenance - outside						
Rubbish removal						
Computer service						
Electric						
Heat						
Water						
Telephone						
Vehicle Rental						
Dues						
Training/Education						
Total Expenses - Maintenance						
Expenses - Pro Shop						
Pro Shop labor (inc. FICA & benefits)						
Golf Cart Lease Expense						
Supplies						
Repairs & Maintenance - Building						
Pro Shop Merchandise						
Contract Labor - Lessons						
Security System						
Computer Service						
Printing						
Electricity						
Heat						
Water						
Telephone						
Miscellaneous Sales Tax						
Miscellaneous - Other Insurance						
Miscellaneous						
Total Expenses - Pro Shop						
Expenses - Food & Beverage						
Labor (Incl. FICA & Benefits)						
Food						
Beverage						
Supplies						
Total Expenses - Food & Beverage						
Total Expense	0.00	0.00	0.00			
Net Ordinary Income	0.00	0.00	0.00			
Net Income	0.00	0.00	0.00			

EXHIBIT 'I' - SAMPLE REPORT cont.

Sanctuary Lake

Golf Round Breakdown

Actuals vs. Projected

January through April 2010

	April 2010			TOTAL Jan. to Apr. 2010		
	Actual	Projected	Difference	Actual	Budget	\$ Over Budget
<u>Weekday</u>						
9 Hole Regular						
18 Hole AM Special						
9 Hole AM Special						
18 Hole PM Special						
9 Hole PM Special						
18 Hole Senior/Junior						
9 Hole Senior/Junior						
Outings - 18 Hole						
Leagues - 9 Hole						
<u>Weekend</u>						
9 Hole Regular						
18 Hole AM Special						
18 Hole PM Special						
Outings - 18 Hole						
Leagues - 9 Hole						
TOTALS						
<u>Driving Range</u>						
Large Bucket						
Small Bucket						

EXHIBIT 'I' - SAMPLE REPORT cont.
Sanctuary Lake
Golf Round Breakdown

Actuals vs. Projected
 January through April 2010

	January 2010			February 2010			March 2010		
	Actual	Projected	Difference	Actual	Projected	Difference	Actual	Projected	Difference
<u>Weekday</u>									
9 Hole Regular									
18 Hole AM Special									
9 Hole AM Special									
18 Hole PM Special									
9 Hole PM Special									
18 Hole Senior/Junior									
9 Hole Senior/Junior									
Outings - 18 Hole									
Leagues - 9 Hole									
<u>Weekend</u>									
9 Hole Regular									
18 Hole AM Special									
18 Hole PM Special									
Outings - 18 Hole									
Leagues - 9 Hole									
TOTALS									
<u>Driving Range</u>									
Large Bucket									
Small Bucket									

Exhibit 'J'

Our Exhibit 'C', included in this bid lists all of our prior experiences with the ownership and operation of 5 golf courses. In each project we hired a qualified superintendent that has had the experience necessary for that project.

In the case of the Troy project, it is our intention to hire the existing superintendent that has been with your facility for more than 20 years. This is contingent on an interview with Danny McDonald, that it is his desire to join our organization, our economic package meeting his needs as well as an added compensation package including a vehicle allowance, bonus plan, etc. Based on his responses to the interview we will finalize his employment.

If we are unable to reach an agreement with Danny McDonald, we will immediately start the interview process to secure our head superintendent for this project. This same process will occur with all of the balance of the current staff prior to us seeking staff from the outside to complete our hiring needs.

As to the sample maintenance conditions report, we will use any form acceptable to the City of Troy.

FIRM NAME: Midwest Landscape Group, LLC
RFP-COT 09-44 – Golf Course Management

Exhibit 'K'

We have owned and operated 5 golf facilities including 3 private, right to use and 2 daily fee public golf courses. The pro shop area is where the customer experience starts. Proper attitude and efficiency sets the stage for the customer's overall experience. Having control of this area is of utmost importance. Timely tee times, friendly response and minimizing potential issues help the customer leave your facility with the best impression possible.

A clean, organized pro shop and nicely displayed merchandise with a soft sell approach as to what is available to the customer will maximize each ticket sale. The appearance of the pro shop staff is also important to demonstrate a professional image of the organization.

EXHIBIT 'L'

SAMPLE CONTRACT

SANCTUARY LAKE AND SYLVAN GLEN GOLF COURSE MANAGEMENT AGREEMENT
GENERAL TERMS AND CONDITIONS – SAMPLE CONTRACT LANGUAGE

I. LENGTH OF AGREEMENT

This Agreement between the City of Troy (CITY) and Midwest Landscape Group, Inc. (CONTRACTOR) shall be in effect from February 15, 2010 to February 14, 2018. Thereafter, this Agreement will automatically renew for up to 8 one year renewal terms unless either party provides written notice to the other at least twelve months prior to the expiration of the then current initial or renewal term that it does not desire to renew the Agreement.

II. CITY RESPONSIBILITIES AND REQUIREMENTS

A. Exclusive Privileges and Obligations

The CITY shall grant to CONTRACTOR the exclusive privilege and obligation to operate Sanctuary Lake and Sylvan Glen Golf Courses, including the following exclusive rights, privileges and obligations:

1. To operate concession rights and the clubhouse/pro shop;
2. To operate food and beverage concessions at Sanctuary Lake;
3. To obtain and rent golf carts and equipment to patrons of the golf courses;
4. To collect greens fees;
5. To provide golf clinics and lessons as stated herein;
6. To sell golf clothing and golf equipment (including balls) in the Pro Shop;
7. To sell merchandise prizes for all events held at the golf course;
8. To attend professional activities such as schools or seminars, which are necessary to maintain and/or improve Contractor's professional status;
9. To rent the clubhouse for outings and special events.

B. Relationship

The relationship between the CITY and the CONTRACTOR shall be contractual and not one of employer/employee.

C. Administrative and Transitional

1. Inspections. The CITY may periodically inspect the premises for maintenance of facilities used by and under the control of the CONTRACTOR for purposes of ascertaining if CITY standards are being met.
2. Disposable Assets. The CITY shall offer for use to the CONTRACTOR all disposable assets including but not limited to maintenance equipment, carts, hand tools, commodities etc. as identified in Schedule I and by this reference made a part hereof. The CONTRACTOR may trade in equipment and replace with like kind throughout the term of the CONTRACT. At the end of the CONTRACT period, CITY shall take over ownership of all equipment, debt free. The value of this equipment shall be similar in value as the equipment at the start of the CONTRACT.

EXHIBIT 'L'

D. Financial Procedures

1. Financial Records. The CITY shall have access to all books, cash register tapes of the CONTRACTOR, kept and/or used in conjunction with the operation of the concessions, said books and records to be made available on-site to the CITY with no advance notice required for inspection and audit by the CITY. No written copies shall be taken from the site.
2. Fees and Charges. The CITY shall approve the amount of all greens fees, cart rental fees and other related charges to be made at the golf course, which shall be in line with the fees from area courses. The CONTRACTOR shall have the right to reduce fees for promotional and marketing purposes. The 2010 fee structure is included as Schedule III and will be furnished to the City for approval each year.

- E. Buildings, Grounds and Clubhouse. The CITY shall provide the CONTRACTOR the use of the clubhouse/pro shop buildings, all built-in fixtures, and the area contiguous to the building which may be used as a holding area for rental golf carts at Sanctuary Lake and Sylvan Glen.

III. CONTRACTOR RESPONSIBILITIES AND REQUIREMENTS

A. Obligations and Qualifications

1. General Manager. The CONTRACTOR agrees to provide one (1) on-site General Manager for managing the Sanctuary Lake and Sylvan Glen courses during the term of this Agreement to devote time, attention, and energies to the performances of the duties detailed herein.
2. Revenues. The CONTRACTOR shall receive all revenues generated through this Agreement. This includes but is not limited to green fees, cart rentals, food and beverage at Sanctuary Lake only, gift cards and pro shop merchandise.
3. Consideration to CITY.
The CONTRACTOR shall pay CITY the amount of Three Hundred Twenty Five Thousand and 00/100 Dollars (\$325,000.00) annually.
4. Evaluation. CONTRACTOR shall participate in an annual evaluation of performance by no later than January 15 of each year during the term of this Agreement. The evaluation may cover, but is not limited to:
 - (a) Financial performance in comparison with other public golf courses within the metropolitan area.
 - (b) Course use including rounds played, concession and cart sales.
 - (c) Course care including maintenance and cleanliness of the golf course, clubhouse, fixtures, furnishings, signs and equipment. Since a primary goal of the CITY is to provide affordable golf as a recreational opportunity to all citizens and maximize revenues and performance, if the CONTRACTOR'S operation results in a significant decline in subsection a-c above, as compared to other public golf courses in the metropolitan area, the CITY may notify the CONTRACTOR that he/she is in default. The CONTRACTOR shall have thirty (30) days to cure said default. If the CONTRACTOR fails to cure said default, as determined by the CITY, within the thirty (30) day cure period, the CITY may terminate this Agreement for just cause by sending a notice of termination effective at the end of the then current calendar year. In making its determination regarding CONTRACTOR'S default, the CITY shall take into

EXHIBIT 'L'

consideration such factors as what subsidies the other courses receive, any advantages that the other courses might have, how the courses measure against the base line years that are reasonable, any special circumstances that exist, the percentage of equity and investment each parties has made and whether expectations held by the CITY are reasonable, weather, acts of nature, any uncontrollable or unusual turf problems, or any other reasonable facts as my be submitted.

5. Mediation. If the CONTRACTOR disagrees with the CITY's determination that its performance is in default of this Agreement, the CONTRACTOR shall notify the CITY of its objection in writing not less than fifteen (15) days after receipt of the notice of termination, therein identifying the nature of its objection. If the objection cannot be resolved within 60 days thereafter, either party may cause the matter to be submitted to non-binding mediation. Any request for mediation from one party to the other must be in the form of a written notice requesting mediation. Such notice shall identify each disputed matter to be submitted to non-binding mediation. Any request for mediation from one party to the other must be in the form of a written notice requesting mediation. Upon receipt of a written request for mediation, the parties shall execute and acknowledge a written agreement specifying which disputes are to be submitted to the mediator, and the mediation shall be limited to such disputes.
 - (a) The parties shall mutually agree on a mediator. If the parties fail to select a mediator fifteen (15) days from the written request for mediation, then such mediator shall be chosen by the presiding officer of the Oakland County Bar Association. Should the party requesting mediation fail to propose a mediator within ten (10) days of its demand, its right to mediation shall lapse. Should the other party fail to propose a mediator within the said ten (10) days, then such presiding officer shall appoint as mediator. The mediator may recommend remedies in lieu of termination.
 - (b) The costs of mediation shall be shared equally by the parties.
6. Course Maintenance. The CONTRACTOR shall maintain the physical and structural condition of the golf course, including without limitation, the grounds, plants, trees, hole design, paths, water features and other course features, in a least as good condition as it presently exists.
7. Utilities. The CONTRACTOR shall furnish and pay for all public utilities incurred in the use and operation of the facilities referred to in the Agreement.
8. Trash and Snow Removal. The CONTRACTOR shall provide services to keep the golf courses clean and presentable by providing for the hauling of trash and snow. The snow removal shall be provided at Sanctuary Lake golf course only. Snow removal shall be limited to those times that the clubhouse is being used.
9. Clubhouse and Structure Maintenance and Repairs. The CONTRACTOR shall provide all maintenance at its expense to keep the Clubhouse, maintenance and out buildings, signs, fixtures, HVAC and electrical systems, furniture, equipment and structures, with exception to parking lots at the golf course in good working condition. In addition, all repairs, including capital repairs are at the sole obligation of the CONTRACTOR. Capital repairs are subject to prior written approval by the CITY. CONTRACTOR shall provide at least the level of maintenance and repair as provided by CITY prior to this agreement.

EXHIBIT 'L'

10. Tree Trimming and Storm Clean-up. The CONTRACTOR shall provide services to maintain trees within the area of the leased property.
 11. Capital Projects. The CONTRACTOR will present anticipated capital improvements to the CITY annually for the CITY's approval.
 - (a) CONTRACTOR shall, at its own expense, provide for the payment of all costs and expenses associated with the design, procurement and installation of the Future Improvements.
 - (b) CONTRACTOR agrees that all plans and specifications for any Future Improvements shall be prepared and shall be approved by the CITY prior to construction and, where applicable, provide as-built drawings.
- B. Financial Procedures.
1. Accounting. CONTRACTOR shall report all revenues and report all expenses in an annual report to be reviewed by the CITY by January 15th of each year for the previous year. CONTRACTOR will provide full access to the CITY of CONTRACTOR's records.
 2. Financial Records. The CONTRACTOR shall keep and maintain true and accurate books and financial records of the golf operation (including greens fees, golf cart and other equipment rentals, and all food and beverage concessions), pro shop and the giving of golf lessons. The CONTRACTOR shall provide the CITY, annually, a report of all such financial records between January 1st and January 15th of each year of the Agreement, and more often as requested by the CITY if deemed to be in the public interest to assure that the CITY is receiving all expense information related to the operations of Sanctuary Lake and Sylvan Glen golf courses. CONTRACTOR will provide full access to the CITY of CONTRACTOR's records.
 3. Payment of Taxes. CONTRACTOR shall make payment of all sales tax obligations incurred for the sale of taxable items prior to the due date established by the State of Michigan.
 4. Fee Collection. The CONTRACTOR shall collect all greens fees, gift card fees, tournament fees, golf cart rentals and facility rentals for Sanctuary Lake and Sylvan Glen golf courses, and food and beverage sales at Sanctuary Lake golf course.
 5. Purchase or Lease of Supplies and Equipment. The CONTRACTOR shall be responsible for the purchase or lease of all new equipment including, but not limited to, mowers, golf carts, supplies and equipment required to perform their obligations in this Agreement which shall be made in the CONTRACTOR's name and on CONTRACTOR's credit only, not the CITY's. In the event that the CITY terminates this Agreement prior to the end of the initial term, the CITY shall purchase all remaining supplies and equipment essential for the operation of the golf course at its fair market value subject to a third party appraisal at the time of termination. If the CITY terminates this agreement prior to the term and the CONTRACTOR is not in default, the CITY shall assume the remaining terms and conditions of all outstanding leases.
- C. Bonds, Insurance and Indemnification Requirements
1. Performance Bond. The CONTRACTOR shall furnish at its own expense, before the effective date hereof, a surety company performance bond in the penal sum of One

EXHIBIT 'L'

Hundred Thousand Dollars (\$100,000.00) for the faithful performance of this contract.

2. Insurance and Indemnification. The CONTRACTOR shall purchase and maintain insurance in accordance with the insurance requirements set forth in Schedule II to protect the CONTRACTOR and CITY throughout the duration of this Agreement. The CONTRACTOR shall not commit any act which shall invalidate any policy of insurance.
3. CONTRACTOR Responsibility. The CONTRACTOR will be responsible for any damages whatsoever to property in the custody of the CONTRACTOR or its employees. The CONTRACTOR may not subcontract or assign work for this Agreement without the express written permission of the CITY. If the CONTRACTOR has received written authorization to subcontract work, it is agreed that all subcontractors performing work under this Agreement shall comply with its provisions. It also is expressly understood that all persons employed by the CONTRACTOR, either directly or indirectly, shall be considered employees of the CONTRACTOR and not employees of the CITY.
4. Licenses and Permits. The CONTRACTOR shall be responsible for obtaining all necessary permits and licenses for full operation of the course and concessions (e.g., beer and liquor).

D. Concession Operations

1. Food and Beverage Concession. The CONTRACTOR shall operate and maintain at Sanctuary Lake a concession room to be open and available to the public at reasonable times daily during the golfing season for the sale of food and beverage equal to or greater than that supplied in 2009.
2. Pro Shop.
 - (a) Equipment. The CONTRACTOR shall operate a Pro Shop concession to include, but not limited to, golf carts and the sale of golf clothing, supplies and equipment.
 - (b) Golf Lessons. The CONTRACTOR at its option shall provide for golf lessons at a reasonable price to the general public desiring such lessons. The charge for such lessons to be determined by the CONTRACTOR. In addition, the CONTRACTOR will participate with the City of Troy Parks and Recreation Department in a similar program used in the 2009 season contingent on meeting with the Parks and Recreation Department and understanding all of the terms involved.
3. Advertising. The CONTRACTOR shall be responsible for all advertising costs.

E. Buildings, Grounds and Maintenance

1. Accessibility. The golf courses shall be open from March 15th through November 15th, dependent on weather conditions, from dawn to dusk.
2. Cleanliness. The CONTRACTOR shall conduct the concession in a sanitary and creditable manner, keeping the premises and areas contiguous to the building in a tidy and presentable condition at all times. CONTRACTOR shall maintain any public restrooms in or about the clubhouse. CONTRACTOR shall also keep clean any other area where refuse accumulates from the operation of the concessions and clubhouse.

EXHIBIT 'L'

3. Course Maintenance Schedules and Rates. CONTRACTOR shall keep accurate, up-to-date and detailed records of chemical and fertilizer application schedules and rates, irrigation schedules and rates, aerification and top dressing schedules, and other agreed-upon critical course maintenance elements.
4. Alterations or Improvements. The CONTRACTOR shall make no structural alterations, additions or improvements to the golf course, clubhouse or other facilities without the written approval of the CITY. The CONTRACTOR shall submit such plans and specifications to CITY for CITY'S approval.

F. Supervision

The CONTRACTOR shall provide suitable supervision of Sanctuary Lake and Sylvan Glen golf courses including the golf course, clubhouse and all concession activities being conducted therein. Such supervision shall ensure the orderliness of activities so as not to permit any unlawful or disorderly conduct on the premises.

1. Absence of General Manager. The general manager shall not be absent from the golf course for longer than three consecutive days during the golf season without the approval of the Parks and Recreation Director or its designee. During any absence in excess of three days, the CONTRACTOR shall be required to appoint an adult supervisor fully qualified to perform the duties of manager as stated herein.
2. Staffing. Employees needed to carry out the CONTRACTOR'S provisions of this Agreement shall be the employees of the CONTRACTOR. The CONTRACTOR'S choice of personnel will be respected by the CITY to the maximum extent. The CITY recognizes that the CONTRACTOR has the right and obligation to employ a staff capable of performing assigned duties. The CONTRACTOR shall utilize starters and rangers for supervision, attendants to sell golf tickets, reservations, tournament registrations, and food and drink concessions. Such personnel will be on duty continuously during golf hours on all weekdays, weekends and holidays during the golfing season. The golf season shall be defined as the period of time during which the CITY'S golf courses are officially open, generally between March 15th and November 15th but not limited to such.
3. Staff Limitations. The CONTRACTOR'S hiring practices will comply with all State and Federal laws. The CONTRACTOR'S employees shall not be eligible for any CITY employee rights or benefits. Further, the CITY reserves the right to advise but not demand the dismissal of any employee of the CONTRACTOR'S whose performance or actions are perceived by the CITY as detrimental to the operation of the premises of Sanctuary Lake and Sylvan Glen golf courses.
4. Uniforms. The CONTRACTOR shall ensure that his employees present themselves in a neat, clean and courteous manner at all times.
5. Accident Reports. The CONTRACTOR shall report all injuries to golf course patrons on the form supplied by the CITY. The original of this completed form shall be filed with the CITY within one week of the date of the injury.
6. Subcontracting. The CONTRACTOR may, if necessary, subcontract services performed under the Agreement, such as catering of food, but shall be held responsible for the adequate provisions of and payment for such services by the subcontractor and for full liability and obligations for the performance of such subcontractor. No such approval shall make the CITY a party of or to any subcontract or subject the CITY to liability of any kind to any subcontractor. The

EXHIBIT 'L'

subcontractor and his/her employees shall be considered as employees of the CONTRACTOR.

IV. **GENERAL PROVISIONS:**

- A. **Encumbrances and Liens.** Neither CONTRACTOR nor anyone claiming, by, through, or under CONTRACTOR shall have the right to file or place any mechanic's lien or any other lien of any kind or character whatsoever, upon said premises or improvement thereon, and notice is given that no contractor, subcontractor, or anyone else who may furnish any material, service, or labor for any improvements, alterations, repairs, or any part thereof shall at any time be or become entitled to any lien thereon, and for the further security of CITY, CONTRACTOR covenants and agrees to give actual notice thereof in advance to any and all contractors and subcontractors who may furnish or agree to furnish any such material or labor.
- B. **Assignment.** The CONTRACTOR shall not assign this Agreement, sublease the premises, or allow the use of the premises by any other party without first obtaining the written consent of the CITY endorsed on or incorporated in any such assignment, sublease or subagreement. Any assignment made without so first obtaining written consent of CITY shall be null and void, shall confer no rights on any third party, and shall be cause for cancellation of this Agreement by CITY or at CITY's option. This provision against such assignment, sublease, or use shall be deemed to be a continuing covenant and shall apply not only to the CONTRACTOR herein, but to any and all assignees of said Agreement and to anyone who may, in any manner, acquire any interest therein. Each and every covenant and agreement herein contained shall extend to and be binding upon the respective successors, heirs, administrators and assigns of the parties hereto. Notwithstanding anything herein to the contrary, this Agreement may be assigned to a corporation controlled by the CONTRACTOR.
- C. **Modification.** CONTRACTOR is granted only such rights and privileges as are explicitly set out in this Agreement. None of the covenants, provisions, terms or conditions of this Agreement to be kept or performed by CITY and CONTRACTOR shall be in any manner modified, waived, or abandoned, except by a written instrument duly signed by both parties and delivered to CITY and CONTRACTOR. This Agreement contains the whole agreement of the parties.
- D. **Rights and Remedies.** The various rights, powers, options, elections, and remedies of either party provided in this Agreement shall be construed as cumulative and no one of them as exclusive of the others, or exclusive of any rights, remedies, or priorities allowed either party by law, and shall in no way affect or impair the right of either party to pursue any other equitable or legal remedy to which either party may be entitled as long as any default remains in any way unremedied, unsatisfied, or undischarged
- E. **Cancellation.** In the event of any material breach by the CONTRACTOR under this Agreement, which shall continue more than thirty (30) days after receipt of written notice to cure said default, the CITY may terminate this Agreement and the privileges granted hereunder by giving thirty (30) days written notice to CONTRACTOR. In the event the CITY fails to carry out the material terms and provisions of this Agreement, and such failure continues for more than thirty (30) days after receipt of notice to cure said breach, the CONTRACTOR may terminate this Agreement by giving thirty (30) days written notice to the CITY.

EXHIBIT 'L'

- F. Notices, Communications. All complaints by CITY with regard to the operation of the concessions included in the Agreement shall be directed in writing to CONTRACTOR by the CITY or his designee. All complaints by CONTRACTOR directed to CITY shall be in writing to the Parks and Recreation Director. Notices as provided for in this Agreement shall be given to the respective parties hereto in writing or making a demand or other communication, such message shall be considered given under the terms of this lease when sent, addressed as above designated, by the United States mail and so deposited in a United States mail box.
- G. Personal Property. All personal property in the subject premises shall be at the risk of the CONTRACTOR, and CITY shall not be liable for any damage or loss either to person or property sustained by CONTRACTOR unless the loss was caused by the failure of the CITY to fulfill its obligation under the Agreement.
- H. Bankruptcy. If CONTRACTOR shall become insolvent or be declared bankrupt or said premises shall come into the possession of any receiver, assignee, or other officer acting under an order of any court, the CITY shall have the right to terminate this Agreement, and in the event CITY shall not exercise such right, the CITY may accept rent from said receiver, trustee or officer in possession thereof, for the term of such occupancy, without impairing or affecting in any way the rights of the CITY under this Agreement.
- I. Discrimination. The CITY prohibits discrimination on the basis of age, race, religion, color, creed, sex, sexual orientation, national origin, ancestry or disability in city services, advantages, facilities or privileges. Accordingly, with regard to the use of CITY facilities pursuant to this Agreement, the CITY and CONTRACTOR shall hold such facilities as available to all persons, groups and organizations on an equal basis and without restriction provided such person, groups or organizations observe the Federal, State and Local laws, rules and regulations governing the use of such facilities. CONTRACTOR agrees not to discriminate against its employees on the basis of age, race, religion, color, creed, sex, sexual orientation, national origin, ancestry or disability.
- J. Contract Language: Words and phrases herein, including acknowledgement hereof, shall be construed as in the singular or plural number, and as masculine, feminine, or neuter gender according to the context.
- K. Termination. Upon the termination by cancellation or otherwise of this Agreement and any extensions thereof, the CONTRACTOR will surrender, yield up, and deliver the premises in good and clean condition, except for the effects of ordinary wear and tear and depreciation arising from lapse of time, or damage without fault or liability of CONTRACTOR.

EXHIBIT 'L'

SCHEDULE I

<u>SANCTUARY LAKE EQUIPMENT INVENTORY</u>				
<u>COMMON NAME</u>	<u>CLASS</u>	<u>MODEL</u>	<u>SERIAL</u>	<u>MFG</u>
TORO 3020	TRAP RAKE	3020		TORO
JACOBSON LF3400	FAIRWAY MOWER	LF 3400		JACOBSON
SWISHER TRAIL MOWER	BRUSH CLEARING	N/A		SWISHER
MINI COTA	BOAT MOTOR	N/A		COTA
KING CUTTER	BUNKER SCUFFER	N/A		
BUFFALO BLOW	DEBRIS BLOWER			
STEINER 4X4 UTILITY VEH	HAULER			STEINER
75 POUND DRAG MAT	CORE BREAKER	N/A	N/A	
150 PUND DRAG MAT	CORE BREAKER	N/A	N/A	
MISC TRACTOR BUCKET				
TRACTOR SPIKER	FAIRWAY SPIKER			
STEINER MOW DECK				STEINER
STEINER BRUSH ATTACHMENT				STENIER
STEINER PLOW ATTACHMENT				STEINER
TORO 3500D GROUNDMASTER	SIDEWINDER			TORO
LESCO 80 POUND SPREADER	FERT SPREADER			LESCO
TURF 2 CARRY ALL	UTILITY CART			CLUB CAR
JACOBSON HAULER 1	UTILITY CART	3500		JACOBSON
JACOBSON HAULER 2	UTILITY CART	3500		JACOBSON
JACOBSON HAULER 3	UTILITY CART	3500		JACOBSON
JACOBSON HAULER 4	UTILITY CART	3500		JACOBSON
JACOBSON HAULER 5	UTILITY CART	3500		JACOBSON
CUB CADET TRACTOR	TRACTOR	8404J		CUB CADET
CUSHMAN	TURF TRUCKSTER	898628		TEXTRON
PUSH BLOWER	LEAF BLOWER			GIANT VAC
PUSH BLOWER	LEAF BLOWER			GIANT VAC
HUSTLER MOWER	ZTR MOWER	Z/926881		HUSTLER
GA 30	AERATOR	GA30		JACOBSON
JACOBSON GPLEX	GREENS MOWER	GPLEX III		JACOBSON
JACOBSON GPLEX	GREENS MOWER	GPLEX III		JACOBSON
JACOBSON AR	ROUGH MOWER	AR-2500		JACOBSON
JACOBSON LF 2500	FAIRWAY MOWER	LF -2500		JACOBSON
JACOBSON LF 2500	FAIRWAY MOWER	LF -2500		JACOBSON
JACOBSON GPLEX	TEE MOWER	GPLEX III		JACOBSON
JACOBSON GPLEX	TEE MOWER	GPLEX III		JACOBSON
JOHN DEERE MOWER	VERTICUTTING	2234		JOHN DEERE
LELY SPREADER	TRACTOR FERT APP	N/A		LELY
LESCO 80 POUND SPREADER	FERT SPREADER			LESCO
LESCO 80 POUND SPREADER	FERT SPREADER			LESCO
PROFLEX	ROUGH MOWER	120		PROFLEX
SMITHCO PRAYER	SPRAY RIG	15-493		SMITH CO
SMITHCO SANDPRO	TRAP RAKE	3WD		SMITH CO
TORO MOWER	UTL MOWER	GM-3100		TORO
TOP-DRESSER	TOP DRESSING	85802		TURFCO

EXHIBIT 'L'

SCHEDULE I continued

SYLVAN GLEN EQUIPMENT INVENTORY				
<u>COMMON NAME</u>	<u>CLASS</u>	<u>MODEL</u>	<u>SERIAL</u>	<u>MFG</u>
CUB CADET TRACTOR	TRACTOR	8404 SS	322500236	CUB CADET
G-PLEX II	GREENS MOWER	898855	99005925	RANSOMES
G-PLEX III	GREENS MOWER	G-PLEX III	DN000482	JACOBSEN
TORO 4000-D #1	ROUGH MOWER	4000-D	30410-220000392	TORO
TORO 4000-D #2	ROUGH MOWER	4000-D	30410-240000294	TORO
TORO 3500-D	BANKS MOWER	SIDEWINDER	30821-210000527	TORO
TORO 3500-D	BANKS MOWER	SIDEWINDER	30839-270000776	TORO
REELMASTER 5410	FAIRWAY MOWER	5410	03670-280001055	TORO
REELMASTER 5410	FAIRWAY MOWER	5410	03670-280001057	TORO
TORO WORKMAN SPRAY	GREENS SPRAYER	3200	07360-270000216	TORO
TORO MULTI PRO 5500	FAIRWAY SPRAYER	5500	41564-200000274	TORO
66 GAL TOW BEHIND	SMALL AREA SPRAYER	66 GAL SPRAYER	40792-200000128	TORO
TORO PRO CORE 648	GREENS AERATOR	648	09200 270000970	TORO
TORO SANDPRO 5040	TRAP RAKE	5040	08705-270000811	TORO
TORO 220-D	DEBRIS BLOWER	220-D	30794-10355	TORO
CLUB CAR CARRY ALL	CART	CARRY ALL 1	HG0748-844972	CLUB CAR
CUSHMAN TRUCKSTER	HEAVY DUTY CART	TRUCKSTER	898628	JACOBSEN
JACOBSEN LF 3400	FAIRWAY VERITCUTTER	67869 LF 3400	1963	JACOBSEN
JOHN DEERE 2500 #1	TEE MOWER	2500 LG GAS	TC2500G030264	JOHN DEERE
JOHN DEERE 2500 #2	TEE MOWER	2501 LG GAS	TC2500G030420	JOHN DEERE
JOHN DEERE 2500 #3	GREENS MOWER	2502 LG GAS	TC2500G030270	JOHN DEERE
JOHN DEERE TRACTOR	LOADER	5210	LV5210S123454	JOHN DEERE
JACOBSEN GREENS KING	GREENS MOWER	GREENS KING VI	62275 1918	JACOBSEN
JACOBSEN GA-30	GREENS AERATOR	544875-8920	142197	JACOBSEN
SMITHCO SWEEPSTAR V62	SWEEPER	78-200	78051	SMITHCO
SMITHCO SWEEPSTAR V62	SWEEPER	78-200	78052	SMITHCO
TURFCO SP1530	TOP DRESSER	85804	G00247	TURFCO
WORKMAN	HEAVY DUTY CART	7367	290000200	TORO
WORKMAN	MEDIUM DUTY CART	7266	290000387	TORO
WORKMAN	MEDIUM DUTY CART	7266	290000380	TORO
WORKMAN	MEDIUM DUTY CART	7266	290000347	TORO
WORKMAN	MEDIUM DUTY CART	7266	290000390	TORO
WORKMAN	MEDIUM DUTY CART	7266	290000391	TORO
PROFORCE	DEBRIS BLOWER	44538	290000370	TORO
TROY BILT ROTOTILLER	TILLER			TROY BILT
BED EDGER	MISCELLANEOUS	F-990H	1671	LITTLE WONDER
FORD TRACTOR	TRACTOR	N/A	N/A	FORD
LF 100	FAIRWAY MOWER	LF-100	CP577-2-2585	JACOBSEN
EZGO TXT FLEET CART	GOLF CART	TXT	992024	TEXTRON
RYAN GREENSAIRE 24	GREENS AERATOR	544872-8720	124397	RYAN
SMALL TOP DRESSOR	SMALL TOP DRESSOR	F-6	N/A	METE-R-MATIC
VICON SPREADER	CHEMICAL SPREADER	2701600	LM22492	VICON
SNOW MOBILE	SNOW MOBILE	VK540	45417078	YAMAHA
JOHN DEERE AERCORE	AERATOR 3PT MOUNT	1500 AERCORE	M01500X010177	JOHN DEERE
BUFFALO TURBINE	BLOWER 3 PT MOUNT	P-TORNADO	5560	AGRICULTURAL
TY-CROP	MATERIAL DELIVERY			TY-CROP EQUIPMENT
CORE HARVESTER	MATERIAL DELIVERY	2701530	LM20493	RYAN
DODGE DUMP TRUCK	MATERIAL DELIVERY	D350	1B6MW3456J5720954	DODGE
TRENCHER	MATERIAL DELIVERY	1620KE	1K1576	DITCH WITCH
FORKS FOR LOADER				

EXHIBIT 'L'

SCHEDULE II

CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY)
PRODUCER Complete <u>Sample Certificate</u>	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.	
INSURERS AFFORDING COVERAGE		
INSURED Complete	INSURER A: XYZ Company	
	INSURER B: ABC Company	
	INSURER C:	
	INSURER D:	
	INSURER E:	

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSURER LETTER	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Additional Insured - City of Troy - use wording below <input checked="" type="checkbox"/> Annual Contract Aggregate Limit GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC	0001	XX-XX-XX	XX-XX-XX	EACH OCCURRENCE \$ 1,000,000 FIRE DAMAGE (Any one fire) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 1,000,000 PRODUCTS - COMP/OP AGG. \$ 1,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	0002	XX-XX-XX	XX-XX-XX	COMBINED SINGLE LIMIT (Per accident) \$ 500,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN EA ACC \$ AUTO ONLY: AGG \$
A	EXCESS LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE RETENTION \$	0005	XX-XX-XX	XX-XX-XX	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$ \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	0003	XX-XX-XX	XX-XX-XX	<input checked="" type="checkbox"/> W/ STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - EA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	OTHER Liquor Liability	0004	XX-XX-XX	XX-XX-XX	Limit \$1,000,000

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

Additional Insured under General Liability and Excess Liability: City of Troy including Architects and Engineers, all elected and appointed officials, all employees and volunteers, boards, and commissions and/or authorities and their board members, employees and volunteers on ISO Form B or broader.

CERTIFICATE HOLDER	Y	ADDITIONAL INSURED; INSURER LETTER: A	CANCELLATION
City of Troy 500 W. Big Beaver Rd. Troy, MI 48084		SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT.	
		AUTHORIZED REPRESENTATIVE	

EXHIBIT 'L'

SCHEDULE III

SANCTUARY LAKE RATE SCHEDULE -- 2010 PEAK SEASON											
	Weekday		Weekend		Leagues 9 Hole	Outings -- 18 Hole		Driving Range		Range Memberships	
	18 Hole	9 Hole	18 Hole	9 Hole		Weekday	Weekend	Large Bucket	Small Bucket	Individual	Family
Regular		\$28		\$30	\$28	\$45	\$53	\$8	\$5	\$350	\$500
AM Special	\$45	\$25 (7-9 am)	\$53								
PM Special (after 5 pm)	\$40 (after 12pm)	\$26 (after 5 pm)	\$45 (after 12pm)								
Senior/Junior	\$26	\$20									
*Senior rates apply for those 60 years old and over. Junior rates apply for those 20 years old and under.											
*Disable rates available (Same as Senior rates).											
*All rates include power cart.											

SANCTUARY LAKE RATE SCHEDULE 2010 OFF PEAK SEASON (Sept. 21 -- Nov. 2)											
SANCTUARY LAKE RATE SCHEDULE 2010 WINTER RATES (Nov. 3-March 31)											
	Weekday		Weekend		Weekend 9 Hole	Weekday / Weekend		Weekday / Weekend		Weekday / Weekend	
	18 Hole	9 Hole	18 Hole	9 Hole		18 Hole	9 Hole	18 Hole	9 Hole	18 Hole	9 Hole
Regular		\$23		\$26	\$42	\$26	\$30	\$19	\$30	\$19	\$19
Resident	\$38	\$19					\$30	\$19	\$23	\$19	
Senior/Junior	\$23	\$19			\$34	\$23					
PM Special	\$30	\$19									
*Senior rates apply for those 60 years old and over. Junior rates apply for those 20 years old and under.											
*Disable rates available (Same as Senior rates).											
*All rates include power cart.											

OAKLAND COMPANIES

Corporate Insurance • Bonds • Personal Insurance • Employee Benefits

December 2, 2009

City of Troy
500 West Big Beaver Rd
Troy, MI 48084

To Whom It May Concern:

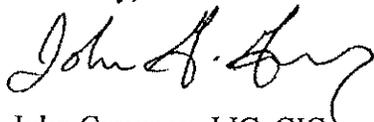
Oakland Companies is the insurance agent for Midwest Landscape Group, Inc., and has provided their insurance and bonding protection for many years.

Oakland Companies is a well established corporate insurance agency / risk management group based in Troy, Michigan.

We have received the City of Troy bid specifications for the golf course management RFP. We are fully qualified and prepared to bind coverage per the sample certificate contained in the bid specifications.

Please feel free to contact me personally with any questions concerning insurance / bonding for Midwest Landscape Group, Inc.

Sincerely,



John Growney, LIC, CIC
President / Owner

EXHIBIT 'N' - FEE SCHEDULE cont.

SANCTUARY LAKE RATE SCHEDULE - 2010												
PEAK SEASON												
	Weekday		Weekend		Leagues		Outings - 18 Hole		Driving Range		Range Memberships	
	18 Hole	9 Hole	18 Hole	9 Hole	9 Hole	9 Hole	Weekday	Weekend	Large Bucket	Small Bucket	Individual	Family
Regular		\$28		\$30	\$28		\$45	\$53	\$8	\$5	\$350	\$500
AM Special	\$45	\$25 (7-9 am)	\$53									
PM Special (after 5 pm)	\$40	\$26 (after 5 pm)	\$45 (after 12pm)									
Senior/Junior	\$26	\$20										
*Senior rates apply for those 60 years old and over. Junior rates apply for those 20 years old and under.												
*Disable rates available (Same as Senior rates).												
*All rates include power cart.												

SANCTUARY LAKE RATE SCHEDULE 2010										
OFF PEAK SEASON (Sept. 21 - Nov. 2)										
	Weekday		Weekend		Weekend		Weekend		Weekend	
	18 Hole	9 Hole								
Regular		\$23		\$26	\$42		\$26	\$30	\$19	
Resident	\$38							\$30	\$19	
Senior/Junior	\$23	\$19					\$23	\$23	\$19	
PM Special	\$30	\$19	\$34	\$23						
*Senior rates apply for those 60 years old and over. Junior rates apply for those 20 years old and under.										
*Disable rates available (Same as Senior rates).										
*All rates include power cart.										

FIRM NAME: Midwest Landscape Group, Inc.
RFP-COT 09-44 - Golf Course Management

