

RFP IV. Required Submittals - Proposal

1. Clearly indicate whether your response includes management and operation of:
 - i. All ten (10) courses - (requiring ordinance change)
 - ii. Six up to nine (6-9) courses - (requiring ordinance change)
 - List which courses are included as part of your proposal
 - Describe how the courses selected maintains geographic diversity
 - iii. One (1) course - (no required ordinance change)
 - iv. Identify the course you are proposing to operate

Shawnee Golf Course

2. Description of the proposal: accepted proposals include lease, hybrid or concession options and should be described in detail including any financial arrangements including but not limited to revenue sharing or payments.

Our proposal is to operate Shawnee Golf Course, including the Golf (Pro) Shop, Food and Beverage Operation, Driving Range and Practice Facility, Golf Carts, and the three-hole Justin Thomas First Tee of Louisville course. We would remit greens fees to the city and 10% of the Food and Beverage, Range and Cart Fees. We would remit 1% of the golf shop merchandise sales to the City.

Additionally, we would use our non profit status to help assist the city with maintenance through donations and volunteer efforts. We have a facilities committee that meets to determine and prioritize facilities and maintenance needs and recommends to the First Tee of Louisville Board actions of financial needs for approval.

3. An operating plan or all courses contained in this proposal, clubhouses and pro shops, including but not limited to:
 - a. A detailed staffing plan including how your proposal will integrate the expertise of PGA golf professionals.
 - b. A detailed maintenance plan for all buildings and property/equipment owned by the Louisville Metro Government used to operate the golf courses.
 - c. Discuss the ability and approach to planning and implementing a repair and maintenance plan (to include improvements, repairs and cyclic maintenance) for all buildings and landscapes.
 - d. Describe the experience of the staff in the operation, use and maintenance of golf course and golf related equipment, including mowers, seeder, dressers, tractors, sprayers, spreaders, thatchers, aerifiers, sprinklers, irrigation and drainage systems, tractors and pumps. Include environmentally friendly golf course maintenance practices.
 - e. Plan for golf course maintenance standards (Exhibit C).

We currently have two PGA Golf Professionals on staff with over 30 years of combined experience at municipal, daily fee, semi-private and private club experience. Additionally, our active Board of Directors, which provides guidance and support, includes three additional PGA professionals with over 70 years of experience providing golf course related services. Our Board also includes individuals who own or have owned numerous golf courses, both private and public and individuals that are experts at maintenance and equipping of golf facilities. Our two golf professional employees that now serve as Development Director and Programming Director that have extensive management and operational experience at golf courses. One has served over 20 years as a Director of Golf or General Manager at a golf course. They have a wealth of knowledge on staffing and training, daily operations and play management.

We would use our nonprofit status to help assist the city with maintenance through donations and volunteer efforts. We have a facilities committee that meets to determine and prioritize facilities and maintenance needs and recommends to the First Tee of Louisville Board actions of financial needs for approval.

4. Financial projections for the term of the contract (January 1, 2020 - December 31, 2025)

See financial projection on following page.

5. A marketing plan indicating the plans for maximizing golf activities, including teaching, partnering, and customer service initiatives.

The First Tee of Louisville is uniquely qualified to expand both corporate and community partnerships and thus increase utilization of Shawnee Golf Course's golf course, driving range and clubhouse facility. Through our current relationships with The City of Louisville Metro Council, area foundations, corporate partners, Louisville Urban League, Jefferson County Public Schools, Kentucky Golf House and local community centers we have a wide reach and deep base from which to draw from to increase revenue and usage of this facility.

Expanded communication through our current network of partnerships and increased advertising through social media and our website will allow us to reach more potential players and customers. The First Tee of Louisville already has a strong Development and Marketing team in place and has a proven history in promotion, relationship building and sustainability. The Development and Marketing team also has an established relationship with many of the radio and television media outlets to advertise and increase awareness of events and services to the community. We not only have the ability to make tee times on-line through Proshop Tee Times, but also will offer an option to book tee times through our interactive website to make course access more convenient. An additional feature that ProShop Tee Times offers is Semi-Automated Email Marketing. The system analyzes the tee-sheet and will notify the golf professional if course utilization is below average on any day and will ask if a predefined promotional email should be sent to every player in the database to stimulate play for that day. The First Tee of Louisville a trusted brand and deeply connected within our community. By promoting that golf is for everyone and everyone is welcome through our social media and advertising campaigns, we can successfully grow the game and increase facility utilization.

The First Tee of Louisville also has an advantage in bringing corporate outings to Shawnee Golf Course through our long-standing relationships with corporations and businesses in the Louisville area. We also have 33 engaged members on our Board of Directors that will promote Shawnee Golf Course through business and personal contacts. With Shawnee's practice area being the home of the Justin Thomas Youth Course and offering a large driving range with a putting green, and emphasis will be placed on expanding our Golf and Life Skills Programs and developing clinics, group and private instruction for men, women and youth. Our customer base not only comes from the Shawnee neighborhoods, but due to our existing programs, across Louisville and Southern Indiana.

The clubhouse is perfect for entertaining guests attending outings and clinics where we can present information on The First Tee of Louisville, Shawnee Golf Course activities and upcoming events. This also gives the facility an advantage in building community relations and brand awareness.

Beginner and Grow the Game Programs

- To lessen the expense of playing golf and to introduce more beginners to the game of golf. Shawnee Golf Course would offer the "No Clubs, No Golf Balls - No Problem" program. Pay a regular greens fee and we include a golf bag, clubs, balls and tees at no additional cost.
- In an effort to make golf more fun and increase pace of play, we would designate certain times during the day as "Fairway Only" time. The idea would be that players utilizing the course during this period would bring their balls back to the fairway regardless of if their shots went in the woods, rough, out of bounds or in the water.
- To encourage more young people to play we would offer small Bluetooth speakers with cart rentals. This would make Shawnee Golf Course more appealing to the younger demographic.
- To increase range usage, we will add more attractive and fun targets for players to try to hit.

	2020 FY		2021 FY		2022 FY		2023 FY		2024 FY		2025 FY	
	Less	Net	Less	Net	Less	Net	Less	Net	Less	Net	Less	Net
	Metro		Metro		Metro		Metro		Metro		Metro	
Carts	\$178,000	\$160,200	\$183,340	\$18,334	\$165,006	\$18,884	\$169,956	\$194,505	\$175,055	\$200,341	\$206,351	\$20,635
Food Bev	\$107,000	\$96,300	\$110,210	\$11,021	\$99,189	\$113,516	\$116,922	\$111,692	\$105,230	\$120,429	\$124,042	\$12,404
Merch	\$40,000	\$39,600	\$41,200	\$412	\$40,788	\$42,436	\$42,012	\$43,709	\$43,272	\$45,020	\$44,570	\$464
Range	\$15,000	\$13,500	\$15,450	\$1,545	\$13,905	\$15,914	\$14,322	\$16,391	\$14,752	\$16,883	\$15,194	\$1,739
Total	\$340,000	\$309,600	\$350,200	\$31,312	\$318,888	\$360,706	\$328,455	\$371,527	\$338,308	\$382,673	\$394,153	\$35,242
Expenses												
Food Bev	\$58,850	\$58,850	\$60,616		\$60,616	\$62,434	\$62,434	\$64,307	\$64,307	\$66,236	\$68,223	\$68,223
Merch	\$20,000	\$20,000	\$20,600		\$20,600	\$21,218	\$21,218	\$21,855	\$21,855	\$22,510	\$23,185	\$23,185
Carts	\$49,840	\$49,840	\$51,335		\$51,335	\$52,875	\$52,875	\$54,462	\$54,462	\$56,095	\$57,778	\$57,778
Insurance	\$14,000	\$14,000	\$14,420		\$14,420	\$14,853	\$14,853	\$15,298	\$15,298	\$15,757	\$16,230	\$16,230
Equipment	\$4,000	\$4,000	\$2,000		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Range picker	\$2,000	\$2,000	\$500		\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Clubhouse Employees	\$100,000	\$100,000	\$103,000		\$103,000	\$106,090	\$106,090	\$109,273	\$109,273	\$112,551	\$115,927	\$115,927
sales tax	\$27,000	\$27,000	\$27,810		\$27,810	\$28,644	\$28,644	\$29,504	\$29,504	\$30,389	\$31,300	\$31,300
Net	\$64,310	\$33,910	\$69,919		\$38,607	\$72,092	\$39,841	\$74,330	\$41,111	\$76,635	\$79,009	\$43,767
Rounds	20,000		20,000			20,000		20,000		20,000		

6. A proposal of revenue sharing plan

We would remit greens fees to the city and 10% of the Food and Beverage, Range and Cart Fees. We would remit 1% of the golf shop merchandise sales to the City.

Additionally, we would use our nonprofit status to help assist the city with maintenance through donations and volunteer efforts. We have a facilities committee that meets to determine and prioritize facilities and maintenance needs and recommends to the First Tee of Louisville Board actions of financial needs for approval.

7. A plan for capital improvements and other investments

We would use our nonprofit status to help assist the city with maintenance through donations and volunteer efforts. We have a facilities committee that meets to determine and prioritize facilities and maintenance needs and recommends to the First Tee of Louisville Board actions of financial needs for approval.

8. A plan for diverse programming, attractive to a broad base spectrum of the community, to include but not limited to: golf clinics, golf lessons, special events and growth of the "game" initiatives. Describe specific programs, plans, etc. that will ensure affordable, accessible golf will be made available to historic user groups (to include underserved communities, youth, etc.).

The First Tee of Louisville utilizes golf as a conduit to teach our Life Skills Programs, so providing golf instruction, clinics and group lessons is one of our strengths. Also, prior to joining our staff, our two golf professionals have years of experience in developing annual golf instruction plans for individuals, groups and offering clinics to juniors and adults. Part of our plan to "grow the game" is to engage the community by also offering family, parent, girls only and ladies clinics and programs to our instructional schedule. We currently offer a Girls Only! Golf and Life Skills program lead by women coaches and volunteers. This program has seen significant growth since it was launched in 2018 and has gained national recognition with other chapters.

The First Tee of Louisville can offer diverse programming at Shawnee Golf Course with our community and corporate partnerships. We have long-standing relationships with the Louisville Urban League, Metro Parks Community Centers, Volunteers of America, Boys and Girls Club of Kentuckiana, Boy Scouts of America, Girl Scouts of America and many other organizations. We will offer services and events that will benefit the community centers, churches and groups in neighborhoods surrounding the Shawnee Golf Course. This is an area of great potential for Shawnee Golf Course and a strength of The First Tee of Louisville.

Beginner and Grow the Game Programs

- To lessen the expense of playing golf and to introduce more beginners to the game of golf. Shawnee Golf Course would offer the "No Clubs, No Golf Balls - No Problem" program. Pay a regular greens fee and we include a golf bag, clubs, balls and tees at no additional cost.
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- To encourage more young people to play we would offer small Bluetooth speakers with cart rentals. This would make Shawnee Golf Course more appealing to the younger demographic.
- To increase range usage, we will add more attractive and fun targets for players to try to hit.

9. A community engagement plan that will honor and respect the history of community partnerships through tournaments and sponsorships and explores other ways to support the local community in which the course is located.

The First Tee of Louisville has a community engagement plan at Shawnee Golf Course with our community and corporate partnerships. We have long-standing relationships with the Louisville Urban League, Metro Parks Community Centers, Volunteers of America, Boys and Girls Club of Kentuckiana, Boy Scouts of America, Girl Scouts of America and many other organizations. We will offer services and events that will benefit the community centers, churches and groups in neighborhoods surrounding the Shawnee Golf Course. This is an area of great potential for Shawnee Golf Course and a strength of The First Tee of Louisville.

The First Tee of Louisville is uniquely qualified to expand both corporate and community partnerships. Through our current relationships with The City of Louisville Metro Council, area foundations, corporate partners, Louisville Urban League, Jefferson County Public Schools, Kentucky Golf House and local community centers we have a wide reach and deep base from which to support the local community.

The First Tee of Louisville already has a strong Development and Marketing team in place and has a proven history in promotion, relationship building and sustainability. The Development and Marketing team also has an established relationship with many of the radio and television media outlets to advertise and increase awareness of events and services to the community. The First Tee of Louisville a trusted brand and deeply connected within our community. By promoting that golf is for everyone and everyone is welcome through our social media and advertising campaigns, we can successfully increase facility utilization and support the local community.

The First Tee of Louisville also has an advantage in bringing corporate outings to Shawnee Golf Course through our long-standing relationships with corporations and businesses in the Louisville area. With Shawnee's practice area being the home of the Justin Thomas Youth Course and offering a large driving range with a putting green, and emphasis will be placed on expanding our Golf and Life Skills Programs and developing clinics, group and private instruction for men, women and youth. Our customer base not only comes from the Shawnee neighborhoods, but due to our existing programs, across Louisville and Southern Indiana.

The clubhouse is perfect for entertaining guests attending outings and clinics where we can present information on The First Tee of Louisville, Shawnee Golf Course activities and upcoming events. This also gives the facility an advantage in building community relations and brand awareness.

The First Tee of Louisville utilizes golf as a conduit to teach our Life Skills Programs, so providing golf instruction, clinics and group lessons is one of our strengths. Part of our plan to "grow the game" is to engage the community by also offering family, parent, girls only and ladies clinics and programs to our instructional schedule. We currently offer a Girls Only! Golf and Life Skills program lead by women coaches and volunteers. This program has seen significant growth since it was launched in 2018 and has gained national recognition with other chapters.

10. A plan to increase rounds, utilization of the courses.

The First Tee of Louisville is uniquely qualified to expand both corporate and community partnerships and thus increase utilization of Shawnee Golf Course's golf course, driving range and clubhouse facility. Through our current relationships with The City of Louisville Metro Council, area foundations, corporate partners, Louisville Urban League, Jefferson County Public Schools, Kentucky Golf House and local community centers we have a wide reach and deep base from which to draw from to increase revenue and usage of this facility.

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The First Tee of Louisville can increase rounds and utilization of Shawnee Golf Course with our community and corporate partnerships. We have long-standing relationships with the Louisville Urban League, Metro Parks Community Centers, Volunteers of America, Boys and Girls Club of Kentuckiana, Boy Scouts of America, Girl Scouts of America and many other organizations. We will offer services and events that will benefit the community centers, churches and groups in neighborhoods surrounding the Shawnee Golf Course. This is an area of great potential for Shawnee Golf Course and a strength of The First Tee of Louisville.

11. A customer service plan including Internet-based and mobile application tee-time reservations and pace-of-play improvement strategies.

We not only have the ability to make tee times on-line through Proshop Tee Times, but also will offer an option to book tee times through our interactive website to make course access more convenient.

Our golf professionals have grown participation in men's, women's and junior golf leagues and programs at every facility at which they have served. Each group or league requires promotion, attention to details and staff interaction to ensure satisfaction. The golf course staff is a large reason people return to play and book outings, leagues and groups. Our team has over 25 years of experience in hiring, training and customer service. With Shawnee's practice area being the home of the Justin Thomas Youth Course and offering a large driving range with a putting green, and emphasis will be placed on expanding our Golf and Life Skills Programs and developing clinics, group and private instruction for men, women and youth. Our two golf professionals have years of experience in developing annual golf instruction plans for individuals, groups and offering clinics to juniors and adults. Part of our plan to "grow the game" is to engage the community by also offering family, parent, girls only and ladies clinics and programs to our instructional schedule.

The clubhouse is an extremely important revenue driver at any golf course, especially because it's the first contact for all golfers. Customer communications are of paramount importance to the golf industry. We must make the golfing experience one to remember in a positive way by doing some of the things listed:

- Build rapport with your customers.
- Treat every customer with the same level of service.
- Advertise on Facebook/Pay close attention to customer feedback.
- Hire employees with excellent people skills.
- Don't make false promises or guarantees.
- Start a Frequent Player program.
- Show off your staff-Posting pictures of your staff online and in Clubhouse.
- Staff Apparel- Make sure staff is dressed uniformed.
- Promote specials and deals with text messaging.

The pace of play problem is complex and the result of an interaction of many factors. There is no silver bullet to solve the problem. It will take a comprehensive approach to make any progress. Here are a few ideals to have a good Pace of Play:

- Encourage players to play a ready golf format.
- Post Pace of Play Player Responsibilities in all areas of clubhouse.
- Ensure payers start on time.
- Encourage players play from correct tees according to their paying ability.

12. A fee structure for each course to ensure access while balancing dynamic pricing.

Dynamic pricing is raising or lowering price with the fluctuations of demand.

It's a relatively new concept to the golf industry but one which benefits the golfer in many ways, including great golf discounts and tee time deals for more flexible players. Dynamic pricing uses a combination of season, day, time, and weather to determine tee time prices.

Prices are determined based on a unique combination of factors, including the season, the day of the week, the time of the day, and the expected weather. Setting a base price for their service as accurately as possible in advance. The goal is to generate maximum revenue by adjusting price to meet demand.

By adding a dynamic pricing software this would allow us to get a better understanding of when and how much to discount or raise golf fees. Factors that will impact the rate fluctuation include weather, time and day of play and customer demand.

13. Description of food and beverage operations (hours of operation and policies/procedures for sale of alcoholic beverages).

Our team has over 15 years of experience managing both small-scale grills to larger food and beverage operations. We also have experience in buying plans, menu development, portion and inventory control.

Hours of operation for the golf course and food and beverage sales would be based on the sunrise/sunset table for the Louisville geographic area. Food, non-alcoholic and alcoholic beverages would be sold anytime the facility is open. The exception to this would be alcohol would only be sold after 1:00pm on Sunday. Any staff member selling alcoholic beverages would need to be trained by management and also be 20 years and 1 day of age to serve. For safety reasons no beverages in glassware would be sold or allowed on the facility property.

Hours of Operation

January	7:30am to 6:00pm
February	7:30am to 6:00pm
March	7:30am to 7:30pm * Based on time change.
April	7:30am to 7:30pm
May	7:00am to 8:30pm
June	6:30am to 9:30pm
July	6:30am to 9:30pm
August	6:30am to 9:30pm
September	7:00am to 8:30pm
October	7:30am to 7:30pm
November	7:30am to 6:00pm * Based on time change.
December	7:30am to 6:00pm

14. Plan to operate and maintain a fleet of carts adequate to respond to demand for public rental.

Our team has over 15 years of experience in negotiating golf fleet contracts and offering the best number and style of golf carts for the facility's needs. We also have over 30 years of experience in golf cart maintenance and staff training to ensure our customers have a safe and enjoyable experience. We will contact the representatives from E-Z-Go, Yamaha and Club Car golf cars and negotiate a lease contract to maximize profitability and course utilization. Golf car leases can be customized, such as length and payment structures, based on the facility's needs, level of play and seasonal usage.

15. The successful Proposer shall clearly state if it is proposing to subcontract any of the work herein. List any subcontracting disciplines needed to provide any and all requirements of this RFP and identify all subcontractors and describe what portions of the requirements they would perform along with their experience, qualifications, and capabilities to provide the specified services. The successful Proposer assumes full liability for the performance of all subcontractors.

We do not anticipate using subcontractors

RFP III. Required Submittals - General

1. A general overview and history of your company, number of years in business number of employees, corporate headquarters location, names of the firm's chief officers, and where you do business.

The First Tee is an international youth development organization whose mission is to positively impact the lives of young people by providing educational programs that build character, instill life-enhancing value and promote healthy choices through the game of golf. In 2005, The First Tee of Louisville became the 200th chapter of The First Tee and began delivering Golf and Life Skills to young people at Shawnee Golf Course. Our Chapter is completely self-sufficient, we do not receive any funding from the national First Tee organization, nor do we support them financially. We seek a community in which all kids, regardless of background, have available to them the equipment, golf course and range access, and comprehensive instruction - both on the course and in the classroom- needed to develop the necessary skills for success for life. The First Tee of Louisville shapes kids from all walks of life by introducing them to the values inherent in the game of golf. Independent research from a five-year longitudinal study concluded that the programs delivered through The First Tee instill Life Skills and Core Values in youth participants. The First Tee of Louisville offers a range of programs for young people of all abilities through the spring, summer and fall at Shawnee, Seneca, Long Run, Quail Chase & Bobby Nichols Golf Courses. The First Tee of Louisville also has active programs in nine Jefferson County Public Schools with in-school programing. Our D.R.I.V.E. (Develops Rewarding Inspiring Values for Everyone) program in 8 JCPS Communities in School's locations targeting middle school students with out-of-school time programing.

We are entering our fifteenth year of offering programs to the youth in our community. Our main office is located at Shawnee Golf Courses. We have four full-time employees, an Executive Director, Program Director, Life Skills Coach, Development Director and a part time Operations Director.

Our Board consists of 32 Directors, plus our Executive Director (D'Shawn Johnson) and President, and is close to the race/ethnicity diversity that exists in Louisville. The occupations of our Directors are numerous and wide-ranging, from accounting, legal, architecture, golf professionals, business men and women, government, manufacturing, education, engineering, sales, non-profits, medical and insurance.

Other First Tee chapters across the country operate golf courses.

2. A statement of any certifications and relevant licenses held by your company.

Independent Chapter of The First tee
Two PGA professionals on staff
Three PGA professionals on our Board
First Tee certified Coaches

3. A general overview of your company's experience and qualifications in providing golf-course- related services for similar customers with emphasis on municipal golf courses. Include information on golf course entities currently under contract with your firm as well as experience:

- i. managing and operating a golf course(s)
- ii. providing golf instruction
- iii. providing and selling golf merchandise and services
- iv. operating food and beverage services
- v. managing, operating and maintaining fairways, greens, tees and paths and irrigation and drainage systems
- vi. personnel management
- vii. operating and maintaining a fleet of carts adequate to respond to demand for public rental
- viii. working co-operatively with men's, women's and youth clubs/First Tee programs
- ix. maintaining and enhancing community partnerships with non-profits and other service organizations

We currently have two PGA Golf Professionals on staff with over 30 years of combined experience at municipal, daily fee, semi-private and private club experience. Additionally, our active Board of Directors, which provides guidance and support, includes three additional PGA professionals with over 70 years of experience providing golf course related services. Our Board also includes individuals who own or have owned numerous golf courses, both private and public and individuals that are experts at maintenance and equipping of golf facilities.

- i. We are fortunate to have two PGA golf professional employees that now serve as Development Director and Programming Director that have extensive management and operational experience at golf courses. One has served over 20 years as a Director of Golf or General Manager at a golf course. They have a wealth of knowledge on staffing and training, daily operations and play management.
- ii. The First Tee of Louisville utilizes golf as a conduit to teach our Life Skills Programs, so providing golf instruction, clinics and group lessons is one of our strengths. Also, prior to joining our staff, our two golf professionals have years of experience in developing annual golf instruction plans for individuals, groups and offering clinics to juniors and adults. Part of our plan to "grow the game" is to engage the community by also offering family, parent, girls only and ladies clinics and programs to our instructional schedule. We currently offer a Girls Only! Golf and Life Skills program lead by women coaches and volunteers. This program has seen significant growth since it was launched in 2018 and has gained national recognition with other chapters.
- iii. Our employed golf professionals and Board members have over 75 years of experience in formulating buying plans that fit the golf courses clientele best and staff training to offer the best customer service possible. Our organization has been purchasing golf equipment and other golf related items for over 14 years. We also have relationships and established accounts with a great assortment of golf merchandise vendors. The golf shop merchandise will properly appeal to all customers and we will utilize vendors that offer the best return on our investment. The First Tee of Louisville is in a unique position to also be the local authority and equipment expert on junior golf supplies.
- iv. Our team has over 15 years of experience managing both small-scale grills to larger food and beverage operations. We also have experience in buying plans, menu development, portion and inventory control.
- v. Our team also has over 15 years of experience supervising the maintenance staff at other golf courses. Agronomy, golf course maintenance and grounds care is part of the PGA of America training, and we have two golf professionals on staff. The golf course and driving range are a priority of any facility and the product must be at its best and all maintenance done within budget.
- vi. While a golf course's condition plays a part in success, the staff is also a large reason people return to play and book outings, leagues and groups. Our team has over 25 years of experience in hiring, training and customer service.
- vii. Our team has over 15 years of experience in negotiating golf fleet contracts and offering the best number and style of golf carts for the facility's needs. We also have over 30 years of experience in golf cart maintenance and staff training to ensure our customers have a safe and enjoyable experience.

- viii. The First Tee of Louisville continues to grow and expand our reach with the youth in our community, so youth golf a significant strength. Our golf professionals have grown participation in men's, women's and junior golf leagues and programs at every facility at which they have served. Each group or league requires promotion, attention to details and staff interaction to ensure growth.
- ix. The First Tee of Louisville can significantly grow revenue and business at Shawnee Golf Course with our community and corporate partnerships. We have long-standing relationships with the Louisville Urban League, Metro Parks Community Centers, Volunteers of America, Boys and Girls Club of Kentuckiana, Boy Scouts of America, Girl Scouts of America and many other organizations. We will offer services and events that will benefit the community centers, churches and groups in neighborhoods surrounding the Shawnee Golf Course. This is an area of great potential for Shawnee Golf Course and a strength of The First Tee of Louisville.

4. Examples of quarterly and annual reports enabling the LMPR to measure efficiency and productivity of the operator. At a minimum, the reports should include the number of rounds played, net receipts, expenses and wages.

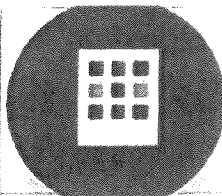
The point of sales system, ProShop Tee Times will generate and produce daily, weekly, monthly, quarterly, and annual reports. These reports can be customized and will track anything we could need. This includes rounds, sales, course utilization, sales tax, and inventory. This system is currently used at all Metro Parks courses.

5. Documentation of financial capacity sufficient to start up and sustain operations, including staffing, maintenance and use of equipment, stocking concession areas, capital improvements or investments, purchasing and maintaining required types and amounts of insurance.

The First Tee of Louisville has cash of \$167,186 with no debt or liabilities. This is sufficient capital to start up and sustain operations. See next page for bank statement.

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My Accounts Summary

**Don't have an enrolled mobile number with PNC?****Need to change your mobile number with PNC?**[Learn More »](#)

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Account List

▼ Deposit Accounts

	Account Type	Account Number	Balance ⓘ	Available ⓘ
Non-Profit Checking	Checking	[REDACTED]	\$1,449.62	\$869.10
Non-Profit Checking	Checking	[REDACTED]	\$135,674.23	\$135,519.27
Business Premium Money Market	Savings	[REDACTED]	\$30,062.00	\$30,062.00
Deposit Account Totals:			\$167,185.85	\$166,450.37

▼ Credit Card Accounts

	Account Number	Balance ⓘ
Visa Business	[REDACTED]	\$1,880.25
Visa Business	[REDACTED]	\$1,880.26

Add
Det
Mol
Onl
Acc
Onl
Ove
PNC
Onl

PNC Purchase Payback

**Select account to see available offers**

Visa® Debit Card [REDACTED] ▼

**1-800
FLOWER**

New!

**fuboTV
Score \$15**

New!

**Mr.
Gatti's**

New!

**Pottery
Barn
Kids.**

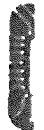
New!

**Mimi's
Bistro**

New!

Total Offers: 23 (23 new)[See All Offers](#)

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6. For corporations and partnerships, provide audited financial statements for the previous two fiscal years including the notes to the statements or similar explanatory material. If you are unable to provide audited statements, please provide an explanation. Financial statements should be provided for the Proposer AND all parent companies. Personal financial statements must be provided for any owners of a sole proprietorship or general partners within a partnership.

As a non profit we do not have audited financial statement. However, we have sufficient cash to cover start up and sustain operations. See financial statement on following page.

Youth Golf Coalition, Inc.

STATEMENT OF FINANCIAL POSITION

As of October 21, 2019

	TOTAL	
	AS OF OCT 21, 2019	AS OF OCT 21, 2018 (PY)
ASSETS		
Current Assets		
Bank Accounts		
00-1001 Cash - Checking Account	123,476.41	109,237.34
00-1002 Cash - ATM Card	1,406.41	303.96
00-1003 Cash - Money Market Account	30,062.00	30,031.79
00-1004 Petty Cash	813.00	813.00
Total Bank Accounts	\$155,757.82	\$140,386.09
Other Current Assets		
00-1200 Accounts Receivable - Other	26,880.40	21,646.44
00-1201 Pledge Receivable - Board	12,950.00	7,950.00
00-1301 Prepaid Expenses	16,265.21	9,233.54
00-1302 Other Current Assets	821.00	202.00
Total Other Current Assets	\$56,916.61	\$39,031.98
Total Current Assets	\$212,674.43	\$179,418.07
Fixed Assets		
00-1500 Property and Equipment		
00-1501 Golf Equipment	26,200.00	26,200.00
00-1502 Furniture and Fixtures	7,045.60	7,045.60
00-1503 Leasehold Improvements	144,952.18	144,952.18
00-1504 Construction in Progress	0.00	0.00
00-1505 Vehicles	58,724.34	43,724.34
00-1511 A/D - Golf Equipment	-26,200.00	-26,200.00
00-1512 A/D - Furniture and Fixtures	-7,045.60	-7,045.60
00-1513 A/D - Leasehold Improvements	-144,310.80	-134,127.62
00-1514 A/D - Vehicles	-43,430.08	-36,136.12
Total 00-1500 Property and Equipment	15,935.64	18,412.78
Total Fixed Assets	\$15,935.64	\$18,412.78
TOTAL ASSETS	\$228,610.07	\$197,830.85
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Other Current Liabilities		
00-2000 Accounts Payable	0.00	34,772.50
00-2102 Payroll Taxes Payable	0.00	0.00
00-2201 Other Accrued Expenses	0.00	0.00
00-2300 Deferred Revenue	69,539.00	0.00
Total Other Current Liabilities	\$69,539.00	\$34,772.50
Total Current Liabilities	\$69,539.00	\$34,772.50
Total Liabilities	\$69,539.00	\$34,772.50
Equity		

	TOTAL	
	AS OF OCT 21, 2019	AS OF OCT 21, 2018 (PY)
00-3000 Unrestricted Net Assets	233,812.06	233,812.06
00-3100 Temporarily Restricted Net Assets	16,718.92	14,780.00
UNUSED	-126,943.42	-112,306.00
Net Revenue	35,483.51	26,772.29
Total Equity	\$159,071.07	\$163,058.35
TOTAL LIABILITIES AND EQUITY	\$228,610.07	\$197,830.85

Youth Golf Coalition, Inc.

STATEMENT OF ACTIVITY

January 1 - October 21, 2019

	TOTAL	
	JAN 1 - OCT 21, 2019	JAN 1 - OCT 21, 2018 (PY)
Revenue		
Billable Expenditure Revenue	100.00	
Fundraising Income		
05-4200 Grant Revenue		
05-4203 Foundation and Association Grants	91,500.00	16,500.00
05-4205 Non-Profit Revenue		1,130.00
Total 05-4200 Grant Revenue	91,500.00	17,630.00
05-4300 Corporate Contributions		
05-4301 Corporate Contributions - Unrestricted	17,092.89	42,817.64
Total 05-4300 Corporate Contributions	17,092.89	42,817.64
05-4400 Individual Contributions		
05-4401 Individual Contributions - Board	27,705.00	28,050.00
05-4402 Individual Contributions - Other	16,256.20	32,901.69
Total 05-4400 Individual Contributions	43,961.20	60,951.69
05-4500 Other Fundraising Income		4,800.00
05-4501 Golf Outings and Events LOTL	14,546.00	14,000.00
05-4503 First Tee Annual Golf Shamble	45,455.00	52,151.93
05-4504 Tales of the Tin Cup Event	3,000.00	35,100.00
05-4505 Ryder Cup License Plate Revenue		5,420.00
Total 05-4500 Other Fundraising Income	63,001.00	111,471.93
Total Fundraising Income	215,555.09	232,871.26
Participant Fees	244.75	
05-4000 Participant Fees	22,973.12	18,269.55
03-4001 Participant Fees - Affiliates	81.93	
Total 05-4000 Participant Fees	23,055.05	18,269.55
05-4101 Other Event Income	4,580.00	
Total Participant Fees	27,879.80	18,269.55
Uncategorized Revenue	22.30	
Total Revenue	\$243,557.19	\$251,140.81
Cost of Goods Sold		
05-6000 Operating Expenses		
05-6004 Operating - Communications and Marketing		200.00
05-6005 Operating - Depreciation Expense	10,492.38	13,969.52
05-6006 Operating - Vehicle Expenses	3,973.49	3,144.38
05-6009 Operating - Donations	100.00	
Total 05-6000 Operating Expenses	14,565.87	17,313.90
05-7000 Education Expenses		
01-7001 Education - Instructor Expense (Shawnee)	1,180.00	1,380.00
01-7011 Education - Golf Course Access Fees (Shawnee)	378.50	
02-7001 Education - Instructor Expense (Seneca)		0.00
02-7011 Education - Golf Course Access Fees (Seneca)		-33.63

	TOTAL	
	JAN 1 - OCT 21, 2019	JAN 1 - OCT 21, 2018 (PY)
04-7017 Education - Training Expenses (Ft. Knox)	59.97	
04-7018 Education - Training Expense Travel Costs (Ft. Knox)	1,712.18	
05-7001 Education - Instructor Expense (Admin)	140.00	
05-7002 Education - Instructor Expense (In School)	465.00	3,085.92
05-7003 Education - Program Manager Salary	12,597.73	10,859.41
05-7004 Education - Golf and Lifeskills Coach Salary	19,042.04	25,523.07
05-7006 Education - Payroll Taxes Program Manager		5,054.24
05-7007 Education - Payroll Taxes Golf and Lifeskills Coach	28,081.37	19,101.82
05-7008 Education - Professional Fees	75.00	
05-7012 Education - Teaching Aids and Supplies	372.49	992.36
05-7013 Education - Supplies and Printing Expense	517.98	266.73
05-7014 Education - Session Food and Entertainment	1,045.90	92.48
05-7015 Education - Golf Equipment (Golf Clubs and Bags)	1,111.55	5,943.09
05-7016 Education - Golf Equipment (Clothing)	457.51	1,456.45
05-7017 Education - Training Expenses	810.00	590.34
05-7018 Education - Training Expense Travel Costs	4,331.99	3,803.84
05-7021 Education - Technology	100.00	
05-7022 Education - Transportation		461.46
05-7026 Education - NSP Expense	26.59	1,814.86
Total 05-7000 Education Expenses	72,505.80	80,392.44
Total Cost of Goods Sold	\$87,071.67	\$97,706.34
GROSS PROFIT	\$156,485.52	\$153,434.47
Expenditures		
05-8000 Fundraising Expenses		
05-8001 Fundraising - Salary and Wages	34,464.02	35,591.51
05-8003 Fundraising - KDF Event	3,000.00	
05-8004 Fundraising - Golf Outings and Events	8,783.09	13,591.22
05-8005 Fundraising - General Marketing	5,782.48	1,561.49
05-8006 Fundraising - Non-Golf Events	6,797.75	3,745.64
05-8007 Fundraising - Meals and Entertainment	1,088.68	1,799.28
05-8008 Fundraising - Annual Fund Expense	50.00	
05-8009 Fundraising - First Tee Golf Shamble Expenses	1,552.21	15,970.72
05-8010 Fundraising - Tales of the Tin Cup Event Expenses	31.00	2,479.87
05-8011 Fundraising - In-Kind Expenses		75.00
Total 05-8000 Fundraising Expenses	61,549.23	74,814.73
05-9000 Management and General Expenses		
05-9001 Management - Salary and Wages	35,273.32	30,348.97
05-9002 Management - Supplies	1,640.84	1,217.69
05-9003 Management - Meals and Entertainment	991.95	407.02
05-9004 Management - Postage	353.50	442.76
05-9005 Management - Bank Fees	59.00	179.80
05-9006 Management - Credit Card Fees	1,518.21	867.80
05-9007 Management - Dues and Subscriptions		95.40
05-9008 Management - Insurance	9,516.15	7,267.92
05-9009 Management - Accounting Fees	3,584.75	3,585.29
05-9010 Management - Telephone Expense	1,239.68	1,492.44
05-9011 Management - Volunteer Background Checks	192.00	354.58
05-9012 Management - Technology Expense	5,093.06	4,674.72

	TOTAL	
	JAN 1 - OCT 21, 2019	JAN 1 - OCT 21, 2018 (PY)
05-9013 Management - Miscellaneous	22.50	1,091.52
Total 05-9000 Management and General Expenses	59,484.96	52,025.91
Total Expenditures	\$121,034.19	\$126,840.64
NET OPERATING REVENUE	\$35,451.33	\$26,593.83
Other Revenue		
05-4900 Other Miscellaneous Revenue		
05-4901 In-Kind Revenues		75.00
05-4902 Interest Income	20.18	22.46
05-4904 First Tee Merchandise Sales	12.00	
05-4905 Other Miscellaneous Revenue		81.00
Total 05-4900 Other Miscellaneous Revenue	32.18	178.46
Total Other Revenue	\$32.18	\$178.46
NET OTHER REVENUE	\$32.18	\$178.46
NET REVENUE	\$35,483.51	\$26,772.29

7. Describe the method to be used to ensure accountability and tracking for all revenues generated at the golf courses.

The point of sales system, ProShop Tee Times will generate and produce daily, weekly, monthly, quarterly, and annual reports. These reports can be customized and will track anything we could need. This includes rounds, sales, course utilization, sales tax, and inventory. This system is currently used at all Metro Parks courses.

8. Identify restrictions in the current ordinance that may prohibit the proposal from achieving its stated goal.

None

9. Three (3) professional references that can speak to your ability to meet the requirements set forth in this RFP.
For each reference, please include: Name, title, company, phone number, email address.

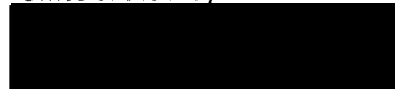
Craig Hiebert
PGA Professional
Quail Chase Golf Course



Kevin Greenwell
PGA Professional
Seneca Golf Course



Marty Storch
Director of Special Projects
Office of the Mayor



A plan for capital improvements and other investments

We would use our nonprofit status to help assist the city with maintenance through donations and volunteer efforts. We have a facilities committee that meets to determine and prioritize facilities and maintenance needs and recommends to the First Tee of Louisville Board actions of financial needs for approval.

In addition to the above we have included in the financial projections spending on operations equipment \$6,000 in the first year and \$2,500 in years after.