



STAFF REPORT

Report To: Board of Supervisors

Meeting Date: December 7, 2017

Staff Contact: Laura Rader, CPPB, Purchasing and Contracts Administrator
Jennifer Budge, CPRP, Parks and Recreation Director

Agenda Title: For Possible Action: To select Duncan Golf Management DBA TDS Golf at Eagle Valley LLC as the most responsive and responsible bidder as a result of Request For Proposal No. 1718-096 for operation, maintenance and management of Eagle Valley Golf Course; and to authorize the City Manager to sign on behalf of Carson City a Temporary Right of Entry Agreement; and direct staff to draft a 5-year license agreement with terms consistent with RFP No. 1718-096 and the proposal submitted by Duncan Golf Management for future consideration by the Board of Supervisors. (Laura Rader; Lrader@carson.org and Jennifer Budge; Jbudge@carson.org).

Staff Summary: Eagle Valley Golf Course is currently operated and maintained by Carson City Municipal Golf Corporation, a private non-profit corporation, through a lease agreement which will expire December 31, 2017. A Request for Proposal (RFP) was published seeking firms to provide operation, maintenance and management services. The City received three (3) proposals and the evaluation committee reviewed each proposer's background, experience and proposal as well as interviewed all three firms. The committee recommends moving forward with Duncan Golf Management DBA TDS Golf at Eagle Valley LLC.

Agenda Action: Formal Action/Motion

Time Requested: 20 minutes

Proposed Motion

"I move to select Duncan Golf Management DBA TDS Golf at Eagle Valley LLC as the most responsive and responsible bidder as a result of Request For Proposal No. 1718-096 for operation, maintenance and management of Eagle Valley Golf Course; and to authorize the City Manager to sign on behalf of the City a Temporary Right of Entry Agreement; and direct staff to draft a 5-year license agreement with terms consistent with RFP No. 1718-096 and the proposal submitted by Duncan Golf Management for future consideration by the Board of Supervisors."

Board's Strategic Goal

Efficient Government

Previous Action

N/A

Background/Issues & Analysis

Property History: Carson City owns two 18-hole golf courses, situated in the foothills of Carson City, which collectively comprise portions of six separate parcels known as Eagle Valley Golf Course (EVGC). The property was acquired through a combination of federal land patents through the Omnibus Public Land Management Act (OPLMA) of 2009, land patent for Recreation and Public Purposes, a gift deed from the JohnD. Winters Family Trust, and property purchased by the City using Residential Construction Tax. The land on which Eagle Valley

East is located was deeded to the City with the condition that it be used for open space and public use. The land used for Eagle Valley West was deeded to the City with golf as its express purpose. [See site map attached]

Effluent/Reclaimed Water: EVGC was the first land application site created for the disposal of reclaimed water. It is an integral part of the City's disposal inventory as it consumes approximately 25% of the total available effluent to irrigate approximately 213-acres of turf and vegetation. The average quantity of reclaimed water delivered to the Golf Course is 816 acre-feet per year. EVGC is identified as a reclaimed water disposal site compliant with the City's Effluent Management Plan.

Current Operation: Since 1997, EVGC has been operated and maintained by Carson City Municipal Golf Corporation (CCMGC), a private non-profit corporation, through a lease agreement, which will expire December 31, 2017. In anticipation of the agreement's expiration, the CCMGC was notified of the City's intent to distribute a Request For Proposals (RFP) for qualified golf course operators to operate, maintain and manage Eagle Valley Golf Course and its amenities. Concurrently, an on-line survey was distributed regarding EVGC and resulted in 629 respondents. The City also sent out two informational emails informing CCMGC's member database (over 900 recipients) about the RFP process and timeframe for review and consideration.

RFP Process: An RFP was distributed on October 4, 2017. Two pre-proposal meetings and site visits were held and three proposals/statements of qualifications were received. CCMGC, the current operator, did not submit a proposal for consideration. A review committee comprised of City staff (parks, public works and purchasing departments) and an outside technical expert in municipal golf administration evaluated the written proposals and interviewed all three proposers. Duncan Golf Management (Duncan) was selected as the top candidate and is recommended by staff as the most responsive and responsible bidder. This determination was based on the following criteria: qualifications, staffing and maintenance, financial and operational capability, value and innovation, marketing and youth/community engagement, as outlined in the RFP. Duncan is based in Northern Nevada and has successful golf course operations throughout the region. Duncan's proposal not only provided all required items as outlined in the RFP, but also proposed reinvestment opportunities to address aging equipment and capital improvements, and a detailed maintenance and operations plan. The Duncan proposal outlined a thoughtful transition plan and presented itself as the lowest financial risk to the city and the taxpayers, as compared to the other two proposals submitted. Duncan was the highest scoring proposal for both the written and oral/interview portions of the RFP process and was available to begin operations with limited impacts to public play.

Transition and Implementation: Should the Board agree with staff's recommendation, a Temporary Right of Entry Agreement is proposed. In an effort to reduce impacts to EVGC operations and provide a smooth transition in management, a temporary agreement will enable Duncan staff to immediately enter the property and meet with staff/community members, conduct inventory, and assess the facility and equipment. It is anticipated that Duncan would provide a limited operation of EVGC under the temporary agreement beginning January 1, 2017, which would include public play (weather permitting), general maintenance, pass/membership sales, and limited food and beverage (no liquor). This is an ideal time of year for transition, as it is traditionally the slowest months due to inclement weather. This temporary agreement would be for no more than ninety days, while city staff works cooperatively with Duncan to develop a 5-year license agreement, for future board consideration.

Upon the board's direction, the license agreement will include full operation, maintenance, and management of the course, as well as effluent/reclaimed water use, investment into equipment and capital improvements, insurance and other requirements as outlined in the RFP, Duncan's proposal and compliant with Nevada Revised Statutes. Once the License Agreement is completed and approved by the Board of Supervisors, Duncan can assume full management of EVGC, which is anticipated to be March of 2018. Upon the Board's approval, staff stands ready to support this cooperative public-private partnership for the benefit of the community.

Attachments:

- Eagle Valley Golf Course Map
- Duncan Golf Management Proposal
- Temporary Right of Entry Agreement (draft)

Applicable Statute, Code, Policy, Rule or Regulation

N/A

Financial Information

Is there a fiscal impact? Yes No

If yes, account name/number: General Fund Park Maintenance/101-5012-452

Is it currently budgeted? Yes No

Explanation of Fiscal Impact: Upon the Board's direction, the City will assume utility and security costs estimated not to exceed \$20,000 during the term of the Temporary Right of Entry Agreement. Park Maintenance may be able to absorb some of the costs within the current budget, with any excess to be covered by contingency in the General Fund. Once the 5-year license agreement is approved at a future meeting, these expenses will become the responsibility of Duncan.

Alternatives

Do not approve and provide alternative direction to staff.

Board Action Taken:

Motion: _____

1) _____

2) _____

Aye/Nay

(Vote Recorded By)

Portions of APNS: 008-391-15, 008-391-12, 008-391-05, 005-051-25, 008-011-93, 005-051-13
3999 Centennial Park Drive
Carson City, NV 89706

RIGHT OF ENTRY AGREEMENT FOR THE PURPOSES OF LIMITED OPERATION

This RIGHT OF ENTRY AGREEMENT FOR THE PURPOSES OF LIMITED OPERATION, entered into this day of , is made by and between CARSON CITY, NEVADA, a consolidated municipality and political subdivision of the State of Nevada (the "Landowner"), and Duncan Golf Management, Inc. DBA TDS Golf at Eagle Valley LLC (the "Licensee").

1. GENERAL.

1.1 Property. Landowner is the owner of certain land located in Carson City, Nevada, more commonly known as the Eagle Valley Golf Courses which is more particularly shown on Exhibit "A," (the "Property").

1.2. Entry/Improvements. Licensee desires to enter ("Entry") onto a certain portion of the Property for the purposes of completing what is listed in Exhibit B ("Work").

1.3. Consideration. In consideration for Entry, Licensee shall be responsible for all costs and expenses related to the operation of the golf course, including compliance with all applicable erosion control, drainage, reclaimed/effluent water, air quality and dust control measures and license and permitting requirements.

1.4 Status of licensee. Licensee shall have the status of an "Independent Contractor" as defined by NRS 284.173, and shall not be entitled to any of the rights, privileges, benefits, and emoluments of either an officer or employee of Carson City.

2. TERMS OF ENTRY.

2.1 Entry and Work. Subject to compliance with the provisions of this agreement, Licensee is hereby granted the right and license to enter the Property for the purposes of performing the Work. No fee shall be charged by Landowner for Entry.

2.2 Licenses and Permits. Licensee represents that it is licensed by the City and the State of Nevada for the purposes of performing the services it wishes to perform pursuant to this agreement. Licensee shall ensure all of its employees, agents, subcontractors, volunteers or invitees, performing services at the direction, or on behalf of, license, have all valid and current licenses, permits, qualifications, and approvals of any nature, that are legally required to perform the services described in this agreement. The City shall not be responsible for any cost or expense associated with this paragraph. Licensee's business license is incorporated as Exhibit C.

If Licensee, its employees, agents, subcontractors, volunteers or invitees, performing services at the direction, or on behalf of, licensee, performs any work that is contrary to this agreement, Licensee will be solely responsible for any such violation, whether in law or in equity.

2.3 Liability for Work. All Work must be performed and made at Licensee's sole cost and expense unless otherwise specified in this agreement. Licensee shall be strictly liable for all claims of, all activities of, and compliance of, all contractors, subcontractors, vendors, material men, and other third parties involved with the Entry and the Work. Landowner makes no warranty or representation that any material or condition existing on the Property will be fit for Licensee's intended use and is provided in as is where is condition. Licensee shall not excavate fill material from the Property. Dust control shall be maintained by Licensee to Landowner's satisfaction and Licensee shall be responsible for compliance with all applicable air emissions requirements. All access to the Property shall be subject to the Landowner's approval and designation of route. Entry and all Work must be scheduled and coordinated prior to commencement with the Director or designee of the Parks, Recreation and Open Space Department. Licensee shall not traverse, trespass on or disturb other real property owned by Landowner, unless prior written consent from Landowner is obtained.

2.4 Worker's compensation and employer's liability insurance. Licensee shall provide workers' compensation insurance as required by NRS Chapters 616A through 616D inclusive and Employer's Liability insurance with a minimum limit not less than \$1,000,000 for each accident for bodily injury by accident or \$1,000,000 each employee for bodily injury by disease. Licensee waives all rights against City and its agents, officers, directors, and employees for recovery of damages to the extent these damages are covered by the workers' compensation and employer's liability or commercial umbrella liability insurance obtained by Licensee pursuant to this Agreement. Licensee shall obtain an endorsement equivalent to WC 00 03 13 to affect this waiver. Licensee's General Liability Insurance and Workers Compensation insurance are incorporated as Exhibit D.

2.5 Property Insurance. The City shall maintain a policy of fire and extended coverage insurance on the Property and all improvements.

Licensee at its expense, shall obtain and keep in force during the term of this Agreement, a policy of fire, theft and other perils insurance covering Licensee's furniture, fixtures, goods, wares, merchandise and other personal property maintained on the Property unless caused by or due to the negligence of the City its agents, servants or employees.

The City shall not be liable to Licensee, or to any person whatsoever, for any damage caused by the acts or omissions of any persons occupying any space adjacent to or adjoining the premises unless the City or its agents caused the loss or damage.

Except for loss or damage caused by the City's sole negligence, the City shall not be responsible or liable to Licensee for any loss or damage resulting to Licensee or Licensee's property from, but not limited to, any natural or manmade disaster, or water, gas or steam; or the bursting, stoppage, or leakage of pipes. Licensee agrees to indemnify and hold the City harmless from and defend the City against any and all such claims or liability for any injury or damage to any person or property whatsoever, occurring in or on the premises or occurring as a result of the use of any of the facilities or appliances anywhere on the premises.

2.6 General Liability Insurance. Licensee must carry policies of insurance conforming to the minimum requirements specified below, unless otherwise agreed to in writing by

the City. Such insurance must be maintained and kept in force for the duration of this Agreement. The City shall have no liability except as specifically provided in this Agreement.

Licensee shall not commence work before: 1) Licensee has provided the required evidence of insurance to the City (Purchasing and Contracts Department) and (2) the City has approved the insurance policies provided by Licensee. The general and specific requirements are described in detail below.

A. GENERAL TERMS

- i.* Neither approval by the City nor failure to disapprove the insurance furnished by Licensee shall relieve Licensee of Licensee's full responsibility to provide the insurance required by this Agreement.
- ii.* Prior approval of the insurance policies by the City shall be a condition precedent to any payment of consideration under this Agreement and the City's approval of any changes to insurance coverage during the course of performance shall constitute an ongoing condition subsequent to this Agreement. Any failure of the City to timely approve shall not constitute a waiver of the condition.
- iii.* Licensee's insurance policies shall apply on a primary basis. Any insurance or self-insurance available to the City under its coverage(s) shall be in excess of, and not contributing to, the insurance obtained by Licensee. Until such time as the insurance is no longer required by the City, Licensee shall provide the City with evidence of renewal or replacement insurance no less than thirty (30) calendar days before the expiration or replacement of the required insurance.
- iv.* If at any time during the period when insurance is required by this Agreement, an insurer or surety shall fail to comply with the requirements of this Agreement, as soon as Licensee has knowledge of any such failure, Licensee shall immediately notify the City and immediately replace such insurance or bond with an insurer meeting the requirements.
- v.* Compliance with the insurance requirements of this Agreement shall not limit the liability of Licensee, its employees, agents, subcontractors, volunteers or invitees performing Work on behalf of or at the direction of Licensee, to the City or others, and shall be in addition to and not in lieu

of any other remedy available to the City under this Agreement or otherwise.

- vi. The City shall have the right to request and review a copy of any required insurance policy or endorsement at any time to assure compliance with these requirements.

2.7 Commercial General Liability Insurance

Licensee shall maintain commercial general liability (CGL) and, if necessary, commercial umbrella insurance with a limit of not less than \$1,000,000 for each occurrence.

- A. *Minimum Limits required:*
 - i. Two Million Dollars (\$2,000,000.00) - General Aggregate.
 - ii. Two Million Dollars (\$2,000,000.00) - Products & Completed Operations Aggregate.
 - iii. One Million Dollars (\$1,000,000.00) - Each Occurrence.
 - iv. CGL insurance shall be written on ISO occurrence form CG 00 01 04 13 (or a substitute form providing equivalent coverage) and shall cover liability arising from premises, operations, products-completed operations, personal and advertising injury, and liability assumed under an insured contract [(including the tort liability of another assumed in a business contract)].
 - v. City and County of Carson City, Nevada, its officers, employees and immune contractors shall be included as an insured under the CGL, using ISO additional insured endorsement CG 20 10 or CG 20 26, or a substitute providing equivalent coverage, and under the commercial umbrella, if any.
 - vi. This insurance shall apply as primary insurance with respect to any other insurance or self-insurance programs afforded to City. There shall be no endorsement or modification of the CGL to make it excess over other available insurance; alternatively, if the CGL states that it is excess or pro rata, the policy shall be endorsed to be primary with respect to the additional insured.

- vii. There shall be no endorsement or modification of the CGL limiting the scope of coverage for liability assumed under a contract.
- viii. Licensee waives all rights against City and its agents, officers, directors and employees for recovery of damages to the extent these damages are covered by the commercial general liability or commercial umbrella liability insurance maintained pursuant to this Agreement. Insurer shall endorse the CGL policy as required to waive subrogation against City with respect to any loss paid under the policy.

2.8 Business Automobile Liability Insurance. Licensee shall maintain automobile liability and, if necessary, commercial umbrella liability insurance with a limit of not less than \$1,000,000 each accident for bodily injury and property damage.

A. Other Requirements

- i. Such insurance shall cover liability arising out of owned, hired, and non-owned autos (as applicable). Coverage as required above shall be written on ISO form CA 00 01, CA 00 05, CA 00 25, or a substitute form providing equivalent liability coverage.
- ii. Licensee waives all rights against City and its agents, officers, directors and employees for recovery of damages to the extent these damages are covered by the automobile liability or other liability insurance obtained by Licensee pursuant this Agreement.

2.9 Professional Liability Insurance. Licensee shall maintain professional liability insurance applying to all activities performed under this Agreement with limits not less than One Million Dollars (\$1,000,000.00) per occurrence and Two Million Dollars (\$2,000,000) in the aggregate.

A. Other Requirements

- i. Retroactive date: One day prior to the commencement of the performance of this Agreement.
- ii. Licensee will maintain professional liability insurance during the term of this Agreement and for a period of three (3) years after termination of this Agreement unless waived by the City. In the event of non-renewal or other lapse in coverage during the term of this Agreement or the three (3) year period described above, Licensee shall purchase Extended

Reporting Period coverage for claims arising out of Licensee' negligent acts, errors and omissions committed during the term of the Professional Liability Policy.

iii. The Extended Reporting Period shall continue through a minimum of three (3) years after termination date of this Agreement.

iv. A certified copy of this policy may be required.

2.10 Certificate Holder. Each certificate shall list Carson City c/o Carson City Purchasing and Contracts, 201 N. Carson Street, Suite 2, Carson City, NV 89701 as a certificate holder.

2.11 Additional Insured. By endorsement to the general liability insurance policy evidenced by Licensee, the City and County of Carson City, Nevada, its officers, employees and immune contractors shall be named as additional insureds for all liability arising from this Agreement.

2.12 Waiver of Subrogation. Each liability insurance policy, except for professional liability, shall provide for a waiver of subrogation in favor of the City.

2.13 Cross Liability Policy. All required liability policies shall provide cross-liability coverage as would be achieved under the standard ISO separation of insureds clause.

2.14 Deductibles and Self Insured Retentions. Insurance maintained by Licensee shall apply on a first dollar basis without application of a deductible or self-insured retention unless otherwise specifically agreed to by the City. Such approval shall not relieve Licensee from the obligation to pay any deductible or self-insured retention. Any deductible or self-insured retention shall not exceed \$5,000.00 per occurrence, unless otherwise approved by the City.

2.15 Policy Cancellation. Except for ten (10) calendar days' notice for non-payment of premium, Licensee or its insurers must provide thirty (30) calendar days prior written notice to Carson City Purchasing and Contracts if any policy will be canceled, non-renewed, or if required coverage and/or limits will be reduced or materially altered, and shall provide that notices required by this paragraph shall be sent by mail to Carson City Purchasing and Contracts, 201 N. Carson Street, Suite 2, Carson City, NV 89701. When available, each insurance policy shall be endorsed to provide thirty (30) days' notice of cancellation, except for ten (10) days' notice for non-payment of premium, to City.

2.16 Approved Insurer. Each insurance policy shall be issued by insurance

companies authorized to do business in the State of Nevada or eligible surplus lines insurers under federal and Nevada law and having agents in Nevada upon whom service of process may be made, and currently rated by A.M. Best as “A-VII” or better.

2.17 Evidence of Insurance. Before Licensee begins its performance obligations under this Agreement, the following documents must be provided as evidence of insurance to Carson City Purchasing and Contracts, 201 North Carson Street, Suite 2, Carson City, NV 89701:

- i.* Certificate of Insurance: Licensee shall furnish City with a certificate(s) of insurance, executed by a duly authorized representative of each insurer, showing compliance with the insurance requirements set forth herein. The Acord 25 Certificate of Insurance form or a form substantially similar must be submitted to Carson City Purchasing and Contracts to evidence the insurance policies and coverages required of Licensee.
- ii.* Additional Insured Endorsement: An Additional Insured Endorsement (CG20 10 or C20 26), signed by an authorized insurance company representative, must be submitted to Carson City Purchasing and Contracts to evidence the endorsement of the City as an additional insured.
- iii.* Schedule of Underlying Insurance Policies: If an Umbrella or Excess policy is evidenced to comply with the minimum limits, a copy of the Underlying Schedule from the Umbrella or Excess insurance policy may be required.

2.18 Non-exclusive Right. The right and license of Entry granted herein is non-exclusive. Landowner may continue to use and to enjoy the Property in any manner not inconsistent with the right of Entry granted herein.

2.19 Costs of Utilities. The City will assume costs associated with all utilities, security system and re-keying the facility for the duration of this agreement.

2.20 Additional Obligation of the City. The City agrees it will cooperate with Licensee on the golf course operational transition.

3. DURATION OF AGREEMENT.

3.1. Commencement and Termination. This agreement shall commence on January 1, 2018, and be binding on the parties until March 31, 2018, unless terminated sooner by a subsequent agreement or with the mutual consent of the parties.

Notwithstanding 3.1, either party shall have the option of terminating this agreement upon 30 days' notice to the other party. In the event the agreement is terminated prior to completion of the Work, Licensee shall restore the Property in accordance with Paragraph 6 prior to vacating the Property.

4. COMPLIANCE WITH REQUIREMENTS.

Licensee shall comply with all applicable licenses, permits, authorizations, laws, rules and regulations of local, state and federal governmental authorities, including, without limitation, reclaimed/effluent water discharge requirements, and all Environmental Laws (hereinafter defined) in performing Work, and shall take every precaution to protect and safeguard the Property.

5. LIENS.

Licensee shall promptly pay all bills and amounts due for labor, services or materials provided for or incorporated in the Property for the Work pursuant to the Entry. Licensee shall remove or cause to be removed within fifteen (15) days after recordation thereof any claims of mechanic's or material men's liens or other charges or encumbrances against the Property that arise from or relate to the Entry and the Work.

6. RESTORATION AND INDEMNITY.

In the event the Agreement is terminated prior to completion of the Work, Licensee shall restore the Property to its original condition. Licensee's obligation hereunder to restore the Property shall include, without limitation, the removal of any debris, equipment, structures, fixtures, supplies, materials and other items necessary and incidental to Entry and performance of the Work.

To the fullest extent of NRS Chapter 41 liability limitations, each party shall indemnify, hold harmless and defend, not excluding the other's rights to participate, the other from and against all liability, claims, actions, damages, losses, and expenses, including but not limited to reasonable attorneys' fees and costs, caused by the negligence, errors, omissions, recklessness or intentional misconduct of its own officers, employees and agents. Such obligation shall not be construed to negate, abridge, or otherwise reduce any other right or obligation of indemnity which would otherwise exist as to any party or person described herein.

This indemnification obligation is conditioned upon the performance of the duty of the party seeking indemnification (indemnified party), to serve the other party (indemnifying party) with written notice of actual or pending claim, within 30 calendar days of the indemnified party's notice of actual or pending claim or cause of action. The indemnifying party shall not be liable for reimbursement of any attorney's fees and costs incurred by the indemnified party due to said party exercising its right to participate in legal counsel.

7. ENVIRONMENTAL.

Licensee will not, nor will Licensee authorize any other person or entity, during the term of this agreement, to manufacture, process, store, distribute, use, discharge, place, or dispose of any Hazardous Substances (hereinafter defined), in, under or on the Property or any property adjacent thereto. For purposes hereof, "Hazardous Substances" includes: 1) those substances defined as "hazardous substances", "hazardous materials," "toxic substances," "toxic material"; or "regulated substances" under any federal, state or local law, ordinance, regulation, statute or rule; 2) any petroleum based or related products except petroleum products used in construction of the Work performed hereunder; and 3) any other substance, material or waste regulated under any federal, state or local law, ordinance, regulation, statute or rule relating to the aforementioned, to the environment or to industrial hygiene (collectively, "Environmental Laws").

8. NOTICES.

All notices and demands by any party hereto to any other party, required or desired to be given hereunder must be in writing and must be validly given or made only

if personally delivered or deposited in the United States mail, postage prepaid, return receipt requested or if made by Federal Express or other similar delivery service maintaining records of deliveries and attempted deliveries, or if made by facsimile. Service will be conclusively deemed made upon receipt if personally delivered or, if delivered by mail or delivery service, on the first business day delivery is attempted or upon receipt, whichever is sooner.

Any notice or demand to Landowner must be addressed to Landowner at:

Carson City:

Jennifer Budge, Parks and Recreation Director
Parks, Recreation and Open Space Department
3303 Butti Way #9
Carson City, NV 89701

Any notice or demand to Licensee must be addressed to Licensee at:

Licensee:

Thomas P. Duncan, President
Duncan Golf Management, Inc.
DBA TDS Golf at Eagle Valley LLC
101 Palmer Drive Dayton, NV 89403

The parties may change their addresses for the purpose of receiving notices or demands by providing a written notice given in the manner required in this agreement. Notice of change of address will not become effective, however, until the actual receipt of the address change by the parties to this agreement.

9. Miscellaneous.

9.1 Assignment. Neither this agreement nor any rights or obligations of Licensee hereunder may be transferred, assigned or conveyed by Licensee without the written consent of Landowner, provided that Licensee may delegate performance of obligations hereunder to contractors or others performing the Work on the Property. Said delegation will not relieve Licensee of liability hereunder.

9.2 Survival of Covenants. Any of the representations, warranties, covenants and agreements of the parties, as well as any rights and benefits of the parties, pertaining to a period of time following the termination will survive termination and will not be merged therein.

9.3 Parties Bound. This agreement is binding upon and inure to the benefit of the parties of this agreement and their respective heirs, executors, administrators, legal representatives, successors and assigns.

9.4 Severability. If any of the terms and conditions in this agreement, for any reason, are held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability will not affect any other of the terms and conditions in this agreement. The remaining terms and conditions are to be construed as if such invalid, illegal, or unenforceable term or conditions had never existed.

9.5 Time. Time is of the essence to the performance of any provision of this agreement. If the date for performance of any provisions of the agreement is a Saturday, Sunday, or banking holiday (in the State of Nevada), the date for performance will be extended until the next day that is not a Saturday, Sunday or banking holiday.

9.6 Waiver. Either party may specifically waive any breach of the terms and conditions hereof by the other party, but no waiver specified in this section will constitute a continuing waiver of similar or other breaches of the terms and conditions hereof. All remedies, rights, undertaking, obligations, and agreements contained herein are cumulative and not mutually exclusive.

9.7 Attorney's Fees. Should either party employ an attorney or attorneys to enforce any of the terms and conditions hereof, or to protect any right, title, or interest created or evidenced hereby, the non-prevailing party in any action pursued in courts of competent jurisdiction shall pay to the prevailing party all reasonable costs, damages, and expenses, including attorney's fees, expended or incurred by the prevailing party.

9.8 Governing Law. The terms and conditions hereof are governed by and construed in accordance with the laws of the State of Nevada, and venue shall be in the First Judicial District Court of Carson City, Nevada.

9.9 Counterparts. This agreement may be executed in counterparts, each of which will be deemed an executed original, and all of which together will constitute one and the same instrument.

9.10 Entirety and Amendments. This agreement, along with the attached exhibits, embody the entire agreement between the parties and supersede all prior agreements and understandings if any, relating to the Entry, the Property, and the Work, and may be amended or supplemented only by an instrument in writing executed by both parties. No oral statements or representations made before or after the execution of this agreement regarding the subject matter of this agreement are binding on a party, nor may any such oral statements or representations be relied on by a party.

9.11 Invalid Provisions. If any provision of this agreement is held to be illegal, invalid or unenforceable under present or future laws, such provision will be fully severable. The agreement will be construed and enforced as if such illegal, invalid or unenforceable provision had never comprised a part of the agreement. The remaining provisions of the agreement will remain in full force and effect and will not be affected by the illegal, invalid or unenforceable provision or by its severance from this agreement.

9.12 Headings. Headings used in this agreement are used for reference purposes only and do not constitute substantive matter to be considered in construing the terms of this agreement.

9.13 Not a Partnership. The provisions of this agreement are not intended to create, nor will they be in any way interpreted or construed to create, a joint venture, partnership, or any other similar relationship between the parties.

9.14 No Recordation. Neither this agreement nor any notice hereof will be recorded in the office of the Carson City Recorder.

IN WITNESS WHEREOF, the parties hereto or a representative of either have set their hands and subscribed their signatures as of the date and year indicated.

CITY:

LICENSEE:

CARSON CITY, NEVADA, A
CONSOLIDATED MUNICIPALITY

DUNCAN GOLF MANAGEMENT, INC.
DBA TDS Golf at Eagle Valley LLC

by: _____
Nick Marano, City Manager

by: _____
Thomas P. Duncan, President

Originating City Department:

PARKS AND RECREATION
JENNIFER BUDGE

Approved as to Form:

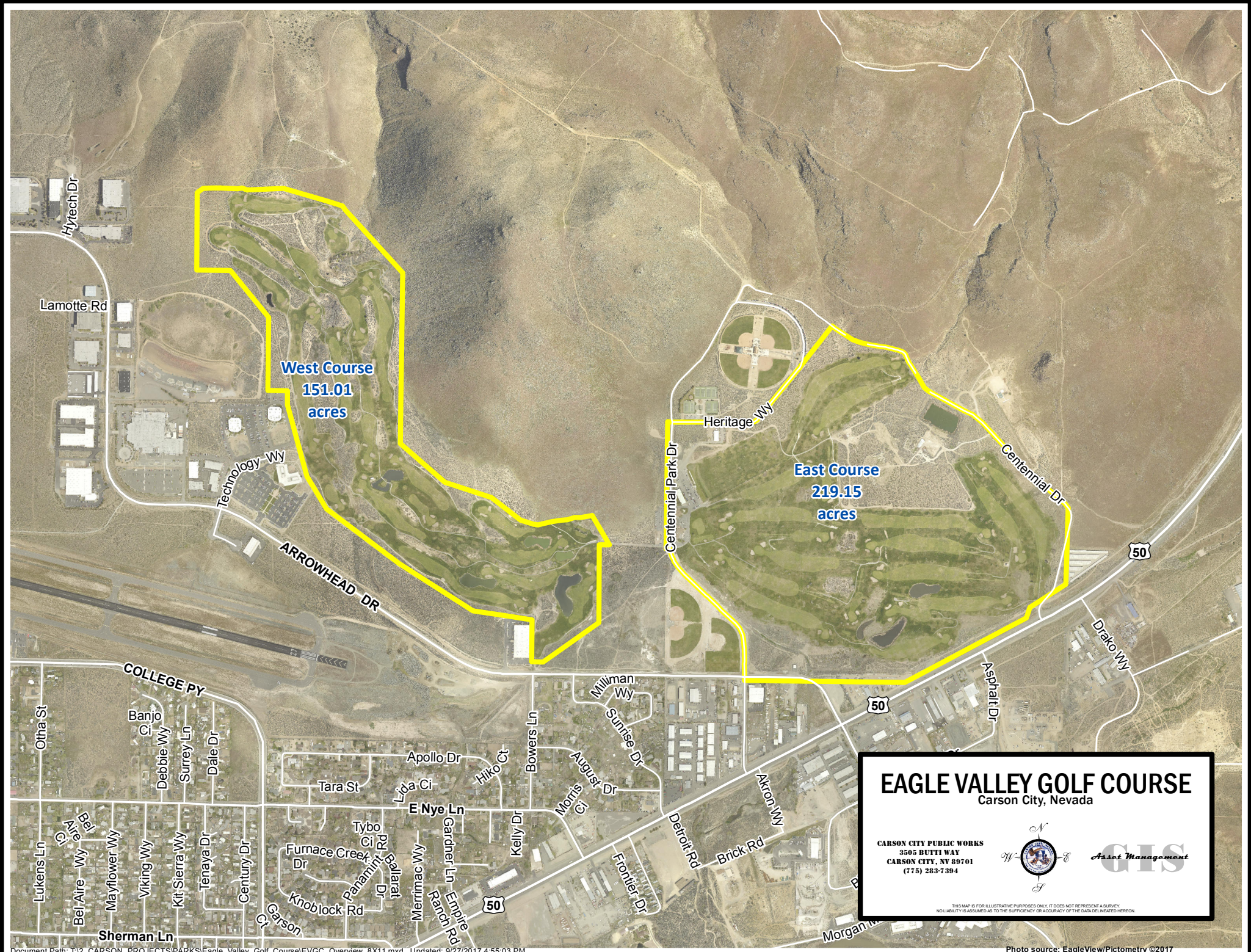
CARSON CITY DISTRICT ATTORNEY
JASON WOODBURY

By: _____
Jennifer Budge, Director
Department of Parks and Recreation

By: _____
Iris Yowell
Deputy District Attorney

Exhibit B – Scope of Work

- Facility inspections (health, building, fire and other local regulatory agencies)
- Inventory, review and inspect facility, course condition and equipment assessment.
- Conduct a limited golf course operation (general golf course and equipment maintenance, point of sales (memberships, basic food and beverage (no liquor), membership sales)
- Review and obtain operational files, plans and other pertinent data related to the property and operations




West Course
151.01
acres

East Course
219.15
acres

EAGLE VALLEY GOLF COURSE
Carson City, Nevada

CARSON CITY PUBLIC WORKS
3505 BUTTI WAY
CARSON CITY, NV 89701
(775) 283-7394



THIS MAP IS FOR ILLUSTRATIVE PURPOSES ONLY. IT DOES NOT REPRESENT A SURVEY.
NO LIABILITY IS ASSUMED AS TO THE SUFFICIENCY OR ACCURACY OF THE DATA DELINEATED HEREON.



Prepared For: Laura Rader, Purchasing & Contracts
Administrator
Carson City Purchasing and Contracts
201 N. Carson Street, Suite 2
Carson City, NV 89701

Response: 1718-096 RFP Eagle Valley Golf Course

Submitted By: Thomas P. Duncan, President
Duncan Golf Management, Inc.
1400 Wolf Run Road
Reno, NV 89511
Phone:(775) 851-3301
Fax: (775) 851-4403
Tduncan49@me.com

The City of Carson City,

We would like to thank you for the opportunity to submit a bid to operate Carson City's Eagle Valley Golf Course.

Duncan Golf Management, in one form or another, has been operating golf courses in Northern Nevada for the past 37 years. We currently own three courses in Nevada; Lakeridge and Wolf Run, which are both in Reno, and Dayton Valley in Dayton, Nevada.

We are heavily involved in the local communities, from The First Tee to JDRC, University of Nevada, Boys & Girls Club, various high school programs, fundraising for many charities (including the Special Olympics in Carson City), creating the only free junior golf membership in Northern Nevada, and hosting the PGA Tour qualifying event at Dayton Valley to name just a few

DGM has the philosophy to keep golf affordable and to present a good product. We have built our reputation of running our courses through hard work while keeping in mind that our customers deserve our best effort.

We believe product, visibility in the local community, and relationship building through trust and history contribute to the success of our business. We are ahead of the game if our customers know they can count on us.

Our two leaders, Co-Owners and Vice Presidents of DGM are T.J. Duncan and Scott Wackowski. T.J. is a Carson City High School graduate. He graduated from the University of Oregon where he was Captain of the golf team. This year he gained his status as a PGA Class A Professional. Scott is a Pennsylvania State University graduate with a degree in agronomy. Combined they have close to 45 years of experience in successfully operating golf courses in our area, and around the world in Scott's case.

Having raised our family in Carson City for over twenty years and being involved in the golf business continuously, I have come to know Carson City's golf community and also those who travel to Carson for their destination golf events. We have maintained relationships with numerous businesses in the Carson City area. This should make for a smooth transition into Eagle Valley Golf Course. We could be ready to go and operate Eagle Valley Golf Course with very short notice.

Thomas P. Duncan,
DGM President

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1. INTRODUCTION

Duncan Golf Management currently owns and operates three golf courses in the immediate market: Lakeridge, Wolf Run and Dayton Valley. We believe that we are uniquely qualified to operate Eagle Valley for that reason and have the opportunity to allow the citizens and visitors of Carson City to play affordable golf while keeping costs and prices in line to support a viable business for many years to come.

The golf business is a difficult one and as we have seen at Eagle Valley rounds and revenue have declined over the years. We believe that Eagle Valley is at a critical point in its history and the selection of a proven qualified operator in our region is essential for its long term sustainability. We believe that we are that operator and will illustrate that throughout our proposal. Each and every property we own was in similar situations prior to our involvement. There is no “secret sauce” that we apply to our success but employ the fundamentals that the company was founded on by Tom Duncan: superior customer service and loyalty, quality course conditioning, community involvement and a strong dedication to the game and industry.

1.1 Superior Customer Service and Loyalty

We believe that the cornerstone of any successful business is those who support it continually. Duncan Golf Management (DGM) prides itself in developing and nurturing relationships throughout the community in which all the key executives choose to live, work and play.

Being in the market for more than 30 years, we have developed friendships and partnerships that will support our operation at Eagle Valley. We believe from our casino partners in Carson City, Lake Tahoe and Reno to our 19,000 tournament rounds we currently host in the region to our healthy and strong membership base of over 500, will all contribute to our success at Eagle Valley.

Superior customer service and loyalty are what some operators say they strive for but at DGM we “walk the walk” not just “talk the talk”. This starts and ends with the experience our members and guests receive each and every day they come through our doors. Our staff is adequately trained on the product and services we have to offer and their delivery to our customers is a key aspect of our training. From the front-line staff to the maintenance staff in the field, our employees are charged not only to meet our customers’ expectations but to exceed them. We have been fortunate to retain and grow our membership even through a declining golf market through our dedicated mentality of “every day counts”. Our daily fee customers are encouraged to participate in our weekly seasonal email promotions and information as well as our loyalty program where every dollar they spend with us has a direct benefit to them!

1.2 Quality Course Conditioning

While we strive to attract non-golfers to our facilities thru numerous special events, we dedicate significant resources and expertise to the core of our business: the golf course condition. An internal slogan we promote is “fast greens, cold beer, nuff said” basically sums up our philosophy on course conditioning. We focus our agronomic programs on the priority of greens first then tees, fairways, rough and outlying areas in that order. This approach will be the same at Eagle Valley where we will reestablish quality playing surfaces to regain the trust of our members and guests. When we do, and we will as we have a reputation to protect, we believe this will be a driving factor for our customers to frequent the facility.

Agronomy at most golf course across the industry has evolved over the years with numerous operators racing to the bottom in costs cutting in their maintenance departments. Through the leadership of Scott Wackowski, DGM has held steadfast in investing significant resources into golf course conditioning. This includes not only a financial investment in hard costs but an investment in innovation and detailed analysis of golf course maintenance practices. We have developed many programs within our maintenance departments to reinvest budgets not to only improve the bottom line but to improve efficiencies by reallocating expenses to specific targeted objectives improving overall golf course conditions.

1.3 Community Involvement

Our leader and president, Tom Duncan, has a passion and a keen focus on being involved in our community. Tom started his career in Northern Nevada at Eagle Valley, raised his family in Carson City and continues to work, live and play in the community in which has made him successful. Without a solid proven track record of continued community support and involvement, this proposal would not be possible.

Our facilities have been long supporters of the First Tee of Northern Nevada, University of Nevada and numerous high school golf programs. In 2017, DGM launch the first ever FREE Junior membership to our region to engage and reinvest at the roots of golf growth and community!

DGM hosts over 19,000 tournament rounds annually where nearly 70% come from outside our community. Tom personally signs a thank you card to each group leader which shows our appreciation for them visiting, staying, playing and bringing significant economic impact to our supporting businesses and community.

The Duncan family was awarded “Family of the Year” in 2015 by the First Tee of Northern Nevada and JDRF (Juvenile Diabetes Research Fund) which is a testament of their continued pursuit and dedication to communities in which DGM serves.

1.4 Strong Dedication to the Game and Industry

The golf industry has certainly gone through its up’s and down’s over the years and our region is no exception. With over 30 years in Northern Nevada, we have seen our own challenges but continue to prevail by staying dedicated to our core principles which includes our undeniable work ethic. Our golf business for the majority of the year operates 7 days a week and every day matters. From labor management to generating revenue, there is no “cookie cutter” approach that works for each facility. We have developed operational systems that allow us to stay ahead of industry and regional trends by being intimately involved in our daily business.

Our simple and dedicated rate structure has long been a key piece to our success in an area where we have seen other operators fall short. Staying committed to our plan at the beginning of each year takes discipline and hard work. We have been able to protect our rate integrity at each location while keeping greens fees affordable for the experience. This will be essential for Eagle Valley’s success! Later in this proposal we will detail our rate structure for 2018 and the establishment of a firm average green fee to put Eagle Valley back on solid ground.

DGM supports the game of golf and industry professionals at each one of our properties. TJ Duncan, Class A PGA Professional, continues to lead the way as he mentors our young golf professionals

to achieve Class A status. TJ participates on the local and national level of the PGA and keeps us on the cutting edge of new developments throughout the industry. Our Junior Membership launched this year, spear headed by TJ, is a direct byproduct of his involvement, innovation and dedication to our industry.

2. PROPOSAL

DGM understands the value of Eagle Valley to Carson City and we are excited for the opportunity to propose to operate the facility. We also strongly believe that this will need to be a partnership and our interest is not solely for the 5-year term but for the next 15 years and beyond. While we also understand that negotiations will need to take place once an operator is selected, DGM is confident that we have crafted a proposal that is sustainable for a lifelong relationship with Carson City.

DGM proposes to lease the Eagle Valley Golf Course facilities for an annual rent of \$90,000 through the term of the lease agreement. This will be paid on an 8 month schedule (March-October) with an understanding that this rent will be reimbursed to DGM and be invested directly into the capital acquisition of equipment to improve the ailing equipment fleet. At the termination of the lease all of this investment/equipment will remain as property of Eagle Valley/Carson City as it is essential for the continued sustainability of the property.

DGM has also identified the need and desire for additional capital investment to the property and proposes a collective contribution with Carson City. At the conclusion of the third year, DGM would contribute 10% of its net operating income from the previous three years. As a condition of this contribution to capital, DGM proposes that Carson City match that contribution and establish a capital improvement fund for golf course related projects. DGM also proposes that this capital contribution coincide with a renewal of the lease for an additional 5 years. After the first year of operation DGM will present a capital improvement plan as part of its annual plan to be agreed upon with the City. This capital account would then begin being invested during the following year or fourth year of original date of lease. The intention of this capital fund would be used for golf course related projects. DGM proposes that this agreement be put in place for five renewal periods resulting in a partnership from 2017 and potentially terminating 2032.

Our proposal, as previously stated, is not for the short term lease but for a long term partnership with Carson City and the desire to be at Eagle Valley for our lifetime and beyond.

3. MINIMUM QUALIFICATIONS

As stated in Tom's cover letter, DGM has been in business for close to 37 years in Northern Nevada and has intimate knowledge of Eagle Valley and the Carson City market. At each golf course we have operated we have had full operational responsibility inclusive of golf, food and beverage and golf course maintenance. We have included, as Exhibit I, a detailed resume of our key executives: Tom Duncan, TJ Duncan and Scott Wackowski to support our statement of qualifications.

3.1 Written Evidence/References Demonstrating 5 Years' Experience

DGM currently owns and operates three 18 hole golf courses in Norther Nevada:

1. Dayton Valley Golf Club- Purchased spring 2010
 - a. Number of acres maintained
 - i. Greens 3.2
 - ii. Tees 3.5

- iii. Fairways and Rough 140
 - iv. Common Areas 3
 - b. Maintenance Budget- \$464,000
 - c. Number of employees in peak season- 35
2. Wolf Run Golf Club- Purchased spring 2005
- a. Number of Acres maintained
 - i. Greens 3.3
 - ii. Tees 3.2
 - iii. Fairways and Rough 80
 - iv. Common Areas 2
 - b. Maintenance Budget- \$623,000
 - c. Number of employees in peak season- 45
3. Lakeridge Golf Course- Purchased winter 2013
- a. Number of Acres maintained
 - i. Greens 3
 - ii. Tees 3
 - iii. Fairways and Rough 140
 - iv. Common Areas 3
 - b. Maintenance Budget- \$654,000
 - c. Number of employees in peak season- 55

3.2 Municipal Golf Courses Managed in Last 5 Years

- Tahoe City Golf Course- Matt Homolka (530) 613-0921
 - Reason for leaving- Lease term expired and now being run by Tahoe City Public Utility District
- Fallon Golf Course- Alan Kalt (775) 427-5272
 - Reason for leaving- Economic decision and now being run by Churchill County
- Rosewood Lakes Golf Course- Bob Sader (775) 329-8310
 - Reason for leaving- Road construction and course closed

3.3 Professional References

Steve Hartman, Esq. (775) 843-0747

Chris Ault, University of Nevada Retired Athletic Director (775) 745-7454

Robert Sader, Esq. (775) 329-8310

4. BUSINESS PLAN

Our business plan below will cover the bullet points requested in the RFP: Staffing Plan (staffing levels), Marketing Plan, Proposed Fee Structure, Operational Philosophy and Maintenance Standards. While DGM will mimic its successful operational approach we have at our other golf courses, Eagle Valley must establish its own identity while maximizing the collective strength of its sister golf courses.

4.1 Staffing Plan

Our staffing model will consist of three primary departments: Golf, Food & Beverage and Maintenance. Each department will be led by a lead manager and those lead managers will report directly to the executive staff of DGM.

Lead Manager Assignments- Golf- Head Golf Professional, Food and Beverage- Lead Bartender, Maintenance- Golf Course Superintendent

The golf department will be led by the Head Golf Professional who we intend to be a Class A golf professional with the PGA/LPGA. The Head Golf Professional will be supported by an hourly staff ranging from 2 to 15 employees to facilitate the golf operation depending on seasonality.

The food and beverage department will be led by the Lead Bartender and they will have a chef in the kitchen as the “second in command”. These two key positions will be supported by 1-5 additional hourly staff depending on seasonality.

The maintenance department will be led by a qualified and experienced Golf Course Superintendent. The Golf Course Superintendent will be supported by two hourly assistant superintendents and one hourly mechanic as our core staff. The golf courses will work collectively on mowing assignments and cultural practices and the key staff will be supported by an additional 2-11 hourly greens keepers.

The lead managers from each department will meet with DGM executives weekly for a staff meeting that is hosted onsite. During these weekly staff meetings we discuss financial performance as it relates to budget, upcoming promotions, the past weeks’ events, operational issues and/or concerns, and conclude with discussions on the upcoming week of events. These meetings are critical to our success at each property and ensures effective and clear communication between leadership and individual departments.

4.2 Marketing Plan

Marketing and advertising is especially important with the competitive aspect of the golf industry. Every course in the area is fighting for more rounds, but discounted rates can only go so far until it negatively affects your bottom line. Marketing is key when attracting golfers to a course. DGM intends to continue the utilization of Social Media, creating and retaining relationships with local companies and hotels, magazines, TV, radio and steady consistent email messages for Eagle Valley in 2018.

Duncan Golf Management has many means of advertising and marketing. The best marketing has really been word of mouth. Happy golfers have told their friends and family about the outstanding course conditions and customer service of all DGM properties this year, resulting in more play and overall more course profit. We still have numerous outlets for marketing and promotion, but we will continue to provide an excellent product that will result in good “word of mouth” marketing.

We have always made an effort to participate in Golf Shows and Expos in numerous cities and currently building our travel schedule for this upcoming season. In 2017, we participated in six Golf Shows with the Reno Sparks Convention and Visitors Authority. Visiting locations close in proximity, such as Boise, Portland and Seattle but also visiting the International Association of Golf Tour Operations

Convention in Miami, Florida. All of these shows helped us gain exposure for the courses as well as the area. The Carson City/Reno/Tahoe area is a great tourist destination and makes for a great “golf getaway”. Not only did we meet Tour Operators, but we were able to cultivate relationships with key sales executives at regional hotel and casinos. A great deal of our tournament play comes from our local hotels and casinos, which is why we stay committed to nurturing these relationships and their overall expectations when their guests play our golf courses. We offer numerous hotel properties in Carson City/Reno/Tahoe cross promotion opportunities as well as special Stay & Play packages.

Dude! Have you seen the Duncan Golf Management Commercials?!? This year we decided to create commercials with Sinclair Media, locally known for News Channel 4, Channel 11 and My Fox 21. We wanted to stand out from the crowd by presenting a light hearted, short video that showcased different aspects of the course. These commercials are now known as the “Dude” commercials. We created scenarios that can only be followed by one response of “dude!”. We wanted to show that we are the local golf courses that cater to fun, family and simply good golf. Our commercials portrayed our sense of humor and the uniqueness of our courses and company.

We also have had a presence in many local magazines and publications. DGM purchased advertisements featured in Golfing Nevada Magazine. Golfing Nevada Magazine is the directory for the golf lifestyle for all of Northern and Southern Nevada. It can be found in almost any golf shop in the area. We also have been featured in the Reno News & Review with Lakeridge being voted the #1 Golf Course in Northern Nevada for 2017!

Duncan Golf Management is also tapping many of the Social Media outlets for promotional campaigns. We are actively posting on Facebook, Yelp and Instagram and Twitter. On Facebook and Instagram we promote seasonal rates, Membership details, public special events at all of our properties, golf instruction tips, news and updates. Our most recent promotion is in conjunction with our “Dude” Commercials produced by Sinclair Media. We encouraged the public to create their own “Dude” Commercial to win a FREE Membership for 2018! The feedback has been remarkable. With over an 18,000 person outreach, monumental amounts of new followers, shares and likes, this promotion has made an impact on our local market. We still have a week of the contest left and it’s the “talk of the town”!

Another hit has been our Member of the Month promotion at each Duncan Golf Management course and at Flowing Tide Pubs. Customers fill out a simple data capture form to enter to win a membership for a month. We do a drawing each month and winners get free golf, range balls, and member guest fees for the entire month. This not only gets more people out to the courses, but some winners love the “trial membership” so much that they decide to become full members!

Call us “Old Fashion”, but we reach out personally to local businesses to present rates, course information, upcoming events and partnership opportunities. We value the small community relationships and friendships that can only be obtained in Northern Nevada. By making the small effort to personally

visit local businesses with little treats, drink vouchers or golf specials, we create a bond that not many other courses can. DGM is becoming a larger business day by day, but we still value our initial small family business attitude.

Our sales and marketing approach at Eagle Valley will be similar in nature to the above. With the infusion of the DGM brand we look forward to developing more relationships with local businesses in Carson City and further our impact to the local economy.

4.3 Proposed Fee Structure

DGM has spent a significant amount of time analyzing the information given in the RFP and believe achieving an effective average green fee is vital to our success at Eagle Valley. The immediate market has seen severe discounting of greens fees and we intend to rebuild the rate integrity. Our proposed rates on average are close to the same as the posted rate but we are under no delusions that this is actually what people are paying. It is somewhat “industry standard” to have multiple rates per time and day especially when seasonality comes into play. Where we “buck” that trend is that we believe in holding firm with a “simple” straight forward rate structure. This not only improves the average green fee but is clear to staff and the customer to not have too many rates that leads to excessive discounting.

In Exhibit II is our recommended rate sheets for both golf courses of which our financial performance is based on. In Exhibit III these rates are presented with the exact classification as listed on the website with a comparison of our proposed rates. We believe these rates are conservatively achievable and necessary to accomplish the revenues to make Eagle Valley a sustainable business. We have very similar rate structures at each one of our golf courses. We constructed our projected financials based on a combination of historical information supplied in the RFP and our own regional knowledge.

When we average the peak rate at each one of our golf courses we come up with “Rate Sheet Avg”. We then looked at what we are currently achieving at our golf course through our daily revenue reports, “Paid GF Avg”. In the table below, it illustrates how we are able to achieve a strong average green fee by having a simple and straight forward rate structure. Below is our analysis of how to achieve a more effective average green fee at Eagle Valley to be explained in more depth should we be fortunate enough to be selected for an interview.

	Rate Sheet Avg	Paid GF Avg	DIFF	Percentage	Member Round Avg	DIFF	
Dayton Valley	\$39	\$38	(\$1)	97.44%	\$23	(\$16)	58.97%
Wolf Run	\$50	\$47	(\$3)	94.00%	\$41	(\$9)	82.00%
Lakeridge	\$63	\$59	(\$4)	93.65%	\$46	(\$17)	73.02%
EV East	\$38	\$35	(\$3)	92.11%	\$19	(\$19)	50.00%
EV West	\$47	\$40	(\$7)	85.11%	\$19	(\$28)	40.43%

We do however, from the financial performance presented in the RFP, believe that the current performance is well below this average green fee and we will need to deliver an exceptional experience to gain our customers confidence and ensure that they are paying a fair price for an exceptional product.

We went a bit deeper in our analysis of the average green fee and projecting an initial pull back from rounds as we begin the road to recovery. Below is our projection from the rounds played in 2016 as supplied in the RFP. If we accomplished 70% of the paid rounds in 2018 for the paid rounds in 2016 with a firm rate structure we believe we would generate \$814,664 in green fees.

	Paid Rounds	Avg Round	
East	13,378	\$35	\$468,220
West	8,661	\$40	\$346,444
Totals	22,039		\$814,664

Memberships will be another key revenue stream of which we believe we have a favorable opportunity to grow. We have the ability to offer more to Eagle Valley members than ANY other operator and more than they have ever had before! We are proposing additional benefits to each and every membership category offered. With improved customer service, superior course conditioning and the daily experience members deserve to have, we believe that our members may be our best and most effective advertising locally for the facility.

We will again take a straight forward approach to our rate structure and offering for memberships. Our membership offering will be similar in 2018 as it was for 2017 with a few key additions to each membership category as illustrated in Exhibit IV. While it will appear that there has been a slight increase in the initial fee, unlimited driving range privileges and discounted greens fees will be offered to each membership category.

Below is our proposed membership offering and a comparison to the current offering.

		Couple	Family	Current Offering Description
	Individual	\$2,750	\$2,875	Unlimited golf, 20% merchandise discounts, 20% off range tokens, includes cart
Gold	\$1,900	\$1,950		Unlimited golf, 20% merchandise discounts, 20% off range tokens, includes cart
Family				Unlimited golf 5/1 thru 10/31, 20% merchandise discounts, 20% off range tokens, includes cart
Summer	\$1,350			Unlimited golf EAST course M-Th walking only 55 and older, 20% merchandise discounts, 20% off range tokens
Silver	\$950			Unlimited golf after 12PM, 50 Club GF's before 12PM 20% merchandise discounts, 20% off range tokens
Bronze	\$1,020			
Proposed Offering				
	Individual	Family	Description	
Gold	\$2,000		Unlimited Golf & Range, 20% merchandise discounts, includes cart- Special Greens Fees at Sister Properties	
Family		\$2,900	Unlimited Golf & Range, 20% merchandise discounts, includes cart- Special Greens Fees at Sister Properties	
Silver	\$1,000		Unlimited Golf & Range EAST course M-Th walking only 55 and older, 20% merchandise discounts Special Greens Fees at Sister Properties	
Bronze	\$1,200		Unlimited Golf & Range after 12PM, 50 Club GF's before 12PM, 20% merchandise discounts	
Junior	\$0		50 Available, Unlimited golf after 1PM, Unlimited Range Balls- Guest Greens Fees \$5 off posted Rate	
DGM	\$3,620	\$4,220	Unlimited & Range at ALL DGM Courses, 20% merchandise discounts, includes cart \$500 would go to Eagle Valley and remaining membership fees to Sister Properties	
Family Memberships include children under 23 years old				
Special Greens Fees- Anytime Greens Fees- \$25 Dayton Valley, \$35 Wolf Run, \$45 Lakeridge- Unlimited Range Anytime				

4.4 GOLF DEVELOPMENT PROGRAMS

4.4.1 Tournament Recruitment and Retention

Golf tournament recruitment and the retention of tournaments have been vital to the success of DGM's development. Tournament recruitment begins with developing trustworthy relationships and selling what we know works best. DGM simply takes responsibility for what we believe works. For example, local charities need fund raisers, local hotels and casinos need a place for their guests to play. Local golf organizations such as NCPGA, NNJGA and EWGA need venues for competitions. Hundreds of NCGA golf organizations like to travel and being within a few hours of those NCGA home clubs offers endless tournament opportunities. Constant contact with these group leaders, community leaders and continuous cold calling to new organizations reflects how DGM's tournament recruitment process is ongoing.

Tournament retention and customer loyalty is quite apparent throughout our organization. It starts with a well-trained, and engaging staff, who has dedicated their time and efforts to get to know our customers year after year. Having an engaged staff leads to **SUCCESSFUL EVENTS** and to ensure a successful event, every detail in every department must be covered. Our professional sales staff and team of golf professionals meet weekly to review each upcoming event. Upon completion of an event, DGM sends thank you cards and often offers a special gift in thanks for their business.

Managing tee time inventory and requiring clients to stick to the contracts leads to the open inventory available for members and public play. DGM understands the importance of EVERY TEE TIME and clearly

understands the importance of tee time accessibility. Many times a decision has been made to keep one golf course open without events when the others are full, for the sole reason to have tee times available for our members. A proper “balancing-act” is required to ensure our members get their money’s worth along with ensuring accessibility for our local and loyal customers.

As locally-owned and operated golf courses, and leaders in the local golf industry, charitable donation requests are abundant. Those requests are often honored and are “win-win” scenarios after supporting a charity and being introduced to new clients.

In each of the last 3 years at DGM, over 600 successful tournaments have taken place annually and tournament revenues have been in excess of \$1,100,000 in green fees and \$200,000 in special event fees.

DGM proposes understandable and fair contracts through Caterase software, the world’s number one leading catering software. DGM’s golf contracts clearly state our requirements which include a client signature, deposit and final payment prior to play unless otherwise authorized by DGM (sample contract in Exhibit V).

4.4.2 Instruction

DGM knows how important recruiting and retaining golfers is to our company and the golf industry as a whole. Teaching positively impacts the business and revenue at a facility, adding to the bottom line. More rounds and revenue are created by first introducing the game to beginners, then by retaining golfers, making sure they’re improving and feel comfortable on the golf course. Unfortunately, the game is not near as fun when you’re struggling on the course, compared to making good shots and scoring well. Ultimately, our goal is to create player development programs targeted towards men, women and juniors, as well as retain these golfers through private instruction.

Instruction is an important piece of the puzzle when it comes to generating more revenue for the golf course. Therefore, our Player Development Programming will incorporate the social nature of the sport, as well as how the game’s atmosphere provides camaraderie among friends and bonding between family members. It’s important to reach both current golfers as well as non-golfers, seeing as non-golfers likely have some misconceptions about the game. Our message with instruction needs to overcome these misconceptions by promoting that golf is affordable, can be played fast, is fun, is welcoming to all races and genders and provides a beautiful and environmentally clean atmosphere to enjoy being outdoors. The more we can make new golfers feel comfortable and welcome at the facility, the more rounds, merchandise, food and beverage, tournament, and membership sales we will have. We have to make this facility feel like home to all golfers and be the first place they think of when they think “golf”.

When a student takes a lesson at a specific course, they tend to practice and play there. Many of our students have chosen to become members because of lessons at the course. Not only are they fans of the practice facilities, they like the layout of the course. With incorporating “on-course” lessons, students feel like they understand “course management” and feel like they can execute specific shots we worked on in the lesson.

Overall, Duncan Golf Management strives to reach out to golfers of any skill level through instruction and Player Development Programming. The bottom line of any golf course will profit from good Instructors and Programming by ensuring new and current customers enjoy the game and are striving to improve.

4.4.3 Junior Growth

Overall, instruction can get the whole family interested in the game of golf. Golf is a great family sport and a great way to spend more time together. At Wolf Run, we have three sessions of Junior Camp throughout the summer. The last day of camp always is followed by a Parent-Junior Golf Tournament. It really isn't competitive, but it allows the family to go out and enjoy the golf course together. The "Scramble" format of this tournament makes it fun and easy for the juniors to play. We also like to do a chipping contest and a Marshmallow Long Drive Contest. Golf is FUN and that is one of the most important messages we have to deliver to new and existing golfers ESPECIALLY the juniors!

Junior Golf has always been a passionate area and cultivating young golfers is a goal of ours. We ultimately want to help these children learn to love the game of golf and everything golf encompasses. Not only are we strong supporters of the local First Tee Program, we have our own Junior Programming available as well.

We have Junior Camps that run throughout the summer. There are three sessions of camp that run four days long. These Camps are mainly for beginners, but we have juniors of all ability levels participate. By teaching the basics of the full swing and short game, as well as etiquette and rules, juniors feel more comfortable the next time they are on the golf course. As mentioned before, we conclude each Junior Golf Camp Session with a Parent-Junior Golf Tournament. These are a fun way to get the children out on the golf course and also include the entire family.

We also decided to create a team for the PGA Junior League this past year! What is the PGA Junior League? "PGA Jr. League is a fun, social and inclusive opportunity for boys and girls to learn and enjoy the game of golf. Much like other recreational league sports, participants wear numbered jerseys and play on teams with their friends. Each team is captained by a PGA or LPGA Professional, who serves as the coach and is at the forefront of creating a welcoming environment for all to enjoy the game. PGA Jr. League utilizes a popular scramble format that creates a nurturing environment for learning and development - both on and off course. With 42,000 participants in 2017 - and Ambassadors like Rory McIlroy and Michelle Wie - PGA Jr. League has wide-ranging appeal for both youth and their parents."

Duncan Golf Management introduced a FREE Junior Membership this past year. This membership provided free golf, unlimited range balls, a t-shirt, hat and member-guest rates for friends and family for no cost to the first hundred juniors to sign up. This was an immensely successful program, filling the hundred person maximum within two weeks. Not only was this a great way to help and encourage kids to come out and play more golf, it encourages the entire family to go out and play!

Even if a child did not join our Junior Membership, Duncan Golf Management offers unbeatable daily Junior Rates. It is ONLY \$5 for a child under the age of 18 to play any DGM course, any day, during our Twilight times.

4.4.4 Women's Growth

Creating an overall design of a female specific player development program is an initiative our Director of Instruction, Lindsay Hoskins has taken personally. Through her dedication to the LPGA she has spear headed our efforts in the growth of our female golfer.

Our business objectives are to gain new female students and for them to become consistent customers at our courses through “FORE” Ladies Only Clinics. This is possible by first introducing them to the game in a non-threatening or intimidating atmosphere. Each clinic is fun and social, but ultimately informative. Female customers enjoy social events, so Lindsay’s goal is to make sure that the social aspect of each clinic will appeal to potential students. By applying principles from the PGA’s Get Golf Ready program, not only will ladies learn the basics about the swing, but they will also get the opportunity to play on the course. After each clinic, participants are able to enjoy a complimentary cocktail and appetizers. Participants can meet other ladies just being introduced to golf and hopefully they will hit the course in the future.

4.4.5 Equipment and Sales Targeted through Instruction

Golf Instructors become trusted experts when it comes to purchasing new equipment. Our students always look to our instructors for guidance when purchasing a new club or even attire or accessories. The more golfers we can get out for lessons, the more merchandise sales we have.

An idea we implemented this past year was a “Ladies-Only” Demo Day and Trunk Show. After speaking to some of our female customers and to numerous vendors at merchandise shows earlier in the year, they said they’d be interested in an event specifically designed for women. This event included a demo day and trunk show from over 5 different vendors. We offered complimentary wine and snacks to all attendees with a small donation of at least \$10 to our local Juvenile Diabetes Research Foundation. Our Director of Instruction, Lindsay Hoskins also conducted a 30 minute clinic free to all attendees. The positive response from the event was overwhelming from both vendors and customers. We had about 75 ladies attend and hope to double that this next year. This was a great way for ladies to get fit with the correct equipment as well as sparking interest for others to get more involved playing golf this upcoming season.

4.5 Operational Philosophy

DGM operational philosophy is quite simple: keep golf affordable and present a good product. We have built our reputation of running our courses through hard work while keeping in mind that our customers deserve our best effort. While the philosophy is simple its execution is a bit more complex. We operate in an “everyday matters” mentality and in the golf business, which operates 7 days a week for the majority of the year, is critical to our success. We are a business that operates essential on cash flow and its ebbs and flows throughout any given year. Our budgets are constructed with careful consideration of historical weather and revenue patterns. Each year we must be flexible and ready to adjust to the economic and atmospheric conditions that are so fluid. DGM executives are close to the daily operation and through its key staff at each location are ready to make necessary adjustments to operations to achieve our customers’ expectations ultimately meeting our financial goals.

4.6 Level of Service Standards for Maintenance

As previously started in the proposal we know that we will need to reestablish quality playing surfaces to retain and as well as attract new customers. We focus our agronomic programs on the priority of greens first, then tees, fairways, rough and outlying areas in that order.

Agronomy at most golf courses across the industry has also evolved over the years with numerous operators racing to the bottom in costs cutting in their maintenance departments. Through the leadership of Scott Wackowski, Vice President who also holds an Agronomy degree from Pennsylvania University in Turfgrass Management, DGM has held steadfast in investing significant resources into golf course conditioning. This includes a financial investment in hard costs but a more of an investment in innovation and extensive detailed analysis of golf course maintenance practices. We have developed many programs within our maintenance departments to reinvest budgets not to only improve the bottom line but to improve efficiencies by reallocating expenses to specific targeted objectives.

Our maintenance plans all begin with a set of proposed standards and from there we craft our overall plan for the year seen in Exhibit VI.

Once our core proposed standards are constructed in comes down the art of execution of which we believe we separate ourselves in the market. We have a keen insight into the playability of the course and not just the outward appearance from the road. TJ Duncan can be found playing and/or evaluating the playability of our courses each and every week throughout the season. Although a very fair critic, he is particular and knows what the customer wants when they play the golf courses. Our agronomic programs are adjustable and need to be to accommodate a multitude of players' and guests' expectations. Our agronomy teams' schedule tasks specific to each and every days business. One day we may have a beginner tournament where we will slow the greens down and move the tees up for an easier more enjoyable round for that particular group. The next day maybe men's club championship when the greens need to run firm and fast. Our programs are geared specifically to have the flexibility to accommodate both.

If you have visited one of our courses in this past season the golf course conditions will speak for themselves! We continue to hear on an annual basis that our greens are among the best in the region and our tournament groups are always very appreciative of the customized approach to golf courses set up. We encourage all those in the evaluating process to visit any one of our golf courses to see for themselves!

5. EVIDENCE OF SUFFICIENT RESOURCES & CAPABILITIES

DGM owns and operates three golf courses all comparable in size to Eagle Valley. Our track record in the region serves as sufficient evidence of our capabilities to operate effectively with established accounts to support full operations. In Exhibit VII please see our three financial references as further evidence of our capability.

We have included as Exhibit VIII the past 3 years financial statements including profit/loss statement, balance sheet, and statement of cash flows for Lakeridge as a sample course to represent our organization in a summary format which is similar to size and scope of Eagle Valley.

6. TRANSITION PLAN

DGM will be immediately available January 1st 2018 with two of its key executives on sight overseeing the transition, TJ Duncan and Scott Wackowski. While the transition will be quite quick from city council approval December 7th to operations beginning January 1st, DGM will be ready to go! We will welcome a short term management agreement until a lease agreement is agreed upon.

If DGM were selected and approved in December, we would immediately request permission to discuss employment opportunities with the current staff. Our intention would be to retain as many staff as possible if they fit our company culture and budget. While we have several internal candidates that we will encourage to apply for key positions, we will also launch a local and nationwide search to find the best suitable candidates to lead Eagle Valley in this next chapter.

DGM intends to secure a full time Class A Head Golf Professional and Golf Course Superintendent by March 1st to lead Eagle Valley into its first season. Support staff will be fulfilled as the seasonality of the budget progresses into spring and until staff sizes hit their peak in early June.

We intend to bring a **new** cart fleet to Eagle Valley and will schedule arrival no later than March 1st. In the meantime, we will negotiate usage of the existing fleet and/or utilize carts from our other locations to support operations prior to the new fleet's arrival.

Membership sales would start immediately on January 1st regardless of weather and we will initiate an email campaign to get the word out. We have membership holiday parties at each location after 12/7 and the announcement of DGM to Eagle Valley would definitely merit a toast at each party and help spread the word of our new membership offerings!

7. FINANCIALS

Throughout this proposal we have presented what we believe will support our financial forecast for Eagle Valley. Although our projections may seem bold, through our analysis we believe very attainable. There are several key factors that we will determine our success and reestablish solid incomes to support the expenses while providing a quality experience for our guests: rate integrity, support on aging equipment fleet, water costs, and DGM brand.

We strongly believe that the establishment of a viable average green fee or rate integrity is among the top priorities for the facility to become successful. Without segmented information in regards to golf revenue supplied in the RFP, we created our own analysis based on how we are currently performing in the region in conjunction with the information provided.

We spent considerable amount of time analyzing the "paid rounds" of golf or daily fee golfer which in Eagle Valley's case combines the public golfer and those who join the 50 club. In 2016 this combination accounted for 31,484 rounds of golf. To speculate what the current average green fee for these rounds is extremely difficult with the information provided. We are confident it is much lower that we are projecting we will achieve in 2018. That said, we built several models to build our projections and conservatively project that a firm rate is established that there could be a 30% pull back in this segment. We are projecting in 2018 paid rounds of golf (50 Club and daily fee round) will combine for 22,039 rounds at an average green fee \$36.96 producing \$814,664 in total paid greens fees.

In our projections and proposal, we propose that the entire rent payment be used to support the aging equipment fleet that supports the golf course maintenance department. We believe strongly that quality playing surfaces are essential for our revenue projections and without the continued infusion of capital investment into equipment, the golf course will struggle to maintain consistent conditions. Thru the length of the initial lease term we would infuse \$450,000 accomplishing the replacement of key pieces of equipment to operate on a continued basis. The rent payment used for equipment would relieve an operational lease expense making the operation more viable.

Our financial performance is based that the commodity charge for irrigation usage not be implemented as it was for the previous operator. We understand that further clarifications and language may be addressed through the license agreement during negotiations. Without the burden of this expense, it has allowed us to build a more attractive projection to our organization and a key decision point to propose for this lease.

Lastly, we believe that our brand, Duncan Golf Management, will bring significant benefit to the operations at Eagle Valley not only in reputation but in the collective resources a single operator would not be able to provide affordably. From our sales and marketing team, to our accounting and executive staff we believe that our projections can be fully support a viable entity for many years to come. Please see Exhibit VIII with our financial projections for the term of the lease.

8. LEGAL HISTORY

DGM does not have any current contracts for the management of golf services or any pending claims or lawsuits. DGM does not propose any additional compensation during the term of the agreement.

9. SUMMARY

We would like to thank you again for the opportunity to submit a bid to operate Carson City's Eagle Valley Golf Course. Duncan Golf Management, in one form or another, has been operating golf courses in Northern Nevada for the past 37 years and plan on being here for another 37!

DGM has the philosophy to keep golf affordable and to present a good product which we hope this proposal clearly illustrates. We have built our reputation of running our courses through hard work while keeping in mind that our customers deserve our best effort. This opportunity will take our best effort and we are excited to work collectively with Carson City as Eagle Valley enters into its next operating agreement.

We understand that you have a difficult decision to make to find the right operator. DGM believes that we are best local and/or national operator to facilitate the successful future at Eagle Valley. Our desire is that this proposal allows us to be selected for an interview and ultimately enter into negotiations for an operating agreement for full operations for the next five years and beyond.

Submitted By:

Tom Duncan

Signature of Authorized Representative

Tom Duncan

Name of Authorized Representative

President

Title

11/6/2017

Date

EXHIBIT I

THOMAS P. DUNCAN
1400 Wolf Run Road
Reno, NV 89511
(775) 851-3301
tduncan49@me.com

Lakeridge Golf Course, Reno, NV- Owner

2013-Present

Purchased in 2013, Lakeridge was losing over \$400,000 per year which we turned around and now has a positive cash flow.

Wolf Run Golf Course- Owner

2005-Present

Brought the course from losing \$600,000 per year to making a profit in only one year of ownership.

Dayton Valley Golf Course- Owner

2010-Present

Dayton Valley was losing \$700,000 and doing only 13,000 rounds per year before it was purchased in 2010. Currently, Dayton Valley is up to 30,000 rounds per year.

Rosewood Lakes Golf Course/First Tee- Management

2013-2016

The City was losing over \$700,000 per year. Within one year of our management being implemented they were breaking even.

Reference: Bob Sader (775)329-8310

Tahoe City Golf Course- Management

2011-2016

Tahoe City was voted course of the year under our management in 2016 for the entire Tahoe region.

Reference: Matt Homolka (530)613-0921

Fallon Golf Course- Management

2012-2016

Fallon Golf Course was near shutting down. Our management turned it around so that the course was not losing any money.

Reference: Alan Kalt (775)428-0270

Silver Oak Golf Course- Management

2001-2004

University of Nevada- Head Men's Golf Coach

1994-2004

Coach of the year two times for Mountain West and WAC.

Winningest coach in Nevada history

Coached U.S. Team in Japan World Games

Reference: Chris Ault (775)745-7454

Dayton Valley Golf Course-Director of Operations

1991-2000

Opened course and increased play to at least 30,000 rounds per year

Eagle Valley Golf Course- Head Professional

1981-1990

Increased rounds from 17,000 in the first year to 90,000 my last year thee.

TJ Duncan
6423 Meadow Country Drive
Reno, NV 89519
775-830-8690
tj@dmgolf.net

Experienced golf operator with a range of golf and management skills. A budget focused leader with attention to the bottom line. Excellent leader, manager, motivator, and team builder with acquired expertise in the golf industry. Creative strategist, attention to detail and commitment to excellence that have a valuable and applicable environment to thrive and grow. Proven commitment to Reno-Tahoe community.

Skills

- Strategic Planning
- Marketing
- Territory Expansion
- Business Development
- Team Building
- P&L Management / Budgeting
- Market Analysis
- Staff Training and Motivation
- Relationship Building
- Sales

Education

Bachelor of Science in Political Science *University of Oregon* 2001

Activities

PGA Class A Professional	2017 – Present
Prospectors	2017---Present
Carson City Assistant Varsity Basketball Coach	2017---Present
McQueen High School Varsity Basketball Coach	2009-----2016
Member , Reno Tahoe Young Professionals Network	2008 – Present
Member , Sons of Nevada	2008 – Present
Member , Skal International	2007 – 2012
President , Golf the High Sierra	2010
Board Member , First Tee of Northern Nevada	2009

References:

Todd Renwick

Assistant Chief of Police, University of Nevada Police Department
(775) 745-6194
trenwick@unr.edu

David Taylor

Community Relations & Communications Manager @ Microsoft
(775) 848-7995
datayl@microsoft.com

Brian Drakulich

Owner, Do More Drakulich Realty
(775) 846-8585
bdrakulich@domore.com

Scott William Wackowski

scottw@dgmgolf.net

310 Sondrio Way

Reno, Nevada

775-544-4727

Professional Summary:

Professionally motivated in the golf industry since becoming part of the work force at age sixteen. Proven to be successful at each and every level of participation. Passionate fan of the game and industry for close to 30 years. Experience in operating facilities in the US, China, and Mexico.

Professional Experience:

Duncan Golf Management

Vice President/Owner

March 2017-Present

Oversee all operations for Duncan Golf Management. DGM owns three golf courses in northern Nevada, Dayton Valley Golf Club, Wolf Run Golf Club, and LakeRidge Golf Course. Also oversee the maintenance department at Wolf Run Golf Club.

CourseCo INC

Vice President of Agronomy

March 2015- March 2017

CourseCo is the largest golf course management company in Northern California which oversees 28 golf courses in California, Oregon, Washington and Texas. As VP of Agronomy, I was responsible for the oversight and leadership of our Golf Course Superintendents, Environmental Initiatives and Excellence, Corporate Safety Officer charged with compliance and enforcement of company programs, and constructed, procured and oversight of all capital equipment and projects.

Duncan Golf Management

Director of Operations

January 2011-September 2014

Oversee all operations for six Duncan Golf Management (DGM) properties. DGM owns three golf courses in northern Nevada, Dayton Valley Golf Club, Wolf Run Golf Club, and LakeRidge Golf Course. DGM leased contracts for the Tahoe City Public Utility District, Churchill County and the City of Reno.

Synergy Golf Course Management

Director of Operations

December 2009-Janurary 2011

Oversight of overall maintenance budget in excess of \$5M for seven golf courses located in the southwest including Phoenix, San Diego, Palm Springs and Nevada. Additionally, assisted the President with general operations oversight for all locations.

D'Andrea Golf Club

Golf Course Superintendent

May 2002-December 2009

Lead D'Andrea Golf Club Maintenance to becoming a premiere property in the region.

- Reduced operational budget by close to \$300,000 from 2006-2009
- Began and completed a comprehensive overhaul of golf course maintenance labor
- Promoted to helping our sister course in Chula Vista, CA install similar cost savings and improved efficiencies.

Troon Golf

Golf Course Superintendent

December 2000-January 2005

**D'Andrea Golf Club
Sparks, Nevada**

May 2002-December 2005

Superintendent

Troon North Golf Club

September 2001-May 2002

Superintendent

**Ixtapan Country Club
Ixtapan de la Sal, Mexico**

December 2000-September 2001

Director of Golf

**Prescott Lakes Golf Club
March 1999-December 2000
Assistant Superintendent**

**Mission Hills Golf Resort TPC
October 1997-March 1999
Golf Course Superintendent/Project Manager
Guan Lan, China**

**Troon Golf and Country Club March 1996-October 1997
Assistant Superintendent/Interim Superintendent**

**Desert Forest Golf Club
March 1995-September 1995
Superintendent's Internship**

**Northampton Valley Country Club
February 1990-September 1994
Foreman**

Education:

**Pennsylvania State University
Two-Year Turfgrass Technical Management Program, Graduated 1996**

EXHIBIT II



2018 East Course Golf Rates

Off Season Golf Rates (Jan- March, Nov-Dec):

Daily

- \$30 per player
 - \$20 Walking
- \$20 after 1PM (Twilight)

Pre/Post Season Golf Rates (April and October):

Monday-Thursday

- \$35 per player
 - \$25 Walking
- \$25 after 2PM (Twilight)

Friday-Sunday

- \$40 per player
 - \$30 Walking
- \$30 after 2PM (Twilight)
 - \$20 Walking

In Season Golf Rates (May -October):

Monday-Thursday

- \$40 per player
 - \$30 Walking
- \$30 after 1PM
- \$20 after 4PM (Twilight)

Friday-Sunday

- \$45 per player
 - \$35 Walking
- \$30 after 1PM
- \$20 after 4PM (Twilight)

Senior Day EVERY Tuesday \$25 Greens Fees

50 Club/Seniors/Member Guests: \$5 off posted rate

Tournament Rates: Add \$5 to the posted rate

Junior Rates: \$5 after 3pm offseason and after 4pm in season

Employee Rate: Complimentary after 11am depending on availability- NO advance tee times



DUNCAN
GOLF MANAGEMENT



2018 West Course Golf Rates

Off Season Golf Rates (Jan- March, Nov-Dec):

Daily

- \$35 per player
- \$25 after 1PM (Twilight)

Pre/Post Season Golf Rates (April and October):

Monday-Thursday

- \$45 per player
- \$35 after 2PM (Twilight)

Friday-Sunday

- \$50 per player
- \$40 after 2PM (Twilight)

In Season Golf Rates (May -October):

Monday-Thursday

- \$50 per player
- \$40 after 1PM
- \$30 after 4PM (Twilight)

Friday-Sunday

- \$55 per player
- \$45 after 1PM
- \$30 after 4PM (Twilight)

50 Club/Seniors/Member Guests: \$5 off posted rate

Tournament Rates: Add \$5 to the posted rate

Junior Rates: \$5 after 3pm offseason and after 4pm in season

Employee Rate: Complimentary after 11am depending on availability- NO advance tee times

Employee Guest Rate: \$25 after 11AM



DUNCAN
GOLF MANAGEMENT

EXHIBIT III

Eagle Valley Rate Comparisons From Website

EAST COURSE			
Winter Rates	Website	Proposed	Diff
Riding	\$33	\$30	-\$3
50 Club	\$30	\$25	-\$5
Walking	\$20	\$20	\$0
Riding Twilight	\$27	\$20	-\$7
50 Club Twilight	\$22	\$15	-\$7
Walking Twilight	\$15	\$20	\$5
Senior Tuesday Riding	\$23	\$25	\$2
Spring Rates	Website	Proposed	
M-Thurs Riding	\$35	\$35	\$0
M-Thurs 50 Club	\$30	\$30	\$0
M-Thurs Walking	\$22	\$25	\$3
M-Thurs Riding Twilight	\$25	\$25	\$0
M-Thurs 50 Club Twilight	\$20	\$20	\$0
M-Thurs Walking Twilight	\$15	\$25	\$10
Fri-Sun Riding	\$40	\$40	\$0
Fri-Sun 50 Club	\$33	\$35	\$2
Fri-Sun Walking	\$25	\$30	\$5
Fri-Sun Twilight Riding	\$25	\$30	\$5
Fri-Sun Twilight 50 Club	\$25	\$25	\$0
Fri-Sun Twilight Walking	\$15	\$20	\$5
Fri-Sun Supertwilight 50 Club	\$15	\$20	\$5
EAST COURSE			
May-Oct Summer Rates	Website	Proposed	
M-Thurs Riding	\$40	\$40	\$0
M-Thurs 50 Club	\$30	\$35	\$5
M-Thurs Walking	\$23	\$30	\$7
Fri-Sun Riding	\$45	\$45	\$0
Fri-Sun 50 Club	\$35	\$40	\$5
Fri-Sun Walking	\$25	\$35	\$10
M-Thurs Riding Pre Twilight	\$35	\$30	-\$5
Twilight Riding	\$27	\$30	\$3
Twilight 50 Club	\$22	\$25	\$3
Twilight Walk	\$17	\$30	\$13
Supertwilight Riding	\$20	\$20	\$0
Supertwilight 50 Club	\$17	\$15	-\$2
Senior Tuesday Riding	\$23	\$25	\$2

WEST COURSE			
Winter Rates	Website	Proposed	Diff
Riding	\$40	\$35	-\$5
50 Club	\$30	\$30	\$0
Riding Twilight	\$31	\$25	-\$6
50 Club Twilight	\$25	\$20	-\$5
Spring Rates	Website	Proposed	
Riding	\$40	\$45	\$5
50 Club	\$35	\$40	\$5
Riding Twilight	\$28	\$35	\$7
50 Club Twilight	\$25	\$30	\$5
May-Oct Summer Rates	Website	Proposed	
M-Thurs Riding	\$55	\$50	-\$5
M-Thurs 50 Club	\$40	\$45	\$5
Fri-Sun Riding	\$65	\$55	-\$10
Fri-Sun 50 Club	\$45	\$50	\$5
M-Thurs Riding Pre Twilight	\$45	\$40	-\$5
Twilight Riding	\$33	\$40	\$7
Twilight 50 Club	\$28	\$35	\$7
Supertwilight Riding	\$25	\$30	\$5
Supertwilight 50 Club	\$22	\$25	\$3
Family Rate (1adult & 1 Child) 9 holes Riding	\$35		-\$35

EXHIBIT IV



2018 MEMBERSHIP AGREEMENT

<u>Membership</u>	<u>Individual Fee</u>	<u>Family Fee</u>
Gold	\$2000	\$2900
Silver	\$1000	n/a
Bronze	\$1200	n/a
DGM	\$3620	\$4220

GOLD MEMBERSHIP: INCLUDES UNLIMITED GOLF, CART AND RANGE ON BOTH, THE EAST AND WEST COURSES, 20% MERCHANDISE DISCOUNT, PLUS SPECIAL GREEN FEES AT SISTER PROPERTIES.

SILVER MEMBERSHIP: AVAILABLE FOR GOLFERS 55 YEARS OF AGE OR OLDER. IT INCLUDES UNLIMITED GOLF, CART AND RANGE ON THE EAST COURSE MONDAY THRU THURSDAY, 20% MERCHANDISE DISCOUNTS AND SPECIAL GREEN FEES AT SISTER COURSES.

BRONZE MEMBERSHIP: INCLUDES UNLIMITED GOLF, CART AND RANGE ON BOTH THE EAST AND WEST COURSES EVERY DAY AFTER 12:00 PM, 50 CLUB GREEN FEES BEFORE 12:00 PM AND 20% MERCHANDISE DISCOUNTS.

DGM: MEMBERSHIP WILL COME WITH ALL THE BENEFITS OF MEMBERSHIP AT EAGLE VALLEY, DAYTON VALLEY GOLF CLUB, WOLF RUN GOLF CLUB, AND LAKERIDGE GOLF CLUB WHILE EACH ENTITY IS OPERATED BY DUNCAN GOLF MANAGEMENT. **IF AT ANY TIME THE MEMBERSHIP IS NOT RENEWED THE MEMBERSHIP FEE MAY BE FORFIETED.**

Eagle Valley is owned by the City of Carson City. Wolf Run Golf Club is owned and operated by Duncan Burgess, LLC. Dayton Valley Golf Club is owned and operated by Dayton Valley Golf Course, LLC. Lake Ridge Golf Club is owned and operated by Duncan Golf at Lake Ridge, LLC. Each facility and its owner are referred to in this Agreement as a "Club". In the case of joint memberships to all the Clubs, they are referred to collectively as the "Club". For purposes

of the provisions of this Membership Agreement and the Plan, either an Existing Membership or an Associate Membership is referred to simply as a "Membership" held by a "Member".

The Member hereby agrees to pay the Club, the membership fee. The Member agrees that annual fees may be increased or decreased by the Club, in the Club's sole discretion, and understands that such fees will probably increase over time. The membership fee is a **nonrefundable, one-time payment** and shall be paid by the Member and delivered to the Club within five (5) business days of execution of this Agreement by the Club. In the event that any amounts owed to the Club are not paid on a timely basis, the Member is liable for a late payment fee or the membership may be recalled.

A Member is not liable for assessments rising from capital improvements, renovations or repairs. However, such expenditures by the Club may influence an increase in the membership fee paid by new Members or an increase in monthly dues.

Membership is contingent upon approval by the Club and execution hereof, which approval shall be at its sole discretion. Upon signing the Agreement, the undersigned authorizes the disclosure and release of information to the Club for investigating the Member's qualifications for membership, including credit history. The Member holds the Club harmless from any and all such acts. The Club retains the right in its sole discretion to disapprove the Member's application for membership and decline to sign this Agreement.

The membership fee is paid in consideration for the Member's right to play the golf course (s) in accordance with the current memberships being offered.

The Member hereby acknowledges receipt of the Golf Club Membership Plan and General Provisions, and the Golf Club Rules and Regulations. The Member certifies that he/she has read and understands them, and agrees to be bound by the terms and conditions thereof. The Member agrees to substitute fully the membership privileges acquired pursuant to this Agreement for any present or prior rights in or use of the Club facilities. This Agreement supersedes and renders void any prior Membership Agreement relating to the same Club facility previously in effect.

If the Member is married, both the member and his/her spouse must sign below.

Date _____

Signed _____

Member's Signature

Date _____

Signed _____

Spouse's Signature (if applicable)

This Membership Agreement shall not be binding on the Club unless and until the Club has signed below.

ACCEPTED BY:

Duncan Golf Management

By: _____

Title: _____

Date: _____

Notes:

Credits Used:

Date Paid in Full: _____

Attach copy of receipt to this document

MEMBER INFORMATION

PERSONAL

Applicant: _____

Spouse: _____

Address: _____

Street

City

State

Zip

Home Telephone: _____

Cellular Telephone: _____

Email Address: _____

Unmarried children residing in the same household 23 years or younger (applicable to Family Membership only):

Name: _____ Date of Birth: _____

The Club Credit Policy

All dues and other charges for food, beverage, merchandise and services which are not paid in cash will be automatically debited from the debit/credit card listed below prior to the next month's billing. The debit/credit card charge will be for the previous month's dues and charges. As a reminder, statements will be mailed out to members the first week of the month. Any statement disputes should be brought to the attention of the club representative prior to the next month's billing. A member can avoid the automatic charge by paying the entire statement prior to the next billing. Should you have any questions about your account, please contact Accounting at 775-246-7888.

I authorize any and all delinquent charges incurred on my account to be charged to the debit/credit card listed below. I certify that the below listed card is issued to me and I agree that all or any disputes on my credit card will be promptly brought to the attention of the club representative. I also understand that I am obligated to keep a valid approved debit/credit card on file with the club at all times.

PRIVACY DISCLOSURE: The payment information collected to administer your membership account is treated confidentially and will not be shared with anyone except the financial institutions and those employees used to process payments. Your payment information is NOT shared, sold or made public in any way.

Debit/Credit Card Type: _____ Expiration Date: _____

Debit/Credit Card
Number: _____ CCV: _____

Cardholder Name: _____
(As It Appears On The Card)

Cardholder's
Signature: _____

The undersigned hereby further authorizes the disclosure and release of information to Duncan Golf Management for investigating my qualifications for membership. This includes, and is not limited to, my credit history.

Date

Signature of Applicant

EXHIBIT V



Golf Contract

Client/Organization CC Nugget / Fujii Golf	Event Date 6/26/2018 (Tue)	Telephone (775) 882-1626	Fax () -	Event # E07270
Address 507 N. Carson St			Site Contact Diana LeBaron	Guests 28 (Act)
Party Name Fujii Golf	Sales Rep Mike Eskuchen	Theme Golf	Venue Wolf Run	

The event is confirmed once the signed contract and the initial deposit towards fees, unless otherwise contracted with DGM, have been accepted. The confirmed number of participants is due no later than 10 days in advance of the contracted date. If no final count is received prior to 10 days of the event date, the number of guests indicated on the initial contract will be the guaranteed number of participants. The final participant count must not exceed the original contracted amount without written acceptance from DGM. Any cart damage above and beyond normal wear and tear is the responsibility of the group leader. Final payment is due PRIOR TO TEEING OFF, unless otherwise contracted with DGM.

Golf Course(s) and Starting Time(s)

Description	Start	End	Serving	Banquet Room	Setup Style
Wolf Run	8:30 am	1:00 pm	NA	Wolf Run	Modified Shotgun
Dayton Valley	8:30 am	1:00 pm	NA	Dayton Valley	Shotgun

Fees

Food/Service Items	Price	Qty	Total
Wolf Run - 6/26/2018 - 8:30 am			
Wolf Run Fees	55.00	28	1,540.00
Dayton Valley - 6/27/2018 - 8:30 am			
Dayton Valley Fees	50.00	28	1,400.00

	Food	Beverage	Liquor	Equipment	Labor	Room	Other	Total
Subtotal	0.00	0.00	0.00	0.00	0.00	0.00	2,940.00	2,940.00
Taxes	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00	0.00	0.00	2,940.00	2,940.00

Client **Date**

Sales Representative **Date**

EXHIBIT VI

Eagle Valley Proposed Maintenance Standards

GREENS	In Season	Off Season	TEES	In Season	Off Season
Species/Variety	Poa/Bent	Poa/Bent	Species/Variety	Poa/Rye/Blue	Poa/Rye/Blue
HOC	.100-.125	.125-.150	HOC	0.400	0.550
Target Speed	8.5-9.5	8.5-9.5	Mowing Freq.	2-3 x/s/week	1-2x/month
Mowing Freq.	Daily	1-2x/month	Mower Type	Tri-plex	Tri-plex
Clean up cut Freq.	3x's week	1 x/month	Verticut Freq.	N/A	N/A
Mower Type	Tri-plex	Tri-plex	Topdress Freq.	Weekly	Monthly
Verticut Freq.	2x/month	N/A	Aerification Freq.	1 x/season	N/A
Topdress Freq.	1x/ month	As needed	Divot Repair Freq.	Weekly	Monhtly
Aerification Freq.	Ongoing	Ongoing	Accessory Re-Paint	Annually	N/A
Tine size & spacing	Air2G2	Air2G2	Logo-ed Accessories	N/A	N/A
Ball Mark Repair Freq.	Daily	Daily	Access. Repl. Sched.	As needed	As needed
Logo-ed Flags	As needed	As needed	Time to Repair Damage	Immediately	Immediately
Pin Placement Rotation	red, white, blue	3 cups	Overseeding Rate	10 lbs/M	N/A
Time to Repair Damage	Immediately	Immediately	Preventive Fungicides	no	no
Access. Repl. Sched.	As needed	As Needed		no	no
Prev. Fungicide Apps	As needed	As needed	Weed Control	As needed	As needed
Insect Control	As needed	As needed	Yardage plate edging freq	2 x's/seasonaly	N/A
Weed Control	As needed	As needed	BUNKERS	In Season	Off Season
FAIRWAYS	In Season	Off Season	Raking Freq.	5-7x's/week	1-2 x's/week
Species	Poa/Rye/Blue	Poa/Rye/Blue	Sand depth slopes	0-2 inches	0-2 inches
HOC	0.5 inch	0.6"	Sand depth bottom	2-4 inches	2-4 inches
Mowing Freq.	2-3 x/s/week	1-2x/month	Sand Type & Source	TBD	TBD
Mower Type	5 Gang Reel	5 Gang Reel	Raking Method	Mechanical	Mechanical
Verticutting	1 x/season	N/A	Hand Rakes (avg/bunker)	1	1
Topdress Freq.	N/A	N/A	Edging Freq.	Annually	N/A
Aerification Freq.	1 x/seasonaly	N/A	Time to Repair Damage	36 Hours	Inseason
Divot Repair Freq.	none	none	Time to Pump	36 Hours	Inseason
Yardage Markers	2 x's/seasonaly	N/A	GREEN SURROUNDS	In Season	Off Season
Time to Repair Damage	36 hours	Inseason	Cutting Height	2-3 inches	2 inches
Overseeding Rate	10lbs/M	N/A	Cutting Freq	1 x/ week	1 x/ month
Preventive Fungicides	As needed	As needed	Mower Type	Rotary	Rotary
Insect Control	As needed	As needed	RANGE TEE	In Season	Off Season
Weed Control	As needed	As needed	Species	Poa/Rye/Blue	Poa/Rye/Blue
PGR	none	N/A	HOC	0.5 inch	0.6"
ROUGHS	In Season	Off Season	Mowing Freq.	1-2 x's/week	1-2 x's/ month
Species	Poa/Rye/Blue	Poa/Rye/Blue	Mower Type	5 Gang Reel	5 Gang Reel
HOC	2-3 inches	2 inches	Verticut Freq.	1 x/season	N/A
Mowing Freq.	1 x/ week	1 x/ month	Topdress Freq.	Weekly Divots	N/A
Mower Type	Rotary	Rotary	Aerification Freq.	1 x/season	N/A
Aerification Freq.	As needed	As needed	Divot Repair Freq.	2-3 x's/ week	N/A
Yardage Markers	As needed	As needed	Overseeding Rate	10 lbs / M	N/A
Time to Repair Damage	36 Hours	Inseason	Preventive Fungicides	As needed	N/A
Overseeding Rate	10lbs/M	N/A	Insect Control	As needed	N/A
Preventive Fungicides	As needed	As needed	Weed Control	As needed	N/A
Insect Control	As needed	As needed	Turf/Mat Rotation Freq.	Weekly	Weekly
Weed Control	As needed	As needed			

NOTES:

Frequencies of mowing and catural practices vary depending on the onset of each particular season: spring, summer and fall

EXHIBIT IX

Course: Eagle Valley
Budget Year: 2018

Consolidated Course Statement

Income	January	February	March	April	May	June	July	August	September	October	November	December	Totals
Golf Income	86,200	93,900	135,100	113,650	167,100	204,100	193,600	193,600	203,000	106,800	21,650	12,300	1,531,000
F&B Income	13,744	22,446	16,782	27,734	29,952	30,337	34,518	33,728	29,118	20,730	19,142	21,166	299,395
Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Income	99,944	116,346	151,882	141,384	197,052	234,437	228,118	227,328	232,118	127,530	40,792	33,466	1,830,395
Golf Expenses	13,769	15,369	27,372	38,484	40,316	45,143	45,316	40,316	47,241	31,594	18,735	14,594	378,249
F&B Expenses	9,625	9,939	14,978	27,640	26,253	29,332	27,648	28,079	27,826	26,268	18,352	17,157	263,098
G&A	15,349	20,599	16,009	25,466	20,349	16,696	18,902	15,349	21,696	25,416	14,349	16,196	226,376
Maintenance	24,977	34,777	51,898	44,306	59,035	75,683	61,425	61,475	66,925	62,003	32,867	23,477	598,848
COG'S Merchandise	1,263	1,643	2,688	4,165	5,945	6,765	6,765	6,765	6,380	5,010	3,430	2,173	52,991
COG's F&B	4,530	7,309	5,553	7,896	9,698	10,036	10,517	10,808	9,759	6,765	5,370	6,856	95,097
Total Expenses	69,512	89,635	118,497	147,957	161,597	183,656	170,574	162,791	179,827	157,057	93,103	80,453	1,614,659
NOI	30,431	26,711	33,386	(6,574)	35,455	50,780	57,544	64,536	52,291	(29,527)	(52,312)	(46,987)	215,737
Rent To Carson City 6%	0	0	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	0	0	90,000
NOI after Rent	\$30,431	\$26,711	\$22,136	(\$17,824)	\$24,205	\$39,530	\$46,294	\$53,286	\$41,041	(\$40,777)	(\$52,312)	(\$46,987)	\$125,737

Course: Eagle Valley
 Budget Year: 2019

Consolidated Course Statement

Income	January	February	March	April	May	June	July	August	September	October	November	December	Totals
Golf Income	87,924	95,778	137,802	115,923	170,442	208,182	197,472	197,472	207,060	108,936	22,083	12,546	1,561,620
F&B Income	13,744	22,446	16,782	27,734	29,952	30,337	34,518	33,728	29,118	20,730	19,142	21,166	299,395
Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Income	101,668	118,224	154,584	143,657	200,394	238,519	231,990	231,200	236,178	129,666	41,225	33,712	1,861,015
Golf Expenses	13,906	15,522	27,646	38,868	40,719	45,595	45,769	40,719	47,714	31,910	18,922	14,740	382,031
F&B Expenses	9,722	10,038	15,128	27,917	26,516	29,626	27,925	28,359	28,104	26,530	18,536	17,329	265,729
G&A	15,502	20,805	16,169	25,721	20,552	16,863	19,091	15,502	21,913	25,670	14,492	16,358	228,640
Maintenance	25,227	35,125	52,417	44,749	59,626	76,440	62,039	62,090	67,594	62,623	33,195	23,712	604,837
COG'S Merchandise	1,275	1,659	2,714	4,207	6,005	6,833	6,833	6,833	6,444	5,060	3,464	2,194	53,521
COG's F&B	4,575	7,382	5,608	7,975	9,795	10,137	10,622	10,916	9,856	6,833	5,424	6,925	96,048
Total Expenses	70,207	90,532	119,681	149,437	163,213	185,493	172,279	164,419	181,625	158,627	94,034	81,257	1,630,805
NOI	31,460	27,692	34,903	(5,780)	37,181	53,026	59,710	66,780	54,553	(28,961)	(52,810)	(47,545)	230,210
Rent To Carson City	0	0	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	0	0	90,000
NOI after Rent	\$31,460	\$27,692	\$23,653	(\$17,030)	\$25,931	\$41,776	\$48,460	\$55,530	\$43,303	(\$40,211)	(\$52,810)	(\$47,545)	\$140,210

Course: Eagle Valley
 Budget Year: 2020

Consolidated Course Statement

Income	January	February	March	April	May	June	July	August	September	October	November	December	Totals
Golf Income	89,682	97,694	140,558	118,241	173,851	212,346	201,421	201,421	211,201	111,115	22,525	12,797	1,592,852
F&B Income	14,018	22,895	17,118	28,288	30,551	30,943	35,208	34,402	29,700	21,145	19,525	21,589	305,383
Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Income	103,701	120,589	157,676	146,530	204,402	243,289	236,630	235,824	240,902	132,260	42,049	34,386	1,898,236
Golf Expenses	14,045	15,678	27,922	39,257	41,126	46,051	46,227	41,126	48,191	32,230	19,112	14,887	385,852
F&B Expenses	9,819	10,139	15,279	28,196	26,781	29,922	28,204	28,643	28,385	26,796	18,721	17,502	268,386
G&A	15,658	21,013	16,331	25,978	20,758	17,032	19,282	15,658	22,132	25,927	14,637	16,522	230,926
Maintenance	25,479	35,476	52,941	45,197	60,222	77,204	62,660	62,711	68,270	63,249	33,527	23,949	610,885
COG'S Merchandise	1,288	1,676	2,742	4,249	6,065	6,901	6,901	6,901	6,508	5,111	3,499	2,216	54,056
COG's F&B	4,621	7,456	5,664	8,055	9,893	10,238	10,728	11,025	9,955	6,901	5,478	6,994	97,009
Total Expenses	70,909	91,437	120,878	150,931	164,845	187,348	174,002	166,064	183,441	160,214	94,975	82,070	1,647,113
NOI	32,792	29,152	36,798	(4,401)	39,557	55,941	62,627	69,760	57,460	(27,954)	(52,925)	(47,684)	251,122
Rent To Carson City	0	0	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	0	0	90,000
NOI after Rent	\$32,792	\$29,152	\$25,548	(\$15,651)	\$28,307	\$44,691	\$51,377	\$58,510	\$46,210	(\$39,204)	(\$52,925)	(\$47,684)	\$161,122

Course: Eagle Valley
 Budget Year: 2021

Consolidated Course Statement

Income	January	February	March	April	May	June	July	August	September	October	November	December	Totals
Golf Income	91,476	99,647	143,369	120,606	177,328	216,593	205,450	205,450	215,425	113,337	22,975	13,053	1,624,709
F&B Income	14,299	23,353	17,460	28,854	31,162	31,562	35,912	35,090	30,294	21,568	19,915	22,021	311,491
Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Income	105,775	123,000	160,830	149,460	208,490	248,155	241,362	240,540	245,720	134,905	42,890	35,074	1,936,200
Golf Expenses	14,186	15,834	28,201	39,650	41,538	46,511	46,689	41,538	48,673	32,552	19,303	15,036	389,710
F&B Expenses	9,917	10,240	15,432	28,478	27,049	30,221	28,486	28,929	28,669	27,064	18,908	17,677	271,070
G&A	15,814	21,223	16,494	26,238	20,966	17,202	19,475	15,814	22,353	26,186	14,784	16,687	233,235
Maintenance	25,734	35,831	53,470	45,649	60,824	77,976	63,286	63,338	68,953	63,882	33,863	24,188	616,994
COG'S Merchandise	1,301	1,692	2,769	4,291	6,125	6,970	6,970	6,970	6,573	5,162	3,534	2,238	54,596
COG's F&B	4,667	7,531	5,721	8,135	9,992	10,340	10,836	11,135	10,054	6,970	5,533	7,064	97,979
Total Expenses	71,618	92,351	122,087	152,440	166,493	189,221	175,742	167,724	185,276	161,816	95,924	82,890	1,663,585
NOI	34,157	30,649	38,743	(2,980)	41,996	58,933	65,620	72,816	60,444	(26,911)	(53,034)	(47,817)	272,616
Rent To Carson City	0	0	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	0	0	90,000
NOI after Rent	\$34,157	\$30,649	\$27,493	(\$14,230)	\$30,746	\$47,683	\$54,370	\$61,566	\$49,194	(\$38,161)	(\$53,034)	(\$47,817)	\$182,616

Course: Eagle Valley
 Budget Year: 2022

Consolidated Course Statement

Income	January	February	March	April	May	June	July	August	September	October	November	December	Totals
Golf Income	93,306	101,640	146,237	123,018	180,874	220,924	209,559	209,559	219,734	115,604	23,435	13,314	1,657,204
F&B Income	14,585	23,820	17,810	29,431	31,785	32,193	36,631	35,792	30,900	21,999	20,313	22,461	317,721
Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Income	107,890	125,460	164,046	152,450	212,659	253,118	246,189	245,351	250,634	137,603	43,748	35,775	1,974,924
Golf Expenses	14,328	15,993	28,483	40,046	41,953	46,976	47,156	41,953	49,159	32,877	19,496	15,186	393,607
F&B Expenses	10,016	10,342	15,586	28,763	27,319	30,523	28,771	29,219	28,956	27,334	19,097	17,854	273,781
G&A	15,972	21,435	16,659	26,500	21,175	17,374	19,669	15,972	22,577	26,448	14,932	16,854	235,568
Maintenance	25,991	36,189	54,005	46,105	61,432	78,756	63,919	63,971	69,642	64,521	34,201	24,430	623,164
COG'S Merchandise	1,314	1,709	2,797	4,334	6,186	7,040	7,040	7,040	6,639	5,213	3,569	2,261	55,142
COG's F&B	4,713	7,606	5,778	8,217	10,092	10,444	10,944	11,246	10,155	7,040	5,588	7,135	98,959
Total Expenses	72,335	93,275	123,308	153,965	168,158	191,113	177,500	169,401	187,128	163,434	96,884	83,719	1,680,220
NOI	35,556	32,185	40,738	(1,515)	44,501	62,004	68,690	75,950	63,506	(25,831)	(53,136)	(47,944)	294,704
Rent To Carson City	0	0	11,250	11,250	11,250	11,250	11,250	11,250	11,250	11,250	0	0	90,000
NOI after Rent	\$35,556	\$32,185	\$29,488	(\$12,765)	\$33,251	\$50,754	\$57,440	\$64,700	\$52,256	(\$37,081)	(\$53,136)	(\$47,944)	\$204,704