

**BILLY CASPER
G O L F**

**Response to
City of Rockville
For
Golf Course Operations and Management
Of
RedGate Golf Course**

RFI #: 36-10

March, 2010

Billy Casper Golf
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**BILLY CASPER
G O L F**

March 19, 2010

Eileen Morris
City of Rockville
Purchasing Division
111 Maryland Avenue
Rockville, MD 20850

RE: Request for Information # 36-10 - Redgate Golf Course: Golf Course Operations and Management

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

BCG is very interested in the opportunity to respond, should the City decide to move forward with the issuance of a Request for Proposal.

Please feel free to contact me at (703) 891-3387 in our Corporate Office should you have any questions or comments.

Sincerely,

Mike Cutler, VP, Business Development

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A. COMPANY OVERVIEW

Name of Party: Billy Casper Golf, LLC

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

Telephone: 703.761.1444

Fax: 703.893.3504

Federal Tax ID: 86-1092316

Date of incorporation: December 2003

State of incorporation: Virginia

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

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

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



COMPANY PROFILE

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



Headquartered in Northern Virginia, the firm maintains regional offices across the U.S., giving BCG a corporate presence in California, Florida, Hawaii, Illinois, New York, New Jersey, Ohio, Tennessee, Texas, and Virginia. We currently manage the agronomic programs for **25 golf facilities in the Mid Atlantic region**, ten (10) of which are located in the Washington Metropolitan Area, providing us with the experience to provide RGC with the best service and conditions possible.

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

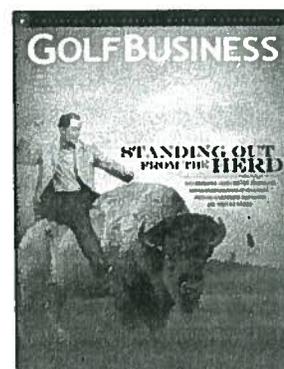
BCG has **significant experience and a successful track record** in the construction, renovation and operation of golf facilities, including upscale properties, municipally-owned courses, multi-course portfolios, and all sizes and types of golf courses – 9, 18, 27, and 36 holes – public, daily-fee, semi-private, private, practice, and resort.

Currently, BCG **manages more than 100 facilities in 25 states**, the District of Columbia, and Costa Rica. Combined, these facilities host in excess of **3.7 million rounds of golf** annually (approximately 8,500 per day), played by more than **500,000 customers** who are treated to a fun and enjoyable golf experience by our team of about **4,500 + employees**. More than seventy (70) of these facilities are municipally owned.

Selected Accolades

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

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



BCG's PHILOSOPHY

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

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

My positive attitude is my responsibility.

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

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

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

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

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

Using this philosophy, **BCG delivers the results** our clients expect and deserve. We are fully committed to partnering with our clients to improve the facilities, to grow rounds, revenue, service, and programming at RGC.

BCG'S FACILITIES

BCG manages more than 100 facilities throughout 25 states, the District of Columbia, and Costa Rica, including several multi-course portfolios, and all sized and types of golf courses – 9, 18, 27, and 36 holes – public, daily-fee, semi-private, private, practice, and resort. Unless otherwise noted, the golf facility is 18 holes. More information about any of our golf courses is available upon request.

The company is based in Northern Virginia. The Principals and Senior Staff all live and play golf in the Washington Metro area and are very familiar with RGC.

MID-ATLANTIC U.S.

Delaware

- Rock Manor Golf Course, Wilmington, DE (*public*)
- Delcastle Golf Club, Wilmington, DE (*public*)
- Porky Oliver Golf Course, Wilmington, DE (*public*)

District of Columbia

- Armed Forces Retirement Home Golf Course, Washington, DC (*public, 9*)

Maryland

- Anne Arundel County, MD
 - Compass Pointe Golf Course, Pasadena, MD (*public, 36*)
 - Eisenhower Golf Course, Crownsville, MD (*public*)
- P.B. Dye Golf Club, Ijamsville, MD (*daily-fee*)
- Rocky Gap Golf Resort, Cumberland, MD (*public resort*)

North Carolina

- Brook Valley Country Club, Greenville, NC (*semi-private*)

Pennsylvania

- Jack Frost National Golf Club, Blakeslee, PA (*daily-fee*)
- Lederach Golf Club, Lederach Township, PA (*public*)
- City of Philadelphia, PA
 - Cobbs Creek Olde/Karakung Golf Course, Philadelphia, PA (*public, 36*)
 - F.D.R. Golf Club, Philadelphia, PA (*public*)
 - John F. Byrne Golf Club, Philadelphia, PA (*public*)
 - City Line Sports Center, Philadelphia, PA (*public*)

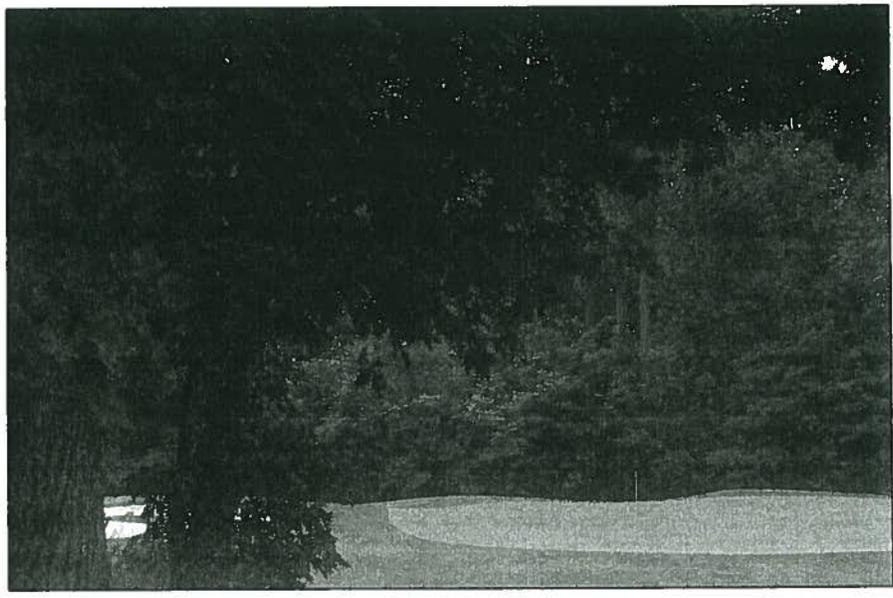
Virginia

- Bay Creek Resort and Club, Cape Charles, VA (*semi-private*)
- Botetourt Country Club, Fincastle, VA (*private*)
- Ocean View Golf Course, City of Norfolk, VA (*public*)
- The Osprey's Golf Club, Woodbridge, VA (*daily-fee*)
- Reston National Golf Course, Reston, VA (*daily-fee*)
- Stoneleigh Golf Club, Round Hills, VA (*private*)
- Virginia Oaks Golf Club, Gainesville, VA (*semi-private*)
- 1757 Golf Club, Dulles VA (*daily-fee*)
- Heritage Hunt Golf & Country Club, Gainesville, VA (*private*)
- Westham Golf Course, Richmond, VA (*daily-fee*)

SELECT BCG MUNICIPAL GOLF COURSES OUTSIDE THE MID ATLANTIC REGION

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

- Forest Preserve District of Cook County, Illinois (12 courses), 2002, Lease
- City of Chicago, Illinois (6 courses, 1 driving range), 2008, Management
- Cincinnati Recreation Commission, Ohio (7 courses), 2003, Hybrid-Lease
- City of Philadelphia, Pennsylvania (4 courses, 1 driving range), 2007, Hybrid-Lease
- Westchester County, New York (3 courses), 2004, Hybrid-Lease
- City of Tulsa, Oklahoma (2 courses), 2007, Management
- City of Knoxville, Tennessee (2 courses), 2006, Management
- City of Jacksonville, Florida, 2005, Hybrid-Lease
- Town of Falmouth, Massachusetts, 2005, Hybrid-Lease
- City of Rome, Georgia, 2004, Management
- Evesham Township, New Jersey, 2004, Management
- Lower Salford Township, New Jersey, 2004, Management
- Town of Wintonbury, Connecticut, 2003, Management
- City of Springfield, Tennessee, 2001, Management
- Borough of High Bridge, New Jersey, 1998, Management
- City of Oak Ridge, Tennessee, 1997, Management



Eisenhower Golf Course, Crownsville, MD

B. MANAGEMENT SERVICES

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

Comprehensive and Detailed Operating and Business Plan:

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

Operations - Ensuring Results:

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

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

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

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

Staffing (Recruitment, Training and Development):

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

Establishing and Leveraging Market Position to increase Share of Wallet:

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

Publicity and Media Relations:

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

Customer Service and Quality Assurance:

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

Maintaining Superior Golf Course Conditions:

- BCG maintains multiple award winning designs, mid-level golf clubs and neighborhood golf courses, all with one item in common; each course consistently exceeds customer's expectations, our expectation for RGC as well.

Experience in Renovation, Course Construction and Vertical Structures:

- BCG has **developed, grown-in, and/or opened** 24 facilities, and currently directs the development of 2 facilities. The firm has established strong business relationships with golf course architects and builders while managing numerous renovation and restoration projects throughout the portfolio.

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

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



Royce Brook Golf Club, NJ

GOLF OPERATIONS

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

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



BCG will provide **customer assistance through starters and marshals** on the course and, when and where appropriate, bag and cart attendants at check-in and completion of the round. BCG will manage a **Pace of Play program** to maintain accurate starting times, maximize golf course utilization, and maximize enjoyment of the all golfers. The course's pace of play will be accurately measured and communicated to all golfers at the time of play. All golf shop staff, starters, marshals, mobile concession attendants, and maintenance staff will be trained on this program and work closely together on its successful implementation.

RedGate Tournament Players Club

BCG will continue to promote and grow the popular **RedGate Tournament Players Club**. This successful series of competitive events has established a strong reputation and gained an avid following from both Rockville residents and players throughout the metro area. BCG will encourage membership growth and tournament participation.

League Play

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

Tournaments & Outings

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



An **experienced, sales-oriented individual** employed at the course will utilize BCG's established proven system of prospecting, sales closing,

and sales fulfillment to acquire and retain events. BCG will create and implement online, telephone, printed, and in-person sales programs; sales collateral; lead tracking programs; and sales presentations for RGC.

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

Special Events

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

FOOD AND BEVERAGE OPERATIONS

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

Annual Buying Plans

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

Operations

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



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

Menus

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

RETAIL MERCHANDISING

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

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



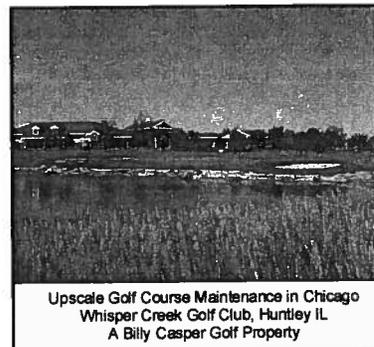
BCG's **National Account partners will provide lower pricing, extended terms, free or discounted fixtures and furnishings, and access to special close-out merchandise.** Existing retail partners with which BCG has national accounts include Nike, Cutter & Buck, Ahead Headwear, Sunderland, Titleist/Footjoy, Wilson, Callaway, Bridgestone and Taylor Made, among others.

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

AGRONOMIC OVERVIEW

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

With our golf courses extending from the tropical Islands of Hawaii to the Atlantic's Cape Cod, from the forests of the Pacific Northwest to the deserts of California, and from America's heartland into the Deep South, our Agronomic Teams face a wide range of course conditions year-round. Each **GCSAA-certified Superintendent** uses a unique blend of scientific and practical agronomic knowledge compiled with years of hands-on experience to deliver superlative playing surfaces amid beautiful settings.



We are **committed to achieving agronomic excellence** by utilizing and improving upon reliable, proven techniques. Our approach encourages the use of nature-friendly compounds and prudent chemical applications to achieve turf health at the most reasonable cost, while ensuring our golf courses remain sanctuaries for native plants and wildlife. In fact, **every BCG-managed golf course registers with the Audubon International Cooperative Sanctuary Program** - our way of ensuring that each course contributes to the health of its community.

BCG's agronomic services include:

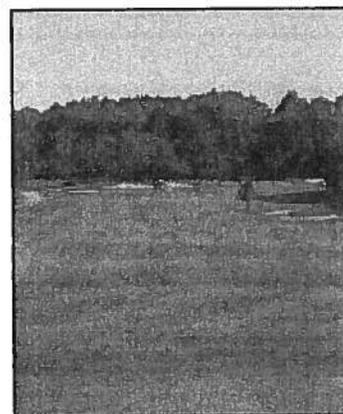
- Agronomic Planning
- Environmental Planning
- Turfgrass Science
- Pest Management
- Turfgrass Maintenance
- Water and Irrigation Technologies
- Equipment Maintenance and Repair
- Course Renovation Projects
- Environmental Compliance
- Facilities Maintenance

The agronomic and course conditioning plan for RGC will focus on both short-term and long-term goals. The plan was developed to provide the desired playing conditions of management within the given fiscal guidelines. The primary goals are to preserve and improve the quality of the product.

BCG maintains its managed golf courses in a manner consistent with the **quality expected of a first-class public-access golf course**. Under the guidance of BCG's Regional Superintendents, the firm develops and implements an **Annual Golf Course Maintenance Plan**. The Plan will exceed the maintenance standards established by the client and BCG, as well as the course conditions expected by our customers.

Turf Management

BCG will implement a course-specific Maintenance Program for the care and maintenance of the golf course. The program will **exceed** the Minimum Maintenance Standards established by BCG, the client, and the agronomic practice, procedure, and program guidelines established by the United States Golf Association (USGA) and the GCSAA. BCG's approach



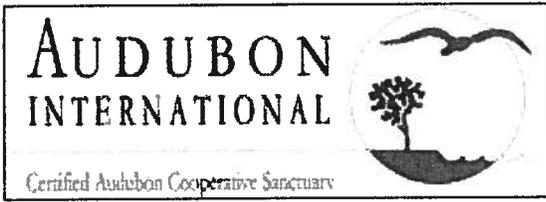
to maintaining the golf course will emphasize the quality of course conditions, attention to detail throughout the properties, efficiency in staffing, and full compliance with all environmental regulations.

Equipment and Systems

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



Audubon Certification



Each BCG-managed course is registered and committed to attaining **Audubon Cooperative Sanctuary Certification**. Achieving certification is quite an honor recognizing the agronomic team for protecting the environment and preserving the natural heritage of golf. In order to attain certification from the conservation group **Audubon International**, BCG superintendents

successfully maintain sound environmental practices in six key areas:

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

Support

BCG's Regional Superintendent is based in Northern Virginia and will provide local support to the RGC superintendent and maintenance staff. Periodic visits incorporate the generation of a *Site Summary Report* which includes detailed narrative describing current agronomic practices and conditions, action plans and resource requirements. This level of support and oversight ensures the desired product is produced for the client and guests at all of our managed golf courses.

Conclusion

BCG has the resources and staff to provide the level of golf course maintenance desired at RGC. We currently manage the agronomic programs for twenty five (25) golf facilities in the Mid Atlantic region, ten (10) of which are located in the Washington Metropolitan Area, providing us with the experience to provide RGC with the best service and conditions possible. **Regional agronomic support is based in Northern Virginia**. The BCG Agronomic team is unparalleled in the industry and provides the expertise and resources regardless of quality, size and type of each golf course to support the superintendents on a local level.

C. FINANCIAL STATUS

BCG possesses and **can demonstrate the financial ability** to meet the terms of the proposed Agreement. BCG is a closely-held business that was founded in 1989 by its current Chairman, Peter Hill and Vice Chairman, Bob Morris. The firm recognizes the importance of demonstrating a secure and meaningful financial standing with its clients and creditors. BCG has consistently been able to satisfy the requirements of its numerous government clients and will continue to do so in the future. BCG's assets exceed \$22 million and its working capital exceeds \$4 million.

BCG will provide the City with supplemental financial information, if needed, at a later stage of the selection process.

D. PROPOSED APPROACH

RGC is in a similar predicament to numerous other golf courses prior to BCG's involvement; experiencing stagnant revenues and increasing expenses; BCG's strategic plan provides immediate financial improvement. The **execution of innovative marketing and effective operating strategies** will increase the revenues and rounds of the facility. The RGC deserves more than a caretaker. Our action plan to break the vicious cycle of stagnant rounds and revenues and continue to provide and improve on the current high-quality and affordable facility for residents of Rockville include addressing the following areas; **(1) Targeted marketing to local City residents, (2) Aggressive promotion of the food & beverage facility and the opportunities it offers, (3) Instill a culture of revenue generating managers and customer-centric staff, (4) Right-sizing of expense model to improve upon costs controls and (5) Attention to detail.**

BCG is the expert and the industry-leader in these operational skills. BCG's corporate initiatives include **ACE™, our proprietary employee training program**, independent **mystery shopping**, customer surveys, risk assessments, and direct regional oversight of each property. The direct oversight by our professional team ensures that **each department is "right-sized"** on expenses, **integrity and market position is uncompromised**, and **profitability is maximized**.

Comparable Experience – BCG has successfully operated under various structure and term similar municipal golf courses in urban settings to include the Forest Preserve of **Cook County, IL**, City of Chicago, City of **Cincinnati, OH**, **City of Jacksonville, FL**, **City of Knoxville, TN** and **City of Tulsa, OK**. We are experts at operating daily fee golf facilities, and consistently improving the physical elements, service levels, and financial performance of our golf courses, regardless of their market position.

BCG's action plan to improve presentation, performance, and financial results (regardless of deal structure and term outlined in the pricing proposal) are as follows;

Focal Points at RGC

Marketing

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

- **Our Advanced Technology:** BCG is at the forefront of the Golf Industry with respect to the implementation of "State of the art" technology. The firm has established a strategic business partnership with EZ Links to develop a customized point of sale system and electronic tee sheet as well as a 24/7 tee time reservation system. These systems provide easy access and convenience for the customer as well as a source of data collection for management.
- **Guest Acquisition:** Initially, a strong message about the change in management will be critical in driving rounds of golf towards RGC. Further, BCG will develop and implement a targeted advertising campaign and aggressive marketing plan to attract the attention and interests of the local

community and to penetrate the immediate market with value oriented messaging during non peak times to Rockville Residents.

- **Guest Retention:** BCG will utilize proven database management systems to track guest reservations, playing, and spending history; develop programs and offers that best meet the expressed needs of those guests; and utilize direct marketing techniques to communicate individually with them.
- **Guest Loyalty:** BCG will attain loyal customers through the delivery of a golf or dining experience that is fun, enjoyable, and fulfills their expressed needs. The marketing focus is on the growth of the Customer Share of Wallet, programs specifically designed to increase the number of rounds played and the amount of spend during each customer visit.
- **Media Relations:** BCG will **publicize and manage media relations for RGC** utilizing the skills and resources of Buffalo Communications (BuffCom) our in-house public relations firm. BuffCom will develop and implement, in concert with the Marketing Plan, a **local and regional publicity campaign** featuring RGC.

Course Conditions – The course conditions necessary to be competitive in the local golf market are as follows:

- Well-presented and well-landscaped club house area.
- Fairways well-defined and adequate turf for playability.
- Overall appearance being clean and crisp, and generally weed free.
- Greens in overall good condition, with mowing height providing good putting surface.
- Bunkers raked, well-defined, and edged.
- Golf course structures clean in appearance and well-maintained.
- Amenities such as tee signs, and benches, etc, well-manicured and appointed with landscaping.
- Tees with enough acreage, and turf coverage.
- Roughs well-maintained with turf coverage, relatively weed free, and mown.
- Green surrounds aesthetically pleasing with mowing patterns differentiating collars, approaches and surrounds, and utilized to highlight areas in and around green complexes.
- Uniform signage and yardage markers throughout facility.

The Customer Experience

BCG will hire and train a customer centric staff focused on meeting and exceeding the customer's expectations during their 'journey' at the facility. BCG has successfully transformed apathetic, bored staffs into motivated service providers through our proprietary professional customer service training program referred to as "ACE™". ACE™ training is an instructional and motivational tool implemented at all BCG managed facilities. The program teaches all staff members the importance of customer service by training them to be warm and welcoming and to anticipate the needs of each customer.

Culture

A culture shift will be the final piece in improving the profitability of RGC. The following cultures will be instilled in order to successfully compete in the increasing daily fee golf market: customer oriented staff, pro-active marketing, revenue generating managers, and a sense of ownership by all. These are the cultures that will immediately benefit RGC. With strong oversight and management, we will achieve immediate results for the City of Rockville, our business partner.

Attention to Detail

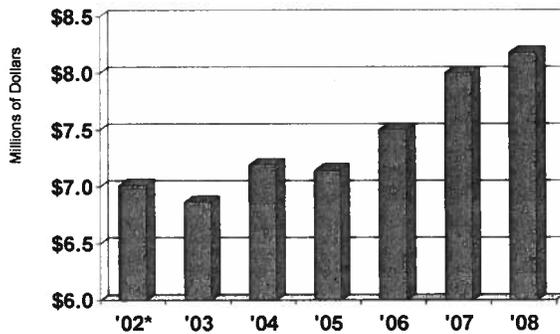
BCG consistently improves the physical elements, service levels, and financial performance of our golf courses regardless of their market position by focusing on the “details.” The direct oversight by our regional team based in Northern Virginia ensures that each department expenses are “right-sized”,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

Summary –Based on our experience and municipal proxies, BCG is confident that we will be able to dramatically improve financial results through modest increases in revenue and rounds, and allocation of funds spent on operations to maximize the ‘bang for the buck’ of each dollar and the ‘right-sizing’ of expenses. The increases in rounds and revenue are achievable by addressing course conditions to improve presentation and consistency, a customer-centric staff, revenue oriented managers, and a sense of ownership by all.

BCG demonstrates our sustained growth and immediate improvement in first year operations at municipal golf courses.



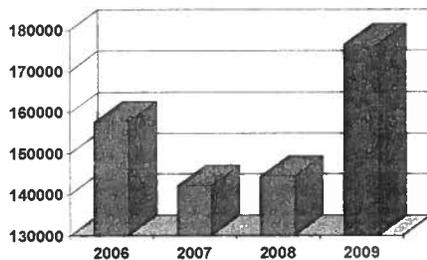
\$1 Million+ Growth in 6 Years



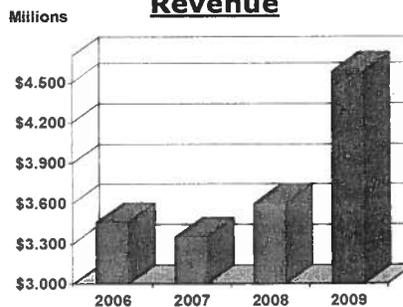
* Managed by another operator
Managed by BCG



Rounds



Revenue



Managed by another operator
* Managed by BCG

COMPARABLE EXAMPLES

BCG presents **examples of management experience** that uniquely qualify BCG to partner with the City of Rockville in the operation of RGC. These examples provide evidence of competency in:

- **Management** strategies to increase rounds and revenue
- Quickly starting-up/**transitioning** a golf course
- Achieving significant impact of **marketing** strategies
- Successful course **turn-arounds**
- Management of golf course **renovations**

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

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

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

Page Belcher and Mohawk Park Golf Courses

Location: Tulsa, Oklahoma
Size/Type: 36-Holes each
Annual Rounds: ~ 80,000 combined
Operated Since: 2008
Agreement: Management
Budget: Revenues ~ \$2.6 million
Responsibilities: Full-Service Management
Example: Transition & Revenue Growth



Billy Casper Golf has managed Page Belcher and Mohawk Park Golf Courses for the City of Tulsa since 2008. After several years of unsuccessful concession arrangements with local golf professionals, the City selected BCG to operate the courses. Prior to BCG's involvement, there was serious discussion that closing holes at the golf courses would be a viable solution for these money-losing recreational assets.

Both BCG and the City view the initial years of management as a huge success, with BCG delivering more than what was expected. Both rounds played and revenue has increased significantly, and BCG has provided nearly a million dollar improvement to the bottom-line for the City.



BCG's on-site management team, working closely with regional operations, marketing, and agronomic personnel, have enhanced course conditions, improved guest services, and right-sized spending – all while offering consistently-solid playing conditions and fun and enjoyable experiences.

According to the City Budget and Planning Manager, **“Through their (BCG) marketing efforts and improved course maintenance program, the number of rounds played at city courses in 2009 has increased by 45 percent over 2008 and this year the city golf course revenues are covering the courses’ operating cost for the first time in many years.”**

Rock Manor Golf Course

Location:	Wilmington, Delaware
Size/Type:	18 holes
Annual Rounds:	~ 43,000
Operated Since:	2006 (includes Construction and Grow in)
Agreement:	Lease
Budget:	Revenues ~ \$ 2.8 million
Responsibilities:	Full-Service Management, Construction Management
Example:	Construction & Renovation



This championship design by renowned golf-course architect Lester George was completely renovated by Billy Casper Golf over the course of a two year period. Working cooperatively with the Delaware Dept. of Transportation, the Dept. of Natural Resources and Environmental Control and the New Castle Conservation District, major renovations were accomplished. Rock Manor now boasts new tee boxes, bunkers and fairways in addition to a state-of-the-art irrigation system for top playing conditions all season. The natural topography was used to create a great playing experience for all golfers and a practice facility was incorporated into the course as well.

An original 1921 building was restored to retain the flavor of its original structure including the distinctive stone fireplace preserved as the Club's centerpiece. The grille room and separate pub provide comfortable dining for golfers and non-golfers alike. For golf tournaments, weddings and other social engagements, a new all-weather pavilion cements Rock Manor as a premium events destination.



Rock Manor's completely revamped practice area now features a 20,000 square-foot, natural- grass, lighted driving range; a putting green; chipping area and bunkers. An expansive golf- instruction program – led by Clark Gregory, Rock Manor's Director of Instruction – includes a partnership with The First Tee of Delaware for youth education programs promoting character development and life-enhancing values through golf.

Having completed the renovations, Billy Casper Golf is now directing all aspects of golf course and property maintenance, staffing and training, clubhouse operations (food and beverage, merchandising, etc.), golf instruction, marketing and public relations, special events and financial management.

Upon re-opening, the Mayor of Wilmington stated, **“Golfer’s response to the re-opening has been tremendous.” “It’s pleasing to deliver a top-notch clubhouse to the community, along with a golf course that is receiving rave reviews from golfers across the region.”**