REQUEST FOR PROPOSAL (RFP) No. 1094
FOR
MANAGEMENT SERVICES FOR THE
WINTONBURY HILLS GOLF COURSE

Issued by the
The Town of Bloomfield, CT

WINTONBURY HILLS
GOLF COURSE

TOWN OF BLOOMFIELD
CONNECTICUT

Date Issued:
April 11, 2019
Responses Due by:
May 24, 2019
April 11, 2019

All Prospective Respondents

Request for Proposals (RFP) No. 1094: MANAGEMENT SERVICES FOR WINTONBURY HILLS GOLF COURSE

The Town of Bloomfield invites you to submit a proposal based on the requirements of the enclosed RFP. The RFP and any addenda can be found on the Town of Bloomfield website, http://www.bloomfieldct.gov as well as the State of CT Dept. of Administrative Services website, http://www.biznet.ct.gov/scp_search/BidResults.aspx?groupid=136. The information contained herein outlines the intent and scope of the project; the guidelines governing the submission and evaluation of all proposals; and IRS Form W-9, Request for Taxpayer Identification Number and Certification which must be completed and submitted with your proposal.

We ask that your proposal conform to our format request as closely as possible. The Town may accept proposals that take exception to any requirement in the RFP. Any exception or alternative must be clearly delineated in a separate attachment to the proposal submitted. This letter, the RFP, and the proposal submitted by the successful proposer will be made part of the resultant contract between the Town and the successful proposer.

All proposals must be received in the office of the Purchasing and Risk Manager by 1:00 p.m., May 24, 2019.

One Original (clearly identified as such) and five (5) copies of the proposal plus a read only copy on a thumb drive shall be submitted to the attention of

Purchasing and Risk Manager
Town of Bloomfield
2nd Floor
800 Bloomfield Avenue
Bloomfield CT 06002

The Package submitted containing proposals shall be sealed, bearing on the outside the firm’s name and address and plainly marked “RFP #1094: MANAGEMENT SERVICES FOR WINTONBURY HILLS GOLF COURSE”

Questions about the Scope of Services, submission and other requirements may be directed to Nancy Haynes, Purchasing and Risk Manager at nhaynes@bloomfieldct.org no later than 4:00 p.m., May 3, 2019

Respondents are required to limit their contact with the Town regarding this RFP to the persons named herein.

The Town of Bloomfield looks forward to receiving your response.
TOWN OF BLOOMFIELD

REQUEST FOR PROPOSALS # 1094

MANAGEMENT SERVICES FOR WINTONBURY HILLS GOLF COURSE

1. INTENT

The purpose of the RFP is to solicit proposals from management firms wishing to operate the Town’s Wintonbury Hills Golf Course.

2. SUBMISSION AND DEADLINE

2.1 All proposals must be received in the office of the Purchasing and Risk Manager by 1:00 P.M. May 24, 2019. One original (clearly identified as such) and five (5) copies of the proposal plus a read only copy on a thumb drive shall be submitted to the attention of the Purchasing and Risk Manager at:

Town of Bloomfield
Town Hall, 2nd Floor
800 Bloomfield Avenue
Bloomfield, CT 06002

2.2 Package containing proposals must be sealed, bearing on the outside the Proposer’s name and address and plainly marked “RFP # 1094; Management Services for the Wintonbury Hills Golf Course.”

2.3 Pre-proposal Conference. There will be a non-mandatory Pre-Proposal conference with respect to this RFP on Thursday, April 25, 2019 at 1:00 PM at Wintonbury Hills Golf Course located at 206 Terry Plains Road, Bloomfield, CT 06002. Prospective responders are asked to gather in the restaurant at the golf course for this purpose.

2.4 Questions about the Scope of Services may be directed to Nancy Haynes, Purchasing and Risk Manager, at nhaynes@bloomfieldct.org. The deadline for questions regarding this Request for Proposals is 4:00 p.m. May 3, 2019. Written clarifications or amendments to this RFP will be issued by addenda, no later than 4:00 p.m., May 10, 2019. Only information issued by formal written addenda will be binding. Addenda will be posted solely on the Town’s and State DAS websites.

2.5 Respondents are required to limit their contact with the Town regarding this RFP to the persons named herein.

2.6 The Town may accept proposals which take exception to any requirements in this RFP, or which offer any alternative to a requirement herein. Any exception or alternative must be clearly delineated and cannot materially affect the substance of this RFP.
3. **SPECIAL INSTRUCTIONS**

3.1 Firms responding to this Request for Proposals are hereby notified that all proposals submitted and information contained therein and attached thereto will not become public information until the Town has awarded a contract to the successful respondent.

3.2 Firms responding to this Request For Proposals must have sufficient staff and expertise to complete the required services. Firms must agree that all personnel assigned to this project are qualified for this type of work.

4. **BACKGROUND INFORMATION AND EXISTING ENVIRONMENT**

The Town of Bloomfield is a suburban, residential community that was first settled in 1642 and incorporated in 1835. The Town covers approximately 26.9 square miles and is north and adjacent to the City of Hartford. Other neighboring Towns include Avon, Simsbury, Granby, West Hartford and Windsor. The 2010 U.S. Census established the population at 20,246 for the Town.

Wintonbury Hills Golf Course, since opening in 2004, has been managed by Billy Casper Golf. The existing agreement specifies a monthly management fee plus a yearly incentive. The current contract expires on December 31, 2019.

Wintonbury Hills Golf Course offers some of the most fabulous golf in the State of Connecticut. Named "#1 Best course you can play in Connecticut" by Golfweek, the golf course is located in Bloomfield, Connecticut, just 15 minutes from Hartford, is a beautifully conditioned course in a peaceful and relaxing setting. The course, represents Pete Dye's first championship design in New England. The 6,711-yard, par-70 layout has a combination of open links-style and traditional tree-lined holes to provide golfers a challenging and enjoyable round of golf. Please see website for added information: http://www.wintonburyhillsgolf.com

The Pete Dye designed championship course is both fun for beginners and challenging for the advanced golfer. The current prime time weekend green fee is $79 non-resident and $55 resident with complimentary golf car. Complimentary golf car included in the green fee are standard throughout the competitive set.

Wintonbury Hills Golf Course is certified as Cooperative Sanctuary by Audubon International. The course is committed to protecting our local environment, conserving natural resources, and providing wildlife habitats.

Additional information regarding the course is provided in Attachment #1 (Assessment and Master Improvement Plan), Attachment #2 (Scorecard and Yardage Booklet) and Attachment #3 (Aerial and Hole location)

5. **SCOPE OF SERVICES**

The scope of services is attached as Exhibit A
6. **TERM**

The initial term of the agreement shall be five (5) years, commencing January 1, 2020. The Town, in its' sole determination may decide to extend the agreement for two (2) additional five year terms upon mutual agreement. Such extension shall be upon mutual written consent of both parties for two (2) additional five year terms (or any portion thereof) at the Town’s sole discretion. Any contract entered into by the Town and the successful bidder shall provide that the Town may terminate the contract upon thirty (30) days’ notice.

7. **TIMEFRAMES**

The anticipated RFP schedule is as follows:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP issued</td>
<td>4/11/19</td>
</tr>
<tr>
<td>Pre Proposal Conference</td>
<td>4/25/19</td>
</tr>
<tr>
<td>Proposals due</td>
<td>5/24/19</td>
</tr>
<tr>
<td>Proposal Review Completed</td>
<td>6/6/19</td>
</tr>
<tr>
<td>Interview Respondents*</td>
<td>6/27/19</td>
</tr>
<tr>
<td>Recommendation to Town Manager</td>
<td>7/10/19</td>
</tr>
<tr>
<td>Approval by Town Council</td>
<td>8/12/19</td>
</tr>
<tr>
<td>Commencement of Services</td>
<td>1/1/20</td>
</tr>
</tbody>
</table>

Award of this contract is subject to the availability of funds.

*The Town reserves the right to make a selection on the basis of the proposal alone; however it may invite selected respondents for interview at its discretion.*

8. **CONTRACT MANAGEMENT**

8.1 The management firm will work under the direction of the Director of Leisure Services and report to the Golf Committee on a regular basis.

8.2 The selected firm will assign one qualified individual, who will be the firm’s day-to-day contact person who will be responsible for directing and coordinating the activities of the all personnel in all aspects services.

9. **EVALUATION AND AWARD**

9.1 **Selection Criteria**

The following criteria will be used, without limitation, in evaluating proposals and determining the most responsive management firm:

9.1a Proposer’s technical understanding of the scope of services and proposed professional services as evidenced by the proposal submitted.

9.1b The background and experience of the firm in providing similar services (especially to other municipalities) as well as the specific background, education, qualifications and relevant experience of key individuals to be assigned to this contract.
9.1c Proposed fees and costs, although the Town is not bound to select the firm who proposes the lowest fees. The Town reserves the right to negotiate fees with the selected management firm.

Proposals in response to this RFP will be reviewed against the criteria listed above, and recommendation for award will be made in accordance with standard purchasing procedures.

9.2 **Selection Procedures**

The Town intends to enter into a contract with the most responsible Proposedr whose proposal is determined to be in the best interest of the Town.

9.2a The Town reserves the right to reject any or all proposals or parts thereof for any reason, to negotiate changes to proposal terms, to waive minor inconsistencies with the RFP, and to negotiate a contract with the successful firm.

9.2b It is anticipated that a review panel will review all proposals submitted and recommend the top rated firms be invited to interview and make a detailed presentation before an evaluation committee.

9.2c The Town shall, after a thorough review of the proposals received, and after conclusion of the interview process, will award the contract to the management firm whom the Town deems best qualified to perform the services required under this contract.

10. **PROPOSALS**

The Town will not be liable for costs incurred in the preparation of the response to this RFP or in connection with any presentation before the Town. Proposals submitted must be bound, paginated, indexed and numbered consecutively. The original proposal must be clearly marked as such. Management firms shall submit as their proposal the following:

10.1 **Letter of Transmittal**: A letter of transmittal addressed to The Purchasing and Risk Manager, which includes a statement by the respondent accepting all terms and conditions and requirements contained in this RFP. The letter should also include a brief discussion of the firm’s background, experience, and ability to perform this contract in accordance with the Scope of Services. Also to be included, is a listing of clients for whom similar services were performed.

10.2 **Detailed Proposal, which includes the following sections:**

A. Firm background
   1. Brief history of the firm
   2. Overall capabilities, qualifications, training and areas of expertise for each of the principals, partners and associates of the firm who may work on Town business, including the length of employment and area of specialization.
   3. Support personnel; number and expertise
   4. Organizational chart and staffing structure
   5. Office organization and support capabilities
   6. Office locations
7. Statement of any claims and/or any ethics complaints filed against your firm or firm's employees over the last five (5) years that involve similar matters detailed in the scope of services and the status or outcomes of such action.

B. Comprehensive Business Plan and proposed 2020 budget.

C. A listing of references, which much include at least three (3) municipal courses in the U.S. where the firm has completed a management term of at least five (5) years, each throughout the year 2018.

D. List of litigation and outcomes of litigation over the past five (5) years.

E. Services Expected of the Town: Define the nature and scope of all services to be provided by the Town.

10.3 Fee Proposal: Firms are required to submit their fee proposal.

All Proposals must be signed by the firm's authorized official. The proposal must also provide name, title, address, and telephone numbers for 1) the individual with authority to negotiate and contractually bind the firm, and 2) for those who may be contacted for the purpose of clarifying any information provided therein.

11. GENERAL REQUIREMENTS

11.1 Insurance:

The firm shall be required to furnish proof of the following insurance coverage within ten (10) days of receipt of Notice of Selection. Insurance shall be issued by an insurance company licensed to conduct business in the State of Connecticut with a Best's Key Rating of A- or better. Any and all exceptions must be approved by the Town Manager. Insurance coverage shall remain in full force for the duration of the Contract term including any and all extensions or renewal thereof. Each insurance certificate shall contain a (30) day notice of cancellation. All renewal certificates shall be furnished at least thirty (30) days prior to policy expiration. Any and all deductibles are the sole responsibility of the management firm to pay and/or indemnify. Proposers’ insurance shall be primary and non contributory and contain a waiver of subrogation in favor of the Town.

<table>
<thead>
<tr>
<th></th>
<th>Minimum Limits</th>
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<tbody>
<tr>
<td>General Liability</td>
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</tr>
<tr>
<td>Each Occurrence</td>
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<tr>
<td>Products/Completed Operations Aggregate</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>General Aggregate</td>
<td>$2,000,000</td>
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<tr>
<td>Auto Liability</td>
<td></td>
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<tr>
<td>Combined Single Limit</td>
<td>$1,000,000</td>
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<tr>
<td>Employee dishonesty</td>
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<tr>
<td>Forgery or alteration</td>
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<tr>
<td>Theft, disappearance &amp; detection</td>
<td>$25,000</td>
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<tr>
<td>Worker’s Compensation</td>
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<td>WC Statutory Limits</td>
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<tr>
<td>Employer’s Liability</td>
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<tr>
<td>EL each accident</td>
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<tr>
<td>EL disease policy</td>
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<td></td>
</tr>
<tr>
<td>Each Occurrence</td>
<td>$3,000,000</td>
</tr>
</tbody>
</table>
11.1.f The Town of Bloomfield and Bloomfield Board of Education are included as Additional Insureds, ATIMA under the Commercial General Liability, Auto Liability and Professional Liability/Medical Malpractice Policies. THE UNDERLINED WORDING MUST BE SHOWN IN THE SPACE PROVIDED FOR “COMMENTS” ON THE ACORD INSURANCE CERTIFICATE. Coverage is to be provided on a primary, noncontributory basis. Waiver of subrogation to be provided. Any changes to the legal firm’s policy or carrier from year to year will include “Full Prior Acts” coverage.

11.1.g Each insurance coverage named above shall provide not less than a 30-day notice of cancellation to the Town. All policies shall be on the occurrence form. Any and all exceptions shall be reviewed by the Risk Manager.

11.1.h Cancellation or other termination of insurance policies required by this Agreement without immediate replacement thereof may be considered a default in the terms and conditions of this Agreement. The management firm agrees that such default may be cured by procurement of insurance on behalf of Contractor, at the Contractor’s expense, at Town’s option.

11.2 **Hold Harmless Agreement:**

The management firm, its agents and assigns shall indemnify, defend and hold harmless the Town of Bloomfield and the Bloomfield Board of Education, including but not limited to, its elected officials, its officers, and agents, (“the Town”) from any and all claims made against the Town, including but not limited to, damages, awards, costs and reasonable attorney’s fees, to the extent any such claim directly and proximately results from the wrongful, willful or negligent performance of services by the management firm during the management firm’s performance of this Agreement or any other Agreements of the management firms entered into by reason thereof. The Town agrees to give the management firm prompt notice of any such claim and absent a conflict of interest, an opportunity to control the defense thereof.

As a municipal agency of the State of Connecticut, the Town will NOT defend, indemnify, or hold harmless the successful proposer.

11.3 **Conditions**

Management firms responding to this RFP will be expected to adhere to the following conditions in an agreement with the Town and must make a positive statement to that effect in its proposal submitted:

11.3a The management firm has personnel sufficient to assure service continuity and agree to maintain adequate qualified personnel for the full duration of the contract.

11.3b Agree that all work produced under this agreement will become property of the Town of Bloomfield.
11.3c Agree to provide the insurance coverage herein specified for the full duration of the contract's term, including any and all extensions.

11.3d Agree to accept and follow management direction from the Town and specifically, the individuals named herein or their duly authorized designee(s).

11.3e Agree to conform to all applicable laws and ordinances and policies of the Federal Government, State of Connecticut and Town of Bloomfield.

11.3f Agree that if the Town cannot in good faith negotiate a written contract within a reasonable time with the selected management firm, the Town may unilaterally cancel its selection of that firm.

11.3g Agree that periodic payments to the management firm will be made as agreed upon in the signed contract.

11.3h Agree that if services are not performed in a timely manner so as to meet the Town’s stated time frame, the Town may withhold payment.

11.3i Agree that the Town reserves the right to terminate the contract at any time. In the event of contract termination, the management firm shall be entitled to payment for approved services rendered after the execution of the contract and prior to receipt of notice of termination. However, if the management firm has damaged the Town, said payment may be withheld until the Town determines whether or not by how much said payment should be reduced.

11.3j Agree that the contract between the Town and the management firm shall be governed by and construed in accordance with the laws of the State of Connecticut and the ordinances of the Town of Bloomfield.

11.3k Agree that no conflict of interest exists. Identify the nature of any potential conflict of interest your firm might have in providing services to the Town under this RFP. Discuss fully any conflicts of interest, actual or perceived, which might arise in connection with your firm’s performance of the proposed agreement. If conflicts do or might exist, describe how your firm would resolve them.

11.3l Agree to protect and safeguard Town confidential information. If there is a security breach that affects confidential information while that information is in the possession of the management firm, the management firm will pay for any and all costs incurred with that security breach.

12. ANTI COLLUSION STATEMENT

Proposers and their employees, officers, advisers, agents or sub-contractors must not engage in any collusive bidding or other anti-competitive conduct, or any other similar conduct, in relation to:
- the preparation or submission of Proposals;
- the clarification of Proposals; and
- the conduct and content of negotiations, including final contract negotiations, in respect of this RFP or procurement process, or any other procurement process being conducted by the Town in respect of any of its requirements.
13. **TAXPAYER’S IDENTIFICATION NUMBER**

Each management firm, whether an individual, proprietor, partnership or a non-profit corporation or organization must obtain, complete and include, with the proposal submitted, an Internal Revenue Service Form W-9, “Request for Taxpayer Identification Number and Certification”.

14. **ADDITIONAL INFORMATION AND REVISIONS TO PROPOSALS**

Information may be provided to potential respondents for the purpose of clarification to assure full understanding of, and responsiveness to the Request for Proposals requirements. Prospective respondents shall be afforded fair and equal treatment with respect to access to additional information and revision of proposals.
RFP 1094; EXHIBIT A – SCOPE OF SERVICES

The Town of Bloomfield (Town) is seeking proposals for the management of its Wintonbury Hills Golf Course effective January 1, 2020, for five years. Options to extend the agreement will be included as specified in Section 6 of the RFP.

The Town desires to contract with a firm to manage the golf course by the standards of service comparable to other top-quality golf courses in the State of Connecticut and Northeast. While precise definitions of these standards are elusive to define, it would be our expectation that the revenues generated and the cash flow earned would be in the Top 1/3 of municipal golf courses as ranked nationally.

The course will remain under the ownership of the Town, and any contract will be administered by the Town of Bloomfield.

With knowledge and understanding of the current challenges within the golf industry and the diversity of agreements that are being negotiated with qualified third-party management companies across the United States, the Town will ONLY consider a management contract whereby the Town pays the third party for the complete management and oversight of the course. Proposers must provide references from at least three municipal courses in the U.S. where they have completed a management term of at least five years, each through the year of 2018.

Under a management agreement, 100% of the profits and the capital investment responsibility will remain with the Town. The Town is requesting of Proposers to delineate what they believe the annual capital investment budget should be for the course, clubhouse and maintenance equipment.

The Town will not consider any offer to lease or purchase the golf course.
SECTION 1: OVERVIEW
Town of Bloomfield

Wintonbury Hills Golf Course

The Town of Bloomfield prides itself in the efficient conduct of business. It is the Town’s desire to provide extensive information to facilitate the respondent preparing a cogent response as it seeks to enter into a negotiated agreement that is mutually beneficial. The Town seeks to provide you as much relevant information as possible. The focus is on substance, not form.

<table>
<thead>
<tr>
<th>Course - Wintonbury Hills Tees</th>
<th>Par</th>
<th>Yardage</th>
<th>Course Rating / Slope</th>
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</thead>
<tbody>
<tr>
<td>BLACK</td>
<td>70</td>
<td>6,711</td>
<td>72.4 / 129 M</td>
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<tr>
<td>GREEN</td>
<td>70</td>
<td>6283</td>
<td>70.2 / 127 M</td>
</tr>
<tr>
<td>WHITE</td>
<td>70</td>
<td>5678</td>
<td>67.4 / 121 M</td>
</tr>
<tr>
<td>YELLOW</td>
<td>70</td>
<td>5005</td>
<td>64.0 / 115 M</td>
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The intent of this RFP is to help determine how the Town can best manage, operate and improve our municipal golf course. The golf course contributes to the enhancement of the Town’s attractiveness, stimulates residential and business development, increases tourism and improves the tax base.

Assets Managed
A. Traditionally, Wintonbury Hills Golf Course has maintained a positive net income with the exception of the last fiscal year ending on 06/30/2017, which resulted in a net loss of $11,255.

B. The golf complex includes the course, a driving range, an on-course restroom facility, restaurant, a clubhouse, and maintenance facility.

C. During the initial term of the agreement, it is anticipated that the golf course will undergo a parking lot expansion or explore alternate ideas. The course may need bunker renovations following the recommendations of the Assessment and Master Improvement Plan report. However, the overall consensus from the current Superintendent and Golf Committee is to hold off on this endeavor and revisit at a later date. The Town would also like to explore options on clubhouse expansion. The Town of Bloomfield, in conjunction with Tim Liddy / Associates, has developed an Assessment and Master Plan Improvement Plan for the proposed renovation of the course. The final scope, costs, and timeline of this renovation will be finalized by the Town in conjunction with the operator selected via this RFP process. A copy of the master plan is attached hereto as Attachment #1. Note: Timothy Liddy was co-architect with Pete Dye of the original Wintonbury Hills Golf Course.
Scope

A. The Town of Bloomfield is seeking proposals from qualified firms (Proposer) to provide management and operations of all facets of the Wintonbury Hills Golf Course for five years commencing January 1, 2020, through December 31, 2025. Two (2) five-year extensions from January 1, 2026, through December 31, 2030 and January 1, 2031 through December 31, 2035, as mutually agreed, to be exercised at the sole discretion of the Town are anticipated. Proposers must provide references from at least three municipal courses in the U.S. where they have completed a management term of at least five years, each through the year of 2018.

B. The Proposer will include with their proposal a full organizational chart and staffing structure along with a comprehensive business plan to be accompanied with a proposed 2020 Annual Operating Budget for Wintonbury Hills Golf Course.

C. The Management Company (Contractor) will supervise all play on the course — tee time reservations, driving range, lessons, starting, etc., including retail operations in the pro shop and management of restaurant. The contractor will also provide all grounds, building maintenance services and all on-site equipment maintenance and repair at the golf course on both play and non-play areas; including all landscape features, trees and irrigation systems, consistent with maintenance practices at a high-end, municipal golf course, providing quality golf experiences.

D. The contractor may also be responsible for overseeing and managing any renovations of the golf course on behalf of the Town, said determination to be made by the Town. To the extent that the contractor has previous experience in undertaking renovations through a division of their firm or managing the process by preparing the requisite construction documents, coordinating the proposals received with the Town’s Purchasing Manager and managing the renovation process, such professional experience will be viewed as positive in the RFP review process.

E. All renovation work to be undertaken will be the result of an additional formal public solicitation process specifying the scope of work to be undertaken.
Bloomfield, Connecticut
CERC Town Profile 2018  Produced by The CT Data Collaborative

Demographics

<table>
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<tr>
<th>Population</th>
<th>Town</th>
<th>County</th>
<th>State</th>
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<td>2010</td>
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<th>State</th>
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<td>Black Alone</td>
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<tr>
<td>Native American</td>
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<tr>
<td>Other/Multi-Race</td>
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<td>204,502</td>
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<th>Poverty Rate (2012-2016)</th>
<th>Town</th>
<th>County</th>
<th>State</th>
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<td>6.7%</td>
<td>11.6%</td>
<td>10.4%</td>
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Economic

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<th>Sector</th>
<th>Unis</th>
<th>Employment</th>
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</thead>
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<tr>
<td>Total - All Industries</td>
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<tr>
<td>23 - Construction</td>
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<tr>
<td>31-33 - Manufacturing</td>
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<td>42 - Wholesale Trade</td>
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<tr>
<td>44-45 - Retail Trade</td>
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<tr>
<td>48-49 - Transportation and Warehousing</td>
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<tr>
<td>62 - Health Care and Social Assistance</td>
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<td>2,212</td>
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<td>Total Government</td>
<td>118</td>
<td>784</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Businesses (2016)</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eversource</td>
<td>$93,609,050</td>
</tr>
<tr>
<td>CIGNA (all divisions)</td>
<td>$66,694,610</td>
</tr>
<tr>
<td>AMCAP COPACO II L.L.C</td>
<td>$40,749,911</td>
</tr>
<tr>
<td>HG Conn Realty (Home Goods)</td>
<td>$38,336,790</td>
</tr>
<tr>
<td>Dunecaster Inc.</td>
<td>$32,974,990</td>
</tr>
<tr>
<td>Net Grand List (SFY 2015-2016)</td>
<td>$2,033,904,590</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Major Employers (2017)</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIGNA (all divisions)</td>
<td>KAMAN (all divisions)</td>
</tr>
<tr>
<td>Home Goods Warehouse Seabury Jacobs Vehicle Systems</td>
<td></td>
</tr>
</tbody>
</table>

Education

<table>
<thead>
<tr>
<th>2017-2016 School Year</th>
<th>Grades</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bloomfield School District</td>
<td>PK-12</td>
<td>2,149</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pre K Enrollment (PSIS)</th>
<th>2016-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bloomfield School District</td>
<td>268</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4-Year Cohort Graduation Rate (2016-2017)</th>
<th>All</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connecticut</td>
<td>87.9%</td>
<td>90.9%</td>
<td>86.1%</td>
</tr>
<tr>
<td>Bloomfield School District</td>
<td>86.1%</td>
<td>90.5%</td>
<td>81.9%</td>
</tr>
</tbody>
</table>

Smarter Balanced Test Percent Above Goal (2016-2017)

<table>
<thead>
<tr>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town</td>
<td>State</td>
<td>Town</td>
</tr>
<tr>
<td>Math</td>
<td>30.8%</td>
<td>22.9%</td>
</tr>
<tr>
<td>ELA</td>
<td>30.3%</td>
<td>42.1%</td>
</tr>
</tbody>
</table>

Rate of Chronic Absenteeism (2016-2017)

<table>
<thead>
<tr>
<th>Connecticut</th>
<th>Bloomfield School District</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.9%</td>
<td>8.5%</td>
</tr>
</tbody>
</table>

Public vs Private Enrollment (2012-2016)

<table>
<thead>
<tr>
<th>Town</th>
<th>County</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public</td>
<td>82.7%</td>
<td>89.7%</td>
</tr>
<tr>
<td>Private</td>
<td>17.3%</td>
<td>10.3%</td>
</tr>
</tbody>
</table>

No representation or warranties, expressed or implied, are given regarding the accuracy of this information.
The Local Golf Market

A. Demand Demographics and Supply of Golf Courses – Summary, Demand, Household Income, etc.

i. To understand the potential growth opportunities for golf the following indicators within the competitive market are provided. Presented below are those statistics for Wintonbury Hills Golf Course, *Sourced from the National Golf Foundation*. Applicants are free to use their own data.

### Wintonbury Hills Golf Course

<table>
<thead>
<tr>
<th>Demographic Summary</th>
<th>Travel Time of 10 minutes</th>
<th>Travel Time of 20 minutes</th>
<th>Travel Time of 30 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>42,864</td>
<td>373,692</td>
<td>823,258</td>
</tr>
<tr>
<td>Projected Population (2023)</td>
<td>42,935</td>
<td>372,449</td>
<td>816,036</td>
</tr>
<tr>
<td>Projected Annual Growth Rate</td>
<td>0.00%</td>
<td>-0.10%</td>
<td>-0.20%</td>
</tr>
<tr>
<td>Total Households</td>
<td>16,199</td>
<td>150,682</td>
<td>337,050</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$80,314</td>
<td>$64,284</td>
<td>$72,276</td>
</tr>
<tr>
<td>Median Age</td>
<td>42.8</td>
<td>38.3</td>
<td>35.8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Demand Indicators</th>
<th>Travel Time of 10 minutes</th>
<th>Travel Time of 20 minutes</th>
<th>Travel Time of 30 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Golfing Households</td>
<td>2,992</td>
<td>21,562</td>
<td>52,610</td>
</tr>
<tr>
<td>Projected Golfing Households (2022)</td>
<td>3,279</td>
<td>22,453</td>
<td>54,291</td>
</tr>
<tr>
<td>Household Participation Rate</td>
<td>18.50%</td>
<td>14.30%</td>
<td>15.60%</td>
</tr>
<tr>
<td>Number of Golfers</td>
<td>4,200</td>
<td>29,899</td>
<td>72,510</td>
</tr>
<tr>
<td>Rounds Potential (resident golfers)</td>
<td>94,777</td>
<td>577,440</td>
<td>1,416,215</td>
</tr>
<tr>
<td>Est. Course Rounds (in-market supply)</td>
<td>135,853</td>
<td>533,086</td>
<td>1,093,718</td>
</tr>
</tbody>
</table>

### Income (2018)

<table>
<thead>
<tr>
<th>Travel Time of 10 minutes</th>
<th>Travel Time of 20 minutes</th>
<th>Travel Time of 30 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Household Income</td>
<td>$80,314</td>
<td>$64,284</td>
</tr>
<tr>
<td>Average Household Income</td>
<td>$112,076</td>
<td>$94,160</td>
</tr>
<tr>
<td>Average Family Income</td>
<td>$136,134</td>
<td>$118,075</td>
</tr>
<tr>
<td>Per Capita Income</td>
<td>$42,880</td>
<td>$38,292</td>
</tr>
</tbody>
</table>

### Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Travel Time of 10 minutes</th>
<th>Travel Time of 20 minutes</th>
<th>Travel Time of 30 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caucasian</td>
<td>41.10%</td>
<td>53.10%</td>
<td>66.80%</td>
</tr>
<tr>
<td>Ethnicity</td>
<td>10 minutes</td>
<td>20 minutes</td>
<td>30 minutes</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------</td>
<td>------------</td>
<td>------------</td>
</tr>
<tr>
<td>African American</td>
<td>49.30%</td>
<td>26.00%</td>
<td>16.50%</td>
</tr>
<tr>
<td>Asian</td>
<td>4.20%</td>
<td>6.50%</td>
<td>6.10%</td>
</tr>
<tr>
<td>All Other</td>
<td>5.50%</td>
<td>14.50%</td>
<td>10.60%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summary Business Counts (2018)</th>
<th>Travel Time of 10 minutes</th>
<th>Travel Time of 20 minutes</th>
<th>Travel Time of 30 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Establishments</td>
<td>2,082</td>
<td>22,914</td>
<td>44,127</td>
</tr>
<tr>
<td>Total Employees</td>
<td>33,386</td>
<td>342,830</td>
<td>584,271</td>
</tr>
<tr>
<td>Establishments: Company Headquaters</td>
<td>18</td>
<td>259</td>
<td>396</td>
</tr>
<tr>
<td>Employees: Company Headquaters</td>
<td>5,798</td>
<td>73,737</td>
<td>94,915</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Golf Facilities</th>
<th>Travel Time of 10 minutes</th>
<th>Travel Time of 20 minutes</th>
<th>Travel Time of 30 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>4</td>
<td>15</td>
<td>34</td>
</tr>
<tr>
<td>Public</td>
<td>2</td>
<td>10</td>
<td>22</td>
</tr>
<tr>
<td>Public: Daily Fee</td>
<td>1</td>
<td>3</td>
<td>14</td>
</tr>
<tr>
<td>Public: Municipal</td>
<td>1</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Private</td>
<td>2</td>
<td>5</td>
<td>11</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rounds Per 13 Holes</th>
<th>Travel Time of 10 minutes</th>
<th>Travel Time of 20 minutes</th>
<th>Travel Time of 30 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rounds Potential (resident golfers)</td>
<td>18,933</td>
<td>34,611</td>
<td>39,825</td>
</tr>
<tr>
<td>Est. Course Rounds (in-market supply)</td>
<td>27,138</td>
<td>31,952</td>
<td>30,756</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supply Indicators (18-Hole Equivalent)</th>
<th>Travel Time of 10 minutes</th>
<th>Travel Time of 20 minutes</th>
<th>Travel Time of 30 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Supply</td>
<td>5</td>
<td>16.7</td>
<td>35.6</td>
</tr>
<tr>
<td>Private</td>
<td>3</td>
<td>6.1</td>
<td>11.5</td>
</tr>
<tr>
<td>Public: Premium (&gt;-$70)</td>
<td>1</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td>Public: Standard ($40-$70)</td>
<td>1.1</td>
<td>8.8</td>
<td>17.5</td>
</tr>
<tr>
<td>Public: Value (&lt;$40)</td>
<td>0</td>
<td>0.7</td>
<td>4.4</td>
</tr>
<tr>
<td>Non-Regulation (Executive &amp; Pr-3) *</td>
<td>0</td>
<td>1</td>
<td>3.1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Charge</th>
<th>Travel Time of 10 minutes</th>
<th>Travel Time of 20 minutes</th>
<th>Travel Time of 30 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Holes Past 5 Yrs</td>
<td>0</td>
<td>-18</td>
<td>-29</td>
</tr>
<tr>
<td>Percentage Total Holes Past 5 Yrs</td>
<td>0.00%</td>
<td>-5.70%</td>
<td>-4.49%</td>
</tr>
</tbody>
</table>

Town of Bloomfield
B. Playable Golf Days *(A playable day is defined as a day that had at least 75 rounds – applicants are free to use their own data)*

i. A key measure in determining if the revenue potential of a golf course is being realized is correlating the number of playable golf days to revenue. Measuring numerous variances, including Season Days, Golf Playable Hours, Equivalent Golf Playable Days, and Corporation Rounds in total, allows us to measure the efficiency of management in maximizing the course’s potential.

The number of playable days determines the rounds potential. For Wintonbury Hills Golf Course, on average there are 181 playable golf days per year from 2014 - 2018.

<table>
<thead>
<tr>
<th>Playable Days</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playable Days</td>
<td>190</td>
<td>194</td>
<td>193</td>
<td>167</td>
<td>161</td>
</tr>
<tr>
<td>Year Over Year Change</td>
<td>-</td>
<td>2%</td>
<td>-1%</td>
<td>-13%</td>
<td>-4%</td>
</tr>
<tr>
<td>Vs. 2015</td>
<td>-2%</td>
<td>-</td>
<td>-1%</td>
<td>-14%</td>
<td>-17%</td>
</tr>
</tbody>
</table>

* A playable day is defined as a day that had at least 75 rounds

ii. Operating under a **10-minute interval** during every playable hour throughout the year, it is theoretically possible for Wintonbury Hills to register upwards of 90,564 rounds per year.
Wintonbury Hills Golf Course

A. The Town of Bloomfield golf course operates as a separate proprietary fund. It is operated as a business type fund and revenue is expected to cover operational and maintenance expenses and routine capital improvement costs. Part of the debt and major capital improvement costs may be covered by the fund. It is vital to maintain and manage the Fund in a fiscally responsible manner so that the users of the facility (golfers and guests) are not only supporting the daily operational and maintenance costs, but also the long-term capital improvement projects to keep the facility attractive, functional and competitive with the local golf market, up to today’s industry standards, and mitigate the deterioration of the course, clubhouse, and all facilities.

B. The course typically operates March 15 – December 25 weather permitting. Hours of operation are dawn to dusk.

Organizational Structure: Wintonbury Hills Golf Course

A. Currently, the contracted management firm is responsible for all operations of the facility including revenue management, marketing, maintenance, pro shop staff, starters, player assistants, car/range attendants, lessons, restaurant, snack bar and beverage car and merchandising.

B. The Town is seeking the contractor to continue this organizational structure to manage ALL.
facets of the operation.

C. The contractor will be tasked with providing monthly financial and programming updates to the Town and Golf Committee. Attendance at the Town’s monthly Golf Committee meetings is required. The Golf Committee is a subcommittee comprised of several Town Council members along with several ad-hoc members of the community who report directly to the full Town Council.

Objectives of this Request for Proposal

A. The Town of Bloomfield is seeking to have Wintonbury Hills Golf Course operated in a professional manner to achieve the following Objectives. Upon the retention of the management firm, the Town expects the contractor to create a strategic business plan defining the vision of the facility and operation while under management. That plan should detail how the following Objectives are to be achieved and include a five-year cash flow forecast:

Objectives

- Objective #1: Maintain the “#1 Best course you can play in Connecticut” by Golfweek Magazine
- Objective #2: Maintain the highest of standards – Professional and welcoming friendly customer service.
- Objective #3: Annual evaluation and review of operations (Course Reviews)
- Objective #4: Growing youth and community programming
- Objective #5: Annual golf report
- Objective #6: Maximize revenue per round - Gross revenue is optimized by ideally balancing revenue per available tee time and rounds played.
- Objective #7: GPS Cars vs Non-GPS Cars – Benefits vs Cost
- Objective #8: Encourage walking – Develop ideas and pricing structure, make golf cars optional
- Objective #9: Food operation for both WHGC users and community use.
- Objective #10: Quality merchandise and lessons.
Objective #11: Course, buildings, and infrastructure – Plan for necessary capital improvements

Objective #12: Develop a short and long term marketing plan

Objective #13: Maintain environmental stewardship

Objective #14: Revenue potential – Contractor to supply samples of revenue strategies

Objective #15: Accountability to the Town

Objective #16: Employment for Bloomfield residents; having diversity amongst management staff and overall staff is a priority

Objective #17: Maintain 10-minute interval tee times while maintaining circa +/- 4 hours 15 minutes.

B. The Town expects that these objectives will be achieved by the management firm bringing to the Town of Bloomfield professional management, proven systems, flexibility in contract negotiations with vendors, and aligning their interest harmoniously with the interests of the Town Council, management and the golfers during the initial year of the contract. As a result of achieving these services, the Town expects to derive the following benefits:

i. Generate annual income sufficient to fully service the outstanding debt, new loans that may be incurred, all existing lease payment and cover the annual management fee and incentive, if earned.

ii. Minimize the Town’s requirement to invest from the general fund in capital improvements.

iii. Introduce best management practices to the operation of the Town’s golf course, including continued use of integrated tee time reservations and POS software to effectively manage and to enhance the customer experience.
SECTION 2
PROPOSERS’ SCOPE OF RESPONSIBILITIES AND CONTRACT COMPLIANCE

General Requirements

A. Proposers must provide reference to at least three municipal courses in the U.S. where they have completed a management term of at least five years, each through the year of 2018.

Complete Management Services Proposal

A. Employees. Contractor shall, as a contractual expense of and subject to reimbursement by the Town, after consulting with the Town, select and employ all managerial employees within the salary/compensation ranges contained in the Annual Budget and Program (as defined in Paragraph H (2) below), and recruit and supervise all other personnel necessary to provide services at the course as may be contemplated by the Annual Budget and Program, all of whom shall be employees of Contractor. Contractor shall, as an expense of the Town, pay all salaries, employment taxes, fringe benefits, workers’ compensation and other insurance premiums for all employees at the course. All employees are to wear a mutually agreed upon uniform between the “own and Contractor during his/her working shift. Contractor agrees to consult with Town before employing or terminating the General Manager, Superintendent, Head Golf Professional and Head of Food & Beverage.

B. Merchandise. Contractor shall, at the expense of the Town, obtain merchandise for the pro shop at the course and food and beverage items, all in accordance with the Annual Budget and Program.

C. Discounts. Contractor shall make available to the Town any national purchase discounts which it may obtain from vendors for products or services, which may include golf cars, maintenance equipment, golf club equipment, turf supplies, insurance coverage, and retail hard and soft goods.

D. Supervision. Contractor shall supervise and operate the grounds, golf operations, pro shop, practice facilities, food and beverage services, and other ancillary services at the course. The golf course shall be open for play at all times, subject to daylight and seasonality constraints, except when in the reasonable judgment of Contractor that opening the golf course to play will not be in the best interests of the Town.

E. Equipment. Contractor shall, pursuant to its preparation of annual operating and capital budgets as set forth in Paragraph H (2), develop a list of required equipment and a purchase/lease schedule and maintain in good working condition and order the physical plant and equipment at the course, including the golf course and all physical structures.
which are part of the course, golf cars, and all vehicles and other maintenance equipment necessary to the maintenance and operation of the course in the normal course of business.

F. **Consultation.** Contractor shall, as part of its services hereunder and without additional compensation, make its staff available to the Town upon request for consultation regarding the course, including, but not limited to, operating procedures, agronomy, pro shop, food and beverage service, management and operation, capital improvements, driving range operation, clubhouse space utilization and: operations, golf car maintenance and management, and prices and rate structure. Upon request by the Town, Contractor will arrange for inspection of the golf course by U.S.G.A agronomic staff or other qualified consultant(s) and provide the Town with complete copies of such inspection reports. Contractor will abide by and implement, in a timely manner, resulting recommendations as directed by the Town, subject to the Town’s prior approval of modifications to the Annual Budget and Program then in effect. The costs associated with inspection and implementation shall be an operating expense of the course.

G. **Marketing Plan.** Contractor shall create and implement the annual marketing plan for the course as part of the Annual Budget and Program. The marketing plan for the course will include a pre-opening program of editorial coverage, public relations and promotion to increase public awareness of the course prior to its opening for play. The marketing plan shall include provisions for special events such as tournaments, paid advertising (including print, cable, internet, social media, and radio), direct mail, potential sponsorships, and media and public relations campaigns. All advertising fees and promotional fees paid by third parties to the course shall belong to and constitute Gross Revenues of the course.

Contractor shall also coordinate and oversee other third party contractors’ work in connection with the design, content, layout and production of advertising and collateral materials for use in promotion of the course. Contractor shall also design and coordinate the implementation of programs to solicit group outings at the course. Contractor will, in the context of its preparation of the Annual Budget and Program, review the offering of annual pass holders to the course and make appropriate recommendations to the Town for implementation.

H. **Accounting.** Contractor inclusive of the compensation and fees payable to it under Paragraph 5, shall provide separate budgeting, bookkeeping and reporting services to the Town for the course (it being understood that copies of all books and records shall be kept at the course and that all books, records, software, data, programs, manuals and the like shall remain the property of the Town and shall be available for inspection by The Town at all times):

1. Contractor shall prepare and deliver to the Town, in accordance with procedures and formats reasonably acceptable to the Town, on an accrual basis and generally accepted accounting principles, regular monthly and annual operating statements which shall include, without limitation, comments regarding each monthly and annual report, copies of general ledger pages or equivalent documentation to demonstrate
the number and description of all checks written for the recording period, and such other items as the Town may reasonably request. The Town shall be able to have unrestricted but secure access to financial records on-line. All records shall be retained and made available for duration of the entire contract terms, following delivery of the annual operating statement.

Monthly operating statements shall be furnished to the Town by the 20th day following the last day of each month, and annual operating statements shall be furnished by the 45th day following the last day of each calendar year. The annual operating statement shall be audited and prepared by a certified public accountant selected by the Town, the cost of which shall be an operating expense of the course. The Contractor shall certify such statements as being accurate. The Contractor will cooperate with the Town on any and all requests relating to the Town’s annual independent audit.

2. Contractor shall prepare and deliver to the Town no later than October 15th of each year for the duration of this Agreement for the following calendar year: (a) an annual operating budget, including a comparison to the annual operating budget for the immediately preceding year and a projection of anticipated monthly revenues and expenses and cash flows for the course for the following calendar year, including, without limitation, a reasonable contingency and anticipated working capital requirements over the course for the year; (b) a capital improvements budget for the next calendar year, and (c) a general marketing and operational program with respect to the course, including, without limitation, operating policies, standards for operations and quality of service standards (collectively, the “Annual Budget and Program”).

The Contractor and Town shall use their mutual best efforts to agree upon the Annual Budget and Program for the following year on or before calendar year end. The Annual Budget and Program shall also include Contractor proposals with respect to proposed hours of operation of the golf course, clubhouse, pro shop and driving range fee structure, restaurant, menu for the food and beverage service, merchandise for the pro shop, complimentary golf course and course use by the Town’s representatives, employee play and employee discounts, and a capital reserve in an amount not less than two percent (2%) of projected Gross Revenues from the course (as defined in Paragraph SC below). The Town Council shall make the final determination and have the final approval of the Annual Budget and Program and any changes or amendments to the Annual Budget and Program. Each party may, from time to time, propose to the other party during the course of the year, such changes or amendments to the Annual Budget and Program as such party may consider necessary or appropriate, and the Contractor and Town shall use their mutual best efforts to act upon such proposal within thirty (30) days after such proposal is made. Contractor shall secure the prior written approval of the Town for: (i) expenditures in excess of one hundred ten percent (110%) of any line item in the Annual Budget and Program, and (ii) expenditures which will exceed any line item in the Annual Budget and Program by Ten Thousand Dollars ($10,000), except for expenditures necessary in the event of emergencies (limited to expenditures of One Thousand ($1,000) Dollars or less) for which prompt notice will be given to the Town.
3. Contractor shall establish, administer, and maintain the payroll procedure and systems for the Contractor’s employees at the course and shall be responsible for the benefits to, and handling the appropriate payroll deductions for, individual employees. Benefits will be limited to vacations, sick leave, medical insurance coverage, and employee salary deferral 401(k) plan, as approved by the Town as part of the Annual Budget and Program. All persons working at the course shall be employees of Contractor, and Contractor shall comply with Federal and State employment laws.

I. **Town’s Remittance.** At the end of each calendar month, after paying the operating expenses of the course and other expenses authorized and approved by the Town, Contractor shall remit directly to the Town all amounts (if any) then in the Working Capital Account (as hereinafter described) in excess of the Minimum Funds Balance (as hereinafter described) by wire transfer to said account as the Town may from time to time designate by written notice to Contractor.

As used herein, the Minimum Funds Balance for the course shall be One Hundred Thousand Dollars ($100,000), or other such other amount as may be agreed to by Contractor and the Town.

Contractor shall pay all operating expenses for the course on behalf of the Town from the Working Capital Account which expenses shall include, but not be limited to, payments of all monthly payroll and related expenses, operating expenses, management fees, incentive fees, sales, use, value-included and excise taxes on sales and rentals levied on the course.

J. **The Town’s Meeting.** Contractor shall, at least twice monthly, consult with the Town regarding the course and its operations at a time, date and place designated by the Town.

K. **Limitations.** Contractor shall obtain the Town’s prior written approval for (i) contracts in excess of Ten Thousand Dollars ($10,000), (ii) contracts in excess of twelve (12) months in duration unless the same can be terminated upon thirty (30) days written notice without cost or fee to the Town, and (iii) contracts with affiliates of the Contractor. Affiliates means an entity having any overlap of ownership by either the current owners, officers, or individuals or future owners, officers, or individuals of Contractor or an entity of which Contractor owns fifty (50%) percent or more of the stock.

L. **Standards of Operation.** Contractor shall subject to the Annual Budget and Program then in effect operate the course in a professional, competent and cost-effective manner, consistent with the Minimum Maintenance Standards as detailed in Section 3 hereof.

M. **Recording Transactions.** Contractor shall operate the course so that a duplicate sales slip, invoice or non-resettable cash register receipt, serially numbered, or such other device for recording sales shall be issued with each sale/transaction, whether for cash, credit or exchange. Green fees, practice facility fees and car rentals shall be processed through the golf shop point-of-sale system, without exception.

N. **Permits and Licenses.** Unless not permitted by law, all permits and licenses relating to the course shall belong to the Town.
2. **WORKING CAPITAL**: the Town shall provide all funding of the working capital requirements of the course as set forth in the Annual Budget and Program then in effect, which shall include providing and maintaining the Minimum Funds Balance for Contractor’s use in operating the course. At the commencement of a new Agreement, the Town or Contractor shall establish a business checking account (the "Working Capital Account") and delegate control over such Working Capital Account to Contractor, subject to its use being in compliance with the Annual Budget and Program and the provisions of this Agreement. The Town agrees to fund the beginning Working Capital Account in an amount as will be agreed between the parties, prior to opening of the course for play which amount constitutes part of the Minimum Fund Balance. Throughout the term of this Agreement, the Town shall provide sufficient funds for the Working Capital Account consistent with the Annual Budget and Program; provided further that upon cancellation or termination of this Agreement for any reason or upon the occurrence of a material default by Contractor, the delegation of control over such Working Capital Account to Contractor shall be immediately revoked and all funds in the Working Capital Account shall be immediately transferred to an account designated by the Town. All check signers shall be bonded in an amount reasonably required by the Town, as approved in the Annual Budget and Program.

3. **INSURANCE**: Contractor shall secure, and at all times, maintain liability, property damage, and other insurance for the course in such amounts, with such coverage and through agents and with underwriters approved by the Town, including, but not limited to, the coverage set forth in Section 11.1 of the RFP and incorporated by reference herein. The Town shall be liable for the reimbursement as part of the Annual Budget and Program of the premiums of said insurance for so long as the Town shall own the course during the term of this Agreement. Contractor shall be responsible for securing and maintaining all of the insurance policies required hereunder. Contractor shall obtain competitive bids for the coverage each year. If Contractor secures such insurance as a part of any blanket policy, the premiums attributable to the course shall be determined by making a reasonable allocation based on the relation of the amount of insurance carried for the course to the total policy amount provided, however, that the Town shall have first approved such policies, and the blanket policies shall have dedicated coverage to the course in the amounts set forth below. The premiums for any such policies shall be reimbursed from the working capital to be provided by the Town pursuant to Paragraph 3 hereof and in accordance with the Annual Budget and Program, or by Town in the event there is insufficient working capital available.

**Evaluation of Operations**

A. A written golf course evaluation report will be issued monthly by the Contractor to the Town which shall be coordinated with the Golf Course Superintendent. Action items shall be addressed immediately by the Contractor with dates of completion documented weekly.

B. At the end of the first ninety (90) days of golf course maintenance, the Contractor shall submit a formal report to the Town representative outlining recommendations which will
improve the quality of service and assist in effecting future cost savings.

C. The Town's shall, on a frequent basis or as necessary, inspect some or all of the golf course for purposes of ensuring Contractor's compliance with the scope of services. The Town shall act reasonably and in good faith in making the determination of whether the Contractor has met the standards identified in the scope of services for the applicable areas being evaluated.

D. The Town and Contractor will develop an agreed upon process for an annual course review.
SECTION 3: GOLF OPERATIONS SCOPE OF WORK

The scope of work covered by these Golf Operations Specifications consists of providing labor; services; materials; supplies; golf carts; selecting golf shop furniture, fixtures, equipment, inventory for sale; and other items as may be required to support the operation of a quality, municipal golf course, golf shop, and practice facility. Services according to these specifications shall commence at a time necessary for the Contractor to adequately prepare for the start of revenue producing operations and will continue until termination of the agreement between the golf operations Contractor and the Town.

Minimum Maintenance Standards

Greens, Practice Putting Greens and Nurseries:

1. Mow (primarily via hand-mowing) at least six (6) days per week at a height of 0.10 - 0.1375 inches during the growing season, with additional rolling as needed to secure smoothness. Reliance upon triplex mowing should be limited and subject to equipment of the latest mowing technology so as to preserve the greens.

2. Change cup locations on all greens and practice greens at least six (6) times weekly during the active season (April 15 – October 31) and at least three (3) times weekly in the off-season (November 1 – April 14). Cup location will be moved at least fifteen (15) feet from the previous placement.

3. Aerate all greens practice putting greens and nurseries and collars two (2) times per year during the growing season (once in the spring season and once in the fall season). This will be done with the most modern equipment. Spring aeration holes should not exceed 0.25 inches and fall aeration holes should not exceed 0.50 inches. Cores shall be removed and aerate holes shall be filled with sand or a mix similar to that used to construct the greens.

4. Top-dress all greens, practice putting greens and nurseries after aeration and additionally as needed to maintain a putting surface. Topdressing material will be sand or a mix similar to that used to construct the greens.

5. Light vertical mowing of all greens, practice putting greens and nurseries shall be performed as appropriate to control mat and thatch build-up and increase plant shoot growth.

6. Spiking of all greens and practice greens shall be performed as needed between aeration to maintain water infiltration.

7. All greens, practice greens and nurseries shall be fertilized with nitrogen, phosphorous, potash, and other nutrients needed to maintain color, growth and turgidity of the turf, without allowing excessive succulent growth.
8. Soil samples will be taken two (2) times per year at varies locations throughout the course or more as needed and evaluated in an industry-standard approved lab to determine proper nutrient requirement. This is done one (1) time in the early spring and one (1) time in the fall.

9. All green practice greens and nurseries shall have appropriate fungicide applications to prevent and/or control fungal disease activity.

10. Pre-emergent chemicals such as balan, daconil, and the like shall be used in the appropriate amounts and at appropriate times to prevent intrusion of weeds (such as poa annua, goosegrass, and crabgrass) into the green, fairways, tees and rough.

11. All greens, practice greens and nurseries shall be maintained free of foreign grasses and weeds.

12. All greens, practice greens and nurseries shall be treated on a preventive and/or curative basis as necessary.

Tees (and all areas used as Tee Surface):

1. Mow (via triplex or most modern equipment available or hand mowing) at a height of circa 0.50 inch, three (3) times per week.

2. Top-dress weekly to fill divots and level tee surface. Topdressing material shall be washed sand and seed as necessary.

3. Tee markers and all tee equipment shall be moved daily for proper teeing and wearing of turf.

4. The tee area shall be kept virtually weed free by the proper application of herbicides.

5. All tees shall be vertically mowed (verticut) as necessary to control mat and thatch build-up and increase shoot growth. Tees shall be lightly top-dressed throughout the golf season as appropriate.

6. All tees shall be fertilized with nitrogen phosphorous, potash, and other elements as needed to maintain color, growth and turgidity of the turf without allowing excessive succulent growth.

7. Soil samples will be taken two (2) times per year at varies locations throughout the course or more as needed and evaluated in an industry-standard approved lab to determine proper nutrient requirement. This is done one (1) time in the early spring and one (1) time in the fall.

8. Aerate all tees, (2) times per year during the growing season (once in the spring season and once in the fall season). This will be done with the most modern equipment available on-site, capable of placing holes four (4) inches deep and two (2) inches on center.
9. Green surrounds shall be mowed by either hand or by riding mowers depending on the location and severity of slope. These bunker faces and sloped grounds are to be mowed with the Hover-Mower or most modern equipment available

Fairways (all areas of play except greens and natural growth areas):

1. Mow two (2) times per week at a height of circa 0.50 inches during the growing season and as needed for the balance of the year. Contour mowing as specified by the architect in the original plans shall be maintained. Fairway approaches to greens shall be mowed with triplex at or less than the height of fairways.

2. Aerate once in the spring and once in the late summer or early fall during the peak of the growing season. Aeration holes shall not exceed a spacing of eight (8) inches on center or be of a diameter of less than one-half (1/2) inch.

3. Fertilizer formulations will be made after analysis of soil. Soil samples will be taken two (2) times per year at varies locations throughout the course or more as needed and evaluated in an industry-standard approved lab to determine proper nutrient requirement. This is done one (1) time in the early spring and one (1) time in the fall.

4. All fairways will be vertically mowed as necessary to control matting and thatch build-up and increase shoot growth.

5. Every effort will be made to reduce/eliminate Poa annua incursion into fairways.

Planters (all areas planted with ornamental plants, not intended for golf play and having a definable border):

1. All planters shall be maintained free of trash and debris such as paper, drinking cans, bottles, fallen limbs and leaves.

2. All planters shall be maintained free of weeds or grass whether by mechanical or chemical means.

3. The plant material (trees, shrubbery and ground covering) in planters shall be trimmed as necessary for appearance, protection from wind, and insect damage.

Trees (all trees within the property lines of the golf course):

1. All trees shall be staked as necessary to protect and establish sufficient size to stand.

2. All trees shall be pruned for appearance, protection from wind and pests, and allow golfers access on foot and carts to find their golf balls.

3. All damaged trees shall be removed and brought to the attention of the Town and Golf Committee

Irrigation (all equipment required to irrigate all areas of the golf course):

1. Repair or replace all heads, pumps, valve controllers, wiring, and pipes as needed to maintain the proper operation of the entire golf course irrigation system (including greens, tees, fairways,
planters, flower bed and the like) on an on-going basis.

2. Leaks should be isolated and fixed/repaired immediately.

**Fences (all fence blocks/chain link/barbed wire on or within the boundaries of the golf course):**

1. Repair all broken or damaged fencing on an as-needed basis.

2. Repair or replace all fences, gates, and locking devices needed for the protection of the golf course or equipment.

**Clubhouse and Buildings (all buildings within the boundaries of the golf course):**

1. All restrooms shall be maintained daily in a manner so as to provide a clean and sanitary facility for public use as well as for the employees. Soap, towels, and toilet paper shall be provided in adequate quantity at all times and shall be maintained daily.

2. All lobbies and patios and public areas shall be vacuumed, dusted and swept daily.

3. Maintain and repair all structural areas and fixtures of all buildings as needed to ensure proper function and appearance and create a desirable appearance to patrons. These include, but are not limited to air conditioning units, power tool appliances, hardware, building structures and fixtures; painting, carpentry, plumbing and electrical repairs; and porches, walks, parking areas, delivery area, and entryways.

4. Maintain all car: paths in a smooth condition and repair promptly as needed.

5. All edges of sidewalks, patios and cart paths must be edged on a bi-monthly basis.

6. Edging of valve boxes, meter boxes, back-flow preventers and the like shall be done as needed to ensure that there is no obstruction of play from growth around these items.

**Sand Bunkers:**

1. All sand bunkers shall be edged as necessary to maintain a neat lip, raked daily by hand and filled with fresh sand as needed to maintain a consistent floor depth on slopes and in the bottom of the bunker.

2. Replacement sand will be consistent with what is currently in place providing a minimum depth of four (4) inches of sand throughout the bunker.

3. Bunkers surrounds will be mowed by hand or by riding mower depending on location and the severity of slope.

**Equipment:**

1. All maintenance equipment and golf cars will be kept in clean, safe operating manner in accordance with manufacture’s operating manual.

2. All preventive maintenance will be done in accordance with the manufacturer’s schedule and an
accurate log will be maintained of any work performed on a piece of equipment.

Crews:

1. A full maintenance crew shall be on-duty at the course daily under the supervision of the superintendent. (A qualified golf course superintendent is defined as an individual with an agronomy degree from a two (2) or four (4) year college or university and a minimum of five (5) years' experience as at least the lead assistant if not the full time superintendent.

Trash and Debris:

1. Trash receptacles shall be conveniently stationed on tees and at the clubhouse and emptied daily and as many times during the day as necessary to insure there are no problems with insects and refuse odors.

Miscellaneous:

1. All staff will provide patrons the highest level of customer service.
2. Maintain all pond and bridges in a safe manner free of debris.
3. Mow rough and all unimproved areas in a manner to allow players to locate their ball such that the speed of play is not adversely affected.
4. Spray fairways, rough, tree wells, and fence lines for weed control as needed.
5. All water coolers on course will be filled daily and checked at least once per day and more often if necessary. Water coolers are to be cleaned daily and replaced yearly or earlier if needed.
6. All ball washers will be checked daily to insure proper amount of soap and water are maintained.
7. Accurate daily records of weather, rainfall and temperature will be kept.
8. Accurate spray and fertilizer records will be kept on a daily basis noting applicator, product applied, rate and treated area.
9. Accurate daily log of personnel duties will be kept for maintenance personnel.
10. All chemicals, gas and oil will be stored in the appropriate manner as required by state and federal regulations.
11. All employees will comply with federal, state and company regulations regarding work habits, responsibilities and requirements.
12. Employees will wear eye protection, hearing protection, and safety head gear when operating equipment.
13. All property signage, including directional signs, tee signs and entrance signs will be kept updated, clean and appealing to provide information to golfers and general public.
SECTION 3:
INSURANCE COVERAGES

INSURANCE COVERAGES

Inland Marine Coverage-Equipment Floater
    Maintenance Equipment       Replacement Cost

Golf Cars                      Replacement Cost

Unscheduled Equipment         Per schedule

Commercial General Liability $2,000,000

Commercial Property
    Debris removal, pollution cleanup, backup of sewers & drains, newly
    acquired properties, personal effects, restoration of data, restoration of
    valuable papers, property off Premises, trees shrubs and plants, money and
    securities, storage of duplicate data, inventory and appraisal, property of
    others, extra expense, Accounts receivable, spoilage (perishable stock); per
    scheduled amount.

Commercial Property
    Clubhouse, maintenance, pump station and other
    structures; building and business personal property per
    schedule

Workers Compensation           Per State Requirement

Employee Benefits Liability    $1,000,000

Liquor Liability               $1,000,000

Commercial Crime
    Employee dishonesty    $500,000
    Forgery or alteration $500,000
    Theft, disappearance & destruction $ 25,000

Computers
Hardware, software, extra expense, duplicate storage locations; per schedule

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Final Draft 10/16/2018

Assessment and Master Improvement Plan

Prepared For:
Wintonbury Hills Golf Course
Town of Bloomfield, Connecticut

Prepared by:
Tim Liddy / Associates
Yorktown, Indiana
Introduction

In the summer of 2018 Tim Liddy / Associates was contracted by the Town of Bloomfield, Connecticut to review Wintonbury Hills Golf Course and assess the performance of the golf course and provide guidance for its future.

In this assessment: while conducting the inventory of the conditions of the golf course, Tim Liddy also met with the Men’s Golf Club, The Women’s Golf Club, Seniors Golf Group, the staff at Wintonbury Golf Course representing Casper Golf as well as city officials. The following report outlines the current conditions of the golf course, related comments from those meetings and guidance for the future.

Greens
The greens at Wintonbury Hills were built to USGA specifications. Although seventeen years in age they continue to perform well. With continued proper maintenance they will continue to provide superior putting surfaces over many decades. The creeping bent-grass A-4 greens have minimum thatch and organic matter as a result of good past maintenance practices.

Tees
The creeping bent-grass Penntrio tees have received generous amounts of sand topdressing over the years and appear in excellent condition.

Fairways, approaches and collection areas
Even after a very difficult year of extreme weather conditions the creeping bent-grass Penntrio turf on the fairways, approaches and collection areas is in excellent condition. Only a few wash outs were noted, particularly on golf hole #13.
Roughs
The bluegrass roughs are in good condition. The mowing height of 2-1/2" is ideal for
the average golfer and it is recommended that this height be maintained throughout
the playing season.

Bunkers
Bunkers normally show wear faster than any other part of golf course infrastructure
and Wintonbury Hills is no exception. The bunker edges, sand quality and drainage
need updating.

Irrigation system
The irrigation system is in excellent condition. A future concern is planned
maintenance for the irrigation pump. It is now 17 years old and will need bearings replaced in the near future. The city will need
to plan for this expenditure as well as provide a roof hatch in the pump house to
accommodate lifting the pump out for this planned maintenance.

Drainage
Drainage is normally a continuing process on a golf course. No matter its age drainage
work is usually required on an annual basis. It is very common for courses to budget
for additional drainage and this report recommends having a capital program for
drainage improvements on an annual basis.

Cart Paths
Asphalt carts paths should be replaced after they first become cracked, their edges
slough off or they heave from freezing and thawing. They should be routinely sealed as
part of the maintenance operating budget, extending their useful life. Although theexisting cart paths at Wintonbury Hills have held up very well there are a few areas that
need updating. These areas are delineated within this report.

Driving Range
The new mats on the practice area have greatly enhanced the practice area. This
report also recommends adding target greens and a short course within the practice
range. This will provide a needed area for beginners and children to learn the game
when the practice range is not in use.

The following pages contain a hole-by-hole review of the Wintonbury Hills Golf Course.
Golf Hole #1

Par 4
Black  377
Green  367
White  330
Yellow 315

General Assessment

Donald Ross, the great golden age golf architect, is quoted as saying the first golf hole should be a "gentle handshake". The first hole at Wintonbury Hills, a short par 4, works well within this concept. With an open fairway for the average golfer, it narrows only at the 300 yard mark with right-side fairway bunkers, allowing plenty of room to execute the first shot of the day.

These fairway bunkers are showing signs of age. They need updating with new sand, drainage and edging. The green-side bunkers also need updating with new sand, edging and turf.

The tees, fairway and green turf all appear to be in excellent condition.
Golf Hole #1

Par 4
Black 377
Green 367
White 330
Yellow 315

Recommendations

It will be a common theme in this report to combine the grouping of small bunkers into larger more dramatic bunkers. Not only will this provide a stronger iconic “Dye” design feature but will also reduce and simplify future maintenance.

1. Remodel bunkers into one large iconic “Dye” bunker for important first impression. It will become more visual and dramatic. As stated above, maintenance will also be reduced with one large bunker maintained by machine instead of three small bunkers maintained by hand. New sand, drainage and fescue turf around bunker. Bunker liners are recommended if affordable. Initial cost will be offse; by reducing future maintenance.

2. Remodel the three green side bunkers into two larger bunkers. This will improve playability with more chipping area around the green instead of sand. The larger bunkers will also add to the visual impact of the approach shot.
Weeds and cattails have taken over the wetland area in front of the tee. It is recommended to investigate if Eversource Power Company will allow the raising of the tee another five feet under the existing power lines. This will greatly improve visibility as well as the playability from the tee.

Bunkers narrow the fairway along the right side. They need updating with new sand, drainage and edging. The green-side bunkers also require updating with new sand, edging and turf.

The tees, fairway and green turf all appear to be in excellent condition.
Golf Hole #2

Par 4
Black  365
Green  365
White  357
Yellow 295

Recommendations

1. Add fairway width for shorter players. This will provide increased playability for the average golfer.

2. Remove bunker as it is not in play for the majority of golfers. It will also reduce future bunker maintenance.

3. Remodel bunkers into one large bunker. Maintenance will be reduced with one large bunker maintained by machine instead of two small bunkers maintained by hand.

4. Upgrade Cart path with a asphalt overlay and add drainage as needed.

New sand, drainage and fescue turf around bunkers. Bunker liners are recommended if affordable. Initial cost will be offset by reducing future
Golf Hole #3

Par 3
Black 163
Green 139
White 125
Yellow 107

General Assessment

The left side of the approach area stays wet. Additional drainage is needed in this area.

The bunkers need updating with new sand, drainage and edging.

Cart path improvements are also needed on this hole.
Golf Hole #3

Par 3
Black  163
Green  139
White  125
Yellow 107

Recommendations

1. Cart path needs new drainage and asphalt pavement overlay. Possible tree removal needed to keep tree roots from undermining the cart path.

2. Remove bunkers in the approach as they are not in play for majority of golfers. Also add drainage as needed.

3. Remodel bunkers into one large bunker. Maintenance will be reduced with one large bunker maintained by machine instead of three small bunkers maintained by hand.

Golf Hole #4

Par 5
Black 526
Green 512
White 467
Yellow 413

General Assessment

The tees, fairway and green turf all appear to be in excellent condition.

Tree trimming is needed at the tees.

The left side of the fairway remains wet and needs additional drainage.

New drainage, sand and turf are needed for the fairway bunker.

Potential to add new fairway bunker on this golf hole. It needs additional interest. This is also true of the green, where additional bunkers will provide more color and texture to the view.
Golf Hole #4

Par 5
Black 526
Green 512
White 467
Yellow 413

Recommendations

1. Cart path needs additional drainage and asphalt pavement overlay.

2. Remodel bunker. Update with new sand, drainage and fescue turf around bunkers. Bunker liners are recommended if affordable. Initial cost will be offset by reducing future maintenance.

3. New bunker to add strategy to golf hole and announce new greenside bunker.

4. New bunker to catch errant shots before they tumble down hill. It will also replace a poor turf area. The bunker will also provide a transition into no-mow area.
Golf Hole #5

Par 4
Black 333
Green 327
White 320
Yellow 302

General Assessment

The tees, fairway and green turf all appear to be in excellent condition.

As with all the bunkers on the golf course, green-slice bunkers need updating with new sand, edging and turf.

Potential area for an additional restroom in woods behind tee.
Golf Hole #5

Par 4
Black 333
Green 327
White 320
Yellow 302

Recommendations

1. Remodel the fairway bunker and shift left. Update with new sand, drainage and fescue turf around bunkers. Bunker liners are recommended if affordable. As stated previously initial cost will be offset by reducing future maintenance cost.

2. Remodel the three green-side bunkers into one large bunker to reduce maintenance. The larger bunker will also add to the visual impact of the approach shot.

3. Upgrade cart path with a asphalt overlay and add drainage as needed.
Golf Hole #6

Par 4
Black 430
Green 400
White 355
Yellow 325

**General Assessment**

The tees, fairway and green turf all appear to be in excellent condition.

The existing bunker on the right side of the fairway is normally not in play and should be removed.

The green-side bunkers need updating with new sand, edging and turf.
Golf Hole #6

Par 4
Black 430
Green 400
White 355
Yellow 325

Recommendations

1. Remove bunker as it is not in play for the majority of golfers.

2. Remodel bunker. Update with new sand, drainage and fescue turf around bunkers. Bunker liners are recommended if affordable. Initial cost will be offset by reducing future maintenance.

3. Combine two small bunkers into one larger bunker. Update with new sand, drainage and fescue turf around bunkers. Bunker liners are recommended if affordable. Initial cost will be offset by reducing future maintenance.
Golf Hole #7

Par 3
Black 255
Green 200
White 152
Yellow 108

General Assessment

It was mentioned in meetings a separate drop area is needed apart from the current use of the forward tee. This tee is showing increased divots and wear.

Remove approach bunkers as they are not in play for majority of golfers.

Green-side bunkers need updating with new sand, drainage and edging. Make into one large bunker and wrap it around the left back of the green.

Landscape pump house with irregular plantings and add hatch to roof. Bearings in pump will need replacement in a few years and the pump will need to be lifted out of pump station.
Golf Hole #7

Par 3
Black 255
Green 200
White 152
Yellow 108

Recommendations

1. Add drop area separate from forward tee.

2. Remove approach bunkers as they are not in play for majority of golfers.

3. Combine four small bunkers into one larger bunker. Update with new sand, drainage and fescue turf around bunkers. Bunker liners are recommended if affordable. Initial cost will be offset by reducing future maintenance.

4. Add new green-side bunker to guard right-front hole locations.

5. Landscape building and add roof hatch for irrigation pump maintenance. Enhancing the architecture of the pump house is recommended as it is a major focal point for golf course. It should represent the best of the architectural heritage of Bloomfield.
Golf Hole #8

Par 5
Black  564
Green  543
White  489
Yellow 418

General Assessment

The original design of this golf hole played around an existing tree located along the left side of the second landing area. A bunker is needed to replace the strategy this tree provided.

The right side of the fairway remained very dry. A soil test is recommended for possible supplement, replacement and additional irrigation.

Update fairway and green-side bunkers with new drainage, sand and turf edge.
Golf Hole #8

Par 5
Black  564
Green  543
White  489
Yellow 418

Recommendations

1. Remove bunker and widen fairway in the left side of landing area.

2. Remodel the three small fairway bunkers into two large bunkers to reduce maintenance. The larger bunkers will add to the visual impact of the tee shot.

3. Add bunker to replace tree which was lost. It will provide needed strategy to the golf hole.

4. Remodel the three small fairway bunkers into one large bunker to reduce maintenance.

5. Remodel the small green-side bunker into one large bunker to reduce maintenance. This bunker is placed further back, guarding the back-right hole locations. Its location also provides for a wider walk-on to the green, reducing wear.

6. Upgrade cart path with a asphalt overlay and add drainage as needed.
Golf Hole #9

Par 3
Black  190
Green  170
White  143
Yellow 110

General Assessment

Placing a bunker in front of a player is always more difficult for the average golfer. It will improve playability to remove the front bunker, while at the same time enlarging the rear bunker for dramatic effect.

As with all other golf holes, bunkers need updating with new sand, drainage and edging.

Bunker liners are recommended for all bunkers if affordable. Initial cost will be offset by reducing future maintenance.
Golf Hole #9

Par 3
Black  190
Green  170
White  143
Yellow 110

Recommendations

1. Remove front bunker for better playability for all golfers.

2. Remodel the two small greenside bunkers into larger bunkers. The larger bunkers will add to the visual impact of the tee shot. As mentioned previously they will also be easier to maintain.

3. Remodel the five small fairway bunkers into one large bunker to reduce maintenance.

Bunker liners are recommended for all bunkers if affordable. Initial cost will be offset by reducing future maintenance.
Golf Hole #10

Par 4
Black 412
Green 402
White 360
Yellow 335

General Assessment

Golf hole #10 provides an opportunity to add a new iconic image to the golf course. The existing four small bunkers along the left side of the fairway bunkers can be remodeled into one large "Iconic Dye Style" bunker. It will be very visible from all three golf holes, one, ten and eighteen as well as the entrance to the club.

Shift the greer-side bunker slightly left to cause a bit more tension to the approach shot and update with new sand, drainage and turf edging.
Golf Hole #10

Par 4
Black 412
Green 402
White 360
Yellow 335

Recommendations

1. Remodel the four small fairway bunkers into one large iconic Dye "Volcano" bunker which will also impact golf hole #18.

2. Remodel the small green-side bunker into a larger bunker and shift it slightly left. This larger bunker, shifted left will add visual impact to the approach shot. The larger bunker will also be easier to maintain.

Bunker liners are recommended for all bunkers if affordable. Initial cost will be offset by reducing future maintenance.
Golf Hole #11

Par 4  
Black  443  
Green  400  
White  359  
Yellow  290

General Assessment

Raise tees 5 feet if possible and remove or cut cattails for a better a view from tee. Repositioning the centerline bunkers to the left will aid playability as shots currently bounce left into rough. Update bunkers with new sand, drainage and turf edging.
Golf Hole #11

Par 4
Black 443
Green 400
White 359
Yellow 290

Recommendations

1. Raise tee 5’ if possible. This will add greater height over cattails and weeds. Remove or cut the existing cattails for better view from tee.

2. Add convex slope to contain shots within the fairway along the left hand side.

3. Remodel two small fairway bunkers into one larger bunker.

4. Remove bunker as it is not in play for majority of golfers.

5. Remove this bunker also as it is not in play for majority of golfers.

6. Remodel two small green-side bunkers into one large bunker.
Golf Hole #12

Par 3
Black 168
Green 162
White 148
Yellow 134

General Assessment

A wonderful par 3. The turf of the green, fairway and rough is in good condition.

Update bunkers with new sand, drainage and turf edging.
Golf Hole #12

Par 3
Black 168
Green 162
White 148
Yellow 134

Recommendations

1. Remodel two small green-side bunkers into one larger bunker. This larger bunker will add visual impact to the approach shot and also be easier to maintain.

Bunker liners are recommended for all bunkers if affordable. Initial cost will be offset by reducing future maintenance cost.
Golf Hole #13

Par 5
Black  551
Green  521
White  470
Yellow 440

General Assessment

A long par 5 that needs further definition in the landing area and green to make it more attractive to view as well as more strategic to play.

The left side of fairway drains poorly and needs additional drainage.

As with all the bunkers on the golf course the fairway and green-side bunker needs updating with new sand, drainage and turf edging.
Golf Hole #13

Par 5
Black  551
Green  521
White  470
Yellow  440

Recommendations

1. The left side of fairway drains poorly and needs additional drainage.

2. Remodel the fairway bunker with new sand, drainage and fescue turf.

3. Remodel the two small green-side bunkers into a larger bunker. This larger bunker will also be easier to maintain. The bunker will also separate the no-mow area from maintained turf.
During our meetings with golfers the need for shorter distance tees for the White and Green tees was discussed. This report recommends building a new White Tee at 350 yards and shifting the Green Tee to the White Tee at 370 yards.

It is also important to manage trees along the water’s edge. Trim and remove as permit allows.

Also add a walk-down or goat trail down the steep slope to improve walking access.

Update green-s de bunkers with new sand, drainage and turf edging.
Golf Hole #14

Par 4
Black  455
Green  415 (make 370)
White  370 (change to 350)
Yellow  320

Recommendations

1. Provide shorter tees for the White and Green tees and raise them approximately two feet. Build a new White Tee at 350 yards and shift the Green Tee to the White tee to 370 yards.

2. Add a walk-down path (goat trail) across the steep slope for improved access.

3. Manage the trees along the right side of the fairway. Trim and remove as the permit allows.

4. Remodel the three small greenside bunker into one larger bunker. This larger bunker will add visual impact to the approach shot. The larger bunker will also be easier to maintain.
Golf Hole #15

Par 4
Black 427
Green 397
White 364
Yellow 314

General Assessment

The turf of the green, fairway and rough is in good condition.

Update green-side bunkers with new sand, drainage and turf edging.
Golf Hole #15

Par 4
Black  427
Green  397
White  364
Yellow  314

Recommendations

1. Remodel the four small greenside bunker into two larger bunkers. These larger bunkers will add visual impact to the approach shot. The larger bunkers will also be easier to maintain. Bunker liners are recommended for all bunkers if affordable. Initial cost will be offset by reducing future maintenance cost.

2. Upgrade cart path with a asphalt overlay and add drainage as needed.
Golf Hole #16

Par 4
Black 408
Green 368
White 348
Yellow 312

General Assessment

During our meetings with golfers it was mentioned that a path to the forward tee is needed (but not in sight line from back tees).

The fairway bunker needs new sand, drainage and turf edging.

This green is the most severe on the golf course. Its surface contours need to be softened and overall green size expanded.
Golf Hole #16

Par 4
Black  408
Green  368
White  348
Yellow  312

Recommendations

1. Add path to forward tee but not in sight line from back tees.

2. Update fairway bunker with new sand, drainage and turf edging.

3. Soften slope of green surface and expand green to the left.
It was mentioned in our meetings that the forward tee at 125 yards was a bit long for the average forward tee player. It is recommended to add approximately five to ten yards to the forward tee to allow for shorter distances from this tee.

It was also discussed in our meetings that the right-side bunker was not in play and might be removed.

As with all the bunkers on the golf course the green-side bunkers need updating with new sand, drainage and edging.
Golf Hole #17

Par 3
Black 230
Green 190
White 150
Yellow 125

Recommendations

1. Add approximately five to ten yards to forward tee for shorter distance.

2. Remove rear bunker as it is not in play for the majority of golfers.

3. Remodel two small green-side bunkers into one large bunker. This bunker will also act as a transition between no-mow and maintained turf. It will also be more dramatic and add visual interest to the tee shot.
Golf Hole #18

Par 4
Black 414
Green 405
White 371 (make 342)
Yellow 342 (make 310)

General Assessment

In our meetings with golfers they lamented about the length of 18. Because it typically plays into the wind it plays very long, especially for the Yellow and White tee golfer.

We discussed shortening the golf hole to 310 yards from the Yellow tee and to 342 yards for the White Tee.

As with the other golf holes the fairway bunkers and green-side bunkers need updated with new sand, drainage and turf edging.
Golf Hole #18

Par 4
Black  414
Green  405
White  371 (make 342)
Yellow 342 (make 310)

Recommendations

1. Provide shorter tees for the White and Yellow tees. Build a new Yellow Tee at 310 yards and shift the White Tee to the Yellow tee at 342 yards.

2. Remodel right side fairway bunker with new sand, drainage and fescue turf.

3. Remodel two small fairway bunkers into one larger bunker.

4. Remodel three small greenside bunkers into one large bunker.
Practice

**Recommendations**

This report offers two recommendations for the existing practice area. First, it suffers from the lack of access from the clubhouse and clubhouse parking. It is recommended the Town investigate the potential to construct a cart path on upland area parallel to Terry Plains Road. It appears the width is available with the addition of a guard rail between Terry Plains Road and the proposed path. This will greatly expand the use and profitability of the practice range.

Secondly, it is recommended that the existing target greens and center area of the practice range be re-grassed from bluegrass to bent grass. This will provide a nice short par 3 golf course ideal for children and beginners learning the game. This Par 3 golf course can be open when the range hours are closed and organized by management.
Long Term Recommendations

Recommendations - SUMMARY

**Bunkers**
- Need updating with new sand, drainage and turf.
- Add Dye Iconic bunkers for 1, 10 and 18

**Cart Paths**
- Need updating on a continuous basis
- Review areas for new surface pavement and drainage improvements
- Plan to overlay new asphalt on golf holes #2, #5, #8 and #15 as delineated in this report.

**Pump House**
- Needs roof hatch for future pump removal
- Architecture can be iconic image of golf course

**Trees**
- Room to plant new trees along Terry Plains Road
- Manage Trees along reservoir

**Practice Range**
- Potential to connect practice to clubhouse with new cart path parallel to Terry Plains Road
- Potential to add children's / beginners Par 3 golf course to range

**Parking**
- Adequate parking has been an issue on busy days. If adjacent property becomes available this report recommends the purchase and addition to the parking area
Cost Estimate - Budget

Cost are always a major consideration in long term planning. The following chart illustrates costs associated with this report's recommendations.

As a major maintenance item as well as aesthetic considerations it is recommended reducing golf course bunkers from 76 to 39, but at the same time increasing their size. The larger bunkers will be visually more dramatic as well as easier to maintain.

Further, bunker liners are recommended to reduce maintenance cost and offer a higher quality golf experience. Although preferred, at an estimated $4,350 a bunker, a thorough cost/benefit analysis is recommended for this cost.

### Bunker Remedel

**Remodel Bunker (3' x 75' = 1,500 SF)**

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### Winburny Hills Golf Course

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**Subtotal**               | 34,566 |     |            | $1,24,932.00|

### Practice Range Gives to Children's Par 3

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**Subtotal**               |        |     |            | $47,000.00|

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**Subtotal**               |        |     |            | $45,000.00|

**Total**                  |        |     |            | $1,24,932.00|

**Total**                  |        |     |            | $1,36,932.00|
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Score: ___________________  Date: ___________________  Attest: ___________________
A good play is to hit a long iron or fairway wood from the tee. Aim at the directional bunkers on the right side; the ball will work its way toward the middle of the fairway. A middle-to short-iron approach remains to a green that's longer than it is wide.
Long hitters can carry the rough on the left side, leaving only a wedge for their second shot. The prudent play is lay up short of the bunker on the right to set up a middle-iron approach shot. Be sure to take enough club on that uphill second shot.
This medium-length par 5 is a three-shot hole. Aim your tee shot down the right side of the fairway. Play your second shot to the left center of the fairway. The approach shot is uphill to a green that slopes from right to left.

Depth: 42 yards

This classic risk/reward

Depth: 26 yards
This interesting par 4 features a fairway split by a series of bunkers. The prudent play from the tee is down the left side, where you can leave yourself a better angle to the green. BEWARE of the dramatic drop-off to the right of the green!
This narrow par 5 is demanding for all golfers; it is a true three-shot par 5. The hazard that runs down the entire left side forces you to stay right, but three bunkers frame the second shot landing area on that side.

This short par 3 looks easy, but it's not. The tee shot
This medium-length par 4 has a hazard along the entire right side. A good tee shot will leave you with a mid- to short-iron approach. You have the option of either running your second shot up onto the green or flying it to the hole.

This uphill par 4 requires a long tee shot to a split fairway. Follow that up with
Trouble lurks in every direction on this tricky par 3. If you miss the rather large green, par will be tough to come by. This hole usually plays one club less than the yardage suggests.

On this long, uphill par 5, avoiding the left side of the tee is a must. Longer approach shots that favor the right side will come down off the hill and roll onto the green. Missing this...
This challenging hole requires a tee shot long and left that carries the hazard and comes off the bank into the fairway. A long-iron or fairway wood second shot is to a narrow, but open green that accepts run-up shots. Missing right anywhere on this hole will be very costly.
This is another great mid-length par 4 where trouble looms down the entire right side. Your approach must be accurate to this severely sloping green. If you must, miss the green long or left for the best chance to recover.

On this par 3, go with a long-iron or fairway wood aimed
29 October 1995

Mr. Louie Chapman Jr.
Town Manager
Town Hall
800 Bloomfield Avenue
Bloomfield, CT 06002

Dear Mr. Chapman:

One of your town residents, golf writer Brad Klein, spoke with me about the possibility of designing a municipal golf course for your town. He was kind enough to offer a fee of $1, which is a little less than my standard rate, but that's fine. You can pay me when it opens.

Let me know what the next step will be. I'd be happy to come up there to inspect the proposed site and start work on the design.

Best wishes,