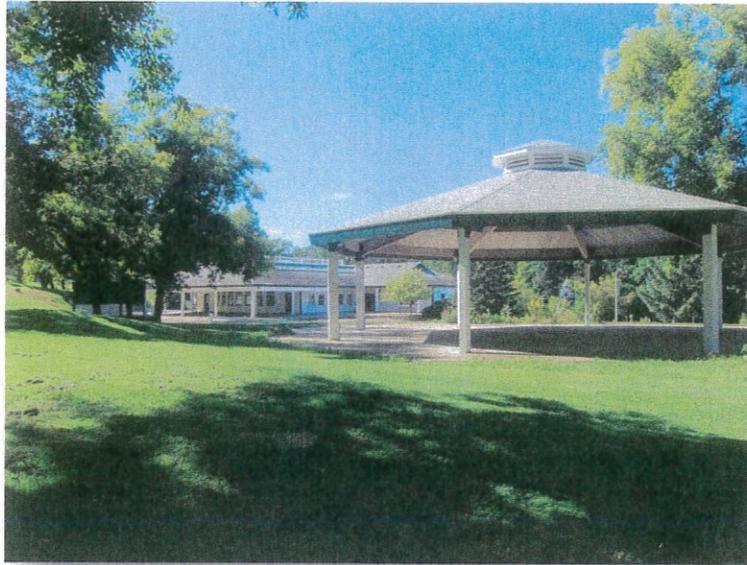


# Proposal



## Mississippi National Golf Links

Prepared by

Red Wing Municipal Golf Corporation

September 27, 2013

PROPOSAL FOR MANAGEMENT AND MAINTENANCE  
OF MISSISSIPPI NATIONAL GOLF LINKS

To: Red Wing City Clerk

Sec. 7.1-A Letter of Transmittal

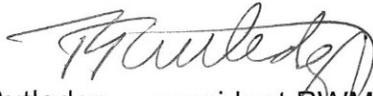
This letter is to confirm the interest of the Red Wing Municipal Golf Corporation (RWMGC) in the management and operation of Mississippi National Golf Links (MNGL). We propose to manage, maintain, and operate the golf course, clubhouse, driving range, and the food and beverage / banquet facilities at MNGL.

We propose a 36-hole course, with the option to downsize to a 27-hole course after the first 2 years of the 5 year agreement, if economically indicated. We understand and agree to all the terms and conditions set out by the Red Wing City's Request for Proposals document.

The primary contact individual during the review and selection process shall be:

Robb G Rutledge  
29945 Lakeview Ave.  
Red Wing, MN. 55066  
651-388-5546  
[robbrutledge@msn.com](mailto:robbrutledge@msn.com)

Agreed to and signed, on behalf of RWMGC, September 26, 2013



Robb Rutledge - president RWMGC



Joan Collinge - secretary RWMGC

## Sec. B Executive Summary

Who owns Mississippi National Golf Links? It's like asking, "Who owns the Sheldon Theatre?" Or "Who owns Memorial Park?" The answer is, "We all do!" This is the basis for our proposal. We begin with the belief that every citizen of Red Wing has a stake in MNGL. Therefore, we propose to turn over the management of Mississippi National to the true owners, the people of Red Wing. We propose to create a citizen's board that fairly represents Red Wing's best interests now, and into the future. The Red Wing Municipal Golf Corporation ( RWMGC) currently is composed of local golfers who care about Mississippi, see the value of a local public golf course, and want to pass this asset on to future generations. We do not propose to own the course; the citizens of Red Wing own it already. We propose to manage it in a way that will ensure that it continues. Our proposal does not depend upon making a profit. There will be good and bad economic times to come, as there have been in the past. We believe that if we create a partnership with the city, with open financial records and a certain amount of city oversight, that we can weather these inevitable economic storms better than a private business can. Indeed, the Schoenbauer report states that "continuing to use a business model to run a golf course may not be sustainable".

To that end, we have formed the RWMGC, and are applying for 501C3 non-profit status, which will give us tax and management advantages that a private business cannot match. The corporation's board would hire a golf professional to manage the pro shop. He or she would bring in the golf clubs, clothing / accessories, and the expertise needed to run a successful golf business. Tee times, lessons, youth programs, special corporate events and tournaments, greens fees, and marketing would be the responsibility of the professional; overseen by the board of RWMGC. As incentive, we propose to give a percentage of the cart fees, driving range, and bar & grill income to the pro; who would also oversee the management of the clubhouse. He or she would hire a kitchen / bar / grill manager. We do not propose to be in the restaurant business, which is even more prone to the ups and downs of the economy than the golf business is. Our core is golfers. A simple bar and grill would supply those needs.

When weddings, reunions, and other large events are scheduled, we propose to rent the space to catering businesses. In this way we decrease our overhead and personnel needs during off times. We currently are planning to hire a golf professional who has extensive experience in all of these areas, and has intimate knowledge of MNGL.

We would hire the golf course superintendent. He would manage the actual course, including the mowing, watering, and general maintenance of the grounds. He would purchase or lease the needed equipment. He would hire the golf course crew, and make decisions about how to best care for the golf course itself. Consideration for the environment concerning water usage, fertilizers, pesticides, and respect for native flora and fauna would be under the direction of the superintendent, overseen by the board. Our intent is to hire the current superintendent, who has a quarter century of experience and knowledge about MNGL. Randy Juliar has told us that he is keeping all of his options open until a decision is made on MNGL. If RWMGC is awarded MNGL, we have an agreement with Mr. Juliar to provide his services as superintendent.

The clubhouse, cart paths, and parking lot and lighting will need updating and repairs. We believe this is the city's responsibility, much as the city is responsible for maintenance of many other city-owned buildings and parks. We do not propose to take responsibility for plowing the drive-through road during the winter. This is a Red Wing property, and thus a municipal function. However, we believe that we will become self-sustaining within the 5 year lease we propose, and as this happens we propose to fund any capital improvements that are needed on the golf course and clubhouse. Our goal is to set aside a percentage of income for this purpose, with city oversight. We would also take responsibility for payment of utilities and city services, as well as insurance coverage, starting when the course opens in the spring of 2014.

There is the question as to what is the basic identity of Mississippi National. Is it a public golf course for local Red Wing residents? Is it a regional destination for golfers from outside Red Wing, who want to visit the city, play golf, and contribute to our local economy? We believe that it is both. To that end, we propose a 36-hole course. Visitors from out of town have overwhelmingly voiced a preference for playing The Highlands 18, which is a unique experience not to be found in the Twin Cities or elsewhere. In the past, The Highlands has accounted for approximately half the revenue taken in by the course. The added benefits that out of town visitors bring to the rest of the community are hard to put a number on, but we believe Red Wing should try to encourage these tourism dollars. We also think The Lowlands 18 provides a true championship-caliber course, and an opportunity for golf development in the community. We envision a youth program for all; including free golf under a certain age, programs for disadvantaged youth, a discounted rate for local Red Wing citizens, and a continuing partnership with the school district to develop and expand on Red Wing's competitive excellence in high school and junior golf. Our analysis indicates a 36 hole course has the best chance of succeeding on all of these fronts. During the 2014 and 2015 seasons we will keep point of sale data, customer interviews, surveys, etc. to analyze the 36-hole performance, and if indicated could

downsize to 27 holes. However, where going from 36 to 27 is possible, we do not think it is possible to go the other direction, and 36 holes give us the most flexibility and potential.

We intend to “grow with the times”. As golfers are changing, so must our approach. We intend to offer different combinations of golf opportunities, rather than just a full season membership, or just a 9 or 18-hole rate. If someone wants to play 5 times or 10 times a summer, we could offer a limited membership. If out of town visitors and guests of local businesses want a weekend 3-day or a 7-day rate, we would be able to offer that too, much as 3-day fishing licenses are available. If a women’s group wants to play 6 holes only, and combine it with lunch, we would do that too. If a dad or mom wants to bring the young kids on a late Sunday afternoon, we could offer a special “family rate”. Again, having 36 holes allows this to happen.

Finally, we think that Mississippi National and the unique and beautiful bluff country it sits in provides a variety of opportunities “beyond golf”. We envision partnerships with the local ELC, the Goodhue County Horticulture Society, the Audubon Society, the Aurora Ski Club, the “Friends of the Bluffs”, and the YMCA. We want to make this an open public space where all are welcome, and our board’s composition would ultimately reflect this. We envision a “Friends of Mississippi” group, to include golfers and non-golfers alike. If everyone has a stake in Mississippi National, the chances for success are better. We believe this was the original intent of the city council in 1985, when they created a public golf course for Red Wing. We wish to expand on that, and to never again put MNGL into the hands of a private business interest with few or no ties to the area. By putting the fate of Mississippi National into the hands of people who have Red Wing’s best interests in mind, we believe we create a legacy for the future. Our hope is that our children’s children can still be enjoying MNGL and its grounds long after we are gone, and that it becomes a model of a successful public venture for the entire state of Minnesota.

## Sec. C Proposer's Vision

As detailed in the Executive Summary, the Red Wing Municipal Golf Corporation views MNGL as a public space, owned by the citizens of Red Wing. Our overriding philosophy is to encourage and develop a way of managing Mississippi National that ensures its survival over time. We further wish to expand "beyond golf" activities in such a way that encourages wider citizen participation and use of MNGL's grounds. We view MNGL as an asset to Red Wing, both to her citizens and her tourists.

Our operational philosophy involves interested and committed citizens, volunteering without salary, to sit on and run a board that oversees the course and clubhouse functions. Our financial records would be completely open to the city council for review, and if requested we could place a city council member or city employee on the board. We do not foresee the city council getting involved in the intricate day to day issues however.

We are composed of citizens with a diversity of backgrounds, with various vocational skills in business and the professions; with a common interest in Mississippi National and in Red Wing. As such, we do not propose nor claim to be experts on the running of a golf course, nor experts in the business of golf. To that end, we will hire the experts and let them "run the show" with our oversight. This will be our approach to the golf professional, the grounds superintendent, and the food / beverage facilities; and we have people in mind with extensive experience and a deep knowledge of MNGL from their past relationship with it.

As a 501C3 non-profit corporation, we will not have to depend on making a profit. **And, we will not be asking for a management fee to run MNGL.** We will not have to pay the taxes that a private enterprise would. We are free to make decisions that are in the best interest of the course, and Red Wing; not our own pocketbooks. Our view is that this structure has the best chance of surviving over the long haul.

We ask for a 5 year time period, during which time we expect to become self-sustaining. We expect the City of Red Wing to make the necessary improvements to the clubhouse, cart paths, etc. that will bring MNGL "up to code" and ready for play. Then we expect to not have to ask the city for a penny. At the very worst, if we do not succeed in this, we would at least leave a better situation and asset for the next manager / owner.

Finally, we view this as an opportunity to "get it right". If the citizens of Red Wing, through the city council and the RWMGC, are making the decisions at Mississippi National, we believe it can be passed down to future generations intact. Like the Green Bay Packers in the NFL, we can't be sold, moved, or subjected to the whims of a private businessman. We believe we can best weather unpredictable economic times this way. We believe we can provide a shining example to the rest of Minnesota of how to run a public space, golf course, and community asset.

## Sec. D EXPERIENCE AND QUALIFICATIONS OF KEY PERSONNEL

### Firm overview

RWMGC is currently composed of 12 directors, and was incorporated 8/17/12. A copy of the certificate of incorporation with the State of Minnesota is enclosed. The current officers are:

President - Robb Rutledge  
Vice President - Jan Pinsonneault  
Secretary - Joan Collinge  
Treasurer - Chris Crider

All are long-time citizens of Red Wing with extensive knowledge of the city and MNGL. The directors are elected for 3 year terms, according to RWMGC's bylaws.

### On-site team

The board of RWMGC will serve as the on-site team, with oversight of the hired staff. There will be regular meetings throughout the year, and additional special meetings as needed. Regular reports to the city regarding operations, finances, hiring, etc. will be given quarterly, or as requested. We have approved a conflict of interest statement so as to not favor the hiring of family, friends, etc. We do not expect the city council to be intimately involved in the hiring of staff, but will keep them informed at regular intervals, and as requested.

### Staffing Plan

RWMGC will hire three key personnel:

#### Golf professional - key duties:

Golf course & financial reporting  
Lessons, tee times, hiring assistant  
Marketing of the course  
Oversight of food & beverage

#### Course superintendent - key duties:

Course maintenance  
Equipment purchasing  
Hiring greens crew

#### Food & beverage manager - key duties:

Staffing kitchen / bar  
Wedding / reunions / etc  
Hiring caterers as needed

Details about each individual hired will be release once RWMGC is selected to manage MNGL.

## Sec. 7.1(E) PROPOSER'S QUALIFICATIONS AND CAPABILITIES

As a non-profit corporation with no other golf businesses to report, RWMGC cannot give a listing of past performance. We do have several unique qualifications and some capabilities unavailable to other more "experienced" golf businesses. To wit:

-A two year period leading to this proposal during which board members have researched MNGL's past financial performances. We have worked closely with the current grounds superintendent to develop a realistic picture on the specifics at Mississippi. Thus, our approach is site-specific, "hands on", and knowledgeable about the local situation. We are not applying a "one size fits all" approach.

-All personnel we have talked to and plan to hire have past connections to MNGL, so they would "hit the ground running". Since they have direct past experience at Mississippi, we don't have to re-invent the wheel. It should therefore be a smooth and seamless transition.

-Because we are not-for profit and locally run, we can be more nimble and flexible in our management approach. We will not have to wait for off-site corporate approval to make decisions and any needed changes quickly.

-We will become members of the Minnesota Golf Association (MGA), and utilized their expertise and ideas regarding ongoing education and training. We will be able to develop relationships with other area courses and MGA members that heretofore have not been taken full advantage of at MNGL.

## **Sec F. Description of Customer Service Approach**

The RWMCG board has approximately 300 years of total golf experience at MNGL, and golf around the world. We are in a unique position to remember past mistakes at MNGL and see the potential for the city of Red Wing and its citizens moving forward. We are in full understanding of the scope of this project. Our board is comprised of people with a common love of the game of golf who desire to see MNGL continue to add to quality of life for all Red Wing citizens, and draw people to Red Wing to help sustain and grow local businesses.

### **Golf Management Proposal (Section F. a. points 1-5)**

Management of the site (F. a-1) with the exception of the parking lot will be the responsibility of the head pro, head greens keeper, and their staff. Expectations for site maintenance will be to provide for high quality experience for our customers.

RWMGC is a volunteer board and does not have a central office but meets in Red Wing monthly. We plan on assisting MNGL staff in areas such as marketing, business recruitment, volunteer staffing for course improvement projects, and customer services.

Annual budgets, audit preparation, inventories, personnel management, licensing, and accounting are some of the areas of that will be the responsibility of the head pro, head greens keeper, and staff. The board will assist in some of these activities. RWMGC is a 501-3 C and will be tax exempt.

Appropriate insurance will be carried to prevent any liability exposure to the city of Red Wing.

### **Golf Pro Shop Operations (Section F. a1. Points 1-15)**

The golf pro will be responsible for all aspects of the pro shop. Maintenance of the practice area will be the responsibility of the greens keeper in consultation with the head pro. Golf cart and equipment rentals will be done by the greens keeper in consultation with the head pro and board. Volunteers may be used to assist with the golf operation under direction of head pro, greens keeper, and board.

### **Maintenance Services (Section F. a2. Points 1-7)**

Maintaining MNGL will be the responsibility of the head greens keeper, the head pro, and their staff with input from the board.

### **Food, beverage and banquet services**

The head pro and food/beverage staff will be responsible for food, beverage, and banquet services. The short term plan is to provide a simple menu for general daily business. Food for events/weddings can be provided by catering companies.

Create new golf options to grow interest

Advertise to let citizens know MNGL is open for golf and events

### **Specific Strategies-Weddings/Events**

Hire f/b staff with successful experience/local contacts with events/weddings

Contact local businesses/organizations associated with events/weddings

Advertise to make public aware of facility

### **Timeline of Marketing Strategies**

The timeline of marketing strategies will be determined by the golf pro, f/b staff, in consultation with professional marketing consultant. The initial focus of strategies will be to regain past members and leagues, advertise to out of town golfers, and create awareness of MNGL for hosting large events.

## Sec. G Marketing Plan

The central marketing goal of RWMGC is to increase number of rounds played at MNGL and broaden the customer base of use to increase total revenue stream.

### **The initial marketing strategy goals are:**

1. Regain and grow MNGL membership
2. Improve the Highlands recognition as a destination golf experience
3. Increase use of MNGL for "non-golf" activities (events/weddings/other)

Professional services will be utilized to assist in marketing MNGL. Our plan also includes hiring golf and f/b employees that have many years of successful experience in the Red Wing area providing golf, banquet, wedding, and other event services. RWMGC board members also have years of experience soliciting/organizing other golf and special events.

### **Business Development Strategies**

The primary short term development strategy for our core business is to prepare MNGL to provide a great golf and/or event experience. Secondly, we must clearly communicate to all past and potential new customers that a "new and improved" MNGL is open

#### **Specific Strategies-Golf**

Hire pro & FB staff w/ successful experience w/ all golf groups/events/development programs

Send welcome back emails to previous users of the course; let them know their course is open!

Create a Highlands membership to increase out of town play

Create loyalty credits for local business to members that rejoin MNGL

Develop website that uses social media and online reservation system

Partner with local businesses to create "stay and play" packages

Use of marketing email list (>15,000) to advertise MNGL

## **Sec. H Environmental Responsibility**

Red Wing Municipal Golf Corporation intends to seek certification from the International Audubon Society through the Audubon Cooperative Sanctuary program. This program is a cooperative effort between the United States Golf Association (USGA) and Audubon International, and it promotes ecologically sound land management and the conservation of natural resources. Its positive impact extends beyond the boundaries of the golf course and helps benefit the community beyond. Golf courses work toward certificates of recognition in six categories. Audubon International provides each golf course with one-on-one assistance in devising an appropriate environmental plan.

### **Environmental Planning**

Each club generates a written plan outlining their goals and proposed projects. It provides a useful tool for clubs to monitor their progress in meeting their goals.

### **Wildlife and Habitat Management**

Management of non-play areas is crucial to providing habitat for wildlife on the golf course. Emphasis is given toward maintaining the best possible habitat for the course considering its location, size, layout, and type of property.

### **Outreach and Education**

Gaining the support of golfers for an environmental program is an invaluable asset. Focus is placed upon generating public awareness through education. Recognition of tasks well done continually reinforce the worth of the program.

### **Chemical Use Reduction and Safety**

A comprehensive and responsible program to control pests will ensure a healthy environment for both people and wildlife. Managing turf areas with environmental sensitivity requires educating workers and members about plant management, pesticide application, and use of fertilizers.

### **Water Conservation**

Consumption of water remains an issue at most golf courses. Attention is directed toward irrigation systems, recapturing and reuse of water sources, maintenance practices, and turf-grass selection.

### **Water Quality Management**

Questions about the impact of golf course chemical use on the water quality of lakes, streams, and groundwater sources abound. Strategies will be devised to monitor water quality, protect wetlands, reduce erosion, filter runoff, and, if warranted, improve conditions.

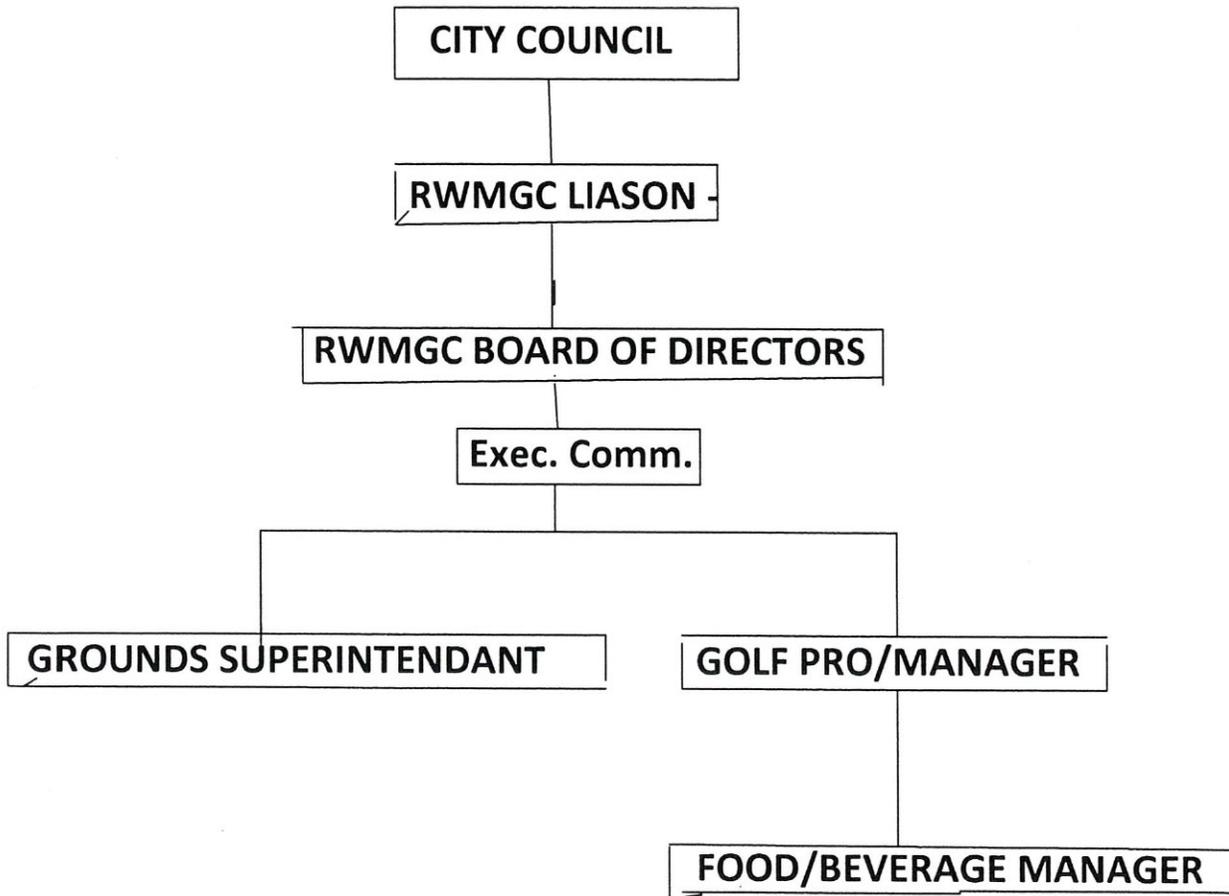
Other...Environmental Responsibility

We are familiar with and supportive of the city of Red Wings policies and plans for energy use management as well as sustainability. Planning with the city for capital Expenditures will be consistent with these policies.

No restrictions are placed on the property as a condition of participation in the Audubon Cooperative Sanctuary Program. All decisions concerning the implementation of program suggestions remain with the golf course superintendent and course officials. Each course pays a \$200 (U.S.) annual registration fee to participate in the program. Among the benefits that clubs receive are a Guide to Environmental Stewardship on the Golf Course, 2nd edition, a Certification Handbook that helps to plan, organize, and document environmental efforts, and a subscription to Stewardship News, Audubon International's newsletter.

This is an important program for the course and the community. We envision working with the Red Wing school district and the Environmental Learning Center to help provide valuable experiential learning for students as the course pursues certification.

**SEC. I      Table of Organization**



**Notes to Table of Organization:**

1) The RWMGC liaison to the City Council will meet with the City monthly or as often as needed or wanted. During the months of non operation of the golf course there may be little to report.

2) The Red Wing Municipal Golf Corp. Board of Directors currently meets the second and fourth Tuesdays of each month at the Innovation Incubator, 308 Bush St. It is expected that the Board of Directors would meet monthly after operations of the course begins.

The executive committee, as appointed by the chairperson, would handle questions that arise that could not wait for a board meeting.

3) The by-laws of RWMGC call for up to 15 board members. It is currently operating with twelve. That membership changes from time to time and can and does include members of varying interests. If the Council wished to have a presence at any meeting or be an active member, that would be welcomed.

4) It should be noted that there is no position of overall manager for the course. It is the position of RWMGC that that would be an unwise expense. There is no identifiable need for another person in a management position. The individuals who have been contacted to assume the positions of Superintendent of Grounds and Golf Pro/Manager each have extensive experience at Mississippi National and are well known by the board as highly competent individuals in their respective fields and easily relate to the board.

## Sec. J General Business Statement

It should be noted that this corporation, the Red Wing Municipal Golf Corp., was formed for one purpose and one purpose only, that being to serve the people of Red Wing with services of management of Mississippi National Golf Links. As such, beyond the vast experiences of our consultants who have devoted much of their work lives to golf operations and food service, and the broad management experience of our board members, we offer no further statement of major business activities.

## Sec. K ADMINISTRATIVE AND OPERATIONAL SUPPORT

The Red Wing Municipal Golf Corporation (RWMGC), as a board of non-paid interested citizens, and with no other businesses of relevance, does not have any "off-site administrative support". As such, we are answerable only to ourselves, the city of Red Wing, and the citizens for whom we propose to serve. We will utilize any and all legal, business, accounting, and general knowledge resources available to us through our own diverse backgrounds and experiences, as well as soliciting expertise from the community in general, when needed. We plan to enlist marketing help from a business person with over 20 years of experience in the Red Wing area, working for Red Wing Shoe and elsewhere. We will utilize sophisticated software available to the pro we plan to hire, to reach potential customers on our email lists, and to book tee times and generally manage play on the course. The food and beverage manager we plan to hire has had many years experience at MNGL, has a liquor license, and will also serve as a planner for bigger events. Since the professional will have oversight of the clubhouse, they will by nature work closely with each other, and with the grounds superintendent. They would coordinate operations when tournaments, weddings, reunions, etc. are planned, including the hiring of a caterer when needed. We do not plan to ask the city of Red Wing for technical support in this area.

SEC. L

**BUSINESS REFERENCE**

Since Red Wing Municipal Golf Corporation was formed in 2012 for the specific purpose of offering management services of Mississippi National Golf Links for the Red Wing City Council, there are no other business references to offer.

However it should be pointed out that the makeup of the Board of Directors offers collectively in excess of 300 years of management experience in various fields. Those on the board come from successful careers in the fields of the legal, health care, engineering, education, retail, and accounting and are offering that knowledge gained, without compensation, to the City of Red Wing for the management of Mississippi National Golf Links.

SEC. M

**FINANCIAL REFERENCES**

The depository for Red Wing Municipal Golf Corp. is the

**First Farmers & Merchants BANK**

**3141 N. SERVICE DR.**

**RED WING, MN 55066**

**651-267-3340**

It is expected that at the time of recommendation to the council of the successful vendor, Red Wing Municipal Golf Corp. will have approximately \$400,000 on deposit to cover start up costs for the 2014 golfing season at Mississippi National Golf Links. These will all be donated funds exclusive of membership fees.

***RWMGC, as a citizen based non-profit corporation, will not ask for nor expect any management fees. This should result in an immediate cash savings to the City of \$75,000 to \$100,000.***

## **N. Agreement Structure, Terms and Conditions**

RWMGC is proposing a five-year management agreement. No compensation would be paid to RWMGC.

We'd expect the City to deliver the course ready for play on April 1, 2014.

Operationally, we'd manage the course to be self-sufficient.

The Golf Pro would oversee all food and beverage functions, including banquets, tournaments, and special events.

## O. Financial Projections

***Mississippi National Golf Links will be operationally self-sufficient during the term of the proposed agreement.***

### Overview

We believe RWMGC's stated revenue projections are conservative, but we expect revenues to increase annually. Although not shown, we expect to see revenues rise even more in year three after the course has recovered from being closed and with new marketing efforts taking hold.

### Revenue

	Year 1	Year 2	Year 3	Year 4	Year 5
Sales Revenue					
Pro Shop Revenue					
Golf Revenues	\$741,400	\$756,228	\$771,353	\$786,780	\$802,515
Merchandise Revenue	\$125,000	\$127,500	\$130,050	\$132,651	\$135,304
<b>Total Pro Shop Revenue</b>	<b>\$866,400</b>	<b>\$883,728</b>	<b>\$901,403</b>	<b>\$919,431</b>	<b>\$937,819</b>
Cost of Golf Merchandise Revenue	\$81,250	\$82,875	\$84,533	\$86,223	\$87,948
Cart Lease	\$69,000	\$69,000	\$69,000	\$69,000	\$69,000

## Golf Course Maintenance

	Year 1	Year 2	Year 3	Year 4	Year 5
Grounds Expenses	\$370,000	\$381,100	\$392,533	\$404,309	\$416,438
Equipment Lease	\$112,000	\$112,000	\$112,000	\$112,000	\$112,000

Golf course maintenance includes all operational costs to maintain the grounds including the electrical cost of irrigation, labor, equipment repair, chemicals, and management costs. These costs are based on actual past experience at MNGL.

## Other Expenses

Other Expenses					
Utilities	\$27,000	\$27,432	\$27,871	\$28,317	\$28,770
Insurance	\$26,650	\$27,076	\$27,510	\$27,950	\$28,397
Property Taxes	\$-	\$0	\$0	\$0	\$0
Payroll & Accounting Fees	\$25,503	\$25,911	\$26,326	\$26,747	\$27,175
Advertising & Promotions	\$15,375	\$15,621	\$15,871	\$16,125	\$16,383
Other	\$20,532	\$20,861	\$21,194	\$21,533	\$21,878
<b>Total Other</b>	<b>\$115,060</b>	<b>\$116,901</b>	<b>\$118,771</b>	<b>\$120,672</b>	<b>\$122,602</b>

Our projections for "Other Expenses" are based on historical figures from the previous operator and our own calculations. We anticipate that the level of these expenses will not differ materially from the past, except that we anticipate a reduction in payroll and accounting fees while at the same time increasing the marketing budget. We've reviewed insurance costs and we will obtain all necessary insurance coverage.

## Superintendent

RWMGC has a commitment from Randy Juliar to continue his quarter century work as Superintendent of MNGL. Mr. Juliar knows this golf course as no other person and his dedication to the course is limitless. If given the opportunity, his legacy will be handing off a vibrant and successful municipal course to the city and the next generation of