



PROFESSIONAL MANAGEMENT OF

# ROCK SPRING GOLF COURSE

TOWNSHIP OF WEST ORANGE, NJ

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PROJECT # 03142019  
MARCH 2019





# KemperSports

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Tab 1



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SECTION I

Respondent Information/Cover Letter

Appendix C-2

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APPENDIX C-2

RESPONDENT INFORMATION/COVER LETTER FORM

Date: March 19, 2018

Respondent: KemperSports Management, Inc.

Address: 500 Skokie Blvd. | Suite 444 | Northbrook, IL | 60062

Telephone: 847-480-4856

Contact Person: Ben Blake

Type of Business Entity (Corporation, Partnership, Joint Venture, Other (Attach Agreement(s) governing or creating/organizing business entity)): Corporation

A.GENERAL:

In submitting this Proposal, the Respondent warrants and represents that (capitalized words and terms shall have the meanings ascribed to such terms in the Request for Proposals):

1. (a) The Respondent has reviewed and understands the requirements. The Respondent has reviewed and understands the requirements set forth within the RFP and Appendices and, if selected, will carry out all of the requirements set forth within the RFP and the Appendices.

(b) The Respondent acknowledges and agrees that any Contract awarded pursuant to this RFP will be contingent upon the final closing of the Township's purchase of the Property and the Golf Course Facilities.

(c) The Respondent has prepared its Proposal using a complete set of Proposal Documents, including all addenda to the Request for Proposals issued by the Township, if any, prior to the date established for submission of all Proposals.

(d) All information submitted in response to the Request for Proposals is accurate and factual and all representations made regarding the Respondent's willingness and ability to perform are true and correct.

(e) The name, title and contact information of the individuals who will be responding to questions on behalf of the Respondent are:

Ben Blake

Executive Vice President

847-480-4856

bblake@kempersports.com

(f) Respondent has reviewed and accepts the provisions of the RFP. Respondent is not relying on the Township nor any of their advisors regarding any federal or state tax matters set forth in the RFP, if any, and Respondent shall consult, or has consulted, with its own tax advisors regarding such matters.

(g) Respondent has submitted with its Proposal a Consent of Surety for Performance Security in the form included in this RFP as Appendix C-3. Respondent also agrees to provide the Performance Bond in a form substantially similar to Appendix C-4.

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If applicable: If the Proposal is being submitted by a joint venture, special purpose entity or similar business entity of more than one firm and/or organization, list the members, firms or organizations and designate a sole contact person for the joint venture, special purpose entity or similar business entity below:

2. Except to the extent expressly disclosed in the Proposal, there has been no material adverse changes in the financial status of the Respondent since the date of the most recent financial data (including Forms 10-K and 10-Q) submitted as part of the response to this Proposal.

3. There is no action, suit or proceeding, at law or in equity, before or by any court or similar Governmental Body against the Respondent wherein any unfavorable decision, ruling or finding would adversely affect the ability of the Respondent to carry out the duties and obligations imposed upon it under the RFP, Appendices, including the Qualified Management Contract.

4. The Respondent is duly organized and validly existing in good standing and is duly qualified to transact business in each and every jurisdiction where such qualification is required to enable the Respondent to perform its obligations under the Contract. Execution of the Contract and the performance of all obligations thereunder have been authorized by all required action of the Respondent, including any action required by any charter, by-laws, and/or partnership agreement, as the case may be, and any applicable laws which regulate the conduct of the Respondent's affairs. The execution of the Contract and the performance of all obligations set forth in the RFP do not conflict with and do not constitute a breach of or an event of default under any charter, by-laws and/or partnership agreement, as the case may be, of the Respondent or any agreement, indenture, mortgage, contract or instrument to which the Respondent is a party or by which it is bound. Upon execution hereof and upon satisfaction of the conditions contained in the RFP and Appendices, including the Contract, the Contract and the requirements of the RFP will constitute a valid, legally binding obligation of the Respondent, enforceable in accordance with their terms, except to the extent that the enforcement thereof may be limited by applicable bankruptcy, insolvency, reorganization, moratorium or other laws relating to or limiting creditors' rights generally and the application of the general principles of equity.

5. There is no action, suit or proceeding, at law or in equity, before or by any court or similar Governmental Body against the Respondent wherein an unfavorable decision, ruling or finding would materially adversely affect the validity or enforceability of the Contract, or any other agreement or instrument entered into by Respondent in connection with the transactions contemplated by the RFP and/or the Contract.

6. The Respondent has in its possession valid approvals, registrations or permits (or Respondent will have such approvals, registrations or permits prior to or simultaneously with the execution of the Contract) that, pursuant to Applicable Law, permit the Respondent to fulfill its obligations as required by the RFP and/or under and in accordance with the terms of the Contract for the term thereof.

7. The Proposal is submitted pursuant to due authorization by, and is in all respects binding upon, the Respondent. The Proposal is authorized to be prepared and submitted under and in accordance with the provisions of the documents and/or agreements that govern the Respondent's business activities.8.

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8. No corporation, partnership, Individual or association, officer, director, employee, manager, parent, subsidiary, affiliate or principal shareholder of the Respondent has been adjudicated to be in violation of any state or federal environmental law, or charged with or convicted of bribery, fraud, collusion, or any violation of any state or federal anti-trust or similar statute within the preceding five (5) years, or previously adjudged in contempt of any court order enforcing such laws.

9. The facilities, materials, equipment and personnel to be utilized by the Respondent in the performance of the Qualified Management Contract meet or exceed, in all material respects, the requirements as set forth in the RFP.

By: KemperSports Management, Inc.

Name: Ben Blake

Title: Executive Vice President

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# Tab 2



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SECTION II

GENERAL INFORMATION

Date: March 8, 2019

Respondent: KemperSports Management, Inc.

Address: 500 Skokie Blvd. | Suite 444 | Northbrook, IL | 60062

Telephone: 847-480-4856

Contact Person: Ben Blake

Type of Business Entity (Corporation, Partnership, Joint Venture, Other (Attach Agreement(s) governing or creating/organizing business entity)): Corporation

State of Incorporation: IL

By: KemperSports Management, Inc.

Name: Ben Blake

Title: Executive Vice President

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## STATE OF NEW JERSEY BUSINESS REGISTRATION CERTIFICATE

**Taxpayer Name:** KEMPER SPORTS MANAGEMENT, INC.

**Trade Name:** HERON GLEN GOLF COURSE

**Address:** 110 STATE HWY 202/31  
RINGOES, NJ 08551

**Certificate Number:** 0843330

**Effective Date:** December 13, 2001

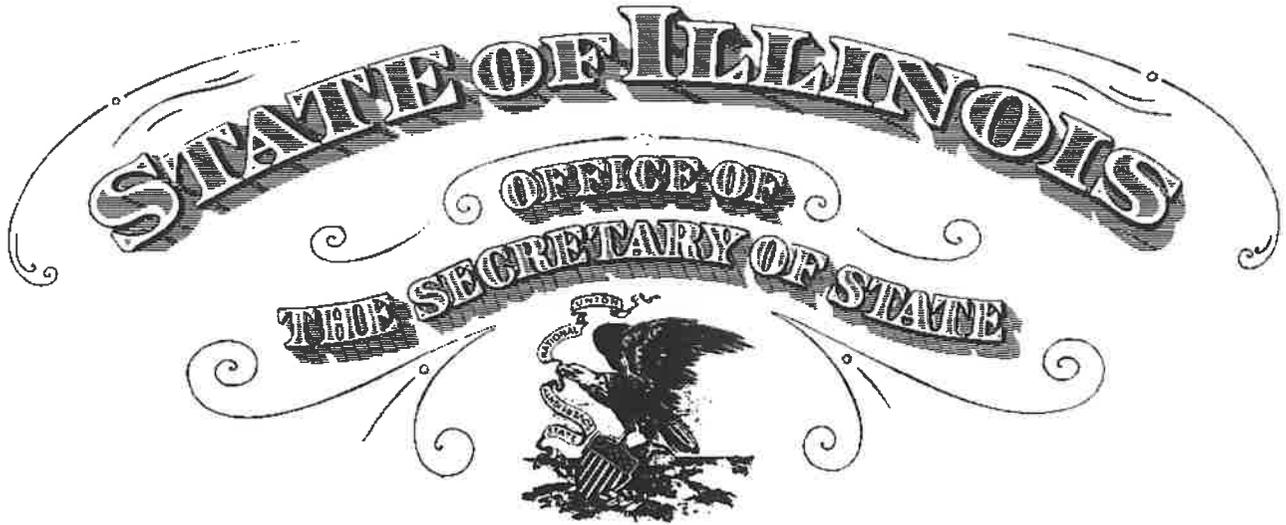
**Date of Issuance:** March 20, 2018

**For Office Use Only:**

20180320090451208

File Number

5139-104-7



**To all to whom these Presents Shall Come, Greeting:**

*I, Jesse White, Secretary of State of the State of Illinois, do hereby certify that I am the keeper of the records of the Department of Business Services. I certify that*

KEMPER SPORTS MANAGEMENT, INC., A DOMESTIC CORPORATION, INCORPORATED UNDER THE LAWS OF THIS STATE ON MARCH 10, 1978, APPEARS TO HAVE COMPLIED WITH ALL THE PROVISIONS OF THE BUSINESS CORPORATION ACT OF THIS STATE RELATING TO THE PAYMENT OF FRANCHISE TAXES, AND AS OF THIS DATE, IS IN GOOD STANDING AS A DOMESTIC CORPORATION IN THE STATE OF ILLINOIS.



***In Testimony Whereof, I hereto set my hand and cause to be affixed the Great Seal of the State of Illinois, this 5TH day of FEBRUARY A.D. 2018 .***

*Jesse White*

SECRETARY OF STATE

Tab 3



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SECTION III

RESPONDENT'S FINANCIAL INFORMATION

As a matter of policy, Kemper Sports does not provide its financial statements in a public RFP. However, we are willing to make available our company financial statements to the City in a private and confidential setting, if Kemper Sports is selected (or as a condition of being selected) for this project. Please see the attached bank reference from BMO.

By: KemperSports Management, Inc.

Name: Ben Blake

Title: Executive Vice President

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111 West Monroe, 5 West  
Chicago, IL 60603

August 24, 2017

Jim Lawler  
Kemper Sports Management, Inc.  
500 Skokie Blvd, 5<sup>th</sup> Floor  
Northbrook, IL 60062

RE: Bank Reference

To Whom It May Concern:

Kemper Sports Management, Inc. has been a customer of BMO Harris Bank N.A. ("BMO Harris") for 20 years and has been held in high regard throughout this time. Kemper Sports currently has a borrowing and depository relationship with BMO Harris.

BMO Harris considers Kemper Sports' management team strong and capable. Throughout our relationship with Kemper Sports, the company has generated satisfactory financial results, maintained adequate liquidity, handled its accounts in a satisfactory manner, and remained in good standing with BMO Harris.

Please contact me if you have questions or need additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Matthew Nels". The signature is fluid and cursive, with a large loop at the end.

Matthew Nels  
Director  
BMO Harris Bank N.A.  
312-461-3423

Tab 4



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SECTION IV

QUALIFIED MANAGEMENT AND MAINTENANCE CONTRACT QUOTATION SHEET

APPENDIX C-1

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**APPENDIX C-1**

**QUALIFIED OPERATION, MANAGEMENT, AND MAINTENANCE  
CONTRACT PRICE QUOTATION**

**TO: TOWNSHIP OF WEST ORANGE**

**RE: REQUEST FOR PROPOSALS FOR OPERATION, MANAGEMENT, AND  
MAINTENANCE SERVICES FOR THE GOLF COURSE AND CLUBHOUSE  
FACILITIES AT ROCK SPRING GOLF COURSE**

**NAME OF RESPONDENT:** KemperSports Management, Inc.

The undersigned, authorized to bind the above-named Respondent, hereby acknowledges Respondent's understanding and acceptance of the terms, conditions and requirements included in the RFP and all Appendices, including this **Appendix C-1**, and any addenda thereto, and proposes the following in accordance therewith:

**1. General: Qualified Management Contract/Services:** The Successful Respondent will be required to enter into a two (2) year Qualified Operation, Management, And Maintenance Contract with the Township, all in accordance with the terms set forth in this **Appendix C-1** Price Quotation Form, specifically, and all provisions of this RFP, generally. The Contract will also provide for three (3) additional one-year option years which the Township may exercise at the end of the second year of the Contract and the end of any of the subsequent one-year option terms.

Under the Contract the Successful Respondent will be required to provide the Services necessary to manage and operate the Golf Course Facilities which will consist of (1) the Golf Course, (2) the Clubhouse at Rock Spring Golf Course, and (3) certain Ancillary Facilities, all located on the Property.

The Contractor shall pay to the Township Golf Course Fees as described and defined in Section 2.3.1 of the RFP which shall be made on a monthly basis based on: (i) a flat annual rate; (ii) a proposed percentage of either "Gross Revenues" or "Net Revenues;" or (iii) a proposal for Golf Course Fees utilizing a calculation proposed by the Respondent.

**2. Project Forms:** The Successful Respondent will be required to enter into with the Township in the form set forth at **Appendix A-1**.

**3. Instructions for completing Appendix C-1:** Respondent shall complete, execute and submit **Appendix C-1** as required by the RFP, in accordance with the following:

**Section A. Background Information.** Respondent must completely fill out Section A, subsections 1 through 4. These subsections are self-explanatory. Note that in subsection 1, a joint venture or other joint business arrangement Respondent must list all entities in the joint venture or other joint business arrangement, and identify the managing or lead entity.

**Section B. Proposal.**

**Subsection 3. Proposed Golf Course Fees.** *Respondents may propose on either Option 1, Option 2, Option 3, or all of the Options for a methodology to calculate the Golf Course Fee*

**Option 1.** Respondent will provide a flat annual rate to be paid to the Township which shall be paid on a pro-rata monthly basis.

**Option 2.** Respondent may provide a methodology for calculating a monthly Golf Course Fee based on either: (i) Gross Revenues; or (ii) Net Revenues. If the Respondent proposes a methodology based on Gross Revenues, Respondent will provide a proposed budget showing projected revenues for each year of the Contract, including the option years. Respondent must then propose a monthly Golf Course Fee to the Township as a percentage of “Gross Revenues” from the operations of the Golf Course Facilities for each year of the Contract, including the option years. If the Respondent proposes a methodology based on Net Revenues, Respondent will provide a proposed budget showing projected revenues and projected expenses for year of the Contract, including the option years. Respondent must then propose a monthly Golf Course Fee to the Township as a percentage of “Net Revenues” from the operations of the Golf Course Facilities for each year of the Contract, including the option years.

**Option 3.** Respondent is invited to propose another methodology of calculating the Golf Course Fees to be paid from the Successful Respondent to the Township. This methodology may include a combination of percentages of “Gross Revenues” and/or “Net Revenues” or any other methodology articulated by the Respondent. If the proposed methodology includes entirely or, in part, calculations based on percentages of revenues, either “Net Revenues” or “Gross Revenues” the Respondent shall provide a proposed budget showing projected revenues for each year of the Contract, including the option years.

**Subsection 4. Operational Plan.** Respondents shall provide a narrative operational plan which sets for the details describing the manner in which the Respondent intends to perform the services required under the Contract consistent with the requirements set forth in this RFP, including the proposed hours of operation for the Golf Course Facilities.

**Subsection 5. Equipment List.** Respondents shall provide a list of additional equipment, including Golf Carts, the Respondent intends to utilize for the operations at the Golf Course

Facilities. As required in Section 2.6.8, Respondent's list of additional equipment must include and Company must provide no less than sixty (60) Golf Carts.

**Subsection 6. Proposal for Primary Fees and Secondary Fees.** Respondents shall provide a schedule of Primary Fees and Secondary Fees to be charged to customers at the Golf Course Facilities. Respondents shall provide a schedules for Primary Fees for: (i) a maximum, not-to-exceed amount it shall charge for Primary Fees to Township residents; (ii) a maximum, not-to-exceed amount it shall charge for Primary Fees to non-Township residents; (iii) a maximum, not-to-exceed amount it shall charge for Primary Fees to Senior Township residents; and (iv) a maximum, not-to-exceed amount it shall charge to Senior non-Township residents. Respondents may also propose rates for a seasonal pass or frequent user rates. Respondent shall provide a schedule for private golf lessons, group golf lessons, and use of the Driving Range. Respondent may also provide a schedule of Secondary Fees for proposed prices for all other services, goods, and concessions which constitute "Secondary Fees" as defined in this RFP.

**Subsection 7. Proposal as to Tennis Courts and Paddle Tennis Courts.** Respondents shall describe how they intend to utilize the Tennis Courts and Paddle Tennis Courts. Respondents should provide a schedule of proposed fees for passes to use the Tennis Courts and Paddle Tennis Courts for: (i) Township residents; (ii) non-Township residents; (iii) Senior Township residents; and (iv) Senior non-Township residents. Respondents may also propose rates for a seasonal pass or frequent user rates.

**Subsection 8.** Respondents shall provide a transition plan and schedule for implementation of the Contract to meet the proposed date for opening the Golf Course Facilities to the public on May 1, 2019.

**Subsection 9.** Subsection 8(b) requires that Respondent provide a detailed description of any revision(s) it proposes to **Appendix A-1** and/or the Proposal Forms (**Appendices C-1 through C-15**, as appropriate) together with a justification for such revisions. The Township reserves its right, in its sole discretion, to determine whether such proposed revisions are material or non-material, consistent with law. If deemed non-material, the Township reserves the right, in its sole discretion, to determine whether such non-material revisions are acceptable to the Township. Revisions deemed material by the Township shall result in Respondent's Proposal being rejected as nonresponsive. Accordingly, Respondents should pose all questions to the Township regarding proposed revisions, in accordance with the process established in RFP Section 1.5. This will permit the Township to consider such proposed revisions prior to the Proposal Submission Date and, if the Township deems such revisions acceptable, the Township will issue an addendum to the RFP. The Township reserves the sole and exclusive right to accept, reject or modify any and all such proposed revisions received during the period established in RFP Section 1.5.

**Subsection 10.** Subsection 9 allows Respondent to submit additional supplemental information at Respondent's option (see RFP Section 3.15A).

Appendix C-1 (continued)

QUALIFIED OPERATION, MANAGEMENT, AND MAINTENANCE  
CONTRACT PRICE QUOTATION

A. Background Information:

1. Respondent: KemperSports Management, Inc.

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[List all entities if a joint venture, and identify lead entity]

2. Date: March 8, 2019

3. Contract Term if for two (2) years with three (3) additional one year options.

4. Respondent *Contact Person*:

Name: Ben Blake

Title: Executive Vice President

Phone: 847-480-4856

Fax: \_\_\_\_\_

E-mail Address: bblake@kempersports.com

Cell: 224-723-2626

Signature: 

B. Proposal:

1. **General.** By executing this Proposal form, the Respondent Contact Person is authorized to bind the Respondent to all of the representations and terms of this Proposal form, and Respondent is so bound.

2. **Defined Terms and Proper Form.** Capitalized terms not defined in this Proposal form shall be as defined in the RFP.

2a. **Golf Course Maintenance Charge.** The Respondent agrees that if it is selected as the Successful Respondent, it shall deposit with the Township the Golf Course Maintenance Payment for maintenance of the Golf Course in preparation of the spring 2019 golf season in the amount of \$61,308.75. The Respondent agrees that if it is awarded the Contract, it will provide payment for the Golf Course Maintenance Charge to the Township's trust account no later than five (5) business days after award of the Contract. At the closing, this amount will be paid to the Montclair Golf Club as reimbursement for this work.

Yes  X  No

2b. **Contract Compliance Officer Monthly Fee.** The Respondent agrees that if it is selected as the Successful Respondent, it shall pay a monthly fee of \$1,000 to the Township to cover the costs of a Contract Compliance Officer.

Yes  X  No

3. **Golf Course Fees Proposal:**

a. **Option 1**

<b>Contract Year</b>	<b>Proposed Golf Course Fee (Flat Annual Rate)</b>
Year 1:	
Year 2:	
Option Year 1:	
Option Year 2:	
Option Year 3:	

b. **Option 2**

**Golf Course Fee based on Gross Revenues**

- Respondent must provide a proposed budget showing projected revenues for each year of the Contract.

<b>Contract Year</b>	<b>Projected Revenue</b>

Year 1:	
Year 2:	
Option Year 1:	
Option Year 2:	
Option Year 3:	

- Respondent must propose a percentage of “Gross Revenues” for each Contract Year under the Contract.

For Contract Year 1: _____% of Gross Revenue
For Contract Year 2: _____% of Gross Revenue
For Option Year 1: _____% of Gross Revenue
For Option Year 2: _____% of Gross Revenue
For Option Year 3: _____% of Gross Revenue

**Golf Course Fee based on Net Revenues**

- Respondent must provide a proposed budget showing projected revenues and projected expenses for each month of each year of the Contract.

<b>Contract Year 1</b>	<b>Projected Revenue</b>	<b>Projected Expenses</b>
Year 1:		
Year 2:		
Option Year 1:		
Option Year 2:		

Option Year 3:		
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- Respondent must propose a percentage of “Net Revenues” for each Contract Year under the Contract.

For Contract Year 1: _____% of Net Revenue
For Contract Year 2: _____% of Net Revenue
For Option Year 1: _____% of Net Revenue
For Option Year 2: _____% of Net Revenue
For Option Year 3: _____% of Net Revenue

c. **Option 3 -**

- Respondent must provide a proposed methodology to calculate the Golf Course Fees to be paid from the Successful Respondent to the Township. If the proposed methodology includes entirely or, in part, calculations based on percentages of revenues, either “Net Revenues” or “Gross Revenues” the Respondent shall provide a proposed budget showing projected revenues for each month of each year of the Contract, including each month of the option years.

KemperSports proposes a monthly rent payment of 3% of Gross Profit. Gross Profit is defined as All Revenues less the Wholesale Cost of Merchandise Sold, less the Wholesale Cost of Food and Beverage Sold. KemperSports also proposes it be reimbursed, on a monthly basis, up to a total of \$61,000(the amount KemperSports paid when the lease went into effect) for the cost to maintain the golf course prior to the City assuming ownership.

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KemperSports

# Rock Springs Golf Club

## Proforma Summary Profit and Loss Statement

### Rent Exhibit to City - 3% of Gross Profit

	Rock Spring GC	
	8 Mths 2019	2020
<b>REVENUES:</b>		
GOLF REVENUE	\$ 1,126	\$ 1,470
MERCHANDISE	60	75
FOOD & BEVERAGE	92	152
<b>TOTAL REVENUES</b>	<b>\$ 1,278</b>	<b>\$ 1,697</b>
<b>COST OF SALES:</b>		
GOLF SHOP MERCHANDISE	42	53
FOOD & BEVERAGE	32	53
	<b>\$ 74</b>	<b>\$ 106</b>
<b>Gross Profit</b>	<b>\$ 1,204</b>	<b>\$ 1,591</b>
<b>Rent to City - Up to 3% of Gross Profit</b>	<b>36</b>	<b>48</b>
<b>Reimburse KS \$61,000 Course Maint Start-up Cost</b>	<b>36</b>	<b>25</b>
<b>Balance to City</b>	<b>\$ -</b>	<b>\$ 23</b>

**Rock Springs Golf Club  
Proforma Monthly Profit and Loss Statement  
Rent Exhibit to City - 3% of Gross Profit**



2019 - 8 Months	April	May	June	July	August	Sept	Oct	Nov	8 Mths 2019
<b>REVENUES:</b>									
GOLF REVENUE	\$ -	\$ 77	\$ 188	\$ 219	\$ 225	\$ 216	\$ 136	\$ 66	\$ 1,128
MERCHANDISE	-	5	10	11	12	11	8	3	60
FOOD & BEVERAGE	-	7	15	17	18	17	12	5	92
<b>TOTAL REVENUES</b>	<b>-</b>	<b>89</b>	<b>213</b>	<b>248</b>	<b>255</b>	<b>244</b>	<b>156</b>	<b>75</b>	<b>\$ 1,278</b>
<b>COST OF SALES:</b>									
GOLF SHOP MERCHANDISE	-	3	7	8	8	8	5	2	42
FOOD & BEVERAGE	-	2	5	6	6	6	4	2	32
<b>Gross Profit</b>	<b>\$ -</b>	<b>\$ 83</b>	<b>\$ 201</b>	<b>\$ 233</b>	<b>\$ 240</b>	<b>\$ 230</b>	<b>\$ 146</b>	<b>\$ 71</b>	<b>\$ 1,204</b>
<b>Rent to City - Up to 3% of Gross Profit</b>	<b>\$ -</b>	<b>\$ 2</b>	<b>\$ 6</b>	<b>\$ 7</b>	<b>\$ 7</b>	<b>\$ 7</b>	<b>\$ 4</b>	<b>\$ 2</b>	<b>\$ 36</b>
<b>Reimburse KS \$61,000 Course Maint Start-up Cost</b>	<b>-</b>	<b>2</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>4</b>	<b>2</b>	<b>36</b>
<b>Balance to City</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

2020 - 12 Months	April	May	June	July	August	Sept	Oct	Nov	Projected 2020
<b>REVENUES:</b>									
GOLF REVENUE	\$ 58	\$ 232	\$ 269	\$ 281	\$ 270	\$ 188	\$ 113	\$ 58	\$ 1,470
MERCHANDISE	3	12	14	14	14	10	5	3	75
FOOD & BEVERAGE	6	24	28	29	27	20	11	6	152
<b>TOTAL REVENUES</b>	<b>67</b>	<b>268</b>	<b>311</b>	<b>325</b>	<b>311</b>	<b>218</b>	<b>129</b>	<b>67</b>	<b>\$ 1,697</b>
<b>COST OF SALES:</b>									
GOLF SHOP MERCHANDISE	2	8	10	10	9	7	4	2	53
FOOD & BEVERAGE	2	9	10	10	10	7	4	2	53
<b>Gross Profit</b>	<b>\$ 63</b>	<b>\$ 251</b>	<b>\$ 292</b>	<b>\$ 304</b>	<b>\$ 292</b>	<b>\$ 204</b>	<b>\$ 121</b>	<b>\$ 63</b>	<b>\$ 1,591</b>
<b>Rent to City - Up to 3% of Gross Profit</b>	<b>\$ 2</b>	<b>\$ 8</b>	<b>\$ 9</b>	<b>\$ 9</b>	<b>\$ 9</b>	<b>\$ 6</b>	<b>\$ 4</b>	<b>\$ 2</b>	<b>\$ 48</b>
<b>Reimburse KS \$61,000 Course Maint Start-up Cost</b>	<b>2</b>	<b>8</b>	<b>9</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25</b>
<b>Balance to City</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2</b>	<b>\$ 9</b>	<b>\$ 6</b>	<b>\$ 4</b>	<b>\$ 2</b>	<b>\$ 23</b>

## RSGC Proposed Rates

	2019	2020
Annual Pass	\$2,900	\$3,400
<b>Green Fees</b>		
<b><u>WEEKEND</u></b>	<b><u>Avg Rate</u></b>	<b><u>Avg Rate</u></b>
Weekend Prime	\$52	\$56
Weekend Mid	\$42	\$46
Weekend PM	\$32	\$36
<b><u>WEEKDAY</u></b>	<b><u>Rate</u></b>	<b><u>Rate</u></b>
Weekend Prime	\$46	\$48
Weekend Mid	\$37	\$39
Weekend PM	\$29	\$31
<b>OUTING RDS</b>	<b>\$55</b>	<b>\$65</b>
<b>CART FEES</b>	<b>\$18</b>	<b>\$19</b>





5. **Equipment List.** If Respondent requires additional space, it can append additional pages hereto.

Quantity	Equipment
	KemperSports will utilize all existing equipment and lease/purchase
	any additional equipment as necessary.

6. **Primary Fees and Secondary Fees.** Respondents shall attached a schedule for Primary Fees and private golf lessons, group golf lessons and fees for use of the Driving Range. Respondents are also encouraged to provide a schedule for Secondary Fees reflecting the proposed pricing for all other services, goods, and concessions consistent with the instructions set forth in Section 2.5 of this RFP.

7. ***Tennis Courts and Paddle Tennis Courts.*** Respondents shall describe how they intend to utilize the Tennis Courts and Paddle Tennis Courts, including a schedule of fees.

At this time, KemperSports does not plan on operating the tennis facilities.  
Additional details can be found in the executive summary in Section VII.

8. ***Transition Plan and Schedule.*** If Respondent requires additional space, it can append additional pages hereto.



Proposal being rejected as non-responsive. If Respondent proposes to make any non-material revision(s) to these documents, Respondent shall provide a detailed description of the proposed revision(s) together with a justification for such revisions, below. The Township reserves the right, in its sole discretion, to determine whether such proposed revisions are material or non-material, consistent with law. If deemed non-material, the Township reserves the right, in their sole discretion, to determine whether such non-material revisions are acceptable to the Township.

X (a) None.

(b) Respondent proposes the following changes to the following identified documents:

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[Attach additional sheets as necessary]

**10. Additional Information.** Provide any supplemental information that Respondent deems relevant or useful for the Township to consider in evaluating Respondent's Proposal, including any information or suggestions that Respondent deems relevant to its proposal, as contemplated by RFP Section 3.15(A).

(a) \_\_\_\_\_ None.

X (b) Supplemental information provided at Respondent's option:

KemperSports has attached all relevant supplemental information  
in Section VII - Supplemental Information, at the rear of this  
proposal.

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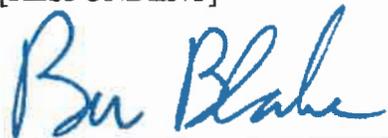
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[Attach additional sheets as necessary]

[RESPONDENT]



Signature of Authorized Agent

Ben Blake

Type or Print Name

Title: Executive Vice President

Date: March 8, 2019

Tab 5



KemperSports

SECTION V

Other Appendix C Forms

**Uniquely dedicated. Distinctly different.** *Custom Property Management*

500 Skokie Boulevard Suite 444 Northbrook, IL 60062 (847) 850-1818

[www.kempersports.com](http://www.kempersports.com)

APPENDIX C-3

FORM OF CONSENT OF SURETY FOR  
PERFORMANCE BOND

In completing this Consent of Surety, the Surety shall not add any conditions to its obligation to provide the Performance Bond referred to herein.

In consideration of the sum of One Dollar (\$1.00), lawful money of the United States, to it in hand paid, the receipt whereof is hereby acknowledged, International Fidelity Insurance Company (hereinafter, the "Surety"), organized and existing under the laws of the State of NJ and duly authorized and qualified to transact business in the State of New Jersey, the undersigned Surety, consents and agrees that if Kemper Sports Management Inc. , (hereinafter, "Respondent") is selected as the Successful Respondent and awarded a Qualified Management and Maintenance Contract by the Township of West Orange under this Request for Proposals for (RFP), the undersigned Surety will become bound as Surety for the Respondent's faithful performance, as set forth in the RFP, and the Contract, and the Surety will provide Respondent with an Performance Bond in the amount of five hundred thousand dollars (\$500,000).

This Consent of Surety shall become effective on the date set forth below and remain in effect until the Surety shall issue the Performance Bond.

IN WITNESS WHEREOF, said Surety has caused these presents to be signed and attested by a duly authorized officer, and its corporate seal to be hereto affixed this 11th day of March, 2019

(A power of attorney, corporate acknowledgment and statement of authority to be attached hereto by the surety company.)

ATTEST:

By:   
(Signature)

Name: Titus Simons III

Title: Witness

Date: 3/11/2019

International Fidelity  
Insurance Company  
(Name of Surety)

By:   
Derek J. Elston, Attorney-in-Fact

Date: 3/11/2019

**INTERNATIONAL FIDELITY INSURANCE COMPANY**  
 ONE NEWARK CENTER, 20<sup>TH</sup> FLOOR, NEWARK, NEW JERSEY 07102-5207

STATEMENT OF ASSETS, LIABILITIES, SURPLUS AND OTHER FUNDS

AT DECEMBER 31, 2017

<u>ASSETS</u>	
Bonds (Amortized Value) . . . . .	\$129,146,944
Common Stocks (Market Value) . . . . .	35,217,707
Mortgage Loans on Real Estate . . . . .	354,803
Cash, Bank Deposits & Short Term Investments . . . . .	19,878,873
Unpaid Premiums & Assumed Balances . . . . .	9,751,860
Reinsurance Recoverable from Reinsurers . . . . .	(115,529)
Electronic Data Processing Equipment . . . . .	138,265
Investment Income Due and Accrued . . . . .	918,427
Net Deferred Tax Assets . . . . .	2,545,704
Receivables from Parent, Subsidiaries & Affiliates . . . . .	37,109
Other Assets . . . . .	<u>21,934,273</u>
<b>TOTAL ASSETS . . . . .</b>	<b><u>\$219,808,436</u></b>
<u>LIABILITIES, SURPLUS &amp; OTHER FUNDS</u>	
Losses (Reported Losses Net as to Reinsurance Ceded and Incurred But Not Reported Losses) . . . . .	\$5,279,222
Reinsurance Payable on Paid Losses and Loss Adjustment Expenses . . . . .	1,078,655
Loss Adjustment Expenses . . . . .	3,559,438
Commissions Payable, Contingent Commissions & Other Similar Charges . . . . .	1,386,906
Other Expenses (Excluding Taxes, Licenses and Fees) . . . . .	6,393,991
Taxes, Licenses & Fees (Excluding Federal Income Tax) . . . . .	282,722
Current Federal and Foreign Income Taxes . . . . .	58,761
Unearned Premiums . . . . .	36,204,847
Dividends Declared & Unpaid: Policyholders & Stockholders . . . . .	1,294,389
Ceded Reinsurance Premiums Payable . . . . .	2,089,984
Funds Held by Company under Reinsurance Treaties . . . . .	1,031
Amounts Withheld by Company for Account of Others . . . . .	60,144,796
Provision for Reinsurance . . . . .	72,386
Payable to Parent, Subsidiaries and Affiliates . . . . .	57,862
Other Liabilities . . . . .	<u>7,654,547</u>
<b>TOTAL LIABILITIES . . . . .</b>	<b><u>\$125,559,537</u></b>
Common Capital Stock . . . . .	\$1,500,000
Gross Paid-in & Contributed Surplus . . . . .	374,600
Surplus Notes . . . . .	16,000,000
Unassigned Funds (Surplus) . . . . .	76,879,289
Less: Treasury Stock at cost (21,904 shares common) (value incl. \$45.) . . . . .	<u>504,990</u>
<b>Surplus as Regards Policyholders . . . . .</b>	<b><u>\$94,248,899</u></b>
<b>TOTAL LIABILITIES, SURPLUS &amp; OTHER FUNDS . . . . .</b>	<b><u>\$219,808,436</u></b>

I, Francis L. Mitterhoff, President of INTERNATIONAL FIDELITY INSURANCE COMPANY, certify that the foregoing is a fair statement of Assets, Liabilities, Surplus and Other Funds of this Company, at the close of business, December 31, 2017, as reflected by its books and records and as reported in its statement on file with the Insurance Department of the State of New Jersey



IN TESTIMONY WHEREOF, I have set my hand and affixed the seal of the Company, this 23<sup>rd</sup> day of February, 2018.  
 INTERNATIONAL FIDELITY INSURANCE COMPANY

**NEW JERSEY SURETY DISCLOSURE STATEMENT AND CERTIFICATE**  
pursuant to N.J.S.A. 2A:44-143  
(for use when surety has a Certificate from the U.S. Department of the Treasury in accordance  
with 31 U.S.C. s9305)

INTERNATIONAL FIDELITY INSURANCE COMPANY surety on the attached bond hereby certifies the following:

- (1) The surety meets the applicable capital and surplus requirement of R.S. 17:17-6 as of the surety's most current annual filing with the New Jersey Department of Insurance.
- (2) The capital and surplus, as determined in accordance with the applicable laws of this State, of the surety participating in the issuance of the attached bond is in the following amounts as of the calendar year ended December 31, 2016, which amounts have been certified by Grant Thornton LLP, 186 Wood Avenue, Iselin, NJ 08830 and are included in the Annual Statement on file with the New Jersey Department of Banking and Insurance, 201 West State Street, Trenton, New Jersey.

**INTERNATIONAL FIDELITY INSURANCE COMPANY**

POLICYHOLDERS' SURPLUS at December 31, 2016	89,108,820
DEDUCTIONS for investment in Subsidiary	22,343,977
POLICYHOLDERS' SURPLUS ALLOWED	66,764,843

- (3) With respect to each surety participating in the issuance of the attached bond that has received from the United States Department of the Treasury a certificate of authority pursuant to 31 U.S.C.s9305, the underwriting limitation established therein on July 1, 2017 is as follows:

INTERNATIONAL FIDELITY INSURANCE COMPANY 6,676,000

- (4) The amount of the bond to which this statement and certification is attached is \$ 20,000.00

- (5) If, by virtue of one or more contracts of reinsurance, the amount of the bond indicated under item (4) above exceeds the total underwriting limitation of all sureties on the bond as set forth in item (3) above, then for each such contract of reinsurance:

(a) The name and address of the reinsurer under that contract if applicable, and the amount of that reinsurer's participation in the contract is: N/A

(b) Each surety that is party to any such contract of reinsurance certifies that each reinsurer listed under item (5) (a) satisfies the credit for renaissance requirement established under P.L. 1993, c.243 (c.17:51B-1 et seq.) and any applicable regulations in effect as of the date on which the bond to which this statement and certification is attached

shall have been filed with the appropriate public agency.

**CERTIFICATE**

(to be completed by an authorized certifying Agent or Attorney-in-Fact for each surety on the bond)

Derek J. Elston, as **Attorney-in-Fact** for International Fidelity Insurance Company  
an insurance company domiciled in the State of New Jersey, DO HEREBY CERTIFY that, to the best  
of my knowledge, the foregoing statements made by me are true, and ACKNOWLEDGE that, if any of  
those states made by me are false, this bond is VOIDABLE.

  
\_\_\_\_\_  
(Signature)  
Derek J. Elston  
\_\_\_\_\_  
(Printed Name)  
**Attorney-in-Fact**  
\_\_\_\_\_  
(Title)  
3/11/2019  
\_\_\_\_\_  
(Date)

Bond # \_\_\_\_\_ N/A

**POWER OF ATTORNEY**  
**INTERNATIONAL FIDELITY INSURANCE COMPANY**  
**ALLEGHENY CASUALTY COMPANY**

One Newark Center, 20<sup>th</sup> Floor, Newark, New Jersey 07102-5207 PHONE: (973) 624-7200

**KNOW ALL MEN BY THESE PRESENTS:** That **INTERNATIONAL FIDELITY INSURANCE COMPANY**, a corporation organized and existing under the laws of the State of New Jersey, and **ALLEGHENY CASUALTY COMPANY** a corporation organized and existing under the laws of the State of New Jersey, having their principal office in the City of Newark, New Jersey, do hereby constitute and appoint

**DEREK J. ELSTON, BARTLOMIEJ SIEPIERSKI, AERIE WALTON, MARCIA K. CESAFSKY, CHRISTOPHER P. TROHA, ANN MULLINS**

Chicago, IL

their true and lawful attorney(s)-in-fact to execute, seal and deliver for and on its behalf as surety, any and all bonds and undertakings, contracts of indemnity and other writings obligatory in the nature thereof, which are or may be allowed, required or permitted by law, statute, rule, regulation, contract or otherwise, and the execution of such instrument(s) in pursuance of these presents, shall be as binding upon the said **INTERNATIONAL FIDELITY INSURANCE COMPANY** and **ALLEGHENY CASUALTY COMPANY**, as fully and amply, to all intents and purposes, as if the same had been duly executed and acknowledged by their regularly elected officers at their principal offices.

This Power of Attorney is executed, and may be revoked, pursuant to and by authority of the By-Laws of **INTERNATIONAL FIDELITY INSURANCE COMPANY** and **ALLEGHENY CASUALTY COMPANY** and is granted under and by authority of the following resolution adopted by the Board of Directors of **INTERNATIONAL FIDELITY INSURANCE COMPANY** at a meeting duly held on the 20<sup>th</sup> day of July, 2010 and by the Board of Directors of **ALLEGHENY CASUALTY COMPANY** at a meeting duly held on the 10<sup>th</sup> day of July, 2015 :

**\*RESOLVED**, that (1) the Chief Executive Officer, President, Executive Vice President, Vice President, or Secretary of the Corporation shall have the power to appoint, and to revoke the appointments of, Attorneys-in-Fact or agents with power and authority as defined or limited in their respective powers of attorney, and to execute on behalf of the Corporation and affix the Corporation's seal thereto, bonds, undertakings, recognizances, contracts of indemnity and other written obligations in the nature thereof or related thereto; and (2) any such Officers of the Corporation may appoint and revoke the appointments of joint-control custodians, agents for acceptance of process, and Attorneys-in-fact with authority to execute waivers and consents on behalf of the Corporation; and (3) the signature of any such Officer of the Corporation and the Corporation's seal may be affixed by facsimile to any power of attorney or certification given for the execution of any bond, undertaking, recognizance, contract of indemnity or other written obligation in the nature thereof or related thereto, such signature and seals when so used whether heretofore or hereafter, being hereby adopted by the Corporation as the original signature of such officer and the original seal of the Corporation, to be valid and binding upon the Corporation with the same force and effect as though manually affixed.\*

IN WITNESS WHEREOF, **INTERNATIONAL FIDELITY INSURANCE COMPANY** and **ALLEGHENY CASUALTY COMPANY** have each executed and attested these presents on this 31<sup>st</sup> day of December, 2017



STATE OF NEW JERSEY  
County of Essex

George R. James

Executive Vice President (International Fidelity Insurance Company) and  
Vice President (Allegheny Casualty Company)



On this 31<sup>st</sup> day of December, 2017, before me came the individual who executed the preceding instrument, to me personally known, and, being by me duly sworn, said he is the therein described and authorized officer of **INTERNATIONAL FIDELITY INSURANCE COMPANY** and of **ALLEGHENY CASUALTY COMPANY**; that the seals affixed to said instrument are the Corporate Seals of said Companies; that the said Corporate Seals and his signature were duly affixed by order of the Boards of Directors of said Companies.



IN TESTIMONY WHEREOF, I have hereunto set my hand affixed my Official Seal, at the City of Newark, New Jersey the day and year first above written.

Cathy Cruz a Notary Public of New Jersey  
My Commission Expires April 16, 2019

**CERTIFICATION**

I, the undersigned officer of **INTERNATIONAL FIDELITY INSURANCE COMPANY** and **ALLEGHENY CASUALTY COMPANY** do hereby certify that I have compared the foregoing copy of the Power of Attorney and affidavit, and the copy of the Sections of the By-Laws of said Companies as set forth in said Power of Attorney, with the originals on file in the home of said companies, and that the same are correct transcripts thereof, and of the whole of the said originals, and that the said Power of Attorney has not been revoked and is now in full force and effect.

IN TESTIMONY WHEREOF, I have hereunto set my hand on this day, March 11, 2019

A00418

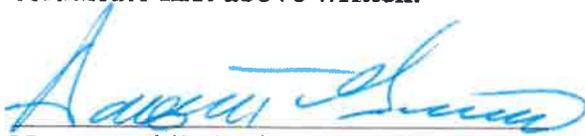
Maria H. Branco, Assistant Secretary

ACKNOWLEDGEMENT BY SURETY

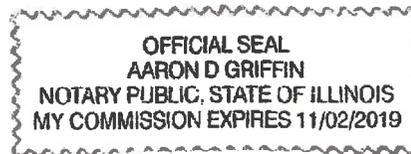
STATE OF ILLINOIS  
COUNTY OF WILL

On this 11th day of March, 2019, before me, Aaron D. Griffin, a Notary Public, within and for said County and State, personally appeared Derek J. Elston to me personally known to be the Attorney-in-Fact of and for International Fidelity Insurance Company and acknowledged that s/he executed the said instrument as the free act and deed of said Company.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal, at my office in the aforesaid County, the day and year in this certificate first above written.



Notary Public in the State of Illinois  
County of Will



**APPENDIX C-6**

**FORM OF PROPOSAL BOND**

**(THIS FORM IS TO BE COMPLETED IF THE RESPONDENT PROVIDES  
A PROPOSAL BOND WITH ITS PROPOSAL INSTEAD OF A CERTIFIED CHECK  
OR CASHIER'S CHECK.)**

**KNOW ALL MEN BY THESE PRESENTS**, that, Kemper Sports Management Inc., as Principal (hereinafter, the "Principal") and International Fidelity Insurance Company, a Corporation duly organized under the laws of the State of New Jersey, as Surety (hereinafter, the "Surety"), are held and firmly bound under the **TOWNSHIP OF WEST ORANGE**, as Obligee (hereinafter, the "Obligee"), in the sum of **TWENTY THOUSAND (\$20,000) DOLLARS** lawful money of the United States of America, for which payment well and truly to be made, the said Principal and Surety bind ourselves, our successors, and assigns, jointly and severally, firmly by these presents.

**WHEREAS**, the Principal has submitted or is about to submit to the Obligee a Proposal for compliance with the terms and conditions of the Request for Proposals, dated February 21, 2019 and the Contract, which Proposal is made a part hereof;

**NOW THEREFORE**, the Surety hereby understands that if the said Proposal is accepted and the Contract be awarded to the Respondent, said Principal will execute the Contract and give the Performance Bond with Surety acceptable to the Obligee for the faithful performance of Obligee's obligations under the Contract, as set forth in the RFP and in accordance with the terms and conditions of the Contract, or if the Principal shall fail to enter such agreement and give such Performance Bond, then the Principal shall be deemed to have abandoned the Contract, and thereupon the Proposal and its acceptance shall be null and void. In such event, Surety hereby agrees that it will pay to the Obligee the Penal amount of this Proposal Bond as liquidated damages; otherwise said Bond shall be returned to the undersigned concurrently upon the issuance of a Notice to Proceed, if any, by the Obligee or Township of West Orange (the "Township"), and the receipt by the Obligee or the Township of the Successful Respondent's Performance Bond.

It is agreed that this Proposal Bond shall be effective on the date the Proposal is submitted and will continue in full force until the issuance of a Notice to Proceed by the Obligee, and the receipt by the Obligee of the Successful Respondent's Performance Bond.

In the presence of:

Signed and Sealed on March 11th, 2019

Kemper Sports Management Inc.

Matt Kurland (Seal)

PRINCIPAL

VP, corporate controller  
TITLE

  
WITNESS

International Fidelity Insurance Company

Derek J. Elston (Seal)

SURETY Derek J. Elston, Attorney-in-Fact

Titus Simons III  
WITNESS Titus Simons III

**INTERNATIONAL FIDELITY INSURANCE COMPANY**  
 ONE NEWARK CENTER, 20<sup>TH</sup> FLOOR, NEWARK, NEW JERSEY 07102-5207  
 STATEMENT OF ASSETS, LIABILITIES, SURPLUS AND OTHER FUNDS  
 AT DECEMBER 31, 2017

<u>ASSETS</u>	
Bonds (Amortized Value) . . . . .	\$129,146,944
Common Stocks (Market Value) . . . . .	35,217,707
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Other Assets . . . . .	<u>21,934,273</u>
<b>TOTAL ASSETS . . . . .</b>	<b><u>\$219,808,436</u></b>
 <u>LIABILITIES, SURPLUS &amp; OTHER FUNDS</u>	
Losses (Reported Losses Net as to Reinsurance Ceded and Incurred But Not Reported Losses) . . . . .	\$5,279,222
Reinsurance Payable on Paid Losses and Loss Adjustment Expenses . . . . .	1,078,655
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Dividends Declared & Unpaid: Policyholders & Stockholders . . . . .	1,294,389
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Payable to Parent, Subsidiaries and Affiliates . . . . .	57,862
Other Liabilities . . . . .	<u>7,654,547</u>
<b>TOTAL LIABILITIES . . . . .</b>	<b><u>\$125,559,537</u></b>
Common Capital Stock . . . . .	\$1,500,000
Gross Paid-in & Contributed Surplus . . . . .	374,600
Surplus Notes . . . . .	16,000,000
Unassigned Funds (Surplus) . . . . .	76,879,289
Less: Treasury Stock at cost (21,904 shares common) (value incl. \$45.) . . . . .	<u>504,990</u>
<b>Surplus as Regards Policyholders . . . . .</b>	<b><u>\$94,248,899</u></b>
<b>TOTAL LIABILITIES, SURPLUS &amp; OTHER FUNDS . . . . .</b>	<b><u>\$219,808,436</u></b>

I, Francis L. Mitterhoff, President of INTERNATIONAL FIDELITY INSURANCE COMPANY, certify that the foregoing is a fair statement of Assets, Liabilities, Surplus and Other Funds of this Company, at the close of business, December 31, 2017, as reflected by its books and records and as reported in its statement on file with the Insurance Department of the State of New Jersey.



IN TESTIMONY WHEREOF, I have set my hand and affixed the seal of the Company, this 23<sup>rd</sup> day of February, 2018.  
 INTERNATIONAL FIDELITY INSURANCE COMPANY

**NEW JERSEY SURETY DISCLOSURE STATEMENT AND CERTIFICATE**

pursuant to N.J.S.A. 2A:44-143

(for use when surety has a Certificate from the U.S. Department of the Treasury in accordance with 31 U.S.C. s9305)

INTERNATIONAL FIDELITY INSURANCE COMPANY surety on the attached bond hereby certifies the following:

(1) The surety meets the applicable capital and surplus requirement of R.S. 17:17-6 as of the surety's most current annual filing with the New Jersey Department of Insurance.

(2) The capital and surplus, as determined in accordance with the applicable laws of this State, of the surety participating in the issuance of the attached bond is in the following amounts as of the calendar year ended December 31, 2016, which amounts have been certified by Grant Thornton LLP, 186 Wood Avenue, Iselin, NJ 08830 and are included in the Annual Statement on file with the New Jersey Department of Banking and Insurance, 201 West State Street, Trenton, New Jersey.

INTERNATIONAL FIDELITY INSURANCE COMPANY

POLICYHOLDERS' SURPLUS at December 31, 2016	89,108,820
DEDUCTIONS for investment in Subsidiary	22,343,977
POLICYHOLDERS' SURPLUS ALLOWED	66,764,843

(3) With respect to each surety participating in the issuance of the attached bond that has received from the United States Department of the Treasury a certificate of authority pursuant to 31 U.S.C.s9305, the underwriting limitation established therein on July 1, 2017 is as follows:

INTERNATIONAL FIDELITY INSURANCE COMPANY 6,676,000

(4) The amount of the bond to which this statement and certification is attached is \$ 20,000.00

(5) If, by virtue of one or more contracts of reinsurance, the amount of the bond indicated under item (4) above exceeds the total underwriting limitation of all sureties on the bond as set forth in item (3) above, then for each such contract of reinsurance:

(a) The name and address of the reinsurer under that contract if applicable, and the amount of that reinsurer's participation in the contract is: N/A

(b) Each surety that is party to any such contract of reinsurance certifies that each reinsurer listed under item (5) (a) satisfies the credit for renaissance requirement established under P.L. 1993, c.243 (c.17:51B-1 et seq.) and any applicable regulations in effect as of the date on which the bond to which this statement and certification is attached

shall have been filed with the appropriate public agency.

**CERTIFICATE**

(to be completed by an authorized certifying Agent or Attorney-in-Fact for each surety on the bond)

Derek J. Elston, as **Attorney-in-Fact** for International Fidelity Insurance Company an insurance company domiciled in the State of New Jersey, DO HEREBY CERTIFY that, to the best of my knowledge, the foregoing statements made by me are true, and ACKNOWLEDGE that, if any of those states made by me are false, this bond is VOIDABLE.

  
\_\_\_\_\_  
(Signature)  
Derek J. Elston  
\_\_\_\_\_  
(Printed Name)  
**Attorney-in-Fact**  
\_\_\_\_\_  
(Title)  
3/11/2019  
\_\_\_\_\_  
(Date)

**POWER OF ATTORNEY**  
**INTERNATIONAL FIDELITY INSURANCE COMPANY**  
**ALLEGHENY CASUALTY COMPANY**

Bond # \_\_\_\_\_ N/A

One Newark Center, 20<sup>th</sup> Floor, Newark, New Jersey 07102-5207 PHONE: (973) 624-7200

**KNOW ALL MEN BY THESE PRESENTS:** That **INTERNATIONAL FIDELITY INSURANCE COMPANY**, a corporation organized and existing under the laws of the State of New Jersey, and **ALLEGHENY CASUALTY COMPANY** a corporation organized and existing under the laws of the State of New Jersey, having their principal office in the City of Newark, New Jersey, do hereby constitute and appoint

**DEREK J. ELSTON, BARTLOMIEJ SIEPIERSKI, AERIE WALTON, MARCIA K. CESAFSKY, CHRISTOPHER P. TROHA, ANN MULLINS**

Chicago, IL

their true and lawful attorney(s)-in-fact to execute, seal and deliver for and on its behalf as surety, any and all bonds and undertakings, contracts of indemnity and other writings obligatory in the nature thereof, which are or may be allowed, required or permitted by law, statute, rule, regulation, contract or otherwise, and the execution of such instrument(s) in pursuance of these presents, shall be as binding upon the said **INTERNATIONAL FIDELITY INSURANCE COMPANY** and **ALLEGHENY CASUALTY COMPANY**, as fully and amply, to all intents and purposes, as if the same had been duly executed and acknowledged by their regularly elected officers at their principal offices.

This Power of Attorney is executed, and may be revoked, pursuant to and by authority of the By-Laws of **INTERNATIONAL FIDELITY INSURANCE COMPANY** and **ALLEGHENY CASUALTY COMPANY** and is granted under and by authority of the following resolution adopted by the Board of Directors of **INTERNATIONAL FIDELITY INSURANCE COMPANY** at a meeting duly held on the 20th day of July, 2010 and by the Board of Directors of **ALLEGHENY CASUALTY COMPANY** at a meeting duly held on the 10th day of July, 2015 :

**\*RESOLVED**, that (1) the Chief Executive Officer, President, Executive Vice President, Vice President, or Secretary of the Corporation shall have the power to appoint, and to revoke the appointments of, Attorneys-in-Fact or agents with power and authority as defined or limited in their respective powers of attorney, and to execute on behalf of the Corporation and affix the Corporation's seal thereto, bonds, undertakings, recognizances, contracts of indemnity and other written obligations in the nature thereof or related thereto; and (2) any such Officers of the Corporation may appoint and revoke the appointments of joint-control custodians, agents for acceptance of process, and Attorneys-in-fact with authority to execute waivers and consents on behalf of the Corporation; and (3) the signature of any such Officer of the Corporation and the Corporation's seal may be affixed by facsimile to any power of attorney or certification given for the execution of any bond, undertaking, recognizance, contract of indemnity or other written obligation in the nature thereof or related thereto, such signature and seals when so used whether heretofore or hereafter, being hereby adopted by the Corporation as the original signature of such officer and the original seal of the Corporation, to be valid and binding upon the Corporation with the same force and effect as though manually affixed."

IN WITNESS WHEREOF, **INTERNATIONAL FIDELITY INSURANCE COMPANY** and  
**ALLEGHENY CASUALTY COMPANY** have each executed and attested these presents  
on this 31st day of December, 2017



STATE OF NEW JERSEY  
County of Essex

George R. James

Executive Vice President (International Fidelity Insurance Company) and  
Vice President (Allegheny Casualty Company)



On this 31st day of December, 2017, before me came the individual who executed the preceding instrument, to me personally known, and, being by me duly sworn, said he is the therein described and authorized officer of **INTERNATIONAL FIDELITY INSURANCE COMPANY** and of **ALLEGHENY CASUALTY COMPANY**; that the seals affixed to said instrument are the Corporate Seals of said Companies; that the said Corporate Seals and his signature were duly affixed by order of the Boards of Directors of said Companies.



IN TESTIMONY WHEREOF, I have hereunto set my hand affixed my Official Seal, at the City of Newark,  
New Jersey the day and year first above written.

Cathy Cruz a Notary Public of New Jersey  
My Commission Expires April 16, 2019

**CERTIFICATION**

I, the undersigned officer of **INTERNATIONAL FIDELITY INSURANCE COMPANY** and **ALLEGHENY CASUALTY COMPANY** do hereby certify that I have compared the foregoing copy of the Power of Attorney and affidavit, and the copy of the Sections of the By-Laws of said Companies as set forth in said Power of Attorney, with the originals on file in the home of said companies, and that the same are correct transcripts thereof, and of the whole of the said originals, and that the said Power of Attorney has not been revoked and is now in full force and effect.

IN TESTIMONY WHEREOF, I have hereunto set my hand on this day, March 11, 2019

A00418

Maria H. Branco, Assistant Secretary

ACKNOWLEDGEMENT BY SURETY

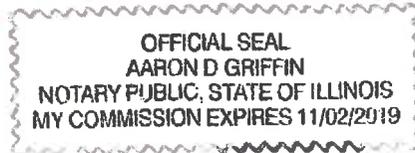
STATE OF ILLINOIS  
COUNTY OF WILL

On this 11th day of March, 2019, before me, Aaron D. Griffin, a Notary Public, within and for said County and State, personally appeared Derek J. Elston to me personally known to be the Attorney-in-Fact of and for International Fidelity Insurance Company and acknowledged that s/he executed the said instrument as the free act and deed of said Company.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal, at my office in the aforesaid County, the day and year in this certificate first above written.



Notary Public in the State of Illinois  
County of Will



APPENDIX C-7

TOWNSHIP OF WEST ORANGE

**STOCKHOLDER DISCLOSURE CERTIFICATION**

**This Statement Shall Be Included with Bid Submission**

**Name of Respondent's Business:** KemperSports Management, Inc.

**CHECK ONE:**

I certify that the list below contains the names and home addresses of all stockholders holding 10% or more of the issued and outstanding stock of the undersigned.

OR

I certify that no one stockholder owns 10% or more of the issued and outstanding stock of the undersigned.

If a corporation owns all or part of the stock of the corporation or partnership submitting the bid, then the statement shall include a list of the stockholders who own 10% or more of the stock of any class of that owning corporation. If no one owns 10% or more stock, attest to that.

**Check the box that represents the type of business organization:**

Partnership

Corporation

Sole Proprietorship

Limited Partnership

Limited Liability Partnership

Limited Liability Company

Limited Liability Corporation

Subchapter S Corporation

**Sign and notarize the form below, and, if necessary, complete the stockholder list below.**

**Stockholders:**

Name: Steven H. Lesnik	Name: Blaine Lesnik Trust
Home Address: 1122 Sunset Rd Winnetka, IL 60093	Home Address: Allan Reich, Trustee c/o Seyfarth Shaw LLP
Percentage of Stock Ownership:	Percentage of Stock Ownership:
	233 S Wacker Dr
	Suite 8000   Chicago, IL 60606
Name: Steven K. Skinner	Name: Allan Reich, Trustee c/o Seyfarth Shaw LLP
Home Address: 211 Maple Ct Lake Forest, IL 60045	Home Address:
Percentage of Stock Ownership:	Percentage of Stock Ownership:
	233 S Wacker Dr
	Suite 8000   Chicago, IL 60606
Name:	Name:
Home Address:	Home Address:
Percentage of Stock Ownership:	Percentage of Stock Ownership:

Subscribed and sworn to  
before me this 8 day  
of March, 2019

Ben Blake  
Print name of affiant

Laura A. Pinter  
Notary public of State of ILLINOIS  
County of Cook

My Commission expires May 9, 2021



**APPENDIX C-8**

**TOWNSHIP OF WEST ORANGE**

**NON-COLLUSION AFFIDAVIT**

State of IL

County of Lake

I, Ben Blake of the Municipality of Northbrook,  
in the County of Lake and State of IL of full age, being duly sworn  
according to law on my oath depose and say that:

I am Exec Vice President (Title or position) of the firm of  
KemperSports Management (Name of firm), the Respondent making this Proposal, and that I  
executed the said Proposal with full authority so to do; that said Respondent has not, directly or  
indirectly entered into any agreement, participated in any collusion, or otherwise taken any action  
in restraint of free, competitive contracting in connection with the Request for Proposals, dated  
February 21, 2019, issued by the Township of West Orange (the "Township"); and that all  
statements contained in said Proposal and in this affidavit are true and correct, and made with full  
knowledge that the Township will rely upon the truth of the statements contained in said Proposal  
and in the statements contained in this affidavit in awarding the Contract.

I further warrant that no person or selling agency has been employed or retained to solicit or secure  
such contract upon an agreement or understanding for a commission, percentage, brokerage, or  
contingent fee, except bona fide employees or bona fide employees or bona fide established  
commercial or selling agencies maintained by Ben Blake  
(N.J.S.A. 52:34-25) (Name of Respondent)

Subscribed and sworn to  
Before me this 8 day  
Of MARCH, 2019

*Ben Blake*

(Print name of affiant under signature)

Ben Blake

*Laura A. Pinter*  
Notary public of State of ILLINOIS  
County of Cook

My Commission expires MAY 9, 2021



**APPENDIX C-9**

**TOWNSHIP OF WEST ORANGE**

**CONSENT TO INVESTIGATION**

The Respondent hereby gives its consent to the Township of West Orange (the "Township"), or its authorized representatives, to investigate and verify all information contained in the Proposal submitted herewith in response to the Request for Proposals, dated February 21, 2019, with respect to the Contract, including financial and law enforcement information relating to the Respondent. The Respondent agrees that all financial institutions, law enforcement agencies, and regulatory agencies are authorized to release information verifying those representations and/or submissions made by the Respondent. The Respondent further agrees that the Township and/or its authorized representatives are authorized to inspect all premises and relevant records of the Respondent in order to verify information contained in the Proposal.

The Respondent agrees that a photocopy of this Consent to Investigation may be accepted by any agency or institution in lieu of the original.

Name of Respondent<sup>1</sup>

Respondent's Address:

By: Ben Blake  
(Signature)

Name: Ben Blake

Title: Executive Vice President

Date: March 11, 2019

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<sup>1</sup> If a joint venture, partnership or other form of organization is submitting this Proposal, all such firms shall be listed and each such participant shall execute this Form.

APPENDIX C-10

TOWNSHIP OF WEST ORANGE

STATEMENT OF RESPONDENT'S QUALIFICATIONS

*(This form must be completed and submitted with Proposal, one form for each entity if a joint proposal or joint venture)*

1. If Firm is a Corporation, list state of incorporation:

Illinois

2. \_\_\_\_\_  
If Firm is a Partnership, list names of partners:

\_\_\_\_\_

All questions must be answered and the data given must be concise, comprehensive and acceptable to the Owner. Attach separate sheets wherever necessary to properly answer question.

- |                                 |  |
|---------------------------------|--|
| 1. Firm name.                   | KemperSports Management, Inc<br>500 Skokie Blvd. |
| 2. Principal address,           | Northbrook, IL<br>1978                           |
| 3. Year firm was organized.     | Northbrook, IL - 1978                            |
| 4. Where and when incorporated. |  |
5. The number of years of firm's experience in providing services and/or performing similar contracts similar to those set forth in this RFP is 41. Describe in detail experience of Respondent and/or principals thereof in providing operation and management services and/or operating golf courses. For all golf facilities where continuous contract operation and management services have been provided for two (2) years or more, provide client name, contact, address and phone number and a brief description of the project. Note: Respondents, or principals thereof, must have a minimum of five (5) years' experience providing contract operation and management services for golf courses.
6. List of comparable work completed by Respondent within the past 5 years and any jobs/contracts currently in progress and provide at least 3 references, including contact information for services/contracts/work of similar size and scope. Include the cost for each contract, and beginning and completion dates.

7. List default experience on previous contracts/projects similar to this RFP, within the past 10 years.
8. List present comparable contracts presently underway.
9. List major equipment available for the Contract and provide the following information regarding technical, managerial and supervisory personnel experienced in providing supervision, trouble-shooting, evaluations, and other technical information in support of management, operation and maintenance of a public golf course as set forth in this RFP: names, education, experience and years of service with the Respondent of these employees.
10. Credit line (substantiate submittal).
11. Respondent shall currently have under successful operation at least four (4) golf courses. List at least four (4) golf courses, preferably public facilities in the northeast/mid-Atlantic region of the United States that Respondent has successfully operated, either by virtue of ownership, service contracts or leases. Provide names of the golf courses, contact information for a reference for each, the dates of ownership, lease or operation, and a general description of services provided.
12. Respondent shall provide complete financial statements, including the following statements for the current fiscal year-to-date and the prior fiscal year: (i) balance statement detailing cash and cash equivalents, current assets, current liabilities, stockholder equity, (H) statement of operations detailing pre-tax earnings, and (iii) statement of cash flows. The Respondent shall also submit any other information that the Respondent believes to be relevant to demonstrate its financial strength. In the case of a subsidiary or affiliate, statements must provide information with respect to the operating entity.
13. Respondent must provide complete financial statements for the current fiscal year to date and prior fiscal year, including balance statement (detailing cash and cash equivalents, current assets, current liabilities, stockholder equity), statement of operations (detailing pre-tax earnings) and statement of cash flows.  
*KemperSports does not publicly disclose financial information. Private disclosure available upon request. Bank reference attached.*
14. No litigation shall be pending or brought against the Respondent, including owners and principals, that could materially affect its ability to perform under the Qualified Management Contract as provided in this RFP. List all threatened and pending claims, litigation and judgments or settlements, and any government enforcement actions or penalties pending or assessed by any regulatory agency having jurisdiction over permit compliance, worker health and safety, or labor laws, as these issues relate to performance under the Qualified Management Contract. (If none, so state).
15. List the names and contact information for Respondent's banks or other financial institutions.
16. Respondent shall have at least one PGA or LPGA Class "A" Golf Professional on staff; and a Greens Superintendent/Agronomist on staff or contracted, with a minimum of the following license/permits: (1) Commercial Pesticide Application; (2) Commercial Application of Pesticides

for Turf and Ornamentals; and at least one individual with computer programming operations experience for the computer controlled irrigation systems.

Identify and list the license numbers/permit numbers of the Superintendent/Agronomist for the required licenses, above, and identify the names and experience, and provide resumes, for all key personnel, including the licensed personnel.

17. Respondent provides the evidence of its ability to conduct facility and grounds evaluations and to implement improvements in operations and maintenance practices to improve performance, condition, efficiency and reliability.

18. Respondent provides the following information regarding its approach to sharing information with the Township relative to technical, budgetary and financial matters. Examples of reports to be provided are operation and management schedules, budgets, etc.

19. Respondent provides the following organization chart and description of resources regarding the corporate resources, staff and personnel deemed necessary to perform in accordance with the terms and conditions of the Qualified Management Contract.

Date: 3/8/2019

KemperSports Management, Inc.

**Respondent**

Ben Blake

By:

Executive Vice President

TITLE:

STATE OF ILLINOIS

Ben Blake (Name of Respondent), being duly sworn, deposes and says that he is Executive Vice President (Title/Position) of KemperSports Mgmt. and that the answers to the foregoing questions and all statement therein contained are true and correct.

Subscribed and sworn to before me this 8 day of March, 2019.

Laura A. Pinter  
Notary Public



My Commission expires: MAY 9, 2021

**Terminated Contracts in past 12 months for KemperSports**

**Bull Valley CC, IL**

**Corazon Fitness Club, OH**

**La Toretta, TX**

**Due to the confidential nature of our agreements, KemperSports does not disclose termination details in a public RFP setting. Details may be requested in a confidential setting.**



A part of BMO Financial Group

111 West Monroe, 5 West  
Chicago, IL 60603

August 24, 2017

Jim Lawler  
Kemper Sports Management, Inc.  
500 Skokie Blvd, 5<sup>th</sup> Floor  
Northbrook, IL 60062

RE: Bank Reference

To Whom It May Concern:

Kemper Sports Management, Inc. has been a customer of BMO Harris Bank N.A. ("BMO Harris") for 20 years and has been held in high regard throughout this time. Kemper Sports currently has a borrowing and depository relationship with BMO Harris.

BMO Harris considers Kemper Sports' management team strong and capable. Throughout our relationship with Kemper Sports, the company has generated satisfactory financial results, maintained adequate liquidity, handled its accounts in a satisfactory manner, and remained in good standing with BMO Harris.

Please contact me if you have questions or need additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Matthew Neis", written over a horizontal line.

Matthew Neis  
Director  
BMO Harris Bank N.A.  
312-461-3423



Municipal Clients

<u>Property</u>	<u>Property City</u>	<u>Property State</u>	<u>Owner</u>
Barrel19 Bistro & Bar	Sunnyvale	CA	City of Sunnyvale
Olivas Links	Ventura	CA	City of San Buenaventura
Rancho Solano Golf Club	Fairfield	CA	City of Fairfield
Yorba Linda Community Center	Yorba Linda	CA	
Black Gold Golf Club	Yorba Linda	CA	City of Yorba Linda
Buenaventura Golf Course	Ventura	CA	City of San Buenaventura
Creekside Golf Course	Modesto	CA	City of Modesto
Desert Willow Golf Resort	Palm Desert	CA	City of Palm Desert
Dryden Park Golf Course	Modesto	CA	City of Modesto
Paradise Valley Golf Club	Fairfield	CA	City of Fairfield
Ridge Creek Dinuba Golf Club	Dinuba	CA	City of Dinuba
Swenson Park Golf Course	Stockton	CA	City of Stockton
Van Buskirk Golf Course	Stockton	CA	City of Stockton
Wild Wings Golf Club	Woodland	CA	Wild Wings CSA
AllGolf at C.B. Smith Park	Pembroke Pines	FL	Broward County
Cypress Head Golf Club	Port Orange	FL	The City of Port Orange
Bolingbrook Golf Club	Bolingbrook	IL	Village of Bolingbrook
Boughton Ridge Golf Course and Ashbury's	Bolingbrook	IL	Bolingbrook Park District
Deerpath Golf Course	Lake Forest	IL	The City of Lake Forest
Harborside International Golf Center	Chicago	IL	Illinois International Port District
Pincrest Golf Club	Huntley	IL	Huntley Park District
Vernon Hills Golf Course	Vernon Hills	IL	Village of Vernon Hills
Meridian Center	Newton	KS	City of Newton
Sand Creek Station	Newton	KS	City of Newton
The Timbers at Troy	Elkridge	MD	Howard County
Hodge Park Golf Club	Kansas City	MO	City of Kansas City, Missouri
Shoal Creek Golf Course	Kansas City	MO	City of Kansas City, Missouri
Tunica National Golf & Tennis	Tunica Resorts	MS	The County of Tunica
Ash Brook Golf Course	Scotch Plains	NJ	County of Union
Galloping Hill Golf Course	Kenilworth	NJ	County of Union
Heron Glen Golf Course	Ringoes	NJ	City of Hunterdon
Knoll Golf Club	Boonton	NJ	Township of Parsippany-Troy Hills
Scotch Hills Golf Course	Scotch Plains	NJ	County of Union
Skyway Golf Course at Lincoln Park West	Jersey City	NJ	Hudson County Improvement Authority
Union County Concessions	Kenilworth	NJ	County of Union
The Club at Sunrise	Las Vegas	NV	Clark County
Colwood Golf Center	Portland	OR	City of Portland
Heron Lakes Golf Club	Portland	OR	City of Portland
Butterfield Trail Golf Club	El Paso	TX	City of El Paso
Forest Creek Golf Club	Round Rock	TX	City of Round Rock
The Wilderness at Lake Jackson	Lake Jackson	TX	City of Lake Jackson
Chambers Bay Golf Course	University Place	WA	Pierce County
Lake Spanaway Golf Course	Tacoma	WA	Pierce County
Blackhawk Golf Course	Janesville	WI	City of Janesville
Forest Hills Golf Course	La Crosse	WI	City of La Crosse
Riverside Golf Course	Janesville	WI	City of Janesville

APPENDIX C-11

TOWNSHIP OF WEST ORANGE

ACKNOWLEDGMENT OF RECEIPT OF ADDENDA

The undersigned Respondent<sup>1</sup> hereby acknowledges receipt of the following Addenda:

Addendum Number Receipt	Dated	Acknowledge (initial)
Q&A Document	3/4/19	BB

No addenda were received: *(Respondent must check if no addenda were received)*

Acknowledged for: KemperSports Management, Inc.  
(Name of Respondent)

By: Ben Blake  
(Signature of Authorized Representative)

Name: Ben Blake  
(Print or Type)

Title: Executive Vice President

Date: 3/11/19

<sup>1</sup> If a joint venture, partnership or other formal organization or firm submits this Proposal, all such firms shall be listed and each such participant shall execute this Proposal Form.

**APPENDIX C-12  
TOWNSHIP OF WEST ORANGE**

**N.J.S.A. 10:5-31 et seq, N.J.A.C. 17:27  
MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE**

**GOODS, PROFESSIONAL SERVICES AND GENERAL SERVICE CONTRACTS**

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation, the contractor will take affirmative action to ensure that such applicants are recruited and employed, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such action shall include, but not be limited to the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractors, where applicable, will send to each labor union or representative or workers with which it has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer advising the labor union or workers representative of the contractors commitments under this act and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with the regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq. as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to employ minority and women workers consistent with the applicable county employment goals established in accordance with N.J.A.C. 17:27-5.2, or a binding determination of the applicable county employment goals determined by the Division, pursuant to N.J.A.C. 17:27-5.2.

The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities,

labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue to use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the applicable employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and conform with the applicable employment goals, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

Letter of Federal Affirmative Action Plan Approval  
Certificate of Employee Information Report  
Employee Information Report Form AA302 (electronically provided by the Division and distributed to the public agency through the Division's website at [http://www.state.nj.us/treasury/contract\\_compliance](http://www.state.nj.us/treasury/contract_compliance)).

The contractor and its subcontractor shall furnish such reports or other documents to the Division of Contract Compliance & EEO as may be requested by the Division from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Division of Contract Compliance & EEO for conducting a compliance investigation pursuant to **Subchapter 10 of the Administrative Code at N.J.A.C. 17:27.**



Ben Blake  
Executive Vice President  
KemperSports

APPENDIX C-13

DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN

Respondent: KemperSports Management, Inc.

**PART 1: CERTIFICATION**

**RESPONDENTS MUST COMPLETE PART 1 BY CHECKING EITHER BOX.  
FAILURE TO CHECK ONE OF THE BOXES WILL RENDER THE BID NON-  
RESPONSIVE**

Pursuant to Public Law 2012, c. 25, any person or entity that submits a bid or proposal or otherwise proposes to enter into or renew a contract must complete the certification below to attest, under penalty of perjury, that neither the person or entity, nor any of its parents, subsidiaries, or affiliates, is identified on the Department of Treasury's Chapter 25 list as a person or entity engaging in investment activities in Iran. The Chapter 25 list is found on the Division's website at <http://www.state.nj.us/treasury/purchase/pdf/Chapter25List.pdf>.

Bidders **must** review this list prior to completing the below certification. **Failure to complete the certification will render a bidder's bid non-responsive.** If the Township finds a person or entity to be in violation of law, the Township shall take action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party.

**PLEASE CHECK THE APPROPRIATE BOX:**

**I certify, pursuant to Public Law 2012, c. 25, that neither the bidder listed above nor any of the bidder's parents, subsidiaries, or affiliates is listed on the N.J. Department of the Treasury's list of entities determined to be engaged in prohibited activities in Iran pursuant to P.L. 2012, c. 25 ("Chapter 25 List"). I further certify that I am the person listed above, or I am an officer or representative of the entity listed above and am authorized to make this certification on its behalf. I will skip Part 2 and sign and complete the Certification below.**

**OR**

**I am unable to certify as above because the bidder and/or one or more of its parents, subsidiaries, or affiliates is listed on the Department's Chapter 25 list. I will provide a detailed, accurate and precise description of the activities in Part 2 below and sign and complete the Certification below. Failure to provide such will result in the proposal being rendered as non-responsive and appropriate penalties, fines and/or sanctions will be assessed as provided by law.**

**PART 2: PLEASE PROVIDE FURTHER INFORMATION RELATED TO INVESTMENT ACTIVITIES IN IRAN**

You must provide a detailed, accurate and precise description of the activities of the bidding person/entity, or one of its parents, subsidiaries or affiliates, engaging in the investment activities in Iran outlined above by completing the boxes below.

**EACH BOX WILL PROMPT YOU TO PROVIDE INFORMATION RELATIVE TO THE ABOVE QUESTIONS, PLEASE PROVIDE THOROUGH ANSWERS TO EACH QUESTION. IF YOU NEED TO MAKE ADDITIONAL ENTRIES, PLEASE PROVIDE ON A SEPARATE ATTACHED PAGE.**

Name \_\_\_\_\_ Relationship to Bidder \_\_\_\_\_  
Description of Activities \_\_\_\_\_  
Duration of Engagement \_\_\_\_\_ Anticipated Cessation Date \_\_\_\_\_  
Bidder/Officer Contact Name \_\_\_\_\_ Contact Phone Number \_\_\_\_\_

**Certification: I, being duly sworn upon my oath, hereby represent and state that the foregoing information and any attachments thereto to the best of my knowledge are true and complete. I attest that I am authorized to execute this certification on behalf of the above-referenced person or entity. I acknowledge that the Township is relying on the information contained herein and thereby acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contracts with the Township to notify the state in writing of any changes to the answers of information contained herein. I acknowledge that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I recognize that I am subject to criminal prosecution under the law and that it will also constitute a material breach of my agreement(s) with the Township at its option may declare any contract(s) resulting from this certification void and unenforceable.**

Name Full Name (Print): Ben Blake Signature: 

Title: Executive Vice President  
Date: March 5, 2019

**APPENDIX C-15  
TOWNSHIP OF WEST ORANGE**

**AFFIRMATIVE ACTION COMPLIANCE NOTICE  
N.J.S.A. 10:5-31 and N.J.A.C. 17:27**

**GOODS AND SERVICES CONTRACTS**

This form is a summary of the contractor's requirement to comply with the requirements of N.J.S.A. 10:5-31 and N.J.A.C. 17:27-1 et seq.

The successful bidder shall submit to the public agency, after award but prior to execution the contract, one of the following three documents as forms of evidence:

- (a) A photocopy of a valid letter that the contractor is operating under an existing Federally approved or sanctioned affirmative action program (good for one year from the date of the letter);  

Or
- (b) A photocopy of a certificate of Employee Information Report approval, issued in accordance with N.J.A.C. 17:27-4;  

Or
- (c) A photocopy of an Employee Information Report (Form AA302) provided by the Division and distributed to the public agency to be completed by the contractor in accordance with N.J.A.C. 17:27-4.

The successful bidder may obtain the Affirmative Action Employee Information Report (AA302) from the contracting unit during normal business hours.

The successful vendor (s) must submit the copies of the AA302 Report to the Division of Contract Compliance and Equal Opportunity in Public Contracts (Division). The Public Agency copy is submitted to the public agency, and the vendor copy is retained by vendor.

The undersigned vendor certifies that he/she is aware of the commitment to comply with the requirements of N.J.S.A. 10:5-31 AND N.J.A.C. 17:27-1 et seq.

KemperSports Management, Inc.  
Company

  
Authorized Signature

Ben Blake  
Print Name

Executive Vice President  
Title

3/11/2019  
Date

**APPENDIX C-16  
TOWNSHIP OF WEST ORANGE**

**PROPOSAL CHECKLIST**

**REQUEST FOR PROPOSALS  
FOR OPERATION, MANAGEMENT, AND  
MAINTENANCE SERVICES FOR THE GOLF COURSE AND  
CLUBHOUSE FACILITIES AT ROCK SPRING GOLF COURSE**

**PROPOSAL CHECK-LIST**

The following is a check-list of all items that each **Respondent shall submit with its Proposal** in order for its Proposal to be considered by the Township in accordance with the provisions of the RFP. Capitalized terms not defined in this check-list shall be as defined in the RFP. Respondents shall submit a copy of this Proposal Checklist with their Proposals.

**(1) The following documents shall be considered mandatory items that shall be submitted as part of the Proposal. Failure to submit any of the following shall be deemed a fatal defect that cannot be cured, and will result in mandatory rejection of the Proposal as unresponsive to the RFP:**

		<b>CHECK</b>
(a)	Appendix C-1	Qualified Management and Maintenance Quotation Sheet ....
	Appendix C-2	Respondent Information/Cover Letter .....
	Appendix C-3	Consent of Surety.....
	Appendix C-5**	Agreement for Proposal Security in Lieu of Proposal Bond ...
	Appendix C-6**	Proposal Bond .....
	Appendix C-7	Ownership Disclosure Statement.....
	Appendix C-10	Statement of Respondent's Qualifications .....
	Appendix C-11	Acknowledgement of Receipt of Addenda .....
	Appendix C-13	Disclosure of Investment Activities in Iran .....

\*\*Provide Appendix C-5 or C-6, as applicable (Proposal Bond, Cashier's Check or Certified Check (RFP Section 4.2))

**(2) Failure to submit any of the following documents with submission of the Proposal may be cause for rejection of the Proposal:**

(a)	Appendix C-8	Non-Collusion Affidavit .....
	Appendix C-9	Consent to Investigation .....
	Appendix C-12	Affirmative Action Compliance/Mandatory EEO Language ..
	Appendix C-14	Affidavit of Qualification – New Jersey Division of Alcohol and Beverage Control .....
	Appendix C-15	Affirmative Action Compliance Notice.....

Appendix C-16      Proposal Checklist .....(x)

(b) Business Registration Certificate (RFP Section 4.12) .....(x)

A copy of the State of New Jersey Department of the Treasury Division of Revenue, Business Registration Certificate (“BRC”) should be included with the proposal as it must be received by the Township prior to the award of the contract. The BRC provided must show that the Respondent was registered at the time of receipt of proposals or the proposal will be rejected.



4845-7717-7222, v. 1

# Tab 6



KemperSports

SECTION VI

OTHER SUBMISSION REQUIREMENTS

Please see SECTION II of the response to locate proof of business registration in the State of New Jersey and proof of incorporation in the State of Illinois.

By: KemperSports Management, Inc.

Name: Ben Blake

Title: Executive Vice President

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500 Skokie Boulevard Suite 444 Northbrook, IL 60062 (847) 850-1818

[www.kempersports.com](http://www.kempersports.com)

**Tab 7**



KemperSports

SECTION VII

Supplemental Information

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[www.kempersports.com](http://www.kempersports.com)

# EXECUTIVE SUMMARY

## **KemperSports Qualifications**

KemperSports is uniquely qualified to assume management of Rock Spring as the company manages more top 100 golf courses you can play in the United States than any other golf course management company. Also, the company already has a significant presence in the market and New Jersey as it manages Galloping Hill GC and Ashbrook GC in Kenilworth and Scotch Plains for Union County, Skyway Golf Club in Jersey City for the Hudson County Improvement Authority and the Heron Glen Golf Course in Lebanon for the Parks and Recreation Division of Hunterdon County. KemperSports has managed, including renewals, the Union County, Skyway, and Heron Glen for nine, five, and thirteen years, respectively. Additionally, KemperSports is proud to partner with 42 municipal and public sector golf facilities throughout the U.S.

KemperSports also leases two publicly-owned courses. The 36-hole Harborside Golf Links in Chicago from the Illinois Port Authority and the Timbers of Troy in Baltimore from the Montgomery County Parks Department. Both agreements extend past ten years. KemperSports recently invested \$1.4M to renovate all bunkers at Harborside and is providing the maintenance equipment, golf carts and other CAPEX at the Timbers of Troy.

We are very excited at the prospect of being chosen to lease the Rock Spring Golf Club. KemperSports prides itself on "re-inventing" and "re-introducing" properties to the market as we have extensive experience in developing new and existing properties over our 40-year lifetime. We are also known for actively participating in "complicated" deals whereby all parties need to be flexible and creative given all the unknowns at the time of engagement. Our experience with municipally-owned courses gives us a unique perspective into the needs and workings of each municipality, its governing board and the mayor and their staff. This deal certainly falls into the "complicated" category with a very short term agreement, about 20 months, multiple options to convert the property to various uses depending on the needs of the community as well as the challenge of converting a private country club, with private country club amenities, into a public use facility. KemperSports welcomes these challenges and looks forward to potentially being involved in such an exciting and historic property.

## **The Pro Forma and Challenges Over the next 20 Months and Beyond**

In developing our pro forma, we have referenced our local experience and spending history to develop the expense budget. For the revenue projection, we envision the Rock Spring Golf Club to continue to be a "country club" level golf experience with a consistently highly maintained golf course, high levels of customer service including a friendly and welcoming staff, and a high-quality, streamline food and beverage operation. Given the short term contract, we are not currently planning to host banquets and weddings in the current clubhouse as booking windows for these types of events are 6-18 months in advance and we do not have the luxury of a long-

# EXECUTIVE SUMMARY

term contract to implement this strategy. That said, we will host golf outings and provide food and beverage banquet services for these types of events. We also plan to sell an annual pass to attract loyal golfers. The opening and usage of the large member locker room, grill room and other member related facilities will depend on how many annual members elect to join RSGC. We do not expect to open the swimming pool and tennis courts given the short term nature of this agreement. We will work with the town of West Orange should they have an interest in opening the swimming pool and tennis courts.

## **Capital Improvements and Rent Payment to West Orange**

It is common practice in golf course lease agreements for the lessee to invest in various capital improvements in exchange for a long term lease....usually a minimum of 10 years and often at least 15-20 years are needed as a way to recoup some of their investment. Given the short term nature of this agreement, the "investment" by KemperSports is taking the "operating risk", paying the start-up costs of opening a new facility and by buying or leasing a golf cart fleet which could be as much as \$350,000 or more. For a 20 month agreement, it is unusual for this level of investment to be made by a golf company. To partially offset this investment risk, the rent payment schedule has been structured, from profits, in a waterfall format to have West Orange participate in the course maintenance start-up cost of \$61,000 provided sufficient profits are available. If not, KemperSports will end up paying this cost.

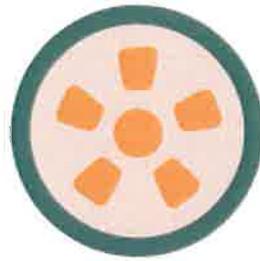
## **We Very Much Want to Be a Part of this Exciting Transformation of the Rock Springs Golf Club**

In closing, KemperSports is very excited about the opportunity to be involved with the town of West Orange, NJ in the rebirth of this historic and high-quality facility. All parties will need to be flexible and creative to make the deal work. We believe KemperSports is uniquely qualified to make the Rock Spring Golf Club a rousing success and we look forward to working with the town of West Orange to make this a win-win for all. Thank you for the opportunity.

Sincerely,



Ben Blake  
Executive Vice President  
KemperSports



# KemperSports



## BACKGROUND

KEMPERSPORTS PROVIDES CUSTOM PROPERTY MANAGEMENT SOLUTIONS TO PUBLIC AND PRIVATE CLIENTS IN THE LEISURE SERVICE INDUSTRY. SINCE ITS FOUNDING IN 1978, KEMPERSPORTS' CLIENT PORTFOLIO HAS GROWN TO INCLUDE MORE THAN 130 FACILITIES, EMPLOYING 6,500 PEOPLE ACROSS 24 STATES. PARTNERS LEVERAGE KEMPERSPORTS' NATIONAL SCALE WITHOUT SACRIFICING LOCALLY-FOCUSED SOLUTIONS BECAUSE OF A CORE BELIEF THAT "ONE SIZE DOES NOT FIT ALL".

Operational leasing is one of KemperSports' core service offerings. Upon partnership commencement, all operational and management duties are shifted to KemperSports, including the onboarding of all facility employees. Local, regional and national support resources are dispatched to enable efficient deployment of policies, procedures and programming in departments including, but not limited to, operations, maintenance, sales and marketing, food and beverage, accounting, payroll and human resources.

If desired, you are provided routine progress updates related to qualitative and quantitative goals set at the outset of the partnership. Operational leasing relieves the owner of the day-to-day operational duties and various financial obligations. KemperSports' transparent, client-centric approach allows partners full insight into the operational process and better understand how to we will maximize the potential of their facilities, resulting in productive assets and satisfied customers.



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# STAFF QUALIFICATIONS

THE "EXECUTIVE SPONSOR" PROGRAM ALLOWS OUR CLIENTS TO COMMUNICATE ONE-TO-ONE WITH AN EXECUTIVE IN OUR CORPORATE OFFICE. FRANK MERKEL SENIOR VICE PRESIDENT, WILL BE THE EXECUTIVE SPONSOR. STEVE LOOMIS, WILL BE THE REGIONAL OPERATIONS EXECUTIVE AND ENSURE A CONSISTENTLY HIGH-QUALITY CUSTOMER EXPERIENCE AND OVERSEE THE IMPLEMENTATION OF KEY INITIATIVES. ED JACKMAN WILL HEAD THE SALES AND MARKETING EFFORTS.



**FRANK MERKEL**

SENIOR VICE PRESIDENT - EXEC SPONSOR



**STEVE LOOMIS**

REGIONAL OPERATIONS EXECUTIVE



**ED JACKMAN**

REGIONAL SALES & MARKETING DIRECTOR

Mr. Merkel has more than 20 years of experience in all aspects of golf and club operations for daily fee, semi-private and full-service private country clubs. Frank began his golf industry career in 2004 with American Golf Corporation as the East Regional Director responsible for 26 courses located from Hartford, CT to Ft. Lauderdale, FL including the New York City municipal portfolio. Frank has been a member of KemperSports for the past three years, excelling in various management capacities at daily fee, private and resort properties.

Mr. Loomis, a member of the PGA of America, has nearly 30 years of experience in the golf industry. He has been a member of KemperSports for the past 15 years, excelling in various management capacities at daily fee, private and resort properties. After serving nearly eight years as the General Manager of two municipal facilities for the City of Janesville, WI, Mr. Loomis was promoted to Regional Operations Executive, a position that serves as an executive leader to the General Managers and their staff across KemperSports' Midwest and Northeast properties, including four in New Jersey..

Mr. Jackman, KemperSports Regional Sales and Marketing Manager, is a 10-year employee of KemperSports and currently handles many of our key municipal accounts in the Chicago and New York metro markets. Ed is well-versed in the objectives and challenges faced by municipal entities as they seek to operate a successful golf operation. He has a documented history in driving revenue growth by introducing dynamic pricing strategies and implementing targeted digital promotions to maximize average rate and overall utilization.



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# ORGANIZATIONAL STRUCTURE

KEMPERSPORTS SERVES AS A CONDUIT BETWEEN OWNERSHIP AND THE PROPERTY. THOUGH KEMPERSPORTS WILL OPERATE UNDER A LEASE, WEST ORANGE OFFICIALS CAN LEVERAGE ALL OF KEMPERSPORTS DEPARTMENTAL ASSETS TO IMPLEMENT THE TOWNSHIP'S STRATEGIC GOALS AND INITIATIVES. BELOW IS A SUGGESTED REPORTING STRUCTURE:



## PARTNER

TOWNSHIP OF WEST ORANGE

## REGIONAL SUPPORT TEAM

FRANK MERKEL - EXECUTIVE SPONSOR

STEVE LOOMIS - OPERATIONS

ED JACKMAN - SALES & MARKETING

DEPARTMENTAL SUPPORT (NEXT PAGE)

## ONSITE MANAGEMENT TEAM

GENERAL MANAGER/ HEAD PRO (1)

FOOD & BEVERAGE COORDINATOR (1)

SALES & MARKETING COORDINATOR (1)

HEAD SUPERINTENDENT (1)



# DEPARTMENTAL EXPERTISE

KEMPERSPORTS LEVERAGES ITS SCALE AND DEPARTMENTAL EXPERTISE TO PROVIDE EACH PARTNER WITH GUIDANCE AND SUPPORT IN ALL AREAS OF THE OPERATION. SUBJECT MATTER EXPERTS CURATED DECADES WORTH OF EXPERIENCE INTO A COMPREHENSIVE POLICIES AND PROCURES GUIDE WHICH INFORMS AND PREPARES DEPARTMENT HEADS. THESE EXPERTS ARE AVAILABLE TO CONSULT WITH THE ONSITE TEAM TO DELIVER THE BEST POSSIBLE RESULTS.





**GALLOPING HILL GOLF COURSE**

City: Kenilworth, NJ

Client: Union County, NJ



# SCOPE OF SERVICES

KEMPERSPORTS CONTINUALLY REFINES ITS 40-YEAR REPERTOIRE OF "BEST IN CLASS" MANAGEMENT PRACTICES TO NOT ONLY KEEP PACE WITH, BUT ANTICIPATE, INDUSTRY CHANGES. THE FOLLOWING SECTIONS EXPLAIN OUR APPROACH IN SIX MAJOR VERTICALS OF GOLF COURSE MANAGEMENT.



## OPERATIONS

Inside and outside services including reservations, merchandise, and logistics.



## MAINTENANCE

Course conditions and environmental conservation and sensitivity



## FOOD & BEVERAGE

A la carte, outing, event and on-course services



## SALES & MARKETING

Market analysis, social media, targeted campaigns and promotions



## HUMAN RESOURCES

Transition, onboarding, benefits, and payroll



## ACCOUNTING & FINANCE

Bookkeeping, reports, compliance, and audits

# OPERATIONS

WITH THE LEADERSHIP OF THE GENERAL MANAGER, SUPPORT OF THE KEMPERSPORTS HOME OFFICE AND GUIDANCE OF APPROPRIATE POLICIES AND PROCEDURES, THE STAFF WILL FEEL EMPOWERED TO FACILITATE A MEMORABLE CUSTOMER EXPERIENCE. OPERATIONAL GUIDELINES AND REPORTS ARE ACTIVELY MONITORED AND REFINED, INCLUDING TEE TIME MANAGEMENT, RETAIL OPERATIONS AND OUTSIDE SERVICES.



## Services

### TrueService Training

- Designed to enhance each staff member's communication and problem-solving skills. Sessions are administered by a TrueService Champion to build a culture of dialogue on improving customer service performance. TrueService increases motivation and engagement, improves knowledge and boosts employee confidence. In return, guests will feel more confident in the facility's performance and build better connections with the staff, leading to increased revenues and loyalty.

### Revenue Management

- Effective reservations, tee sheet, third party distribution and patron flow management are critical to the customer experience.
- Negotiate for better trade time/commission rates with third party distributors (GolfNow, EZLinks, etc.)
- Dynamic pricing models and enhanced utilization of "white space" allow for a more efficient use of the course and increased revenues.

### Merchandising

- Strategic determination of appropriate product mix, quantity and appearance.
- Utilization of an Open-to-Buy plan to reduce occurrence of surplus or deficient product inventories.

### Carts

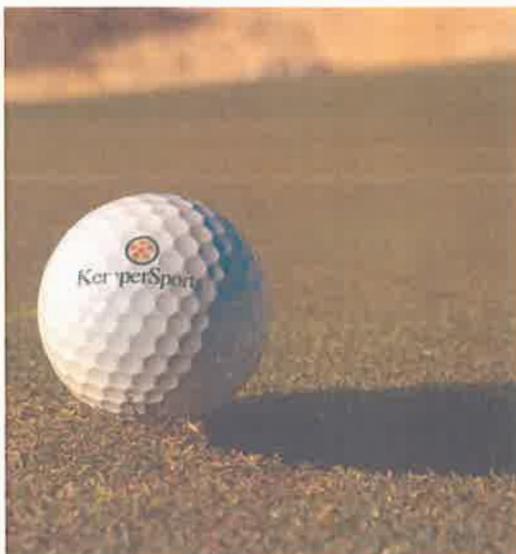
- Monitor appropriate maintenance schedule and ensure maximum fleet uptime and utilization.
- Advocate on our partner's behalf for efficient, effective customer service from vendor partners.

### Outings

- Create a memorable experience for all outing coordinators and guests.

# MAINTENANCE

KEMPERSPORTS FACILITIES PROVIDE "BEST IN CLASS" COURSE CONDITIONS BY UTILIZING PRECISE OPERATING STANDARDS AND ENVIRONMENTALLY-SENSITIVE PRACTICES. REGIONAL EXECUTIVES AND AGRONOMY SPECIALISTS PARTNER WITH THE ONSITE SUPERINTENDENT TO ESTABLISH QUALITY BENCHMARKS AND RISK MITIGATION STRATEGIES.



## Services

### Green to a Tee

- Proprietary, multi-level certification program which focuses on environmentally-friendly practices in habitat management, water and fuel conservation, energy usage and recycling. Green to a Tee demonstrates our dedication to the environment, saves money, and has a positive impact that reaches beyond the property. Not only do we place specific value on maintaining a clean environment at our facilities, but also recognize that it enhances the customer experience.

### Standard Operating Procedures

- Establish policies and procedures consistent with your expectations and budget compliance.
- Maintenance programs for mowing, top dressing, watering, seeding, fertilizing, aeration, disease infection, weed control, fungicide applications, insecticide applications and herbicide applications.

### Continuing Education

- Strategic partners in maintenance and agronomy offer various educational opportunities, including webinars and onsite visits, which allows the team to maximize the utility of their products and provide updates on industry-leading advancements.

### Safety National

- Developed in partnership with Aon Insurance, this unique program identifies cost savings opportunities by having routine internal safety audits and action plans to ensure standard compliance.
- Commitment to provide a safe, efficient and healthy environment for our staff and guests.
- Save up to \$8,000 in insurance premiums.



**KemperSports**

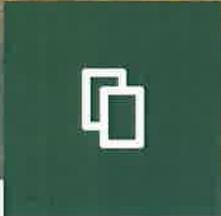
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HERON GLEN GOLF COURSE

City: Ringoes, NJ

Client: Hunterdon County, NJ



# PROGRAMMING

PLAYER DEVELOPMENT PROGRAMMING STIMULATES SUSTAINABLE REVENUE GROWTH. PROGRAMS SUCH AS GET GOLF READY INTRODUCE ADULTS TO THE GAME IN A FUN AND SOCIAL SETTING. STUDENTS ARE TYPICALLY READY FOR CONSISTENT GOLF ACTIVITY AFTER JUST 4 OR 5 CLASSES. ON AVERAGE, GOLF-RELATED SPENDING FROM GRADUATES APPROACHES \$1,500 FOLLOWING THE PROGRAM. RESEARCH ALSO SHOWS HIGH LOYALTY RATES AMONG GRADUATES, WHO TEND TO PLAY AND PURCHASE EQUIPMENT WHERE THEY LEARNED THE GAME. ALL KEMPERSPORTS FACILITIES UTILIZE PLAYER DEVELOPMENT PROGRAMS, WHICH HAVE SIGNIFICANT SHORT AND LONG-TERM BENEFITS.



## Junior Golf Programs

- Junior camps
- Cross-promotional programs with rec center
- PGA Junior League
- Youth On Course
- Bring your Daughter/Son Day
- Family golf rates
- First Tee



## Adult Programs

- Get Golf Ready
- No Embarrassment Instructional League
- Themed instruction nights including F&B
- Beginner golf programming and events



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# FOOD AND BEVERAGE

THE FOOD AND BEVERAGE DEPARTMENT PROVIDES A TREMENDOUS OPPORTUNITY TO CAPTURE REVENUE, FROM GOLFERS TO EVENTS AND BANQUETS. APPROPRIATE STAFFING AND TRAINING, ALONG WITH AN EFFICIENT COSTING AND ORDERING STRATEGY, ALLOWS THE CUSTOMER TO HAVE A COMPLETE EXPERIENCE, WHILE OFFERING THE PROPERTY AN ADDITIONAL REVENUE STREAM. ACCESS TO KEMPERSPORTS NATIONAL VENDORS ALLOWS FOOD AND BEVERAGE OPERATIONS TO LOWER COST OF GOODS WHILE MAINTAINING OR INCREASING THE QUALITY OF THEIR OFFERINGS. AS STATED IN THE EXECUTIVE SUMMARY, EVENTS AND BANQUETS WOULD NOT BE SOLD UNLESS OR UNTIL A LONGER-TERM LEASE IS IN PLACE.



## Services

### Quick-Service Outlets

- Snack stands and other quick-service outlets provide golfers with convenient, grab-and-go items that maintain pace of play and can be mobilized in multiple areas (i.e. range, beverage cart, etc.)

### A La Carte Dining

- A la carte dining, provides additional space to serve a broader range of customers.
- Themed nights and programmed dinners create unique experiences, leading to repeat business.

### Banquets/Events

- Creative space utilization and menu planning enables the flexibility to accommodate a range of event types (showers, luncheons and weddings).

### Menu Strategy and Costing

- Thoughtful menu offerings in all three categories require the collective input of onsite and regional team members to match menu items to their customers in an economically-sustainable manner.
- Utilization of National Partner programs help reduce food cost and provide easy-to-adapt technological tools to conceptualize and streamline the menu creation process.

### Certification and Licensing

- KemperSports develops and enforces appropriate food safety standards and protocols, ensuring that supervisors are appropriately trained in food storage, preparation and serving methods.
- In-house legal and administrative support aid in the acquisition, compliance and renewal of any liquor licensing requirements.





SKYWAY GOLF COURSE

City: Jersey City, NJ

Client: Hudson County, NJ



# SALES AND MARKETING

REVENUE GOALS HINGE ON PROACTIVE EFFORTS TO PROMOTE ROUNDS AND EVENT SALES. KEMPERSPORTS WILL DEVELOP A CUSTOMIZED SALES AND MARKETING PLAN TO RETAIN AND ATTRACT GOLFERS. WITH THE SUPPORT OF OUR LOCAL AND REGIONAL TEAM, WE WILL CONDUCT INTERNAL AND EXTERNAL ANALYSES UTILIZING OUR LOCAL GOLF MARKET INTELLIGENCE. FINDINGS WILL IDENTIFY HOW TO UNIQUELY POSITION THE CLUB IN THE COMMUNITY, BASED ON A CLEAR VISION THAT DEFINES THE FACILITY'S UNIQUE VALUE.

## Services

### Marketing Plan Development and Implementation

- The Regional Sales and Marketing Director collaborates with onsite staff to develop and implement a marketing plan that aligns with your expectations.
- Monthly marketing reports provide status updates on budget, bookings, rounds, revenue, and social media metrics.

### Targeted Marketing Campaigns

- Using data aggregated from the National Golf Foundation, the Sales and Marketing team is able to pinpoint marketing efforts by attributes such as income, household density and golfing households.

### Social Media Strategy and Engagement

- Effective customer engagement through social media channels is vital to branding efforts.
- KemperSports utilizes industry-leading social media tools to quantify impact and engagement.

### Website Design and Analytics

- Assist with development of a responsive, engaging and optimized website to allow customers easy access to course information, reservations and data.



TOTAL BUDGET / BUDGET  
\$389,374

BUDGET TO DATE / BUDGET  
\$225,784

SPENDING  
\$163,590

April Budget Revenue Class	Amount	Month to Date Revenue Revenue Class	Date of Report	Amount
Banquets	\$122,453.00	Banquets	4/21/2017	\$61,457.16
Dining	\$164,132.30	Dining	4/21/2017	\$420,752.02
Golf	\$1,02,817.15	Golf	4/21/2017	\$42,379.51

**OUTREACH SUMMARY**

- \* Annual Spring Fundraising event with golf - Swing Your Heart Out - April 24, 23
- \* Local Brews & Bites Beer Dinner - May 19th - 4 reservations
- \* Sip into Spring Wine Dinner - April 26th - 18 reservations
- \* Mother's Day - 172 reservations
- \* Golf Doctors clinic in Mpls. goes through September - free 1st; from price on the range w/ purchase of 10g

BOOKINGS	INQUIRIES	TURNAROUNDS	BOOKINGS VS. INQUIRIES
18	59	1	31%

NEXT MONTH'S BANQUET SALES OUTLOOK		
BUDGET	BOOKED	OPEN (EXCLUDES CONTRACT'S OUT AND TENTATIVES)
\$177,987	\$75,700	\$4,800

**LOST BOOKINGS**

\* For last year, but Alzheimer's Association is in the works - we are competing w/ another venue offering \$17.50 for the same food. Some inside close on our recent facility, level of service, quality of food etc. the base \$ on price alone, we may miss this one.

MEMBERSHIPS		2017	
MEMBERSHIP STATUS	TOTAL	MEMBERSHIP STATUS	TOTAL
Renewal	128	Renewal	144
New	58	New	15
Total	186	Total	159
Attrition	26	Attrition	24

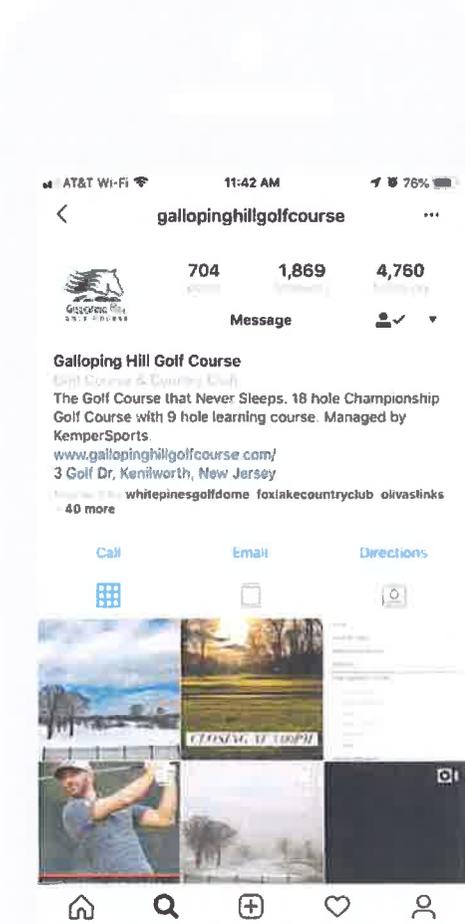
GOLF OUTINGS			
MONTH	TOTAL OUTINGS	ANTICIPATED PLAYERS	ANTICIPATED REVENUE
April	7	100	\$17,500
May	8	203	\$16,450
June	4	100	\$24,472
July	5	144	\$23,871
August	8	216	\$46,258
September	7	740	\$24,150
October	0	0	0
TOTAL	40	2387	\$154,801

Sample Monthly Marketing Report



# SOCIAL MEDIA

CONNECTING WITH VARIOUS GROUPS OF GOLFERS AND FOOD AND BEVERAGE PATRONS REQUIRES A THOUGHTFUL APPROACH TO SOCIAL MEDIA. KEMPERSPORTS CREATES SOCIAL MEDIA STRATEGIES THAT RATE HIGHLY IN QUALITY, CADENCE, ENGAGEMENT, RESPONSIVENESS AND THE ABILITY TO GROW FOLLOWERS.



## FACEBOOK

- Connects to a broad range of demographics
- Optimized for business information and reviews
- Enables display of "calls to action"
- Targeted advertising and engagement analytics



## TWITTER

- Ideal for short message announcing updates/news
- Optimized for use with hashtags
- Utilization of polling allows for immediate feedback



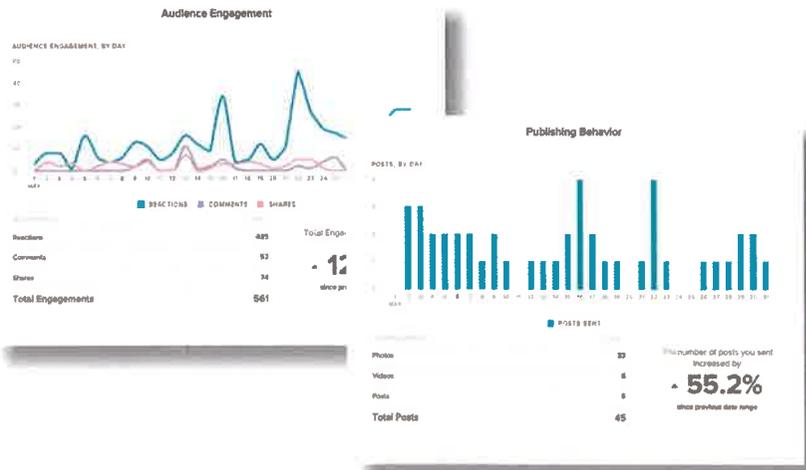
## INSTAGRAM

- Highlight course and user-generated imagery
- Easily post Instagram content to other platforms
- Tagged account and location leads to engagement

**GENERATE**  
CONTENT

**ENGAGE**  
AUDIENCE

**ANALYZE**  
RESULTS





# TECHNOLOGY & MARKETING

EFFICIENT, EFFECTIVE TECHNOLOGY IMPLEMENTATION IS VITAL FOR BOTH INTERNAL AND EXTERNAL PARTIES. KEMPERSPORTS PRIDES ITSELF IN ITS ABILITY TO WORK WITH OUR TECHNOLOGY PARTNERS AND SALES & MARKETING TEAMS TO USE TECHNOLOGY TO NOT ONLY COMMUNICATE WITH OUR CUSTOMERS, BUT ALSO QUANTIFY ITS IMPACT.



## EZLINKS

EZLINKS IS KEMPERSPORTS PREFERRED PARTNER FOR POS TECHNOLOGY. KEMPERSPORTS CAN PROVIDE A NEGOTIATED, CASH-BASED FEE FOR THE USE OF THE SYSTEM. PROVIDING IN-DEPTH USER TRAINING WILL HELP RESOLVE THE CURRENTLY-UNDERUTILIZED EZLINKS SYSTEM. TRAINING OUR EMPLOYEES ON THE IMPORTANCE OF GATHERING CUSTOMER DATA WILL BE PRIORITIZED.

## TRUEREVIEW

PROPRIETARY SURVEY TECHNOLOGY THAT UTILIZES CUSTOMER EMAILS TO REQUEST AND ANALYZE CUSTOMER FEEDBACK.

## SOCIAL MEDIA

DEMOGRAPHICS FAVOR FACEBOOK AS A PRIMARY SOCIAL CHANNEL. INCREASED FACEBOOK POSTS, PUSHED THROUGH TO INSTAGRAM, WILL HELP MAINTAIN AN ACTIVE PRESENCE AND CREATE ENGAGEMENT, AS WELL AS TARGET TOURISTS. TWITTER, WILL BE DEPRIORITIZED, BUT STILL HAVE AN ACCOUNT.

## SPROUT SOCIAL

ALLOWS FOR AUTOMATED POSTING AND SOCIAL ANALYTICS. UNDERSTANDING WHICH POSTS CREATE THE MOST ENGAGEMENT WITHIN THE YARMOUTH AND KEY FEEDER MARKETS WILL INFLUENCE FUTURE SOCIAL STRATEGIES.

## MAIL CHIMP

SIMILAR TO SPROUT, MAIL CHIMP PROVIDES USER-FREINDLY, ADAPTIVE E-MAIL THAT ENABLES THE SALES & MARKETING TEAM TO BETTER UNDERSTAND HIGH-IMPACT CONTENT AND CAMPAIGNS.

## ULTIPRO

CLOUD-BASED HUMAN RESOURCE MANAGEMENT SOFTWARE TO BETTER ADMINISTER ONBOARDING, BENEFITS ADMINISTRATION, TIME MANAGEMENT, PAYROLL, AND ANALYTICS.

## GREAT PLAINS

ACCOUNTING SOFTWARE WHICH ALLOWS FOR CUSTOMIZABLE FINANCIAL STATEMENTS WHICH ARE ABLE TO INTEGRATE WITH MULTIPLE POS SYSTEMS.



# WEBSITE DESIGN AND ANALYTICS

THE SALES AND MARKETING TEAM WILL AUDIT AND ADAPT THE COURSE WEBSITE TO INCLUDE HIGH-QUALITY, RESPONSIVE CONTENT THAT IS OPTIMIZED FOR SEARCH AND MOBILE FORMATS. TRAFFIC GROWTH HELPS INCREASE ONLINE BOOKINGS DIRECTLY ON THE WEBSITE VERSUS THIRD PARTY DISTRIBUTION PLATFORMS.

## IMAGERY

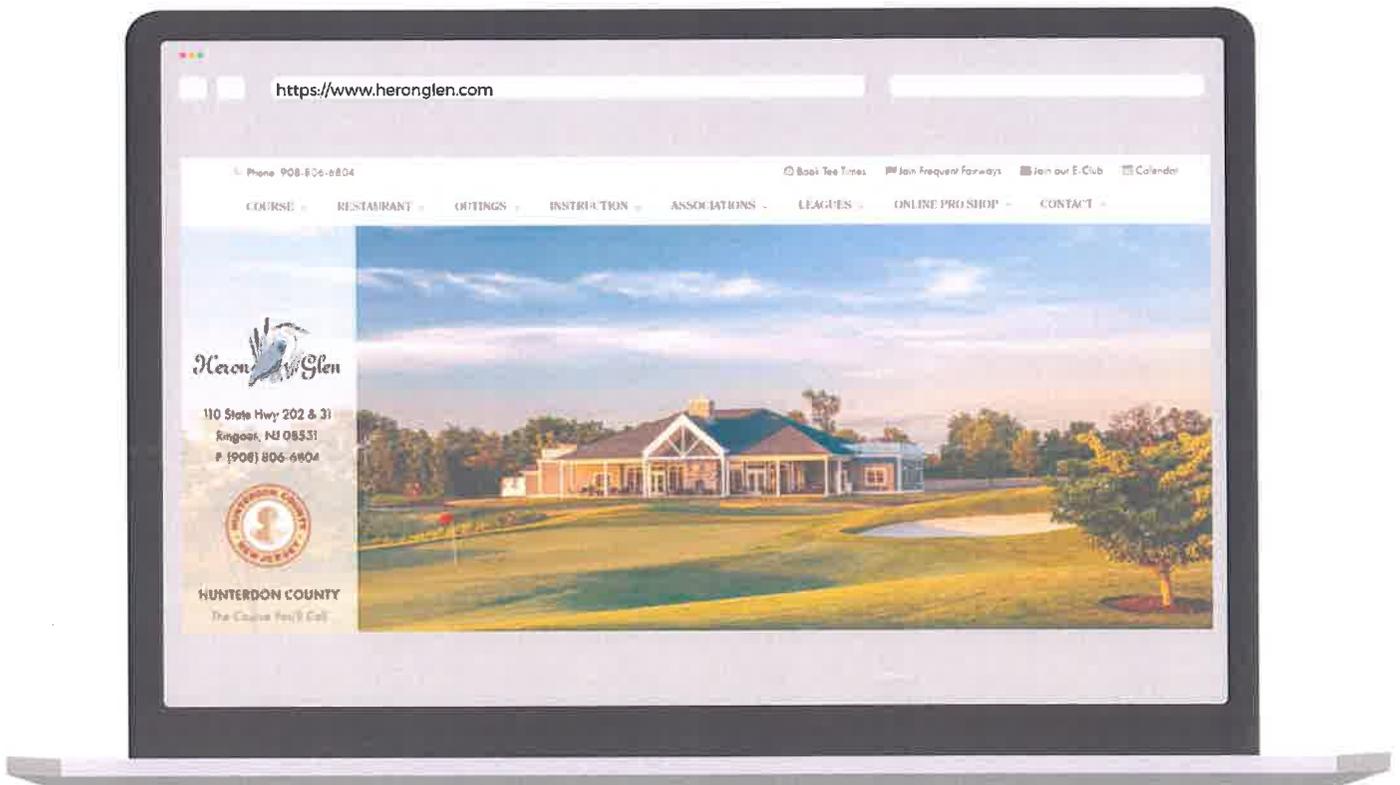
High-quality images of the course, clubhouse, event spaces and other amenities allow potential customers to get a better understanding of the value proposition and establishes a consistent brand message. Images can be repurposed for marketing materials, social media posts and advertising.

## ACTIONS

Creating an easy-to-use "call to action" facilitates user engagement and expedites behavior flow. Actionable content includes booking tee times, event inquiries and one-click access to social media outlets. Trackable actions allow for behavioral analysis and real-time adjustments to capitalize on trends.

## PROGRAMS

Segmented programming pages provide details on various offerings and allow for targeted audience analytics. Customer reviews, testimonials, FAQs and promotional videos capture attention and provide additional information on upcoming programs, such as Player Development and Adult Lessons.



# TARGETED MARKETING

TARGETED MARKETING EFFORTS MAXIMIZE THE POTENTIAL RETURN ON INVESTMENT FROM THE MARKETING BUDGET. MARKET INSIGHTS ALLOW US TO SEGMENT DATA BASED ON ZIP CODE, AGE, INCOME, EDUCATION, DISCRETIONARY SPENDING, GOLFING HOUSEHOLDS, INTERESTED GOLFERS AND HUNDREDS OF OTHER DATA CATEGORIES.



Market data allows the Sales and Marketing team to produce reports including:

- S.W.O.T. Analysis
- Market Summary
- Unique Selling Proposition
- Competitive Rate Review
- Local partnership opportunities

## NGF Reports/Metrics include:

- Zip Code Analysis
- Key Market Indicators
- Supply/Demand
- Income
- Age
- Discretionary Spending
- NGF Facilities
- Latent Demand
- Golfing Households
- Golf Retail Facilities
- Demographic Trends





# HUMAN RESOURCES

RESPONSIBLE FOR HIRING, EMPLOYING, MAINTAINING AND TRAINING ALL STAFF. WE WILL SEEK TO "RETAIN AND RETRAIN" THE MAJORITY OF EXISTING STAFF TO ENSURE CONTINUITY OF SERVICE AND COMMUNITY GOODWILL. OUR GOAL IS TO BUILD A PASSIONATE OPERATIONS TEAM WHICH ENSURES UNCOMPROMISING CUSTOMER SERVICE.



**1**

## TRANSITION

Human Resources team members assist with all transition logistics, including employment transfer, payroll setup and implementation, and staff training. KemperSports' "retain and retrain" methodology maximizes the number of transitioned employees and minimizes services disruption.

**2**

## RECRUITMENT

Recruiting the right team starts by looking in the right places. The human resources team assists owners and general managers with identifying the best candidates and facilitating the interview process, culminating in the hiring and onboarding of key personnel.

**3**

## BENEFITS ADMINISTRATION

Because facility staff become employees of KemperSports, they gain access to an array of benefit choices, including medical, dental, vision and 401(k) benefits. The Drive to Wellness campaign encourages healthy living and provides various premium discounts.



## TRUESERVICE™ - THE CUSTOMER SERVICE EXPERIENCE

KEMPERSPORTS IS THE RECOGNIZED CUSTOMER SERVICE LEADER BECAUSE OF A PROGRESSIVE APPROACH TO ENSURING EVERY MEMBER AND GUEST FEELS APPRECIATED WITH EVERY STAFF INTERACTION. TRUESERVICE™ MEANS CONSISTENTLY GOING THE EXTRA MILE TO ASSURE CUSTOMER SATISFACTION.



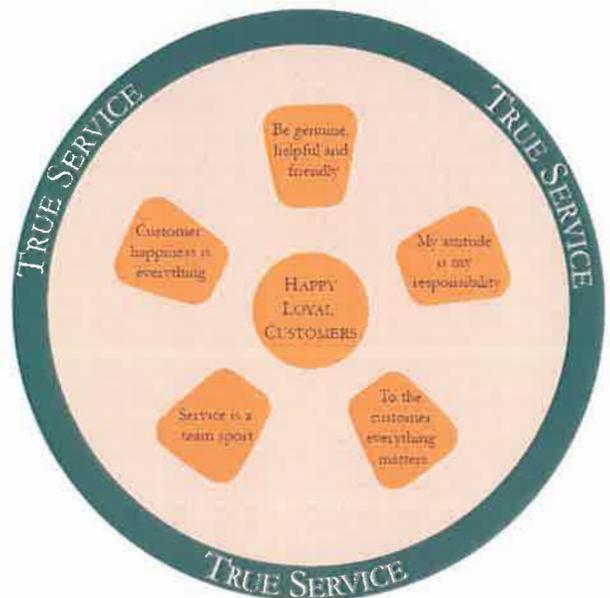
It's the courses that get golfers to come, but it's the people that get them to come back.

- Mike Keiser, Customer since 1998 | Owner, Bandon Dunes Golf Resort



Our True Service program is designed to improve and enhance each staffer's communication skills with customers and fellow staff members. The program is administered by our operations group and involves on-going education. The TRUESERVICE™ strategy is a commitment to achieving personal relationships with customers in order to take the facility to the highest level of operating professionalism and financial success as permitted by the budget.

The primary purpose of TrueService is to create an atmosphere in which each staff member is encouraged to do something above and beyond "normal" service for customers and co-workers. The objective of the program is to accomplish growth the following goals: number of rounds played, customer retention, club utilization, banquet and special events, golf shop sales, food and beverage sales and word-of-mouth marketing.



**KemperSports**

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# ACCOUNTING & FINANCE

FINANCIAL TRANSPARENCY AND ACCOUNTABILITY IS A HALLMARK OF KEMPERSPORTS' SERVICE OFFERING. CORPORATE AND ONSITE ACCOUNTING TEAMS PROVIDE PARTNERS WITH A VARIETY OF REPORTS DETAILING AND SUMMARIZING ACTIVITIES IN ALL FACETS OF THE OPERATION.

## EXPENSE MANAGEMENT

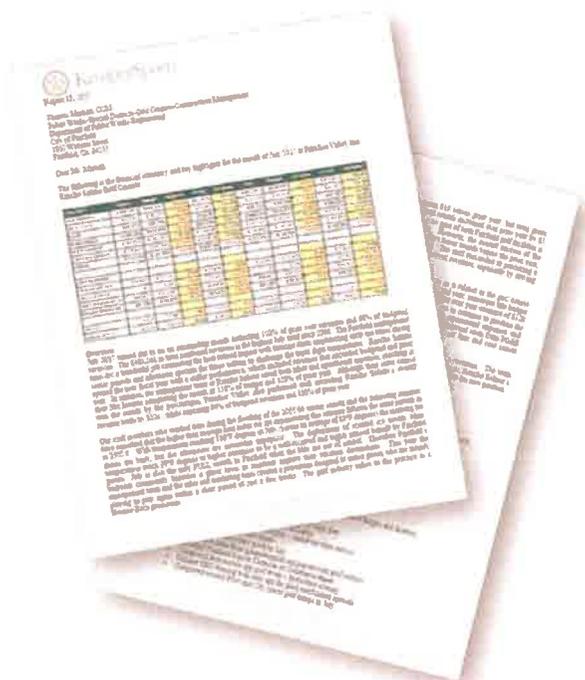
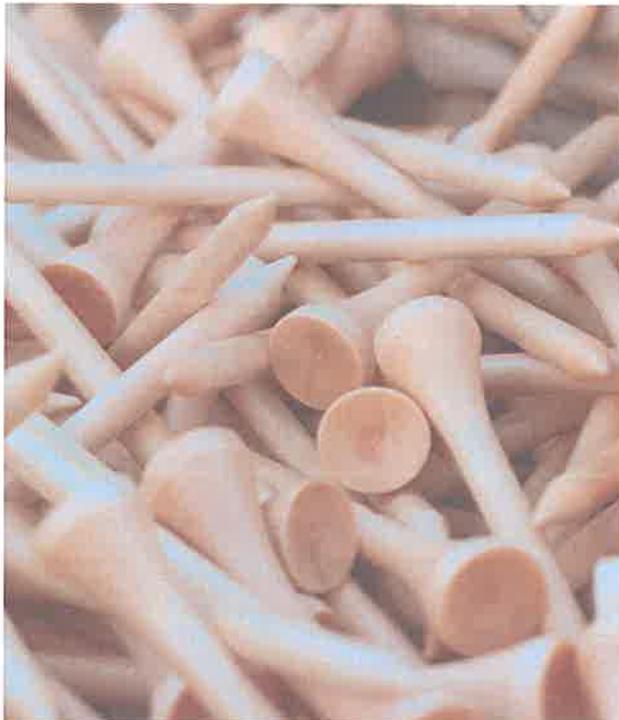
KemperSports provides several proven systems to achieve revenue and budget goals. With the support from the KemperSports regional operations team and home office accountants, the onsite staff will benefit from having proper standard operating procedures as a guideline for improved management controls.

## INVENTORY

Proper inventory counts provide management with the ability to make accurate decisions and monitor the health of the business. The General Manager will implement systematized inventory training and procedures to enhance the accuracy of inventory reports.

## REPORTS

Accounting can provide weekly and/or monthly profit and loss statements and other financial information for review and discussion in the regular monthly meeting. Standard financial reports include weekly flash reports, detailed profit/loss statements and summary financial reports.

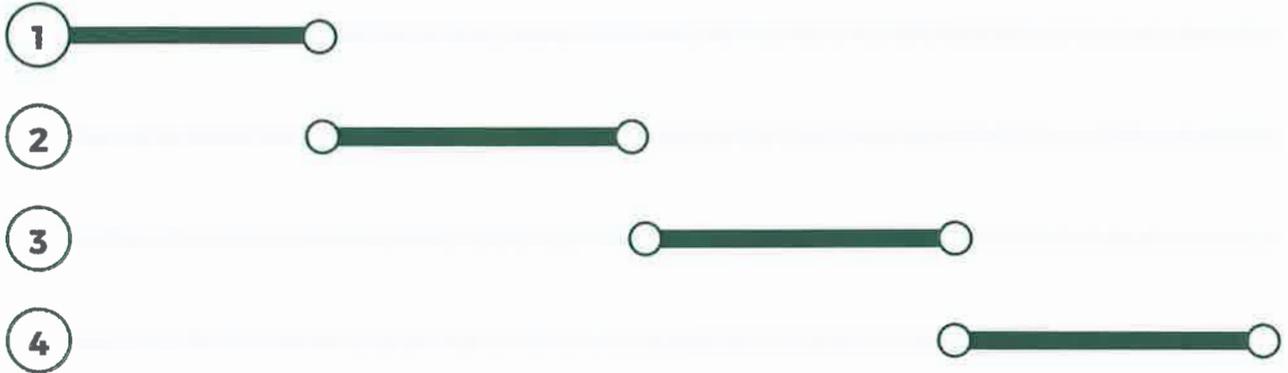




# TRANSITION TIMELINE

KEMPERSPORTS TEAM MEMBERS CAN QUICKLY EXECUTE A MANAGEMENT TRANSITION THROUGH ESTABLISHED PROTOCOLS AND REFINED PROCESSES. THE FIRST 90 DAYS ARE A CRITICAL PERIOD. THE FOLLOWING IS A PREVIEW OF THE TRANSITION ACTIVITIES WITHIN THE PRE-TRANSITION, 30, 60, AND 90 DAY PERIODS.

..... Pre-transition ..... 30 Days ..... 60 Days ..... 90 Days .....



## OPERATIONS

### 1

- Transition notice
- Vendor setup
- Staff meetings
- Accounting setup
- Onboarding

### 2

- Hiring plan
- Launch TrueService
- Safety National
- Inventory assessment
- Budget review
- Agronomy assessment

### 3

- TrueReview
- SOP Review
- Open-to-buy plan
- Green to a Tee
- Preventative maintenance plan review

### 4

- Audubon International
- Equipment assessment
- Capital plan
- Facility improvement plan

## MARKETING

### 1

- Press release
- Brand review
- Social media review
- Digital asset collection and review

### 2

- Marketing plan review and development
- E-mail marketing review
- Database growth plan
- Center of Excellence
- Social media plan

### 3

- Monthly report install
- Loyalty program review
- Sales/marketing training

### 4

- Database segmentation
- Web/social analytics
- New programming



# PARTNERSHIP WITH KEMPERSPORTS

FOR MORE THAN 40 YEARS, KEMPERSPORTS HAS ESTABLISHED BENCHMARKS IN GOLF COURSE MANAGEMENT OPERATIONS. IT IS OUR MARKETING PROWESS, ABILITY TO CUSTOMIZE OUR APPROACH TO FIT PARTNER OBJECTIVES, BEST MANAGEMENT PRACTICES AND UNSURPASSED CUSTOMER SERVICE THAT HAVE ENABLED OUR PROPERTIES TO EXCEED EXPECTATIONS. WE BELIEVE KEMPERSPORTS IS THE COMPANY BEST QUALIFIED TO BE YOUR PARTNER FOR THE FOLLOWING REASONS:



## – Experience

We are a family-owned company with proven success of long-term partnerships. We partner with nearly 100 entities across 24 states to rejuvenate multi-dimensional revenue streams for consistent cashflow.

## – Approach

We provide consistent, transparent reporting and communication, which enables real-time insight and controls. Actionable feedback from you and customers allow us the flexibility to quickly adapt to market conditions.

## – Advocacy

Positive golfing experiences parlay into future growth and revenue opportunities. We are heavily focused on growing the game of golf with our Player Development Best Practices, which develops long-standing customer loyalty and sustainable revenues.

## – Service

Each employee is required to conduct themselves in a professional manner and be trained in KemperSports' proprietary True Service™ program, which supports the primary goal of enhancing customer experience and enjoyment.

## UNIQUELY DEDICATED



## DISTINCTLY DIFFERENT



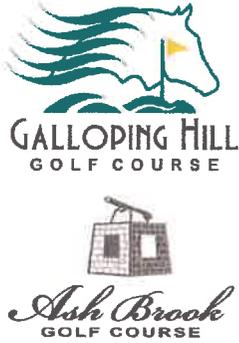
**KemperSports**

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# REFERENCES

THE FOLLOWING REFERENCES CAN ATTEST TO OUR OUTSTANDING ACHIEVEMENTS IN GOLF MANAGEMENT.



## UNION COUNTY GOLF COURSES

Armando Sanchez  
Golf Operations

armando.sanchez@ucnj.org  
908-603-7987

Union County, NJ

10 Elizabethtown Plaza  
Elizabeth, NJ 07207

gallopinghillgolfcourse.com

## HERON GLEN GOLF COURSE

Daniel T. Bush  
Division Head - Parks & Recreation

dbush@co.hunterdon.nj.us  
908-782-1158

Hunterdon County, NJ

1020 Highway 31  
Lebanon, NJ 08833

heronglen.com

## TIMBERS AT TROY

John Byrd  
Director of Recreation and Parks

jbyrd@howardcountymd.gov  
410-313-4640

Howard County, MD  
Parks and Recreation

7120 Oakland Mills. Rd.  
Columbia, MD 21046

timbersgolf.com



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# REFERENCES

THE FOLLOWING REFERENCES CAN ATTEST TO OUR OUTSTANDING ACHIEVEMENTS IN GOLF MANAGEMENT.



## SKYWAY GOLF COURSE

Norman Guerra  
Chief Executive Officer

normang@hcia.org  
201-324-6222

Hudson County  
Improvement Authority

830 Bergen Ave.  
Jersey City, NJ 07306

skywaygolfcourse.com



## SENECA NIAGRA RESORT & CASINO

Joanne Israel  
Assistant General Manager

jisrael@senecacasinos.com  
716-501-4181

Seneca Niagra  
Resort & Casino

4560 Creek Rd  
Lewiston, NY 14092

senecahickorystick.com



## HARBORSIDE INTERNATIONAL

Clayton Harris  
Director

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773-646-4400

Illinois International  
Port District

11001 S. Doty Ave East  
Chicago, IL 60628

harborsidegolf.com

PARTNER FOR  
**5**  
YEARS

PARTNER FOR  
**11**  
YEARS

PARTNER FOR  
**6**  
YEARS



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# APPENDIX

## NATIONAL GOLF FOUNDATION CUSTOMER SATISFACTION AWARDS

National Golf Foundation Customer Satisfaction Winners					
					
Category (Fee Group)	Course Name	City	State	Sector	Award
<b>2017 KemperSports Winners</b>					
Over \$70	The Jewel Golf Club	Lake City	MN	Private	Winner
Over \$70	The Wilderness At Fortune Bay	Tower	MN	Tribal	Top 5 Overall
Over \$70	Desert Willow Golf Resort	Palm Desert	CA	Municipal	Top 5 Overall
Over \$70	Heron Glen Golf Course	Ringoos	NJ	Municipal	Top 5 Overall
Less than \$70	Sand Creek Station Golf Club	Newton	KS	Municipal	Winner
Less than \$70	Riverside Golf Course	Janesville	WI	Municipal	Top 5 Overall
Less than \$70	Shoal Creek Golf Course	Kansas City	MO	Municipal	Top 5 Overall
<b>2016 KemperSports Winners</b>					
Over \$70	Butterfield Trail Golf Course	El Paso	TX	Municipal	Winner
Over \$70	The Wilderness At Fortune Bay	Tower	MN	Tribal	Top 5 Overall
Over \$70	Cantigny Golf	Wheaton	IL	Private	Top 5 Overall
Over \$70	Heron Glen Golf Course	Ringoos	NJ	Municipal	Top 5 Overall
Over \$70	Streamsong Resort	Bowling Green	FL	Private	Top 5 Overall
Less than \$70	Sand Creek Station Golf Club	Newton	KS	Municipal	Winner
Less than \$70	Riverside Golf Course	Janesville	WI	Municipal	Top 5 Overall
Less than \$70	Tunica National Golf and Tennis	Tunica Resorts	MS	Municipal	Top 5 Overall
Less than \$70	Stone Creek Golf Club	Urbana	IL	Private	Top 5 Overall
Less than \$70	Wild Wings Golf Club	Woodland	CA	Municipal	Top 5 Overall
<b>2015 KemperSports Winners</b>					
Over \$70	The Wilderness At Fortune Bay	Tower	MN	Tribal	Winner
Over \$70	Butterfield Trail Golf Club	El Paso	TX	Municipal	Runner-Up
Over \$70	Cantigny Golf	Wheaton	IL	Private	Runner-Up
Over \$70	Heron Glen Golf Course	Ringoos	NJ	Municipal	Runner-Up
Less than \$70	Sand Creek Station Golf Club	Newton	KS	Municipal	Winner
Less than \$70	Riverside Golf Course	Janesville	WI	Municipal	Runner-Up
Less than \$70	Shoal Creek Golf Course	Kansas City	MO	Municipal	Runner-Up
Less than \$70	Tunica National Golf and Tennis	Tunica Resorts	MS	Municipal	Runner-Up
<b>2014 KemperSports Winners</b>					
Over \$70	Butterfield Trail Golf Club	El Paso	TX	Municipal	Winner
Over \$70	Cantigny Golf	Wheaton	IL	Private	Runner-Up
Over \$70	Heron Glen Golf Course	Ringoos	NJ	Municipal	Runner-Up
Over \$70	Ridge Creek Dinuba Golf Course	Dinuba	CA	Municipal	Runner-Up
Over \$70	The Wilderness At Fortune Bay	Tower	MN	Tribal	Runner-Up
Less than \$70	Sand Creek Station Golf Club	Newton	KS	Municipal	Winner
Less than \$70	Blackhawk Golf Course	Janesville	WI	Municipal	Runner-Up
Less than \$70	Riverside Golf Course	Janesville	WI	Municipal	Runner-Up
Less than \$70	Seneca Hickory Stick Golf Course	Lewiston	NY	Tribal	Runner-Up
Less than \$70	Shoal Creek Golf Course	Kansas City	MO	Municipal	Runner-Up

# APPENDIX (CONT.)

MANAGED/LEASED PROPERTIES (BY STATE)

Property	Property City	Property State
Diamante Country Club	Hot Springs Village	AR
Bear Creek Golf Complex	Chandler	AZ
Barrel19 Bistro & Bar	Sunnyvale	CA
Olivas Links	Ventura	CA
Rancho Solano Golf Club	Fairfield	CA
Yorba Linda Community Center	Yorba Linda	CA
Black Gold Golf Club	Yorba Linda	CA
Buenaventura Golf Course	Ventura	CA
Creekside Golf Course	Modesto	CA
Desert Willow Golf Resort	Palm Desert	CA
Dryden Park Golf Course	Modesto	CA
Dublin Ranch Golf Course	Dublin	CA
Oakmont Golf Club	Santa Rosa	CA
Paradise Valley Golf Club	Fairfield	CA
Quail Lodge & Golf Club	Carmel	CA
Ridge Creek Dinuba Golf Club	Dinuba	CA
San Jose Country Club	San Jose	CA
Swenson Park Golf Course	Stockton	CA
The Links at Bodega Harbour	Bodega Bay	CA
Van Buskirk Golf Course	Stockton	CA
Wild Wings Golf Club	Woodland	CA
Greeley Country Club	Greeley	CO
AllGolf at C.B. Smith Park	Pembroke Pines	FL
Bay Point Golf Club	Panama City Beach	FL
Cypress Head Golf Club	Port Orange	FL
La Gorce Country Club	Miami Beach	FL
Presidential Country Club	North Miami Beach	FL
St. James Bay Golf Resort	Carrabelle	FL
Streamsong Resort	Streamsong	FL
The Club at Grandezza	Estero	FL
Bolingbrook Golf Club	Bolingbrook	IL
Boughton Ridge Golf Course and Ashbury's	Bolingbrook	IL
Cantigny Golf	Wheaton	IL



# APPENDIX (CONT.)

MANAGED/LEASED PROPERTIES (BY STATE)

Property	Property City	Property State
Deerpath Golf Course	Lake Forest	IL
Glenview Park Golf Club (Café)	Glenview	IL
Harborside International Golf Center	Chicago	IL
Hawthorn Woods Country Club	Hawthorn Woods	IL
Lincolnshire Fields Country Club	Champaign	IL
Pinecrest Golf Club	Huntley	IL
Royal Melbourne Country Club	Long Grove	IL
Stone Creek Golf Club	Urbana	IL
The Glen Club	Glenview	IL
Vernon Hills Golf Course	Vernon Hills	IL
White Pines Golf Dome	Bensenville	IL
Knollwood Club	Lake Forest	IL
Meridian Center	Newton	KS
Sand Creek Station	Newton	KS
Holly Hills Country Club	Ijamsville	MD
Swan Point Yacht & Country Club	Issue	MD
The Timbers at Troy	Elkridge	MD
Whiskey Creek Golf Club	Ijamsville	MD
Harbor Shores	Benton Harbor	MI
The Dunes Club	New Buffalo	MI
The Jewel Golf Club	Lake City	MN
The Wilderness at Fortune Bay	Tower	MN
Country Club of St. Albans	St. Albans	MO
Hodge Park Golf Club	Kansas City	MO
Shoal Creek Golf Course	Kansas City	MO
The Inns at St. Albans	St. Albans	MO
Big Cedar Lodge	Ridgedale	MO
Tunica National Golf & Tennis	Tunica Resorts	MS
Sequoyah National Golf Club	Whittier	NC
Tobacco Road Golf Club	Sanford	NC
Wilderness Ridge Golf Club	Lincoln	NE
Ash Brook Golf Course	Scotch Plains	NJ
Galloping Hill Golf Course	Kenilworth	NJ



# APPENDIX (CONT.)

MANAGED/LEASED PROPERTIES (BY STATE)

Property	Property City	Property State
Heron Glen Golf Course	Ringoes	NJ
Knoll Golf Club	Boonton	NJ
Scotch Hills Golf Course	Scotch Plains	NJ
Skyway Golf Course at Lincoln Park West	Jersey City	NJ
Union County Concessions	Kenilworth	NJ
The Club at Sunrise	Las Vegas	NV
Seneca Hickory Stick Golf	Lewiston	NY
The Village Club of Sands Point	Sands Point	NY
Bandon Dunes Golf Resort	Bandon	OR
Colwood Golf Center	Portland	OR
Heron Lakes Golf Club	Portland	OR
The Governors Club	Brentwood	TN
The Governors Club POA	Brentwood	TN
Butterfield Trail Golf Club	El Paso	TX
Forest Creek Golf Club	Round Rock	TX
Heath Golf & Yacht Club	Heath	TX
The Wilderness at Lake Jackson	Lake Jackson	TX
Timberlinks Golf Club	Denton	TX
La Torretta Lake Resort & Spa	Montgomery	TX
Golden Horseshoe Golf Club	Williamsburg	VA
Chambers Bay Golf Course	University Place	WA
Lake Spanaway Golf Course	Tacoma	WA
Riverside Golf Club	Chehalis	WA
Spokane Club	Spokane	WA
The Home Course	DuPont	WA
Blackhawk Golf Course	Janesville	WI
Forest Hills Golf Course	La Crosse	WI
Riverside Golf Course	Janesville	WI
Sand Valley Golf Resort	Nekoosa	WI



# ASH BROOK GOLF COURSE

Scotch Plains, New Jersey

EST. 1953



**Owner/Client** Union County  
**Architect** Alfred Tull  
**Management** KemperSports, Est. 2009

## TACTICS & RESULTS

Through strategic management and best-in-class service we were able to grow revenues, increased Net Promotor Score and provided a reinvigorated golfing experience to all residents of Union county. Under the guidance of KemperSports Ashbrook golf course is now poised to renovate a 60-year-old facility to further engage the recreational activities within the county



### GENERAL REVENUE

- Increase in outing business from \$0 (2009) to **\$60K** (2017)
- Total revenue growth of more than **35% from 2009-2017**



### OTHER ENHANCED MEASURES

- Operational success led to a new \$8.9 million, 21,000 sq. foot clubhouse, which will include a golf shop, 120-seat restaurant and bar with indoor/outdoor seating and space for up to 200 patrons
- Increased membership card sales 40% and now sell more than 2,000 annually

## SUMMARY

KemperSports was selected in a national RFP process in 2009 to manage all golf clubhouse operations at Ashbrook Golf Course. Ashbrook Golf Course is a championship 18 hole golf course rated as one of the top 40 courses in the state. In addition to the 18-hole course, Ashbrook is home to one of the finest 9-hole pitch and puts in New Jersey. In partnership with Union County, KemperSports has created a dynamic relationship with the First Tee of Raritan Valley to be a catalyst for growing the game.



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# GALLOPING HILL GOLF COURSE

Kenilworth, New Jersey

EST. 1928



## SUMMARY

KemperSports was selected in 2009 through a national RFP process by the County of Union to manage golf course operations, guide strategic programming and provide construction management for a new 45,000 sq. ft. clubhouse as well as a 4,1000 sq. ft. golf learning center. From the execution of our original contract, our relationship has been extended and expanded to include course & grounds and facility maintenance, as well as the exclusive concessionaire for Union County Golf Properties. With a mission to become the Home of Public Golf in New Jersey, KemperSports in combination with Union County, has developed Galloping Hill as the permanent residence of the New Jersey State Golf Association and the First Tee of Raritan Valley. As an industry leader in the State of New Jersey and a top 40 golf course in the state, Galloping Hill was the host of the 2016 New Jersey State Golf Championship. This was the first time a municipal golf course was bestowed the honor of hosting this prestigious event. IN addition to 27 holes of golf, Galloping Hill boasts an acclaimed a la carte dining vent as well as one of the premier banquet facilities in the area seating up to 325 guest. This unique blend of services and amenities has fulfilled Union County's goal in providing unrivaled recreation, dining and social opportunities to its residents.



**Owner/Client** Union County  
**Architect** Alfred Tull & Willard Wilkinson  
**Management** KemperSports, Est. 2009

## TACTICS & RESULTS

We have worked with Union County to create the ultimate public-private partnership in the golf business in the state of New Jersey by providing residents and their guests an unsurpassed experience



### GENERAL REVENUE

- Increase in outing business from \$0 (2009) to **\$500K** (2016)
- Loyalty Program growth from \$270K (2009) to over **\$400K** (2015)
- Total revenue growth of over **300% from 2009-2015**



### FOOD & BEVERAGE

- Increased revenue to **\$1.1M** with an **award winning** gastro pub
- Grew banquet business from \$0 (2012) to **\$2M** (2015)
- Total F&B revenue growth from \$300K (2010) to **\$3M+** (2015)



### OTHER ENHANCED MEASURES

- Developed successful PR and branding strategy to become the **"Home of Public Golf"** in New Jersey
- Partnered with TaylorMade Adidas Golf to launch state-of-the-art **TaylorMade Performance Lab and Learning Center**
- Created and developed the **First Tee Program** and youth camp which now has over 1,100 annual participants



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# HERON GLEN GOLF COURSE

Ringoes, New Jersey

EST. 2002



## SUMMARY

KemperSports has been involved with Heron Glen Golf Course since 2002. Initially, KemperSports consulted to Hunterdon County on the development of the golf course, orchestrated its successful opening and, today Heron Glen is one of the top ranked daily fee golf courses in New Jersey. The golf course, transformed from the famed Kuster Farm, is cut through the rolling hills of Hunterdon County, featuring an 18-hole championship golf course designed by Dan Schlegel. With a mission of delivering the "Best In Class" golfing experience through outstanding course conditions and exceptional customer service, KemperSports has helped Heron Glen to earn no fewer than fifteen "Top 20" Awards since opening as one of Golf Magazine's Top 35 New Public Golf Courses in 2002. The new 6,600 sq. ft clubhouse is expected to open in April 2018.



**Owner/Client** Hunterdon County  
**Architect** Dan Schlegel  
**Management** KemperSports, Est. 2002

## TACTICS & RESULTS

KemperSports' insights during construction and pre-opening operations allowed Heron Glen to diversify revenue streams while offering premium service and conditions at affordable rates to Hunterdon County residents and guests. KemperSports' revenue management practices have contributed to an over 17% growth in total revenues in the last 8 years, outpacing the market by a wide margin.



### GENERAL REVENUE

- Increase in outing business of 46% to **\$400K since 2009**
- Total revenue growth of more than **\$300k since 2009**
- Created **\$400K in banquet business** for a facility with only a pavilion tent and snack bar level kitchen.



### OTHER ENHANCED MEASURES

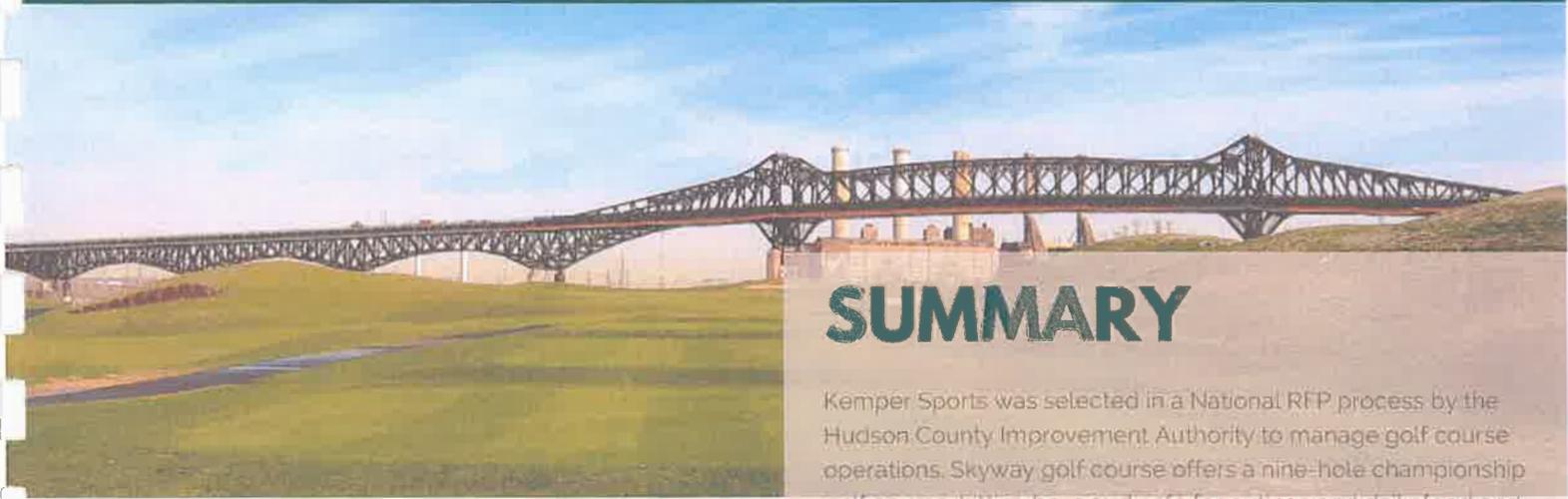
- Ranked #1 by Golf Advisor "Top 10 golf courses in NJ" (2016)
- Contract renewal Success - Awarded three 5-year management contracts
- Developed PR plan to attract raters and panelists to Heron Glen to earn recognition from golf's leading publications.
- National Golf Foundation National Customer Loyalty Award - Top Five Facility for Overall Customer Satisfaction in 2017
- Host site for the 2018 NJSGA Public Links Championship



# SKYWAY GOLF COURSE

Jersey City, New Jersey

EST. 2015



## SUMMARY

Kemper Sports was selected in a National RFP process by the Hudson County Improvement Authority to manage golf course operations. Skyway golf course offers a nine-hole championship golf course, hitting bays and cafe for outings and daily food and beverage service. Skyway offers a variety of instructional course for adults and children. Beginning in 2016, Skyway teamed with the First Tee of Metropolitan New York to form the First Tee of Hudson County. Skyway began to host the PGA Junior Golf Camp in 2017. Skyway's tagline, Best Public Golf Course in Hudson County is achieved by its unsurpassed course conditions, innovation and customer service. As one of the Top 10 public golf courses in the state of New Jersey, Skyway has set the standard for nine-hole facilities.



**Owner/Client** Hudson County  
**Architect** Roy Case  
**Management** KemperSports, Est. 2013

## TACTICS & RESULTS

KemperSports' insights during construction and pre-opening operations allowed Skyway to establish itself as a premier nine-hole facility, both in NJ and nationwide. KemperSports has been instrumental in developing growth initiatives and programs which have helped Skyway achieve budget since opening.



### GENERAL REVENUE

- Total revenue growth of more than **\$900k since 2015**



### OTHER ENHANCED MEASURES

- Best public Golf Course in NJ (Metropolis Nights 2016)
- #2 Public Golf Course in Metro NY Area (Golf Advisor 2016)
- Top 10 9 hole National Facility (Always Time For 9)
- One of the Nation's best 9 hole golf courses (Golf Digest '17)
- Environmental Excellence Award 2015
- Flagship Course for the USGA Play 9 Day 2015
- Highest-rated public golf course in 2015 (Golf Advisor)
- Environmental Excellence Award in 2015
- Green to a Tee Level II December 2016



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