

The Links at Brunello: CORE STANDARDS





MISSION

At The Links at Brunello, we dedicate ourselves and our facilities to providing our community members and customers with the finest experience in golf, concentrating on tradition, accessibility, entertainment and hospitality. Our focus is on exceeding the expectations of all guests with quality products and customer service that is second to none.

VISION

The Links at Brunello will be a recognized leader in the golf industry, providing a high-quality experience by ensuring that our facilities and service exceed the expectations of our community members, our customers and our employees.

PHILOSOPHY

To be considered one of the industry leading golf experiences is not a goal easily achieved. There are several factors necessary to provide this level of excellence. First and foremost is the need to provide a quality, forward thinking product; next, the product must be maintained and cared for at a superior level of consistency. We will be the golf club by which others set their standards. We are totally responsible as a team for the reputation and image presented to our community members and guests. We will treat every day as the one day on which the reputation of The Links at Brunello will be created and judged. The Links at Brunello philosophy is simple: Every service we provide will be the best of its kind.



The Links at Brunello – Core Standards

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INTRODUCTION

This document establishes the Core Standards for The Links at Brunello. The standards give direct, measurable actions for specific departments to implement and achieve.

Our reputation is a very important asset. By setting and achieving high professional standards, we will not only lead the industry in customer service, we will also develop a leading reputation within the golf community. Professionals and guests alike will know us for our excellent customer service. The core values establish the minimum level of service we must provide in order to achieve the level of service and professionalism we aim for.

The Links at Brunello mission statement reflects the environment the company wishes to establish in its operations. Exceptional customer service is a cornerstone for the success of The Links at Brunello. The following core standards will assure exceptional customer service will be provided to all guests of The Links at Brunello. The Core Standards will also ensure consistent delivery of products and services in order to achieve the goal of the mission statement. The core standards will make certain that we meet the expectations of our owners, employees, community and industry.

CORE STANDARDS

Core standards must be measurable, achievable and consistent with mission statement/core values. Core standards will allow for consistent execution and delivery of services and products throughout The Links at Brunello, regardless of the department of the property.

Core standards can be used to evaluate performance. They give employees guidelines to assume responsibility and accountability for their actions. In order for core standards to be effective they must be clearly communicated to employees in each area of operations.

Core values should be used to establish “Standard Operating Procedures” and “Policy and Procedures”.

COURSE ARRIVAL

You never get a second chance to make a first impression. When visitors arrive at the Links at Brunello their experience should be exceptional from the moment they enter the gate.

- Arrival and Departure areas, including all parking lots are clean and free of debris
- There is clear signage when arriving on property
- Buildings are clearly identified
- All patios and furnishings are clean and presentable, as if they had just been tended
- Landscaping and garden areas seem attended to and vibrant in their presentation
- On Course washrooms are clean, tidy, have a scented fragrance and seem tended to often
- Collateral is in keeping with the product and brand messaging (no 3rd party sales pieces)
- The entire surrounds of the property are kept tidy, clean and look to be regularly tended to.



ADMINISTRATION/MANAGEMENT

Management must create and foster an environment where employees will be able to deliver exceptional guest service. To achieve this management will meet the following standards:

- Management will ensure that each employee is treated with respect, honesty and integrity.
- Management will provide clear lines of authority and responsibility. Employees will know who their direct supervisor is, as well as their supervisor's supervisor.
- Supervisors will provide their direct employee with "one on one" performance reviews. "One on one" reviews will cover individual strengths and areas requiring improvement. Where improvement is expected, clear direction will be given for achieving the required level of performance and a measurable goal and time frame will be provided.

Teamwork is important to achieve the level of service expected at our facility. Management will foster a team-oriented approach to work through employee meetings, training, interaction between departments, social events, etc.

EMPLOYEE PRESENTATION AND COMPORTMENT

Employees are crucial for success in our operations.

- Employees must be friendly, professional and courteous.
- Sufficient training will be provided to each employee to ensure that they are capable of providing the level of service expected in their position.
- Employees will not discuss personal or business issues not relevant to immediate circumstances when guests are within earshot.
- Employee uniforms will be worn while working. Uniforms will be clean and in good condition.
- Staff will be issued with nametags which will be worn and fully visible.
- All employees shall be clean and presentable at all times.
- All employees will follow corporate grooming standards.
- Employees will recognize Guests with a positive greeting. Where possible, the guest's name will be used. Guests will be told the name of the next employee who will help them.
- Empathetic listening and responding to guests needs may identify service concerns. Such concerns and resolution should be documented and forwarded to the appropriate supervisor/manager for review and action.

All Employees should be knowledgeable about the entire golf operation including history, departmental responsibilities and the names of the managers and supervisors as well as their roles.

GOLF SHOP

General

The golf shop shall provide our guests with quality, brand name goods. The goods will be displayed in an aesthetically pleasing manner comparable with high end, boutique style stores. Employees of the golf shop will be educated and knowledgeable about these products.

Golf Shop Staff shall have complete knowledge of course statistics, course amenities, green fees and special rates. Common knowledge is required of other facilities in the area including accommodations, other courses and tourist attractions.

Golf Shop Staff will be responsible for all booking inquiries. Responses shall be provided to the guest within one hour of the inquiry during business hours. As a minimum the golf shop and employees will meet the following standards:

Check In

The golf shop will be operational and ready for business at least 30 min before the first tee time and shall remain open until the last guest completes their round of golf.

- Golf shop employees will be familiar with the daily course condition and any other information which should be relayed to Guests prior to their round.
- Guest's will be informed of delays or changes to their scheduled tee time, as well as the expected pace of play for the day.
- Prior to the first tee time, golf shop employees will review the tee sheet for the day and tournament resumes.
- Each guest will be greeted within 5 seconds of arriving in the shop.
- Golf shop employees will be knowledgeable about the golf course including; history, course yardage and rating, course awards, course amenities and services, grass types, etc. in order to carry out conversations with Guests.
- Golf shop employees will be knowledgeable about goods and equipment sold in the shop, including the rental equipment.

Golf shop employees will be knowledgeable about the green fees and different rates and specials offered throughout the season.

- Golf shop employees shall be able to book or modify a reservation for a guest in the shop. (See Reservations for core standards pertaining to booking tee times)
- Golf shop employees will be knowledgeable about other Brunello services and amenities. As well, they will be able to give clear directions to find these amenities.

Upon their arrival at the golf shop counter/queue, payment of guest's green fees and purchases will be completed within 5 minutes.

- Golf shop employees will be familiar with all forms of payment in order to expedite the check-in experience.
- The golf shop will accept the following form of payment: Cash, debit, all major credit cards, gift certificates, and all other forms of payment deemed appropriate by the golf course.

Golf shop employees will attempt to up-sell guests, primarily using soft sell techniques, either for additional merchandise and/or additional golf rounds.

- Golf shop employees will use the guests name as much as possible during guest contact.
- Employees will thank guests at the completion of each guest's transaction.



Reservations

Reservations will be in operation and attended 7 days a week, during regular course hours throughout the golf season. When the golf course is closed, an answering service (phone and email) shall be available for Guests to leave messages. These will be returned as soon as possible and within 24 hours.

Golf Shop Staff will make guest reservations, modify existing bookings, and provide information of green fee and rental rates and availability of play. All other inquiries shall be directed to the appropriate department.

- All external calls will be answered as follows: “Good morning, The Links at Brunello, this is *(employees name)*. How may I assist you?”
- All calls will be answered within 3 rings.
- On hold messaging will give relevant golf course information, such as green fees, location and traveling directions, course awards, etc.

The following information will be given or confirmed with the guest during the telephone conversation:

- Date and time of play, number of players
- Green fees per player
- Dress code and special course rules
- Cancellation policy
- Confirmation number
- Special amenities or lack of (i.e. driving range/warm-up area)
- Arrival to the course at least 30 minutes before their tee time
- That they may be paired up to complete a foursome if they do not have one already

If the guest is modifying or cancelling a reservation:

- The changes shall be confirmed with the guest prior to the conclusion of the conversation.
- Any charges for the cancellation will be confirmed with the customer and payment method collected/approved.
- The new confirmation number will be given with any and all changes to the reservation.

Unique situations occurring before or during the guest’s intended time of play that may adversely affect the guest’s experience (i.e. shot gun start, course aeration, large tournament group, potential weather related delays)

- Shall be communicated to the guest at the time of booking.
- If such a situation occurs after a reservation is made, an email to the guest is required.

All communication with guests shall be concluded by:

- Thanking the guest for booking/inquiring and asking if they require any further assistance.



Merchandise

The golf shop will offer a selection of brands/lines in men's and ladies clothing. The golf shop will have a selection of golfer requirements, such as balls, gloves, caps, etc.

- Merchandise displays will be organized and clean.
- Displays will include a full selection of sizes for all items on display.
- Displays will be cleaned on a daily basis.
- Merchandise displays will be changed on a regular basis.
- Guests will be able to place "special orders" for merchandise that is either sold out or not currently in stock. The "special order" will be forwarded to the supplier/manufacturer within one day of the order being placed.
- All goods will be packaged in top quality logo'd bags.

Facility

- Floor and Carpets are free of debris.
- All interior areas, including signage and clean and neat, free of personal or unprofessional articles.
- Staff are constantly mobile and making an extra effort in each interaction.
- Windows and sills are clean and free of debris.
- Restrooms will be well stocked with soap and paper products.
- Restroom fixtures will be clean.
- The golf shop will be equipped with amenities such as band-aids, bug bite relief medication, matches, etc. for complimentary guest use.
- The golf shop will have complimentary score cards and promotional materials.



OUTSIDE SERVICES

The concept is to take control of the guest's day - the guest will not have to think or worry about what they have to do next - we will direct and guide them from their first step on our property, through the golf shop, the staging and warm-up areas, the first tee, along the golf course and back to the golf shop again.

Guest Amenities/Services

The following amenities shall be provided free of charge to all Guests:

- Scorecard (Accurate, colour printed and providing rules and regulations in clear and concise statements)
- Pencils
- Golf tees
- Drinking water
- Ball marker & divot tool

Guests with tee time shall have complimentary access to the following areas:

- Driving range/warm-up area (immediately prior to tee off time)
- Putting/chipping area

The following supplies/services shall be available, upon request, for guest's use at no charge while at the golf club:

- towels for club cleaning

The following items/services shall be provided, for a fee, for guest's use:

- rental clubs
- professional lessons

Bag Drop

- Outside services will be set up and ready to greet Guests 30 min prior to the first tee time.
- Each guest will be greeted in a warm and friendly manner within 30 seconds of arrival at the property. Guests will be given clear directions to parking, the golf shop and other amenities.
- Employees will carry the guest's clubs and equipment from the arrival area to the staging area.
- A shuttle will be used if needed to bring guests from the staging area to the practice facility.
- The staging area will be clean and organized at all times.
- There will be sufficient power carts available for at least the next three tee times.
- Guest's equipment will be set up on carts at least 20 minutes prior to their tee time. If a guest arrives less than 20 minutes prior to their tee time, their equipment will be set up on carts immediately.
- Appropriate bags are brought up from club storage one hour prior to scheduled tee time.
- Front of Shop, Bag Drop and Cart Staging areas are kept clean and free of debris
- All golf carts are very clean in appearance

- Golf carts are in good condition, including bag straps, wire baskets, windshields and operate smoothly
- Staff speaks clearly and shows connection to the others in the sequence up to the tee or next service point.
- Power carts will be stocked with complimentary guest amenities (scorecards, pencils, towels, tees, etc.) prior to delivery to the staging area.
- Additional supplies (i.e. scorecards, tees, towels, ball markers, divot tools) will be available upon guest's request.
- Guests will be directed from the staging area to the warm up areas/driving range /first tee as applicable.
- Guests will be advised when they are the next group on the tee.
- Outside services employees will introduce individuals and twosomes to their partners within their foursome.

Rental clubs will be available in the staging area or immediate vicinity. They will be top of the line sets in excellent condition and not older than 2 years.

Practice Facility

- The Practice Facility Will be attended while open.
- Range balls are clean and unscarred.
- Range balls are properly presented.
- Range Targets are clearly marked and accurately noted for yardage.
- Club cleaning amenities will be available at the Driving Range.
- A bag stand will be available at each hitting station.

At the completion of the round, outside service employees will greet guests and inquire, with sincerity, into the quality of the guest's golf experience. Each guest's clubs will be cleaned and put into storage or returned to the departure area.

Power carts and rental equipment will be cleaned, inspected and returned to storage at the completion of the day.

Cart Return

- At the end of the round, the attendant arrives quickly to clean clubs, assist players in the return of their equipment and ask players about their round
- Carts are to be cleaned in a timely manner and properly restocked with all amenities for return to the cart shed or use for further play.
- Garbage and recyclables should be properly organized for disposal, maintaining a clean cart return area.

Starter

To ensure a positive and memorable golf experience the starter will greet each foursome/group prior to teeing off. The starter will provide the guests with information on the course including:

- Local rules and cart rules
- Expected pace of play
- Environmental hazards



- Location of halfway house and washrooms
- History of course
- Cart operation including GPS
- Any other pertinent information for their round.
- The starter will also introduce guests to one another.

Marshaling / Pace of Play

To ensure a positive and memorable golf experience, an acceptable pace of play must be maintained on the course at all times. Marshals/play directors in addition to the GPS system are critical in maintaining the pace of play and continuous flow around the course.

- The marshal will be professional and friendly.
- The marshal will have excellent knowledge of the course and its amenities.
- The marshal will use non-confrontational techniques to ensure that the desired pace of play is maintained.
- The marshal will be familiar with cart operation and rudimentary troubleshooting should a cart or the GPS break down during a round.
- The marshal will carry supplies which can be given or loaned to guests such as: tees, score cards, pencils, towels, insect repellent, sunscreen, umbrellas.
- The marshal will ensure that on course amenities are in place and functional, i.e. pins and flags, bunker rakes, etc.
- The marshal shall have regular communication with the golf shop, starter and if necessary the golf course maintenance department.
- The marshal will ensure that all players follow environmental regulations on the course, such as restricted entrance into environmentally sensitive areas.

The Links at Brunello will achieve no more than a 4 ¾ hour round average over a season.

DRIVING RANGE

The driving range will be open at least ½ hour before the first tee time, weather permitting, and remain open until at least two hours before dark. If necessary, shuttle service will be provided for guests to and from the range prior to their tee time.

- Range balls will be complimentary for guests prior to their tee time.
- Range balls will be clean and unscarred to allow for consistent ball flight.
- Range balls will be set up at each station.
- Hitting mats will be clean and in good repair and an adequate number of left-hand mats available.
- Targets on the range will be clearly marked and accurate yardage will be indicated.
- Club Cleaning caddies will be provided for guests for club cleaning.



- Towels and water will be changed on a regular basis.
- Tee markers will be clean and in good repair.
- Stands for golf bags and clubs will be provided at each hitting station.
- Practice green shall be representative of the course condition and cut at the same time and height.
- All furniture is in detailed position and in good repair

ACADEMY

- Group and private lessons will be available to guests daily by appointment.
- Lessons will be conducted with enthusiasm and genuine interest
- Lessons will begin within 5 minutes of the appointed time and last for the full duration
- The instructor will present a varies of methods or ways for the student to optimize the learning
- Teaching equipment available will include swing speed measuring and video analysis
- Students will be encouraged to use the practice facilities before and after the lesson
- Lessons will be completed with a summary and instructions for development, exercise and future goals



FOOD AND BEVERAGE SERVICE

The clubhouse and associated facilities will provide guests with food and beverages that meet The Links at Brunello's standards for quality and service in a "golfer friendly" format.

General

- We will offer a selection of soft drinks, juices, sport drinks, bottled water, hot beverages, beer and premixed alcoholic beverages as provincial liquor laws allow.
- We will offer a variety of high quality, 'to go' food items, that are attractively packaged, during regular tee times.
- Coffee and tea will always be available in the Golf Shop
- Coffee, including decaffeinated, will be fresh brewed and will not be held for longer than 30 minutes.
- Tea selection will include at least 3 black teas and 1 herbal tea.
- Hot chocolate will be prepared with milk and powdered chocolate.

Beverage Cart

The beverage cart will be available to Guests every day during prime season.

- The beverage cart will be scheduled to meet the first group within 2 hours after their tee time or 10 a.m. (whichever is sooner) and will remain in service until 2 hours after the last group has teed off.
- The beverage cart will service golfers no less than once per every 4 holes
- The beverage cart will offer a selection of soft drinks, juices, sports drinks, bottled water, hot beverages, beer and premixed alcoholic beverages if provincial liquor laws allow.
- The beverage cart will offer a selection of pre-made packaged sandwiches, chocolate bars, cookies and chips.

The beverage cart will carry a complete first aid kit.

GPS ordering

GPS ordering from the golf cart at hole #8 will be available ...

- When the golfer arrives at hole #8 they will be prompted on their GPS screen of their cart a 'to go' menu.
- The GPS ordering will also offer a selection of alcoholic and non-alcoholic beverages, both hot and cold and snack foods.
- The order will then be brought out to the golfer on the 10th tee box, crossing from the front nine to the back nine holes of their golf game.
- PATIO

COURSE MAINTENANCE

The course shall be clean, neat and freshly cut before the first guest of the day. All areas of the golf course will be prepared before the first guest reaches that area. All of the following standards are weather dependent.

Daily/Regular Maintenance

- Fairways will be cut or the dew removed daily prior to the first guest reaching the hole.
- Divots will be filled as needed.
- Greens will be cut every other day.
- Ball marks will be repaired as needed.
- Bunkers will be prepared and raked daily prior to the first guest reaching the hole.
- Bunker surrounds will be cut twice weekly.
- A new flag position will be provided every day.
- Flags and cups will be crisp and clean.
- Tee boxes will be cut every other day.
- Divots on each tee box will be filled on a daily basis.
- Tee markers will be fresh and clean.
- Rough will be mowed regularly to maintain playability.
- Ball washers will be provided on each cart. The washers, including towels, will be clean and full every day.
- Cart paths will be clean and free of debris and cuttings at all times.
- Entranceways to the property will be kept clean and presentable at all times.
- Gardens will be weeded and maintained as needed.
- Grass areas will be kept at a uniform length and cut as needed.
- Stairs and course fixtures will be kept in safe working order at all times.
- Employees will wear uniforms and utilize appropriate safety equipment at all times while working

ENVIRONMENTAL

- Environmentally safe methods and products will be employed at all times.
- Appropriate signage will be provided in areas with safety and/or environmental concerns.
- Signage will be checked on a daily basis to ensure that it is in place, clean and clearly visible.
- Appropriate signage will be clearly posted when treating the course with pesticides.
- Management of hazardous materials will follow all local and federal regulations.
- All maintenance teams will perform duties in an environmentally safe manner.



ACKNOWLEDGMENT AND AGREEMENT

I acknowledge that I have read and understand The Links at Brunello Core Standards Handbook.

I appreciate that exceptional customer service is a cornerstone for the success of The Links at Brunello, and will do my best to assure exceptional customer service will be provided to all guests of The Links at Brunello by providing consistent delivery of high quality products and services.

I understand that I will be evaluated and held accountable for my adherence to these Core Standards in the way I interact with guests and in my area of work.

Print Name: _____

Signature: _____

Date: _____

Witness Signature: _____