

Response to the City of Cleveland, OH

Request for Proposal for the Operations, Management and Revitalization of

Highland Park Golf Course

Submitted To:

Susanne DeGennaro,

City of Cleveland

601 LAKESIDE AVE E
CLEVELAND, OH 44114



Submitted By:

Robert Flesher,

The Highland Park Golf Foundation

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OCTOBER 25TH, 2022

Highland Park Golf Foundation
8616 Euclid Chardon Rd.
Kirtland, Ohio 44094

Susanne DeGennaro
City of Cleveland
601 Lakeside Avenue
Cleveland, Ohio

Re: Response to Request for Proposal for the Operations, Management and Revitalization of Highland Park Golf Course

Dear Ms. DeGennaro,

Highland Park Golf Foundation ("The Foundation") is pleased to provide our response to the City of Cleveland ("the City") RFP for Operations, Management, and Revitalization of Highland Park Golf Course ("HPGC"). Highland Park Golf Foundation is authorized to enter into a lease agreement under the terms and conditions of our proposal and believe that our submission demonstrates that we are capable of meeting all criteria in the City's RFP.

- Highland Park Golf Foundation is a registered 501(c)(3) organization whose sole purpose is to protect and promote accessible, diverse, affordable and engaging municipal golf course to positively impact the local Cleveland, Ohio community.
- We are contracted with Troon Golf, LLC ("Troon") the world largest professional golf club management company to bring tournament level standards, industry leading talent, resources and practices honed through providing hospitality and club management services to more than 750 golf courses including more than 140 municipal golf courses worldwide.
- Highland Park Golf Foundation along with Troon will be submitting proposals for both the operations as well as the maintenance of Highland Park Golf Course. We believe that in order to meet and succeed the vision of the City of Cleveland as well as our foundation, we will need to control both the operation and the facility maintenance. Our proposals for both the operations as well as the maintenance for Highland Park Golf Course are contingent on being selected for both RFP's.

As Clevelanders who have a passion for Highland Park and the game of golf, we will prioritize preserving the legacy of the park and the groups who depend on the accessibility of the course. We understand and appreciate the history as well as the future possibility of Highland Park Golf Course and will make every commitment to being its best steward.

Respectfully,

Robert C. Flesher, Co-Founder
Highland Park Golf Foundation

TROON'S STATEMENT OF INTEREST

Dear Ms. DeGennaro,

We are excited and appreciative to be able to present our management services to the City of Cleveland as a partner with the Highland Park Golf Foundation. After many conversations and our own due diligence, we believe that the vision and mission provided by the Highland Park Golf Foundation with Troon as their executer is the optimal path forward for the City of Cleveland. Their local knowledge, community involvement and overall passion married with our best-in-class operational and agronomical services creates a truly one-of-a-kind partnership that provides a win-win for the City.

By attracting the best talent in the industry, Troon can align functional expertise with our passion for operational excellence. Our experienced leaders are determined to provide the best solutions through sustainable and innovative management practices. Our mission to provide outstanding guest and member experiences while delivering successful financial results to our owners has helped us grow over 30+ years to become the industry's largest club operations manager, providing services to a collection of 750+ locations worldwide.

This opportunity is particularly motivating for our team due to the immediate positive impact we believe we can make together at Highland Park by utilizing our best practices. Our loyal customers and members will be excited to add Highland Park to their collection of Troon courses to enjoy.

Thank you for your consideration, and we look forward to continuing the conversation regarding how we can work together to help bring the City as well as the foundation's vision to life.

Sincerely,



Mike Cutler
Senior Vice President, Point of Contact
mike.cutler@troon.com
703.626.3484

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HIGHLAND PARK GOLF FOUNDATION

Highland Park Golf Foundation is organized and shall at all times be operated exclusively for charitable, educational and scientific purposes within the Section 501(c)(3) of the Internal Revenue Code of 1986, as amended to the corresponding provision of any future United States Internal Revenue Law (the Code) and is not formed for pecuniary profit or financial gain. The Corporation is organized and shall be operated exclusively for the purpose of accomplishing its Mission.

MISSION

- 1) To promote and protect an accessible, diverse, affordable and engaging experience at Highland Park Golf Course to positively impact the local Cleveland community.
- 2) To operate, manage, renovate, redevelop and revitalize the 36-hole Highland Park Golf Course and its surrounding landscape; and
- 3) To do any and all things necessary or incidental to the foregoing.

VISION

Highland Park Golf Foundation believes that municipal golf is integral to providing social and civic experiences to the patrons, employees and all persons who have the opportunity to be around the game of golf. Highland Park Golf Course has provided these experiences to the Cleveland population for nearly 100 years and is deserving of a complete renovation to achieve the goals of the City of Cleveland RFP for the Operations, Management and Revitalization of the Golf Course. Our vision is to provide the tools needed to renovate both the Red and Blue golf courses, add a new state of the art driving range and practice facility with the goal of achieving a positive response by the general public that is sustainable for the long term. We will strive to accomplish our vision and exceed the goals being set by the City of Cleveland on a timely basis.

COMMUNITY FOCUS

The Highland Park Golf Foundation is committed to ensuring that the Highland Park Golf Course remains prestigious and prosperous yet open and accommodating to the local community. With the members of the Foundation comprised of Clevelanders, we find it paramount to continue and build upon this course's legacy. Through our partnership with Troon, we have identified many areas that we can expand our presence and create a facility that attracts visitors as well as promotes community involvement.

This proposal highlights our plan to address improvements to the golf courses, practice facilities and clubhouse. We anticipate and expect the renovation and construction in these areas will promote community gathering, learning and career development. By creating courses that are tournament quality from the first tee to the last, we can bring in new golfers that will be loyal to Highland Park. When we add driving ranges and learning facilities, we will promote and teach the game of golf to those who are learning or want to learn this game. We will focus on engaging our

community and holding open and free clinics at these facilities to build an atmosphere that locals enjoy.

The Foundation will continue to promote diversity, equity and inclusion and have made this a pillar of our partnership with Troon. Troon is not only the industry leader in golf management, but they are the industry leader in DE&I initiatives in this space. Our commitment from the start will be a focus on diversity and the hiring and programming at Highland Park Golf Course to reflect as such.

We will also create a focus around sustainability and have created a goal to become Audubon certified in the first five years. Troon has an agronomical and environmental science department that is second to none. We will work with the Troon team to find effective ways to ensure that HPGC is committed to enhancement of our environment for the benefit of future generations.

In summary, the Highland Park Golf Foundation's plan is wide and all encompassing. We will revitalize this golf course through renovation and enhancement to create a beautiful and well-maintained place that this community can call home.

TROON OVERVIEW

Troon started as one facility in 1990 and has since grown to become the world’s largest professional club management company. We have grown our company by listening to and understanding the specific opportunities and challenges of our clients, then customizing our approach to achieve success together. This is accomplished by providing a foundation comprised of the best talent in the industry and cultivating the creativity of our 30K+ associates worldwide. Our successful culture, combined with 30+ years of experience, gives us the opportunity to develop the strategies that allow our clients to excel in this competitive industry.

Troon is comprised of four club management brands committed to providing best-in-class hospitality and services:

- Troon Golf – Responsible for the operations of daily fee and resort facilities
- Troon Privé – Specializes in private clubs, 50+ of which are member-owned
- Troon International – Management services for all club types beyond the Americas
- Indigo Sports – Full-service operator specializing in daily fee and semi-private facilities

INDIGO SPORTS

Troon will operate HPGC under Indigo Sports brand, utilizing resources located in our Northern Virginia office as well as direct support from our regional team based in Ohio. Indigo Sports is the operating brand focused on #GolfForEveryone! Including a collection of municipal, daily-fee/resort and semi-private facilities around the United States. Our belief is that golf courses should be managed like the businesses that they are and should always be striving to provide the best course conditions, customer service, and strong revenue results. We believe that golf is for everyone and creating fun and enjoyment while at our facilities is imperative to the success of our facilities.



GUIDING PRINCIPLES

Our Guiding Principles consist of the following:

- Passionately dedicated to quality, financial performance and the development of our team.
- Create fun and enjoyment for our guests and members.
- Strive to exceed the expectations of our guests, members and owners.
- Implement best practices and embrace guest, owner and associate feedback.
- Provide a positive work environment, training and career opportunities for our associates.
- Deliver optimal financial results for our owners and partners.
- Conduct ourselves always with integrity and respect.
- Embrace and respect differences among our associates, members, guests and owners.

MASTER PLAN

The Foundation's master plan involves developing and funding a capital project to renovate Highland Park's two 18 - hole golf courses. The Historic Blue course will be improved with new tee options, providing a 7,300-yard tournament ready design that will challenge advanced and experienced golfers. The Red course will be renovated to provide a friendly golf experience for both novice and advanced players alike. The corner of Chagrin Blvd and Green Rd will be converted to sustainable green space to include a new learning complex complete with new chipping and putting areas. A state-of-the-art driving range that will feature TopGolf's TopTracer technology will be built adjacent to the eighteenth hole along Green Rd. This will provide the course with the ability to attract golfers of all skill levels and increase the profitability of the facility.

Highland Park Golf Foundation will work with its architecture team to enhance the overall feeling of the clubhouse. The enhancement of green space on all sides of the clubhouse will compliment a plan to revitalize the building exterior entrances that will create an inviting building space for visitors to enjoy. The interior space of the clubhouse will be redesigned and renovated to promote an enjoyable and welcoming atmosphere to all patrons. Our goal is to create an area where golfers will want to enjoy food and a beverage after a round, once again increasing the revenue of the facility. With a renovated banquet space, Highland Park Golf Course can expect more tournaments, banquets and weddings – all events that better promote its standing as a staple of the community.

The goal of the revitalized plan is to improve the fiber of the community through an improved meaningful golf facility whose operations are sustainable, profitable where profits are reinvested back into the facility to further foster achieving the goals of the Highland Park Golf Foundation mission statement.

From an operations and maintenance standpoint, we have partnered with Troon Golf, LLC ("Troon") with the goal of creating a truly elevated experience for all guests. Troon is the global leader in golf hospitality with a presence at over 750 locations worldwide to include over 140 municipal properties. Our vision has been discussed at length with Troon and we believe through their experience and expertise that they will be able to hire and train the best talent, provide outstanding customer service, and meet all the expectations we set forth.

Troon will be responsible for the employees, course level financials, procurement, food and beverage and the maintenance team. The Foundation will approve the annual business plan and budgets and will meet with Troon on a regular basis to review financial information and discuss the short-term and long-term goals of Highland Park Golf Course. The Foundation and Troon will also review and continuously find ways to enhance the sustainability of the property as well as promote diversity, equity and inclusion throughout all levels of the course and partnership.

Overall, we believe that the Highland Park Golf Foundation can provide the vision, resources and funding necessary for these changes and enhancements. We also believe Troon is the optimal steward to bring this vision to life every day at the club level. Together, we can bring Highland Park Golf Course back to the prestigious facility it used to be.

TIMELINE

The financial purpose of Highland Park Golf Foundation is to raise money for the planned improvements of Highland Park to achieve its mission of protecting and promoting accessible, diverse, affordable and engaging municipal golf course to positively impact the local Cleveland Community.

As the lessee to the City of Cleveland, Highland Park Golf Foundation will execute its responsibility to achieve a successful revitalization of the property by raising several million dollars through corporate sponsorship, foundation and philanthropic contributions and successful operation of the golf course where 100% of its proceeds are invested in the Highland Park Golf Course and Highland Park Golf Foundation mission.

The revitalization will be executed on a timeline schedule with completion of improvements in place for the centennial celebration of the park in 2028.

The timeline for performing facility improvements to the Highland Park Golf Course are:

2023

- Construction and completion of a new state of the art Driving Range Facility along Green Rd.
- Adjustment and improvements to Red Tee Box #8 and Tee Box #9.
- Installation of women's tee boxes on Red and Blue Golf Courses.
- Design of Clubhouse architectural and Golf Course improvement plans.
- Commencement of a maintenance program that ensures proper care of the golf course.

2024

- Installation of new green space Learning / Chipping and Putting Center on the corner of Chagrin Blvd and Green Rd.
- Installation of tee box improvements on Red Golf Course.
- Improvement to fundamental structure of fairway conditions on Red Course (leveling undulations, strengthening turf, assessing and modifying drainage).
- Commence with Architectural improvements to Clubhouse.
- **Dedication Ceremony to Charlie Sifford**.

2025

- Completion of Golf Course improvements to Red Course (Easier to Play/More Forgiving).
- New Golf Course cart Paths on Red Golf Course.
- Begin improvements on Blue Golf Course to make it a best in class, tournament ready facility that will be recognized for its legacy as a quality golf park.

2026 - 2027

- Continuation of improvements / Renovations of Blue Golf Course.

2028

- Dedication Ceremony of a Fully Revitalized Highland Park Golf Course that pays homage to its illustrious past and its bright future as a Legacy Asset for the City of Cleveland.

HIGHLAND PARK GOLF FOUNDATION

BOARD OF DIRECTORS

Robert Flesher

VP & Owner Mr. Excavator Inc. and Affiliates, Highland Park Golf Foundation Co-Founder

Bob serves as V.P. owner of Mr. Excavator, Inc. a family-owned business with roots serving the Greater Cleveland construction community for over sixty years where he lends expertise negotiating new opportunities, managing projects and guiding the company's path to continued growth. Currently, Mr. Excavator and its affiliated companies operate offices in Cleveland and Columbus and perform work on a wide range of high-profile, private and public projects throughout the State of Ohio, including work on several golf courses.

Bruce Dirks

Sr. VP, Corporate Development at ViaSat, Highland Park Golf Foundation Co-Founder

Bruce Dirks joined ViaSat in April 2013. Prior to joining ViaSat, Mr. Dirks served as a portfolio manager at Fidelity Management & Research Company. Prior to joining Fidelity in 2000, he was vice president – Investments at TRW Investment Management Company from 1993 to 2000. Mr. Dirks began his career at Raytheon Company as a financial analyst and also worked on the corporate finance team at General Dynamics Corporation.

Mr. Dirks earned a B.A. in Economics from Amherst College and an M.B.A. from the University of Chicago.

David Wagner

Executive Managing Director / Principal at Hanna Commercial Real Estate, Highland Park Golf Foundation Co-Founder

David has been active in commercial real estate business since the early 1980's. Prior to co-founding the Chartwell Group in 1991 with Mac Biggar, he spent several years with Ostendorf-Morris/Colliers Real Estate as one of their top producers where he initiated and successfully ran the entire retail real estate division. His experience and successes with Mr. Biggar in the 1980's created the right formula for Chartwell Group, now Hanna Commercial. Currently, Mr. Wagner is the force driving Hanna Commercial's direction into new markets, including mixed use urban redevelopment, industrial brownfields development and investments, and historic redevelopment projects.

During his career, he has completed more than 750 successful transactions for major clients including: The JCPenney Company, Tandy Corporation, Motorola, Hyatt Regency Corporation, Marriott Corporation, Greyhound, BP America and more.

A graduate of St. Edward High School, Lakewood Ohio and St. Vincent College in Latrobe, Pennsylvania, he earned a Bachelor of Science Degree in Business Administration. David also completed selected post graduate real estate courses at M.I.T., Cambridge, Massachusetts.

Dave Wallace

Partner - Taft Law

Dave's collegial rapport with clients and successful track record with managing commercial and class action litigation are among the reasons why he has been ranked in Chambers USA as a "Leading Lawyer for Business" (Ohio), included in multiple Top 50 and Top 100 Ohio Super Lawyers lists, and named both a National Practice Area Star and Local Litigation Star by Benchmark Litigation.

Dave extends his passion for the legal profession beyond the courtroom. Dave is a life member of the Eighth District Judicial Conference and a fellow of the International Society of Barristers, and formerly served as trustee of the Cleveland Metropolitan Bar Association. Dave is also a member of other legal organizations such as the International Association of Defense Counsel and the Defense Research Institute. Dave regularly speaks about commercial law and intellectual property matters and has been invited to speak on cybersecurity issues by organizations such as the Association of Corporate Counsel. Dave has also contributed to numerous community causes as a trustee for the United Cerebral Palsy of Greater Cleveland and as a member of the 2010 class of Leadership Cleveland.

Dave received his J.D. from Case Western Reserve University School of Law and received his B.A. from Middlebury College.

Brit Stenson

President of the American Society of Golf Course Architects

Brit graduated from the University of Virginia, School of Architecture in 1973. After graduation, he worked for several different entities, including Fauquier County Planning Commission, Rosser Payne and Associates, and Dewberry and Davis, as a land planner and registered landscape architect. He joined the PGA Tour in 1984 as project manager for the TPC at Avenel. In 1986, he became the PGA Tour's director of construction, and then director of design in 1989. In 1991 he joined IMG as director of design, his current position. Brit has designed over 70 courses worldwide, often in partnership with one of IMG's well-known golf clients. Brit has a "least disturbance" design philosophy that takes a sustainable, pro-active environmental approach to the wide variety of sites that he encounters. Brit currently serves on the ASGCA Board of Governors.

Select Course Portfolio

- Grandview, O'Meara Course - *Huntsville, ON, Canada*
- The Rock - *Minett, ON, Canada*
- Tuhaye - *Park City, Utah*
- Hanggang Golf - *Shenzhen, China*
- Zhuhai Golden Gulf Golf - *Zhuhai, China*

Remodeled/Renovated Courses

- The Country Club - *Pepper Pike, Ohio*
- Shaker Heights Country Club - *Shaker Heights, Ohio*
- Portland Country Club - *Portland, Maine*
- The Kahkwa Club - *Erie, Pennsylvania*
- Rhode Island Country Club - *Providence, Rhode Island*

Nicholas Petty, PhD

Cleveland State University executive director of student success and excellence.

Nick was named one of the 2021-2022 Outstanding First-Year Student Advocates award recipients by the "National Resource Center for The First-Year Experience and Students in Transition". In his role, Petty serves as director of undergraduate inclusive excellence coaching and director of both the Parker Hannifin Living Learning Community and Summer Bridge Enrichment Academy at CSU. His efforts in transformative programming work to ensure equitable educational opportunities and empowerment for all students – particularly first-generation students and those from traditionally marginalized backgrounds.

David L. Trimble

Attorney

David was raised in Lexington, Kentucky the son of an attorney and an avid golfer. David's dad taught his three sons to play golf so he would have his own family foursome. David attended Western Kentucky University, graduating in 1980, and Cleveland State University Law School graduating in 1990 and passing the bar. After college, he worked in environmental consulting for two years and then joined Tremco in January 1982. David was promoted to our Corporate Headquarters in May of 1983. Tremco's offices are across the street and overlook Highland Golf Course where he played in the company golf league at Highland every Thursday. David left Tremco in 1992 to work at the BF Goodrich corporate headquarters.

David eventually started his own business in 1996, Wetlands Preservation, Ltd. Where he acts as the Managing Member as it continues to operate today. In 1998 David joined Canterbury Golf Club and remains a member. His children grew up at Canterbury where they both caddied for Mike Kiely, the caddie master. David was the Caddie Committee chairperson for the 2009 70th Senior PGA Championship.

John Pierce

SVP, Global Sales & Account Management

John is a Cleveland area resident for 27 years. He is an avid golfer and has a general passion for the game. John has a degree in education from Edinboro University of Pennsylvania and has been coaching various sports and developing young athletic teams in Cleveland and Cleveland Hts. for over 15 years. He has spent the last 30 years building his career in Sales and Business Management at SIRVA Inc., the largest 3rd party relocation company in the world.

Patrick Hawkins

President / CEO - Hawkins Industrial

Patrick Hawkins started his career coming out of Indiana University on an Evans Scholarship in 1982. He was one of the first advertising executives to help launch local cable systems into city markets in the 1980's. With the continued fragmentation of television audiences stemming from the increase in channels and programming, Mr. Hawkins was successful in charting a course for Comcast Cable in the Midwest and Indianapolis in particular. He oversaw the first fiber optic interconnect system in the country which linked two competing systems together to create a larger audience pool for advertisers. This was followed by one of the first Nielsen rating contracts for local cable systems across networks that were very young. ESPN, CNN and MTV were only in a fraction of American homes at the time spreaders sold to DOTs and contractors.

In 2010, Hawkins created Ironhawk Industrial. Ironhawk manufactures patented snow removal and wear parts which are sold to 30 State Dots. Ironhawk has several issued utility and design patents. Along with Ironhawk, Mr Hawkins acquired Elkin Spreader, a manufacturer of tailgate sale and material.

As a former caddy in high school and an Evans Scholar, Hawkins has roots in golf and is currently a Director of the Western Golf Association. WGA host several premier tournaments including the BMW Championship. His role is to establish more qualified caddies to clubs in the US. Currently the Evans Scholar Program has over 1000 deserving students on full tuition and full housing scholarships. His company, Ironhawk, is a sponsor for Ronald McDonald Pro Am held at Mayfield CC and The Evans Scholarship Foundation Pro Am held at Canterbury CC.

Outside of work, Mr. Hawkins has been a long time instructor in high performance driving for clubs associated with Porsche, BMW, Audi and Ferrari. He has raced and/or instructed at tracks such as Watkins Glenn, Daytona Motor Speedway, Laguna Seca and Indianapolis. Along with classics tracks here locally – Mid-Ohio and Nelson Ledges. Mr. Hawkins is a member of Frederica Golf Club in St. Simons Island Georgia.

FOUNDATION ADVISOR

Robyn Minter Smeyers

Partner Thompson Hine, LLP

Counsel to Highland Park Golf Foundation

Robyn is a partner in the Real Estate, Construction and Corporate Transactions & Securities practice groups, as well as a co-chair of the firm's Site Selection practice. Robyn also is a member of Thompson Hine's Executive Committee. She is the immediate past partner in charge of the firm's Cleveland office and a former chair of the firmwide Diversity, Equity & Inclusion Initiative. Robyn focuses her practice on helping companies find and develop new plants, headquarters and facilities. She also has significant experience with shopping center, urban redevelopment, multifamily housing, distribution center, hospitality and public-private partnership (P3) deals. Her forte is coordinating complex transactions, particularly multi-site, multi-state acquisitions and divestitures, ground-up developments and sale-leaseback deals. Robyn also counsels corporations on environmental, social and governance (ESG) initiatives. To all her engagements, Robyn brings a commitment to efficiency and predictability through value-based pricing and legal project management.

Robyn was honored as the 2018 Black Professional of the Year by the Black Professionals Association Charitable Foundation. She is included on numerous lists of top lawyers, including *Savoy's Most Influential Black Lawyers* list, *Chambers USA: America's Leading Lawyers for Business* and *Best Lawyers in America*®. According to *Chambers USA*, Robyn is a skilled negotiator and "thoughtful, creative and smart."

In 1995, Robyn clerked for Justice Albie Sachs on the Constitutional Court of South Africa. From 1991 to 1992, she was a Benjamin Trustman Traveling Fellow in South Africa, where she worked for Archbishop Desmond Tutu.

Drew Pierson

Co-Owner/Director of Instruction - The Clubhouse Cleveland

An accomplished tournament player and experienced golf executive, Drew is a 12-year Class A PGA Professional whose true passion is teaching others the game of golf — the right way. In addition to being TPI-certified, Drew has also completed the PGA of America's Certified Professional Program in Teaching, Coaching and Golf Operations

Drew has worked in the golf business since he began caddying at the age of 14. Drew served at the First Assistant Professional at Naples National Golf Club from 2008-2013 and was the Director of Golf at Shaker Heights Country Club in Shaker Heights, Ohio from 2013-2021. In 2019, Drew opened his own Golf Performance Center, The Clubhouse Cleveland in Beachwood where he now serves as Co-Owner & Director of Instruction.

Born and raised in Lockport, Illinois, Drew was the 2000 Individual Illinois State High School Champion. He played college golf for Dr. Jim Suttie, the 2000 PGA Teacher of the Year, at Florida Gulf Coast University from 2002-2006. His most recent professional victory was the 2021 NOPGA Denny Shute Match Play Classic.

TROON TEAM

Joel Gohlmann

Executive Vice President of Operations

Overseeing operations for Troon's daily-fee portfolio, under Indigo Sports, is a big job and Joel continues to be up to the task. He is ultimately responsible for financial performance of golf courses and associated amenities, including clubhouse operations, food and beverage and other on-site functions. Over his 30 years in the golf business, Joel served other management companies – directing courses in Colorado, Iowa, Michigan, Minnesota and Virginia – before joining Troon 16 years ago.

Nick Bednar, PGA

Vice President of Operations

Based in Columbus, Ohio, Nick has been instrumental in the growth of Indigo Sports courses since 2004. He currently oversees operations in Michigan, Ohio, Indiana, West Virginia, and Kentucky. Previously, he was General Manager at facilities in Chicago and Dallas. Nick is a graduate of Ohio University with a Master's from Florida State University.

Mike Shaw

Director of Agronomy

Mike Shaw began his tenure with Troon in 2011, encompassing 20+ years of experience in the golf industry. A true renaissance man in the golf industry—Mike is a finance guru with backgrounds in commercial real estate and golf facility management, while also spending years studying and overseeing progressive turf management techniques making him a well-respected course superintendent. This makes him a real deal, one-of-a-kind asset both in the office and in the field.

Casey Torres

Director of Sales and Marketing

Casey plays a key role in developing relationships and growing the customer base across the Mid-Atlantic and Central regions. Her responsibilities consist of planning and implementing sales, marketing, and customer engagement programs to improve sustained profitability across courses in her region. Her success as a Director of Sales and Marketing stems from her result driven attitude and methodical approach to develop innovative and creative solutions for her clients.



Avon Fields Golf Course, Cincinnati, OH

CRITERIA 1 - COURSE OPERATING & AMENITIES PLAN

GOLF OPERATIONS PLAN

The Foundation & Troon present an opportunity to partner with dedicated industry experts that have the experience, knowledge —and especially municipal wherewithal— to provide a comprehensive approach that improves the value proposition to benefit the City, golfers and community.

Approach

HPGC needs to be re-focused and re-energized in the golf community. As such, the RFP squarely aligns with The Foundation & Troon’s overarching thinking that emphasizes enhancing the professional management of HPGC and realize the City’s vision to renovate and revitalize HPGC.

The Foundation & Troon plan to (1) install exciting event programming and intensify promotion to acquire new golfers and increase play of existing ones; (2) re-energize community involvement; (3) lead the renovation; (4) supply the proper level of resources required to maximize each dollar and (5) Hire and develop the best talent to promote the highest level of customer service.

1. **Increase Golfer Usage** – Our primary goal is for golfers to make HPGC their home course and, part and parcel, increase “share of wallet.” More frequent play is a rising tide that positively impacts all revenue streams and, ultimately, lifts profitability. Troon is adept at prompting incremental demand among local and regional golfers.
2. **Community Focus** – As a steward for the City and surrounding communities, The Foundation & Troon plan to create fun, family-friendly, practical, informative and entertaining golf events and tournaments designed to encourage usage by golfers (of various handicaps and no handicaps) and non-golfers alike.
3. **Increase Resources, Recognize Efficiencies** – The Foundation & Troon will provide to the City / HPGC an unmatched “boots-on-the-ground” regional support structure, proven systems and platform to deliver savings while enriching the product.

Growing Golf Revenue

A proactive revenue management model partnered with outbound targeted marketing and nurturing player development will increase golf rounds and revenue. Key aspects include:

- Emphasizing programming – notably, golf events, tournaments and leagues – throughout the community
- Tracking each guest’s activity and communicating tailored messages based on their unique behaviors and activities
- Implementing programs specifically designed to encourage incremental spend during each visit without compromise to margins
- Identifying loyalty options to entice additional golf use
- Pricing structure to attract additional rounds and increase average rate



- Expanding hours of operation
- Implementing local prices, reserved time and day-part specials
- Targeting offers to increase rounds played per guest with community first approach

The Experience

No revenue initiative will prove successful without a well-trained, high-performing team. Troon will utilize its proprietary guest-centric staff training program, ACE the GUEST Experience, that is focused on consistently exceeding expectations during golfers' journeys at HPGC. The staff will be carefully curated and re-oriented to a purpose-over-task approach to gain a high level of guest satisfaction.

The process of transforming staff members into motivated service providers is rooted in teaching them the importance of becoming warm and welcoming ambassadors and anticipating guests' needs for high-quality experiences time and again. This will be constantly monitored and "scored," representing a dramatic shift in culture and accountability as service standards are introduced.

Maximizing Each Dollar Spent

Troon oversees more than \$15M annually in capital projects. Troon's mindset aligns with The Foundation's, putting emphasis on planning and executing projects to promote the physical integrity and competitive position of enhanced and well-maintained courses. Our team's role in the prioritization and completion of redevelopment projects efficiently guides the undertaking of a proven, systematic approach in the design, build and ultimate realization of impressive, finished products. The Foundation & Troon will quarterback the collective participation of the project architect, contractors and the client to mitigate risk and output high quality results. Such effort also benefits improved community image, increased revenue-generation, asset preservation and completion on time and on budget.

Working Together

The Foundation & Troon's philosophy will be to always ensure communication is open and transparent, and our goals are perfectly aligned. Under that guidance, we will begin open dialogue and establish "listening posts" for ideas and suggestions toward creating winning relationships with and programs for residents.

The City will continuously experience the following with The Foundation & Troon:

- Insightful recommendations based on a wealth of experience and area golfer knowledge
- An integrity-laden partner with a sense of ownership to help make the best choices and expertly implement the plan
- Unmatched support network of on-site leadership, regional experts and corporate resources which helps to right size operational budgets by department
- Improved, detail-oriented service and product presentation levels aimed to optimize profitability as quickly and prudently as possible

The following information will further expand upon our initiatives, plans and options.

THE GOLFER'S JOURNEY

1



The golfer's journey begins with the tee time reservation process. Attentively managing HPGC's point-of-sale and tee time systems encourages easy booking via online (mobile, desktop, tablet) telephone, golf shop and third-party affiliates.

Upon arrival, guests will enter HPGC's expertly merchandised golf shop offering high quality, competitively priced items. Welcoming attendants will greet each guest, collect contact information, process payments, and politely usher guests to the next stage of their journey.



2

3



Course starters will maintain punctuality on the first tee and provide guests with pertinent course information prior to their round. "Starter Scripts" inform guests of pin positions, golf cart rules, pace of play, restroom locations, and beverage cart availability.

Course marshals and beverage cart attendants will serve to enhance guests' experience while on the golf course. Marshals assist groups by maintaining the expected pace of play, while beverage cart attendants quench thirsts.



4

5



At the conclusion of each round, cart attendants will thank guests for visiting and invite them to book their next round. If available, guests are directed to the club restaurant to eat, drink, and relive the shots that could have been.

"The foundation of our successful culture consists of hiring quality people and utilizing our proprietary guest experience training program. Using a holistic view of the guest journey, team members learn to empathize with each guest, anticipate and service their needs, then introduce them to the next portion of their journey, creating a positive, seamless experience."



Mike Ryan
Chief Operating Officer

PLAYER DEVELOPMENT

We intend to construct and deliver golfer development programs at HPGC to meet the learning needs of men, women, seniors, juniors, beginners, avid players, low handicappers and those with disadvantages and special needs. As a pioneer in this area, we are laser focused – in fun, non-threatening and affordable ways – to introduce new players to the game. Troon also prompts those on a golf hiatus to return and others to play more frequently by scoring better.

We anticipate a PGA Golf Professional at HPGC will conduct individual and group lessons and clinics in sync with golfers of all abilities – for a fee and free – throughout the year. We target specialized programs for women and millennials which comprise 24% and 28% of the golf population, respectively.



JUNIOR GOLF

100,000



Troon-managed golf courses host over 100,000 Junior rounds annually, including 25,000+ free of cost as part of the "Troon Junior Club".

first tee 7,500

Troon manages over 30 courses that serve as the "headquarters" for their local First Tee chapter, hosting more than 7,500 first tee golfers annually.

2,500



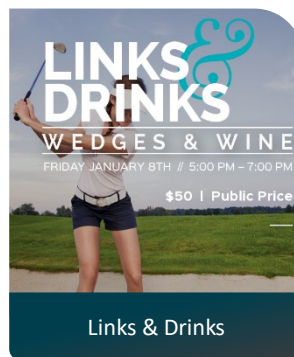
Fifty+ Troon-managed courses hosted a PGA Jr. League team last year with over 2,500 participants nationwide.

OUTINGS & EVENTS

It's one thing to aggressively sell group golf events, it's another when outstanding service levels differentiate HPGC and generates market share growth and guest loyalty. Keen attention to detail centers on professional tournament services, including player pairing, customized rules and administration, personalized scorecards and cart signs, online and in-person registration, contest hole signage and set-up, professional scoring, merchandise giveaways and special bells and whistles.

In-House Events

Our blue-sky thinking includes adding fun programming and events to HPGC's golf and social rotation. Troon will establish a golf and non-golf social calendar that promotes fun experiences for golfers and non-golfers alike. These examples are poised to add community excitement and incremental revenue:



PLAYER DEVELOPMENT PROGRAMS

Troon will implement creative golfer development programs at HPGC for players of all ages and skill levels. Our greater philosophy is that we lead lessons and programs that are fun, non-threatening, affordable and allow everyone to reach their potential as a player while increasing their overall enjoyment of the golf experience. In tandem with our national teaching resources, City instructors will utilize innovative facility set-ups at HPGC, allowing us the best opportunity to meet each player's needs. Regardless of whether the goal is working toward playing competitively or simply wanting to learn the basics of the game, HPGC will offer the ideal program for everyone. In the attachments we have included examples of player development programs for an existing municipal client.

ADULT PROGRAM OFFERINGS

- Private Lessons and Clinics:** Our instruction staff will conduct individual lessons, group lessons, and clinics for golfers of all abilities – both for a fee and for FREE throughout the year. Group clinics are structured in 5-week groups meeting for 90 minutes per week. Programs offer 4 competency levels to place participants in appropriate groups. Successful programs/clinics include:



- Golf Fore Women
 - Having fun, seeing success and having support is the best way to learn the game of golf. That's why we created Golf Fore Women – an opportunity for women to learn the game alongside other women.
- Golf Fore Men
 - This series of programs is an ideal way for any man to learn the game of golf in a fun, relaxed and informative environment. If you have always wanted to participate in the game of golf and didn't know where to begin, let us show you how to take the first steps to becoming a golfer.
- Get Golf Ready
 - Get Golf Ready is designed to teach everything you'll need to play golf in just a few lessons. Golf Professionals will show you that there are lots of ways to play by combining fun, friends and fitness. Each session will focus on the various golf skills you will use while playing. In addition to learning the basics, you will be guided onto the golf course to put your skills into action in a casual, friendly setting.
 - **Programming for Growth:** Troon is one of the Nation's leading promoters of Community Outreach Programs targeting juniors, women, as well underprivileged and special needs individuals. Special programs and offers will be developed in order to maximize utilization of the facility and to provide the beginner or novice golfer maximum opportunity to build confidence in learning the game.
 - **Corporate Programs:** Learning a new skill with your co-workers can be a wonderful team building exercise and a terrific networking/socializing opportunity. Whether guests have been playing for years or have never swung a golf club, we can develop a custom program to fit their needs.



JUNIOR GOLF INSTRUCTION

Successfully investing time and energy in junior Golf will be paramount to success at HPGC. Troon will develop fun and engaging camps, clinics and instructional programs geared for junior golfers of all skills and ages utilizing HPGC' teaching bays and practice facilities – providing exposure to all aspects of the golf course while keeping juniors engaged and having fun.

Successful junior golf programs include:

- Golf Fore Kids
- 4 Day Junior Camps by US Kids Golf
- SNAG Junior Golf Camp (Starting New at Golf)
- PGA Jr. League Team

MARKETING

In today’s hyper-competitive world, prioritizing a professional marketing and sales culture is essential. “Build-it-and-they-shall-come” reliance should not apply.

Troon blends art and science (rooted in data) to efficiently connect with golfers at the right time with engaging content that prompts action. The bedrock of this work is to attract new guests to HPGC at a low cost of acquisition and promote frequent utilization for greater lifetime value. Simply lowering greens fees isn’t a strategy and presenting a pristine golf course alone doesn’t automatically translate to revenue.

On behalf of HPGC, we will proactively manage the marketing process, identifying specific revenue levers to meet the desired goals and objectives.

Strategy and Plan

A well-organized roadmap prevents ineffective reactionary marketing. Our marketing team will reduce to writing what is crucial, at a high level, to meet one or more business objectives for HPGC and a time frame for achievement. Our plan – a.k.a. “Cleveland Revenue Playbook” – details how HPGC’ brands are positioned and strategy is executed. Following analysis of historical and competitive set data, we will schedule activities and tasks, roles and responsibilities, and budget. The strategy and plan are discussed with and approved by the City. As the plan is undertaken, we constantly measure campaign effectiveness against key performance indicators. *Troon’s Marketing Plan for HPGC can be found in the attachments.*



 <p>Sales Fundamentals</p>	<ul style="list-style-type: none"> • Training • Guest Acquisition • Guest Retention 	<ul style="list-style-type: none"> • CRM • Quality Assurance • Professional Design
 <p>Revenue Management</p>	<ul style="list-style-type: none"> • Yield Optimization • Dynamic Pricing 	<ul style="list-style-type: none"> • Third-Party Wholesalers • Performance Monitoring
 <p>Digital Marketing</p>	<ul style="list-style-type: none"> • Responsive Website • SEO • SEM 	<ul style="list-style-type: none"> • Organic Social Media • Paid Social Media • Targeted Email

SALES FUNDAMENTALS

Growth Focus

Without new customers, nurtured for extended periods of time, business is poised to be flat. That's why we proactively operate under a "4 MORE" thesis – leveraging people-, behavior- and technology-driven stimuli to grow repeat rounds as well as introduce beginners and inspire lapsed golfers to return to the game.

- **Guest Acquisition** – Troon's Marketing Team will establish measurable, effective, and guest-focused Acquisition Programs that attract NEW guests for HPGC. Acquisition tactics serve the same goal – to attract NEW guests via focused strategies that best target the message to appropriate guest segments by product/service, geography, and guest type. These programs and efforts will be tracked in HPGC' revenue playbook, which includes the details and effectiveness of promotion, event, and campaign.
- **Guest Retention** – Acquiring new guests is only half the equation. Keeping them coming back is the key to growth and sustainability. For HPGC, Troon will design, execute and measure several programs to inspire and lock-in longtime loyalties, including:
 - Our data scientists utilize our proprietary "Tap In" app to analyze HPGC individual guest behavior trends, unique purchasing habits, play history and anticipated "steady state" future value.
 - We analyze potential marketing strategies designed to create loyalty programs which encourage guests to play HPGC with increased frequency. One option is to establish accounts for guests (e.g. reward card or frequent player program) whereby value-added benefits are achieved as play frequency and / or spend amount increase. Typically, this reward system is automated and purchasing data derived is used to identify upsell opportunities. Revenue is often generated up front and guests feel appreciated and special.



Technology and Touch

A well-organized sales process will attract new customers to HPGC, win their business, provide upsell opportunities and, ultimately, generate previously untapped and incremental revenue.

- **Point of Sale** – Troon's preferred Point of Sale (POS) technologies G1 / EZSuites, enable the full capabilities of our sales/marketing teams, however Troon has expansive experience with many different POS systems. Troon will work with The City and use best judgment in procuring POS systems for HPGC.



- **Process** – Troon has heavily invested in a business development system to manage relationships and interactions with current and potential guests. Our advanced Salesforce customer relationship management platform is easy to use in helping HPGC stay connected to guests throughout their lifecycles, streamline productivity and improve profitability. Guest contact information, as well as their behaviors, interests and buyer status are stored in one central location.
- **Training** – We blend technology with a personal touch based on “people-buy-from-people” reality. Support will be provided to the teams at HPGC (top to bottom) about how to interact with guests, gain their trust and confidence, and translate those connections into revenue. Online learning modules, including video enactments, and consistent role playing contribute to best practices and allow personalities to shine so marketing doesn’t feel like marketing to guests.

Campaigns/Communications

Amazing content – subjective and objective – is the ultimate connector between brands and buyers. Troon specializes in marrying strategic objectives with visual assets to create eye-catching, unique campaigns and collateral for HPGC. Templates are catalogued on our proprietary Design on Demand platform for easy access and customization. Material formats include flyers, e-mail templates, postcards, table tents, digital ads, social posts and more. We often utilize the power the video, as well.



design on demand



REVENUE MANAGEMENT

Tron will provide access to our dedicated team with experience in golf, hotel and airline revenue management that focuses on creating a custom approach that helps you reach your goals. Our analytical approach uses your data, your comp set and your goals to find ways to increase rounds, revenue, average rate and revenue per available round (RevPAR) in the most granular way possible.



Process & Focus Area

Our approach starts with data, works towards a dynamic goal and stays reactive by understanding the changes to demand. We view ourselves as an extension of the staff focused on driving results directly to your club. All clubs are different and our team will use tools and techniques specific to HPGC to ensure profitability.

To create an impactful program for HPGC, our revenue management will focus on the following:

Data Analysis

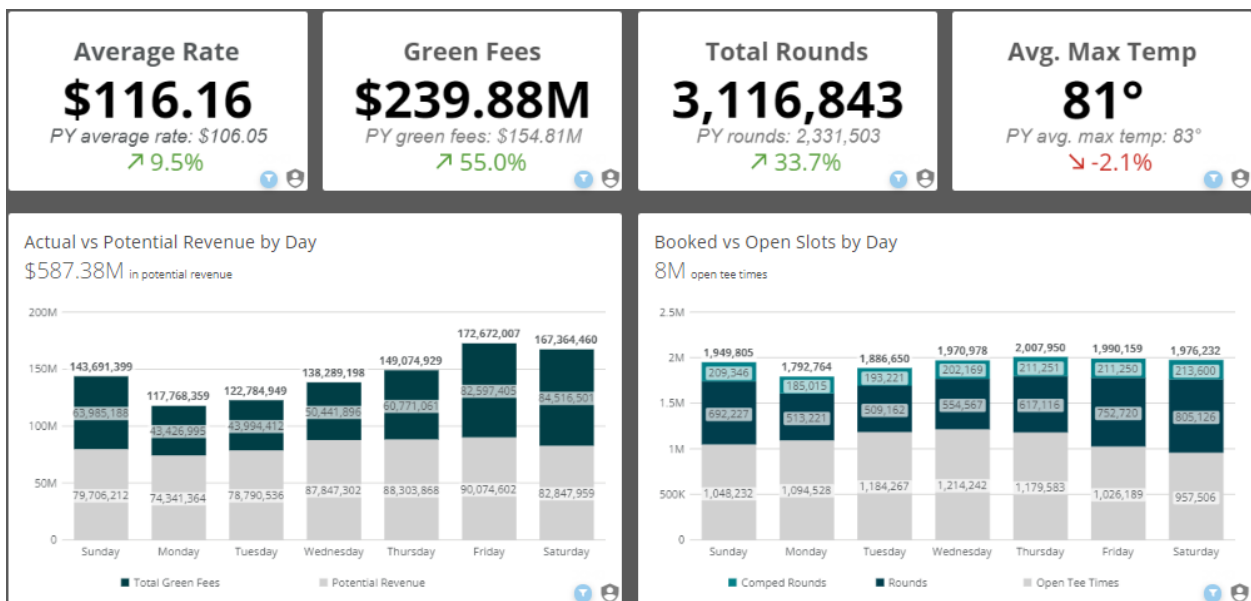
- 3+ Years of Data
- Dashboard Views
- Day of Week / Hour / Month Views
- Pace Reports
- Fee Mapping
- Mix of Business Changes

Plan Creation

- You're in control
- Budget focused
- Granular mini-plans
- Focused on rounds & ADR for revenue
- Ancillary spend
- Optimize mix

Reporting

- Bi-Monthly Calls
- Month End Reporting
- Breakdown of Rounds
- Pace Information
- Plan Adjustments
- Reporting on Owners
- On Demand Reporting





Data Collection & Plan Creation

We can only build our future if we understand our past. We take a deep dive into the past years at the club to start to see trends based on hour of day, day of week and segmentation of rounds.

Data Analysis

- Public v Non-Public Rounds
- Historical RevPAR
- Segmentation (based on your course)
- Hour-by-Hour Approach
- Optimal areas for Members/Cardholders

Plan Creation

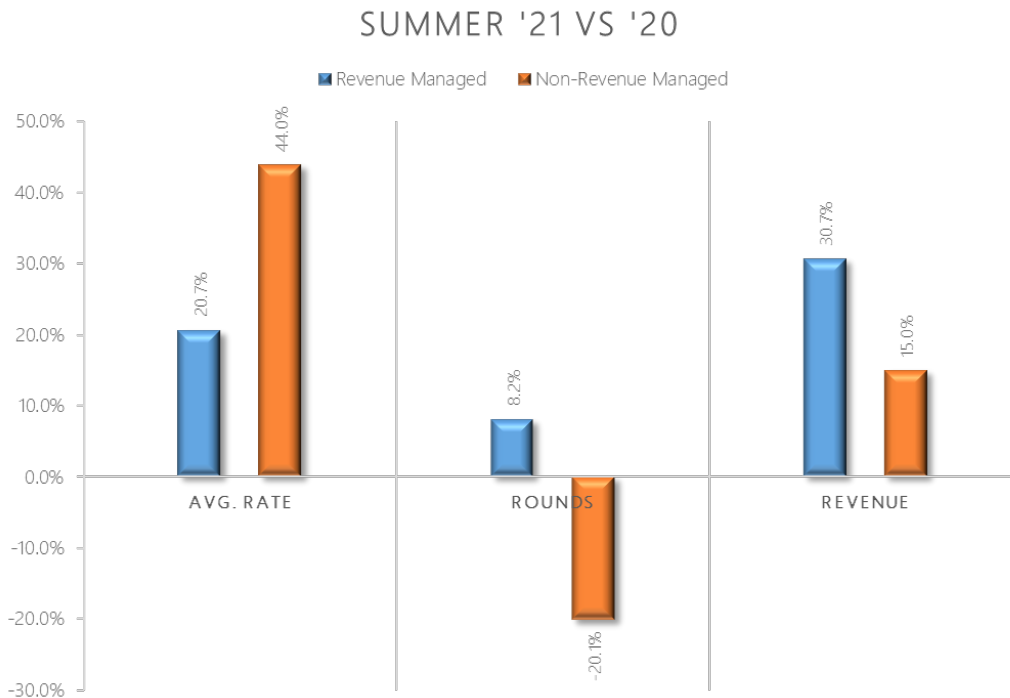
- Booking Windows
- Optimal Mix (More High ADR Rounds)
- Segmentation
- Channel Management
- Off-Peak Rounds
- Increase in Online Rounds & Data

Utilization %	Column	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Grand Total
6:00:00 AM		53.0%	33.5%	32.5%	32.1%	35.8%	36.0%	50.9%	39.1%
7:00:00 AM		85.6%	59.2%	56.3%	57.4%	61.1%	69.7%	88.4%	68.2%
8:00:00 AM		85.0%	62.5%	60.7%	63.5%	65.4%	77.6%	88.8%	71.9%
9:00:00 AM		76.4%	62.5%	54.2%	57.1%	62.1%	71.7%	83.8%	66.8%
10:00:00 AM		66.3%	52.2%	48.5%	48.9%	53.9%	60.7%	74.6%	57.8%
11:00:00 AM		60.4%	53.4%	47.7%	50.4%	52.1%	61.2%	68.8%	56.3%
12:00:00 PM		48.1%	39.4%	34.1%	39.2%	39.9%	54.4%	58.1%	44.7%
1:00:00 PM		42.9%	34.4%	29.1%	32.0%	35.5%	52.6%	51.5%	39.7%
2:00:00 PM		33.3%	29.2%	25.1%	31.9%	31.0%	46.6%	38.2%	33.6%
3:00:00 PM		27.4%	25.2%	19.6%	25.5%	30.0%	38.8%	32.8%	28.5%
4:00:00 PM		6.7%	8.9%	6.7%	8.2%	8.9%	10.4%	5.6%	7.9%
Grand Total		53.2%	41.9%	37.7%	40.6%	43.3%	52.7%	58.3%	46.8%

RevPAR	Column	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Grand Total
6:00:00 AM		\$13.87	\$6.66	\$5.75	\$6.26	\$6.97	\$8.06	\$14.43	\$8.85
7:00:00 AM		\$32.98	\$23.51	\$21.39	\$21.04	\$25.97	\$30.96	\$40.28	\$28.01
8:00:00 AM		\$37.02	\$26.71	\$23.83	\$24.47	\$30.21	\$39.02	\$41.91	\$31.87
9:00:00 AM		\$33.07	\$24.96	\$20.23	\$22.80	\$26.30	\$36.00	\$43.32	\$29.51
10:00:00 AM		\$33.03	\$24.68	\$20.35	\$22.14	\$24.74	\$33.57	\$41.45	\$28.56
11:00:00 AM		\$23.35	\$17.82	\$16.56	\$18.01	\$17.86	\$25.07	\$31.64	\$21.47
12:00:00 PM		\$19.90	\$15.80	\$13.71	\$16.65	\$17.30	\$25.42	\$27.19	\$19.42
1:00:00 PM		\$17.25	\$12.89	\$10.97	\$13.53	\$15.05	\$21.92	\$19.91	\$15.92
2:00:00 PM		\$10.67	\$8.53	\$7.81	\$9.89	\$9.50	\$14.02	\$12.99	\$10.48
3:00:00 PM		\$5.72	\$5.10	\$4.43	\$5.36	\$6.03	\$7.93	\$7.28	\$5.98
4:00:00 PM		\$1.71	\$1.57	\$1.09	\$1.27	\$1.38	\$1.63	\$1.20	\$1.41
Grand Total		\$20.78	\$15.29	\$13.28	\$14.67	\$16.48	\$22.15	\$25.60	\$18.32

Results & Case Studies

Our approach brings the highest level of customization and service to ensure top line revenue growth. Our focus on both rounds and average rate ensures a proper plan is in place to attack your inventory. Working alongside a proper marketing plan, these rate strategies will help HPGC grow substantially in the market.



FOOD & BEVERAGE

Tron is skilled in professional management and operation of high-quality and profitable food-and-beverage outlets spanning fine dining, casual restaurants, indoor and outdoor grills, banquets, snack bars, pool cabanas, on-course gazebos and beverage carts.

This department is managed by our National Food and Beverage Director (and support team) whose culinary experience includes serving discerning diners, grab-and-go box lunches and everything between. Our approach – a mix of standard and custom.

Annual Plan

Tron’s team and the on-site leadership collaborate on development and execution of a written, annual plan for the food-and-beverage operation. Components include:

- Buying plan
- Marketing and sales program
- Operations policies and procedures manual
- Staffing / labor analysis formula
- Guest services guidelines
- Safe food-and-beverage handling techniques
- Kitchen procedures
- Cooking and presentation training
- Alcohol service training
- Short- and long-term capital planning

Sample Menu



Menus

We develop an appealingly packaged and properly priced menu with diversity based on success levels of historical offerings at HPGC, similar fares locally, the kitchen’s capabilities, and guests’ tastes. Surveys elicit feedback for enhancement of eating atmosphere, service levels, food and beverage quality, menu options and other elements. Menus account for multiple uses of stocked food items and waste reduction.

Promotion

Appropriately displaying attractive boards & signage – in and convenient to HPGC’s food-and-beverage areas – promotes menus and specials utilizing the “let the item sell itself” principle. Pre-assorted and a la carte menu items will also be featured in events packages. External to HPGC, we promote this socialization component after learning more about the operation, diner demographics and psychographics, and other attributes.



BREAKFAST

BREAKFAST BURRITO 8
scrambled eggs | pepperjack cheese
potatoes | chorizo | cholula mayo

BREAKFAST SANDWICH 8
ham | egg | white cheddar

FIRST OUT QUESADILLA 7⁵⁰
chorizo | pepperjack cheese
scrambled eggs

APPETIZERS

CHIPS & SALSA 5⁵⁰
tortilla chips | salsa verde

HOT AS "H" NACHOS 10
tortilla chips | chorizo | queso
jalapeños | salsa verde | jalapeño sauce
sour cream

BONELESS WINGS 4
ranch dressing

HOUSE SALAD 5
green leaf | onion | tomato
shredded white cheddar cheese | ranch

CAESAR SALAD 7
green leaf | parmesan | garlic croutons
caesar dressing

CHEESE FRIES 4
queso

CHEESE QUESADILLA 4
salsa verde | side of white beans

CHICKEN TACOS 6

pepperjack cheese | jalapeños
shredded lettuce | tomato
cholula crema | side of white beans

SONORAN DOG 9
bacon wrapped all beef hot dog
tomatoes | mayo | beans | mustard
griddled onions | jalapeño sauce | chips

HUGE HOT DOG 9
12" beef hot dog | tomatoes | onions
sweet relish | shredded cheese | chips

KILTIFTER BRATWURST 8
griddled onions | sauerkraut | pickles
mustard | chips

19TH AVENUE BURGER^{10⁵⁰}
double patty | pepperjack cheese | onion
tomato | green leaf | cholula mayo
choice of side

CANTINA CLASSICS

FLAT TOP BURGER⁸
all beef patty
shredded white cheddar cheese | onion
tomato | green leaf | pickles
choice of side

SLOPPY JOSÉ 6
chorizo | queso | jalapeño sauce
white beans

DELI SANDWICH 8
ham or turkey | american cheese | tomato
lettuce | pickles | mayo | chips

SW TURKEY MELT 11
turkey | pepperjack cheese
griddled onions | cholula mayo
choice of side

ALL DAY EATS

★ ★ ★ ★

COCKTAILS

MICHELADA 8
cerveza | bloody mary mix | lime
chili - salt rim

MARGARITA 7
tequila | agave | lime

CC ICED TEA 8
vodka | gin | rum | tequila
mexican coke | lemon

CERVEZA ON TAP

BUD LIGHT 4

FIRESTONE 805 5

FOUR PEAKS KILT LIFTER 6

FOUR PEAKS HOP KNOT 6

SIDES

FRENCH FRIES 3

TORTILLA CHIPS 3

WHITE BEANS 3

POTATO CHIPS 2

GRAB - N - GO

HOT DOG 4

BRATWURST 4

BREAKFAST BURRITO 8
scrambled eggs | pepperjack cheese
potatoes | chorizo | chipotle crema

DELI SANDWICH 8
ham or turkey | american cheese | tomato
lettuce | pickles | mayo | chips

BEVERAGES

COFFEE 3

ICED TEA 3

PEPSI PRODUCTS 3

ENERGY DRINKS 3⁵⁰

*We are happy to accommodate requests for cooked to order items whenever possible. However, we are legally required by the FDA food code to inform you, consuming raw or undercooked meats, poultry, seafood and shellfish or eggs may increase your risk of food borne illness.



GENERAL & ADMINISTRATION

Hospitality and recreation is a “people” business. Furthermore, guests’ demands and service expectations are at all-time highs. As such, Troon has expended considerable resources recruiting, training and developing top talent.

We call this “human capital.” It is driven by our proprietary performance management system that monitors and assesses job performance, with constructive feedback and goals, to create meaningful ways for employees to reach their potential and grow professionally.

Training and Development

There are many reasons – notably cultural and career development – Troon attracts and retains the best talent in the industry. The goal of the Learning & Development Team is to provide all managed properties with the resources and training required to meet their goals and visions for the future. We accomplish this by educating and strengthening the associates and leadership base within each property through interactive hands-on training along and additional electronic resources. Facilitating the ability to develop great people are our leading training programs:



Our online university features more than 50 comprehensive training modules for career development. The platform is integrated with our performance management system so that managers can assign training to match goals established during the annual review process.



Our mentorship program was established to identify and support “rising stars” within our organization. Selected mentees are paired with company executives for a six-month program to network, grow, and develop for their next steps with Troon.



Change is constant, which is why Troon supports the continued education of our employees through national and regional meetings. Our meetings allow employees to share best practices and hear from subject matter experts from the PGA, USGA, GCSAA, etc.

“At Troon, our people are our greatest asset which is why we strive to ‘ACE the Employee Experience’ each and every day. We hire the best candidates who share our core values and provide them with training and development resources to support their current role and career aspirations. To summarize, our clients’ success is because of our people, leaders and values.”

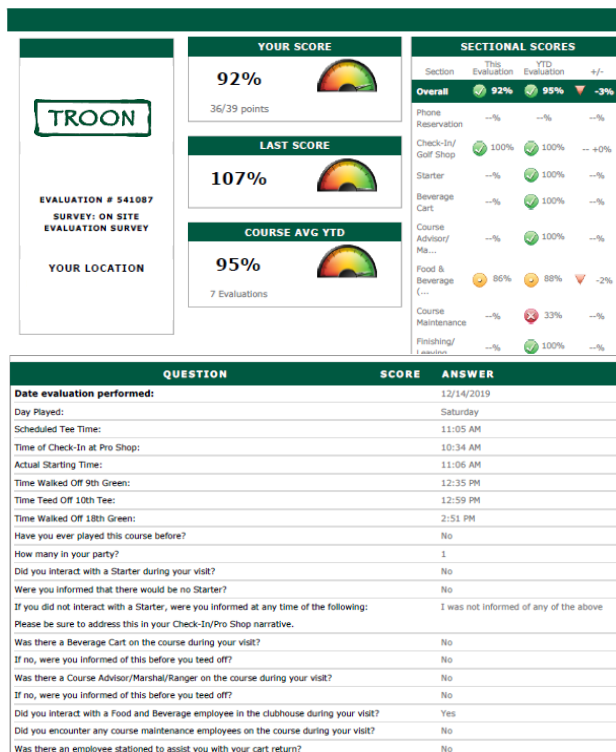


ACEing the Experience

Led by a professional “employee trainer,” our series of teaching-learning modules illustrate how to carry out Troon’s guest vision statement. Guidelines for acceptable and unacceptable behaviors are demonstrated and discussed, as is role playing, for daily execution of best service practices during each interaction – from parking cars to drive away.

We promote empathizing with each guest’s personal situation, anticipating and servicing their needs, and then introducing guests to the next portions of their safe and fun journeys, creating positive, seamless experiences throughout.

Formal training sessions are augmented by regular reviews of the Troon guest vision statement, as well as service and behavior standards, in department and all-staff meetings. Timely feedback on observed positive and negative interactions is provided – these are teaching moments, not indictments.



HPGC will be subject to Mystery Shopping exercises (as well as guest surveys) anonymously conducted by professional, independent evaluators. Reports are used to further train, incentivize and reward employees.



Service Recovery

The occasional dissatisfied customer – whether expressed or largely unknown – needs to be converted into a loyalist. Staff will be taught to subscribe to our “LAST” techniques for appropriate service recovery responses.



LISTEN

- Don’t interrupt
- Make eye contact
- Show Respect
- Calm and clarify



ACKNOWLEDGE

- Recognize problem
- Apologize
- Empathize



SOLVE

- 100% attention
- Immediate action
- Timely follow-up



THANK THE GUEST

- Appreciation
- Patience
- Positivity
- Helpfulness

RISK MANAGEMENT

Measures to avoid unnecessary risks benefits the well-being of employees, facilities and the business at large.

Safety and Security

Troon' Vice President of Contracts and Risk Management oversees the construct, delivery, training and adherence to safety and sanitation plans, guidelines, rules and regulations. Our comprehensive manuals meet OSHA standards for all positions and job responsibilities, machinery and equipment, chemicals and fertilizers, and more. Local and state regulations apply as appropriate.

We require employees to acknowledge reading of manuals, attend regular training sessions, participate in our "Safety Makes Sense" video and training platforms – identifying risks by department – and report accidents or safety violations to his / her supervisor.

Additionally, we procure insurance, risk management and business licenses, including claims filing, renewals and regulatory requirements.

Emergencies

Troon establishes an emergency management plan (EMP) specific to HPGC. It addresses policies and methods of prevention, preparedness, response and recovery. At the EMP's core is identifying risks and outlining courses of action to mitigate damage of potential events that could endanger the safety of employees and guests, and HPGC' ability to function. The EMP includes procedures to safeguard property and facilities, as well as steps to assess an incident's severity and respond to eliminate it. Training exercises (akin to fire drills) are part of the plan alongside connections to outside agencies for assistance.

Facility Audits

Our audit specialists will visit HPGC periodically. The audit includes more than 200 individual items in nine categories: ACE the Guest Experience training; administration; agronomy / maintenance; clubhouse; food and beverage; human resources; information technology; risk management, and operations.

Finance & Accounting

Troon has built a strong financial management team and systems that efficiently and accurately executes accounting functions for HPGC. Guided by keen attention to detail and deadlines, as well as checks-and-balances controls, our in-house Certified Public Accountants and financial analysts use generally accepted accounting principles and will work closely with General Managers at HPGC' to:

- Help drive annual budget planning and management designed to achieve The City's goals
- Manage and execute financial calculations, including accumulated depreciation, and fixed asset and capital lease schedules
- Strategize with The City on annual, quarterly and monthly cash planning and overall financial critical thinking
- Reconcile balance sheets and bank accounts, post journal entries and balance ledgers

- Perform month-end processes, including consistent cash flow monitoring, forecasting and management
- Audit, analyze and prepare financial statements and report narratives for HPGC, including balance sheet, P&L, cash flow and cost-of-goods-sold analysis
- File sales and use tax
- Turnkey accounts payables and receivables management, including invoicing and collections
- Direct payroll management via enterprise system
- Oversee internal controls compliance, including mystery audits, for the collection, receipt and deposits of HPGC' revenues

Other items important to the finance and accounting process:

- **Aggregation and Transparency** – Troon's proprietary XRM platform transfers point-of-sale and tee sheet data to our SAGE accounting software for up-to-date and accurate financial reporting. The City is provided complete viewability into revenues, expenses (including payroll), bank accounts and other monetary items, and financial reports are customized to easily consolidate into existing City budgets.
- **Security and Internal Controls** – Troon has built and successfully applied methods to avoid, detect, counteract and minimize risks for HPGC. They prevent employee and customer theft, including point-of-sale safeguards and countermeasures, cash handling and deposit requirements, video cameras, required receipts, random safe, drawer and inventory counts, tee sheet / point-of-sale reconciliation and payroll record verifications.
- **Accounting and Payroll** – These functions are directed by Troon' Director of Accounting who sets strategy and, as necessary, reviews the general ledger, deposit confirmations and audits (if any).

MAINTENANCE PLAN

The National Golf Foundation’s annual survey of golfers shows course conditions are the No. 1 reason one course is played over another. It’s an expectation that, when not met, means courses experience considerable “one-and-done” patronage. And it confirms the fact that product perfection equates to favorable price-value relationship.

Mandate

Troon’ agronomy team is highly educated, skilled and determined to deliver outstanding playing experiences to each guest daily. Our guest-centric approach is more than simply growing grass. Focus is also on healthy turf, eco-sustainability and keen attention to detail across the total acreage. This is in concert with a reasonable budget required to impress golfers time and time again and earn their positive word of mouth. Commitments to excellence from the golf course superintendent and others on the maintenance crew lead to efficiencies in staffing and a high-quality, enviable end-product.



Strategy & Plan

For HPGC, a written agronomic plan will establish short-term and long-term goals, taking into account the maintenance and business needs of the facility. They will align with course upkeep tactics along a clear schedule (e.g. over-seeding, aeration, etc.) for quality assurance measures. The conditioning blueprint accounts for seasonality yet is flexible to meet nuances in weather conditions, golfer traffic, potential capital expenditures and other variables. We will strictly adhere to an approved budget consistent with standards and metrics within the HPGC agronomic plans.

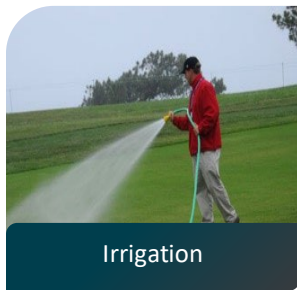
“Man-in-Motion” labor analysis aids our superintendents in creating efficient and effective budgets. Troon benchmarks each agronomic plan against similar facilities in our portfolio to identify areas of opportunity.

In addition to labor analysis, the Troon agronomic plan includes a chemical and fertilization schedule with integrated budget calculators based upon application frequency, product cost, and treated acreage.

Task	# of Workers	Per Worker	Per Day	Month												Total	
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Change Cups/Set-up	2	4	8	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	2822
Mow Greens	2	2.5	5	147.0	147.0	147.0	147.0	147.0	147.0	147.0	147.0	147.0	147.0	147.0	147.0	147.0	1764
Mow Collars/Approach	1	3.5	3.5	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	529
Mow Tees	1	3.5	3.5	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	529
Mow Fairways	2	5	10	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	1512
Roll Greens	1	3.5	3.5	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	529
Mow Rough	2	5	10	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	1512
Mow Surrounds	1	4	4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	605
Trim Patrol	2	5	10	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	504
Coolers/Trash	1	1	1	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	353
Topdress Greens	2	4	8	168	168	336	336	336	336	336	336	336	336	336	336	336	370
Topdress Tees	1	5	5	0.0	0.0	0.0	0.0	21.0	21.0	21.0	21.0	21.0	21.0	0.0	0.0	0.0	105
Chemical Application	1	3.5	3.5	73.5	73.5	73.5	102.9	102.9	102.9	102.9	102.9	102.9	102.9	102.9	73.5	73.5	1088
Fertilizer Application	1	3	3	12.6	12.6	12.6	12.6	37.8	37.8	37.8	37.8	37.8	37.8	12.6	12.6	12.6	277
Bunkers	2	3	6	176.4	176.4	176.4	176.4	176.4	176.4	176.4	176.4	176.4	176.4	176.4	176.4	176.4	2117
tee Bunkers	1	8	8	336	336	336	50.4	67.2	67.2	67.2	67.2	67.2	67.2	50.4	336	336	605
tee Box Repair	1	4	4	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	504
tee Escaping	2	3	6	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	302
tee Divots	1	1	1	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	353
tee Dewatering	2	3	6	50.4	50.4	75.6	100.8	100.8	0.0	0.0	0.0	0.0	100.8	100.8	50.4	630	
tee Fertilization	1	6	6	25.2	25.2	25.2	25.2	75.6	0.0	75.6	0.0	75.6	0.0	75.6	25.2	483	
tee Mowing	2	4	8	168	168	336	336	336	336	336	336	336	336	168	168	302	
tee Raking	1	8	8	0.0	0.0	0.0	67.2	33.6	0.0	67.2	67.2	67.2	0.0	0.0	0.0	336	
tee Removal	1	1	1	4.2	4.2	0.0	0.0	0.0	0.0	4.2	4.2	4.2	4.2	4.2	4.2	29	
tee Equipment Repair	1	8	8	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	2822	
Total Labor Hours				1629.6	1629.6	1701.0	1755.6	1936.2	1726.2	1768.2	1764.0	1839.6	1810.2	1696.8	1646.4		20903
Total Employees				9.7	9.7	10.1	10.5	11.5	10.3	10.5	10.5	11.0	10.8	10.1	9.8		

Core Cultural Practices

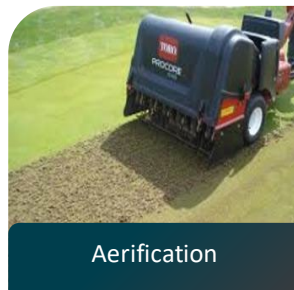
Troon will leverage its talent and resources to properly care and produce impressive playing conditions at HPGC. Obtaining a healthy strand of turfgrass is accomplished through a myriad of strategies and tactics governing common surface and sub-surface (growing medium) variables.



Irrigation



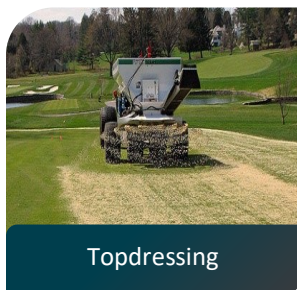
Mowing



Aerification



Rolling



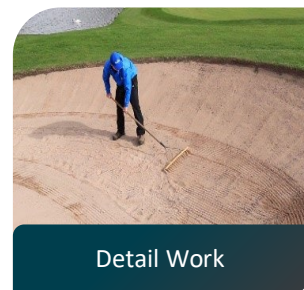
Topdressing



Fertilization



Weed Control



Detail Work

Environmental Stewardship

Troon is widely recognized as golf's most eco-friendly company and, at HPGC, plans to conserve and improve environmental quality while enhancing golfers' experiences. Troon actively participates in Audubon International's "Audubon Cooperative Sanctuary" program and all clubs follow "Troon Green," our sustainability guidelines. Specific examples of next-level environmental stewardship include:

Plastic Bottle Minimization: At numerous facilities nationwide, Troon has instituted a "plastic bottle ban" to reduce plastic pollution in the world's oceans, fight the negative impacts plastic pollution causes on wildlife, and to cut landfill inputs. **Learn more about this effort:** <https://www.troon.com/princeville-makai-golf-club-says-aloha-goodbye-to-plastic-water-bottles/>

Planting Trees: Working with club ownership, Troon has enacted a tree-planting program at several facilities, identifying areas of the golf course to convert from maintained turf to tee planted forests without impacting playability of the course and turf health. **Learn more about this effort:** <https://www.troon.com/press-releases/newly-opened-pga-national-czech-republic-is-a-trailblazer-in-environmentally-sustainable-golf/>



1. Environmental Planning
2. Wildlife & Habitat Management
3. Chemical Use Reduction & Safety
4. Water Conservation
5. Water Quality Management
6. Outreach & Education

Team

Troon is extremely selective in employing highly qualified golf course superintendents. They must hold passion for satisfying guests and an unwavering pride in performance. They must also be leaders with command over "what great looks like and plays like" based on where HPGC is positioned in the market.

Support, Accountability & Outcome

The superintendent at HPGC, in tandem with the on-site management team, benefit from hands-on support of a Troon regional director of agronomy. Periodic site visits yield a "Manager's Report" with course and property photos as well as a detailed narrative of agronomic activities, conditions, action plans, resources, timelines and metrics. The report is shared with the City. This level of support promotes healthy turfgrass, exceptional playability, an aesthetic "wow" and, most important, guest satisfaction – all with "bang-for-the-buck" efficiency.

REVITALIZATION/CAPITAL IMPROVEMENTS

Troon has extensive experience with the administration and management of capital projects, including renovation, development and construction of golf courses and ancillary facilities. During the past three (3) years, Troon has managed nearly \$30 million of Capital Improvements at our municipal facilities. Considering the increasingly competitive nature of the golf market, the process of investing capital has become a critically important component to the ongoing success of golf course operations. Troon places significant emphasis on planning and executing capital projects to ensure the physical integrity and competitive positioning of its managed courses.

The Foundation & Troon will work closely with the City to prioritize and schedule all capital work in order to provide positive economic benefits and asset enhancement to the respective courses as soon as possible. Our successful experience operating other public golf courses demonstrates that we can work effectively with our clients to make the most informed, valuable decisions after we have operated the course for three (3) to twelve (12) months.

The Foundation & Troon look forward to working with the City to discuss ideas, suggestions and recommendations aimed at improving the playing conditions at each of the facilities. Capital projects will be evaluated and prioritized based on safety concerns, the need to preserve and enhance the physical assets and the opportunity to improve revenue. Indigo performs a ten-year capital plan for each facility as part of the annual planning process.

indigo SPORTS		SUMMARY ST. JOHNS GOLF & COUNTRY CLUB 10-YEAR CAPITAL PLAN												
Item Description	Club Benefit (Brief)	Why	BGGT										Total	
			2022	2023	2024	2025	2026	2027	2028-31	Total				
Pool Fencing	Area around pool - Eyesore & creating attractive nuisance	Safety	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
TOTAL SAFETY			\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
Clubhouse Signage	Replace course signage around clubhouse	Product Enhancement	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000	
Putting Green Renovation	Renovation of the putting green due to inconsistent turfgrass health. Current putting green does not promote dispersion with minimal cupable space.	Product Enhancement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Golf Course Signage	Current signage needs improvement and consistency. Routine Replacement required as wear and tear is showing.	Product Enhancement	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	
Landscape Upgrades	Upgrade the landscaping around the clubhouse. Add accent lighting, replace shrubs and plants, add beds.	Product Enhancement	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	
Foyer & Grille Room	Grille Room.	Enhancement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Tree / Sod	Ongoing tree removal and sod to improve course	Enhancement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	
Restaurant & Foyer FF&E	Enhance the appeal of the Foyer & Grille Room. Redesign bar and parlor room and improve overall look. Tables, Chairs, Carpet, Wallpaper, Hardwood Floor, Curtains, & Rugs	Product Enhancement	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 25,000	
Pro Shop FF&E	Routine upgrades. Replace carpet, pro shop fixtures, ball display, and cabinet.	Product Enhancement	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Facility Restroom Upgrade	Replace Mirrors, Tiles, lighting	Product Enhancement	\$ -	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	
Range Enhancement	Improvement of hitting and landing areas of the range	Product Enhancement	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Tee Box Renovations	Resurface and level select tees (DR and Par 3)	Product Enhancement	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	
TOTAL PRODUCT ENHANCEMENT			\$ 22,000	\$ 35,000	\$ 12,500	\$ 5,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,500	
FF&E Foyer	Replace FF&E. Upgrade first impression when entering clubhouse.	Replacement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	
Ball Washer	Routine Replacement	Replacement	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	
Cart Path Replacement	Routine replacement of broken cart paths. Need to complete a little each year to keep costs manageable.	Replacement	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	
Signage	Sand Blast, primer and paint poles in the parking lot.	Replacement	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Ball Parking Lot	Routine replacement	Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	
Pro Shop	Doors in the Shop and Dining room are due for replacement	Replacement	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	
Pro Shop	Routine replacement	Replacement	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	
Pro Shop	Pump needs replacement at the pump house	Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Pro Shop	Reduce O&M costs. Current units are 10 years old. Would replace with a 3-ton system and would need to place the air handler unit as well.	Replacement	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000	
Pro Shop	Routine replacement. Current fryers are 9 years old and leak oil. Also poses a health risk and could be cited on health inspections.	Replacement	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	
Pro Shop	Routine replacement.	Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	
Pro Shop	Routine Replacement	Replacement	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	
Pro Shop	Bunkers need renovation	Replacement	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	
Pro Shop	Emergency projects	Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ 3,000	
TOTAL REPLACEMENT			\$ 11,000	\$ -	\$ 20,000	\$ 32,000	\$ 24,000	\$ 25,000	\$ 133,000	\$ 245,000	\$ -	\$ -	\$ 345,000	
TOTALS			\$ 34,000	\$ 35,000	\$ 32,500	\$ 37,000	\$ 39,000	\$ 40,000	\$ 198,000	\$ 415,500	\$ -	\$ -	\$ 731,500	

Restaurant & Foyer FF&E	Enhance the appeal of the Foyer & Grille Room. Redesign bar and parlor room and improve overall look. Tables, Chairs, Carpet, Wallpaper, Hardwood Floor, Curtains, & Rugs	Product Enhancement
Pro Shop FF&E	Routine upgrades. Replace carpet, pro shop fixtures, ball display, and cabinet.	Product Enhancement
Facility Restroom Upgrade	Replace Mirrors, Tiles, lighting	Product Enhancement
Range Enhancement	Improvement of hitting and landing areas of the range	Product Enhancement
Tee Box Renovations	Resurface and level select tees (DR and Par 3)	Product Enhancement
TOTAL PRODUCT ENHANCEMENT		
FF&E Foyer	Replace FF&E. Upgrade first impression when entering clubhouse.	Replacement
Banquet Supplies	Tables, Chairs, Chafers, etc.	Replacement
Range Ball Washer	Routine Replacement	Replacement
Cart Path Replacement	Routine replacement of broken cart paths. Need to complete a little each year to keep costs manageable.	Replacement

VALUE-ADDS FROM TROON FAMILY

In addition to club management, Troon is equipped with innovative specialty brands to support our client’s needs, including CADDIEMASTER, True Club Solutions, Cliff Drysdale Tennis, RealFood, and TroonDESIGN. Based on the information provided in the RFP and independent-research, we believe the following Troon-family brands could/will be of service to the HPGC.

Casa Verde Golf

Troon owns Casa Verde Golf (“CVG”), a boutique golf course construction and construction management company specializing in high-quality golf course construction and renovation projects of all sizes. Based in Scottsdale, AZ, CVG has significant experience and expertise, with a proven track record in ensuring that all projects are performed to the highest standards, on time and within budget. Equally as important, CVG takes pride in the ability to adapt to any fluctuations that may surface within those circumstances so that the quality of the end-product is preserved; buying power of the dollars spent is maximized; and critical dates are met. CVG takes great pride in our performing work for some of the most prestigious clubs in the country, in addition to a multitude of municipalities and County-owned facilities, creating remarkable turn-around stories for the facility’s bottom line and perception in the marketplace. **For any construction/renovation projects, Troon will utilize CVG when appropriate to maximize cost savings for Troon and the City.**



TroonDESIGN

TroonDESIGN is a dedicated club resource powered by decades of experience in club management, hospitality design, business strategy and branding. With the aim of delivering superior clubhouse facilities and extraordinary member and guest experiences, the TroonDESIGN team offers a full spectrum of club design and development services, in one streamlined solution.



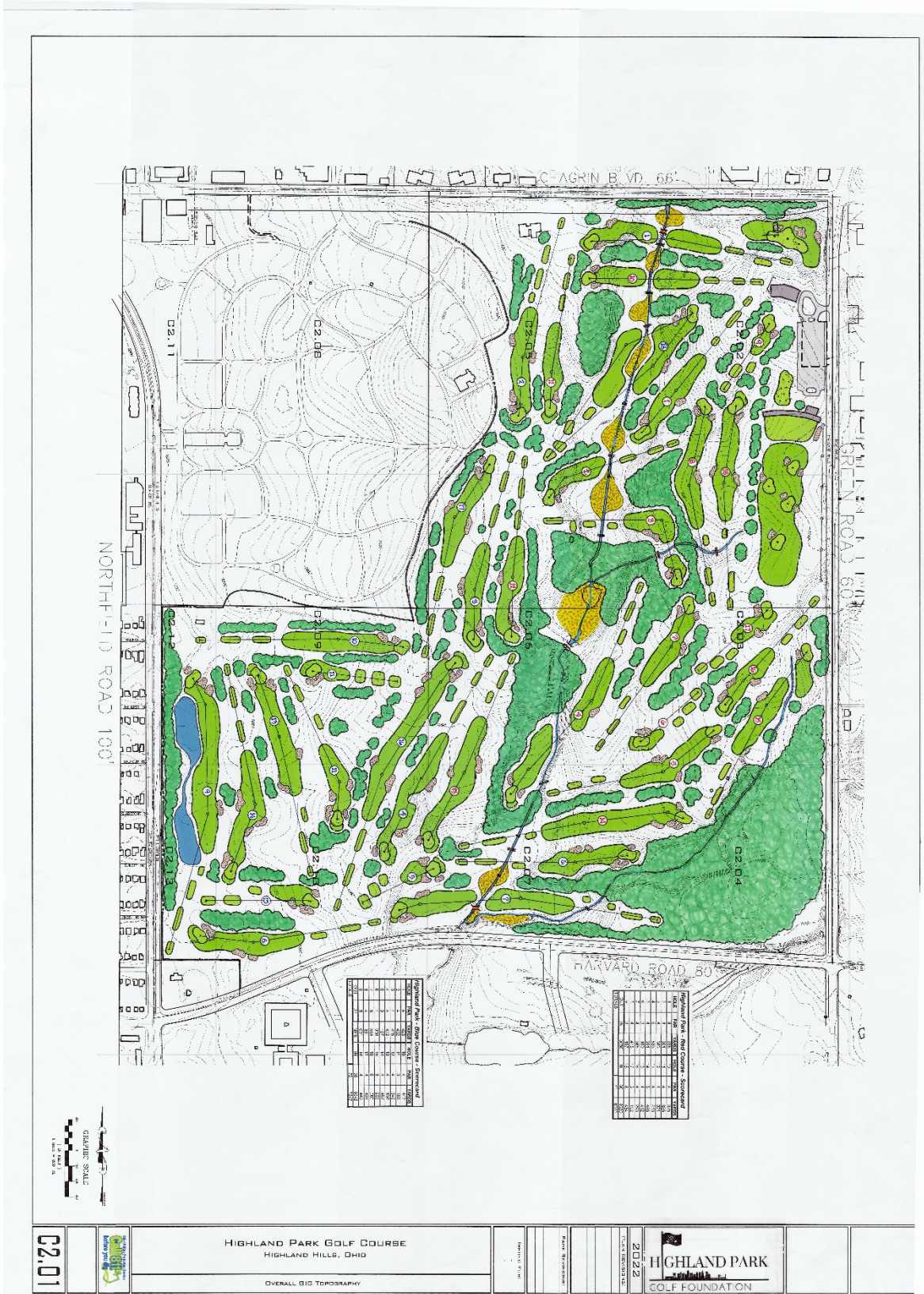
RealFood

The Troon acquisition of RealFood brings extensive hospitality expertise and operational resources to every engagement. Building upon Troon’s established reputation in food and beverage management in clubs and resorts, the RealFood team cross-pollenates best practices from multiple segments of hospitality to enable the delivery of industry-leading experiences across the entire Troon portfolio of dining venues. In addition to the operational resources provided to Troon properties, RealFood design and development services are specifically tailored to help Troon properties to reconcept, reimagine, refresh or renovate existing foodservice facilities; or to design and develop new foodservice facilities. These services are typically provided as an additional scope of work, above and beyond the contracted services for Troon food and beverage management, and have an associated fee. When these services are deployed, they are executed under RealFood branding.





COURSE REVITALIZATION DRAWINGS



AMENITIES PLAN

As part of the revitalization of HPGC, The Foundation & Troon have the ability to redesign the interior clubhouse spaces to include lobbies, pro-shops and grill rooms not just with new flooring, lighting, furniture and fixtures, but incorporate elements and programs to benefit the non-golfing community. This will include cool, trendy environments for social interaction, revised seating arrangements, high top workspaces, plenty of electrical outlets and high-speed internet access for people to work or hang out. Troon will provide no less than two “community” computer stations at each facility. These spaces should truly look and feel like “community centers” and not just golf clubhouses. By refreshing the interiors and adding community-based programming, HPGC will soon become a welcoming place for all community members.

TroonDESIGN is focused on creating cool fun places to experience which may be located at a golf facility, but appeal to a much broader audience. Troon’s innovative approach:

1. Schedule a “kick off” meeting with the City, on-site team and Troon’s Retail & Design departments to discuss the overall agenda, goals, budget, and timeframe.
2. Troon will conduct product research and create preliminary floor plans that complement the space to achieve the desired outcome.
3. At which point another meeting requested by Troon will be held consisting of sharing a Presentation and Budget to the City for feedback. Revise and repeat as needed.
4. After property approval, Troon will manage the ordering and procurement of Golf Shop items.
5. Troon will travel to the property and assist with setting up the fixtures, retail items, accessories, etc. for the Grand Re-Opening

Inspirational Images for the Courses





Before & After Examples from past Troon projects:



DRIVING RANGE GAMIFICATION TECHNOLOGY

As part of the revitalization of HPGC to increase community involvement, following the trend of “gamification” at driving ranges is essential to growing the game. Troon was an early adopter in 2017 and has been a “consultant” to Top Golf, providing feedback on their product and future developments on a constant basis. Ongoing license costs of the software will be offset by increased range and usage fees for the technology which enhances the experience for current golfers and attracts a new clientele to the facilities to experience golf. In addition to adding the technology, Troon will procure new FF&E to add to the driving range – creating an outdoor entertainment venue look and feel.



Top Tracer will help convert the traditional driving ranges into fun, gamified golf venue welcoming for golfers of all skill levels. Golf shots are tracked using high speed cameras and subsequent shot data is displayed on tv monitors at each bay and/or on mobile devices. Users can play “virtual” golf courses, compete in accuracy competitions, dial in their golf games using the data, or simply warm up for their rounds with increased metrics.



PLAN FOR CAPITAL INVESTMENT

Highland Park Golf Foundation is a 501(c)(3) non-profit corporation registered in the State of Ohio. The mission of the corporation is purposely focused on the operation, management and revitalization of the Highland Golf Course complex and where it protects and promotes accessible, diverse, affordable and engaging municipal golf courses to positively impact the local Cleveland Community.

The Highland Park Golf Foundation Board of Directors is comprised of successful professionals that can navigate complex legal, financial, construction, real estate and educational issues that are paramount to financial requirements needed to make HPGC a successful legacy asset for the next century. The Board recognizes and supports the Foundations mission and is committed to commencing a sound fundraising effort upon the City of Cleveland awarding this RFP to Highland Park Golf Foundation.

Additionally, upon award the Highland Park Golf Foundation will establish a \$250,000 fund sourced through its supporters and Board Members as a capital loan to act as an initial funding source that can be repaid or donated at the individual's discretion. This "seed" money will be utilized to facilitate larger scale fundraising efforts to generate funding for planned capital improvements through a variety of channels including:

- Filing for grants
- Seeking corporate sponsorship
- Identifying significant individual donor participation
- Forming crowdfunding fundraising opportunities for individual contribution

Highland Park Golf Foundation will utilize similar foundation / trust organizations like National Links Trust who is currently in the process of revitalizing and operating three Park Golf Courses in cities like Washington DC.



Neumann Golf Course, Cincinnati, OH

CRITERIA 2 - COMMUNITY IMPACT, ACCESS & DIVERSITY

COMMUNITY IMPACT

The Highland Park Golf Foundation is committed to ensuring that the Highland Park Golf Course remains prestigious and prosperous yet open and accommodating to the local community. With the Foundation members derived from this community, this foundation finds it paramount to continue and build upon this course's legacy amongst the Cleveland community. With our partnership with Troon, we have identified many areas that we can expand our presence and create a facility that attracts visitors as well as promotes community involvement.

We have outlined in this proposal a plan that addresses improvements to the golf course, practice facilities and clubhouse. The renovation and construction in these areas will promote community gathering, learning and career development. By creating courses that are tournament quality from the first tee to the last, we can bring in new golfers that will be loyal to Highland Park. When we add driving ranges and learning facilities, we will promote and teach the game of golf to those who are learning or want to learn this game. We will focus on engaging our community and holding open and free clinics at these facilities to build an atmosphere that locals enjoy.

Through Troon's revenue management and marketing strategies, we will work with technology partners like the Golf Channel to build websites and marketing strategies that bring in new and returning golfers alike. They will focus on creating community pricing for those who live inside the City of Cleveland and will restrict tee-times on certain days and courses to ensure our community can always have a place to play.

The Foundation will continue to promote diversity, equity and inclusion and have made this a pillar of our partnership with Troon. Troon is not only the industry leader in golf management, but they are the industry leader in DE&I initiatives in the golf management space. As the Foundation grows, we will focus on diversity inside this foundation and the hiring and programming at Highland Park Golf Course is diverse and accommodating.

We will also create a focus around sustainability and have created a goal to become Audubon certified in the first five years. Our partner's at Troon have an agronomical and environmental science department that is second to none. We will work with their team to find effective ways to ensure that HPGC is committed to enhancement of our environment for the benefit of future generations.

In summary, the Highland Park Golf Foundation's plan is wide and all encompassing. We will revitalize this golf course through renovation and enhancement to create a beautiful and well-maintained place that this community can call home.

Please see the following information for a more detailed plan of each of these points of emphasis.

CIVIC OUTREACH

Troon has been able to make an impact in improving the micro-communities and Facilities for and in conjunction with our client/partner – the City of Cincinnati which are highlighted below.

Annual Indigo In-Service Day providing manpower and funding to enhance the curb appeal at CRC Recreation Centers across the community

\$300,000 Jimmy Woods Learning Center Renovation

- Demolished Aging Range Building
- Constructed NEW Reaching Out For Kids Facility
- In-House Construction of 4000 SF Putting Green
- Renovated Entire Practice Facility Tee Line*
- Installed NEW Landscaping* and Facility Entrance Signs

*Funded by Indigo



Golf For Everyone



Annual Indigo In-Service Day providing manpower and funding to enhance the curb appeal at CRC Recreation Centers across the community



Golf For Everyone



COMMUNITY PROGRAMMING

Troon's plan for the community experience at HPGC will center on developing events and experiences that target the Cleveland community's diverse populations while remaining sensitive to pricing. Bringing golfers and non-golfers alike to HPGC will be paramount to their success and will ultimately foster a welcoming, inviting environment for the community.

What To Expect

- Themed Social Events
 - o Frequency – Monthly
 - o Description – Creative and unique social events that include dinner, entertainment, and a seasonal theme. These are in house events promoted and executed by the F&B employees, independent from community partnership.
 - o Examples – Live music on the upper deck, local brewery sampling events, wine tastings, ladies' night, ugly sweater contest, Trivia Night, Oktoberfest and others.
 - o Price Varies on event – some are ticketed events \$25-\$50 per person, and some have a themed a la carte menu
- Family Nights
 - o Frequency – Weekly
 - o Add a special once per month – i.e. face painting, Halloween theme, balloon, soft serve bar, artist etc.
 - o Description – Children receive a complementary buffet meal with the purchase of an adult entrée.
- Weekday "Drive" Time Happy Hour
 - o Frequency – Weekly
 - o Food and beverage specials
 - o Description – Promote "waiting out traffic" by relaxing, hitting some balls and enjoying a casual meal with friends
- Community Partnership Events
 - o Frequency – Quarterly
 - o Description – Partner with the City to host community events for residents
 - o Examples – Fall Harvest, Winterfest, Breakfast with Santa
- Night Golf
 - o Frequency – Quarterly
 - o Description – Fun & unique way to bring golfers and their families to the golf courses. Using a mix of glo-balls and technology, practice putting greens and tee boxes near the clubhouse are turned into a chip & putt course
 - o Examples – Shots in the dark at Indian Wells Golf Course



THE LAKES
AT EL SEGUNDO
ESTABLISHED 1963

Trivia Night

NEW FORMAT - INCREASED STRATEGY - MORE FUN
TUESDAY SEPTEMBER 20TH ON THE PATIO
BUFFET AT 5:30PM • TRIVIA AT 7PM

\$19.95 + \$5.00 FOR PRIZES

MENU

DELUXE SALAD BAR
WARM ROLLS AND BUTTER

CHEF CARVED HONEY SMOKED PORK LOIN
DIJON MUSTARD SAUCE

STUFFED FLOUNDER
SHRIMP & CRAB STUFFING, DILLED BUTTER
SAUCE

CHICKEN MARSALA

MUSHROOM DEMI

BASMATI RICE

SEASONAL VEGETABLES

COOKIES, BROWNIES, ASSORTED CAKES &
PIES

ICE CREAM SUNDAE BAR

FRUIT COBBLER



*Reservations
Required*

CALL 310.322.0202
*MAXIMUM OF 10 PEOPLE PER TABLE



FIRST TEE EXPERIENCE

The Troon family of brands manages the following twenty-nine courses that serve as the “headquarters” for their local First Tee chapter, hosting more than 6,000 first tee golfers annually. Troon will provide unparalleled support and dedication to the First Tee of Greater Cleveland.

- Alhambra Golf Course, Alhambra, CA
- Brentwood Golf Course, Jacksonville, FL
- Briardale Greens Golf Course, Euclid, OH
- Cobbs Creek Golf Course, Philadelphia, PA
- Cranbury Golf Club, West Windsor Township, NJ
- Currie Municipal Golf Course, Midland, MI
- East Potomac Park Golf Course, Washington D.C.
- Ed Oliver Golf Club, Wilmington, DE
- Flanders Valley Golf Course, Flanders, NJ
- Forest Greens Golf Club, Triangle, VA
- Golf Club of Ocala, Ocala, FL
- Jackson Park Golf Course, Chicago, IL
- Knoxville Municipal Golf Course, Knoxville, TE
- Marquette Park Golf Course, Chicago, IL
- Mohawk Park Golf Course, Tulsa, OK
- Neumann Golf Course, Cincinnati, OH
- Oglebay Golf Courses, Wheeling, WV
- Orchard Valley Golf Course, Aurora, IL
- Page Belcher Golf Course, Tulsa, OK
- Raintree Golf & Event Center, Uniontown, OH
- Reeves Golf Course, Cincinnati, OH
- Robert A. Black Golf Course, Chicago, IL
- Rock Manor Golf Course, Wilmington, DE
- South Shore Golf Course, Chicago, IL
- Sydney R. Marovitz Golf Course, Chicago, IL
- Tamarack Golf Course, East Brunswick, NJ
- The Ridge Golf & Event Center, Auburn, CA
- Whittle Springs Golf Course, Knoxville, TE
- Woodland Golf Course, Cincinnati, OH



DIVERSITY, EQUITY & INCLUSION

Troon is committed to supporting and participating in racial and social justice initiatives, and we share in Cleveland's passion for promoting diversity and inclusion. As the global leader in golf and club-related leisure and hospitality services, we recognize the importance that diversity has in our company and how we grow the game(s). To address this, Troon has made a conscious decision to become industry leaders in Diversity, Equity and Inclusion (DEI) through the creation and retention of a Director of Diversity, Equity & Inclusion and DEI Council.

At each of our Troon managed facilities we strive to create a workplace and guest environment that is welcoming and inclusive to all. We recognize that the golf industry does not always reflect the diversity of our broader society. As an industry leader, Troon is actively working to be part of the solution. Our Diversity and Inclusion Council consists of talented associates from around the world from different backgrounds, genders and ethnicities. The DEI Council has established three key pillars – Talent Acquisition and Retention, Mentorship and Advocacy, and Education and Communication. These pillars serve as the foundation to specific initiatives that are making immediate impacts to our associates, our members and guests, our clients and the communities that we serve.

Troon's Diversity and Inclusion Mission Statement:

At Troon we are committed to building, fostering and encouraging a culture of diversity and inclusion that embraces the uniqueness of our communities across race, gender, age, religion, identity, cultures, ideas and experiences so that we may provide places of work and play in which all persons feel welcomed and valued.

As we work to eliminate racial disparities and achieve racial equity across the country, Troon stands to adopt, support and partner with Cleveland's guidelines that are currently in place.

Finally, the strength of Troon has always been our people. We operate in more than 30 countries where many cultures and associates of differing racial, ethnic and social backgrounds come together for the greater good. The diversity of thought and talent strengthens our organization and facilitates the solving of company-wide challenges faced by our stakeholders.

Troon is actively implementing new programs (such as the following) to grow DE&I within Troon and the entire golf industry:

Mentorship Program

Assessing associates' interests and understanding the areas of improvement they need to work on allows them to be paired with a mentor that is an expert within that space.

On-the-Job Training

Our Learning & Development Department provides access to resources and best practice tools for all General Managers and facility leaders. This allows leaders to disseminate important training material to their associates, which improves their skills and knowledge base.

Technical Training

Our Learning & Development Department provides guidance to each department on the effectiveness of technical training materials. Through this process, we ensure all materials are vetted through a diverse and inclusive lens and that all associates receive effective technical training throughout the company.

Professional Development Leader Program – Our Leader Program is a 12-month program that gives associates hands-on exposure and experience in every department throughout the company. This gives the associates an in-depth understanding of how departments are interconnected; and prepares them to be a more efficient and effective leader within the company. Associates within the program are provided professional coaching throughout this program.

Clifton Strength Assessment – This program provides associates a way to describe what their strengths are naturally and/or the areas they might need help from others to accomplish desired outcomes. Once the assessment is completed, our Learning & Development Department provides coaching and resources to assist the associate in their professional development.

Learning Library – Our Learning Library, located within our Troon HUB, gives associates access to a wide range of e-learning professional development content.

Summits and Conferences

- National Sales and Marketing Summit
- National Food and Beverage Summit
- Troon Conference – A companywide conference for all facility and corporate leadership to gather; and share best practices and learn new strategies.

Allied Associations

PGA of America (PGA) – Associates that are PGA Members are encouraged to take advantage of the professional development programming that is available through the PGA.

Club Managers Association of America (CMAA) – Associates that are CMAA Members are encouraged to take advantage of the professional development programming that is available through the CMAA.

Internship Program

Troon has established a diversity internship program, which allows college students from diverse backgrounds to have a management training internship. During the summer, internship students will interact daily with the General Manager, and other leaders, at the facility they are placed at to give them firsthand knowledge of how golf facility operations are managed.

Sub-Consultants

Highland Park Golf Foundation and Troon recognize and commit to the MBE/FBE/CSB subcontracting requirements as outlined in the RFP. With deep ties to the City, the Foundation will ensure the use of local MBE/FBE/CSB contractors in future projects at Highland Park Golf Course.

LOCAL ACCESS – REVENUE MANAGEMENT

Troon has the only true revenue management department in the golf management industry. This team works with the on-site staff to promote, price and market their tee-time inventory. The team focuses on historical analysis, specific KPI's and competitive sets to create a plan that promotes more rounds of golf and ultimately more revenue. A staple of this department is to promote and/or restrict access to inventory through channel management. Much like how a hotel has different rates for being a member of their loyalty club or booking direct, our revenue management team can implement similar options for our golf clubs.

Through channel management and a proper tee sheet setup, we can create an environment where the tee-sheet inventory is restricted for only people of the local Cleveland community. We can ensure there are tee-times set aside along with specific discounts or rate structures to promote community accessibility.



Troon will have a dedicated revenue manager who builds and monitors these booking portals. This allows for easy and quick adjustments if problems were ever to arise. The dedicated manager will also build and evaluate reports to see how the facility can grow with rounds and revenue. They will outline ideas and create adjusted plans on a bi-weekly schedule so that the course can always have the best plan in place, regardless of weather or golf demand.

Pricing and accessibility are only as good as who sees it. The revenue management team works hand-in-hand with the marketing team to build and send marketing campaigns. This allows the database of the course to grow and for members of the community to think about Highland Park first, before other courses. By doing this, we will have a specific and separate database list of just the local community that way we can send special discounts and incentives to just that group.

Overall, we can implement countless options to ensure our community always has a place to play, for a special rate and by making it easy and convenient on our staff.

CHOOSE OPTION(S)		X
Best Available Rate	1-4	\$39.00 Save 7%
Senior Rate Must be 65 or older.	1-4	\$34.00 Save 19%
Military Rate Please bring in proper credentials.	1-4	\$32.00 Save 24%
Golf & Gift Card Receive a \$20 Gift Card!	1-4	\$54.00
9 Hole Rate	1-4	\$25.00 Save 40%



Briardale Greens Golf Course, Euclid, OH

CRITERIA 3 - SUSTAINABILITY

SUSTAINABILITY

Sustainability will be a large focus as we look to revitalize Highland Park Golf Course. We have outlined plans to renovate the courses and in doing so, will allow for a more sustainable approach for Highland Park now and in the future.

Part of the plans we have submitted would be to remove the lower parking lot and convert it to green space by adding practice chipping and putting facilities. During the renovation, we will identify areas where we can reduce water consumption and create no-mow areas to promote a native and natural landscape for the many animals that call Northeast Ohio home. We will also promote discounted rates to those patrons who decide to walk in hopes of reducing the facilities carbon footprint. Troon is a resource that the Foundation will look to in order to find new ways in which we can become more sustainable.

Troon is widely recognized as golf's most eco-friendly company. Troon will work with the City to understand their goals and current initiatives and put an environmental plan together that will maximize course quality while minimizing resource usage. The following are descriptions and examples of Troon environmental initiatives that we have found successful and will consider utilizing at the Courses:

Troon Sustainability Overview

Responsible environmental management has been a key component of Troon's operating philosophy since the company's inception. Troon has taken an affirmative step toward environmental sensitivity with its own Environmental Management Initiative (EMI). This commitment to a conscious environmental process creates a management platform that conserves and protects the earth's resources while providing guests a beautiful and healthy environment for the present and for many years to come.

Troon utilizes a state-of-the-art online tool called OnCourse®, which actively guides club and course managers through all key areas of modern-day sustainability. With backing from many golf industry bodies and wider environmental and government support, the online tool helps facilities evaluate, develop and report their sustainability actions. The program also leads facilities towards golf's accredited* international label of environmental and social excellence, GEO Certified®.

Additionally, Troon has a dedicated Manager of Environmental Science based at Troon Golf, Bri Kenney who is an experienced naturalist, working with Troon facilities in coordination with outreach programs focused on education. Bri has a master's in biology focusing on ecological economics. Bri's focus will be sustainability and urban ecology, environmental compliance, and wildlife habitat management.



Bri Kenney
Manager, Environmental Science



Water Conservation

Tron has created leading agronomic standards for irrigating the golf course to minimize water usage while still providing excellent playing conditions. Tron achieves water reduction goals by implementing Best Management Practices (BMP's) such as annual irrigation audits, using weather station in conjunction with update irrigation computers, removing nonfunctional turf, choosing turfgrass species best adapted to the region, and others. Several key Tron corporate employees serve on the Arizona Alliance for Golf, in Tron's home state, helping to shape state policies regarding water conservation.

Audubon International

Tron is an active leader in earning Audubon certification, currently managing over 80 facilities that earned this distinction. To become an Audubon Cooperative Sanctuary, golf courses must meet requirements in six key environmental components: environmental planning, wildlife and habitat management, chemical use reduction and safety, water conservation, water quality management, outreach and education. Tron has been an active member since Audubon's inception in the 1990's and as Tron has grown, so too has our involvement with Audubon. Tron actively participates in Audubon International's "Audubon Cooperative Sanctuary" program and all clubs follow "Tron Green," our sustainability guidelines.



Hazardous Waste Management & Reduction

Tron has its own BMP's for how to manage all waste and our Agronomic standards reduce the need for such substances.

Plastic Bottle Minimization

At numerous facilities nationwide, Tron has instituted a "plastic bottle ban" to reduce plastic pollution in the world's oceans, fight the negative impacts plastic pollution causes on wildlife, and to cut landfill inputs. At Princeville Makai, a Tron facility in Hawaii, the team estimated that club guests were using approximately 100,000 plastic bottles each year. In 2020, they said aloha to plastic bottles and encouraged golfers to bring their own re-usable drinking vessels and offered low-cost re-usable bottles for sale in the pro-shop. **Learn more about this effort:** <https://www.tron.com/princeville-makai-golf-club-says-aloha-goodbye-to-plastic-water-bottles/>

Planting Trees

Working with club ownership, Tron has enacted a tree-planting program at several facilities, identifying areas of the golf course to convert from maintained turf to tee planted forests without impacting playability of the course and turf health. At PGA National Czech Republic, Tron worked with the ownership to plant 944 trees and restore 23.15 hectares of natural habitat surrounding the golf course. Taking it a step further, golf cart fleet size was reduced, and able players were encouraged to walk – resulting in golfers walking a staggering 99% in 2020. **Learn more about this effort:** <https://www.tron.com/press-releases/newly-opened-pga-national-czech-republic-is-a-trailblazer-in-environmentally-sustainable-golf/>

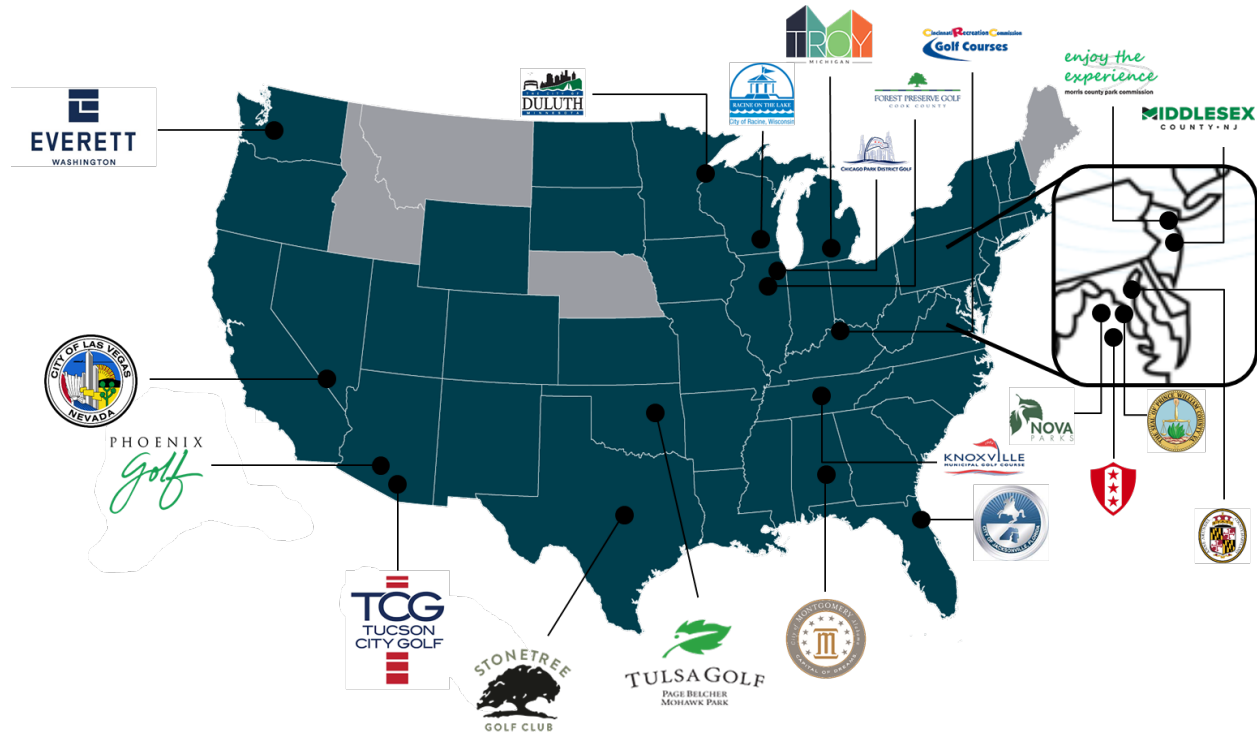


Raintree Golf and Event Center, Uniontown, OH

EXPERIENCE & QUALIFICATIONS

RELEVANT OPERATIONS EXPERIENCE

Tron is best in breed operator of municipal golf facilities in the US, as evidenced by more than 30 years of proven results and excellence in varying markets nationwide. Tron continues to succeed as the industry's premier operator of daily fee and municipal golf courses, currently operating more than 140+ municipal facilities. Below is a sampling of municipally owned facilities nationwide managed by Tron.



WESTERN U.S. (30)

Arizona (13)

- Antelope Hills Golf Club, Prescott, AZ (public, 36)
- City of Phoenix, AZ
 - Aguila Golf Course, Phoenix, AZ (public, 27)
 - Cave Creek Golf Course, Phoenix, AZ (public)
 - Encanto Golf Course, Phoenix, AZ (public, 27)
 - Palo Verde Golf Course, Phoenix, AZ (public)
 - Papago Golf Course, Phoenix, AZ (public)
- City of Tucson, AZ
 - El Rio Golf Course, Tucson, AZ (public)
 - Fred Enke Golf Course, Tucson, AZ (public)
 - Randolph Golf Complex, Tucson, AZ (public, 36)
 - Silverbell Golf Course, Tucson, AZ (public)



- Dave White Municipal Golf Course, Casa Grande, AZ (public, mtx only)
- El Conquistador Golf Club, Oro Valley, AZ (public, 45)
- Mount Graham Golf Club, Thatcher, AZ (public)

California (5)

- Alhambra Golf Course, Alhambra, CA (public)
- Baylands Golf Links, Palo Alto, CA (public)
- Indian Wells Golf Resort, Indian Wells, CA (public/resort, 36)
- Montebello Golf Course, Montebello, CA (public, mtx only)
- Willowick Golf Course, Santa Ana, CA (public)

Nevada (1)

- Durango Hills Golf Club, Las Vegas, NV (public)

Washington (11)

- Bellevue Golf Course, Bellevue, WA (public, 27)
- City of Seattle, WA
 - Interbay Golf Center, Seattle, WA (public)
 - Jackson Park Golf Course, Seattle, WA (public)
 - Jefferson Park Golf Course, Seattle, WA (public)
 - West Seattle Golf Course, Seattle, WA (public)
- City of Everett, WA
 - Legion Memorial Golf Course, Everett, WA (public)
 - Walter Hall Golf Course, Everett, WA (public)
- Cedarcrest Golf Course, Marysville, WA (public)
- Lake Padden Golf Course, Bellingham, WA
- Lynnwood Golf Course, Lynnwood, WA (public)
- Tri-Mountain Golf Course, Ridgefield (Clark County), WA (public)

SOUTHEASTERN U.S. (17)

Alabama (3)

- City of Montgomery, AL
 - Gateway Park Golf Course, Montgomery, AL (public)
 - Lagoon Park Golf Course, Montgomery, AL (public)
- Highland Park Golf Course, Birmingham, AL (public)

Florida (9)

- City of Jacksonville, FL
 - Bent Creek Golf Course, Jacksonville, FL (public)
 - Blue Cypress Golf Course, Jacksonville, FL (public, 9)
 - Brentwood Golf Course, Jacksonville, FL (public, 9)
- Bobby Jones Golf Club, Sarasota, FL (public, 27) – *Under renovation*
- Colony West Country Club, Tamarac, FL (public, 36)
- Dubsdread Golf Course, Orlando, FL (public)



- Ocala Golf Club, Ocala, FL (public)
- Palm Harbor GC, Palm Coast, FL (public, mtz only)
- Willowbrook Golf Course, Winter Haven, FL, (public)

Georgia (1)

- Stonebridge Golf Club, Rome, GA (public)

Mississippi (1)

- The Refuge Golf Course, Flowood, MS (public)

Tennessee (2)

- City of Knoxville, TN
 - Knoxville Golf Course, Knoxville, TN (public)
 - Whittle Springs Golf Course, Knoxville, TN (public)

Texas (1)

- Stonetree Golf Course, Killeen, TX (public)

MID-WESTERN U.S. (47)

Illinois (21)

- Chicago Park District, IL
 - Columbus Park Golf Course, Chicago, IL (public, 9)
 - Diversey Driving Range, Chicago, IL (public, practice, 9)
 - Jackson Park Golf Course, Chicago, IL (public)
 - Marquette Park Golf Course, Chicago, IL (public, 9)
 - Robert Black Golf Course, Chicago, IL (public, 9)
 - South Shore Golf Course, Chicago, IL (public, 9)
 - Sydney Marovitz Golf Course Chicago, IL (public, 9)
- Forest Preserve District of Cook County, IL
 - 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)
- Orchard Valley Golf Course, Aurora, IL (public)



Indiana (2)

- Centennial Park Golf Course, Munster, IN (public, 9)
- Crawfordsville Municipal GC (public)

Kansas (1)

- Ironhorse Golf Club, Leawood, KS (public)

Kentucky (1)

- The Courses at Kenton County, Independence, KY (public, 36)

Michigan (4)

- City of Troy, MI
 - Sanctuary Lake Golf Course, Troy, MI (public)
 - Sylvan Glen Golf Course, Troy MI (public)
- Currie Municipal Golf Course, Midland, MI (public, 36)
- Fellows Creek Golf Club, Canton, MI (public, 27)

Minnesota (2)

- City of Duluth, MN
 - Enger Park Golf Course, Duluth, MN (public, 27)
 - Lester Park Golf Course, Duluth, MN (public, 27)

Ohio (8)

- Briardale Greens Golf Course, Euclid, OH (public)
- Cincinnati Recreation Commission, OH
 - Avon Fields Golf Course, Cincinnati, OH (public)
 - California Golf Course, Cincinnati, OH (public)
 - 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)
- Raintree Golf & Event Center, Uniontown, OH (public)

Oklahoma (2)

- City of Tulsa, OK
 - Mohawk Park Golf Course, Tulsa, OK (public, 36)
 - Page Belcher Golf Course, Tulsa, OK (public, 36)

West Virginia (1)

- Oglebay Resort, Wheeling, WV (resort, 63)

Wisconsin (5)

- City of Racine, WI
 - Johnson Park Golf Course, Racine, WI (public)



- Shoop Park Golf Course, Racine, WI (public)
- Washington Park Golf Course, Racine, WI (public)
- New Berlin Hills Golf Course, New Berlin, WI (public)
- Northwood Golf Course, Rhinelander, WI (public)

NORTHEASTERN U.S. (14)

Connecticut (1)

- Wintonbury Hills Golf Course, Town of Bloomfield, CT (public)

Massachusetts (1)

- Falmouth Country Club, East Falmouth, MA (public, 27)
- Olde Scotland Links, Bridgewater, MA

New Jersey (8)

- Morris County Park Commission, NJ
 - Berkshire Valley Golf Course, Oak Ridge, NJ (public)
 - Flanders Valley Golf Course, Flanders, NJ (public, 36)
 - Pinch Brook Golf Course, Florham Park, NJ (public)
 - Sunset Valley Golf Course, Pompton Plains, NJ (public)
- High Bridge Hills Golf Course, Borough of High Bridge, NJ (public)
- Middlesex County Improvement Authority, NJ
 - Meadows at Middlesex GC, Plainsboro Township, NJ (public)
 - Tamarack GC, East Brunswick, NJ (public)
 - Raritan Landing GC, Piscataway Township, NJ (public)

New York (4)

- Audubon Golf Course, Amherst, NY (public, 27)
- Golf Club of Harrison, Harrison, NY (semi-private)
- Ely Park Golf Course, Binghamton, NY (public)
- Wallkill GC, Wallkill, NY (public)

MID-ATLANTIC U.S. (20)

Delaware (3)

- Delcastle Golf Club, Wilmington, DE (public)
- City of Wilmington, DE
 - Ed "Porky" Oliver Golf Course, Wilmington, DE (public)
 - Rock Manor Golf Course, Wilmington, DE (public)

Maryland (3)

- Anne Arundel County, MD
 - Compass Pointe Golf Courses, Pasadena, MD (public, 36)
 - The Preserve at Eisenhower Golf Course, Crownsville, MD (public)
- Bowie Golf Club, Bowie, MD



North Carolina (1)

- Bradford Creek GC, Greenville, NC (public)

Pennsylvania (3)

- Cobbs Creek Golf Course, Philadelphia, PA (public)
- Dauphin Highlands Golf Club, Harrisburg, PA (public)
- White Deer Golf Complex, Williamsport, PA (public, 45)

Virginia (7)

- Northern Virginia Regional Park Authority
 - Algonkian Golf Course, Sterling, VA
 - Brambleton Golf Course, Ashburn, VA
 - Pohick Bay Golf Course, Lorton, VA
- Prince William County, VA
 - Forest Greens Golf Club, Triangle, VA (public)
 - Prince William Golf Course, Nokesville, VA (public)
 - Lake Ridge Golf Course, Woodbridge, VA (public, 9)
- Meadowcreek Golf Course, Charlottesville, VA (public, mtx only)

Washington D.C. (3)

- United States National Park Service / National Links Trust
 - East Potomac Golf Links, Washington DC (public, 45)
 - Langston Park Golf Course, Washington DC (public)
 - Rock Creek Park Golf Course, Washington DC (public, 9)



CHICAGO PARK DISTRICT GOLF

BACKGROUND

The City of Chicago owns an urban, municipal golf course and driving range portfolio conveniently located within the city limits – some with magnificent views of Lake Michigan and the city skyline, others with rich, cultural history. The conditions of the seven golf courses and high-traffic ranges had steadily deteriorated over several years. Guests noticed a sharp decline in service and amenities. The city did what many municipalities and county boards have done in tighter economic times – issued an RFP seeking help to manage the portfolio.

IMPLEMENTATION

Troon, under the Indigo Sports brand, had already established a reputation as a high-quality golf course manager with more than a dozen successful operations in the Chicagoland market. This leader among management firms was the obvious answer for CPD. Indigo's aggressive proposal to operate the golf courses for 15 years won the highly competitive bid. Plenty of work laid ahead for our team:

- Develop long-term agronomic plan to improve turf conditions on fairways, tees and greens
- Training in superior guest service using Indigo's exclusive "ACE™ The Guest Experience" program
- Design comprehensive retail purchasing plan to reduce COGS and move more merchandise
- Overhaul food-and-beverage operations
- Create new player development programs and events
- Rebrand the courses as the Chicago Park District
- Start aggressive marketing campaign to attract new players and renew relationships with golfers who had gone elsewhere

The top Indigo management team oversaw this highly visible project in a major city. The entire golf industry watched the progress unfold:

- Highly respected agronomists dramatically improved course conditions, sometimes using cost-effective solutions which produced maximum results.
- Our skilled F&B specialists re-configured snack bars introduced new value-priced menus and revitalized on-course beverage service.
- Golfers now found well-trained, helpful employees welcoming them back to the re-branded "Chicago Park District Golf."



South Shore Golf Course Entrance



Before



After

Jackson Park Golf Course



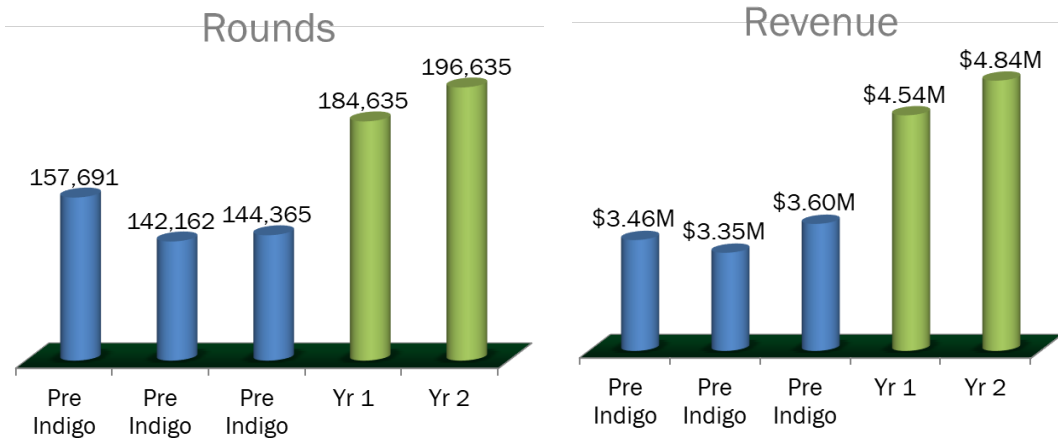
Before



After

RESULTS

The immediate positive feedback from all stakeholders and improvement of financial results in the first year of Indigo management was staggering. The portfolio realized a 30% increase in rounds played and revenue over prior years. Perhaps just as important, the team increased rounds and revenue even more in ensuing seasons.





CITY OF TROY, MI

BACKGROUND

The City of Troy owns two diverse 18-hole municipal golf courses, Sanctuary Lake and Sylvan Glen. They are staples in local golfers' rotations.

The City managed both operations since inception, but due to declining revenues and increasing expenses, the City issued an RFP to explore alternatives and determine how well the City was self-operating.

After much debate, the City hired Indigo Sports ("Indigo"), Troon's Daily Fee and Municipal operating brand to manage both facilities with a charge of improved programming, guest experience, targeted marketing, and ultimately a much-improved financial result to support other municipal initiatives.

IMPLEMENTATION

Indigo identified the opportunity to increase golfer loyalty and share of wallet from the local golf market. To achieve success, Indigo:

- Instituted our proprietary marketing platform to deliver segmented campaigns and streamline loyalty program offerings.
- Created and implemented programs that grew engagement from golfers and non-golfers alike reinforcing the courses as a focal point of the community.
- Prioritized and dedicated funds for capital improvements to support rounds and revenue growth.
- Delivered best-in-class service per our "ACE the Guest Experience" training program and applied best practices in managing turf, infrastructure and amenities.
- Right sized the expense model by reducing labor burden (without compromise to quality) and leveraging our national account pricing across all departments.

RESULTS

Indigo grew rounds and revenues in our second year of operation which increased profitability by almost \$400,000. Much to the delight of the City, Indigo has averaged a revenue improvement of about \$1,000,000 per annum, increased the NPS scores of golfers and non-golfers, and turned a political headache into a case study for public private partnerships.

CINCINNATI RECREATION COMMISSION

BACKGROUND

The Cincinnati Recreation Commission provides one of the nation's best parks and recreation programs, including a **six-course golf portfolio**. After five years of declining revenue under the operation of another national management firm, the City sought a new direction.

Under the Indigo Sports brand, Troon won the bid to manage this portfolio with a mandate to reverse sharply declining revenue numbers. Our corporate operations, maintenance and marketing teams traveled to Cincinnati to work with existing managers and staff to build a new culture of 'Revenue, Service and Quality.'

IMPLEMENTATION

The team quickly developed a 300-plus item punch-list for each of the six courses. In just two months, Indigo changed all legal, financial, operational, marketing and personnel management aspects of the facilities. The transition was fast and effective, and seamless for the golfers.

Course and facility conditions improved immediately with resounding customer feedback: **"best ever."** Indigo created a new Regional Superintendent position to direct and train each of the six courses' superintendents. A new management structure at each course combined two positions – General Manager and Director of Golf. This put more responsibility on each of the course's Head Golf Professionals to successfully manage his / her golf operation. Indigo added two new positions for the Cincinnati portfolio – a Marketing Director and a Sales Director. Both would focus solely on increasing rounds and revenue. All of this occurred in the first 90 days of operation.

In true partnership fashion, Indigo embraced the City's mission statement of providing recreational activities for the whole community. Indigo implemented easier accessibility, community- focused fundraising events and customized junior programs specifically for our partner.

RESULTS

It didn't take long to see a return in Cincinnati. The portfolio saw steady increases in annual revenues over the next few years – reaching seven figures. Golfers returned to the courses to experience the new conditions. Marketing initiatives enticed new golfers to the CRC fold. Major overhauls of the portfolios' food-and-beverage programs brought more customers to the grilles and restaurants while outing and tournament rounds climbed dramatically. Where available, wedding and banquet sales grew substantially.

HIGHLIGHTS FROM 2016 TO 2021 OPERATION OF CITY OF CINCINNATI GOLF COURSES

Facility Enhancements

Protecting our assets/improving the Guest Experience!

\$2.5MM+ Invested in L5Y!

- Clubhouse Remodel (Glenview)
- Cart Path renovations (Avon, California, Glenview & Neumann)
- Irrigation System Repairs (Avon & Neumann)
- Replaced 9 of the 13 HVAC Units in the portfolio since 2017
- Parking Lot Improvements (California & Neumann)
- Improved Curb Appeal Efforts (Reeves)
- Courtyard Renovation (Glenview)
- Roof Replacement (California)



Golf For Everyone



Community Efforts

Annual Indigo In-Service Day providing manpower and funding to enhance the curb appeal at CRC Recreation Centers across the community

\$300,000 Jimmy Woods Learning Center Renovation

- Demolished Aging Range Building
- Constructed NEW Reaching Out For Kids Facility
- In-House Construction of 4000 SF Putting Green
- Renovated Entire Practice Facility Tee Line*
- Installed NEW Landscaping* and Facility Entrance Signs

*Funded by Indigo



Golf For Everyone



Junior Outreach & Programming

Reducing Cost & Transportation Barriers

Highlights

- **CRC Youth Golf Association** – Over 5,000 Rounds Annually
- **Little To No Cost Junior Camps** – Over 1,800 Participants Annually
 - **NEW CRC Community Days** – 100+ participants in first year!
 - **Tony Yates Caring For Kids** – donated \$4000 annually in clubs
 - **Ron Dumas Reaching Out For Kids** – 400+ annual participants
 - **First Tee of Greater Cincinnati** – 800+ annual participants
- **Kids Play / Hit For Free Program** – Over 1,300 Redemptions Annually

Golf For Everyone



Junior Outreach & Programming

Reducing Cost & Transportation Barriers

NEW in 2021

CRC Community Days

CRC, Indigo Sports, the Tony Yates Junior Golf Academy, and First Tee joined forces to host an 8-week program at Reeves Golf Course that provides golf and life skills instruction to underprivileged youth from recreation centers across Greater Cincinnati.

First Year Results

- 105 Registered Junior Participants
- 500 Lunches Provided*
- 105 Backpacks with school supplies distributed
- 100% Free programming and instruction
- 74% Program Diversity
- 6 Youth Centers From Cincinnati Metro Participated
- 144 Volunteers

Golf For Everyone





TROON CLIENT REFERENCES

City of Euclid, OH

585 East 222nd Street, Euclid, OH 44123

Name: Kristen Holzheimer Gail

Title: Mayor

Course(s): Briardale Greens Golf Course

Telephone: (216) 289-2751

Email: khgail@cityofeuclid.com



Cincinnati Recreation Commission, OH

805 Central Avenue, Suite 800, Cincinnati, OH 45202

Name: Stephen Pacella, PGA

Title: Superintendent of Recreation, Administration

Course(s): 6 Courses

Telephone: (513) 352-4961

Email: steve.pacella@cincinnati-oh.gov



City of Green, OH

1755 Town Park Boulevard, Green, OH

Name: Valarie Wax Carr

Title: Director of Public Services

Course(s): Raintree Golf & Event Center

Telephone: (330) 896-4176

Email: vwaxcarr@cityofgreen.org



City of Troy, MI

500 W. Big Beaver Rd, Troy, Michigan 48084

Name: Brian Goul

Title: Recreation Director

Course(s): Sylvan Glen & Sanctuary Lake Golf Courses

Telephone: (248) 524-3484

Email: goulb@troymi.go





George Dunne National Golf Course, Chicago, IL

PROPOSED TERMS

CONSIDERATIONS

Highland Park Golf Foundation (“The Foundation”) submits the following proposal for a lease agreement of the Highland Park Golf Course. On behalf of the Highland Park Golf Foundation, Troon will provide complete turn-key management of HPGC including, golf operations, food and beverage, golf course maintenance, marketing and promotion, general and administrative functions, operating and capital budgeting, employee hiring and training, financial management, accounting services to include accounts payable and reporting.

Proposed Term: Thirty (30) year lease

Structure: Highland Golf Park Foundation shall remain solely responsible for all obligations of the agreement and the City shall have full recourse to the Foundation for any liabilities caused by The Foundation or Troon. Troon or an affiliate of Troon will employ all staff at HPGC in relation to Troon’s scope. Club-level financial statements will be prepared by Troon and will coordinate with the Foundation as well as the City’s accounting interface.

Operation: Troon shall operate the golf course on behalf of the Highland Park Golf Foundation pursuant to an annual budget, marketing and operations plan agreed to and approved by the Foundation and the City. All rates, fees, and expenses shall be defined in advance as part of the budget process. Troon shall not deviate from this plan without the City’s and Foundation’s consent. All expenses of operating the golf course shall be the responsibility of the Foundation. All employees at HPGC shall be Troon employees and will work exclusively for the benefit of HPGC. All employee costs shall be part of the operating expense of HPGC. Troon will retain exclusive right to hire and terminate employees.

Troon Oversight: Troon’s operation of HPGC will be directed and overseen by Regional Operations as well as additional support from personnel based at Troon offices in Chicago, IL, Scottsdale, AZ and Reston, VA.

Liquor License: On behalf of the Highland Park Golf Foundation, Troon will hold the liquor license for HPGC under Troon’s F&B Liquor License sub-entity.

Carts: Highland Park Golf Foundation has shown the golf carts for HPGC as an annual lease payment in the pro forma

**Maintenance
Equipment:**

Troon will assist the Highland Park Golf Foundation in procurement of maintenance equipment for the operation of HPGC.



California Golf Course, Cincinnati, OH

ATTACHMENTS

ATTACHMENTS

1. Letter of Recommendation – Evans Scholars & The Clubhouse Cleveland
2. Signed Affidavit
3. Signed Non-Competitive Bid Statement
4. Signed Cleveland Area Business Code - Equal Opportunity Clause
 - a. Please be aware that we have signed this documentation as it was required for submitting a proposal. The Foundation has yet to contact or hire subcontractors for any work at Highland Park Golf Course. When awarded the bid and a plan has been mutually agreed upon by both the City and the Foundation, the Foundation will resubmit this documentation to ensure that we meet and surpass any and all requirements set forth by the City of Cleveland.



Western Golf Association Evans Scholars Foundation

Dear,

Susanne DeGennaro
Acting Commissioner of Real Estate

Mayor's office of Capital Projects
City of Cleveland

Western Golf Association is pleased to support the development of a caddy program at Highland Park Golf Course and the Mission of the Highland Park Golf Foundation. There are currently over 1,000 deserving students attending college on a full tuition/full housing scholarship. The mission of the Evans Scholar Foundation is:

At the Western Golf Association/Evans Scholars Foundation, we change lives — on golf courses, in classrooms, and in communities. Our world-class amateur and professional golf events enable us to provide deserving caddies with transformational college educational experiences that go well beyond full tuition and housing scholarships. In doing so, we prepare young people to become leaders who give back so that others may follow.

Should Highland Park Golf Foundation be awarded the bid for Highland Park, we have all the resources and personnel to help initiate a successful caddy program.

We also have several directors, including board member Patrick Hawkins, that reside in the Cleveland area ready to assist.

For more information visit www.wgaesf.org

Sincerely

Patrick Hawkins

Patrick Hawkins
Director WGA

October 21, 2022

Ms. Susanne DeGennaro
Acting Commissioner of Real Estate
Mayor's Office of Capital Projects
City of Cleveland



Dear Ms. DeGennaro,

Please accept this letter in support of the RFP proposal from the Highland Park Golf Foundation. I have been a PGA Professional in Cleveland for the past 9 years and am passionate about the restoration of historic Highland Park. I believe the plan laid out by the Foundation is best suited to meet the needs of the local golf community and selecting Highland Park Golf Foundation would be a tremendous win for all golfers in Northeast Ohio. The Foundation's plan would enhance the experience for players who frequent Highland Park while also giving back to the local community.

Should you have any questions or need any further elaboration, please feel free to contact me.

Sincerely,

Drew Pierson, PGA
Co-Owner/Director of Instruction
The Clubhouse Cleveland
23800 Commerce Park
Beachwood, OH 44122
(216) 233-9954
drew@theclubhousecle.com



AFFIDAVIT

October 19,2022

To whom this may concern,

Highland Park Golf Foundation states that neither it or its agents, nor any other party acting for it has paid or agreed to pay, directly or indirectly, any person, firm or corporation any money or valuable consideration for assistance in procuring or attempting to procure the contract proposed to result from its proposal. And further agreeing that no such money or reward will be paid.

Sincerely,



Robert C. Flesher
President
Highland Park Golf Foundation

**NON-COMPETITIVE BID CONTRACT
STATEMENT FOR CALENDAR YEAR 2022
(ALL DEPARTMENTS/OFFICES)**

This statement, properly executed and containing all required information must be completed. **IF YOU FAIL TO COMPLY, YOUR PROPOSAL WILL NOT BE CONSIDERED.**

Entity Name: Highland Park Golf foundation
Entity's Mailing Address: 8616 Euclid Charles Rd.
Kirtland, Ohio 44094

COMPLETE SECTION I, II, OR III BELOW, WHICHEVER IS APPROPRIATE, AND SECTION IV.

NOTE: For purposes of this Statement, the "Mayor" and "Mayor's Committee" means Justin Bibb, the Neighbors for Justin Bibb Committee, or any similar campaign committee of Justin Bibb, respectively.

SECTION I. TO BE COMPLETED BY NON-PROFIT CORPORATIONS AND GOVERNMENTAL ENTITIES.

If you are recognized by the IRS as a non-profit corporation or are a governmental entity, mark the appropriate designation below and proceed to the indicated section(s).

- NON-PROFIT CORPORATION **GO TO SECTIONS III and IV.**
 GOVERNMENTAL ENTITY **GO TO SECTION IV.**

SECTION II. TO BE COMPLETED BY INDIVIDUALS, SOLE PROPRIETORSHIPS, PARTNERSHIPS, INCORPORATED PROFESSIONAL ASSOCIATIONS, UNINCORPORATED ASSOCIATIONS, ESTATES AND TRUSTS.

The above-named entity is a (Please mark appropriate designation):

- | | |
|--|--|
| <input type="checkbox"/> SOLE PROPRIETORSHIP | <input type="checkbox"/> TRUST |
| <input type="checkbox"/> INCORPORATED PROFESSIONAL ASSOCIATION | <input type="checkbox"/> ESTATE |
| <input type="checkbox"/> UNINCORPORATED ASSOCIATION | <input type="checkbox"/> PARTNERSHIP |
| <input type="checkbox"/> LIMITED LIABILITY COMPANY | <input type="checkbox"/> JOINT VENTURE |

For purposes of Section II, a "principal" means an individual, an owner, a partner, a shareholder, a member, an administrator, an executor or trustee connected with the above-named entity, or the spouse of any of them.

PLEASE READ PARAGRAPHS (A) and (B) and mark the appropriate paragraph. If paragraph (B) is checked, the City of Cleveland is prohibited by Section 3517.13 of the Revised Code from awarding a non-competitively bid contract over \$500.00 to the entity during calendar year 2022 unless Council makes a direct award.

- (A) NO ONE PRINCIPAL of the above named entity made one or more contributions to the Mayor or the Mayor's Committee between January 1, 2020 and December 31, 2021 that totaled in excess of \$1,000.00 per individual. (This paragraph also applies if no principal of the above-named entity made any contributions to the Mayor or the Mayor's Committee).
- (B) ONE OR MORE PRINCIPALS of the above named entity made, as individual(s), one or more contributions to the Mayor or the Mayor's Committee between January 1, 2020 and December 31, 2021 that totaled in excess of \$1,000.00.

SECTION III. TO BE COMPLETED BY NON- PROFIT AND FOR-PROFIT CORPORATIONS AND BUSINESS TRUSTS.

X NON-PROFIT CORPORATION _____ FOR-PROFIT CORPORATION
_____ BUSINESS TRUST (OTHER THAN INCORPORATED PROFESSIONAL ASSOCIATIONS)

For purposes of Section III, a "principal" means an individual or an entity owning more than 20% of the corporation or business trust or the spouse of any such individual.

PLEASE READ PARAGRAPHS (A) (B) (C) and (D) and mark the appropriate paragraph. If paragraph (C) is checked, the City of Cleveland is prohibited by Section 3517.13 of the Revised Code from awarding a non-competitively bid contract over \$500.00 to the entity during calendar year 2022 unless Council makes a direct award. If paragraph (D) is checked, the City of Cleveland is prohibited by Section 3599.03 from awarding a contract to the non-profit corporation.

- _____ (A) NO INDIVIDUAL or entity owned more than 20% of the corporation or business trust between January 1, 2020 and December 31, 2021.
- _____ (B) NO PRINCIPAL of the above named entity made, as an individual, one or more contributions to the Mayor or the Mayor's Committee between January 1, 2020 and December 31, 2021 that totaled in excess of \$1,000.00. (This paragraph also applies if no principal of the above-named entity made any contributions to the Mayor or the Mayor's Committee).
- _____ (C) ONE OR MORE PRINCIPALS of the above named entity made one or more contributions to the Mayor or the Mayor's Committee between January 1, 2020 and December 31, 2021 that totaled in excess of \$1,000.00 individual.
- _____ (D) FUNDS OF THE NON-PROFIT CORPORATION were contributed to the Mayor or the Mayor's Committee at any time.

GO TO SECTION IV.

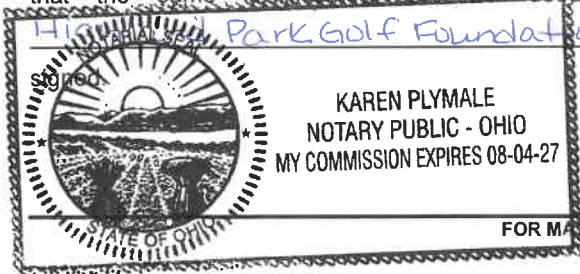
SECTION IV. TO BE COMPLETED BY ALL ENTITIES.

I do hereby state that I have legal authority to complete this statement on behalf of the above-named entity and to the best of my knowledge and belief the answers herein are true and complete.

Print Name Robert C. Flesher Print Title President
Signature [Signature] Date 10-19-22
Telephone No. (440) 343-4139
(Area Code)

STATE OF Ohio)
COUNTY OF Lake) SS:

Before me, a Notary Public in and for said County and State, personally appeared the above-named Robert C. Flesher, who acknowledged that (he/she) did sign the foregoing statement and that the same is ~~(his/her) free act and deed~~, personally and as duly authorized representative of Higdon Park Golf Foundation, and the free act and deed of the entity on whose behalf (he/she)



Notary Public [Signature]
Date 10-19-2022

FOR MAYOR'S OFFICE USE ONLY

_____ ELIGIBLE _____
_____ INELIGIBLE _____
DATE _____

City of Cleveland - Office of Equal Opportunity
SCHEDULE 1: PROJECT CONTACT INFORMATION FORM



Project Name:	For Operations, Management & Revitalization of
Bidder/Proposer Name:	Highland Park Golf Course ↘ Highland Park Golf Foundation

Part I: Bidder Information

Contractor's Full Legal Name: Highland Park Golf Foundation						
Contractor's Address: 8616 Euclid Chardon Rd				Federal Tax ID Number (EIN):		
City: Kirtland				State and Zip: Ohio 44094		
Contractor's Principal Officer Name: Robert C. Fleisher				Phone Number: 440-343-4139		
Contractor's Main Email Address: bobf@mrexecavator.com						
Contractor's Authorized OEO Representative Name:				Phone Number: 6		
Authorized OEO Representative Email Address:						
Are you Certified with the Office of Equal Opportunity? Check all that apply:	<input type="checkbox"/> CSB	<input type="checkbox"/> MBE	<input type="checkbox"/> FBE	<input type="checkbox"/> SUBE	<input type="checkbox"/> LPE	<input type="checkbox"/> SFP

Signature: Date: 10/20/2022
 Bidder/Proposer Representative:
President
 Title:



City of Cleveland - Office of Equal Opportunity
SCHEDULE 2: Certified MBE/FBE/CSB Subcontractor Participation Commitment

Project Name:	for operations, management and revitalization of Highland Park Golf Course
Bidder/Proposer Name:	Highland Park Golf Foundation

The subcontractor listed below is intended to fulfill the Minority-owned Business Enterprise (MBE), Female-owned Business Enterprise (FBE) and/or Cleveland-Area Small Business (CSB) participation goals established for this bid. Eligible subcontractors must be certified by the City of Cleveland Office of Equal Opportunity (OEO), both generally and for the specific type of work or supply furnished for the contract. The appropriate NAICS code should be included for the type of work listed below, or the bidder may not receive credit for the subcontractor's participation on the contract. **NOTE: Material Suppliers (not manufacturers) will receive credit for 60% of the value listed for its material supply subcontract amount in Part 4.**

Subcontractor:
Address:
City, State, Zip:
OEO Compliance Contact:
Contact Email Address:
Contact Phone:
OEO Certification: CSB <input type="checkbox"/> MBE <input type="checkbox"/> FBE <input type="checkbox"/>
Federal Tax ID#/EIN:

Part 1: Contract Spec Item #	Part 2: NAICS Code	Part 3: Type of Work Performed and/or Materials Supplied	Part 4: Subcontract Amount
			\$
			\$
			\$
		TOTAL	\$

The Bidder **may not substitute subcontractors** between the submission of bids and award of the contract. After the contract is awarded, the Bidder may not substitute or shift subcontractors without written approval of the Director of OEO.

The undersigned subcontractor is confirming that it is certified as a MBE, FBE, and/or CSB firm with the Office of Equal Opportunity, and is certified in the appropriate category, defined by NAICS codes, to provide the goods or services listed above. Both undersigned parties agree that, if awarded a contract, they will enter into a written agreement confirming the intentions documented above.

RE-SUBCONTRACTING

The undersigned prospective subcontractor will re-subcontract work on this contract:

- Yes** If Yes, the subcontractor must complete additional Schedule 2 and/or Schedule 3 forms documenting the resubcontracting of work to certified and/or non-certified subcontractors. Failure to do so will be considered a lack of good faith effort to meet the MBE, FBE, and/or CSB subcontracting goals for this bid.
- No**

Authorized Bidder Representative:	Robert C. Fletcher		
Signature:		Date:	10/20/22

Authorized Subcontractor Representative:			
Signature:		Date:	



City of Cleveland - Office of Equal Opportunity
SCHEDULE 3: Schedule of Subcontractor Participation

Project Name:	<i>For the operations, management and maintenance of Highland Park Golf Course</i>
Bidder/Proposer Name:	<i>Highland Park Golf Foundation</i>

List ALL PROSPECTIVE NON-CERTIFIED SUBCONTRACTORS and/or SUBCONSULTANTS expected to participate on this contract.

Subcontractor:	Part 1: SPEC ITEM #	Part 2: TYPE OF WORK OR MATERIALS/SUPPLIES	Part 3: SUBCONTRACT AMOUNT
Address:			\$
City, State, Zip:			\$
Contact Email Address:			\$
Contact Phone:			\$
Federal Tax ID#/EIN:	TOTAL		\$
Subcontractor:	Part 1: SPEC ITEM #	Part 2: TYPE OF WORK OR MATERIALS/SUPPLIES	Part 3: SUBCONTRACT AMOUNT
Address:			\$
City, State, Zip:			\$
Contact Email Address:			\$
Contact Phone:			\$
Federal Tax ID#/EIN:	TOTAL		\$
Subcontractor:	Part 1: SPEC ITEM #	Part 2: TYPE OF WORK OR MATERIALS/SUPPLIES	Part 3: SUBCONTRACT AMOUNT
Address:			\$
City, State, Zip:			\$
Contact Email Address:			\$
Contact Phone:			\$
Federal Tax ID#/EIN:	TOTAL		\$
Subcontractor:	Part 1: SPEC ITEM #	Part 2: TYPE OF WORK OR MATERIALS/SUPPLIES	Part 3: SUBCONTRACT AMOUNT
Address:			\$
City, State, Zip:			\$
Contact Email Address:			\$
Contact Phone:			\$
Federal Tax ID#/EIN:	TOTAL		\$



**City of Cleveland - Office of Equal Opportunity
 SCHEDULE 4: CSB/MBE/FBE SUBCONTRACTOR
 UNAVAILABILITY/IMPRACTICALITY CERTIFICATION**

Project Name:	<i>For the operation, management and revitalization of Highland Park Golf Course</i>
Bidder/Proposer Name:	<i>Highland Park Golf Foundation</i>

Note: Prime contractors are expected to make a good faith effort to utilize CSBs, MBEs and FBEs as subcontractors whenever there are CSB, MBE and/or FBE participation goals established in the bid specifications. There may be instances, however, where Prime Contractors will not be able to achieve the CSB, MBE and/or FBE participation goals for a particular contract. This Schedule 4 allows Prime Contractors to demonstrate their good faith efforts in identifying and soliciting CSBs, MBEs and FBEs to work on the contract. If the subcontracting goals for this contract are not met, failure to complete this schedule fully and completely may impact the evaluation of this bid or proposal.

Section A:

Please check one of the following:

- 1. Prime Contractor has submitted Schedules 1 and 2 indicating CSB/MBE/FBE Subcontractor participation **MEETING OR EXCEEDING** the goals set forth in the bid documents.
- 2. Prime contractor has submitted Schedules 1 and 2 indicating CSB/MBE/FBE Subcontractor participation that **DOES NOT MEET** the goals set forth in the bid documents.

If Box 1 is checked, no further documentation is necessary. Where Box 2 is checked, the Prime Contractor must provide a detailed explanation in Section B.

Section B:

If you checked Box 2 on Section A, you must check one of the following:

The Prime Contractor **did not meet** the CSB, MBE and/or FBE subcontractor participation goals for this contract because:

- 1. The Prime Contractor has made an honest, purposeful attempt to solicit CSB, MBE and/or FBE subcontractor participation, but was unable to find subcontractors to perform the work for the reasons noted below. **Please use the unavailability letter codes found on the following page.**

CONTACTED CONTRACTOR	PROPOSED WORK/SUPPLIES	REASON FOR UNAVAILABILITY	DATE OF CONTACT	DATE RESPONSE RECEIVED
1.				
2.				
3.				
4.				

- 2. The Prime Contractor made an honest, purposeful attempt to solicit CSB, MBE and/or FBE subcontractor participation, but due to the nature of the work, service, or product contracted, additional subcontracting with CSBs, MBEs or FBEs is either impossible or impractical. The Prime Contractor has provided a **detailed explanation** of the nature of the work and the reasons that additional subcontracting is not possible **on a separate attached page.**

Authorized Representative:	<i>Robert C. Fleisher</i>		
Signature:	<i>Robert C. Fleisher</i>	Date:	<i>10/20/22</i>

SCHEDULE 4
CSB/MBE/FBE SUBCONTRACTOR UNAVAILABILITY/IMPRACTICALITY
CERTIFICATION

REASONS FOR **CSB/MBE/FBE** SUBCONTRACTOR UNAVAILABILITY

Instructions:

You may insert in Schedule 4, under the column Reasons for Unavailability, all letters identifying the reason why each prospective subcontractor listed on Schedule 4 was unable to prepare a bid or unavailable to participate on the City contract for which you are bidding.

Example Reasons for Unavailability

- A. Subcontractor did not respond to the Bidder's request for a quotation.
- B. Subcontractor responded to the Bidder's request but not as to the type of work or supplies for which requested.
- C. Subcontractor does not perform the specific work or furnish the specific supplies the Bidder requested, as part of the type(s) of work or supplies for which OEO has certified it as a CSB/MBE/FBE.
- D. Subcontractor is unavailable because its workforce is or will be fully employed on other work during time of contract performance.
- E. Subcontractor stated it had insufficient time or information on which to prepare a bid. F. Subcontractor's bid price(s) were too high to be competitive (Explain in detail).
- G. Other. (Explain in detail)