

FAQs

1. Why choose Billy Casper Golf vs. hiring an independent General Manager?

- a. **Specialty Business Expertise** – After 25 years of operation, BCG continues to invest in our people and systems – enabling our managed properties to excel in the increasingly competitive market. BCG has recruited teams of experts from varying industries to find innovative solutions for golf course marketing, agronomy, food and beverage, accounting, human resources, and administration. BCG's clients benefit from the implementation of best practices developed across a national portfolio of courses throughout our company's history. Simplistically, no individual can provide the knowledge, tools, systems, and expertise BCG offers to clients.
- b. **Financial Impact** – BCG believes that there is a significant opportunity to improve the financial performance of Eaglebrooke. BCG's pro forma shows an approximate improvement of \$200,000 after the first full year of operation (inclusive of all fees paid to BCG). We will achieve this improvement via the implementation of proven best practices, cutting-edge technology, right-sizing expense models with industry benchmarks, and reinforcing a guest-centric culture that creates "wow" moments.

The management fee paid to Billy Casper Golf is an added expense not incurred by hiring an independent GM. However, BCG provides accounting, payroll administration, human resources, and marketing services at no additional cost to the client. The cost of the management fee is further offset by utilizing BCG's national account partners, which provides additional savings on merchandise, agronomic supplies, food and beverage inventory, and golf carts.

- c. **Guest-Centric Culture** - Golf is a People Business, which is why we spend considerable resources recruiting, training and developing great people through expert HR management programs. BCG is active with every management team and has consistently shown the ability to attract and retain top industry talent.

BCG will train all employees through our innovative "ACE the GUEST Experience" Training Program ("Program"). This Program is a professionally-developed series of training, observation, feedback lessons and role playing of common interactions to teach all employees 'best practices' for interacting with guests throughout their journey. Each team member is guided through the Guest's Journey – from beginning to end – to help them understand how each and every guest interaction with an employee influences the guest's experience. We teach our employees to empathize with each guest's personal situation, anticipate their needs, service their needs, and then introduce the guest to the next portion of their journey, creating a positive, seamless experience.

- d. **Stability** – BCG provides added stability for course owners via regional and national collaboration and oversight with the local management team. BCG is acutely aware of industry trends, allowing us to proactively respond to changing market conditions. Finally, BCG has recruited an exemplary "bench" of qualified employees ready to assist during periods of staff transition.

2. Why choose Billy Casper Golf vs. other management companies?

- a. **Ownership Mentality** – BCG owns or leases more than 60 of the golf courses in our portfolio. As golf course owners ourselves, we have invested heavily in our operations platform to consistently outperform the competition. BCG applies this same ownership mentality to each of the managed courses in our portfolio.

FAQs

- b. **Privately Held** - BCG is privately held and controlled by the company's founders who are actively involved in the oversight and relationships, attendant to each facility, and review financial performance and business strategies on a weekly basis. BCG is not beholden to a group of outside investors, allowing us to invest in the people and tools we believe will be of greatest benefit to our clients.
- c. **Regional Proximity** – BCG operates 21 facilities in the state of Florida, with a regional team based in close proximity to Eaglebrooke. The local individuals providing oversight and support to the Eaglebrooke staff include:

Tony Cianci, Senior Vice President of Operations, Tampa, FL

Mr. Cianci directly supervises multiple municipal portfolios, and is a 20+ year veteran of the golf course management industry. Mr. Cianci directs the firm's oversight of managed golf facilities in the West, Southwest, Southeast and Ohio Valley regions, with overall responsibility for the performance of the facilities in those regions. He and his team of regional managers lead BCG's facilities' annual planning process, staffing plans, daily operations, and client reporting. He is a member of the PGA of America and a graduate of Maryland University.



Ron Wonderling, Regional Director of Operations, Sarasota, FL

Mr. Wonderling joined Billy Casper Golf in 2013 through the merger of BCG and Kitson & Partners ("K&P"), where he had spent the last 12 years managing K&P Clubs in FL, CA, AZ, and TX. He currently carries the title of Regional Director of Operations for the Southeast and Southwest regions, providing local support and oversight to these regional facilities. This includes oversight of staff and key personnel, implementation of marketing strategies and initiatives, directing the facilities' conditioning and agronomic strategies, budgeting, record keeping, personnel management, purchasing, and maintenance of all related equipment.



Mike Stevens, Regional Director of Agronomy, Jacksonville, FL

Mr. Stevens is a certified Class A GCSAA superintendent. Mr. Stevens supports the operations of BCG facilities throughout the Southwest, Southeast and Ohio Valley. Mr. Stevens has 15+ years' experience in golf course maintenance. Mr. Stevens is a graduate from the Golf Course Operations program at Lake City Community College in Florida. He will work to insure that the agronomic goals of the City are met or exceeded.



David Evangelista, Sales & Marketing Director, Orlando, FL

Mr. Evangelista manages the implementation of marketing plans and activities for BCG's managed golf facilities in the Southeastern U.S., including advertising, direct marketing, promotions, and sales. Prior to BCG he worked for Celebration Golf Management as Senior General Manager, as well as Kitson & Partners Club Services prior. He has over 15 years of experience in the Golf Industry.



FAQs

BCG Florida Private, Semi-Private, and Residential Facilities

- Country Club of Winter Haven, Winter Haven, FL (private)
- Del Tura Golf & Country Club, Fort Myers, FL (private, 27)
- Eastpointe Golf & Country Club, Palm Beach Gardens, FL (private)
- Fernandina Beach Golf Club, Fernandina Beach, FL (semi-private, 27)
- St. Johns Golf & Country Club, St. Augustine, FL (semi-private)
- Sun N Lake Golf Club, Sebring, FL, (semi-private, 36)
- The Meadows Country Club, Sarasota, FL (private)
- Indian River Preserve, Mims, FL (semi private)

BCG Florida Daily-Fee Facilities

- Bent Creek Golf Course, Jacksonville, FL (public)
- Colony West Country Club, Tamarac, FL (public, 36)
- Cypress Creek Country Club, Boynton Beach, FL (daily fee)
- Dubsdread Golf Course, Orlando, FL (public)
- Dunedin Stirling Links, Dunedin, FL (public)
- Fairways Country Club, Orlando, FL, (daily fee)
- Indianwood Golf & Country Club, Indiantown, FL (daily fee)
- Ocala Golf Club, Ocala, FL (public)
- Sanctuary Ridge Golf Club, Clermont, FL (daily-fee)
- The Claw at USF, Tampa, FL (public)
- The Palms at Forest Lakes, Sarasota, FL (daily fee)
- The Villages at Country Creek, Estero, FL (daily fee)
- Willowbrook Golf Course, Winter Haven, FL, (public)

- d. **Our Values** – Billy Casper is remembered as one of the greatest golfers to ever play the game, but his enduring legacy has much more to do with his love for his fellow man. When Billy agreed to becoming the company's namesake, he did so insisting that Billy Casper Golf would operate under the same set of values by which he lived. Billy's values serve as our guidepost in the way we interact with our guests, employees, and clients. It is these values that will shape the partnership between BCG and Eaglebrooke.

3. How will BCG manage our pool and tennis amenities?

The pool and tennis amenities at Eaglebrooke will be vital to creating the lifestyle experience desired by residents and guests. BCG is adept at managing both pool and tennis amenities, evidenced by our operations at Eastpointe Country Club (16 hard-tru tennis courts and a 2,800 square foot pool) and the Meadows Country Club (17 hard-tru tennis courts and a Junior Olympic Pool).

BCG has had success offering both tennis and social memberships – dependent on club needs. As we better understand the utilization and demand for the pool and tennis amenities at Eaglebrooke, we will develop appropriate resident membership programs. We will market and program these amenities to further engage residents of the community.

4. How can BCG assist with our planned capital improvement projects?

BCG has extensive experience with capital projects and has overseen over thirty golf course development and construction projects. Our Capital spending typically exceeds \$5 million annually at BCG-managed facilities nationwide. BCG places significant emphasis on planning and executing projects to ensure the physical integrity and competitive position of its courses are enhanced and maintained and will do the same for Eaglebrooke. All BCG-managed facilities undergo capital planning review semi-annually. BCG's role in the prioritization and completion of capital projects is to ensure that a proven, systematic approach is taken in designing, building, and/or realizing those projects. BCG uses a team approach, with collective participation of the project architect, contractors, and the client, to create a successful, well-planned improvement. Eaglebrooke will benefit from BCG's extensive experience and knowledge in planning for and completing capital projects. The CDD can rest assured in the knowledge that all projects will be well-planned and well-executed, allowing for increased revenue-generation, improved perception and asset preservation.

A sampling of recent capital projects – all of which occurred while the facility remained open for play – include:

- a. **Lyman Orchards (Middlefield, CT)** – BCG managed a \$2 million renovation to the Robert Trent Jones designed course including rebuilding of all bunkers, a full irrigation system replacement, and extensive drainage improvements. BCG also managed the construction of a 9-hole short course player development facility at the same site.
- b. **Reston National Golf Course (Reston, VA)** – BCG managed the interior renovation of clubhouse and complete renovation/expansion of Nike Golf Learning Center practice facilities (driving range, short game area, teaching areas), and renovation of all bunkers on the daily-fee 18-hole golf course.
- c. **1757 Golf Club (Dulles, VA)** – BCG managed the construction of six new holes, two putting greens, driving range, new maintenance building and cart storage facility.
- d. **Ka'anapali Golf Resort (Maui, HI)** – BCG managed a complete make-over of this resort destination by renovating two 18-hole courses, clubhouse and dining facilities. Golf course improvements included new bunkers, renovation of existing bunkers, cart path resurfacing and expansion. Facility improvements included re-design of the restaurant and clubhouse (exterior & interior). The \$13M project culminated in a grand re-opening of a world class golf resort.
- e. **Rock Manor Golf Course (Wilmington, DE)** – BCG oversaw the facility enhancements which included new tee boxes, bunkers and fairways, in addition to a state-of-the-art irrigation system for top playing conditions all season. A circa 1921 building was also restored to retain the flavor of its original structure, and serves as Rock Manor's clubhouse. A grill room and separate pub provide comfortable dining for golfers and non-golfers. For golf tournaments, weddings and other social engagements, a new outing pavilion makes Rock Manor a premium events destination.

FAQs

5. Is BCG a financially stable organization?

BCG possesses and can demonstrate the financial ability to meet the terms of the proposed Agreement. BCG is a closely-held business that was founded in 1989 by its current Chairman, Peter Hill and Vice Chairman, Bob Morris. The firm recognizes the importance of demonstrating a secure and meaningful financial standing with its clients and creditors. BCG has consistently been able to satisfy the requirements of its numerous government clients and will continue to do so in the future. BCG's assets exceed \$33 million and its working capital exceeds \$11 million.

6. How will hiring BCG impact our current employees?

- a. **Change in Employer** – BCG will form a single-purpose subsidiary [e.g.: Eaglebrooke Golf Management, LLC, (“EGM”)] for purposes of maintaining the club whose sole member will be BCG. This entity will employ all of the staff at the club. All employees of the club will be BCG employees, and will work exclusively for the benefit of the club. All employee costs will be part of the operating expense of the club. BCG will retain exclusive right to hire and terminate employees.
- b. **Retention** – Current employees will have an opportunity to become employees of BCG. During the transition period after contract award and before April 1st, all employees will be interviewed to assess their skill sets and qualifications for their current and other positions. At the initial interview, policies and procedures, performance standards, and wage/salary/benefits information will be reviewed.

The CDD Board will be given the opportunity to *meet and approve all “key management personnel”* that have met BCG's stringent qualification, skill, and background check requirements prior to their final hiring by BCG. BCG is an Equal Opportunity Employer and adheres to all local, state, and federal laws in the employment of all personnel.

In addition, BCG recognizes certain “key personnel” are included in the PSA, and will work with the CDD Board to ensure appropriate retention.

- c. **Benefits** – Benefit eligible employees will be offered health insurance and benefits through the BCG Employee Benefit Program.
- d. **Training / Development** – BCG firmly believes that our people are our greatest asset, and the preservation of and investment in this asset lays the foundation for future success. BCG-U (our online university) contains over 50 certified learning paths to help further the professional development of our employees.

Additionally, BCG conducts annual 3-day educational workshops and regional seminars specifically designed for managers and assistant managers in Maintenance, Golf Operations and F&B Banquet Operations. Each seminar includes outside experts, cracker barrel sessions among peers, and motivational speakers.

FAQs

7. How will hiring BCG impact our residents and guests?

It is BCG's goal to provide a smooth and seamless transition, unnoticed by patrons of Eaglebrooke. Additionally, BCG has identified certain areas for improvement that will provide positive enhancements to the guest experience.

- a. **Improved Service** – BCG will train all staff members with our “ACE the Guest Experience” training program – as mentioned previously. Staff members will undergo a Task vs. Purpose re-orientation, as they embrace the mantra of “providing a fun and enjoyable golf experience” for each member and guest.
- b. **Improved Product** – Our company is committed to achieving agronomic excellence by utilizing and improving upon reliable, proven techniques, as demonstrated by the resources and expertise of our agronomic division. BCG's approach to maintaining the course will emphasize the quality of course conditions, attention to detail throughout the property, efficiency in staffing, and full compliance with all environmental regulations.

8. How will hiring BCG impact the CDD Board?

BCG welcomes the level of involvement desired by the CDD Board and Advisory Committee to provide necessary feedback, guidance, or direction to achieve our shared service, financial, and experience goals.

- a. **Annual Plan** - As part of the Annual Planning process, BCG welcomes any feedback, guidance, or direction by the CDD to establish the Annual Plan's staffing levels/expenditures, marketing plan/expenditures, and other expenses to achieve profitability targets. BCG will provide our professional opinion, expertise, proven practices, and management services to the CDD; however, the CDD remains in control of all budgetary and major policy decisions. Simply put, BCG is acting as your agent to ensure achievement of our shared service, financial, and experience goals.
- b. **Self-sufficient Asset** – Under BCG operation, the golf course assets of the CDD will produce positive cash flow, allowing for re-investment in on-going capital projects. These assets will no longer require a financial subsidy, ensuring they will not become a financial burden to the CDD.

9. How much will hiring BCG cost?

- a. **Base Fee** – BCG has proposed a base monthly management fee of Six Thousand Five Hundred Dollars (\$6,500) per month. This fee has been included as part of BCG's pro forma projections.
- b. **Incentive Fee** – BCG shall be entitled to earn an Incentive Management Fee for each full Fiscal Year during the Term. The Incentive Management Fee will be calculated as Thirty Percent (30%) of the Net Operating Income in excess of One Dollar (\$1.00).
- c. **Travel** – BCG shall be reimbursed for reasonable travel of corporate representatives. Expenses shall not exceed the approved annual budget of Six Thousand Dollars (\$6,000) per year.

FAQs

10. What if BCG's does not perform as expected?

BCG's management agreement includes the following language in regards to Non-Performance:

"Owner shall have the right to terminate the Agreement, without the payment of a Termination Fee or Cancellation Fee, if, in any two (2) consecutive Fiscal Years (commencing with the 2017-18 Fiscal Year as the first year in any measurement period), Net Operating Income does not equal or exceed Seventy Five percent (75%) of the budgeted Net Operating income for each of the such consecutive Fiscal Years.

11. How will BCG be ready by April 1st, 2017 or the closing of the acquisition?

BCG is an expert at successfully transitioning golf course and restaurant operations. We have transitioned hundreds of golf courses, throughout our history. Upon execution of a management agreement, BCG will mobilize appropriate personnel and resources to complete a seamless transition for Eaglebrooke. We have created a detailed transition checklist, with a summary below for CDD review:

FAQs

BILLY CASPER GOLF TRANSITION SUMMARY The Club at Eaglebrooke

Key Activities	Milestones	Prior to Transition	First 90 Days	First 6 Months	End of Year 1	Goal
Communication	Bi-weekly mtg or conference call with Client	X	X	X	X	Address issues and opportunities to ensure a successful transition
Introduce staff to BCG and opportunity to work with us	Create agenda for review by Client's staff, finalize & set mtg.	X				Ensure staff is aware of core values & interaction expectations with co-workers, community, guests, and Owner
Transition Checklist	Present Checklist to Client	X				Ensure all transition issues are addressed
Tournament / Event Reservations	Contact prior booked events; ensure understanding of needs and confirm details	X	X			No booking interruptions or surprises
Focus Groups	Conduct Focus Groups with key stakeholders as part of Annual Plan process	X	X			Ensure clear understanding of Owner issues, needs & goals
Annual Plan	Include Budget, Marketing Plan, Tactical Marketing Playbook, Agronomic Plan and Operational Service Plan	X	X			Final Operational Plan: clear objectives & goals, benchmarks and tactics, ensuring accountability & buy-in
ACE the GUEST Experience™ Training & Staff on-boarding	HR Orientation & Staff on-boarding. Includes ACE Training & Operational Standards Training	X	X			Well trained/organized staff, ready to provide excellent service to all
Fill open positions	Internal & external candidates interviewed. Recruiting Manager to fill. Run local ads	X				Motivated, knowledgeable & competent staff operating facility
Department Head mtgs	Regularly scheduled mtgs to discuss issues, opportunities & upcoming events	X	X	X	X	Promote Teamwork, clear communication, accountability = well run facility
On-going Training & Orientation	Continually offer refresher training classes for all staff about BCG standards	X	X	X	X	Well trained/organized staff, ready to provide excellent service to all
Advanced Sales & Service	Guest Service Training, review Mystery Shops to ensure exceptional service & improved sales	X	X	X	X	Well trained/organized staff, ready to provide excellent service to all
Audit & Safety Training	Review safety standards, HR policies, Marketing initiatives & Operational Audit results	X	X	X	X	Ensure goals & objectives are met, eliminate impropriety, optimize results & Client satisfaction

FAQs

The goal of BCG is to first report to the CDD the results of a smooth transition. Next, we will stabilize the asset, improve both guest and employee morale, grow the resident and local rounds, and most importantly, maximize all revenue sources to ensure long term stability of the club.

BCG anticipates multiple visits to Eaglebrooke, prior to April 1st, to introduce BCG to all stakeholders and ensure comfort level by key personnel, CDD staff, golfers, guests, and the local residents.

The key to a smooth transition is extensive and upbeat communication. In this regard, we will:

- a. **Conduct Focus Groups** introducing BCG and sharing some of our initial thoughts and plans for the club.
- b. **Hold an employee meeting**, putting them at ease, explaining that the worst has passed and we will move forward with positive attitudes. Team building events and staff meetings will occur within the first month.
- c. **Hold Town Hall Meetings** open to the residents to discuss, with the BCG Team and General Manager, ideas and issues in a relaxed setting.
- d. **Carefully craft external communication** and press releases, utilizing the PR expertise of Buffalo.Agency, to notify all other stakeholders of the positive changes taking place at Eaglebrooke.

PRIOR TO START

During the first week, the BCG Regional Team comprised of Operations, Marketing, Agronomy, and Food & Beverage Specialists will be onsite to meet with the staff, CDD, and Advisory Committee, and begin to work on a new business plan, marketing initiatives, and operating budget.

MONTH 1:

- a. **Host (“Team Member Meeting”)** - BCG will host one or more all-staff meetings on site for the club's employees. BCG will communicate effectively and succinctly the policies of BCG. More importantly, each staff member will have the ability to meet with BCG representatives privately to address any personal issues or concerns they may have.
- b. **Medical Benefits, 401k and employer/employee issues** - As noted, during this first week, BCG will set aside valuable time for each employee for comparison and explanation of current benefits vs. those offered under a proposed BCG employer/employee relationship.
- c. **Budget Refinements** - BCG will work with the CDD's representatives to develop an approved operating budget, complete with SWOT Analysis, Rate proposals and market plan.

FAQs

- d. **Staff Meetings** - BCG representatives will be available to meet with the CDD staff and club staff regarding proposed transition items, reporting, inventory management, cash handling, procurement and other operations.
- e. **Insurance** - BCG will notify its insurance carrier of the effective date and the insurance requirements as set forth by the CDD and will provide the required documentation to the CDD as required.
- f. **Existing Contracts** - BCG will analyze and evaluate all existing Agreements by and between the vendors and notify the CDD of which Agreements BCG would like to continue and provide a listing of those that BCG proposes terminating.
- g. **Employee Interviews and Staffing Planning** - BCG will conclude its on-site interviews and finalize a staffing plan to review with the CDD for their input for implementation upon the effective date.
- h. **Finalize Budget** - BCG will finalize and present to the CDD those items that are noted in the Operating Budget and the specific priority and date by which such items are needed as per the projections and start-up specifications.
- i. **IT Evaluation and Compliance** - BCG's IT team will immediately evaluate the current inventory of all computers, servers and PCI compliance to develop a transition plan and critical needs listing to present to the CDD.
- j. **Tournament/Special Events/Banquet Contracts** - BCG will contact all upcoming parties that have a contract for any special event, tournament or other event planned at the club and provide updated contact information for the person responsible for ensuring the details of those events are followed through without any interruptions.
- k. **Resident Communication** – BCG understands that Eaglebrooke residents are vital stakeholders to the future success of the club. BCG looks forward to meeting, soliciting feedback, and working with the residents as appropriate, continuously keeping them informed about the operation of the club.

HUMAN RESOURCES

- a. **Key Personnel:** BCG will begin evaluation of existing staff to determine strengths and weaknesses of each individual, their contribution level, and their ability/desire to meet our expectations for each position. As part of the employee evaluation, BCG will be looking at current quality of work, adaptability, attitude, people skills, entrepreneurial spirit, and a passion for improvement.
- b. **Employee Enrollment:** BCG's Human Resource representatives will be on site to enroll all employees and answer any final questions regarding compensation, benefits, etc. Employees will be provided job descriptions, BCG's policies and procedures manual and all other training materials per their specific role and responsibilities.
- c. **ACE the GUEST Experience™ Training:** BCG will conduct our Guest Service Training Program for all employees prior to the effective date.