

**SELECTBOARD MEETING
TUESDAY, JUNE 5, 2018
SELECTBOARD MEETING ROOM – 7:00 P.M.
AGENDA**

Note: Not all the topics listed in this notice may actually be reached for discussion. In addition, the topics listed are those which the chair reasonably expects will be discussed as of the date of this notice. These meetings may be audio and/or visually recorded

1. CALL TO ORDER
2. APPROVAL OF MINUTES
 - A. *Draft minutes of the April 17, 2018 Selectboard meeting*
 - B. *Draft minutes of the May 1, 2018 Selectboard meeting*
3. ANNOUNCEMENTS/OPEN FORUM
4. 7:15 Public Hearing for License Transfer - 314 Newton Street, Cold Springs Liquor (dba Allery's), All Alcohol Off Premise
5. 7:25 Public Hearing for Transfer of Stock – 19 Bridge St., Resource Enterprise Corp
6. 7:35 Public Hearing for License Transfer – 1 Alvord St., ROVAYE HOSPITALITY, LLC (dba The Boathouse), All Alcohol Off Premise
7. Board and Committee Interviews
 - A. Jim Allery, Senior Center Building Committee
 - B. Don Lever, Senior Center Building Committee
 - C. Raymond Florence, Senior Center Building Committee
 - D. Scott Moore, Senior Center Building Committee
 - E. Richard Ness, Senior Center Building Committee
 - F. Rick Pio, Senior Center Building Committee
8. CONSENT AGENDA
 - A. Requests for multiple (10) One-Day Beer & Wine licenses: Willits-Hallowell Center. Imad Zubi. June 16, 18, 19, 20, 21, 23, 25, 26, 27, 28 at Chapin Auditorium.
 - B. Request for One Day Beer & Wine License. Fairview Knights of Columbus. Daniel Mashia. Aug. 12 at Buttery Brook Park.
 - C. Requests for multiple (3) One-Day Beer & Wine licenses: Tower Theaters. Robert Adam. June 7, 8, 9.
9. NEW BUSINESS
 - A. Summer Schedule for SB
 - B. Channel 15 Coverage Policy Discussion

10. RESIGNATIONS/APPOINTMENTS

- A. Resignation of Mike Wozniak from the Bylaw Review Committee. (Term expires 2018)
- B. Resignation of John Martins from MPIC (Term expires 2020)
- C. Resignation of Adam Sweet from the Historical Commission. (Term expires 2018)

11. OTHER BUSINESS

- A. Ledges RFP Report
- B. Town Administrator's PBE

12. TOWN ADMINISTRATORS REPORT

13. CHAIRMAN'S REPORT

14. ADJOURN

**SELECTBOARD MEETING
APRIL 17, 2018
DRAFT MINUTES
SELECTBOARD MEETING ROOM – 7 P.M.**

Present were Chair Sarah Etelman, Clerk Andrea Miles, member Ira J. Brezinsky, member Bruce C. Forcier, and Town Administrator Michael J. Sullivan.

1. **CALL TO ORDER**

At 6:50 p.m. Etelman offered time to give the artists from Berkshire Hills Music Academy – whose art currently adorns the Selectboard Meeting Room walls – an opportunity to introduce themselves following their artist reception.

Etelman called the meeting to order at 7 p.m. noting four members were present. Newly elected member Jeff Cyr was not present.

2. **APPROVAL OF MINUTES**

Brezinsky moved to approve the draft minutes of the March 20, 2018 meeting. Forcier seconded. All in favor.

3. **ANNOUNCEMENTS/OPEN FORUM**

Announcements

Forcier noted: April 22 is Earth Day and the Bike/Walk Committee is hosting a trek to the Bag/Pierce Wildlife Sanctuary; a dog park meeting will be held April 25 at 7 p.m. in the library; the Friends of Buttery Brook Park will meet April 30 at 6 p.m. in the library; the Lions Club is hosting a dog parade/show May 12 at 11 a.m. at Buttery Brook Park.

Brezinsky noted CraftFest will be held at Plains School from 9:30 a.m. to 3 p.m. on Saturday, April 21. He also thanked John Hine for his years of service on the Selectboard. “He’s been a great asset,” said Brezinsky.

Miles encouraged residents to view the public library website for a number of activities taking place at both libraries during April vacation.

Sullivan informed the public town hall will close at noon on April 20 for its quarterly professional development day. This quarter’s topic is improving internal and external communication with the public and with each other. Sullivan also noted the Town Administrator’s Review has been moved up to April 25 in the Selectboard Meeting Room at 6 p.m.

Open Forum

Etelman noted the Selectboard reorganizes in its first meeting following an election. New member Jeff Cyr is unable to attend the current meeting, so reorganization will take place Thursday, April 19 at 6:30 p.m. The board will assign town meeting warrant articles at this Thursday meeting.

4. NEW BUSINESS

David M. Eisenthal, vice president of UniBank Fiscal Advisory Services, discussed bonding for the new senior center. He said the town has been very active with the debt market and refinancing capital over the past five years and has the new library and Plains School to show for it. He gave an overview of debt outstanding at the fiscal year's end, which will be \$30.2 million. A little more than half of that is excluded for Proposition 2 ½ - \$15.6 million - mostly for Plains School and the public library. Golf debt is supported by a subsidy from general debt. The town's payment of debt is relatively rapid, he said, with exception of the Plains School and library projects which go out to the 2030s. Most of the rest is paid off before 2033.

Eisenthal offered a summary of the status of the \$7.5 million capital project. The town has borrowed about \$4.8 million of this amount to date. Four million has been permanently financed through the bond issue the town did in July 2017. It is still the expectation the remainder will be financed through serial short-term financing with new projects in FY20, 22, and 24, subject to change.

Sullivan said the difference between excluded debt and general fund debt is that excluded debt is debt that was voted for an override – this is the greatest portion of the town's \$30 million debt. Some of the debt is reliant upon enterprise funding such as sewer improvements. That also is outside of taxation.

Eisenthal said just \$11.5 million – general fund and golf course debt – is reliant to some degree on taxation. There is a subsidy from the general fund to support this debt services.

He pointed out some old news, saying since the redemption of debt the town did last year had a notable effect on the town's debt position, he thought it would be good to go over this again. The town received \$3.9 million from the Massachusetts School Building Authority a year ago. It was used to prepay a similar amount of bonds on June 15, 2017. Previously the debt service – for the middle and high school projects – was reimbursed by an annual grant payment from the state. With the payment from MSBA and prepayment of debt, the debt was greatly reduced and the grants were eliminated beginning next year. The town will see net savings of approximately \$400,000 of excluded debt service. That's all on the tax rate.

Sullivan said because it's excluded debt, that debt goes back to the taxpayer, so to speak. Eisenthal agreed and said it results in a reduced tax rate.

In relation to the senior center, the town will be able to absorb \$800,000 per year worth of debt for the next several years in order to build the senior center and not have it impact other budget issues and requirements using: an increase in debt service for this project in addition to a

decrease in debt service with other projects coming off of the books, and with an anticipated reduction in maintenance costs resulting from a new building compared to one that's old requiring maintenance.

Eisenthal said the target of \$800,000 has been in new, non-excluded general debt service, floated as a reasonable measure given the fiscal health of the town. He said he thinks \$800,000 is a quite feasible amount of debt service. Using a 4.25 percent rate with an 18-year issue, the town, he said, would have the flexibility of stretching out what will be a long-lived asset. He said \$800,000 is a reasonable figure.

5. Judy Gooch, Master Plan Implementation Committee

Judy Gooch of the Master Plan Implementation Committee updated the Selectboard on MPIC progress. She said while the rate of completion has slowed, it's likely due to many tasks and goals that could be completed having been completed, as well as other tasks being of the ongoing, never-to-be-completed type. Remaining tasks, of which there are few, are becoming somewhat irrelevant.

6. CONSENT AGENDA

Forcier moved to approve One-Day Beer and Wine licenses for: Margaret Boxold DBA Elegant Affairs for the MHC 50th Reunion Dinner on May 19, 2018; Rachel Osborn of MHC Willits-Hallowell Center in the Art Museum Lobby for April 29, 2018; Rachel Osborn of MHC Willits-Hallowell Center in Chapin Auditorium for April 30, 2018; Rachel Osborn of MHC Willits-Hallowell Center on Mary Lyon Courtyard on May 10, 2018; Mark Garner of Mount Holyoke College Dining on Skinner Green on May 19, 2018, as well as a One-Day All Alcohol License for Rachel Osborn of MHC Willits-Hallowell Center in Chapin Auditorium on April 28, 2018, and requests from Orchard's Golf Course for two additional service carts on May 5, 2018 and one additional service cart on May 14, 2018. Brezinsky seconded. All were approved unanimously.

7. NEW BUSINESS

Drunken Rabbit

Forcier motioned to approve a change in hours of operation for Drunken Rabbit from 9 p.m. to 11 p.m. on Fridays and Saturdays. Miles seconded. The Selectboard unanimously approved the permanent change.

Arbor Day

Etelman read a proclamation declaring Arbor Day as April 27. She read, "Whereas, In 1872, J. Sterling Morton proposed to the Nebraska Board of Agriculture that a special day be set aside for the planting of trees, and Whereas, the holiday, called Arbor Day, was first observed with the planting of more than a million trees in Nebraska, and Whereas Arbor Day is now observed

throughout the nation and the world, and Whereas, trees can reduce the erosion of our precious topsoil by wind and water, lower our heating and cooling costs, moderate the temperature, clean the air, produce oxygen and provide habitat for wildlife, and Whereas, trees are a renewable resource giving us paper, wood for our homes, fuel for our fires, and countless other wood products, and Whereas, trees in our town increase property values, enhance the economic vitality of business areas, and beautify our community, and Whereas, trees, wherever they are planted, are a source of joy and spiritual renewal, now therefore, I, Sarah Etelman, chair of the Selectboard of the Town of South Hadley, MA, do hereby proclaim Friday, April 27, 2018 as Arbor Day in the Town of South Hadley, MA, and I urge all citizens to celebrate Arbor Day and to support efforts to protect our trees and woodlands, and Further, I urge all citizens to plant and care for trees to gladden the heart and promote the well-being of this and future generations.” Forcier motioned to approve the proclamation. Brezinsky seconded. The Selectboard unanimously approved the proclamation.

8. OTHER BUSINESS

FY19 budget

Sullivan said there is a less than one percent increase in the overall budget. He called the \$45,120,199 budget “very austere” and applauded the school department and department heads for their efforts. He noted the town will save money due to borrowing changes the Selectboard made last year. He encouraged residents to view the budget online.

STM/ATM

Sullivan reviewed the upcoming warrant articles for the special and annual town meetings on May 9. The Selectboard decided to include two warrant articles related to the senior center – articles 14 and 15 – on the warrant and will decide at a meeting on Thursday, April 19 to endorse one of them: borrowing \$9.8 million in one or borrowing \$400,000 in the other.

9. TOWN ADMINISTRATOR’S REPORT

Etelman highlighted the 24 percent voter turnout in the April town election.

The Selectboard thanked John Hine for his service to the board throughout the past 12 years.

See Town Administrator’s report in the April 17, 2018 packet for full report.

10. ADJOURN

Forcier motioned to adjourn the meeting. Miles seconded. The board unanimously approved adjourning at 8:36 p.m.

RESPECTFULLY SUBMITTED
Kristin Maher
Executive Assistant to Administration

**SELECTBOARD MEETING
MAY 1, 2018
DRAFT MINUTES
SELECTBOARD MEETING ROOM – 7 P.M.**

Present were Chair Ira Brezinsky, Vice Chair Andrea Miles, Clerk Jeff Cyr, member Sarah Etelman, member Bruce C. Forcier, and Town Administrator Michael J. Sullivan.

1. CALL TO ORDER

Brezinsky called the meeting to order at 7 p.m. All members were present.

2. APPROVAL OF MINUTES

Forcier motioned to approve the draft minutes of the April 3 and 19 meetings as amended. Etelman seconded. All in favor.

3. ANNOUNCEMENTS/OPEN FORUM

Announcements

Forcier noted the Lions Club is hosting a dog parade/show May 12 at 11 a.m. at BATTERY BROOK PARK, and BATTERY BROOK PARK is kicking off its Cruise Nights on May 18.

Brezinsky announced a May 12 dedication ceremony of the Ted Belsky Overlook at Canal Park, and said the River Roll and Stroll is set for Sunday, May 6.

Sullivan said annual town reports are now available.

Open Forum

Linda Young of 15 Westbrook Road wondered why the Selectboard agreed at its April 3 meeting to allow Verizon to put a telephone pole on Pleasant Street in a sidewalk. Sullivan said at that meeting, a Verizon representative and Mark Gilmore of SHELDTOWN ASSOCIATES assured the board and community there will be the required 42-inch clearance on the inside of the pole to make it accessible. Sullivan said if this isn't the case once the project is finished, he will check with Gilmore and the town will address the potential problem.

Vern Blodgett of 11 Sycamore Knolls asked to speak on behalf of a group of citizens in relation to town meeting warrant articles 11 and 12. He read prepared remarks: "I believe the Selectboard may be discussing tonight articles 11 and 12 on the warrant for the 2018 Annual Town Meeting. These relate to the testing of water quality in public buildings and facilities, including our public schools. The health risks posed to children by elevated levels of lead and copper in drinking water are so great that South Hadley should not delay in considering Article 11. Our Board of Health already has voted at its April meeting to call for the retesting of a water fountain at one of our schools and the testing of some water fountains at another. After the Selectboard certified the

warrant, some questions were raised about the scope and procedures of the proposed testing. Some concerned citizens who have supported the passage of a bylaw on water testing, especially drinking water in the public schools, urge that the Selectboard consider proposed amended language to Article 11, which I have here. Our proposed amendment clarifies that the testing is for the presence of lead and copper in the drinking water and that testing would take place at the direction of the Board of Health and following procedures approved by the Board of Health. My understanding is that this type of amendment is consistent with what the Bylaw Review Committee would wish to have included in order to move this issue forward. We believe that other town bodies, including the Selectboard, School Committee and Town Meeting should take active roles in supporting the testing called for by the Board of Health.”

Brezinsky said the board will discuss this later in the meeting under “Other Business.”

Robert Pleasure of 10 Jewett Lane said in relation to Blodgett’s topic, the Massachusetts Environmental Protection surveyed Massachusetts schools in 2016 and identified 20 districts with serious lead issues. South Hadley was among the 20. Since that time, Pleasure said not a lot of action has taken place except for a few retests. He noted specifically that South Hadley water districts have a zero tolerance/zero target for lead in school water and water generally. The districts have done a credible job of approaching near zero. Pleasure said the American Academy of Pediatrics has a zero target. He can’t find a target or protocol for testing or monitoring of town buildings except for two taps in two schools every two years. Pleasure said no action is taken when a test is found to go above the threshold of 15 parts per billion except to retest a tap two years later. He said urgency is a criterion on which the Selectboard should consider this matter.

Mark Aiken of Cypress Drive said as the superintendent of Water District 2 he has questions about what he has heard at tonight’s meeting. He doesn’t feel some information is accurate and hopes to have time to address the issues brought up.

4. NEW BUSINESS

Ledges RFP

Sullivan said the town received two sealed bids, despite hoping for more -about six to eight – but overall it’s about quality, not quantity. From the return address labels on the sealed bids, Sullivan can tell the two bidders are IGM and Billy Casper. He said Forcier will participate in the opening of the bids on Thursday along with Mark DuBois, Rick Constant, Andy Rogers and consultant Allen DePuy. The group will review and vet the proposals and make a recommendation to the Selectboard.

The group will take the month of May to vet the proposals and will likely be able to have something before the board at its first meeting in June. Town council is working on the skeletal structure of a contract. If the board is inclined, they would be able to sign an agreement by July.

TA Evaluation

Brezinsky said it's the time of year to complete a town administrator evaluation. A form finalized in September will be distributed among the board to complete for the first meeting in June.

Five College Support Letter

Etelman moved to authorize Sullivan to sign a Five College letter of support on behalf of the Selectboard allowing the Five Colleges to continue advocacy to protect the R29, 38 and 39 PVT routes. Forcier seconded. All in favor.

5. RESIGNATIONS/APPOINTMENTS

Miles moved to accept the resignation of Hazel Snopek from the Board of Assessors. Cyr seconded. All in favor. Brezinsky thanked Snopek for her years of service.

6. OTHER BUSINESS

Town Meeting Preview and Discussion

Brezinsky said Article 11 calls for the establishment of a bylaw which requires a level of consistent water testing that would be handled by a third-party company and overseen by the Board of Health and health director. The article went to the Bylaw Review Committee because it would be a new bylaw, and town bylaws call for any revision to bylaws or the establishment of one be considered and voted on by the Bylaw Review Committee. The Article 11 bylaw as it was originally presented was unanimously not supported by the Bylaw Review Committee last Wednesday. Subsequently, a member of the Bylaw Review Committee – Vern Blodgett – sent proposed language for a change to the proposed bylaw in Article 11 to Brezinsky, Miles and Sullivan last night. Brezinsky said there are a few issues that need to be resolved to determine if the article and motion as presented on the town meeting warrant is to go forward or if it's possible for the exact revision or something similar to be substituted for town meeting.

Sullivan said in conversations with town counsel, sometimes there is confusion that a warrant only introduces a concept or intent to town meeting members. The motion is what is critically important to forming a bylaw. So yes, if there was a motion made within the structure – and he hasn't seen anything in what has been proposed since last week – it would be inconsistent with what is in the warrant. If the Selectboard wanted to move the article, then a motion could be made in writing. It would be up to the moderator to decide whether it is within the scope of the warrant article.

What was presented by Blodgett last night Sullivan said he sent to counsel. Sullivan said to him personally it seemed to be consistent, although he had not yet heard back from counsel. The warrant called for water testing, he said. The language might change. "Water quality" might be taken out and "lead" and "copper" might be put in and it wouldn't be inconsistent. Once there's an adjustment made, Sullivan is unsure if it goes back to the Bylaw Review Committee. This would be something counsel decides.

A motion will be allowed, said Sullivan. If the Selectboard chose to make no motion, to essentially say, "At this time, we don't move to go forward on the article," anyone in town

meeting could then make a motion which contains language which is consistent with the article - but might not be as acceptable to a wide number of people.

Brezinsky said the issue is: if there's a change in the bylaw, is the meeting the Bylaw Review Committee had last week and the subsequent vote they took sufficient to allow the revised appendix b (which is the actual bylaw) to come forward to town meeting, or does the Bylaw Review Committee have to meet again prior to town meeting and render another opinion? That's for what the Selectboard is waiting on an answer from town counsel.

Mark Aiken, District No. 2 water superintendent, said the district has a zero tolerance for lead in drinking water. He would like to see testing of fixtures and pipes. The Mosier School sample taken in 2014 included two samples. The district takes two school samples every three years because of the district's low lead and copper. District No. 2 is on reduced monitoring because of their low levels. The day the Mosier sample came back with elevated levels, the drinking bubbler came back with no detection. About three weeks after the test is when District No. 2 got the results. District No. 2 staff went down to the school and resampled. On a wall above the bubbler District No. 2 staff put "Not potable. Do not drink this water." The resample came back high again, which indicated there was something wrong with that fixture. The fixture was taken out of service. "We have low levels in town," said Aiken. "I just don't want us to start something saying, 'Oh my God, we have lead in the water.' We don't have lead in the water. It's the fixtures that you're testing. I have a granddaughter that's in the middle school. We don't want lead in the water either. I'll support testing it - but we test it now."

Residents Allison Schlatler of 31 Lexington St. and Allison Garcia of 1 Harvard St. asked Aiken about lead in taps at Mosier. He said two samples were taken that day and one came back with elevated levels which means the lead is not in the water, but potentially the solder used when putting the fixture together.

Miles said Mosier is the reason why she would like to see the article move forward. She would like to see areas where children drink the most be tested.

Bill Schenker, of 47 Pine St., and a District No. 1 water commissioner, said right now the district performs its own testing and asked if there is a distrust of the district doing so. He said third-party testing will impact the taxpayer or ratepayer. He would be willing to listen and have the district do more testing itself.

Brezinsky said it appears to him the board has already take a position that it is in support of the article and having it on the warrant. The only issue is, as a matter of law, if it can go forward with unanimous opposition from the Bylaw Review Committee. Conversely, he said, if the board chooses to accept an amendment in advance or on the day of town meeting, it would be up to the town moderator to allow the changes.

Sullivan suggested the board schedule a meeting just prior to Town Meeting on May 9 to take a final look at the proposed amendment language to make sure the board is comfortable with making the motion. The Selectboard scheduled a meeting for 5 p.m. and Sullivan said he would make efforts to have the Board of Health and Bylaw Review Committee be as involved in that

meeting as he could. He suggested using Blodgett's motion to work off as a starting point, if it's acceptable to the board, to which the board agreed.

Article 15

The Selectboard discussed increasing the monetary amount in Article 15 from \$400,000 to \$600,000. Cyr said it's a good idea especially for the potential discovery of hazardous materials during the demolition process. "If you're going to borrow it, four versus six isn't a big difference, really," he said.

Cyr motioned to approve \$600,000 for the purpose of developing plans including bid specifications, material testing of present structure, engaging all necessary professionals to present a refined estimate and plan for a new senior center with borrowing as the source of funding. Miles seconded. The vote was recorded as unanimous.

Sullivan asked the Selectboard to suspend the necessary rules to take articles 14 and 15 out of order and have the chair make the motions. This was agreeable to all members.

Selectboard Policies Update

Etelman and Miles will work on updating Selectboard policies to be reviewed some time in June. Etelman said there's not much that needs to be done save for removing some outdated things.

Annual Appointments

Sullivan said the town website has a list of board, committee and commission vacancies. Past Selectboard practice is encouraging residents to apply not only for vacancies but for positions with expiring terms, too.

Interviews of residents applying to boards, committees and commissions will be scheduled for the first and second meetings in June. The Selectboard will aim to make final appointments at its second meeting in June.

Selectboard Liaison Assignments

The board will look into Cyr being a liaison to the Capital Planning Committee. Forcier will be a liaison to the Veterans Service District and informal liaison to the Golf Commission. The board will ask John Hine if he would like to continue on the Cable Negotiating Committee. Marilyn Ishler will continue as a PVTA liaison. Etelman will be the liaison to MHC.

7. TOWN ADMINISTRATORS REPORT

Sullivan suggested the Selectboard schedule a meeting with the South Hadley Drug and Alcohol Coalition.

The Selectboard thanked River Roll and Stroll sponsors, particularly Republic Waste Services and E-Ink who gave substantial donations, to make the event go on.

See Town Administrator's report in the May 1, 2018 packet for full report.

8. ADJOURN

Forcier motioned to adjourn the meeting. Cyr seconded. All in favor. The meeting adjourned at 8:34 p.m.

RESPECTFULLY SUBMITTED
Kristin Maher
Executive Assistant to Administration



*The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street
Boston, MA 02114
www.mass.gov/abcc*

APPLICATION FOR A RETAIL ALCOHOLIC BEVERAGES LICENSE

Congratulations on your decision to begin the application process for a retail alcoholic beverages license, either for on-premises consumption under M.G.L. c. 138, § 12 (a restaurant, tavern, general-on-premises, club, hotel, war veterans' club, or continuing care retirement community), or for off-premises consumption under M.G.L. c. 138, § 15 (a package store). Below you will find a step-by-step explanation of the application process. **Please read this entire page before you apply for a license as it provides critical information on the license approval process.**

The ABCC urges you to reach out to the Local Licensing Authority ("LLA") in the city or town in which you are applying for a license **before applying for a retail license**. While state law requires you to submit certain documents, your LLA may have other documents and/or fees required of you before it will consider your application, and failure to contact them before you apply for a license may delay the consideration of your application.

The granting of a retail license involves a three-step process under M.G.L. c. 138, §§ 15A & 16B:

1. Step One is the granting of an application by the LLA;
2. Step Two is approval by the ABCC;
3. Step Three is the issuance of the retail license by the LLA.

Each step has certain legal requirements:

Step One. In Step One, when you submit your application with the LLA, the LLA is required by law to note the date and hour your application is filed with it. Then, they must publish an advertisement noticing a public hearing on your application, if their regulations require, within 10 days of your application being filed. Then, no sooner than 10 days after advertising the hearing, the hearing will be held. The LLA must act on an application within 30 days of it being filed.

If the LLA grants the license, the application shall be forwarded to the ABCC no later than 3 days following such approval.

Step Two. In Step Two, when the ABCC receives an application that has been approved by the LLA, an investigator will be assigned. The investigator will investigate the proposed licensed premises, if required, as well as the proposed applicant and the source(s) of financing for the transaction. Parties to an application must respond promptly to investigators' inquiries. **Failure to do so will result in a delay of the approval and may result in a denial of the application.**

When the ABCC receives an application for a transfer of license it is immediately forwarded to the Department of Revenue ("DOR") and the Division of Unemployment Assistance ("DUA"). Both agencies will research the issue of any outstanding tax obligations of both the buyer and the seller for all types of taxes, including sales, meals, withholding, corporate excise, room occupancy, personal income taxes, unemployment insurance, and employer fair share contributions. The ABCC will not approve a license transfer until DOR and DUA attest that the parties have no outstanding tax liabilities to the Commonwealth. The parties are responsible for resolving all tax questions.

Step Three. Once the LLA receives the ABCC's approval of an application, it must issue the license within 7 days.

It is important to know that an applicant for an alcoholic beverages license may not operate a licensed premise until all three steps have taken place and the LLA has actually issued the license.

If the application is for a transfer of the license, the license seller (the current licensee) is still legally liable and responsible for the operation of the premises until the third step of the approval process is completed. **An applicant who operates licensed premises before all three steps have taken place may create serious ramifications for both the buyer and the seller.** Operation without a license may be considered evidence of that applicant's unfitness for a license. It may also lead to revocation of an existing license. In certain circumstances, it opens both the buyer and the seller to possible criminal liability.



The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street
Boston, MA 02114
www.mass.gov/abcc

APPLICATION FOR A RETAIL ALCOHOLIC BEVERAGES LICENSE

The following documentation is required as a part of your retail license application.

ABCC investigators reserve the right to request additional documents as a part of their investigation.

- Monetary Transmittal Form with \$200 fee
You can **PAY ONLINE** or include a \$200 check made out to the ABCC
- Retail Application (this packet)
- Beneficial Interest - Individual Form
For any individual with direct or indirect interest in the proposed licensee
- Beneficial Interest - Organization Form
For any organization with direct or indirect interest in the proposed licensee
- CORI Authorization Form
For the manager of record AND any individual with direct or indirect interest in the proposed licensee. This form must be notarized with a stamp*
- Proof of Citizenship for proposed manager of record
Passport, US Birth Certificate, Naturalization Papers, Voter Registration
- Vote of the Corporate Board
A corporate vote to apply for a new / transfer of license and a corporate vote to appointing the manager of record, signed by an authorized signatory for the proposed licensed entity
- Business Structure Documents
If Proposed Licensee is applying as:
 - A Corporation or LLC - **Articles of Organization** from the Secretary of the Commonwealth
 - A Partnership - **Partnership Agreement**
 - Sole Proprietor - **Business Certificate**
- Purchase and Sale Documentation
Required if this application is for the transfer of an existing retail alcoholic beverages license
- Supporting Financial Documents
Documentation supporting any loans or financing, including pledge documents, if applicable
- Floor Plan
Detailed Floor Plan showing square footage, entrances and exits and rooms
- Lease
Signed by proposed licensee and landlord. If lease is contingent upon receiving this license, a copy of the unsigned lease along with a letter of intent to lease, signed by licensee and landlord
- Additional Documents Required by the Local Licensing Authority

* Excludes Officers and Directors of Non-Profit Clubs



The Commonwealth of Massachusetts
 Alcoholic Beverages Control Commission
 239 Causeway Street
 Boston, MA 02114
www.mass.gov/abcc

Print Form

**RETAIL ALCOHOLIC BEVERAGES LICENSE APPLICATION
 MONETARY TRANSMITTAL FORM**

APPLICATION SHOULD BE COMPLETED ON-LINE, PRINTED, SIGNED, AND SUBMITTED TO THE LOCAL LICENSING AUTHORITY.

ECRT CODE: RETA

CHECK PAYABLE TO ABCC OR COMMONWEALTH OF MA: \$200.00

(CHECK MUST DENOTE THE NAME OF THE LICENSEE CORPORATION, LLC, PARTNERSHIP, OR INDIVIDUAL)

CHECK NUMBER

IF USED EPAY, CONFIRMATION NUMBER

A.B.C.C. LICENSE NUMBER (IF AN EXISTING LICENSEE, CAN BE OBTAINED FROM THE CITY)

LICENSEE NAME

ADDRESS

CITY/TOWN STATE ZIP CODE

TRANSACTION TYPE (Please check all relevant transactions):

- Alteration of Licensed Premises
- Change Corporate Name
- Change of License Type
- Change of Location
- Change of Manager
- Other
- Cordials/Liqueurs Permit
- Issuance of Stock
- Management/Operating Agreement
- More than (3) §15
- New License
- New Officer/Director
- New Stockholder
- Pledge of Stock
- Pledge of License
- Seasonal to Annual
- Transfer of License
- Transfer of Stock
- Wine & Malt to All Alcohol
- 6-Day to 7-Day License

THE LOCAL LICENSING AUTHORITY MUST MAIL THIS TRANSMITTAL FORM ALONG WITH THE CHECK, COMPLETED APPLICATION, AND SUPPORTING DOCUMENTS TO:

**ALCOHOLIC BEVERAGES CONTROL COMMISSION
 239 CAUSEWAY STREET
 BOSTON, MA 02241-3396**

Mulberry Law Group

1252 ELM STREET

WEST SPRINGFIELD, MA 01089

TEL: (413) 732-3320 FAX: (413) 781-8553

CARUSO@AOL.COM

*Frank A. Caruso

*Christopher J. Brown

May 17, 2018

Town of South Hadley
116 Main Street
South Hadley, MA 01075

Attn: Selectboard

Re: Resource Enterprises Corp.
Application for change of Beneficial Interest for Retail Alcoholic Beverage License

Dear Sir/Madam:

In regard to the above-captioned matter, enclosed please find the following:

1. Monetary Transmittal Form;
2. Change of Beneficial Interest Amendment Application;
3. Beneficial Interest;
4. CORI authorization form;
5. Corporate Vote;
6. Corporate Business Entity Summary;
7. Applicant's Statement;
8. Stock Sale Agreement

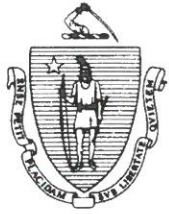
If you have any questions, please feel free to contact the undersigned.

Sincerely yours,



Frank A. Caruso

Enclosures



The Commonwealth of Massachusetts
 Alcoholic Beverages Control Commission
 239 Causeway Street
 Boston, MA 02114
www.mass.gov/abcc

Print Form

**RETAIL ALCOHOLIC BEVERAGES LICENSE APPLICATION
 MONETARY TRANSMITTAL FORM**

APPLICATION SHOULD BE COMPLETED ON-LINE, PRINTED, SIGNED, AND SUBMITTED TO THE LOCAL LICENSING AUTHORITY.

ECRT CODE: RETA

CHECK PAYABLE TO ABCC OR COMMONWEALTH OF MA: \$200.00

(CHECK MUST DENOTE THE NAME OF THE LICENSEE CORPORATION, LLC, PARTNERSHIP, OR INDIVIDUAL)

CHECK NUMBER

IF USED EPAY, CONFIRMATION NUMBER

A.B.C.C. LICENSE NUMBER (IF AN EXISTING LICENSEE, CAN BE OBTAINED FROM THE CITY)

LICENSEE NAME

ADDRESS

CITY/TOWN STATE ZIP CODE

TRANSACTION TYPE (Please check all relevant transactions):

- Alteration of Licensed Premises
- Change Corporate Name
- Change of License Type
- Change of Location
- Change of Manager
- Other
- Cordials/Liqueurs Permit
- Issuance of Stock
- Management/Operating Agreement
- More than (3) \$15
- New License
- New Officer/Director
- New Stockholder
- Pledge of Stock
- Pledge of License
- Seasonal to Annual
- Transfer of License
- Transfer of Stock
- Wine & Malt to All Alcohol
- 6-Day to 7-Day License

THE LOCAL LICENSING AUTHORITY MUST MAIL THIS TRANSMITTAL FORM ALONG WITH THE CHECK, COMPLETED APPLICATION, AND SUPPORTING DOCUMENTS TO:

**ALCOHOLIC BEVERAGES CONTROL COMMISSION
 P. O. BOX 3396
 BOSTON, MA 02241-3396**

ROVAYE HOSPITALITY, LLC

1329 Memorial Drive
Chicopee, Massachusetts 01020

May 22, 2018

Town of South Hadley
Town Hall, 116 Main Street
South Hadley, MA 01075

RE: ROVAYE HOSPITALITY, LLC
Alcohol License Transfer Application

Gentlemen:

I am writing on behalf of the above Company to submit documents relating to our application to transfer an alcohol license, which currently exists for the business operating at 1 Alvord Street, South Hadley (No. AL-17-14).

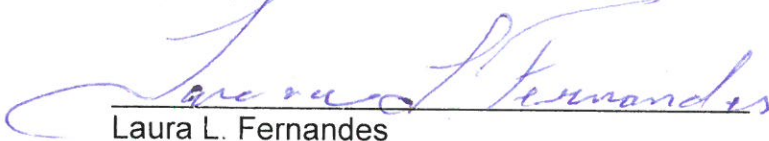
Enclosed please find the following:

1. Application for A Retail Alcoholic Beverage License;
2. Certificate of Payment to ABCC;
3. CORI Authorization Forms;
4. Proof of Citizenship;
5. Corporate Votes;
6. Lease and Addendum Agreement to Lease; and
7. Department of Revenue;
Certificate of Good Standing – Dockside, Inc. (Seller); and
8. Affidavit and copy of Certificate of Organization for ROVAYE Hospitality, LLC.

There is no monetary consideration passing to the current licensor. The transaction simply contemplates a transfer of the current liquor license from the licensor to the licensee with a lease of the premises as well as the furniture, fixtures and equipment currently used by the licensor.

Please contact me if you require additional information.

Very truly yours,


Laura L. Fernandes

Enclosures



*The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street
Boston, MA 02114
www.mass.gov/abcc*

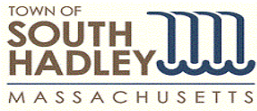
APPLICATION FOR A RETAIL ALCOHOLIC BEVERAGES LICENSE

The following documentation is required as a part of your retail license application.

ABCC investigators reserve the right to request additional documents as a part of their investigation.

- Monetary Transmittal Form with \$200 fee
You can **PAY ONLINE** or include a \$200 check made out to the ABCC
- Retail Application (this packet)
- Beneficial Interest - Individual Form
For any individual with direct or indirect interest in the proposed licensee
- Beneficial Interest - Organization Form
For any organization with direct or indirect interest in the proposed licensee
- CORI Authorization Form
For the manager of record AND any individual with direct or indirect interest in the proposed licensee. This form must be notarized with a stamp*
- Proof of Citizenship for proposed manager of record
Passport, US Birth Certificate, Naturalization Papers, Voter Registration
- Vote of the Corporate Board
A corporate vote to apply for a new / transfer of license and a corporate vote to appointing the manager of record, signed by an authorized signatory for the proposed licensed entity
- Business Structure Documents
If Proposed Licensee is applying as:
 - A Corporation or LLC - **Articles of Organization** from the Secretary of the Commonwealth
 - A Partnership - **Partnership Agreement**
 - Sole Proprietor - **Business Certificate**
- Purchase and Sale Documentation
Required if this application is for the transfer of an existing retail alcoholic beverages license
- Supporting Financial Documents
Documentation supporting any loans or financing, including pledge documents, if applicable
- Floor Plan
Detailed Floor Plan showing square footage, entrances and exits and rooms
- Lease
Signed by proposed licensee and landlord. If lease is contingent upon receiving this license, a copy of the unsigned lease along with a letter of intent to lease, signed by licensee and landlord
- Additional Documents Required by the Local Licensing Authority

* Excludes Officers and Directors of Non-Profit Clubs



Kristin Maher <kmaher@southhadleyma.gov>

Senior center building committee

James Allery

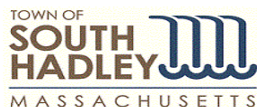
Sat, May 19, 2018 at 7:05 PM

To: kmaher@southhadleyma.gov

I am interested in being a member of the ad-hoc advisory committee. I am recently retired from an art paper company that I relocated to South Hadley nearly thirty years ago where I also served as the CEO for my final ten years of service and CFO prior. I am also a past member of the South Hadley Appropriations committee. I would appreciate you considering my application for this committee.

Jim Allery

Sent from my iPhone



Kristin Maher <kmaher@southhadleyma.gov>

New Senior center Bldg.Com.

Don Lever

Tue, May 22, 2018 at 4:24 PM

To: kmaher@southhadleyma.gov

To Board of Selectmen.

Please enter my name as a candidate for one of the citizen openings on your new

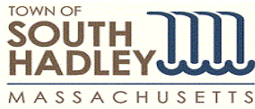
Senior Center bldg. Com. I offer the follow points of experience:

- 1} Senior Citizen,75 yrs young,Tax payer 26 years.
- 2}Retired 10 years,Widowed 4 yrs, (Have time to invest in seniors of future)
- 3}Asst. Treasurer, Friends of SH Elderly, former member of COA 2.5 yrs.
- 4} Was a comptroller for small Mfg. in Agawam for 20 yrs. Doing sound abatement products to the industrial,commercial,municipal,and highways in al 48 states.
- 5} Was part of a Tri-member management team which built a 40,000 sqft mfg. plant ,with 8,000 sgft office attached.
- 6} My areas were the office, shipping & rec. area, and material handling flow.
- 7} I handled service contracts in office, and Traffic Contracts in 48 states And Europe.
- 8} Prior to above spent 23 years in industrial insulation.

As a rule I am at the center 5 days per week ,in programs,playing pool, cards and have lunch there.

My E-Mail is

Thank you for your time and consideration. I remain Donald W. Lever 12 Midway St. South Hadley,MA



Kristin Maher <kmaher@southhadleyma.gov>

Online Form Submittal: Application for Appointment to Board, Commission, or Committee

noreply@civicplus.com <noreply@civicplus.com>

Thu, May 24, 2018 at 12:29 PM

To: chummel@southhadleyma.gov, chamlin@southhadleyma.gov, kmaher@southhadleyma.gov

Application for Appointment to Board, Commission, or Committee

Step 1

Committees

Before the Selectboard or other appointing authority makes appointments, they would like to know a little about you and why you feel you could contribute to the board or committee. Please take a few minutes and complete the brief expression of interest information below and click submit to send your application for consideration.

You can also [print and mail a written copy \(PDF\)](#) to the Selectboard Office at
116 Main Street
South Hadley MA 01075.

Please Note: when submitting online, when you click the "submit" button you are agreeing to read a copy of the Massachusetts General Laws Chapter 268A "Conflict of Interest" provided by the Town Clerk, if appointed, and to the best of your abilities agree to abide by the provisions of the statute. You may receive a phone call to confirm your interest in the appointment.

Choose From the Following Council on Aging

List your board or committee choices here in the order of preference. If you selected "Other" above, please indicate which board or committee you wish to apply for.

Field not completed.

Please give any details regarding your interest in this appointment? i would like to be included to work for the new building for the council on aging.

Please Provide the Following Information

Name raymond c florence

Email

Address1 258 east street

Address2 *Field not completed.*

City	south hadley
State	ma
Zip	01075
Primary Phone	
Alternate Phone	
Cell Phone:	

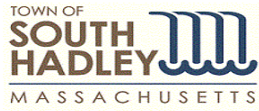
General Questions

Are you a registered voter in the Town of South Hadley?	Yes
Are you a Town Meeting Member?	No
Is any of your immediate family employed by the Town of South Hadley?	No
Do you now or have you previously served in Town government?	No
What skills and experience do you have? (Knowledge, other volunteer experience, employment experience, etc.)	self employed electrical contractor for 46 years
Please list any additional information you think may be helpful in reviewing your application.	being in construction since i was 19 years old and living in town most of my life i would like to offer what experance i have to this project.
How did you learn of the vacancy you are applying for?	Newspaper
If you indicated another resident or other above, please provide the resident's name or provide additional details.	<i>Field not completed.</i>
Upload a Letter of Interest	<i>Field not completed.</i>

Email not displaying correctly? [View it in your browser.](#)

5/17/2018

Mail - Building committee for senior center



Kristin Maher <kmaher@southhadleyma.gov>

Building committee for senior center

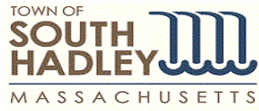
S. M. Thu, May 17, 2018 at 1:15 PM
To: kmaher@southhadleyma.gov

Kristin, I would like to be on the subject committee.
My campaign experience over the last 2 years has given me insight to the issues of the community as well as the senior center. Also my small business expertise would be of value.

Thank you
Scott Moore

5/21/2018

Mail - Senior Center



Kristin Maher <kmaher@southhadleyma.gov>

Senior Center

Mon, May 21, 2018 at 11:34 AM

To: kmaher@southhadleyma.gov

Sent from my iPhone

I am a resident and interested in proving my skills and abilities to serve on a committee for the town in regard to planning for a senior center.

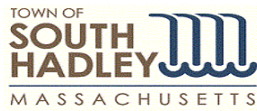
I am an architect with knowledge of this building type, planning and zoning, chapter 149 procurement, bid, contract award, construction admin.

I would be interested in speaking with you in this matter.

Rich

5/30/2018

Mail - Senior Center Building Committee



Kristin Maher <kmaher@southhadleyma.gov>

Senior Center Building Committee

Thu, May 24, 2018 at 9:50 PM

To: kmaher@southhadleyma.gov
Cc: Ira Brezinsky

To all,

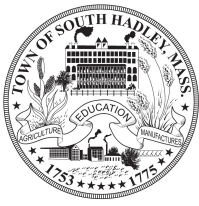
I'd be interested in being part of the Senior Center Building Committee.

The Town Reminder suggested that there was an application form available on the town website but I didn't find it.

Thanks,

Rick Pio

[87 College Street](#)



The Commonwealth of Massachusetts

Town of South Hadley

Selectboard
116 Main Street, Room 109



APPLICATION FOR 1 DAY BEER AND WINE - MULTI DATE LICENSE

Application #

TGL-18-60

Date Submitted

5/25/2018

Applicant Name: **Imad Zubi**

Company: **Willits-Hallowell Center**

Applicant Address: **50 College Street South Hadley MA 01075**

Applicant Phone: **[REDACTED]** Applicant Email: **[REDACTED]**

Dates Applied For: **06/16/18, 06/18/18, 06/19/18, 06/20/18, 06/21/18, 6/23/18, 6/25/18, 6/26/18, 6/27/18, 6/28/18**

Hours of Operation: **4pm- 11pm**

Address of Location: **50 COLLEGE ST, Souh Hadley, MA 01075**

Location Description: **Chapin Auditorium**

Type of Event: **Beer and wine social for conference**

RESTRICTIONS:

- If the event is to be held indoors in a building or structure that is not annually certified as a place of assembly, an inspection may be required by the Town Building Inspector and appropriate District Fire Inspector. The applicant is responsible to schedule the inspections, if necessary.
- Per MGL Chapter 138, Section 12 and 13, alcohol cannot be sold between the hours of 2 a.m. and 8 a.m. Monday-Saturday or between the hours of 1 a.m. and 12 noon on Sunday.

OTHER RESTRICTIONS:

LIABILITY DISCLAIMER:

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of South Hadley, and the Selectboard, as Local Licensing Authority, shall not be liable to the licensee or others if injury or damage should result from the exercise of the license.

LIQUOR LIABILITY INSURANCE REQUIREMENT

For any event held on town-owned property, liquor liability insurance naming the Town of South Hadley as an additional insured must be obtained prior to the event with a minimum per occurrence amount of \$250,000. A certificate of insurance showing liquor liability insurance coverage must be submitted with this application.

Payment Date	Amount Paid	Payment Type	Payment Number
5/25/2018	\$300.00	Credit Card	[REDACTED]



TOWN OF SOUTH HADLEY
SPECIAL LICENSE
WINE AND MALT APPLICATION
(Revised 5/2015)

To the Licensing Authorities:

Date: 5/30/18

The undersigned hereby applies for a Special License – Wine and Malt in accordance with the provisions of the Statutes relating thereto:

NAME: DANIEL J. MASHIA

COMPANY/ORGANIZATION: FAIRVIEW KNIGHTS OF COLUMBUS

ADDRESS: 234 COLLEGE ST, CHICOPEE, MA 01020

TELEPHONE: [REDACTED]

DATE APPLIED FOR: AUGUST 12, 2018

PREMISES TO BE LICENSED: 123 WILLIMANSETT ST, BUTTERNY BROOK PARK

HOURS OF OPERATION: 12 NOON TO 5 PM

ALCOHOL WILL BE (CHECK ONE): SOLD X GIVEN AWAY _____

TYPE OF EVENT: PICNIC

RESTRICTIONS ON SPECIAL LICENSE – WINE AND MALT

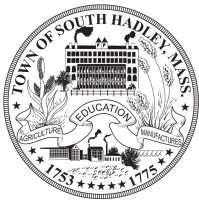
1. If the event is to be held indoors in a building or structure not certified as a place of assembly, an inspection must be requested and performed by the building inspector and the head of the fire department. To schedule an inspection, please call 413-532-5343 (District 1) or 413-534-5803 (District 2).
2. Per MGL Chapter 138, Sections 12 and 33, alcohol cannot be sold between the hours of 2 a.m. and 8 a.m. Monday-Saturday or between the hours of 1 a.m. and 12 noon on Sunday.

LIABILITY DISCLAIMER FOR SPECIAL LICENSE – WINE AND MALT

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of South Hadley, and the Select Board as Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

Signature of Applicant: *Daniel J. Mashia*

LIQUOR LIABILITY INSURANCE REQUIREMENT
For any event where alcohol is to be sold on town-owned property, liquor liability insurance naming the Town of South Hadley as an additional insured must be obtained prior to the event with a minimum per occurrence amount of \$250,000. A certificate of insurance showing liquor liability insurance coverage must be submitted to the Selectboard office at the time of application.



The Commonwealth of Massachusetts

Town of South Hadley

Selectboard
116 Main Street, Room 109



APPLICATION FOR 1 DAY BEER AND WINE - MULTI DATE LICENSE

Application #

TGL-18-64

Date Submitted

5/31/2018

Applicant Name: **South Hadley's Tower Theaters**

Company:

Applicant Address: **19 College Street South Hadley MA 01075**

Applicant Phone: **4135333456**

Applicant Email:

badam@towertheaters.com

Dates Applied For:

6/7/18, 6/8/18, 6/9/18

Hours of Operation:

3:00 PM - 11:00 PM

Address of Location:

19 COLLEGE ST, Souh Hadley, MA 01075

Location Description:

Movie Theater

Type of Event:

Movie

RESTRICTIONS:

- If the event is to be held indoors in a building or structure that is not annually certified as a place of assembly, an inspection may be required by the Town Building Inspector and appropriate District Fire Inspector. The applicant is responsible to schedule the inspections, if necessary.
- Per MGL Chapter 138, Section 12 and 13, alcohol cannot be sold between the hours of 2 a.m. and 8 a.m. Monday-Saturday or between the hours of 1 a.m. and 12 noon on Sunday.

OTHER RESTRICTIONS:

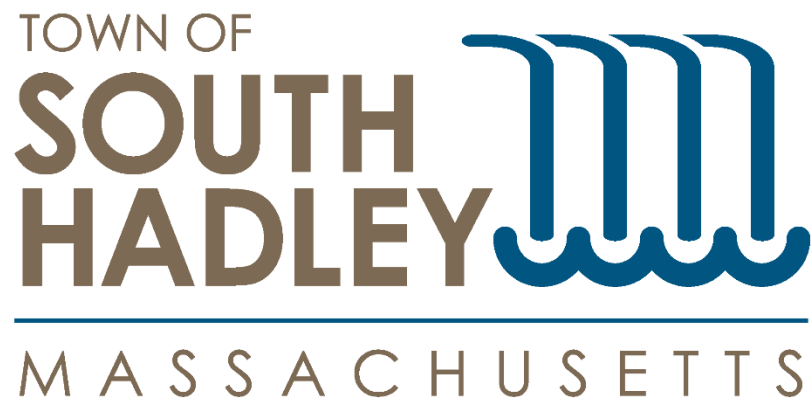
LIABILITY DISCLAIMER:

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of South Hadley, and the Selectboard, as Local Licensing Authority, shall not be liable to the licensee or others if injury or damage should result from the exercise of the license.

LIQUOR LIABILITY INSURANCE REQUIREMENT

For any event held on town-owned property, liquor liability insurance naming the Town of South Hadley as an additional insured must be obtained prior to the event with a minimum per occurrence amount of \$250,000. A certificate of insurance showing liquor liability insurance coverage must be submitted with this application.

Payment Date	Amount Paid	Payment Type	Payment Number
5/31/2018	\$90.00	Paypal	Paypal



2012 Candidate Guidelines

These candidate guidelines were put forth and accepted by the Selectboard in 2012. They were reviewed by town counsel and approved by the Selectboard in 2012. If there were changes, amendments or a dissolution of these policies it would be up to the Selectboard.

Dear Candidate:

South Hadley Community Television is offering all candidates whose names are located on the ballot for the September 6, 2012 Special Town Election, the opportunity to appear on Cable Channel 15, to express their views on issues dealing with their campaigns.

Because of the physical limitations of our space, time and staff constraints prior to the election and our responsibility to maintain equal access, the following guidelines have been established:

- 1) Each candidate will be given a ten minute video segment for his or her presentation
- 2) Using a standardized set, candidates may sit or stand in front of a blue lit curtain, framed in a fixed, non-moving, medium shot.
- 3) Candidates will be granted 30 minutes to practice, prepare and tape their segment.
- 4) Re-takes are allowed, but there will be no editing of the final 10-minute segment in any way, other than to fade the segment to black should it run over the allotted time.
- 5) Candidates are allowed to review their segment, time permitting.
- 6) Candidates may read from prepared statements, speak extemporaneously, or use cue cards.
- 7) An on screen graphic will identify the candidate exactly as their name appears on the ballot.
- 8) Candidates may use visual aids as long as the candidate is able to hold them up to the camera unassisted.
- 9) Due to space limitations within the studio, candidates are allowed to bring up to three staff or campaign workers to observe, assist with preparations, or hold cue cards.
- 10) Candidates should refrain from endorsing other candidates in other races.
- 11) Candidates should refrain from political attacks on their opponents that could be construed as slanderous in nature.
- 12) Candidates should refrain from the use of profane or obscene language.
- 13) The following disclaimer will appear at the open and close of each telecast:

CANDIDATES ARE ADVISED THAT THE VIEWS EXPRESSED IN EACH CANDIDATE'S STATEMENT ARE THE VIEWS OF THE CANDIDATE ALONE AND NOT THOSE OF SOUTH HADLEY COMMUNITY TELEVISION, THE TOWN OF SOUTH HADLEY, NOR ITS AGENTS AND, FURTHER, CANDIDATES ARE SOLELY RESPONSIBLE FOR THE CONTENT OF THEIR STATEMENTS AND EACH CANDIDATE ASSUMES FULL RISK AND LIABILITY FOR THE WORDS AND VIEWS EXPRESSED BY THAT CANDIDATE.
- 14) Candidates will appear on the final show in the order they appear on the ballot.
- 15) Dates and times for the program replay will be set at the discretion of the Studio Manager.
- 16) Candidates are required to review and sign a copy of these rules before taping commences.

The following days and times for tapings are available on a first-come basis and we respectfully ask that requests for time slots be made at least 48 hours before hand:

August 15 & 16, 7am-8:30pm
August 17, 7am-2pm
August 22 & 23, 1pm-8:30pm
August 28 & 29, 7am-8:30pm

In order to appear, please call South Hadley Community Television at 413-315-3515. If a staff member is not available, please leave a message and we will return your call to confirm your time.

We look forward to working with you.

Sincerely,
Bob Smith
Studio Manager

GUIDELINES FOR CANDIDATES APPEARING ON
SOUTH HADLEY COMMUNITY TELEVISION
CABLE CHANNEL 15

Each candidate is provided with a copy of these written guidelines prior to taping of his or her appearance. During each subsequent broadcast of candidates' statements, these guidelines will appear on air at the commencement of the telecast along with the following disclaimer:

CANDIDATES ARE ADVISED THAT THE VIEWS EXPRESSED IN EACH CANDIDATE'S STATEMENT ARE THE VIEWS OF THE CANDIDATE ALONE AND NOT THOSE OF SOUTH HADLEY COMMUNITY TELEVISION, NOR ITS AGENTS AND, FURTHER, CANDIDATES ARE SOLELY RESPONSIBLE FOR THE CONTENT OF THEIR STATEMENTS AND EACH CANDIDATE-ASSUMES FULL RISK AND LIABILITY FOR THE WORDS AND VIEWS EXPRESSED BY THAT CANDIDATE.

The guidelines are as follows:

1. Candidates should express their view on critical issues dealing with only their individual campaign or race.
2. Candidates should refrain from endorsing other candidates in other races.
3. Candidates should refrain from political attacks on their opponents which could be construed as slanderous in nature.
4. Candidates should refrain from the use of profane or obscene language.
5. Dates and times for the tapings, and subsequent program airing times, will be set at the discretion of the Studio Manager.

Political Programming

Political Programming Definition:

Programming dedicated to Candidates for Public Office or Spokespersons for a Ballot/Warrant issue. Any program describing or endorsing declared political candidates or describing ballot issues that are directly related to a current campaign is considered “political programming”. Programs which include appearances by incumbents acting in their current elected or professional capacity are not included in this definition, **AS LONG AS REFERENCE TO THEIR CURRENT RE-ELECTION CAMPAIGN IS NOT MENTIONED.**

At all times political programming must conform to the same guidelines and procedures governing all programming at SHCTV.

Political Programming may pre-empt regularly scheduled programming.

Public Meetings such as: Town Meeting, Selectboard and School Committee, etc. are not considered Political Programming.

SHCTV Community Bulletin Board & Political Statements

SHCTV’s community bulletin board is to be used for not-for-profit and community groups in and around South Hadley to publicize activities and events by the municipality and to dispense public information.

MESSAGES CONCERNING POLITICAL CAMPAIGNS, SPECIFIC CANDIDATES OR THE SOLICITATION OF A VOTE ON A WARRANT OR BALLOT INITIATIVE OR ARE NOT ALLOWED.

Role of SHCTV Staff

ALL DECISIONS REGARDING USE OF SHCTV RESOURCES WILL BE MADE IN REGARDS TO THE CONCEPTS OF “FAIR AND EQUAL ACCESS”.

**Michael J. Wozniak
3 Oakley Drive
South Hadley, MA 01075**

Selectboard, Town of South Hadley
116 Main Street
South Hadley, MA 01075

May 22, 2018

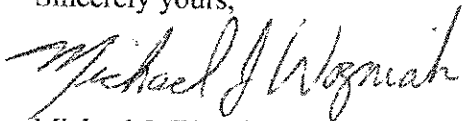
Re: Letter of Resignation - Bylaw Review Committee

Dear Selectboard Members:

Please be advised that effective immediately I am resigning as a member and chairman of the Bylaw Review Committee. While I have enjoyed serving on this committee for the last six years, I find myself involved in other time consuming activities related to the Chairmanship of the Fire District No.1 Prudential Committee.

I thank you for the opportunity to serve on this important committee.

Sincerely yours,

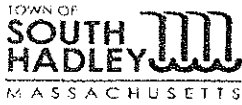


Michael J. Wozniak
Bylaw Review Committee Chairman

Cc: Kristin Maher
Bylaw Review Committee

5/14/2018

Mail - Resigning my MPIC appointment



Received
Town of South Hadley
Carlene Hamlin <chamlin@southhadleyma.gov>
MAY 14 2018 10:35 AM

Resigning my MPIC appointment

Town Clerk

John Martins <[REDACTED]>
To: Carlene Hamlin <chamlin@southhadleyma.gov>

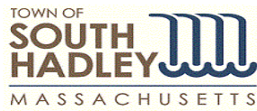
Mon, May 14, 2018 at 10:07 AM

Dear Ms. Hamlin,

I'm writing today to notify you that I must resign my appointment to the Master Plan Implementation Committee because I will be relocating to Rhode Island in the next few weeks. It has been a distinct pleasure to work with such capable and dedicated neighbors on the committee, and I thank the Selectboard for giving me the opportunity to serve the town.

All my best,

John Martins



Kristin Maher <kmaher@southhadleyma.gov>

South Hadley boards & committees member info, expiring terms

Adam Sweet

Thu, May 31, 2018 at 9:02 AM

To: Kristin Maher <kmaher@southhadleyma.gov>

To Whom It May Concern:

I am resigning my position effective immediately.

Cordially,

Adam Sweet

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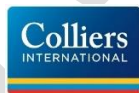
***Only print this e-mail if necessary.**



Request for Proposal
Management and Maintenance of Ledges Golf Club
Consultant Recommendations

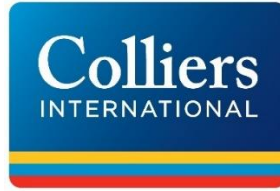
Prepared For:
South Hadley Selectboard
South Hadley, Massachusetts

Prepared By:



Colliers Golf Course Advisory Services
1801 Market Street, Suite 500, Philadelphia, PA 19103
215.925.4600

June 5, 2018



June 5, 2018

Town of South Hadley

Attention – Selectboard

116 Main Street, #109

South Hadley, MA 01075

Dear Selectboard Members:

On behalf of Colliers Golf Course Advisory Services (CGCAS) we would like to thank the Selectboard for allowing CGCAS the opportunity to facilitate the Request for Proposal process for the Management and Maintenance of Ledges Golf Club.

Enclosed within please find an overview of the RFP Process, the steps taken to secure the highest quality bids from successful and established firms, a summation of the Evaluation Committee who reviewed the bids and concluding with our recommendation of a singular firm to be the stewards of Ledges Golf Course for the coming years.

Thank you again for the opportunity to participate in this process. We look forward to the opportunity to consult on behalf of the Town of South Hadley again in the future.

Sincerely,

Allen DePuy

Vice President – Colliers Golf Course Advisory Services

BACKGROUND – LEDGES GOLF COURSE

Ledges Golf Club, designed by Howard Maurer and Associates, opened in August of 2001 with wonderful views of the Pioneer Valley and the surrounding mountain range. Playing at 6,500 yards, the course offers exceptional course conditioning, winding through natural wetlands, mature forests and historic farmland for players of all abilities. This exceptional asset and recreational amenity for the Town of South Hadley is completed with a beautiful and functional 4,400 (+/-) clubhouse that features a golf shop carrying the latest golf merchandise as well as the Valley View Restaurant at The Ledges. Where residents and golfers alike can enjoy casual fare and an open air covered deck.

The property has been managed by the Town of South Hadley, except for a brief time in its early years, while contractually outsourcing the golf course maintenance and all related equipment. At present these services are outsourced through International Golf Maintenance (IGM) of Championsgate, Florida. The course is serviced through an irrigation system operating on three pumps (70HP, 40HP and 10HP) that draw water from the nearby Connecticut River to a holding pond. The course has municipal water and sewer connections for the clubhouse and maintenance building. The property is also serviced by a 6,500 (+/-) square foot grounds maintenance building which houses the golf course maintenance equipment as well as an additional separate 2,750 (+/-) 4 square foot golf cart storage building adjacent the clubhouse.

The golf course was constructed with a municipal general obligation bond. This 30-year bond has a repayment schedule that requires an annual payment of approximately \$320,000 per year and has approximately ten (10) years remaining.

Prolonged operating losses of approximately \$452,484 over the last five years despite revenue growing 28.6% since 2012 has led to a growing sentiment within the community to consider other options for the property. The Town would like to eliminate operating losses, offset annual costs of the bond and minimize or remove itself from daily operations of the golf course. Town's Bond Counsel has advised that because of the tax-exempt status of the municipal bond and the significant balance still outstanding for the term, a lease arrangement is not possible. As a result, the Town is pursuing a contract for management and maintenance of the course that satisfies the safe harbor conditions of the Internal Revenue Service Revenue Procedures 2017-13 and in accordance with Massachusetts General Laws Chapter 30B at this time.

THE REQUEST FOR PROPOSAL (RFP) DEVELOPMENT PROCESS

The development of the RFP proved challenging with the municipal general obligation bond requirements as well as compliance with IRS Rev. Proc 2017-13 dictating ultimately how the bid could be generated.

Specific methods that Proposers would be able to utilize, as noted in the RFP include:

- **Capitation Fee:** A fixed periodic amount for each person for whom the vendor assumes the responsibility to provide all needed services for a specified period so long as the quantity and type of services actually provided to such persons varies substantially. A fixed periodic amount may include an automatic increase according to a specified, objective, external standard that is not linked to the output or efficiency of the Golf Course.
- **Periodic Fixed Fee:** A stated dollar amount for services rendered for a specified period of time. For example, a stated dollar amount per month is a periodic fixed fee. The stated dollar amount

may automatically increase according to a specified, objective external standard that is not linked to the output or efficiency of the Golf Course.

- Per-Unit Fee: A fee based on a unit of service provided specified in the contract or otherwise specifically determined the Town. For example, a stated dollar amount for each round of golf played, or a stated dollar amount per non-golf event held are Per-Unit fees.
- Incentives: Compensation based on standards that measure the quality of services provided, performance, or productivity.

Although it would have been desired that the RFP be a NNN lease or a concessionaire agreement, the above restrictions dictated the Request for Proposal be issued as a contractual management agreement. This determination was affirmed by independent counsel who specializes in the procurement process in the Commonwealth of Massachusetts.

THE RFP DISTRIBUTION AND MANAGEMENT

Utilizing CGCAS wide network of email, social media, and personal contacts of golf industry professionals, we were able to directly place the RFP in the hands of key decision makers at some of the largest and most active professional golf management firms in the industry. While a number of these were New England firms, Ledges Golf Club received expressed interest from national golf companies' as far away as Nebraska, Texas and Florida. In total Colliers on behalf of the Town of South Hadley (TOSH) distributed thirty-seven (37) RFP Bid Proposals.

Our Open House, although not mandatory did result in five firms, including one from Nebraska, visiting the property to learn more about the opportunity that exists in South Hadley. Additional questions were submitted by Proposers and answered to the best knowledge of CGCAS and TOSH staff.

Bid proposals were submitted on by Tuesday, May 1st in accordance with the RFP with two firms submitting proposals – Billy Casper Golf (BCG), based in Reston, Virginia and International Golf Maintenance (IGM) based in Championsgate, Florida. An Evaluation Committee was formulated on May 3, 2018 – Bruce Forcier, Rick Constant, Mark Dubois convened in Town Hall for the opening respective bids, with Allen DePuy of CGCAS, with Andy Rodgers available to provide non-voting staff support.

The Evaluation Committee's – Evaluation Scorecard for each firm can be in Schedule A.

SURVEY OF NON-BIDDERS

In addition to analyzing the respective bidders, CGCAS felt it was valuable information to understand why the other thirty-five (35) individuals and firms did not submit a bid. CGCAS conducted an email survey of those interested parties that received the Request for Proposal but did not initiate submitting a Bid Proposal. The survey is as follows:

We are asking potential bidders who did not respond to the RFP Management and Maintenance at Ledges Golf Course, South Hadley, MA as to the reason why they did not respond. This is a survey is to assist us in how we can improve our bidding process in the future.

Please email us back with your response to the following questions.

_____ *Not enough time to respond to the RFP.*

_____ *Not the business we were interested in providing.*

_____ *Not the geographical location we were interested in serving after further consideration.*

_____ *The bond requirements made structuring our proposal for the RFP too complicated.*

_____ *Our proposal would not meet the minimum criteria established in the RFP.*

_____ *Other* _____

From this we were able to ascertain feedback that may have diminished the quantity, but certainly not the quality of the Bidders. A sampling of the responses is below:

- *“We are on boarding two other clubs the same time and know that we would need to dedicate more time to the RFP to on board properly and be a success for the club. Thank you for considering us...we are honored that you considered us during the process”*
- *Not the geographical location we were interested in serving after further consideration. The bond requirements made structuring our proposal for the RFP too complicated – “not complicated, but excessive. Our group “would not consider obtaining equipment on a short term.”*
- *“To expensive to maintain in a declining market”*
- *“After further consideration due to the location e would not be able to service this club properly”*

The former was a point raised by multiple “smaller” firms that recently taken on new ventures and did not wish to outgrow their respective infrastructures.

AN OVERVIEW – BILLY CASPER GOLF (BCG) VS. INTERNATIONAL GOLF MANAGEMENT (IGM)

The comparison between BCG and IGM presented an interesting quandary for the Evaluation Committee to consider. BCG is a highly recognized full service contractual management firm with over 150 golf courses nationwide, including 80+ municipal courses, under their umbrella. Conversely, IGM while themselves a large international contractual management firm in the specialized area of agronomic management – the firm has relatively few full-service contracts. IGM by contrast presented themselves as the local alternative with a wealth of experience in the market, through the strong local presence of Michael Fontaine, Golf Course Superintendent.

BILLY CASPER GOLF

As outlined on the Billy Casper Golf website - “Billy Casper Golf is one of the largest privately-owned golf course management companies in the U.S., with nearly 150 properties in 29 states. Headquartered in Reston, VA – with regional offices across America – BCG has more than 25 years of results-driven expertise. The company specializes in full-service course management as well as assistance in specific segments of the golf business, including: course and property maintenance, staffing and training, clubhouse operations, food and beverage, merchandising, golf instruction, marketing and public relations, special events and financial management.

BCG continues to evolve the golf experience through customized solutions and innovative programs like the annual World's Largest Golf Outing – a national golf fundraiser conceived by BCG Chairman and CEO, Peter Hill. The company recently launched its newest management solution, Billy Casper Signature, as a boutique division that specializes in country club, resort and private club management.”

An Overview of the Billy Casper Golf Proposal –

The strength of the Billy Casper Golf bid comes through the following:

- The professional manner in which the firm presents itself.
- The high-level customer service programs the firm promotes, and the TOSH could expect.
- the depth of marketing experience BCG brings to its partner clients.
- BCG's commitment to the environment through National Audubon designations.
- The depth of experience the firm brings to the project, as they currently operate 80+ municipal golf courses nationwide.

The committee did however express concerns over the “cookie-cutter” approach of the Billy Casper proposal, including a noted boiler plate language error on Page 29 of their Bid Proposal. That error incorrectly identified the name of the facility and the county the golf course is located. This raised concern amongst the Evaluation Committee to the genuine level of commitment to the people of the TOSH by the firm. The committee posed this supplemental question to Billy Casper Golf with the following response.

The BCG bid was very impressive and should be commended. However, in the section “Commitment to Community” (Page 29) it speaks of involvement within Sussex County, not Hampshire County. Assuming this was a mistake of boiler plate language, please offer comfort to the people of South Hadley that BCG will be committed to involvement within the community, and elaborate on how their team will specifically do it?

“Community Involvement is a priority at every BCG-operated golf course and will remain a priority if chosen to partner with the TOSH. BCG is adept at balancing the nuances of a publicly-owned amenity operated by the private sector. To this end, it is BCG Policy to always attempt to hire from the local market first; a clear and immediate benefit to South Hadley residents.

BCG would seek to quickly integrate ourselves in the local business community by joining the South Hadley & Granby Chamber of Commerce and supporting local charitable and community organizations. We would also search for unique ways to advertise/support community events, such as the Farmer's Market and Fall Fest.

Lastly, BCG will use events and programs proven successful at other managed facilities, to increase The Ledges' outreach to youth, women, minorities, and families in South Hadley.”

~

Further the Committee asked for clarification on financial projections presented by Billy Casper.

To clarify, according to the Billy Casper Golf financial projections (Page 66) the EBITDA will decrease over the five-year term?

“BCG has conservatively budgeted moderate revenue growth for the initial five years of the Agreement. The decreasing negative EBITDA over the initial term is due to the increase in the minimum hourly wage per the Commonwealth of Massachusetts Statutes.”

This is important to understand which firm truly presents the greatest financial benefit to the Town of South Hadley. A complete analysis of their financial projections is found later in this document.

~

Billy Casper Golf's Fee Proposal –

Under the Billy Casper Golf Fee Proposal is the Respondent is seeking the following –

- Proposed Term:** Five (5) Years with a Five (5) Year renewal upon mutual consent.
- Structure:** BCG shall remain solely responsible for all obligations of the agreement and TOSH shall have full recourse to BCG for any liabilities caused by this entity. This entity will employ all the staff at the Course. This entity will be operated on a discrete basis and shall not commingle any assets or liabilities with any other BCG-managed property. Course-level financial statements will be prepared in the name of this single purpose entity.
- Course Operations:** BCG will operate the Course pursuant to an Annual Business Plan agreed to and approved by TOSH. All rates, fees, and expenses will be defined in advance as part of the budget process. BCG will not deviate from this plan without TOSH consent. All expenses of operating the Course will be the responsibility of the Course. All employees of the Course will be BCG employees, and will work exclusively for the benefit of the Course. All employee costs will be part of the operating expense of the Course.
- Management Fee:** BCG would earn a Base Monthly Management Fee of Seven Thousand Two Hundred Fifty Dollars (\$7,250) for the management and maintenance of the Course. The BCG Management Fee shall increase each Calendar Year by two percent (2%)
- Incentive Fee:** To be determined on achievement of agreed upon metrics and benchmarks. BCG recommends an incentive fee tied to the achievement of predetermined thresholds in operational profitability.
- Travel Expenses:** TOSH shall only be responsible for reasonable travel expenses of BCG corporate representatives. Such travel expense shall not exceed Three Thousand Dollars (\$3,000) per year.
- Procurement:** The course will have access to BCG's national account purchase programs so that all materials and supplies pursuant to the approved annual budget may be purchased at lowest possible rates. BCG's existing national account purchase programs including food, retail merchandise, course supplies, agronomic supplies, maintenance equipment, golf cars, property and casualty insurance among others.

Financial Reporting: Financial Statements will be prepared by BCG's in-house CPA's. BCG will furnish TOSH with balance sheets, income statements, cash flow statements, and bank reconciliations on a monthly basis. BCG can also supply TOSH additional reports during the month as may be requested.

DRAFT

Billy Casper Golf Financial Projections of Ledges Golf Club -

	<u>Historical</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
ROUNDS	29,500	29,872	30,122	30,375	30,630	30,630
REVENUE						
Green Fees	-	629,500	641,729	654,199	666,916	673,585
Cart Fees	-	250,675	255,301	260,015	264,820	267,468
Driving Range	-	26,250	26,734	27,228	27,731	28,009
Golf Shop Merchandise	-	44,808	45,635	46,017	46,868	46,868
Golf Operations	885,999	951,233	969,399	987,459	1,006,335	1,015,930
Food	-	213,540	217,480	219,304	223,356	223,356
Beverage	-	57,644	58,708	59,200	60,294	60,294
Food & Beverage	260,163	271,184	276,188	278,504	283,650	283,650
TOTAL REVENUE	1,146,162	1,222,417	1,245,587	1,265,963	1,289,985	1,299,580
EXPENSES						
COST OF SALES						
Golf Merchandise	-	29,125	29,663	29,911	30,464	30,464
Food & Soft Drinks	-	72,604	73,943	74,563	75,941	75,941
Alcohol	-	17,293	17,612	17,760	18,088	18,088
TOTAL COGS	-	119,022	121,218	122,234	124,493	124,493
LABOR						
Golf Operations	-	181,291	188,543	196,084	203,928	212,085
Course Maintenance	-	183,604	190,948	198,586	206,530	214,791
Food & Beverage	-	79,597	82,781	86,092	89,536	93,117
Total Direct Labor	-	444,492	462,272	480,762	499,994	519,993
Total Payroll Taxes	-	48,894	50,850	52,884	54,999	57,199
Total Medical / Health Benefits	-	17,928	18,645	19,391	20,167	20,973
Insurance - Worker Comp	-	11,112	11,557	12,019	12,500	13,000
TOTAL LABOR	-	522,426	543,324	565,056	587,660	611,165
Labor Percentage		42.7%	43.6%	44.6%	45.6%	47.0%
DEPARTMENTAL EXPENSES						
Golf Operations	927,993	30,410	30,714	31,021	31,331	31,645
General & Administrative	72,562	185,294	187,147	189,018	190,909	192,818
Course Maintenance	-	151,586	153,102	154,633	156,179	157,741
Food & Beverage	295,286	32,976	33,306	33,639	33,975	34,315
Sales & Marketing	-	21,475	21,690	21,907	22,126	22,347
Golf Cart Lease	-	56,000	56,000	56,000	56,000	56,000
Maintenance Equipment Lease	-	90,000	90,000	90,000	90,000	90,000
Insurance	-	13,200	13,332	13,465	13,600	13,736
TOTAL DEPARTMENTAL EXPENSES	1,295,841	580,941	585,291	589,683	594,120	598,602
TOTAL EXPENSES	1,295,841	1,222,389	1,249,833	1,276,973	1,306,273	1,334,260
EBITDA	(149,679)	28	(4,246)	(11,010)	(16,288)	(34,680)

The BCG projections are based on the following assumptions –

- BCG has assumed Golf Revenues and PAR at Historical Averages.
- BCG Suspects revenue projection is understated due to Golf Now Tee Time wholesaler agreement.
- BCG has budgeted \$1 per hour increase for all employees for each year through 2023
- BCG has budgeted for a full maintenance equipment lease.
- BCG maintenance budget reflects market appropriate maintenance standards, comprehensive fertilizer and chemical program.
- BCG has included the charges for utilities, phone, etc. in General & Administrative.
- BCG Management Fee is in General & Administrative.
- BCG maintenance budget assumes conditions similar to existing conditions.
- BCG has budgeted 2019 as a full 12-month year. Might be potential expense savings due to timing.

Understanding the Billy Casper Golf Bid Proposal

As noted earlier, the strength of the Billy Casper Golf bid comes through the pure size of the firm and their experience working with municipal clients (80+). The company offers a professional presentation of their credentials and there is little doubt they would do an acceptable job at Ledges Golf Club.

The strength and benefits of awarding Billy Casper Golf the Bid:

- BCG would manage the property through a single purpose entity to employ the staff and therefore mitigating the financial burden municipal employee benefits.
- CGCAS believe the financial projections by BCG are reasonable and includes a 13.4% increase in Total Gross Revenue from TOSH's \$1,146,162 to \$1,299,580 by Year Five.
- CGCAS has strong confidence that BCG will objectively operate the property in accordance industry widely accepted financial benchmarks. This is evident by way of example in their projected consolidated Food & Beverage Cost of Goods Sold percentage of 33.1%.
- The BCG bid also reflects a reduction in course maintenance expense from \$577,928 under the IGM Contract to an "adjusted" \$445,524 which is inclusive of a \$90,000 equipment lease.

The concerns of awarding Billy Casper Golf the Bid:

- The financial impact of awarding the contract to BCG.
 - Management Fee – The BCG Management fee of Eighty-Seven (\$87,000) annually will increase the operating shortfall at Ledges Golf Club, if they are unable to achieve improvements to the operating performance of the property.
 - The BCG Management Fee shall increase each calendar year by two percent (2%).
 - The proposed incentive fee on achievement of agreed upon metrics and benchmarks. BCG recommends an incentive fee tied to the achievement of predetermined thresholds in operational profitability. Per opinion of council this is not permissible under the safe harbor conditions of the Internal Revenue Service Revenue Procedures 2017-13.
 - Proposed Five (5) year term with an additional Five (5) renewal may not be permissible.
 - BCG's financial projections (stated by the firm to be conservative and due to a rise in Mass. minimum wage) projects a decline in profitability over the term of their agreement
- BCG commitment to TOSH – specially their mistake in the RFP concerning the location of the club. As stated one member of the Evaluation Committee – "this is simply another contract for a firm of this size".

INTERNATIONAL GOLF MAINTENANCE

As outlined on the IGM website - "International Golf Maintenance (IGM) is a full-service golf course maintenance company, overseeing day-to-day agronomic operations within their maintenance budgets. As an outsourced service, we often hire and then train existing maintenance employees to our standards. This unique partnership gives golf course operators a new freedom to focus on running their golf courses to full potential – and have complete confidence in course conditions and customer satisfaction."

In addition, IGM highlights the operating history of the "President and Chief Executive Officer, Ron Jackson, of Meadowbrook Golf, which includes IGM, who has owned or managed 68 golf properties throughout the U.S. He takes pride in the company's ability to improve player experience and property economics for clients, as well as opening a number of golf courses. Prior to joining Meadowbrook, Ron held the top executive position for major players in the international hospitality industry, and he has given many presentations on synergies between the golf and hospitality industries. Mr. Jackson has served on the board of Environmental Institute for Golf and other golf- related boards."

An Overview of the International Golf Maintenance Proposal –

The strength of the IGM bid is highlighted in its long history with the Ledges Golf Club, as well as the following:

- Specific experience with the Ledges Golf Club as well as the environmental concerns of TOSH.
- Grass roots and community involvement of the existing onsite IGM management.
- Professionalism of the Golf Course Maintenance operation under IGM, and how this can be carried forth to encompass the entire facility.
- IGM belief that the property can recognize greater profitability through a rate increase without experiencing any decline in course usage.

In reviewing the IGM bid, the Evaluation Committee identified two areas of concern.

- A. While the committee unanimously complimented the fine agronomic work of IGM, and specifically Mike Fontiane, has performed through the term of the contract the Ledges Golf Club. The Committee noted the lack of current Total Golf Facility Management, with IGM opting to leverage the operating history of CEO Ron Jackson as well limited number of cited properties IGM stated they currently operate.
- B. Additionally, concern was expressed towards the marketing experience the IGM team could bring to the project.

Each of these concerns were expressed to IGM through supplemental questions and received the following talking points in response.

How many golf courses does IGM currently have under "full" management? Defined as Administration, Golf Shop, Marketing, Food & Beverage, as well as Agronomics.

IGM has five golf courses currently under "full" management, and the portfolio includes: The Habitat at Valkaria, Reflection Bay, The Savannah's at Merritt Island, South Ocean and Spessard Holland.

Please elaborate further on how IGM intends to market the golf course with particular attention to electronic marketing and social media marketing?

The current social media accounts are Twitter - @LedgesGolfClub1 (268 Followers), Facebook - @ledgesgolfclub1 (273 Followers) and @valleyviewgrille (95 Followers). First, we would promote these accounts in all collateral material as well as on signage, info boards and receipts at the course. We would ask patrons to give us a review on these social media platforms as well as GolfNow, TripAdvisor, Google Places, etc., and we would monitor these reviews and respond to the reviews to protect the Club's social media reputation.

Regular posts would include feel-good stories about employee achievements, business partners, the Town, league winners, tournament winners and aces. Posts would also include unique pictures of the course and course condition information. Contests would be posted with fun-facts about golf, the Town of South Hadley and specifically The Ledges with a small prize to entice the winners to come out to the course. Fun, entertaining and short instructional videos will be posted. Of course, highly scrutinized paid campaigns will include: rate specials, open tee-times, events, new retail items, demo days and player development programs. All of these efforts will be geared toward building followers, promoting brand awareness and creating loyalty among players.

In addition, the club uses GolfNow to host its website, online tee time distribution, email database, and point of sale system. Payment is in the form of trade out rounds. Recently, GolfNow solutions has had a considerable amount of bad press. The articles state that GolfNow does not look out for the course's best interests, and that trade out rounds drive down overall course revenues. On the other hand, GolfNow is the world leader in online tee time distribution. Also, GolfNow will soon be rolling out a new cloud based point-of-sale tech platform to consolidate tee time services, food orders, merchandise sales and marketing, and social-media management. An analysis must be conducted to determine the "true cost" of these GolfNow services vs the benefit. The analysis should include online tee time booking trends at the course, and a comparison of other competitive online distribution outlets available. Regardless of the future use of GolfNow, IGM will begin to develop a self-managed player database to eventually become self-sustaining while reaching the local player base.

Email marketing remains one of the most cost-effective ways to drive revenue. Email allows for direct contact, better targeting, and more strategic approach to content. The Club will implement and maintain a database of segmented golfers (i.e., residents, non-residents, beginners, women, seniors, etc.) who have played at the course and target them with weekly offers with a call to action. Addresses can be collected in a variety of ways: tee sheet phone reservations & check in, fishbowl, stand on first tee, etc. Unfortunately, the course does not have access to email addresses of GolfNow reservations and thus the reasoning behind the need to build a self-sustaining database specific to The Ledges. IGM has access to a regional golfer list, which may be needed to jump-start the program. Results of any marketing strategy will be tracked via the Point of Sale system.

GolfNow hosts the course's website, www.ledgesgc.com. The site is based on a standard template, and is mobile friendly, but it should be built with SEO components in mind. Visitors want active content (announcements, specials, and events), updated pictures and quick access to tee times. We will review site analytics, online round sources, competitive set websites, and vendor links to increase visibility, utilization, and revenues generated from website.

It is the opinion of CGCAS that IGM has accurately identified those areas where Ledges Golf Club can benefit from devoting time to social media, and capture “low hanging fruit”. The growth of a social media presence by the Ledges, will foster goodwill with the community and “connect” with both area residents as well as golf patrons. Additionally, coupling this with a dedicated attempt to organically grow the club’s database will assist in driving rate exclusively to those targeted play segments of their email club as noted in the IGM response. Each of these key points are viable to the long-term success of Ledges Golf Club.

IGM’s Fee Proposal –

Under the IGM Price Proposal the Respondent is seeking the following:

- IGM will operate the golf facility in accordance with the agreed upon operating budget.
- For its services, IGM will collect a “Management Fee” from TOSH in the amount of \$3,000 per month or \$36,000 annually.
- IGM will continue to maintain the golf course for the current maintenance fee as outlined in the financial projections section in the Technical Proposal.
- IGM will employ all personnel necessary to provide the services.
- IGM will continue to provide all maintenance equipment.
- IGM will provide golf carts. The lease payments must be funded by revenues collected by the golf course operations.
- IGM will collect all revenues and deposit them into a TOSH operating account.
- TOSH will fund financial shortfalls that may occur on a monthly basis.
- TOSH will fund any capital expenditures that may be necessary.

IGM Financial Projections of Ledges Golf Club -

	<u>Historical</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
ROUNDS	29,500	29,870	30,766	31,689	32,640	33,619
REVENUE						
Green Fees	-	605,221	623,378	642,079	661,341	681,182
Cart Fees	-	197,328	203,247	209,345	215,625	222,094
Driving Range	-	-	-	-	-	-
Golf Shop Merchandise	-	121,873	125,529	129,295	133,174	137,169
Golf Operations	885,999	924,422	952,154	980,719	1,010,140	1,040,445
Food	-	-	-	-	-	-
Beverage	-	-	-	-	-	-
Food & Beverage	260,163	284,640	293,179	301,975	311,034	320,365
TOTAL REVENUE	1,146,162	1,209,062	1,245,333	1,282,694	1,321,174	1,360,810
EXPENSES						
COST OF SALES						
Golf Merchandise	-	68,480	70,534	72,650	74,830	77,075
Food & Beverage	-	123,000	126,690	130,491	134,405	138,438
	-	-	-	-	-	-
TOTAL COGS	-	191,480	197,224	203,141	209,235	215,513
LABOR						
Golf Operations	-	154,899	159,546	164,332	169,262	174,340
Course Maintenance	-	-	-	-	-	-
Food & Beverage	-	128,000	131,840	135,796	139,869	144,065
Total Direct Labor	-	282,899	291,386	300,128	309,131	318,405
Total Payroll Taxes	-	-	-	-	-	-
Total Medical / Health Benefits	-	-	-	-	-	-
Insurance - Worker Comp	-	-	-	-	-	-
TOTAL LABOR	-	282,899	291,386	300,128	309,131	318,405
Labor Percentage		23.4%	23.4%	23.4%	23.4%	23.4%
DEPARTMENTAL EXPENSES						
Golf Operations	927,993	67,800	69,835	71,929	74,087	76,310
General & Administrative	72,562	-	-	-	-	-
Course Maintenance	-	577,928	577,928	586,597	586,597	595,396
Food & Beverage	295,286	19,000	19,570	20,157	20,762	21,385
Sales & Marketing	-	-	-	-	-	-
Golf Cart Lease	-	48,720	48,720	48,720	48,720	48,720
Maintenance Equipment Lease	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
TOTAL DEPARTMENTAL EXPENSES	1,295,841	713,448	716,053	727,403	730,166	741,811
TOTAL EXPENSES	1,295,841	1,187,827	1,204,663	1,230,672	1,248,532	1,275,729
EBITDA	(149,679)	21,235	40,670	52,022	72,642	85,081

IGM Forecast Assumptions:

The IGM bid did not specifically outline the firm's forecast assumptions, however an analysis of their projections reveals some noteworthy observations –

- IGM anticipates growing gross revenue average per round from the current \$38.85 under TOSH to \$40.48.
- The forecast calls for Food & Beverage Cost of Goods Sold to be 43.2% throughout the term.
- IGM incorrectly notes gift cards as a revenue line item, when in fact it is deferred revenue or liability account until redeemed.

Understanding the IGM Bid Proposal

The IGM bid proposal presents an interesting dichotomy. A large respected international firm in the agronomic component of the golf industry and more recently some full-service management, with that of a grassroots team that is fully entrenched within the community. IGM has proven success in presenting the guest of Ledges Golf Club a high-quality agronomic experience... can this be duplicated across all revenue centers as well?

The strength and benefits of awarding IGM the Bid:

- IGM would manage the property through a single purpose entity to employ the staff and therefore mitigate the financial burden municipal employee benefits.
- IGM projections financial projections are aggressive and optimistic with total gross revenue anticipated to grow by an adjusted \$209,275 or 18.3% greater than when the property has been managed by the TOSH.
- The proposed “management fee” by IGM is thirty-six thousand (\$36,000) annually. If the property does not realize the financial projections of IGM, the expense savings necessary to offset a lesser management fee is reduced.
- TOSH can anticipate that golf course conditions will remain consistent and/or improve over the term of the contract.
- The proposed management structure eliminates the time and burden of TOSH staff in securing a new golf cart fleet, as it will be handled by the contractor.
- IGM onsite leadership is widely known and entrenched within the local golf community.

The concerns of awarding IGM the Bid:

- The financial projections as presented by IGM did not include the IGM management fee. This required the adjustment of including a management fee as well as reducing revenue by the stated gift card revenue line item. These changes would negatively impact the EBITDA of IGM proposal by approximately \$40,000 annually.
- The financial projections do not reflect industry benchmarks in both revenue centers that have an associated cost of goods sold – forecasted Food & Beverage COGS = 43.2% and forecasted Golf Merchandise COGS = 64.8%. These are respectively higher and lower than industry standards for a golf property similar to Ledges Golf Club.
- What is IGM’s “real cost” of management at the Ledges Golf Club? The National Golf Foundation estimates that similar Daily Fee facilities have a reported the “average” total maintenance expense of \$414,900 annually. The IGM contractual course maintenance fee in 2018 is \$575,928 (inclusive of equipment), and when coupled with the \$36,000 proposed management fee would place the place IGM’s asset management fee between \$36,000 and \$197,028.
- Does IGM have the marketing system in place to preserve and drive top line revenue.

SUMMATION & RECOMMENDATION

Municipal Golf Courses

The leadership and residents of South Hadley, Massachusetts should be commended for the development of such a beautiful and affordable recreational venue in the Pioneer Valley Region. The benefits of a successful golf operation within a community are wide ranging, and include, but not limited to:

- Offers a healthy recreational amenity for residents.
- Creates jobs and income to the community through purchases, wages, and taxes
- Preserves open green space within the community.
- Enhances the business environment and brand of the community.
- Serves as a positive outlet for the youth of the community.
- Provides a venue to raise monies for local civic and charitable organizations.
- Attractive tourist destination.
- Enhanced real estate values resulting in an enhanced tax base.

In viewing the benefits of municipal golf on a community, CGCAS analyses it in terms of the cost per resident. In the case of South Hadley with its approximate 17,300 residents the annual financial burden of the Ledges Golf Club bond equates to a mere \$.05 per day / per resident.

The role of municipal golf has changed in the 20 years since Ledges Golf Club was first conceptualized. Increased competition coupled with a decline in golf participation has resulted in municipal golf courses becoming the focal point of many a town hall meeting. While many municipalities are willing to subsidize their golf ventures, it has become increasingly imperative that business operations earn enough to cover direct operating expenses. The failure of the Ledges to earn sufficient funds to cover its operating expenses has become the catalyst for the issuance of this Request for Proposal. The goal being to identify a golf industry professional or firm that can improve operating results of the course over the next five (5) years. The arrangement of which will be by a contractual management agreement is mandated by the structure of the general municipal bond utilized to finance the project as opposed to a more desirable concessionaire or lease structure.

Golf Course Contractual Management

The primary goal of the contractual management agreement is to provide the Ledges Golf Club with a lone knowledgeable operator who shall be responsible for all aspects of the golf facility, thus relieving nearly the burden of management and oversight from municipal staff.

The management firm collects all revenue and provides detailed accounting to the municipality as requested. The municipality retains overall control of the operation and is the benefactor of all revenues, and the responsible party to all operating and capital expenses generated as a result of the operation. Because the employees will work for the management company as opposed to South Hadley, payroll costs will be reduced. South Hadley shall reimburse the contractor for all payroll as well as an agreed upon management fee. Although management fees vary in accordance with the size of the facility and scope of services provided, the industry standard is generally 3% to 6% of total gross revenues, with many firms establishing an anticipated fee floor and incentives for profitability. The structure of an arrangement with

a management firm will allow the municipality to enjoy access to purchasing programs the savings from which will flow through to greater facility profitability.

The Bid Respondents

The Request for Proposal for the Management and Maintenance of Ledges Golf Club garnered interest from 37 individuals and firms, and although CGCAS would have liked to have more respondents, many firms indicated that external factors contributed to them not opting to pursue the opportunity. In the end, South Hadley received bids from two highly qualified firms – Billy Casper Golf (BCG) and International Golf Maintenance (IGM).

A Side-by-Side Comparison of the BCG and IGM Bids

The Evaluation Committee in conducting their review (See Appendix A) BCG and IGM, noted the closeness of attributes each firm offered South Hadley in the operation of the Ledges Golf Club. CGCAS in making this recommendation concurs with the Committee that the comparison and differentiation between the firms settles on three key points – financial impact; marketing strategy and lastly the intangible of local knowledge.

- Forecasted Revenue – Both BCG and IGM offered financial projections outlining their anticipated growth of revenue at the Ledges Golf Club. The IGM projections are aggressive and optimistic with total gross revenue anticipated to grow by \$209,275 or 18.3% greater than when the property has been managed by the TOSH. This as compared to BCG’s estimated 13.4% increase in Total Gross Revenue from TOSH’s \$1,146,162 to \$1,299,580 by Year Five.

	<u>Historical</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
IGM Forecasted Revenue	1,146,162	1,204,288	1,240,416	1,277,629	1,315,957	1,355,437
				Percentage Increase		18.3%
BCG Forecasted Revenue	1,146,162	1,222,417	1,245,587	1,265,963	1,289,985	1,299,580
				Percentage Increase		13.4%

- Forecasted EBITDA – The increase in gross revenue by each firm coupled with recognized savings via outsourcing will improve the net operating performance of the Ledges Golf Club, in each firm’s projections. This is critical to mitigating the TOSH annual operating deficit at the course. To offer a true comparison, CGCAS adjusted the IGM projections to be inclusive of management fees while reducing gross revenue by the forecasted gift card revenue.

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>Total</u>
IGM Forecasted EBITDA	21,235	40,670	52,022	72,642	85,081	271,650
Adjustment - Add Management Fee	36,000	36,000	36,000	36,000	36,000	180,000
Adjustment - Decrease Gift Cards	4,774	4,917	5,065	5,217	5,373	25,346
IGM Adjusted EBITDA	(19,539)	(247)	10,957	31,425	43,708	66,304
BCG Forecasted EBITDA	28	(4,246)	(11,010)	(16,288)	(34,680)	(66,196)

As evidenced by the graph above BCG appears to have the greatest immediate impact on the profitability of the Ledges, achieving a net profit in Year One. Thereafter BCG Forecasted EBITDA decreases as expense growth (specifically minimum wage) outpaces revenue growth over the term resulting a net loss over term of the agreement of (\$66,196). Conversely, the IGM projections require until Year Three to achieve positive profitability, but escalates quickly thereafter to a positive \$66,304, almost double the BCG projections. There are countless internal, external and socio-economic factors that could change over the term that prevents either firm from obtaining the latter year projections. Should this occur – clearly Billy Casper Golf would be the logical selection based on the lone criteria of immediate impact.

However, CGCAS has considered the “what if” scenario. What if neither firm improves the existing gross revenues of the golf course? To consider this, CGCAS reduced the respective forecasted EBITDA of each firm by their forecasted revenue growth – and in the case of IGM decreased EBITDA further to account for the IGM Management Fee. As outlined below – the firms are nearly identical.

	<u>BCG</u>	<u>IGM</u>
Current Revenue	1,146,162	1,146,162
Year One Forecasted EBITDA	28	21,235
<i>Adjustment - Decrease Management Fee</i>	-	36,000
<i>Adjustment - Decreased Revenue</i>	76,255	58,126
Adjusted EBITDA	(76,227)	(72,891)

- Course Maintenance Expense – As noted the National Golf Foundation estimates total golf course maintenance in this region to be approximately \$414,900 annually. CGCAS also conducted an analysis of eight similar facilities and found annual course maintenance per hole to be \$22,281 or \$401,071 annually. The BCG forecasted course maintenance expense was “adjusted” to \$445,524 to be inclusive of a \$90,000 equipment lease. The proposed bid by IGM requests that in addition to their \$36,000 management fee they are seeking the continuation of the existing contract for Golf Course Maintenance valued in 2018 is \$575,928 or \$130,404 greater than the BCG forecasted expense and \$161,028 to \$174,857 the NGF data and CGCAS course comparison respectively.

It should be stated as well that the golf course under IGM supervision has been highly regarded for its’ excellent condition, and it is anticipated that they would remain the same moving forward under IGM.

- Management Fee – A Ledges Golf Course management fee of 3% - 6% of gross revenue would equate to an anticipated fee between \$34,385 to \$68,770, with many firms often setting a fee floor to their rates. The IGM proposed \$36,000 management would fall within this range, however this does not take into account the IGM request to have the continuation of their contractual maintenance agreement. By comparison the IGM maintenance expenses are between \$130,404 to \$174,857 greater than the BCG projected maintenance budget and historical maintenance expense at a sampling of eight similar New England properties respectfully. What portion of this variance is IGM management fee, and what portion is operating expenses at Ledges Golf Club is

indeterminable. However, it is reasonable to estimate that if the IGM bid of \$36,000 represents the fee to manage the clubhouse half of the operation, it is at minimum an additional \$36,000 to manage the grounds maintenance – or an adjusted management fee of \$72,000 annually.

The BCG proposed base management fee of \$87,000 exceeds the normal range for this type of golf asset. In addition, BCG’s has requested a two percent (2%) annual increase in fees through the term of the agreement, as well as a negotiated incentive management fee based on increased profitability - which is not permissible under the safe harbor provisions.

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
IGM Proposed Management Fee	36,000	36,000	36,000	36,000	36,000
<i>Minimum Adjusted Mgmt.Fee</i>	<u>36,000</u>	<u>36,000</u>	<u>36,000</u>	<u>36,000</u>	<u>36,000</u>
IGM Adjusted Management Fee	72,000	72,000	72,000	72,000	72,000
BCG Proposed Management Fee	87,000	88,740	90,515	92,325	94,172

- Marketing – Key to driving top line revenue growth will come through a concentrated and dedicated marketing plan.

The IGM plan touches on the primary components of a successful golf course marketing plan – website SEO, social media engagement, the growth of an organic database for marketing are key to success. CGCAS is confident that IGM has accurately identified these grassroots deficiencies at Ledges Golf Club, however BCG has a distinct advantage in their proposed marketing prowess. As stated in the BCG bid – “BCG’s marketing capabilities have no rival in golf” – and is evidenced in their yield optimization & pricing, graphic designs guest attraction programs, loyalty strategies, and guest retention programs are all designed to generate data that will provide for more detailed and concentrated marketing efforts.

- Intangible – Former Massachusetts statement Tip O’Neil was once quoted to say, “All politics is Local” – this is applicable in golf management as well. Both respondents are national firms with distant corporate offices, however IGM has had a long tenure at the property and golf course superintendent / proposed General Manager – Mike Fontaine – has been an engaged in the community for years. This local knowledge of community pulse is integral to success at the Ledges Golf Club.

Recommendation

It is the recommendation of CGCAS for the reasons noted above and the financial commitment necessary from the TOSH for “full service” management that IGM is best suited to accomplish the bid as presented at this time.

CONCLUSION

CGCAS would be remiss if we did not offer the following closing thought / opinion.

We can greatly appreciate the concern of South Hadley leadership and the citizens over the financial performance of the Ledges Golf Club. This Request for Proposal was designed to bridge the gap of operating shortfalls, and identify one lone operator that can enhance revenues, mitigate expenses and grow profitability at the course. The golf course offers a wonderful amenity to the town and surrounding communities at a minimal annual expense per resident. The challenges TOSH is facing at the Ledges are relatively short term with resolution coming in ten (10) years upon the elimination of the general municipal bond. At that time, TOSH will have much greater flexibility to enjoy the benefits of financial returns through a structured concessionaire or lease arrangement that is currently no permissible. The selection of IGM at this time to manage and maintain all components of Ledges Golf Club for the next five years, offers the TOSH a pathway to improved financial profitability.

APPENDIX A

Evaluation Committee Scoring Sheets – Billy Casper Golf & IGM
RFP Management & Maintenance Ledges Golf Course

DRAFT

**LEDGES GOLF COURSE
REQUEST FOR PROPOSAL EVALUATION SHEET**

ORGANIZATION OF THE FIRM

Organization: IGM- INTERNATIONAL GOLF MAINT.

Size: 5

Structure: INCORPORATION

MINIMUM REQUIREMENTS

A. Proposer must have at minimum five (5) years' experience in the area of golf course management.

YES NO

B. Proposer must have two (2) or more golf courses presently under its management.

YES NO

C. Proposer shall provide an on-site manager with at minimum three (3) years' experience in managing a public golf course.

YES NO

D. Proposer shall employ a Golf Course Superintendent. The Golf Course Superintendent shall be a member of the Golf Course Superintendent Association of America with a minimum of three (3) years

YES NO

UNDERSTANDING	SCORE	WEIGHT	TOTAL
The Proposer has demonstrated a thorough understanding of the purpose and scope of the project.	10	5	50
The Proposer has identified pertinent issues and potential problems related to the project.	7	5	35
The Proposer has demonstrated that it understands what the Town expects the contractor to provide.	3	5	15
The Proposer has demonstrated that it understands the guidelines proposed by the Town for the operations required.	1	5	5

EXPERIENCE & MANAGEMENT QUALIFICATIONS	SCORE	WEIGHT	TOTAL
The individuals assigned to the project have the requisite experience on similar sized courses/projects	10	10	100
The Proposer has provided resumes that are complete and demonstrate backgrounds that would be desirable for individuals to engage in the work the contract requires.	7	10	70
The Proposer has demonstrated it possesses the applicable education and experience of the personnel designated to work on the course/contract.	3	10	30
The Proposer has demonstrated its personnel have the requisite knowledge in the management and maintenance in cool season turf grass environments	1	10	10

ABILITY TO PERFORM PLAN	SCORE	WEIGHT	TOTAL
The management plan supports all of the project requirements and logically leads to the results required in the RFP.	10	10	100
Accountability is completely and clearly defined indicating lines of authority.	7	10	70
The proposal is practical and feasible.	3	10	30
The proposal submitted is responsive to all material requirements of the RFP.	1	10	10

YEARS OF GOLF COURSE EXPERIENCE	SCORE	WEIGHT	TOTAL
Highly advantageous - ten (10) or more years	10	5	50
Advantageous - five to nine (5-9) years	7	5	35
Acceptable - one to four (1-4) years	3	5	15
Unacceptable - no experience	1	5	5

EXPERIENCE LOCALLY	SCORE	WEIGHT	TOTAL
Highly advantageous - demonstrated experience maintaining two golf courses in New England	10	10	100
Advantageous - demonstrated experience maintaining at least two golf courses in New England and/or Middle Atlantic states region.	7	10	70
Acceptable - demonstrated experience maintaining at least two golf courses on the East Coast	3	10	30
Unacceptable - no experience maintaining golf courses on East Coast	1	10	10

REFERENCES	SCORE	WEIGHT	TOTAL
Highly advantageous - three or more qualified references	10	5	50
Advantageous - two or three qualified references	7	5	35
Acceptable - at least one qualified reference	3	5	15
Unacceptable - no references for management/maintenance of golf courses	1	5	5

FINANCIAL STABILITY	SCORE	WEIGHT	TOTAL
Highly advantageous - financial statements demonstrates long term financial stability and ability to absorb fluctuations in expense required for contract.	10	10	100
Advantageous - financial statements demonstrate long-term financial stability.	7	10	70
Disadvantageous - financial statements demonstrate some financial instability in past.	3	10	30
Unacceptable - required financial statements not provided.	1	10	10

IGM

ENVIRONMENTAL IMPACT	SCORE	WEIGHT	TOTAL
Highly advantageous - Plan of service demonstrates proven track record in minimizing environmental impact through reduced usage of water, pesticides and chemical fertilizers and Integrated Pest Management Plan.	10	5	50
Advantageous - Plan of service demonstrates understanding of methods required to reduce environmental impact through reduced usage of water, pesticides and chemical fertilizers and Integrated Pest Management Plan.	5	5	25
Disadvantageous - Plan of service does not demonstrate any understanding of methods required to reduce environmental impact through reduced usage of water, pesticides and chemical fertilizers and Integrated Pest Management Plan.	1	5	5

STAFFING PLAN	SCORE	WEIGHT	TOTAL
Highly Advantageous: Staffing plan clearly demonstrates ability to maintain course, food and beverage operations and overall management at a high level.	10	10	100
Advantageous: Staffing plan demonstrates adequate ability to maintain course, food and beverage operations and overall management at sufficient levels.	5	10	50
Disadvantageous: Staffing plan is likely to result in deterioration, lower levels of course maintenance, food and beverage operations and overall management decline.	1	10	10

FINANCIAL BENEFITS TO SOUTH HADLEY	SCORE	WEIGHT	TOTAL
Highly Advantageous: Proposer offers the greatest financial return to either through the mitigation of expenses and/or fees returned to South Hadley	10	30	300
Advantageous: Proposer offers moderate financial return to either through the mitigation of expenses and/or fees returned to South Hadley	5	30	150
Disadvantageous: Proposer offers the greatest financial return to either through the mitigation of expenses and/or fees returned to South Hadley	1	30	30

PROPOSER TOTAL SCORE 970

IGM

**LEDGES GOLF COURSE
REQUEST FOR PROPOSAL EVALUATION SHEET**

ORGANIZATION OF THE FIRM

Organization: BELLY CASTER GOLF, LLC

Size: 150+

Structure: VIRGINIA - LIMITED LIABILITY CORP.

MINIMUM REQUIREMENTS

A. Proposer must have at minimum five (5) years' experience in the area of golf course management.

YES NO

B. Proposer must have two (2) or more golf courses presently under its management.

YES NO

C. Proposer shall provide an on-site manager with at minimum three (3) years' experience in managing a public golf course.

YES NO

D. Proposer shall employ a Golf Course Superintendent. The Golf Course Superintendent shall be a member of the Golf Course Superintendent Association of America with a minimum of three (3) years

YES NO

UNDERSTANDING	SCORE	WEIGHT	TOTAL
The Proposer has demonstrated a thorough understanding of the purpose and scope of the project.	10	5	50
The Proposer has identified pertinent issues and potential problems related to the project.	7	5	35
The Proposer has demonstrated that it understands what the Town expects the contractor to provide.	3	5	15
The Proposer has demonstrated that it understands the guidelines proposed by the Town for the operations required.	1	5	5

EXPERIENCE & MANAGEMENT QUALIFICATIONS	SCORE	WEIGHT	TOTAL
The individuals assigned to the project have the requisite experience on similar sized courses/projects	10	10	100
The Proposer has provided resumes that are complete and demonstrate backgrounds that would be desirable for individuals to engage in the work the contract requires.	7	10	70
The Proposer has demonstrated it possesses the applicable education and experience of the personnel designated to work on the course/contract.	3	10	30
The Proposer has demonstrated its personnel have the requisite knowledge in the management and maintenance in cool season turf grass environments	1	10	10

ABILITY TO PERFORM PLAN	SCORE	WEIGHT	TOTAL
The management plan supports all of the project requirements and logically leads to the results required in the RFP.	10	10	100
Accountability is completely and clearly defined indicating lines of authority.	7	10	70
The proposal is practical and feasible.	3	10	30
The proposal submitted is responsive to all material requirements of the RFP.	1	10	10

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Acceptable - at least one qualified reference	3	5	15
Unacceptable - no references for management/maintenance of golf courses	1	5	5

FINANCIAL STABILITY	SCORE	WEIGHT	TOTAL
Highly advantageous - financial statements demonstrates long term financial stability and ability to absorb fluctuations in expense required for contract.	10	10	100
Advantageous - financial statements demonstrate long-term financial stability.	7	10	70
Disadvantageous - financial statements demonstrate some financial instability in past.	3	10	30
Unacceptable - required financial statements not provided.	1	10	10

BCA

ENVIRONMENTAL IMPACT	SCORE	WEIGHT	TOTAL
Highly advantageous - Plan of service demonstrates proven track record in minimizing environmental impact through reduced usage of water, pesticides and chemical fertilizers and Integrated Pest Management Plan.	10	5	50
Advantageous - Plan of service demonstrates understanding of methods required to reduce environmental impact through reduced usage of water, pesticides and chemical fertilizers and Integrated Pest Management Plan.	5	5	25
Disadvantageous - Plan of service does not demonstrate any understanding of methods required to reduce environmental impact through reduced usage of water, pesticides and chemical fertilizers and Integrated Pest Management Plan.	1	5	5

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Highly Advantageous: Staffing plan clearly demonstrates ability to maintain course, food and beverage operations and overall management at a high level.	10	10	100
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Highly Advantageous: Proposer offers the greatest financial return to either through the mitigation of expenses and/or fees returned to South Hadley	10	30	300
Advantageous: Proposer offers moderate financial return to either through the mitigation of expenses and/or fees returned to South Hadley	5	30	150
Disadvantageous: Proposer offers the greatest financial return to either through the mitigation of expenses and/or fees returned to South Hadley	1	30	30

PROPOSER TOTAL SCORE 780

TSCG

Ira Brezinsky, Chair
Andrea Miles, Vice-Chair
Jeff Cyr, Clerk
Sarah Etelman,
Bruce Forcier

Michael J. Sullivan
Town Administrator

June 1, 2018

Honorable Selectboard,

Please accept this abridged accounting of the activities and initiatives which we are allocating staff and other municipal resources. This includes projects I am engaged in on behalf of the Town of South Hadley and the Selectboard.

School Resource Officers, in a cooperative effort between the Superintendent of Schools, the Police Chief and Administration we have reached an agreement to add another School Resource Officer for the South Hadley Public Schools for September 2018.

Given the issues school settings are facing across the country in respect to violence and/or incidents closer to home, as highlighted by the three-community chase over this past weekend. The chase started in South Hadley continued into Holyoke and was terminated at the Three County Fairgrounds in Northampton with all three jurisdictions in pursuit. As you know from the news reports this involved a teenager from South Hadley in possession of explosive devices. As this is a continuing investigation, I have no other information. Luckily none of these devices ended up in any schools (I am not aware if the individual went to South Hadley schools) and it seems prudent if not necessary to consider an additional officer dedicated and trained to protect students.

As we have discussed before it has been difficult to keep up with retirements, vacations, injuries and other interruptions in service for the South Hadley Police Department. Presently we are interviewing for three positions which after the academy and after their in-house training we should be back up to the appropriate level. Of course the recruits will not be available until spring of 2019 given the training needed and required.

With five members of the department on the edge of retirement it is imperative we stay ahead of the trend. Having another experienced officer becoming a SRO while maintaining the level of public safety the citizens of South Hadley expect and deserve is not something which should be consider as an easy task.

As there was no consideration, discussion or request made prior to or during the budget process about a SRO being added. Both the Superintendent and the Police Chief are committed to doing their best to add this position without asking for additional funds. Of course this may cause there to be less flexibility for the Police to cover community events and at the end of the day we may have to ask for a portion or whole of the total cost of a SRO (about \$35K for each department).

Riverboat Village, there has been another uptick in calls about the condition of River Lodge Road recently, the DPW continues to fill potholes in an attempt to keep the way passable. They have been on River Lodge Road no less than five times since March with hot patch.

As we have discussed before this is not a public accepted way. It is privately owned and is ultimately, as is the case with most developments the owner's responsibility to bring the street(s) to a condition where it can be recommended to Town Meeting as a public street and therefore authorize public dollars to be used to maintain it into the future.

You may recall I had a very promising meeting with John Rosenthal and Atty. Jerry Belair a number of weeks back where we hashed over the history and ended up in the same place as the 2008 court decree, the municipality must meet the requirements of patching potholes and Meredith will reconstruct the road so it can be accepted by the town. The threshold is based on the number of lots sold and houses built on the final part of the development plan. I hope it comes soon for all parties.

This past week I met with Heather Fillio the property manager at Riverboat Village to discuss the road, the lower calls for service at the complex, the general state of the rental business and how Meredith may become a more active part of the South Hadley community. I felt it was another positive meeting, as we build a better relationship with one of our largest taxpayers. While there still are bumps in the road, I feel we are making progress towards a final action/

Meeting with MHC President Stephens, Chair Brezinsky, Vice Chair Miles and I attended a breakfast meeting with Mount Holyoke President Sonya Stephens, Vice President(s) Shannon Gurek and Kevin McCaffrey to discuss issues of mutual importance. It was a pleasant and productive meeting.

MHC is very engaged in working towards a better understanding of diverse cultures internal and external to their campus. There will be a new person heading up those efforts soon and the search for a new police chief continues. There was a great deal of conversation about partnerships which may be formed around the subject of equity and inclusion. Including how we may leverage our programs, including the work of the Symposium of Understanding, PD Days and other trainings which municipal staff has been involved.

We thanked the President for MHC's generous involvement in projects like R2R, VBS, MASH and others, but respectfully encouraged a continued need for investment in community based initiatives. There was conversation about the investment made in equipment for the Fire Districts, there was polite expressions of gratitude. It goes without saying the importance of MHC to South Hadley and having a respectful dialogue about our relationship is beneficial in many different ways. I will work to continue to promote a healthy relationship with MHC.

River, Roll and Stroll 2018 Wrap-up Meeting, Recently I met with Price Armstrong, Sean Condon the co-chairs of the 2018 River Roll and Stroll for a wrap up meeting. Marcos Marrero from Holyoke was patched in via phone. The weather has not cooperated over the last two years, so there was some discussion about moving it to a time where statistically less rain dates, there has been some challenges in fundraising, there was not any real answers to that hard question.

However, there was agreement that we must work with MassDOT to have them understand the burden they add to this great public event with requirements such as &o volunteers who must have at least two hours of training. I feel and the others seemed to agree coordinating this is a monster endeavor which needs to be trimmed back if others are to get involved in the coordination aspect. There will be outreach to MassDOT over the next several months and they will be looking for at least one new co-chair for 2019.



Update; we are just a few weeks away from the official launch.



Thank you to everyone in South Hadley who worked to make this happen, especially Richard Harris for attending many of the regional meetings and coordinating with DPW, Bewegen and Valley Bike. This was no easy task. While we will be having the regional kick off for this program, we are working with MHC and E-Ink as major sponsors to coordinate a “roll-out” when the students return for the Fall semester.

These e-bikes will hopefully inspire riders who are less likely to use a traditional bikes, it almost sounds like I am talking myself into trying one. As has been mentioned there will initially be a kiosk at the Town Commons and near the Police Station in the Falls. I did use the VBS logo in the heading, I did not want you to think that was a creation of mine.

AFSCME Arbitration, we await the results of our arbitration in respect to the police dispatcher’s overtime. This has been both expensive and time consuming, but I feel the SB made the right decision at the Level 3 grievance hearing on this matter. I am hopeful the arbiter sees the importance of making the hours worked reflected in the hours allotted to sick and vacation leave. Paying an employee more for being absent seems crazy to me, but you never know what the perspective of the arbiter will be, until you get the ruling.

We remain in negotiations with this group, I am hoping we can come to agreement soon and move on. There will be (I am reasonably confident) an executive session to discuss the final details hopefully at the June 19th SB meeting. The negotiating team has been cordial and seemingly willing to consider ideas, but only time will tell.

Leaping Springs Trail Project, is moving ahead and should be through the bid process in another thirty days or sooner. The Conservation Administrator/Associate Planner Anne Capra will be coordinating the project and I am sure she will be as important to this effort as she has been to the R2R Trail.

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The wetlands delineation has created some additional challenges in respect to the type of bog bridge necessary to span the 140 foot are of concern which in turn has raised the estimated cost. In discussions with Anne Capra, she feels confident there will be savings in other areas to offset the cost. I suggested that would be the appropriate approach, as there will likely be no additional money for this project.

Public Building Water Testing, there was a very productive planning meeting at Water District 1 included members of both districts, the School Superintendent, School Facilities Manager, the Health Director, representatives from the school grant program and Water Commissioners from both districts recently which I attended.

The meeting was for all parties better understand the task at hand and what are some of the best practices being set in place in other communities. This type of meeting is vital when forming a strategy to take on such a monumental task. The representatives from the program complemented us as being somewhat ahead of the curve for seeking tests for all appliances.

The presentation about the issues in regards to lead and copper in drinking water sources was enlightening. They made suggestions on mapping, as well as labeling fixtures. The inclusion of ice machines and food prep faucets was also important, as well as labeling some faucets as “For Hand Washing Only”.

This program uses independent labs, uses a more stringent two bottle test, some states use two bottle test but does not necessarily analyze both bottles, and others only take one sample. They also spent some time on the chain of custody. This program seems like one which will greatly assist us in building a baseline and a greater understanding of the water resources we have in South Hadley. I applaud the Water Districts for taking a leadership position on this matter, as well as the Health Department.

Natural Gas Prices; I will be meeting with Secure in the next two weeks about natural gas pricing. They have been working with us for about three years now on buying futures and our using spot market to get the lowest price for natural gas. This is an interesting time for energy pricing, in this case natural gas is starting to trend upward, so we are trying to get out in front of the increase. I am hoping we will lock in a rate only slightly higher than last year.

I have also offered the SEC to have Secure come to one of their meetings in the future to discuss their role in the energy market and how the assist the Town of South Hadley in getting the best price.

Long Grass Season; both my phone and the Health Department phones are burning up the lines right now with citizens reporting property neglect. I do understand the frustration residents are experiencing and we do try to address the issue as vigorously as possible. At the outset I need to say, there has to be more than just long grass for us to take aggressive action.

The truth of the matter is often times the issue is an owner being away or working two jobs and just struggling to find the time or they have not gotten around to replacing or repairing last year’s mower. We try to work with people and we must appreciate different residents have different standards when it comes to property maintenance.

We also hope these property owners understand that when they get a notice or a letter from the town warning them they may be in violation, we are just doing our jobs. On occasion we find ourselves getting criticized by both parties.

There have been a couple of properties we have had to work extra hard which at the time seemed to be lost causes. Here is one below which was sold at auction, purchased by Dave Minor and he has turned it in to a little gem, thank you Dave!



This one below took us three years of threatening, cajoling, fining and seeking action through the courts, I wish I could get the picture out of my mind and place it next to this 19 Ludlow property. Again the developer did a great job!



Chamber of Commerce Breakfast; the annual South Hadley/ Granby Chamber of Commerce Breakfast was held Friday at the Orchards Golf Club, Chair Ira Brezinsky, Vice Chair Andrea Miles and Member Sarah Etelman were in attendance.

Chamber President Michelle Theroux, Director Sarah Lawrence and Kevin McCaffrey hosted the event which included updates from Senator Rosenberg, Representative Scibak and Representative Solomon Goldstein Rose. While it is great to see some youth in political leadership, it also both somewhat freightening to lose the experience and talent of Messrs. Rosenberg and Scibak. Their advocacy and

diligence over their respective tenure has been incredibly important to so many projects in South Hadley and other parts of their districts.

Surprisingly enough for me the Chamber officials asked if I would also make some remarks, luckily the Chair and I discussed some of the important topics the previous day, as I expected he would be making the remarks at this event. I went through a short list of projects and then the Chair was asked to make remarks. He cleaned up the ones I missed and then made some very kind remarks about my work as Town Administrator, I appreciate the comments. However, I am sure there are those which may argue his position on my performance.

There was a very interesting respectful dialogue about the effect of minimum wage on small businesses. This very difficult subject is challenging, as you may recall the SB took a progressive step a couple of years ago now, to bring all full time employees to no less than \$15 per hour. While there were only a half dozen people effected at the time, it served as a statement as to all employees union and non-union that South Hadley leadership is aware of the struggle families or single income individuals. I do agree that part-time, particularly entry level employees is a difficult one to answer, but we would have to remove a number of retiree part time jobs if it all went to \$15 an hour.

Effort does make difference for everyone! Another couple of dozen properties to go....

Respectfully submitted,

Michael J Sullivan
Town Administrator, South Hadley