

indigoTM SPORTS[®]

A Troon Company

Town of Bridgewater, MA

*Response to RFP# GLF2021002: Technical Proposal
Operation of Olde Scotland Links Golf Course*

November 19th, 2021

Michael K. Cutler
Senior Vice President
mcutler@indigogolf.com



**ATTACHMENT B
BRIDGEWATER'S OLDE
SCOTLAND LINKS GOLF
COURSE TECHNICAL
PROPOSAL**

The completed Attachment B shall be placed in a sealed envelope which shall be clearly identified on the outside as the "TECHNICAL PROPOSAL-GOLF COURSE".

NAME OF PROPOSER: INDIGO SPORTS, LLC

ADDRESS: 12700 Sunrise Valley Drive, Suite 300, Reston VA 20191

TELEPHONE: 703.761.1444

EMAIL: MCUTLER@INDIGOGOLF.COM

1. **Experience in Managing Golf Courses or Recreational Facilities:** Proposer should provide a detailed description of the organization's relevant background and experience in managing, administrating, operating and maintaining golf course or recreational facilities. The description should indicate the period of time in business under the organizations current name, whether the organization ever failed to complete any work awarded to it for golf course or recreational facility management, and list references, including names and telephone numbers of contact persons, from municipally or privately owned golf courses or recreational facilities for whom the proposer has performed services similar to those set forth in this Request for Proposals.

(Please attach additional sheets, if necessary, to complete this portion of the proposal.)

PLEASE SEE FOLLOWING PAGES



indigogolf.com

703.761.1444

12700 Sunrise Valley Drive

Suite 300

Reston, VA 20191

November 19th, 2021

Michael Dutton, Town Manager
Town of Bridgewater
66 Central Square
Bridgewater, MA 02324

RE: Town of Bridgewater, MA RFP# GLF2021002: Operation of The Bridgewater's Olde Scotland Links Golf Course

Thank you for the opportunity to submit the enclosed information in response to the above-referenced Request for Proposal.

Indigo Sports ("Indigo") uniquely possesses the requisite experience, skills, and resources to successfully lease and operate Olde Scotland Links Golf Course for the Town of Bridgewater, MA (the "Town"). Reinforcing this assertion is our longstanding record of success managing more than 125 municipal golf courses nationwide. Many of our municipal/public agency golf courses are in similar markets – and, under our management, have demonstrated material improvement in product, presentation, and financial performance.

A major differentiator between Indigo and other management companies is our ability to assess situations and develop a custom, detailed strategic plan for each course. These plans include the key elements of (1) how to best position each course in its unique market, (2) what capital improvements are needed to support rounds and revenue growth, (3) delivering proven best-in-class customer service, (4) generating golf programming for seniors, juniors, women, high-frequency, occasional golfers, and all other segments to increase engagement, and (5) other best-practices to manage turf, infrastructure, and amenities.

These actions and practices result in an enhanced experience for golfers, which, in turn, increases loyalty, retention and rounds, revenue and cash flow. Indigo has a proven record of success in executing similar action plans at dozens of municipal and public golf courses nationwide.

We look forward to the opportunity to discuss our thoughts in greater length.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael K. Cutler", written over a horizontal line.

Michael K. Cutler, Senior Vice President
mcutler@indigogolf.com
(703) 891-3387

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Executive Summary

Overview

The Town of Bridgewater ("Town") has issued an RFP to identify the ideal operator for the future of Olde Scotland Links Golf Course ("OSL"). Historically, OSL has operated as a financially self-sustaining Enterprise Fund, servicing debt obligations and future capital needs. However, the changing golf landscape, marketing tactics for a la carte golf, pricing structures, and opportunity to revisit the operating model have provided the impetus for this RFP. Part and parcel to improving financial results is the Town's vision and clear expectation that OSL provides value-laden golf to residents. Frankly, the vision is spot-on and highlighted below are the opportunities and focal points to accomplish said goals and vision.

Solution

The Town's golf needs can only be addressed by an operator with the experience, skill set, operational systems, "best-in-breed" tools and company culture to meaningfully improve OSL performance. The firm must have a documented history enhancing municipal golf courses by (1) Data-driven targeted marketing, (2) Yield management (to include annual passholder pricing evaluation and implementation of loyalty programs), (3) Improved guest experience, (4) Right-size expense model, (5) Community engagement, (6) Growth of the game initiatives, and (7) Culture shift.

Indigo Sports ("Indigo") presents the opportunity to partner with a dedicated industry expert that has the experience, knowledge —and especially municipal wherewithal— to provide a comprehensive plan that improves the value proposition to benefit the Town, golfers and associated stakeholders.

Targeted Marketing / Loyalty Programming

Indigo's proactive marketing approach emphasizes segmented communication, highlighting our ability to collect and track each golfer's individual playing history and tailor messages to each individual based on his/her playing habits and interests. We will be squarely focused on growing the loyal resident base and acquiring new destination players for OSL, as described below:

- Guest Acquisition: Indigo will develop and implement a targeted advertising campaign and aggressive marketing plan to attract the attention and interests of the local community and to penetrate the immediate market with value oriented messaging.
- Guest Retention: Indigo will utilize proven database management systems to track guest reservations, playing, and spending history; develop programs and offers that best meet the expressed needs of those guests; and utilize direct marketing techniques to communicate individually with each golfer.
- Guest Loyalty: We attain loyal guests through the delivery of a golf experience that is fun, enjoyable, and fulfills the expressed needs of our patrons. The marketing focus is on growing Share of Wallet, programs specifically designed to increase the amount of spend during each visit. Similarly, Indigo has implemented successful loyalty programs

at Falmouth Country Club to increase underutilized times – i.e. Resident Golf Rewards Card, Advantage Card, and Player Development Program Card.

Yield Management

Golf course managers have long fixated on the metric Average Price per Round ("APR"), evaluating revenue per round played. This metric is important for tracking rate integrity; however, it is not a great indicator of overall pricing performance. Instead, Indigo has shifted focus to tracking Average Price per Opening ("APO"), evaluating revenue per available round.

Indigo's solution to improve yield management, and increase APO, was the development of proprietary dynamic pricing technology. Automated dynamic pricing allows Indigo to maximize golf revenue by routinely adjusting online rates based upon a variety of calculations including: historical utilization, historical pricing, historical weather, weather forecasts, competitor pricing, and demand. Indigo will quickly integrate our pricing methodology for OSL to increase rounds and revenues, while simultaneously protecting rate integrity and resident access.

The Experience

No revenue initiative will prove successful without a well-trained, high-performing team. Indigo will utilize its proprietary guest-centric staff training program, ACE the GUEST Experience, that is focused on consistently exceeding expectations during golfers' journeys at the OSL. The staff will be carefully curated and re-oriented to a purpose-over-task approach to gain a high level of guest satisfaction.

The process of transforming staff members into motivated service providers is rooted in teaching them the importance of becoming warm and welcoming ambassadors and anticipating guests' needs for high-quality experiences time and again. This will be constantly monitored and "scored," representing a dramatic shift in culture and accountability as service standards are introduced.

Working Together

Indigo's philosophy is to always ensure communication is open and transparent, and our goals are perfectly aligned. Under that guidance, we will begin open dialogue and establish "listening posts" for ideas and suggestions toward creating winning relationships with and programs for residents.

The Town will continuously experience the following with Indigo:

- Insightful recommendations based on a wealth of experience and area golfer knowledge
- An integrity-laden partner with a sense of ownership to help make the best choices and expertly implement the plan
- The best team in golf, committed to achieving our shared performance goals across the entire operation
- Unmatched support network of on-site leadership, regional experts and corporate resources which helps to right size operational budgets by department
- Improved, detail-oriented service and product presentation levels aimed to optimize profitability as quickly and prudently as possible

In addition to providing a quality golf facility to the residents of Bridgewater and neighboring towns, it is a priority for Indigo to become an integral part of the community and develop strong partnerships with local residents and businesses.

Growth of the Game Initiatives

At a time when golf is arguably more prominent and popular than ever, the rate at which new players are starting – and staying committed to – the game has remained static. Many potential golfers are intimidated by the game's price, time commitment, skill level, etiquette, and culture. With this understanding, Indigo develops programs to reduce the intimidating nature of learning the game. Each program, from junior level to adult level, is designed to break down these obstacles, and bring potential golfers permanently into the game utilizing OSL as their primary choice.

Culture

A culture shift will be the final piece to achieve long-term excellence for OSL. The following cultures will be instilled to achieve success in the highly competitive daily fee golf market: guest-oriented staff, pro-active marketing, revenue-generating managers, and a sense of ownership by all. With strong oversight and management, we will achieve immediate and long-term results for the Town.

Summary

Indigo has evolved into the best and most successful golf management companies singularly focused on "best in breed" operations. We tailor our plans to meet the needs of our client, develop marketing concepts and operational strategies that maintain market position, and improve the bottom-line of the facility.

We are confident in our ability to provide first-class operations and committed to crafting a win-win structure that mutually aligns the interests of Indigo and the Town. Indigo is committed to significantly improving the overall guest experience and implementing programs designed to increase engagement. Indigo has created a hands-on customized approach designed to ensure that the community is engaged, the golf assets are stabilized, and the Town has a golf partner/expert with a singular purpose of positioning OSL for the long term.

Background & Experience



Company Overview

Headquartered in Reston, Virginia with regional offices and teams in Ohio, California, Florida, Hawaii, Illinois and New Jersey, Indigo Sports' presence is hands-on. Our highly skilled and motivated corporate and field leadership are adept in all facets of modern-day golf and property maintenance, staffing and training, clubhouse operations, food and beverage, merchandising, golf instruction, data-driven marketing, sales, property management, technology, special events, and finance and accounting.

Indigo's client base spans private ownership, public agencies, homeowners' associations, colleges and universities, and destination resorts with nine to 36 holes. We efficiently manage golf facilities with effective programming and systems alongside custom touches unique to each operation. This structure and operating philosophy – combined with relatability and complete transparency – earn us frequent praise from clients for outworking other companies while building longstanding, trusted relationships.

In addition to a #GolfForEveryone purpose, part of what distinguishes Indigo is across-the-board adherence to a "G.R.I.T." value system focused on **Growth, Responsibility, Innovation** and **Team**.

Indigo continues to invest millions of dollars to build original programs, many rooted in cutting-edge technology, to drive our culture and high-performing teams, including:

- "IndiGROW" features comprehensive ACE the Guest Experience, Superintendent Business Institute and other best-practices training modules and tools for career development and unparalleled product presentation and service delivery
- "4 MORE" people, behavior, and technology-driven stimuli to grow repeat foursome rounds as well as inspire lapsed golfers to return to the game
- Leveraging our economies of scale to save courses substantial money on premium supplies, equipment and services
- "Indigo Green" environmental sustainability in addition to Audubon International requirements
- "World's Largest Golf Outing" raised several million dollars for military charities
- "Indigo Futures" laboratory for prototyping forward-thinking growth of the game initiatives and course management concepts



Growth

We carefully develop our team, advance our businesses and elevate the industry



Responsibility

We own a culture of safety, accountability and sustainability



Innovation

We lead with entrepreneurial spirit fueled by data, creativity and collaboration



Team

We ACE experiences together

Our Differentiators

- **Indigo is the only firm with size and scale that has direct economic interest in a significant number of facilities.**

Simply put, Indigo owns or leases about 40% of the facilities under our management. Furthermore, the combination of owning economic interest in approximately 60 facilities and having size and scale, has provided the impetus to invest in and build cutting-edge technology, systems, and processes. Indigo has developed proprietary tools, technology, and systems for golf course owners by golf course owners. Specifically, Indigo has developed and implemented the industry's most effective marketing, promotional and yield management programs for public access golf courses. Indigo utilizes our proprietary guest-segmentation approach that targets discrete groups of golfers based on their specific guest behavior. Indigo then targets each guest segment with a four part strategy; the acquisition of new guests, retention of existing guests, loyalty programs to increase our 'share of wallet,' and a healthy dose of publicity to brand and reinforce the value of the experience.

- **Indigo is best in breed operator of municipal golf facilities in the US, as evidenced by more than 30 years of proven results and excellence in varying markets nationwide.**

Indigo continues to succeed as the industry's premier operator of daily fee and municipal golf courses. Indigo has excelled in optimizing the performance of our facilities by engaging the community and leveraging yield management tactics and strategies to maintain average rate while increasing market share of golfers within a 20-minute drive time.

- **Dedicated to aligning goals and win-win partnerships**

Our philosophy in all engagements is to provide a contract structure that best aligns the goals of both parties. The Office of the Inspector General for the Commonwealth of Massachusetts issued a report "Advisory on Municipal Golf Course Management Contracts" that included an evaluation of 63 municipal golf course operations in the Commonwealth. As part of the evaluation, the OIG formally shared that Indigo's Falmouth Country Club Agreement was a case study/role model for public private partnerships and operation of golf courses within the Commonwealth.

- **Our transparent conversations and working relationship**

Indigo believes the conversations and working relationship between ourselves and the Town of Bridgewater will be dramatically different than other golf course management companies. Evidence of said frankness and transparency is reinforced by our observations below:

- **Owner's Mentality within the Public Sector**

Indigo owns the economics of more than one third of the courses in our portfolio and operates more municipal golf courses than any other company nationwide. For this

reason, our systems, approach, and company culture are a product of our ownership mentality, all developed in the crucible of the public sector – requiring community engagement of golfers and non-golfers alike, better customer experiences, maintaining an affordable amenity, and improving the asset for the benefit of all stakeholders. The Town can rest assured that all of our operational decisions are informed by the knowledge of a fellow course owner, not a caretaker, but a steward for the Town to achieve desired initiatives and financial goals.

- **Environmental Stewardship & Commitment**

✓ Indigo has over 80 courses that have attained Audubon Cooperative Sanctuary certification. Achieving certification is quite an honor, recognizing the agronomic team for protecting the environment and preserving the natural heritage of golf. Furthermore, Indigo has created and implemented IndigoGreen, an initiative dedicated to reducing the carbon footprint of our golf courses to further supplement the Audubon Sanctuary initiatives.

- **Size and Scale**

Indigo is a member of Troon, the world's largest golf management company. The family of brands includes Troon Golf, Troon Privé, Troon International, Indigo Sports, **CADDIEMASTER**, True Club Solutions, Cliff Drysdale Tennis and RealFood Hospitality, Strategy and Design. When combined, the Troon family provides management services to 630 golf courses at 585 locations in 45 states and 30 countries, including 125+ Municipally owned golf courses.



Bidder Information

Years of Service:	32 years, founded in 1989
Name of Party:	Indigo Sports, LLC dba Indigo Sports (2021 – Present)
<p>Indigo Sports, LLC, d/b/a Indigo Sports [formerly known as Antares Golf, LLC (2020-2021) and Billy Casper Golf, LLC (2003-2020)] is a Limited Liability Corporation (LLC) with Date Articles of Organization for the Corporation filed in the Commonwealth of Virginia in December 2003. Indigo Sports, LLC was acquired by Troon Golf, LLC on January 1, 2021.</p>	
Office Address:	Indigo Corporate Office 12700 Sunrise Valley Drive, Suite 300 Reston, Virginia 20191
Northeast Regional Office:	63 Chapel Street, Newton, MA 02458
Past Name(s):	Antares Golf, LLC (2020-2021) Billy Casper Golf, LLC (2003 – 2020) Billy Casper Golf Management Inc. (1989 – 2003)
Date of Incorporation:	December 2003
State of Incorporation:	Virginia
President's Name:	Ruth Engle
Point of Contact:	Mike Cutler, Senior Vice President
Email:	mcutler@indigogolf.com
Telephone:	703.891.3387
Fax:	703.893.3504

Corporate Structure

Indigo Sports centralizes support services while decentralizing leadership and oversight. This enables us to achieve cost-saving economies of scale for our clubs, while also providing a "corporate" presence in our regional markets.



Corporate Employees in Local Markets

Operations

- 3** Senior Vice Presidents
- 6** Regional Directors of Operations
- 12** Regional Managers
- 1** Audit Specialist

Marketing

- 6** Regional Marketing Directors
- 1** National Sales Director

Agronomy

- 4** Regional Directors of Agronomy
- 1** Regional Agronomy Manager
- 1** Director of Environmental Programs

Regional Support



Joel Gohlmann, PGA

Executive Vice President of Operations

Overseeing operations for Indigo Sports' portfolio, Joel is ultimately responsible for financial performance of golf courses and associated amenities, including clubhouse operations, food and beverage and other on-site functions. Over his 30 years in the golf business, Joel served other management companies – directing courses in Colorado, Iowa, Michigan, Minnesota and Virginia – before joining Indigo Sports 16 years ago.



Ryan Phelps, PGA

Director of Operations (Northeast)

Ryan oversees Indigo Sports properties in Connecticut, Massachusetts, New Jersey, New York and Pennsylvania. His 20 years in golf course operations began in Northern Michigan with the acclaimed Boyne Resorts. Ryan spends considerable time conferring with clients on big-picture strategy and operations activities. He receives utmost respect from staff he directs with proof in performance to boot. Ryan is a graduate of Ferris State University and Class A Member of the Professional Golfers Association.



Matt Fauerbach, GCSAA

Regional Director of Agronomy (Northeast)

Adept at staffing and coaching golf course superintendents, Matt flourishes with a communications style that elicits universal buy-in. While holding team members accountable, he is the first to support them in the trenches and gets the most out of those he directs. A 20-year veteran of Indigo Sports, Matt's strong business acumen allows his involvement in golf course development and major renovation projects to exceed desired goals.



Steve Howard

Regional Director of Sales and Marketing (Northeast)

Steve manages the strategic development and implementation of marketing plans and activities for Indigo Sports-managed golf facilities in the Northeast U.S. This includes advertising, direct marketing, promotions, customer experience and sales. Prior to joining Indigo Sports, for 10 years Steve worked for The Travelers Insurance Company, most recently as Director of Customer Experience.

Collaboration

Indigo's philosophy in working with our partners is to always ensure that our shared financial and guest service goals are perfectly aligned. With that philosophy guiding Indigo's relationship with the Town, Indigo will implement the following systems and methods of management, all of which are available for review and comment by the Town at any time.

Client interaction – Indigo “takes our cue” from the Town as it pertains frequency of communication, as it differs based on seasonality, length of relationship, department, specific initiatives, etc. For instance, the cadence of interaction with the finance department/executive administration would typically include:

- Daily Revenue Tracking to Budget and Prior Year
- Monthly Review of Revenues (Mid-Month and Final)
- Monthly Financial Summary Letter and Review Meeting with the City
- Quarterly Meeting with Executive/Administration – review results, feedback & concerns, tactics and strategies for the next quarter as well as results from prior quarter

Simply put, our goal is to have frank and transparent conversations in order to achieve the City's goals for the benefit of all stakeholders involved.



Relevant Experience

Indigo manages more than 150 facilities throughout the United States, including several multi-course portfolios, and all sizes and types of golf courses – 9, 18, 27, and 36 holes – public, daily-fee, semi-private, private, practice, and resort. Unless otherwise noted, the golf facility is 18 holes. More information about any of our courses is available upon request. **All Municipal facilities are bolded.** For more information please see www.indigogolf.com.

NORTHEASTERN U.S. (21)

Connecticut (4)

- **East Hartford Golf Course, East Hartford, CT (public)**
- Lyman Orchards Golf Club, Middlefield, CT (daily-fee, 45)
- Windham GC, North Windham, CT (public) (Indigo Select)
- **Wintonbury Hills Golf Course, Town of Bloomfield, CT (public)**

Massachusetts (1)

- **Falmouth Country Club, East Falmouth, MA (public, 27)**

New Jersey (13)

- **Morris County Park Commission**
 - Berkshire Valley Golf Course, Oak Ridge, NJ (public)
 - Flanders Valley Golf Course, Flanders, NJ (public, 36)
 - Pinch Brook Golf Course, Florham Park, NJ (public)
 - Sunset Valley Golf Course, Pompton Plains, NJ (public)
- Cranbury Golf Club, West Windsor, NJ (semi-private)
- Fox Hollow GC, Branchburg, NJ (semi-private)
- Greenbriar Oceanaire Golf & Country Club, Waretown, NJ (private)
- **High Bridge Hills Golf Course, Borough of High Bridge, NJ (public)**
- Hyatt Hills Golf Complex, Clark, NJ (public, 9)
- **Middlesex County Improvement Authority**
 - Meadows at Middlesex GC, Plainsboro Township, NJ (public)
 - Tamarack GC, East Brunswick, NJ (public)
 - Raritan Landing GC, Piscataway Township, NJ (public)
- Royce Brook Golf Club, Hillsborough, NJ (semi-private, 36)

New York (3)

- **Audubon Golf Course, Amherst, NY (public)**
- **Ely Park Golf Course, Binghamton, NY (public)**
- Pine Ridge Golf Club, Coram, NY (daily-fee)
- Seven Oaks Golf Club, Hamilton, NY (Semi-private)
- **Wallkill GC, Wallkill, NY (public)**

Client References

Morris County Park Commission, NJ

PO Box 1295,
Morristown, NJ, 07962

Name: Rich Vitale

Title: Assistant Executive Director

Course(s): Berkshire Valley, Flanders Valley, Pinch Brook, Sunset Hills Golf Courses

Phone: (973) 326-7600

Email: rvitale@morrisparks.net

Town of Falmouth, MA

59 Town Hall Square,
Falmouth, MA, 02540

Name: Peter Johnson-Staub

Title: Assistant Town Administrator

Course(s): Falmouth Country Club

Phone: (508) 495-7320

Email: peter.jstaub@falmouthmass.us

Town of Bloomfield, CT

800 Bloomfield Avenue,
Bloomfield, CT 06002

Name: Jon Coleman

Title: Golf Committee Member

Course(s): Wintonbury Hills Golf Course

Phone: (860) 559-2352

Email: jcoleman@rideshare.com

Town of Wallkill, NY

99 Tower Drive
Middletown, NY 10941

Name: Lou Ingrassia Jr

Title: Commissioner of Public Works

Course(s): Wallkill Golf Course

Phone: (845) 742-2671

Email: louingrassia@townofwallkill.com

Dauphin County General Authority, PA

650 S Harrisburg St
Harrisburg, PA 17113

Name: Bill Kohl

Title: President

Course: Dauphin Highlands

Phone: (717) 395-8939

Email: bkohl@greenwoodhospitality.com

Client References (Cont.)

Middlesex County, NJ

75 Bayard Street

New Brunswick, NJ 08901

Name: Ralph Albanir

Title: Management Consultant

Course(s): Tamarack GC, The Meadows GC, Raritan Landing GC

Email: ralbanir14@gmail.com

Cincinnati Recreation Commission, OH

805 Central Avenue, Suite 800

Cincinnati, OH 45202

Name: Stephen Pacella, PGA

Title: Superintendent of Recreation, Administration

Course(s): Avon Fields, California, Glenview, Neumann, Reeves, Woodland Golf Courses

Phone: (513) 352-4961

Email: steve.pacella@cincinnati-oh.gov

Forest Preserve District of Cook County, IL

536 North Harlem Ave.

River Forest, IL 60305

Name: Karen Vaughn

Title: Director of Permits, Rentals and Concessions

Course(s): 11 Courses

Phone: (708) 771-1550

Email: Karen.vaughan@cookcountyil.gov

City of Wilmington, DE

800 French Street

Wilmington, DE 19801

Name: Tommy Quinn

Title: Executive Director, Rock Manor Golf Corp.

Course(s): Rock Manor Golf Course

Phone: (302) 562-1799

Email: tq4318@aol.com

City of Jacksonville, FL

1700 W Victoria Ave.

Montebello, CA 90640

Name: Daryl Joseph

Title: Director of Parks & Recreation

Course(s): Bent Creek, Brentwood, Blue Cypress Golf Courses

Phone: (904) 255-7903

Email: djoseph@coj.net

Case Studies



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A Truist Company



Dauphin Highlands Golf Course

Background

Dauphin Highlands Golf Course sits in the peripheral of the Harrisburg, Pennsylvania market. The facility offers golfers a stunning, well maintained 18-hole golf experience, fully-stocked golf shop, full practice facility, bar and grill, on-course beverage service and halfway house.

Indigo Sports (Indigo) assumed management from the Dauphin County General Authority in 2012. Under the Authority's oversight, Dauphin Highlands had been breaking even, but failed to grow rounds or revenues.

Implementation

The Indigo team recognized the golf course and other social amenities were underutilized. Our core focus was to increase activities and participation for the entire family, including rounds of golf. A survey of local competition helped Indigo determine the upgrades the facility would need to add new golfers and woo old golfers back to the fold.

Indigo places its highest value on stellar customer service and aggressive programming to increase utilization. The team introduced its proprietary "ACE the GUEST Experience™" training program. Each employee would commit to providing a welcoming attitude to each and every guest, every single day. Other top priorities included:

- Recapturing the local golf community
- Revitalizing the restaurant with new menus
- Developing new player programs and events
- Marketing and advertising the facility for outings

Results

It didn't take long for the Indigo management group to show results at Dauphin Highlands. In less than one year, the facility experienced a **20% increase in golf revenue, and by year three, Dauphin Highlands achieved golf revenues and rounds last experienced in 2000.**

The Authority's comments include praise for:

- "... improved financial outcome for our taxpayers. All are appreciated."*
- "... enhanced quality of playing conditions."*
- "... attention to first-class service."*



Falmouth Country Club

Background

Falmouth Country Club was purchased by the Town of Falmouth in 2005 to preserve the open space from development. Indigo Sports (Indigo) was simultaneously selected as the operator and has worked closely with the Town to establish a bona fide model for private-public partnerships. The success of this agreement was highlighted during the Massachusetts Inspector General's review as a desired structure for municipal golf operations.

Implementation

The Indigo team immediately recognized the entire facility was underutilized. Indigo's core focus was to increase activities and participation, including rounds of golf, and engage the community. A survey of local competition helped Indigo determine upgrades the facility would need to add new golfers and woo old golfers back to the fold.

We place the highest value on stellar client service and improved course conditions. The team introduced its proprietary ACE the GUEST Experience™ training program. Each employee would commit to providing top-level service to each and every guest, every single day.

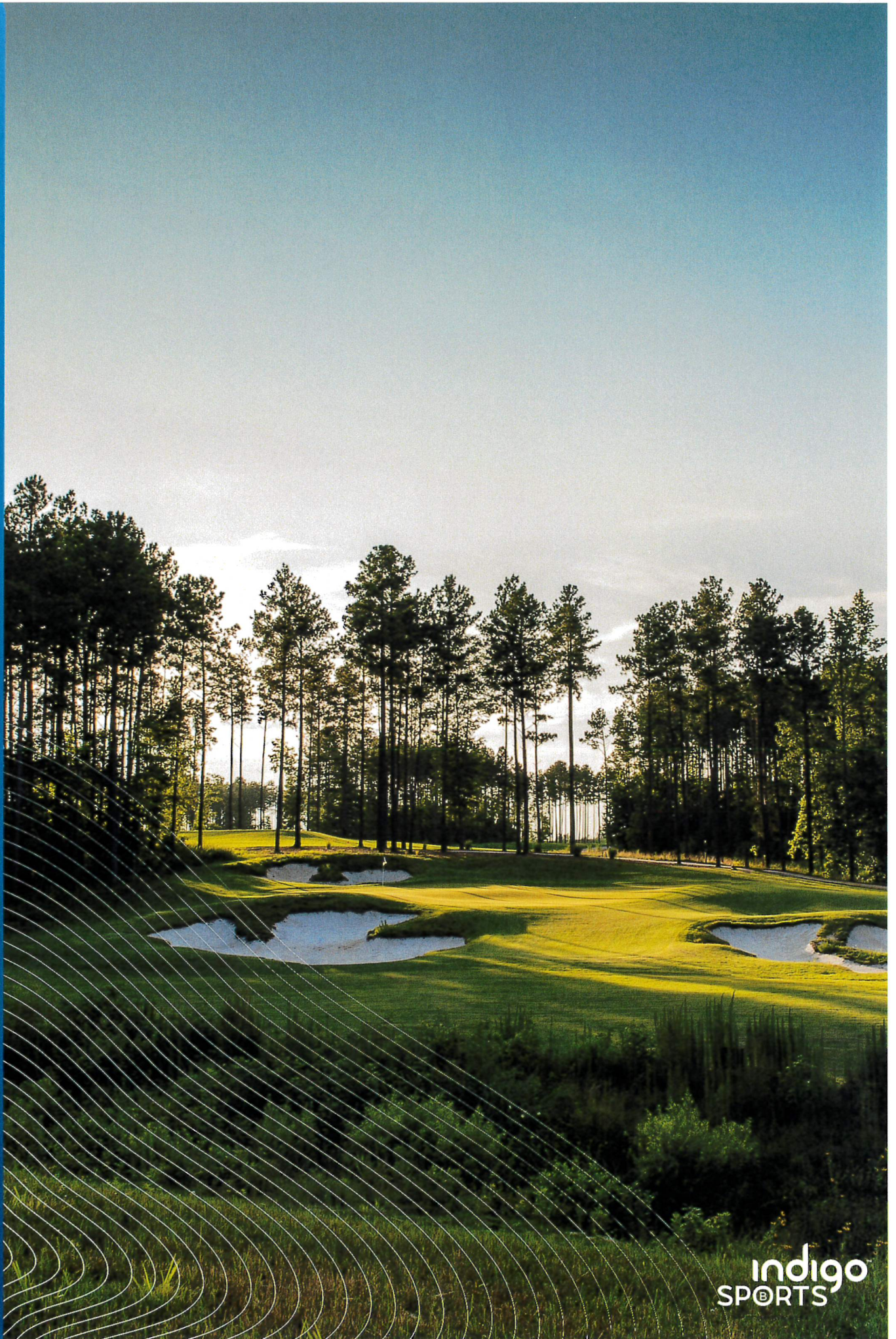
It didn't take long for Indigo to show results at Falmouth. Indigo immediately engaged the community with a very successful "kids play free with paying adult" program, garnering 8,000 additional rounds by utilizing historically unfilled tee times throughout the day – not just weekdays after 3 pm.

Results

Today, Falmouth Country Club is neither a political nor financial burden on the Town. Indigo has delivered \$5.75MM to the Town via lease and incentive payments. Greenspace was preserved and the Town boasts an extremely desirable amenity – a 27-hole, year-round public golf course not far from the Atlantic beaches, cranberry bogs and all that defines Cape Cod.

"Those who haven't visited Falmouth in more than a decade because they considered it too easy and dull would not recognize the place. Now managed by Indigo Sports, Falmouth has changed – for the better." – The Cape Cod Times

Management Approach



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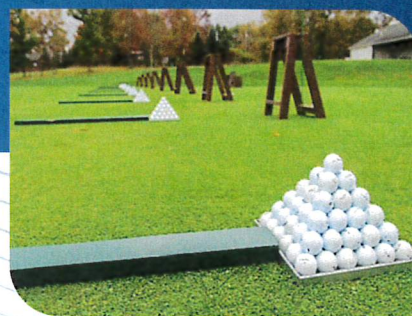
Golf Operations

The Golfer's Journey

1



The golfer's journey begins with the tee time reservation process. Attentively managing the point-of-sale and tee time systems encourages easy booking via online (mobile, desktop, tablet) telephone, golf shop and third-party affiliates.



Upon arrival, guests will enter the expertly merchandised golf shop offering high quality, competitively priced items. Welcoming attendants will greet each guest, collect contact information, process payments, and politely usher guests to the next stage of their journey.

2



3



Course starters will maintain punctuality on the first tee and provide guests with pertinent course information prior to their round. "Starter Scripts" inform guests of pin positions, golf cart rules, pace of play, restroom locations, and beverage cart availability.

Course marshals and beverage cart attendants will serve to enhance guests' experience while on the golf course. Marshals assist groups by maintaining the expected pace of play, while beverage cart attendants quench thirsts.

4



5



At the conclusion of each round, cart attendants will thank guests for visiting and invite them to book their next round. If available, guests are directed to the club restaurant to eat, drink, and relive the shots that could have been.

ace

"Our ACE the Guest Experience training program is the foundation of our company culture. We help employees 'see the forest for the trees' with a task versus purpose re-orientation."

Using a holistic view of the guest journey, we teach employees the impact of every interaction. Employees learn to empathize with each guest's personal situation, anticipate and service needs, and then introduce the guest to the next portion of their journey, creating a positive, seamless experience."



Joel Gohlmann
Executive Vice President

Player Development

We intend to construct and deliver golfer development programs at OSL to meet the learning needs of men, women, seniors, juniors, beginners, avid players, low handicappers and those with disadvantages and special needs. As a pioneer in this area, we are laser focused – in fun, non-threatening and affordable ways – to introduce new players to the game. Indigo also prompts those on a golf hiatus to return and others to play more frequently by scoring better.

We anticipate a PGA Golf Professional at OSL will conduct individual and group lessons and clinics in sync with golfers of all abilities – for a fee and free – throughout the year. We target specialized programs for women and millennials which comprise 24% and 28% of the golf population, respectively.



Junior Golf

75,000 gofutures GROWING THE GAME

Indigo-managed golf courses host over 75,000 Junior rounds annually, including 20,000+ free of cost as part of our GoFutures initiative.

first tee 6,000

Indigo manages twenty-eight courses that serve as the "headquarters" for their local First Tee chapter, hosting more than 6,000 first tee golfers annually.

1,300



Forty-two Indigo-managed courses hosted a PGA Jr. League team last year with over 1,300 participants nationwide.

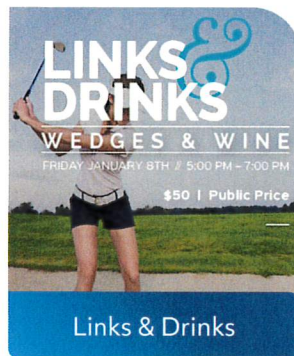


Outings & Events

It's one thing to aggressively sell group golf events, it's another when outstanding service levels differentiate OSL and generates market share growth and guest loyalty. Keen attention to detail centers on professional tournament services, including player pairing, customized rules and administration, personalized scorecards and cart signs, online and in-person registration, contest hole signage and set-up, professional scoring, merchandise giveaways and special bells and whistles.

In-House Events

Our blue-sky thinking includes adding fun programming and events to the golf and social rotation. Indigo will establish a golf and non-golf social calendar that promotes fun experiences for golfers and non-golfers alike. These examples are poised to add community excitement and incremental revenue:

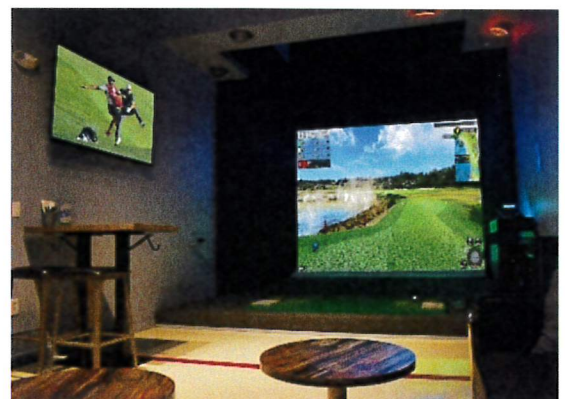


Innovation

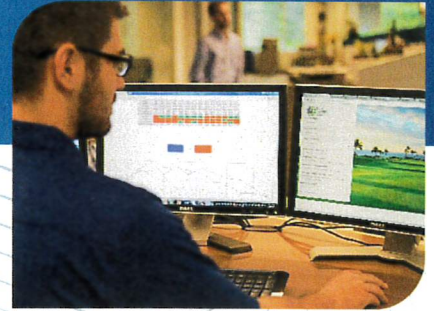
Gamification: Indigo has installed “gamification” technology on driving ranges at several strategic locations. Top Tracer, InRange, and a variety of other companies, use radar tracking technology to “gamify” traditional driving ranges. The social and entertainment appeal of these technologies attracts millennial participants that traditional golf struggles to retain.

Simulators: Many golf courses have evaluated indoor golf simulators in search of alternative revenue streams during the off-season. In 2019, Indigo partnered with the leading golf simulator manufacturer, GolfZon, to open a golf simulator café (“ZStrict”) in Chelsea Piers, CT.

Touch-free / Mobile: Indigo will continue leveraging our strategic partnership with G1 to provide input on POS functionality and improvements. Our current priorities center on enhancing contact-less payment and pre-payment technologies to improve the guest experience and further differentiate OSL from its competitors.



Marketing Overview



In today's hyper-competitive world, prioritizing a professional marketing and sales culture is essential. "Build-it-and-they-shall-come" reliance should not apply.

Indigo Sports blends art and science (rooted in data) to efficiently connect with golfers at the right time with engaging content that prompts action. The bedrock of this work is to attract new guests to OSL at a low cost of acquisition and promote frequent utilization for greater lifetime value. Simply lowering greens fees isn't a strategy and presenting a pristine golf course alone doesn't automatically translate to revenue.

On behalf of OSL, we will proactively manage the marketing process, identifying specific revenue levers to meet the desired goals and objectives.

Strategy and Plan

A well-organized roadmap prevents ineffective reactionary marketing. Our marketing team will reduce to writing what is crucial, at a high level, to meet one or more of business objectives and a time frame for achievement. Our plan – a.k.a. "Revenue Playbook" – details how the brand is positioned and strategy is executed. Following analysis of historical and competitive set data, we will schedule activities and tasks, roles and responsibilities, and budget. The strategy and plan are discussed with and approved by the Town. As the plan is undertaken, we constantly measure campaign effectiveness against key performance indicators.



Sales Fundamentals

- Training
- Guest Acquisition
- Guest Retention
- CRM
- Quality Assurance
- Professional Design



Revenue Management

- Yield Optimization
- Dynamic Pricing
- Third-Party Wholesalers
- Performance Monitoring



Digital Marketing

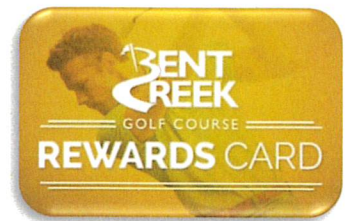
- Responsive Website
- SEO
- SEM
- Organic Social Media
- Paid Social Media
- Targeted Email

Sales Fundamentals

Growth Focus

Without new customers, nurtured for extended periods of time, business is poised to be flat. That's why we proactively operate under a "4 MORE" thesis – leveraging people-, behavior- and technology-driven stimuli to grow repeat rounds as well as introduce beginners and inspire lapsed golfers to return to the game.

- **Guest Acquisition** – Indigo's Marketing Team will establish measurable, effective, and guest-focused Acquisition Programs that attract NEW guests for OSL. Acquisition tactics serve the same goal – to attract NEW guests via focused strategies that best target the message to appropriate guest segments by product/service, geography, and guest type. These programs and efforts will be tracked in the revenue playbook, which includes the details and effectiveness of promotion, event, and campaign.
- **Guest Retention** – Acquiring new guests is only half the equation. Keeping them coming back is the key to growth and sustainability. For OSL, Indigo Sports will design, execute and measure several programs to inspire and lock-in longtime loyalties, including:
 - Our data scientists utilize our proprietary "Tap In" app to analyze OSL individual guest behavior trends, unique purchasing habits, play history and anticipated "steady state" future value.
 - We analyze potential marketing strategies designed to create loyalty programs which encourage guests to play the Courses with increased frequency. One option is to establish accounts for guests (e.g. reward card or frequent player program) whereby value-added benefits are achieved as play frequency and / or spend amount increase. Typically, this reward system is automated and purchasing data derived is used to identify upsell opportunities. Revenue is often generated up front and guests feel appreciated and special.



Technology and Touch

A well-organized sales process will attract new customers, win their business, provide upsell opportunities and, ultimately, generate previously untapped and incremental revenue.

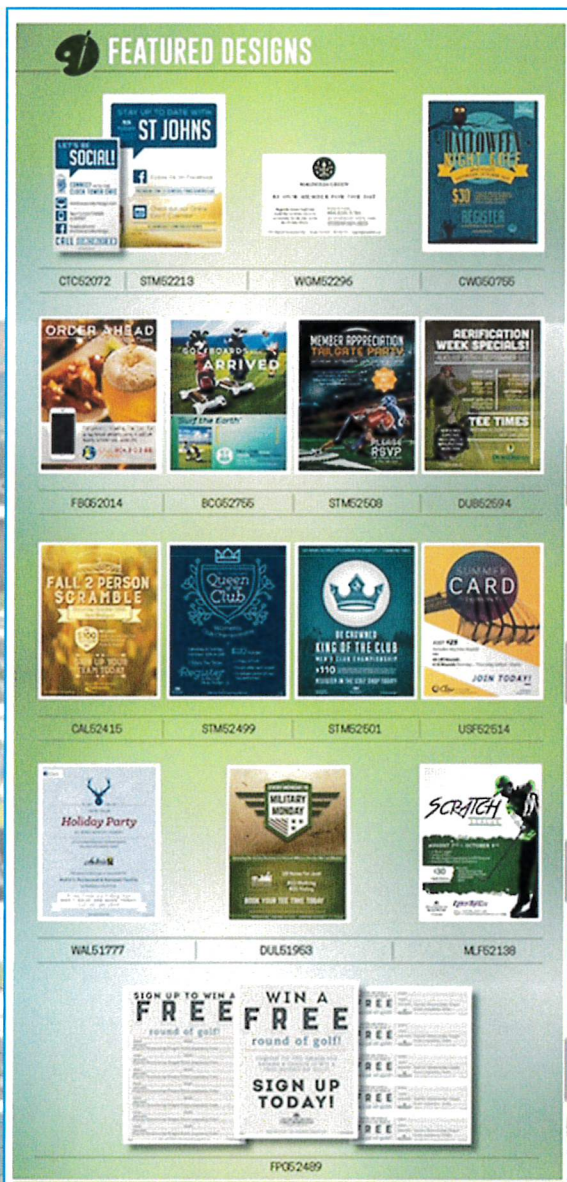
- **Process** – Indigo has heavily invested in a business development system to manage relationships and interactions with current and potential guests. Our advanced Salesforce customer relationship management platform is easy to use in helping OSL stay connected to guests throughout their lifecycles, streamline productivity and improve profitability. Guest contact information, as well as their behaviors, interests and buyer status are stored in one central location.
- **Training** – We blend technology with a personal touch based on "people-buy-from-people" reality. Support will be provided to the OSL team (top to bottom) about how to interact with guests, gain their trust and confidence, and translate those connections into revenue. Online learning modules, including video enactments, and consistent role

playing contribute to best practices and allow personalities to shine so marketing doesn't feel like marketing to guests.

Campaigns/Communications

Amazing content – subjective and objective – is the ultimate connector between brands and buyers. Indigo specializes in marrying strategic objectives with visual assets to create eye-catching, unique campaigns and collateral for OSL. Templates are catalogued on our proprietary Design on Demand platform for easy access and customization. Material formats include flyers, e-mail templates, postcards, table tents, digital ads, social posts and more. We often utilize the power the video, as well.

design on demand



Revenue Management

How to generate incremental revenue while maintaining the value proposition is often a scientific exercise.

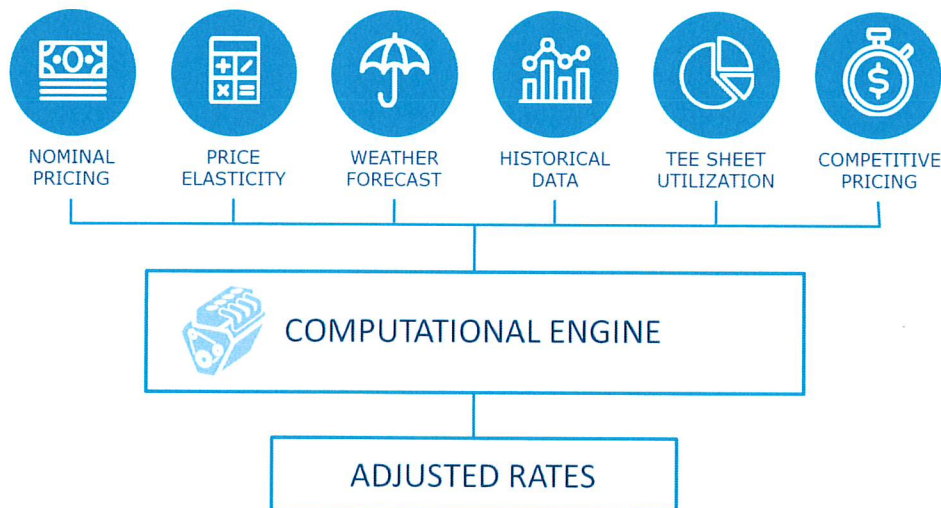
Dynamic Pricing and Yield Optimization

Golf course managers have long fixated on the metric Average Price per Round ("APR"), evaluating revenue per round played. This metric is important for tracking rate integrity; however, it is not a great indicator of overall pricing performance. Instead, Indigo has shifted focus to tracking Average Price per Opening ("APO"), evaluating revenue per available round.

Indigo's proprietary analytics software, "Tap In," creates and executes detailed yield optimization, pricing, and loyalty strategies tailored to OSL and driven by the combination of facility data and in-market knowledge designed to gain market share from other competitors.

In short, the output is pricing that increases total dollars:

- Input the OSL historical data into Tap In
- Reconcile competitive market intelligence with the historical utilization, weather trends and forecasts, regional metrics and event schedules
- Proactively adjust pricing and volume of website and third-party tee time inventories



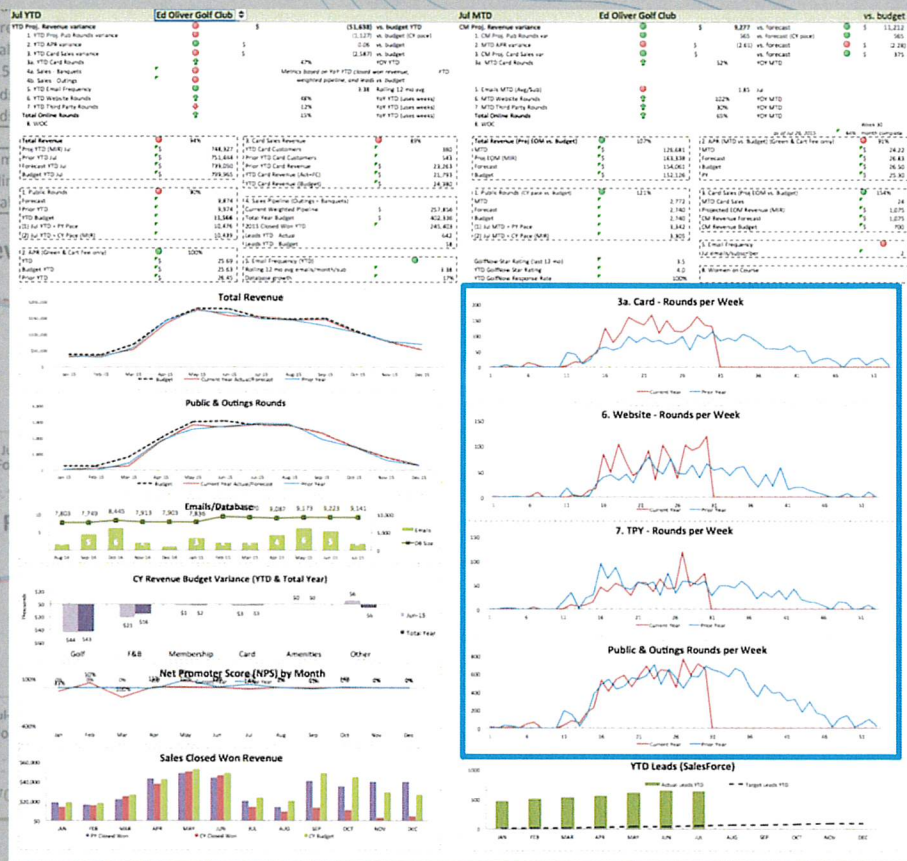
Third-Party Tee Time Agents

In addition to driving golfers to book tee times on the OSL website, we enjoy a commission-based arrangement with Golf Now. OSL benefit in several ways: (1) access to golfers conditioned to "shop" on GolfNow.com; (2) control over price and inventory; and (3) incentive for GolfNow to sell the greatest number of tee times at the highest possible price to maximize its commission.

Performance Monitoring

OSL will utilize Indigo's proprietary Compass Report to monitor performance on a weekly basis. Metrics measured within this report include MTD and YTD actual revenue and forecasted totals compared to budgets and PY totals, revenue trends, rounds totals by channel and type, sales trends and totals, lead generation totals, online star ratings, database growth rates, and trending NPS. This tool is vitally important to make necessary changes and direct focus where needed in a timely manner.

COMPASS REPORT



4more
WHAT'S YOUR MORE

"Quality decision making is the difference between success and failure. We believe this so strongly that we invested substantial resources to improve the quality of the information gathered for better decisions. As a partner, we share this reporting with you to illustrate the metrics contributing to decisions during the strategic process of program development. Our tools remove the guessing game, turning it into a science."



Jessica Lewis
Sr. Director, Digital Marketing

Over 80% of consumers check online reviews prior to making a purchase.



Positive online reviews increase likelihood of purchase by 9.5%.

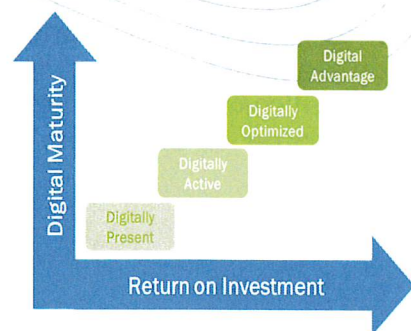
Social recommendations influence purchase decisions more than price and brand.



Online ratings influence search engine algorithms and impact page ranking.

Digital Marketing

Annually, there are double-digit increases in online activity for research and transactions of available sports and entertainment activities like golf. To capitalize on this trend, Indigo's marketing experts will implement a custom strategy to enhance the "digital footprint." This process moves OSL across a continuum – from "digitally present" to "digitally advantaged" – increasing ROI with each improvement.



- **Website** – Our expert team will design, develop, launch, update and monitor a new custom, attractive and high-performance website.
- **Search Engine Optimization (SEO)** – To get OSL atop rankings on Google and other search engines, Indigo utilizes the latest in SEO technology, frequently refined to improve recognition, engagement and, ultimately, sales.
- **Search Engine Marketing** – We plan to heavily promote the website by increasing its visibility on search engine results pages through pay-per-click advertising. This activity incorporates SEO and informs adjustments to and rewrites of website content and site architecture for higher search engine listings.
- **Organic Social Media / Content** – Indigo Sports will establish a social media strategy and plan featuring entertaining, informative, educational and practical topics, as well as attractive and aspirational graphics, photography, written and video assets.
- **Paid Social Media** – Profiling lookalike audiences and "friend of friends" with similar interests as golfers in the database is a relatively inexpensive way to expand reach.
- **E-mails** – We cost-effectively deploy campaigns to unique segments within the database. Analytics show how many times recipients open e-mails, click-throughs, time spent, unsubscribes and other reporting data.



"Man-in-Motion" labor analysis aids our superintendents in creating efficient and effective budgets. Indigo benchmarks each agronomic plan against similar facilities in our portfolio to identify areas of opportunity.

In addition to labor analysis, the Indigo agronomic plan includes a chemical and fertilization schedule with integrated budget calculators based upon application frequency, product cost, and treated acreage.

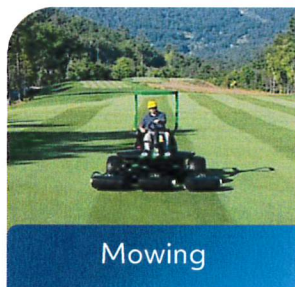
Task	# of Workers	Hrs/Day Per Worker	Hrs/Day Per Worker	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Change Cups/Set-up	2	4	8	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	2822
Mow Greens	2	2.5	5	147.0	147.0	147.0	147.0	147.0	147.0	147.0	147.0	147.0	147.0	147.0	147.0	1764
Mow Collars/Approach	1	3.5	3.5	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	529
Mow Tees	1	3.5	3.5	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	529
Mow Fairways	2	5	10	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	1512
Roll Greens	1	3.5	3.5	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	44.1	529
Mow Rough	2	5	10	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	126.0	1512
Mow Surrounds	1	4	4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	605
Trim Patrol	2	5	10	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	504
Coolers/Trash	1	1	1	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	353
Topdress Greens	2	4	8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	370
Topdress Tees	1	5	5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	105
Chemical Application	1	3.5	3.5	73.5	73.5	73.5	73.5	73.5	73.5	73.5	73.5	73.5	73.5	73.5	73.5	1088
Fertilizer Application	1	3	3	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6	12.6	151
Bunkers	2	3	6	176.4	176.4	176.4	176.4	176.4	176.4	176.4	176.4	176.4	176.4	176.4	176.4	2177
Bunkers	1	8	8	33.6	33.6	33.6	33.6	33.6	33.6	33.6	33.6	33.6	33.6	33.6	33.6	605
Drainage Repair	1	4	4	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	504
Escaping	2	3	6	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2	302
Fee Divots	1	1	1	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	29.4	353
Irrigation	2	3	6	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	50.4	630
Planting	1	6	6	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2	25.2	403
Planting	2	4	8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	302
Planting	1	8	8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	336
Removal	1	1	1	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	29
Plant Repair	1	8	8	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	235.2	2822
Labor Hours				1629.6	1629.6	1701.0	1755.6	1936.2	1726.2	1768.2	1764.0	1829.6	1810.2	1696.6	1646.4	20903
Total Employees				9.7	9.7	10.1	10.5	11.5	10.3	10.5	10.5	11.0	10.8	10.1	9.8	

Core Cultural Practices

Indigo Sports will leverage its talent and resources to properly care and produce impressive playing conditions at OSL. Obtaining a healthy strand of turfgrass is accomplished through a myriad of strategies and tactics governing common surface and sub-surface (growing medium) variables.



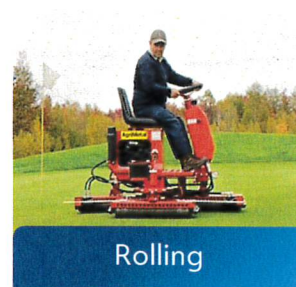
Irrigation



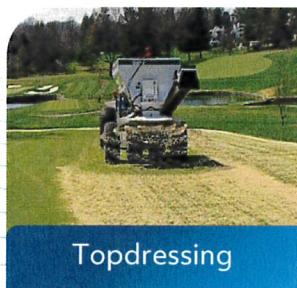
Mowing



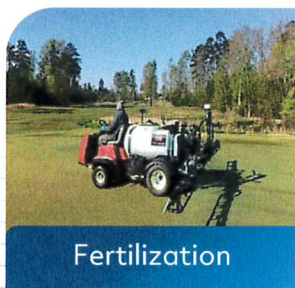
Aerification



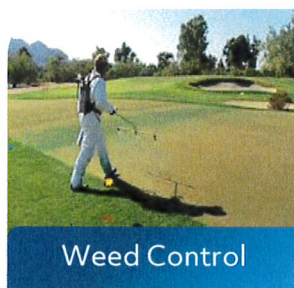
Rolling



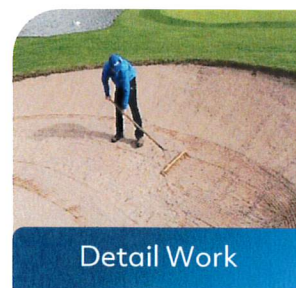
Topdressing



Fertilization



Weed Control



Detail Work

Environmental Stewardship

Indigo is widely recognized as golf's most eco-friendly company and, at OSL, plans to conserve and improve environmental quality while enhancing golfers' experiences.

✓ Indigo actively participates in Audubon International's "Audubon Cooperative Sanctuary" program and all clubs follow "Indigo Green," our sustainability guidelines.



1. Environmental Planning
2. Wildlife & Habitat Management
3. Chemical Use Reduction & Safety
4. Water Conservation
5. Water Quality Management
6. Outreach & Education

Team

Indigo is extremely selective in employing highly qualified golf course superintendents. They must hold passion for satisfying guests and an unwavering pride in performance. They must also be leaders with command over "what great looks like and plays like" based on where OSL is positioned in the market.



✓ *"Indigo created our Superintendent Business Institute to allow our team members to improve their business acumen. The three-year program is comprised of three, 10-hour segments. Learning modules include leadership and communication skills, interpreting financial statements, spreadsheet proficiencies and more. Our superintendents understand golf is a business and the importance of integrating their work with other operations and marketing elements. Every Indigo Superintendent is engaged in completing the program."*



Bryan Bielecki, GCSAA
VP of Agronomy

Support, Accountability & Outcome

The superintendent, in tandem with the on-site management team, benefit from hands-on support of an Indigo Sports regional director of agronomy. Periodic site visits yield a "Manager's Report" with course and property photos as well as a detailed narrative of agronomic activities, conditions, action plans, resources, timelines and metrics. The report is shared with the Town. This level of support promotes healthy turfgrass, exceptional playability, an aesthetic "wow" and, most important, guest satisfaction – all with "bang-for-the-buck" efficiency.



Agronomic Plan

Create the Experience

Hospitality and recreation is a “people” business. Furthermore, guests’ demands and service expectations are at all-time highs. As such, Indigo has expended considerable resources recruiting, training and developing top talent.

We call this “human capital.” It is driven by our proprietary performance management system that monitors and assesses job performance, with constructive feedback and goals, to create meaningful ways for employees to reach their potential and grow professionally.

Training and Development

There are many reasons – notably cultural and career development – Indigo attracts and retains the best talent in the industry. Facilitating the ability to develop great people are our leading training programs under the “IndiGrow” banner:



Our online university features more than 50 comprehensive training modules for career development. The platform is integrated with our performance management system so that managers can assign training to match goals established during the annual review process.



Our mentorship program was established to identify and support “rising stars” within our organization. Selected mentees are paired with company executives for a six-month program to network, grow, and develop for their next steps with Indigo Sports.



Change is constant, which is why Indigo Sports supports the continued education of our employees through national and regional meetings. Our meetings allow employees to share best practices and hear from subject matter experts from the PGA, USGA, GCSAA, etc.

"At Indigo, our people are our greatest asset which is why we strive to 'ACE the Employee Experience' each and every day. We hire the best candidates who share our core values and provide them with training and development resources to support their current role and career aspirations. To summarize, our clients' success is because of our people, leaders and values."



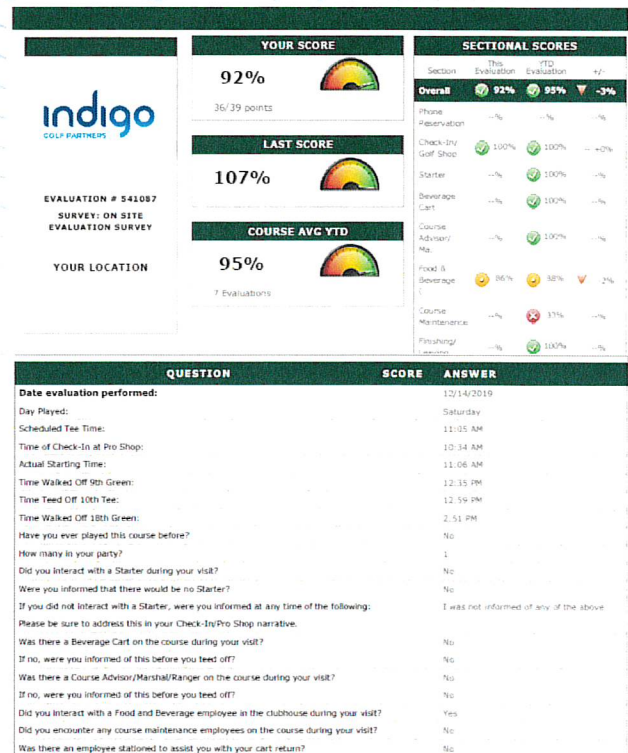
Tom Reilly
VP of Human Resources

ACEing the Experience

Led by a professional “employee trainer,” our series of teaching-learning modules illustrate how to carry out Indigo Sports’ guest vision statement. Guidelines for acceptable and unacceptable behaviors are demonstrated and discussed, as is role playing, for daily execution of best service practices during each interaction – from parking cars to drive away.

We promote empathizing with each guest’s personal situation, anticipating and servicing their needs, and then introducing guests to the next portions of their safe and fun journeys, creating positive, seamless experiences throughout.

Formal training sessions are augmented by regular reviews of the Indigo Sports guest vision statement, as well as service and behavior standards, in department and all-staff meetings. Timely feedback on observed positive and negative interactions is provided – these are teaching moments, not indictments.



OSL will be subject to Mystery Shopping exercises (as well as guest surveys) anonymously conducted by professional, independent evaluators. Reports are used to further train, incentivize and reward employees.



Service Recovery

The occasional dissatisfied customer – whether expressed or largely unknown – needs to be converted into a loyalist. Staff will be taught to subscribe to our “LAST” techniques for appropriate service recovery responses.



LISTEN

- Don’t interrupt
- Make eye contact
- Show Respect
- Calm and clarify



ACKNOWLEDGE

- Recognize problem
- Apologize
- Empathize



SOLVE

- 100% attention
- Immediate action
- Timely follow-up



THANK THE GUEST

- Appreciation
- Patience
- Positivity
- Helpfulness

Risk Management

Measures to avoid unnecessary risks benefits the well-being of employees, facilities and the business at large.

Safety and Security

Indigo Sports' Vice President of Contracts and Risk Management oversees the construct, delivery, training and adherence to safety and sanitation plans, guidelines, rules and regulations. Our comprehensive manuals meet OSHA standards for all positions and job responsibilities, machinery and equipment, chemicals and fertilizers, and more. Local and state regulations apply as appropriate.

We require employees to acknowledge reading of manuals, attend regular training sessions, participate in our "Safety Makes Sense" video and training platforms – identifying risks by department – and report accidents or safety violations to his / her supervisor.

Additionally, we procure insurance, risk management and business licenses, including claims filing, renewals and regulatory requirements.

Emergencies

Indigo establishes an emergency management plan (EMP) specific to OSL. It addresses policies and methods of prevention, preparedness, response and recovery. At the EMP's core is identifying risks and outlining courses of action to mitigate damage of potential events that could endanger the safety of employees and guests, and the ability to function. The EMP includes procedures to safeguard property and facilities, as well as steps to assess an incident's severity and respond to eliminate it. Training exercises (akin to fire drills) are part of the plan alongside connections to outside agencies for assistance.

Facility Audits

Our audit specialists will visit OSL periodically. The audit includes more than 200 individual items in nine categories: ACE the Guest Experience training; administration; agronomy / maintenance; clubhouse; food and beverage; human resources; information technology; risk management, and operations.



Joe Livingood
Senior Vice President

"Creating the 'Safety Makes Sense' videos are a great example of Indigo's ownership mentality. We are committed to a culture of safety first and we capitalize on opportunities to better educate and protect our employees and business.

We researched and reviewed our internal loss history data, which allowed us to segment insurance claims and identify specific trends. Then we created situational scripts to address high-risk and repeat incidents, recorded professional training videos, and distributed this new training company-wide.

The result is a safer environment for all."

Finance & Accounting

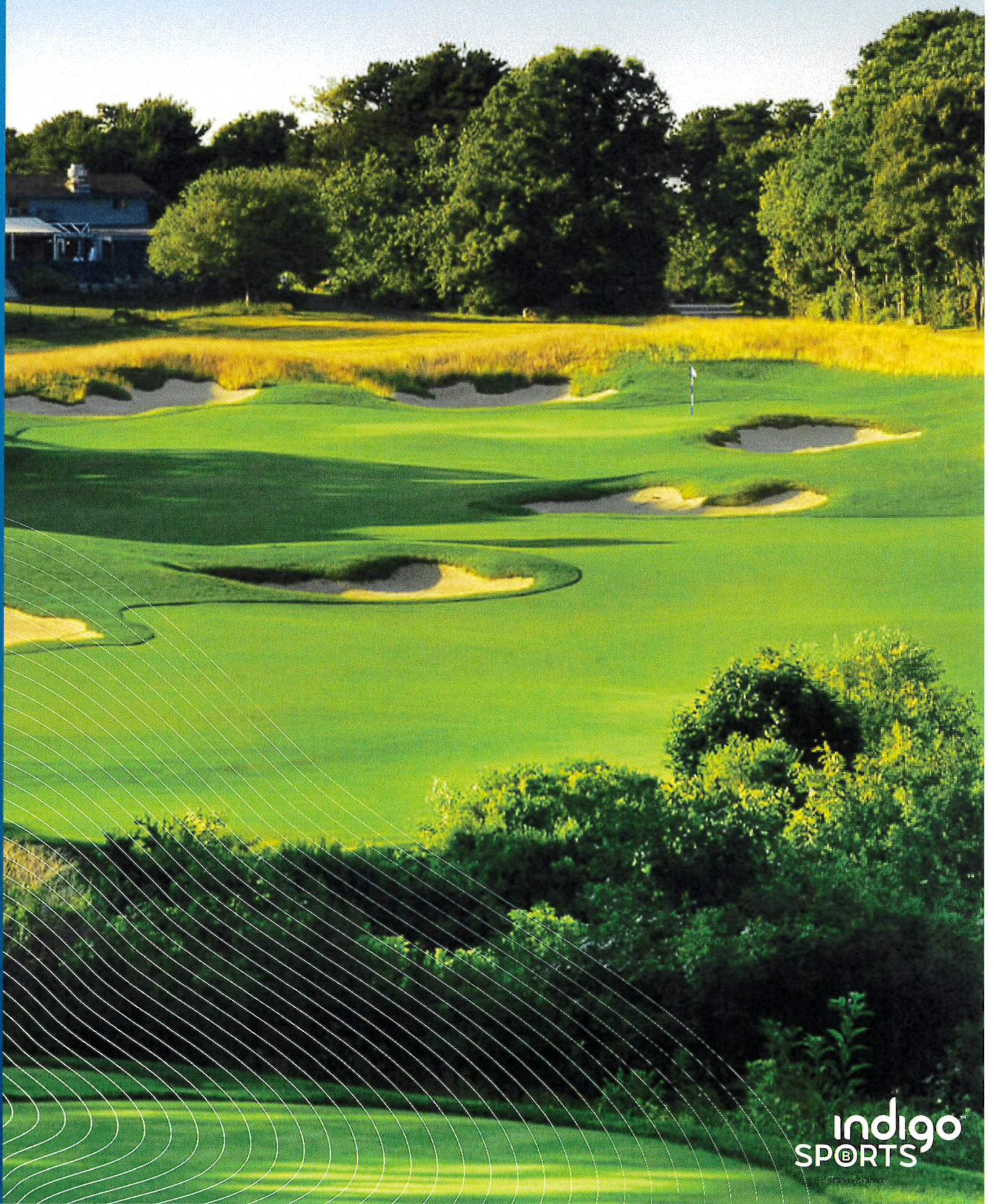
Indigo has built a strong financial management team and systems that efficiently and accurately executes accounting functions for OSL. Guided by keen attention to detail and deadlines, as well as checks-and-balances controls, our in-house Certified Public Accountants and financial analysts use generally accepted accounting principles and will work closely with the General Manager to:

- Help drive annual budget planning and management designed to achieve the Town's goals
- Manage and execute financial calculations, including accumulated depreciation, and fixed asset and capital lease schedules
- Strategize with the Town on annual, quarterly and monthly cash planning and overall financial critical thinking
- Reconcile balance sheets and bank accounts, post journal entries and balance ledgers
- Perform month-end processes, including consistent cash flow monitoring, forecasting and management
- Audit, analyze and prepare financial statements and report narratives, including balance sheet, P&L, cash flow and cost-of-goods-sold analysis
- File sales and use tax
- Turnkey accounts payables and receivables management, including invoicing and collections
- Direct payroll management via enterprise system
- Oversee internal controls compliance, including mystery audits, for the collection, receipt and deposits of revenues

Other items important to the finance and accounting process:

- **Aggregation and Transparency** – Indigo's proprietary XRM platform transfers point-of-sale and tee sheet data to our SAGE accounting software for up-to-date and accurate financial reporting. The Town is provided complete viewability into revenues, expenses (including payroll), bank accounts and other monetary items, and financial reports are customized to easily consolidate into existing Town budgets.
- **Security and Internal Controls** – Indigo has built and successfully applied methods to avoid, detect, counteract and minimize risks for OSL. They prevent employee and customer theft, including point-of-sale safeguards and countermeasures, cash handling and deposit requirements, video cameras, required receipts, random safe, drawer and inventory counts, tee sheet / point-of-sale reconciliation and payroll record verifications.
- **Accounting and Payroll** – These functions are directed by Indigo Sports' Director of Accounting who sets strategy and, as necessary, reviews the general ledger, deposit confirmations and audits (if any). The General Manager will provide daily oversight.

Olde Scotland Links Personnel



indigo
SPORTS
A Total Experience

Staffing & Personnel

Indigo utilizes local and national resources to recruit and hire the best individuals for all positions, with particular attention paid toward employing local residents and current employees. It is our intent to interview all on-site team members and offer employment based on qualifications and credentials.

Where appropriate, Indigo is sensitive to employment, compensation and benefits issues for individual employees, particularly during a transition period. Indigo communicates fully and works effectively with all affected employees in order to ease anxieties and assure a smooth transition.

Indigo provides its Full-time Eligible employees the following benefits:

- Health, Dental, and Vision Insurance
- Health Savings Account
- Flexible Spending Account
- Paid Time Off (15 days 0-5 years; 20 days 6+ years)
- Sick Pay; If applicable to state law requirements
- Holidays - New Year's Day, Easter, Memorial Day, Fourth of July, Labor Day, Thanksgiving Day and Christmas Day
- Basic Life and AD&D

Optional Plans:

- Voluntary Short-Term Disability (not available in CA, NY, NJ, RI, and HI)
- Supplemental Life Insurance
- Supplemental Spouse Life Insurance
- Supplemental Child Life
- Voluntary Group Accident Insurance
- Voluntary Critical Illness Insurance
- Prepaid Legal

Any employee of the company is eligible to participate in the following benefits:

- 401K Retirement Plan with match
- Workers Compensation Insurance
- Golf Course Usage and Merchandise Discounts



2021 BENEFITS ENROLLMENT GUIDE

Developing Healthy Habits Has Never Been More Important!

Our Wellness Program is a central part of our program – proving to our employees that *wellbeing of your family is our priority.* Join the Program and earn up to \$750 in incentive savings on your medical insurance premium.

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Staffing Plan

Golf Operations Staffing

Position	Number	Full Time / Part Time	Schedule
DOG/General Manager	1	FT	Tu-Sa, plus Sunday Mornings
Head Golf Professional	1	FT	5 Days, 45 Hours per Week
Golf Shop Assistant	3	PT	7 Days Coverage
Starters/Rangers	12	PT	Play Dependent - 7 days Coverage
Cart Attendent/Range	12	PT	7 Days Coverage

Maintenance Staffing

Position	Number	Full Time / Part Time	Schedule
Golf Course Superintendent	1	FT	M-F, plus Weekend Mornings rotated with Foreman
Foreman / Irrigation Technician	1	FT	5 Days, 40 Hours per Week
Mechanic	1	FT	5 Days, 40 Hours per Week
Course Workers	3	FT / Seasonal	5 Days, 28 Hours per Week
Course Workers	6	PT	5 Days, 20 Hours per Week

Golf Operations Staff Schedule

Department	Monday - Thursday	Friday - Sunday
Golf Shop	1 Opener (6 to 2) 1 Closer (12 to 8)	1 Opener (6 to 2) 1 Mid Day (7 to 5)
Driving Range/Carts	1 Opener (6 to 2) 1 Closer (5 to 9) 1 Closer (3 to 9)	1 Opener (6 to 1) 1 Mid Day (9 to 3) 2 Closer (3 to 9)
Starters/Rangers	1 Shift (7 to 3) 1 Mid Shift (3 to 7)	1 Opener (8 to 4) 1 Mid Shift (10 to 6)

Job Descriptions

Golf Operations

Director of Golf (Salary, FT)

- Responsible for all golf, food and beverage and maintenance operations
- Operational responsibility for
 - o Green fee/cart fee revenue
 - o Retail revenue and profitability
 - o Food and beverage revenue and profitability
 - o Cardholder sales
 - o Maintenance of conditions to course standards of operations
- Direct reports

- All golf operations staff
- All food and beverage staff
- Superintendent

Golf Shop Attendants (2-3) (Hourly Seasonal)

- Process customer reservations
- Collects green and cart fees (and other revenue) from guests and processes in the POS system as trained
- Assists in reconciliation of cash and accounts receivable charges to daily register at the closing of the day
- Performs clean-up and closing procedures

Outside Services Attendants (4-6) (Hourly Seasonal)

- Responsible for all golf cart management (staging, cleaning and storing at the end of the day)
- Starting golfers
- Provides on course player assistance

Grounds Maintenance

Superintendent (Salary, FT)

- Responsible for all maintenance staff
- Operational responsibilities:
 - Maintains all grounds including the golf course, clubhouse surroundings and other maintainable property in accordance with the Course Standards of Operations (CSO)
 - Prepares and manages to annual agronomic plan and budget
 - Develops and maintains capital improvement plan
 - Develops and maintains equipment replacement plan
 - Supervises all planting, fertilizing and chemical applications, and other care of turf, plants, shrubs and trees on the golf course and clubhouse surrounds
- Direct reports
 - Foreman
 - Mechanic
 - Groundskeepers

Foreman (Hourly, FT)

- Performs project work and other maintenance activities as directed by the superintendent
- Assists in supervision of the maintenance staff

Mechanic (Hourly Seasonal)

- Repair and maintain all maintenance equipment and golf carts
- Keep repair and maintenance records on all equipment
- Assure proper disposal of all related hazardous materials

Groundskeepers (4-6) (Hourly Seasonal)

- Mows greens, aprons, fairways, roughs, tees, and other areas
- Repairs the irrigation system, pipes and irrigation heads as needed
- Grades and prepares soil base, lays sod and seeds greens, tees and fairways
- Trims and prunes hedges and shrubbery; cleans flower beds

Transition Plan

Indigo has managed 50+ transitions over the last five years. The key to a smooth transition is organization and extensive, upbeat communication. In this regard, we will:

- ✓ ▪ Coordinate with Town staff on a thorough Transition Plan to ensure everyone is “on the same page” and the Plan is agreed upon
- ✓ ▪ The Plan will generally involve a combination of employee outreach and community outreach including actions such as:
 - Holding a meeting with all employees, putting them at ease. Team building events and staff meetings will occur within the first month
 - Sending a letter to OSL passholders introducing Indigo and sharing some of our initial thoughts and plans for OSL
 - Holding Town Hall Meetings open to the community to discuss ideas and input regarding future operations at OSL
- ✓ ▪ The Plan will also outline an extensive checklist of deliverables, the timing for completion, and the responsible party for each item
- ✓ ▪ Internally, Indigo holds weekly “Transition Calls” with all departments including IT, HR, Payroll, Benefits, Risk Management, Accounting, National Accounts, Operations, Agronomy and Marketing

First 30 Days

The following snapshot gives a summary of important items which are completed in the weeks leading up to the transition:

WEEK 1:

Client Meeting - Indigo representatives will meet with Town staff and Supervisor to review the Transition Plan.

Host “Team Member Meeting” - Indigo will host one or more all-staff meetings on site for each facility employee. Indigo will communicate effectively and succinctly the policies of Indigo. Also, important in the process, each staff member will have the ability to meet with Indigo representatives.

Medical Benefits, 401k and employer/employee issues - During this first week, Indigo will set aside time for each employee for comparison and explanation of current benefits vs. those offered under a proposed Indigo employer/employee relationship.

WEEK 2:

Client Meeting - Indigo representatives will meet with Town staff to review the transition status.

Insurance - Indigo will notify its insurance carrier of the effective date and the insurance requirements as set forth in the RFP and will provide the required documentation to the Town.

Existing Contracts - Indigo will analyze and evaluate all existing Agreements by and between the vendors and notify the Town of which Agreements Indigo would like to continue and provide a listing of those that Indigo proposes terminating.

WEEK 3:

Employee Interviews and Staffing Plan - Indigo will conclude its on-site interviews and finalize a staffing plan to review with the Town for implementation upon the effective date.

IT Evaluation and Compliance - Indigo's IT team will evaluate the current inventory of all computers, servers and PCI compliance to develop a transition plan and critical needs listing to present to the Town.

Inventory and Equipment Procurement Listing - Indigo's Agronomic Team and Operations Team will review and evaluate all existing inventories of equipment, furniture, fixtures, etc. to determine what items may be needed as part of the startup and incorporating this into a Startup and Transition Listing to present to the Town.

Tournament/Special Events/Banquet Contracts - Indigo will contact all upcoming parties that have a contract for any special event, tournament or other event planned at Olde Scotland and provide updated contact information for the person responsible for ensuring the details of those events are followed through without any interruptions.

WEEK 4:

Employee Enrollment - Indigo's Human Resource representatives will be on site to enroll all employees and answer any final questions regarding compensation, benefits, etc. Employees will be provided job descriptions, Indigo's policies and procedures manual and all other training materials per their specific role and responsibilities.

ACE the GUEST Experience™ Training - Indigo will conduct our Guest Service Training Program for all employees prior to the effective date.

Insurance - Indigo will provide notice to its insurance carrier of the effective date and prepare a declaration for additional insured or other requirements as set forth in the Management Agreement.

As previously mentioned, this is simply a sample of the items accomplished leading up to the transition date. There are quite a few more items to accomplish each week and the plan continues up to 90 days past the transition date. A copy of our full checklist can be provided upon request, although it is tailored to each client and will only be representative of a specific plan that would be created for OSL.