



Webb County



Response to
RFP NO. 2018-007
Request for Proposals
Webb County Golf Course Management



TOUCHSTONE
GOLF



**TOUCHSTONE GOLF, LLC
RESPONSE TO COUNTY OF WEBB, TEXAS
REQUEST FOR PROPOSALS**

**RFP NO. 2018-007
"WEBB COUNTY GOLF COURSE MANAGEMENT"**

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Exhibits

- A Recent Article Regarding Touchstone Municipal Growth**
- B National Golf Foundation Top 100 Press Release**
- C Mountain View/Shoreline Article**
- D Operations and Policies Manual Table of Contents**
- E Sample Pre-Transition Checklist Assessment**
- F Sample Transition Checklist**
- G Sample Calendar of Events**

SECTION 1
Letter of Transmittal

a. The Proposal letter shall be addressed to the Webb County Purchasing Agent and shall include at a minimum the following:

- i. Name of Individual, Partnership, Company or Corporation submitting proposal;
- ii. Contact information for proposal submittal questions and future performance questions;
- iii. Statement that all terms and conditions of the RFP are understood and acknowledged by the undersigned;
- iv. Signature(s) and title(s) of the representative(s) legally authorized to bind the Proposer.



August 9, 2018

SUBMITTED VIA WEB PORTAL

Webb County Purchasing Department
1110 Washington Street, Suite 101
Laredo, Texas 78040

RE: RFP NO. 2018-0007

Ladies and Gentlemen:

Touchstone Golf, LLC ("Proposer" is pleased to present this proposal to the County of Webb's Request for Webb County Golf Course Management. The combination of a well-run public golf course alongside a reliable food and beverage operation should lead to long-term financial success. We have noted your current operational performance and have demonstrated among our other clients the ability to overcome deficits, create a steady cash flow stream for capital investment, and return the property to a cornerstone of the community.

Touchstone Golf is a full-service golf course management firm with a demonstrable record of success in cost effectively managing golf course conditions, delivering a first-class experience for golfers, providing a stimulating workplace for employees, and optimizing the outcomes, financial and otherwise, demanded by our clients. We fully understand the services you seek in a management company and fully commit our resources to delivering such services in a successful manner. ***We are very proud to announce that Touchstone was selected recently by the National Golf Foundation as one of the Top 100 Businesses in Golf (see press release in Exhibits).***

We are highly skilled in maintaining the critical balance of providing a value-based recreational experience for the community while ensuring financial success at a public golf venue. Our success is built around a combination of business fundamentals outlined herein resulting in high quality customer experiences and consistently improved financial results. We thank the County of Webb for this opportunity to present a proposal for the management of your golf course complex and look forward to your questions and comments.

All terms and conditions of this RFP are understood and acknowledged by the undersigned. Contact information for proposal submittal questions and future performance questions: Doug Harker, Executive Vice President, Touchstone Golf, LLC, 11612 Bee Cave Road, Suite 150, Austin, TX 78738, Phone: (713) 705-7617, Fax: (512) 351-9296, dharker@touchstonegolf.com.

Sincerely,

A handwritten signature in blue ink, appearing to read "DHarker", written over a horizontal line.

Douglas J. Harker
Executive Vice President

Legally authorized representative to bind the Proposer

SECTION 2 Executive Summary

The Proposer will include an Executive Summary that states how they view this contractual opportunity and provides an overview of their approach. Also included should be Proposer's experience, past performance and capacity to deliver the proposed services.

i. Please provide a list of three (3) references that can describe your previous performance in the management, operations and facility maintenance for services comparable to those described in this RFP.

For each reference, detail:

- Name and address of entity (Contractor, County, company, etc.);
- Name, title, e-mail address, phone and fax of a contact for the entity;
- A number of years Proposer has served the entity;
- A brief summary of the scope of services provided, and type of contract (if any); and
- A brief summary of measures of success of your operations



Property Name	Applewood Golf Course (14001 W. 32 nd Avenue, Golden, CO 80401)
Client	Prospect Recreation and Park District
Scope of Work	Full service management – golf operations, maintenance, food and beverage including a banquet operation
Client Type	Public – Municipal/Government
Client Address	4198 Xenon Street, Wheat Ridge, CO 80033
Property Web Site	www.applewoodgc.com
Primary Contact	Mike Hanson, District Manager, mhanson@prospectdistrict.org , (303) 424-2346
# of Years Served	10 years, 3 months
Success Measures	Touchstone was responsible for a multi-million dollar renovation of the clubhouse at Applewood that resulted in a highly marketable banquet space for golf and non-golf banquet events. The operations now generates over \$1 million in food and beverage revenue.

GREY ROCK

GOLF CLUB

Property Name	Grey Rock Golf Course (7401 State Highway 45, Austin, TX 78739)
Client	City of Austin, Texas
Client Type	Public – Municipal/Government
Scope of Work	Full service management – golf operations, maintenance, food and beverage
Client Address	919 W. 28 th ½ St., Austin, TX 78705
Property Web Site	www.greyrockgolfclub.com
Client Contact	Kevin Gomillion, Division Manager Golf – PGA Member, kevin.gomillion@austintexas.gov, (512) 974-9350, FAX: (512) 978-7515
# of Years Served	5 years, 10 months
Success Measures	Touchstone has built a solid membership base at this public golf course owned by the City of Austin. The club has over 350 active members generating over \$750K of annual dues leading to one of our most profitable operations.



Presidio Golf Course

Property Name	Presidio Golf Course (300 Finley Road, San Francisco, CA 94129)
Client	The Presidio Trust/U.S. Government
Scope of Work	Full service management – golf operations, maintenance, food and beverage including a banquet operation
Client Type	Public – Municipal/Government
Client Address	103 Montgomery Street, San Francisco, CA 94129
Property Web Site	www.presidiogolf.com
Client Contact	Ms. Karen Maggio, Director of Hospitality, The Presidio Trust, kmaggio@presidiotrust.gov, (415) 561-5375, FAX: None
# of Years Served	3 years, 1 month
Success Measures	Touchstone’s performance at this property led it to be named the California Golf Course Owner’s Association’s Golf Course of the Year for 2016. Robust programming, including introductory programs focused on women and juniors and outstanding golf course conditions have earned it a solid reputation.



Property Name	Lake Chabot Golf Course (11450 Golf Links Road, Oakland CA 94605)
Client	City of Oakland
Scope of Work	Full service management - golf operations, maintenance, food and beverage
Client Type	Public – Municipal/Government
Client Address	250 Frank H. Ogawa Plaza, Suite 3330, Oakland, CA 94612
Property Web Site	www.lakechabotgolf.com
Client Contact	Mr. Nicholas Williams, Director-Parks and Recreation, jmwilliams@oaklandnet.com, (510) 238-7527
Years Served	11 years, 2 months
Success Measures	At the time Touchstone assumed operations, the golf course was closed and most citizens assumed it would never re-open. Under Touchstone’s leadership the course is not only open but profitable and hosts one of the largest and most recognized junior golf camp/development programs in the area.



Property Name	Shoreline Golf Links (2940 North Shoreline Blvd., Mountain View, CA 94043)
Client	City of Mountain View, California
Client Type	Public – Municipal/Government
Scope of Work	Specific services including golf operations and maintenance (food and beverage operations provided by 3 rd party)
Client Address	201 South Rengstorff Ave., P.O. Box 75409, Mountain View, CA 94039
Property Web Site	www.shorelinelinks.com
Client Contact	Mr. JP del la Montaigne, Director of Golf, City of Mountain View, jp.delamontaigne@mountainview.gov, (650) 903-6180, FAX: (650) 962-1609
# of Years Served	5 years, 11 months
Success Measures	Prior to Touchstone’s arrival the property lost in excess of \$600K annually; Touchstone erased this deficit and now generates a steady profit. The City recently renewed Touchstone’s engagement for another 5 years.


Company Background

Touchstone Golf, LLC is pleased to present this proposal in response to the County of Webb’s solicitation for proposals for the operation of the Casa Blanca County Golf Course. Touchstone Golf is a full-service golf course management firm with a 12-year track record of success in cost effectively managing golf course conditions, delivering a first-class experience for golfers, providing a stimulating workplace for employees, and optimizing the outcomes, financial and otherwise, demanded by our clients.

Touchstone Golf was founded in 2005 and is currently the 10th largest U.S. based golf course management company with 37 properties under management and a team of seasoned senior management whose experience dates back over 30 years. Of these 37 properties, 30 are public in nature and of those public courses, 13 are municipal golf courses.

Golf Course	Municipality/Government Entity	City/State
Applewood	Prospect Park Recreation District, CO	Golden, CO
Battleground	City of Deer Park, TX	Deer Park, TX
Blue Rock	City of Vallejo, CA	Vallejo, CA
Country View	City of Lancaster, TX	Lancaster, TX
Grey Rock	City of Austin, TX	Austin, TX
Lake Chabot	City of Oakland, CA	Oakland, CA
Lady Bird	City of Fredericksburg, TX	Fredericksburg, TX
Painted Dunes	El Paso Water Utilities, TX	El Paso, TX
Presidio	U. S. Government	San Francisco, CA
Redwood Canyon	East Bay Regional Park District, CA	Castro Valley, CA
San Geronimo	Marin County, CA	San Geronimo, CA
Shoreline	City of Mountain View, CA	Mountain View, CA
Stonebridge	Stonebridge Neighborhood District, LA	Gretna, LA

Our current portfolio/client list is provided below.

Touchstone Golf Portfolio	Texas	North Carolina
8/1/2018	Battleground Golf Course	Taberna Country Club
California	Country View Golf Course	Oklahoma
	Golf Club of Texas at Concan	The Territory
Blue Rock Springs Golf Course	Golf Club of Texas	Louisiana
Chula Vista Golf Course	Grey Rock Golf Club	Stonebridge Golf Club
Dos Lagos Golf Club	Lady Bird Johnson Golf Course	
Franklin Canyon Golf Course	Painted Dunes Golf Course	
Glen Annie Golf Club	Valley International Golf Club	
Golf Club of California	Colorado	
Lake Chabot Golf Course	Applewood Golf Course	
Lake Shastina Golf Resort	Deer Creek Golf Club	
Links at Summerly	The Golf Club at Fox Acres	
Presidio Golf Course	Arizona	
Pruneridge Golf Club	Apache Wells Country Club	
Rancho Carlsbad Golf Course	San Marcos Golf Resort	
Redwood Canyon Golf Course	Hawaii	
Riverwalk Golf Club	Makalei Golf Club	
San Geronimo Golf Course	Oregon	
Shoreline Golf Links	Eagle Point Golf Club	
The Reserve at Spanos Park	Illinois	
	Eagle Ridge Resort & Spa	

Our senior management team has extensive experience in dealing with the challenges that you face today; in fact, we have been involved in a management capacity on over 150 golf courses nationwide during our careers many of which were owned by cities, counties or other government agencies.

Our approach is quite simple – we look at each individual golf course under management as unique and requiring specific strategies and tactics to maximize success – we are not a “one size fits all” management company, though the experience we have and access to best practices allows us to hit the ground running on every one of our assignments.

We are highly skilled in maintaining the critical balance of providing a value-based recreational experience for the community while ensuring financial success at a municipal golf venue. Our success is built around a combination of business fundamentals outlined herein resulting in high quality customer experiences and consistently improved financial results.

If you are seeking a management firm that offers all the benefits of the largest golf course management firms (i.e., experience, national buying power, strong back office support), but remains small enough such that we can bring highly personalized skills and resources to the project, you will find Touchstone to be an ideal fit for The Casa Blanca County Golf Course.

More About Who We Are

1. **Municipal Golf DNA.** Steve and Doug Harker, founders of Touchstone, were introduced to the game of golf at a municipal facility at a very young age going on to become accomplished junior and high school golfers. They began their work careers in high school at the very same golf course, learning every aspect of the operation. Steve went on to become a management trainee of the company that operated the municipal venue and his career in the golf industry flourished from there. Doug, while working through college at the same venue took an alternative career in financial services but remained highly active in public golf including forming Texas’ first golf course-based association dedicated to public players, creating public golf tournaments and serving in a variety of leadership roles in public golf. Likewise, Mark Luthman (COO) began his golf career at a municipal facility while in college (Shoreline Golf Links) that today is a Touchstone client and a reference for this RFP.
2. **Texas Experience.** Touchstone’s principals and senior management have been actively involved in the Texas golf market throughout their careers. Currently our Texas clients include:
 - Battleground Golf Course (Deer Park)
 - Country View Golf Course (Lancaster)
 - Golf Club of Texas at Concan (Concan)
 - Golf Club of Texas (San Antonio)
 - Grey Rock Golf Club (Austin)
 - Lady Bird Johnson Golf Course (Fredericksburg)
 - Painted Dunes Desert Golf Course (El Paso)
 - Valley International Golf Club (Brownsville)
3. **Mid-Sized firm.** Now the 10th largest golf course management company based in the U.S., Touchstone brings all the resources and benefits of a larger firm but remains nimble and focused with each course getting the regular attention of Touchstone’s senior leadership.
4. **Touchstone Golf Foundation (“TGF”).** We take a unique approach to the traditional “course marshal” concept. Using our affiliated 501(c) 3 non-profit, TGF is utilized to organize volunteers

for the traditional pace of play management but takes the model a step further by using these volunteers to perform community outreach and assist local charities. Over the past eight years, TGF has raised nearly \$1,000,000 for local high school and junior golf programs, cancer and military support organizations, and other charities.

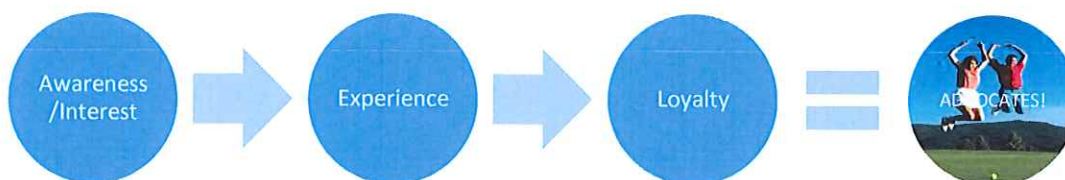
More About What We Do

Touchstone Golf and its principals have extensive golf industry experience and, as a result, a solid understanding of the public golf course domain. With this experience and understanding as a foundation, we approach each new management prospect as unique. As a result, while we feel that executing according to industry standards, disciplines and best practices can produce outstanding results, we also appreciate that custom-tailoring an approach for a specific golf course – and its owners – is what separate us from other companies. Simply put, golf course management is not a one-size-fits-all proposition.

Programming. Touchstone’s most significant impact to nearly every golf course we manage is a relentless commitment to programming. Programming is the process of creating a combination of loyalty programs, events and activities that seek to keep the property utilized at the maximum possible level. We find that the inclusion of non-golf programming often stimulates additional golf participation, while creating a steady alternative revenue stream. Each property’s amenities create unique opportunities to program the venue. Our vast experience includes amateur competitions (e.g., City Championships, State and USGA qualifiers, etc.), social competitions, charity fundraisers, specialty events (e.g., Night Golf, Golf with Your Dog, etc.) and non-golf events (e.g., Fireworks, Easter Egg Hunts, etc.).

Golf Course Positioning. Every golf course has a unique set of attributes, strengths and weaknesses that have to be evaluated properly to position the golf course for optimization. Positioning is a wide continuum of possibilities ranging from low-end public golf to high-end private golf and everything in between. Once we establish an initial position for a property, we carefully evaluate and fine tune the position for further success. Of critical importance in positioning a golf course is understanding the owner’s objectives and desires.

Advocate Development. Touchstone’s business model revolves around the development of strong advocates for each property. We accomplish this by creating awareness/interest through our programming, then provide an experience worthy of creating loyalty and in turn begin to develop advocates who recommend the course to friends, family and fellow golfers. We believe advocate development leads to long-term revenue growth while keeping sales and advertising costs to a manageable level.



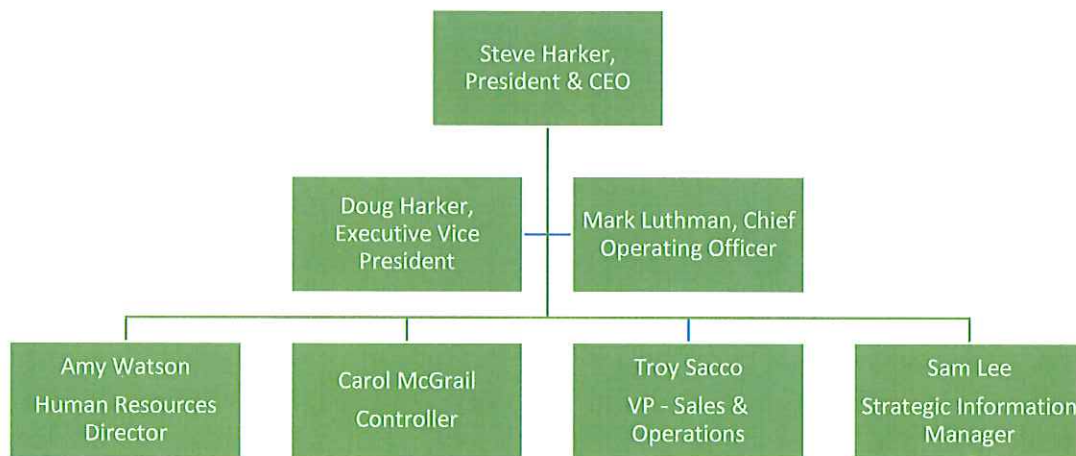
Revenue Management. Leaders in the golf industry such as Touchstone embrace revenue management processes and systems. Touchstone leverages the EZ Links “DIME” system (Dynamic Intelligent Marketing Engine) to optimize round pricing and course utilization. This system integrates all data sources utilized in the marketing process (e.g., website, mobile app, social media sources) to help optimize tee sheet utilization and pricing decisions.

Human Resources. Touchstone has been consistently successful in recruiting, training, and developing people with excellent retention results. We manage people by giving them clear direction, measuring their performance, and rewarding them/creating advancement opportunities commensurate with that performance. We offer excellent benefits for full-time employees at a competitive cost to our clients, an employee hotline and custom training.

Financial Controls. Our centralized finance and accounting team has substantial experience in golf course accounting procedures and controls. We utilize a variety of tools and techniques to make sure that golf course personnel are accountable and knowledgeable about the accounting process. We use a standard general ledger chart of accounts so that accuracy and consistency can be achieved in the financial reporting we produce for our clients each month.

Relationship with the County. Foremost to our success as an organization working with other public entities are the productive relationships we forge with the contacts we work with. Clear and direct communication, operating flexibility, achieving forecasted operating results, furthering the goals of the particular public entity and supporting local charitable organization create an environment of respect and trust between Touchstone Golf and the County. While somewhat difficult to quantify, we measure this in two ways – the direct feedback that we receive from our municipal partners about our performance and their willingness to subsequently serve as references for our firm.

The following is an organization chart for the Touchstone leadership team.



Touchstone Executive Management Information

Stephen T. Harker, President & CEO

Steve Harker has spent his entire professional career in the golf industry, successfully completing a wide range of tasks and assignments. In 1980, Mr. Harker began his golf career with American Golf Corporation (“AGC”). At AGC, he served in a variety of senior management functions, including Regional Manager, Regional Director, National Sales Director, Vice President of Marketing & Sales and Regional Vice President of the Northwest Region, a multi-course enterprise in six markets that generated \$35M of revenue and

nearly \$12M of EBITDA annually. As VP of Marketing & Sales at AGC, he led revenue and service initiatives that resulted in AGC's achieving its peak revenue performance in 1997.

Mr. Harker developed unique approaches to resolving problems amongst the vast number of AGC facilities, including task teams that cured 20 poorly performing daily fee and private clubs, the outcome of which was to transport the solutions to 40 additional properties leading to further success. These assignments included a review of the food and beverage operation and creation of strategies and tactics to improve sales and the experience. Mr. Harker created AGC's first national event sales and management organization based on a needs-based selling approach, leading to profit center growth from \$15 million to \$70 million over a seven-year period. Mr. Harker's community-focused approach and experience is substantial including his initiation of the Women in Golf Day, now a month-long event adopted by Play Golf America.

Mr. Harker formed Touchstone Golf, one of the leading golf course management and consulting companies in the United States, in 2005. Mr. Harker is a Class A Member of the Professional Golfers' Association of America, an Emeritus Board Member of the First Tee of Oakland, a past member of the Employment Task Force of the PGA and a Past Member of the Board of Governors of the National Golf Foundation. Mr. Harker has also been elected to the Albany High School Athletic Hall of Fame twice, once for his role on the 1973 Championship Golf Team and recently for restarting the golf program.

Mark Luthman, Chief Operating Officer

Mark Luthman has spent his entire career in the golf industry joining Touchstone at the beginning of 2009. After graduating from Gonzaga University in 1993, Mr. Luthman began his career in golf course maintenance, moving quickly into the role of Superintendent within two years. In 2000, Mr. Luthman advanced to General Manager at American Golf's Mountain Shadows Golf Course, a 36-hole complex in Northern California. Mr. Luthman continued to rise quickly through the management ranks at American Golf, becoming a Regional Manager and Regional Director in Texas and California.

In 2005, Mr. Luthman joined KemperSports as its Western Regional Director of Operations, where he oversaw eleven (11) high-profile properties with annual revenue surpassing \$38M. While at KemperSports, Mr. Luthman led the planning, pre-opening and operations of Monarch Dunes, Ridge Creek and Chambers Bay. At Chambers Bay, he played a critical role in KemperSports' and Pierce County, Washington's successful efforts to bring a major golf championship to the region. In February 2008, seven months after opening, this public property was named by the USGA as the host of the 2010 U.S. Amateur and 2015 U.S. Open. In addition, the property is effectively serviced the \$23M construction bond payment and broke even for the first 20 months of operations.

Troy Sacco, Vice President of Operations & Sales

Mr. Sacco is responsible for overseeing Touchstone's Texas and Oklahoma based properties along with the additional corporate responsibilities of leading Private Event and Tournament sales throughout the organization. He was recently Vice President of Sales and Marketing for American Golf Corporation, one of the largest golf course operators in the U.S. and has spent 20 years in sales and sales leadership.

Mr. Sacco brings extensive knowledge of the sales and revenue generation process along with world class behavioral analytics to the Touchstone organization. His approach is based on a revenue generation model that drives cultural cohesion, operational focus on financial growth through lead generation concepts and game plan execution. Mr. Sacco has served in numerous senior roles overseeing large teams spread all throughout the country and has substantial experience within all media channels including print, radio, and social media channels.

Mr. Sacco Brings Leadership and a long history of success to these critical organizational pillars: Sales Team Management and Leadership Development, Sales Training, Organizational Models including Sales Deployment and Compensation, Prospecting and Customer Relationship Training, Global Account Management Focus, Sales Process Development, Local and national marketing strategies, cross functional development, Call Center Support and Operations, Pricing & Revenue management.

Doug Harker, Executive Vice President

Doug Harker is a founder of Touchstone Golf and has been involved in the golf industry his entire career in a wide range of capacities. In addition to this golf experience, Mr. Harker has had a successful career in the financial services industry including the role of CEO of two community banks in Texas. Mr. Harker's direct golf industry experience includes having served as Vice President of Sales for Redstone Golf Management, a multi-course operator that at the time included the venue that hosted the PGA Tour's Shell Houston Open, and as General Manager of Wildcat Golf Club in Houston, Texas, a 36-hole facility.

Mr. Harker was instrumental in establishing the Southern Texas Golf Association (STGA) for public golf courses, serving as its first President, at a time when the Texas Golf Association (TGA) consisted of only private club members. After guiding the success of the STGA, the TGA merged the STGA into its organization and opened its membership to public golf courses. Mr. Harker founded and operated the Texas State Public Links Championship which was later absorbed into the TGA Championship schedule. Mr. Harker served on the Boards of the Houston Golf Association and STGA and is a former Committeeman with the United States Golf Association.

Carol McGrail, Controller

Carol McGrail began her accounting career in 1985. She has 12+ years of accounting and financial management in the golf course industry with Club Corporation of America ("CCA") and Touchstone Golf. Her tenure with CCA included regional oversight of a group of high-end private clubs.

Ms. McGrail has significant experience in all aspects of golf course and club accounting and financial controls, as well progressive experience in the analysis of balance sheets and P&Ls. During her career, Ms. McGrail has developed policies and procedures and trained staff in the use of accounting and POS systems, interfaced with external auditors, managed payroll, accounts payable, cash flow and internal control systems, and communicated with a wide range of golf course owners, including municipalities and private owners. In addition to her accounting and business degrees, Ms. McGrail has taken numerous continuing education courses in the accounting and financial fields.

Amy Watson, Director of Human Resources

Amy Watson brings 15 years of experience in the Human Resources management field to the Touchstone organization. Amy's extensive background includes recruiting, employee relations, labor law and compliance, teambuilding and leadership development, and benefits and incentive compensation administration. In the Touchstone organization, Amy is responsible for maximizing the human potential of Touchstone's employee base, while maintaining an open and strong line of human resources communication throughout the organization. Amy holds a BA in Human Resources Management and is a member of the Society of Human Resources Management Organization.

ii. Provide legal history of the company including, but not limited to:

- List any history of claims, litigation, arbitration and termination for a cause associated with any work contracted on any project in the past ten (10) years.

None.

- Has the Proposer had a contract terminated for default within the past ten (10) years?

No.

- Has the Proposer filed any lawsuits, requested arbitration, or been involved in any litigation concerning your contract activity within the last then (10) years?

No.

- Does the Proposer have any judgments, claims, arbitration proceedings or lawsuits pending?

Yes, see below.

- Has the Proposer filed for Chapter 7, 11 or 13 bankruptcies in the past ten (10) years?

No.

- List any current litigation pending.

The following lawsuits are pending. We remain confident the cases have no merit and are vigorously defending these claims with the assistance of our insurers. We do not feel any present a material risk to Touchstone.

DOL: 3/05/15 Class Action Suit – Steven Frye who is alleging third party sexual discrimination against TG, LLC and Riverwalk GC for preferential treatment of women - reduced green fees. The suit is ongoing and the trial date of 7/20/18 was vacated. We do not have a new trial date as yet. Just recently there was some activity related to the same allegations made this time by Chase B. Clark. Currently Carrie Graziani is reviewing his petition to see if this suit will be consolidated with the Frye suit.

DOL: 9/20/16 Kenneth Evans was riding in a golf cart operated by David Boyce was injured when the golf cart turned over. This occurred at the Eagle Ridge Golf Club. Eagle Ridge Golf Course is an Additional Insured on the TG, LLC policy. The adjuster and defense counsel have assessed the full case value of plaintiff's claim at \$656,000 - \$757,950 with 30% on the part of TG, LLC (insured). They are placing the greater responsibility on the operator of the golf cart.

DOL: 6/14/18 The only other matter that is in suit is the EPLI matter filed by Mason Mathieu, Grant Jacobs and Darin Kirschner alleging wage & hour complaints. Loretta Raftery and Michael Hood are working with Dante Simone.

- If Proposer has no history of litigation, claims or disputes, please make that statement.

From time to time in our history we have had various claims for accidents at our properties under management, all of which have been settled and/or covered by our insurance policies.

SECTION 3 Transition Plan

Proposers should submit a transition plan indicating how the Proposer will assume the services provided by the current management company in a smooth and orderly manner. The Proposer should discuss their approach and methodology.

A smooth transition to a new management company is a priority for all of our clients and we deploy a very formal and thorough transition process. Before we develop our Transition Checklist, we perform one or more sit down meetings with representatives of our client, and when possible, any existing management company. We generate a Pre-Transition Checklist Assessment (see **EXHIBIT E** for a recent sample of this Assessment) to document all of the details regarding the property, then use that to formulate and document a customized Transition Checklist for the property.

Our standard Transition Checklist contains over 100 action items, assigns tasks to individuals and sets deadlines for completion. Touchstone's approach is to take the time to meet with County representatives, select customer groups, associations, leagues and other constituents that support the golf course well in advance of going live as the new management company; this process creates goodwill, shows the management company cares about the property and its clientele and sets the stage for effective communication at the start of the relationship.

Initially, upon assuming management, Touchstone would not recommend any changes to the existing fee structure. Fee structure refinement requires two critical elements to ensure that reasonable prices are being offered. The first element is a Competitive Market Analysis (CMA) to see how Casa Blanca aligns with its competition. The second element is a comprehensive review of the historical tee sheet and types of rates and rounds played so that pricing can be aligned with demand; this revenue management approach is a key to long term success and would be implemented by Touchstone.

The entire rate structure at the golf course needs to be thoroughly analyzed for optimization, **including all membership packages**. Touchstone would thoroughly address all processes and procedures for pricing, including any barter arrangement and discounted green fee offers, to make sure that the golf course is optimizing revenue. While it is important to support local golf associations, leagues, high school/middle school golf, it must be done so to limit erosion of peak times. Further, improving event and hotel-driven/visitor outbound sales results with a strong discipline to selling off-peak times will be a priority. Touchstone, as noted earlier, will deploy the Dynamic Intelligent Marketing Engine ("DIME") technology at Casa Blanca County Golf Course to help build substantial capabilities in managing and optimizing revenue.

Touchstone is adept at transitioning employees in a thoughtful fashion providing a comprehensive orientation meeting in advance of or shortly after assumption of management. As employees of Touchstone Golf, fulltime staff members would be eligible for benefits commensurate with staff members throughout our organization including medical, dental, vision, vacation and 401(k) programs. Each course we transition is assigned a transition management team that provides training, installation of policies and procedures and serving as the 'go-to' resource for the property and its guests.

On the following page, a summary of our transition process is provided; again, this process is supported by our detailed Transition Checklist found as **EXHIBIT F** which is actually a municipal course recently transitioned.

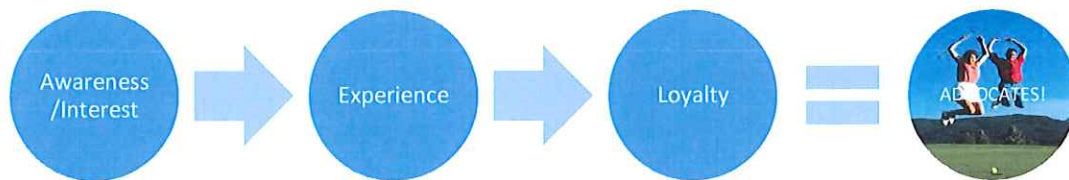
Key Activities	Milestones	Prior to Transition	First 90 Days	2 nd & 3 rd Quarters	4 th Quarter	Goals & Anticipated Results
Communication	Bi-weekly meeting or conference call with County of Webb designees.	✓	✓	✓	✓	Address issues and opportunities to ensure the success of the transition.
	Multiple meetings with resident golfers and clubs to understand and integrate their priorities into the operating plan.	✓	✓	✓	✓	
Interviews	Meet with Casa Blanca stakeholders.	✓				Learn from stakeholders their expectations.
Introduce current staff to Touchstone	Work with current operator to arrange Touchstone introduction and communicate process to apply.	✓				Identification of staff that will transition over to achieve new vision under Touchstone.
Transition Checklist	Present Touchstone's detailed transition checklist to County of Webb's representatives.	✓				Ensure all transition issues are handled.
Guest Survey	Conduct comprehensive guest survey as a part of the business planning process by date to be determined. Conduct focus groups utilizing club affiliates and advisory board.	✓				Ensure we understand our guests and their issues and needs.
Business Plan	The plan will include a financial budget for each department, marketing plan, transition plan, operational (service) plan, and calendar of events. The milestone for this will be a presentation of the plan to County of Webb's Staff for feedback by a date to be determined.	✓				The result will be a plan that will set the direction and activities necessary to achieve success.
Customize Training Program	In addition to service and operations training program customize all standards/checklists for staff. Finalize new co-worker orientation.	✓				Well trained/recognized staff and feedback from our guests.
Pace of Play	Customize Pace of Play program to ensure rounds do not exceed 4 ½ hours.	✓	✓			4 ½ hour maximum pace.
Recruit staff for open positions	Run ads, call people, set interviews with top candidates.	✓	✓	✓	✓	Motivated individuals staffing the golf course.
Open House	For club members and local residents before transition date.	✓				Start to build relationships.
Department Head Meetings	Weekly meetings to discuss issues, opportunities, and upcoming events.	✓	✓	✓	✓	Teamwork, well run property and events.
Ongoing training. New Co-worker orientation	Schedule and train all staff members in accordance to Touchstone standards	✓	✓	✓	✓	Well trained staff.
Advanced Sales and Service Training	Staff to be developed for exceptional service and improvement in sales.	✓	✓	✓	✓	Excellent service, ongoing for new hires.
Course co-worker meeting	Quarterly "All Staff Meeting". Address safety, HR, and marketing initiatives.	✓	✓	✓	✓	Gain feedback from staff and address issues and opportunities.
Cash Audit	Review quarterly "secret shoppers report". Conduct a minimum of one tee sheet and cash audit a month.	✓	✓	✓	✓	Ensure co-workers are recording all the revenue and providing the right service.

SECTION 4 Marketing Approach

The Proposer shall outline the components of a marketing plan summary regarding their intent to increase rounds of golf. Marketing plans will be provided to the County for approval on a regular basis to ensure the portrayal of the County's character and identity.

Our Marketing Approach – “Brand Building”

Our first priority at Casa Blanca County Golf Course will be to work with Webb County to improve the golf course and service experience – and hence its value to golfers and guests. We start by focusing on **awareness and interest**, providing the right **experience**, and then inviting golfers into **loyalty** programs, and ultimately creating **advocates**. The following diagram demonstrates the framework of the process.



Understand and Develop Target Guest Segments, Memberships and Loyalty Programs

Our approach to building the brand applies to all guest segments for both visitors and residents. A key measure of success at a public golf course and food and beverage operation is how well it serves local golfers and community residents. Touchstone puts the highest priority on providing an enjoyable, great value experience for the local community and thereby engendering lasting loyalty that leads to consistent, predictable, and recurring revenue. The final marketing plan will define and target each guest segment for golf, dining and events.

Upon identifying key guest segments and completing a thorough competitive market analysis, we will focus on building loyalty through memberships, events, tournaments, and customer service. That loyalty contributes to recurring revenue, sustainability of conditions and success for a golf course. Casa Blanca needs to build and establish its own brand and should not try to tap into any other golf loyalty or membership programs that are affiliated with other golf courses.

Casa Blanca appears to have a marginal reputation within the social media space and it appears its website may have been hacked. Every golf course has a unique story – for example, exemplary environmental practices, unique restaurant and social events, extraordinary charitable activities. Touchstone is adept at generating interest in its managed golf facilities and creating a sustainable relationship with the local media, using well-crafted and timely press releases. Through this process we manage reputations and develop a more positive view of the golf course by the community.

We will augment the marketing of Casa Blanca with public relations activities. Because Casa Blanca is a key and versatile amenity for the Webb County, it is important that, in addition to being a place for golfers, it be a destination for community events and activities. As such, we will continue to market and host a number of special events at Casa Blanca working with the food and beverage operator.

Touchstone Golf utilizes Cindy Elliott Public Relations. Cindy is a golf industry leader providing support for the PGA Tour, American Golf Foundation, and several other golf organizations. Ms. Elliott's firm is a full-service public relations, marketing communications, and community outreach consultancy specializing in the golf, travel, hospitality, and non-profit sectors. All public relations activities will be coordinated with the Webb County optimize the impact.

Effective Use of Marketing and Social Media Technologies

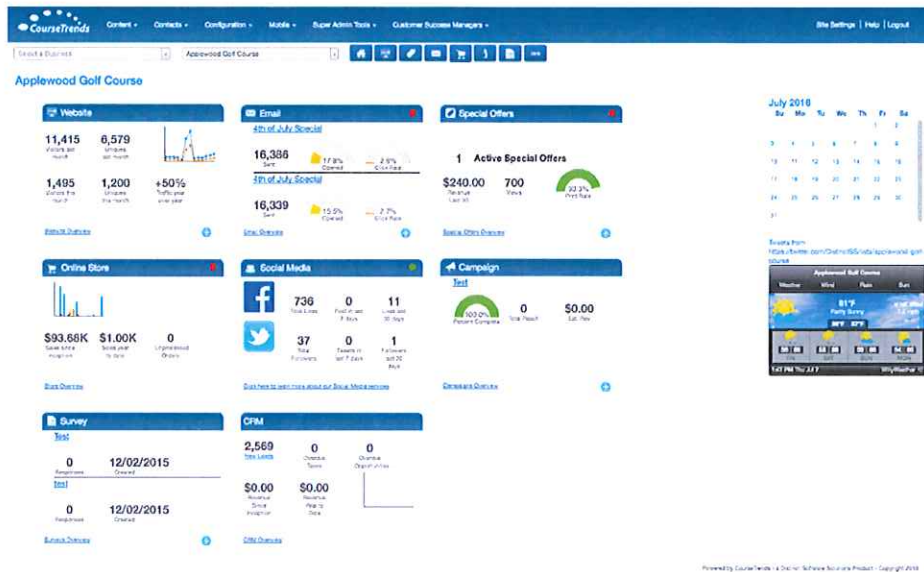
The past decade has seen the proliferation of technology for communicating with golfers and promoting tee time availability. Technology must be managed and used in a disciplined manner to assure maximizing the average green fee rate. We will enhance social media methods, search engine optimization, and further expand the use of technology to grow facility income and increase guest satisfaction. Utilizing the Dynamic Intelligent Marketing Engine ("DIME") will add a distinct advantage in building golf course traffic and revenue.

In addition to the traditional forms of marketing and networking, it is important to connect through current mediums especially for millennial marketing efforts. Touchstone will establish, at a minimum, Facebook, Twitter, Instagram, Tumblr, Pinterest, Yelp and Google+ to ensure all customers are reached and can interact with the venue in "real" time.

Touchstone believes in a dynamic and aggressive marketing effort to target slow periods. This approach provides for increased play without compromising green fees that may be generated at a higher rate. Specifically, this approach requires a daily rounds pace-report to identify slow periods so Facebook, Mobile Applications, and the use of an email database can be used to generate additional rounds. Touchstone's approach is more like a laser versus the broad net and difficult to measure benefits of print advertising or even television advertising.

A golf course's point-of-sale system is an important part of the marketing technology engine. The ease of use of online reservation system is critical and must integrate with the point-of-sale system utilized. Touchstone has experience with multiple point-of-sale system and recommends the EZLINKS system for the golf course.

While the current website provides reasonable breadth of information, Touchstone would enhance the site significantly with such information as local Golf Course detail and membership forms, regular and banquet menus, and an updated look and feel. Touchstone would utilize EZLINKS, to not only assist with site enhancement, but also utilize the DIME marketing tool and measurement engine to energize the marketing plan. A sample dashboard for this software follows.



Touchstone will utilize an industry-leading, web-based survey tool to regularly query guests about their experience at Casa Blanca. Touchstone Senior Management will diligently review results from these surveys and give feedback to the General Manager and department heads and staff. We will also share survey results with the Webb County staff.

Touchstone advocates course-based, proprietary email marketing and has significantly improved its email database at its public venues through a variety of email collection techniques while complying with opt-out rules. As an example, over a one-year period, Touchstone recently built an email database at a municipal venue from zero to over 10,000 strong. It is our understanding that there is an existing email database per the consultant’s study is almost non-existent. Once a strong email database is in place, the data can be analyzed for preferences, interest and other indicators tied to that golfer can be targeted for golf, events and other revenue-producing services. In addition, golfers who have not frequented the course recently can be automatically sent promotional emails to entice them to return. The point is to speak to our customers’ interests and create unique experiences that capture their loyalty and advocacy.

Marketing Process and Pay-off

Our first priority at Casa Blanca will be providing a quality golf course and guest service experience, which augments and cements the golf course’s value as a community asset for the County. As previously stated, we start by creating awareness and interest, support that by providing a high quality, great-value experience, seek and recognize loyalty from our patrons, and, ultimately, convert loyal golfers into advocates for the course.

The marketing and promotion programs for Casa Blanca will provide the foundation for increasing awareness of and use of the facility. Each year, Touchstone will facilitate a formal marketing plan and budget and submit it to the County for review. Our plans will include detailed analysis of market demographics, an assessment of the competition, an evaluation of rate structures among competitors, and a detailed explanation of marketing and promotional activities to be undertaken.

There are several additional resources that would be deployed for marketing plan purposes at Casa Blanca.

Identification of Tournament Opportunities

Touchstone advocates robust Men's, Women's, Junior and Senior Golf associations at each of its municipal facilities. These clubs create a foundation for regular activities that both enhance the utilization of the golf course while creating reliable streams of predictive revenue. Central to each membership is the inclusion of handicap services through the Texas Golf Association, which allows competitions to take place among a wide variety of abilities. In addition to local association membership, Touchstone will add a range membership to provide a steady stream of income and clientele.

After building a core group of memberships at our properties, we use member-guest events, mixers and similar activities to build the membership base. Consideration can also be given to incentives for members to bring in additional members such as a complimentary round of golf, sleeve of golf balls, etc.

Touchstone continually evaluates and creates new events (golf and non-golf) and tournaments for local Golf Course members. These events complement and enhance the value of their membership. Each Touchstone course hosts similar events with generally 40 to 140 participants. If not already in place, Men's, Women's, Junior and Senior golf championships should be conducted at the venue.

Golf Special Events

Touchstone has extensive experience in hosting a very diverse and wide range of special golf events including the following core golf events:

- Charity and corporate golf outings
- Local golf leagues, including corporations, organizations and other groups
- Local men's, women's, senior's and junior golf events

More importantly Touchstone has created and developed numerous specialty golf events to enhance community involvement and leverage the golf course as part of the overall community experience, including:

- Women in Golf Day
- First Responders Day
- Patriots Day
- Nine, Wine and Dine

We also like to get creative particularly with our resident golf associations so that a sense of excitement is created about golf events beyond the routine formats for association and league play, including:

- The Canine Invitational – play golf with your dog!
- Glow ball night golf
- Single club event

Non Golf Special Events

Touchstone's programming model is geared toward furthering the course's reputation as an integral athletic, recreational, social, and environmental amenity of the municipalities we serve. We have a long and successful record of accomplishment in event development and the following is a sample of non-golf events with which we have extensive experience:

- Weddings and wedding receptions including bridal luncheons
- Anniversary and birthday celebrations
- Family movie nights
- Charity fund raising galas and silent/live auctions
- Business retreats, meetings and team-building sessions
- Retirement and special recognition events
- Chamber and related organization networking events
- Holiday parties, 4th of July celebrations including fireworks
- Easter and Mother's Day brunch buffets, including Easter Egg hunts
- Awards banquets
- Community Appreciation Day
- Beer and wine tasting events



Target Market

The target market for Casa Blanca is comprised of two key segments: Residents of Webb County and the surrounding communities and visitors either on vacation or for business purposes.

Community Involvement Programs

Beyond its emphasis on local golf and resident activities, Touchstone has a history of reaching out into the community to not only leverage the resources the golf course may have to bring to the community, but also to promote the facilities it manages.



A great and local example of how Touchstone builds community relationships is the annual fireworks show at Grey Rock Golf Course in Austin. Under Touchstone's leadership this event has grown to over 4,000 attendees. This year's event included nine popular local food trucks, food offerings from the golf course kitchen, a live band and fireworks display over the water body surrounding the 18th green. We estimate that out of the 4,000 attendees, less than 100 are regular golfers at the property demonstrating the reach of the event.

The following is another good and recent story of the Touchstone culture to support our local communities.

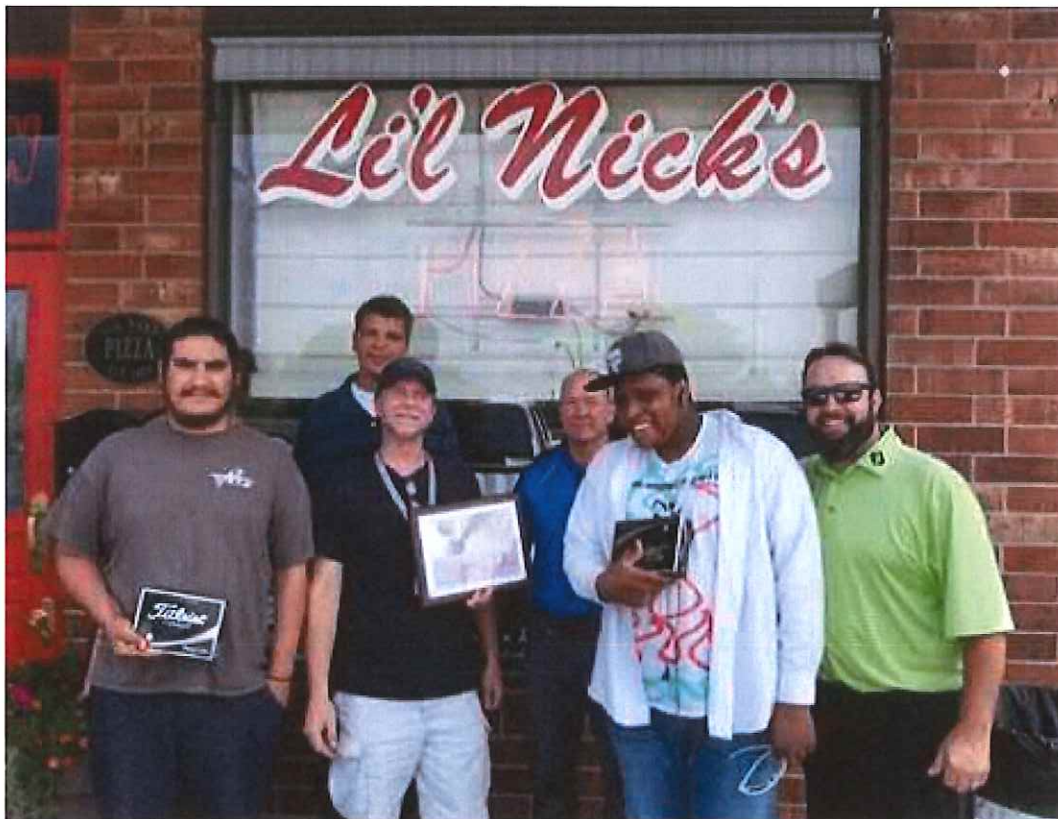


Applewood Golf Course

...

August 6 at 5:42 PM · 🌐

Applewood's Director of Instruction Tim Pratt and General Manager Brian Melody had the privilege of teaching golf lessons to residents of the Wheat Ridge Regional Center this summer. We are very proud to announce that three of the residents qualified for the State Tournament for Special Olympics! Congrats to Javon, Daylon and Alex on this great accomplishment and best of luck at state guys! Tee em high and let em fly!!!



A sample list of community-oriented events completed by one our municipal properties is shown below:

Spring Fling Business Expo

Host: Local Chamber of Commerce

Staffed a booth and spread the word about the course and restaurant.

Rodeo Chili Cook-Off

Host: Rotary Club

Staffed a booth and competed in the chili cook-off competition and took 3rd place!

Fall Festival

Host: Chamber of Commerce

Staffed a booth and used an inflatable hitting net was set up for kids to hit golf balls.

Wine, Women, & Weddings Event

Host: Local Bridal Organization

Day one included a wedding dress runway, and day two included a dress sale with profits benefiting a local charity.

Local Area Golf Show

Host: Local Fair Grounds

Promote golf and tournament/event play. Thousands of local golfers attended the event.

Meet In The Streets "Light Parade"

Host: Local Chamber of Commerce

Utilized golf carts in the parade to promote the golf course.

Holiday Toy Drive

Host: Local Non-Profit

Wound up being the largest contributor by donating over 1,000 toys sourced at the golf course.



Shoreline Golf Links, City of Mountain View

SECTION 5 Management Approach

This section details the components to be included in the Proposer's Business Plan describing the services to be performed and the manner in which they will be performed. Such description should, at a minimum, provide the following information:

a. Proposer's understanding of the project;

Casa Blanca is similar to Touchstone's other municipal projects. The goal is to keep the cost of accessing the course low for residents, but price at a level sufficient for all golfers to consider the course a good value. The course needs professional management to improve conditions, optimizing tee sheet management and develop golf and non-golf programming so that the golf course is viewed as a prized asset of the community, not just a recreational facility for people that play golf. This approach has led to tremendous success at our other municipal properties.

With our senior management experience in Texas and with our administrative office headquarters here, we feel we have the fundamental market knowledge to be successful at the Casa Blanca County Golf Course.

Each property we take on goes through a rigorous competitive market analysis and pre-management due diligence process. When we step on property to manage a facility, our goal is to be fully aware of and ingrained in the local community. In other words, a tremendous amount of time is invested by Touchstone on its own dollar to ensure that we are successful right out of the gate in taking over management.

b. Examples of measurable goals and objectives that can be incorporated in the agreement;

We create a course specific business and marketing plan at each golf course under Touchstone management. Examples of measurable goals that might be contained therein include:

- Top line revenue growth
- Bottom line profitability objective
- Membership sales
- Tournament sales
- Survey ratings
- Course conditioning audit results
- Email account growth
- Banquet sales (golf and non-golf) – assuming Touchstone operates the food and beverage business

c. List of any exceptions taken to the provisions of this RFP; and

No exceptions to the provisions of this RFP by Touchstone.

d. Describe in detail your overall operations and maintenance program for the golf course including:

- i. **The Proposer shall submit a description of the management fees they propose the County pay for their services for the management of the Webb County Casa Blanca Golf Course for 2018-2019.**

- ii. **The management fee will be payable to the Contractor in monthly increments, paid for by the operating revenues of the Casa Blanca County Golf Course.**

Touchstone Golf is pleased to present a proposal for the full-service management of the Casa Blanca County Golf Course. The goal and intent of this management engagement is to ensure the facilities will be operated for the purpose of driving the financial performance and value of the property. An outline of our services and fees for full service management is presented below.

Scope of Work

1. Provide day-to-day management and oversight of operations of the 18-hole daily-fee golf facility to ensure a high-quality experience for guests and members, including management of the event space and complete food and beverage operations.
2. Oversee the accounting process including: (a) planning and budgeting, (b) daily and monthly sales reporting, (c) producing monthly financial statements, (d) processing all expenses for payment, (e) reviewing monthly cash flow statements and creating a cash flow forecast, (f) managing labor, employee relations and payroll. By using our central accounting office, we typically reduce the on-site accounting needs significantly and the cost associated therewith.
3. Oversee the planning and implementation of all marketing programs, including developing and optimizing membership programs, tournament/catering event sales plan, promotion of the food and beverage operation, implementation of pricing and revenue management techniques, and placing appropriate social media/advertising.
4. Handle the recruiting, hiring, employment, payroll and benefits processes for all golf course personnel (All staff would be employees of Touchstone Golf).
5. Develop and/or recruit competent staff and deploy such staff and other resources to ensure that they consistently take proper care of members/guests, the facilities and the golf course.
6. Develop or recruit competent managers that are experienced and trained in high-end golf course management. Assure that they have sufficient experience in the golf course industry to oversee operations of the golf course.
7. Evaluate and propose the appropriate capital improvements and equipment based on the Owner's need and resources.
8. Deployment of methodologies to mitigate negative impacts on the natural environment, maintain the golf course and facilities for consistent and continuous improvement of the quality and value of the experience.
9. Carry out our duties in a proper and business-like manner and in compliance with all applicable local, state and federal laws, regulations and ordinances. Including the process of securing and holding a liquor license, if applicable.
10. Taking advantage of Touchstone Golf's national accounts relationships, purchase supplies and equipment, as needed, to operate the golf course. Typically, these savings cover a significant portion of our management fee.
11. Implement the Touchstone Golf Foundation to enhance guest service and community outreach.

Schedule of Fees

1. Full service, turnkey operating management of the golf course operations and related facilities for an initial term of five (5) years. The monthly cost for this service would be as follows:
Year 1: \$5,000
Year 2: \$6,000
Years 3-5: \$7,000
Includes accounting and administration function valued at approximately \$3,000 per month
2. One five (5) year extension of the Contract Period provided Touchstone is in compliance with the agreement.
3. An incentive fee based on EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) improvement over each prior year or partial year period equal to 15%. Note that in the event the liquor license is held by the County, Touchstone cannot earn its incentive on the gross profit from liquor sales. If the liquor license is to be held in a Touchstone subsidiary name, \$500 of the monthly management fee in 1. above will be allocated to Touchstone's management of the liquor entity and a Concession arrangement will be entered into with the County. The cost of obtaining the liquor license in the Touchstone subsidiary name shall be for the account of the County.
4. Owner is responsible for all operating expenses and costs of the golf course, with the exception of defined corporate services of Touchstone, such as executive and regional management oversight as well as finance, accounting and human resources support.

Alternative Schedule of Fees

We do offer a management package that does not include monthly financial statement reporting, instead Webb County would be responsible for this. Touchstone can assist in setting up the general ledger and would still provide budgeting support. Two of our properties have this arrangement today, including one municipality in Texas (Country View Golf Course – City of Lancaster). In this instance, the employees are Touchstone's just as in a full service management contract, with their cost reimbursed by the client as each payroll is processed. **The monthly fee for this arrangement is \$4,250.**

Overall Operations and Maintenance Program

Service Philosophy

Central to Touchstone's operating philosophy across all departments we operate, and one of the most important components to providing guests with a memorable experience is ensuring that exceptional service is delivered consistently and effectively. Our approach is to listen to the customer, deliver service that is in alignment with our value proposition, and to follow-up with the customer frequently to ensure consistency. Additionally, we constantly inspect what we expect from our employees through secret shops and customer surveys. This allows us to identify any training opportunities as well as recognize employees that deliver exceptional service to our guests.

Touchstone's belief is that all co-workers must deliver consistent customer service at all times. In practice, we strive to establish the expectation of remarkable customer service and ensure that every employee makes every guest feel important. Regardless of the value proposition – our service is never compromised. Job descriptions and service standards will be established and communicated to every Co-worker. Co-worker and department head meetings will be used to reinforce and further develop the standards and provide training so that staff are involved in the creation and delivery of excellent service.

Our strategy begins with a simple statement that must be embraced by every staff member from the range attendant to the head golf professional:

Understand and exceed our customer's expectations by providing the best possible golf experience.

We then monitor our service delivery using two important tools:

Service Shops. In order to gain perspective from the eyes of the guest, we rely on frequent 3rd party "service shops." Typically, these shops are conducted by an independent third-party and provide valuable insight into the effectiveness of employee service training programs. Specifically, the service shop would be conducted in both the golf shop and dining outlets and measures the following:

Greeting the guest/answering the phone in courteous and professional manner; collection of accurate information from the guest; effective communication of policies to the guest (cancellations, returns, etc.); timeliness of service delivery; physical condition of property, ambiance, cleanliness; product quality; cash handling.

Secret Shoppers. We also utilize secret shoppers as a valuable tool to assess the skills of the sales team members and learn from the experience we provide to our prospects. Training opportunities are often uncovered through the results of these sales shops. Specifically, the sales shop measures the following:

Promptness in returning telephone calls; proficiency in delivering value proposition; whether the correct probing questions are being asked to identify key buying criteria; effectiveness in communicating the product features and benefits; ability to progress prospect along in sales cycle and closing tactics; effectiveness in up-selling or providing appropriate alternatives; follow-up with the customer and cultivating referrals.

InMoment Survey System

Touchstone utilizes a web-based survey tool to regularly query guests about their experience at the venue. This system will email golfers after the completion of their round and focuses on a simple survey tool that also provides for a comment field and callback request feature. The following is a recent sample of surveys received at Touchstone's Battleground venue (City of Deer Park):

Total Score	Service Received	Recommend Course	Course Conditions	Quality of Food	Comment
9.3	9	10	9		If the snack bar had been open at 7:00 am it would have gotten business from us. If it had been open at the turn, it would have gotten business from us.
9.3	10	10	8		Lovely course and layout, I will definitely be returning. I thought on a couple holes pins were placed in areas where the green was not at its best which made putting a little more difficult than necessary (bumps, weeds, or dead spots).
8.5	9	9	9	7	The Marshall was really nice and polite and he made us feel very welcome. Not too many marshalls like that.
8	7	9	8		All the workers and volunteers where very helpful
9.3	9	10	9		We didn't order any food because the grill closed before we finished. Any way the grill could stay open until 4:00 instead of closing at 3:00? Nice course, it is in good shape and the staff are always friendly and helpful.

From an employee's first day on the job, we begin training with our fundamental service philosophy and standards. Regardless of an employee's position or past experience, each member of our team is indoctrinated with our relentless pursuit of providing exceptional service to our guests. We continue to invest in training our employees through meetings, formal workshops, and web-based training programs. We are proud to publicly recognize and celebrate the success of those who exceed the expectations of our guests with our Co-worker of the Quarter awards.

We utilize these basic repeating standards in our training process and service delivery, with emphasis on every employee designated as a ***DIRECTOR OF FIRST IMPRESSIONS***:

10 Foot Rule

Greet and smile at every guest within 10 feet!

Phone Calls

Answer by 3rd ring "Thank you for calling _____ Golf Course, this is [your name] how may I help you today?"

Sales = Service

Ask the guest if they would like one more item "Do you need any golf balls today, we have a couple of specials?" or "Would you like the sandwich as a combo?"

Problem Solving

Take the initiative to solve the problem "What can we do to make this right?" Act like a CEO!

We also utilize two special programs designed to create and sustain excellent customer service. The **FIRST** program is designed to bring the employees together under an umbrella operating philosophy. The acronym stands for:

- **Friendly**
- **Integrity**
- **Respect**
- **Stretch – Learn**
- **Teamwork**

The General Manager can hand out \$5 gift certificates to recognize an employee that has demonstrated one or more of these attributes that can be used in the golf shop (and normally the restaurant however that likely will not apply in this case). A sample of the certificate is shown below.



The second program is called “Take 5 to Shine” – this program encourages employees to demonstrate service at the “wow” level every week. The program is further identified in the following pamphlet shared with employees.

- At least one 5-minute effort every week
- Do something extraordinary for a guest
- Goal is to elicit a “WOW” from the guest
- Examples:
 - Offering to take a photo of a group struggling with a Selfie
 - Helping a guest overloaded with food & drinks to their table
 - Surprising guests with samples from the kitchen
 - Offering to rake a bunker for a guest who just hit a shot
 - Helping a guest load or unload their golf clubs

Proposed Point of Sale System

Touchstone proposes the EZLinks EZSUITE POS system, coupled with the related marketing engine known as EZENGAGE. EZLinks is majority owned by the PGA Tour. We believe EZ Links is a superior company in the golf course POS and marketing management space and is the dominant provider to Touchstone facilities.

Staffing Plan

The following is a typical staffing chart for a full-service operation as may be amended for the unique attributes of each individual property managed by Touchstone and its operating needs.

Position	Summary of Qualifications	Key Responsibilities	Hours per week - April-Oct.	Hours per week - Nov-Mar
General and Administrative Staff				
General Manager/ Director of Golf	10 plus years' experience in a similar capacity in the golf or hospitality industry. Excellent business acumen, communication style and leadership ability. PGA	Oversight of all staff of the golf course. Day to day management of the financial performance and operating strategies at the facility.	50 - 55	50 - 55
Sales & Marketing Director	Previous hospitality sales experience, preferably with golf tournament and banquet experience. Website management. Outgoing, energetic individual that is sales driven.	Event sales at facility. Day to day implementation of Touchstone marketing plan.	40	40
Book-keeper	Efficient, detail oriented, previous bookkeeping experience	Daily close and preparing bank deposits, daily payroll tracking, working with Touchstone corporate finance team.	20	15 to 20
Golf Operations Staff				
Golf Shop Staff	Efficient, detail oriented, sales ability	Guest check-in, merchandise sales, member/loyalty sales	145-155	120
Cart Staff	Efficient, detail oriented, safe	Cart staging, cleaning, detailing, range picking, mechanic	120 - 140	50 - 80
Range Staff	Efficient, detail oriented, safe	Range staging, picking, cleaning and delivery of balls	120-140	50-80
Player Assistants	To be staffed with Touchstone Golf Foundation volunteers			
Golf Course Maintenance Staff				
Superintendent	GCSAA Class A or higher, 10 years minimum experience	Lead maintenance operations	50 - 55	50 - 55
Senior Greens-keeper	3 years previous golf course experience	One senior GK and to lead crew operations	100 - 110	100 - 110
Mechanic	Previous golf course mechanic experience	Equipment repair and preventative maintenance	40	40
Asst. Greens-keeper	Efficient, detail oriented, safe	Standard maintenance staff	180-200	180
Maint. Staff	Efficient, detail oriented, safe	Standard maintenance staff	30 - 50	0 - 20
Food & Beverage Staff				
Food & Beverage Director	10 years minimum experience in golf complex comparable to The Crossing	Lead Food & Beverage operations	50 - 55	50 - 55
Executive Chef	5 years minimum experience in golf or restaurant operation comparable to The Crossing	Execution of all menus and management of kitchen staff	50-55	50-55
Line Cooks	Previous experience in restaurant operation	All food preparation under Chef's guidance and instruction	180-200	140-160
Servers	High touch service personnel	Customer interfacing for orders and delivery of meals	180-200	180
Kitchen Staff	Bias to cleanliness, safe	Dishes, bussing, similar duties	80-100	60-80

Player Development Plan

Across our platform we offer numerous options for player development programs and fit the program to the amenities of the golf course. Touchstone understands the financial imperative for bringing new players into the game. Likewise, we recognize the significant positive impacts that introducing golf as a lifetime recreational pursuit can have on a community. As a result, Touchstone has an unwavering and demonstrable commitment to player development. We will extend that commitment to Casa Blanca.

We will promote golf instruction programs for players of every level of skill. We will sponsor complimentary bi-monthly golf clinics throughout the year, increasing the frequency to once per week during the summer months. Each clinic will be tailored for a specific segment of the golfing market, including: beginners; women (during the industry's *Golf 20-20 Women in Golf Week*); youth (part of a series of summer clinics for junior golfers); and seniors.

As an after-school option for youth at risk, we will offer a series of instructional and learn-to-play programs modeled after the non-profit Ace Foundation's *Ace Kids Golf* program (www.acekidsgolf.com). We will enlist volunteers from our Touchstone Golf Foundation to help run and raise funds for this program.

Our golf instruction programs at Casa Blanca will include a player development program structured like those at our other facilities. These programs are for all players, regardless of ability. We introduce players to the game and encourage them to continue with regular practice and play to improve skills and enjoyment.

Touchstone will target the junior golf market surrounding Casa Blanca and encourage participation in programs and activities geared for young golfers. Our objective will be to broaden the Altadena and Eaton Canyon reach into the market and bring more young people into the game. We will also create a Junior Annual Pass Membership with features like low or no-cost instruction and access to the practice facility and golf course for nominal fees.

Finally, Touchstone believes it is important for publicly owned golf courses to support local high schools' golf programs – varsity teams and non-varsity participants. Touchstone intends to go beyond access to the golf course for high school golfers. We envision rules classes, golf course management (from a player's perspective) and game improvement programs.

Proposed Maintenance Standards

Touchstone will comply with the Golf Course Maintenance Requirements provided in the RFP and will compliment those with other standards it imposes on its properties under management. To maintain a high-quality golf course and guest experience at the Casa Blanca County Golf Course, Touchstone will commit to a plan for golf course maintenance that ensures the golf course is playable and enjoyable. Touchstone has a systematic process for getting this done. We will begin by assessing and, if necessary, re-establishing a vision for facility conditions. Next, we will consult and work with the County and local golfers to identify the outcomes required to achieve the vision. Once these outcomes are defined, Touchstone will schedule and complete the work to realize those outcomes and maintain the golf course to deliver those outcomes. In addition to regular maintenance activities, Touchstone will manage and complete a list of priority projects, as identified in consultation with the golf course's General Manager and Superintendent, as well as with representatives of the County. Our course maintenance discipline yields a consistent and sustainable high-quality customer experience.

Maintenance Quality Standards

The maintenance practices described herein summarize Touchstone’s agronomic, horticultural and recurring service practices for golf course maintenance at the Casa Blanca County Golf Course. The quality standards establish the frequency and methods for routine maintenance and cultural practices and prescribe the amenity package needed at the facility.



Lake Chabot - City of Oakland

To meet the expectations for course conditions will require the full commitment and dedication of the Superintendent and maintenance staff. We anticipate retaining the current golf course maintenance staff, thereby assuring a measure of continuity in the day-to-day operation.

To assure that management and golf course staff are aligned and communicating about the objectives for maintenance, Touchstone will require the following at The Casa Blanca County Golf Course:

- The Superintendent will post a quarterly calendar displaying all activities that relate to turf management, cultural practices and improvements, including aeration, fertilization, herbicide applications, turf replacement and capital improvement projects. This plan will be approved by Touchstone executive management.
- The Superintendent will develop a monthly improvement plan. Touchstone executive management and the General Manager will monitor the maintenance staff’s performance in meeting the objectives of the plan. Management will hold the superintendent accountable for executing the plan, taking any corrective measures needed and producing results.

Minimum Maintenance Standards

These standards would be adjusted after a thorough review of the property and are provided as an example of the detail in a Touchstone Minimum Maintenance Standards program. The Minimum Maintenance Standards should take into account the changing needs of the golf course based on course utilization, time of year, environmental factors, etc. Minimum Maintenance Standards create consistency and enhance the golfing experience. The goal is to provide the guest with a great day of golf from the first tee to the eighteenth green. By meeting or exceeding the guest expectations with a consistently well maintained golf course and good turf coverage we will have provided the high quality value that the guests deserve. A good maintenance program begins with the organization of the maintenance facility and our staff. The following summarizes our standards/approach.

In season: April through October	Off season: November through March
➤ Mow greens 7x per week @ .135" to .156".	➤ Greens mowed as needed based on growing conditions @ .145" to .165".
➤ Mow greens surrounds 1x per week @ 1.25" - 1.5"	➤ Mow greens surrounds 1x per week
➤ Mow tees, collars and approaches 2-3x per week @ .500"	➤ Mow tees 1 x per week @ .500"
➤ Mow fairways 2-3x per week @ .500"	➤ Mow fairways and collar and approaches 1x per week @ .500" or as needed based on growing conditions.
➤ Mow roughs 1x per week @ 1.25" – 1.5"	➤ Mow roughs only as needed @ 1.25" – 1.5"
➤ Hole rotation: Cups are changed every day.	

Other Maintenance Practices

Practice	Timing
Aerification	<ul style="list-style-type: none"> ▪ Greens (May, and September); Tees (Spring and Summer) ▪ Fairways/roughs (Spring and Summer)
Fertilization	<ul style="list-style-type: none"> ▪ Greens: Granular Bi-weekly ▪ Fairways and Tees: Granular 6-8 weeks depending on weather conditions ▪ Roughs: Granular 6-10 weeks depending on weather conditions
Pre-emergent	<ul style="list-style-type: none"> ▪ Apply in November/December to fairways and roughs ▪ Apply Post-emergent in January - May for cleanup purposes as necessary.
TDS/Salt Management	<ul style="list-style-type: none"> ▪ Visually inspect the greens on a day to day basis for a discolored, modeled appearance indicating high levels of salt. ▪ Weekly TDS tests with hand-held meter on select greens. ▪ Greens flushing on an as needed basis based on observed conditions and TDS tests. This entails applying gypsum to the greens and providing heavy concentrations of water to the greens to move the salts through the soil.
Turf Protectants	Fungicides and insecticides applied on an as needed basis to address specific disease or insect activity on the course. Based on observations on the property we would consider utilizing a preventative fungicide program to prevent disease activity on the greens if the needs of the golf course required it.
Tests	<ul style="list-style-type: none"> ▪ Soil tests will be taken 2x per year. ▪ Water tests will be taken 1x per year
Divot Repair	<ul style="list-style-type: none"> ▪ Tees 1x per week in season; 3x after over-seed. ▪ Sand mix includes seed to aid recovery.
Irrigation	Turf would be irrigated the necessary amount based on turf varieties, temperature and evapotranspiration to ensure turf health and overall strong playing conditions for guests.
Trees	<p>Maintained in a suitable fashion to ensure their health, tree trimming would be prioritized in the following order:</p> <ul style="list-style-type: none"> ▪ Trees presenting a safety concern ▪ Trees that may have a health issue due to overgrowth ▪ Trees that affect playability of the course and trimming to improve the aesthetics of the tree.
Bunkers	<ul style="list-style-type: none"> ▪ Mechanical Rake 3x per week ▪ Edging is continual
Greens	<ul style="list-style-type: none"> ▪ Light/frequent top-dressing bi-weekly in the growing season ▪ Verticut as necessary to thin thatch and improve playability.
Driving Range	<ul style="list-style-type: none"> ▪ Tees and target greens mowed 2-3x per week ▪ Range mowed 1x per week ▪ Top Dress Divots Daily
Clubhouse	<ul style="list-style-type: none"> ▪ Mow areas 1-2x per week ▪ Rotate flowers out in spring, summer and fall ▪ Weed control daily
All course maintenance will be adjusted based on weather conditions and turf needs.	

Standard	Details
Maintenance Building Interior	<ul style="list-style-type: none"> ▪ Building is secured with the use of dead bolts, pad locks on gates and storage areas. A security system is suggested at each property. ▪ All flammable material must be kept in a flammable resistant cabinet. ▪ Proper storage of waste oils in secondary containment tubs is mandatory. ▪ The oil drums for waste and new oil need to be properly marked. ▪ Provide adequate lighting, ventilation and heated work space in the shop. ▪ All parts to be stored and properly marked for inventory control. ▪ Shop should be organized and free of debris and clutter. ▪ Shop floor should be clean and free of objects that may be a risk of injury to the employee. ▪ All fire extinguishers are annually checked and certified. ▪ Eye wash kit, either portable or permanent, should be in all shop facilities. ▪ Drinking water, hot and cold water, and bathroom facilities are mandatory. ▪ Equipment to be parked in designated areas with well defined, passable walkways. ▪ Hand tools to be in good condition (shovels, rakes etc.) and to be organized and stored in a hanging position on the wall.
Maintenance Building Exterior	<ul style="list-style-type: none"> ▪ Equipment is to be secured and in working order. No keys left in ignition. ▪ Exterior of the building should be clean, painted and properly lighted. ▪ Wash pad area is clearly defined and used in accordance with local and other ordinances. ▪ AST/UST tanks are clearly marked and have a logging system, monitor system for UST's, permits and tank testing if need yearly. Meter readings MUST be taken to reconcile all gas/fuel deliveries as well as the weekends by reading at the end of day Friday and the beginning of the day Monday. ▪ Proper storage of top dressing material aggregates and mulch in a designated area away from contamination. This may be storage bins, asphalt pads or a level area of ground. ▪ Area to be posted with "private property/no trespassing/no soliciting" signs. ▪ Designated employee parking. ▪ Garbage bin area to be neat and clean with adequate dumpster size based on season.
Pesticide, Fertilizer and Seed Storage	<ul style="list-style-type: none"> ▪ Pesticide room is to be clean and organized. Powders stored above liquids. ▪ Spill response kit available in pesticide storage area. ▪ Exterior of room is properly marked in compliance with local pesticide laws and regulations. ▪ The pesticide room should have a secure lock and remained locked. ▪ Adequate lighting with proper covering over the lights. ▪ Adequate ventilation and proper temperature maintained per label recommendations. ▪ Shelving is plastic or galvanized steel for easy cleaning (no wood). ▪ A form of secondary containment is established for pesticides. ▪ List of emergency phone numbers posted inside the pesticide facility. ▪ Inventory of chemicals and material safety data sheets available in superintendent's office. ▪ All materials to be stored ONLY in original containers. ▪ Eyewash station near the pesticide facility and mixing station. ▪ Fertilizer and other granular products shall be neatly stacked, clean and organized.

<p>Personnel & Organizational Management</p>	<ul style="list-style-type: none"> ▪ Ensure a task board is in place with task times. ▪ Establish task times for each job. ▪ Fill out task board each for the following day before leaving. ▪ Train and re-train co-workers to so that they can properly and safely execute tasks. ▪ Combine tasks for efficiency and reduce travel (scooter) time. ▪ Superintendent must arrive at least 30 minutes before the crew is scheduled to start and leave after the crew has left for the day. ▪ Check in with the pro shop daily (each morning) to notify them of golf course conditions. ▪ Daily morning meetings (15 minutes) ▪ Weekly meetings with other department heads ▪ Superintendent should spend 80% of his time on the course, especially first thing in the morning when most of the work is happening. This is an opportunity to coach and train.
<p>Parking Lot/Clubhouse-Arrival</p>	<ul style="list-style-type: none"> ▪ Flowers/plantings selected and arranged according to season ▪ Parking lot free of litter with no faded paint or large pot-holes ▪ Dumpsters out of sight or placed in an area that is not visible ▪ Branded Flags, Signage, etc. ▪ Bag drop area ▪ Club rack
<p>On the Course</p>	<ul style="list-style-type: none"> ▪ Branded Flags, Signage, etc. ▪ All amenities (rakes, ball washers, tee signs....) in good repair, adequately placed and supplied ▪ Staff trained to know when to stop activities, so as not to become a distraction to the guest ▪ Yardage marked sprinkler heads (front, middle and back) ▪ Yardage guides ▪ Replacement sand bottles on the 10th tee and possibly at “on-course” restrooms

Food & Beverage Services

A quality food and beverage operation compliments the golf course and makes the property a destination for the community beyond those that play golf. We have extensive experience in upgrading existing restaurant operations to increase catering and banquet capabilities and would do a full evaluation of the resources at the Casa Blanca property. We view the food and beverage operation at each of our golf courses as a profit center and integrate it closely into the overall management of the property.

We have extensive experience with liquor licenses in Texas and our own specialized liquor counsel at Foley Gardere. We can advise the County on different types of licenses, options for holding the license and are very knowledgeable regarding TABC ongoing compliance.

We take great pride in menu design and costing menu items to deliver a consistent profitability. Our national account status at Sysco generally can save our properties 10-20% on their food costs depending on items and existing arrangements.

We are adept at selling golf and non-golf banquets and have lead generation websites dedicated to creating new clientele. A sample of one of these sites can be found at www.golfclubreceptions.com.

Policies and Procedures

The table of contents from our operations manual is provided as **EXHIBIT D**. A full copy of this manual along with our Employee Manual is available upon request. Combined the documents are roughly 150 pages.

Touchstone utilizes QuickBooks Enterprise (“QBE”) as its financial software program and began using this program at the beginning of 2017, transitioning all of our properties over the course of the year from Sage 50 (formerly Peachtree). The decision to switch programs was based on limitations of the Sage 50 platform and marginal customer support.

QBE have been a reliable and stable software platform since we adopted it in 2017. Reporting enhancements will be launched in 2018 utilizing Crystal Reports beginning with January 2018 reporting. In addition, we operate the Bill.Com platform that automates the processing and payment of all bills which seamlessly interfaces with QBE.

Our budget template consists of approximately 25 integrated worksheet tabs within an Excel file; the file creates an export tab so that the budget can be uploaded into QBE. In addition to the annual budget process, Touchstone creates a business plan for each one of its clients on an annual basis, and if requested a 5-year capital improvement plan.



The Presidio, San Francisco, CA