

# REQUEST FOR PROPOSAL

MANAGEMENT SERVICES FOR DELRAY BEACH AND LAKEVIEW GOLF CLUBS

RFP-2025-032



October 1, 2025

The City of Delray Beach  
100 NW 1st Street  
Delray Beach, FL 33444



Dear Evaluation Committee,

On behalf of the entire leadership team at Bobby Jones Links, I am delighted to submit this proposal for the management of the Delray Beach Golf Club and Lakeview Golf Club.

**This opportunity is of special significance to me as I learned to play golf at Delray Beach Golf Club.**

I spent hours as a junior golfer learning the game there - when it had 27 holes! Now, after an enriching career as an entrepreneur, PGA member, and establishing a very different club management company, I can trace it back to one golf course, Delray Beach Golf Club.

In this proposal, you will learn about the significant expertise, experience, resources, training, and savings Bobby Jones Links offers Delray Beach and Lakeview golf clubs.

**Bobby Jones Links is leading the industry in the renewal and management of municipal golf courses. We are currently assisting Augusta National Golf Club in the development of a public facility in Augusta called The Patch. Our company is also doing the same for a \$50 million new public course called The Gate. Both clubs are non-profits with affordable rates and a multitude of programs to serve golfers the surrounding communities.**

**In Atlanta, this year, our flagship public course, won the 2025 Jemsek National Golf Course of the Year award.** We are also managing and assisting the City of Atlanta in their \$30 million renovation of the historic John. A. White golf course.

But, what is hard to convey is just how much we'd like to manage these two clubs and make a difference for you. All of our clients are very important. Yet to have the opportunity to improve Delray Beach's golf courses, where it all began for me, we'll make them even more important and a special focus of our hard-working team of club management professionals.

Sincerely,

*Whitney H. Crouse*

Whitney Crouse  
CEO and Co-Founder  
770-294-3709  
whitney.crouse@bobbyjoneslinks.com

## MANAGEMENT SERVICES FOR DELRAY BEACH CLUB AND LAKEVIEW CLUB

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## A QUICK LOOK AT BOBBY JONES LINKS



### QUICK FACTS



Club Support Center  
in Atlanta, Georgia

40  
clubs

Regional office in  
**Scottsdale, Arizona**

Managing  
**\$165+ million**  
in revenue



2,700+  
associates



Collective Leadership  
Team Experience at over

**200**

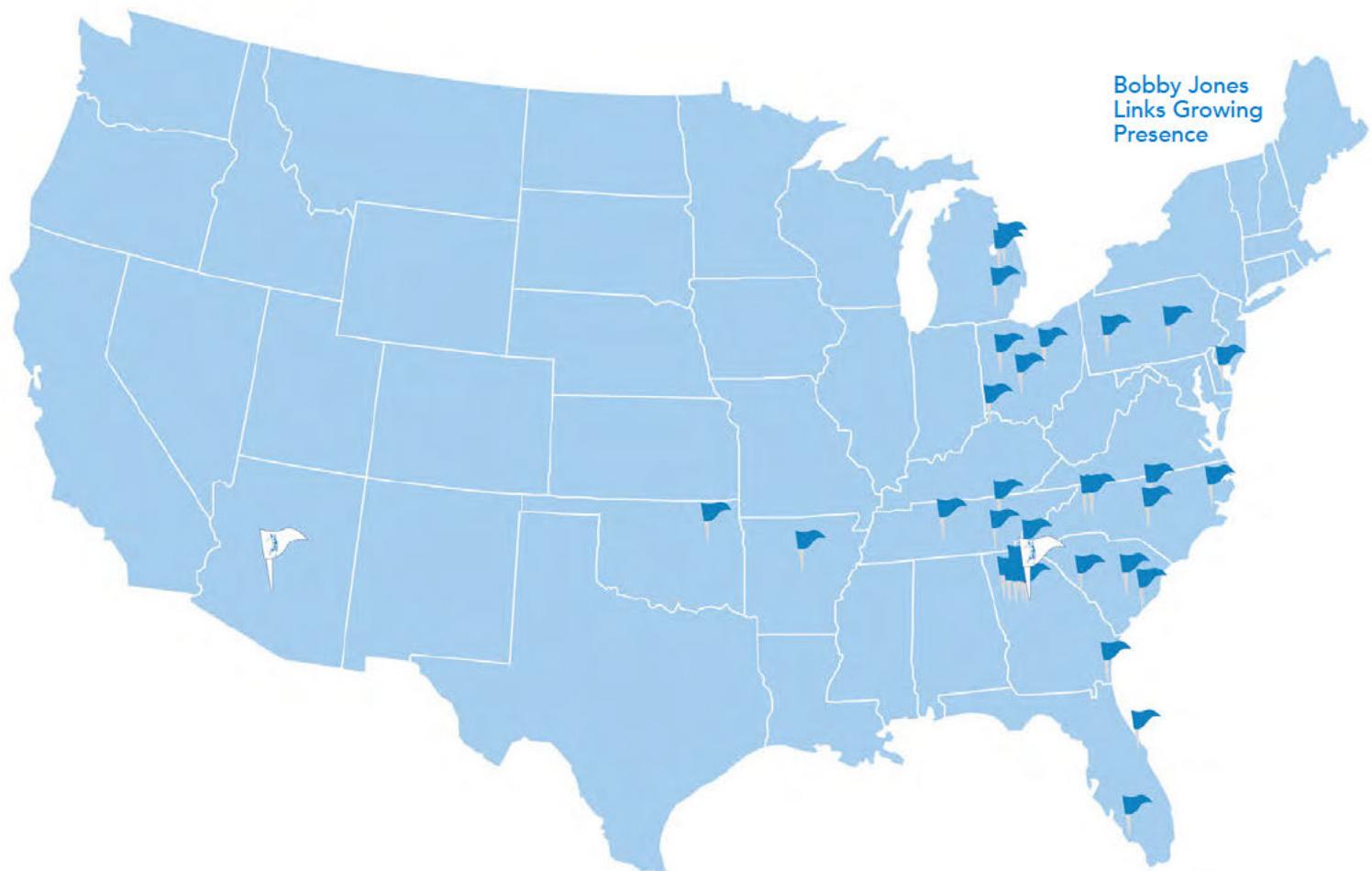
resort, private, and daily fee clubs

TAB 3

## QUALIFICATIONS, EXPERIENCE, AND BACKGROUND

Bobby Jones Links was founded 25 years ago from the ground up and is now recognized as one of the National Golf Foundation's Top 100 Businesses in Golf. Today, our footprint encompasses 40 clubs in 12 states, managed from our Club Support Center in Atlanta.

Today, we manage some prestigious and award-winning public golf courses, including the Bobby Jones Golf Course in Atlanta, named the 2025 Jemsek National Golf Course of the Year. Bobby Jones Links is helping develop \$130 million worth of new non-profit public golf course projects in Augusta, Atlanta, and Naples. This includes a "community donation" by Augusta National Golf Club called The Patch Golf Course, designed by Tiger Woods and Tom Fazio, which we will also manage when it opens next spring.



## ORGANIZATIONAL REVIEW

### Getting it Right from the Start

The BJL team will review the overall management and organizational structure of the Delray Beach clubs to enhance management, oversight, reporting, and decision making.

We will hire and welcome the current club staff unless the current management company plans to move them to another club.

Our initial work will include:

- Organizational chart and reporting relationship
- Departmental staffing levels
- Job descriptions
- Objective assessment of staff skills and qualifications
- Compensation management
- Service level expectations and guidelines
- Employee training manuals

## JONES UNIVERSITY

### Train. And Train Again.

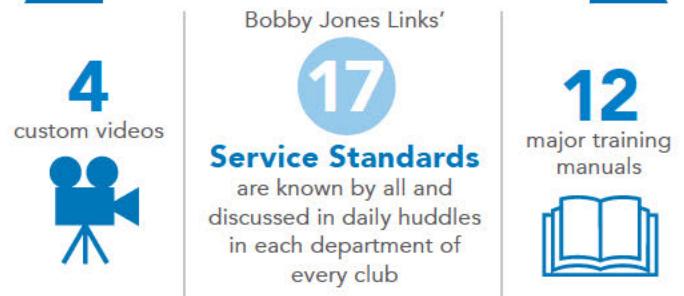
Jones University Service Training is a comprehensive educational and training platform we developed with the help of the Ritz-Carlton and Chick-Fil-A companies, two extraordinary service leaders.

We devote considerable training time to our club leaders' growth and learning. They also have access to a wealth of educational materials, videos, manuals, podcasts, etc., in our online management store we call Caddyshack. What



follows is the curriculum your club leaders and staff will experience. They are a combination of classes, self-paced modules, online videos and one-on-one training.

### BJL LEADERSHIP CENTER



### A Large Online Library of Best Practices



### Budget Templates and Sample Business Plans

## ESSENTIAL TRAINING

### For The General Manager

- Lesson 1 - Setting Expectations
- Lesson 2 - Leadership, Culture, and Mentoring
- Lesson 3 - The Art Of Hiring
- Lesson 4 - The New Hire Orientation
- Lesson 5 - Training The Frontline Team For Service Excellence
- Lesson 6 - The Daily General Manager Journey
- Lesson 7 - Conflict Resolution

### For The Department Heads

- Lesson 1 - Cultural Training
  - Our Club's Culture
  - Bobby Jones - The Man
  - Making a Difference
  - Associate Empowerment
  - Associate Recognition
  - Training and Reinforcement
  - Caddyshack, Our Online Toolbox
  - Our 17 Service Standards
  - Self-Evaluation
  - Leadership and Coaching
- Lesson 2 - The Customer Journey
- Lesson 3 - The Daily Huddle

### For The Frontline Staff

- Lesson 1 - Cultural and Service Training

- Making Emotional Connections
- The Value of the Customer Experience
- Associate Empowerment
- The Customer Journey
- Reading Your Customer
- Club Presentation and Appearance
- Anticipating Customer Needs
- Interactions, Not Transactions
- The Difference Between Internal Customers vs. External Customers
- The Basic Steps of Service
- Using Elevated Language

- Lesson 2 - Field Training by Department

- Dining and Special Events
- Outside Golf Services
- Inside Golf Services
- Administration and Membership
- Other Amenities

## CONTINUAL TRAINING

- Entrepreneurial Operating System training, our system of setting short and long term goals, learning to work "on" and "in" the business of the club, reviewing associates, setting specialized agendas for staff meetings, and holding club leaders accountable.
- Video and printed training manuals for each club department.
- Periodic best practices meetings.
- CPR and AED training.
- Sexual harassment awareness.
- Safety training by department.
- PGA, CMAA, and GSCAA accreditation and learning programs.
- General Manager University.
- Annual Cloverleaf Collaborative meeting in Atlanta.

## MARKETING AND BRAND AWARENESS

### Highly Effective Multi-Channel Campaigns

Bobby Jones Links will build and implement multi-channel and highly choreographed campaigns for the two clubs, most of which is now digitally focused. This includes:

### Website Design, Development, and Optimization

Our expert team will design, develop, launch and update an attractive and high-performance site for the club to ensure each course's "digital front door" compels viewers to act.

### Search Engine Optimization

BJL will employ the latest technology to maximize the course's rankings and presence on Google and other search engines, which ultimately translates into more sales.

### Search Engine Marketing

Our marketing team researches and implements the latest pay-for-click advertising to increase the course's website's presence, using the data we capture to adjust the content and structure of the website.

### Robust Social Media

BJL is a master at all forms of social media and has some of the most effective, entertaining, and interesting social media content in the industry. It is now one of the most effective and inexpensive tools to sell more golf rounds, memberships, events, etc.



**Mariah Stackhouse, LPGA**  
Tour player and BJL advisor

### Email Marketing

We build campaigns targeted to unique segments of the course's market, using analytics to assess and improve these database campaigns.

### Public Relations Campaigns

Our public relations team will periodically release important and interest news about the Delray Beach clubs to local and national media to further the club's awareness.

### Professional Images and Videography

We will arrange for a professional photographer to develop a suite of traditional and drone images as well as videos for use in all course promotions.

### Traditional Media

We also utilize traditional marketing tools such as print, radio, TV, and outdoor, employing engaging third-party graphic artists to create very compelling graphics to reinforce the messages.

## FOOD AND BEVERAGE

### Making A Tough Business Much Better

In an area that is notoriously difficult to manage well, Bobby Jones Links excels. We have mastered how to make food and beverage profitable while offering our customers and members delightful dining experiences and superior service.

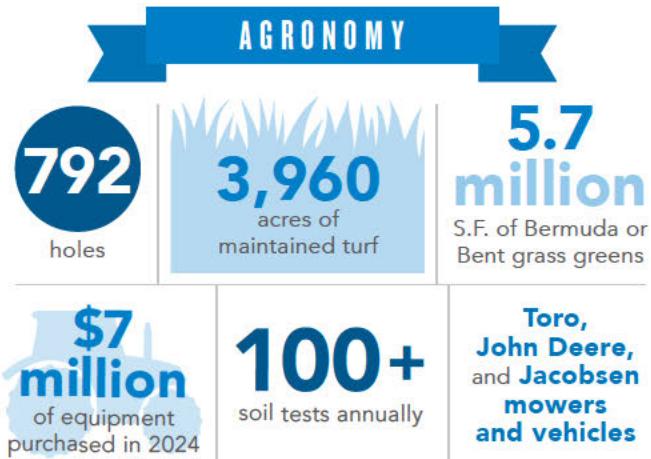
- Rigorous service training through Jones University programs
- Kitchen design and equipment procurement
- Proprietary software system of cost and labor controls
- Ever changing menus based on customer input and wellness lifestyles
- Themed events and activities
- TIPS training through the Bobby Jones Links' Serving Alcohol manual and test
- Banquet event order (BEO) system
- Special event pro forma worksheet (ensures event profitability)
- Beverage cart inventory checkout process and procedures



**"BOBBY JONES WAS A LIFELONG INNOVATOR. WE EMBRACE THIS SAME SPIRIT, WHICH IS WHY OUR MOTTO IS **WHERE HISTORY AND INNOVATION PLAY.**"**

**Patriots Point Links** in Charleston, South Carolina  
Municipally owned and managed by Bobby Jones Links





## GOLF COURSE MAINTENANCE

### Premium Golf Experiences Based On Your Financial Needs

Our agronomic practices are designed to produce the best golf experience and playing conditions possible, ones that adhere to the financial needs of your club.

- Our team is experienced with all types of grasses found in all kinds of climates, from traditional Bent grasses to the most recent Bermuda grass hybrids.
- Our proven best practices ensure consistently high quality and visually appealing turf



conditions, attention to detail and safe work environments. Environmental stewardship is a top priority of our courses – the use of organic fertilizers, when possible, prudent application of chemicals, conservation of water, wildlife and habitat management, and sensitivity to stormwater runoff are hallmarks of a Bobby Jones Links' managed course.

- BJL's Director of Agronomy, Ken Mangum, a member of the Georgia Golf Hall of Fame, will work with the courses' superintendent to develop a strategy and plan for the course, visiting when needed to provide support, and address any critical issues that arise. In addition, BJL holds periodic seminars and video calls with all our superintendents in order to share best practices, discuss vendors, and assess which equipment is best for a club.

## PROCUREMENT

### The Power of Our Size Working For You

One of the benefits of partnering with BJL is our ability to leverage our size and industry relationships to afford national accounts buying power. Our buying power, negotiated and managed by our Director of Procurement,



is across all departments and expense categories and enables you to receive the best possible lowest pricing on a broad range of items. This includes major equipment, such as golf cars and maintenance equipment, insurances, food and beverage, merchandise, supplies, etc. Our unrivaled purchasing power typically results in significant savings, often in the 10 to 20% range, depending on the item or service. You will receive 100% of at time of purchase discounts achieved through the use of our buying power.

#### ■ Multiple Bids

BJL always solicits multiple bids. While we have relationships with all the major manufacturers and vendors, we are not aligned with any one company in particular.

## INNOVATION AND TECHNOLOGY

### Where History And Innovation Really Do Play

Bobby Jones was a lifelong innovator. We embrace this same spirit, which is why one of our mottos is *where history and innovation play*.

Through our network of innovative partners and vendors plus many initiatives of our own, we bring forward thinking to a course, making it exciting and adding incremental revenue. Some examples of innovation currently in place at our clubs include:

- State-of-the-art simulators for teaching and fitting
- A reversible golf course – one of only four in the United States.
- Genderless and multiple (up to eight) tees to encourage more fun and faster play
- Touchless underground range ball washing and delivery systems
- “Himalayas” putting greens
- Touch free and remote check-in POS systems
- State of the art tee sheet systems to maximize membership access and satisfaction
- Trackman or Toptracer systems for entertainment and instruction.
- Golf car GPS and Bluetooth sound systems
- Customized CRM software
- Cloud based accounting, payroll, and HR systems
- Less traditional and more modern pro shop designs and displays
- Club Car Tempo Walk robotic walk-behind golf carts
- AI text to video productions
- Coming soon: AI financial statement and sales analysis



## FINANCE, ACCOUNTING AND REPORTING

### A Comprehensive Suite of Services and Reports

Bobby Jones Links finance and accounting group based in our Club Support Center ensure accurate and timely reporting of the club's financials. We are fluent in all of the major POS systems, including Jonas, Club Essentials, and Northstar and don't require a club to adopt a specific POS system. Our cloud-based Sage



"OUR **EXPERTISE** IN BUILDING A STRONG CUSTOMER BASE AND RETAINING THEM IN HIGHLY COMPETITIVE MARKETS IS ONE OF THE **PRIMARY REASONS** OUR CLIENTS HIRE US."

Intacct and Bill.COM software systems of processing payables and payroll enables our club leaders to input and analyze data faster and more efficiently than ever so that they can spend more time in other important areas, such as serving the members.

#### **Sophisticated Financial Models**

We base our business plans on highly detailed and sophisticated financial models and budgets.

#### **Centralized Accounting Support**

BJL provides complete accounts payable and oversight in receivables management including invoicing and collections, sales and use tax filings, bank account reconciliations, posting of journal entries, and updating the general ledger.

#### **Payroll Management**

We process and manage all payroll through our long-time vendor, Paycom.

#### **Controls and Security**

BJL has developed systems to avoid, detect, and minimize customer and employee theft including surprise inventory and cash audits, cash handling procedures, required receipts on the first tee, payroll audits, automated range ball dispensers, and video cameras, among others.

#### **Separate Bank Accounts**

BJL will establish an exclusive operating account for each club that is not comingled with any of BJL's other clubs or accounts.

## Implement Tailored Policies And Procedures

We tailor our system and procedure for the course in all the aforementioned areas of accounts receivable, accounts payable, payroll, inventory, point of sales, and financial reporting.

## HUMAN RESOURCES The Most Important Thing We Do

Our human resources team ensures our associates are recruited, onboarded, trained, and guided professionally, knowing the people are at your property are the most important asset. Through Caddyshack, our online best practices and HR resources vault, our club leaders can access a multitude of training aides, manuals, forms, and files they need for this key area.

Our goal is to retain existing staff to ensure a seamless transition and continuity of customer service. When necessary, we try to hire locally to fill vacant positions, drawing on local knowledge and relationships. Our goal is to build a staff passionate about being part of the operations team to ensure uncompromised customer service and attention to detail.

Our support and services include:

- Fully certified HR professionals for employment related issues
- Extensive onboarding system and video orientations
- Associate benefits and payroll administration
- Performance evaluations and dispute resolution



- Affordable Care Act compliance
- E-Verify system
- 24-hour associate hotline
- Compliance with all federal and state laws
- Background checks and drug testing
- Worker's compensation claim management
- COBRA notification and administration
- Sexual harassment and non-discrimination training
- Use of Talent Plus hiring review and vetting system
- Employee handbook



## RISK MANAGEMENT

### Reducing Insurance Costs and Promoting Safety

Our risk management process includes identifying potential risks in advance, analyzing them, and taking the precautionary steps to reduce or curb these risks. This includes:

#### Safety

Through BJL's new associate orientation process, the use of our manuals and via training sessions, safety is emphasized in each department, particularly golf course maintenance.

#### Periodic Audits

BJL periodically performs a 300+ point audit at each club, assessing many areas including safety, security, equipment maintenance and training records, and food temperatures; What gets measured gets done.

## HUMAN RESOURCES



Club Support Center in Atlanta

Extensive onboarding process

**Library**  
of videos and manuals



**24 Hour Associate Hotline**

**Grand Slam and Cloverleaf Awards**

**2,700**  
club associates

**Annual Cloverleaf Collaborative Conference**

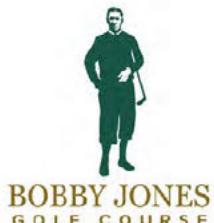
**Competitive Benefits Program**

## Emergency Preparedness and Response

We will modify our documented hurricane and emergency management plan for the two clubs. The primary focus is preparedness and response protocols when the unexpected does occur. The plan will also outline the steps to assess the severity, who to communicate the emergency to, and the steps to address the situation.

Bobby Jones Links and our leadership team have operated many public agency owned golf courses. Currently, we manage six:

\*Winner of the 2025 Jemsek National Golf Course of the Year award.



Bobby Jones Golf Course\*,  
Atlanta, Georgia



Patriot's Point Links,  
Charleston, South Carolina



Legacy Golf Links,  
Cobb County, Georgia



John A. White Golf Course,  
Atlanta, Georgia



Cobblestone Golf Course,  
Atlanta, Georgia



Fox Creek Golf Course,  
Smyrna, Georgia

As previously mentioned, we after we complete construction, we will be managing the new Augusta Municipal Golf Course (The Patch) and The Gate Golf Course in Naples, both government agency owned properties leased to philanthropic groups. In addition, Bobby Jones Links has considerable executive course experience.

We have profiled two of our award-winning municipal clubs, Bobby Jones Golf Course and Cobblestone Golf Course below.



## TAB 3



Atlanta, Georgia

### CASE STUDY

# BOBBY JONES GOLF COURSE

Developed and Managed by Bobby Jones Links



BOBBY JONES  
GOLF COURSE

### The Rebirth of a Historic Municipal Course

- A Bob Cupp designed reversible golf course, only one of four in the U.S.
- The club is the headquarters for the Georgia State Golf Association, Georgia PGA, Georgia Golf Hall of Fame and Georgia State golf team, resulting in a synergy of organizations not found in most states.
- An indoor and outdoor golf academy with, both indoor and outdoor with seven full-time instructors, club fitting, and home to a junior program with over 2,000 participants annually.
- The clubhouse includes the Bobby Jones room with memorabilia provided by the U.S.G.A.
- Home to the PGA Tour Superstore driving range with over \$1 million in range ball sales annually.
- Featuring Boone's, a high-end destination restaurant realizing nearly \$2 million in revenue.
- Featuring many innovations including eight sets of genderless tees from 7,400 yards to 3,500 yards, a modern "Apple store" like minimalist pro shop, underground range ball system, "Himalayas" type putting green, Shark Experience system in the golf carts, and home to 16 Club Car Tempo Walk robotic golf cars.
- Numerous accolades from and profiles in a multitude of national golf publications, social media, and television as a successful model for municipal golf course renewal through community investment.

Managed the **\$36 million** renovation



  
Home to the **GSGA, GPGA, and Georgia Golf Hall of Fame**

Junior program with **6,000+** participants



## TAB 3



Atlanta, Georgia

### CASE STUDY **COBBLESTONE GOLF COURSE**

Managed by **Bobby Jones Links**



### Managing A Very Successful Municipal Course Since 2003

- Owned by Cobb County, Cobblestone is a magnificent municipal course with 12 holes playing along Lake Allatoona.
- Eighteen holes designed by Finger, Dye, Spann with spectacular green complexes and rolling fairways more similar to those of a private club than a public course.
- Located in an environmentally sensitive area adjacent a Federal conservation easement.
- BJL converted the greens to Champion Bermuda grass, renovated the bunkers, and expanded the clubhouse to accommodate more golf outings.
- Host to numerous USGA, PGA Tour, GSGA, and local qualifiers over the years.
- Home to a multitude of junior, women, and general golf instruction by our PGA members.
- Cobblestone plays 60,000 rounds per year, making it one of the highest volume courses in Georgia.

**Profitable**  
and  
**Self Funding**



Recognized as a  
**Top 50**  
**Public**  
**Golf**  
**Course**

Managed by  
BJL for  
**20 years**



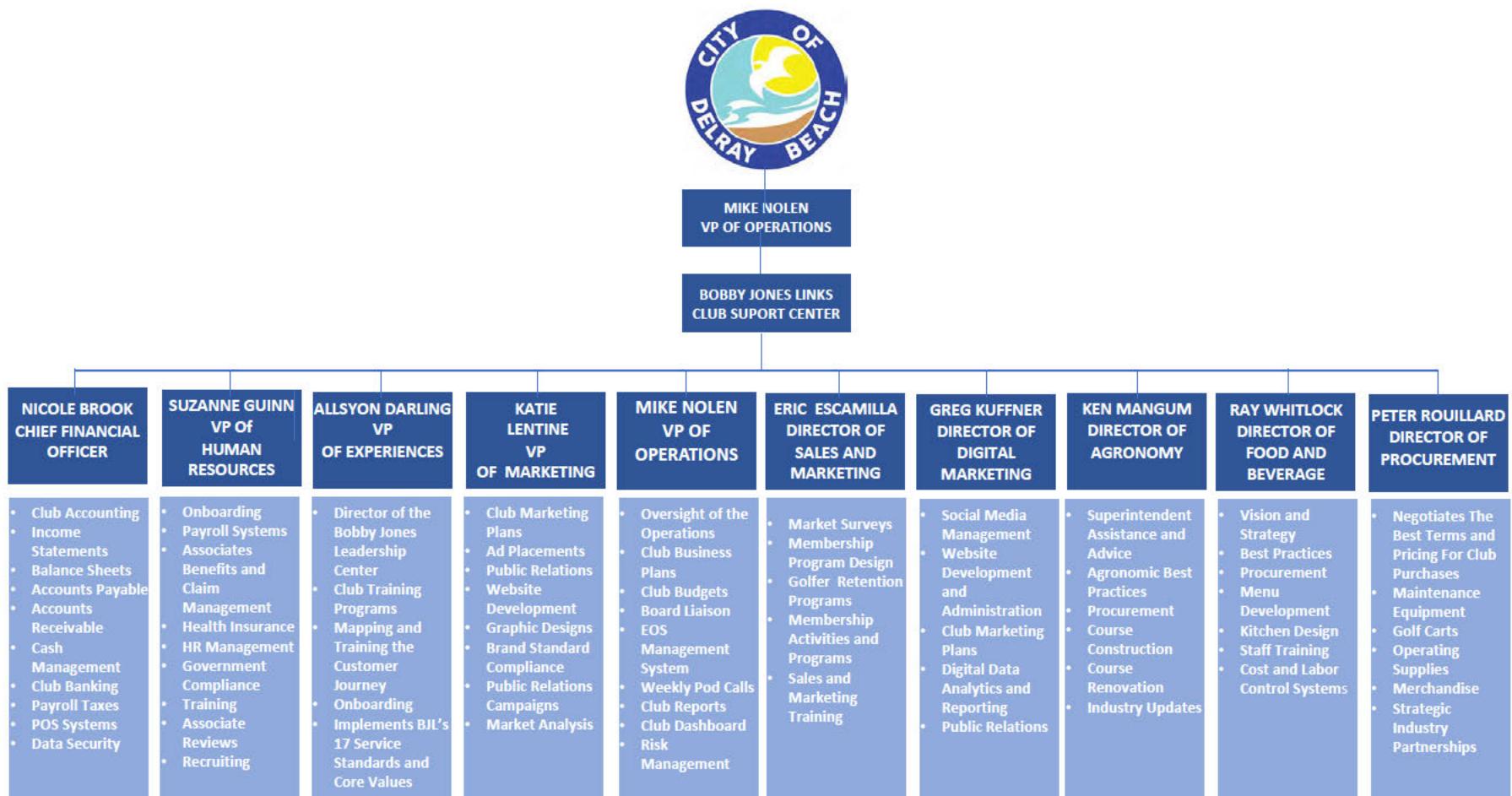
**PGA Award**  
**Winning**  
**Pro Shop**



TAB 3

## ORGANIZATIONAL CHART

Our corporate organizational chart below illustrates the Bobby Jones Links leadership team who will work on the two Delray Beach clubs. They offer expertise in every area of club operations and have collective experience at hundreds of clubs across the United States - at Bobby Jones Links' clubs or in prior work at other management companies.



Our Leadership Team is well represented in every major organization, including the PGA, NGCOA, CMAA, and GCSAA. While the entire team at our Club Support Center will assist with Delray Beach, the following leadership team members will be the primary principals working on the club.



### **Steve Willy | COO and Co-Founder**

Steve leads our operations group and club support teams and will actively oversee services provided to Delray Beach. He holds our club leadership teams accountable for our high service standards, operational performance, and financial results. He is very involved in the initial aspects of our engagement with a new club, working through the initial operational challenges and changes, and leading the club's team members through an engaging orientation process.

Steve's entire career has been dedicated to all facets of club management. After college, he became a PGA member, quickly progressing to General Manager, and then as a regional manager of sixteen properties for Evergreen Alliance Golf before co-founding Bobby Jones Links 25 years ago.



### **Whitney Crouse | CEO and Co-Founder**

Whitney will assist Delray Beach and the Bobby Jones Links' team in overall strategy, industry relationships, and developing innovative ideas. A Rice University graduate and former invited member of Merion Golf Club, he is a PGA and CMAA member who is an entrepreneur at heart. Whitney began his career managing resort and private club properties on Hilton Head Island and then developing and managing new clubs from scratch, before co-founding Bobby Jones Links.

Presently, Whitney is a Board member of the National Golf Course Owners Association and co-chairs its annual Multi-Course Operators Retreat and Management Company CEO Roundtable in Monterey, California.

**Josh Deal** | Vice President of Operations

Josh is a proven leader within the industry, with experience ranging from high-end daily fee clubs to well-known resorts. He currently serves as the General Manager of Bobby Jones Golf Course.

On September 2024, Josh was elected the 29th President of the Georgia PGA Section. He also serves as the President of the PGA Reach Georgia Foundation, the charitable arm of the Georgia PGA.

A University of Connecticut graduate, Josh was named the Bobby Jones Links Golf Professional of the Year in 2018.

**Nicole Brook** | Chief Financial Officer

Armed with a Six Sigma Black Belt and 30 years of experience in the industry, Nicole will provide club accounting and systems advice, overseeing the finance, accounting, banking, audit, and software systems, ensuring the club's accounting and reporting are done accurately and on a timely basis.

Before joining Bobby Jones Links in 2018, she served as the Chief Financial Officer for Leisure Financial Group, a mortgage brokerage firm specializing in golf courses and specialty real estate loans. Before that, Nicole was a member of the senior management team at Textron Financial's golf lending division, where she assisted in underwriting over \$6 billion of golf course and equipment loans and oversaw the ownership of a significant number of golf courses for this publicly traded company.

**Suzanne Guinn | Vice President of Human Resources**

Suzanne will manage the payroll and HR functions for the club. She develops and leads the policies, activities, and staff of our Human Resources department, ensuring we comply with all laws and regulations while implementing a robust talent attraction and retention strategy for our clubs.

Before joining Bobby Jones Links in 2018, Suzanne acquired a decade of experience in human resources and payroll systems, managing domestic and international human resource programs and services, including comprehensive benefits planning, streamlining payroll processes, and implementing ERP systems.

**Eric Escamilla | Vice President of Revenue Management**

Formerly a regional membership director with Invited, Eric joined Bobby Jones Links in 2024 to be one of our membership specialists and lead our efforts in membership sales and retention. Eric's role is to ensure that our clubs reach their membership goals, developing strategic marketing and sales plans, overseeing and training the club's sales associates, developing sustainable membership structures, and measuring member satisfaction. He will provide the City with any assistance it needs to maximize membership revenue and enjoyment.

Eric will also focus on helping the sales staff sell more banquets and special events at the two clubs.

**Ray Whitlock | Director of Culinary Experiences**

A Bobby Jones Links team member for 11 years, Ray will oversee the food and beverage program at Delray Beach, including menu development, labor and expense analysis and controls, and purchasing for the club. Ray's passion is working with club teams to create compelling and progressive culinary programs tailored to each client and club. Some highlights of Ray's career are working for the M Street and Tomkats restaurant groups and Bridgestone Arena in Nashville. Before joining our Club Support Center team, Ray was the chef at The Georgia Club, where he managed a \$4 million food and beverage operation at this private club.



**Ken Mangum | Director of Agronomy**

Ken, who joined us in 2023, will provide advice and recommend best practices for golf course maintenance and construction at Delray Beach. Ken was Director of Golf Courses and Grounds at the Atlanta Athletic Club for 27 years. Ken managed two 18-hole Championship golf courses, a nine-hole par three course, and a 25-acre practice facility, and prepared the club to host five majors for the USGA and PGA. A member of the Georgia Golf Hall of Fame, Ken is also actively involved with Augusta National in the construction of The Patch Golf Course.

**Allyson Kahl Darling | Vice President of Experiences**

As the leader of the Bobby Jones Leadership Center, Allyson's specialty is training, from defining the member journey, training the staff, adherence to a club's core values, and implementing Bobby Jones Links' 17 Service Standards that will further enhance Delray Beach's employee and member service culture.

Allyson, a Bobby Jones Links' team member for 11 years, previously held club leadership positions at Kiawah Island and private clubs in Charleston and Charlotte, managing multiple amenities and departments and making her experienced in all areas of a club's operation. A true believer in employee and service-based culture, Allyson is passionate about motivation, creativity, team building, and development.

TAB 3

## CURRENT PORTFOLIO

The following is our the list of our current club portfolio. Bobby Jones Links was established in 2000 with two clients, and through slow and steady improvements, we are celebrating our 25th anniversary of making a difference.

Due to confidentiality, we can't share the revenues of our client clubs. We can say that they range from \$1.5 million to \$10 million per year.

| FACILITY                       | TYPE         | GOLF HOLES | CITY           | STATE | DESCRIPTION   |
|--------------------------------|--------------|------------|----------------|-------|---|
| Bobby Jones Golf Course        | Daily Fee    | 9          | Atlanta        | GA    | Historic municipal course fresh from a \$36 million renovation. Jemsek National Course of the Year winner.                  |
| Captain's Club                 | Daily Fee    | 18         | Grand Blanc    | MI    | 18 hole golf course, clubhouse, events center and other amenities.  |
| Chapel Hills Golf Club         | Private      | 18         | Douglasville   | GA    | 18 hole private club owned recently acquired from Invited by a client.  |
| Charlie Yates Golf Club        | Daily Fee    | 9          | Atlanta        | GA    | 9 holes public course owned by the famed East Lake Golf Club where Bobby Jones learned to play golf.                        |
| Cobblestone Golf Course        | Daily Fee    | 18         | Acworth        | GA    | One of the highest ranked and most profitable municipal courses in the United States. Managed by BIL since 2003.            |
| Cobblestone Park               | Semi-Private | 27         | Blythewood     | SC    | 27 hole major master planned community by D.R. Horton, the nation's largest home builder.                                   |
| Cypress Landing Golf Course    | Private      | 18         | Chocowinity    | NC    | 18 hole course designed by Bill Love with Ault, Clark & Associates with a 4 Star Rating from Golf Digest.                   |
| Fairfield Glade Community Club | Private      | 90         | Crossville     | TN    | Five course community. BIL manages the entire food and beverage operation.  |
| Fox Creek Golf Course          | Daily Fee    | 18         | Smyrna         | GA    | High volume municipally owned course with one of the busiest driving ranges in the state.                                   |
| Forest Hills                   | Daily Fee    | 18         | Augusta        | GA    | 100 year old Donald Ross design owned by Augusta University.  |
| Hope Valley Country Club       | Private      | 18         | Durham         | NC    | Elite 100 year old private club with a Donald Ross designed golf course. Byron Nelson won here during his 11 Straight wins. |
| Indian River Preserve          | Daily Fee    | 18         | Mills          | FL    | 18 hole golf course co-designed by renowned golf course architect Perry Dye and LPGA champion Jan Stephenson.               |
| John A. White                  | Daily Fee    | 9          | Atlanta        | GA    | 9 hole municipal course owned by the City of Atlanta, founded in 1938, and undergoing a \$30 million renovation.            |
| Legacy Golf Club               | Daily Fee    | 18         | Smyrna         | GA    | Executive public course and destination driving range leased from Cobb County.  |
| Mirror Lake Golf Club          | Private      | 36         | Villa Rica     | GA    | 36 hole private club owned recently acquired from Invited by a client.  |
| Mount Vernon Country Club      | Private      | 18         | Mount Vernon   | OH    | Premier private club established in 1915.   |
| Muligan's Pointe Golf Course   | Daily Fee    | 18         | Georgetown     | DE    | Popular daily fee club with a fordable green fees.  |
| Ooltewah Club                  | Private      | 18         | Ooltewah       | TN    | 18 hole private club in upscale area and finishing a major course renovation and clubhouse expansion.                       |
| Osprey Cove Golf Club          | Private      | 18         | St. Marys      | GA    | Major real estate development and golf community.   |
| Patriots Point Links           | Daily Fee    | 18         | Mount Pleasant | SC    | Resort and daily fee course now owned by Charleston's largest hotelier soon to undergo a major renovation.                  |
| Piqua Country Club             | Private      | 18         | Piqua          | OH    | Donald Ross designed private club.  |
| Player's Ridge                 | Daily Fee    | 18         | Hickory        | NC    | Daily fee golf course.  |
| Saddle Creek Golf Club         | Daily Fee    | 18         | Lewisburg      | TN    | Very busy public course, driving range, and restaurant.   |
| Santee National Golf Club      | Daily Fee    | 18         | Santee         | SC    | Resort and daily fee club and lodging on Lake Santee.   |
| Searcy Country Club            | Private      | 18         | Searcy         | AR    | Private club established in the 1920s.  |
| Silos at Granada Farms         | Daily Fee    | 18         | Granite Falls  | NC    | Daily fee course.   |
| The Club at Forest Ridge       | Private      | 18         | Broken Arrow   | OK    | Elite master-planned community with a multitude of amenities.   |
| Sugarbush Golf Club            | Daily Fee    | 18         | Davison        | MI    | 18 hole golf course, clubhouse, events center and other amenities.  |
| The Frog Golf Club             | Daily Fee    | 18         | Villa Rica     | GA    | Tom Fazio designed upscale daily fee club.  |
| Traditions Golf Club           | Private      | 18         | Hebron         | KY    | Elite private club with small membership.   |
| Travis Pointe Country Club     | Private      | 18         | Ann Arbor      | MI    | High-end private club with a multitude of amenities.  |
| Woodlake Country Club          | Semi-Private | 18         | Vass           | NC    | 18 hole Ellis Mapes golf course near Pinehurst situated in a master-planned community.                                      |
| <b>UNDER CONSTRUCTION</b>      |              |            |                |       |   |
| Augusta Municipal "The Patch"  | Municipal    | 27         | Augusta        | GA    | Augusta National Golf Club's contribution to the City, a rebirth of this historic public course.                            |
| The Gate Golf Club             | Daily Fee    | 18         | Naples         | FL    | Local billionaire is building a golf course, First Tee facility, and high-tech driving range for the community.             |
| <b>CONSULTING OR SERVICING</b> |              |            |                |       |   |
| The Waterfall Club             | Private      | 18         | Clayton        | GA    | Private club owned by Nick Saban and friends. We provide accounting and advisory services.                                  |
| Jasper Hills                   | Semi-Private | 18         | Xenia          | OH    | BIL consults on entire operation of the club but does not "manage" it.  |
| Country Club of Gwinnett       | Daily Fee    | 18         | Snellville     | GA    | BIL provides procurement services for this golf course newly acquired by a developer.                                       |

The following are clubs we have managed in the past ten years that are no longer in our portfolio. Bobby Jones Links has never been terminated or not renewed for poor performance. The clubs that have left our portfolio were due to a change in the ownership, or the owner felt they could now self-manage after the many improvements we made. The following is a list of clubs and amenities managed by Bobby Jones Links within the past ten years.

| CLUB NAME                   | TYPE         | CITY             | STATE          | DESCRIPTION AND AMENITIES MANAGED   |
|-----------------------------|--------------|------------------|----------------|---|
| Alpharetta Athletic Club    | Private      | Alpharetta       | Georgia        | 36 holes private club with two clubhouses, tennis, swim, and fitness  |
| Bay Point Golf Club         | Resort       | Panama City      | Florida        | Jack Nicklaus designed 18 hole golf course in major resort market   |
| Bear Creek Golf Club        | Private      | Hilton Head      | South Carolina | Rees Jones designed elite private club on Hilton Head Island with golf only   |
| Carlisle Country Club       | Private      | Carlisle         | Pennsylvania   | Classic Ronald Ross designed course B JL helped improve and sell  |
| Colonial Golf Club          | Private      | Thomasville      | North Carolina | Small town country club our firm helped turnaround  |
| Cleveland Country Club      | Private      | Cleveland        | North Carolina | Member owned 100+ year old private club.  |
| Eastpointe Country Club     | Private      | Palm Beach       | Florida        | 36 holes elite private club with a multitude of amenities   |
| Echelon Golf Club           | Semi-Private | Alpharetta       | Georgia        | Rees Jones 18 holes private club in very affluent community with tennis. Bobby Jones Links managed it for a bank for five years |
| Green Oaks CC               | Private      | Pittsburgh       | Pennsylvania   | 100 year old club with a classic Donal Ross designed course   |
| I'On Club                   | Private      | Charleston       | South Carolina | Upscale athletic club with dining, swim, fitness, and racquet amenities situation in award winning community                    |
| Cross Creek Country Club    | Private      | Mr. Airy         | North Carolina | 18 hole course with tennis and swim amenities   |
| Ford Plantation             | Private      | Williamsburg     | Virginia       | 36 hole private club with swim, tennis, and pool amenities  |
| Georgia Club                | Private      | Athens           | Georgia        | B JL took this club from 211 to over 1200 members and \$8 million in revenues and then helped the owner sell it                 |
| Golf Club of Georgia        | Private      | Alpharetta       | Georgia        | 36 holes golf only private club that hosted multiple PGA Champions Tour events  |
| Henderson Country Club      | Private      | Hendeson         | North Carolina | 18 hole private club  |
| Oak Shadows                 | Public       | New Philadelphia | Ohio           | 18 hole daily fee course  |
| Mountain Lakes Club         | Private      | Mountain Lakes   | New Jersey     | Elite non-golf swim, lake, and dining club outside of New York City   |
| Manor Golf and Country Club | Semi-Private | Alpharetta       | Georgia        | 18 hole high-end club with spa, fitness center, indoor tennis facility, and aquatic center                                      |
| Mixson Club                 | Private      | Charleston       | South Carolina | Upscale swim and athletic club in real estate community developed by Front Door Communities                                     |
| Ranch Viejo Resort          | Semi-Private | Brownsville      | Texas          | 27 hole resort club with lodging, fitness, swim, and racquet amenities  |
| Smoke Rise Country Club     | Semi-Private | Decatur          | Georgia        | 18 hole club with large modern swim, fitness, and racquet club center   |
| St. Marlo Country Club      | Daily Fee    | Johns Creek      | Georgia        | 18 holes upscale daily fee club in 900 home affluent community  |
| The Cottages                | Resort       | Charleston       | South Carolina | 18 luxury cottages and club on Charleston harbor with spa and pool amenities  |
| The Fox Club                | Semi-Private | Palm City        | Florida        | 18 holes semi-private club going through reorganization and sales process   |
| The International           | Private      | Boston           | Massachusetts  | 36 hole Tom Fazio design golf courses with 60 room lodge with fitness and conference centers                                    |
| Towhee Club                 | Daily Fee    | Spring Hill      | Tennessee      | B JL oversaw \$2.5 million renovation and significant financial improvement to this upscale daily fee club                      |
| Union Country Club          | Private      | Dover            | Ohio           | 18 hole private club  |

## PRO SHOP OPERATIONS

The founding partners of Bobby Jones Links are PGA members. Presently, we employ 65 PGA members and apprentices. Two of our PGA members are officers of their respective PGA sections. All are intimately familiar with pro shop, driving range, golf cart, golf outing, tee sheet management, and tournament operations. We will employ a Class A PGA or LPGA professional at the two clubs.

## FOOD AND BEVERAGE OPERATIONS

In an area that is notoriously difficult to manage well, Bobby Jones Links excels. We have mastered how to make food and beverage profitable while offering our customers delightful dining experiences and superior service.

In 2025, Bobby Jones Links' clubs, in total, will host approximately over 3,000 special events and banquets and manage more than \$35 million in food and beverage revenues.

## CUSTOMER SERVICE

Jones University Service Training is a comprehensive educational and training platform we developed with the help of the Ritz-Carlton and Chick-Fil-A companies, two extraordinary service leaders. We devote considerable training time to associates in this area and in their growth and learning.

Bobby Jones Links 17 service standards, known by all and discussed in a five-minute huddle held in each club department daily. We acknowledge

great performance through our Cloverleaf and Grand Slam awards.

## IMPORTANT STATEMENTS

### We are Registered To Do Business in Florida

Bobby Jones Links is registered with the State of Florida Division of Corporations.

### Scrutinized List of Prohibited Companies

Bobby Jones Links is not listed on the Florida State Board of Administration Scrutinized List of Prohibited Companies.

### Conflicts of Interest

Bobby Jones Links has no conflicts of interest.

### Lawsuits

In the past ten years, there have been no lawsuits against Bobby Jones Links or any of our principals.



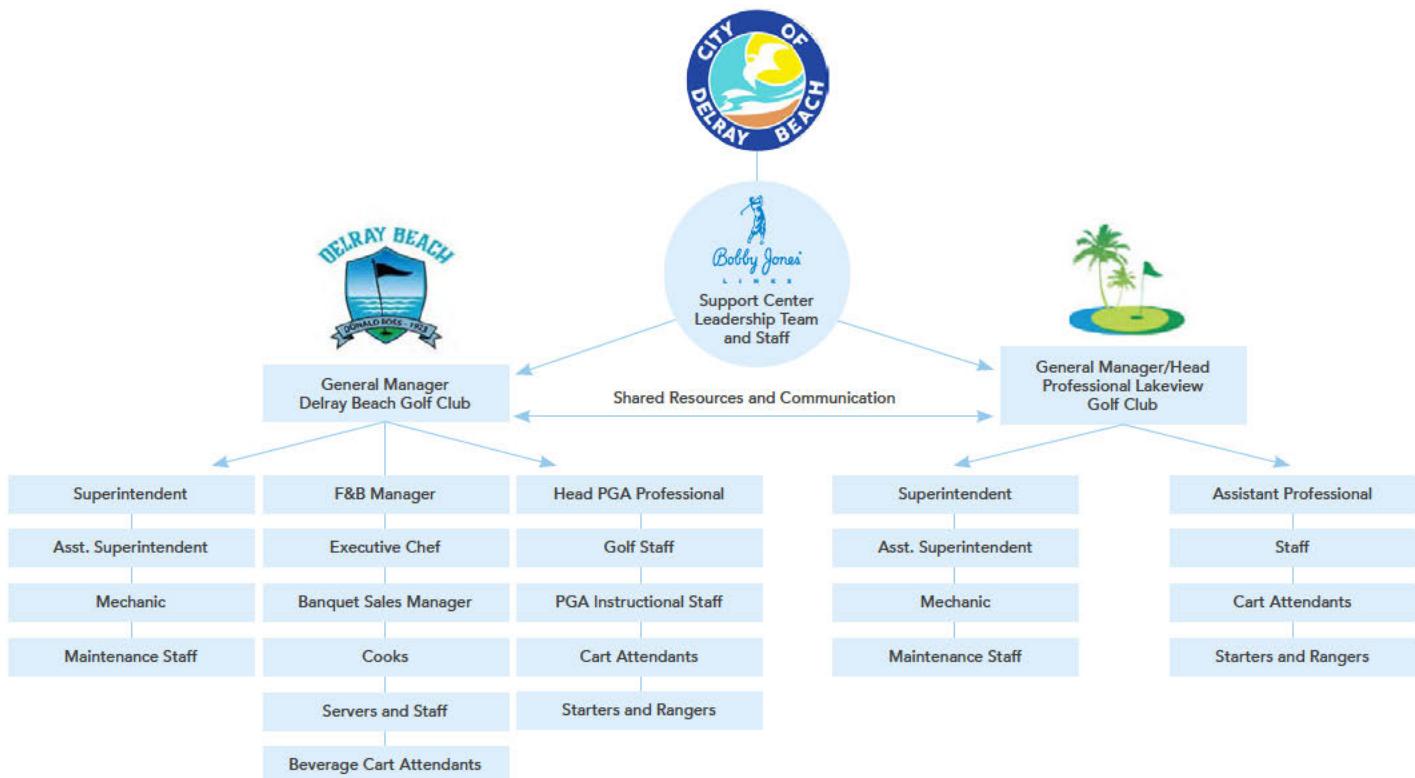
The City requires that the Management Company employ a fully qualified and experienced individual (with at least five years of experience in South Florida, or equivalent, as "Class A" superintendent) that can effectively maintain and care for the course in keeping with USGA standards and the specific standards identified in this RFP. Provide resume of GCSAA Class "A" Superintendent.

Bobby Jones Links intends to hire the current club employees, including the superintendents, unless the City advises otherwise. If a new superintendent is needed, we will employ one experienced with Bermuda grasses and Florida golf course maintenance. We have a wealth of candidates to draw from if a new superintendent is required. Our company Director of Agronomy, Ken Mangum, will lead this effort and oversee the courses.

*Proposed organizational chart for each course.*

The organizational structure of each club will follow the traditional club model. A General Manager or GM/Head Professional will lead each club. The department heads, such as the Head Professional, Superintendent, and Food and Beverage Director, will report to the General Manager. These department heads in turn will oversee their direct reports and frontline employees.

Since Lakeview Golf club does not have a food and beverage operation (only snacks in the pro shop), it does not need an F&B department.



Resumes of the personnel to be involved in operations.

In Tab 3, we profiled the Bobby Jones Links leadership team who will oversee operations. At the club level, and unless advised otherwise, we intend to retain the current employees and managers of the clubs initially.

List the types by title and numbers of on-site staff.

Our club structure will initially mirror what is in place now. Once we know the operations, we will make adjustments to the titles and the optimal number of employees to serve the customers well while improving the financial performance of the two clubs.

Names, background, and experience of corporate, as well as key on-site personnel, including a proposal regarding GSCAA Superintendent Class "A."

Please see our responses to A, B, C, and D above.

Include a project plan and a master schedule of all transitional elements expected to perform a successful and seamless transition.



*Restaurant and banquet facility operational plans and hours of operation, in accordance with the terms and conditions of the alcoholic beverage license.*

## **HOURS OF OPERATION**

At Lakeview, the club offers refreshments in the pro shop. Thus, the hours of operation are tied to when it is open.

At Delray Beach Golf Club, Bobby Jones Links will determine the optimal hours of operation that best serve the customers while maximizing the profitability of the food and beverage operations. We suggest:

The Restaurant and Pub

- Open seven days per week.
- Hours of operation are 8 am until 7 pm in season.
- Hours of operation are 10 am until 5 pm out of season.

The Banquet Facilities

- Available seven days per week.
- Hours of operation based on events booked and demand.



## HIGHLY EFFECTIVE MULTI-CHANNEL CAMPAIGNS

Bobby Jones Links will build and implement multi-channel and highly choreographed campaigns for the two clubs, most of which are now *digitally focused*. This includes:

### WEBSITE DESIGN, DEVELOPMENT, AND OPTIMIZATION

Our expert team will design, develop, launch, and update attractive, high-performance websites for each club to ensure their “digital front door” compels viewers to act. The current club sites are dated and un compelling. The Delray Beach Golf Club and Lakeview Golf Club website will have an expanded component to promote special events and banquets.

### SEARCH ENGINE OPTIMIZATION

BJL will employ the latest technology to maximize the courses' rankings and presence on Google and other search engines, which ultimately translates into more sales.

### SEARCH ENGINE MARKETING

Our marketing team researches and implements the latest pay-for-click advertising to increase the courses' website's presence, using the data we capture to adjust the content and structure of the website.

### ROBUST SOCIAL MEDIA

Bobby Jones Links is a master at all forms of social media and has some of the industry's most influential, entertaining, and engaging content. It is now one of the most successful and inexpensive tools to sell more golf rounds, special events, etc.

### EMAIL MARKETING

We build campaigns targeted to unique segments of the courses' market, using analytics to assess and improve these database campaigns.

## PUBLIC RELATIONS CAMPAIGNS

Our public relations team will periodically release important and exciting news about the two clubs to local and national media to further the clubs' awareness.

## TRADITIONAL MEDIA

We also utilize traditional marketing tools such as print, radio, TV, and outdoor, employing engaging third-party graphic artists to create compelling graphics to reinforce the messages.

## PROFESSIONAL IMAGES AND VIDEOGRAPHY

We will arrange for a professional photographer to develop a suite of traditional and drone images and videos for all course promotions.

*The proposed policy for tee time reservations.*

Bobby Jones Link's public courses generally allow tee times to be made 7-14 days in advance and often have a longer booking window for annual pass holders. Golf tournaments or outings groups larger than 16 players may make tee times up to six months in advance.



# SERVICE PROGRAMS, PROMOTIONS, AND MARKETING



## COMMUNITY OUTREACH AND GROWING THE GAME

The primary location for the following will be Delray Beach Golf Club since it has a driving range and practice facilities. It will be home to many programs to grow the game by introducing area residents to golf, contributing to the community, and expanding the diversity of the people who enjoy the club.

We will offer one, two, and three-day camps for junior players. We will also host juniors, couples, and "Golf 101" clinics to introduce the game to beginners and to appeal to players of all skill levels.

We will operate many community outreach programs varying in scope, size, and schedule depending on the client's wishes, budget, and space. These include camps, junior summer golf days, hook-a-kid, junior league series, youth collaborative mentoring program, girl scout programs, junior championships, and men's and women's association programs. We believe in fostering a learning environment for kids that is a safe, fun, and educationally rich environment to introduce the game of golf.

These introductory golf clinics are often geared toward large groups that have never had the opportunity to be introduced to the game of golf. The basics of the golf swing are taught, but the focus is simply letting kids hit golf balls and enjoy the game of golf, and hopefully, the kids will want to come back and do it again.

We also support the PGA of America's "Play Golf America" initiatives, such as Patriot Day, Family Golf Month, PGA Jr. League, Get Golf Ready, and Take Your Daughter to the course week.

A few other notable initiatives will include:

- Junior camps, clinics, and lessons utilizing the driving range, practice area, and golf course for 500-1000 kids participating annually. We will partner with U.S. Kids Golf to provide clubs, instruction programs, tournaments, and First Tee, in which Rees Jones is a board member of the Palm Beach chapter.



# SERVICE PROGRAMS, PROMOTIONS, AND MARKETING

- Special parking, golf instruction, and tournaments for disabled golfers partnering with groups like the United States Disabled Golf Association and modeling the type of adaptive golf programs we utilize at other Bobby Jones Links clubs.
- Establishing Delray Beach as a regional home for Black Girls Golf. This is the fastest growing minority women's golf organization designed to increase participation. Whitney Crouse, CEO, and Co-Founder of Bobby Jones Links, is on the Board of Advisors for Black Girls Golf.
- Utilizing the clubhouse for many community events, meetings, educational classes, seminars, fundraisers, holiday parties, theatrical events, concerts, etc.

## *Management and promotion of tournaments.*

Bobby Jones Links' clubs have hosted thousands of tournaments and outings, large and small, corporate and charitable. We have an entire section in our aforementioned operating manual, *Carpe Diem*, dedicated to tournament and event management, policies, and procedures.

## *Approach toward achieving customer satisfaction.*

Led by our Chief Experience Officer, Jones University Service Training is our comprehensive educational and training platform we developed with the help of the Ritz-Carlton and Chick-Fil-A companies, two extraordinary service leaders.

We devote considerable training time to our club leaders and frontline staff growth and learning. They have access to a wealth of educational materials, videos, manuals, podcasts, etc., in our online management store we call Caddyshack. They combine classes, self-paced modules, online videos, and one-on-one training.

In addition, we will hold five-minute daily huddles in each club department to discuss the day's events and one of our 17 service standards. Great service performances by the clubs' staff will be acknowledged with Cloverleaf or Grand Slam awards.



# SERVICE PROGRAMS, PROMOTIONS, AND MARKETING



*Work collectively with the clubhouses to implement 9 & Dine outings.*

Events such as this are essential to foster camaraderie among the customers and annual pass holders and generate revenue. Bobby Jones Links has a master list of potential events we collect and share with our clubs. At last count, this included 200 ideas for creating club activities.

*Maintain, enhance, and schedule a City employee golf league. Work with local businesses to do the same.*

We will host leagues and introductory golf clinics for the City employees. Bobby Jones Links does this for every public agency-owned golf course we manage and find it fun for them and instrumental in developing relationships with the City staff.

Golf leagues for local businesses and the general public will be important programs to drive additional revenue for each club. These leagues are ideal as they usually fill unused tee times late in the day.

*Develop a "Welcome Back to Golf" at Lakeview Golf Club to attract golfers who may not have played in the last 5 to 10 years. Develop a weekly program to attract new or returning golfers.*

These programs will be integral to our marketing and social media campaigns. Each year in the United States, three to four million people try golf for the first time. Unfortunately, an equal amount quit due to the difficulty of the game. The key to solving this problem and both clubs will be introductory clinics designed to be fun and easy, followed by special offers and discounts to entice them back on the golf course.

*Provide plans for the distribution of pro-shop merchandise sales and golf lesson income.*

We assume the City "owns" the golf merchandise sales and not the Head PGA professional; the latter is an antiquated policy in the industry. Generally, the policy at Bobby Jones Links is to pay a small commission to the key pro shop staff on merchandise sales to provide an incentive to sell.

Regarding lesson income, we assume the instructors at Delray Beach Club's driving range are independent contractors. In this case, we generally require them to pay the club 20% of their lesson income to compensate for the use of the facility and range balls.

We fully understand and acknowledge the City's terms and conditions and will comply to the RFP requirements.

## **FINANCIAL INFORMATION AND REQUIREMENTS**

Bobby Jones Links has some very comprehensive and detailed written business plans and financial models we will use to prepare this information requests. The financial worksheets will be multi-tab worksheets providing projections by department and for the fiscal year and will include a five-year pro forma to include the anticipated capital repairs and improvements recommended.

The budgets we prepare will conform with the City's requirements regarding formatting and additional information requested so that it integrates seamlessly with the City's systems.

## **POLICIES, PROCEDURES, AND SYSTEMS**

We are very familiar with working within municipal policies and procedures for providing these services and understand the importance of adhering to the City's process.

Bobby Jones Links has established policies and procedures for managing petty cash, primarily used to pay for alcoholic beverage products when delivered. We will follow the City's policies and procedures for this if they vary from our established procedure.

Bobby Jones Links is familiar with every major point-of-sale software system in the club industry. If the current system is unsatisfactory to the City, we can recommend a new one more appropriate for these clubs and the information and data needed.

## RATES, FEES, AND PRO FORMA

We have prepared a combined Delray and Lakeview one and five year pro forma along with the accompanying rates and fees by category. As you can see, the average green fee and cart fee in this model is less than \$41. Given the substantial patronage at both clubs, the net income could be well over \$1 million per year.

The pricing for banquets and special events will largely be based on the group size, when they want to book, the time of year, and demand in that period. These events can be very profitable for Delray Beach Golf Club, with up to 50% profit, so they should be pursued as much as possible.

We will adopt whatever discounts the City would like to offer its employees. The discounts we offer vary by club and owner. Generally, the standard industry policy is as follows:

- Employees working at one of the clubs may play golf for free on a "space available basis" and enjoy a 50% discount off food and beverage purchases and a 10% pro shop merchandise discount.
- City employees showing proper identification can usually play golf at various discounted rates depending on the day of the week, time of day, and month. They may enjoy the same 50% discount on food and beverage purchases and a 10% pro shop discount as the club staff.













## MANAGEMENT COMPANY FINANCIAL INFORMATION

The legal entity that owns Bobby Jones Links is Affiniti Golf Partners, LLC, a Georgia Corporation. It is not part of any wholly-owned subsidiary of another entity.

Affiniti Golf Partners, LLC, was founded in 2000 and is wholly controlled by Whitney Crouse and Steve Willy. We have a silent, non-controlling partner of *substantial* net worth who invested with us to grow the company when we received the honor of working under the Bobby Jones Name in 2019.

What follows are:

1. A notarized letter from our Chief Financial Officer, Nicole Brook.
2. The balance sheets and income statements for Bobby Jones Links for the past two years prepared according to GAAP.
3. A copy of Affiniti Golf Partners, LLC's (DBA Bobby Jones Links) tax returns summary page for the past three years.
4. The personal financial statements of Whitney Crouse and Steve Willy.

















## Bobby Jones Golf Course

Atlanta, Georgia

A historic public course that completed a \$32 million rebirth in 2018. Bobby Jones Links oversaw the development and construction. Today, Bobby Jones Links provides turnkey management of all departments of the club under a five-year agreement paying our firm a fee of \$140,000 yearly.

Mr. Marty Elgison  
President  
The Bobby Jones Golf Course Foundation  
404-915-4574  
[mjelgison@bellsouth.net](mailto:mjelgison@bellsouth.net)  
[www.bobbyjonesgc.com](http://www.bobbyjonesgc.com)

## Cobblestone Golf Course

Atlanta, Georgia

A highly ranked and very successful municipal golf course fully managed by Bobby Jones Links since 2003. Bobby Jones Links just renewed for another five years. The management fee for this contract is \$120,000 annually.

Mr. Michael Brantley  
Director  
Cobb County Parks  
770-528-8804  
[michael.brantley@cobbcounty.org](mailto:michael.brantley@cobbcounty.org)  
[www.cobblestonegolf.com](http://www.cobblestonegolf.com)



## Charlie Yates Golf Course

Atlanta, Georgia

Charlie Yates is an historic 18 hole public course in Atlanta that is owned by the East Lake Foundation. All profits benefit the Foundation which supports community redevelopment.

The course sits in the historic East Lake area with view of the Atlanta skyline. It is one of the busiest in the area and has very active junior and beginner golf programs.

Bobby Jones Links has provided turnkey management services since 2018. The management fee is \$110,000 annually.

Mr. Charles Palmer  
Board Member  
404-885-3402  
[charles.palmer@troutman.com](mailto:charles.palmer@troutman.com)  
[www.charleyatesgolfcourse.com](http://www.charleyatesgolfcourse.com)

## Fox Creek Golf Club / Legacy Links

Atlanta, Georgia

These are side-by-side executive courses and destination driving ranges managed by Bobby Jones Links since 2016. The contract runs through 2027 and pays Bobby Jones Links approximately \$120,000 annually.

Mr. Jim Kegley  
Owner  
404-307-8333  
[jkegley@10thandmonroe.com](mailto:jkegley@10thandmonroe.com)  
[www.legacyfoxcreek.com](http://www.legacyfoxcreek.com)



### **Patriot's Point Links**

Charleston, South Carolina

Bobby Jones Links has managed this resort and daily fee course since 2009. Set on Charleston harbor, it is one of the top destination golf courses in the area, with extraordinary views of Charleston and Fort Sumter. The club is home to the Pavilion at Patriot's Point, a high-volume wedding and party venue. The annual management fee for the operation of the entire facility is approximately \$140,000 per year.

Mr. Mike Bennett  
Owner/Lessee  
843-870-7587  
[sphillips@bennethospitality.com](mailto:sphillips@bennethospitality.com)  
<https://www.patriotspointlinks.com>



### **National Golf Course Owners Association**

Charleston, South Carolina

Whitney Crouse, our CEO, is a Board member of the National Golf Course Owners Association.

Mr. Jay Karen  
Executive Director  
856-655-1136  
[jay@ngcoa.org](mailto:jay@ngcoa.org)  
[www.ngcoa.org](http://www.ngcoa.org)

TAB 9

# ATTACHMENTS, FORMS, & AFFADAVITS

## SUBMITTAL SIGNATURE PAGE

By signing this document, the Bidder/Proposer certifies that it satisfies all legal requirements as an entity to do business with the City, including all Conflicts of Interest and Code of Ethics provisions.

Firm Name: Affiniti Golf Partners, LLC d/b/a Bobby Jones Links

Street Address: 6716 Jamestown Drive, Alpharetta, Georgia 30005

Mailing Address (if different from Street Address): \_\_\_\_\_

Telephone Number(s): (678) 679-0523

Fax Number(s): \_\_\_\_\_

Email Address: whitney.crouse@bobbyjoneslinks.com

Federal Employer Identification Number: 26-3671531

Prompt Payment Terms:        %        days' net        days

Signature: Whitney Crouse \_\_\_\_\_

(Signature of authorized agent)

Print Name: Whitney Crouse

Title: Co-Founder and CEO

Date: September 24, 2025

By signing this document, the Bidder/Proposer agrees to all terms and conditions of this solicitation and the resulting contract/agreement.

**THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/PROPOSER TO BE BOUND BY THE TERMS OF ITS BID/PROPOSAL, FOR NOT LESS THAN 120 DAYS, AND THE BIDDER'S/PROPOSER'S UNEQUIVOCAL OFFER TO BE BOUND BY THE TERMS AND CONDITIONS SET FORTH IN THIS SOLICITATION. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED ABOVE, BY AN AUTHORIZED REPRESENTATIVE, SHALL RENDER THE BID/PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY BID/PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER/PROPOSER TO THE TERMS OF ITS BID/PROPOSAL.**

TAB 9

# ATTACHMENTS, FORMS, & AFFADAVITS

## NON-COLLUSION AFFIDAVIT

STATE OF Georgia  
COUNTY OF Fulton

Before me, the undersigned authority, personally appeared September 21, 2025 who, after being by me first duly sworn, deposes and says of authority's personal knowledge that:

a. Whitney Crouse CEO of Bobby Jones Links, the Bidder/Proposer that has submitted a Bid/Proposal to perform work for the following:

Solicitation No.: 2025-032

Title: Management Services for Delray Beach Golf Club and Lakeview Golf Club

b. Whitney Crouse is fully informed respecting the preparation and contents of the attached solicitation, and of all pertinent circumstances respecting such solicitation.

Such Bid/Proposal is genuine and is not a collusive or sham Bid/Proposal.

c. Neither the said Bidder/Proposer nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly, with any other Bidder/Proposer, firm, or person to submit a collusive or sham Bid/Proposal in connection with the solicitation and contract for which the attached Bid/Proposal has been submitted or to refrain from proposing in connection with such solicitation and contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder/Proposer, firm, or person to fix the price or prices in the attached Bid/Proposal or any other Bidder/Proposer, or to fix any overhead, profit, or cost element of the Bid/Proposal price or the Bid/Proposal price of any other Bidder/Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the City or any person interested in the proposed contract.

d. The price or prices quoted in the attached Bid/Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Bidder/Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

Whitney Crouse

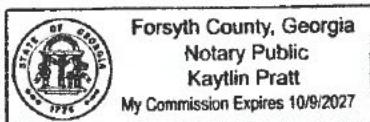
Signature

STATE OF Georgia  
COUNTY OF Forsyth

The foregoing instrument was subscribed to and sworn before me by means of  physical presence or  online notarization, this 24 day of September, 2025 by Kaytlin Pratt (name of person), as notary (type of authority) for Bobby Jones Links (name of party on behalf of whom instrument was executed).

Personally known  OR Produced Identification  
Type of Identification Produced driver's license

Kaytlin Pratt  
Notary Public – State of  
Georgia



TAB 9

# ATTACHMENTS, FORMS, & AFFADAVITS

## CITY OF DELRAY BEACH VENDOR OR CONTRACTOR CONFLICT OF INTEREST DISCLOSURE FORM

Affiniti Golf Partners, LLC d/b/a Bobby Jones Links

ENTITY COMPLETING FORM

6716 Jamestown Drive

ADDRESS

Alpharetta, GA 30005

(678) 679-0523

CITY, STATE, ZIP

TELEPHONE NUMBER

whitney.crouse@bobbyjoneslinks.com

(770) 294-3709

CONTACT EMAIL ADDRESS

CELL PHONE NUMBER

This form is provided with:

Invitation to Bid  Request for Proposal / Qualifications  Proposal  Grant or Loan  Other

1. Has your business entity or any of your business entities' partners, divisions, or any related business entity previously performed work or provided goods or services to any City Department within the current or last fiscal year?

Yes  No

If yes, identify below the City Department that received the goods or services, the type(s) of goods or services previously provided, and the amount received for the provision of such goods or services. (Use additional pages if necessary)

| CITY DEPARTMENT | TYPE OF GOODS/SERVICES | AMOUNT RECEIVED |
|-----------------|------------------------|-----------------|
|                 |                        |                 |
|                 |                        |                 |
|                 |                        |                 |
|                 |                        |                 |

2. Has your business entity or any of your business entities' partners, divisions, or any related business entity previously applied for and received any grants or loans from any City Department within the current or last fiscal year?

Yes  No

If yes, identify the City Department that awarded the grant or loan, the date such grant or loan was awarded, and the amount of the grant or loan.

| CITY DEPARTMENT | DATE GRANT AWARDED | AMOUNT OF GRANT OR LOAN |
|-----------------|--------------------|-------------------------|
|                 |                    |                         |
|                 |                    |                         |
|                 |                    |                         |

TAB 9

## ATTACHMENTS, FORMS, & AFFADAVITS

3. List below the name(s) and address(es) of all public officials with whom your business entity, or members of your immediate family have a familial relationship. Identify the office the public official holds or the City Department for which the public official works. (Attach additional sheets if necessary.)

| NAME OF PUBLIC OFFICIAL/EMPLOYEE | ADDRESS | CITY DEPARTMENT |
|----------------------------------|---------|-----------------|
|                                  |         |                 |
|                                  |         |                 |
|                                  |         |                 |

4. List below the name(s) and address(es) of all family members of public officials with whom your business entity, or members of your immediate family have a familial relationship. Identify the office the public official holds or the City Department for which the public official works. (Attach additional sheets if necessary.)

| NAME OF FAMILY MEMBER | ADDRESS | NAME OF PUBLIC OFFICIAL/ PUBLIC EMPLOYEE | CITY DEPARTMENT WHERE EMPLOYED |
|-----------------------|---------|--|--------------------------------|
|                       |         |  |                                |
|                       |         |  |                                |
|                       |         |  |                                |

If you identified individuals in items one and / or two above, describe in detail below the direct benefit to be gained by the public officials, and/or their family members as the result of the contract, proposal, request for proposal, invitation to bid, or grant proposal. (Attach additional sheets if necessary.)

|  |
|--|
|  |
|  |
|  |

List below the name(s) and address(es) of all paid consultants and/or lobbyists utilized to used in preparation of , request for proposal or qualifications, invitation to bid, or grant or loan proposal:

| NAME OF PAID CONSULTANT/LOBBYIST | ADDRESS |
|----------------------------------|---------|
|                                  |         |
|                                  |         |
|                                  |         |

List below the name(s) of any officer, director, or agent of the Business Entity who is also an employee of the City of Delray Beach.

| NAME OF OFFICER, DIRECTOR, OR AGENT WHO IS ALSO AN EMPLOYEE OF THE CITY |
|---|
|   |
|   |
|   |

List below the name(s) of any Public Official who owns, directly or indirectly, an interest of more than five percent (5%) in the Business Entity or any of its parent company or subsidiaries.

| NAME OF ANY PUBLIC OFFICIAL WHO OWNS INTEREST IN BUSINESS ENTITY |
|--|
|  |
|  |
|  |

TAB 9

## ATTACHMENTS, FORMS, & AFFADAVITS

List below the name(s), titles and address(es) of all relatives of public officials of the City of Delray Beach having any direct or indirect financial interest of 5% or more in the Business Entity (other than a relationship described in response to paragraphs above), state to whom and how they are related, and describe the nature and extent of the financial interest.

NAME OF ANY PUBLIC OFFICIAL'S RELATIVE WHO OWNS AN INTEREST OF 5% OR MORE IN BUSINESS ENTITY

Please check one of the following statements and attach additional documentation if necessary:

To the best of my knowledge, the Business Entity has no potential conflict of interest due to any other clients, contracts, or property interest.

The undersigned firm, by attachment to this form, submits information which may be a potential conflict of interest due to other clients, contracts, or property interests.

By signing below, I certify under oath and penalty of perjury that all statements on or attached to this form are true and correct to the best of my knowledge. I further understand that omissions shall be cause for disqualification from participation in the proposed transaction.



Signature

Whitney Crouse

Printed Name

September 24, 2025

Date

Co-Founder and CEO

Title

TAB 9

# ATTACHMENTS, FORMS, & AFFADAVITS

## CITY OF DELRAY BEACH

### Notification and Affidavit Pursuant to Fla. Stat. Section 287.133(2)(a)

Vendor Name: Affiniti Golf Partners, LLC d/b/a Bobby Jones Links  
Vendor FEIN: 26-3671531  
Vendor's Authorized Representative Name and Title: Whitney Crouse, Co-Founder and CEO  
Address: 6716 Jamestown Drive  
City: Alpharetta State: GA Zip:   
Phone Number: (678) 679-0523  
Email Address: whitney.crouse@bobbyjoneslinks.com

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 for CATEGORY TWO for a period of 36 months following the date of being placed on the convicted vendor list. As the officer or representative of the company, I certify that the Proposer and its affiliates:

1. Have been notified of the above provision,
2. are not on the convicted vendor list as provided by Florida Statute §287.133(2)(a); and
3. have not been on the convicted vendor list for a period of 36 months prior to submission of the bid, proposal, or reply.

Under penalty of perjury, I declare that I have read the foregoing document, and the facts stated in it are true.

Signature: Whitney Crouse  
(Authorized Signature)

Print Name and Title Whitney Crouse, Co-Founder and CEO

Date: September 24, 2025

TAB 9

## ATTACHMENTS, FORMS, & AFFADAVITS

### **Notification of Public Records Law Pertaining to Public Contracts and Requests for Contractor Records Pursuant to Chapter 119, Florida Statutes**

Pursuant to Chapter 119, *Florida Statutes*, Contractor shall comply with the public records law by keeping and maintaining public records required by the City of Delray Beach in order to perform the service. Upon request from the City of Delray Beach' custodian of public records, contractor shall provide the City of Delray Beach with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, *Florida Statutes* or as otherwise provided by law. Contractor shall ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract If the Contractor does not transfer the records to the City of Delray Beach. Contractor upon completion of the contract, shall transfer, at no cost, to the City of Delray Beach all public records in possession of the Contractor or keep and maintain public records required by the City of Delray Beach in order to perform the service. If the Contractor transfers all public records to the City of Delray Beach upon completion of the contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City of Delray Beach, upon request from the City of Delray Beach'S custodian of public records, in a format that is compatible with the information technology systems of the City of Delray Beach.

**IF THE SELECTED BIDDER/PROPOSER HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE SELECTED BIDDER'S/PROPOSER'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT CITY OF DELRAY BEACH, CITY CLERK, 100 N.W. 1<sup>ST</sup> AVE., DELRAY BEACH FLORIDA. THE CITY CLERK'S OFFICE MAY BE CONTACTED BY PHONE AT 561-243-7050 OR VIA EMAIL AT [CITYCLERK@MYDELRAYBEACH.COM](mailto:CITYCLERK@MYDELRAYBEACH.COM).**

Acknowledged:

Affiniti Golf Partners, LLC d/b/a Bobby Jones Links

Firm Name



Signature

Whitney Crouse, Co-Founder and CEO

Name and Title (Print or Type)

September 24, 2025

Date

TAB 9

## ATTACHMENTS, FORMS, & AFFADAVITS

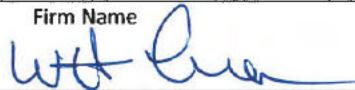
### DRUG-FREE WORKPLACE

Affiniti Golf Partners, LLC d/b/a Bobby Jones Links \_\_\_\_\_ is a drug-free workplace and has  
(Company Name)  
a substance abuse policy in accordance with and pursuant to Section 440.102, *Florida Statutes*.

Acknowledged by:

Affiniti Golf Partners, LLC d/b/a Bobby Jones Links

Firm Name



Signature

Whitney Crouse, Co-Founder and CEO

Name and Title

September 24, 2025

Date

**TRUTH – IN – NEGOTIATION CERTIFICATE**

The undersigned warrants (i) that it has not employed or retained any company or person, other than bona fide employees working solely for the undersigned, to solicit or secure the Agreement and (ii) that it has not paid or agreed to pay any person, company, corporation, individual, or firm other than its bona fide employees working solely for the undersigned or agreed to pay any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the award or making of the Agreement.

The undersigned certifies that the wage rates and other factual unit costs used to determine the compensation provided for in the Agreement are accurate, complete, and current as of the date of the Agreement.

|            |  |
|------------|--|
| Name:      | Whitney Crouse   |
| Title:     | Co-Founder and CEO   |
| Date:      | September 24, 2025   |
| Signature: |  |

TAB 9

# ATTACHMENTS, FORMS, & AFFADAVITS

## Scrutinized Company Certification

This certification is required pursuant to Florida State Statute Section 287.135.

A company, that at the time of bidding or submitting a proposal for a new contract or renewal of an existing contract, is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List is ineligible for, and may not bid on, submit a proposal for, or enter into or renew a contract with an agency or local governmental entity for goods or services of \$1 million or more.

Companies must complete and return this form with its response.

Company. Affiniti Golf Partners, LLC d/b/a Bobby Jones Links FID or EIN No. 26-3671531

Address. 6716 Jamestown Drive

City. Alpharetta

State. GA

Zip. 30005

I, Whitney Crouse, as a representative of Affiniti Golf Partners, LLC d/b/a Bobby Jones Links certify and affirm that this company is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List or engaged in business operations in Cuba or Syria.

|                                       |                             |
|---------------------------------------|-----------------------------|
| <u>Whitney Crouse</u><br>Signature    | Co-Founder and CEO<br>Title |
| <u>Whitney Crouse</u><br>Printed Name | September 24, 2025<br>Date  |

TAB 9

# ATTACHMENTS, FORMS, & AFFADAVITS

## CITY OF DELRAY BEACH

### Affidavit Pursuant to Fla. Stat. Section 448.095

Vendor Name: Affiniti Golf Partners, LLC d/b/a Bobby Jones Links

Vendor FEIN: 26-3671531

Vendor's  
Authorized  
Representativ  
e

Name and Title: Whitney Crouse, Co-Founder and CEO

Address: 6716 Jamestown Drive

City: Alpharetta State: GA Zip: 30005

Phone Number: (678) 679-0523

Email Address: whitney.crouse@bobbyjoneslinks.com

Florida Statute §448.095 states that a public agency must require in any contract that the contractor, and any subcontractor thereof, register with and use the E-Verify system to verify the work authorization status of all new employees of the contractor or subcontractor.

As the officer or representative of the company, I certify that the company identified above:

1. is registered with the E-Verify System.
2. uses the E-Verify system to verify the work authorization status of all new employees of the contractor or subcontractor; and
3. If the Proposer enters into a contract with a subcontractor, the Proposer will require that the subcontractor provide the contractor with an affidavit stating that the subcontractor does not employ, contract with, or subcontract with an unauthorized alien. The contractor shall maintain a copy of such affidavit for the duration of the contract.

Under penalties of perjury, I declare that I have read the foregoing documents and the facts stated in it are true.

Signature: 

(Authorized Signature)

Print Name and Title Whitney Crouse, Co-Founder and CEO

Date: September 24, 2025

TAB 9

# ATTACHMENTS, FORMS, & AFFADAVITS

## CITY OF DELRAY BEACH

### Affidavit Pursuant to Fla. Stat. 287.135

Vendor Name: Affiniti Golf Partners, LLC d/b/a Bobby Jones Links  
Vendor FEIN: 26-3671531  
Vendor's Authorized Representative Name and Title: Whitney Crouse, Co-Founder and CEO  
Address: 6716 Jamestown Drive  
City: Alpharetta State: GA Zip: 30005  
Phone Number: (678) 679-0523  
Email Address: whitney.crouse@bobbyjoneslinks.com

Pursuant to Florida Statute §287.135, Proposer is ineligible to enter into, or renew, this Agreement if Proposer is on the Scrutinized Companies that Boycott Israel List (as identified in Section 215.4725, Florida Statutes), or is engaged in a boycott of Israel.

As the officer or representative of the company, I certify that the company identified above:

1. Is not on the Scrutinized Companies that Boycott Israel List, and that Proposer is not engaged in a boycott of Israel.
2. If at any time during the Procurement Period or if selected, during the term of the Agreement with the City, the Proposer is placed on the Scrutinized Companies that Boycott Israel List, or is engaged in a boycott of Israel, the Proposer/Contractor will notify the City in writing within ten (10) days of the date of such occurrence.
3. Proposer understands that in the event the City determines, using credible information available to the public, that Proposer has submitted a false certification or Proposer is found to have been placed on the Scrutinized Companies that Boycott Israel List or engaged in a boycott of Israel, the City may, in its sole discretion, terminate any Agreement entered into and seek a civil penalty, and other damages and relief, against Proposer/Contractor, pursuant to Section 287.135, Florida Statutes. In addition, the City may pursue any and all other legal remedies against Proposer/Contractor.
4. Proposer/Contractor will not seek damages, fees, or costs against the City in the event the City terminates an Agreement pursuant to this provision.

Under penalties of perjury, I declare that I have read the foregoing documents and the facts stated in it are true.

Signature: Whitney Crouse  
(Authorized Signature)

Print Name and Title Whitney Crouse, Co-Founder and CEO

Date: September 24, 2025

TAB 9

# ATTACHMENTS, FORMS, & AFFADAVITS

## CITY OF DELRAY BEACH

### Affidavit Pursuant to Fla. Stat. Section 287.134

Vendor Name: Affiniti Golf Partners, LLC d/b/a Bobby Jones Links

Vendor FEIN: 26-3671531

Vendor's  
Authorized  
Representative  
Name and Title: Whitney Crouse, Co-Founder and CEO  
Address: 6716 Jamestown Drive

City: Alpharetta State: GA Zip: 30005

Phone Number: (678) 679-0523

Email Address: whitney.crouse@bobbyjoneslinks.com

Pursuant to Section 287.134, Florida Statutes, an entity or affiliate who has been placed on the discriminatory vendor list may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity. By execution of this Agreement, Contractor represents that it has not been placed on the discriminatory vendor list as provided in Section 287.134, Florida Statutes.

As the officer or representative of the company, I certify that the company identified above:

1. is not on the discriminatory vendor list as provided by Florida Statute §287.134

Under penalty of perjury, I declare that I have read the foregoing document and the facts stated in it are true.

Signature: Whitney Crouse

(Authorized Signature)

Print Name and Title Whitney Crouse, Co-Founder and CEO

Date: September 24, 2025

TAB 9

# ATTACHMENTS, FORMS, & AFFADAVITS

## CITY OF DELRAY BEACH

### Affidavit Regarding the Use of Coercion for Labor and Services

Vendor Name: Affiniti Golf Partners, LLC d/b/a Bobby Jones Links  
Vendor FEIN: 26-3671531  
Vendor's Authorized Representative Name and Title: Whitney Crouse, Co-Founder and CEO  
Address: 6716 Jamestown Drive  
City: Alpharetta State: GA Zip: 30005  
Phone Number: (678) 679-0523  
Email Address: whitney.crouse@bobbyjoneslinks.com

Florida Statute §787.06(13) requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by a officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services as defined in that statute. The City of Delray Beach, Florida is a governmental entity for the purposes of this statute.

As the officer or representative of the company, I certify that the company identified above does not:

- Use or threaten to use physical force against any person;
- Restraine, isolate, or confine or threaten to restrain, isolate, or confine any person without lawful authority and against his or her will;
- Use lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied towards the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;
- Destroy, conceal, remove, confiscate, withhold, or possess any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification, of any person;
- Cause or threaten to cause financial harm to any person;
- Entice or lure any person by fraud or deceit;
- Provide controlled substances as outlined in Schedule I or Schedule II of Florida State Statute §893.03 to any person for the purpose of exploitation of that person.

Under penalties of perjury, I declare that I have read the foregoing document and that the facts stated in it are true.

Signature:

  
(Authorized Signature)

Print Name and Title:

Whitney Crouse, Co-Founder and CEO

Date:

September 24, 2025

TAB 9

# ATTACHMENTS, FORMS, & AFFADAVITS

## CITY OF DELRAY BEACH

### Affidavit Pursuant to Fla. Stat. 287.138

Vendor Name: Affiniti Golf Partners, LLC d/b/a Bobby Jones Links  
Vendor FEIN: 26-3671531  
Vendor's Authorized Representative Name and Title: Whitney Crouse, Co-Founder and CEO  
Address: 6716 Jamestown Drive  
City: Alpharetta State: GA Zip: 30005  
Phone Number: (678) 679-0523  
Email Address: whitney.crouse@bobbyjoneslinks.com

Florida Statute §287.138 requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by an officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not meet any of the criteria in paragraphs (2)(a)-(c) of the statute. The City of Delray Beach, Florida is a governmental entity for the purposes of this statute.

As the officer or representative of the company, I certify under penalty of perjury that the company identified above:

1. is not owned by the government of a foreign country of concern;
2. the government of a foreign country of concern does not have a controlling interest in the company; and
3. The company is not organized under the laws of and does not have its principal place of business in a foreign country of concern.

Signature:

  
(Authorized Signature)

Print Name and Title Whitney Crouse, Co-Founder and CEO

Date: September 24, 2025

TAB 9

# ATTACHMENTS, FORMS, & AFFADAVITS

## CITY OF DELRAY BEACH

### Affidavit Pursuant to Fla. Stat. Section 286.101(3)

Vendor Name: Affiniti Golf Partners, LLC d/b/a Bobby Jones Links  
Vendor FEIN: 26-3671531  
Vendor's Authorized Representative Name and Title: Whitney Crouse, Co-Founder and CEO  
Address: 6716 Jamestown Drive  
City: Alpharetta State: GA Zip: 30005  
Phone Number: (678) 679-0523  
Email Address: whitney.crouse@bobbyjoneslinks.com

Any entity that applies to a state agency or political subdivision for a grant or proposes a contract having a value of \$100,000 or more shall disclose to the state agency or political subdivision any current or prior interest of, any contract with, or any grant or gift received from a foreign country of concern if such interest, contract, or grant or gift has a value of \$50,000 or more and such interest existed at any time or such contract or grant or gift was received or in force at any time during the previous 5 years. Such disclosure shall include the name and mailing address of the disclosing entity, the amount of the contract or grant or gift or the value of the interest disclosed, the applicable foreign country of concern and, if applicable, the date of termination of the contract or interest, the date of receipt of the grant or gift, and the name of the agent or controlled entity that is the source or interest holder. Within 1 year before applying for any grant or proposing any contract, such entity must provide a copy of such disclosure to the Department of Financial Services. As the officer or representative of the company, I certify that the Proposer and its affiliates:

1. does NOT have any current or prior interest of, any contract with, or any grant or gift received from a foreign country of concern if such interest, contract, or grant or gift has a value of \$50,000 or more; and
2. has Not had prior interest of, any contract with, or any grant or gift received from a foreign country of concern within the past 5 years.

X

OR

3. Has provided disclosure to the City including the name and mailing address of the disclosing entity, the amount of the contract or grant or gift or the value of the interest disclosed, the applicable foreign country of concern and, if applicable, the date of termination of the contract or interest, the date of receipt of the grant or gift, and the name of the agent or controlled entity that is the source or interest holder; and

4. Has provided a copy of such disclosure to the Department of Financial Services within one year before proposing any grant or contract.

Under penalty of perjury, I declare that I have read the foregoing document, and the facts stated in it are true.

Signature: Whitney Crouse  
(Authorized Signature)

Print Name and Title Whitney Crouse, Co-Founder and CEO

Date: September 24, 2025

TAB 9

# ATTACHMENTS, FORMS, & AFFADAVITS

## ACKNOWLEDGEMENT OF ADDENDA

INSTRUCTIONS: COMPLETE PART I OR PART II, WHICHEVER APPLIES

PART I:

List below the dates of issue for each addendum received in connection with this solicitation:

Addendum #1, Dated September 22, 2025

Addendum #2, Dated September 24, 2025

Addendum #3, Dated \_\_\_\_\_

Addendum #4, Dated \_\_\_\_\_

Addendum #5, Dated \_\_\_\_\_

Addendum #6, Dated \_\_\_\_\_

Addendum #7, Dated \_\_\_\_\_

Addendum #8, Dated \_\_\_\_\_

Addendum #9, Dated \_\_\_\_\_

Addendum #10, Dated \_\_\_\_\_

PART II:

NO ADDENDUM WAS RECEIVED IN CONNECTION WITH THIS SOLICITATION

Affiniti Golf Part \_\_\_\_\_, LLC d/b/a Bobby Jones Links

Firm Name

Signature

Whitney Crouse, Co-Founder and CEO

Name and Title

September 24, 2025

Date



**WHITNEY CROUSE  
CEO**

**[WHITNEY.CROUSE@BOBBYJONESLINKS.COM](mailto:WHITNEY.CROUSE@BOBBYJONESLINKS.COM)  
770-294-3709**

**BRANDON FOWLER  
CHIEF DEVELOPMENT OFFICER  
[BRANDON.FOWLER@BOBBYJONESLINKS.COM](mailto:BRANDON.FOWLER@BOBBYJONESLINKS.COM)  
480-313-5981**