



Fairfax County

Department of Purchasing and Supply Management

12000 Government Center Parkway, #427

Fairfax, Virginia 22035-0013

Golf Business Review

RFP 11-219925-22

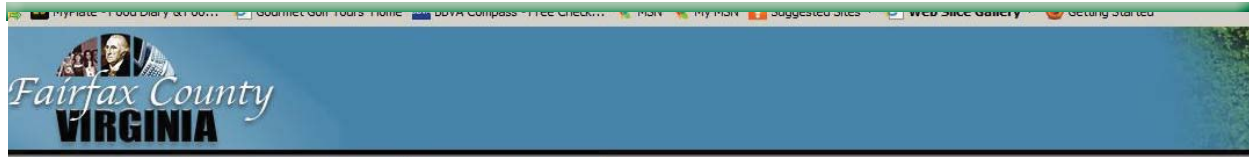
June 24th, 2011

4215 Morningstar Drive * Castle Rock, Colorado * 80108 * 303-283-8880

Ensuring Your Vision Becomes Reality . . .



Golf Convergence



- Home
- Living Here
- Doing Business
- Visiting
- Departments & Agencies

FAIRFAX COUNTY PARK AUTHORITY

- LAUREL HILL GOLF CLUB
- Activity Calendar
- Course
- Score Card
- Practice Facilities
- Clubhouse
- Pro Shop
- Rates
- Membership
- Fee Times
- Instruction
- Meetings/Banquets
- Outings
- Directions
- Meet the Staff
- Rules & Policies
- Employment
- GOLF COURSES
- JR GOLF PROGRAM
- GOLF TOURNAMENTS
- VOLUNTEER

- PARK NEWS
- IND A PARK
- IND AN ACTIVITY
- ADMINISTRATION
- Online Services
- Our Government
- News and Events
- Maps, Facts & Stats
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homepage > park authority > golf courses:

Laurel Hill Golf Club



Welcome to Laurel Hill!

8701 Laurel Crest Drive
Lorton, VA 22079
703-493-8849
Map/Directions

Come experience Laurel Hill Golf Club, Northern Virginia's newest premier daily fee golf experience!

Designer Bill Love, whose credits include the Iron Forge Course at Penn National and Hunting Hawk in Glenn Allen, Virginia, has created an impressive 18-hole course on land that formerly housed the D.C. Department of Corrections facility at Lorton. Paying homage to the early architects of American golf, Love's objective was to let the natural beauty of the property dictate the character of the course. By all accounts he has succeeded with the golf press already describing the course with accolades like "one-of-a-kind" and "visually stunning."

Please arrive 30 minutes ahead of time for your tee time. Proper golf attire



Laurel Hill Golf Club to Host
2013 U.S. Amateur Public Links

Top 10 Best New Course in America
- Golf Digest, January 2008

Top 10 Virginia Public Access Courses
- Golf Week, March 2008

USGA Women's Amateur Public Links Qualifier
- 2008, 2010

USGA Amateur Public Links Qualifier
- 2009, 2010

VSGA Public Links Championship
- 2008, 2009, 2010

Prepared for:

Fairfax County, Virginia

Prepared by:

Golf Convergence, Inc.
J. J. Keegan, Managing Principal
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Castle Rock, CO 80108
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www.golfconvergence.com

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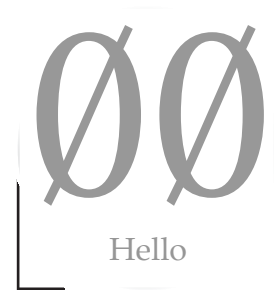
Professional Resources for Fairfax County Assessment

- Tactician
- Weather Trends International
- Mr. Kevin Norby, Herfort-Norby
- Mr. Dennis Lyon
- Dr. Brian Horgan, University of Minnesota
- Mr. Eric Christiansen



Golf Convergence

June 24, 2011



Ms. Kathy H. Stanley, CPPB
Fairfax County
Department of Purchasing and Supply Management
12000 Government Center Parkway, #427
Fairfax, Virginia 22035-0013

Re: Request for Proposal – Full-Service Golf Course Consultant

Dear Ms. Stanley:

It is All About You: We value the opportunity to undertake a comprehensive assessment for the creation of a business plan for Fairfax County. It is truly an exciting prospect. We understand the importance of this project's scope. Ensuring that the citizens are provided value based recreation on a fiscal self-sustaining basis for the County's seven golf courses and the land lease on the eighth course is vital. Studying this impact is very prudent.

The Outcome: It has been our experience that clients that engage our professional services obtain the desired insights and are able to create a strategic vision that would result in financially stable operations and at least a 12% increase in net income.

Our recommendations will be founded on thorough research, our extensive experience with comparable engagements and working in unison with your management and staff. We excel at creating a consensus that solves problems and finds answers that are simple and cost effective. The solutions we will create together work.

The Hurdles: We also understand that these are very challenging times within the golf industry. The game has peaked. Supply exceeds demand. Revenues are soft and expenses are fixed. Rounds are too long and lifestyles have changed. Ours is a time-crunched culture. These factors have a direct impact on the business of golf.

With golf in a blustery swirl, vision is often clouded and execution dulled. Today, many courses are implementing operational and tactical changes that lead to strategic failure.

The stewardship of a golf course blends the interests of many groups: Board of Supervisors, management, staff, the public golfers, and the taxpayers. Each group has a different view as to how the facility should operate. Their lenses tend to filter their versions of reality. It is not surprising that people can see the same data and reach very different conclusions.

The Process: To create a common focus on which all can agree, we have refined a process called the Golf Convergence WIN™ formula which crystallizes the insights that you desire. This thorough progression of evaluation and research comprises eight steps: local market analysis, weather impact, technology integration, financial analysis and modeling, facilities assessment, operational review, customer evaluation and measurement of golfer loyalty. Most people are too overwhelmed by data to discover all the details. This process allows us to focus on the outcome which will provide you with a peace of mind.

We have outlined in great detail a customized scope of services for this engagement on page 5. It conforms directly to Tasks 1 through 6 listed in the Request for Proposal. The process is comprehensive and precise. We have proposed a “cafeteria approach” to the investment options. We will create a comprehensive five-year strategic plan which includes a vision statement, tactical plans and operational procedures clearly defined. We would be thrilled to further assist with the operational implementation of the plan to ensure your goals are achieved.

Our Qualifications: With nine principals averaging 20 years of experience in the business of golf, our successful record of accomplishment is well documented. Our book, “The Business of Golf – What Are You Thinking? - How to Maximize the Investment Return of a Golf Course” clearly documents our expertise.

Furthermore, our clients will be glad to share with you how our straightforward approach has made easy what could have been a very complicated assessment. We have completed within your region during the last 12 months operational reviews for Prince William County and the City of Virginia Beach. Having already visited Fairfax County’s golf courses as part of these operational reviews, we are aware of the strengths, weakness, threats and opportunities for the Fairfax County golf courses. We would be glad to provide you further references beyond those included in Section 5 to confirm our dedication, passion, and commitment to serve in a team environment.

While all responses to request for proposals may look the same and differentiating between them difficult, what is unique about Golf Convergence is the depth and breadth of our operational assessments contrasted to the institutional boilerplate approach taken by other firms. What is assured, once retained, is our primary focus crafting a sustainable vision for your golf courses.

The Solution

We hope to have the opportunity to glean from your operational experiences, to share our insights, and to enhance the vision for Fairfax County. Thank you for your consideration.

Sincerely,

James J. Keegan
Managing Principal

01

What

Scope of Services

A. Operational Assessment & Business Plan

The goal of this Request for Proposal is to undertake a comprehensive operational analysis of Fairfax County.

What will our approach be? It is our philosophy, one that has been proven successful, that while all tasks are essential to a thorough analysis, we have noted that in every well-managed operation, every operational decision can be traced back to the tactical plan and up to the strategic vision. Without a vision, the course will flounder.

The finest tactical plans without a talented team are meaningless. It takes all three components—strategic vision, tactical planning and operational execution—to be successful. The components that we will analyze are reflected below:



To complete an operational assessment focused on key questions or crafting a strategic plan that can be successfully executed, building a consensus of the stakeholders is vital.

Our focus will be to listen, learn, help and lead. The expected outcome and benefit for Fairfax County is a clear vision of the facility’s potential. Based on that knowledge, the future role of the golf course in the community, the viable options for future management, the annual investment required, and the recommendations for future facilities expansion and layout modification will be known. As a result, this plan created by Golf Convergence will provide precise recommendations so the city can maximize revenue, increase operational efficiency, enhance customer service and become financially self-sustaining.

02

How

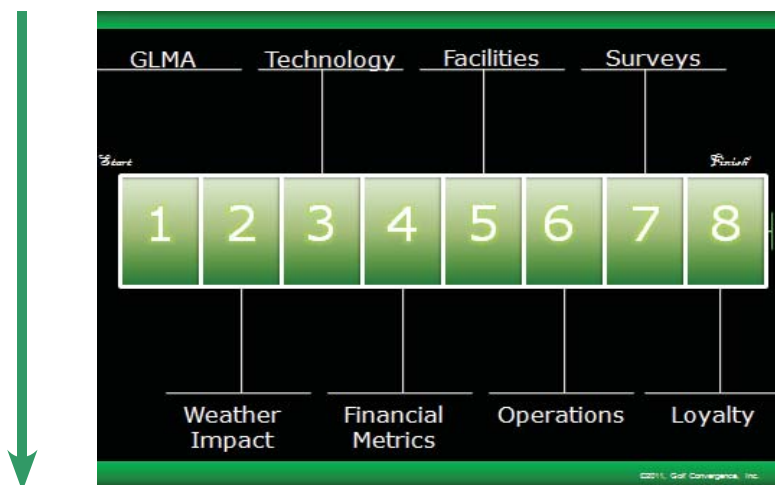
The Process – Golf Convergence WIN™ Formula

Throughout this process we will be listening, questioning, and engaging. Our process provides stability to ensure that your vision becomes reality.

The Critical Path

The Golf Convergence WIN™ (What's Important Now) is an eight-step process that can be viewed as the “critical path” on which we will execute this engagement. This process will fully address the key questions proposed within the Request for Proposal.

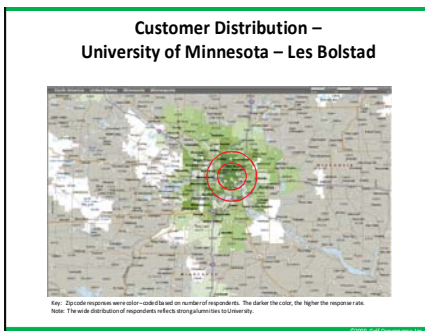
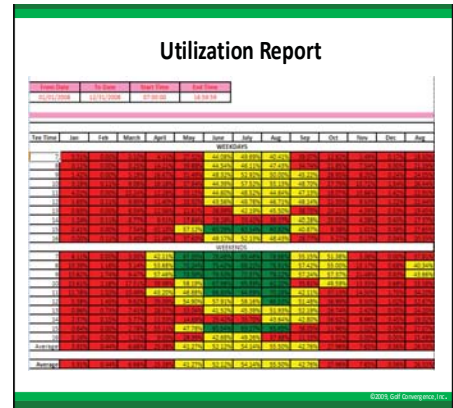
With supply exceeding demand by 10% within the nation, and most forecasts predicting a flat industry for the next decade, we will proceed with diligence and implement a process which we will employ from macro to micro, and will examine the following thoroughly and concisely:



1. Strategic: Geographic Local Market Analysis. We will define the primary and secondary trade areas for Fairfax County. Age, income, ethnicity and population within 10, 20 and 30 mile radius's will be measured. We will calculate the demand vs. the supply within this trade area. The key questions are: Is there sufficient demand with appropriate demographics to meet the available supply? Are the age, income, ethnicity and population density sufficient to sustain a golf course?
2. Strategic: Weather. We will calculate the number of playable golf days in a year compared to a 10-year trend to allow us to clearly differentiate between the impact of weather vs. the impact of management on a course's financial performance. The key question is: What impact has weather played on rounds vs. management policies?
3. These first two tasks quantify the uncontrollable factors that impact a golf course's financial performance and clearly define the course's investment potential. The results from this analysis define the strategic vision for the golf course.
4. Tactical: Technology – The Foundation. We will ascertain if the tee sheet is integrated into the POS system, the size of the email database, the efficiency of the web site, if pro-

active e-mail marketing is occurring and the extent to which social media has been adopted. The key question is: “How effectively has an integrated golf management solution been used to properly manage?”

4. **Tactical: Yield Management, Key Metrics, Financial Modeling and Course Valuation.** Industry benchmarks will be contrasted to each facility’s performance to determine opportunities for improvement. The key question is: Have accurate financial models that support proactive decision-making been developed? What debt service can the golf course cover? Is there a gap between fees charged and the value experienced?
5. **Operational: Facilities and Maintenance Review.** A golf course is a living organism. Primary constraints include annual renovation expenses and the equipment required to maintain a course. The key questions are: What is the current physical state of the golf course? The golf course design, agronomic and turf practices, and equipment levels are evaluated. What is the optimal and best use of the property? What are the recommendations for facility expansion and layout modification?
6. **Operational: Management, Marketing, and Operational Review.** The entrance to the clubhouse, staffing, organizational structure, merchandising, food and beverage, accounting and budgeting procedures, information systems, advertising, marketing and public relations are evaluated and compared to the industry’s best management practices. The key questions are: Does the value provided equal or exceed the associated fees? Are the proper operating procedures consistently deployed through each step of the “assembly line of golf?”
7. **Operational: Customer Franchise Analysis.** By utilizing a golf course’s database, purchasing an e-mail list of local golfers, and employing electronic survey tools, enlightening insights can be obtained. Why aren’t the golfers in your area playing more? What are the motivating price points in your region? What is your course’s brand image? You’ll never know the answers if you don’t ask the questions. The key questions are, “Who are your core customers and how much do they spend? What is the annual retention among the golfers?”



8. **Operational: Customer Loyalty.** Twelve percent of the customers generate 60% of the revenue. While only half the golfers who played a course one year are likely to return the next, identifying your core customers provides the foundation for your marketing program. The key questions are, “What are the barriers to increased play, what is the golfer’s perceived value, and what is the primary reason one course is selected over another? How loyal are your customers?”

This eight-step formula creates a tapestry of sound principles and common-sense solutions for the golf course operator. For those who wish to gain an advantage over their competitors, following our formula will provide that opportunity and will heighten both performance and profitability.

The Timetable



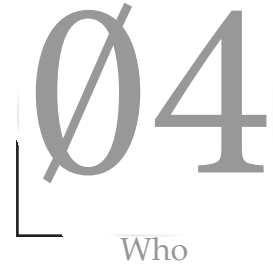
A. Gant Chart - Critical Path

We will execute based on the following timetable:

Week	Lead Consultant	1	2	3	4	5	6	7	8	9	10
Task 1 - Key Interviews	Keegan										
Project Commencement											
Kick Off Meeting	Keegan										
Data Collection	Keegan										
Initial Site Review	Keegan										
Task 2 - GLMA											
Local Market Analysis	Tactician										
Weather Impact Analysis	Weather Trends										
Task 3 - Capital Improvements											
Technology Integration	Keegan										
Financial Analysis	Keegan										
Key Metrics	Keegan										
Financial Modeling	Keegan										
Yield Management	Keegan										
Task 4 - Operational Review											
Architectural Review	Herfort Norby										
Facilities, Maintenance and Agronomics	Lyon										
Customer Loyalty Analysis	Keegan										
Customer Franchise Analysis	Keegan										
Golf Shop Operations	Keegan										
Merchandising	Keegan										
Food and Beverage	Keegan										
Task 5 - Business Growth Opportunities											
Formulation of Recommendations	Keegan										
Discussion of Operating Alternatives	Keegan										
Task 6 - Action Plan											
Create Strategic Plan and Operational Evaluation	Keegan										



Golf Convergence



Golf Convergence

Purpose

Golf Convergence is a consortium of leading golf experts whose mission statement is “to ensure your vision becomes reality.” We engage in a disciplined and proven process to achieve that goal.

Vince Lombardi stated, “Perfection is not attainable, but if you chase perfection, you will catch excellence.” Everyday our goal is simple. We merely try to outperform ourselves. How does that philosophy benefit you?

We understand that the status quo is a formidable foe. We thrive on making the complex simple. We focus on the results, not the process.

Our goal with each client is straightforward. The formula which we have developed provides us the opportunity to create with you and for you an outcome-based business plan, and tactical implementation of plans that ensure precise operational execution. With our mission clearly defined, our clients have consistently increased net operating income by more than 12%.

Professional Services

For each engagement, we assemble the leading industry experts in the various business disciplines that are uniquely required for that client; hence, our name – Golf Convergence.

Our team available for this engagement will include Tactician from Boston, MA: Weather Trends International; The profile of J. J. Keegan is listed in Appendix A. The principals of Golf Convergence have been successful on more than 400 projects in more than 90 cities and six foreign countries.

For the past two decades, the principals of Golf Convergence have been retained as strategists for numerous significant multi-course municipalities in the United States, providing a broad range of services.

The consulting services we offer cover every facet of golf course operations, including:

- | | |
|---------------------------------------|-------------------------------------|
| ◇ Market & Economic Analysis | ◇ Agronomy & Maintenance Assessment |
| ◇ Strategic Planning | ◇ Management |
| ◇ Facility Assessment | ◇ Operations |
| ◇ Capital Improvement Programming | ◇ Marketing/Integrated Branding |
| ◇ Organizational Development | ◇ Customer Franchise Analysis |
| ◇ Information Management & Technology | ◇ Customer Loyalty |
| ◇ Financial Planning & Analysis | ◇ Secret Shopper |
| ◇ Architectural Playability | |

05

Heard on the Street



References

Presented below are recent examples of success stories brought about through the vision and leadership of J. J. Keegan and the associates of Golf Convergence. These case studies provide the requisite information on the scope of each project and serve as positive references.

1 - City of Virginia Beach

This review encompassed a comprehensive analysis of the financial, management and operational performance of Bow Creek, Kempsville Greens, and Red Wing Lake golf courses. In addition, the financial performance and associated management contract of Virginia Beach National was reviewed.

The management of the Golf Course Division had done a stalwart job in mitigating the impact of numerous uncontrollable factors plaguing the golf industry and negatively affecting the financial performance of the Division's golf courses. Unfortunately, net operating losses exceeded \$200,000 during the past two fiscal years.

The Actions Taken by Golf Convergence

Utilizing the Golf Convergence WIN™ formula, the same process proposed for Fairfax County, an operational review resulting in the creation of a five-year business plan was presented to the City of Virginia Beach City Council on October 15, 2010.

Winning Big

Our recommendation to privatize was clear. If privatization is selected, the City of Virginia Beach's investment is low, the staff required is nominal, the risk level is low, and the City's net income will be moderate. In contrast, the status quo options will require high investment, significant staff, and high risk, with likely losses and subsidy from the general fund.

The chart below highlights the financial difference to the Golf Course Division between the status quo and private contract management over the next 10 years:

Three Golf Courses	Status Quo	Private Contract Management
Expenditures over Revenues	(\$500,000)	\$0
Annual Income Rental Income		\$1,150,000
Capital Investment by City	(3,000,000)	0
General Fund Subsidy for Loan Amortization	(875,000)	(875,000)
Capital Investment in City's Assets by Private Management		\$3,000,000
Financial Return (After 5 Years)	(\$4,375,000)	\$3,275,000

Privatization has the potential to save the City \$7.650 million within 10 years and preserve the customer experience.

Contact: Ms. Cindy Curtis, City of Virginia Beach, Director of Parks and Recreation, 2408 Court-house Drive, Build. #21, Virginia Beach, VA 23456, 757-385-1127, ccurtis@vbgov.com.

2 - Prince William County

Prince William County operates three golf courses through self-management. This review was requested by staff because, as of June 30, 2009, the Park Authority did not meet the required debt coverage ratio of 1.10 for 1999 Revenue bonds which financed the construction of Forest Greens and General's Ridge. The calculated revenue bond debt coverage ratio for FY 2009 was 0.54. The outstanding debt, which is currently 9,060 million dollars, was refinanced in April, 2010.

Though recently refinanced, the debt still could not be serviced from the golf course's free cash flow.

The Actions Taken by Golf Convergence

Utilizing the Golf Convergence WIN™ formula, an operational review resulting in the creation of a five-year business plan was presented to the City on June 30, 2010.

Winning Big



The chart below highlights the financial difference to the Recreation Services Division between the status quo and private contract management over the next 10 years:

Three Golf Courses	Status Quo	Private Contract Management
Expenditures over Revenues	4,000,000	
Annual Income Rental Income		1,500,000
Likely Capital Investment by Park Authority	2,000,000	2,000,000
Financial Return (After 5 Years)	(6,000,000)	500,000

Privatization has the potential to save the Park Authority \$5.5 million within 10 years, while preserving the customer experience.

Contact: Tracy Hannigan, Recreation Services Director, Prince William County Park Authority, George Hellwig Memorial Park Authority, 14420 Bristow Road, Manassas, VA 20112, 703 791 7060, thannigan@pwcparcs.org.

3 - City of Winnipeg

The City of Winnipeg operates twelve golf courses using five different operating arrangements ranging from self-management, to concessionaires, to leases, to contracts with third parties. The Winnipeg Golf Services has lost \$1.0 million consistently for the past three years and rounds have fallen by 50%. Long-term debt approaching \$7.5 million.

The Actions Taken by Golf Convergence

Utilizing the Golf Convergence WIN™ formula, an operational review resulting in the creation of a five-year business plan was presented to the City of July 15, 2011.

Winning Big

The recommendations contained in the report, when implemented, will generate \$8.5 million in income for the City over the next five years through privatization of three City golf courses in 2011.

Contact: Bryan Mansky, Audit Manager, City of Winnipeg, Audit Department 3rd Floor, 185 King Street, Winnipeg, Manitoba, R3B 1J1, Ph: 204-986-4136, email bmansky@winnipeg.ca

4 - University of Minnesota

On July 1, 2009, the University transferred operational responsibility for the golf course from the Intercollegiate Athletic Department to the Recreational Services Department. This transfer was made, in part, to stem the recurring losses and negative fund balance the University's Les Bolstad Golf Course maintained. Play was down 250% over the past five years and maintenance and clubhouse facilities were substandard.

The Actions Taken by Golf Convergence

Utilizing the Golf Convergence WIN™ formula, an operational review resulting in the creation of a five-year business plan was presented to the University on June 24, 2009.

Winning Big

The City has already begun implementing recommendations, including updating the organizational culture, upgrading human resources, expanding the technology infrastructure, and upgrading facilities. This plan, if fully executed, forecasts that the golf courses will increase their EBITDA by over \$640,000. In FY 2009, Les Bolstad lost \$450,000. In FY 2010, based on the execution of the plan by the team, Les Bolstad generated \$250,000 in net income. Contact: James C. Turman, Ph.D. Assistant Vice Provost for Student Affairs Director, Department of Recreational Sports Associate Graduate Faculty, School of Kinesiology, 108 Cooke Hall, 1900 University Avenue S.E., Minneapolis, MN 55455-0155, phone (612) 625-9037, fax (612) 626-7708, email turma001@umn.edu

5 - Naperville Park District

During 2008, the Naperville Park District incurred a \$280,000 loss. Further, operating losses would jeopardize payment on a \$6.3 million bond. Play is down 20% over the past five years, despite the fact that demand for golf exceeds supply in the local marketplace. A significant investment in course renovations did not produce the desired results, capital expenditures have been deferred, and deep rate discounting had been implemented.

The Actions Taken by Golf Convergence

An operational review resulting in the creation of a five-year business plan was presented to the Parks and Recreation Commission on May 28, 2009.

Winning Big

The City has already begun implementing recommendations, including the adjustment of rates to market for 2009, new accounting information system procedures implemented to more accurately present financial information, the issuance of an RFP to upgrade technology, and exciting marketing endeavors. This plan, if fully executed, forecasts that the golf courses will generate \$200,000 net income annually.. Contact: Mr. Ray McGury, Parks Director, Naperville Park District, 320 W. Jackson Ave., Naperville,IL. 60540, (630) 848-3500.



Appendix A

JAMES J. KEEGAN Managing Principal and Author Golf Strategist

Known to his friends as “Rain Man” because of his amazing recall of any course he has played, any person he has met, or any place he has traveled, James J. Keegan has a zest for golf and for life.

With a great heart and a quick mind, he has established a wide-ranging network within the golf industry, an industry in which there may be only one degree of separation from the management leaders who make a positive difference. He leverages his educational background with his extensive experience in the golf industry to frame a vision that can be understood by all. He quickly “cuts to the chase.”

With nine principals averaging 20 years of experience in the golf business, Golf Convergence provides common sense solutions founded on sound principals. With clients from Europe, to Asia, and across America, Golf Convergence has developed a unique process that is enhancing the golfer’s experience and the investment return of today’s golf courses.

As Managing Principal, Keegan has traveled in excess of 2,250,000 miles visiting over 250 courses annually and meeting with owners and key management personnel at more than 3,500 courses. Having successfully combined his passion for golf with his business acumen, his experience makes him uniquely qualified to offer expert opinions on trends and issues facing golf courses today because of his direct knowledge and interaction with the golfing community.

An accomplished writer, Keegan published in June, 2010 the award winning book, “The Business of Golf - What Are You Thinking? How to Maximize the Financial Return of a Golf Course.” The book has been purchased in 13 countries.

Currently, he serves as a panelist for Golf Magazine’s Top 100 Golf Courses. He is a former member of the Club Manager’s Association of America, and is currently a member of the National Golf Foundation and the International Network of Golf. Keegan is a former volunteer of the Colorado Golf Association and the USGA Sectional Affairs Committee. Jim has served as a course rater and rules official for numerous tournaments including the local and sectional qualifying for the U.S. Open and the World Club Championship.

A certified public accountant with a B.B.A. degree from Texas Christian University, Keegan earned an M.B.A. in Corporate Finance from the University of Michigan. He has also served as a captain in the United States Air Force and worked at KPMG as a computer audit specialist.



EDUCATION

BBA, Texas Christian University, Cum Laude
MBA, University of Michigan

MEMBERSHIPS

National Golf Course Owners
National Golf Foundation
International Network of Golf

AREA OF EXPERTISE

Project Management
Technology
Financial Analysis
Operational Analysis

WHAT YOU MAY NOT KNOW

Frequent Public Speaker and Webinar Host on the Business of Golf

Panelist, Golf Magazine’s Top 100 Courses in the World

Traveled to 41 countries to review golf courses

Textbook he authored currently in use by four colleges.

Kevin Norby, Principal of Herfort-Norby

Specialty: Architectural Review

Professional Experience

As the project architect and the principal-in-charge of Herfort Norby, Kevin is directly responsible for assessing each client golf course and assessing capital improvement alternatives.

Kevin began his career in 1976 as a land planner and landscape architect. In 1990, while designing improvements at Superior National Golf Course, Kevin met Don Herfort. Since that time, he has been responsible for the design of more than 60 golf course projects throughout the central United States, Canada and the Caribbean. Kevin's attention to detail and passion for golf, combined with his experience in golf course design and construction, allow him to create courses that are both enjoyable and financially successful.

Recent projects include the Refuge Golf Club in Oak Grove, Boulder Pointe Golf Club in Elko, Forest Hills Golf Club in Forest Lake, and The Preserve on Rathbun Lake, Albia, Iowa. Kevin's responsibilities include conducting the site analysis process, preparation of plans and specifications, wetlands approval, contractor selection, construction observation, and contract administration.

Professional Affiliations

Kevin is a registered landscape architect in Minnesota and is a member of Iowa Golf Course Superintendents Association (IGCSA), Minnesota Golf Course Superintendents Association (MGCSA), Wisconsin Golf Course Superintendents Association (WGCSA), Golf Course Superintendents Association of South Dakota (GCSA of SD), American Society of Landscape Architects (ASLA) and the Natural Resources Defense Council.

Dennis Lyon CGCS, Golf Course Management Consultant

Specialty: Maintenance and Agronomy

Professional Experience

Dennis has over 35 years of experience managing the City of Aurora, Colorado, Golf Division. This division consists of six 18-hole courses and one par three 9-hole course. He has served as project manager in the construction of several of the city's courses and has had "bottom line" responsibility for the golf operation during his tenure with the city.

Education

Dennis has a BS in Horticulture from Colorado State University and a MA in Management from the University of Northern Colorado.

Professional Affiliations

Dennis has been a certified superintendent since 1979. Always active in his profession, Dennis has served as president of the Rocky Mountain Regional Turfgrass Association, the Rocky Mountain Golf Course Superintendents Association, the Golf Course Superintendents Association of America and the Colorado Golf Association.

Awards / Recognition

Dennis is also the recipient of the USGA Green Section Award for significant contributions through his work with turfgrass, and he is a member of the Colorado Golf Hall of Fame.

Brian Horgan, Ph.D. Turfgrass Consultant

Professional Experience



Dr. Horgan is an Associate Professor at the University of Minnesota, Director of the Turfgrass Research, Outreach and Education Center and an Extension Turfgrass Specialist. He travels around the world giving lectures on nutrient and pesticide fate, fertilizer management, water conservation strategies and golf course maintenance. His research focuses on creating common sense solutions for the practitioner of today and future turfgrass managers.

Recent in-depth consulting projects include the restoration of Edina Country Club (2010) and University of Minnesota Les Bolstad Golf Course (2008)

Education

He received his Bachelor of Science from Michigan State University, Master of Science from North Carolina State University and his Ph.D. from the University of Illinois.

Professional Affiliations

Dr. Horgan currently serves as a board member of the National Turfgrass Federation, he is a past chair of the National Turfgrass Evaluation Program advisory committee, he is chair-elect of the Turfgrass Science division of the Crop Science Society and is an instructor for Golf Course Superintendents Association of America. He is active with the Minnesota Golf Course Superintendents Association and a current board member of the Minnesota Turf and Grounds Foundation.

Eric Christiansen, Irrigation Wizard

Professional Experience



Erik Christiansen is the president of EC Design Group, LTD., an irrigation design and water management resources company with over 20 years of turf and irrigation experience.

Erik has completed over 200 projects including projects in new projects throughout Iowa, Minnesota, Texas and Hawaii. He has also completed numerous golf course renovation and feasibility projects throughout Minnesota including Midland Hills, Intelachen, Minnesota Valley, Woodhill and Minikahda.

Education

University of Minnesota, Bachelor of Science, Forestry, 1971.

University of Wisconsin, Masters work in Landscape Architecture, 1983 to 1984

Professional Affiliations

American Society of Irrigation Designers (ASID) Minnesota Golf Course Superintendents Association (MGCSA)

Golf Course Superintendents Association of America (GCSAA)

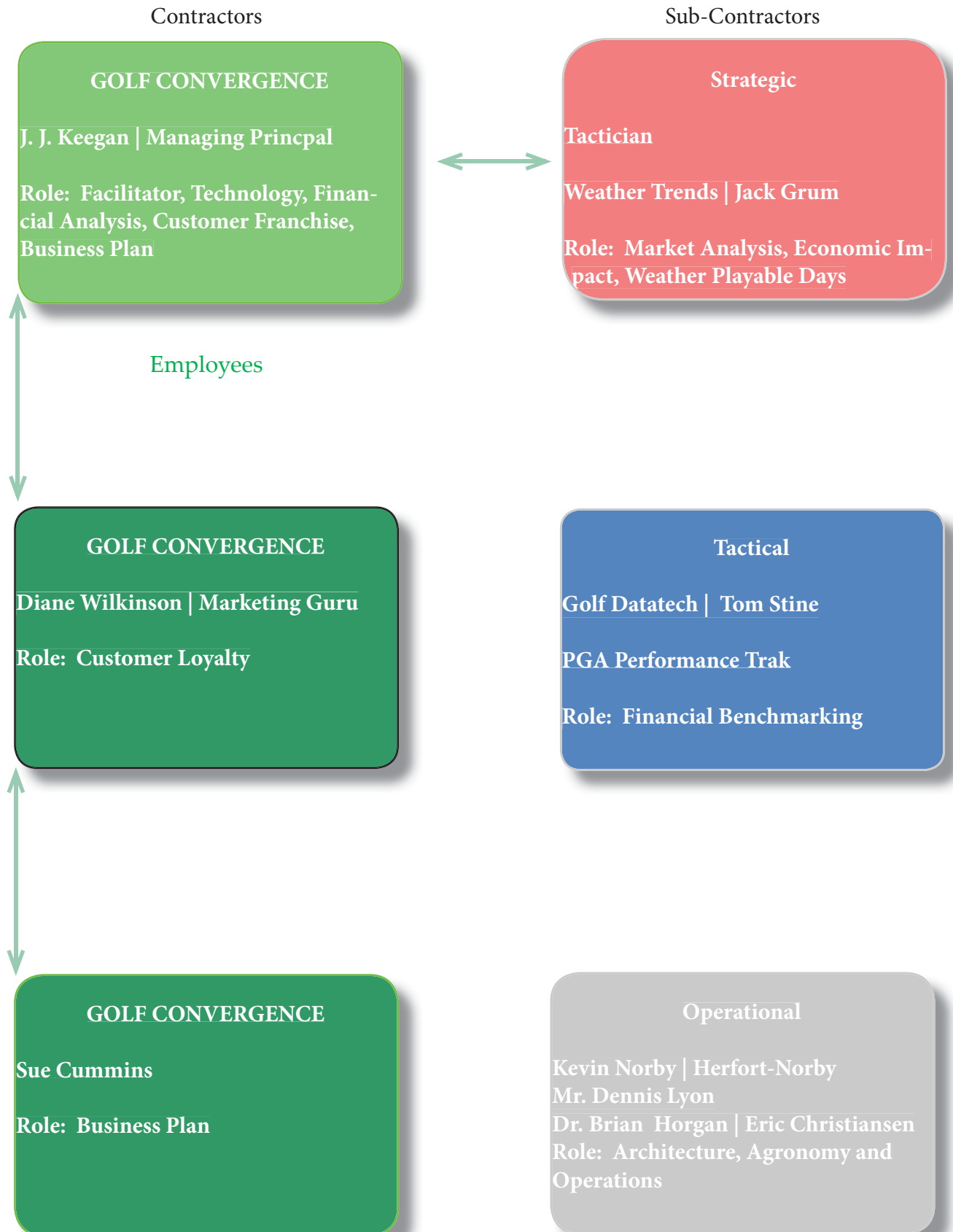
Iowa Golf Course Superintendents Association (IGCSA)

Golf Course Builders Association of America (GCBA)

Texas Turfgrass Association (TTA)

APPENDIX B

Organization Chart For Proposed Superior National Project



Appendix C

GOLF CONVERGENCE | Standard Billing Rates

<i>Classification</i>	<i>Standard Rate</i>	
Golf Convergence		
James J. Keegan, Managing Principal	\$ 350	/Hr.
Diane Wilkinson	\$ 50	/Hr.
Sue Cummins	\$ 50	/Hr.
Other Sub-contractors		
Jay Walker, Tactician	\$ 100	/Hr
Jack Grum, Weather Trends International	\$ 250	/Hr.
Kevin Norby - Herfort/Norby	\$ 175	/Hr.
Eric Christiansen	\$ 150	/Hr
Dr. Brian Horgan	\$ 225	/Hr.
Dennis Lyon	\$ 125	/Hr.