

REQUEST FOR PROPOSAL (RFP) No. 1094

FOR

**MANAGEMENT SERVICES FOR THE
WINTONBURY HILLS GOLF COURSE**

Issued by the

The Town of Bloomfield, CT



**WINTONBURY HILLS
GOLF COURSE**



Date Issued:

April 11, 2019

Responses Due by:

May 24, 2019

Date: April 11, 2019
To: All Prospective Respondents
Subject: Request for Proposals (RFP) No. 1094: MANAGEMENT SERVICES FOR WINTONBURY HILLS GOLF COURSE

The Town of Bloomfield invites you to submit a proposal based on the requirements of the enclosed RFP. The RFP and any addenda can be found on the Town of Bloomfield website, <http://www.bloomfieldct.gov> as well as the State of CT Dept. of Administrative Services website, http://www.biznet.ct.gov/scp_search/BidResults.aspx?groupid=136. The information contained herein outlines the intent and scope of the project; the guidelines governing the submission and evaluation of all proposals; and *IRS Form W-9, Request for Taxpayer Identification Number and Certification* which must be completed and submitted with your proposal.

We ask that your proposal conform to our format request as closely as possible. The Town may accept proposals that take exception to any requirement in the RFP. Any exception or alternative must be clearly delineated in a separate attachment to the proposal submitted. This letter, the RFP, and the proposal submitted by the successful proposer will be made part of the resultant contract between the Town and the successful proposer.

All proposals must be received in the office of the Purchasing and Risk Manager by 1:00 p.m., May 24, 2019.

One Original (clearly identified as such) and five (5) copies of the proposal plus a read only copy on a thumb drive shall be submitted to the attention of

**Purchasing and Risk Manager
Town of Bloomfield
2nd Floor
800 Bloomfield Avenue
Bloomfield CT 06002**

The Package submitted containing proposals shall be sealed, bearing on the outside the firm's name and address and plainly marked "**RFP #1094: MANAGEMENT SERVICES FOR WINTONBURY HILLS GOLF COURSE**"

Questions about the Scope of Services, submission and other requirements may be directed to Nancy Haynes, Purchasing and Risk Manager at nhaynes@bloomfieldct.org no later than 4:00 p.m., May 3, 2019 *Respondents are required to limit their contact with the Town regarding this RFP to the persons named herein.*

The Town of Bloomfield looks forward to receiving your response.



TOWN OF BLOOMFIELD

REQUEST FOR PROPOSALS # 1094

MANAGEMENT SERVICES FOR WINTONBURY HILLS GOLF COURSE

1. **INTENT**

The purpose of the RFP is to solicit proposals from management firms wishing to operate the Town's Wintonbury Hills Golf Course.

2. **SUBMISSION AND DEADLINE**

2.1 All proposals must be received in the office of the Purchasing and Risk Manager by **1:00 P.M. May 24, 2019.** One original (clearly identified as such) and five (5) copies of the proposal plus a read only copy on a thumb drive shall be submitted to the attention of the Purchasing and Risk Manager at:

**Town of Bloomfield
Town Hall, 2nd Floor
800 Bloomfield Avenue
Bloomfield, CT 06002**

2.2 Package containing proposals must be sealed, bearing on the outside the Proposer's name and address and plainly marked "**RFP # 1094; Management Services for the Wintonbury Hills Golf Course.**"

2.3 Pre-proposal Conference. There will be a non-mandatory Pre-Proposal conference with respect to this RFP on Thursday, April 25, 2019 at 1:00 PM at Wintonbury Hills Golf Course located at 206 Terry Plains Road, Bloomfield, CT 06002. Prospective responders are asked to gather in the restaurant at the golf course for this purpose.

2.4 Questions about the Scope of Services may be directed to **Nancy Haynes, Purchasing and Risk Manager**, at nhaynes@bloomfieldct.org. The deadline for questions regarding this Request for Proposals is 4:00 p.m. May 3, 2019. Written clarifications or amendments to this RFP will be issued by addenda, no later than 4:00 p.m., May 10, 2019. Only information issued by formal written addenda will be binding. Addenda will be posted solely on the Town's and State DAS websites.

2.5 Respondents are required to limit their contact with the Town regarding this RFP to the persons named herein.

2.6 The Town may accept proposals which take exception to any requirements in this RFP, or which offer any alternative to a requirement herein. Any exception or alternative must be clearly delineated and cannot materially affect the substance of this RFP.

3. **SPECIAL INSTRUCTIONS**

- 3.1 Firms responding to this Request for Proposals are hereby notified that all proposals submitted and information contained therein and attached thereto will not become public information until the Town has awarded a contract to the successful respondent.
- 3.2 Firms responding to this Request For Proposals must have sufficient staff and expertise to complete the required services. Firms must agree that all personnel assigned to this project are qualified for this type of work.

4. **BACKGROUND INFORMATION AND EXISTING ENVIRONMENT**

The Town of Bloomfield is a suburban, residential community that was first settled in 1642 and incorporated in 1835. The Town covers approximately 26.9 square miles and is north and adjacent to the City of Hartford. Other neighboring Towns include Avon, Simsbury, Granby, West Hartford and Windsor. The 2010 U.S. Census established the population at 20,246 for the Town.

Wintonbury Hills Golf Course, since opening in 2004, has been managed by Billy Casper Golf. The existing agreement specifies a monthly management fee plus a yearly incentive. The current contract expires on December 31, 2019.

Wintonbury Hills Golf Course offers some of the most fabulous golf in the State of Connecticut. Named “#1 Best course you can play in Connecticut” by Golfweek, the golf course is located in Bloomfield, Connecticut, just 15 minutes from Hartford, is a beautifully conditioned course in a peaceful and relaxing setting. The course, represents Pete Dye's first championship design in New England. The 6,711-yard, par-70 layout has a combination of open links-style and traditional tree-lined holes to provide golfers a challenging and enjoyable round of golf. Please see website for added information: <http://www.wintonburyhillsgolf.com>

The Pete Dye designed championship course is both fun for beginners and challenging for the advanced golfer. The current prime time weekend green fee is \$79 non-resident and \$55 resident with complimentary golf car. Complimentary golf car included in the green fee are standard throughout the competitive set.

Wintonbury Hills Golf Course is certified as Cooperative Sanctuary by Audubon International. The course is committed to protecting our local environment, conserving natural resources, and providing wildlife habitats.

Additional information regarding the course is provided in Attachment #1 (Assessment and Master Improvement Plan), Attachment #2 (Scorecard and Yardage Booklet) and Attachment #3 (Aerial and Hole location)

5. **SCOPE OF SERVICES**

The scope of services is attached as Exhibit A

6. **TERM**

The initial term of the agreement shall be five (5) years, commencing January 1, 2020. The Town, in its' sole determination may decide to extend the agreement for two (2) additional five year terms upon mutual agreement. Such extension shall be upon mutual written consent of both parties for two (2) additional five year terms (or any portion thereof) at the Town's sole discretion. Any contract entered into by the Town and the successful bidder shall provide that the Town may terminate the contract upon thirty (30) days' notice.

7. **TIMEFRAMES**

The anticipated RFP schedule is as follows:

RFP issued	4/11/19
Pre Proposal Conference	4/25/19
Proposals due	5/24/19
Proposal Review Completed	6/6/19
Interview Respondents*	6/27/19
Recommendation to Town Manager	7/10/19
Approval by Town Council	8/12/19
Commencement of Services	1/1/20

Award of this contract is subject to the availability of funds.

**The Town reserves the right to make a selection on the basis of the proposal alone; however it may invite selected respondents for interview at its discretion.*

8. **CONTRACT MANAGEMENT**

- 8.1 The management firm will work under the direction of the Director of Leisure Services and report to the Golf Committee on a regular basis.
- 8.2 The selected firm will assign one qualified individual, who will be the firm's day-to-day contact person who will be responsible for directing and coordinating the activities of the all personnel in all aspects services.

9. **EVALUATION AND AWARD**

9.1 **Selection Criteria**

The following criteria will be used, without limitation, in evaluating proposals and determining the most responsive management firm:

- 9.1a Proposer's technical understanding of the scope of services and proposed professional services as evidenced by the proposal submitted.
- 9.1b The background and experience of the firm in providing similar services (especially to other municipalities) as well as the specific background, education, qualifications and relevant experience of key individuals to be assigned to this contract.

- 9.1c Proposed fees and costs, although the Town is not bound to select the firm who proposes the lowest fees. The Town reserves the right to negotiate fees with the selected management firm.

Proposals in response to this RFP will be reviewed against the criteria listed above, and recommendation for award will be made in accordance with standard purchasing procedures.

9.2 Selection Procedures

The Town intends to enter into a contract with the most responsible Proposdr whose proposal is determined to be in the best interest of the Town.

- 9.2a The Town reserves the right to reject any or all proposals or parts thereof for any reason, to negotiate changes to proposal terms, to waive minor inconsistencies with the RFP, and to negotiate a contract with the successful firm.
- 9.2b It is anticipated that a review panel will review all proposals submitted and recommend the top rated firms be invited to interview and make a detailed presentation before an evaluation committee.
- 9.2c The Town shall, after a thorough review of the proposals received, and after conclusion of the interview process, will award the contract to the management firm whom the Town deems best qualified to perform the services required under this contract.

10. PROPOSALS

The Town will not be liable for costs incurred in the preparation of the response to this RFP or in connection with any presentation before the Town. Proposals submitted must be bound, paginated, indexed and numbered consecutively. The original proposal must be clearly marked as such. Management firms shall submit as their proposal the following:

10.1 Letter of Transmittal: A letter of transmittal addressed to **The Purchasing and Risk Manager**, which includes a statement by the respondent accepting all terms and conditions and requirements contained in this RFP. The letter should also include a brief discussion of the firm's background, experience, and ability to perform this contract in accordance with the Scope of Services. Also to be included, is a listing of clients for whom similar services were performed.

10.2 Detailed Proposal, which includes the following sections:

A. Firm background

1. Brief history of the firm
2. Overall capabilities, qualifications, training and areas of expertise for each of the principals, partners and associates of the firm who may work on Town business, including the length of employment and area of specialization.
3. Support personnel; number and expertise
4. Organizational chart and staffing structure
5. Office organization and support capabilities
6. Office locations

7. Statement of any claims and/or any ethics complaints filed against your firm or firm's employees over the last five (5) years that involve similar matters detailed in the scope of services and the status or outcomes of such action.

B. Comprehensive Business Plan and proposed 2020 budget.

C. A listing of references, which much include at least three (3) municipal courses in the U.S. where the firm has completed a management term of at least five (5) years, each throughout the year 2018.

D. List of litigation and outcomes of litigation over the past five (5) years.

E. Services Expected of the Town: Define the nature and scope of all services to be provided by the Town.

10.3 Fee Proposal: Firms are required to submit their fee proposal.

All Proposals must be signed by the firm's authorized official. The proposal must also provide name, title, address, and telephone numbers for 1) the individual with authority to negotiate and contractually bind the firm, and 2) for those who may be contacted for the purpose of clarifying any information provided therein.

11. GENERAL REQUIREMENTS

11.1 Insurance:

The firm shall be required to furnish proof of the following insurance coverage within ten (10) days of receipt of Notice of Selection. Insurance shall be issued by an insurance company licensed to conduct business in the State of Connecticut with a Best's Key Rating of A-, VIII or better. Any and all exceptions must be approved by the Town Manager. Insurance coverage shall remain in full force for the duration of the Contract term including any and all extensions or renewal thereof. Each insurance certificate shall contain a (30) day notice of cancellation. All renewal certificates shall be furnished at least thirty (30) days prior to policy expiration. Any and all deductibles are the sole responsibility of the management firm to pay and/or indemnify. Proposers' insurance shall be primary and non contributory and contain a waiver of subrogation in favor of the Town.

		Minimum Limits
General Liability	Each Occurrence	\$1,000,000
	Products/Completed Operations Aggregate	\$2,000,000
	General Aggregate	\$2,000,000
Auto Liability	Combined Single Limit	\$1,000,000
Commercial Crime	Empolyee dishonesty	\$500,000
	Forgery or alteration	\$500,000
	Theft, disappearance & detection	\$25,000
Worker's Compensation	WC Statutory Limits	
Employer's Liability	EL each accident	\$100,000
	EL disease policy	\$500,000
	Disease accident limit	\$100,000
Umbrella	Each Occurrence	\$3,000,000

Professional Liability	Each Claim/Aggregate	\$2,000,000
Excess Liability	Each Occurrence	\$5,000,000
Liquor Liability	Each Occurrence	\$1,000,000

11.1.f The Town of Bloomfield and Bloomfield Board of Education are included as Additional Insureds, ATIMA under the Commercial General Liability, Auto Liability and Professional Liability/Medical Malpractice Policies. THE UNDERLINED WORDING MUST BE SHOWN IN THE SPACE PROVIDED FOR "COMMENTS" ON THE ACORD INSURANCE CERTIFICATE. Coverage is to be provided on a primary, noncontributory basis. Waiver of subrogation to be provided. Any changes to the legal firm's policy or carrier from year to year will include "Full Prior Acts" coverage.

11.1.g Each insurance coverage named above shall provide not less than a 30-day notice of cancellation to the Town. All policies shall be on the occurrence form. Any and all exceptions shall be reviewed by the Risk Manager.

11.1.h Cancellation or other termination of insurance policies required by this Agreement without immediate replacement thereof may be considered a default in the terms and conditions of this Agreement. The management firm agrees that such default may be cured by procurement of insurance on behalf of Contractor, at the Contractor's expense, at Town's option.

11.2 **Hold Harmless Agreement:**

The management firm, its agents and assigns shall indemnify, defend and hold harmless the Town of Bloomfield and the Bloomfield Board of Education, including but not limited to, its elected officials, its officers, and agents, ("the Town") from any and all claims made against the Town, including but not limited to, damages, awards, costs and reasonable attorney's fees, to the extent any such claim directly and proximately results from the wrongful, willful or negligent performance of services by the management firm during the management firm's performance of this Agreement or any other Agreements of the management firms entered into by reason thereof. The Town agrees to give the management firm prompt notice of any such claim and absent a conflict of interest, an opportunity to control the defense thereof.

As a municipal agency of the State of Connecticut, the Town will NOT defend, indemnify, or hold harmless the successful proposer.

11.3 **Conditions**

Management firms responding to this RFP will be expected to adhere to the following conditions in an agreement with the Town and must make a positive statement to that effect in its proposal submitted:

11.3a The management firm has personnel sufficient to assure service continuity and agree to maintain adequate qualified personnel for the full duration of the contract.

11.3b Agree that all work produced under this agreement will become property of the Town of Bloomfield.

- 11.3c Agree to provide the insurance coverage herein specified for the full duration of the contract's term, including any and all extensions.
- 11.3d Agree to accept and follow management direction from the Town and specifically, the individuals named herein or their duly authorized designee(s).
- 11.3e Agree to conform to all applicable laws and ordinances and policies of the Federal Government, State of Connecticut and Town of Bloomfield.
- 11.3f Agree that if the Town cannot in good faith negotiate a written contract within a reasonable time with the selected management firm, the Town may unilaterally cancel its selection of that firm.
- 11.3g Agree that periodic payments to the management firm will be made as agreed upon in the signed contract.
- 11.3h Agree that if services are not performed in a timely manner so as to meet the Town's stated time frame, the Town may withhold payment.
- 11.3i Agree that the Town reserves the right to terminate the contract at any time. In the event of contract termination, the management firm shall be entitled to payment for approved services rendered after the execution of the contract and prior to receipt of notice of termination. However, if the management firm has damaged the Town, said payment may be withheld until the Town determines whether or not by how much said payment should be reduced.
- 11.3j Agree that the contract between the Town and the management firm shall be governed by and construed in accordance with the laws of the State of Connecticut and the ordinances of the Town of Bloomfield.
- 11.3k Agree that no conflict of interest exists. Identify the nature of any potential conflict of interest your firm might have in providing services to the Town under this RFP. Discuss fully any conflicts of interest, actual or perceived, which might arise in connection with your firm's performance of the proposed agreement. If conflicts do or might exist, describe how your firm would resolve them.
- 11.3l Agree to protect and safeguard Town confidential information. If there is a security breach that affects confidential information while that information is in the possession of the management firm, the management firm will pay for any and all costs incurred with that security breach.

12. **ANTI COLLUSION STATEMENT**

Proposers and their employees, officers, advisers, agents or sub-contractors must not engage in any collusive bidding or other anti-competitive conduct, or any other similar conduct, in relation to:

- the preparation or submission of Proposals;
- the clarification of Proposals; and
- the conduct and content of negotiations, including final contract negotiations,

in respect of this RFP or procurement process, or any other procurement process being conducted by the Town in respect of any of its requirements.

13. **TAXPAYER'S IDENTIFICATION NUMBER**

Each management firm, whether an individual, proprietor, partnership or a non-profit corporation or organization must obtain, complete and include, with the proposal submitted, an Internal Revenue Service Form W-9, "Request for Taxpayer Identification Number and Certification".

14. **ADDITIONAL INFORMATION AND REVISIONS TO PROPOSALS**

Information may be provided to potential respondents for the purpose of clarification to assure full understanding of, and responsiveness to the Request for Proposals requirements. Prospective respondents shall be afforded fair and equal treatment with respect to access to additional information and revision of proposals.

RFP 1094; EXHIBIT A – SCOPE OF SERVICES

The Town of Bloomfield (Town) is seeking proposals for the management of its Wintonbury Hills Golf Course effective January 1, 2020, for five years. Options to extend the agreement will be included as specified in Section 6 of the RFP.

The Town desires to contract with a firm to manage the golf course by the standards of service comparable to other top-quality golf courses in the State of Connecticut and Northeast. While precise definitions of these standards are elusive to define, it would be our expectation that the revenues generated and the cash flow earned would be in the Top 1/3 of municipal golf courses as ranked nationally.

The course will remain under the ownership of the Town, and any contract will be administered by the Town of Bloomfield.

With knowledge and understanding of the current challenges within the golf industry and the diversity of agreements that are being negotiated with qualified third-party management companies across the United States, the Town will ONLY consider a management contract whereby the Town pays the third party for the complete management and oversight of the course. Proposers must provide references from at least three municipal courses in the U.S. where they have completed a management term of at least five years, each through the year of 2018.

Under a management agreement, 100% of the profits and the capital investment responsibility will remain with the Town. The Town is requesting of Proposers to delineate what they believe the annual capital investment budget should be for the course, clubhouse and maintenance equipment.

The Town will not consider any offer to lease or purchase the golf course.

**SECTION 1:
OVERVIEW
Town of Bloomfield
Wintonbury Hills Golf Course**

The Town of Bloomfield prides itself in the efficient conduct of business. It is the Town’s desire to provide extensive information to facilitate the respondent preparing a cogent response as it seeks to enter into a negotiated agreement that is mutually beneficial. The Town seeks to provide you as much relevant information as possible. The focus is on substance, not form.

Course - Wintonbury Hills Tees	Par	Yardage	Course Rating / Slope	
BLACK	70	6,711	72.4 / 129 M	78.4 / 141 W
GREEN	70	6283	70.2 / 127 M	75.9 / 134 W
WHITE	70	5678	67.4 / 121 M	72.7 / 126 W
YELLOW	70	5005	64.0 / 115 M	68.7 / 114 W

The intent of this RFP is to help determine how the Town can best manage, operate and improve our municipal golf course. The golf course contributes to the enhancement of the Town’s attractiveness, stimulates residential and business development, increases tourism and improves the tax base.

Assets Managed

- A. Traditionally, Wintonbury Hills Golf Course has maintained a positive net income with the exception of the last fiscal year ending on 06/30/2017, which resulted in a net loss of \$11,255.
- B. The golf complex includes the course, a driving range, an on-course restroom facility, restaurant, a clubhouse, and maintenance facility.
- C. During the initial term of the agreement, it is anticipated that the golf course will undergo a parking lot expansion or explore alternate ideas. The course may need bunker renovations following the recommendations of the Assessment and Master Improvement Plan report. However, the overall consensus from the current Superintendent and Golf Committee is to hold off on this endeavor and revisit at a later date. The Town would also like to explore options on clubhouse expansion. The Town of Bloomfield, in conjunction with Tim Liddy / Associates, has developed an Assessment and Master Plan Improvement Plan for the proposed renovation of the course. The final scope, costs, and timeline of this renovation will be finalized by the Town in conjunction with the operator selected via this RFP process. A copy of the master plan is attached hereto as Attachment #1. Note: Timothy Liddy was co-architect with Pete Dye of the original Wintonbury Hills Golf Course.

Scope

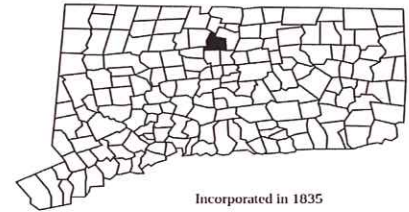
- A. The Town of Bloomfield is seeking proposals from qualified firms (**Proposer**) to provide management and operations of all facets of the Wintonbury Hills Golf Course for five years commencing January 1, 2020, through December 31, 2025. Two (2) five-year extensions from January 1, 2026, through December 31, 2030 and January 1, 2031 through December 31, 2035, as mutually agreed, to be exercised at the sole discretion of the Town are anticipated. Proposers must provide references from at least three municipal courses in the U.S. where they have completed a management term of at least five years, each through the year of 2018.
- B. The Proposer will include with their proposal a full organizational chart and staffing structure along with a comprehensive business plan to be accompanied with a proposed 2020 Annual Operating Budget for Wintonbury Hills Golf Course.
- C. The Management Company (**Contractor**) will supervise all play on the course — tee time reservations, driving range, lessons, starting, etc., including retail operations in the pro shop and management of restaurant. The contractor will also provide all grounds, building maintenance services and all on-site equipment maintenance and repair at the golf course on both play and non-play areas; including all landscape features, trees and irrigation systems, consistent with maintenance practices at a high-end, municipal golf course, providing quality golf experiences.
- D. The contractor may also be responsible for overseeing and managing any renovations of the golf course on behalf of the Town, said determination to be made by the Town. To the extent that the contractor has previous experience in undertaking renovations through a division of their firm or managing the process by preparing the requisite construction documents, coordinating the proposals received with the Town's Purchasing Manager and managing the renovation process, such professional experience will be viewed as positive in the RFP review process.
- E. All renovation work to be undertaken will be the result of an additional formal public solicitation process specifying the scope of work to be undertaken.

Bloomfield, Connecticut

CERC Town Profile 2018 *Produced by The CT Data Collaborative*

Town Hall
800 Bloomfield Avenue
Bloomfield, CT 06002
(860) 769-3504

Belongs To
Hartford County
LMA Hartford
Capitol Region Planning Area



Incorporated in 1835

Demographics

Population

	Town	County	State
2000	19,587	857,183	3,405,565
2010	20,486	894,014	3,574,097
2012-2016	20,687	895,699	3,588,570
2020	20,508	925,492	3,604,591
'16 - '20 Growth / Yr	-0.2%	0.8%	0.1%

	Town	County	State
Land Area (sq. miles)	26	735	4,842
Pop./Sq. Mile (2012-2016)	793	1,218	741
Median Age (2012-2016)	49	40	41
Households (2012-2016)	8,463	347,207	1,354,713
Med. HH Inc. (2012-2016)	\$74,107	\$68,027	\$71,755

Veterans (2012-2016)

Town	State
1,313	188,759

Age Distribution (2012-2016)

	0-4	5-14	15-24	25-44	45-64	65+	Total
Town	951 5%	1,326 6%	2,325 11%	4,635 22%	6,444 31%	5,006 24%	20,687 100%
County	48,332 5%	109,973 12%	118,066 13%	227,036 25%	252,161 28%	140,131 16%	895,699 100%
State	188,812 5%	439,100 12%	494,529 14%	878,077 24%	1,033,029 29%	555,023 15%	3,588,570 100%

Race/Ethnicity (2012-2016)

	Town	County	State
White Alone, Non-Hispanic	6,691	566,548	2,464,450
Black Alone	12,077	120,439	372,696
Asian	347	43,798	152,782
Native American	17	2,467	9,399
Other/Multi-Race	1,081	80,187	284,582
Hispanic or Latino	1,082	151,355	537,728

Poverty Rate (2012-2016)

Town	County	State
6.7%	11.6%	10.4%

Educational Attainment (2012-2016)

	Town	State
High School Graduate	4,542 28%	673,220 27%
Associates Degree	1,332 8%	184,426 7%
Bachelors or Higher	5,653 35%	938,319 38%

Economics

Business Profile (2016)

Sector	Units	Employment
Total - All Industries	843	19,594
23 - Construction	88	1,002
31-33 - Manufacturing	73	3,384
42 - Wholesale Trade	59	775
44-45 - Retail Trade	67	938
48-49 - Transportation and Warehousing	35	1,702
62 - Health Care and Social Assistance	116	2,212
Total Government	18	784

Top Five Grand List (2017)

	Amount
Eversource	\$93,608,050
CIGNA (all divisions)	\$66,694,610
AMCAP COPACO II LLC	\$40,748,911
HG Conn Realty (Home Goods)	\$38,338,790
Duncaster Inc.	\$32,974,990
Net Grand List (SFY 2015-2016)	\$2,033,984,990

Major Employers (2017)

CIGNA (all divisions)	KAMAN (all divisions)
Home Goods Warehouse	Seabury
Jacobs Vehicle Systems	

Education

2017-2018 School Year

	Grades	Enrollment
Bloomfield School District	PK-12	2,149

Smarter Balanced Test Percent Above Goal (2016-2017)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Math	30.8%	53.1%	22.9%	50.0%	28.0%	41.8%
ELA	30.3%	51.8%	42.1%	54.1%	43.9%	53.7%

Pre-K Enrollment (PSIS)

	2016-2017
Bloomfield School District	268

4-Year Cohort Graduation Rate (2016-2017)

	All	Female	Male
Connecticut	87.9%	90.9%	85.1%
Bloomfield School District	86.1%	90.5%	81.8%

Rate of Chronic Absenteeism (2016-2017)

	All
Connecticut	9.9%
Bloomfield School District	8.5%

Public vs Private Enrollment (2012-2016)

	Town	County	State
Public	82.7%	89.7%	86.8%
Private	17.3%	10.3%	13.2%

The Local Golf Market

A. Demand Demographics and Supply of Golf Courses – Summary, Demand, Household Income, etc.

- i. To understand the potential growth opportunities for golf the following indicators within the competitive market are provided. Presented below are those statistics for Wintonbury Hills Golf Course, *Sourced from the National Golf Foundation*. Applicants are free to use their own data.

Wintonbury Hills Golf Course

Demographic Summary	Travel Time of 10 minutes	Travel Time of 20 minutes	Travel Time of 30 minutes
Total Population	42,864	373,692	823,268
Projected Population (2023)	42,935	372,449	816,036
Projected Annual Growth Rate	0.00%	-0.10%	-0.20%
Total Households	16,199	150,682	337,060
Median Household Income	\$80,314	\$64,284	\$72,276
Median Age	42.8	38.3	39.8

Demand Indicators	Travel Time of 10 minutes	Travel Time of 20 minutes	Travel Time of 30 minutes
Number of Golfing Households	2,992	21,562	52,620
Projected Golfing Households (2022)	3,279	22,453	54,291
Household Participation Rate	18.50%	14.30%	15.60%
Number of Golfers	4,200	29,899	72,510
Rounds Potential (resident golfers)	94,777	577,440	1,416,215
Est. Course Rounds (in-market supply)	135,853	533,086	1,093,718

Income (2018)	Travel Time of 10 minutes	Travel Time of 20 minutes	Travel Time of 30 minutes
Median Household Income	\$80,314	\$64,284	\$72,276
Average Household Income	\$112,076	\$94,160	\$100,332
Average Family Income	\$136,134	\$118,075	\$125,920
Per Capita Income	\$42,880	\$38,292	\$41,379

Ethnicity	Travel Time of 10 minutes	Travel Time of 20 minutes	Travel Time of 30 minutes
Caucasian	41.10%	53.10%	66.80%

African American	49.30%	26.00%	16.50%
Asian	4.20%	6.50%	6.10%
All Other	5.50%	14.50%	10.60%

Summary Business Counts (2018)	Travel Time of 10 minutes	Travel Time of 20 minutes	Travel Time of 30 minutes
Total Establishments	2,082	22,914	44,127
Total Employees	33,386	342,830	584,271
Establishments: Company Headquarters	18	259	396
Employees: Company Headquarters	5,798	73,737	94,945

Number of Golf Facilities	Travel Time of 10 minutes	Travel Time of 20 minutes	Travel Time of 30 minutes
Total	4	15	34
Public	2	10	22
Public: Daily Fee	1	3	14
Public: Municipal	1	7	9
Private	2	5	11

Rounds Per 18 Holes	Travel Time of 10 minutes	Travel Time of 20 minutes	Travel Time of 30 minutes
Rounds Potential (resident golfers)	18,933	34,611	39,825
Est. Course Rounds (in-market supply)	27,138	31,952	30,756

Supply Indicators (18-Hole Equivalent)	Travel Time of 10 minutes	Travel Time of 20 minutes	Travel Time of 30 minutes
Total Supply	5	16.7	35.6
Private	3	6.1	12.5
Public: Premium (>\$70)	1	1	1.1
Public: Standard (\$40-\$70)	1.1	8.8	17.6
Public: Value (<\$40)	0	0.7	4.4
Non-Regulation (Executive & Par-3) *	0	1	3.1

Net Change	Travel Time of 10 minutes	Travel Time of 20 minutes	Travel Time of 30 minutes
Total Holes Past 5 Yrs	0	-18	-29
Percentage Total Holes Past 5 Yrs	0.00%	-5.70%	-4.40%

Total Holes Past 10 Yrs	0	-11	-21
Percentage Total Holes Past 10 Yrs	0.00%	-3.70%	-3.20%

Golfing Household Indices (National = 100)	Travel Time of 10 minutes	Travel Time of 20 minutes	Travel Time of 30 minutes
Total	48	105	120
Public	85	120	134
Private	23	79	94
Premium (>\$70)	29	212	474
Standard (\$40-\$70)	72	62	76
Value (<\$40)	0	688	281

B. Playable Golf Days *(A playable day is defined as a day that had at least 75 rounds – applicants are free to use their own data)*

- i. A key measure in determining if the revenue potential of a golf course is being realized is correlating the number of playable golf days to revenue. Measuring numerous variances, including Season Days, Golf Playable Hours, Equivalent Golf Playable Days, and Corporation Rounds in total, allows us to measure the efficiency of management in maximizing the course’s potential.

The number of playable days determines the rounds potential. For Wintonbury Hills Golf Course, on average there are 181 playable golf days per year from 2014 - 2018.

Playable Days					
	2014	2015	2016	2017	2018
Playable Days	190	194	193	167	161
Year Over Year Change	-	2%	-1%	-13%	-4%
Vs. 2015	-2%	-	-1%	-14%	-17%
*A playable day is defined as a day that had at least 75 rounds					

- ii. Operating under a **10-minute interval** during every playable hour throughout the year, it is theoretically possible for Wintonbury Hills to register upwards of 90,564 rounds per year.

iii. Wintonbury Hills Golf Course averages **29,066 rounds** per year over the past five years.

<i>Wintonbury Hills Rounds Per Year-5 Years</i>											
<i>Wintonbury Hills 5 Year Average Monthly Average</i>											
	March	April	May	June	July	August	September	October	November	December	Yearly Totals
2014	0	2757	5004	5271	5311	5743	4570	2598	834	0	32,088
2015	0	1795	4970	5221	5683	5463	4396	2871	1681	829	32,909
2016	1136	2566	4176	5108	4587	4838	3823	2371	1338	100	30,043
2017	0	2170	3391	4352	4157	4472	3656	2664	669	0	25,531
2018	265	1669	3844	4565	4132	4154	3722	2018	391	0	24,760
<i>Annual Monthly Average</i>											
	280	2191	4277	4903	4774	4934	4033	2504	983	310	29,066

Wintonbury Hills Golf Course

- A. The Town of Bloomfield golf course operates as a separate proprietary fund. It is operated as a business type fund and revenue is expected to cover operational and maintenance expenses and routine capital improvement costs. Part of the debt and major capital improvement costs may be covered by the fund. It is vital to maintain and manage the Fund in a fiscally responsible manner so that the users of the facility (golfers and guests) are not only supporting the daily operational and maintenance costs, but also the long-term capital improvement projects to keep the facility attractive, functional and competitive with the local golf market, up to today's industry standards, and mitigate the deterioration of the course, clubhouse, and all facilities.
- B. The course typically operates March 15 – December 25 weather permitting. Hours of operation are dawn to dusk.

Organizational Structure: Wintonbury Hills Golf Course

- A. Currently, the contracted management firm is responsible for all operations of the facility including revenue management, marketing, maintenance, pro shop staff, starters, player assistants, car/range attendants, lessons, restaurant, snack bar and beverage car and merchandising.
- B. The Town is seeking the contractor to continue this organizational structure to manage ALL

facets of the operation.

- C. The contractor will be tasked with providing monthly financial and programming updates to the Town and Golf Committee. Attendance at the Town's monthly Golf Committee meetings is required. The Golf Committee is a subcommittee comprised of several Town Council members along with several ad-hoc members of the community who report directly to the full Town Council.

Objectives of this Request for Proposal

- A. The Town of Bloomfield is seeking to have Wintonbury Hills Golf Course operated in a professional manner to achieve the following Objectives. Upon the retention of the management firm, the Town expects the contractor to create a strategic business plan defining the vision of the facility and operation while under management. That plan should detail how the following Objectives are to be achieved and include a five-year cash flow forecast:

Objectives

- Objective #1: Maintain the “#1 Best course you can play in Connecticut” by Golfweek Magazine
- Objective #2: Maintain the highest of standards – Professional and welcoming friendly customer service.
- Objective #3: Annual evaluation and review of operations (Course Reviews)
- Objective #4: Growing youth and community programming
- Objective #5: Annual golf report
- Objective #6: Maximize revenue per round - Gross revenue is optimized by ideally balancing revenue per available tee time and rounds played.
- Objective #7: GPS Cars vs Non-GPS Cars – Benefits vs Cost
- Objective #8: Encourage walking – Develop ideas and pricing structure, make golf cars optional
- Objective #9: Food operation for both WHGC users and community use.
- Objective #10: Quality merchandise and lessons.

- Objective #11: Course, buildings, and infrastructure – Plan for necessary capital improvements
 - Objective #12: Develop a short and long term marketing plan
 - Objective #13: Maintain environmental stewardship
 - Objective #14: Revenue potential – Contractor to supply samples of revenue strategies
 - Objective #15: Accountability to the Town
-
- Objective #16: Employment for Bloomfield residents; having diversity amongst management staff and overall staff is a priority
 - Objective #17: Maintain 10-minute interval tee times while maintaining circa +/- 4 hours 15 minutes.

B. The Town expects that these objectives will be achieved by the management firm bringing to the Town of Bloomfield professional management, proven systems, flexibility in contract negotiations with vendors, and aligning their interest harmoniously with the interests of the Town Council, management and the golfers during the initial year of the contract. As a result of achieving these services, the Town expects to derive the following benefits:

- i. Generate annual income sufficient to fully service the outstanding debt, new loans that may be incurred, all existing lease payment and cover the annual management fee and incentive, if earned.
- ii. Minimize the Town's requirement to invest from the general fund in capital improvements.
- iii. Introduce best management practices to the operation of the Town's golf course, including continued use of integrated tee time reservations and POS software to effectively manage and to enhance the customer experience.

SECTION 2 PROPOSERS' SCOPE OF RESPONSIBILITIES AND CONTRACT COMPLIANCE

General Requirements

- A. Proposers must provide reference to at least three municipal courses in the U.S. where they have completed a management term of at least five years, each through the year of 2018.

Complete Management Services Proposal

- A. Employees. Contractor shall, as a contractual expense of and subject to reimbursement by the Town, after consulting with the Town, select and employ all managerial employees within the salary/compensation ranges contained in the Annual Budget and Program (as defined in Paragraph H (2) below), and recruit and supervise all other personnel necessary to provide services at the course as may be contemplated by the Annual Budget and Program, all of whom shall be employees of Contractor. Contractor shall, as an expense of the Town, pay all salaries, employment taxes, fringe benefits, workers' compensation and other insurance premiums for all employees at the course. All employees are to wear a mutually agreed upon uniform between the Town and Contractor during his/her working shift. Contractor agrees to consult with Town before employing or terminating the General Manager, Superintendent, Head Golf Professional and Head of Food & Beverage.
- B. Merchandise. Contractor shall, at the expense of the Town, obtain merchandise for the pro shop at the course and food and beverage items, all in accordance with the Annual Budget and Program.
- C. Discounts. Contractor shall make available to the Town any national purchase discounts which it may obtain from vendors for products or services, which may include golf cars, maintenance equipment, golf club equipment, turf supplies, insurance coverage, and retail hard and soft goods.
- D. Supervision. Contractor shall supervise and operate the grounds, golf operations, pro shop, practice facilities, food and beverage services, and other ancillary services at the course. The golf course shall be open for play at all times, subject to daylight and seasonality constraints, except when in the reasonable judgment of Contractor that opening the golf course to play will not be in the best interests of the Town.
- E. Equipment. Contractor shall, pursuant to its preparation of annual operating and capital budgets as set forth in Paragraph H (2), develop a list of required equipment and a purchase/lease schedule and maintain in good working condition and order the physical plant and equipment at the course, including the golf course and all physical structures

which are part of the course, golf cars, and all vehicles and other maintenance equipment necessary to the maintenance and operation of the course in the normal course of business.

- F. Consultation. Contractor shall, as part of its services hereunder and without additional compensation, make its staff available to the Town upon request for consultation regarding the course, including, but not limited to, operating procedures, agronomy, pro shop, food and beverage service, management and operation, capital improvements, driving range operation, clubhouse space utilization and: operations, golf car maintenance and management, and prices and rate structure. Upon request by the Town, Contractor will arrange for inspection of the golf course by U.S.G.A agronomic staff or other qualified consultant(s) and provide the Town with complete copies of such inspection reports. Contractor will abide by and implement, in a timely manner, resulting recommendations as directed by the Town, subject to the Town's prior approval of modifications to the Annual Budget and Program then in effect. The costs associated with inspection and implementation shall be an operating expense of the course.
- G. Marketing Plan. Contractor shall create and implement the annual marketing plan for the course as part of the Annual Budget and Program. The marketing plan for the course will include a pre-opening program of editorial coverage, public relations and promotion to increase public awareness of the course prior to its opening for play. The marketing plan shall include provisions for special events such as tournaments, paid advertising (including print, cable, internet, social media, and radio), direct mail, potential sponsorships, and media and public relations campaigns. All advertising fees and promotional fees paid by third parties to the course shall belong to and constitute Gross Revenues of the course.

Contractor shall also coordinate and oversee other third party contractors' work in connection with the design, content, layout and production of advertising and collateral materials for use in promotion of the course. Contractor shall also design and coordinate the implementation of programs to solicit group outings at the course. Contractor will, in the context of its preparation of the Annual Budget and Program, review the offering of annual pass holders to the course and make appropriate recommendations to the Town for implementation.

- H. Accounting. Contractor inclusive of the compensation and fees payable to it under Paragraph 5, shall provide separate budgeting, bookkeeping and reporting services to the Town for the course (it being understood that copies of all books and records shall be kept at the course and that all books, records, software, data, programs, manuals and the like shall remain the property of the Town and shall be available for inspection by The Town at all times):
1. Contractor shall prepare and deliver to the Town, in accordance with procedures and formats reasonably acceptable to the Town, on an accrual basis and generally accepted accounting principles, regular monthly and annual operating statements which shall include, without limitation, comments regarding each monthly and annual report, copies of general ledger pages or equivalent documentation to demonstrate

the number and description of all checks written for the recording period, and such other items as the Town may reasonably request. The Town shall be able to have unrestricted but secure access to financial records on-line. All records shall be retained and made available for duration of the entire contract terms, following delivery of the annual operating statement.

Monthly operating statements shall be furnished to the Town by the 20th day following the last day of each month, and annual operating statements shall be furnished by the 45th day following the last day of each calendar year. The annual operating statement shall be audited and prepared by a certified public accountant selected by the Town, the cost of which shall be an operating expense of the course. The Contractor shall certify such statements as being accurate. The Contractor will cooperate with the Town on any and all requests relating to the Town's annual independent audit.

2. Contractor shall prepare and deliver to the Town no later than October 15th of each year for the duration of this Agreement for the following calendar year: (a) an annual operating budget, including a comparison to the annual operating budget for the immediately preceding year and a projection of anticipated monthly revenues and expenses and cash flows for the course for the following calendar year, including, without limitation, a reasonable contingency and anticipated working capital requirements over the course for the year; (b) a capital improvements budget for the next calendar year, and (c) a general marketing and operational program with respect to the course, including, without limitation, operating policies, standards for operations and quality of service standards (collectively, the "Annual Budget and Program").

The Contractor and Town shall use their mutual best efforts to agree upon the Annual Budget and Program for the following year on or before calendar year end. The Annual Budget and Program shall also include Contractor proposals with respect to proposed hours of operation of the golf course, clubhouse, pro shop and driving range fee structure, restaurant, menu for the food and beverage service, merchandise for the pro shop, complimentary golf course and course use by the Town's representatives, employee play and employee discounts, and a capital reserve in an amount not less than two percent (2%) of projected Gross Revenues from the course (as defined in Paragraph SC below). The Town Council shall make the final determination and have the final approval of the Annual Budget and Program and any changes or amendments to the Annual Budget and Program. Each party may, from time to time, propose to the other party during the course of the year, such changes or amendments to the Annual Budget and Program as such party may consider necessary or appropriate, and the Contractor and Town shall use their mutual best efforts to act upon such proposal within thirty (30) days after such proposal is made. Contractor shall secure the prior written approval of the Town for: (i) expenditures in excess of one hundred ten percent (110%) of any line item in the Annual Budget and Program, and (ii) expenditures which will exceed any line item in the Annual Budget and Program by Ten Thousand Dollars (\$10,000), except for expenditures necessary in the event of emergencies (limited to expenditures of One Thousand (\$1,000) Dollars or less) for which prompt notice will be given to the Town.

3. Contractor shall establish, administer, and maintain the payroll procedure and systems for the Contractor's employees at the course and shall be responsible for the benefits to, and handling the appropriate payroll deductions for, individual employees. Benefits will be limited to vacations, sick leave, medical insurance coverage, and employee salary deferral 401(k) plan, as approved by the Town as part of the Annual Budget and Program. All persons working at the course shall be employees of Contractor, and Contractor shall comply with Federal and State employment laws.
- I. Town's Remittance. At the end of each calendar month, after paying the operating expenses of the course and other expenses authorized and approved by the Town, Contractor shall remit directly to the Town all amounts (if any) then in the Working Capital Account (as hereinafter described) in excess of the Minimum Funds Balance (as hereinafter described) by wire transfer to said account as the Town may from time to time designate by written notice to Contractor.

As used herein, the Minimum Funds Balance for the course shall be One Hundred Thousand Dollars (\$100,000), or other such other amount as may be agreed to by Contractor and the Town.

Contractor shall pay all operating expenses for the course on behalf of the Town from the Working Capital Account which expenses shall include, but not be limited to, payments of all monthly payroll and related expenses, operating expenses, management fees, incentive fees, sales, use, value-included and excise taxes on sales and rentals levied on the course.

- J. The Town's Meeting. Contractor shall, at least twice monthly, consult with the Town regarding the course and its operations at a time, date and place designated by the Town.
- K. Limitations. Contractor shall obtain the Town's prior written approval for (i) contracts in excess of Ten Thousand Dollars (\$10,000), (ii) contracts in excess of twelve (12) months in duration unless the same can be terminated upon thirty (30) days written notice without cost or fee to the Town, and (iii) contracts with affiliates of the Contractor. Affiliates means an entity having any overlap of ownership by either the current owners, officers, or individuals or future owners, officers, or individuals of Contractor or an entity of which Contractor owns fifty (50%) percent or more of the stock.
- L. Standards of Operation. Contractor shall subject to the Annual Budget and Program then in effect operate the course in a professional, competent and cost-effective manner, consistent with the Minimum Maintenance Standards as detailed in Section 3 hereof.
- M. Recording Transactions. Contractor shall operate the course so that a duplicate sales slip, invoice or non-resettable cash register receipt, serially numbered, or such other device for recording sales shall be issued with each sale/transaction, whether for cash, credit or exchange. Green fees, practice facility fees and car rentals shall be processed through the golf shop point-of-sale system, without exception.
- N. Permits and Licenses. Unless not permitted by law, all permits and licenses relating to the course shall belong to the Town.

2. **WORKING CAPITAL:** the Town shall provide all funding of the working capital requirements of the course as set forth in the Annual Budget and Program then in effect, which shall include providing and maintaining the Minimum Funds Balance for Contractor's use in operating the course. At the commencement of a new Agreement, the Town or Contractor shall establish a business checking account (the "Working Capital Account") and delegate control over such Working Capital Account to Contractor, subject to its use being in compliance with the Annual Budget and Program and the provisions of this Agreement. The Town agrees to fund the beginning Working Capital Account in an amount as will be agreed between the parties, prior to opening of the course for play which amount constitutes part of the Minimum Fund Balance. Throughout the term of this Agreement, the Town shall provide sufficient funds for the Working Capital Account consistent with the Annual Budget and Program; provided further that upon cancellation or termination of this Agreement for any reason or upon the occurrence of a material default by Contractor, the delegation of control over such Working Capital Account to Contractor shall be immediately revoked and all funds in the Working Capital Account shall be immediately transferred to an account designated by the Town. All check signers shall be bonded in an amount reasonably required by the Town, as approved in the Annual Budget and Program.

3. **INSURANCE:** Contractor shall secure, and at all times, maintain liability, property damage, and other insurance for the course in such amounts, with such coverage and through agents and with underwriters approved by the Town, including, but not limited to, the coverage set forth in Section 11.1 of the RFP and incorporated by reference herein. The Town shall be liable for the reimbursement as part of the Annual Budget and Program of the premiums of said insurance for so long as the Town shall own the course during the term of this Agreement. Contractor shall be responsible for securing and maintaining all of the insurance policies required hereunder. Contractor shall obtain competitive bids for the coverage each year. If Contractor secures such insurance as a part of any blanket policy, the premiums attributable to the course shall be determined by making a reasonable allocation based on the relation of the amount of insurance carried for the course to the total policy amount provided, however, that the Town shall have first approved such policies, and the blanket policies shall have dedicated coverage to the course in the amounts set forth below. The premiums for any such policies shall be reimbursed from the working capital to be provided by the Town pursuant to Paragraph 3 hereof and in accordance with the Annual Budget and Program, or by Town in the event there is insufficient working capital available.

Evaluation of Operations

- A. A written golf course evaluation report will be issued monthly by the Contractor to the Town which shall be coordinated with the Golf Course Superintendent. Action items shall be addressed immediately by the Contractor with dates of completion documented weekly.

- B. At the end of the first ninety (90) days of golf course maintenance, the Contractor shall submit a formal report to the Town representative outlining recommendations which will

improve the quality of service and assist in effecting future cost savings.

- C. The Town's shall, on a frequent basis or as necessary, inspect some or all of the golf course for purposes of ensuring Contractor's compliance with the scope of services. The Town shall act reasonably and in good faith in making the determination of whether the Contractor has met the standards identified in the scope of services for the applicable areas being evaluated.

- D. The Town and Contractor will develop an agreed upon process for an annual course review.

SECTION 3: GOLF OPERATIONS SCOPE OF WORK

The scope of work covered by these Golf Operations Specifications consists of providing labor; services; materials; supplies; golf carts; selecting golf shop furniture, fixtures, equipment, inventory for sale; and other items as may be required to support the operation of a quality, municipal golf course, golf shop, and practice facility. Services according to these specifications shall commence at a time necessary for the Contractor to adequately prepare for the start of revenue producing operations and will continue until termination of the agreement between the golf operations Contractor and the Town.

Minimum Maintenance Standards

Greens, Practice Putting Greens and Nurseries:

1. Mow (primarily via hand-mowing) at least six (6) days per week at a height of 0.10 - 0.1375 inches during the growing season, with additional rolling as needed to secure smoothness. Reliance upon triplex mowing should be limited and subject to equipment of the latest mowing technology so as to preserve the greens.
2. Change cup locations on all greens and practice greens at least six (6) times weekly during the active season (April 15 – October 31) and at least three (3) times weekly in the off-season (November 1 – April 14). Cup location will be moved at least fifteen (15) feet from the previous placement.
3. Aerate all greens practice putting greens and nurseries and collars two (2) times per year during the growing season (once in the spring season and once in the fall season). This will be done with the most modern equipment. Spring aeration holes should not exceed 0.25 inches and fall aeration holes should not exceed 0.50 inches. Cores shall be removed and aerate holes shall be filled with sand or a mix similar to that used to construct the greens.
4. Top-dress all greens, practice putting greens and nurseries after aeration and additionally as needed to maintain a putting surface. Topdressing material will be sand or a mix similar to that used to construct greens.
5. Light vertical mowing of all greens, practice putting greens and nurseries shall be performed as appropriate to control mat and thatch build-up and increase plant shoot growth.
6. Spiking of all greens and practice greens shall be performed as needed between aeration to maintain water infiltration.
7. All greens, practice greens and nurseries shall be fertilized with nitrogen, phosphorous, potash, and other nutrients needed to maintain color, growth and turgidity of the turf, without allowing excessive succulent growth.

8. Soil samples will be taken two (2) times per year at various locations throughout the course or more as needed and evaluated in an industry-standard approved lab to determine proper nutrient requirement. This is done one (1) time in the early spring and one (1) time in the fall.
9. All green practice greens and nurseries shall have appropriate fungicide applications to prevent and/or control fungal disease activity.
10. Pre-emergent chemicals such as balan, daconil, and the like shall be used in the appropriate amounts and at appropriate times to prevent intrusion of weeds (such as poa annua, goosegrass, and crabgrass) into the green, fairways, tees and rough.
11. All greens, practice greens and nurseries shall be maintained free of foreign grasses and weeds.
12. All greens, practice greens and nurseries shall be treated on a preventive and/or curative basis as necessary.

Tees (and all areas used as Tee Surface):

1. Mow (via triplex or most modern equipment available or hand mowing) at a height of circa 0.50 inch, three (3) times per week.
2. Top-dress weekly to fill divots and level tee surface. Topdressing material shall be washed sand and seed as necessary.
3. Tee markers and all tee equipment shall be moved daily for proper teeing and wearing of turf.
4. The tee area shall be kept virtually weed free by the proper application of herbicides.
5. All tees shall be vertically mowed (verticut) as necessary to control mat and thatch build-up and increase shoot growth. Tees shall be lightly top-dressed throughout the golf season as appropriate.
6. All tees shall be fertilized with nitrogen phosphorous, potash, and other elements as needed to maintain color, growth and turgidity of the turf without allowing excessive succulent growth.
7. Soil samples will be taken two (2) times per year at various locations throughout the course or more as needed and evaluated in an industry-standard approved lab to determine proper nutrient requirement. This is done one (1) time in the early spring and one (1) time in the fall.
8. Aerate all tees, (2) times per year during the growing season (once in the spring season and once in the fall season). This will be done with the most modern equipment available on-site, capable of placing holes four (4) inches deep and two (2) inches on center.

9. Green surrounds shall be mowed by either hand or by riding mowers depending on the location and severity of slope. These bunker faces and sloped grounds are to be mowed with the Hover Mower or most modern equipment available

Fairways (all areas of play except greens and natural growth areas) :

1. Mow two (2) times per week at a height of circa 0.50 inches during the growing season and as needed for the balance of the year. Contour mowing as specified by the architect in the original plans shall be maintained. Fairway approaches to greens shall be mowed with triplex at or less than the height of fairways.
2. Aerate once in the spring and once in the late summer or early fall during the peak of the growing season. Aeration holes shall not exceed a spacing of eight (8) inches on center or be of a diameter of less than one-half (1/2) inch.
3. Fertilizer formulations will be made after analysis of soil. Soil samples will be taken two (2) times per year at various locations throughout the course or more as needed and evaluated in an industry-standard approved lab to determine proper nutrient requirement. This is done one (1) time in the early spring and one (1) time in the fall.
4. All fairways will be vertically mowed as necessary to control matting and thatch build-up and increase shoot growth.
5. Every effort will be made to reduce/eliminate *Poa annua* incursion into fairways.

Planters (all areas planted with ornamental plants, not intended for golf play and having a definable border):

1. All planters shall be maintained free of trash and debris such as paper, drinking cans, bottles, fallen limbs and leaves.
2. All planters shall be maintained free of weeds or grass whether by mechanical or chemical means.
3. The plant material (trees, shrubbery and ground covering) in planters shall be trimmed as necessary for appearance, protection from wind, and insect damage.

Trees (all trees within the property lines of the golf course):

1. All trees shall be staked as necessary to protect and establish sufficient size to stand.
2. All trees shall be pruned for appearance, protection from wind and pests, and allow golfers access on foot and carts to find their golf balls.
3. All damaged trees shall be removed and brought to the attention of the Town and Golf Committee

Irrigation (all equipment required to irrigate all areas of the golf course):

1. Repair or replace all heads, pumps, valve controllers, wiring, and pipes as needed to maintain the proper operation of the entire golf course irrigation system (including greens, tees, fairways,

planters, flower bed and the like) on an on-going basis.

2. Leaks should be isolated and fixed/repared immediately.

Fences (all fence blocks/chain link/barbed wire on or within the boundaries of the golf course):

1. Repair all broken or damaged fencing on an as-needed basis.
2. Repair or replace all fences, gates, and locking devices needed for the protection of the golf course or equipment.

Clubhouse and Buildings (all buildings within the boundaries of the golf course):

1. All restrooms shall be maintained daily in a manner so as to provide a clean and sanitary facility for public use as well as for the employees. Soap, towels, and toilet paper shall be provided in adequate quantity at all times and shall be maintained daily.
2. All lobbies and patios and public areas shall be vacuumed, dusted and swept daily.
3. Maintain and repair all structural areas and fixtures of all buildings as needed to ensure proper function and appearance and create a desirable appearance to patrons. These include, but are not limited to air conditioning units, power tool appliances, hardware, building structures and fixtures; painting, carpentry, plumbing and electrical repairs; and porches, walks, parking areas, delivery area, and entryways.
4. Maintain all cart paths in a smooth condition and repair promptly as needed.
5. All edges of sidewalks, patios and cart paths must be edged on a bi-monthly basis.
6. Edging of valve boxes, meter boxes, back-flow preventers and the like shall be done as needed to ensure that there is no obstruction of play from growth around these items.

Sand Bunkers:

1. All sand bunkers shall be edged as necessary to maintain a neat lip, raked daily by hand and filled with fresh sand as needed to maintain a consistent floor depth on slopes and in the bottom of the bunker.
2. Replacement sand will be consistent with what is currently in place providing a minimum depth of four (4) inches of sand throughout the bunker.
3. Bunkers surrounds will be mowed by hand or by riding mower depending on location and the severity of slope.

Equipment:

1. All maintenance equipment and golf cars will be kept in clean, safe operating manner in accordance with manufacture's operating manual.
2. All preventive maintenance will be done in accordance with the manufacturer's schedule and an

accurate log will be maintained of any work performed on a piece of equipment.

Crews:

1. A full maintenance crew shall be on-duty at the course daily under the supervision of the superintendent. (A qualified golf course superintendent is defined as an individual with an agronomy degree from a two (2) or four (4) year college or university and a minimum of five (5) years' experience as at least the lead assistant if not the full time superintendent.

Trash and Debris:

1. Trash receptacles shall be conveniently stationed on tees and at the clubhouse and emptied daily and as many times during the day as necessary to insure there are no problems with insects and refuse odors.

Miscellaneous:

1. All staff will provide patrons the highest level of customer service.
2. Maintain all pond and bridges in a safe manner free of debris.
3. Mow rough and all unimproved areas in a manner to allow players to locate their ball such that the speed of play is not adversely affected.
4. Spray fairways, rough, tree wells, and fence lines for weed control as needed.
5. All water coolers on course will be filled daily and checked at least once per day and more often if necessary. Water coolers are to be cleaned daily and replaced yearly or earlier if needed.
6. All ball washers will be checked daily to insure proper amount of soap and water are maintained.
7. Accurate daily records of weather, rainfall and temperature will be kept.
8. Accurate spray and fertilizer records will be kept on a daily basis noting applicator, product applied, rate and treated area.
9. Accurate daily log of personnel duties will be kept for maintenance personnel.
10. All chemicals, gas and oil will be stored in the appropriate manner as required by state and federal regulations.
11. All employees will comply with federal, state and company regulations regarding work habits, responsibilities and requirements.
12. Employees will wear eye protection, hearing protection, and safety head gear when operating equipment.
13. All property signage, including directional signs, tee signs and entrance signs will be kept updated, clean and appealing to provide information to golfers and general public.

SECTION 3: INSURANCE COVERAGES

INSURANCE COVERAGES

Inland Marine Coverage-Equipment Floater	
Maintenance Equipment	Replacement Cost
Golf Cars	Replacement Cost
Unscheduled Equipment	Per schedule

Commercial General Liability	\$2,000,000
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Commercial Property

Debris removal, pollution cleanup, backup of sewers & drains, newly acquired properties, personal effects, restoration of data, restoration of valuable papers, property off Premises, trees shrubs and plants, money and securities, storage of duplicate data, inventory and appraisal, property of others, extra expense, Accounts receivable, spoilage (perishable stock); per scheduled amount.

Commercial Property

Clubhouse, maintenance, pump station and other structures; building and business personal property per schedule

Workers Compensation	Per State Requirement
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Employee Benefits Liability	\$1,000,000
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Liquor Liability	\$1,000,000
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Commercial Crime	
Employee dishonesty	\$500,000
Forgery or alteration	\$500,000
Theft, disappearance & destruction	\$ 25,000

Computers

Hardware, software, extra expense, duplicate
storage locations; per schedule

Umbrella Liability \$3,000,000

Hired Auto and Non-Owned Auto Liability \$1,000,000

Attachment #1

Final Draft 10/16/2018



WINTONBURY HILLS
GOLF COURSE

Assessment and Master Improvement Plan

Prepared For:

Wintonbury Hills Golf Course

Town of Bloomfield, Connecticut

Prepared by:

Tim Liddy / Associates

Yorktown, Indiana



Introduction

In the summer of 2018 Tim Liddy / Associates was contracted by the Town of Bloomfield, Connecticut to review Wintonbury Hills Golf Course and assess the performance of the golf course and provide guidance for its future.

In this assessment while conducting the inventory of the conditions of the golf course, Tim Liddy also met with the Men's Golf Club, The Women's Golf Club, Seniors Golf Group, the staff at Wintonbury Golf Course representing Casper Golf as well as city officials. The following report outlines the current conditions of the golf course, related comments from those meetings and guidance for the future.



The first hole at Wintonbury Hills Golf Course

Greens

The greens at Wintonbury Hills were built to USGA specifications. Although seventeen years in age they continue to perform well. With continued proper maintenance they will continue to provide superior putting surfaces over many decades. The creeping bent-grass A-4 greens have minimum thatch and organic matter as a result of good past maintenance practices.

Tees

The creeping bent-grass Penntrio tees have received generous amounts of sand topdressing over the years and appear in excellent condition.

Fairways, approaches and collection areas

Even after a very difficult year of extreme weather conditions the creeping bent-grass Penntrio turf on the fairways, approaches and collection areas is in excellent condition. Only a few wash outs were noted, particularly on golf hole #13.

Roughs

The bluegrass roughs are in good condition. The mowing height of 2-1/2" is ideal for the average golfer and it is recommended that this height be maintained throughout the playing season.

Bunkers

Bunkers normally show wear faster than any other part of golf course infrastructure and Wintonbury Hills is no exception. The bunker edges, sand quality and drainage need updating.

Irrigation system

The irrigation system is in excellent condition. A future concern is planned maintenance for the irrigation pump. It is now 17 years old and will need bearings replaced in the near future. The city will need to plan for this expenditure as well as provide a roof hatch in the pump house to accommodate lifting the pump out for this planned maintenance.



Existing fairway bunker on #16

Drainage

Drainage is normally a continuing process on a golf course. No matter its age drainage work is usually required on an annual basis. It is very common for courses to budget for additional drainage and this report recommends having a capital program for drainage improvements on an annual basis.

Cart Paths

Asphalt carts paths should be replaced after they first become cracked, their edges slough off or they heave from freezing and thawing. They should be routinely sealed as part of the maintenance operating budget, extending their useful life. Although the existing cart paths at Wintonbury Hills have held up very well there are a few areas that need updating. These areas are delineated within this report.

Driving Range

The new mats on the practice area have greatly enhanced the practice area. This report also recommends adding target greens and a short course within the practice range. This will provide a needed area for beginners and children to learn the game when the practice range is not in use.

The following pages contain a hole-by-hole review of the Wintonbury Hills Golf Course.



WINTONBURY HILLS
GOLF COURSE

Golf Hole #1

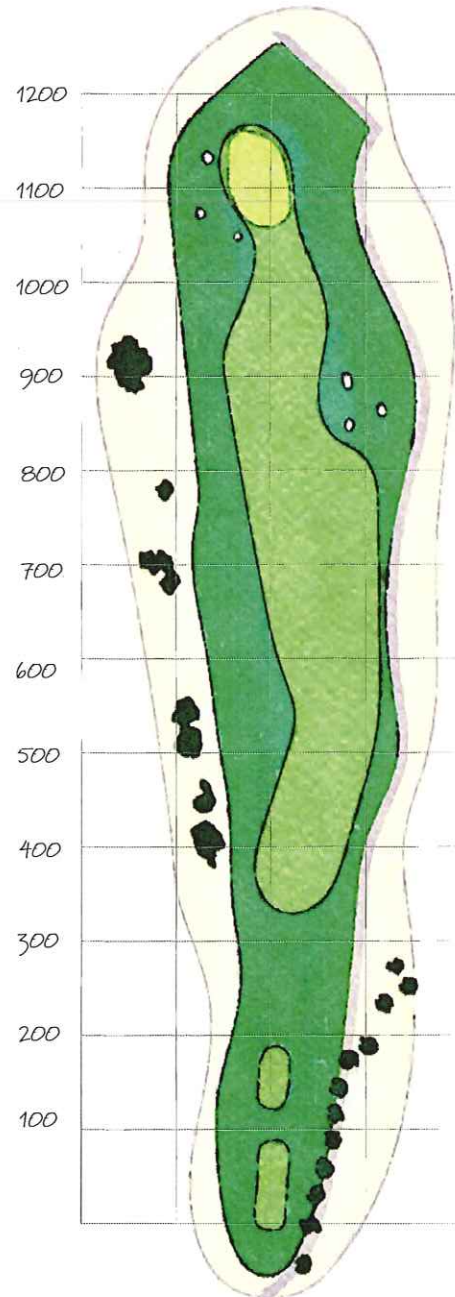
Par 4
Black 377
Green 367
White 330
Yellow 315

General Assessment

Donald Ross, the great golden age golf architect, is quoted as saying the first golf hole should be a “gentle handshake”. The first hole at Wintonbury Hills, a short par 4, works well within this concept. With an open fairway for the average golfer, it narrows only at the 300 yard mark with right-side fairway bunkers, allowing plenty of room to execute the first shot of the day.

These fairway bunkers are showing signs of age. They need updating with new sand, drainage and edging. The green-side bunkers also need updating with new sand, edging and turf.

The tees, fairway and green turf all appear to be in excellent condition.



Golf Hole #1



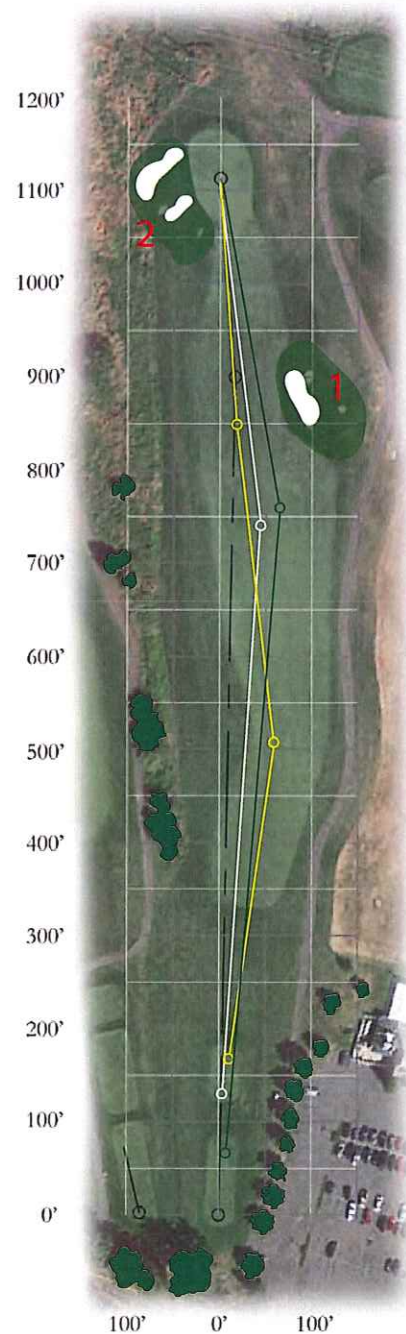
Par 4	
Black	377
Green	367
White	330
Yellow	315

Recommendations

It will be a common theme in this report to combine the grouping of small bunkers into larger more dramatic bunkers. Not only will this provide a stronger iconic “Dye” design feature but will also reduce and simplify future maintenance.

1. Remodel bunkers into one large iconic “Dye” bunker for important first impression. It will become more visual and dramatic. As stated above, maintenance will also be reduced with one large bunker maintained by machine instead of three small bunkers maintained by hand. New sand, drainage and fescue turf around bunker. Bunker liners are recommended if affordable. Initial cost will be offset by reducing future maintenance.

2. Remodel the three green side bunkers into two larger bunkers. This will improve playability with more chipping area around the green instead of sand. The larger bunkers will also add to the visual impact of the approach shot.



Golf Hole #2



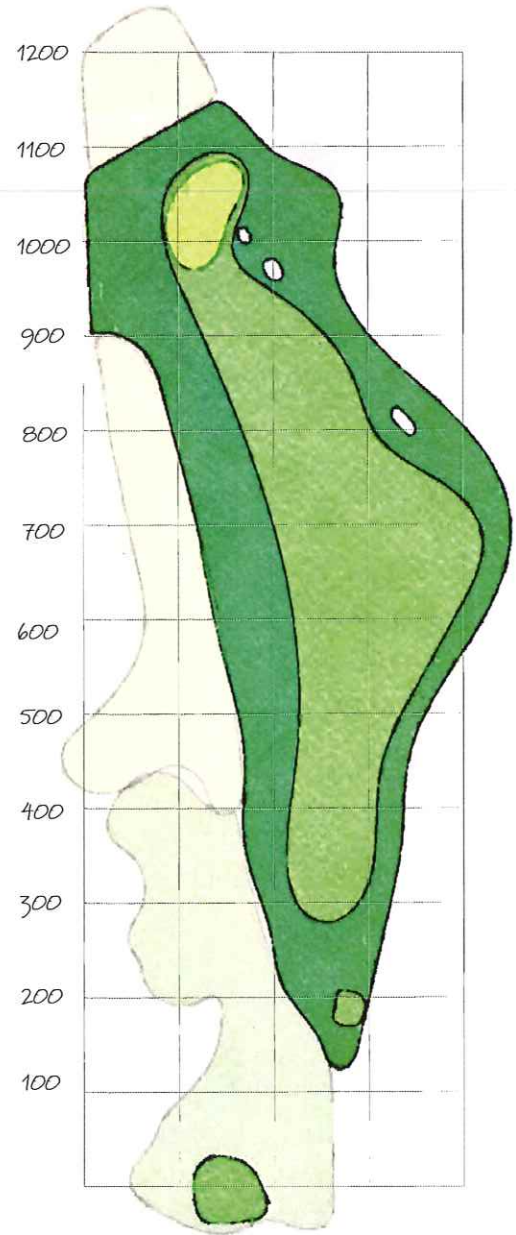
Par 4	
Black	365
Green	365
White	357
Yellow	295

General Assessment

Weeds and cattails have taken over the wetland area in front of the tee. It is recommended to investigate if *Eversource Power Company* will allow the raising of the tee another five feet under the existing power lines. This will greatly improve visibility as well as the playability from the tee.

Bunkers narrow the fairway along the right side. They need updating with new sand, drainage and edging. The green-side bunkers also require updating with new sand, edging and turf.

The tees, fairway and green turf all appear to be in excellent condition.



Golf Hole #2

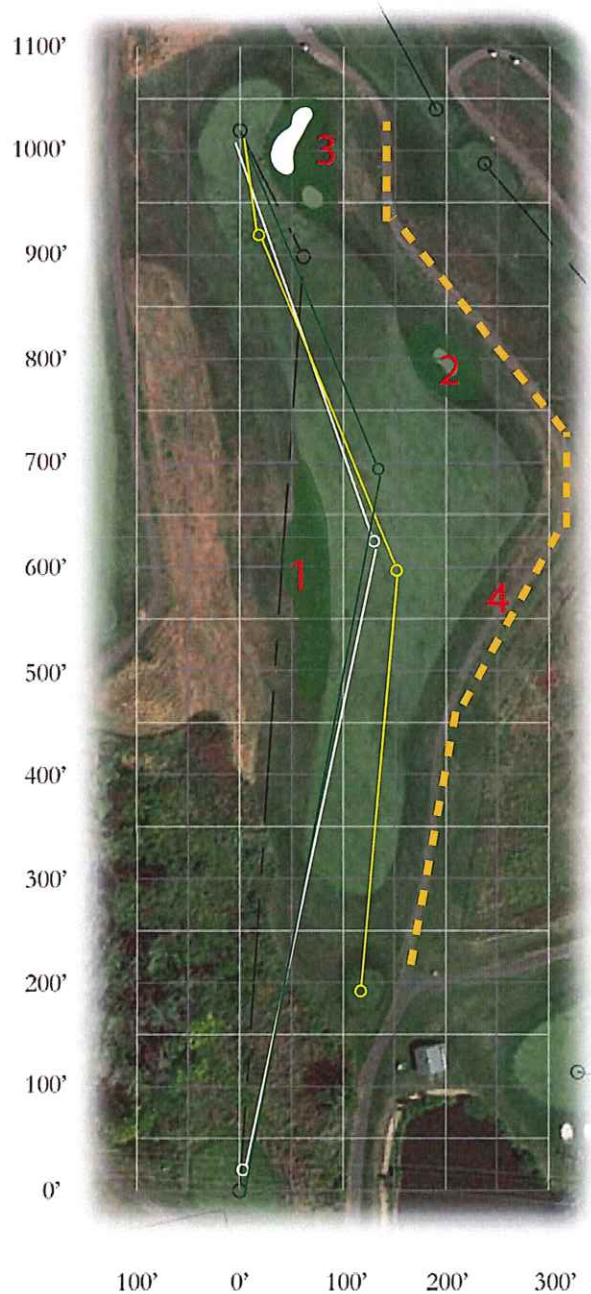


Par 4	
Black	365
Green	365
White	357
Yellow	295

Recommendations

1. Add fairway width for shorter players. This will provide increased playability for the average golfer.
2. Remove bunker as it is not in play for the majority of golfers. It will also reduce future bunker maintenance.
3. Remodel bunkers into one large bunker. Maintenance will be reduced with one large bunker maintained by machine instead of two small bunkers maintained by hand.
4. Upgrade Cart path with an asphalt overlay and add drainage as needed.

New sand, drainage and fescue turf around bunkers. Bunker liners are recommended if affordable. Initial cost will be offset by reducing future



Golf Hole #3



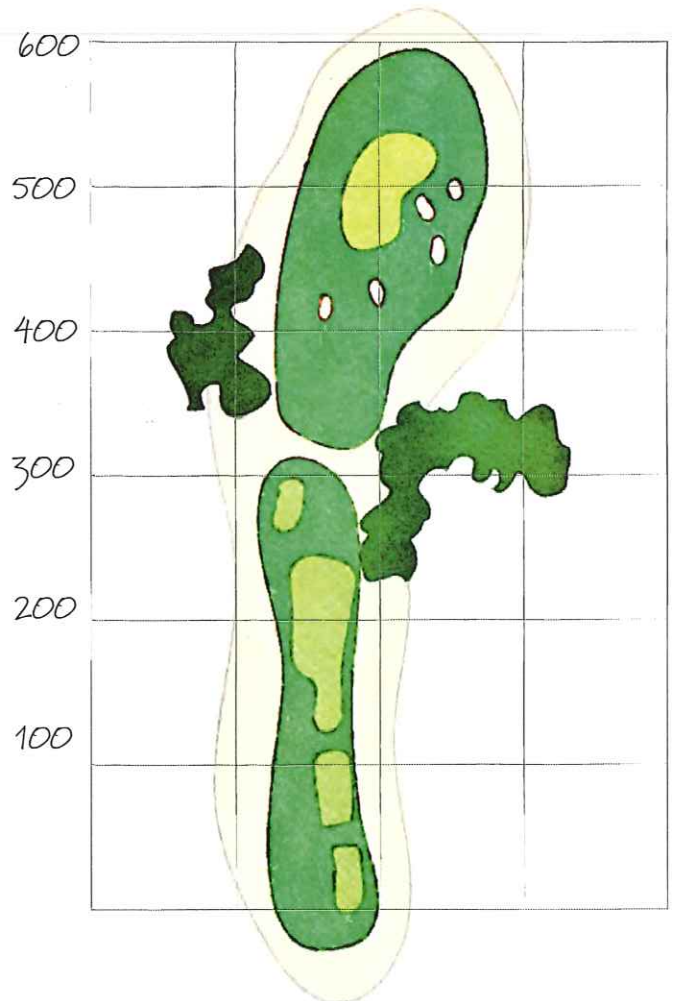
Par 3	
Black	163
Green	139
White	125
Yellow	107

General Assessment

The left side of the approach area stays wet. Additional drainage is needed in this area.

The bunkers need updating with new sand, drainage and edging.

Cart path improvements are also needed on this hole.



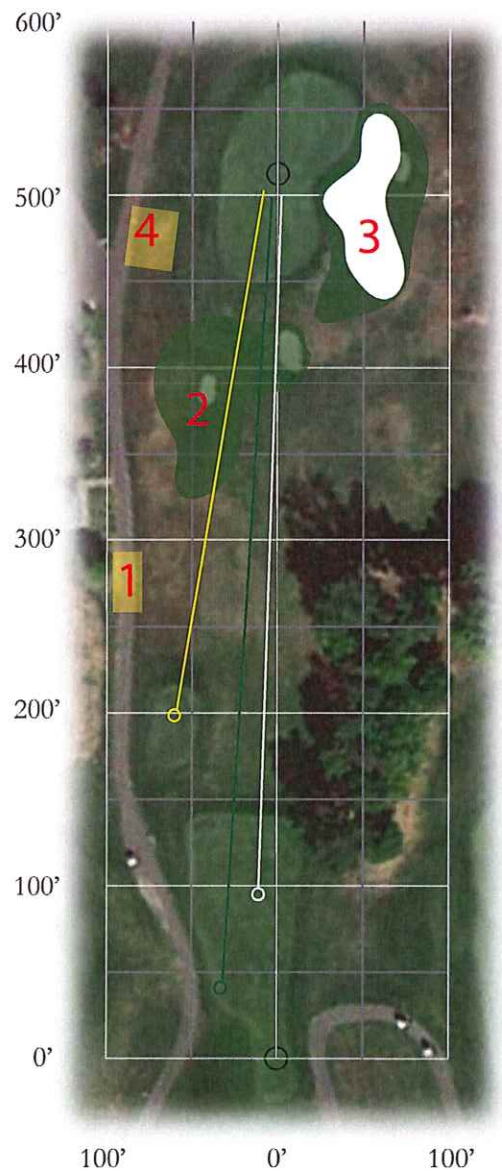
Golf Hole #3



Par 3
Black 163
Green 139
White 125
Yellow 107

Recommendations

1. Cart path needs new drainage and asphalt pavement overlay. Possible tree removal needed to keep tree roots from undermining the cart path.
2. Remove bunkers in the approach as they are not in play for majority of golfers. Also add drainage as needed.
3. Remodel bunkers into one large bunker. Maintenance will be reduced with one large bunker maintained by machine instead of three small bunkers maintained by hand.
4. Poor turf area. Needs additional drainage and possible tree removal.



Golf Hole #4



Par 5
Black 526
Green 512
White 467
Yellow 413

General Assessment

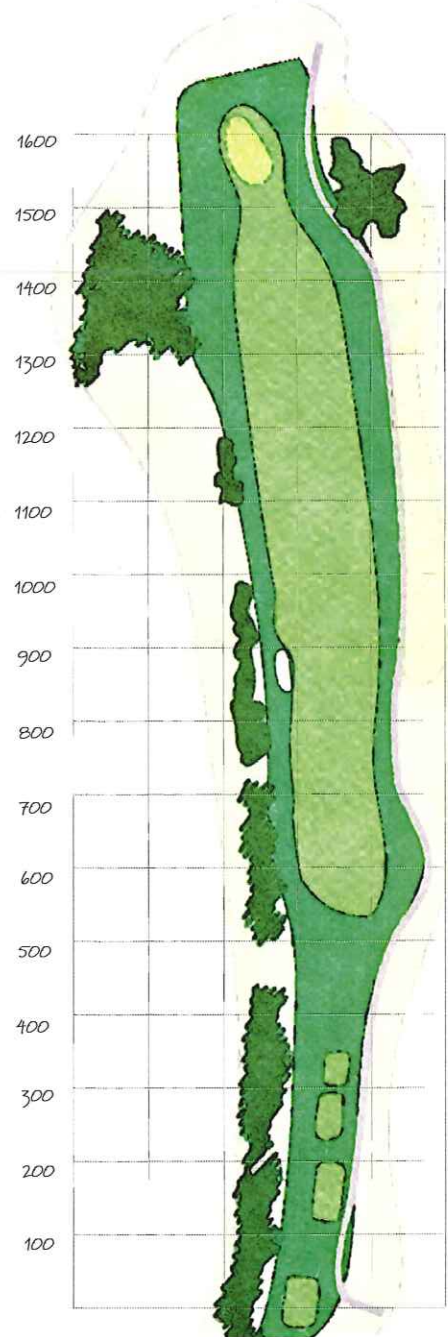
The tees, fairway and green turf all appear to be in excellent condition.

Tree trimming is needed at the tees.

The left side of the fairway remains wet and needs additional drainage.

New drainage, sand and turf are needed for the fairway bunker.

Potential to add new fairway bunker on this golf hole. It needs additional interest. This is also true of the green, where additional bunkers will provide more color and texture to the view.



Golf Hole #4

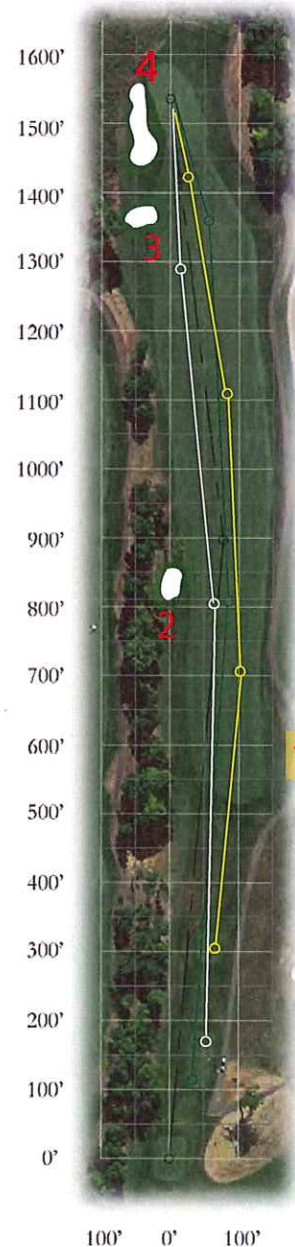


Par 5

Black	526
Green	512
White	467
Yellow	413

Recommendations

1. Cart path needs additional drainage and asphalt pavement overlay.
2. Remodel bunker. Update with new sand, drainage and fescue turf around bunkers. Bunker liners are recommended if affordable. Initial cost will be offset by reducing future maintenance.
3. New bunker to add strategy to golf hole and announce new green-side bunker.
4. New bunker to catch errant shots before they tumble down hill. It will also replace a poor turf area. The bunker will also provide a transition into no-mow area.



Golf Hole #5



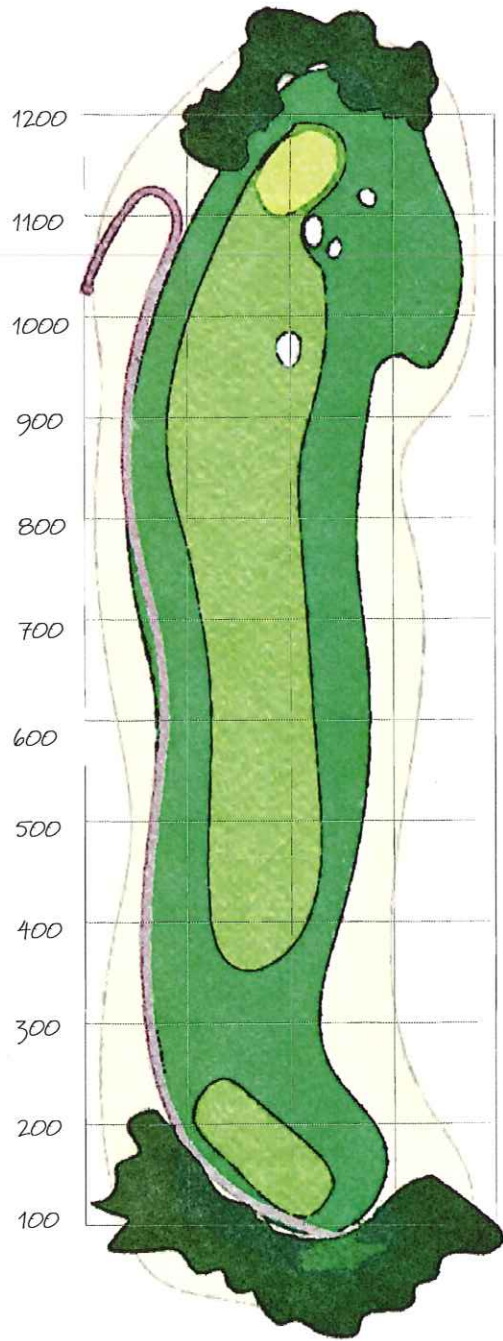
Par 4	
Black	333
Green	327
White	320
Yellow	302

General Assessment

The tees, fairway and green turf all appear to be in excellent condition.

As with all the bunkers on the golf course, green-side bunkers need updating with new sand, edging and turf.

Potential area for an additional restroom in woods behind tee.



Golf Hole #5



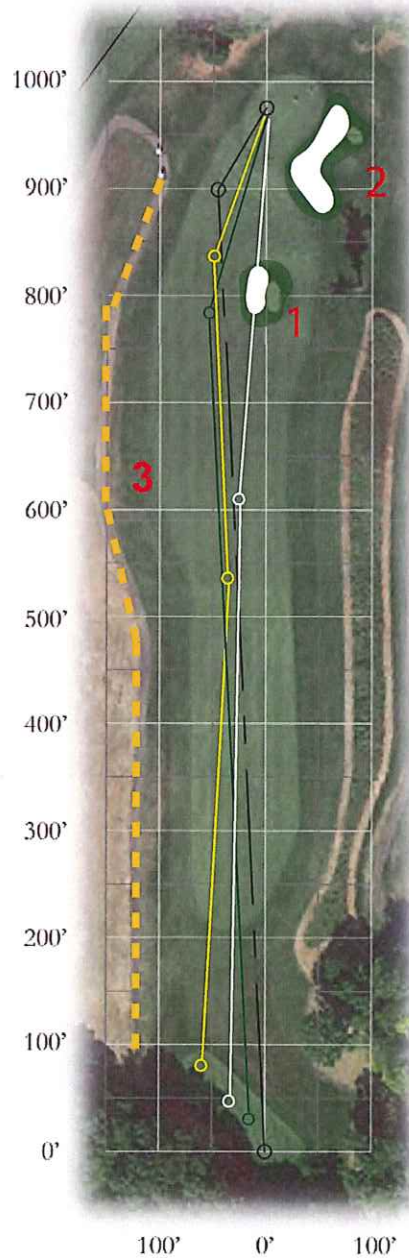
Par 4	
Black	333
Green	327
White	320
Yellow	302

Recommendations

1. Remodel the fairway bunker and shift left. Update with new sand, drainage and fescue turf around bunkers. Bunker liners are recommended if affordable. As stated previously initial cost will be offset by reducing future maintenance cost.

2. Remodel the three green-side bunkers into one large bunker to reduce maintenance. The larger bunker will also add to the visual impact of the approach shot.

3. Upgrade cart path with a asphalt overlay and add drainage as needed.



Golf Hole #6



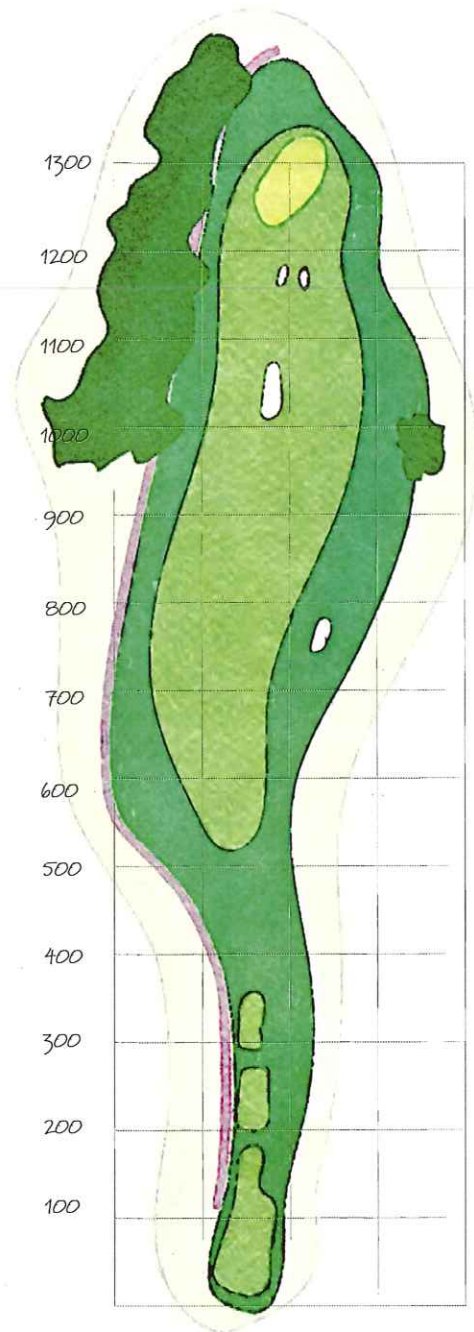
Par 4	
Black	430
Green	400
White	355
Yellow	325

General Assessment

The tees, fairway and green turf all appear to be in excellent condition.

The existing bunker on the right side of the fairway is normally not in play and should be removed.

The green-side bunkers need updating with new sand, edging and turf.



Golf Hole #6



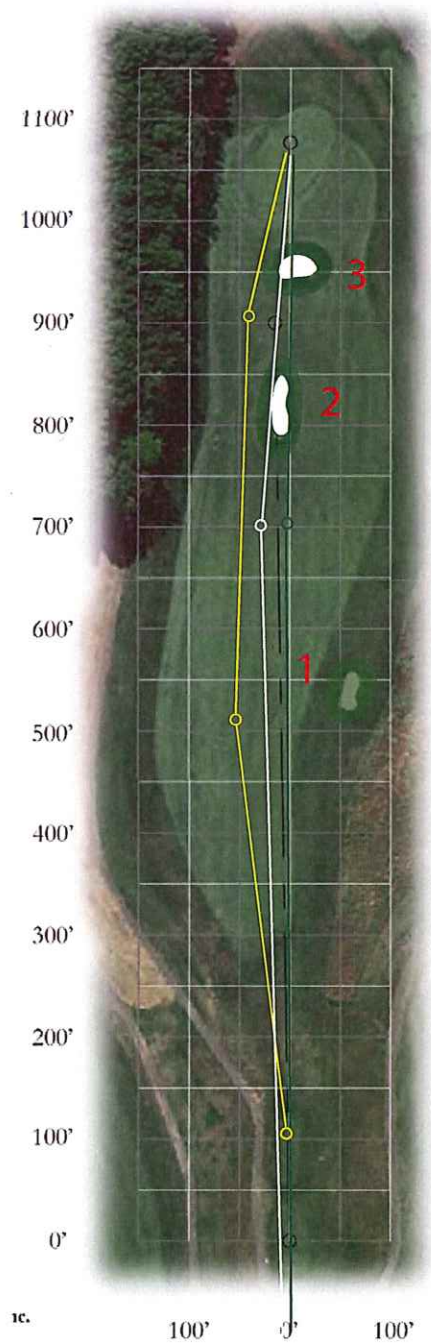
Par 4	
Black	430
Green	400
White	355
Yellow	325

Recommendations

1. Remove bunker as it is not in play for the majority of golfers.

2. Remodel bunker. Update with new sand, drainage and fescue turf around bunkers. Bunker liners are recommended if affordable. Initial cost will be offset by reducing future maintenance.

3. Combine two small bunkers into one larger bunker. Update with new sand, drainage and fescue turf around bunkers. Bunker liners are recommended if affordable. Initial cost will be offset by reducing future maintenance.



Golf Hole #7



Par 3	
Black	255
Green	200
White	152
Yellow	108

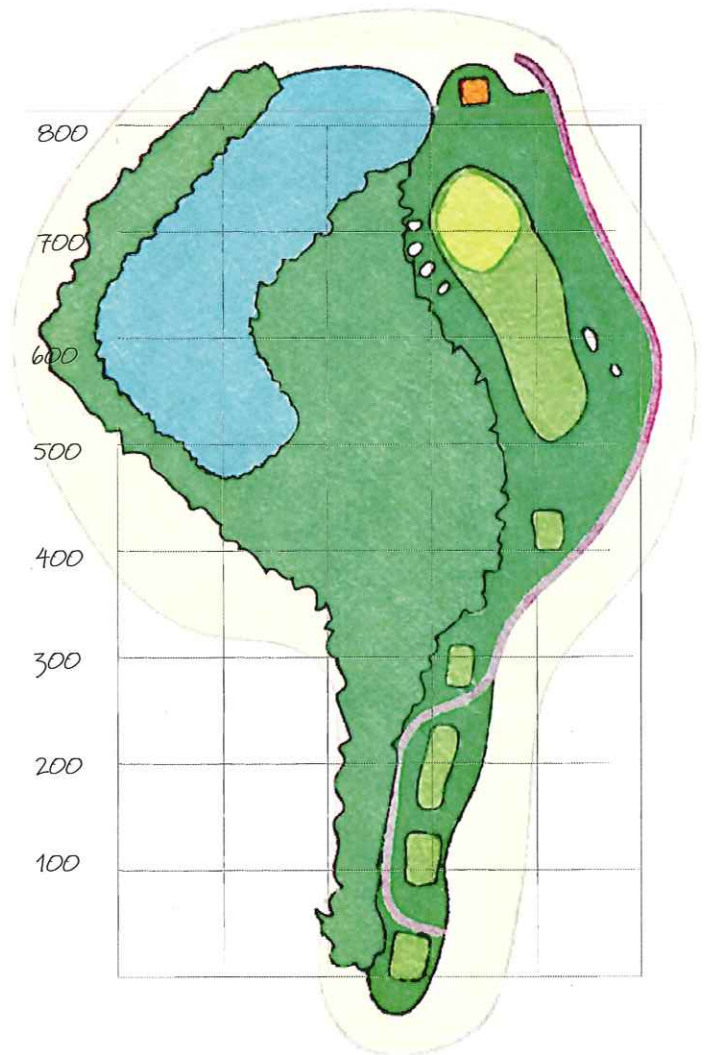
General Assessment

It was mentioned in meetings a separate drop area is needed apart from the current use of the forward tee. This tee is showing increased divots and wear.

Remove approach bunkers as they are not in play for majority of golfers.

Green-side bunkers need updating with new sand, drainage and edging. Make into one large bunker and wrap it around the left back of the green.

Landscape pump house with irregular plantings and add hatch to roof. Bearings in pump will need replacement in a few years and the pump will need to be lifted out of pump station.



Golf Hole #7



Par 3	
Black	255
Green	200
White	152
Yellow	108

Recommendations

1. Add drop area separate from forward tee.
2. Remove approach bunkers as they are not in play for majority of golfers.
3. Combine four small bunkers into one larger bunker. Update with new sand, drainage and fescue turf around bunkers. Bunker liners are recommended if affordable. Initial cost will be offset by reducing future maintenance.
4. Add new green-side bunker to guard right-front hole locations.
5. Landscape building and add roof hatch for irrigation pump maintenance. Enhancing the architecture of the pump house is recommended as it is a major focal point for golf course. It should represent the best of the architectural heritage of Bloomfield.



Golf Hole #8



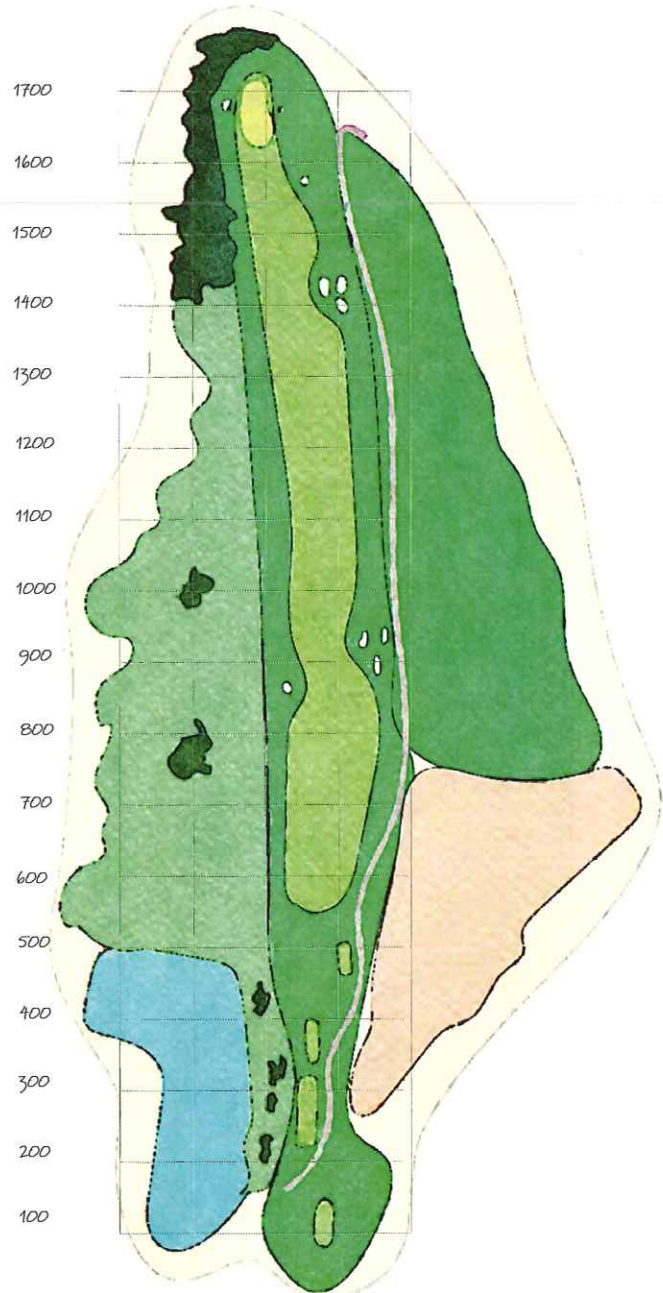
Par 5	
Black	564
Green	543
White	489
Yellow	418

General Assessment

The original design of this golf hole played around an existing tree located along the left side of the second landing area. A bunker is needed to replace the strategy this tree provided.

The right side of the fairway remained very dry. A soil test is recommended for possible supplement, replacement and additional irrigation.

Update fairway and green-side bunkers with new drainage, sand and turf edge.

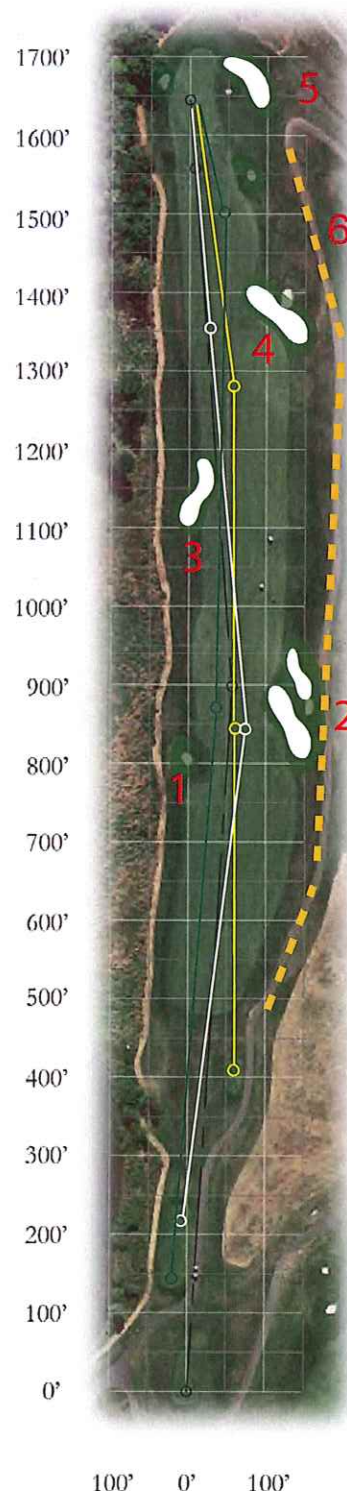


Golf Hole #8

Par 5
Black 564
Green 543
White 489
Yellow 418

Recommendations

1. Remove bunker and widen fairway in the left side of landing area.
2. Remodel the three small fairway bunkers into two large bunkers to reduce maintenance. The larger bunkers will add to the visual impact of the tee shot.
3. Add bunker to replace tree which was lost. It will provide needed strategy to the golf hole.
4. Remodel the three small fairway bunkers into one large bunkers to reduce maintenance.
5. Remodel the small green-side bunker into one large bunker to reduce maintenance. This bunker is placed further back, guarding the back-right hole locations. Its location also provides for a wider walk-on to the green, reducing wear.
6. Upgrade cart path with a asphalt overlay and add drainage as needed.



Golf Hole #9



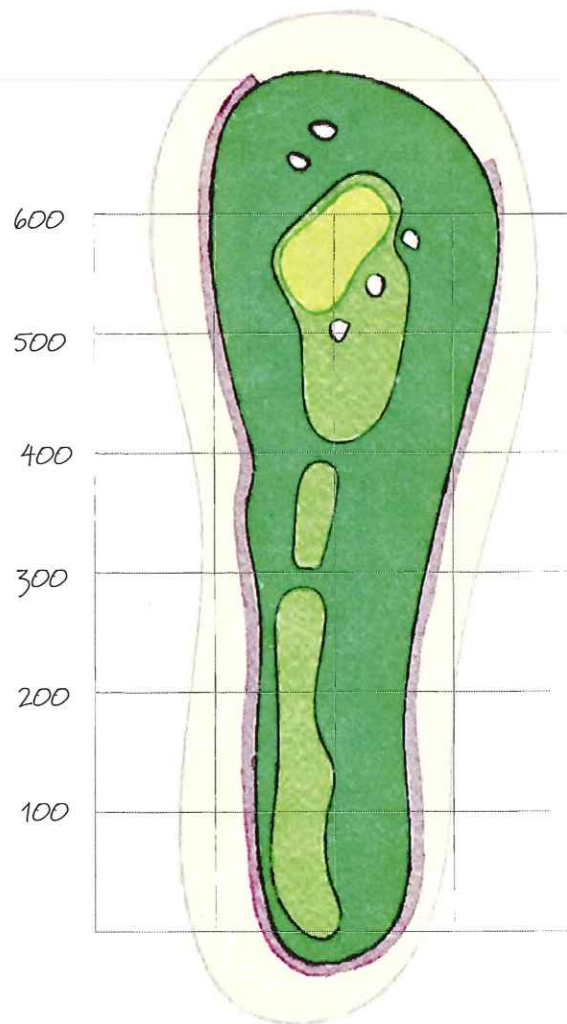
Par 3	
Black	190
Green	170
White	143
Yellow	110

General Assessment

Placing a bunker in front of a player is always more difficult for the average golfer. It will improve playability to remove the front bunker, while at the same time enlarging the rear bunker for dramatic effect.

As with all other golf holes, bunkers need updating with new sand, drainage and edging.

Bunker liners are recommended for all bunkers if affordable. Initial cost will be offset by reducing future maintenance.



Golf Hole #9



Par 3	
Black	190
Green	170
White	143
Yellow	110

Recommendations

1. Remove front bunker for better playability for all golfers.
2. Remodel the two small green-side bunkers into larger bunkers. The larger bunkers will add to the visual impact of the tee shot. As mentioned previously they will also be easier to maintain.
3. Remodel the five small fairway bunkers into one large bunker to reduce maintenance.

Bunker liners are recommended for all bunkers if affordable. Initial cost will be offset by reducing future maintenance.



Golf Hole #10



Par 4	
Black	412
Green	402
White	360
Yellow	335

General Assessment

Golf hole #10 provides an opportunity to add a new iconic image to the golf course. The existing four small bunkers along the left side of the fairway can be remodeled into one large “Iconic Dye Style” bunker. It will be very visible from all three golf holes, one, ten and eighteen as well as the entrance to the club.

Shift the green-side bunker slightly left to cause a bit more tension to the approach shot and update with new sand, drainage and turf edging.



Golf Hole #10

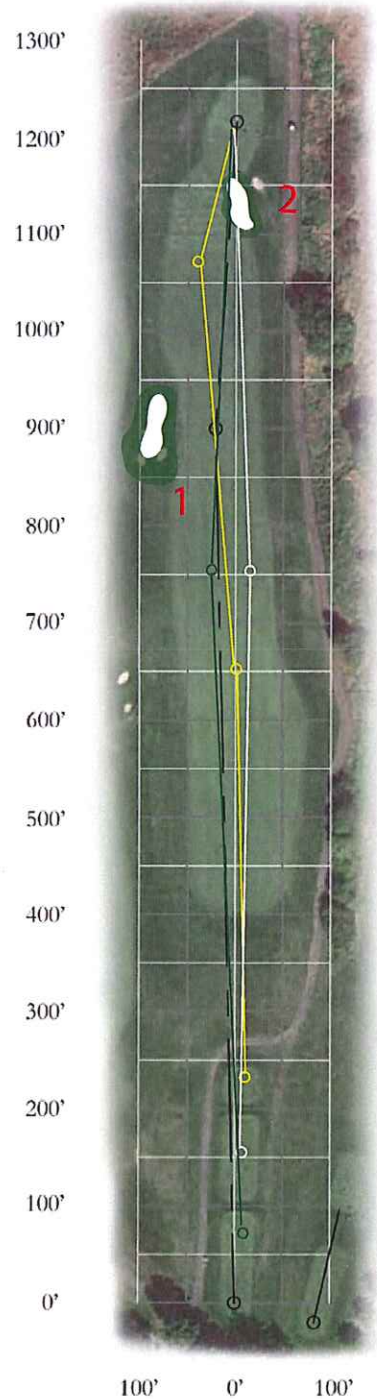


Par 4	
Black	412
Green	402
White	360
Yellow	335

Recommendations

1. Remodel the four small fairway bunkers into one large iconic Dye "Volcano" bunker which will also impact golf hole #18.
2. Remodel the small green-side bunker into a larger bunker and shift it slightly left. This larger bunker, shifted left will add visual impact to the approach shot. The larger bunker will also be easier to maintain.

Bunker liners are recommended for all bunkers if affordable. Initial cost will be offset by reducing future maintenance.



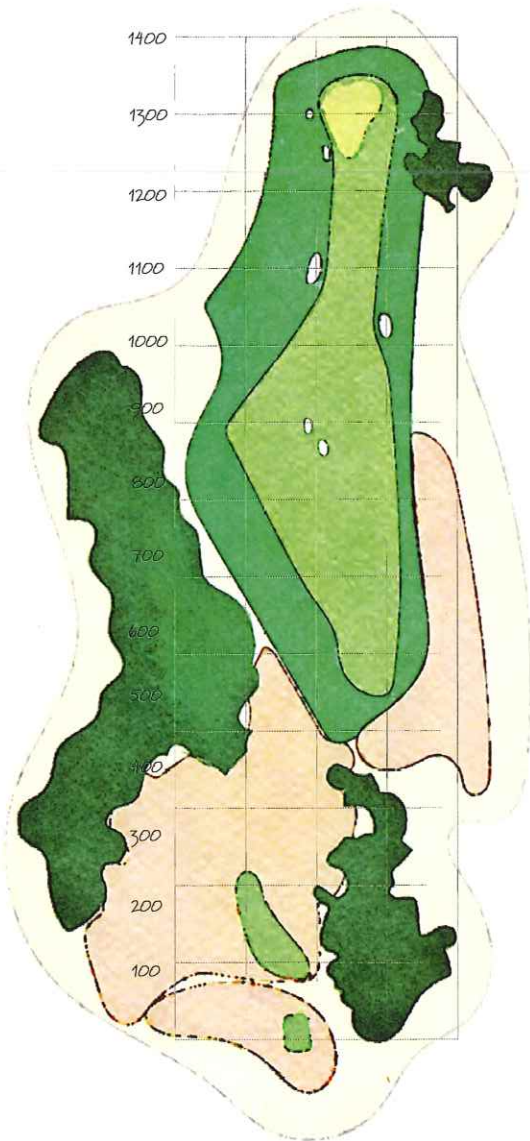
Golf Hole #11



Par 4	
Black	443
Green	400
White	359
Yellow	290

General Assessment

Raise tees 5 feet if possible and remove or cut cattails for a better a view from tee. Repositioning the centerline bunkers to the left will aid playability as shots currently bounce left into rough. Update bunkers with new sand, drainage and turf edging.



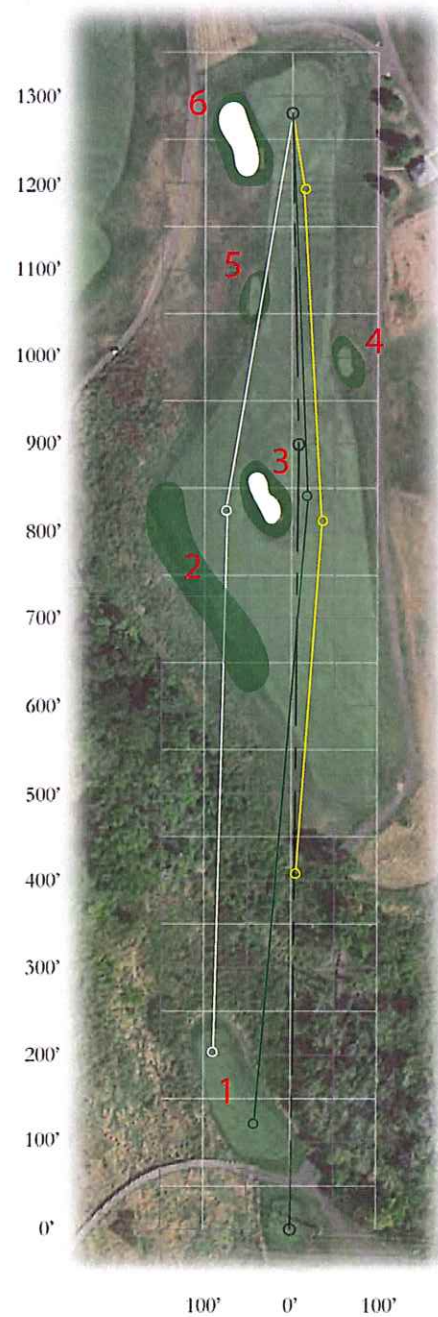
Golf Hole #11



Par 4	
Black	443
Green	400
White	359
Yellow	290

Recommendations

1. Raise tee 5' if possible. This will add greater height over cattails and weeds. Remove or cut the existing cattails for better view from tee.
2. Add convex slope to contain shots within the fairway along the left hand side.
3. Remodel two small fairway bunkers into one larger bunker.
4. Remove bunker as it is not in play for majority of golfers.
5. Remove this bunker also as it is not in play for majority of golfers.
6. Remodel two small green-side bunkers into one large bunker.



Golf Hole #12

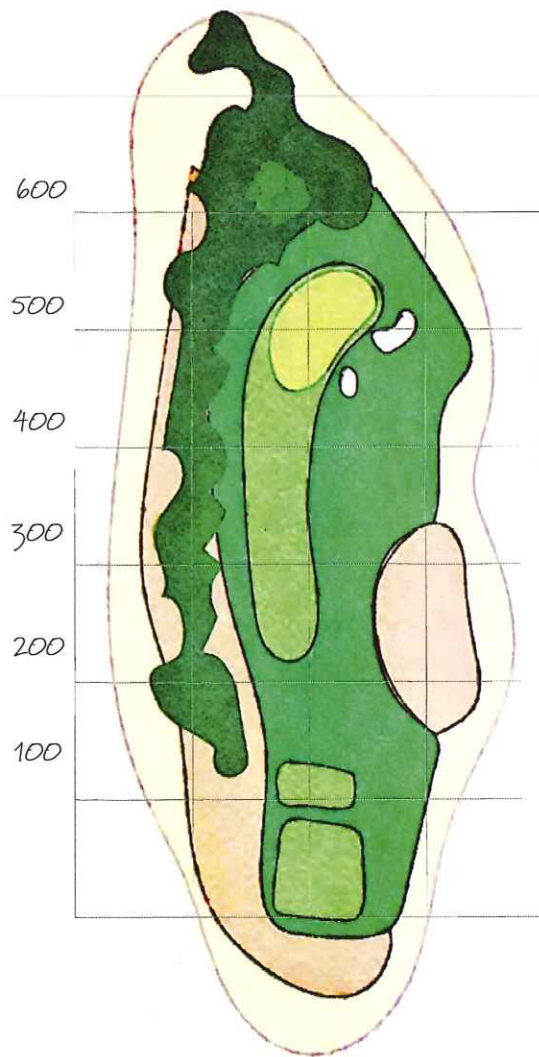


Par 3	
Black	168
Green	162
White	148
Yellow	134

General Assessment

A wonderful par 3. The turf of the green, fairway and rough is in good condition.

Update bunkers with new sand, drainage and turf edging.



Golf Hole #12

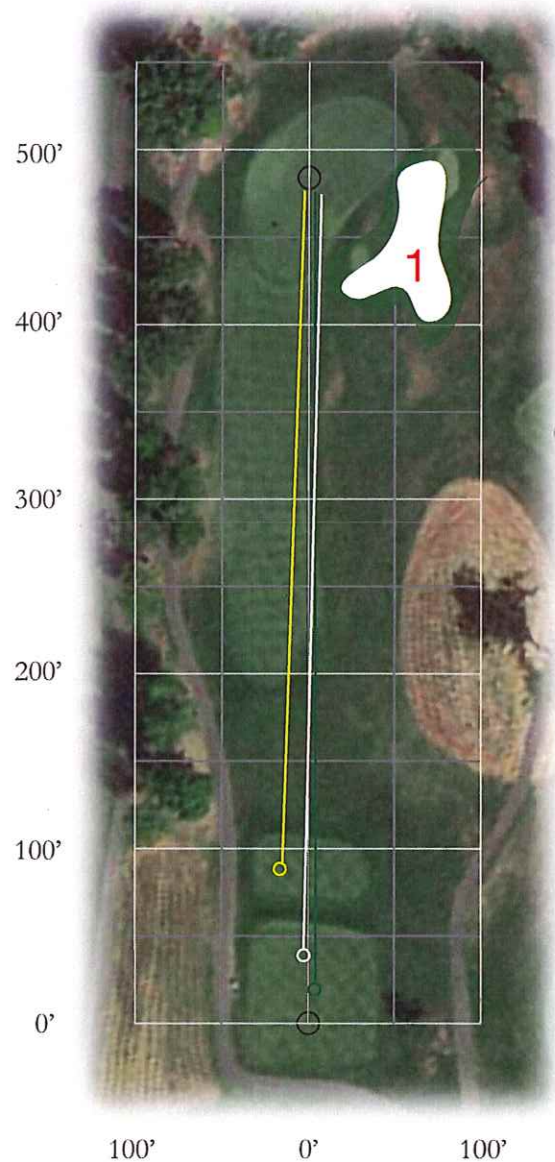


Par 3	
Black	168
Green	162
White	148
Yellow	134

Recommendations

1. Remodel two small green-side bunkers into one larger bunker. This larger bunker will add visual impact to the approach shot and also be easier to maintain.

Bunker liners are recommended for all bunkers if affordable. Initial cost will be offset by reducing future maintenance cost.



Golf Hole #13



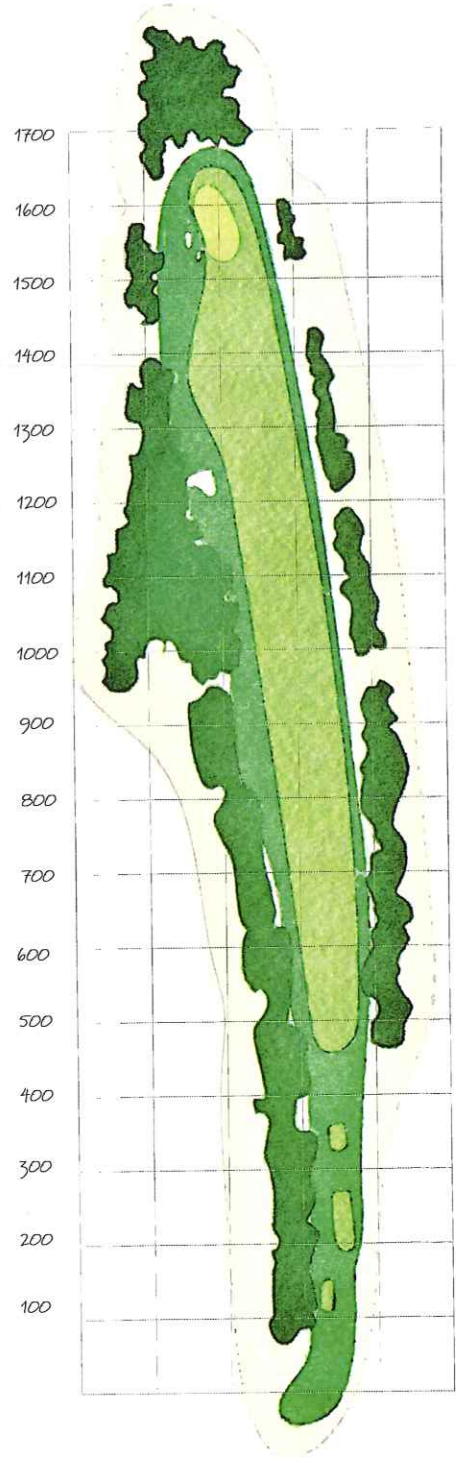
Par 5
Black 551
Green 521
White 470
Yellow 440

General Assessment

A long par 5 that needs further definition in the landing area and green to make it more attractive to view as well as more strategic to play.

The left side of fairway drains poorly and needs additional drainage.

As with all the bunkers on the golf course the fairway and green-side bunker needs updating with new sand, drainage and turf edging.



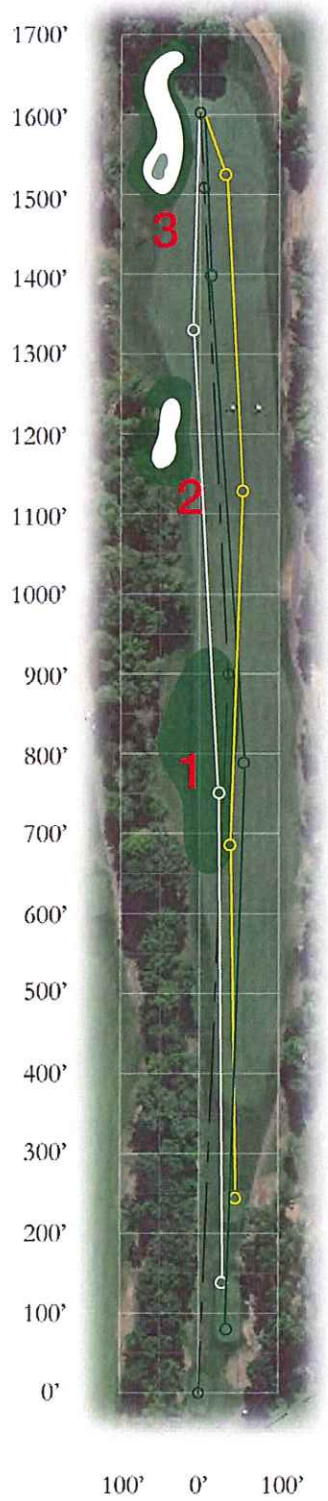
Golf Hole #13



Par 5
Black 551
Green 521
White 470
Yellow 440

Recommendations

1. The left side of fairway drains poorly and needs additional drainage.
2. Remodel the fairway bunker with new sand, drainage and fescue turf.
3. Remodel the two small green-side bunkers into a larger bunker. This larger bunker will also be easier to maintain. The bunker will also separate the no-mow area from maintained turf.



Golf Hole #14



Par 4	
Black	455
Green	415 (make 370)
White	370 (change to 350)
Yellow	320

General Assessment

During our meetings with golfers the need for shorter distance tees for the White and Green tees was discussed. This report recommends building a new White Tee at 350 yards and shifting the Green Tee to the White Tee at 370 yards.

It is also important to manage trees along the water's edge. Trim and remove as permit allows.

Also add a walk-down or goat trail down the steep slope to improve walking access.

Update green-side bunkers with new sand, drainage and turf edging.



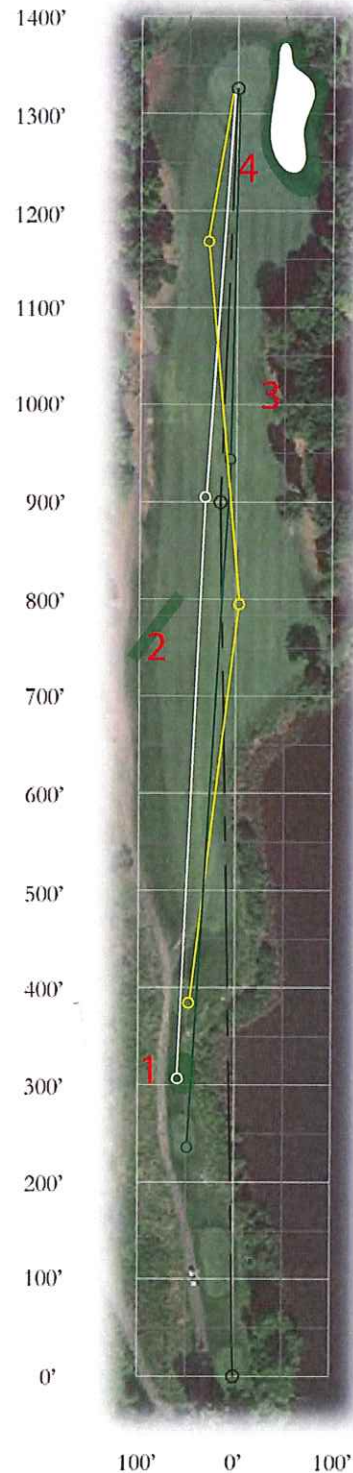
Golf Hole #14



Par 4	
Black	455
Green	415 (make 370)
White	370 (change to 350)
Yellow	320

Recommendations

1. Provide shorter tees for the White and Green tees and raise them approximately two feet. Build a new White Tee at 350 yards and shift the Green Tee to the White tee to 370 yards.
2. Add a walk-down path (goat trail) across the steep slope for improved access.
3. Manage the trees along the right side of the fairway. Trim and remove as the permit allows.
4. Remodel the three small green-side bunker into one larger bunker. This larger bunker will add visual impact to the approach shot. The larger bunker will also be easier to maintain.



Golf Hole #15

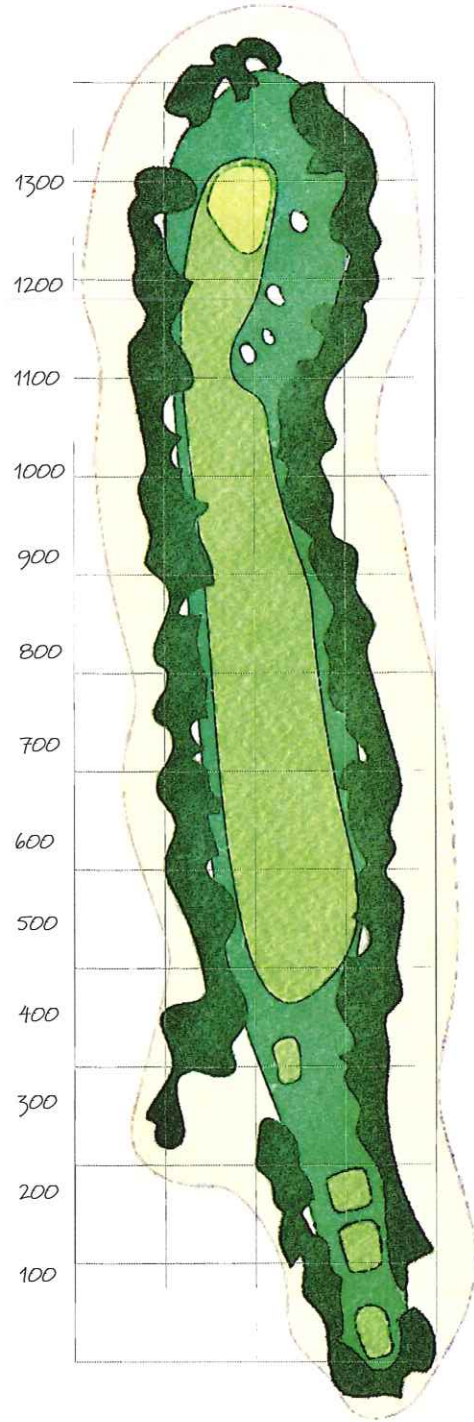


Par 4
Black 427
Green 397
White 364
Yellow 314

General Assessment

The turf of the green, fairway and rough is in good condition.

Update green-side bunkers with new sand, drainage and turf edging.



Golf Hole #15



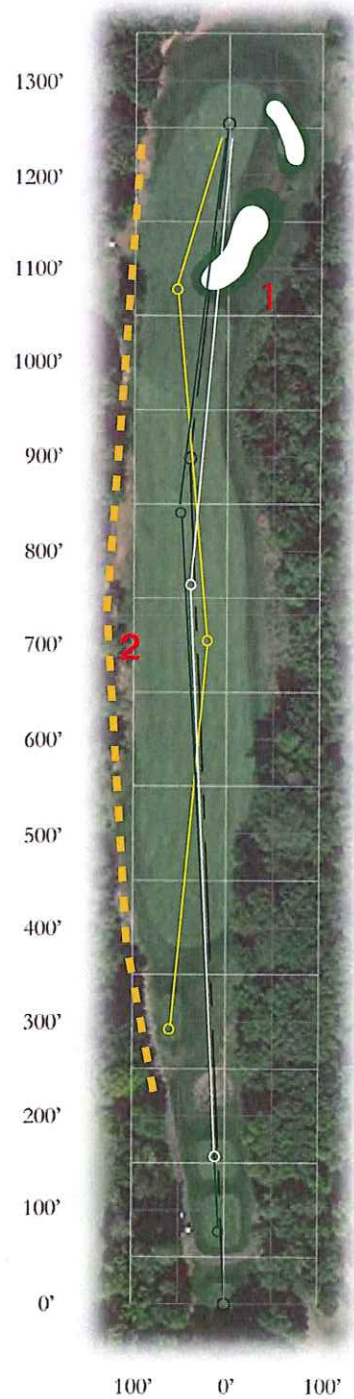
Par 4	
Black	427
Green	397
White	364
Yellow	314

Recommendations

1. Remodel the four small green-side bunker into two larger bunkers. These larger bunkers will add visual impact to the approach shot. The larger bunkers will also be easier to maintain.

Bunker liners are recommended for all bunkers if affordable. Initial cost will be offset by reducing future maintenance cost.

2. Upgrade cart path with a asphalt overlay and add drainage as needed.



Golf Hole #16



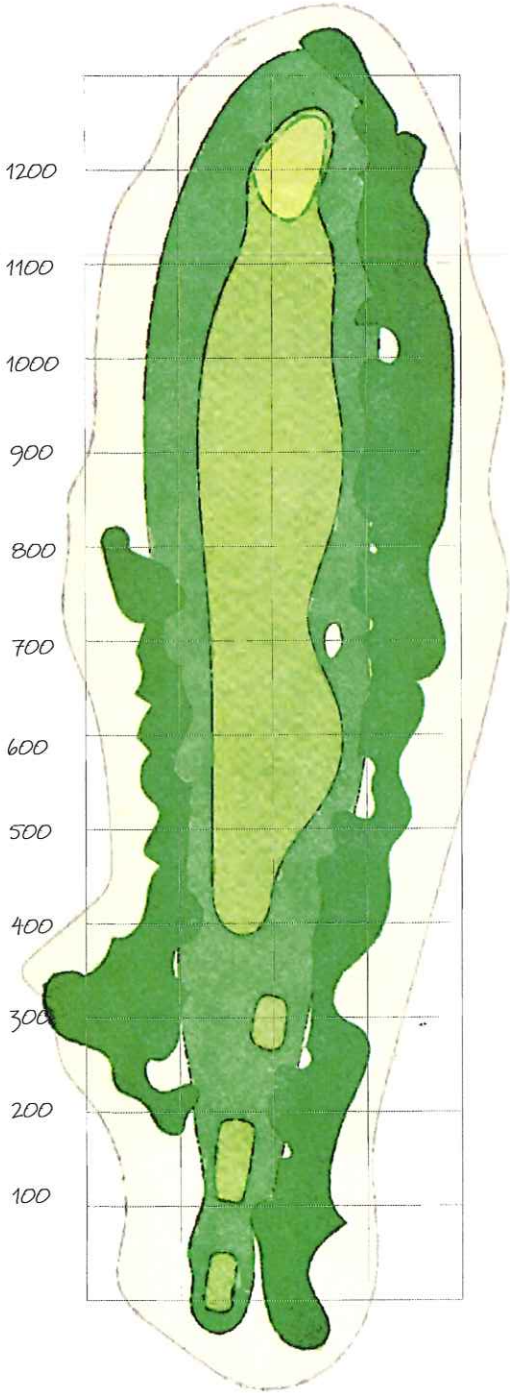
- Par 4
- Black 408
- Green 368
- White 348
- Yellow 312

General Assessment

During our meetings with golfers It was mentioned that a path to the forward tee is needed (but not in sight line from back tees).

The fairway bunker needs new sand, drainage and turf edging.

This green is the most severe on the golf course. Its surface contours need to be softened and overall green size expanded.



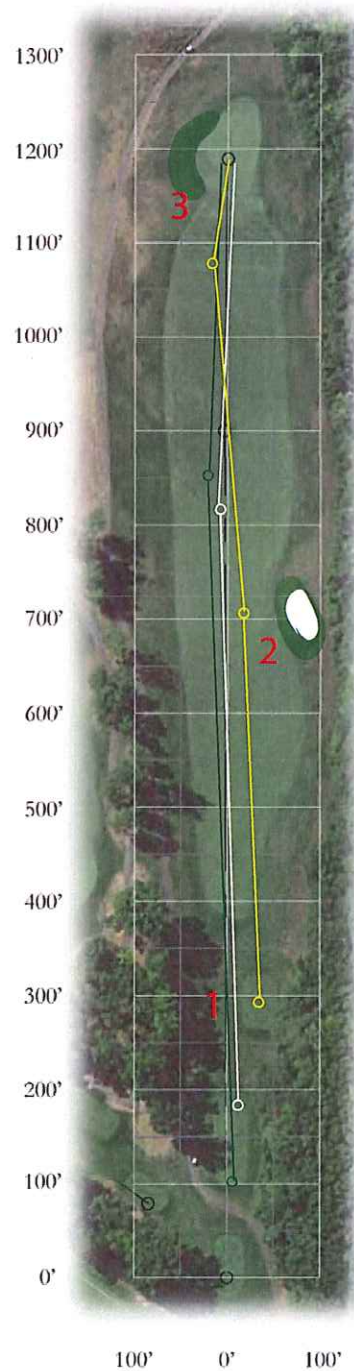
Golf Hole #16



Par 4	
Black	408
Green	368
White	348
Yellow	312

Recommendations

1. Add path to forward tee but not in sight line from back tees.
2. Update fairway bunker with new sand, drainage and turf edging.
3. Soften slope of green surface and expand green to the left.



Golf Hole #17



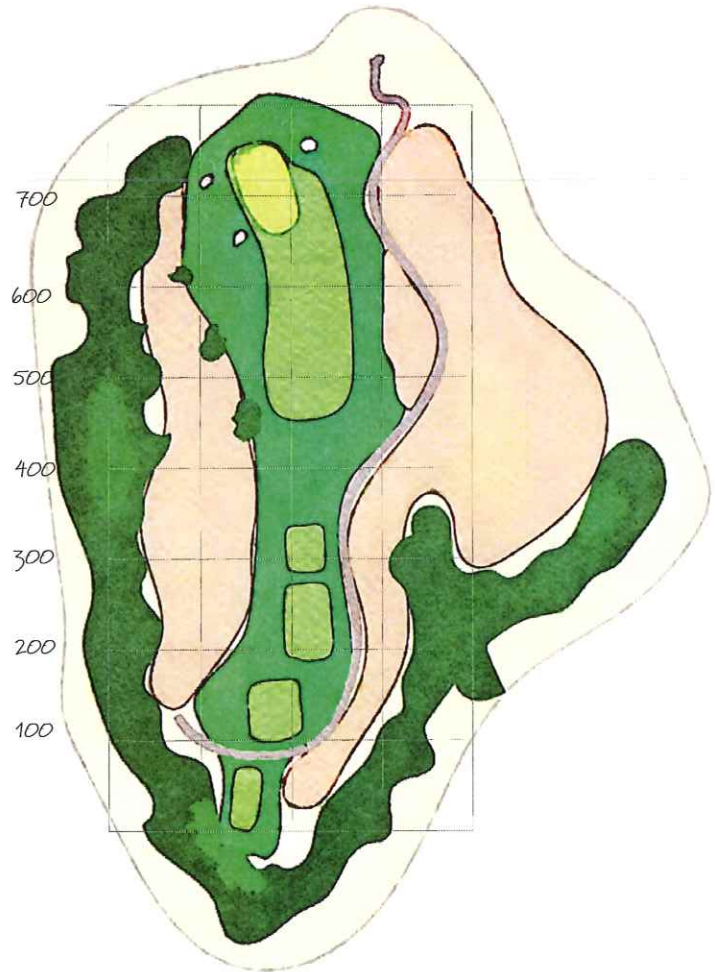
Par 3	
Black	230
Green	190
White	150
Yellow	125

General Assessment

It was mentioned in our meetings that the forward tee at 125 yards was a bit long for the average forward tee player. It is recommended to add approximately five to ten yards to the forward tee to allow for shorter distances from this tee.

It was also discussed in our meetings that the right-side bunker was not in play and might be removed.

As with all the bunkers on the golf course the green-side bunkers need updating with new sand, drainage and edging.



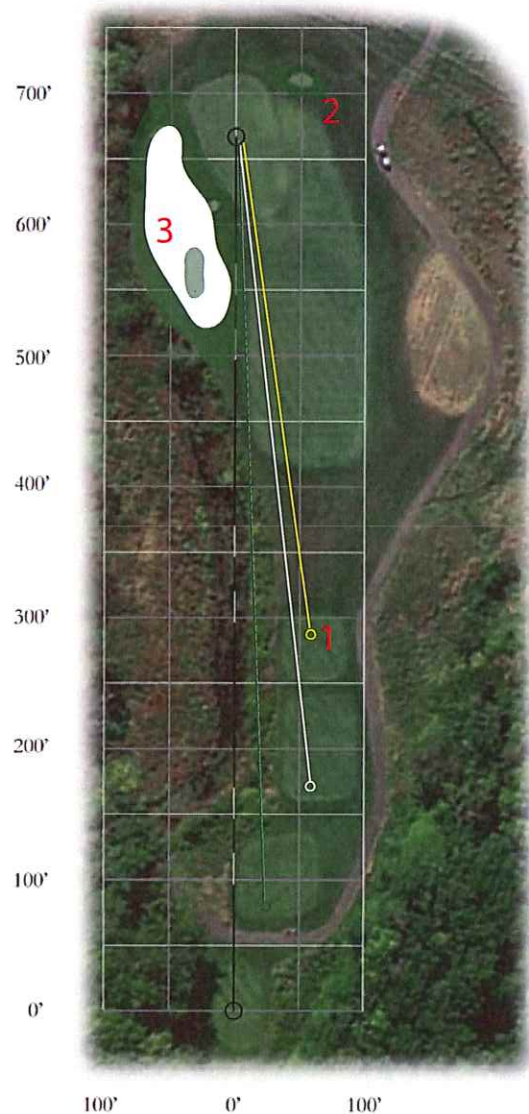
Golf Hole #17



Par 3	
Black	230
Green	190
White	150
Yellow	125

Recommendations

1. Add approximately five to ten yards to forward tee for shorter distance.
2. Remove rear bunker as it is not in play for the majority of golfers.
3. Remodel two small green-side bunkers into one large bunker. This bunker will also act as a transition between no-mow and maintained turf. It will also be more dramatic and add visual interest to the tee shot.



Golf Hole #18



Par 4	
Black	414
Green	405
White	371 (make 342)
Yellow	342 (make 310)

General Assessment

In our meetings with golfers they lamented about the length of 18. Because it typically plays into the wind it plays very long, especially for the Yellow and White tee golfer.

We discussed shortening the golf hole to 310 yards from the Yellow tee and to 342 yards for the White Tee.

As with the other golf holes the fairway bunkers and green-side bunkers need updated with new sand, drainage and turf edging.



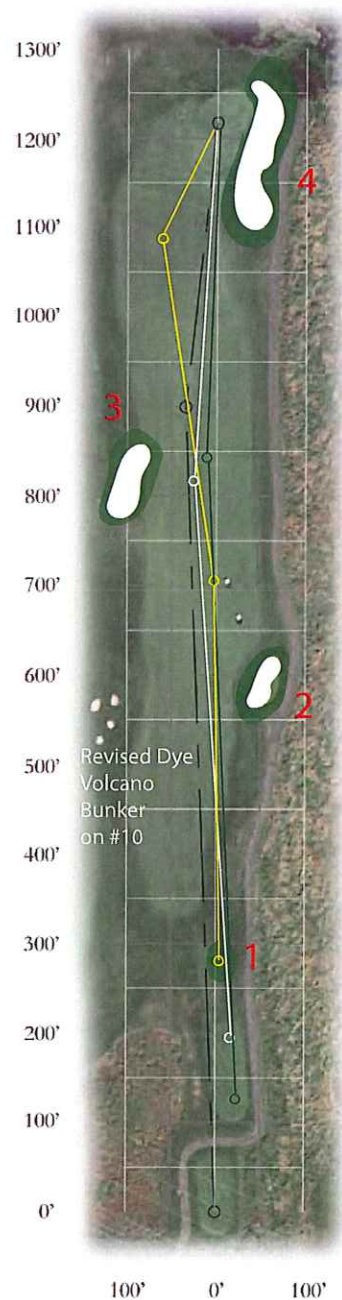
Golf Hole #18



Par 4
Black 414
Green 405
White 371 (make 342)
Yellow 342 (make 310)

Recommendations

1. Provide shorter tees for the White and Yellow tees. Build a new Yellow Tee at 310 yards and shift the White Tee to the Yellow tee at 342 yards.
2. Remodel right side fairway bunker with new sand, drainage and fescue turf.
3. Remodel two small fairway bunkers into one larger bunker.
4. Remodel three small green-side bunkers into one large bunker.



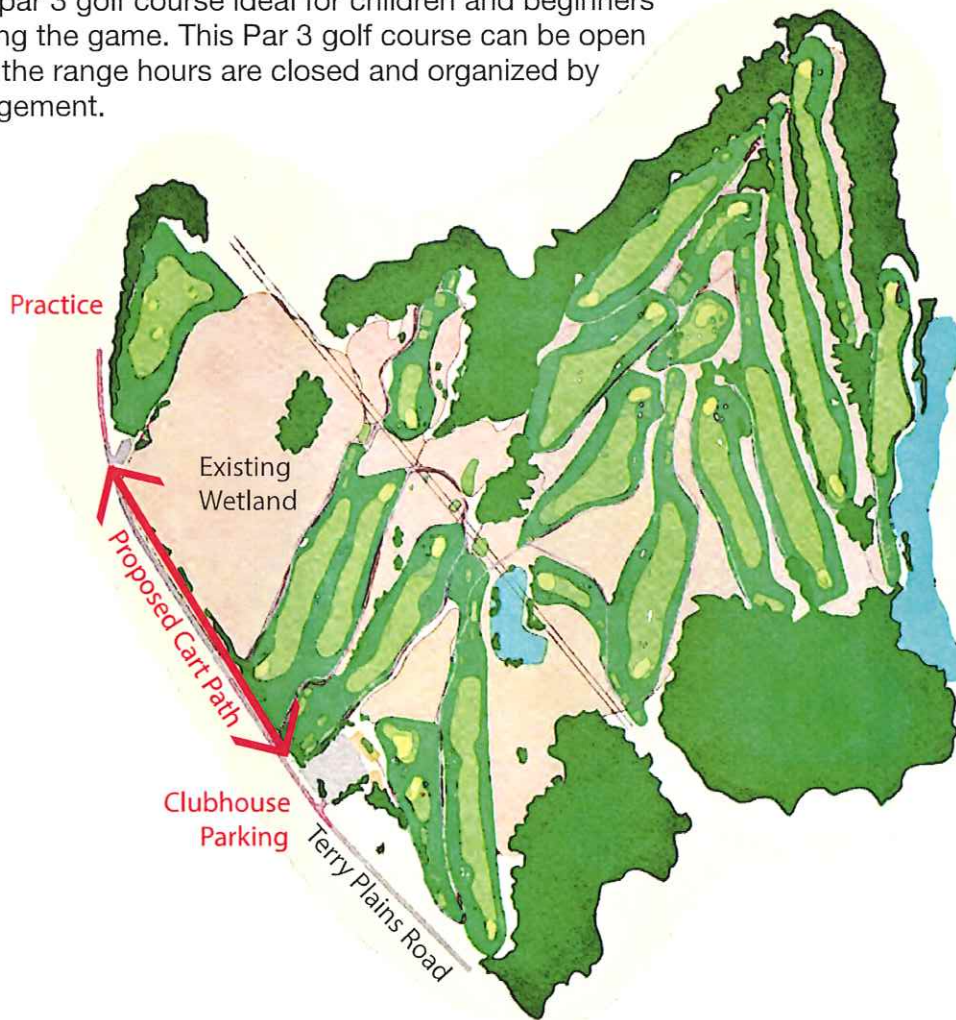
Practice



Recommendations

This report offers two recommendations for the existing practice area. First, it suffers from the lack of access from the clubhouse and clubhouse parking. It is recommended the Town investigate the potential to construct a cart path on upland area parallel to Terry Plains Road. It appears the width is available with the addition of a guard rail between Terry Plains Road and the proposed path. This will greatly expand the use and profitability of the practice range.

Secondly, it is recommended that the existing target greens and center area of the practice range be re-grassed from bluegrass to bent grass. This will provide a nice short par 3 golf course ideal for children and beginners learning the game. This Par 3 golf course can be open when the range hours are closed and organized by management.



Long Term Recommendations



Recommendations - SUMMARY

Bunkers

- Need updating with new sand, drainage and turf.
- Add Dye Iconic bunkers for 1,10 and 18

Cart Paths

- Need updating on a continuous basis
- Review areas for new surface pavement and drainage improvements
- Plan to overlay new asphalt on golf holes #2, #5, #8 and #15 as delineated in this report.

Pump House

- Needs roof hatch for future pump removal
- Architecture can be iconic image of golf course

Trees

- Room to plant new trees along Terry Plains Road
- Manage Trees along reservoir

Practice Range

- Potential to connect practice to clubhouse with new cart path parallel to Terry Plains Road
- Potential to add children's / beginners Par 3 golf course to range

Parking

- Adequate parking has been an issue on busy days. If adjacent property becomes available this report recommends the purchase and addition to the parking area



Cost Estimate - Budget

Cost Estimate

Cost are always a major consideration in long term planning. The following chart illustrates costs associated with this report's recommendations.

As a major maintenance item as well as aesthetic considerations it is recommended reducing golf course bunkers from 76 to 39, but at the same time increasing their size. The larger bunkers will be visually more dramatic as well as easier to maintain.

Further, bunker liners are recommended to reduce maintenance cost and offer a higher quality golf experience. Although preferred, at an estimated \$4,350 a bunker, a thorough cost/benefit analysis is recommended for this cost.

Bunker Remdel				
Remodel Bunker (20' x 75' = 1,500 SF)				
Preliminary Budget				
Description	Units	Type	Unit Price	Subtotal
Demo and Shaping	2,500	SF	\$3.00	\$7,500.00
Edge, Prep	1,500	SF	\$0.15	\$225.00
Drainage 4" perf	1,000	LF	\$9.00	\$9,000.00
Drainage 6" Solid	50	LF	\$12.00	\$600.00
Supply and Install Capillary Concrete Liner	1,500	SF	\$2.90	\$4,350.00
Purchase Sand	1,500	SF	\$1.50	\$2,250.00
Install Sand	1,500	SF	\$1.15	\$1,725.00
Fescue or Bluegrass Sod	1,000	SF	\$0.30	\$300.00
Total				\$25,850.00

Wintonbury Hills Golf Course					
Bloomfield, Connecticut					
Preliminary Budget	Amount	Unit	Unit	Unit Cost	Subtotal
Description					
Golf Hole #1					
3 bunkers	3		EA	\$25,950.00	\$77,850.00
Golf Hole #2					
1 bunker	1		EA	\$25,950.00	\$25,950.00
Remove 2 bunkers	2		EA	\$10,000.00	\$20,000.00
Resurface Cart Path		10,560	SF	\$2.00	\$21,120.00
Golf Hole #3					
1 bunker	1		EA	\$25,950.00	\$25,950.00
Remove 2 bunkers	2		EA	\$10,000.00	\$20,000.00
Golf Hole #4					
3 bunkers	3		EA	\$25,950.00	\$77,850.00
Golf Hole #5					
2 bunkers	2		EA	\$25,950.00	\$51,900.00
Resurface Cart Path		4,096	SF	\$2.00	\$8,192.00
Golf Hole #6					
2 bunkers	2		EA	\$25,950.00	\$51,900.00
Hole Hole #7					
2 bunkers	2		EA	\$25,950.00	\$51,900.00
Golf Hole #8					
5 bunkers	5		EA	\$25,950.00	\$129,750.00
Resurface Cart Path		13,104	SF	\$2.00	\$26,208.00
Golf Hole #9					
3 bunkers	3		EA	\$25,950.00	\$77,850.00
Remove 1 bunkers	1		EA		
Golf Hole #10					
2 bunkers	2		EA	\$25,950.00	\$51,900.00
Golf Hole #11					
Remove 2 bunkers	2		EA		
2 bunkers	2		EA	\$25,950.00	\$51,900.00
Add Fairway				\$10,000.00	
Golf Hole #12					
1 bunker				\$25,950.00	\$0.00
Golf Hole #13					
2 bunkers	2		EA	\$25,950.00	\$51,900.00
Golf Hole #14					
1 bunker	1		EA	\$25,950.00	\$25,950.00
Golf Hole #15					
2 bunkers	2		EA	\$25,950.00	\$51,900.00
Resurface Cart Path		7,206	SF	\$2.00	\$14,412.00
Golf Hole #16					
1 bunker	1		EA	\$25,950.00	\$25,950.00
Golf Hole #17					
1 bunker	1		EA	\$25,950.00	\$25,950.00
Golf Hole #18					
3 bunkers	3		EA	\$25,950.00	\$77,850.00
Subtotal	39	34,966			\$1,044,132.00
Practice Range Grass to Children's Par 3					
Additional Irrigation	24		Heads	\$1,500.00	\$36,000.00
Additional Drainage	3		Acres	\$5,000.00	\$15,000.00
Grassing (demo, prep and seed)	3		Acres	\$2,000.00	\$6,000.00
Subtotal					\$57,000.00
Cart Path connecting Range to Clubhouse	1,600	LF		\$30.00	\$48,000.00
					\$48,000.00
Subtotal					\$1,149,132.00
Design and Engineering Fees (10%)					\$114,913.20
TOTAL					\$1,264,045.20

Attachment #2

Hole	1	2	3	4	5	6	7	8	9	Out
Black	377	365	163	526	333	430	255	564	190	3203
Green	367	365	139	512	327	400	200	543	170	3023
Green/White	367	357	139	467	327	355	200	489	170	2871
White	330	357	125	467	320	355	152	489	143	2738
Handicap	10	8	18	2	12	4	14	6	16	
Par	4	4	3	5	4	4	3	5	3	35
+/-										
Yellow	315	295	107	413	302	325	108	418	110	2393
Handicap	10	8	18	2	12	6	16	4	14	

	10	11	12	13	14	15	16	17	18	In	Total	Hcp	Net
Initials:	412	443	168	551	455	427	408	230	414	3508	6711		
	402	400	162	521	415	397	368	190	405	3260	6283		
	360	359	162	521	370	364	368	190	371	3065	5936		
	360	359	148	470	370	364	348	150	371	2940	5678		
	11	7	17	9	1	3	13	15	5				
	4	4	3	5	4	4	4	3	4	35	70		
	335	290	134	440	320	314	312	125	342	2612	5005		
	9	7	17	1	3	11	13	15	5				

Scorer: _____ Date: _____ Attest: _____





Tee	Yardage	Rating/Slope
Black	6711	72.3/130 M —
Green	6283	70.0/128 M 75.9/134 W
White	5678	67.3/122 M 72.5/123 W
Yellow	5001	66.7/113 M 68.6/111 W



1

Par 4

Depth: 40 yards



A good play is to hit a long iron or fairway wood from the tee. Aim at the directional bunkers on the right side; the ball will work its way toward the middle of the fairway. A middle-to short-iron approach remains to a green that's longer than it is wide

2

Par 4

Depth: 33 yards

■ 226
□ 150

■ 276
□ 200

Long hitters can carry the rough on the left side, leaving only a wedge for their second shot. The prudent play is lay up short of the bunker on the right to set up a middle-iron approach shot. Be sure to take enough club on that uphill second shot.

YARDS	HCP
■ 365	7
■ 365	7
□ 357	7
□ 295	7



3

Par 3

Depth: 42 yards

■ 186
□ 136

■ 144
□ 94

■ 170
□ 120



4

Par 5

Depth: 42 yards

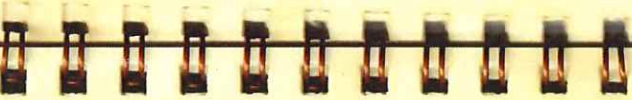
■	294
□	248
■	188

■	278
□	232
■	172

YARDS	HCP	
■	526	1
■	512	1
□	467	1
■	413	1



This medium-length par 5 is a three-shot hole. Aim your tee shot down the right side of the fairway. Play your second shot to the left center of the fairway. The approach shot is uphill to a green that slopes from right to left.



5

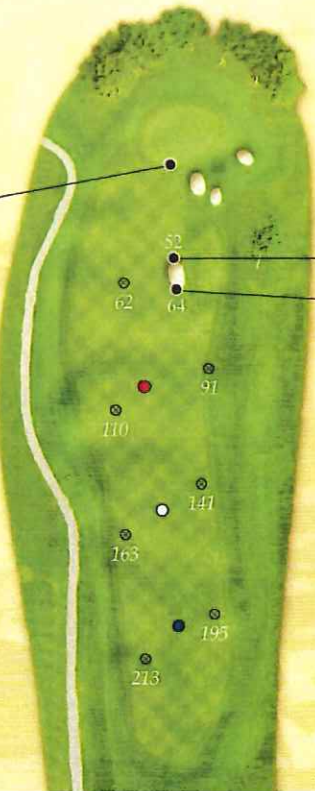
Par 4

Depth: 26 yards

■ 318

■ 284

■ 267



This classic risk/reward

6

Par 4

Depth: 35 yards

- 321
- 271
- 242

- 248
- 197
- 170

- 235
- 184
- 157

This interesting par 4 features a fairway split by a series of bunkers. The prudent play from the tee is down the left side, where you can leave yourself a better angle to the green. BEWARE of the dramatic drop-off to the right of the green!

YARDS	HCP
■ 430	3
■ 400	3
□ 355	3
□ 325	5



7

Par 3

Depth: 36 yards

- 278
- 238
- 212
- 170
- 128

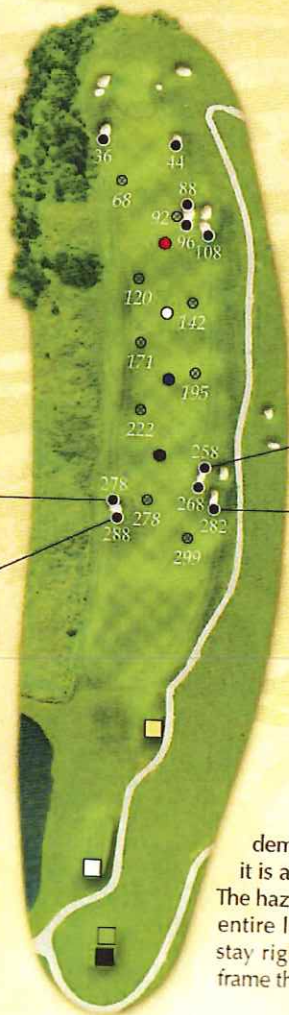
- 242
- 202
- 176
- 134
- 92



8

Par 5

Depth: 39 yards



- 280
- 230
- 146
- 270
- 220
- 136

- 304
- 254
- 170
- 280
- 230
- 146

YARDS	HCP
■ 564	5
■ 543	5
□ 489	5
□ 418	3

This narrow par 5 is demanding for all golfers; it is a true three-shot par 5. The hazard that runs down the entire left side forces you to stay right, but three bunkers frame the second shot landing area on that side.



9

Par 3

Depth: 38 yards



- 208
- 170

- 188

This short par 3 looks easy, but it's not. The tee shot

10

Par 4

Depth: 36 yards

- 314
- 274
- 240
- 294
- 254
- 220

YARDS	HCP
■ 412	12
■ 402	12
□ 360	12
□ 335	14



This medium-length par 4 has a hazard along the entire right side. A good tee shot will leave you with a mid- to short-iron approach. You have the option of either running your second shot up onto the green or flying it to the hole.

11

Par 4

Depth: 41 yards

- 296
- 266
- 126
- 268
- 238
- 98

- 332
- 302
- 162



This uphill par 4 requires a long tee shot to a split fairway. Follow that up with

12

Par 3

Depth: 38 yards

■ 184
□ 152

■ 146
□ 114

YARDS	HCP
■ 168	18
■ 162	18
□ 148	18
□ 134	18

Trouble lurks in every direction on this tricky par 3. If you miss the rather large green, par will be tough to come by. This hole usually plays one club less than the yardage suggests.



13

Par 5

Depth: 40 yards

On this long, uphill par 5, avoiding the left side off the tee is a must. Longer approach shots that favor the right side will come down off the hill and roll onto the green. Missing this



14

Par 4

Depth: 32 yards



■	308
■	276
□	226
□	178

■	234
■	202
□	152
□	104

YARDS	HCP
■	455 2
■	415 2
□	370 2
□	320 4

This challenging hole requires a tee shot long and left that carries the hazard and comes off the bank into the fairway. A long-iron or fairway wood second shot is to a narrow, but open green that accepts run-up shots. Missing right anywhere on this hole will be very costly.



15

Par 4

Depth: 38 yards



Avoid the right side

16

Par 4

Depth: 39 yards



YARDS	HCP
■ 408	10
■ 368	10
□ 348	10
□ 312	12

This is another great mid-length par 4 where trouble looms down the entire right side. Your approach must be accurate to this severely sloping green. If you must, miss the green long or left for the best chance to recover.



17

Par 3

Depth: 36 yards



On this par 3, go with a long-iron or fairway wood aimed

18

Par 4

Depth: 33 yards

■ 288
□ 244

■ 274
□ 230

The tee shot on this par 4 finishing hole should be aimed down the left center of the fairway to avoid the bunkers and wetlands on the right. An accurate mid- to short-iron approach shot is required or saving par will be difficult.

YARDS	HCP
■ 414	16
■ 405	16
□ 371	16
□ 342	8



29 October 1995

Mr. Louie Chapman Jr.
Town Manager
Town Hall
800 Bloomfield Avenue
Bloomfield, CT 06002

Dear Mr. Chapman:

One of your town residents, golf writer Brad Klein, spoke with me about the possibility of designing a municipal golf course for your town. I'd be delighted to. He was kind enough to offer a fee of \$1, which is a little less than my standard rate, but that's fine. You can pay me when it opens.

Let me know what the next step will be. I'd be happy to come up there to inspect the proposed site and start work on the design.

Best wishes,

Attachment #3

