

DWYA  
GOLF





Dear Prospective Partner,

We would like to take this opportunity to thank you for your interest in DWA Golf. We appreciate the ability to offer you an opportunity to help grow yourself and your business together. We hope that this opportunity is as exciting for you as it is for us and we look forward to creating something very special with you.

Our goal is to form a strong relationship with the members of your business and to grow together as a strong symbol to our local communities. We realize that in order for our society to be happy, people in general must enjoy a recreational activity of their choice as a means to decompress and relax. We feel that our goal as a family and a company should be to contribute to the good of society as a whole and provide that happiness and be that choice.

To achieve this goal, we will need your help and you will need ours. Our relationship with each other should be viewed as a partnership and as a means to help develop each other as both a business and as people. You will be a very important part of our growth and we hope to be a big part in the growth of you and your company's bottom line. We are honored to have you as a prospective partner and look forward to a very bright future with very fun times ahead.

Sincerely,

Derek DiStefano, Certified PGA Professional  
Managing Partner, DWA Golf

## Proven Success

Since the purchase of our first asset in March of 2012, DWA Golf has been able to not only enhance the playing conditions, customer service, and business system efficiency at The Golf Club at South Hampton, but it has also produced the following key statistics for the club's business operations:

- 2012 Actual vs. 2011 Actual (Previous Owner)
  - Increase in greens and cart fee revenue by 6%
  - Increase in net golf shop merchandise revenues by 34%
  - Increase in total club revenues by 5%
  - Decrease in total golf shop merchandise cost of goods sold expenses by 8%
  - Decrease in total club operations expenses by 7%
  - Increase in total net income by 330%
  
- 2013 Actual vs. 2011 Actual (Previous Owner)
  - Increase in total rounds by 17.5%
  - Increase in greens and cart fee revenue by 22%
  - Increase in net golf shop merchandise revenues by 45%
  - Increase in total food and beverage sales by 16%
  - Increase in total club revenues by 19%
  - Increase in total net operating profit by 1,114%
  - All club revenue categories have improved versus the club's 2012 actuals by a significant amount and the club's net profit has also more than doubled since 2012.

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## Operational Assessment and Systems Analysis

DWA Golf offers a full diagnostic analysis of your operation, its systems, and programs.

- On site operations study conducted by our experienced management team
- Interviews with club managers and members
- Full breakdown of club programs and services
- Review of club systems by department: golf operations, food and beverage, golf course maintenance, administration of the business, tennis operations, aquatic operations, and other lifestyle services that may be offered
- Analysis of the customer experience management and systems
- Assessment of club marketing and advertising programs
- Analysis of club accounting and financial procedures
- Evaluation of customer service practices



### *Our Mission:*

To provide a family-like, recreational, and developmental experience to our customers, employees, and community that will be memorable and personable while also meeting the financial goals of the organization.

### *Operational Goal:*

To provide a personable and memorable experience to all members and guests through budgeted course conditions, service, and offered amenities while delivering the expected financial results to the owners of the facility.

## Financial Reporting Development and Services

DWA Golf offers an array of reporting services that you may purchase for your business. These reports include detailed analysis breakdowns for your entire club operation, including golf operations, food and beverage, membership, weather, payroll, etc. Any report can be built and tailored to the needs of the club. Should your business need a detailed facility budget template, this too can be built to suit the operational needs of the club. The budget template will include dedicated sections for club financial history, rounds information, by department and consolidated pages, membership, and proformas for future projections.

- Weekly, monthly, yearly financial/statistical operational report development for various segments of your business. Including payroll, weather, and membership data.
- Development of a club operating budget template including rounds calculations, membership outlay, financial history, and proforma.



## Revenue Management and Programs

An opportunity unique to other companies. Our management team will perform a detailed review of current revenue generation, marketing and advertising strategies, and golfer development programs. This review will include recommendations on how to grow the game of golf at your facility through current PGA of America growth of the game initiatives, how to maximize your tee sheet utilization rates, as well as a detailed outline relating to the effectiveness of the facility's current initiatives and marketing efforts in relation to the business.

- Round tracking analysis, point of sale system utilization, revenue generation management, revenue generation plan development
- Tee sheet utilization strategy and education
- Complete golfer development program/growth of the game analysis and implementation recommendations
- Merchandising program for the golf shop specific to the localized demographic and current industry trends tied to our strategic business partners
- Development of a club operating budget template including rounds calculations, membership outlay, financial history, and proforma
- Developing strategic initiatives to grow junior golf and the future of the game

## CMAA/PGA Professional Business Oversight

A must in today's economy, oversight from experienced industry professionals. This service includes on site management of club operations conducted by CMAA members and PGA Professionals, in addition to our dedicated management team. Our management team will visit and meet with your club managers on a weekly basis providing support and business recommendations based on current, localized industry trends and facility management systems. This side-by-side strategy provides a support structure for your club managers to use on a regular basis.

## Accounting and Financial Services

Full accounting, bookkeeping, payroll facilitation, human resource liaison, and cash management services for daily business operations. It's like having an on site accountant, but with less cost to you.

- Payroll, human resource and benefit plan accounting
- Bank and cash management
- Vendor and accounts payable management
- Daily, monthly, yearly accounting and oversight of all business operations



## Integrated Technology Solutions

DWA Golf can manage your entire integrated technology system and acts as a solutions partner when it comes to repairing and maintaining daily operational issues with your system. These services include management of your telephone, internet, point of sale, credit card processing, computer software, and anything else relating to technology at your facility.

## Human Resource and Benefit Program Management

With its strategic partnerships, DWA Golf acts as a liaison and provides professional oversight when it comes to Human Resource and Benefit Program Management. This service includes oversight and professional best practice recommendations for employee recruitment, hiring, training, retention, and management in an effort to reduce risk to the business and provide for a great workplace environment. DWA Golf will also facilitate all employee benefit programs in conjunction with the goals of your organization.

## *Employees are key*

### *Employee Commitment Pledge*

Only if our employees are successful will the company be successful. Mutual commitment from each employee is required during the hiring process.

- Be proactive
- Begin each task with the end in mind
- Put first things first
- Think win-win
- Seek first to understand then to be understood
- Synergize
- Sharpen the saw

### *Opportunity, Training, and Development*

We provide an opportunity for each team member to be a part of an organization that offers development and training on more than just the business itself.

### *Ownership and Growth*

Each employee will be given an opportunity to take ownership of something related to their position and will be provided an opportunity to grow within the organization through constant challenges assigned by their managers.

### *Family*

Each employee will be considered a part of the family and committed to forming that belief with fellow employees, customers, and community partners through following the seven habits and “the pledge”.

## Marketing, Sales, and Advertising Services

Localized, hands on, strategic marketing. When you partner with DWA Golf, you partner with industry professionals that market your operation to serve its actual needs. Through a detailed demographic analysis, DWA Golf is able to determine your market's trends, preferences, and tastes. This approach leads to more productive and focused marketing that reduces total marketing expenses, increases club exposure to a more localized demographic, allows you the ability to target a preferred customer base, and strengthens relationships for return customers.

DWA Golf also provides graphic design support for various projects to assure a professional and consistent branding message to members, guests, and visitors. Items include collateral, mail campaigns, and email broadcasting campaigns. DWA Golf will also conduct a detailed analysis of the current effectiveness of the facility's social media, website, and internet marketing.

- Detailed demographic analysis
- Branding and logo management/development
- Graphic design collateral development
- Advertising campaign management and analysis
- Pricing strategy related to local demographic and facility mission/goals
- Website management and development analysis
- Social media analysis, development, and management for your facility
- Target/localized marketing initiatives specific to your facility
- Tournament and membership sales/ retention initiatives

### *Our Customer Commitment:*

To provide a memorable, fun, and personable experience that creates a lifetime relationship with each customer.







## Golf Course Management Transitional Services

DWA Golf offers a unique service that benefits golf course owners looking for assistance with their new purchase or with their transition from a management company to sole proprietorship of the club. We understand that this can be an enormous undertaking, but with proper planning and execution we feel this service could save golf course owners a lot of time, stress, and money.

- Review of all current business systems, future club goals, and needs of the business going forward
- Business Systems Conversion Planning
- Assistance with the due diligence process of making the conversion or purchase. This includes recommendations on pre-closing inspections, interviews, property surveys, lease agreements, environmental issues, and equipment needs of the facility. Pre-closing inspection assistance also includes recommendations on the needs for environmental, building, golf course irrigation, ADA compliance, etc.
- Review of current business licensing and licensing conversion
- Evaluation of current business technology and technological conversion needs
- Analysis of Club Marketing Programs, Initiatives, and Development of a Club Marketing plan going forward, includes membership program analysis and development, social media development, and development of a club website
- Evaluation of Human Resource practices including payroll, benefit programs, and business solutions
- Assistance with the proper financial planning for the conversion or purchase. Includes the development of a business plan, operating budget, proforma, and financial model for all business operations
- Review of current revenue and expense management practices with assistance in both areas moving forward



## Our Story

DWA Golf was formed with a founding vision unique to other golf course operators. The focus of DWA Golf is centered on forming strong partnerships with its customers, employees, and the local community. DWA Golf aims to provide a personable experience to each golfer and help grow the relationships of the local community, its charitable organizations, and businesses. The company also has founded its beliefs on investing in each DWA employee to help them and their families grow.

The concept of DWA Golf's vision and business model may sound simple, but as technology has made our world faster and more efficient, in reality it has separated all of us from the core beliefs that our founding fathers and family members used to form the foundation of our world today. In relation to golf, our customers play the game as a means of recreation, exercise, socializing, and to get away from the everyday realities of life. A round of golf makes people feel good and leads to healthier lifestyles. It provides an opportunity for someone to enjoy the outdoors and time with others. Golf is a game that can be played by people of all ages and brings absolute strangers together forming relationships that last a lifetime. Each person's round of golf and experience should be viewed this way and treated as such in order for the game's future to be successful.

## Current Portfolio

With the vision established, DWA Golf made its first acquisition in March of 2012 by purchasing The Golf Club at South Hampton located in St. Augustine, Florida. The Golf Club at South Hampton was extremely attractive to DWA Golf as it fits the core principles of the company perfectly. The club is located in a community of over 700 homes and houses a healthy mix of demographics built to lead the Jacksonville and St. Augustine communities for many years to come. The golf course was designed by former PGA Tour player, Mark McCumber, in 1999 as a player friendly design that still offers an excellent challenge to the more experienced golfer. It offers six sets of tees for golfers of every ability with the "family" tee leading the way for the birth of new golfers. The now family owned and operated club has founded itself on a strong reputation of offering great golf course conditions and a friendly, personable staff.

## OUR FOUNDER

**Walter V. DiStefano, Jr.**  
Founder, DWA Golf

For the past 30 years, Walter and his brother Jeffrey have built and developed a family owned and operated bridge construction business based in Glenmont, New York. The company, Harrison and Burrowes, was created from the ground up as a means to improve the quality of life throughout the State of New York. In the beginning, H&B developed a niche of taking on projects others left incomplete giving way to the company's strong growth and future. It currently boasts over \$12 million in equipment holdings and staffs over 100 seasonal and full time employees. The company prides itself on the quality of its product and constant future investments and development of its employees. It is best known for projects such as "The Riverwalk" in downtown Albany, New York and "The Walkway over the Hudson", the world's longest elevated pedestrian bridge, located in Poughkeepsie, New York.



## *Community Support*

**Charitable Organizations.** A main part of the company's vision relies on giving back to the local community and supporting its charitable organizations. This vision includes partnering with local charities as a means to help them raise money through various events to help support the purpose of the organization.

**Business Partners.** We create relationships with local businesses in an effort to support their products and provide a recreational avenue for their employees to stay healthy which aids with increasing workplace productivity and stability.

**Military Support.** We believe in rewarding our military heroes for their contributions to our freedom. This includes partnering with various veterans and military organizations, and also having a strong campaign in supporting the "Freedom Friday" initiative with the Northern Chapter of the North Florida PGA.

**Family, Partnerships, and Community.** Family and Community are some of DWA Golf's top priorities. Building relationships and creating partnerships with each are vital to accomplishing the goal of "Golf with a sense of Family and Community."

## Our Award-Winning Management Team

### Derek DiStefano, Certified PGA Professional Managing Partner, DWA Golf

Derek is a graduate of the Methodist University PGA Professional Golf Management Program where he earned a Bachelor of Science degree in Business Administration and a Concentration in Professional Golf Management. At Methodist, Derek received an extensive education surrounding the business of golf and management of golf course facilities. Methodist is one of the few universities in the country that pair their Professional Golf Management program with a business degree. As a private university, it also offers a unique opportunity to learning the management of golf through its smaller class sizes, full staff of PGA Professionals, and a more personalized, focused approach to education. Shortly after graduating from Methodist, Derek earned his PGA Membership and later became a Certified PGA Professional in the area of Golf Operations. Derek's awards include Northern Chapter of the North Florida PGA Section's Merchandiser of the Year for Public Courses and Assistant Golf Professional of the Year.

Through his years in the business, Derek has gained hands on experience in the management of golf courses with a specialization in the dissection of a golf course operation through analyzing specific club programs, revenue and expense management, business systems, facility financials, financial reporting, proforma development for current and future facilities, human resource programs, integrated technology, club marketing including website design and development, and the purchasing of a golf club, including its transition to new ownership.



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## Our Award-Winning Management Team Continued

### Walter “Willy” DiStefano, III, PGA Professional Managing Partner, DWA Golf

Willy, like Derek, is also a graduate of the Methodist University PGA Professional Golf Management Program. He too earned a Bachelor of Science degree in Business Administration and a Concentration in Professional Golf Management. Shortly after graduating from Methodist, Willy earned his PGA membership and serves the organization proudly with his strong support of growing the game of Golf.

Through his years, Willy has developed a keen, common sense approach to golf course operations and the development of good businesses practices. Specializing in the areas of facility revenue management, golfer development, tournament operations, consumer needs and customer service management, Willy brings a unique trait to the table for the modern era of club operations.

### Jim Houston, CMAA Member/ PGA Professional Director of Operations, DWA Golf

Jim Houston comes to DWA Golf with over 14 years of experience in the golf industry. Jim is a graduate of Florida State University with a Bachelor of Science in Criminal Justice. He has been a resident of Northeast Florida for almost 30 years, and has worked at some of the finest clubs in Florida, namely TPC at Sawgrass, The Plantation at Ponte Vedra, and Pablo Creek Club.

Jim firmly believes a solid team and club membership is based on forging lasting relationships. This is achieved by spending good quality time with each club and fellow team member. This focus has earned Jim the Northern Chapter PGA Horton Smith Award on two occasions, as well as the Acushnet PGA Apprentice Scholarship Award.

Jim’s most recent position was Regional Manager with a well-known golf management company. This position included complete oversight of four clubs and responsibility for over 260 employees. His experience with sound human resource practices, fiscal management, budget development, and good business practices has brought a wealth of experience to DWA Golf and enabled our company to lay the foundation for its long term success.



**DWA**  
GOLF



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