



## Exhibit A

## Touchstone beefs up with muni deals

BY ROBERT VASILAK

Touchstone Golf has gotten off to a fast start in 2018, with acquisitions that may signal the direction of its immediate future.

Touchstone, ranked by Golf Inc. as the world's 17th-largest management company, began the new year by adding a pair of municipal properties to its portfolio: Lady Bird Johnson Municipal Golf Course in Fredericksburg, Texas and Blue Rock Springs Golf Course in Vallejo, Calif. They are the 11th and 12th municipal venues that Touchstone now operates and Steve Harker, the company's president, thinks there's more where they came from.

"We've seen a dramatic increase in the number of municipalities looking for professional management," said Harker, who began his career in golf with American Golf Corp. "There are numerous opportunities for companies like ours, and I see this trend continuing for three or four years."

Of course, Harker has never put all of his eggs into a single basket. Touchstone is a full-service firm that operates 37 private, daily-fee and municipal properties (a total of 41.5 18-hole equivalent courses), eight of them via leases. All but two of its properties are located west of the Mississippi River, the majority of them in California (17) and Texas (nine).

What the properties have in common is the financial condition they were in when Harker signed them. Since it was established, in 2005, Touchstone has sought out under-performers.

"Touchstone was built on turnaround assignments," said Harker, who described himself as "the turnaround guy" during his time at American Golf. "We're the folks you call when your property isn't doing well. It's a skill-set that's paid great dividends for us, because nowadays most courses need help."

Touchstone typically competes against



The clubhouse at Lady Bird Johnson Municipal GC, Fredericksburg, TX

KemperSports, Billy Casper Golf and several small and mid-sized regional companies, among them CourseCo and JC Resorts. Like its rivals, it offers a full slate of management services that it customizes to address a client's needs, combining what it calls "state-of-the-art technologies" with "good old-fashioned ingenuity" to create a "win-win environment."

What differentiates Touchstone, Harker said, is the emphasis it puts on marketing strategies that are tailored to the spirit of the times. Harker believes that the key to success in today's golf economy is "community engagement," so his properties reach out to golfers and non-golfers alike, and they promote their programming with all the social media at their disposal.

"Courses need to be the center of their com-

munities not just for golf but also for dining and social events," Harker said. "You have to invite people to come to your course. You have to create events for them. You have to create an environment that makes people want to visit and spend their money."

Over the near term, Harker intends to keep creating such environments in western states, preferably at courses that have never been professionally managed, as they offer the most potential upside. He's comfortable with being primarily an operator, even if it means having to constantly restock Touchstone's portfolio when contracts expire.

"Our goal is to grow by three or four properties a year, and we're actually getting five or six," he said. "We've been very fortunate."



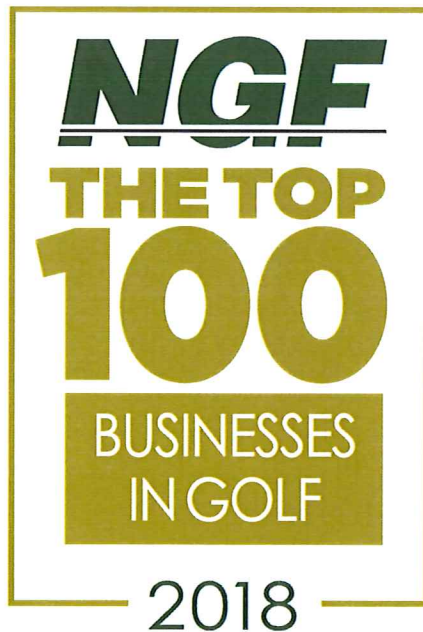
## Exhibit B

## The National Golf Foundation Announces NGF GOLF 100, the Inaugural List of the Top 100 Businesses in Golf

*NGF Recognizes and Celebrates the Leading Companies in the Golf Industry, from Acushnet to Yamaha*

**Jupiter, FL – January 16, 2018** – The National Golf Foundation (NGF), the only trade organization that works with every sector within the golf industry, today released its inaugural list of the Top 100 Businesses in Golf.

This biennial list recognizes the successful companies, organizations and associations that are of fundamental importance to both consumers and facilities involved in the game of golf. With eight different industry segments represented, the U.S.-centric NGF GOLF 100 offers comprehensive insight across all sectors including apparel and equipment companies, turf equipment and supply companies, course builders and management companies, as well as industry associations, media, retail and technology.



“The NGF GOLF 100 is intended to highlight the depth and vitality within the sport,” said Joe Beditz, President and CEO of NGF. “The diverse list of companies and organizations contains not only the well-known brands that golfers see on TV, but celebrates a host of other innovators and influencers throughout various business segments that contribute to golf’s almost \$70 billion impact on the economy.”

Eight distinct weighted criteria were taken into consideration when assessing individual companies and organizations for the NGF GOLF 100. Financial success was a key component based on an evaluation of annual revenue, overall growth rate and trajectory. Additionally, companies were assessed on their influence throughout the golf industry, their innovations, their prominence and leadership both within the sport and their category, and their contribution to the growth and vitality of the game.

The NGF GOLF 100 is not a ranking, instead grouping selected companies and organizations by sector. Created to give an overview of golf’s commercial breadth in the U.S., the list recognizes the broad array of businesses important to the game.

“Touchstone is honored to be among this very elite group of companies that make golf the great game and industry that it is,” notes Steve Harker, President & CEO of Touchstone. “We are especially proud to be one of the youngest companies in the group and only one of 10 management companies.”

The NGF GOLF 100 evolved from the NGF's expertise in research that includes market intelligence in the areas of golf participation, consumer behavior, course operations, facility development, travel, retail and consumer confidence. In addition, the NGF has its finger on the pulse of the golf industry through its consulting practice and continuous examination of golf supply, demand and trends that impact the golf businesses.

"As an organization that works closely with companies throughout the golf business, we have a unique perspective on category leadership and innovation," said NGF Chief Business Officer Greg Nathan. "Consulting and driving business success is part of our DNA. This is our way to recognize those who enhance golf courses and the experience for golfers."

The NGF GOLF 100 is available today at *The Q* ([www.thengfq.com](http://www.thengfq.com)), the organization's new communications platform focused on the business of golf.

The National Golf Foundation in 2019 plans to release an International list of the top businesses in golf that are based or do a majority of their business outside the U.S.

### **About the National Golf Foundation**

The National Golf Foundation, founded 1936, is driven by its mission to foster the growth and vitality of the game and business of golf. The NGF holds a unique position as the most trusted and preeminent provider of market research, marketing databases, business insights and programs that support every segment of the industry. For more information, please visit [www.ngf.org](http://www.ngf.org).

### **About Touchstone Golf**

Touchstone Golf, founded in 2006, is the nation's 10<sup>th</sup> largest golf course management company, overseeing 36 properties in 9 states. The company serves a diverse group of ownership groups including municipalities, private owners and financial institutions.

### **Media Contact**

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Executive Vice President

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## Exhibit C



# Mountain View Voice

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## Thank dog, city's golf course finally breaks even

New operator attracts more players, shoos geese and coots away

by Daniel DeBolt

At Shoreline Golf Links there are fewer geese causing a nuisance, the turf is in better shape than ever and the course has finally made a profit after several years of being deep in the red.

And part of the credit goes to a very enthusiastic border collie named Graeme.

The turnaround can largely be credited to Touchstone Golf, hired to run the city-owned course after its deficit in 2011 threatened to take away over \$1 million from funding for core city services, like the police department and the library.

Turning its first profit in many years, the course made \$30,000 in the fiscal year ending in June -- a big change from 2011-12, when it lost \$450,000. The year before that -- while the city was still operating the course -- there was a \$600,000 loss.

The operator has had to do more than cut costs -- aggressive marketing and improving the course itself have also been factors in breaking even and increasing the number of rounds played, company officials said. Touchstone already had some experience doing this, having successfully turned around Oakland's Lake Chabot course as well.

"The greenskeeper has done an enormous amount of work," said Touchstone's Robbie Gray as she showed off the course on a recent Friday afternoon.

The reputation of the course had suffered from a huge population of geese and coots attracted to its freshwater ponds. The large Canada geese were hard to miss, leaving droppings everywhere, but the American coots were worse. "They would actually eat chunks out of the greens," said greenskeeper Mark Wilson, who has spent hours repairing the turf. That's a challenge, given that the course is built over a clay landfill cap.

Graeme's canine enthusiasm can be credited with keeping the birds from continuing to damage the course's reputation. Six times a day, Wilson leads Graeme around the course in a golf cart while the dog happily scatters the birds, scaring them but never killing them.

"He's like every other dog, except he has a job," Wilson said.

Draining several freshwater ponds helped as well, along with putting up natural and artificial barriers around the edges of the remaining lakes to discourage the birds from coming in and out. A group of regular golfers also volunteer to shoo the birds away, Gray said.

The efforts have been effective. Community Services director J.P. De la Montaigne said there's an average of 250 geese on the course this year, down from 400 last year. Coots are down to 50 right now from 300 last year. That's a dramatic decrease from the 5,200 coots counted in 2008, and 800 geese counted in 2007.

"We hope the word is out among the flocks of coots that Shoreline Golf Links is not going to be the 5-star feeding ground that it has been for them," Gray said.

Thanks to the all the work, the course's reputation is improving, said Gray. Players are returning after years of playing elsewhere, saying, "We heard Shoreline's really good now," Gray said.

Among the ways Touchstone is promoting the course is a frequent player program to encourage regulars, and newspaper ads promoting events. Gray says there are four times more tournaments and events under Touchstone's management, including nighttime play corresponding with Shoreline Amphitheatre concerts so golfers can hear the show. There's a night golf event set for Oct. 18, complete with glowing golf balls and greens lined with glow sticks. On Oct. 25, the course is hosting a fundraiser and children's pajama drive for the Community Services Agency.





## Exhibit D



OPERATIONS  
&  
POLICIES  
MANUAL

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### Accounting Operations

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4. Payroll and Time Keeping
5. Month-end Closing Procedure
6. Personal Property Inventory

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4. Travel Policies
5. Lightning & Protection Systems (players must be called in ASAP)
6. First Aid/CPR, Defibrillators
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8. Operations Audit
9. Annual Safety Audit
10. Proprietary Information (may not be shared)
11. Fraud
12. Correspondence (email, voice mail, letters, staff meetings)
13. Performance Evaluations
14. Wage Increase Policy
15. Loss Reporting
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17. Security
18. Safety
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20. Golf Shop Opening / Closing Procedures

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2. Director of Sales Standards
3. Tournaments
  - a. Contracts
  - b. Deposit
  - c. Full payment
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    - i. Numbers needed for shotgun start

- ii. Times shotguns start
- 4. Catering event contracts, deposits, full payments
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- 6. Sales
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  - b. Pipeline 360
  - c. Reports
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- viii. Bookkeeper
- ix. Outside Services

### Opening/Closing Checklist

- i. Golf Shop
- ii. Outside Services
- iii. Food and Beverage
- iv. Manager on Duty

### Golf Course Maintenance

- i. Frequencies
- ii. Workforce Planning Tool
- iii. Chemical, Fertilizer and Cultural Plan



## Exhibit E

**SAMPLE CLUB**  
**Pre Transition Checklist Assessment**  
**Date**

**ATTENDEES**

Redacted  
Redacted  
Redacted  
Redacted  
Redacted  
Redacted  
Redacted  
Redacted

FEIN – \_\_\_\_\_ - [Client Name]

• **STAFF**

- \_\_\_\_\_ GM
- \_\_\_\_\_ Head Pro
- \_\_\_\_\_ Superintendent
- \_\_\_\_\_ F&B Manager
- \_\_\_\_\_ HR

• **ACCOUNTING**

○ **STAFF & RESPONSIBILITIES**

▪ [Name]

- PT Accountant from Robert Half/Accountemps
- Works 20 – 30 hrs week
- Welder for ship yard; culinary school; CPA from UNO – took test 5 times
- Worked for various companies
  - CPA/Auditing – 3 ½ years
  - Bluecliff School – Massage Therapy
    - Responsible for accounting at 4 schools - 3 ½ years
    - Night Club in Quarter – 5 years
    - Ramsey Jewelers – 1 1/12 years
- Seeking full time employment

○ **FINANCIALS**

- Fiscal Year – Jan-Dec; started April 12; Jan-April 11 booked as start-up; one large JE to record sale
  - Duinincks; ownership – 2017
  - Kemper management - 2016
- Fixed Assets – no value on the books
- Booked land and building 65/35 split based on appraisal



## SAMPLE CLUB

### Pre Transition Checklist Assessment

July 5 & 6, 2018

Page 2

- FINANCIALS (con't)
  - Start April 12 with New Financials
  - Current Budget – approved original budget; suggested revising budget
  - Who produces FS – \_\_\_\_\_; State requires signature on bank rec, monthly review of FS, etc
  - \_\_\_\_\_ cannot make deposit, handle cash, run register or close out day/count money
  - Bar manager drops money in safe and closes out system
  - Daily deposits required by State
- A/R
  - [Municipality] will bill levy at end of the year; due Jan 31
    - If you buy a home in Stonebridge, you must pay levy
    - They have 1,000 lots and 946 are occupied
      - 95% collection rate on Levy in month it is due. AR on the rest
    - Remit to course in lump sum early February; March at latest
      - *Need to check to see if [Municipality] is charging a fee to collect the funds.*
    - Currently operating on loan from bank
      - Balance of funds in savings account
      - Move to distribution account as needed
      - 2 signatures required on every check
        - \_\_\_\_\_, \_\_\_\_\_, + 1 can sign checks.
    - Bond payment- 1<sup>st</sup> one due in March 2019 of \$413K; \$88K 2<sup>nd</sup>-4<sup>th</sup> qtr; 15 yr bond
    - Member Billing
      - No member billing statements
      - Credit card in system – \_\_\_\_\_, cashier, rings up on 1<sup>st</sup> for dues for that month
      - Prints out listing; marks off who has already paid; runs cc on rest
      - If cc is denied, note entered in POS and message pops up when person attempts to check in.
    - No emailing statements. Incredible risk here of AR
    - Dues & initiation fee structure
    - There is currently no Prepaid Option or Quarterly Payment plan.
    - Income recognized when paid? yes
    - Charging privileges for tournaments and/or events – none
    - Credit card processor - ETS
- A/P
  - State purchasing website; 25% off MSRP on equipment
  - Credit applications – prepared by \_\_\_\_\_; signed by \_\_\_\_\_, Treasurer
  - State requires PO System but nothing currently in place
  - Who assumes responsibility for invoice processing at the course level - Ernie
  - Approval process – have some credit such as Lowes, Office Depot
  - How often is a/p processed? Handwriting now and Dave has check supply
  - Liquor – utilizes Fintech for 100% of purchases
  - W9 required for all new vendors except for inventory suppliers, utilities and gov agencies; Project - have 30%

## SAMPLE CLUB

### Pre Transition Checklist Assessment

July 5 & 6, 2018

Page 3

- A/P (con't)
  - Signatures required on checks; 2 at all times
  - No cash purchase allowed. Bill would like someone at the course to have a P-Card for Purchases. They do not want their employees to use their own money.
    - \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ have company credit cards. We should narrow this down to 1 or 2 people max.
  - List of vendors was provided
- POS SYSTEM
  - Current System – Golf Now
  - 2 registers on property – F&B & Pro Shop
  - Admin rights/ability to add & maintain membership data – anyone who works counter
  - Who maintains back of the house setup – \_\_\_\_\_
  - Is Merch inventory in the POS? Yes, Stacy takes inventory; offers for assistance denied
  - Rainchecks, Credit Book and Gift Certificates all utilized and tracked in the system?
    - Rainchecks – yes; receipt
    - Credit Book – yes; in system only
    - Gift Certificates – yes; generic book from Office Depot with no serial number
      - Redeeming old certs; agreed to honor and part of proration
- CASH HANDLING
  - Bank Accounts & Signers – \_\_\_\_\_ Bank
    - Disbursement – [Account Number], [Routing Number]
    - Operating/Deposits only - 6024995
    - Savings - 60375098
  - Safes on property (2 but using one); access – \_\_\_\_\_ & \_\_\_\_\_ have combo but no cameras facing the safe and the door to the safe is unlocked. Could easily be picked up and carried out. Not bolted to the floor
  - Bank Deposits – \_\_\_\_\_ & \_\_\_\_\_ make daily; Sat & Sun deposited Monday morning
  - Petty Cash – Bar \$350, Pro Shop \$350, Change Bank \$550
  - Security system - Cameras – but not functional
  - Night drops necessary – no; in safe
  - Liquor purchases – all handled thru Fintech
  - Paid outs – no; use credit cards
  - Don't use pennies, nickels, dimes??? They round everything up when cash is used.
  - Bank stays in till underneath the change tray in golf shop
- INVENTORY
  - Pro Shop - \_\_\_\_\_ & \_\_\_\_\_ FT; have OT currently; \_\_\_\_\_ & \_\_\_\_\_ cover when need be
  - Pro Shop Staff out in the bar area watching TV most of the time. Guests come up and often stand for minutes on end.
  - Current procedure – \_\_\_\_\_ conducts on 1<sup>st</sup> and he is the only one who does this.
  - COS % - 70% per Stacy; actually 92% YTD; Volume - \$18K with major mover being balls.
  - Does anyone from accounting participate? No. They have been asked but been told no.
  - Are "spot checks" completed monthly for cost of items and count? No

## **SAMPLE CLUB**

### **Pre Transition Checklist Assessment**

**July 5 & 6, 2018**

Page 4

- **INVENTORY (continued)**
  - Are hand count and final inventory signed by employee conducting/producing final inventory and submitted to accounting at month end?
  - Segregation of duties? No. Stacy does 95% of the duties at the club that have to do with cash.
  - 2 people involved in F&B inventory? No
  - Who orders merch? Stacy orders, receives and checks into POS
  - Procedures for receiving product? Count, confirm, receipt
  - Credit memo>Returns procedure? Don't track
  - F&B Inventory is not existent.
  -
- **CONTRACTS, LEASES & LICENSES**
  - Obtain copies of existing licenses and ensure posted if necessary; \_\_\_\_\_ to email to CSM
    - Any expired - no
  - Golf Now – month to month
  - Carts (75 gas) Leased from \_\_\_\_\_; \_\_\_\_\_ Bought out lease from PNC and course pays \_\_\_\_\_; lease expires April 2019
  - Labor Posters displayed – not the big one; few small ones displayed
  - Sales Tax
    - Current rate – 9.2%
      - Parish – 4.75%
      - State – 4.45%
    - Due dates – electronic by 20th
    - Exemption certificates for exempt sales obtained? Unsure
    - Who is currently filing - Ernie
    - USE Tax – exempt
- **PROPERTY TAX**
  - When due, amount and copies – may not be taxed since government entity; exempt
  - Property Tax Rendition – when due - EXEMPT
- **INSURANCE**
  - General Liability – Broker \_\_\_\_\_; \_\_\_\_\_ 4/27/18 policy inception
  - Workers Comp – Paychecks provides; paid weekly based on actual; Employers Preferred Insurance Co
  - Claims processing – no process and no accidents since sale
  - Previous process - create incident report and send to GM; no formal process; just would do what was done under prior ownership
  - Employee – none offered
  - Amortized – yes; all in prepaid

## SAMPLE CLUB

### Pre Transition Checklist Assessment

July 5 & 6, 2018

Page 5

- **GREEN FEE & MEMBERSHIP**

- GF/CF 2017 – 27,408 rounds
- GF/CF 2016 – 24,000 rounds
- GF/CF 2015 – 27,994 rounds
- **Tournament**
  - Rounds = 3,000 rounds a year at avg \$39/round
    - Groups do not sign contracts. GM said he “Avoid Paperwork” so the groups just tell him when they are coming and they pay day of.
    - Groups are not designated by a number of players factor. 40 or more is a tournament under that it is just an outing. 8 guys could be considered and outing.
  - No budget/goals established per month
  - Prior to current management – held creative events. Large Tournament Pavilion with indoor space not being used. Could be a completely separate Tournament side of the building
  - No current tournament collateral. There is not even a pricing sheet. It is all verbal.
  - If \_\_\_\_\_ or \_\_\_\_\_ not on property, client is given their cell/contact info and told to call them
  - No tournament F&B at all. The clients are allowed to bring in their own food and own alcohol
    - They do not send the bev cart out because GM says it is “pointless”
  - They have 15 Rental sets they rent for \$45
  - Tournament Deposits
    - Require \$1K but most do not put up deposit
    - 95% repeat clients
    - They have no minimums and if someone drops their head count they let them
  - Tournament Competitors – \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_
- **Membership**
  - Weekday Individual - \$150/month; unlimited cart, golf & range; includes sales tax; member pricing on F&B (15% discount) (Currently 74 members)
  - Weekend – \$250/month (6 members)
  - Family – \$292/monthly – currently no members
  - District –\$5 GF discount; about 13 residences actually play golf
  - ID only; no membership card or membership product
  - No collateral nothing to give a potential member. All verbal conversations
  - 2017 – 6216 membership rounds of the 27K for the year

- **HUMAN RESOURCES**

- Employees
  - Total Employee headcount
    - 25 Total
    - 9 PT
    - 16 FT; 4 salaried; \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_
    - Spanish – 10 packets
  - Do not require drug and background

## SAMPLE CLUB

### Pre Transition Checklist Assessment

July 5 & 6, 2018

Page 6

- HUMAN RESOURCES (con't)
  - Employee Benefits
    - Offerings – none; previously FT received only; 2 people currently on COBRA and course is reimbursing them for coverage
    - Sick time – not required by State
    - PTO – 1 week 1<sup>st</sup> yr; 2 wks in 2<sup>nd</sup> yr; 3 wks in 5<sup>th</sup> year; grandfathered all FT effective 4/12/18 to 2 weeks (all FT currently have 2 weeks except mechanic).
    - Current Enrollment – 2 on COBRA \_\_\_\_\_ and \_\_\_\_\_
    - All made whole upon the transfer – retain April 12 date as hire date, date considered for benefits going forward but retain current PTO – no payout
    - If we start middle of a month, will their insurance continue until the end of them month? N/A
    - Amy - Will there be a waiting period if no current benefits offered?
  - OSHA
    - Reporting? No
    - MSDS posted where necessary? None
  - Onboarding
    - Per Amy, can handle if we obtain bank account number in advance – may be an issue for some employees
    - Requirements: Name, Position, PT/FT, Dept, Pay rate
    - Complete startup file
  - Payroll processing
    - Paychecks, \_\_\_\_\_ or \_\_\_\_\_ for report of employees
    - Timeco - How many time clocks are required? 2 if maint has IT; \_\_\_\_\_
    - Current average payroll (for workers compensation) \$12-\$15K/wk
    - Current pay cycle Sunday- Saturday – paid Friday
    - Bonus programs in place – No; status as state organization; not allowed to pay bonus/commission or tips. \_\_\_\_\_a was paying commission on rental of facilities; looked at 2017 commissions; deducted commissions paid thru May and remainder added to the remainder of her 2018 salary. [State] commission taxes at a higher rate than salary? Paychecks does not break out commission and tips. 5% on room rentals = \$4K last year
    - Who reviews timecards; makes punch corrections? \_\_\_\_\_ is the only one who does this.
      - No timeclock use; manually record time in/out on paper log
      - Maintenance building separate from clubhouse and does not have IT access
    - Who processes payroll? \_\_\_\_\_
    - Who approves payroll? No secondary approval; \_\_\_\_\_ books entry
    - Who processes and distributes employee pay checks? \_\_\_\_\_ & \_\_\_\_\_; most employees receive paper check

## SAMPLE CLUB

### Pre Transition Checklist Assessment

July 5 & 6, 2018

Page 7

- **HUMAN RESOURCES (con't)**
  - Vacation/PTO policy
    - Adopting TG policy?
    - Transferring sick and current time to TG?
    - Seniority carrying forward?
    - Is this tracked for salaried employees?
  - Tips paid out through payroll – yes; \_\_\_\_\_
  - Mandatory Service Charge? 18%
    - How distributed? 100% paid out to staff.
    - Does house retain portion? No
  - Increases
    - None for past years; \_\_\_\_\_, \_\_\_\_\_, etc. need to be reviewed
  - We do background and drug testing, is there anyone they think that might have an issue passing (for recruiting purposes)? Not done upon closing; none anticipated
  - Handbook – no
  - Employee Hotline - no
  - Online Training – no
  - Do they know of any turnover that might happen because of the transition? no
  - Any employees that they don't want to bring over? no
  - No awards to public employee or xmas bonus
  - Servers - \$9/hr + tips
  - 18% Service Charge split amongst servers
- Sales Positions
  - Basement salary for sales person? \_\_\_\_\_ not aware of any but will check
  - Commission % guidelines? \_\_\_\_\_ not aware of any but will check
  - FMLA – maternity leave; do they receive commissions while out if they booked event? Falls under federal law so they could be penalized if paid; salaried paid is controlled by employer handbook.
  - Are employee files secured?
    - \_\_\_\_\_'s office; unlocked in drawer; some have I9's included but there is a separate I9 folder as well
    - No contracts with any employees; continued agreement with \_\_\_\_\_
  - All employees are cross trained and work in F&B as well as other departments
- Apartments provided to Employees (2)
  - \_\_\_\_\_'s and maint people who live in 1 apt paid by course; about \$1K/month
  - Month-to-month lease; pay landlord directly
  - Impact if we paid employee directly plus related income taxes – Robin prepared calc
- **Private Events**
  - 2017 Revenue = \$98,000
  - 2016 Revenue = \$116,000
    - No Budget and no Commission is paid out
  - 350-400 person Private Event space with additional 150 person space on other side of the atrium is completely abandoned. Bathrooms 2 bridal suites just need renovation and it would instantly become the largest Private Event facility within Touchstone.
  - They have per person pricing for the Facility rental.

## SAMPLE CLUB

### Pre Transition Checklist Assessment

July 5 & 6, 2018

Page 8

- **PRIVATE EVENTS (Continued)**
  - They do not charge for food and do not have a list of preferred vendors.
    - Service Charge is 18%
    - Staff is paid \$9.00 to work banquets
  - Bridal Suite is included in all Wedding Packages
  - They own their own linen and pay to have it laundered 2x a month
  - Pictures on the course are free
  - Deposit is 30% at contract date and nothing until 10 days out
  - They have bar by the hour packages.
  - Premium Bar is set at \$19.99/Person for 3 hours
  - No collateral or wedding advertising is being done.
    - All Word of mouth and Facebook boosts
  - Cancellations are recognized in the month the event was supposed to happen instead of recognizing it when they cancel.
  - Guests can come in and set up the day before at no charge
  - No photo releases are being collected
  - No outside or inside bridal shows are being attended
  - No other corporate or segmented businesses are being prospected
- **Maintenance**
  - 27 Holes & 9 staff to cover all 27 holes
  - Super is very competent and dedicated to the course
  - 86 Bunkers total.
    - Harvey 9 were renovated in 2017
    - Champion 18 are in desperate need of renovation
    - Best bunkers on the course is a 5 out of 10 at best
      - Standing water and they do not drain
  - 419 on all Tees, Green, Fairways
  - Greens
    - Most greens in good shape. Some have a few spots that will need sodding
  - Fairways
    - Covered in Signal Grass and Torpedo grass
    - Not aesthetically pleasing to the golfers or home owners
    - Used broadcast spays which works but leaves huge spots of brown all over the fairways
  - Tees are nice sized but not well maintained due to staffing levels
    - Torpedo grass is creeping onto the tees as well
  - Rough is the second worst part of the course besides the bunkers
    - Overgrown lake sides and fence lines.
    - 24 of the 27 holes has water or lake that is play. 50 acres of ponds
    - Very difficult to keep up with grass around water
  - Cart paths are hit or miss. Along the canal they are approved for a 150K renovation of the cart paths
  - Water
    - Very high in iron. Stains the carts paths form run off. 800k a day on the course
    - Free water out of the canal although not a huge concern due to the almost daily rain

## SAMPLE CLUB

### Pre Transition Checklist Assessment

July 5 & 6, 2018

Page 9

- **Maintenance (continued)**
  - Asking for 250K in new equipment ASAP- it is all owned now
    - Rough Mower
    - Aerifier – Do not have
    - 2 Blowers
    - Top Dresser
    - Two utility Cushman
    - Tractor
  - 3 pumps and only 1 is working now getting fixed this month
  - Porta Potties on the course
    - 3 of them
    - Does not look good and service trucks that empty them ruin the cart paths
  - Shop is very large
    - Needs additional lighting and internet
    - Need Bins for material as right now it is dumped on concrete
  - Gas cart that are 4 years old – EZ Go
    - Negotiating a new contract right now for Capital lease for Gas carts
    - Cart barn is equipped for electric but they seem to be set on wanting gas
  - They have Drainage Issues that keep things wet.

### MISC

- They would like Financials by the 15<sup>th</sup> of every month for the 3<sup>rd</sup> Thursday District Meeting which they would like me to attend every month.
- Wifi in building is working and fast
- Phone System
  - 4 phones and 1 single phone line; 3 callers - 1 answer; 1 rings; 1 busy; no VM
  - 504-394-1300
- The old pro-shop also has a 75 person private event room and two large locker rooms that are abandoned
- Kitchen is the largest kitchen I have seen at any Golf Course.
- They are needing a second small grill kitchen on the bar side of the building to serve food.
- \_\_\_\_\_ would like list of accounting services included in contract
- May be wise to share TG pass-thru expenses information
- \_\_\_\_\_ concerns
  - \_\_\_\_\_ and \_\_\_\_\_ work golf shop counter and incur OT
  - \_\_\_\_\_ “pokes his head in occasionally”
  - Merch cost – unsure what it is but believes it should be about 30% profit margin (actually YTD is 92% per IS). Cleared out merch at reduced cost but that was under \_\_\_\_\_; later didn't recall making this statement
  - Process to physically count merchandise – currently Stacy counts by “type” of merch (all shirts, all caps, etc) vs sweeping motion.
  - Does not track credit memos/returns
  - Course has system for employees to clock in via cell phone but it is not in use





## Exhibit F

# Transition Checklist

## Sample Course



DATE: February 21, 2018

Accounting					
#	Action Items	Person Assigned	Date Required	Date Completed	Additional Comments
A-1	Tax ID for new special entity?	N/A	N/A	N/A	
A-2	Establish Bank Accounts	Carol	12/20/2017	12/27/2017	1 new bank account for golf course only to be used
A-3	Daily bank deposits, set up night drop for Weekends	Carol	12/29/2017	12/29/2017	
A-4	Change utilities	N/A	N/A	N/A	
A-5	Establish ETS for Credit Card Use	Doug	N/A	N/A	EZ Links approval obtained, 4/1 transition
A-6	Secure all records (hard copy and electronic)	Doug	12/29/2017	12/31/2017	Working with Russell to capture info outside POS
A-7	Address any property tax or sales tax issues	Carol	1/15/2018	1/15/2018	Sales tax processing updated with Laura
A-8	Copy of Property Taxes	N/A	N/A	N/A	
A-9	Audit membership files and formalize billing plan	Chris	1/15/2018	2/15/2018	New membership categories starting 4/1
A-10	Establish new company in QuickBooks Enterprise	Carol	1/15/2018	1/20/2018	
A-11	Provide training on bill.com	Carol	1/2/2018	1/3/2018	
A-12	Establish daily deposit report	Carol	1/2/2018	1/31/2008	
A-13	Provide training on Impress Account	N/A	N/A	N/A	
A-14	Opening balance sheet elements (AR, AP, Prepaid, FA, etc.)	Carol	1/5/2018	2/5/2018	City plans to pay all pre-Jan bills
A-15	Report on current Point of Sale (POS) system	Doug	12/15/2017	12/15/2017	Use Golf System in the interim - \$283/month
A-16	"Map" Chart of accounts in POS system	Doug	1/5/2018	1/5/2018	Working with Golf System staff to input
A-17	Create Lease Schedule	Doug	1/15/2018	1/31/2018	
A-18	Leases -- Return equipment, renegotiate and/or accept	Doug	12/29/2017	12/29/2017	Continuing all existing leases
A-19	Cash flow statement and start-up funds for operations	Carol	12/29/2017	12/29/2017	Agreed to start with 2 mos. Historical losses (\$93K)
A-20	Manage cash and request transfers	Carol	Ongoing	Ongoing	
A-21	Provide onsite accounting support	Carol	Ongoing	Ongoing	
A-22	Complete credit applications	Chris	Ongoing	Ongoing	Obtain City signature, file with Accounting
A-23	Determine Touchstone Accounting "start date"	Carol	1/1/2018	12/20/2017	Monday, January 1, 2018
A-24	Determine starting Change Bank	Carol	12/31/2017	1/2/2018	Laura to confirm on 12/31 - \$2,580
A-25	Confirm prior manager/client picks up final deposit	Carol	12/31/2017	1/2/2018	Laura to handle on 12/31
A-26	Determine any previous checkbooks picked up by manager/client	Carol	12/31/2017	1/2.18	Laura to handle on 12/31
A-27	Change bank account for merchant services provider	Doug	12/29/2017	12/29/2017	
A-28	Determine if prior invoices coming over for TG processing	Carol	12/29/2017	12/28/2017	City will pay all invoices dated before 1/1/18
A-29	Set up VGM account	Doug	12/15/2017	12/15/2017	
A-30	Letter to existing vendors on change of management	Doug	1/15/2018	1/31/2018	Notice to National Accounts only

# Transition Checklist

## Sample Course



DATE: February 21, 2018

Human Resources					
#	Action Items	Person Assigned	Date Required	Date Completed	Additional Comments
H-1	Set up client in Certipay	Amy	12/15/2017	12/15/2017	
H-2	Sign Certipay Agreements	Amy	12/15/2017	12/15/2017	
H-3	Set up automated onboarding system	Amy	12/20/2017	12/20/2017	
H-4	Review timekeeping system, order timeclocks	Amy	12/15/2017	12/15/2017	
H-5	Set up background and drug testing account	Amy	12/15/2017	12/15/2017	
H-6	Set up United Healthcare/Unum/Discovery Benefits Accounts	Amy	12/15/2017	12/15/2017	
H-7	Collect employee data sheet	Amy	12/13/2017	12/13/2017	Some late due to employees
H-8	Set up "job fair" application process for existing staff	Amy	12/13/2017	12/13/2017	Date to be determined
H-9	Advertise for known open positions	Amy	12/27/2017	12/27/2017	Using Indeed and 1 add in local paper
H-10	Determine vacation policy and any carryover accrual	Amy	12/20/2017	12/20/2017	City to allow 2 weeks carryover
H-11	Change current W/C to cover Touchstone Co-workers	Doug	12/29/2017	12/29/2017	
H-12	Update Handbook for specific property	Amy	12/26/2017	12/26/2017	
H-13	Set up new Account for Visional Training	Amy	12/29/2017	12/29/2017	
H-14	Create folder on the Green	Amy	12/26/2017	12/26/2017	
H-15	Print all paperwork for orientation	Amy	12/26/2017	12/26/2017	
H-16	Complete background checks and drug testing	Amy	1/5/2018	1/31/2018	
H-17	Schedule employee Orientation	Amy	12/20/2017	12/20/2017	Orientation scheduled for 12/27/17, 1 p.m.
H-18	Complete Orientation presentation	Doug	12/27/2017	12/27/2017	
H-19	Collect all I-9 paperwork	Amy	12/27/2017	12/27/2017	
H-20	Complete Payroll Start-up file	Amy	12/29/2017	12/29/2017	
H-21	Box and store old employee files	Amy	1/31/2018	2/27/2018	City already had files
H-22	Carefully consider who will be hired	Amy	12/22/2017	12/22/2017	
H-23	Set up Certipay and Choice Screening logins	Amy	12/22/2017	12/22/2017	
H-24	Set up Certipay and Timeco Training	Amy	12/22/2017	12/22/2017	
H-25	Other:				
H-26	Other:				
H-27	Other:				
H-28	Other:				
H-29	Other:				
H-30	Other:				

# Transition Checklist

## Sample Course



DATE: February 21, 2018

Operations					
#	Action Items	Person Assigned	Date Required	Date Completed	Additional Comments
O-1	Establish Employee Schedules	Chris	1/31/2018	1/31/2018	
O-2	Secure copy of e-database	Chris	1/31/2018	2/15/2018	Discovered that Golf Now has emails-Chris to obtain
O-3	Secure all tournament and catering event records	Chris	1/31/2018	1/31/2018	Limited information available
O-4	Secure all other records including maps and drawings	Chris	1/31/2018	2/21/2018	Have building plans, Dale to check for irrigation
O-5	Member Communication (letter to members)	Chris	2/28/2018		Announce new membership categories
O-6	Implement Cart Rental Liability Form	Chris	1/31/2018	1/31/2018	
O-7	Implement Complimentary Play Policy	Chris	1/31/2018	1/31/2018	
O-8	Photos of course and clubhouse conditions, equipment	Chris	1/31/2018	1/31/2018	
O-9	Copies of service agreements - Create a schedule	Doug	1/31/2018	1/31/2018	Limited existing service agmts - new put in place
O-10	Implement Alcohol Policy	Chris	1/31/2018	1/31/2018	
O-11	Communication Plan (Community, Members, HOA)	Chris	1/31/2018	1/31/2018	
O-12	Implement Touchstone Safety Policy	Chris	1/31/2018	1/31/2018	
O-13	Review any contracts	Doug	1/31/2018	1/31/2018	
O-14	Identify any informal agreements or commitments	Doug	1/31/2018	1/31/2018	
O-15	Establish Touchstone Golf Foundation	Chris	1/31/2018	1/31/2018	
O-16	Develop Operating Budget	Chris	1/31/2018	2/15/2018	Presented and approved by Council 2/19
O-17	Capital Improvements and Equipment Plan	Chris	1/31/2018	1/31/2018	Presented and approved by Council 2/19
O-18	Review Membership Program	Chris	1/31/2018	1/31/2018	New membership categories starting 4/1
O-19	Member Meetings	Chris	2/28/2018	2/22/2018	Various town halls, receptions completed
O-20	Implement Touchstone policies (see Handbook)	Chris	1/31/2018	1/31/2018	
O-21	Uniforms (name tags, shirts, etc...)	Chris	1/31/2018	1/31/2018	Ordered and/or received
O-22	Develop checklist for clubhouse maintenance	Chris	1/31/2018		
O-23	Plan to improve golf cart maintenance and cleaning	Chris	1/31/2018	1/31/2018	
O-24	Course maintenance and turf improvement plan	Chris	1/31/2018		
O-25	Recruit staff as necessary	Chris	1/31/2018	1/31/2018	Still looking for kitchen/cook help
O-26	Ongoing Co-worker orientation	Chris	1/31/2018	1/31/2018	
O-27	Get User Names/Password: (POS, Gotomypc...)	Chris	1/31/2018	1/31/2018	
O-28	Other:				
O-29	Other:				
O-30	Other:				

# Transition Checklist

## Sample Course



DATE: February 21, 2018

Marketing					
#	Action Items	Person Assigned	Date Required	Date Completed	Additional Comments
M-1	Website transfer and/or development	Doug	12/31/2017	12/27/2017	City IT handles - changes routed thru Russell
M-2	Email accounts transfer and/or establishment	Doug	12/31/2017	12/27/2017	New management emails complete
M-3	Confirm current bookings for tournaments and events	Chris	12/31/2017	1/31/2018	Limited events scheduled
M-4	Develop Business and Marketing Plan	Chris	2/15/2018		Draft for Troy and Chris to review
M-5	Hotel Sales/Stay and Play Plan	Chris	2/15/2018		
M-6	Membership Plan	Chris	2/15/2018		Troy/Chris reviewed - show to City
M-7	Banquet Sales Plan	Chris	2/15/2018		Pending hiring of salesperson
M-8	Tournament and Event Sales Plan	Chris	2/15/2018		Draft Press Release for Ernie's review
M-9	Advertising/Media Plan	Chris	2/15/2018		
M-10	Internet Marketing	Chris	2/15/2018		
M-11	Integration with 3rd party distributors	Chris	2/15/2018		EZ Links to start 4/1, have to review Golf Now
M-12	"Above and Beyond" Customer Service Program	Chris	2/15/2018		
M-13	Other:				
M-14	Other:				
M-15	Other:				

First Day					
#	Action Items	Person Assigned	Date Required	Date Completed	Additional Comments
FD-1	Starting change bank for golf course confirmed in place	Chris	12/31/2017	12/31/2017	
FD-2	Avoid disruption of operations -- Service Members & Guests	Chris	12/31/2017	12/31/2017	
FD-3	Inventory merchandise	Chris	12/31/2017	12/31/2017	Significant write downs discovered
FD-4	Inventory food and beverage	Doug	1/2/2018	1/2/2018	City will buy outgoing operator's inventory
FD-5	Inventory personal property	Chris	12/31/2017	12/31/2017	Dale to assist on equipment
FD-6	Change locks	Chris	12/31/2017	12/31/2017	
FD-7	Check to be certain Alarm System is active in all areas	Chris	12/31/2017	12/31/2017	
FD-8	Change safe combo	Chris	12/31/2017	12/31/2017	
FD-9	Other:				
FD-10	Other:				

# Transition Checklist

## Sample Course



DATE: February 21, 2018

#	Action Items	Legal and Other				Additional Comments
		Person Assigned	Date Required	Date Completed		
L-1	Touchstone Golf Management Agreement	Doug	1/31/2018	1/31/2018		
L-2	Liquor License Compliance	Doug	1/31/2018		Notice needed by 1/31/18 - Doug check with Dewey	
L-3	Easements	N/A	N/A	N/A		
L-4	Water agreements	N/A	N/A	N/A		
L-5	Foreclosure process / rights	N/A	N/A	N/A		
L-6	Other property issues	N/A	N/A	N/A		
L-7	HOA issues, CC&Rs, Community commitments	N/A	N/A	N/A		
L-8	Union issues	N/A	N/A	N/A		
L-9	Environmental issues	N/A	N/A	N/A		
L-10	Loss Report for Property and Liability Insurance	N/A	N/A	N/A		
L-11	Complete required property and liability insurance form	N/A	N/A	N/A		
L-12	Other:					
L-13	Other:					
L-14	Other:					
L-15	Other:					
L-16	Other:					
L-17	Other:					
L-18	Other:					
L-19	Other:					
L-20	Other:					
L-21	Other:					
L-22	Other:					
L-23	Other:					
L-24	Other:					
L-25	Other:					

Notes:



## Exhibit G

# Events Calendar

## • 2018 •



### APRIL

4/01 EASTER FAMILY BRUNCH  
 4/14 PDGA TOURNEY  
 4/18 MEMBER ONLY DINNER  
 EVERY THURSDAY KID'S EAT FREE

### MAY

5/05 WOMEN WHO ROCK  
 5/10 PTA APPRECIATION MIXER  
 5/13 MOTHER'S DAY BRUNCH  
 5/16 MEMBER ONLY DINNER  
 EVERY THURSDAY KID'S EAT FREE

### JUNE

6/02 WOMEN WHO ROCK  
 6/09 WILD WEST DINNER  
 6/16 FATHER'S DAY TOURNEY  
 6/20 MEMBER ONLY DINNER  
 6/23 FAMILY SPLASH DAY  
 EVERY WEDNESDAY WINE & NINE  
 EVERY THURSDAY KID'S EAT FREE

### JULY

7/01 WOMEN WHO ROCK  
 7/18 MEMBER ONLY DINNER  
 7/19 HOT DOG EATING CONTEST  
 7/21 FAMILY SPLASH DAY  
 7/28 & 29 FRANK REDMAN  
 EVERY THURSDAY KID'S EAT FREE

### AUGUST

8/11 MOTORCYCLE RUN  
 8/15 MEMBER ONLY DINNER  
 8/18 PDGA TOURNEY  
 8/23 PAINT & SIP  
 8/25 CLASSIC CAR SHOW  
 EVERY THURSDAY KID'S EAT FREE

### SEPTEMBER

9/08 STOGIES, SCOTCH & SOUND  
 9/15 CAMP @ THE COURSE  
 9/19 MEMBER ONLY DINNER  
 9/22 FALL TOURNEY  
 EVERY WEDNESDAY POKER NIGHT  
 EVERY THURSDAY KID'S EAT FREE

### OCTOBER

10/06 PDGA TOURNEY  
 10/17 MEMBER ONLY DINNER  
 10/31 HALLOWEEN BASH

### NOVEMBER

11/10 CHILLI COOK OFF  
 11/14 MEMBER ONLY DINNER  
 11/17 TURKEY SHOOT

### DECEMBER

12/08 BITTER COLD OPEN  
 12/09 BREAKFAST WITH SANTA  
 12/19 MEMBER CHRISTMAS



# Events Calendar • 2018 •



## FAMILY

KID'S EAT FREE – (THURSDAYS)  
EASTER FAMILY BRUNCH – 4/01  
WOMEN WHO ROCK – 5/05, 6/02 & 7/01  
MOTHER'S DAY BRUNCH – 5/13  
WILD WEST DINNER – 6/09  
FAMILY SPLASH DAY – 6/23 & 7/21  
CLASSIC CAR SHOW – 8/25  
CAMP @ THE COURSE – 9/15  
HALLOWEEN BASH – 10/31  
BREAKFAST WITH SANTA – 12/09



## FOOD

KID'S EAT FREE – (THURSDAYS)  
MEMBER DINNER – (MONTHLY)  
ST. PATTY'S DAY BASH – 3/16-18  
EASTER FAMILY BRUNCH – 4/01  
MOTHER'S DAY BRUNCH – 5/13  
PTA APPRECIATION MIXER – 5/10  
WILD WEST DINNER – 6/09  
HOT DOG EATING CONTEST – 7/19  
CLASSIC CAR SHOW – 8/25  
CAMP @ THE COURSE – 9/15  
BREAKFAST WITH SANTA – 12/09



## COCKTAILS

MARGARTIA MADNESS  
WEDNESDAYS IN MARCH  
PTA APPRECIATION MIXER – 5/10  
WOMEN'S WINE & 9  
WEDNESDAYS IN JUNE  
STOGIES, SCOTCH & SOUNDS – 9/08



## WINE

MEMBER DINNER'S – (MONTHLY)  
WOMEN'S WINE & 9  
WEDNESDAYS IN JUNE  
PAINT & SIP – 8/23



## MUSIC

WOMEN WHO ROCK – 5/05, 6/02 & 7/01  
MOTORCYCLE RUN – 8/11  
WILD WEST DINNER – 6/09



## GOLF

PDGA TOURNEY (MONTHLY)  
ST. PATTY'S DAY TOURNEY – 3/17  
FATHER'S DAY TOURNEY – 6/16  
WOMEN'S WINE & 9  
WEDNESDAY'S IN JUNE  
FRANK REDMAN – 7/28 & 29  
TURKEY SHOOT – 11/17  
BITTERCOLD OPEN – 12/08