

Letter of Transmittal

To Whom It May Concern:

I, George "Moe" Demling would like to bid on the position of Head Golf Professional at Long Run Golf Course, 1605 Flat Rock Road, Louisville, KY 40245. Please accept this proposal for RFP#200034.

The following proposal outlines my qualifications for this position. I have followed the outline of the RFP to most clearly respond to each item. Financial information, letters of recommendation, and photographs, are also enclosed.

Sincerely,

George "Moe" Demling

Qualifications

The following is a comprehensive history of my work experience and achievements as a Golf Professional:

Experience

2005 - present	Long Run Golf Course-Louisville, KY Head Golf Professional
1997 - 2005	Seneca Golf Course - Louisville, KY Head Golf Professional
1968 - 1997	Shawnee Golf Course - Louisville, KY Head Golf Professional
1967 - 1968	Oakwood Country Club - Cleveland, OH Assistant Golf Professional
1966 - 1967	Midland Trail Golf Course - Louisville, KY Assistant Golf Professional

Skills and Abilities

- Interact with the public on a daily basis to coordinate leagues, scrambles, and schedule open play. This requires effective communication and professional relations skills.
- Work closely with local charitable organizations such as Family Place, Community Health Trust, and Trinity High School to coordinate major tournament events on an annual basis.
- 51 years of experience working closely with City of Louisville Metro Parks golf maintenance personnel to insure proper maintenance of the golf course. This is accomplished through weekly surveys of the course and regular meetings with the course superintendent to discuss any issues, plan future growth and often provide manual labor on the golf course.
- Interact effectively with City of Louisville Metro Parks Department on an ongoing basis regarding daily operations of Long Run Golf Course. This includes collecting daily reports and making regular deposits to the Metro Parks' bank account.
- Oversee Pro Shop and provide merchandise and concessions for consumers. I work with local representatives to keep current merchandise such as balls, hats, clubs and gloves in stock. I have also invested in ice machines, soda dispensers, refrigeration, and various ovens to provide food and drink options to customers.
- Over 52 years of experience in golf instruction, offering adult and junior lessons on both an individual and group basis. Some of the notable golfers I have instructed over the years include:
 - Fuzzy Zoeller
 - Jodie Mudd
 - Eddie Mudd
 - Mike Perpich
 - John Baas
 - Paul Schuchard

- Mark Kemper
 - Marty Storch
 - Brendon Doyle
 - Drew Doyle
- I have always been actively involved with developing and promoting junior golfers through organizations such as Long Run Golf Course Junior Club, the LPGA Junior Girls Golf Club, the PGA Junior League, Junior Golf of Kentucky and The First Tee program.
 - Extensive experience working co-operatively with Men's Leagues, 18-Hole Ladies Clubs, and a Junior Clubs.

Honors and Awards

- Player of the Year: Kentucky, 1971
- Winner: Kentucky Open, 1971
- Winner: Kentucky PGA Championship
- Winner: Kentucky Senior PGA Championship
- Chairman: Kentucky Junior Golf, 1975-1976
- Tournament Chairman of Golf in Kentucky: 1972-1974
- Winner: Budwiser Classic - Senior Division, 1997
- Winner: Valvoline Classic - Senior Division, 1997
- Winner: Club Car Classic - Senior Division, 1999, 2002, 2004
- Winner: Kentucky Pro/Assistant Tournament, 2002, 2004
- Winner: Sectional Club Pro Tournament - Senior Division, 2004
- Kentucky Senior Player of the Year, 1997
- PGA Quarter Century Club Member, 1997
- "Spirit of Louisville" Award, 1997
- Named #37 in top 50 Kentucky Golfers, Greater Louisville Golf Magazine, April 2000
- 2017 Inductee to Trinity High School Hall of Fame
- 2019 Inductee to KY PGA Hall of Fame

Affiliations

- PGA Member Class A, 1970-present (see attached)
 - Attend rules seminars conducted by local PGA and attend all required semi-annual seminar scheduled by National PGA

REQUIRED SUBMITTALS-GENERAL

1. I have worked as a Head PGA professional in the Louisville Metro Parks system for 51 years. I have operated several courses including Shawnee, Seneca and Long Run. I have employed many different people during those years, many of whom have continued on to become PGA professionals themselves such as Paul Shuccard, Mark Kemper, Mike Perpich, Eddie Mudd, Jodie Mudd, Patrick Vadden, Chris Wilson, Alan Shelby
2. I currently hold a business license, a malt beverage liquor license, and all necessary insurance to operate Long Run Golf Course (attachments #1, #2, #3)
3. My experience in providing services at municipal courses is extensive.
 - i. I have managed an 18 hole municipal course in the city of Louisville for the last 51 years.
 - ii. Golf Instruction has always been important to me and I continue to actively teach and provide instruction through my staff in various ways.
 - o We offer individual lessons for adults and juniors with one of four teaching professionals. These lessons can be scheduled at virtually any convenient time, and the fees are competitive with other local teaching professionals (\$40-\$80 depending on the time allocated).
 - o We organize a junior golf club that meets weekly through the summer. We provide hour-long clinics and on-course instruction to these kids as well as teach them basic rules and etiquette (attachment #4, #5)
 - o We have worked with Metro Parks council members to hold clinics for Big Brothers/Big Sisters of Kentucky and other charitable organizations serving kids in the local community.
 - o We assist with the First Tee of Louisville program at our facility (attachment #6)
 - o We also occasionally offer free clinics and rules seminars to our Women's Club members before their play days.
 - iii. I have accounts established with major golf companies such as Titleist, Ping and Callaway. These relationships allow me to stock inventory that is well suited and a good price point for our customers.
 - iv. I have accounts with food and beverage distributors as well as accounts at warehouses that allow me to provide a variety of food and drink options. I have a malt beverage license (attached). I also have the necessary equipment to run a food and beverage business including but not limited to refrigeration, ovens, and display cases.
 - v. I work closely with the Metro Parks Maintenance to ensure Long Run Golf Course is in the best condition possible. I do regular inspections of greens, fairways and tees and have frequent meetings to discuss the course maintenance with our greens keeper. I often provide additional labor to help them clear out limbs, or clean up debris (attachment #7, #8)
 - vi. I have the ability to oversee personnel. I have a limited number of full time employees and add additional staff to the pro shop seasonally to maximize

service. I provide part time job opportunities to many retired men wanting something to do and to many aspiring junior golfers looking to gain more knowledge of the game and the business. I keep an open dialogue with all my employees and I will continue to work on providing good service to the public through good management of my personnel.

- vii. I currently have a lease for a fleet of 50 carts through EZGO Carts. These carts are maintained by my staff. They are cleaned, gassed and stored daily. I have been a customer of EZGO (financed through PNC Bank) for over 15 years, and my current golf cart lease runs through 2021(attachment #9).
 - viii. I have worked closely with both our men's and women's leagues as well as our junior golf club. This includes scheduling times for play and providing Rules and course setup. I have assisted with The First Tee of Louisville which meets at Long Run on Tuesday evenings. I also employ a woman who is on the board of directors for The First Tee of Louisville.
 - ix. I have a strong relationship with several non profits and work closely to provide services to them. The Family Tree Organization holds their annual scramble at Long Run every June. They have been able to raise tremendous awareness as well as funds to provide assistance and scholarships to individuals in need. I have also worked closely with the Healing Place, Big Brothers and Big Sisters of Kentuckiana and the Livestrong Foundation.
- 4. Itemized breakdown of Long Run Golf Course revenue, expenses and profits from January 1, 2019 through September 30, 2019 is included (attachment #10).
 - 5. I have attached a letter from my bank guaranteeing my ability to sustain this business. I have already invested in and put in place the necessary equipment to run the golf shop, and I can sustain and improve upon the concessions, and pro shop (attachment #11).
 - 6. As an independent contractor proposing an agreement with the Louisville Metro Parks, a personal financial statement is not applicable. I am not part of a corporation or partnership, and I have no audited financial statements to provide. I currently provide financial documents and reports for Long Run Golf Course operations to the Metro Parks Department on a monthly basis.
 - 7. I will continue to work with the City of Louisville Metro Parks to ensure all sales are documented through our computerized register and that those percentages due to the city are deposited on a regular basis. I will keep a policy that demands all employees know how to use the system and that they ring up every order. Any employee who does not will be terminated. The computer printouts will be looked at daily and monthly staff meetings will allow me to see where and how sales can be increased.
 - 8. There are no restrictions in the current ordinance prohibiting me from achieving the stated goal.
 - 9. The following three individuals will serve as professional references:

Mr. Larry Clark
Former Speaker pro Tempore

Kentucky House of Representatives
(502) 291-0406
Larryclark46@att.net

Mr. Robert Bender
President/Owner
Unipak
(502) 499-6700
bendr@unipak.cc

Mr. Mark Page
Financial Advisor
(502) 905-4152
rmarkpage@aol.com

Louisville Metro Health
400 East Gray Street
Louisville, KY 40202

Attached is your permit THIS PERMIT MUST BE POSTED IN A CONSPICUOUS PLACE
Permit #: 32827 Issued: 11/13/2017 Expires: 12/31/2018

Stmt ID#: 959589811



19725 - 481



008424

LONG RUN GOLF CLUB, C/O GOLF PRO
LONG RUN GOLF CLUB
1605 FLAT ROCK RD
LOUISVILLE KY 40245-4452

County
JEFFERSON
15 SEATS
0 N/A
FOOD SERVICE

Cut Along This Line

CABINET FOR HEALTH AND FAMILY SERVICES
COMMONWEALTH OF KENTUCKY



THIS PERMIT MUST BE POSTED IN
A CONSPICUOUS PLACE

***** PERMIT TO OPERATE *****

AUTHORIZATION IS HEREBY GRANTED TO OPERATE A FOOD SERVICE ESTABLISHMENT
IN COMPLIANCE WITH KENTUCKY FOOD, DRUG, AND COSMETIC ACT
THIS PERMIT IS NON-TRANSFERABLE AND SHALL EXPIRE ON 12/31/2018

Location of Establishment if Different From Mailing Address

1605 FLAT ROCK ROAD

LONG RUN GOLF CLUB, C/O GOLF PRO
LONG RUN GOLF CLUB
1605 FLAT ROCK RD
LOUISVILLE KY 40245-4452

**PERMIT #
32827**

**EXPIRATION DATE
12/31/2018**

Given under our hands on this date 11/13/2017

DR. SARAH MOYER

LOUISVILLE-JEFFERSON H. D.

FOOD SERVICE ESTABLISHMENT / Secretary for Health And Family Services





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/21/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hyland, Block Hyland 1250 S. Third St. Louisville KY 40203	CONTACT NAME: Anita Milby PHONE (A/C, No, Ext): (502) 637-4733 FAX (A/C, No): (502) 637-6222 E-MAIL ADDRESS: INSURER(S) AFFORDING COVERAGE INSURER A: West American Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	NAIC # 44393
INSURED George Demling 1605 Flat Rock Rd Louisville KY 40245		

COVERAGES**CERTIFICATE NUMBER:** 19/20**REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			BKW53354546	05/05/2019	05/05/2020	EACH OCCURRENCE \$ 1,000,000
			DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000				
			MED EXP (Any one person) \$ 10,000				
			PERSONAL & ADV INJURY \$ 1,000,000				
						GENERAL AGGREGATE \$ 2,000,000	
						PRODUCTS - COMP/OP AGG \$ 2,000,000	
							\$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$
							AGGREGATE \$
							\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/>
							E.L. EACH ACCIDENT \$
							E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

INFORMATION ONLY

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.

Additional Named Insureds

Other Named Insureds

Long Run Pro Shop

Doing Business As



ALCOHOLIC BEVERAGE CONTROL

KNOW YE, THAT

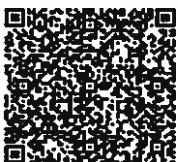
PREMISES ADDRESS & SITE ID # 7416
GEORGE A DEMLING
DBA: LONG RUN GOLF COURSE
1605 FLAT ROCK RD
LOUISVILLE, KY 40245-0000

having complied with the necessary provisions of Kentucky law and having produced the satisfactory evidence to the Administrator(s) of the Department of Alcoholic Beverage Control, is hereby granted the following:

NQ4 Retail Malt Beverage Drink License, 056-NQ4-4494, 05/10/2019 - 10/31/2019

2019

By law this license does not constitute a property or vested right. These licenses are subject to the obligations and limitations imposed thereon, by law, for a period beginning on the date of issue herein, and to continue in force as long as the licensee is entitled thereto, or until suspension, or revocation, by the Alcoholic Beverage Control Board.




ALCOHOLIC BEVERAGE CONTROL
COMMONWEALTH OF KENTUCKY
DEPARTMENT OF ALCOHOLIC BEVERAGE CONTROL
1003 Twilight Trail
Frankfort, Kentucky 40601-8400
502-564-4850 phone
502-564-1442 fax
<http://abc.ky.gov>

Irina Summers
DISTILLED SPIRITS ADMINISTRATOR

Carol A. Nester
MALT BEVERAGE ADMINISTRATOR













October 18, 2019

To Whom It May Concern:

This letter serves to attest to the fact that, as of 2019-10-18, George Demling has a line of credit with PNC with available funds in excess of 40,000.00 USD.

If you have any additional question please feel free to reach me at the contact information listed below.

Sincerely,

Corey Dunn
Branch Manager
Branch Banking

A handwritten signature in black ink, appearing to be "Corey Dunn", written over a horizontal line.

PNC Bank
13803 English Villa Dr (K6-K427-01-1)
Louisville KY 40245
(p) 502-581-6796 | (f) 502-245-4286
corey.dunn@pnc.com

Income

Cart Fees	\$154,914
Food & Beverage	\$41,667
Merchandise	\$14,209
Range Fees	\$22,893
Green Fees	\$190,388
Lessons	\$20,000
 Total Income	 \$424,071

Expenses

Cost of goods (food & Drink)	\$14,980
Cost of goods merchandise	\$6,900
Payroll	\$50,500
Insurance	\$4,600
Telephone	\$834
Utilities	\$975
Gas for Carts	\$9,600
Accounting	\$5,600
Advertising	\$4,129
Bank Service Charges	\$1,400
Credit Card Fees	\$9,693
Misc Tax & License	\$240
Sales Tax Expense	\$7,500
Office Expense	\$315
Storage and cart rental	\$350
R/M for carts	\$468
Operating Supplies	\$3,000
Security System	\$333
Cart Lease	\$46,000
City %	\$212,477
 Total Expenses	 \$292,014
 Profit	 \$64,177

From: "Dave Macke" <dmacke@deverinc.com>
Date: October 21, 2019 at 11:54:18 AM EDT
To: <bendo331@hotmail.com>
Subject: **GEORGE DEMLING - REFERENCE**

To whom it may concern:

My name is Dave Macke, I am the EZGO golf car distributor for the State of Kentucky. George Demling has been with me for 10 years. George has had an excellent pay history and has been a treat to do business with.

Any other information needed please email me or call me @ 502 552 0336

Thank you

REQUIRED SUBMITTALS-PROPOSAL

1. My Proposal is to continue to manage, operate and maintain daily operations at Long Run Golf course.
2. I propose to continue operating under license with the City of Louisville Metro Parks. Daily operations include staffing sufficient personnel to maintain the grounds, collect fees, rent carts, schedule tee times, provide concessions and merchandise while ensuring a continuous flow of play from the period of January 1, 2020 through December 31, 2025, with two, 2-year options for renewal. Revenue sharing proposal is explained under section IV-6.
3. Operating Plan
 - a. I will continue to serve as Head PGA Professional and Operating Manager of Long Run Golf Course. I will employ two full time staff including 1 female. I will also have 2- 6 people working inside the course depending on the season and the demand. I plan to hire an intern from Eastern KY University's PGM program to run junior golf activities for the 2020 year. I will utilize my PGA knowledge and experience to provide services to the public such as lessons, rules clinics, etc. I will also implement PGA programs such as the PGA junior league.
 - b. The clubhouse will be cleaned regularly. Floors will be mopped and or vacuumed nightly, counters and tables cleaned daily, and glass cases cleaned weekly. Kitchen area will be maintained and kept clean. Outside areas such as flowerbeds will be kept free from litter and will be weeded regularly. The porches will be swept and power washed weekly.
 - c. The facilities will be monitored closely and any necessary repairs will be discussed with the Parks department. I would work closely with them to complete projects.
 - d. Historically, The City of Louisville Parks Department has provided the equipment and personnel to maintain the golf course. However, I have a great deal of experience assisting in those areas. I have personally pruned and removed trees, worked to develop a lake based irrigation system, and given input on course care. I would like to continue a close relationship with the individuals overseeing maintenance.
 - e. I will abide by the golf course maintenance standards, to include the Mission Statement, Objectives and Vision, as defined by the Louisville Parks and Recreation Golf Courses. Meeting or exceeding golf course maintenance standards will depend upon effective communication between the golf professional and the course superintendent. As the Head PGA Professional, I will set up regular meetings with maintenance staff to discuss and make any necessary changes to proper cutting techniques, aeration, irrigation scheduling, etc.
4. Projections for January 1, 2020 – December 31, 2025
Document for financial projections for 2020 – 2025 is included. These projections are based on increase in rounds played by 10% per year, as well as increasing concessions, merchandise and driving range based upon increased

play. This includes new proposed pricing but not dynamic pricing at this point (attachment #12a, #12b, #12c).

5. Marketing Plan

With new housing developments across Flat Rock Road and surrounding neighborhoods, we plan to do mailbox advertising to attract players. These subdivisions are at a lower price point than some of the adjacent Country Club neighborhoods. This is a great opportunity to get players who cannot afford to join a private club. Since the homes began selling, we have already increased rounds by 2000 from January-October 2018 to January-October 2019. We also will utilize Facebook and Twitter to increase course awareness through social media. We will strongly advertise our practice facility as well as the great value of the course itself. Marketing materials will also include lesson availability and outing opportunities. We will also target schools and local charities and clubs to promote outing opportunities for their fund raising.

6. Proposal of Revenue Sharing

I would agree to lease under the approved ordinance whereas I will pay the city all green fees, 13% of cart revenue, 10% of concessions and range, 5% of lessons and 2% of merchandise sold.

7. Plan for Capital Improvements

I have personally been involved in the development of our driving range, which was non-existent before I became Head PGA Professional, as well as maintenance issues to improve our course conditions. I have established a relationship with individuals who are willing to put money into improving our practice facility to benefit public course golfers. There are a limited number of places for the public to practice, and many people cannot commit hours to playing a round of golf. By expanding our practice tee and including all-weather mats, we can accommodate more individuals. This will increase revenue from the practice range.

8. Plan for Diverse Programming

As the current Head Professional at Long Run Golf Course, I am proud of our commitment to make golf a game for players of all ages and abilities. We currently offer the following broad range diverse programming including lessons, clinics, rules seminars, and special events. These programs are available to a broad base spectrum of the community:

- Individual Lessons

- We offer individual lessons for adults and juniors with one of our teaching professionals. Lessons range from \$30-\$80 depending on the allotted time. We also offer a package of 5 lessons with a professional at a reduced rate.

- Group Lessons

- We offer group lessons for both adults and juniors. Our group lessons

consist of 4 one hour sessions covering the basic fundamentals of the game. These lessons are open to golfers at all levels of play. The groups are limited to a total of 10 participants per session. I serve as lead instructor with an assistant at each session.

- We also will work with companies or organizations wishing to coordinate their own group. We offer reduced rates and more flexible scheduling for private groups of 8 or more. These group lessons are a great way to introduce individuals to the game of golf in a fun and relaxed manner for a very reasonable price.
- Junior Club
 - For local junior golfers who are interested in learning and playing the game of golf on a regular basis, we offer a Junior Club at Long Run Golf Course. The club meets on Wednesday mornings throughout the summer months. Long Run's Junior Club is open to any junior golfer in the local area between the ages of 6 and 17. We keep the fees reasonable at \$75 and it covers all administrative costs, weekly prizes and refreshments, and special celebrations throughout the season (i.e. ice cream parties). For the juniors who are capable of playing nine holes on the golf course, there is an additional greens fee each week. In the 2019 season we had approximately 30 junior club members.
- Long Run Golf Course Men's League
 - Our Men's League at Long Run Golf Course currently has approximately 30 members. This organization is self-governed, however we do serve the group in many ways. My staff works closely with the club to coordinate weekly events and tournaments. The players represent a broad spectrum of age and ethnicity. We will work with them to continue to increase their number of members.
- Long Run 18-Hole Ladies' Club
 - Long Run Golf Course is also proud of our Ladies' Golf Club. We currently have an 18-Hole Club with 43 members. The 18-Hole Club reserves a block of tee times each Tuesday morning for their organization. We assist with their big events and host the Jefferson Co Invitational on a rotating basis. We will offer clinics given by female instructors to our Ladies' Club, and offer rules seminars and pace of play seminars to assist with weekly play days.
- Metro Parks Junior Tour
 - Long Run has participated in the Metro Parks junior golf tournaments. These events are a great way for youth to begin competing in tournaments. They are a shorter format (4-6 holes) and allow parents to caddy so that the kids can learn while they play. We host events and encourage our young golfers to play in events at other courses.

- First Tee of Louisville
 - We currently host The First Tee of Louisville on Tuesday evenings. The First Tee of Louisville is able to use the far end of our driving range and the 3 par 3 holes. They have 2 sessions each week and we offer assistance with teaching. My daughter is on the Board of Directors for the First Tee of Louisville and it is a passion of hers to give all kids access to the game of golf through programs like The First Tee.
- Middle School/High School Golf
 - We host many Middle School and High School practices and matches. We have held Girls' high school regionals, and we organized and ran the Middle School State Championship from 2012-2014 before the KY PGA took it over. We are planning to host a High School JV tournament beginning in 2020.
- Girls Only Golf
 - We will continue to offer programming specific to girls. These classes will be taught by females as well. Many girls perform better in an environment where they feel comfortable and confident. These girls only sessions provide that. It is also good for girls to see female role models in positions of authority.
- Grow the Game Initiatives
 - In 2020 we will begin hosting a "fun day" on the practice tee. It will consist of many different contests throughout the day such as long drive, closest to the pin, longest putt, etc. We will charge a fee to enter and prizes will be given out. This is a way to get golfers who just want to have some fun and compete without playing an entire round. It is something that all ages and abilities can participate in.
 - We will hold several clinics throughout the year including a mother/child around Mothers' Day and father/child around Fathers' Day. We will also offer clinics as we have in the past to organizations like Big Brothers - Big Sisters of Kentuckiana. These clinics offer an introduction to the game to many who have not played before.
 - We will also hold several free rules seminars where we can assist individuals with the new changes to the rules of golf and give them suggestions on how to improve pace of play.
 - I will continue to promote the game of golf in partnership with the Metro Parks in any way possible.

9. Community Engagement Plan

Through mailings and Social Media we will reach out to members of our

community to increase our course awareness and develop new relationships. We will continue to work closely with and organize outings and fundraisers for community organizations like The Kosair Shriners, Livestrong, and the Family Tree Foundation. We will also continue to hold the Red Open benefitting the Dream Factory.

10. Plan to Increase Rounds and Utilize the Course

Our plan is to increase rounds by 10% annually. This is accomplished by utilizing social media and creating newsletters and requesting customer feedback.

Personnel will be trained on customer service to ensure all guests are treated well and want to return. Pace of play will be monitored so that individuals booking tee times can be sure to play in less than 5 hours.

In 2020 we plan to hold a couple's invitational and we are looking into hosting speed golf events during off peak times to attract a different clientele and offer a unique experience. To utilize the course efficiently we will try to do double events when possible (2 different outings) so we can get morning and afternoon tee times secured.

11. Customer service plan

To increase customer service, we will utilize phone as well as internet tee- time reservations through proshopteetimes.com. We will continue to take walk-ins.

We will stress pace of play and have someone monitoring the course to enforce pace. Scorecards currently have a 4hr 30min recommendation. We would like to reduce that to a 4hr 15 min round.

12. Fee structure

We will abide by new ordinance raising fees \$2-\$5. Summer Rates would be Weekday \$19, Weekend \$22, Matinee/Active Duty Military \$17, Junior, Senior, Twilight \$13.50; Winter Rates would be Weekday \$16, Weekend \$17.50, Junior, Senior, Twilight \$12.50; Adult Annual \$7, Junior Annual \$4; Dynamic Pricing ideas include charging maximum fees (weekend rates) on Holiday mornings from open-12pm, moving twilight rates to 3 pm on weekends and 5 pm on weekdays, and matinee rates to 2pm. These changes would reflect demand and maximize play and revenue.

13. Description of food and beverage operations

We have the capacity to provide a variety of food and drink. Our concessions will be open during all hours of business. We will have safety standards posted including hand washing and refrigeration and storage. Beer will be sold in accordance with ABC regulations. We will continue to offer discount pricing for six packs. Food and beverage sales will be evaluated and we will offer and evaluate new options as much as possible.

14. Plan to operate and maintain fleet of carts

I currently have a fleet of 50 carts. I have insurance and am prepared to extend the lease and insurance when the time comes. My staff is familiar with maintaining

the carts and storing them safely in the sheds.

15. I do not plan to subcontract any of the work.

Projected Green Fees 2020-2025 based on 10% increase annually												
	2020	2020 Income	2021	2021 Income	2022	2022 Income	2023	2023 Income	2024	2024 Income	2025	2025 Income
Weekday	2809	\$53,371	3090	\$58,710	3399	\$64,581	3739	\$71,041	4113	\$78,147.00	4525	\$85,975
SR WD	5667	\$76,505	6234	\$84,159	6857	\$92,570	7543	\$101,831	8297	\$112,010	9127	\$123,215
JR	680	\$9,180	748	\$10,098	823	\$11,111	905	\$12,218	995	\$13,433	1095	\$14,783
Trail Fee	279	\$1,256	307	\$1,382	338	\$1,521	372	\$1,674	409	\$1,841	450	\$2,025
Matinee	950	\$11,400	1045	\$12,540	1150	\$13,800	1265	\$15,180	1391	\$16,692	1531	\$18,372
WD Twilight	736	\$9,936	809	\$10,922	890	\$12,015	979	\$13,217	1077	\$14,540	1185	\$15,998
Jr Annual	339	\$1,356	373	\$1,492	410	\$1,640	451	\$1,804	496	\$1,984	546	\$2,184
Adult Annual	1213	\$8,491	1335	\$9,345	1468	\$10,276	1615	\$11,305	1776	\$12,432	1954	\$13,678
Winter WD	98	\$1,078	108	\$1,188	118	\$1,298	130	\$1,430	143	\$1,573	158	\$1,738
Winter SR	288	\$3,600	317	\$3,963	349	\$4,363	384	\$4,800	422	\$5,275	464	\$5,800
Winter WE	131	\$2,293	144	\$2,520	158	\$2,765	174	\$3,045	192	\$3,360	211	\$3,693
Weekend	5691	\$125,202	6261	\$137,742	6887	\$151,514	7575	\$166,650	8333	\$183,326	9166	\$201,652
WE Twilight	787	\$10,625	865	\$11,678	952	\$12,852	1047	\$14,135	1152	\$15,552	1267	\$17,105
WE Annual	481	\$3,367	529	\$3,703	582	\$4,074	640	\$4,480	704	\$4,928	774	\$5,418
Winter Twilight	53	\$663	58	\$725	64	\$800	70	\$875	77	\$963	85	\$1,063
	20202	\$318,321	22223	\$350,165	24445	\$385,179	26889	\$423,683	29577	\$466,054	32538	\$512,696

Projected Rounds based on 10% increase annually							
	2019	2020	2021	2022	2023	2024	2025
Weekday	2554	2809	3090	3399	3739	4113	4524.566794
SR WD	5152	5667	6234	6857	7543	8297	9127.082272
JR	618	680	748	823	905	995	1094.824698
Trail Fee	254	279	307	338	372	409	449.976494
Matinee	864	950	1045	1150	1265	1391	1530.628704
WD Twilight	669	736	809	890	979	1077	1185.174309
Jr Annual	308	339	373	410	451	496	545.640788
Adult Annual	1103	1213	1335	1468	1615	1776	1954.031783
Winter WD	89	98	108	118	130	143	157.668929
Winter SR	262	288	317	349	384	422	464.148982
Golf Discount	7	8	8	9	10	11	12.400927
Winter WE	119	131	144	158	174	192	210.815759
WD Discount	30	33	36	40	44	48	53.14683
Weekend	5174	5691	6261	6887	7575	8333	9166.056614
WE Twilight	715	787	865	952	1047	1152	1266.666115
WE Annual	437	481	529	582	640	704	774.172157
Winter Twilight	48	53	58	64	70	77	85.034928
	18149	19963.9	21960.29	24156.319	26571.9509	29229.14599	32152.06059

Projected Income 2020- 2025							
	2019	2020	2021	2022	2023	2024	2025
Carts	\$161,513	\$177,664	\$195,431	\$214,974	\$236,471	\$260,118	\$286,130
Merchandise	\$16,252	\$40,000	\$44,000	\$48,000	\$52,000	\$58,000	\$64,000
Food & Beverage	\$40,695	\$80,000	\$88,000	\$96,000	\$104,000	\$116,000	\$128,000
Range	\$22,348	\$35,000	\$48,000	\$50,000	\$50,000	\$50,000	\$50,000
Pull Carts	\$453	\$1,000	\$1,100	\$1,200	\$1,300	\$1,400	\$1,500
Lessons		\$20,000	\$25,000	\$30,000	\$35,000	\$40,000	\$45,000
Total Income		\$353,664	\$401,531	\$440,174	\$478,771	\$525,518	\$574,630
Metro Parks %		\$36,496.36	\$41,245.99	\$45,126.59	\$49,061.25	\$53,715.38	\$58,677
Metro Parks Green fees		\$318,321.00	\$350,165.00	\$385,179.00	\$423,683.00	\$466,054.00	\$512,696
Total \$ projected to Metro Parks		\$354,817.36	\$391,410.99	\$430,305.59	\$472,744.25	\$519,769.38	\$571,372.92
**Based upon proposed lease agreement of %13 carts, %10 food and drink, 10%range, 5% lessons, 2%merchandise							

1. Plan for Capital Improvements/Investments

I have personally been involved in the development of our driving range, which was non-existent before I became Head PGA Professional, as well as maintenance issues to improve our course conditions. I have established a relationship with individuals who are willing to put money into improving our practice facility to benefit public course golfers. There are a limited number of places for the public to practice, and many people cannot commit hours to playing a round of golf. By expanding our practice tee and including all-weather mats, we can accommodate more individuals. This will increase revenue from the practice range.