

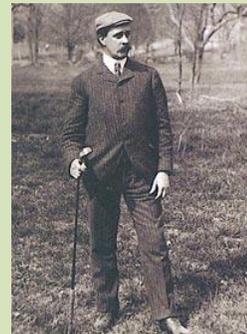
# Huron Hills Golf Course



Huron Hills GC Opens 1922



Golf Camp at Huron Hills



Tom Bendelow  
1868-1936



Herb Fowler Jr. Tournament 2010

*Development and Delivery of  
Recreational Golf Opportunities at  
Huron Hills Golf Course*

A Proposal  
By  
Ann Arbor Golf

October 29, 2010

City of Ann Arbor  
RFP No. 762

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Ann Arbor Golf  
1115 Kuehnle  
Ann Arbor, MI 48103  
October 29, 2010

Ms. Dee Lumpkin  
City of Ann Arbor Procurement Services  
City Hall  
Ann Arbor, MI.

Re: RFP No. 762, Development and Delivery of Recreational Golf Opportunities At Huron Hills Golf Course.

Dear Ms. Lumpkin:

Ann Arbor Golf is pleased to submit our proposal in response to the subject Request For Proposal. Our proposal gives the City significant financial savings, while at the same time allowing juniors, seniors and golfers of all ages and skills the opportunity to continue to play one of the most unique and historic 18 hole courses in Michigan.

Our proposal preserves all of the open, green space of Huron Hills parkland and this beautiful gateway to Ann Arbor.

Our proposal entails minimal financial risk for the City.

- It does not depend upon any new business or marketing assumptions.
- It does not increase the City's tax-exempt debt, nor does it require any capital financing.
- It yields significant savings to the City by reducing the course's operating costs.

Ann Arbor Golf proposes to form a nonprofit entity, The Herb Fowler Foundation of Huron Hills, to operate and maintain the existing 18 hole course. The Herb Fowler Foundation will be similar in structure and governance to the nonprofit that operates the Leslie Science and Nature Center. That concept has proven successful.

Ann Arbor Golf is a group of individuals that will form the Foundation. Many of us are active golfers at Huron Hills and Leslie Park and all of us have a sincere interest in preserving the open, unfenced beauty of Huron Hills. With extensive experience in business, finance and community service, we will bring to the Foundation the dedication required to preserve the course, its legacy and ensure the success of the Foundation.

Thank you for your consideration.

Sincerely,  
Paul L. Bancel

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# Introduction

## *Golf in Ann Arbor and Tom Bendelow*

Golf first came to Ann Arbor over 100 years ago as the sport made its way west from the East Coast and in March of 1907, the City began acquiring property along Fuller Road for the construction of the Ann Arbor Municipal Golf Course.

In 1922 Tom Bendelow, “The Johnny Appleseed of Golf,” came to Ann Arbor and designed a golf course for the University of Michigan on property along the Huron River. In 1949 this property was deeded to the City of Ann Arbor and the course became Huron Hills. .



Tom Bendelow (1868-1936) was a prolific Scottish American golf course architect designing over 600 courses during the first half of the twentieth century. Born in Aberdeen, Scotland, Bendelow immigrated to New York City in 1892 and in 1898 the New York City Park District hired him to redesign Van Cortland Park, the country's first 18-hole municipal golf course. In his career Bendelow was the Director of Golf Course Development for the Spalding Company and Golf Department Manager with the Thos. E Wilson Sporting Goods Company.

Bendelow had a profound impact on the introduction and spread of the game of golf in North America. His courses have often been called "Olmstedian", in that his method of natural design was greatly influenced by the work of prominent landscape architects Frederick Law Olmsted Sr. and Jr. (Designers of Central Park, New York.)

A number of Bendelow's municipal courses are now listed in the National Park Services' National Register of Historic Places, including City Park in Baton Rouge, the Denver Municipal Course and Winged Park in Elgin, Illinois.

# Section I Proposal Statement

## APPENDIX A PROPOSAL

City of Ann Arbor  
Guy C. Larcom Municipal Building  
Ann Arbor, Michigan 48107

Ladies and Gentlemen:

The undersigned declares that this Proposal is made in good faith, without fraud or collusion with any person or persons submitting a proposal on the same Contract; that the undersigned has carefully read and examined the "Request for Proposal" documents, including Information and Instructions, Scope of Project, Information Required, all Addenda (if any), and understands them. The undersigned declares that it is fully informed as to the nature of and the conditions relating to the terms of sale of the property. Further, the undersigned declares that it has extensive experience in successfully providing the development services required under the specifications of this Request for Proposal.

The undersigned acknowledges that it has not received or relied upon any representations or warrants of any nature whatsoever from the City of Ann Arbor, its agents or employees, and that this Proposal is based solely upon the undersigned's own independent business judgment. If the City accepts this Proposal and the undersigned fails to contract and furnish the required earnest money deposit and insurance documentation at the time of execution of the contract, then the undersigned shall be considered to have abandoned the Contract. In submitting this Proposal, it is understood that the right is reserved by the City to accept any Proposal, to reject any or all Proposals, to waive irregularities and/or informalities in any Proposal, and to make the award in any manner the City believes to be in its best interest.

COMPANY NAME\*: Paul L. Bancel Ann Arbor GOLF  
STREET/P. O. BOX: 1115 K Avenue  
CITY, STATE, AND ZIP CODE: Ann Arbor, MI 48103  
DATE: OCT 29, 2010 TELEPHONE: 734 747 9714  
FAX: —  
E-MAIL: annarborgolf@gmail.com  
AUTHORIZED SIGNATURE: Paul L. Bancel  
PRINTED NAME OF SIGNER: Paul L. Bancel  
TITLE OF SIGNER: —

\* NOTE: If the PROPOSER is a corporation, the legal name of the corporation shall be set forth above together with the signature of authorized officer or agents. If PROPOSER is a partnership, the true name of the firm shall be set forth with the signature of the partners authorized to sign contracts on behalf of the partnership. If PROPOSER is an individual, his signature shall be placed above.

## Section II Project Description

Ann Arbor Golf (AAG) is pleased to present our proposal and to address the six specific points requested in Section 1 of the RFP. The RFP also requests, in Section 3, that the Respondent present their proposal in a specific format. AAG addresses all of the six points referred to in the RFP in this section, and where appropriate, refers to other sections of this proposal.

### 1. Strategic Vision for HHGC

Ann Arbor Golf (AAG) proposes to operate the Huron Hills Golf Course (HHGC) as a public, 18 hole golf course with a new nonprofit entity, the Herb Fowler Foundation of Huron Hills, in a the same manner that the Leslie Science and Nature Center now provides services to the City. The Foundation will comply with the terms of the “Contract for Services” proposed by the City in the Request for Proposal. The course will remain in the City’s Park System and the Foundation will operate as an independent contractor providing professional on-site golf management.

*In July, 2007, the Leslie Science and Nature Center separated from the City and became an independent, nonprofit organization. This transition provides the Center with the best governance structure for a sustainable future. The City will continue to own and maintain the buildings and grounds. – LSNC website.*

The proposed name for the Foundation is the Herb Fowler Foundation of Huron Hills and the vision of the Foundation is to preserve the spirit of Herb Fowler and his dedication to youth golf and to preserve the legacy of the course and its designer, Tom Bendelow, the “Johnny Appleseed of Golf.”

Huron Hills was designed in 1922 and has carried itself through the Roaring 20’s, the Depression, war, prosperity and recession. With the proper operating and cost structure it can sustain itself for another eighty years.

Herb Fowler, a long-time resident of Ann Arbor, was a dedicated golfer and mentor to youth of Ann Arbor and he believed strongly in the principles of the game and the self-reliance and character that it imparts to its youthful players. Herb Fowler was a career skilled-tradesman with the University of Michigan and an African-American who recognized, long before Tiger Woods came into prominence, that golf offers all youth unique opportunities.

Each August the City of Ann Arbor sponsors the Herb Fowler Junior Championship at Huron Hills. In the recent past, over one hundred juniors have participated in this tournament and the Foundation, in cooperation with the City, will continue the tournament and strive to perpetuate Herb Fowler’s memory.

It is also the Foundation’s vision to further the historical legacy of the course. In the past two years the City has been promoting “Historic Huron Hills”. This is only a suggestion of the deep connection that the City and Huron Hills have to golf. Tom Bendelow, a Scotsman and prolific designer of golf courses at the turn of the nineteenth century, incorporated natural open space into his designs. Working for both Thomas Wilson and A.G. Spalding, Bendelow was instrumental in bringing recreational, public golf to America.

Today some of the most famous tournaments in the country, as well as some of the most modest like the Herb Fowler, are played on Tom Bendelow designs. Courses of his in Baton Rouge, Denver and Elgin, Illinois are listed in the National Register of Historic Places.

Building upon the course's long history and the legacies of Herb Fowler and Tom Bendelow, the Foundation will continue the viability, affordability and the playability of Huron Hills and the key to this is a partnership with the City, similar that of the Leslie Science and Nature Center.

The Foundation will execute Tasks I-V of the Proposed Scope of Services in cooperation with the City staff and the Golf Advisory Task Force to assess the current operations of the course. The Foundation will also seek public input in the initial phases. The Foundation will evaluate operations in the light of reducing operating costs while maintaining the golf experience, the teaching and instructional programs and the open, unfenced fairways.

Leslie Park and Huron Hills are not independent golf courses. They complement each other and Leslie's success is in part the result of the success of Huron Hills. Juniors and seniors and beginners play Huron Hills, as do average golfers, and by playing Huron Hills, they do not impede the better players that are drawn to Leslie Park.

Huron Hills is two courses. The front nine is conducive to seniors and beginners and to the average golfer who wants to let out the shaft. The back nine is short, hilly, has blind shots and while scenic, is more of an aperitif than a main course. Huron Hills will starve as a golf course if left with only the back nine.

Ann Arbor Golf believes that a large part of the success of Leslie Park has been the increased public awareness of the condition of the course and the programs offered at HHGC. Huron Hills operates as a complement to Leslie Park. Beginners, students and casual golfers play at HHGC rather than at Leslie Park. Closing any part of HHGC will send many of these golfers to Leslie Park, slowing play there and jeopardizing its reputation as Michigan's No. 1 Municipal course.

## 2. Financial Return to the City

In 2007 the City re-structured the operations of the golf course, changing its direction from a summer recreational activity into a full-time golf operation. Prior to 2007 employees were assigned other duties in the City during the winter time and expenses were apportioned appropriately. From 2004 through 2007, the total annual expenses for golf ranged from \$223,000 - \$275,780 and gross revenues ranged from \$370,442 - \$242,677. (Golf Convergence Report Page 62) In 2004 and 2005 and in the years before, golf operations at Huron Hills contributed to the City's General Fund; however in 2006 the golfing experience changed at Huron Hills.

### *The Dark Summers of 2006 and 2007*

In the summers of 2006 and 2007, the course was allowed to fall into disrepair. In addition, other factors affecting play were ignored. In 2006/2007 the following occurred:

1. The Huron River bridge and parkway underwent a significant amount of repair and construction limiting traffic and deterring golfers from the course.
2. Canadian geese from Gallup Park took over the course. The fairways and greens were blanketed in droppings. A golfer could not walk a fairway or take a shot without contending with the geese. The golfers took flight.
3. The course watering and sprinkler system was allowed to fall into disrepair and the fairways burned out. The golfers left.
4. Staff morale and customer service disappeared and negativism ruled the clubhouse. The golfers left.

All of these factors changed the golfing experience at Huron Hills and in the short period of four years, rounds of golf dropped from 22,366 to just 13,900.

In 2008 the City recognized the situation at Huron Hills, and at Leslie Park, and took significant steps to bring the golfers back to the City. The Program has been successful; the golfers have returned and in the coming years golf operations will again make a contribution to the General Fund.

#### *Personnel Costs at Huron Hills Increase with New Strategy*

While the City was investing in improvements and new machinery at Leslie Park and hiring a Director of Golf, it also made the strategic decision to hire additional personnel at Huron Hills.

The cost of this decision was significantly underestimated. The decision was made with the knowledge and assumption that Huron Hills could not recover its costs. **The decision was made on the basis of improving golf at both City-owned courses.**

Labor expenses at Huron Hills have increased by over \$100,000 from previous years. The new full-time supervisor is a member of the Teamsters union and the course maintenance superintendent is a member of the Service Employees union. Together these two positions cost the City over \$ 215,000 in wages and benefits in 2010. (City Golf Budget Performance Report for 2010.)

Realigning the course with its patrons and purpose by returning it to a summer recreational activity, operated by the Foundation can return Huron Hills to a position of making a positive contribution to the City's General Fund.

### 3. Corporate Experience and Financial Stability

The Foundation will be administered by an experienced group of citizens dedicated to preserving Huron Hills. See Section V, VI and VII of the proposal.

### 4. Management and Oversight

The Foundation will provide the management and direction for golf operations at Huron Hills and will work closely with the City's Director of Golf and the Golf Advisory Task Force. The Foundation's plan for management includes reducing costs in the following areas, enabling the course to operate on a breakeven, nonprofit basis.

#### Personnel

The current personnel would be offered positions at market-based compensation in compliance with the City's ordinances. They would only work at Huron Hills, if needed to fill in for or supplement personnel at Leslie Park like they do now, compensation would be arranged for the Foundation.

#### Facilities

The clubhouse and maintenance building would be secured in the winter. As a result, the maintenance facility would no longer be available to backup or supply Vets Ice Arena with equipment and services in the winter.

#### Course Maintenance

Course maintenance would be reduced. Sand traps, mowing and other on course activities would be evaluated for cost savings.

#### Tournaments

Tournaments would be run on a breakeven or profit making basis using volunteers. Additional tournaments for seniors and Friday night players would be added generating more revenue for the course.

#### Clubhouse

Food and merchandise sales would be improved and restructured through concession arrangements and employee incentives.

#### Instructional Programs

The City offers inexpensive lessons by PGA trained professionals and this is the nature of public golf and the legacy of Tom Bendelow. The Foundation would propose to open the current practice facilities to the public during non-instructional hours and to the daily fee players. Opening up these facilities will enhance the golf experience and introduce more players to the facilities.

Ann Arbor Golf will work with the Staff to suggest ways to improve the program and a key element of the Foundation's program will be to work with the City to continue the summer camps and the instructional programs.

While ambitious instructional programs may be proposed by other Respondents, to date the Golf Advisory Task Force has not debated or been asked to take up the issue of instruction. City staff has not presented any criticism or evaluation of the programs. The programs for the most part pay for themselves and the City has specifically chosen not to compete with the other highly competitive and expensive golf instructional programs at facilities in the area like Fox Hills, Carl's Golfland and Miles of Golf.

Partnering and sharing programs with the Ann Arbor Public Schools would become a goal of the Foundation. The School District currently pays a private course for lessons. Golf programs for juniors would emulate the multi-discipline programs by the Leslie Science and Nature Center and the Ecology Center. The programs at Huron Hills do not have to be just about golf. The course entails woods and wetlands and learning about the aspects of these areas, while learning to play golf, is one way to preserve the legacy of the course.

The City and the School District have not been able to work out shared instruction program because of legal separation between the two. As a nonprofit, the Foundation will be able to expand the instructional programs at HHGC.

#### 5. Environmental and Ground Conditions

The Foundation proposes no physical changes to the course.

#### 6. Development Plan

The Foundation proposes no changes that would affect the current operations of the course. The Foundation proposes to make a seamless transition in the summer of 2011, transferring operation to the Foundation at the beginning of Fiscal 2012 on July 1, 2011. See Section III for a schedule of this transition



### Section III Project Schedule

The Foundation proposes that the City continue golf operations as they are currently budgeted for Fiscal 2011. The Foundation would begin operating the course on July 1, 2011, the beginning of fiscal 2012.

December	The Foundation is selected.
January	The Foundation incorporates and applies for 501(c) (3) status.
January	The Foundation signs an agreement with the City for the completion of Proposal Tasks I-V.
January	Public workshops are held and Proposal Tasks I – V are completed.
February/March	The Foundation and the City work on a transition plan including completing a Contract For Services.
April	The Foundation receives federal tax exempt status.
April	The Foundation interviews applicants and current personnel for course positions with the Foundation.
May	Transition plans finalized.
June	Transition.
July 1	Begin Operation Huron Hills GC.

### Section IV Staffing

The Foundation will offer employment to the current supervisor and the maintenance superintendent. If they do not accept, the Foundation will interview for these positions.

Current temporary personnel will be offered similar positions if the position is continued under the new plan of reduced maintenance.

Current instructional personnel will be offered similar positions if the position is continued.

## Section V Overview of the Organization and Its Services

The Foundation will be a new organization patterned on the success of the Leslie Science Center and the mission statement of the Ann Arbor Golf Association.

*The Ann Arbor Golf Association is a Michigan nonprofit organization dedicated to expanding awareness, participation in and support of public recreational golf in the community through scholarships, events, educational programs, workshops and publicity.*

The Foundation will be a registered Michigan nonprofit organization with Federal 501 (c) (3) tax exempt status.

A Board of Directors will oversee the management and operations of the course and facilities.

The Board will have a President, Vice President, Secretary and Treasurer and a Fund Raising Chairperson and an Operating Committee. The Operating Committee will oversee daily operations of the course.

The Board will meet frequently in the first year of operation, eventually establishing regular monthly meetings.



*Lining up a putt at the Herb Fowler*

## Section VI Professional Qualifications

The following individuals have expressed a sincere interest and willingness to participate in the Foundation. They have a depth of experience in the areas of management, finance, legal and business. More importantly, they have a wide-range of volunteer experience in community service and participating as members and leaders in many volunteer and nonprofit organizations in Ann Arbor.

Many of these individuals are active golfers at Huron Hills and all are residents of Ann Arbor. The Foundation will be formed by this core group, but this list is not limited, nor exclusive. Others have expressed a sincere interest in preserving the parkland of Huron Hills and they will be welcome to join the Foundation.

**Paul L. Bancel** – Sr. Engineer General Motors, former V.P. CMS Energy, Board CTN, Golf Advisory Task Force, Kiwanis.

**Lon Horwedel** - Professional photographer and writer, Ann Arbor News.

**Stuart Dombey** – Pharmaceutical physician, QUATR<sub>x</sub> Corporation

**Ron Shaw** – Certified Financial Planner

**Victor Munoz** - Registered Architect, former principal of Neumann/Smith & Associates, retired.

**Katherine Voss** - Business Consultant, former Financial Administrator – University of Toledo

**Roger Lane** - Manager of Labor Relations, Detroit Edison, Townsend and Bottom, retired, Rotary, Energy Commission

**Manish Mehta** - Executive Director of Forums & Sustainability at National Center for Manufacturing Sciences. Rotary Club of Ann Arbor North.

**Paul Bhatia** - Environmental Consulting Engineer, retired

**Janet Cassebaum** - Active member of Ann Arbor City Club.

**William Cassebaum** – Lawyer, retired

**Linda Pedrick** - Board member Earhart Village Homes Association, Board Secretary, Ann Arbor Thrift Shop, Ann Arbor Farm and Garden.

**Nancy Kaplan** - Allen Creek Greenway Advisory Council, Producer at CTN 17.

**Stewart Nelson** - Northwest airlines pilot, retired, Insurance agent Ufer & Co.

**Dee Drake** - Teacher, Golf Coach for Huron HS and Skyline HS

**Bill Thompson** - University Professor Clinical Psychologist, retired.

**Ted Annis** - Former CEO NanoBio Corporation, Cofounder Transducing Energy Devices, Advisory Board Big Brothers/Big Sisters, Board AATA

**Len Cooke** – Senior Research Chemist

**Robert Weisman** - Editor, college text books, retired

**Curtiss Howard** - Senior Scientist Warner-Lambert/Parke-Davis, Charles River Labs, Board Bethel A.M.E. Church, Basketball Official Michigan HS Athletic Assoc.

**Ed Amonsen** - Business Consultant, former President/CEO Whedco Inc., a subsidiary of GE Fanuc Automation.

**John C. Clark** - CFO Parke-Davis Pharmaceutical, retired. Real Estate Associate Broker, Prudential Snyder and Company.

**Nancy Clark** - Real Estate Associate Brokers. Prudential Snyder and Company.

**Ann Schriber** – Educator, former teacher at Tappan Junior High, Board Center for The Education of Woman and Arbor Hospice.



*A snowman prepares to chip to the ninth green.*

## Section VII Financial Capacity

The Foundation is not asking the City to finance any capital improvements to the course.

The Foundation will continue to operate the course in its current configuration.

When the Foundation receives its federal tax-exempt status, it plans to raise money to supplement operations and begin an endowment for the course.

The Foundation anticipates that the required initial working capital requirements will be a part of the transition plan prepared by the City and the Foundation. Upon transition revenues will immediately flow to the Foundation. Commercial terms will apply to suppliers and contractors allowing the Foundation to accumulate 30-120 days of revenue before having to make any commercial payments. Personnel expenses will be met with current revenues.



*Photo Lon Horwedel*

## Section VIII Proposal Financing (See Notes.)

In Fiscal 2010 Huron Hills lost \$262,000. In Fiscal 2012, under the operation of the Foundation, Huron Hills can breakeven.

In Fiscal 2010 the course was charged with \$136,098 in City Overhead. In 2011 the overhead is budgeted at \$127,127.

<u>City Overheard 2010</u>	
Retiree Medical	\$ 23,736
Municipal Service Charge	\$ 87,468
Information Technology	<u>\$ 24,894</u>
Total City Overheard	\$ 136,098

In 2010 the City compensated the full-time employees at the course over \$ 215,000 in wages and benefits. Temporary employees were paid an additional \$125,000 for a total personnel cost at Huron Hills of \$ 340,000. Personnel costs alone exceeded operating revenue by \$30,000.

- The Foundation will reduce overhead to less than \$10,000 a year.
- The Foundation will reduce personnel costs by \$ 125,000 a year.

**For fiscal 2011, the City has budgeted for a loss of \$240,000. Under the operation of the Foundation, Huron Hills can breakeven.**

### Rates and Fees and Costs

Rates and fees for golf and instruction and prices for the sale of food and merchandise will be priced so the Foundation operates as a nonprofit.

It is anticipated that at the end of Task V, the Foundation will not require any permanent financing. The City will not have to issue any debt on behalf of the Foundation. The City will not incur any additional expenses in the form of depreciation on new facilities nor will it incur a debt obligation.

The Foundation's plan for operation is based on the City Actuals and Budgets for 2010 and 2011 and the historical costs of operating the course. The Foundation would work closely with the City to share costs and to minimize expenses in common areas where appropriate.

The Foundation will work closely with the City to maintain and sustain the success that the courses have seen in the last two years. This success is the result of Leslie Park and Huron Hills being complementary and the management of the two courses working as a team. The Foundation will continue this teamwork and this success.

Currently the City Budget for the courses does not show any specific expenses for purchasing, human resources, accounting and computer services. These services are accounted

for under the Municipal Service Charge. Under management by the Foundation these expenses would be minimized and the tasks assigned directly to course personnel and the Foundation.

Purchasing – In 2010 the City purchased less than \$50,000 in goods and services for the course. Purchasing would be the direct responsibility of the course supervisor. Payment would be authorized by the Treasurer of the Board.

Human Resources and Accounting – These functions will be managed by the Board at marginal cost to the Foundation. This will be made possible by the temporary and part-time nature of most of the employees.

Information Technology – With only two computers, the computer and internet requirements at the course are minimal. The Foundation would anticipate that the City would continue to post information about Huron Hills on the City's websites regarding services and instructional programs.

### **Financial Risk to the City**

The operation of Huron Hills is not unlike that of a small business or many nonprofit foundations. With revenues and expenses on the order of \$300,000 - \$350,000, with only two supervisory employees, with purchases of less than \$50,000 a year, Huron Hills is an entity that can be managed by a nonprofit foundation.

The projections in this proposal allow for modest increases in expenses and revenues. With golf surpassing 20,000 rounds for the past two summers, golfers have returned to Huron Hills. The Proposal assumes that the City will work in a close partnership with the Foundation and it assumes that the City will continue to advertise and promote both of its courses. A transition in the middle of the summer will insure a continued cash flow. Expenses will be reduced at the beginning operations.

**To the golfer nothing will change. To the resident of Ann Arbor, driving down the parkway nothing will change. The City will save \$ 240,000 annually.**

Note:

The financial information referred to in this Section can be found in the City of Ann Arbor Budget and Performance Report for Fund 047 for Fiscal 2010, dated August 09 as presented to the Golf Task Force by Colin Smith.

Budget information for 2010 can be found in details of the adopted City Budget as presented to the Golf Task Force.



*Herb Fowler Preparations*

### Ten Year Financial Pro Forma and Budget

Acct	Huron Hills	City-Operated		Herb Fowler Foundation									
	Description	2010 Actual	2011 Budget	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
1000	Administration	267,072	242,617	65,410	66,718	68,052	69,413	70,801	72,218	73,662	75,135	76,638	78,171
2003	Maint Bldg	90	2,400	2,448	2,497	2,547	2,598	2,650	2,703	2,757	2,812	2,868	2,926
4001	Cart Operations	-	13,940	14,219	14,503	14,793	15,089	15,391	15,699	16,013	16,333	16,660	16,993
4003	Golf Equip Merch	7,411	5,400	5,508	5,618	5,731	5,845	5,962	6,081	6,203	6,327	6,453	6,583
4004	Golf Instruction	20,989	21,644	21,895	22,333	22,780	23,236	23,700	24,174	24,658	25,151	25,654	26,167
4008	Maintenance Course	168,478	171,464	121,003	123,424	125,892	128,410	130,978	133,598	136,270	138,995	141,775	144,610
4014	Pro Shop	82,461	77,455	77,994	79,554	81,145	82,768	84,424	86,112	87,834	89,591	91,383	93,211
4026	Concessions	6,488	7,700	7,854	8,011	8,171	8,335	8,501	8,671	8,845	9,022	9,202	9,386
4037	Maintenance Equipment	15,853	22,339	22,786	23,241	23,706	24,180	24,664	25,157	25,660	26,174	26,697	27,231
4063	Tournaments	1,851	3,472	1,785	1,821	1,857	1,894	1,932	1,971	2,010	2,050	2,091	2,133
	<b>Total All Expenses</b>	570,693	568,431	340,903	347,721	354,675	361,769	369,004	376,384	383,912	391,590	399,422	407,410
	<b>Total Revenue</b>	308,041	325,000	341,250	351,488	362,032	372,893	384,080	395,602	407,470	419,694	432,285	445,254
	<b>Total All Expenses</b>	<u>570,693</u>	<u>568,431</u>	<u>340,903</u>	<u>347,721</u>	<u>354,675</u>	<u>361,769</u>	<u>369,004</u>	<u>376,384</u>	<u>383,912</u>	<u>391,590</u>	<u>399,422</u>	<u>407,410</u>
	<b>Course Operations</b>	(262,652)	(243,431)	347	3,767	7,357	11,125	15,076	19,218	23,559	28,105	32,864	37,844
	<b>Fundraising</b>			5,000	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
	<b>Foundation Balance</b>			5,347	9,267	12,857	16,625	20,576	24,718	29,059	33,605	38,364	43,344
	<b>Annual Escalation/Inflation</b>												
	<b>Expenses</b>			2.0%									
	<b>Revenue</b>			3.0%									

## References

This proposal is made in good faith and references for the individuals listed in this proposal can be provided upon request. At this date the Foundation has not been incorporated and has not transacted business as a legal entity.

## Conclusion

The Herb Fowler Foundation of Huron Hills will emulate the success of the Leslie Science and Nature Center. The Foundation will work with the City and the Science Center in a spirit of cooperation and mutual trust, to impart the lessons learned by the Science Center to the Herb Fowler Foundation.

The youth of Ann Arbor will be able to continue to participate in summer camps and instructional programs and the Foundation will work with the City and the community to bring added value and additional talent and experience to the instructional staff and programs.

Huron Hills is pure golf. The clubhouse and facilities are simple, unencumbered and straightforward. All of the Foundations efforts will be directed at operating and preserving an historic, beautiful golf course in a park.



*Herb Fowler Pee Wees on the Practice Green*

# Appendices

## APPENDIX C

City of Ann Arbor

### LIVING WAGE ORDINANCE DECLARATION OF COMPLIANCE

The Herb Fowler Foundation will be a non-profit agency. The number of employees has not been determined at this time.

The Ann Arbor Living Wage Ordinance (Section 1:811-1:821 of Chapter 23 of Title I of the Code) requires that employers providing services to the City or recipients of grants for financial assistance (in amounts greater than \$10,000 in a twelve-month period of time) pay their employees who are working on the City project or grant, a minimum level of compensation known as the Living Wage. This wage must be paid to the employees for the length of the contract/project.

Companies employing fewer than 5 persons and non-profits employing fewer than 10 persons are exempt from the Ordinance. If this exemption applies to your firm, please check below:

To be determined  This non-profit agency is exempt due to the fact that we employ or contract with fewer than 10 employees.

The Ordinance requires that all contractors/vendors and/or grantees agree to the following terms:

- a) To pay each of its employees performing work on any covered contract or grant with the City, no less than the living wage, which is defined as \$11.71/hour when health care is provided, or no less than \$13.06/hour for those employers that do *not* provide health care. It is understood that the Living Wage will be adjusted upward each year on April 30, and covered employers will be required to pay the adjusted amount thereafter. The rates stated above include any adjustment for 2010.
- b) Please check the boxes below which apply to your workforce:
  - Employees who are assigned to *any covered* City project or grant will be paid at or above the applicable living wage without health benefits Yes \_\_\_\_\_ No \_\_\_\_\_
- OR
- Employees who are assigned to *any covered* City project or grant will be paid at or above the applicable living wage with health benefits Yes \_\_\_\_\_ No \_\_\_\_\_
- c) To post a notice approved by the City regarding the Living Wage Ordinance in every work place or other location in which employees or other persons contracting for employment are working.
- d) To provide the City payroll records or other documentation as requested; and,
- e) To permit access to work sites to City representatives for the purposes of monitoring compliance, investigating complaints or non-compliance.

The undersigned authorized representative hereby obligates the contractor/vendor or grantee to the above stated conditions under penalty of perjury and violation of the Ordinance.

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Address City State Zip

\_\_\_\_\_  
Signature of Authorized Representative

\_\_\_\_\_  
Phone (area code)

\_\_\_\_\_  
Type or Print Name and Title

\_\_\_\_\_  
Email address

\_\_\_\_\_  
Date signed

Questions about this form? Please contact:  
Procurement Unit – Financial Services  
734/794-6576 Fax: 734/994-1795