



Fiscal Year 2022-2023 BUSINESS PLAN

Prepared for:

City of Santa Rosa, CA

Submitted by:



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Touchstone Golf
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Business Plan Global Objective (Exhibit C from Management Agreement)

Global Objective: Restore The Bennett Valley Golf Brand

The Bennett Valley Golf brand has suffered over recent years as deteriorating course conditions, lack of community engagement, a closed restaurant and a void in programming has marginalized the brand and weakened the golf course's competitive position in a crowded public golf marketplace. Under Touchstone management, the Bennett Valley Golf brand will be developed and restored to embrace:

- 1) **Value.** Consistent, high quality golf course, restaurant and facility conditions that deliver exceptional value at affordable prices. Based on our assessment there appears to be an opportunity to introduce a non-resident rate to capture incremental revenue while keeping resident rates competitive.
- 2) **Community.** A widely known reputation as "the center of the community" and the "place to play" spread among a broad array of programming and activities for all.
- 3) **Service.** "Above and beyond" service creating a loyal base of golfers, guests and advocates.

Analysis of Competitive Golf Courses

We performed the following competitive market assessment for courses in the area.

Competitive Set	Bennett Valley	Valley of the Moon (Oakmont)	Sugar Loaf (Oakmont)	Windsor	Foxtail- North	Foxtail- South	Fairgrounds
City	Santa Rosa	Santa Rosa	Santa Rosa	Windsor	Rohnert Park	Rohnert Park	Santa Rosa
Distance from Your Course	0	8.6 Miles	8.6 Miles	12 miles	8.9 Miles	8.9 Miles	2.8 Miles
Type of Course	Municipal-Public	Daily Fee ("DF")	Executive Course	Municipal-Public	Municipal-Public	Municipal-Public	Exec/Practice
Annual Rounds							
Number of Holes	18	18	18 (par 63)	18	18	18	9
Course Yardage	6527	6379	4293	6650	6851	6492	1500
18 Hole Weekend	\$45 (+\$2 CapEx Fee)	\$59	\$44	\$66			\$23
18 Hole Weekend with Cart	\$61 (+\$2 CapEx Fee)	\$73	\$58	\$84 / \$74 Resident	\$85 / \$65 Resident	\$62 / \$50 Resident	N/A
18 hole Weekday	\$31 (+\$2 CapEx Fee)	\$39	\$29	\$49 / \$39 Resident			\$21
18 hole Weekday with Cart	\$45 (+\$2 CapEx Fee)	\$53	\$43	\$67 / \$57 Resident	\$65 / \$51 Resident	\$54 / \$44 Resident	\$21
Senior Weekday	\$26 (+\$2 CapEx Fee)	\$29	N/A	\$39	\$51	\$44	\$16
18 Hole Cart Fee (per rider)	\$16	\$14	\$14	\$18/\$14/\$10	Rates include carts.	Rates include carts	\$4 (Push cart)
Annual Fee Membership	Yes	Yes	Yes	Yes	Yes	Yes	
Players Club - Discounted Fees	Discontinued				Yes	Yes	
Primary Strengths	High quality clubhouse with restaurant, banquet, patio	Popular wedding venue with ceremony site and panoramic views	Executive length is only 4,293 yards long	Has played host to six Nike Tour Events.	Good layout and conditions	Low Fees - A lot of discounting	Short course for beginners and seniors
	Quality greens	Improving course conditions	Great for seniors and beginners	Very good course conditions	Low priced wedding packages	Easy greens to putt	Inexpensive
	Inexpensive	Restaurant	Inexpensive	Restaurant			
Primary Weaknesses	Course does not drain well in rainy season. Dry spots in summer.	Located in the retirement community of Oakmont	Most golfers are looking for a regulation length	Slow pace of play	First tee is a long drive from the clubhouse	Poor course conditions	Poor course conditions
	Restaurant and event space are closed	Distant location	Uninteresting layout	Marginal service	Limited F&B	Terrible drainage during the rainy season	Uninteresting layout
	Slow pace of play	Limited flight range balls	Inconvenient location		No event space		

Proposed Fee Schedule

Bennett Valley Golf Course ("BVGC") offers an experience consistent with Windsor Golf Club and Foxtail North Golf Course, yet the rates are significantly less. Furthermore, those courses have a higher fee structure for non-resident golfers which allows them to offer special lower fees to residents. Provided in [Exhibit B](#) is the proposed fee structure for 2023. While the recommended fees are higher residents and visiting golfers will continue to receive a better value than the competitors are offering.

Key Business Drivers

Our plan focuses on six Key Business Drivers. First and foremost, we need to improve the golf course playing conditions. On a parallel track we plan to improve the marketing to specific customer segments, create a restaurant brand that becomes a destination for dining and events, enhance the customer service, implement our sales and marketing program, and enhance the practice facilities and golf instruction.

Key Business Drivers

Improve Golf Course
Playing Conditions

Define and Target Specific
Customer Segments

Create Destination
Dining & Events

Install Customer
Service Program

Deploy Comprehensive Sales
& Marketing Culture

Enhance Practice Facility
& Golf Instruction

I. Key Business Driver: Improve Golf Course Playing Conditions

Strategy: Working within the budget and equipment available, make an immediate and lasting impact on playing conditions of the golf course. Deploy agronomic practices and procedures that will create noticeably improved golf course conditions.

Tactics:

- 1) Comprehensive assessment of the golf course, establishing a list of priorities and routines.
- 2) Analysis of all equipment condition, upgrading maintenance of all items to enhance their ability to produce a quality golf course product (e.g., greens mower reel sharpening)
- 3) Establishment of a year-round maintenance calendar targeting frequencies and standards for all maintenance activities.
- 4) Significant investment in staff training and task descriptions such that attention to detail is a top priority in day-to-day execution of maintenance efforts.
- 5) Address "Quick Wins" including but not limited to adding sand to the bunkers, leveling tees, and improved placement of holes on greens.

Example:

Implementation of a Maintenance Checklist with follow-up evaluation is an important tool to be sure that maintenance routines are consistently applied to the golf course. An excerpt of such a checklist used by Touchstone is provided below. This would be customized with feedback from the Superintendent.



Ratings:
G = Good
S=Satisf.
U=Unsatisf.

Golf Course Maintenance Evaluation Checklist

Practice	Timing	Rating
Mowing Heights and Frequencies	Mow greens 7x per week @ .135" to .156"	
	Mow greens surrounds 1x per week @ 1.25" - 1.5"	
	Mow tees, collars and approaches 2-3x per week @ .500"	
	Mow fairways 2-3x per week @ .500"	
	Mow roughs 1x per week @ 1.25" - 1.5"	
Aerification	Hole rotation: Cups are changed every day.	
	Greens (May, and September); Tees (Spring and Summer)	
Fertilization Applications	Fairways/roughs (Spring and Summer)	
	Greens: Granular or Foliar Bi-weekly	
	Fairways and Tees: Granular 6-8 weeks depending on weather conditions.	
	Roughs: Granular 6-10 weeks depending on weather conditions.	

Measurement:

- 1) Feedback from golfers, guests and the community (e.g., through survey system, social media reviews)
- 2) Increased rounds, revenue and golf course utilization
- 3) Before and after presentation to the City of Santa Rosa after 1 full year cycle of operations

II. Key Business Driver: Define and Target Specific Customer Segments

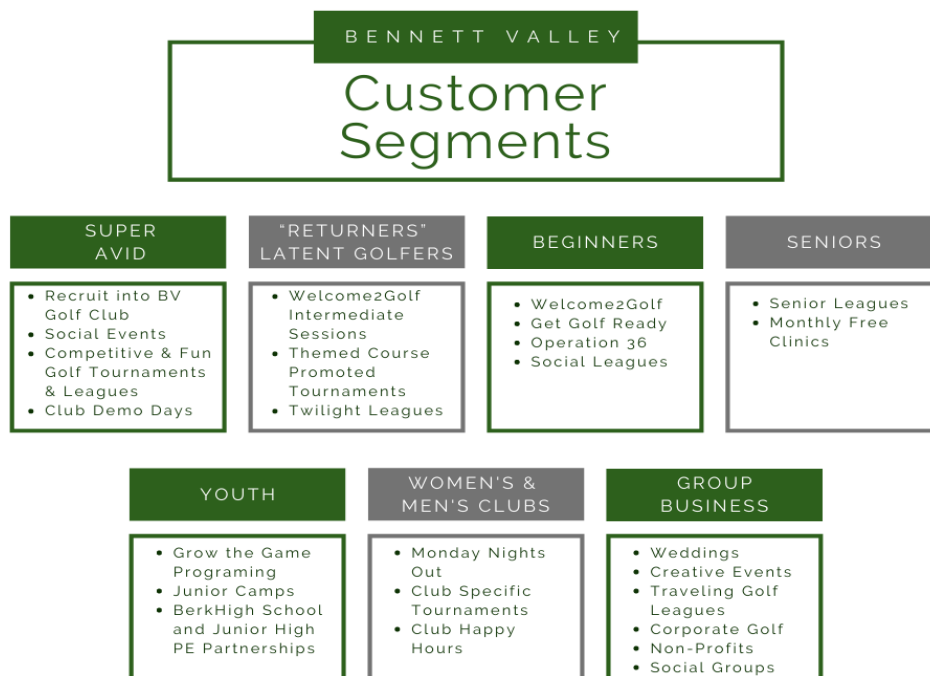
Strategy: Identify all existing and potential customer segments of the golf course and restaurant in order to align service offerings and programming for maximum result. Careful observation is required to capitalize on the pandemic demand impact including the latent/returning golfer and new/beginning golfer segments.

Tactics:

- 1) Segment our customers and potential customers to better define who they are, their wants and needs, then speak to those needs through programming.
- 2) Set-up point of sale system to uniquely identify all customers in order to capture ongoing utilization of golf, non-golf, food and beverage and other services – this information will serve to tailor communication, offers and benefits at the customer level.
- 3) Deploy surveys to improve segmentation process by identifying like groups of customers seeking various programs and services. Employ customer engagement program to connect with individual customers and deliver on customer needs and desires.

Example:

The following chart outlines a sample segmentation with programming examples to engage these segments, however it is not intended to identify all segments. Full segmentation will necessitate being on property, collecting survey data, examining point of sale transactional data, and analyzing tee sheet activity.



Customer Segment Programs

Several programs and events are planned over the next 12 months develop loyalty and advocacy with these segments and more. In addition, BVGC is developing a program to improve diversity by connecting with high schools' students and through Choices, a local organization that assists youths, many of which have been emancipated with transitioning to adulthood. Introducing golf and employment opportunities to all, regardless of age, gender, wealth or ethnicity is a priority for the City and Touchstone Golf. An initial list of Planned Community Event and Tournaments for 2022 is provided in Exhibit A. In addition, there is an Open House tentatively planned for Saturday, September 10th.

Measurement:

- 1) Growth in specific programs and events
- 2) Participation trends for all programs and events
- 3) Increased rounds, revenue and utilization of all facilities

At Touchstone we have seen a 20+% increase in rounds over prior year. As a company we seek to get ahead of the marketplace and the rapidly changing operating landscape driven in part by the pandemic. We surveyed over 7,000 customers to understand their wants and needs and found that the golfing customer was seeking:

- *Opportunities to connect with their friends and family*
- *A golf experience where they can feel comfortable and competent*
- *A sense of belonging to a community*

These findings drive us to speak directly to each of our customer segments by addressing their respective wants and needs in a manner that will inspire them to take action and increase their golf course patronage.

III. Key Business Driver: Create Destination Dining & Events

Strategy: Leverage the existing physical space and attributes of the clubhouse to create a sustainable restaurant operation that serves golfers and non-golfers alike. Become the “go to” location for events including weddings, celebrations of life, meetings and similar events.

Tactics:

- (1) Define the new Restaurant Brand. A new vision is required to create the excitement, trial, loyalty and advocacy. The restaurant should be the center of the community which brings people together.
- (2) Hire capable food and beverage leadership and staff that can execute a quality menu offering with a profitable bottom-line.
- (3) Address basic deferred maintenance of public spaces in the clubhouse to make the venue attractive and inviting.
- (4) Heavily market dining at events at the venue through social media, local advertising and a strong word of mouth atmosphere by executing flawlessly on the initial wave of diners and events held at the facility.
- (5) Create organic events and programs including wine tastings, outdoor music, movie nights and similar programming.

Example:

Touchstone operates multiple highly successful 7-figure revenue destination dining and event centers at its golf courses, including our new Bunkers Tap Room in Golden that compliments The Vista banquet center, Michael's at Shoreline Golf Course in Mountain View, and our facilities at nearby Presidio in San Francisco.

New Restaurant Brand

In the short term the restaurant will be promoted as the Bennett Valley Grille and Event Center. Underway is the creation of three restaurant concepts with complementary names to be presented for consideration by the City. Each concept will include a theme and corresponding menu.



Measurement:

- (1) Track volume of events held and level of participation of the community.
- (2) Survey diners regularly on their experience and closely monitor social media reviews such as provided through Yelp.
- (3) Secret shop restaurant operations for service gaps and opportunities to improve training and staff development.

IV. Key Business Driver: Install Customer Service Program

Strategy: Change the operating bias of the golf course to prioritize customer service and value guest feedback by deploying multiple methods to gather comments, ratings and evaluations. Demonstrate a commitment to valuing this information by responding to guests in a wide range of mediums including social media, changes to operating processes and programs, and direct engagement.

Tactics:

- 1) Implement core elements of Touchstone customer service program including FIRST and Take 5 to Shine.
- 2) Assign management to review all social media commentary and engage in responses and follow up.
- 3) Implement Players 1st system to send all golfers a quick and easy survey after each round of golf.

Service Training

The initial training was conducted by Mark Luthman as a part of the employee orientation. Additional training will be conducted with each department featuring "Take 5 to Shine" in September.

Example:

The Players 1st Survey System is the leading survey platform in the golf course industry. A variety of components are available, but the primary evaluation is a survey sent immediately upon completion of a round of golf. This mobile friendly survey allows for near real time feedback for management's attention.

Presidio Golf Course

Thank you for taking the time to tell us about your experience at Presidio Golf Course. Your input will help us make your next experience even better.

Thank you for your survey responses.

Click "Begin" to start the survey.

BEGIN SURVEY

Presidio Golf Course

Please indicate the extent to which you agree or disagree with the following statements regarding the course

Totally disagree										Totally agree									
1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
										Tee boxes were in excellent condition									
										Fairways were in excellent condition									
										The greens were smooth and the ball rolled as it should									
										The course, as a whole, was well maintained									

NEXT

Players 1st

Measurement:

- 1) Evaluate survey results - review and act upon feedback
- 2) Measure trends in social media ratings
- 3) Measure volume of surveys by type and source

V. Key Business Driver: Deploy Comprehensive Sales & Marketing Culture

Strategy: Introduce Touchstone sales and marketing cultural practices to create an environment where every co-worker is aware of the importance of driving sales to maximize golf course facility utilization.

Tactics:

- 1) Set up Reserve Customer Relationship Management (CRM) system to track all event prospective and actual sales.
- 2) Configure POS system to maximize the collection of non-private customer data, interests and unique characteristics.
- 3) Conduct weekly department head and monthly all co-worker meetings to review property calendar, new programs, importance of full team engagement on marketing and sales.

Sales Effort

Jessica Schroeder was recruited as the Director of Sales and is working with Touchstone's VP of Sales & Marketing, Ashley Van Dissel and Greg Anderson on a comprehensive plan to market and promote the golf course, restaurant, and event center. They will leverage the tactics notes.

Example:

The Reserve CRM system is an industry leading platform that allows for golf course management to manage contact information for all prospective and actual events. The system facilitates client contact, event planning and pricing, as well as contract fulfillment.

Infor - Sales CRM System

The screenshot displays the Infor Sales CRM System interface. The top section shows a navigation menu with options like Home, Events, Tasks, Event Leads, Accounts, Contacts, Reports, Settings, and Guest Rooms. The main area features an 'Events Calendar' for August 2021, with a sidebar for navigation. The calendar shows various events with color-coded blocks and times. Below the calendar is a 'Tasks' section with a table of tasks, including columns for Actions, Task Date, Related Business Site, Salesperson Name, Related Business, Related Business Date, Task Name, and Description. The tasks list includes items like 'Approve Golf Course', 'Community First Foundation', and 'Dinner Plans of Investors'.

Easy to Navigate
Calendar that Prevents
Double Bookings

Sets Automatic
Sales & Follow Up
Reminders

Measurement:

- 1) Overall sales volume for events
- 2) Participation rates in all programming
- 3) Level of community engagement and feedback

VI. Key Business Driver: Enhance Practice Facility & Golf Instruction

Strategy: Improve practice amenities including hitting surfaces, ball quality and other amenities, introducing technology as the budget allows, to create a more welcoming and inclusive golf learning and practice environment. We believe the practice facilities can double their revenue level from roughly \$300K today.

Tactics:

- 1) Develop programming to support golf practice facility utilization and teaching programs.
- 2) Introduce “FLEX” membership to allow for participation in group lesson programs.
- 3) Upgrade all aspects of the practice facility including ball quality and hitting surfaces.

First Class Experience

The plan is to upgrade the quality of the practice facility experience, including but not limited to the hitting areas, targets, golf balls and instruction to provide a first-class practice and learning experience. As a part of this plan the lesson program will be brought “In-house” meaning the lesson will be taught by employees of the golf course led by CJ Snyder, PGA Head Golf Professional. The “Flex” program will be introduced along with Operation 36. A program for Elsie Allen High School and Roseland Public Schools is under development to introduce diverse youth with the game of golf and employment opportunities.

Example:

Touchstone’s recent practice facility improvements and programming focus at DeBell Golf Course in Burbank, California has led to dramatic increases in sales and participations at the golf course’s practice facilities with revenues tracking 30% higher than prior year.

**Measurement:**

- 1) Participation in practice facility programming
- 2) Revenue trends for practice facility
- 3) Survey and social media results

EXHIBIT A
2022 Planed Community Events and Tournaments

UPCOMING EVENTS

FALL 22

@ BENNETT VALLEY GOLF COURSE

JUNIOR LINKSTERS FUN DAY

**SEP
18**

2pm-5pm: Junior Golf Program Family Kick Off

**SEP
27**

CHARITY GOLF 101

11:30am-1pm: Charity Golf Fundraising Seminar & Luncheon

OKTOBERFEST

**OCT
7**

4pm-9pm: 9-Hole Scramble & Followed by an Oktoberfest Celebration

**OCT
16**

WEDGE DEMO DAY

12pm-3pm: Taylormade Wedge Demo Day on the Range

WINE PAIRING DINNER

**OCT
21**

6pm-9pm: 4 Course Meal & Wine Pairings

Join our email list & follow us on social media to stay current on upcoming events!



@Bennettvalleygolfcourse
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EXHIBIT B

Proposed 2023 Fee Schedule

Competitive Market Analysis	Bennett Valley Golf Course	Bennett Valley Proposed	Increase	Windsor Golf Club	Fox Tail-North	Valley of The Moon	Rooster Run Golf Course
Minutes from Course				12 miles	4.8 Miles	3.8 miles	11 miles
Course Quality and Experience	A	A		B	A	C	C
Weekday Rates							
Regular Resident	\$33	\$37	\$4	\$39	\$32	\$39	\$40
Regular - Non Res	\$33	\$37	\$4	\$49	\$46	\$39	\$49
Senior (60+)	\$28	\$30	\$2	\$39	\$32	\$29	\$39
Senior Non Resident	\$28	\$30	\$2	\$39	\$32	\$29	\$39
Twilight	\$26	\$28	\$2	\$35	\$34	\$29	\$35
Senior Twilight	\$21	\$23	\$2	\$35	\$24	\$24	\$35
Super Twilight	\$15	\$17	\$2	\$28	\$36	\$19	\$28
Senior Super Twilight	\$15	\$17	\$2	\$28	\$19	\$19	\$28
Junior	\$14	\$14	\$0	\$13	\$20	\$0	\$13
9 Holes	\$23	\$25	\$2				
Senior 9 holes	\$18	\$20	\$2				
Junior 9 holes	\$11	\$11	\$0				
Early Bird Back 9	\$23	\$25	\$2				
Friday Rates							
Regular Resident	\$33	\$37	\$4	\$45	\$36	\$39	\$43
Regular - Non Res	\$33	\$37	\$4	\$55	\$52	\$39	\$55
Senior (60+)	\$28	\$30	\$2	\$45	\$36	\$29	\$42
Senior Non Resident	\$28	\$30	\$2	\$45	\$36	\$29	\$42
Twilight	\$26	\$28	\$2	\$37	\$38	\$29	\$37
Senior Twilight	\$15	\$17	\$2	\$37	\$26	\$24	\$37
Super Twilight	\$15	\$17	\$2	\$29	\$30	\$19	\$29
Senior Super Twilight	\$15	\$17	\$2	\$29	\$21	\$19	\$29
Junior	\$14	\$14	\$0	\$13	\$20	\$0	\$13
9 Holes	\$23	\$25	\$2	\$13			
Senior 9 Holes	\$18	\$20	\$2				
Junior - 9 Holes	\$11	\$13	\$2				
Early Bird Back 9	\$23	\$25	\$2				
Weekend Rates							
Regular Resident	\$47	\$52	\$5	\$56	\$50	\$59	\$51
Regular - Non Res	\$47	\$52	\$5	\$66	\$70	\$59	\$66
Senior (60+)	N/A	N/A	N/A	\$56	\$46	\$52	\$50
Twilight	\$31	\$36	\$5	\$46	\$45	\$44	\$46
Senior Twilight	\$31	\$36	\$5	\$46	\$32	\$35	\$46
Super Twilight	\$19	\$24	\$5	\$34	\$35	\$29	\$34
Senior Super Twilight	\$19	\$24	\$5	\$34	\$24	\$25	\$34
Junior	\$17	\$17	\$0	\$13	\$20	\$0	\$13
Junior - 9 holes	\$11	\$11	\$0				
Adult Mid Day After 11am	\$35	\$40	\$5				
Carts							
18 Holes	\$16	\$17	\$1	\$18	\$19	\$14	\$18
Twilight	\$16	\$17	\$1	\$14	\$14	\$14	\$14
Super Twilight	\$9	\$10	\$1	\$10	\$12	\$14	\$10
9 Hole Cart	\$9	\$10	\$1				
Annual Fee Cart Rate	\$12	\$14	\$2				
Range							
Large	\$10	\$12	\$2	\$10	\$18	\$12	\$12
Medium			\$0		\$12		
Small	\$6	\$8	\$2	\$6	\$7	\$6	\$8
Membership							
Monthly Dues							\$209
Annual Memberships				\$2,714		\$3,228	\$2,854
Annual Memberships Couple				\$3,618			
Annual Memberships- Resident				\$2,443			\$2,283
Annual Memberships-Resident Couple				\$3,256			
Limited Single					\$2,350		
Limited Single Resident					\$2,150		
Limited Couple					\$3,100	\$5,028	
Limited Couple Resident					\$2,900		
Senior Limited- Single	\$1,070	\$1,284	\$214				
Senior Limited- Couple	\$1,710	\$2,052	\$342				
Unlimited - Single	\$1,850	\$2,220	\$370	\$3,685	\$3,200	\$3,588	\$4,150
Unlimited- Resident				\$3,317	\$3,000		\$3,320
Unlimited - Couple	\$2,960	\$3,552	\$592	\$4,514	\$4,300	\$5,388	\$5,042
Unlimited Couple (Resident)				\$4,063	\$3,850		\$4,034
Other Loyalty Programs							
Players Club					Yes	Yes	
Rental Clubs			\$ -				
9 Holes	\$20	\$20	\$ -		\$30		
18 Holes	\$30	\$35	\$5	\$50	\$50		\$15

EXHIBIT C

FY 2022 - 2023 Bennett Valley Golf Course Capex & Startup		
Project	Description	Budget
Pergola Expansion (Safety)	Extend the covering of the deck on the north side of the event center to provide shade and protect guests from errant golf balls	\$70,000
Tree Work	Ongoing removal of dead trees and stumps, trimming and replanting of tree	\$30,000
Tee Leveling	Level and expand several tees, resod with Bermuda Grass	\$45,000
Irrigation System Design	Phase I: Irrigation Design to move the intake from the creek to an irrigation lake. Phase II: Design to replace the entire system.	\$30,000
Irrigation Lake and Drainage Design	Design of Irrigation Lake and Course Drainage	\$20,000
Walk-in Refrigerator Floor	Replacement of walk-in refrigeration floor - Required to open the restaurant	\$15,000
Kitchen Appliance Replacement	36" Charbroiler, Gas Connection Kit, Refrigerated Base, Equipment Stand, Reach-in Freezer and contingency - Required to open the restaurant	\$28,000
Kitchen and Building Repairs	Repairs to the kitchen equipment and building - Required to open the restaurant	\$20,000
Tableware	Plates, Glasses, Flatware, and Serverware for restaurant and banquet events	\$16,500
Chairs and Tables for Events	175 Folding Ceremony Chairs and 37 Banquet Tables	\$20,000
Event Chairs	175 Chiavari Resin Chairs for weddings & events	\$15,500
Sound System	New sound system for restaurant/banquet rooms	\$8,000
E-Range Software Upgrade	Current range software is no longer supported - Upgraded to E-Range software	\$12,000
Point of Sale System	New computer equipment for point of sale including installation and training (Winter project)	\$20,000
	Total	\$350,000

In addition, 75 Golf Carts will need to be leased. The current lease expires in October of 2022

EXHIBIT D

Pace of Play Program

The pace of play program at Bennett Valley Golf Course has been set in place to provide guests with the expectations of playing our golf course in 4 hours, 4 ½ hours after 10:30am.

1. Starting July 11th, we went from 7-minute intervals to 10-minute intervals. This has been well received by our customers.
2. At the beginning of each shift, the current days tee sheets are printed for guest services and Touchstone Golf Foundation Volunteers. The purpose of these sheets is to inform the team when guests will arrive and their starting times.
3. When the players arrive at the first tee the Volunteer welcomes them and reviews the pace of play guidelines along with any updates on course conditions. The pace of play goal shall be 4 hours from open to 10am and 4 ½ hours thereafter.
4. Players are also asked to sign the "Cart Rental Agreement Sheet." This sheet is signed by the player with cart number and tee time. The Volunteer then uses this sheet as a "starting time sheet" for the players. The starting time of each group is recorded and this information is logged.
5. Following the departure of players from number one tee, we then put into place what we call "The Volunteer Worksheet." This sheet serves as a constant check for the Volunteer monitoring pace of play. It has information that can be collected from the first tee. Name of group, tee time, actual time off the first tee, # of players, and cart #. Then each hole is listed and gives the amount of time elapsed for each group. Example, players should be through hole #3 in 40 minutes. We use this sheet as a tracker of pace. It enables the Volunteer to identify and act on pace of play issues.
6. We then use the starter or range attendant and the eyes of the golf shop to check turn times on number 9. We can identify the group or cart number and find out actual start times to determine the turn times.
7. With constant monitoring by the Volunteers, friendly feedback to the guests on their pace of play results are reported to the golf shop and management. The golf shop staff and management will assist with any issues that may arise.
8. The Volunteer Worksheet is used to determine the pace of play by time for the day.

The addition of check-point clocks, pace of play cards with rules and advice, using the cart signs to note tee times (making it easier to spot groups that are falling behind), and provide feedback to guests to get them back on pace.

EXHIBIT E

FY 2022 – 2023 Budget Summary

BUDGET SUMMARY

Bennett Valley Golf Course

OPERATING PERIOD	FY 2023	FY 2023			
	Budget	Profoma		23 v PF	23 v PY
REVENUE	3,490,263	3,557,718	-	-1.9%	0.0%
Cost Of Sales	351,748	382,604	-	-8.1%	0.0%
GROSS PROFIT	3,138,515	3,175,114	-	-1.2%	0.0%
Payroll	1,820,211	1,772,773	-	2.7%	0.0%
Other Expenses	827,047	772,040	-	7.1%	0.0%
TOTAL OPERATING EXPENSES	2,647,258	2,544,813	-	4.0%	0.0%
EBITDA (Original Proforma = \$482k)	491,257	630,301	-	-22.1%	0.0%
Interest	130,361				
Bond Principal	265,000				
PRE INCOME TAX EARNINGS	95,896				
Non-Cap Project Expense (Tree Work)	30,000				
ADJUSTED PRE INCOME TAX EARNINGS	65,896				
Capital Projects, Equipment, Startup	320,000				
EARNINGS AFTER CAPITAL	(254,104)				

KEY INDICATORS

				Prior Year		
Total Rounds	68,565	70,860	67,834	-3.2%	1.1%	
Avg. Total Green Fee Including Dues	\$ 26.14	\$ 25.85	\$ 19.48	1.2%	34.2%	
Memberships - Year End Units	100	110	110	-9.1%	0.0%	
Total Dues	\$ 151,029	\$ 149,850		0.0%	0.0%	

Key Assumptions:

The total rounds are scheduled to increase by 1% over prior year.
There are simply too many round types and fees in the system. Will simplify.
The average green fee increases 34% due to the elimination of the Players Discount Card, reduction in trade tee times with GolfNow and a budgeted green and cart fee increase beginning January 1, 2022.
Restaurant sales are \$27k under Proforma due to the delay in reopening - Targeted for October 1, 2022.
The Food and Beverage Department makes \$46k in Year 1 due to the late start, repairs, supplies, training, etc...
Tournament sales are \$50k less than Proforma given no leagues in July and no reservations on the books.
Payroll exceeds Proforma by \$47k due to restaurant training and higher wages in the maintenance department.
Operating expenses are \$55k more than Proforma due to maintaining older Carts at the end of their lease, quality Range Balls and Maintenance Fertilizer, plus sand for bunkers.
Touchstone Golf is expending \$50k on landscaping and all the costs to acquire the Liquor License (Approx. 10k).
Uncertain of exact electricity costs. Current budget for Maintenance Pumps is \$40k and \$58k for Facilities.
Will need to continue to rent existing carts. RFP needed for 72 New Carts - Will take 12-16 months to acquire.

EXHIBIT F

Operating Plan (Exhibit D from Management Agreement)

- **Brief description of maintenance programs, as applicable, including tees, fairways, greens, bunkers, rough, restaurant concessions, pro shop area, driving range and other grounds.**

To achieve the proper service levels and guest experience at the Bennett Valley Golf Course, a thoughtful, well-executed plan relating to golf course maintenance and facility is required. Touchstone begins with the vision for the golf course and then works with the City and local golfers to define the necessary steps to turn the vision into reality. Thereafter, Touchstone utilizes a system to define ongoing tasks necessary and the corresponding labor so that the golf course vision and quality is delivered on a consistent basis. Supplementing this approach is the regular management of a priority list of projects, created and maintained by the Superintendent and General Manager, and Touchstone executives, but again with regular input from the City of Santa Rosa and golfers and diners. These methods and practices are designed to provide a consistent and lasting quality customer experience at each golf facility.

Maintenance Quality Standards

The maintenance practices included below are intended to be a general summary for the agronomic, horticultural, and recurring service practices of Touchstone's golf course maintenance operations at Bennett Valley Golf Course. The quality standards set forth below are intended to establish the frequency and method of routine maintenance and cultural practices, along with prescribing the level of amenity packages needed at a high quality public facility.



In order to meet the expectations for course conditions it will take the full commitment and dedication from the superintendent and maintenance staff. Challenges involving tree and stump removal, irrigation and drainage that affect turf-grass quality will take vigilant monitoring and immediate response to ensure that course conditions are not negatively affected. Touchstone would implement the following procedures:

- The Superintendent will post a quarterly calendar displaying all activities that relate to turf management, cultural practices and improvement. These would include aeration, fertilization, herbicide applications, turf replacement and capital improvement projects. This plan will be reviewed directly by Mark Luthman. Once approved, the Superintendent will execute the plan and make changes as weather dictates.
- A monthly improvement plan will be developed by the Superintendent and reviewed by Mark Luthman (President), Steve Argo (Vice President of Operations) and the General Manager to assess if the golf course is meeting the plan or falling short of established goals. The Superintendent will be accountable for the timely execution of this plan and any corrective actions.

Bennett Valley Golf Course Priorities

Maintenance priorities observed by Touchstone after a recent round of golf by our executives are as follows with the NGF Study an excellent starting reference point for addressing maintenance issues:

1. **Continue to Execute on Condition of Putting Surfaces.** The putting green surfaces are among the best we have seen at a public golf venue. It is important this key strategic advantage be prioritized. In addition, training will be provided to staff on the placement of the holes to ensure they are fair to the golfers.
2. **Address Select Tees with Crowning.** There are a number of tees that should be leveled. This work can likely be done in-house in the normal course of business.

3. **Drainage.** As a relatively flat golf course, drainage should be addressed in a number of areas, starting with the 1st and 9th fairways. Drains will need to be placed to move the water off the fairways and roughs. Given how flat certain areas are, low water catch basins may need to be created to the side of some of the rough areas. In the future there is an opportunity to tie a portion of the drainage to an irrigation lake. .
4. **Add Bunker Sand.** Most of the bunkers have a relatively thin sand base and require another 2-3 inches of sand. Prior to adding the sand, drains will be checked and cleared.
5. **Water Sources.** The overall goal should be to eliminate pulling water from the creek and work towards utilizing the wells (including a planned new well) to fill a new irrigation lake and irrigate the golf course from that lake. Assuming there is enough groundwater to support the golf course it is hard to understand why the current setup exists.
6. **Waste Reduction & General Cleanup.** Dead trees, stumps, branches, wood plies and other green waste need to be removed using “green waste bins”. It will not be allowed to just sit there or “pile up”. Once inspected by City Staff, obsolete equipment should be sent to the appropriate recycling outlet. A Waste Reduction Plan, that covers all areas of the operation will be developed to comply with the stewardship and sustainability goals of the City.

Minimum Maintenance Standards

Minimum Maintenance Standards create consistency and enhance the golfing experience. The goal is to provide the guest with a great day of golf from the first tee to the eighteenth green. By meeting or exceeding the guest expectations with a consistently well-maintained golf course and good turf coverage we will have provided the high quality value that the guests deserve. Minimum standards will be implemented at Bennett Valley with the input of the City using Touchstone’s standard template as a starting point.

- **Brief description of Customer Service Standards.**

Central to Touchstone’s operating philosophy across all departments we operate, and one of the most important components to providing guests with a memorable experience is ensuring that exceptional service is delivered consistently and effectively. Our approach is to listen to the customer, deliver service that exceeds our value proposition, and to follow-up with the customer frequently to ensure consistency. Job descriptions and service standards will be established and communicated to every Co-worker. Co-worker and department head meetings will be used to reinforce and further develop the standards and provide training so that staff are involved in the creation and delivery of excellent service. Our strategy begins with a simple statement that must be embraced by every staff member from the range attendant to the head golf professional:

***Understand and exceed our customer’s expectations
by providing the best possible golf & dining experience***

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

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

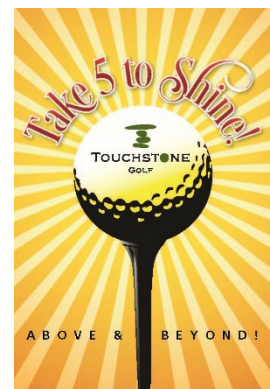
Friendly Integrity Respect Stretch – Learn Teamwork

General Managers can reward staff with \$5 gift certificates to recognize an employee that has demonstrated one or more of these attributes that can be used in the golf shop or restaurant. A sample of the certificate is shown below.



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

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



We monitor our service delivery using two important tools:

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

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

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

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

Survey System

Touchstone utilizes an industry leading survey tool from Players 1st. The essence of the system is to email golfers after their round to get their feedback on their experience, including any desired follow up. The survey is smart phone friendly, simple to fill out and generates a “Net Promoter Score” along with useful feedback on the operations of the golf course. Additional details on this system are provided in the Business Plan portion of this response.

- **Brief description on operating systems that are utilized to promote efficiencies, such as but not limited to, online tee time booking and transaction data.**

- 1) Point of Sale/Online Booking/Marketing Engine Systems. Touchstone has experience with a wide variety of point of sale and related online booking and marketing system engines including the existing system utilized at the golf course.
- 2) Tee Time Distribution Systems and Partners. Touchstone is a cautious user of tee time barter systems. We carefully utilize select 3rd party tee time distribution channels such as GolfNow. To create a positive result from a 3rd party marketing channel, the golf course must offer the best price on its own online reservation system, build local club membership/loyalty programs and develop off-peak group tournaments and special events. If required, a barter tee time must be positioned at an off-peak time and be similar in price to promotional rate. Golfers who book a tee time on the 3rd party website will be provided an offer to join a course-based club or loyalty program during the check-in process.
- 3) Key Performance Indicator Systems. Touchstone utilizes a variety of proprietary analytical systems including our 3X monthly performance Scorecard and key performance indicator reports, and monthly Performance Analysis Report (“PAR”) that is paired with monthly financial statements.

- **Brief description of staffing levels, pro shop operations, restaurant operations and relevant performance standards.**

The following chart provides an overview of the staffing needs at Bennett Valley – the pro forma financial information in the separate Cost Proposal has detailed information by position to support this schedule.

Position	Summary of Qualifications	Key Responsibilities	Hours per week – Mar-Oct	Hours per week - Nov-Feb
General and Administrative Staff				
General Manager	10 plus years’ experience in a similar capacity in the golf or hospitality industry. Excellent business acumen, communication and leadership.	Oversight of all staff of the golf course. Day to day management of the financial performance and operating strategies at the facility.	50-55	50-55
Head Golf Professional	5 plus years’ experience in a similar capacity in the golf industry. Excellent knowledge of the game and instruction. PGA or LPGA credentials.	Oversight of the golf operations including daily golf, tournaments, driving range, carts and pro shop merchandising	50-55	50-55
Director of Sales	Previous hospitality sales experience, preferably with golf tournament and banquets. Website management. Outgoing, sales-driven individual.	Tournament and Banquet or Membership sales. Day to day implementation of Touchstone’s sales & marketing plan.	40-45	40-45
Golf Operations Staff				
Golf Shop Staff	Friendly, efficient, detail oriented, sales ability	Guest check-in, merchandise sales, member/loyalty sales	20-40	20-40
Golf Prof. Staff	PGA or LPGA Member or Apprentice	Implementation of Player Development Program	20-40	20-40
Cart/Range Staff	Efficient, detail oriented, safe	Cart staging, cleaning, detailing, range picking, mechanic	20-40	15-40
Player Assistants	To be staffed with Touchstone Golf Foundation volunteers			
Position	Summary of Qualifications	Key Responsibilities	Hours per week – Mar-Oct	Hours per week - Nov-Feb
Golf Course Maintenance Staff				

Superintendent	GCSAA Class A, 5 years minimum experience in management	Lead maintenance operations	50-55	50-55
Foreman or Assistant	3 years previous golf course experience	Lead staff and certain key aspects of maintenance plan	40-50	40-50
Mechanic	Previous golf course mechanic experience	Equipment repair and preventative maintenance	40	40
Irrigation Tech	3 years previous golf course experience	Oversees the maintenance and repair of the irrigation system	40	40
Greens-keeper	3 years previous golf course experience	Top operator of equipment.	40	40
Maint. Staff	Efficient, detail oriented, safe	Standard maintenance staff	30-40	20-40
Food & Beverage Staff				
F&B Director	5 years minimum experience in food and beverage.	Lead Food & Beverage operations	50-55	50-55
Chef/Cooks	Previous experience in restaurant operation	All food preparation under Chef's guidance and instruction	20-40	15-40
Servers	Experience serving guests. High touch service personnel	Customer interfacing for orders and delivery of meals	20-40	15-40
Bartenders	Experience with serving alcohol. High touch service personnel.	Often combined with server duties.	20-40	15-40

- **Brief description of marketing and promotional plans for youth and adults, including those traditionally disadvantaged economically or socially.**

Touchstone, working with input from the City of Santa Rosa, will develop and execute a dynamic marketing plan to effectively position, market, and promote the Bennett Valley Golf Course. As a starting point we will address the following key strategic components:

- Establish the Marketing Approach – “Brand Building”
- Understanding and Developing Target Guest Segments
- Leveraging Social Media

Establish the Marketing Approach – “Brand Building”

To begin creating and optimizing a brand, our first priority will be to improve the quality of the golf course, introduce food and beverage options and enhance the service experience – these elements will improve the guest’s value perception of the property. By laying this important groundwork, we can then focus on creating awareness and interest, providing the right experience, and then building loyalty with guests that creates advocates. Advocates are the critical long-term link for the success of any golf course. The following diagram demonstrates the framework of the process to build the brand.



Understand and Develop Target Guest Segments

Upon commencement of our management engagement, we work to identify existing and potential guest segments. These segments typically include regular golfers (local club members), infrequent golfers, potential golfers, youth including youth in need, and diners of which there are also several sub-segments. Within each segment there are opportunities to grow the segment by understanding their needs and how the golf course can address those needs.

Once these segments have been identified and analyzed, we develop marketing programs, including loyalty/affinity options, to deepen the relationship and utilization of the golf course and its amenities. Our analysis involves developing a competitive market analysis so that marketing efforts, as well as pricing decisions, are tailored to position the golf course to succeed within the market.

Email Databases

Touchstone advocates course-based, proprietary email marketing and has significantly improved its email database at its public venues through a variety of email collection techniques while complying with opt-out rules. A venue of this size under Touchstone management should have an email database of 25,000 plus active emails. It is important that the email database have segmentation characteristics so specific promotions can be efficiently communicated to groups with related interests.

The Demand Factor from the Pandemic

Not to be ignored is the recent surge in golf demand resulting from the pandemic, as people seek safe, outdoor recreation alternatives. Many of these individuals are brand new to the game of golf or have decided to make golf a more regular part of their recreation activities. In either case, sustaining the ongoing participation of these individuals and the revenue associated therewith is a critical part of any current marketing effort.

Touchstone has created a monthly report, prepared by our properties three times each month, to report on "Customer Engagement" activities taking place at the golf course. This information is compiled for the property, as well as all other Touchstone properties, and circulated across the company's platform. This distribution fosters communication of best practices and opportunities to maximize the connection with our customers. Touchstone also runs promotional contests among its properties for goals such as number of 15 minute pro lessons in a month, email database growth and property tours.

Customer Engagement Tracking				Course Name:		Blue Rock		Month:		Mar			
	Direct Engagement								Social				
	Definitions	15 Minute Pro Sessions	Tips & Tricks Videos	GM/Sup/Chef Tours	Membership/Handi-cap Responses	League Invites	Invite to Tournament /Social Events	Range Events /Happy Hours	Creative Other Ideas	Definitions	Facebook Posts	Instagram Posts	Email Blasts
Days 1-10	# Reached (# of Phone Calls or Emails Sent)	-	-	-	-	6,814	-	6,878	-	# of Posts or Emails	4	1	2
	# Responded (Answered Phone, Email or Signed Up)	-	-	-	-	4	96	4	-	People Reached or Email Views	374	10	13,692
	Notes / Success Stories	We have a Taylor Made demo day coming up next month, our first email has received 4 signups already. The Operation-36 program is kicking off for the season with a strong 14 students, which doesn't include the 6 students registered for the advanced academy. Our creative event for March is the Leprechaun Open and we solid out quickly with 96 people!											

Leveraging Social Media

The past decade has seen the proliferation of technology for communicating with golfers and promoting tee time availability. The same can be said for the restaurant industry. Technology must be managed and used in a disciplined manner to assure maximizing the average green fee rate. We will enhance social media methods, search engine optimization, and further expand the use of technology to grow facility income and increase guest satisfaction. Touchstone has performed our standard assessment of the existing the golf course's existing social media presence. A summary of that assessment with recommendations is found below:

Digital Marketing Assessment



WEBSITE

The current website needs a considerable amount of improvement to effectively speak to customers. From experience we know that the most effective and engaging websites start with a clear navigation, apply SEO best practices, provide all relevant information and links, and most of all are current. Right now the website has out of date information and it is difficult to find the material needed to answer a user's question. Updated content is imperative. Not only can content improve your search engine rankings, bring quality visitors to your website and increase user experience, it can also help convert users into customers or advocates.

In order to enhance the website and drive more engagement we would also recommend more photos and motion graphics, which do much more than paint a pretty picture. Effectively used, images can help drive more visitors to your website, promote social sharing and ultimately help drive business goals and sales. Pictures and videos also help tell a story, and when it comes to selling memberships, story telling is everything - think about the nature of human connections for a minute. We build friendships by relating with other people, and we relate visually and emotionally.



SOCIAL MEDIA

Social media is a must for all businesses in today's digitally driven world. Social Media is about getting the right message, to the right audience – and it's not all about younger generations. Perhaps a surprising statistic, 70% of Baby Boomers are on Facebook daily; so, Facebook posts and/or ads should cater to this generation. On the other hand, Millennials love Instagram, they want to see the experience and feel a genuine connection.

When it comes to social media, we find this an area of great opportunity for Bennett Valley. First, consistency. The more consistent pictures, videos, ads and stories are posted the more exposure and relevance the accounts will have. We recommend a minimum of two posts per account, per week, which also stimulates a positive growth in SEO.

Second, we can use ads to directly target our various customer segments from toddler moms to newly retired seniors. By directly targeting our customer segments we can tailor our messages for greater engagement and traction in the market.

A local competitor, Foxtail Golf Club, has been extremely active on social media has seen amazing traction on these platforms. This course went from the verge of being shutdown, to thriving, and part of their successful strategy was using social media to promote, engage and access their customers.



GOOGLE

Bennett Valley Golf Course facilities have received good Google reviews overall. It does not appear that the course responds to their reviews on either platform. Responding to reviews is crucial in today's digital and consumer driven world. Just a simple 'like' or 'thank you', is all you need to boost Google Rankings. If negative, it's best to reach out to the customer directly and take the conversation offline. Responding to reviews will further improve search engine optimization (SEO) rankings, boost Customer engagement and encourage prospective customers. Another note is that we have very few reviews compared to local competitors. We have various tools and tactics to increase the number and rating of reviews.

One other note on reviews is that most Google pictures come from reviews. It is imperative that the businesses continually upload their own photos to drown potential unfavorable customer photos.

- **Brief description for providing golf lessons and golf carts.**

We propose to create a Golf Learning Center that will restore the junior golf club/camps, including youths in need and increase golf lessons for beginners and more advanced players. The below information focuses on our experience and a variety of programs we use at our golf courses. The program for Bennett Valley will be customized to best serve the community.

Junior Golf

Touchstone will target the area's junior golf market and encourage participation in programs and activities geared for young golfers. Our objective will be to broaden the golf facility's reach into the market and bring more young people into the game. We will also recommend a Junior Club Membership with features such as low or no-cost instruction and access to the practice facility and golf course for nominal fees.



An after-school program for youth in need or at risk is also worth consideration, to include a series of instructional and learn-to-play programs modeled after the non-profit Ace Foundation's *Ace Kids Golf* program (www.acekidsgolf.com). We will enlist volunteers from our Touchstone Golf Foundation to help run and raise funds for this program.

Touchstone leverages defined and productive introductory and intermediate level golf programs sponsored by national organizations such as the programs below. We will evaluate the best fits for the Bennett Valley Golf Course and build the introduction to golf program for youth around this framework.

OPERATION 36[®] GOLF

PGA
JUNIOR GOLF CAMPS



Not all juniors will seek to develop their games to a competitive level. However, it is important that course have programs and capabilities to facilitate a junior golfer's development. Touchstone will maintain instructional talent able to fulfill a golfer's level of potential.

the golf
junior

Adult Programs

Touchstone deploys a number of introductory golf programs for adults in addition to creating in-house programs tailored to making adult golfers comfortable learning the game. Among the programs we deploy are the following:



OPERATION 36[®] GOLF



Touchstone was selected to pilot the new National Golf Foundation "Welcome2Golf" program that was designed to get new players to the game comfortable with all facets of playing golf, not just playing ability. We successfully rolled this out at our Applewood facility recently with great success. More details of the program deployed are found below.

Our golf instruction programs always include player development programs designed for adult golfers seeking to advance their game coupled with advanced individual lesson capabilities. An example of a player development program is found below and such a program will be tailored to the needs of the Bennett Valley Golf Course. A sample is shown below.

WELCOME2GOLF
BEGINNER MEMBERSHIP
 at Applewood Golf Course!

New to the game? Score the following deals until July 31, 2019!

FREE CLINICS

Every Saturday (1 HR)

June 8 at 11:30 AM July 6 at 11:30 AM
 June 15 at 1:30 PM July 13 at 1:30 PM
 June 22 at 11:30 AM July 20 at 11:30 AM
 June 29 at 1:30 PM July 27 at 1:30 PM

LESSON PACK

3 Lessons for \$99

Every Tues and Thurs, 7-8:15 AM
 \$99 for a 3-lesson punch card.
 Includes 3 free buckets!

COURSE GUIDE

Wednesday nights

Make a tee time after 7PM and be ready for help on the course. From pace of play to rules of the game, we've got ya!

CLINIC/LESSON SIGN-UP: applewoodgc.com/lessons or 303-279-3003 ext. 25

GREEN FEES

After 7PM Nightly*

\$4 for 4-HOLE WALK (back)
\$8 for 4-HOLE RIDE (back)
\$7 for 7-HOLE WALK (front)
\$14 for 7-HOLE RIDE (front)

*4 vs. 7 holes depends on availability.

\$2 BUCKETS

any time, any day.*

Come on into the golf shop and get a SMALL BUCKET any time for only \$2 (plus tax)!

*Must be registered as Beginner Member in our database to qualify.

DEALS ON GEAR

club rentals & merch

RENTALS: Rent up to 3 clubs for free for the driving range. Rent a set for \$20 when you play.

MERCHANDISE: 10% OFF golf shop items and special orders. (For orders, ask for Rob or Cheney.)

MAKE YOUR TEE TIME: Call 303.279.3003 or stop by the golf shop!

VIRTUAL LESSONS & MORE
 Visit WELCOME2GOLF.COM for tips and videos on playing the game and swinging the club.
 Questions? Reach out to Brit: bstueven@applewoodgc.com // 303.279.3003 ext. 21

Detach & return below info to golf shop. No upfront fees! @applewoodgc f applewoodgc

Name: _____ Date: _____

Address: _____ City: _____ Zip: _____

Email: _____ Yes, I'd like to receive email offers for golf: ☐

Phone: _____ Mobile: _____ Yes, add me to the text club*: ☐

*1-4 MSGS/MONTH. REPLY STOP TO CANCEL. HELP FOR HELP. MSG&DATA RATES MAY APPLY. TERMS: SLKTJO/955

LEARNING CENTER AT RIVERWALK GOLF CLUB FLEX PROGRAM

San Diego's Best Value for Professional Golf Instruction

- Flexible monthly golf lessons
- Fun, social class with max of 6 attendees
- Golfers of all skill levels welcome
- GREEN membership included with Standard or Ultra/Friend plan + 1 large range bucket daily to encourage practice on your own time
- *\$5 one time charge for range key*
- *Boot Camp class - Play 9 holes with an instructor *extra \$18 charge*
- *Easy online scheduling through Schedulicity <https://www.schedulicity.com/scheduling/RGCSCAC>

CLASS TOPICS INCLUDE:
 Putting, Chip/Pitch
 100 yards & in, Half Swing,
 Full Swing Video Analysis,
 Fairway Woods/Hybrids,
 Body Rotation,
 3 hole play & MORE!

3 great membership options:

FLEX Tune Up ▼

\$49

per month

Access to 2 Semi-private Sessions Per Month

FLEX Standard Plan ▼

\$79

per month

Access to 4 Semi-private Sessions Per Month + Riverwalk GREEN Membership

FLEX Ultra/Friend Plan ▼

\$139

per month

Ultra: Access to Unlimited Semi-private classes
 Friend Plan Sign up with a friend, Save \$18 per month (\$18/\$32 per person) + Riverwalk GREEN Membership

Kim Harrington
Director of Player Development

ph 619-214-1179
tx 619-296-8013
kharrington@riverwalkgc.com
www.riverwalkgc.com
 1150 Fashion Valley Road • San Diego, CA 92108

Easy Sign Up!

Step 1: visit riverwalkgc.com, find the Learning Center tab on the instruction website page.

Step 2: Click "Schedule now"

Step 3: Create username and password (needed for scheduling future classes)

Step 4: Sign up for a "1st Step - Flex Enrollment" class (does NOT count towards monthly classes)

Step 5: Attend your 1st class! - After your first class, a Learning Center Teaching Professional will help assist with which membership and classes are best suited for your game.

One time initiation/application fee \$50

All Flex members receive private lessons for just \$40

Schedule Lesson with Learning Center Instructor of your choice.

For questions or more info contact Kim Harrington, Director of Player Development: kharrington@riverwalkgc.com

Providing golf carts is a standard operational component of our management including regular maintenance of the fleet to eliminate any downtime.

- **Brief description of programming ideas and innovative operating concepts for both golf and the restaurant.**

Golf Tournament and Non-Golf Event Marketing

Increasing golf tournaments and non-golf events will be a cornerstone in improving the long-term profitability of the Bennett Valley Golf Course operation. It is important that such events are actively solicited, renewed, and priced properly. Equally important is the need to schedule such events to complement the revenue stream rather than erode critical individual round revenue. For example, weekend tournaments are best held in the late morning to fill times that are of less demand and protect high demand times that can be filled by residents, course members and visitors. Since most charity events seek the lowest possible cost in order to raise the most money, generally such events can be channeled to off-peak times (e.g., Weekday afternoons). Competitive events are also very desirable given the quality of the golf course including NCGA, USGA and State qualifiers along with local men's, women's, senior's and junior golf events.

The food and beverage element for events is key to the long-term success of the Bennett Valley Golf Course operation. It is Touchstone's understanding that the restaurant venue has been closed for over 2 years. Banquet capabilities are essential to support food and beverage services for golf tournaments, but the upside is in building capabilities that serve a broad and varied type of events that extend well beyond golf-related activities. The following matrix provides an example of the scope of events to be pursued at Bennett Valley:

GOLF

Competitive Events
 Canine Golf Day
 Women in Golf Day
 Patriots Day Fundraiser
 Leagues
 Glow Ball Night Event
 Superintendents Revenge
 St. Patty's Day
 First Responders Day
 Super Big Game

PRIVATE EVENTS

Weddings & Receptions
 Tournament Groups
 Celebrations of Life
 Quinceaneras
 Bar/Bat Mitzvahs
 Birthdays
 Baby & Bridal Showers
 Business Meetings
 Fundraiser
 You Name It!

COMMUNITY

Concerts on the Green
 Sunday Brunch
 Easter Brunch & Egg Hunt
 Breakfast with Santa
 Mother's Day Brunch
 Local Club Meetings
 Wine Tasting
 Community Day
 Movie Nights
 Special Dinners
 (Valentine's Day)

A sample of two possible event communications along with a sample calendar are shown below.

Bennett Valley Golf Course

UPCOMING

EVENTS

Check Out Our Upcoming Events this Spring!

April 10 **The Green Jacket Golf Tournament**
 Reserve your spot for our 2-player Best Ball. Each team will choose a player participating in the Masters. Your selected player's Sunday score will be added to your team score.

April 17 **Easter Brunch**
 Enjoy Easter Sunday Brunch at Bennett Valley. Complete with an egg hunt and photos with the Easter Bunny!

May 8 **Mother's Day Brunch**
 Celebrate the Mom in your life with brunch at Bennett Valley. Enjoy our Mimosa Bar and golf specials!

May 17 **Twilight League Starts**
 The days are finally long enough, let's play twilight golf. This league will run all summer long, Tuesday evenings. Sign up for one night or play weekly!

For more information:
 707-528-3673 or www.bennettvalleygolf.com

Bennett Valley Golf Course

CONCERTS

On the GREEN

2022

SECOND THURSDAYS OF THE MONTH @ 5:30PM-7:30PM

JUN 9 Country **AUG 11** Rock n Roll
JUL 7 Blues **SEP 8** Classic Pop

at Bennett Valley Golf Course
 BYOC - Bring Your Own Chair
 Food & Drinks Available for Purchase

PLAY GOLF. DRINK WINE.

9 & WINE

\$40 Per Player

Includes:
 9 Hole Shotgun
 3 Wine Tastings
 Heavy Appetizers
 On Course Contests & Prizes

Featuring Local Winery St. Francis Winery & Vineyards

Friday, May 13th | 5:30pm Start

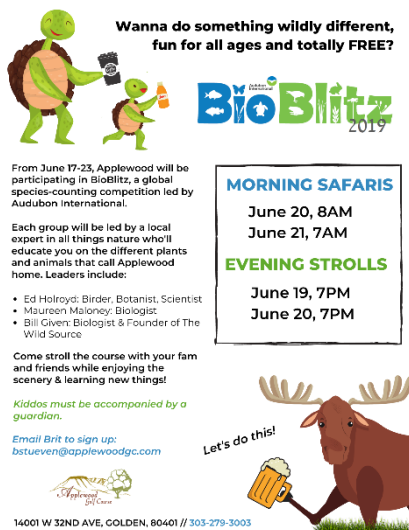
Sign Up Today! Space is Limited.
www.bennettvalleygolf.com/events
 (707)528-3673 | 3330 Yulupa Ave, Santa Rosa, CA 95405

Community Events

The Touchstone senior leadership team are highly experienced in customer and public outreach efforts. Specifically for the Bennett Valley Golf Course, Steve Argo, VP of Operations for this region will be involved in

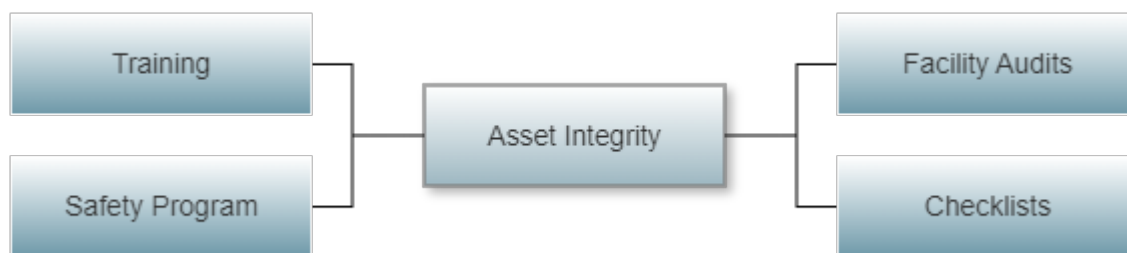
setting the expectations and execution for community outreach for the property, working closely with the General Manager of the property and Touchstone's head of Marketing, Ashley van Dissel.

The following are examples of how Touchstone Golf leverages a community golf course asset to provide activities for a wide range of non-golf activities.



- **Outline a plan for operations, management, and maintenance of the entire golf course, driving range, pro shop, maintenance buildings, all other golf course buildings, restaurant building, restaurant furnishings, golf course maintenance equipment, restaurant maintenance equipment parking lots, and material yard.**

Touchstone deploys four critical functions in maintaining our facilities and equipment. The graphic below summarizes these components and full details of each is available upon request.



We note that certain improvements are needed to the restaurant. In addition to the exterior landscape issues Touchstone will pay for, there are a number of interior items that need to be addressed including but not limited to the replacement of the floor in the walk-in cooler, drainage in the dishwash area and eventually the replacement of the carpet.

- **The operating plan will be considered draft and may be further refined upon notification to the Consultant that their proposal will be recommended for Council approval. Any modification of the operating plan may not reduce the expectations of the Scope of Services and the RFP and may not increase direct or indirect costs to the city unless requested by the City. Therefore, the operating plan is considered draft but must be comprehensive and inclusive.**

Touchstone acknowledges and agrees with the City's statement above.