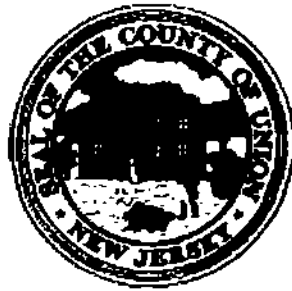


SCAN 7/31/09



Proposal to Union County for Management and  
Operations of the County's Golf Courses

Amendment to Required Forms (Proformas)



June 3, 2009

June 2, 2009



Mr. Michael M. Yuska  
Director of Purchasing  
County of Union  
Division of Purchasing  
3rd Floor Conference Room  
10 Elizabethtown Plaza  
Elizabeth, NJ 07207

**RE: Proposal Amendment - Proposal for Golf Operation and Management Services for the County of Union**

Dear Mr. Yuska:

I am writing to amend KemperSports' proposal received by the Union County Division of Purchasing June 2, 2009 for the above referenced RFP. Although we have correctly completed all required proposal forms, including Proposal Form 1, the proforma included in the Required Submittals section of our proposal do not include management fees. In an effort to facilitate the review process, we have revised the proforma and kindly request that the enclosed documents be considered as if they were included in our original submittal.

Thank you for your assistance.

Sincerely,

A handwritten signature in cursive script that reads "Doug Hellman".

Douglas J. Hellman  
Vice President, Business Development

Enclosure



## Union County Golf Courses (Galloping Hill and AshBrook)

### Preliminary Proforma - Existing Facility Management, excluding Golf Maintenance Services

	Union County Golf Courses Year I	Union County Golf Courses Year II	Union County Golf Courses Year III	Union County Golf Courses Year IV	Union County Golf Courses Year V
<b>REVENUES:</b>					
GOLF GUEST FEES	2,446,080	2,690,688	2,825,222	2,966,483	3,114,807
CART FEES	610,750	633,325	660,526	684,941	714,359
RETAIL REVENUE	215,750	222,223	228,889	235,756	242,829
PRACTICE CENTER	747,000	784,350	823,568	864,746	907,983
FOOD & BEVERAGE	717,000	763,710	814,341	838,772	863,935
GOLF SHOP	75,000	81,000	85,050	89,303	93,768
<b>TOTAL REVENUES</b>	<b>4,811,580</b>	<b>5,175,295</b>	<b>5,437,596</b>	<b>5,680,000</b>	<b>5,937,680</b>
<b>COST OF SALES:</b>					
GOLF SHOP MERCHANDISE	151,025	155,556	160,222	165,029	169,980
FOOD & BEVERAGE	258,120	267,299	276,876	285,182	293,738
<b>TOTAL COST OF SALES</b>	<b>409,145</b>	<b>422,854</b>	<b>437,098</b>	<b>450,211</b>	<b>463,718</b>
GOLF MERCHANDISE COGS%	70.0%	70.0%	70.0%	70.0%	70.0%
F & B COGS %	36.0%	35.0%	34.0%	34.0%	34.0%
<b>PAYROLL</b>					
COURSE & GROUNDS	-	-	-	-	-
MAINTENANCE HOUSEKEEPING	70,000	72,100	74,263	76,491	78,786
CARTS-PRACTICE CENTER	197,500	203,425	209,528	215,814	222,286
GOLF SHOP	300,000	309,000	318,270	327,818	337,653
FOOD & BEVERAGE	143,400	149,262	155,112	161,047	167,041
MARKETING	80,000	82,400	84,872	87,418	90,041
GENERAL & ADMINISTRATIVE	230,000	236,900	244,007	251,327	258,867
<b>TOTAL GROSS PAYROLL</b>	<b>1,020,900</b>	<b>1,104,087</b>	<b>1,158,752</b>	<b>1,193,515</b>	<b>1,229,320</b>
PAYROLL TAXES & BENEFITS	173,553	187,695	196,988	202,897	208,964
<b>TOTAL PAYROLL EXPENSE</b>	<b>1,194,453</b>	<b>1,291,782</b>	<b>1,355,740</b>	<b>1,396,412</b>	<b>1,438,304</b>
<b>OTHER EXPENSES:</b>					
COURSE & GROUNDS	-	-	-	-	-
MAINTENANCE HOUSEKEEPING	70,000	71,400	72,828	74,285	75,770
CARTS	145,000	147,900	150,858	153,875	156,953
GOLF SHOP	60,000	61,200	62,424	63,672	64,946
PRACTICE CENTER	85,000	86,700	88,434	90,203	92,007
FOOD & BEVERAGE	71,700	73,014	74,362	75,742	77,156
MARKETING	115,000	117,300	119,645	122,039	124,480
GENERAL & ADMINISTRATIVE	350,000	357,000	364,140	371,423	378,851
<b>TOTAL OTHER EXPENSES</b>	<b>896,700</b>	<b>917,514</b>	<b>938,032</b>	<b>958,249</b>	<b>977,862</b>
<b>TOTAL EXPENSES</b>	<b>2,500,298</b>	<b>2,632,150</b>	<b>2,731,871</b>	<b>2,804,872</b>	<b>2,879,684</b>
<b>EBITDA</b>	<b>2,311,282</b>	<b>2,543,145</b>	<b>2,705,725</b>	<b>2,875,128</b>	<b>3,057,996</b>
MANAGEMENT FEE	84,000	86,400	88,800	91,200	46,800
CAPITAL (Approx 2% of Revenue)	96,232	104,522	106,985	109,509	112,095
ROUNDS	87,000	89,610	92,298	95,067	97,919
AVG RATE GREEN FEE/CART	\$ 35.14	\$ 37.09	\$ 37.77	\$ 38.41	\$ 39.11
<b>NET CASH</b>	<b>2,131,050</b>	<b>2,352,223</b>	<b>2,509,940</b>	<b>2,674,419</b>	<b>2,898,901</b>

The information contained in this pro forma is based on assumptions and future events and does not take into account, nor make provision for, any rise or decline in local or general economic conditions and other circumstances that may have significant adverse effects on actual results. These projections have been prepared based on current information available. KemperSports cannot, and does not, warrant or guarantee the information contained in this pro forma to be a projection of actual results of the operation of this facility.

**Assumptions**

1. Year 1 assumes first full year of operations by KemperSports
2. Revenues do not include proceeds from ID Cards



## Union County Golf Courses (Galloping Hill and AshBrook)

Preliminary Proforma - Existing Facility Management, including Golf Maintenance Services

	Union County Golf Courses Year I	Union County Golf Courses Year II	Union County Golf Courses Year III	Union County Golf Courses Year IV	Union County Golf Courses Year V
<b>REVENUES:</b>					
GOLF GUEST FEES	2,446,080	2,690,688	2,825,222	2,966,483	3,114,807
CART FEES	610,750	633,325	660,526	684,941	714,359
RETAIL REVENUE	215,750	222,223	228,889	235,756	242,829
PRACTICE CENTER	747,000	784,350	823,568	864,746	907,983
FOOD & BEVERAGE	717,000	763,710	814,341	838,772	863,935
GOLF SHOP	75,000	81,000	85,050	89,303	93,768
<b>TOTAL REVENUES</b>	<b>4,811,580</b>	<b>5,175,295</b>	<b>5,437,596</b>	<b>5,680,000</b>	<b>5,937,680</b>
<b>COST OF SALES:</b>					
GOLF SHOP MERCHANDISE	151,025	155,556	160,222	165,029	169,980
FOOD & BEVERAGE	258,120	267,299	276,876	285,182	293,738
<b>TOTAL COST OF SALES</b>	<b>409,145</b>	<b>422,854</b>	<b>437,098</b>	<b>450,211</b>	<b>463,718</b>
GOLF MERCHANDISE COGS%	70.0%	70.0%	70.0%	70.0%	70.0%
F & B COGS %	36.0%	35.0%	34.0%	34.0%	34.0%
<b>PAYROLL</b>					
COURSE & GROUNDS	597,000	614,910	633,357	652,358	671,929
MAINTENANCE/HOUSEKEEPING	70,000	72,100	74,263	76,491	78,786
CARTS/PRACTICE CENTER	197,500	203,425	209,528	215,814	222,288
GOLF SHOP	300,000	309,000	318,270	327,818	337,653
FOOD & BEVERAGE	143,400	200,262	227,812	234,647	241,686
MARKETING	80,000	82,400	84,872	87,418	90,041
GENERAL & ADMINISTRATIVE	230,000	236,900	244,007	251,327	258,867
<b>TOTAL GROSS PAYROLL</b>	<b>1,817,900</b>	<b>1,718,997</b>	<b>1,792,109</b>	<b>1,845,873</b>	<b>1,901,249</b>
<b>PAYROLL TAXES &amp; BENEFITS</b>	<b>173,553</b>	<b>187,695</b>	<b>196,988</b>	<b>202,897</b>	<b>208,984</b>
<b>TOTAL PAYROLL EXPENSE</b>	<b>1,791,453</b>	<b>1,906,692</b>	<b>1,989,097</b>	<b>2,048,770</b>	<b>2,110,233</b>
<b>OTHER EXPENSES:</b>					
COURSE & GROUNDS	723,000	737,460	752,209	767,253	782,598
MAINTENANCE/HOUSEKEEPING	70,000	71,400	72,828	74,285	75,770
CARTS	145,000	147,900	150,858	153,875	156,953
GOLF SHOP	60,000	61,200	62,424	63,672	64,946
PRACTICE CENTER	85,000	86,700	88,434	90,203	92,007
FOOD & BEVERAGE	71,700	76,014	80,702	82,752	84,856
MARKETING	115,000	117,300	119,646	122,039	124,480
GENERAL & ADMINISTRATIVE	350,000	357,000	364,140	371,423	378,851
<b>TOTAL OTHER EXPENSES</b>	<b>1,619,700</b>	<b>1,654,974</b>	<b>1,691,241</b>	<b>1,725,502</b>	<b>1,760,461</b>
<b>TOTAL EXPENSES</b>	<b>3,820,298</b>	<b>3,984,520</b>	<b>4,117,437</b>	<b>4,224,483</b>	<b>4,334,412</b>
<b>EBITDA</b>	<b>991,282</b>	<b>1,190,775</b>	<b>1,320,159</b>	<b>1,455,516</b>	<b>1,603,269</b>
MANAGEMENT FEE	120,000	123,600	127,200	130,800	67,200
CAPITAL (Approx 2% of Revenue)	96,232	104,522	106,985	109,509	112,095
ROUNDS	87,000	89,610	92,298	95,067	97,919
AVG RATE GREEN FEE/CART	\$ 35.14	\$ 37.09	\$ 37.77	\$ 38.41	\$ 39.11
<b>NET CASH</b>	<b>775,050</b>	<b>962,653</b>	<b>1,085,973</b>	<b>1,215,207</b>	<b>1,423,974</b>

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**Assumptions:**

1. Year 1 assumes first full year of operations by KemperSports
2. Revenues do not include proceeds from ID Cards



**Union County - Galloping Hill Golf Course**  
**Preliminary Proforma - New GH Clubhouse, excluding Golf Maintenance Services**

	Galloping Hill Year I	Galloping Hill Year II	Galloping Hill Year III	Galloping Hill Year IV
<b>REVENUES:</b>				
GOLF GUEST FEES	1,438,288	1,582,117	1,661,223	1,744,284
CART FEES	437,938	481,731	505,818	531,109
RETAIL REVENUE	142,969	157,266	168,274	176,688
PRACTICE CENTER	784,350	823,568	864,746	907,983
FOOD & BEVERAGE	990,000	1,081,000	1,037,430	1,095,553
GOLF SHOP	81,000	85,050	89,303	93,766
<b>TOTAL REVENUES</b>	<b>3,874,545</b>	<b>5,010,732</b>	<b>5,226,793</b>	<b>5,449,385</b>
<b>COST OF SALES:</b>				
GOLF SHOP MERCHANDISE	100,078	110,086	117,792	123,682
FOOD & BEVERAGE	336,600	583,110	581,229	598,666
<b>TOTAL COST OF SALES</b>	<b>436,678</b>	<b>693,196</b>	<b>699,021</b>	<b>722,347</b>
GOLF MERCHANDISE COGS%	70.0%	70.0%	70.0%	70.0%
F & B COGS %	34.0%	31.0%	30.0%	30.0%
<b>PAYROLL</b>				
<b>COURSE &amp; GROUNDS</b>				
MAINTENANCE/HOUSEKEEPING	36,050	37,132	38,245	39,393
CARTS/PRACTICE CENTER	151,925	156,483	161,177	166,013
GOLF SHOP	154,500	159,135	163,909	168,826
FOOD & BEVERAGE	316,800	380,160	391,565	403,312
MARKETING	51,500	53,045	54,636	56,275
GENERAL & ADMINISTRATIVE	180,250	185,658	191,227	196,964
<b>TOTAL GROSS PAYROLL</b>	<b>891,025</b>	<b>971,612</b>	<b>1,000,760</b>	<b>1,030,783</b>
<b>PAYROLL TAXES &amp; BENEFITS</b>	<b>151,474</b>	<b>165,174</b>	<b>170,129</b>	<b>175,233</b>
<b>TOTAL PAYROLL EXPENSE</b>	<b>1,042,499</b>	<b>1,136,786</b>	<b>1,170,889</b>	<b>1,206,016</b>
<b>OTHER EXPENSES:</b>				
<b>COURSE &amp; GROUNDS</b>				
MAINTENANCE/HOUSEKEEPING	61,200	62,424	63,672	64,946
CARTS	76,500	78,030	79,591	81,182
GOLF SHOP	30,600	31,212	31,836	32,473
PRACTICE CENTER	76,500	78,030	79,591	81,182
FOOD & BEVERAGE	99,000	188,100	183,743	199,555
MARKETING	76,500	78,030	79,581	81,182
GENERAL & ADMINISTRATIVE	178,500	182,070	185,711	189,426
<b>TOTAL OTHER EXPENSES</b>	<b>598,800</b>	<b>697,896</b>	<b>713,735</b>	<b>729,947</b>
<b>TOTAL EXPENSES</b>	<b>2,077,977</b>	<b>2,527,878</b>	<b>2,583,645</b>	<b>2,658,310</b>
<b>EBITDA</b>	<b>1,796,567</b>	<b>2,482,854</b>	<b>2,643,148</b>	<b>2,791,074</b>
MANAGEMENT FEE	96,000	108,000	111,600	115,200
CAPITAL (Approx 2% of Revenue)	67,246	68,590	69,962	71,362
ROUNDS	46,390	47,741	49,173	50,648
AVG GREEN FEE/CART FEE	\$ 40.48	\$ 43.23	\$ 44.07	\$ 44.93
<b>NET CASH</b>	<b>1,633,322</b>	<b>2,306,263</b>	<b>2,461,586</b>	<b>2,604,513</b>

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**Assumptions:**

1. Proforma is for Galloping Hill Operations only
  2. Management Fee is for management of Galloping Hill and Ash Brook
  3. Year 1 is first full year of operations by KemperSports with a new clubhouse at Galloping Hill
  4. Sales & marketing for Golf Outings, Banquets and Events - pre-selling 12 months prior to building being opened
- The site is in competition with some older, old money private clubs but because facility will be new, state of the art, designed correctly - outings, weddings and corporate business will be attracted to the facility. It will be the host to all charity events for the local community and serve as host to First Tee of Greater Newark/Union County
5. Daily a la carte attracts local businesses- assuming environment will be conducive to daily business lunches & cocktails
  6. Catering Sales - assumes space is of caliber for small to large business meetings with state of the art AV - wireless internet, Board Room that fits 15-20, medium size break out rooms and a ballroom versatile for meetings. Catering will directly compete with local hotels but will provide personalized services
  7. Outings - outing rounds included in budget - these are large outings - mini corporate outings included in daily greens fees.
  8. All maintenance of grounds handled by County
  9. Revenues do not include proceeds from ID Cards



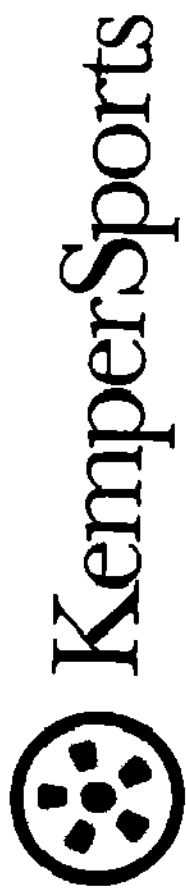
**Union County - Galloping Hill Golf Course**  
**Preliminary Proforma - New GH Clubhouse, including Golf Maintenance Services**

	Galloping Hill Year I	Galloping Hill Year II	Galloping Hill Year III	Galloping Hill Year IV
<b>REVENUES:</b>				
GOLF GUEST FEES	1,438,288	1,582,117	1,661,223	1,744,284
CART FEES	437,938	481,731	505,818	531,109
RETAIL REVENUE	142,969	157,266	168,274	176,688
PRACTICE CENTER / EXECUTIVE COURSE	784,350	823,668	864,746	907,983
FOOD & BEVERAGE	990,000	1,881,000	1,937,430	1,995,553
GOLF SHOP	81,000	85,050	89,300	93,768
<b>TOTAL REVENUES</b>	<b>3,874,545</b>	<b>5,010,732</b>	<b>5,226,793</b>	<b>5,449,385</b>
<b>COST OF SALES:</b>				
GOLF SHOP MERCHANDISE	100,078	110,086	117,792	123,682
FOOD & BEVERAGE	336,600	583,110	581,229	598,666
<b>TOTAL COST OF SALES</b>	<b>436,678</b>	<b>693,196</b>	<b>699,021</b>	<b>722,347</b>
GOLF MERCHANDISE COGS%	70.0%	70.0%	70.0%	70.0%
F & B COGS %	34.0%	31.0%	30.0%	30.0%
<b>PAYROLL</b>				
COURSE & GROUNDS	330,630	340,549	350,765	361,288
MAINTENANCE/HOUSEKEEPING	36,050	37,132	38,245	39,383
CARTS/PRACTICE CENTER	151,925	156,483	161,177	166,013
GOLF SHOP	154,500	159,135	163,909	168,826
FOOD & BEVERAGE	316,800	380,160	391,565	403,312
MARKETING	51,500	53,045	54,636	56,275
GENERAL & ADMINISTRATIVE	180,250	185,658	191,227	196,964
<b>TOTAL GROSS PAYROLL</b>	<b>1,221,655</b>	<b>1,312,161</b>	<b>1,351,525</b>	<b>1,392,071</b>
<b>PAYROLL TAXES &amp; BENEFITS</b>	<b>207,681</b>	<b>223,067</b>	<b>229,759</b>	<b>236,652</b>
<b>TOTAL PAYROLL EXPENSE</b>	<b>1,429,336</b>	<b>1,535,228</b>	<b>1,581,285</b>	<b>1,628,723</b>
<b>OTHER EXPENSES:</b>				
COURSE & GROUNDS	376,380	383,908	391,586	399,417
MAINTENANCE/HOUSEKEEPING	61,200	62,424	63,672	64,946
CARTS	76,500	78,030	79,591	81,182
GOLF SHOP	30,600	31,212	31,836	32,473
PRACTICE CENTER	76,500	78,030	79,591	81,182
FOOD & BEVERAGE	99,000	188,100	193,743	199,555
MARKETING	76,500	78,030	79,591	81,182
GENERAL & ADMINISTRATIVE	178,500	182,078	185,711	189,426
<b>TOTAL OTHER EXPENSES</b>	<b>975,180</b>	<b>1,081,804</b>	<b>1,105,321</b>	<b>1,129,365</b>
<b>TOTAL EXPENSES</b>	<b>2,841,194</b>	<b>3,310,227</b>	<b>3,385,626</b>	<b>3,480,435</b>
<b>EBITDA</b>	<b>1,033,350</b>	<b>1,700,504</b>	<b>1,841,167</b>	<b>1,968,949</b>
MANAGEMENT FEE	148,200	152,400	156,000	80,400
CAPITAL (Approx 2% of Revenue)	67,246	68,590	69,962	71,362
ROUNDS	46,350	47,741	49,173	50,648
AVG GREEN FEE/CART FEE	\$ 40.48	\$ 43.23	\$ 44.07	\$ 44.93
<b>NET CASH</b>	<b>817,905</b>	<b>1,479,514</b>	<b>1,615,205</b>	<b>1,817,188</b>

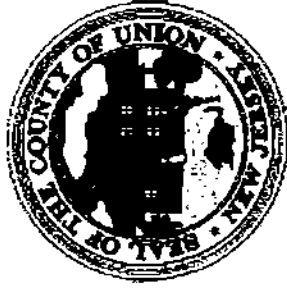
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**Assumptions.**

1. Proforma is for Galloping Hill Operations only.
2. Management fee is for management of Galloping Hill and Ash Brook.
3. Year 1 is first full year of operations by KemperSports with a new clubhouse at Galloping Hill
4. Sales & marketing for Golf Outings, Banquets and Events – pre-selling 12 months prior to building being opened  
The site is in competition with some older, old money private clubs but because facility will be new, state of the art, designed correctly – outings, weddings and corporate business will be attracted to the facility. It will be the host to all charity events for the local community and serve as host to First Tee of Greater Newark/Union County
5. Daily a la carte attracts local businesses- assuming environment will be conducive to daily business lunches & cocktails
6. Catering Sales – assumes space is of caliber for small to large business meetings with state of the art AV – wireless internet. Board Room that fits 15-20 medium size break out rooms and a ballroom versatile for meetings. Catering will directly compete with local hotels but will provide personalized services.
7. Outings – outing rounds included in budget – these are large outings – mini corporate outings included in daily greens fees.
8. Revenues do not include proceeds from ID Cards



Proposal to Union County for Management and Operations of the  
County's Golf Courses



June 3, 2009

June 3, 2009

Mr. Michael M. Yuska  
Director of Purchasing  
County of Union  
Division of Purchasing  
3rd Floor Conference Room  
10 Elizabethtown Plaza  
Elizabeth, NJ 07207

**RE: Proposal for Golf Operation and Management Services for the County of Union**

Dear Mr. Yuska:

On behalf of KemperSports, I am pleased to submit the following proposal to provide consulting and operations management services for the Union County golf courses. We have organized our response in the format requested and have included all information required in the RFP. We acknowledge that (a) all information submitted in support of the Proposal is accurate and factual, (b) all representations made regarding our willingness to undertake the obligations set forth in the Proposal Forms, and the Proposers concurrence with the proposed business arrangements set forth therein are true, (c) the Proposal is provided fairly, without collusion or fraud, and (d) that KemperSports will, if chosen as the Proposer, negotiate in good faith the terms and conditions of an Agreement.

KemperSports has the resources, expertise and commitment necessary to achieve Union County's financial, operations and community outreach goals and objectives for the Galloping Hill and Ash Brook Golf Courses. For nearly three decades, KemperSports has consistently established benchmarks in golf course management based on a philosophy of providing a "Best in Class" customer experience. Today, we manage more than 70 golf facilities including 27 municipal sector clients. Our hands-on, client centric management approach is the cornerstone of our success and key to our long term client relationships.

KemperSports' culture, our people and their passion for what we do everyday makes us the right partner for this engagement.

We appreciate you're your consideration and look forward to presenting our proposal and qualifications to the selection committee.

Sincerely,



Douglas J. Hellman  
Vice President, Business Development



KemperSports



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## SUMMARY OF WORK

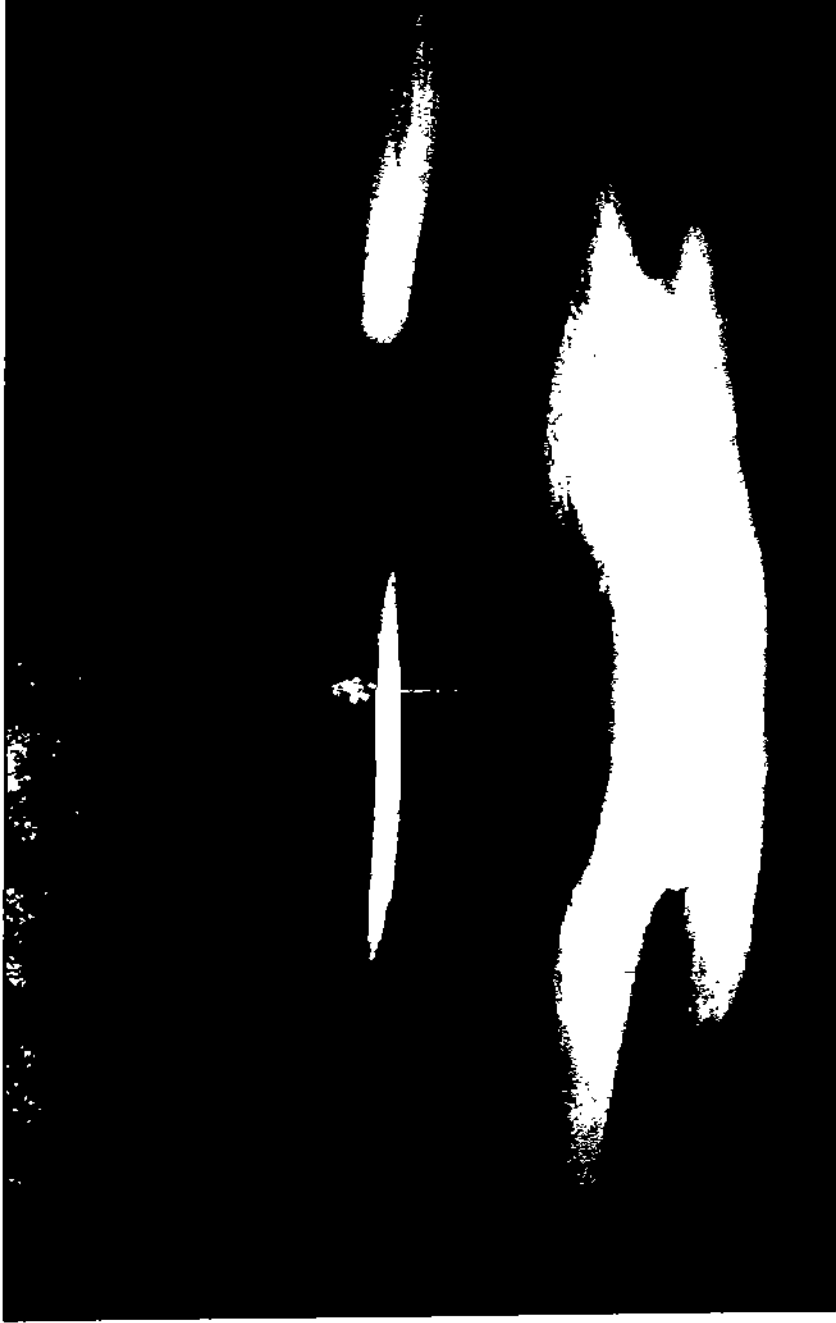
This section summarizes our qualifications and reasons why we believe KemperSports is the best choice to manage the golf operations of the Galloping Hill and Ash Brook Golf Courses.

We believe KemperSports is the company best qualified for this engagement for the following reasons:

- We embrace the County's goals and objectives for the courses and we will commit the necessary resources to exceed your expectations.
- We have over 30 years of experience managing public golf facilities and a track record of client satisfaction and contract renewals.
- Experience managing municipal golf courses specializing in hands-on, personalized service in the best interest of Union County and its golf courses.
- Proven municipal marketing programs designed to grow rounds and revenues on an ongoing basis.
- We are familiar with the New Jersey golf market and have significant home office and regional resources immediately available to the County's golf courses.
- Cost efficiencies – savings from "National Accounts" passed on to the client.
- Experience managing golf courses in the Mid-Atlantic region:
  - Heron Glen Golf Course – Hunterdon, NJ
  - Independence Golf Club – Midlothian, VA
  - Goose Creek Golf Club – Leesburg, VA
  - The Timbers at Troy Golf Course – Elkridge, MD
  - Whiskey Creek Golf Course – Ijamsville, MD
  - Holly Hills Country Club - Ijamsville, MD
  - Marlton Golf Club – Upper Marlboro, MD
  - Swan Point Golf & Country Club – Issue, MD
  - Crab Meadow Golf Course – Northport, NY
  - Makefield Highlands Golf Club – Yardley, PA
- Comprehensive day-to-day management services in the following areas:
  - Marketing and sales
  - Accounting and financial controls
  - Customer service
  - Golf and clubhouse operations
  - Golf shop management
  - Inventory control
  - Information technology

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# Summary of Work



The Timbers at Troy Golf Course  
Elkridge, MD  
A KemperSports Managed Facility

## **Understanding Key Objectives**

As a preface to our proposal, we would like to reiterate our understanding of Union County's goals and objectives for the Galloping Hill and Ash Brook Golf Courses.

### ***Union County Golf Courses Should Support the 2009 Freeholder Initiatives***

KemperSports embraces the 2009 initiatives established by the Freeholders and, we look forward to integrating many of them in the operations at Galloping Hill and Ash Brook.

We will reach out to Union County College, Kean University and the Union County Vocational Technical Schools to explore opportunities for internships to better prepare students for opportunities after graduation. We will explore opportunities to mentor and coach young adults in the areas of customer relations, retailing, food & beverage as well as business to complement their studies.

The KemperSports' "Green to a Tee" environmental stewardship initiative and the Freeholders "Go Green" initiative share common goals such as promoting environmental awareness, recycling, conservation programs and exploring measures to conserve energy. Our goal is to manage each of our facilities in as environmentally sound a manner as possible, paying particular attention to golf course maintenance practices, habitat management, water conservation, energy use, recycling and other environmental friendly practices. In support of this initiative, we have adopted an environmental certification program to assure that all facilities are doing their part. The program establishes four distinct levels of KemperSports Green certification.

### ***Union County Golf Courses Should Provide an Unparalleled Golf Recreation Experience***

KemperSports owns several golf facilities giving us a unique perspective and appreciation for the significant capital investment the County has made at the new golf learning center at Galloping Hill. We also acknowledge the on-going improvements the County is undertaking to improve playing conditions at Galloping Hill and Ash Brook. Our goal is to capitalize on this investment through enhanced customer service, quality programming for all ages and consistent delivery of a "Best in Class" experience for customers.

KemperSports understands the dynamics of building a broad clientele in highly competitive, price sensitive markets. Our management approach seeks to maximize revenues by creating a high quality recreation experience that is attractive to golfers who have choices. We also understand that getting first time customers to return to our managed courses is critical to creating a loyal following. We know how to retain customers through fresh and exciting programming that reaches out to a broad player profile. The secret to our business success has never been standard business formulas. We work with each property to identify and foster its unique qualities and opportunities, which results in success far beyond what's possible with a one-size-fits-all approach.

We view community outreach as a core value in providing a successful golf recreation experience. We enthusiastically welcome the opportunity to create a community based golf instruction program at Galloping Hill, as we have done at numerous public golf courses throughout the United States. KemperSports has been managing junior golf and other golf related community outreach programs since the company's founding.

Our dedication to community outreach is further detailed in the "General Experience" section of this proposal.

***Union County Golf Courses must be Managed to the Highest Quality Standards***

KemperSports embraces a hands-on, client-centric approach to managing our client's properties. Each property is supported by a team of experts including a regional operations executive, regional marketing director, national F&B director, regional agronomist, national retail director and a corporate controller. KemperSports' regional operations director and on-site general manager will meet monthly, or more often as requested, with County representatives to review financial performance, marketing initiatives and to tour Galloping Hill and Ash Brook. Our goal is to build a strong foundation and support structure to ensure our on-site team can consistently deliver a high quality golf experience.

KemperSports will improve operational performance and accountability in all departments while enhancing the customer experience at Galloping Hill and Ash Brook. KemperSports will tailor our Policy & Procedure manuals for all key departments to ensure high quality and consistent operations.

Policy & Procedure Manual titles include:

1. HR Policies and Procedures
2. Payroll Procedures
3. Internal Control Procedures
4. Safety & Risk Management
5. Outing and Sales Best Practices Guide
6. Food & Beverage Best Practices Manual
7. Standard Operating Procedures "SOP" Manual

## Understanding of Requested Scope of Services

As a preface to our proposal, we would like to summarize our understanding of the scope of work requested by Union County. Based on our review of the RFP, we believe the requested scope of work can be summarized as follows:

### *Consulting and Learning Center Management*

We understand Union County intends to honor existing golf shop and food & beverage concessionaire contracts through the end of 2009. During this timeframe, KemperSports will be responsible for overseeing the golf shop and food & beverage concessionaires to assure they provide services consistent with their contractual obligations and Union County's expectations. In late 2009, KemperSports will execute a transition plan to assure a seamless transfer of responsibility from the current concessionaires.

KemperSports will provide turnkey management of the new golf learning center and 9-hole executive golf course to include daily operations, marketing, staffing, teaching, accounting and coordination with the County's grounds maintenance staff. We manage numerous award winning golf learning centers and several shorter-length golf courses and look forward to building a top-notch teaching and skills development program geared toward the novice as well as advanced player.

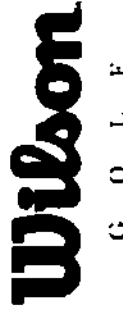
In addition, we have had preliminary discussions with senior executives of Wilson Golf regarding their interest in sponsoring the Galloping Hill learning center. The Wilson Golf brand is universally recognized as a leader in the sports equipment industry. With Union County's support we look forward to furthering those discussions in hopes of developing a Wilson Golf Performance Center at Galloping Hill.

During Phase 1, KemperSports will develop the Galloping Hill and Ash Brook business plans, budgets, marketing plans and strategies, merchandising plans, capital improvement plans as well as partnerships with various community organizations, corporations, charities and other potential business partners.

### *Clubhouse Consulting and Programming*

KemperSports has consulted on the development of more than 40 clubhouses and, if selected, we will work with Union County representatives and its building architect to program the proposed new clubhouse at Galloping Hill as described in Section 1.3. These services include planning the clubhouse location, size, space requirements, site planning, FF&E (selection and procurement), kitchen planning, golf shop fixtures, budgeting, and scheduling (construction and move-in). These services would be provided to Union County as part of our management services at no additional cost to the County.

Please see the "General Experience" Section of our proposal for a detailed narrative of our proposed scope of services during this phase of our relationship.



### ***Private Operation and Management of Clubhouse Services***

We understand the County will continue to employ and manage its golf maintenance personnel and will be responsible for all golf course maintenance issues i.e. greens maintenance, tee and apron maintenance, fairway maintenance, maintenance of hazards, roughs, irrigation systems, golf course maintenance equipment, maintenance of cart paths and parking lots, clubhouse maintenance and all costs thereof including the costs of materials, supplies and equipment. KemperSports is prepared to assume responsibility for all other services related to the management and operation of Galloping Hill and Ash Brook Golf Courses as described in Section 1.6 of the RFP.

Commencing in 2010, as outlined in paragraphs 1.5.1, 1.6, 1.6.1 and 1.6.2 of the RFP KemperSports will be responsible for turnkey golf operations to include: clubhouse operations, learning center operations, golf shop operations, marketing and event planning; food & beverage, annual membership promotion and sales, golf cars and outside services; accounting and financial reporting, payroll processing and benefits administration and insurance. KemperSports will purchase and stock the golf shops with equipment and retail merchandise at its own expense per Section 1.6.1 of the RFP.

KemperSports embraces a hands-on approach to managing our client's properties. Each property receives the same level of attention and is supported by a team of experts including a regional operations executive, regional marketing director, national retail director, national F&B director and a corporate controller.

We understand Union County representatives made the difficult decision to close Oak Ridge Golf Course because it was financially underperforming. We acknowledge Galloping Hill and Ash Brook Golf Courses must be financially self-supporting while providing a consistently high quality golf, social and recreation experience. We embrace this challenge and will commit the necessary resources to ensure success.

KemperSports will provide the following management services:

- KemperSports will be responsible for all golf and clubhouse operations management activities.
- KemperSports will be responsible for hiring all staff who will be KemperSports employees. Our goal will be to hire locally, employing Union County residents. Union County representatives will be afforded the opportunity to interview and approve key staff candidates before they are hired. Clubhouse, learning center and outside operations staff will receive training and guidance specializing in retail sales, customer service and golf operations. Our goal is to build a staff passionate about being part of the Galloping Hill and Ash Brook Golf Course teams to ensure uncompromised customer service and attention to detail. Every staff member will be an ambassador of Ash Brook Golf Course or Galloping Hill Golf Course to assure a "Best in Class" guest experience.

- KemperSports will be responsible for developing and implementing strategic regional awareness, sales and marketing programs. KemperSports' Regional Marketing Director will work closely with the on-site Director of Sales and Marketing to ensure the plan is creative, responsive to the market and achieves plan objectives.
- KemperSports will implement an integrated marketing technology plan. This includes ensuring that each property's point of sales system, reservations system, and website are all integrated in order to obtain customer data, playing and purchasing habits, demographics, etc. It is critical that the operations teams at Galloping Hill and Ash Brook are "talking" in order to maximize marketing communication strategies, tee-time inventory and to maintain rate integrity.
- KemperSports will conduct a market survey and make recommendations regarding greens fees and all other fee structures and pricing.
- KemperSports will present unique ideas for partnerships with various local entities, corporations, charities, boys and girls club, and businesses in order to promote the Union County Golf Courses to a wide audience to generate events and tournament business. Upon completion of the new clubhouse at Galloping Hill, additional partnership and marketing efforts will focus on creating and growing a strong banquet and catering business.
- KemperSports will create golf learning and educational opportunities to introduce golf to beginners of all ages and to enhance the skills of even the most accomplished players. In addition to camps and clinics, our community outreach efforts will include working with Union County's Division of Youth Services to introduce "at risk" youth to the game, Runnels Specialized Hospital to develop physical and occupational therapy programs for stroke patients as well as Alzheimer's patients and national organizations such as "Sticks For Kids" and the PGA to put donated golf clubs in the hands of those who can't afford them. KemperSports supports the First Tee initiative and, with Union County's support, will explore creation of a First Tee facility to promote youth programming, education and interest in the game of golf. KemperSports was instrumental in establishing one of the largest First Tee chapters in the United States in Chicago, and we continue to support this worthy cause.
- KemperSports will manage all aspects of the golf shop and purchase, at its own expense, all retail merchandise. We will develop and implement a golf shop merchandising program aimed at providing variety and selection with minimal inventory. KemperSports will apply its national accounts purchasing power to purchase the best products at the least cost to the Union County Golf Courses.
- KemperSports will develop food and beverage concepts, events and menus with price points appealing to each facility's customer base. KemperSports will coordinate obtaining liquor licenses and other permits required for the operation of the existing food and beverage operations as well as the expanded food and beverage operation anticipated in the new Galloping Hill clubhouse.



- KemperSports' policies and best management practices will be implemented at all levels of the golf operations to ensure peak performance.
- KemperSports will implement financial controls and provide customized financial reports to County representatives.
- KemperSports will review the existing POS and tee time reservation system and make recommendations for any improvements, if needed.
- KemperSports will create a short and long-term capital improvements plan and budget for each facility.

**Services summarized above are more fully detailed in the "General Experience" Section of this proposal.**

***Private Management of Clubhouse Services and Golf Maintenance Services***

As outlined in Paragraph 1.5.2 and Section 1.7 of the RFP, we understand the County may elect to privatize golf course maintenance of Galloping Hill and Ash Brook Golf Courses. In this event, KemperSports will expand our management responsibilities to include maintenance of the Galloping Hill and Ash Brook Golf Courses as further described in Section 1.7 of the RFP.

KemperSports provides golf course maintenance services at the majority of its managed facilities and is qualified to provide a turnkey management solution if the County chooses this option in the future. We embrace the County's desire to provide consistently high quality playing conditions at Galloping Hill and Ash Brook and, will leverage our expertise and national accounts buying power to achieve this goal in a cost effective manner.

KemperSports embraces environmentally sensitive golf course maintenance practices and has been instrumental in achieving Audubon Certification at many facilities. Our "Green to a Tee" environmental steward approach to turf maintenance is grounded in Integrated Pest Management (IPM). IPM is the selection, integration and implementation of pest controls based on predicted economic, ecological and sociological consequences. It is a multi-step approach to controlling soil conditions, pest plants, animals and pathogens that promote optimal plant health and use effective pest control methods that pose minimal hazards to people and the environment. Inherent in our IPM approach, is the understanding that it is neither possible nor practical to eradicate most pest problems, thus managed control is the goal. Every golf course and even every golf hole has different factors that influence turf health. Our superintendents implement the IPM approach and industry best practices to maintain the golf course while caring for the surrounding environment.

KemperSports' regional agronomist will assist the on-site superintendent at each facility on an as-needed basis to ensure optimal turf conditions and cost efficient application of the maintenance budget. With the County's support, we would seek to achieve Audubon Certification consistent with other managed facilities in KemperSports' portfolio.

**Our approach to golf course maintenance, practice facility maintenance and turf equipment maintenance is explained in detail in the "General Experience" Section of this proposal.**

# KemperSports' General Experience



Whiskey Creek Golf Club  
Jiamsville, MD  
A KemperSports Owned Facility  
Golf & Travel's "40 Best Daily Fee Courses in the U.S."

# GENERAL EXPERIENCE

## Approach to Requested Services

This Section explains in detail our approach to providing the services requested by Union County.

KemperSports proposes to partner with Union County in providing the following strategic business planning, marketing and operations management services. These services are structured to assist the County in privatizing management of Galloping Hill and Ash Brook Golf Courses in a seamless and efficient manner. We share the County's goals and objectives, and KemperSports will provide the resources, assistance and documentation necessary to ensure long-term success.

## *Consulting and Learning Center Management*

### Consulting

As mentioned, we understand Union County intends to honor existing golf shop and food & beverage concessionaire contracts through the end of 2009. Through the end of the year, KemperSports will be responsible for overseeing the golf shop and food & beverage concessionaires, managing the golf learning center and crafting the business and marketing plans for Galloping Hill and Ash Brook Golf Courses as well as assisting with programming the new clubhouse at Galloping Hill.

### Orientation Meeting

KemperSports will meet with Union County representatives and members of the New Jersey State Golf Association (NJSGA) to discuss project goals and objectives and their vision for the new golf learning center at Galloping Hill. We acknowledge the NJSGA's investment of time and financial resources and applaud their efforts to develop a high quality golf instruction venue for the enjoyment of Union County residents. Discussion topics will include financial objectives, development budgets and schedule, community goodwill, marketing initiatives and niche in the local and regional market.

### Learning Center Management

KemperSports has successfully developed and launched many new facilities in the last 30 years, and we currently manage numerous golf learning centers, both associated with golf courses as well as stand-alone facilities.



We are most proud of our collaboration with the Virginia State Golf Association (VSGA) at Independence Golf Club in Richmond, Virginia. As part of the outreach program of the VSGA Foundation, the golf learning center at Independence Golf Club's primary purpose is to foster and promote amateur and junior golf within the Commonwealth of Virginia. KemperSports developed programming focused on the fundamentals of the sport, and we encourage youngsters to develop in their commitment to the game as well as all aspects of their lives.

Independence Golf Club is on its way to becoming the leading center for junior golf development on the East Coast. In 2002, its first year of programming, Independence Golf Club reached more than 500 youngsters of all ages and skill levels. During the summer of 2008, that number grew to nearly 1,600.

Now in its seventh year, we are very pleased about the programming and see a bright future ahead. More than 14,000 juniors have been exposed to golf and we look forward to growing this number. The level of instruction offered at Independence coupled with on course playing opportunities continues to support our mission to foster amateur and junior golf in the Commonwealth. We hope every child will walk away from our clinics and camps with a new found enthusiasm for golf as well as a deeper understanding and appreciation for its traditions. Together, KemperSports, Union County and the New Jersey State Golf Association can achieve similar results at the Galloping Hill golf learning center.

KemperSports will provide turnkey management of the new golf learning center to include daily operations, marketing, staffing, teaching, accounting and coordination with the County's grounds maintenance staff. We manage numerous award winning golf learning centers and look forward to building a top-notch teaching and skills development program geared toward the novice as well as advanced player. We agree with Hotel and Club Associates, Inc.'s statement that "a strong educational system and a variety of recreational activities provide a necessary backbone for a thriving community".

We acknowledge the County's significant investment and believe the new learning center presents a tremendous opportunity to foster community goodwill and to affirm the County's strong commitment to community golf recreation. With County approval, we will strive to achieve positive news coverage and recognition for the new learning center. KemperSports will create a strategic marketing and awareness plan for the new learning center to ensure the facility is promoted in a favorable light to a targeted audience in order to create name recognition and excitement leading up to a successful opening day. This will include media relations, community outreach, advertising, website development, etc. We will also coordinate setting up furniture, fixtures and equipment for the learning center as well as the development of collateral materials, scorecard, yardage books and a logo for the facility to ensure it is fully operational on opening day.

As mentioned, KemperSports has had preliminary discussions with senior executives of Wilson Golf regarding sponsoring the Galloping Hill Learning Center. We believe having a sponsor with a brand as recognizable as Wilson Golf would bring instant awareness and credibility to the facility. With the County's support, we look forward to furthering discussions with Wilson Golf.

KemperSports has created junior golf and other golf related community outreach programs at all of the public golf facilities we manage. We manage two of the largest First Tee programs in the United States in Chicago and San Francisco. In Chicago, KemperSports was instrumental in founding the First Tee Chapter and today three of our senior executives volunteer on the Board of Directors. This chapter continues to be very successful not only teaching the fundamentals of golf, but also life skills, ethics, discipline and good sportsmanship. We also host high school golf team practices and golf matches at numerous facilities and embrace the County's support for these programs.

**Consulting and Business Improvement Planning**

KemperSports has achieved its success in golf course operations, in large part, due to the company's strong emphasis on being "Best in Class". Regardless of green fees and operations budgets, we seek to offer and promote "Best in Class" service and course conditions at all of our properties.

❖ **Business Improvement Plan**

[REDACTED]

Proprietary information  
not to be shared per  
N.C. S.A. 11-1-18  
11-1-18  
11-1-18  
11-1-18

• **Business Operations Analysis**

[REDACTED]

• **Physical Plant Analysis and Potential Improvement Areas**

[REDACTED]

[REDACTED]

- Review of Marketing and Advertising Programs

[REDACTED]

- Competitive Intelligence

[REDACTED]

- Financial and Budget Analysis

[REDACTED]

- Fee Structure Analysis

[REDACTED]

- Client Relations

We will meet monthly, or as often as requested, with Union County representatives to review facility operations and present various reports as well as new ideas and initiatives for operations improvement.

- Clubhouse Programming

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

KemperSports' Construction Management Division has developed many clubhouses over the years, and we can help create a clubhouse plan with County representatives that will result in an efficient, cost effective and attractive clubhouse operation.



### **Private Management of Clubhouse Services**

This section details our approach to managing the clubhouse operations at Galloping Hill and Ash Brook Golf Courses.

As outlined in Paragraph 1.5.1, 1.6, 1.6.1 and 1.6.2 of the RFP, we understand the County will continue to employ and manage its golf maintenance personnel and will be responsible for all golf course maintenance issues, maintenance of parking lots, clubhouse maintenance and all costs thereof including the costs of materials, supplies and equipment. KemperSports is prepared to assume responsibility for all other services related to the management and operation of Galloping Hill and Ash Brook Golf Courses as described in Section 1.5.1, 1.6, 1.6.1 and 1.6.2 of the RFP.

Commencing in 2010, KemperSports will be responsible for turnkey golf operations to include clubhouse operations, golf shop operations, marketing and event planning; food & beverage, annual membership promotion and sales, golf carts and outside services; accounting and financial reporting, payroll processing and benefits administration and insurance.

#### ❖ Client Relations

KemperSports believes a large reason for our success is that we make a concentrated effort to achieve a positive client relationship based on achieving results.

We initiate monthly meetings with our clients that include KemperSports on-site and regional operations executives. The purpose of these meetings is to discuss an agenda of facility financial and operational items, issues that need to be addressed, and to make recommendations to County representatives for improving the customer experience and the bottom line.

In addition, a number of specialists provide ongoing support to our on-site team at each facility we manage. Senior executives in food and beverage management, hospitality, agronomy, golf operations, merchandising, inventory control, accounting, finance, and information technology monitor activities within their area of expertise to ensure the County's Golf Courses achieve objectives.

❖ **Marketing and Brand Development**

KemperSports devotes significant time and resources to marketing our client's properties and amenities to assure they maximize their revenues in their respective markets. Today, innovative and aggressive marketing is imperative to retaining current customers and expanding the customer base - all to achieve a profitable business. The KemperSports approach to marketing is to create an agreed upon strategy with the client and then develop and implement the various tactics to achieve the stated strategy. In this submittal, we discuss several ideas we will integrate into our marketing plan for the Union County golf courses.

KemperSports will re-introduce both Galloping Hill and Ash Brook to potential customers through targeted and innovative marketing, outreach and strategic partnerships. We will repackage and promote fresh and exciting golf experiences, uncompromised service standards and exceptional value. KemperSports will utilize public relations, media contacts, marketing communications, promotions, outreach and community relations to reach existing and potential customers.

The courses' marketing plans will establish sales and marketing strategies along with an implementation plan. The strategic objective is to create brand awareness and promote Galloping Hill and Ash Brook to targeted markets and customer segments in order to reestablish name recognition and a "must play" perception.

The marketing initiatives contained in this document would be used to promote Galloping Hill Golf Course and Ash Brook Golf Course. The goal will be to grow the business through innovative marketing strategies coupled with superior customer service and outstanding course conditions. Several of the strategies below have been used at selected KemperSports managed properties and have been proven successful at similar properties, while other strategies are designed specifically for the Union County golf courses and their surrounding golf markets.

**Local Golf Market Analysis**

The local marketing analysis reflects the many strong attributes and excellent growth potential for Union County's golf courses based on their formidable geographic location and combination of economic core strengths. Estimated populations within only a 15 minute drive time of each property are roughly 750,000 (Galloping Hill) and 350,000 (Ash Brook). By using the State Participation Rate of 13.2%, we can approximate that there are almost 100,000 golfers within 15 minutes of Galloping Hill and over 45,000 in that same distance from Ash Brook. Just capturing a small percentage of these rounds of golf would lead to great success for both golf courses. Our analysis shows golfers in the area are willing to drive much further than 15 minutes, so the potential for growth in rounds is even greater. We also know that golfers would rather play their regular rounds of golf close to home. We believe the combination of Union County facility improvements and KemperSports marketing acumen will create large amounts of play from the core group of golfers living nearby, as well as, attract more golfers from areas within one hour drive time.

We have visited the competitive courses in the surrounding markets and feel the upgraded Union County courses can thrive, especially when properly and aggressively marketed by KemperSports.

**Strengths, Weaknesses, Opportunities and Threats (SWOT)**

**Strengths**

- Geographic locations for both properties are strong, with both surrounded by large populations and located near well-traveled roadways. Galloping Hill's proximity to the Garden State Parkway, I-78 and US 22 significantly increases its potential to draw golfers from even further away, and the impressive array of nearby businesses opens up partnership opportunities and increased potential to attract employee groups.
- Strong course layouts on both properties, with lots of trees and elevation changes.
- Lighted nine-hole course expands potential playing hours and provides alternatives for those too busy to play during daytime.
- Excellent drive-up appeal at Ash Brook

**Weaknesses**

- Websites provide minimal information and contain no interactive components.
- No driving range at Ash Brook
- Both courses need improved/additional directional signage to help guide customers to the properties
- Limited hotels located nearby to create "stay and play" packages

**Opportunities**

- Continued economic uncertainty will drive some private club members toward daily fee golf. With the right programs in place, both properties will be positioned to attract and retain those players.
- Enhanced websites will attract more business and generate additional rounds and revenues
- Implementation of a well-designed customer loyalty program will encourage repeat business with local golfers
- Offering a Tournament Training Seminar to brand both properties as great places to host charity golf outings and corporate events will increase outings rounds
- Host annual VIP Days at each property where all local tournament directors are invited out to experience everything the courses have to offer. These events have been used very successfully at other KemperSports managed facilities to grow tournament rounds. Tournament participants generally spend more per person than daily fee players due to the inclusion of food and beverage and merchandise in the outings packages.

- Host creative golf events during under-utilized time periods. These events are not only paramount to generating revenue in slower times, but also create excitement at the course. Examples of some of the events hosted at KemperSports-managed properties are: Glow Ball Tournaments at Night; Holiday Themed Events; Junior Events; Couples Tournaments; Senior Leagues and Outings; Women's Leagues; Skins Games; Local Tournament Qualifiers; Club Championships; 4-Club Tournaments; Interclub Matches with Rival Courses; Beat-the-Pro, etc.
- Branding both golf courses as "Best in Class" to help elevate their position in the minds of area golfers
- Regional Sales and Marketing Director and Regional Operations Director pay frequent visits to the courses to help support sales and marketing efforts. This allows exchange of best practices, evaluation of present marketing initiatives and implementation of new revenue generators.

**Threats**

- Consumers continue to be wary of the economy and their limited disposable income dollars are being spent cautiously.
- Supply and demand in the golf industry. Golfers are growing at a very slow rate (1% annually) while golf courses continue to be constructed.

**SWOT Conclusions**

KemperSports will ensure the facility's strengths are leveraged, opportunities are maximized, weaknesses are minimized and threats are managed by appropriately analyzing pricing, consistently improving course conditions and utilizing KemperSports expertise in executing marketing and sales strategies.

**Marketing Objectives**

Our marketing strategies are based on the following three principles:

1. Give golfers a reason to come and play the golf course.
2. Make sure their visit is a pleasurable one.
3. Give our guests a reason to come back and play again.

Marketing Plan Initiatives

Proprietary info, redacted on  
Two pg. e. next 13 pgs per  
N.J.S.A. 47:1A-1.1 et seq.

- Brand Statement or Theme

[Redacted]

- Market Analysis

[Redacted]

- Revenue Management Plan

[Redacted]

- Key Revenue Drivers

[Redacted]

- Director of Marketing and Sales

[Redacted]

[REDACTED]

- Collateral Materials Development

[REDACTED]

- Website Development

[REDACTED]

[REDACTED]

[REDACTED]

- Outings and Tournaments

[REDACTED]

[REDACTED]

• Union County Golfer "Awareness Plan"

[REDACTED]

• Loyalty Program

[REDACTED]

• Customer Feedback

[REDACTED]

• Advertising

[REDACTED]

- Promotional Events

[REDACTED]

- Marketing Technology

[REDACTED]

- Cross-Marketing with Other KemperSports Properties

[REDACTED]

- Direct Sales

[REDACTED]

- Annual Pass and Range Card Programs

[REDACTED]



**GENERAL EXPERIENCE**

[REDACTED]

- **Strategic Partnerships**

[REDACTED]

- **Networking Relationships**

[REDACTED]

- **Partnerships with local Chambers of Commerce, Service Organizations and Visitor's Center**

[REDACTED]

- **Partnerships with Leading Employers**

[REDACTED]

- **Partnerships with Area Hospitals, Clinics and Rehabilitation Facilities**

[REDACTED]

GENERAL EXPERIENCE

[REDACTED]

- **Partnerships with Area Schools**

[REDACTED]

[REDACTED]

- **Partnerships with Local Hotels**

[REDACTED]

- ❖ **Customer Service**

[REDACTED]

[REDACTED]

[REDACTED]



**GENERAL EXPERIENCE**

[REDACTED]

**• On Course Service**

[REDACTED]

[REDACTED]

**• Food & Beverage**

[REDACTED]

**• Alcoholic Beverage Sales**

[REDACTED]

- **Kitchen Equipment and Facilities**

All kitchen staff are trained in the proper use and cleaning of kitchen equipment. We will assess the kitchen to determine its capabilities in determining menu choices and price points.

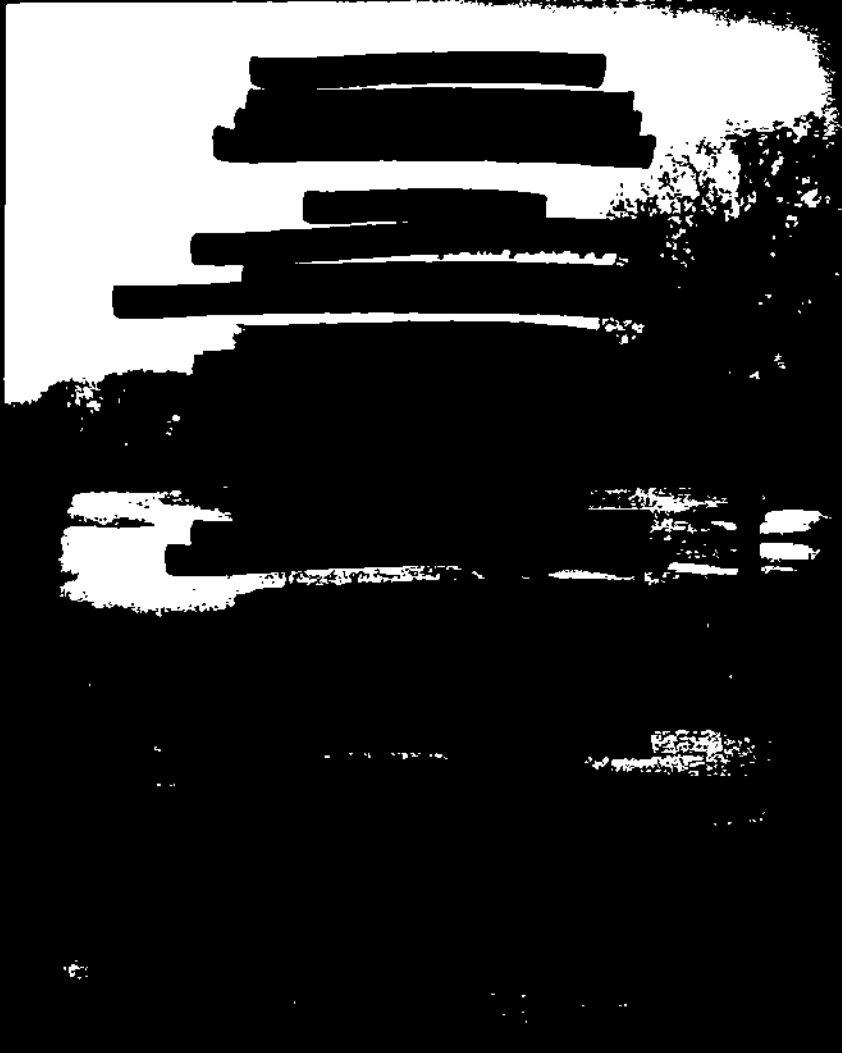
- **Menu Planning**



We have included on the following pages representative menus from other KemperSports managed facilities that are similar to the existing food & beverage operations at Galloping Hill and Ash Brook. Representative menus for larger banquet and grill operations are provided in a later section of our proposal which discusses our vision for the new Galloping Hill clubhouse.

2024  
100

# Heron Glen Cafe



[www.horanglen.com](http://www.horanglen.com)



Heron  Glen

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# Reaching Out to Those with Disabilities

## PGA teaching professionals have found many rewards through Project G.A.I.N.

By Bob Baal

Richard Robinson's wife, a dance teacher, extolled to him the rewards of teaching the disabled. Dave Sanford heard about a local program for teaching golf to the disabled and thought his facility would be an ideal fit. And Steve Mills joined a facility with an existing program, and quickly found himself hooked on working with students who were physically challenged but mentally determined.

All three of the PGA Golf Professionals named above had different reasons and different avenues for getting involved in Project G.A.I.N., but all three have had the same assessment: It has been one of the rewarding experiences of their careers.

"Personally, I can't imagine anything better I can do for my fellow man than to teach golf to someone who is disabled," says Robinson, who ran the Project G.A.I.N. program at the University of Utah for several years, and is now a PGA teaching professional at Nibley Park Golf Course.

Project G.A.I.N. (Golf Accessible and Inclusive Networks) is a major initiative of the National Alliance for Accessible Golf (NAAG), an organization focused on the inclusion of people

with disabilities into the game of golf. The PGA of America is a member of the alliance, which was officially formed in 2001 after a series of national forums that brought together leading golf associations and organizations representing golfers with disabilities. Other members of the alliance include the PGA Tour, U.S. Golf Association, Golf Course Superintendents Association of America (GCSAA) and National Golf Course Owners Association (NGCOA).

The Alliance vision is that through the game of golf individuals with disabilities can become actively engaged in the social fabric of a community, and derive health benefits that improve quality of life. There are approximately 54 million Americans with some sort of disability, and according to a study by the National Center on Accessibility at Indiana University, 35 percent of those individuals are currently not playing golf, but are interested in learning.

Enter Project G.A.I.N., whose pilot program was launched at the University of Utah's College of Health in Salt Lake City, where Robinson became involved. Similar pilot programs were subsequently launched at four other locations, including current locales Toledo, Ohio, where Sanford hosts it at Shady Oaks Dune Golf Course, and Howard County, Md., where Mills became involved at the Timbers at Troy Golf Course in Elkridge. Funding for the pilot programs was provided by The PGA, USGA and PGA Tour.

Sanford, who calls his nine-hole facility an "excellent beginners course," says his belief as a PGA member that everyone

PGA Golf Professional Steve Mills works with a Project G.A.I.N. participant on the practice range at Timbers at Troy Golf Course in Elkridge, Md.

### Did You Know?

According to PGA of America research, 24 percent of PGA members have experience teaching golf to the disabled.



should be able to play golf led him to pursue hosting the program. The program is administered by The Ability Center of Greater Toledo, as are four other Project G.A.I.N. locations in northwest Ohio.

"The importance of the program is that it gives us as PGA Golf Professionals the ability to get the disabled into the game," says Sanford. "It's a rewarding situation for the participants, for the facility and for the professionals."

The program at Timbers at Troy is administered by the Howard County Department of Recreation and Parks, which also owns the 18-hole facility. According to Mills, who joined the facility last year, the attitude of the students is most rewarding. "The participants truly enjoy the learning experience," he says. "There's nothing like seeing them smile after hitting a good shot."

Robinson adds that the experience of teaching the disabled is enhanced by the unique outlooks of the participants.

"I was absolutely touched by my experiences with the program, simply because I was in awe of my students and the mental toughness that it took for them to get through the day."

Dr. Gary Robb of the National Center for Accessibility at Indiana University, who was instrumental in founding the NAAG and helped set up each current G.A.I.N. program, says his experience with the PGA Golf Professionals

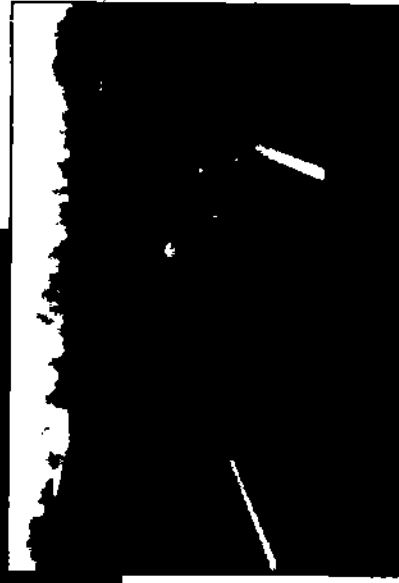
PGA Golf Professionals at various locations across the country have had positive experiences working with the disabled through Project G.A.I.N.

involved is that while some were tentative at first, each became completely enthused and committed to the program. "The participants have the same interest in playing golf as anyone else - maybe more," Robb says. "Once the professionals realize that they are hooked."

The three PGA Golf Professionals quoted above wholeheartedly agree with that assessment, and would like to see more of their fellow members make similar commitments as Project G.A.I.N. expands to new sites. All three also said separately that they would like to see another expansion: more programs to keep the disabled playing after their experience with Project G.A.I.N.

"The biggest challenge is to keep them playing outside of the program," Robinson says.

For more information on Project G.A.I.N. and the National Alliance for Accessible Golf, visit [www.accessiblegolf.org](http://www.accessiblegolf.org) or call 708-234-4136. ■



APRIL 16, 2009, 11:59 A.M. ET

## Memories Slip, but Golf Is Forever

*Alzheimer's Patients Perk Up On Outings to the Greens*

By MATTHEW FUTTERMAN

Millions of golf enthusiasts who will watch the Masters Tournament this weekend have waxed endlessly about the game's mystical power and its hold on the human mind. A handful of people with Alzheimer's disease, no longer able to dress or nourish themselves without assistance, are proving them right.

A little after 9 a.m. last week, Wardell Johnston declared he wanted to be left alone. Confused and annoyed by the activities and tasks confronting him, the 87-year-old Alzheimer's sufferer shut his door at the Silverado Senior Living home in Belmont, Calif.

### Golf as Therapy

Wardell Johnston and other residents of the Silverado Senior Living home find therapy on the links.

Just hours later, Mr. Johnston was measuring the uphill, right-to-left break on a 12-foot putt and knocking his ball into the hole. Then the former civil engineer, who played the game regularly as a younger man, ambled over to the driving range. He grabbed a six iron and practiced chipping with the sort of easy, stress-free swing duffers half his age could learn something from.



"I quit," he said with a cocky grin after each successful shot. Then he deftly cradled another ball with his club, moving it into position for the next stroke. "I haven't played a lot lately," he added. "I should, though. I've still got all the strokes."

Anyone who has dealt with people suffering from mid- to late-stage Alzheimer's knows how difficult it can be to transport someone from fear and confusion to contentment and lucidity. But at Silverado, caregivers have stumbled onto a technique that works nearly every time -- a golf outing. They run through a series of putting drills, knocking the ball around with the wonder

of small children playing the game for the first time, which is how many of them experience it each week. For those who played the game when they were younger, swinging a club often sparks a startling transformation, however fleeting, that can make them seem like regular old folks again.

Experts in Alzheimer's say these weekly golf outings illustrate an individualized method of an increasingly popular treatment known as behavioral therapy. Behavioral therapy has been around for more than a decade, but personalizing the treatment to a patient's interests is less common. Rather than providing the same series of experiences to every patient, caregivers have begun to search for activities patients enjoyed when they were younger, and to allow the patients to experience them again.

"This is motor memory for these people, and usually you don't lose that," said Carl Cotman, a professor of neurology at the University of California at Irvine. Dr. Cotman, who has done research on treatment programs at assisted-living facilities throughout the country, said structured, individually focused experiences, especially ones that include off-site exercise like the golf outing, are rare. "It needs to be more common," he said.

Silverado and other assisted-living facilities often use activities like dancing or playing music to stimulate their residents. Like golf, such activities have proved helpful in both making people with dementia feel competent and generating periods of lucidity.

The problem is that personalizing activities for each Alzheimer's patient can be expensive. And playing sports has usually been deemed too difficult, since it often requires a level of balance and coordination – think of riding a bicycle or hitting a tennis ball – that people in the later stages of dementia no longer possess.

The golf swing, however, shows staying power in the human mind. "Golf is all about memory, and not just the motion of the swing, but your score and the club you hit and from how many yards you were from the hole," said Bert Hayslip Jr., a psychology professor at the University of North Texas who has studied Alzheimer's sufferers. "There is something about that game that imprints itself on people's minds."

The rule for memory among brain specialists is "first in, last out." The things we learn first – our names, for instance – are the memories we hold on to the longest. John Daly, director for the geriatric medicine fellowship training program at the University of California at San Diego, said explicit memories – what you had for breakfast or even the current appearance of a spouse or a child – are stored in the cerebral cortex. Alzheimer's usually affects this part of the brain first. Skills like swinging a golf club or playing a musical instrument are part of what is referred to as implicit or procedural memory, which is centered in the cerebellum and other areas of the brain. These are often some of the last memories Alzheimer's patients lose.

Push Alzheimer's sufferers to remember or recognize things they no longer do, and they will often become agitated, as most people do when they are being forced to understand something that is confusing. But give them an activity that once brought about true pleasure, and the agitation can dissipate, their minds can clear, and memories related to that activity can return.

"It's very innovative," Dr. Daly said of Silverado's golf outings, "and it's the sort of thing we're going to need to see a lot more of."

Currently, as many as 5.3 million Americans suffer from Alzheimer's, a number that is expected to rise to about 15 million by 2050, according to the national Alzheimer's Association. The most well-off can afford to live their final years in a place like Silverado, a \$6,000-a-month facility with lush gardens, carpeted bedrooms resembling those in small hotels, pets, and an array of activities and entertainment to keep residents stimulated.

No one had thought to take the residents on an outing to a real golf course until Maryam Mahbod, an administrator, met a golf professional named Gerry Benton at a Bay Area concert last year. Ms. Mahbod told Mr. Benton she wanted to take a group of them to the golf course where Mr. Benton teaches in Cupertino, about 20 miles south of Belmont. Mr. Benton, an easygoing Californian with a yin-yang stud in his left ear, thought even a bad day on the golf course would beat another afternoon in an assisted-living facility.

Before they arrived at Deep Cliff Golf Course for the first time, Mr. Benton set up a series of drills on the practice green that he uses to teach young children, such as a tic-tac-toe grid and a croquet-like series of arches. He said he wasn't surprised by the physical abilities of the Alzheimer's sufferers. "You've got a stick, a ball and a hole, and there is something primal about that," Mr. Benton said. "That's how this game started, with a bunch of bored shepherds sitting around in Scotland knocking rocks."



When one of her 10-footers rolled into the hole, Joan Brown, 82, looked up with bemused surprise. "Oh," she said, "such perseverance."

For Joan Brown, an elegant, 82-year-old Alzheimer's sufferer, the chance to hold a club and putt for a while is like a powerful mood-altering drug.

Ms. Brown's son, Steven, moved her to Silverado last year because she kept wandering away from the assisted-living facilities where she had been staying. She needed a place where the staff would monitor her 24 hours a day. Last Wednesday morning, terror gripped Ms. Brown at the thought of heading out for an afternoon of golf. "I can't do that," she said, shaking her head and growing agitated. "I've never played golf before. ... No, I can't do that at all." Like Mr. Johnston, she wanted to be left alone.

But just after noon, as Ms. Brown and her son began tapping balls toward their targets on the putting green at Deep Cliff, she spoke of how she had learned to play as a child in Calgary, Canada. Her father, a Scot, was a committed golfer, she said. She recalled taking lessons from a local pro and talked about the weekly ladies rounds she played. "I could always hit the ball long," she said.

Noticing a few small dogs on a leash nearby, she remarked that they weren't allowed on the golf course, and that the managers probably weren't too happy about them being there. When one of her 10-footers rolled into the hole, she looked up with bemused surprise and batted her blue eyes. "Oh," she said, "such perseverance."

Glenn Peterman, 89, had spent most of the morning at Silverado nearly immobile on a park bench, his watery right eye tearing uncontrollably. Mr. Peterman, another former golfer, uses a walker and has trouble standing up. He delivers one-word answers -- mostly "yes" -- to most questions. Asked about his family, Mr. Peterman gazed upward like an 8-year-old who's just been handed a calculus problem.

At Deep Cliff, Mr. Peterman shunned a golf cart for a walk down a steep path to the practice area. With the help of a caregiver, he stood over a ball, used his club for a moment of support, then began stroking the ball toward the hole, silently negotiating the required speed and distance with each successive shot. If one shot went too hard, his next swing would be softer, and vice versa. There was even the hint of a smile when the occasional putt dropped in. His right eye was tear-free.

After a few minutes, Mr. Peterman grew tired and sat on a nearby bench.

He used to play a lot of golf, he said. "I played with my children," he said, "Larry and Mike."

*Write to Matthew Futterman at [matthew.futterman@wsj.com](mailto:matthew.futterman@wsj.com)*

*Printed in The Wall Street Journal, page D1*

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per N.J.S.A. 47:1A-1.1 Ltsey.  
on pgs 37 & 38.

Community Outreach and Golf Programs

[Redacted]

Howard County Clinics/Camps

[Redacted]

Special Olympics

[Redacted]

Project GAIN

[Redacted]



GENERAL EXPERIENCE

[REDACTED]

First Tee of America

[REDACTED]

Additional community outreach initiatives include more social oriented golf programs to introduce golf in a non-threatening environment. These programs may include:

- [REDACTED]
- [REDACTED]
- [REDACTED]

**Golf Shop Operations**

KemperSports has been a leader in the golf management industry for over 30 years and has enjoyed a steady growth rate predicated on industry expertise, exemplary reputation, management practices and astute financial stewardship. The golf operation will be the cornerstone of KemperSports' operations at Union County's Golf Courses. It will demonstrate our commitment to "Best in Class" service and the importance of a positive customer experience. The golf shops at Galloping Hill and Ash Brook will be led by a Class "A" PGA Professional who will oversee the hiring, training and ongoing management of the golf shop, outside services and player assistant staff.

The Director of Golf and his staff will be responsible for handling all golf shop transactions including recording all fees, coordinating tee time reservations, assisting customers in the shop and over the phone. Staff members will fit our "Hire for Attitude" philosophy and will be trained to provide a high quality customer experience.

**Merchandise**

KemperSports will purchase, at its own expense, all merchandise including soft goods, hard goods and retail items. Ms. Adrienne Flenge, National Director of Vendor Partnerships will assist the Director of Golf to create and implement a merchandise plan targeted toward Union County's customers, create open-to-buy plans and assist with golf shop layout and merchandise presentation.

We also train our golf shop personnel in "merchandising" techniques including presentation, sales and customer service. Based on our knowledge of the market, the merchandise plans for Galloping Hill and Ash Brook will be focused on "soft goods" with limited hard goods. We will provide balls, gloves and other essentials and an appealing selection of soft goods including shirts, sweaters, hats, windbreakers based on customer demographics and Golf DataTech survey information to ensure the golf shop is stocked with merchandise customers want to purchase.

**Train for Excellence**

KemperSports provides sales and marketing training resources that are unparalleled in the industry. Each property is supported by a Regional Sales and Marketing Director who possesses many years of sales and marketing experience to help guide the property. KemperSports has also developed a library of Best Practices Guides which covers a broad range of topics including outing sales, website development, e-mail marketing and public relations. Applicable property staff members are trained on these best practices on a regular basis and are given access to KemperSports' on-line sales and marketing library to stay on top of the latest strategies and techniques. Most recently, KemperSports added a training module around leveraging social media – once again keeping our properties updated on the most cutting-edge marketing practices.

In addition to best practices training, properties receive extensive training on a customized KemperSports e-marketing platform which enables them to update and track their websites on a frequent basis to drive return



GENERAL EXPERIENCE

visitors and revenue. Properties also are trained on how to build e-mail databases and manage their e-mail campaigns to capitalize on short-term opportunities and continually strengthen customer relationships.

The Customer is King

[REDACTED]

Tournament Sales & Execution

[REDACTED]

KemperSports Database Management Program

[REDACTED]

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per NJ.S.A.  
47:1A-1.1  
et seq.

GENERAL EXPERIENCE

customer loyalty. Communicating electronically is also less expensive and more ecologically sensitive than mailing printed marketing pieces. Union County will own the customer database that KemperSports creates and manages for both courses.

National Accounts

KemperSports has developed discounted purchasing relationships with national vendors in golf course maintenance (equipment and supplies), golf cars, and golf shop merchandise, etc. *Please note all discounts and rebates other than golf shop merchandise will be credited to Union County resulting in significant savings and reduced operational expenses.*

[REDACTED]

Names of  
nat'l accounts  
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N.J.S.A.  
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Financial Reporting to Union County

KemperSports will provide monthly un-audited monthly financial statements, computerized daily cash reports, and weekly revenue reports and other reports as requested by Union County. Our corporate accounting staff will review and approve these monthly reports before they are given to County representatives. KemperSports' accounting staff includes several CPAs with extensive public golf course facility accounting experience.

In addition, we will also assist County auditors, at their request, during the preparation of the annual audited financial statement.

Financial Controls

KemperSports has developed extensive control procedures, which are detailed in depth in the Accounting Section of the Policies and Procedures Manual. We will tailor these policies and procedures to meet the specific requirements of the County's Golf Courses.

- ♦ Policies and Procedures Manual includes the following:

[REDACTED]

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 47:1A-1.1  
 1st seg.

Audits

- ♦ **Site Staff** - KemperSports has devised an internal audit program for each key control area. Periodically, we request our on-site personnel to do a "self audit" of a given area, then forward the information to the home office for review.
- ♦ **Home Office (off-site)** - Similar to the site self-audit, home office personnel periodically requests random reports, logs, etc. to perform audits. Findings and recommendations are formally documented and conveyed to appropriate management and site staff.
- ♦ **Home Office (site)** - At a minimum, once a year an accounting staff member from the home office visits each site to perform various audit tests. Again, findings and recommendations are conveyed to appropriate management and site staff.
- ♦ **External** - Depending on the site, and depending on the type of contract (managed, leased or owned), either an audit or a review may be required. Our accounting staff works with the owners' auditor to provide information and management on all accounting requests.

## Human Resources

KemperSports' Human Resources Department manages numerous HR tasks, from hiring procedures to administering health benefits. All staff at each property will be KemperSports' employees. Key areas of HR administration are as follows:

- ◆ **Administrative Support** - All human resource activities are managed from the corporate office. Personnel, payroll, benefits and data systems administration is centrally managed to efficiently and effectively process all employment activities in the company. The HR department is able to produce information to meet government-reporting obligations, manage unemployment claims and produce various workforce analysis reports to assist facility managers. Our national director of human resources works closely with our on-site managers and our regional and corporate operating executives regarding all human resources issues and implementation of corporate policies.
- ◆ **Recruiting & Hiring** - KemperSports has an efficient and effective recruiting & hiring program to ensure the most qualified people are hired for each specific job.
- ◆ **Education & Development** - KemperSports provides education programs to ensure employees receive proper orientation and ongoing training as well as effective customer service techniques. Orientation training materials include a company profile, staff handbooks, benefits information and job descriptions.
- ◆ **Compensation & Benefits** - Paying a competitive wage is key to attracting and retaining a quality workforce. KemperSports HR provides consultation to local managers by recommending appropriate hiring rates for each position at the facility. In addition, wage administration policies and procedures are provided to local managers to comply with local, regional and national cost-of living and with applicable Department of Labor wage & hour laws.
- ◆ **Safety / Risk Management** - The KemperSports HR department has developed a comprehensive safety / risk management program to minimize the risk of workers' compensation, general liability and property loss as well as comply with all federal and state OSHA requirements. This program has helped significantly drive down the cost of Workman's Comp insurance at many of our courses.

**Private Management of Clubhouse Services and Golf Maintenance Services**

As outlined in Paragraph 1.7 of the RFP, we understand the County may elect to privatize maintenance of Galloping Hill and Ash Brook Golf Courses. In this event, KemperSports will expand our management responsibilities to include maintenance of the Galloping Hill and Ash Brook Golf Courses with the goal of providing consistently high playing conditions in an environmentally sensitive manner.

KemperSports provides golf course maintenance services at the majority of its managed facilities and is qualified to provide a turnkey management solution if the County chooses this option in the future.

**Golf Course and Practice Facility Maintenance**

KemperSports has been maintaining high quality golf courses for 30 years including courses hosting PGA TOUR events. Quality turf conditioning is essential to achieving high levels of customer satisfaction.

KemperSports has significant experience managing cool season grasses and continues to provide unparalleled course conditions at its managed properties. A senior regional agronomist will support our on-site Golf Course Superintendent, sharing best management practices and expertise in solving challenging turf related issues.

We will establish maintenance policies and procedures consistent with Union County's and customer expectations and the budget. These policies establish and monitor course maintenance programs for mowing, top dressing, watering, seeding, fertilization, aerification, disease infection, weed control, and fungicide, insecticide, and herbicide applications. Standards will be reviewed with the Union County representatives on an ongoing basis.

**Policies & Procedures Specifications**

KemperSports has established golf course maintenance standards, which are very similar to the policies and procedures outlined in the RFP to ensure consistently high-quality turf conditions. KemperSports will tailor its golf course maintenance plan for the cool season grasses at Galloping Hill and Ash Brook and our "Green to a Tee" environmental program.

We will establish the final maintenance policies and procedures in collaboration with Union County representatives. The maintenance plan will be reviewed with County representatives annually. Preventative maintenance programs will be in place for all golf equipment, golf carts, computer hardware and other equipment.

The on-site superintendent will be able to rely on a regional agronomist for additional advice and expertise regarding turf problems on an as needed basis.

Maintenance Evaluation

We will keep the County's representative aware of our progress in implementing the approved golf course maintenance policies by developing a golf maintenance evaluation form for submittal and discussion during our monthly meetings.

Maintenance Employee Training, Orientation and Safety

As a matter of policy, we utilize an employee training and orientation program so each member of the maintenance crew will know what is expected of them. KemperSports also trains staffers in our proprietary [REDACTED] program designed exclusively for golf course operations.

Maintenance Building Cleanup and Inventory of Equipment

Our Golf Course Maintenance Policies and Procedures Manual specifies that the maintenance building be clean and "up to code". We make sure the maintenance building is maintained and operated efficiently. All fertilizer, chemicals, and similar controlled items will have proper storage areas.

Golf Car Maintenance

As a matter of policy, we provide daily maintenance of the golf carts in order to provide golfers the highest standards in performance at all times. Cars are free from debris and are clean; they are supplied with pencils, scorecards, comment cards and pin placement sheets. Regular checks will be performed to ensure that the brakes and steering alignment operate, that the carts accelerate smoothly, the reverse warning device is connected, batteries are maintained and tires are inflated.

Regional Agronomy Support

KemperSports Regional Agronomist will provide support and advice to the golf course superintendents at Galloping Hill and Ash Brook to ensure consistently high quality turf conditions. In addition, superintendents at KemperSports managed facilities frequently share best management practices and other information regarding the proper care of golf course turf, equipment, chemicals, fertilizers, etc. Services provided by KemperSports Regional Agronomist are included in our base management fee.

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et seq.*



Green to a Tee

KemperSports looks forward to discussing our "Green to a Tee" environmental golf course maintenance program with County representatives. The goal of "Green to a Tee" is to maintain the Union County golf courses in an environmentally sound manner, paying particular attention to golf course maintenance practices, habitat management, water conservation, energy use, recycling and other environmental friendly practices. In support of this initiative, we have adopted a KemperSports environmental certification program to ensure our courses achieve this objective.

Our approach to turf maintenance is



Green to a Tee

In addition, KemperSports supports environmental sustainability and is proactively seeking ways to reduce landfill waste, fuel usage and water usage.

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47:1A-1.1  
et seq.*

# Qualifications



Independence Golf Club  
Midlothian, VA  
A KemperSports Managed Facility

# QUALIFICATIONS

KemperSports has over 30 years of experience managing and operating 18-hole public play golf courses. With over 70 courses in our portfolio, including 27 municipal clients, we have unparalleled experience in managing clubhouses, driving ranges, learning facilities, food and beverage sales, golf programming and overseeing capital projects. For a description and references of some of KemperSports' similar property experience, please see the "Successful Performance Data" section of the proposal.

## Clubhouses

KemperSports manages a wide range of clubhouses from elaborate 80,000 sq. ft. clubhouses to modest 5,000 sq. ft. spaces. KemperSports has experience with maximizing the space, design and capabilities of clubhouses to fit the needs of the golf course and its customers.

In 2008, Ridge Creek Dinuba Golf Club's clubhouse was named Golf Inc Magazine's "Development of the Year" after KemperSports provided construction management services and programming for the new clubhouse and golf course. The clubhouse provides a bar and grill, banquet facility and meeting rooms to enhance the golf experience and maximize the space.

## Driving Ranges

We manage driving ranges at a majority of our golf courses as well as managing and maintaining stand-alone driving ranges. Providing a well-maintained driving range is critical to the success of the golf course and its programming, and we will make sure the practice areas enhance the golf experience and cater to all levels of golfers.

## Food and Beverage Sales

KemperSports prides itself in managing profitable food & beverage operations from snack bars to complex banquet facilities capable of seating 900 guests and exceeding \$ 4,500,000 in annual revenues.

Knowing your customer, knowing the competition and fastidious labor and cost of goods management are the most important factors in managing a successful food and beverage operation. We will conduct formal and informal customer surveys to gain an understanding of desired menus, price points and service requirements. In addition, we will identify the competition and "shop them" to understand their strengths and weaknesses and to determine why they are successful. We will make sure Union County's courses' F&B offerings have a unique "niche" or concept that will make it stand out from other golf operations in the area.

**Golf Learning Facilities**

KemperSports manages learning facilities throughout the country including the First Tee of San Francisco at Harding Park Golf Course, the Virginia State Golf Association's (VSGA) learning facility at Independence Golf Club in Midlothian, VA, and many of our other golf courses. These learning facilities cater to all ages and skill levels of golfers through detailed programming and high-quality instruction.

The First Tee San Francisco is a unique youth development program that uses the sport of golf to teach students life skills. Values inherent to the game of golf: integrity, honesty, self-control and self-reliance are also explored both on course and in a classroom setting. Students learn to apply these values and principles to all aspects of their lives. The goal is to have each student leave the program with the self-management, goal setting, and conflict resolution skills necessary to compete and contribute in their respective communities while being leaders on and off the course.

As part of the outreach program of the VSGA Foundation, Independence Golf Club's primary purpose is to foster and promote amateur and junior golf within the Commonwealth of Virginia. Each program focuses on the fundamentals of the sport and encourages juniors to develop in their commitment to the game as well as all aspects of their lives. The costs for all programs at Independence Golf Club are nominal and scholarships are available to assist those that require financial support. Please see feedback surveys on the next two pages.

In Howard County, Maryland, the Timbers at Troy has supported the First Tee of Howard County, hosts local golf teams including Howard High School and Long Reach High School, and hosts the annual County Championship. Additionally, the course has hosted the Special Olympics of Howard County since 1996 and Project GAIN which involves both people with disabilities and those without disabilities working toward a common goal of learning the game of golf. Both programs have received acclaim for the course and have provided opportunity for people with disabilities to learn and excel at the game of golf.

Customer survey info redacted on  
this page & next (proprietary) per

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[REDACTED]

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[REDACTED]

[REDACTED]

**QUALIFICATIONS**

**Golf Programming**

Development and implementation of quality golf programs is imperative to the long-term success of golf courses. As explained in the "General Experience" section of this proposal, KemperSports will create a wide range of programs targeted at multiple customer segments.

**Development of Capital Projects**

Since KemperSports developed the Kemper Lakes Golf Course 30 years ago, we have developed or consulted on the development of over 45 golf course projects for public agencies and private sector clients. Today, we have a golf course development division that provides development and construction management services for golf courses and other sports related projects including clubhouses. KemperSports is able to provide development and construction expertise for the clubhouse at Galloping Hill as well as any other capital projects approved by the County.

Below is a representative list of our capital projects:

Opening	Property Name	Location	Description
2009	The Timber Banks Golf Club	Lysander, NY	18-hole daily fee, Clubhouse, Marina
2008	[REDACTED]	[REDACTED]	18-hole daily fee, Clubhouse, Indoor/Outdoor Pools, Spa and Wellness Center, Tennis
2008	Newport Golf Club	Mustang Island, TX	18-hole resort, Clubhouse, Marina, Residential Villages, Multiple Hotels, Tennis and Beach Clubs
2007	[REDACTED]	[REDACTED]	18-hole daily fee, 27,100 sq. ft. Clubhouse, Health Club
2007	Ridge Creek Golf Club	Dinuba, CA	18-hole daily fee, 3,200 sq. ft. Clubhouse
2007	Butterfield Trail Golf Club	El Paso, TX	18-hole daily fee, 8,800 sq. ft. Clubhouse
2007	Chambers Bay	University Place, WA	18-hole daily fee, Clubhouse, Pavilion
2006	[REDACTED]	[REDACTED]	18-hole daily fee, Hotel & Conference Center, Clubhouse, Practice Complex
2006	Sand Creek Station	Newton, KS	18-hole daily fee, Practice Facility, Train-like Clubhouse
2006	Monarch Dunes at The Woodlands	Nipomo, CA	18-hole daily fee, 4,100 sq. ft. Clubhouse (temporary), Sculpture Garden, Art Center, Spa
2005	[REDACTED]	[REDACTED]	45-hole resort, Hotel, 45,000 sq. ft. Clubhouse with four restaurants, Spa & Health Club, Aquatics Complex

Client list  
 per NJ-SA  
 47: 1A-1.1  
 at sep: 58  
 on pg 57 & 58

**QUALIFICATIONS**

2006	Hawthorn Woods Country Club	Hawthorn Woods, IL	18-hole private, 22,000 sq. ft. Clubhouse, Tennis, Pool, Fitness Center, Walking Trails
2004	[REDACTED]	[REDACTED]	18-hole daily fee, 6,000 sq. ft. Clubhouse, Practice Facility
2003	Vernon Hills Athletic Complex	Vernon Hills, IL	Lighted Baseball/Softball diamonds, 2 Practice Diamonds, 3 Full-Size Soccer Fields, 3 Junior Soccer Fields, Concession and Restroom Facilities, Pavilion
2002	[REDACTED]	[REDACTED]	Driving Range, Putting Green, Miniature Golf Course, 3-hole Learning Course, Short-Game Practice Area
2001	The Glen Club	Glenview, IL	18-hole daily fee, 48,000 sq. ft. Clubhouse, Hotel
2000	Whiskey Creek Golf Club	Ijamsville, MD	18-hole daily fee, 6,300 sq. ft. Clubhouse
1999	Bandon Dunes Golf Resort	Bandon, OR	27-hole resort, Cottages, Lodge, Multiple restaurants, Fitness Center, Pub
1997	Falcon Ridge Golf Club	Lenexa, KS	18-hole daily fee, 3,500 sq. ft. Clubhouse
1993	Royal Melbourne Country Club	Long Grove, IL	18-hole private, 42,000 sq. ft. Clubhouse, Tennis facilities, Pool
1992	[REDACTED]	[REDACTED]	18-hole daily fee, 3,300 sq. ft. Clubhouse, Practice Facilities
1978	[REDACTED]	[REDACTED]	18-hole daily fee, 30,000 sq. ft. Clubhouse



# KemperSports History

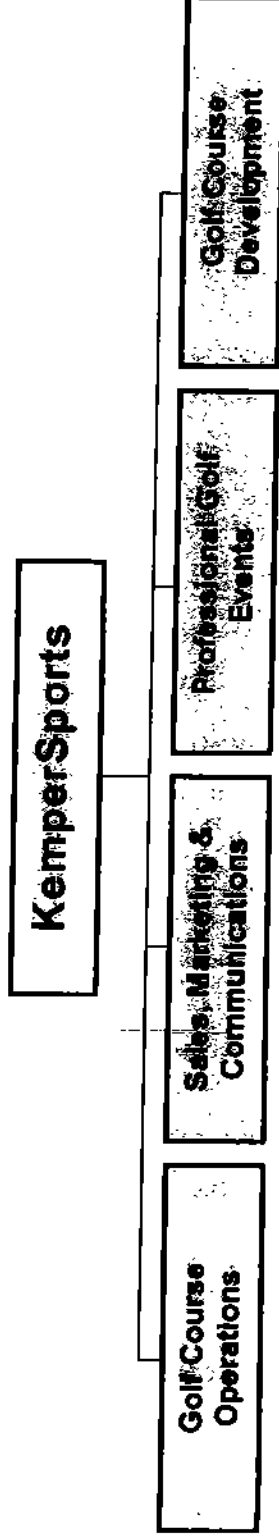


Sand Creek Station  
Newton, KS  
A KemperSports Managed Facility

# KEMPERSPORTS HISTORY

KemperSports has a distinguished history and outstanding reputation in the golf course operations business. Based on the project objectives, we believe we are the best company to partner with Union County to ensure long term financial viability of its golf courses. Specifically, we highlight the following on how and why we are different:

## COMPANY BUSINESSES



KemperSports has four key operating businesses:

### Golf Course Operations

KemperSports has been managing golf facilities for public and private sector clients for more than 30 years. Today, we manage nearly 70 golf courses and stand-alone driving ranges across the United States and Caribbean. Many of these courses are ranked in the Top 100 in the U.S. including Bandon Dunes Golf Resort, consistently ranked as one of the top resorts in the U.S.; Harding Park in San Francisco, site of the 2009 Presidents Cup and Chambers Bay, Tacoma, Washington, site of the 2010 U.S. Amateur and 2015 U.S. Open.

### Golf Course Development

Over 30 years ago, KemperSports developed the Kemper Lakes Golf Course in Chicago, site of the 1989 PGA Championship, and viewed by many as the first "upscale public golf course" in the U.S. Since then, we have developed or consulted on the development and pre-opening of over 40 golf course projects throughout the United States. Today, we continue to have a golf course and clubhouse development division to provide development and construction management services.

**Sales, Marketing and Communications**

KemperSports has a marketing division to provide integrated marketing and public relations services for both large and small clients. We excel at promoting products and services through public relations, building brands through corporate marketing communications, creating exciting experiences for our customers and clients and delivering information through professional copywriting and design. Our success at integrating events, corporate sponsorships and public relations consistently results in maximum visibility for our clients while building valuable relationships with customers.

In addition to our marketing programs, we have creative sales techniques and innovative sales strategies designed to generate play and customer loyalty. We offer expert advice on pricing strategies for outings, food & beverage and membership programs.

**Tournament Event Management**

KemperSports has been hosting, managing and marketing collegiate, professional and national amateur golf tournaments for over 40 years. Our experience includes the following major golf events:

**Major Events Hosted, Managed and/or Marketed by KemperSports**

<u>Date of Event</u>	<u>Event Name</u>	<u>Event Owner</u>	<u>Course</u>	<u>Location</u>
1968-2002	Kemper Open	PGA TOUR	Multiple	Charlotte & Wash, DC
1989	PGA Championship	PGA of America	Kemper Lakes	Chicago
1980-1992	Women's Kemper Open	LPGA	Multiple	Mau & Kauai, HI
1996-2001	Ameritech Senior Open	PGA TOUR	Kemper Lakes	Chicago
2000	The Prestige	NCAA	Desert Willow	Palm Desert, CA
2003-2006	Booz Allen Classic	PGA TOUR	TPC Avenel	Washington, DC
2004-2007	Big 10/Pac 10 Challenge	KemperSports	Multiple	Multiple
2005	AMEX World Golf Championship	Int. Fed Of PGA	Harding Park	San Francisco
2006	Curtis Cup	USGA	Bandon Dunes	Bandon, Oregon
2007	Mid-Amateur	USGA	Bandon Dunes	Bandon, Oregon
2007-2008	LaSalle Bank Classic	Nationwide Tour	The Glen Club	Chicago
2009	Presidents Cup	PGA TOUR	Harding Park	San Francisco
2010	U.S. Amateur	USGA	Chambers Bay	Tacoma, WA
2015	U.S. Open	USGA	Chambers Bay	Tacoma, WA

## **OWNERSHIP AND STRUCTURE**

KemperSports is based in Northbrook, IL and enjoys a national clientele.

### **General Business Information**

Name of Company: KemperSports Management, Inc.  
Address: 500 Skokie Blvd, Ste 444  
Northbrook, IL 60062  
P) 847-480-4853  
F) 847-291-0271  
Contact Person: Douglas Hellman  
Vice President, Business Development  
dhellman@kempersports.com  
Incorporation: Illinois / 1978  
Ownership Entity: Privately Held Corporation owned by Steven H. Lesnik, Chairman  
Golf Courses: Over 70 facilities

### **Company Financial Statements**

As a privately held company, KemperSports does not provide its confidential financial statements in a public bid submittal. However, as we have done on several occasions with other public agencies, we will allow the County's financial representative to review the KemperSports financial statement in private setting as a condition to contract award. KemperSports is in solid financial shape and capable of providing the services outlined in the RFP and this proposal.

**Specific Questions**

- a. How many years has your organization been in business under its present business name?  
30 years
- b. Under what other or former names has your organization operated?  
None
- c. If your organization is a corporation, provide the following information: date of corporation, State of incorporation, president's name, vice president's name(s), secretary's name, treasurer's name.  
 Date of Organization: 1978  
 State of Organization: Illinois  
 President: Josh Lesnik  
 CEO: Steve Skinner  
 CFO: Greg Myles  
 Vice President: Doug Hellman  
 Secretary: Madeline Lesnik
- d. If the organization is a partnership, provide the following information: date of organization, type of partnership, name(s) of general partner(s).  
Does not apply
- e. If your organization is individually owned, provide the following information: Date of organization, name of owner.  
Does not apply
- f. Has your organization ever failed to complete any contract awarded to it?  
No
- g. Within the last five (5) years, has any officer or principal of the organization ever been an officer or principal of another organization when it failed to complete a contract?  
No
- h. Are there any judgments, claims, arbitration proceedings or lawsuits pending or outstanding against your organization or its officers?  
Yes. See response to "j" below.
- i. Has your organization filed any lawsuits or requested arbitration with regard to any contracts within the last five (5) years?  
No

**j. Has any owner made a claim against you, which has resulted in arbitration or litigation within the past five (5) years?**

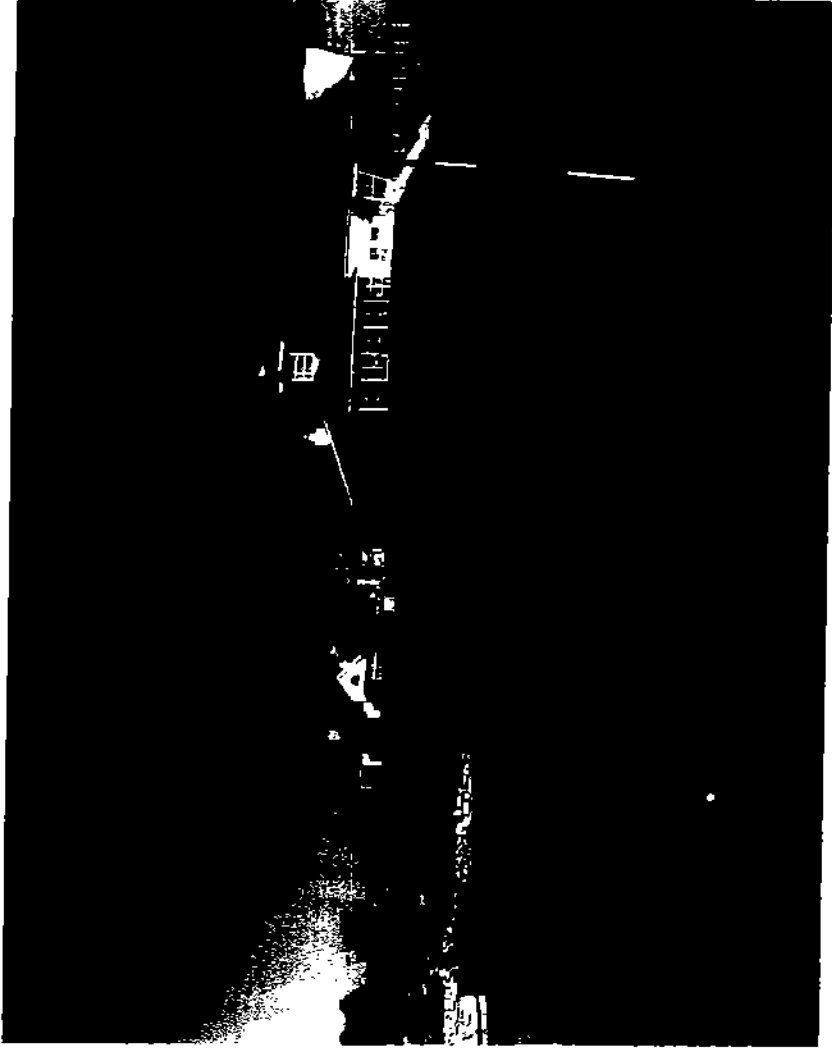
From time to time the Company and its subsidiaries are party to various legal actions that it believes are ordinary in nature and incidental to the operation of its business. In management's opinion, the outcome of these proceedings is not likely to have a material adverse effect upon the company's business, results of operations or financial condition.

The Company has been involved with the following litigation in connection with disputes involving its management agreements:

- Venetian Bay – The Company was involved with litigation with the owner in the U.S. District Court in the Middle District of Florida. The parties resolved their differences and the litigation was dismissed on October 14, 2008.
- Westport – The Company is involved with litigation with the owner in the U.S. District Court for the Western District of Washington. The parties have agreed to resolve their differences and are in the process of finalizing a settlement agreement and dismissing the litigation.

**k. Has your organization or any of its officers or owners been convicted of a crime, or are they presently the target of any criminal or administrative investigation?**  
No

# Insurance



Adams Pointe Golf Club  
Blue Springs, MO  
A KemperSports Managed Facility

# INSURANCE

KemperSports can comply with Insurance requirements outlined in the RFP.

We have provided sample insurance certificates as evidence of our ability to obtain insurance coverage in the State of New Jersey.



# ACORD. CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
06/27/2008

**PRODUCER**  
Aon Risk Services Central, Inc.  
fka Aon Risk Services, Inc. of Illinois  
200 East Randolph  
Chicago IL 60601 USA

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

PHONE: (866) 283-7122 FAX: (847) 953-5390

**INSURED**  
Kemper Sports Management, Inc.  
Kemper Lesnik Communications  
KLAK Golf Tenant-Holding, LLC  
AllGolf, LLC  
500 Skokie Blvd., Suite 444  
Northbrook IL 60062 USA

INSURERS AFFORDING COVERAGE		NAIC #
INSURER A:	Illinois National Insurance Co	23817
INSURER B:	St. Paul Mercury Ins Co	24791
INSURER C:	St Paul Fire & Marine Insurance Co.	24767
INSURER D:	North River Insurance Company	21105
INSURER E:		

**COVERAGES** SIR May Apply

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

LIMITS SHOWN ARE AS REQUESTED

INSR LTR	ADDITIONAL INSURED	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS	
D		<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE: <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC	CK06808607	06/01/08	06/01/09	EACH OCCURRENCE	\$2,000,000
						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$2,000,000
						MED EXP (Any one person)	\$5,000
						PERSONAL & ADV INJURY	\$2,000,000
						GENERAL AGGREGATE	\$2,000,000
						PRODUCTS - COMP/OP AGG	\$2,000,000
B		<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON OWNED AUTOS	CK06808607	06/01/08	06/01/09	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000
						BODILY INJURY (Per person)	
						BODILY INJURY (Per accident)	
						PROPERTY DAMAGE (Per accident)	
		<b>GARAGE LIABILITY</b> <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT	
						OTHER THAN AUTO ONLY EA ACC AGG	
C		<b>EXCESS/UMBRELLA LIABILITY</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE  <input type="checkbox"/> DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION	QK02201848	06/01/08	06/01/09	EACH OCCURRENCE	\$5,000,000
						AGGREGATE	\$5,000,000
D		<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below	406680422	06/01/08	06/01/09	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER	
						E.L. EACH ACCIDENT	\$1,000,000
						E.L. DISEASE-EA EMPLOYEE	\$1,000,000
						E.L. DISEASE-POLICY LIMIT	\$1,000,000
B		<b>OTHER</b> Liquor Liab Cvg	CK06808607	06/01/08	06/01/09		\$1,000,000

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS  
 Klak Golf, LP is included as an Additional Insured as their interest may appear.  
 RE: Family Golf Centers, Nationwide; Family Golf Centers/Flemington, 99 Route 202 & 31 S., Flemington, NJ; Family Golf Centers/ Federal way, S. W. Campus St., Seattle, WA.; Family Golf Centers/ Rio Salado, 1490 Weber Road,

**CERTIFICATE HOLDER**  
 Lubert - Adler Management Co. Inc.  
 Attn: Thomas E. Fleming  
 Director of Risk Management  
 Cira Centre  
 2929 Arch Street Suite 1650  
 Philadelphia PA 19104-2868 USA

**CANCELLATION**  
 SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT. BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES

AUTHORIZED REPRESENTATIVE *Aon Risk Services Central, Inc*

Holder Identifier: 570029307424 Certificate No.:

# ACORD - CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
06/27/2008

**PRODUCER**  
Aon Risk Services Central, Inc.  
fka Aon Risk Services, Inc. of Illinois  
200 East Randolph  
Chicago IL 60601 USA

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

PHONE: (866) 283-7122 FAX: (847) 953-5390

**INSURED**  
Kemper Sports Management, Inc.  
Kemper Lesnik Communications  
KLAK Golf Tenant Holding, LLC  
AllGolf, LLC  
500 Skokie Blvd., Suite 444  
Northbrook IL 60062 USA

INSURERS AFFORDING COVERAGE		NAIC #
INSURER A:	Illinois National Insurance Co	23817
INSURER B:	St Paul Fire & Marine Insurance Co.	24767
INSURER C:	North River Insurance Company	21105
INSURER D:		
INSURER E:		

**COVERAGES**

SIR May Apply

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

LIMITS SHOWN ARE AS REQUESTED

INSR LTR	ADD'L INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS	
		<b>GENERAL LIABILITY</b> <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input type="checkbox"/> OCCUR _____ GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC				EACH OCCURRENCE	
						DAMAGE TO RENTED PREMISES (Per occurrence)	
						MED EXP (Any one person)	
						PERSONAL & ADV INJURY	
						GENERAL AGGREGATE	
						PRODUCTS - COMPROP AGG	
		<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON OWNED AUTOS _____				COMBINED SINGLE LIMIT (Per accident)	
						BODILY INJURY (Per person)	
						BODILY INJURY (Per accident)	
						PROPERTY DAMAGE (Per accident)	
		<b>GARAGE LIABILITY</b> <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT	
						OTHER THAN AUTO ONLY EA ACC	
						AGG	
B		<b>EXCESS/UMBRELLA LIABILITY</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE _____ <input type="checkbox"/> DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION	QK01201848	06/01/08	06/01/09	EACH OCCURRENCE	\$5,000,000
						AGGREGATE	\$5,000,000
C		<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below	406680422	06/01/08	06/01/09	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER	
						E.L. EACH ACCIDENT	\$1,000,000
						E.L. DISEASE-EA EMPLOYEE	\$1,000,000
						E.L. DISEASE-POLICY LIMIT	\$1,000,000
A		<b>OTHER</b> Prof Liability	000615160	11/01/07	11/01/08	Occurrence	\$1,000,000
						Aggregate	\$1,000,000
						SIR	\$25,000

**DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENTS/SPECIAL PROVISIONS**

Re: Heron Glen Golf Course - Site ID #72. New Jersey Water Supply Authority is listed as Additional Insured.

**CERTIFICATE HOLDER**

New Jersey Water Supply Authority  
1851 Highway 31  
PO Box 5196  
Clinton NJ 08809-0196 USA

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT. BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE:

*Aon Risk Services Central, Inc.*

Holder Identifier :

Certificate No : 570029310226



# ACORD CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
06/27/2008

**PRODUCER**  
Aon Risk Services Central, Inc.  
fka Aon Risk Services, Inc. of Illinois  
200 East Randolph  
Chicago IL 60601 USA

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PHONE: (866) 283-7122 FAX: (847) 953-5390

**INSURED**  
Kemper Sports Management, Inc.  
Kemper Lesnik Communications  
KLAK Golf-Tenant Holding, LLC  
AllGolf, LLC  
500 Skokie Blvd., Suite 444  
Northbrook IL 60062 USA

INSURERS AFFORDING COVERAGE		NAIC #
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INSURER E	North River Insurance Company	21105
INSURER F		

**COVERAGES**

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SIR May Apply

LIMITS SHOWN ARE AS REQUESTED

INSR LTR	ADD'L INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE(MM/DD/YYYY)	POLICY EXPIRATION DATE(MM/DD/YYYY)	LIMITS	
B		<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input checked="" type="checkbox"/> OCCUR _____ _____ GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC	CK06808607	06/01/08	06/01/09	EACH OCCURRENCE	\$2,000,000
						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$2,000,000
						RIED EXP (Any one person)	\$5,000
						PERSONAL & ADV INJURY	\$2,000,000
						GENERAL AGGREGATE	\$2,000,000
						PRODUCTS - COMP/OP AGG	\$2,000,000
B		<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON OWNED AUTOS _____ _____	CK06808607	06/01/08	06/01/09	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000
						BODILY INJURY (Per person)	
						BODILY INJURY (Per accident)	
						PROPERTY DAMAGE (Per accident)	
		<b>GARAGE LIABILITY</b> <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT	
						OTHER THAN AUTO ONLY EA ACC AGG	
C		<b>EXCESS UMBRELLA LIABILITY</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE _____ _____ <input type="checkbox"/> DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION	QK01201848	06/01/08	06/01/09	EACH OCCURRENCE	\$5,000,000
						AGGREGATE	\$5,000,000
D		<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below	406680422	06/01/08	06/01/09	<input checked="" type="checkbox"/> WC STAT. BODY LIMITS <input type="checkbox"/> OTHER	E.L. EACH ACCIDENT \$1,000,000
							E.L. DISEASE-EA EMPLOYEE \$1,000,000
							E.L. DISEASE-POLICY LIMIT \$1,000,000
B		<b>UTILITY</b> Liquor Liab Cvg	CR06808607	06/01/08	06/01/09		\$1,000,000

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENTS/SPECIAL PROVISIONS  
 RE: Heron Glen Golf Course - Site ID #72. New Jersey Water Supply Authority is listed as Additional Insured.

**CERTIFICATE HOLDER**  
 New Jersey Water Supply Authority  
 1851 Highway 31  
 PO Box 5196  
 Clinton NJ 08809-0196 USA

**CANCELLATION**  
 SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.  
 AUTHORIZED REPRESENTATIVE  
*Aon Risk Services Central, Inc*

Holder Identifier : 570029307417 Certificate No : 570029307417

# ACORD. CERTIFICATE OF PROPERTY INSURANCE

DATE (MM/DD/YY)  
06/27/08

**PRODUCER**  
Aon Risk Services Central, Inc.  
fka Aon Risk Services, Inc. of Illinois  
200 East Randolph  
Chicago IL 60601 USA

PHONE: (866) 283-7122 FAX: (847) 953-5390

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**COMPANIES AFFORDING COVERAGE**

**INSURED**  
Kemper Sports Management, Inc.  
Kemper Lesnik Communications  
KLAK Golf Tenant Holding, L.L.C.  
AllGolf, LLC  
500 Skokie Blvd., Suite 444  
Northbrook, IL 60062 USA

COMPANY A St. Paul Mercury Ins Co  
COMPANY B  
COMPANY C  
COMPANY D

**COVERAGES**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	COVERED PROPERTY	LIMITS
A	<input checked="" type="checkbox"/> PROPERTY CAUSES OF LOSS <input type="checkbox"/> BASIC <input type="checkbox"/> BROAD <input checked="" type="checkbox"/> SPECIAL <input type="checkbox"/> EARTHQUAKE <input type="checkbox"/> FLOOD <input type="checkbox"/> INLAND MARINE TYPE OF POLICY <input type="checkbox"/> NAMED PERILS <input type="checkbox"/> OTHER	CK06808607	06/01/08	06/01/09	BUILDING	
					PERSONAL PROPERTY	
					BUSINESS INCOME <i>to Extra Expense</i>	
					EXTRA EXPENSE	
					BLANKET BUILDING	
					BLANKET PERS PROP	
					<input checked="" type="checkbox"/> BLANKET BLDG & PP	\$114,600,132
					<input checked="" type="checkbox"/> BI/EE	\$30,570,000
					<input checked="" type="checkbox"/> Deductible	\$5,000
					A	<input checked="" type="checkbox"/> CRIME TYPE OF POLICY Crime Coverage <input type="checkbox"/> BOILER & MACHINERY <input type="checkbox"/> OTHER

**LOCATION OF PREMISES / DESCRIPTION OF PROPERTY**

RE: Heron Glen Golf Course.

**SPECIAL CONDITIONS / OTHER COVERAGES**

Panek's Golf Car Service Co. is Additional Insured on the above Property Policy.

**CERTIFICATE HOLDER**

Panek's Golf Car Service Co.  
PO Box 336  
92 North Main Street  
Windsor NJ 08561 USA

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE:

*Aon Risk Services Central, Inc.*

Holder Identifier:

570029312607

Certificate Number:

# Successful Performance Data



Bolingbrook Golf Club  
Bolingbrook, IL  
A KemperSports Managed Facility

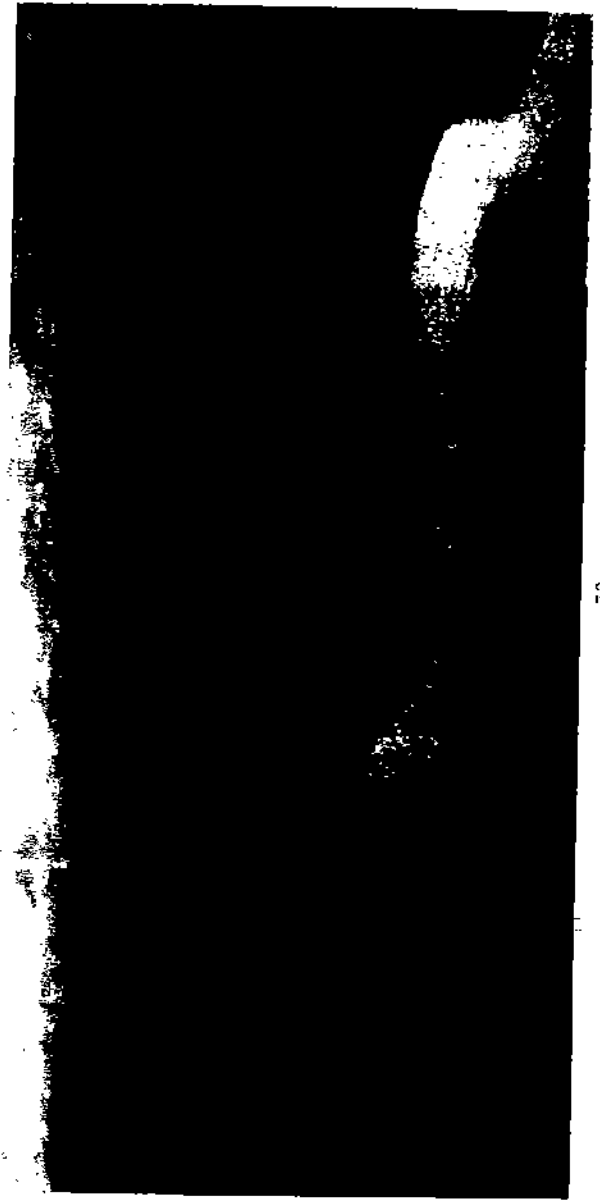
# SUCCESSFUL PERFORMANCE

## Heron Glen Golf Course Ringoes, NJ

Owner: Hunterdon County, NJ  
Contact: Mr. John Trontis, Director of Parks and Recreation  
Telephone: 908-782-1158  
Address: P.O. Box 2900, Flemington, NJ 08822-2900  
Initial Contract Date: 2002  
Rounds: 1,902,754  
Annual Budget: \$1,641,918



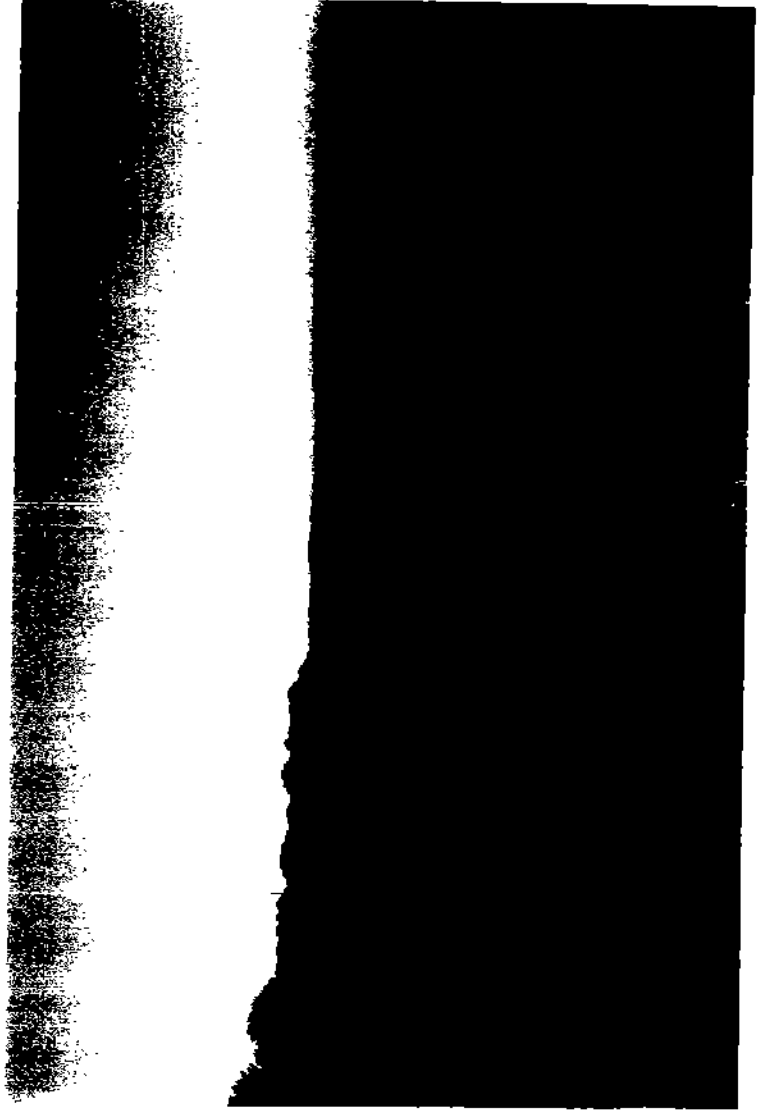
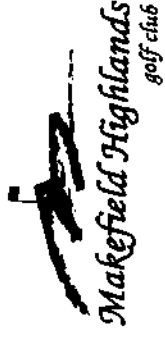
Scope of Services: KemperSports was selected in 2002 in a national RFP to provide development-consulting services and to provide all pre-opening and post-opening management services. KemperSports was again selected in 2007 to manage Heron Glen for an additional five year term.



**Makefield Highlands  
Yardley, PA**

**Owner:** Lower Makefield Township  
**Contact:** Mr. Terry Fedorchak, Township Manager  
**Telephone:** 215-493-3646  
**Address:** 1100 Edgewood Rd., Yardley, PA 19067  
**Initial Contract Date:** 2003  
**Rounds:** 41,000  
**Annual Budget:** \$1,828,939

**Scope of Services:** KemperSports was selected in 2003 for 5 years through a national RFP to provide development and pre-opening consulting services and then manage the golf course upon opening.



## The Golf Club at Cypress Head Port Orange, FL

**Owner:** City of Port Orange, FL

**Contact:** Mr. Kenneth Parker, City Manager

**Telephone:** 386-756-5201

**Address:** 1000 City Center Circle, Port Orange, FL 32129-4144

**Initial Contract Date:** 2002

**Rounds:** 43,993

**Annual Budget:** \$ 1,758,078

**Scope of Services:** KemperSports, in a RFP process, was selected in 2001 to manage Cypress Head Golf Course. KemperSports contract was extended for an additional 5 years in 2006. KemperSports has steadily grown rounds and revenues at Cypress Head and today the facility is recognized as one of the finest public golf courses in the market. Approximately 80% of rounds are played by Port Orange residents.





**Timbers at Troy Golf Course  
Elkridge, MD**

**Owner:** Howard County, MD

**Contact:** Mr. Gary Arthur, Director of Parks

**Telephone:** 410-313-4663

**Address:** 7120 Oakland Mills Rd., Columbia, MD 21046

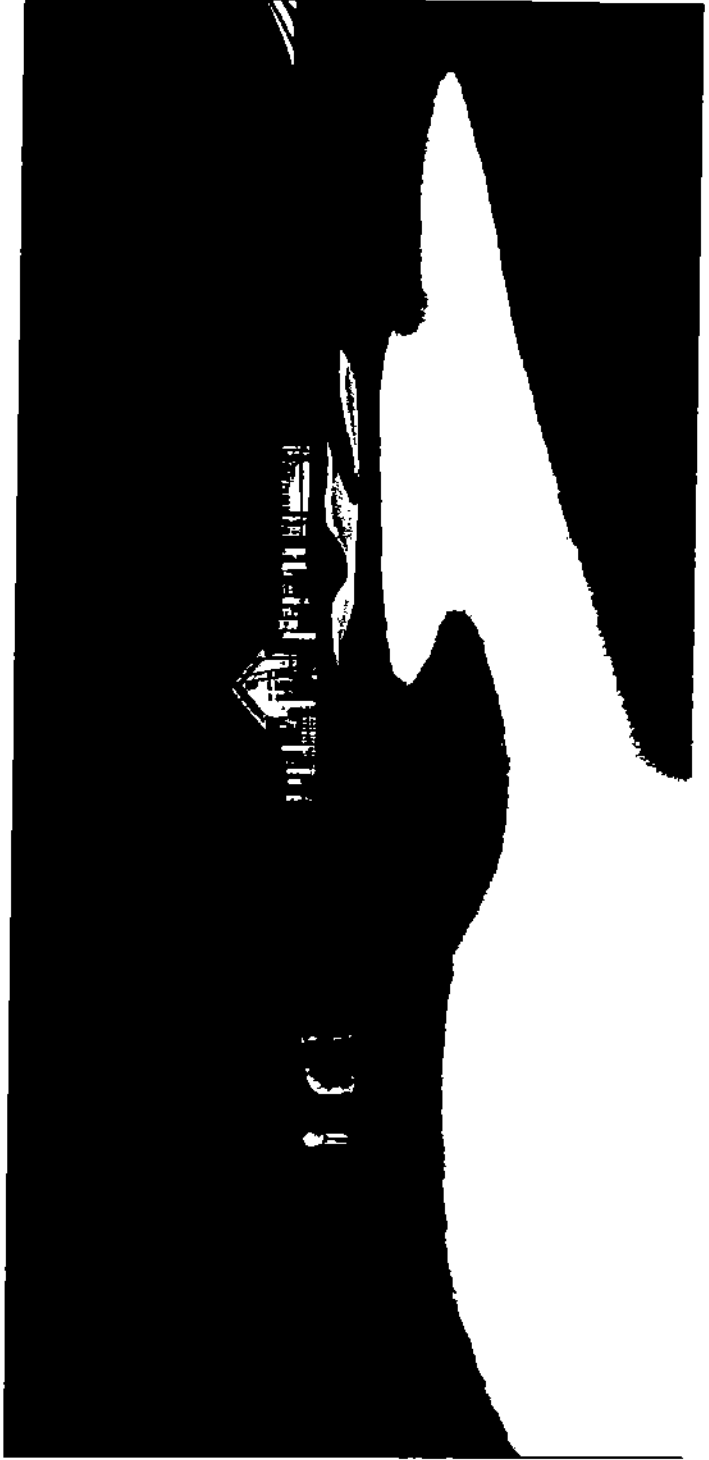
**Initial Contract Date:** 2001

**Rounds:** 43,197

**Annual Budget:** \$ 2,300,391

**Scope of Services:** KemperSports was selected in 2001 and in 2008 through a national RFP to provide management services for the golf course.

**The  
Timbers**  
at TROY



## **Independence Golf Course Richmond, VA**



*Independence*

**Owner:** Virginia State Golf Association Foundations (non-profit)

**Contact:** Mr. Troy Perry, President

**Telephone:** 804-784-4695

**Address:** 600 Founders Bridge Blvd., Midlothian, VA 23113

**Initial Contract Date:** 1999

**Rounds:** 40,500

**Annual Budget:** \$2,869,476

**Scope of Services:** KemperSports was selected by the VSGA Foundation in a national RFP to provide development consulting services and to provide all pre-opening and post-opening management services.



**Desert Willow Golf Resort  
Palm Desert, CA**

**Owner:** City of Palm Desert, CA  
**Contact:** Mr. John Wohlmut, City Manager  
**Telephone:** 760-346-0611  
**Address:** 73-510 Fred Waring Drive, Palm Desert, CA 92260  
**Initial Contract Date:** 1996  
**Rounds:** 87,226  
**Annual Budget:** \$8,871,000



**Scope of Services:** KemperSports was selected in a national RFP to provide development and pre-opening consulting services and then manage both golf courses upon opening. The City has renewed the KemperSports contract four (4) times.

