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SPHM
HOSPITALITY

SPHM – GOLF POLICY PROCEDURE MANUAL



By: | Drs. Agustinus Agus Purwanto, SE MM



Golf Policy Procedures Manual



SPHM Golf Operating Manual

Year 2019



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SPHM

MUNICIPAL GOLF COURSE POLICY AND PROCEDURES MANUAL

Purpose

The purpose of this Golf Course Policy and Procedures Manual is to establish expectations, uniform rules, procedures and operating policies for the SPHM Golf Course & Country Club.

It is the intent and goal of the golf management that the SPHM Golf Course & Country Club be operated in a professional, efficient and productive manner that shall ensure the highest level of golf and food and beverage operations, achieve the desired results of an effective maintenance program and achieve the budgeted Net Cash Flow results of the Golf Course and Restaurant Enterprise Funds.

This Policy and Procedures Manual provides direction and pertinent information for the golf course and clubhouse operation and maintenance. It is the SPHM's desire that the golf course provide a valuable community service that enhances the quality of life to participants of all ages. The SPHM will make every effort to support and work cooperatively with the Operator.

All matters pertaining to the operation of the golf course shall be directed to the Director of the SPHM Golf, Recreation, and Community Services. Approval for any policy changes shall be the responsibility of the SPHM Management.



I. GENERAL INFORMATION

- A. Golf Fees and Charges are determined by recommendation of the Golf General Manager to Senior General Manager of SPHM Golf and forwarded to General Director of SPHM Golf for approval. The Golf Fees and Charges must fall within the ranges set forth in the Fees and Charges Schedule, as approved by the General Director of SPHM Group.
- B. The Golf General Manager will have the ability to provide seasonal and other special green fee and golf promotions in order to remain competitive with other golf courses and achieve the SPHM's goals as stated under "Purpose" in the Business Plan.
- C. The Golf General Manager will have the ability to establish or move Twilight Times based on daylight and competitive market conditions; those fees must fall within the approved Green Fees and Charges ranges.
- D. The Golf General Manager will be responsible for maintaining the Bali's Resident Policy and the dispensing of Resident Cards.

II. GOLF COURSE OPERATIONS A.

Operating Philosophy

- 1. Operating Goal
 - a. Provide quality service in all activities at the SPHM Golf Course Facility to ensure the enjoyment of all users and the enhancement of their experience.
- 2. Professional Staff Functions
 - a. Maintain functions in a manner consistent with the high industry standards and policies of the Bali, including the following:
 - 1) Pro-Shop sales.
 - 2) Cart rental and maintenance.
 - 3) Lesson promotion and programs.
 - 4) Course marketing activities.
 - 5) Driving range operations.
 - 6) Starting, course marshaling, tournament promotion and booking activities.
 - 7) Cleanliness and maintenance of the facility.
 - 8) Customer relations.



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- 9) Revenue collection according to established SPHM Golf Course cash handling procedures.
 - 10) Maintain accounting and financial information consistent with SPHM's Policies in a timely manner.
 - 11) Maintain technology for use in tee sheet management and reporting; interact with SPHM Golf Course's IT staff, when necessary.
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3. Supervision of Personnel
 - a. Employ a full-time Class "A" or Golfers member in a supervisory capacity.
 - b. Train employees in safety, sustainability, and best business practices. Golf General Manager shall train all new employees for optimum performance in their positions and train and evaluate incumbent staff annually.
 4. Merchandising (Pro-Shop)
 - a. Maintain a well-stocked and attractive golf shop offering a variety of brand names and logo merchandise commensurate with the desires and budgets of patrons.
 - b. Golf General Manager to provide policy for employee discounts, if any.
 5. Food and Beverage
 - a. Present food, beverages, and services that meet the needs of golfing clientele.
 - b. Provide beverage cart(s) service at appropriate times daily.
 6. Accountability
 - a. Establish and maintain accurate records regarding the following:
 - 1) Starter services.
 - 2) All course related revenues by revenue category.
 - 3) Tournament bookings.
 - 4) Lesson activity.
 - 5) Rounds of golf (paid and comp) by fee category.
 - 6) Cart usage.
 - 7) Daily weather conditions.
 7. Customer Relations
 - a. Professional image and courtesy
 - 1) Maintain a well-dressed/groomed appearance at all times. Staff whose primary function is to interact with the public shall wear appropriate golf shirt with golf course logo and name tag. No jeans to be worn by professional staff.
 - 2) Maintain standards consistent with the policies and procedures outlined in this manual.
 - 3) Address all customers in a friendly and courteous manner.
 - 4) Make every effort to greet customers by name anywhere on premises.
 - 5) General Manager of Golf and Golf Professional shall make every effort to interact with golf course users, both in the Clubhouse and on the Golf Course.
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- B. Management Responsibilities
 1. Responsibilities of the Golf General Manager



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- a. Direct and supervise all golf course and food/beverage administrative, operational, procedural, and maintenance activities, and the personnel assigned to those activities.
 - b. Ensure general maintenance, grooming and beautification of the Course, Clubhouse, and facility, to be maintained to the highest quality and appearance standards defined in maintenance standards and correct any deficiencies upon notice within allotted time frame, as specified in the Management Contract.
 - c. Communicate course conditions and activities to Pro Shop Staff.
 - d. Recommend public safety measures and maintain a continuous safety program in compliance with the K3 (Keselamatan dan Kesehatan Kerja).
 - e. Comply with all government and local laws in operating the golf course, including but not limited to complying with the Indonesian with Disabilities Act in all employment matters.
 - f. Ensure appropriate security is in place for all maintenance and clubhouse buildings and equipment, service yards, materials and supplies (especially toxic chemicals).
 - g. Report all emergencies, unusual conditions or incidents to the Director or designee immediately.
 - h. Inspect the Course and facility daily to ensure proper maintenance and operation, and, as required, make decisions concerning Course closures and report to Director.
 - i. Maintain accurate and up-to-date records of activity at the Course in accordance with established rules, internal controls and procedures, including Cash Handling, in accordance with policies and procedures established by the PT. SPHM Golf.
 - j. Attend monthly meetings of the Golf Course Advisory Committee (GCAC) and other SPHM meetings, as necessary. Tour Golf Course with GCAC members when requested, to be scheduled at a GCAC meeting, but no less than twice a year.
 - k. Perform other duties as assigned by the Senior General Manager.



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2. Responsibilities of the Golf Professional
- a. Conduct various golf tournaments and initiate/promote golf activities for the golfing public.
 - b. Cooperate with the Recognized Clubs and their various committees, as workload requirements and scheduling permits, and render professional advice, opinions, assistance and services, as necessary.
 - c. Administer and train golf staff, as necessary, to carry out the provisions of the Senior General Manager's instructions.
 - d. Operate and maintain the golf shop for repairs, storage, sales, rentals, and golf services, related equipment/merchandise and carts. Be available, as necessary, to attend regular and special meetings of the Recognized Clubs to discuss areas that benefit the Course and the SPHM Team.
 - e. Supervise the starting of play by golfers, and the proper charging and collecting of green fees and other fees, as necessary and required.
 - f. Operate and supervise a Marshal Program at the Course.
 - g. Ensure that golf be taught only by qualified instructors (an apprentice level or approved by Director) or certified instructors for Junior Golf programs (First Tee, Girls Golf).
 - h. Plan and schedule assigned personnel to adequately cover a seven- day per week operation.
 - i. Ensure that carts are maintained, cleaned, and in operable and safe condition.
 - j. Supervise the operation of the driving range and lesson areas in accordance with the established operating policies.
 - k. Implement and maintain appropriate Junior Golf Programs.
 - l. Ensure that a qualified designated representative is on duty at the start and close of the scheduled workday.
 - m. Sell, rent, and/or repair golf equipment; sell clothing and supplies; offer instructional services in golf play; rent golf carts and pull carts; and operate the driving range.
 - n. Represent the Senior General Manager/SPHM and private groups for discussion of Course operations.
 - o. Schedule all Golf Course, non-maintenance personnel.



III. GOLF CART OPERATIONS

- A. Minimum number of carts to be provided by SPHM Golf Course
 - 1. The SPHM Golf Course shall provide no fewer than 80 electric carts.
- B. Vehicle Operation
 - 1. No vehicles, other than carts supplied by SPHM Golf Course, shall be permitted or leased for tournaments except as required for maintenance purposes.
 - 2. No more than two bags and two riders are permitted on a cart.
 - 3. Carts must be kept at least 30 feet away from greens and tees, and at least 10 feet away from sand bunkers, when not on paved cart paths.
 - 4. Handcarts must not be taken over aprons, greens, tees, sand bunkers, or areas between the greens and traps surrounding the green.
 - 5. When play has reached the green, handcarts must be left at least 20 feet away from the side of the green.
 - 6. Carts of any kind should not be driven or pulled through wet or muddy areas, or over sprinkler heads.
 - 7. It is the responsibility of every golfer to be familiar and comply with the rules and regulations covering the use and operation of golf carts. Failure to observe such rules and regulations could result in the denial of golf cart use and/or playing privileges.
 - 8. All players using a golf cart will sign an insurance waiver prior to cart being issued.
 - 9. Operators of carts must be 18 years of age or older, with a valid drivers license.
 - 10. A 90-degree cart policy will be in effect at the Course, when appropriate.



IV. STARTING AND MARSHALING

A. Starter Responsibilities

1. The Starter will get the golfing public on the Course for play by reservation or off the Call Sheet with the least delay and discomfort, and the utmost consideration for customer service. Serve as an ambassador to welcome and enhance the experience.
2. The Starter will use every expedient method available to keep the golf operations running efficiently and without undue delay.
3. The Starter will utilize accepted, standard practices and efforts to start golfers on time according to reservations, and in compliance with the Call Sheet. During high volume periods, Starter should be located on or near the first tee.
4. The Starter will make certain that all golfers on the course have checked in, their names are recorded on the Call Sheet, and appropriate fees collected prior to the beginning of their round.
5. The Starter will inform each golfer to retain cash register receipt throughout their round of golf play, as they may be asked to show the receipt to authorized persons. SPHM Golf Course will provide notification to the golfing public both verbally and in writing of this procedure.
6. The Starter will keep scorecards and pencils in the approximate location of the starter and in golf carts.
7. The Starter will be properly groomed and attired.
8. The Starter should know the types of grass in the tees, fairways and greens; be familiar with maintenance operations and requirements of the Course; be familiar with other public fee golf courses in the area, all types of tournaments, and prominent golf organizations. In addition, the starter should know the course architect and names of the Golf General Manager and Superintendent.
9. The Starter will be fair and considerate of golf patrons at all times, treating everyone equally, being courteous, friendly, helpful, tactful, effective and impartial.
10. The Starter shall patiently and courteously answer all questions of patrons and explain to them course rules, policies, and etiquette in compliance with local and Golf rules.
11. The Starter will implement a procedure for the consistent documenting of all complaints and suggestions concerning the operation or maintenance of the Course. All persons with complaints will be informed that their concerns will be referred to the Golf General Manager and discussed as part of the Quarterly Review process. Serious incidents or concerns should be brought to the immediate attention of the Director.
12. The Starter will inform golfers called from the Call Sheet of the players with whom they will be playing.
13. The Starter will communicate to the first golfers of the day to apply the best efforts or appropriate measures to keep their 18 holes play at 4 hours (or in



compliance with the Golf Rule pace rating for the course once it has been determined). Inform golfers later in the day to exercise similar steps to keep their 18 hole pace of play under 4 ½ hours (or ½ hour over the Golf Rule pace rating for the Course once it has been determined).

14. The Starter will practice good housekeeping while on duty by keeping the starter area clean and free of debris.

B. Rules of Play

1. The speed of play can be increased by strictly observing the Golf Rule and local rules of golf, the etiquette of golf, and the traditions of the game. It is important to educate customers on the importance of playing at an appropriate pace to avoid unnecessary delays. The golden rule is applicable to play on the Course. Practice “READY” golf.

C. Marshaling responsibilities

1. Operator shall provide the services of Marshals to be on duty at appropriate times. The purpose of the Marshals’ duties shall be to expedite play on the course, to ensure compliance with all Course rules and regulations, and to assist golfers as appropriate. Marshals shall be visibly identifiable.
2. Under no circumstances will playing golf be considered a part of marshaling duties.
3. The Marshals will require players to maintain their positions on the Course to speed up play and verify that golfers have required equipment.
4. Players will be required to observe golf course etiquette, replace or fill fairway divots, rake sand bunkers and repair ball marks on the greens. The Marshals will enforce safe practices by all golfers.
5. The Marshals will enforce and educate golfers on the regulations concerning the use of all types of carts, as necessary and appropriate
6. Periodically during the day, Marshals shall check golfers their positions on the Course, as well as replace divots on the fairways and ball marks on the greens.
7. Marshals are expected to be professional and represent the management and SPHM Golf Course well, and must meet appropriate qualifications defined by the management and approved by the Director.



D. Non Reserved Players Policy

1. Golfers who do not have a reserved starting time must register with the starter on the daily Call Sheet prior to play.
2. Golfers without reservations who are at the Course and ready to play may register on the Call Sheet as a single or in groups of two, three, or four.
3. Playing group vacancies, cancellations, and open or unreserved starting times will be filled from the Call Sheet on a first come, first served basis, with priority determined by the time of registration with the starter. Those who have registered as a group will be called for play as openings become available for the number of players in the group.
4. When sufficient players are available from the Call Sheet, the starter will send groups of four to the starting tee. If fewer than four players are available, the starter may send out groups of two or three. A single player may be sent out alone only if no other golfers are available and if it appears they will not be available within a reasonable time.
5. As players on the Call Sheet are sent to the first tee, their names will be scratched from the Call Sheet and entered into the Tee Sheet.
6. The golf course starter on duty is responsible for assigning foursomes, and for scheduling and starting all players. Golfers are not permitted to buy, sell, or transfer starting times or Call Sheet positions. Only those golfers who are properly registered and called by the starter will be allowed to start play.
7. The golf course starter may switch or interchange starting times if in their judgment, such change would prevent delays, eliminate confusion, correct a problem, or be of general benefit to the players involved and those following.

E. Reservation Policy

1. Pekanbaru residents starting time reservation requests for daily play will be accepted at the Course starter's station up to 8 days in advance of playing date desired. Non-residents may make reservations up to 7 days in advance. Requests may be made in person, by phone, or automated system in accordance with the Course operating hours to be established by the SPHM Golf Course and approved by the Director. Operator reserves the right to modify the reservation starting time due to seasonal changes in daylight hours, hours of operation and demand, with the approval of the Director.
2. When golfers are lined up at the starter's station to make reservations, two requests will be taken from the line and one from the phone. This procedure will continue until the line is exhausted. Thereafter, reservations may be made in person or by phone on a first-come, first-served basis until all reservations for the playing date are issued.
3. Reservations will be made only for groups of two, three, or four players, and openings in a group will be filled from the Call Sheet. Reservations will not be accepted for a single player, unless done so in filling a spot in another group that has a vacancy.



4. Only one reserved time per person is allowed, and that person must be a member of the group for which the reservation is made.
5. The name of the person making the reservation will be recorded on the Tee Sheet opposite the time assigned. On the day of play, the starter will permanently record all players as they check-in and payment of fees are verified.
6. A reservation may be forfeited if the golfer making same does not check in with the starter at least 15 minutes prior to the assigned starting time. A reservation may also be forfeited when only one member of a group having a reserved time is present ten minutes prior to starting time. If a reservation is forfeited, the players involved may be registered on the Call Sheet in priority order if they desire.
7. Reservations are not transferable to another player. If a reservation is canceled, the starter will offer the time to the next applicant, or if the time is open on the day of play, it will be filled with names from the Call Sheet in the order listed.
8. If, for any reason, the Course is closed for the entire day, all golf play reservations for that day will be canceled. If the Course is only temporarily closed, players whose reservations are the earliest starting time of the day will be the first group off the tee and all other times will follow in sequence. The starter will make every effort to get all players on the Course as soon as possible. Players unable to begin at their assigned starting time due to inclement weather will be reassigned starting times at the discretion of the starter, as soon as possible.
9. The SPHM Golf Course may schedule use of the Course as a setting for official business. Appropriate activities include promotion of economic development or intergovernmental relations. Such use shall be directly related to SPHM Golf Course business and shall not include purely personal use of the golf course by/for SPHM Golf Course officials or their families. For official business, the SPHM Golf Course may reserve a tee time more than two weeks in advance. In such cases the following procedure should be used:
 - a. The Director or designee must approve the proposed use.
 - b. The use will not pre-empt any previously scheduled tournament, outing or group golf event.
 - c. All requests will be routed through the Director or designee. Arts, Recreation, and Community Services Department staff will request the tee time from the golf pro shop and confirm its availability to the Director's Office.
 - d. The Director shall record occasions that the golf course has been scheduled for official business and shall have such records available for public inspection. The record shall include date, time, purpose, and name of participants.
10. The Director, Recreation, and Community Services has the ability to schedule two (2) special golf outings per year (including one for SPHM Golf Course employees, if desired) without the minimum number of player requirements for either weekend or weekday play.
11. SPHM Golf Course employees and staff shall pay all golf fees.
 - a. Course employees and SPHM Golf Course, on a space available basis, will have playing privileges.

F. Hours of Operation



1. The Senior General Manager, with the prior approval of the Director, will set the hours of operation. Generally, the Course will open ½ hour prior to daylight and close ½ hour after sunset.
 - a. Approximately 5:00 a.m. – 9:00 p.m. (Weekend)
 - b. Approximately 5:30 a.m. – 6:00 p.m. (Weeks Day)
 - c. Driving range hours shall be at least the same hours of the Golf Course, but may be open longer hours, as business dictates.

G. Closing Course

1. The Golf General Manager is responsible for decisions concerning temporary or all day closing of the Course. In making such decisions, due consideration will be given to the welfare of the general public and potential damage to the golf course.
2. All Course closures must be immediately reported to the office of the Director or designee.

V. COURSE RULES, REGULATIONS AND ETIQUETTE A. General

1. The following activities are prohibited on the grounds or facilities except as authorized by the SPHM Golf Course:
 - a. Storage of private or personal property.
 - b. Solicitations of any kind.
 - c. Circulation or posting of non-golf related handbills, petitions, advertising matter, promotional material, and literature. SPHM Golf Course to monitor and enforce policy.
 - d. Selling of any goods, wares, or merchandise.
 - e. Carrying or discharging any firearm, air gun, slingshot, or fireworks of any kind.
 - f. Use of the Course for any purposes other than to play and practice golf in the accepted manner.
 - g. Being intoxicated or under the influence of illegal drugs.
2. All beverages taken on the course must be purchased from the SPHM Golf Course. No coolers may be brought on the premises, unless cooler is for medical purposes.
3. Throwing trash (paper cups, candy wrappers, etc.) anywhere on the Course is prohibited.
4. It is not permitted for any person to loiter on the premises, and unauthorized persons are not permitted.
5. Dogs, cats, or any other animals shall not be brought on the Course under any circumstances, with the exception of guide/service dogs for the physically disabled and herding dogs, with permission of SPHM Golf Course.
6. Picnicking or recreational play, other than golf, is prohibited, unless approved in advance by the management or SPHM Golf Course. This includes, but is not



limited to, skateboards, roller blades/skates, cyclists, joggers, walkers, etc., or any other type of non-golf activity.

7. Overnight or day camping is not allowed on any part of the Course or parking lot.
8. Cars must be parked in designated parking areas only, and overnight parking in the parking lot is prohibited.
9. Reserved parking may be provided for select personnel under the employ of the SPHM Golf Course, as assigned from time to time.
10. If necessary, local law enforcement agencies may be called upon by the management for assistance in enforcing these regulations.
11. Holes must be played in sequence. Golfer in the wrong fairway must give way to players playing that hole.
12. No more than one golfer shall play out of each golf bag. Players must have their own clubs.
13. It is the responsibility of each player to replace divots, rake and smooth sand bunkers, and repair ball marks or other damage on the greens.
14. Golfers are responsible for injuries or damages resulting from their golf shots.
15. Spectators Rule. The golf course General Manager, at its discretion, shall have the right to allow spectators, at the "spectators own risk."
16. In the interest of all, players must play without delay, and all groups must keep their place on the Course.
17. SPHM Golf Course reserves the right to cancel playing privileges for individuals or organizations using Course facilities if, at any time, behaviors justify such action.
18. Golfers may be refused playing privileges and/or removed from the course for:
 - a. Submitting false information for the purpose of securing golfing privileges.
 - b. Playing golf without paying a green fee or registering with the starter.
 - c. Obvious inability to maintain their position on the Course.
 - d. Intoxication, disorderly conduct, use of abusive/profane language, or other behavior detrimental to the normal and orderly operation of the Course.
 - e. Failure to comply with the existing rules and regulations governing golf play, practice, operation of carts or pull carts, personal conduct, and appropriate dress.

B. Dress Code for Players

1. Appropriate golf attire must be worn at all times. Enforcing appropriate golf attire and specific dress guidelines are left to the discretion of the Golf General Manager. Specified dress code guidelines include:
 - a. Swim trunks and bathing suits are not allowed in the clubhouse or on the Course.
 - b. Appropriate golf shirts must be worn on the Course at all times.
 - c. Tank tops or halter-tops are not allowed.
 - d. Short shorts, cut-offs, and jogging shorts are not acceptable.
 - e. Shoes worn on the Course must be appropriate for golf.



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- f. Soft spike golf shoes only.

C. Golf Play

1. Accepted local rules of play and etiquette will govern play at all times.
2. Golfers under the age of 14 may play on the Course only when they have demonstrated appropriate knowledge of golf course etiquette and are accompanied by a responsible adult or are certified to play without an adult.
3. All players must be registered with the starter before playing any part of the golf course.
4. All players must have a current cash register receipt or valid daily ticket in their possession during play.
5. Practicing on the Course is prohibited.
6. When sufficient players are registered, four persons will be scheduled in each playing group on the first (1st) and/or tenth (10th) tee, as applicable.
7. Unless prior permission is given, golfers will tee off only between the appropriate tee markers.
8. Fivesomes may be allowed at the discretion of the SPHM Golf Course and may require the rental of three golf carts.
9. Golfers will be encouraged, or when necessary, required to play from tees appropriate to skill level or handicap in order to maintain pace of play.



VI. TOURNAMENTS

A. General Information

1. Any golf club, company, golf association, or other group may request authorization to hold a golf tournament on a first-come, first-served basis. Only non-profit groups with 501 (c) (3) status may apply for non-profit tournament pricing.
2. All tournaments or group events must have a group Event/Tournament Agreement requiring multiple reserved starting times, with a minimum of 8 players.
3. The SPHM Golf Course, subject to the recommendation of the Golf Course Advisory Committee and approval by the Director, will set Tournament/Event fees and charges. Tournament fees will be based on fees and charges in effect on the date of the tournament or event. All fees and charges in effect on the date of the tournament must be paid prior to the start of the event. Fees are set when contract is executed.
4. All re-scheduled group events will be charged at the contracted tournament/group event fee per player. Any discount rates or premium rates will be at the discretion of the SPHM Golf Course, with approval from the Director.

B.

Tournament Procedures

1. Tournament or Group Event requests will be accepted beginning the first month of year for the following year, i.e., January 1, 2016 for January 1, 2017 through December 31, 2017.
2. No Tournament or Group Event will be confirmed until:
 - a. The representative booking the tournament and the SPHM Golf Course sign a Tournament Agreement.
 - b. A check for 10% of the total charges for the event is received as deposit. These fees must be received along with the signed contract. The deposit shall be applied to the balance.
 - c. The total remaining fees must be paid in full prior to the start of the tournament or the tournament may be canceled.
3. The 10% deposit may be waived at the discretion of the Director, when deemed appropriate.
4. Weekend tournament starting times for all groups shall be determined by the SPHM Golf Course in accordance with the Pekanbaru's goals for operating the Golf Course.
5. The Recognized Clubs may have one (1) multiple-day event per year for their club championships in accordance with the tournament guidelines. The Recognized Clubs tournament and multiple-day event schedules will be reviewed by the SPHM Golf Course every six months.



6. In order to receive a refund of the 10% deposit, SPHM Golf Course must receive written notification of cancellation at least 30 days prior to the date of the scheduled tournament.
7. All tournament fees are calculated on the current tournament fee structure charged on the day the tournament is held. Fees may not change after a fully executed contract is in place.
8. On receipt of tournament fees within the time allocated, the SPHM Golf Course will immediately fill out and sign the approved receipt for the fees paid. The original copy will be sent to the applicant and a copy will be placed on file with the contract/agreement. Receipt of payment will be noted in the daily receipt register and daily deposit summary sheets submitted to Senior General Manager.
9. Starting times for which advance payment has been made and for which a Tournament Agreement has been executed will be blocked out on the Starter Sheet for the day of the event.
10. All Tournament fees include a shared cart. Golfers may have the option of walking, with SPHM Golf Course approval, but the fee is not waived.
11. All Tournament food and beverage must be provided by the SPHM Golf Course.

C. Tournament Categories

1. Prepaid use
 - a. Use of golf course for those starting times reserved by the tournament sponsoring organization – A 10% deposit is required at the time the Tournament Agreement is signed and the tournament is scheduled.
2. Shotgun events
 - a. Shotgun tournaments or events (events where all golfers start at the same time on different holes) may be permitted under certain conditions and restrictions, and must be approved by the SPHM Golf Course subject to the following requirements:
 - 1) Generally must be held Monday through Friday only.
 - 2) Pay for a minimum of 120 players (based on 8 players per starting hole).
 - 3) Golf carts are mandatory.
 - 4) Shotgun tournaments are not generally exclusive-use tournaments and the playing privilege cannot be transferred to any other party. Starting times before, after, or during the tournament will be made available to the general public and the SPHM Golf Course reserves the right to fill incomplete foursomes within the tournament group from the daily Call Sheet.
 - 5) The Golf General Manager can book up to four (4) weekend Shotgun tournaments per operating year.
3. Group League Play
 - a. Group play must be approved by the SPHM Golf Course and is subject to the following restrictions.
 - 1) Proposed league schedule submitted to Director one month prior to start.



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- 2) Must pay appropriately established “league” fees, set by SPHM Golf Course and approved by Director.
 - 3) May tee off prior to 7:30 a.m. on back nine only, or after 4:00 p.m. on front nine.
4. Junior Tournaments
- a. The SPHM Golf Course may schedule an annual sponsored Junior Tournament for boys and girls 17/under.
 - 1) Participating junior golfers will pay a special discounted tournament entry fee, as approved by the Director.
 - 2) The SPHM Golf Course will conduct the Junior Tournament in cooperation with the co-sponsor, if any.
 - 3) Scheduled hours are subject to approval by the Director.

D. Accounting

1. On the date of the tournament or group event, play will be recorded on that day’s Starter Sheet in the usual manner including payment for play.
2. Payment and accounting shall be according to established City policies and practices.



VII. SCHOOL TEAM PLAY

A. Purpose

1. To provide young people the opportunity to participate in organized golf competition.
2. To provide young people with the opportunity to develop an interest in a lifetime sport through involvement with the schools.
3. To grow the game of golf in accordance with Local Golf initiatives.
4. The SPHM Golf Course will work to encourage Juniors to take part in education, internships, and turf grass education.

B. Policy and Procedures

1. The Golf General Manager, or designee, will coordinate appropriate high school varsity golf team practices and league matches during their golf season. Current high schools include Local University. Senior High School and after school programs practices and programs will be scheduled by the Golf General Manager.
2. Letter applications for school team play, for the following year, must be submitted to the SPHM Golf Course between February 15th and May 1st (i.e., for the school year 2016/2017, letters must be received between February 15 2016 and May 1, 2016). Applications will not be accepted prior to February 15th, and those applications received during the specified period for submission will be processed in the order received. Applications will only be accepted from high schools with current operating agreements.
3. In processing an application for school team play, the SPHM Golf Course will:
 - a. Make every effort to comply with the school request.
 - b. Designate and assign the days and times for school play.
 - c. Issue a letter authorizing use of the Course, including dates and times.
 - d. Prior to July 1st of each year, meet with the golf coach or other designated faculty representatives of the requesting schools to make necessary arrangements, discuss procedures, rules and regulations, and to schedule the school team play.
4. Each school authorized for team play must submit a team roster and schedule for practice and league play to the Golf General Manager at least four weeks prior to the opening of the season. Team members must meet standard school eligibility requirements at the high school level.
5. School golf teams will not be allowed on the Course unless accompanied at all times by a golf coach or other designated faculty representative. Teams will be classified as a group, and the assigned coach or faculty member will represent them and be held responsible for their conduct.
6. Each school may be permitted to play at junior rates for a period of 20 weeks.
7. Team members may play only one 18-hole round on the assigned day or days.



8. Team practice and/or league play will be permitted only on those weekdays (excluding holidays) assigned by the Golf General Manager. School golf teams shall report to the Course between the hours of 2:00 p.m. and 3:00 p.m. on the days scheduled for play. The Golf General Manager must approve any changes or exceptions in advance.
9. Each participating school is allowed a maximum of three (3) foursomes and a coach or faculty member for practice rounds, and a maximum of four (4) foursomes for scheduled league matches. Only one match may be scheduled on any given day.
10. For school team practice rounds and team league play, the golf coach or designated faculty representative will pay the agreed-upon fee at the prevailing junior fee rate for each participant team member prior to play. Any exceptions must be approved by the Golf General Manager and the Director or designee.
11. The golf coach or designated faculty member will pay the prevailing junior green fee when playing golf while supervising the school team activity. Regular green fees will be paid for play at all other times.
12. School team players may be required to show their student identification cards.
13. School golf team members, coaches, and faculty representatives will be expected to observe and adhere to the rules of conduct, dress and golf play prescribed by the SPHM Golf Course. The Golf General Manager reserves the right at all times to cancel a playing permit if conditions justify such action.
14. SPHM Golf Course shall work with the Director to accommodate sponsored golf programs, such as the After School Sports program for Walnut Creek middle schools.



VIII. JUNIOR GOLF PROGRAM

A. Purpose

1. Create a future interest in golf by providing opportunities for young people to learn the game of golf.
2. Establish guidelines that will enable young golfers to integrate comfortably with adult players on the Course.
3. Ensure an ongoing program of education for young people interested in sports (specifically golf) as a contribution to their own personal development. Take part in initiatives such as "Grow the Game of Golf" to help foster additional youth participation.

B. General Policies

1. The SPHM Golf Course shall maintain and promote the existing Girls Golf and First Tee programs. The SPHM Golf Course may continue or initiate other programs.
2. For fee and program participation a Junior will be defined as a child age 17 or under.
3. Parental permission, with appropriate SPHM Golf Course and management release forms, will be required for Junior Golf participation.

C. Junior Certification Program (pending agreement between Management and SPHM Golf Course as to any additional direct costs that may be applicable above and beyond the proposed budget.)

1. The Certification Program for junior golfers under 14 years of age is the responsibility of the SPHM Golf Course. The purpose of the Certification program is to provide the opportunity for Junior golfers under 14 years of age to be allowed to play the Golf Course without an adult being present.
2. The Certification Program is designed to improve the golfing skills of junior boys and girls, and to enhance their knowledge and awareness of the rules of golf, golf etiquette, and golf course care.
3. To complete the Certification Program, junior golfers must:
 - a. Take and pass a written examination of Rules of Golf, golf etiquette, and golf course care.
 - b. Successfully demonstrate their golfing skill and ability on the driving range and the putting green.
 - c. Become familiar with and understand Course Rules and Regulations.
4. Appropriate study material covering the subjects included in the Certification Program written examinations will be made available to junior golfers through the Golf General Manager. Certification applicants will be encouraged to read and study the materials provided before taking the written examination, and study materials will be returned to the SPHM Golf Course for reissue to other applicants.



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5. Each Junior under 14 years of age will also be required to complete one semester of junior golf instruction and/or be able to pass a field playing proficiency test to be administered by one of the professional staff at the Course.
 6. The SPHM Golf Course will present a Junior Certification Card or Certificate to each applicant that successfully completes the Certification Program.
 7. Notification of the Junior Certification Program will be posted on the bulleting board and in the golf shop, and staff will record all required information.



IX. RECOGNIZED CLUBS

A. Purpose

1. To offer a vehicle for organized competition, handicapping and fellowship for Course patrons.
2. To establish a nucleus of patrons for the Course.

B. Policy

1. The course will recognize, but not be limited to, the following clubs:
 - a. One (1) Men's Club.
 - b. One (1) Women's 18 Hole Club; one (1) Women's 9 Hole Club.
 - c. Sons In Retirement Clubs that are home based at Boundary Oak Golf Course.
2. The Recognized Clubs must be totally self-supporting through their own dues structure.
3. Each Recognized Club must have a Board of Directors. The Board shall have the following representation:
 - a. General Director (Dirut) .
 - b. Senior General Manager (SGM).
 - c. Golf General Manager (GM)
 - d. Tournament Chairperson.
 - e. Operator Representative.
4. The Management and SPHM Golf Course shall review the Recognized Clubs' By-laws.
5. The Recognized Clubs must belong to the appropriate amateur golf regulatory association, i.e., Pacific Women's Golf Association, as applicable to the Course.
6. The Recognized Clubs use of the Course for organized playing activities will be subject to the policies established in this manual.
7. No cash prizes for tournament winners will be permitted unless approved by the Management and the Director.
8. Reservation privileges for the Recognized Club members will be limited to the reservation policy established in this document.
9. Tournament privileges for Recognized Clubs will be limited to policies established in this manual.
10. The Recognized Clubs utilizing regular tee times are to be reviewed semi-annually and scheduled according to the best interests of the Golf Course. The assignment of the tee times is subject to the approval of the Golf General Manager.



X. DRIVING RANGE OPERATIONS

A. Hours of Operation

1. The driving range hours of operation shall be as close to the same as the Course hours, if possible.
2. There will be a minimum of one day per week set aside for mowing of the driving range. This procedure may require that the range be closed at least two hours before dark the evening prior to mowing, to allow for complete ball retrieval.

B. General Policies

1. The SPHM Golf Course shall provide quality range balls that will meet the needs and desires of the golfers.
2. The SPHM Golf Course will be required to maintain the following amenities:
 - a. Properly maintained standing mats, brushes, and grass tee boxes.
 - b. Accurate and aesthetically pleasing yardage indicators.
 - c. Signs indicating safety procedures for all patrons.
 - d. Adequate quantities of clean range balls to allow for peak usage periods.
3. The SPHM Golf Course shall have clubs available for rental use on the driving range.



XI. LESSON PROGRAMS

A. Purpose

1. Provide a service to all levels of golfers so that they may enjoy golf by improving their individual skill levels.
2. Provide a means of introducing new golfers to the game of golf, therefore improving revenue potential and Course usage.
3. Provide different types of instruction to meet the needs and desires of all people wanting to play the game of golf.

B. Types of lessons available

1. The SPHM Golf Course is required to provide the following types of professional instruction:
 - a. In a series structure.
 - b. Junior golf classes focusing on skill development for beginners, intermediate, and advanced players on an ongoing basis.
 - c. Adult group lessons for beginning, intermediate, and advanced players on an ongoing basis.
 - d. Periodic clinics for the Recognized Clubs, demonstrating various aspects of golf.
 - e. Playing lessons.
 - f. Prepare quarterly promotional materials for publication in the Pekanbaru Recreation Activities Guide.



XII. COMPLIMENTARY GOLF POLICY

- A. Complimentary Greens Fees will be provided as follows:
1. Professional Golfers' Association members and apprentices.
 2. Golf Course Superintendents' Association members.
 3. Golf Course Managers at other Golf Course facilities.
 4. SPHM Golf Course's regular full-time employees, in compliance with Tax regulations relating to employee benefits.
 5. Distributed to customers who have a legitimate complaint who otherwise might not return to the Golf Course, as determined by the Golf General Manager.
 6. Non-Profit organizations based in Riau by application to the Golf General Manager, according to SPHM Golf Course policy.

SPHM Golf Course will schedule complimentary rounds in accordance with the goals of the SPHM relating to the Golf Course.

All requests must be made a minimum of 24 hours in advance and approved by the Golf GM and his/her designee or the appropriate green fee will be charged. All changes to the Complimentary Golf Policy must be approved by the Director or designee in advance.

- B. Complimentary Green Fees and Carts
- The Golf General Manager, or the Director/designee, may approve complimentary green fees and carts for the purposes of generating significant future revenues for the Golf Course. An example might include providing complimentary green fees and carts to the leader of a large golf group considering holding a tournament at the SPHM's golf course. Another example would be golf group leaders on a FAM (Familiarization) Tour. An additional example would include complimentary green fees and carts if a major business or employer were considering locating a business within the SPHM Golf Course.
- C. Complimentary Prizes
- As part of the Annual Marketing Plan, the Golf General Manager, or designee, with the approval of the Director, is authorized to approve the donation of golf rounds to community-based charitable golf tournaments being held at the SPHM's golf course. The value of the donation, however, shall not exceed the value of four (4) rounds and two (2) carts for weekend play, per event. Complimentary rounds are restricted to weekday play or on a space available basis.



D. Complimentary Rounds Form

The Golf General Manager, or designee, shall record all complimentary rounds on Point of Sale (POS) system to be reviewed quarterly.



XIII. FOOD AND BEVERAGE

The SPHM Golf Course shall develop a food and beverage program with service and delivery of quality food that meets the needs of the patrons of the SPHM Golf Course and Clubhouse, including special events and weddings.

- A. The food service shall include the snack bar, the upstairs Clubhouse, and on-course beverage cart(s) and vending machines. The SPHM Golf Course shall hire the Food Services Manager and he/she will be responsible for staffing the snack bar, beverage cart(s), and special events.
- B. Pricing, menus, signage, marketing and promotional materials shall conform to standards set by the operator. Budgets shall conform to the yearly budget and marketing plans as agreed by the SPHM Golf Course and staff. The SPHM Golf Course shall comply with cash handling policies and procedures established by the SPHM.
- C. The SPHM Golf Course shall use golf and food and beverage cross promotions as a means to enhance rounds of golf.
- D. The SPHM Golf Course shall make every effort to promote non-golf events in the banquet facility.
- E. The operating hours for the snack bar shall be the same as the operating hours for the Golf Course. Any changes to the operating hours shall be approved by the Director, at his sole discretion.
- F. The SPHM Golf Course will make every effort to maximize beverage cart sales through appropriate scheduling and training. The Director may, at his discretion, require the SPHM Golf Course to increase or decrease operating hours.



XIV. QUALIFICATIONS

The operator shall employ the following full-time management positions that will be solely dedicated to the course:

- ☐ Golf General Manager
- ☐ Golf Professional
- ☐ Course Superintendent
- ☐ Food Services Manager

The Golf General Manager should have a college degree and five (5) years experience as a golf course operations manager or assistant.

The Golf Professional shall be a "Class A" or Professional and have three (3) years experience in a similar capacity.

The Course Superintendent shall be a Class A member of the Golf Course Superintendents Association and hold a Qualified Applicator Certificate (QAC) in categories B (Landscape Maintenance), C (Right-of-Away), F (Aquatic) and G (Regulatory).

The Food Service Manager shall have at a minimum a two-year college degree or equivalent and at least two (2) years of food and beverage and banquet and catering supervisory experience in an operation with at least \$1.5 million annual revenue.

The SPHM Golf Course shall provide a proposed organizational chart for the approval of the Director, which outlines the number of support staff, functions, and reporting structure. The SPHM Golf Course will provide a schedule of training of staff yearly as part of the budget and marketing plans.



XV. MARKETING AND PROMOTIONS

The SPHM Golf Course will prepare yearly, a marketing and promotions budget and plan demonstrating various efforts to increase the golf course, banquet and special event businesses. The SPHM Golf Course shall create and maintain a website as part of the marketing program and will periodically offer opportunities to increase market share and actively promote SPHM Golf Course and Clubhouse through database marketing. The budget and marketing programs will be agreed upon with the SPHM Golf Course and staff in a timely manner.

The SPHM Golf Course shall create special events to help promote golf activity and food and beverage business

SPHM Golf Course may introduce promotional events and fees for a limited time with Director Approval.

XVI. OPERATOR AND CITY STAFF INTERACTION

The SPHM Golf Course shall prepare an Annual Plan, including, but not limited to, budget, marketing plan, staffing plan maintenance plan, and capital improvement plan, as outlined in the Management Contract. The SPHM Golf Course and staff will hold meetings with PT. SPHM's staff as necessary to review and refine budgets and plans.

If necessary, the operator and staff may need to attend various stakeholder, committee, Commissions, and PT. SPHM meetings. Staff will notify the SPHM Golf Course in advance of meeting dates, times, and locations. In addition, the SPHM's staff can inspect the SPHM Golf Course and Clubhouse upon notice to insure compliance and agreement of operations and standards.



XVII. MAINTENANCE STANDARDS

SPHM Golf Course & Country Club Minimum Golf Course Maintenance Standards

The following should be considered as the minimum standards necessary to maintain the SPHM Golf Course to a level of quality satisfactory to the Riau Province. SPHM Golf Course will be required, as a minimum, to meet and exceed these standards. These standards are based on the delivery of a high quality upper mid-market golf course comparable to similar golf courses in Indonesia. These maintenance standards may be revised at the sole discretion of the Director or designee as provided in Management Contract.

GREENS MAINTENANCE

Mowing

1. At least four times per week during the winter (December – March) and six or seven days per week the remainder of the year (April – November). All mowing patterns will maintain the size and shape of the original green design. The mowing pattern shall be alternated each time the green is mowed.
2. Height of Cut: 1/8 inch – ¼ inch. Heights may vary during seasons and weather changes. Bed-knives and reels should be sharp and adjusted to provide a quality cut at all times.
Grass catchers shall be used on mowers each time a green is cut.
3. Light vertical mowing should be done every two weeks, during the growing season. The vertical units should not penetrate into the soil. Only the tops of the grass should be clipped.

Heavy vertical mowing should be done twice per year in the fall and spring. This vertical mowing should penetrate one-quarter inch into the thatch. The greens shall be vertical on a 90-degree angle of difference each time they are verticut to assure the most benefit from the process.

4. Holes on all greens and practice greens should be changed daily during the season and at least three times a week during the off-season. The location of the hole should be moved at least fifteen feet with each move. The hole should not be placed within ten feet of the edge of the green.



Cultural Maintenance

1. Aerate the greens at least four service level times per year using an industry accepted, hydraulic greens aerifier. Tines shall be ½ inch to 5/8-inch diameter hollow tines in Spring and Fall. The aerification should be done with tines that penetrate the ground at least three inches and be on centers of four inches or less. Two of the four aerations yearly should include the pulling of plugs.

Plugs shall be removed immediately as the aerification of each green is completed. Top dressing, as described below, shall follow the aerification process.

The goal of the greens aerification program is to control thatch accumulation and gas exchange in the root system. Because the majority of the greens are “push up”, additional treatments should be performed as needed.

2. Spiking of the greens should be done once per week as long as the grass is actively growing. The spiking should penetrate at least one inch.
3. All areas maintained at putting green height should be top dressed six times per year including twice per year in conjunction with aerification of greens using sand material that is free of any particles larger than 1/8 inch in diameter. All top dressing materials must be presented to the Senior General Manager for approval and is to be consistent with the soil on the green.

The top dressing should be applied at a rate of one-half cubic yard of material per 5,000 square feet. Following coring, the greens should be top dressed with enough material to fill the aeration holes. A green shall not be closed more than two hours for top dressing.

4. Greens shall be over-seeded each time the greens are core aerated and topdressed. The greens shall be seeded a minimum of four times per year with improved varieties of creeping bentgrass at the rate of 1 lb./1000 sq. ft. The recommended timing is in April and May and again in September and October. Only certified (blue tag) creeping bentgrass seed shall be applied to the greens. Only washed creeping bentgrass sod, or sod grown on the same exact material used for topdressing of the greens shall be used.



Fertilization

1. The goal of the greens fertilization program is to apply approximately four to eight pounds of actual nitrogen per year during the growing season. Greens are to be fertilized frequently enough to support constant growth, which is correspondent to the particular season of the year, and in no case shall the greens be allowed to suffer from lack of nutrients.
2. A balanced fertilization schedule should be followed. Twice yearly, soil tests shall be taken by the Operator and submitted to a Senior General Manager approved soil and plant analysis lab to assist in establishing a fertility program. All results and recommendations shall be submitted to the SPHM staff for review. The Senior General Manager shall reserve the right to require additional soil tests and/or more frequent applications of fertilizer as deemed necessary to meet the needs of the Course.

Pest Control

1. Greens should be monitored on a daily basis for any indications of fungus activity, insect infestations, or any other pest, gopher or burrowing animal infestations.
2. Any disease, insect, or weed control products should be applied at label recommended rates.
3. Records of pesticide usage must be kept in compliance with the Kamper Department of Pesticide Regulation and submitted to the Departemen Pertanian's office as required. Copies of all pesticide use reports shall be submitted by Operator to the Senior General Manager on a monthly basis.

Irrigation

1. Greens shall be watered as necessary to keep the grass in optimal growing condition. Supplemental hand watering may be necessary during hot, dry conditions.
2. Irrigation and sprinkler heads and controls need to be periodically inspected to insure overall watering patterns and eliminate leakage.



COLLARS

Mowing

1. Mowing frequency; all areas should be mowed three times per week, except for wet months (December-March) when mowing can be completed as needed.
2. Height of Cut: 3/8 inch – 5/8 inch should be used on all areas. Using the same height of cut on tees and collars will make a more efficient use of the equipment.
3. Collar seeding - The putting green collars shall be seeded with perennial ryegrass during the month of October at the rate of 15 lbs./1000 sq. ft. Preparation shall be accomplished by aerifying the collars within one month of the seeding date, followed by vertical mowing in two directions, and mowing at 1/4". A band treatment of preemergence herbicide shall be made around the perimeter of the green to prevent seed germination on the putting surface. This shall be followed by seeding and light topdressing with sand.
4. Collar edging - The interface between the collar and putting surface shall be edged every three weeks between the months of May through October to prevent kikuyugrass encroachment. Stolons shall be removed by hand, and any turf damage repaired with creeping bentgrass plugs taken from the turf nursery or similar area.
5. Putting green rollers – The use of putting green rollers is acceptable, however, use shall be limited to two times per week. Care shall be exercised to avoid rolling greens when saturated conditions are present. Rolling should be suspended if turf stress is evident on the greens.

Fertilization

1. Included in greens program.

Aeration

1. Included in greens program.

Pest Control

1. Pest control - Pest resistance is greatly enhanced when a dense, healthy stand of turfgrass is maintained. It is strongly urged to control target pests using cultural and Integrated Pest Management (I.P.M.) methods in order to avoid the excessive use of pesticides.

Despite these efforts, chemical pest control materials are often necessary, and shall be applied by a licensed pest control applicator in accordance with all



local, state, and federal regulations. Curative and preventative control programs shall be anticipated for the following target pests:

- ☐ Fungus - Anthracnose, Summer Patch and Pink Snow Mold
- ☐ Weeds – Kikuyu grass encroachment, soliva (*Soliva sessilis*)
- ☐ Insects – White grubs
- ☐ Vertebrate pests – Pocket gophers

Irrigation

1. All collars shall be watered as necessary to keep the grass growing in an optimal growing condition.
2. Additional hand watering shall be performed where necessary to augment the irrigation system.
3. Monitoring as mentioned in greens program.

APRONS OR SURROUNDS

Mowing

1. Maintain an apron or surround approximate to the base of the slope of the green complex by mowing the turf to a height of from one (1) inch to 1.25-inches. Aprons shall be mowed three times per week, weather permitting, except for winter months (December-March). Winter mowing shall be once per week.

TEES

Mowing

1. All areas, including around tee signs, trash receptacles, drinking fountains and ball washers, should be mowed at least three times per week during summer months and twice per week in winter months (December-March) as weather permits.
2. Height of Cut: 3/8-inch – 5/8 inch should be used on all areas. Using the same height of cut on tees and collars will make a more efficient use of the equipment. All reels and bed-knives should be sharp and adjusted to provide a quality cut at all times.
3. Aerification - The tees shall be aerified a minimum of four times per year using a putting green aerifier fitted with 5/8" to 3/4" hollow tines. The ideal timing of this operation is in April, June, August, and October. The cores shall be dragged or removed from the surface. Emphasis shall be place on the Par 3 tees where the majority of traffic and damage from divots occurs.



4. Seed and sod - The tees shall be seeded with perennial ryegrass during the month of October at the rate of 15 lbs./1000 sq. ft. Preparation shall be accomplished by core aerifying the tees within one month of seeding, vertical mowing the tees in two directions, and mowing at 3/8". The seed shall be broadcast at half rate in two directions, followed by a 1/8" to 1/4" topdressing of an organic amendment or sand. Only certified (blue tag) perennial ryegrass seed shall be applied to the tees for overseeding in the fall. Repair or renovation of weak or bare areas shall be accomplished using perennial ryegrass or Kentucky bluegrass/perennial ryegrass sod.
5. Divot repair - Tee divots shall be repaired with sand, or a mixture of soil and organic amendment. This mixture shall be blended with perennial ryegrass seed for use during the months of October through March. Tee divots shall be repaired a minimum of two times per week.
6. Tee marker placement – Tee markers shall be moved daily in conjunction with hole changing on the greens to evenly distribute traffic and wear on the tees.

Benches

1. Benches should be maintained in good condition and properly located for the forward and back tees.

Tee Markers

1. Markers should be moved daily to prevent worn areas. Markers should be clean and freshly painted. Markers should be placed so that they direct play to the center of the fairway or green. Damaged or missing markers should be replaced immediately.

Fertilization

1. The goal of the tee fertilization program is to apply a total annual rate of 4 to 6 pounds of actual nitrogen per 1,000 square feet during the growing season. Tees are to be fertilized frequently enough to support constant growth, which is correspondent to the particular season of the year and in no case shall the tees be allowed to suffer from lack of nutrients. Soil tests should also be used to determine the need for additional nutrients.

Cultural Maintenance

1. Aerating tees program should be done at least 4 times per year.
2. Top dressing should be done following each coring operation. The holes should be filled and a minimum of 1/8 inch of top dressing material approved by the City shall be applied.
3. The tees shall be verticut as often as necessary to prevent thatching. The thatch layer should not exceed 3/4 inch.



4. All areas should be level from side-to-side and have a good turf cover.
5. Divots should be filled on a daily basis with sand and ryegrass seed.

Irrigation

1. All tees shall be watered as necessary to keep the grass growing in an optimal growing condition.
2. Additional hand watering shall be performed where necessary to augment the irrigation system.

Ball Washers

1. All ball washers should have water and soap in them at all times. Water should be changed twice per week to prevent unpleasant odor or dirty water.
2. Towels must be attached to the ball washers.
3. Ball washers should be straight and painted. All knobs should be in good repair.

Yardage Markers

1. All yardage markers should be edged, painted and visible at all times.

Drinking Fountains

1. Drinking Fountains shall be maintained on the tees of Holes 5, 8, 12, 15, 17.

Tee Signs

1. Tee signs should be erect, clean, painted and readable at all times.



BUNKERS

Maintenance

1. All sand bunkers should be mechanically or hand raked completely a minimum of four times per week. The bunkers should be touched-up on an as needed basis. Touch-up includes: spot hand raking, debris removal, and edging of grass near sand.
2. There should be a minimum of 4 inches of sand at the bottom of each bunker and 2 inches of sand on the face of each bunker.
3. The depth, size and shape of the bunkers should be maintained as originally designed.
4. Sand should contain no particles larger than ¼ inch in size. Furthermore, no sand will contain more than 5% particles ½ inch in diameter and not contain more than 5% fines.
5. Edge the bunkers to maintain a defined edge. The original shape and size of the bunker must be maintained. Do not drag the sand out over the edge of the bunker when raking.

FAIRWAYS AND DRIVING RANGE

Mowing

1. All areas should be mowed three times per week during summer months and at least twice per week in winter (December-March), weather permitting.
2. Height of Cut: All equipment shall be set at 1/2 to ¾ inch. The reels and bed knives should be sharp and adjusted to provide a quality cut at all times.
3. Aerification - The fairways shall be aerified a minimum of two times per year between the months of April through October using 1/2" to 3/4" hollow tines or spoons. The plugs shall be dragged or pulverized followed by sweeping to remove debris.
4. Vertical mowing - Fairways containing greater than 50% kikuyugrass shall be vertically mowed a minimum of four times per year between the months of June through September to control thatch accumulation. This shall be followed by mowing and sweeping to remove debris.
5. Seed and sod - The fairways shall be seeded as necessary to restore turf coverage and density using perennial ryegrass seed at the rate of 300 lbs./acre.



Only certified (blue tag) perennial ryegrass seed shall be used on the fairways. Perennial ryegrass sod or Kentucky bluegrass/perennial ryegrass or kikuyu grass sod are acceptable for use on the fairways.

6. Divot repair – Fairway divots shall be repaired a minimum of two times per month using sand or soil mixed with perennial ryegrass seed.

Fertilization

1. The goal of the fairway fertilization program is to apply 3-5 pounds of actual nitrogen per year. Soil tests should be taken annually to determine the ratio of materials used, frequency of application, and additional nutrients required.

Cultural Maintenance

1. All areas should be aerated five times annually. The tines should penetrate a minimum of two inches into the soil. The holes should not exceed a spacing of eight inches and be less than ½ inch in diameter.
2. Vertical mowing should be done to control the thatch levels in the fairways. The thatch layer should not exceed ¾ inch.

Irrigation

1. The fairways and driving range shall be watered as necessary to keep the grass growing in optimal condition.
2. Irrigation controls and sprinkler heads need to be monitored on a regular basis to promote even watering patterns and reduce areas of standing water.

Fertilization

1. All public areas shall receive a minimum of three pounds of nitrogen per year. Rough shall receive a minimum of two pounds of nitrogen per year. Applications shall be made seasonally as adjusted. Soil tests should be used to determine if any additional nutrients are needed.



Pest Control

1. Pest control – Weeds and pocket gophers are the main pest problems on the fairways. Control programs should focus on spot applications of approved materials for the following pests and species:
 - ☐ Weeds - English daisy, clover, annual bluegrass, dalliesgrass, crabgrass, and goosegrass. (Note: Based on previous weed encroachment levels, a preventative herbicide program for crabgrass and goosegrass shall be required.)
 - ☐ Vertebrate pests - Pocket gophers

ROUGHS AND PUBLIC AREAS

Regular mowing and maintenance shall be performed in the 10 yd. to 30 yd. area adjacent to the fairways, greens and tees that are considered the primary rough. It was suggested to convert out of play areas into native vegetation areas using drought tolerant grasses and other plants that are compatible with the game of golf. The following maintenance programs are pertinent only to the primary rough.

Mowing

1. Primary Rough
 - ☐ Mowing equipment: 5-gang reel-type mower, or rotary deck mower.
 - ☐ Mowing frequency: One to two times per week, as needed.
 - ☐ Height of cut: 1 ¼" (1.250) to 1 ½" (1.500), clippings returned.
2. Greens and Tee Banks
 - ☐ Mowing equipment: Triplex trim mower (e.g. National, Jacobsen Turf Cat, Toro 216, or similar)
 - ☐ Mowing frequency: Two times per week.
 - ☐ Height of cut: (same as the setting for the rough).

Aerification

1. The rough shall be aerified a minimum of one time per year using 3/4" hollow tines or slicing tines. Any cores shall be dragged or pulverized followed by sweeping to remove debris.

Seeding

1. The rough shall only be seeded as necessary to restore turf coverage and density. A seeding rate of 300 lbs. perennial ryegrass seed per acre is recommended. Perennial ryegrass or Kentucky bluegrass/ perennial ryegrass sod can be used as needed.

Pest Control



1. The same general pest control practices should be implemented in the rough as for the fairways. Higher thresholds of weeds are tolerable in the rough. The main concern is broadleaf weeds with white flowers, such as English daisy and white clover that make it difficult to locate golf balls. An annual spot spraying program is recommended for these weeds.

Lakes and Ponds

1. All aquatic areas should be neat and clean in appearance. The water and banks should be clear of trash and other debris.
2. The edges of the ponds should be maintained and enhanced as needed to allow for natural vegetation cover to prevent bank erosion, to provide a buffer for wildlife habitat and the natural filtering of surface water runoff.
3. All drain lines and pipes connecting ponds should be maintained free of obstructions and functioning in a manner for which they were designed.
4. Algae should be removed from ponds and algae growth shall be controlled using appropriate and acceptable means.

Irrigation

1. Public areas shall be watered as necessary to keep the grass growing in an optimal condition. Rough shall be watered as needed.

TREES

Maintenance

1. Live trees shall not be removed without prior permission of the SPHM staff including the Arborist, if required, unless the tree presents an immediate hazard and threatens property or health. Replacement trees should be part of the overall long term tree plan established in accordance with the Arborist.
2. All trees should be maintained in an attractive manner.
3. Leaves and needles should be removed as quickly as possible after they fall to the ground.
4. Trees should be pruned to ANSI A300 pruning standards. Mature trees should be trimmed at least eight feet up from ground level.
5. Dead or broken limbs and trees should be removed. Removal should take place within seven working days of the problem being noted unless otherwise directed by the City due to an immediate hazard.

CART PATHS AND OTHER PAVED AREAS



Maintenance

1. Existing cart paths and other paved surfaces should be maintained in a smooth clean, edged condition. All paving should be free of potholes and broken pavement. The paved cart paths should be maintained to prevent grass from growing over the paved surface.
2. Any pavement broken shall be replaced within 30 days of the damage occurring.
3. The cart parking area, patio and sidewalks shall be swept daily. The parking lot shall be swept or blown off weekly. All public areas should be free of trash and debris.
4. The maintenance of clean edges on entrance and service roadways, parking lots and interior connecting paths shall be performed as necessary.

Traffic Control

1. Cart traffic should be controlled to prevent turf wear along the edges of the pavement. Traffic control measures should include, but not be restricted to, use of ropes and stakes, curbing, and directional signs.
2. Drains and surface grading should be done to prevent water from collecting on or alongside the paved cart paths. The cart paths should in no way restrict the surface or sub-surface drainage of water from the golf course.

IRRIGATION SYSTEM

General Maintenance

1. Maintenance of the irrigation system shall mean periodic inspection and timely repair, cleaning, adjusting and replacement of all components of the water supply and irrigation systems including, but not limited to:
 - ☐ Gate Valves
 - ☐ Lateral Irrigation Lines
 - ☐ Automatic Valves
 - ☐ Irrigation Controllers
 - ☐ Wiring from Controllers to Valves
 - ☐ Controller Transformers
 - ☐ Sprinkler Heads
 - ☐ Quick Coupler Valves
 - ☐ Main Lines
 - ☐ Back Flow Devices
 - ☐ Computers



☐ Computer Wires

2. Repairs or replacement of components shall be made using materials used in the original installation or a Senior General Manager approved equal or upgrade.
3. Repairs shall be consistent with standard SPHM specification, or if not, approved by the SPHM staff in advance.

Additional Heads

1. Because of local wind conditions, it may be necessary to add heads to provide adequate water coverage to critical areas of the tees, green and fairways. These heads should be added on an as needed basis, and approved by the SPHM staff. Any changes to the irrigation system will be recorded on As-built plans and submitted to the Senior General Manager at the end of the month.

Reclaimed Water

1. Should reclaimed water become available for irrigation use on the Golf Course, the Golf Course Superintendent shall be responsible for compliance with County and Local regulations. The operator to explore options for its use.

Water Use

1. Irrigation water shall be provided to the Golf Course in an adequate amount and frequency to keep the turf and landscape in an optimal growing condition. The efficient use of water shall be an important goal in the management of the irrigation system. The operator needs to work in accordance with the Kampar District regarding the supply of water. The SPHM staff, however, must approve any significant changes to the irrigation schedules, in advance.
2. Scheduling - The automatic irrigation system shall be monitored and adjusted daily according to the needs of the turf and changes in weather patterns. The goal shall be to promote healthy turf growth and dry, firm playing conditions with minimal wet spots.
3. Hand-watering - Hand-watering shall be accomplished, as needed, on a daily basis to address any localized dry spots on the greens and tees.
4. Maintenance - Any necessary repairs to the irrigation system shall be made without delay. The Operator shall keep an acceptable stock of repair items such as pipe, fittings, repair tools, and replacement parts for irrigation heads and controllers. A preventative maintenance schedule shall be developed for the field satellites, air relief valves, remote control valves, filters, and irrigation heads. A weekly and monthly report shall be developed to record service frequency, system status, repairs, and problems detected.



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5. Provisions for water shortages - In the event of an extended water shortage or drought, water usage shall be prioritized in the following order:

- | | |
|--------------------------|------------------|
| 1. Greens | 5. Fairways |
| 2. Tees | 6. Trees |
| 3. Green banks | 7. Rough |
| 4. Fairway landing areas | 8. Driving range |

DRAINAGE

General Maintenance

1. Install and maintain French and interceptor drains as necessary for minor drainage problems, which affect play. Report major drainage problems promptly to the SPHM's staff or designated representative. Any changes to the drainage system will be recorded on As-built plans and submitted to the Senior General Manager at the end of the month.

PEST CONTROL

General

1. The goal of pest management on the golf course shall be to limit pest problems wherever possible by utilizing good cultural practices and a proactive monitoring program. Pesticides should be used only as part of an integrated pest management approach.
2. All pesticide storage and applications must conform to Indonesian application regulations permit conditions and specified on product label. Pesticide use must be accompanied by a written recommendation from a licensed Pest Control Advisor, registered with the Dinas Pertanian Office. Pesticide Use Reports shall be filed monthly with the Dinas Pertanian with a copy to the City staff. Copies of all written pest control recommendations shall also be submitted.



SOIL AND WATER TESTING

1. Soil testing - Soil samples shall be taken from two representative greens, tees, and fairways in April and October of each year. The same areas shall be sampled each time in order to gain a historical perspective of soil fertility. The samples shall be submitted to a chemical soil testing laboratory for analysis of nutrient²⁷ content including: phosphorus, potassium, calcium, sulfur, magnesium, zinc, manganese, copper, iron, and boron. Additional properties that shall be tested include: pH, soluble salts (E.C.e), cation exchange capacity (CEC), as well as the base saturation percentages of potassium, magnesium, calcium, sodium, and hydrogen.
2. Water testing - The irrigation water supply shall be tested regularly. The test shall include an analysis of soluble salts (TDS or E.C.w), sodium adsorption ratio (SAR), pH, carbonate and bicarbonate levels.

FERTILITY

The soil tests shall be used as a tool to formulate an annual soil fertility program. The operator shall submit a copy of the soil tests along with a proposed annual fertility program to the Senior General Manager by June 1 of each year. The quantity of phosphorus, potassium, magnesium, calcium, sulfur, soil amendments, and micronutrients shall be based on the results of the biannual soil tests. The timing and application of nitrogen shall be based on the turf species, turf growth rate, season, and use of the intended area (i.e. green, tee, fairway, or rough). Based on approximately 90,000 rounds of golf played annually, the following nitrogen fertility guidelines are offered:

- ☐ Greens: 8 - 10 lbs. actual nitrogen/1000 sq. ft. per year.
- ☐ Tees: 8 - 10 lbs. actual nitrogen/1000 sq. ft. per year.
- ☐ Fairways: 6 lbs. actual nitrogen/1000 sq. ft. per year (260 lbs./ac.)
- ☐ Rough: 4 lbs. actual nitrogen/1000 sq. ft. per year (175 lbs./ac.)

GREEN WASTE

General

1. To the extent practical, all green waste including lawn clippings, leaves, tree chips and other landscape waste must be reused as cover mulch or compost. Lawn clippings should be collected only on greens, tees, and collars.



FACILITIES MAINTENANCE

Restrooms

1. All restrooms, including the restrooms on the Course and the Clubhouse shall be cleaned, supplied with adequate paper as necessary, but at least once per day and more often when heavy use occurs. The restrooms shall be maintained free from any unpleasant odors.
2. All graffiti shall be removed as soon as possible after it is discovered, but in no event shall graffiti be evident more than one day.

Buildings

1. Buildings and structures shall be maintained in good repair. The buildings, including maintenance buildings, storage yards, clubhouse and golf shop, cart storage building and restroom buildings shall conform to all federal, state and local government regulations for sanitation and safety. The golf course maintenance building and lot shall comply with all K3 (Keselamatan dan Kesehatan Kerja) and State regulations for storage of any disease, weed and insect control products. Fertilizer storage shall comply with all K3 (Keselamatan dan Kesehatan Kerja) regulations.
2. Interior and exterior building surfaces including windows, walls and roofs shall be kept clean at all times. Painting, cleaning or washing of surfaces shall be done as often as necessary to maintain a clean, attractive appearance.
3. Graffiti shall be removed as soon as possible after it is discovered, but in no event shall graffiti be evident more than one day.
4. Broken or damaged surfaces shall be repaired and replaced as soon as possible. SPHM will allow up to one week for repairs, unless damage poses a safety or security risk, in which repairs shall be made immediately.
5. Buildings shall be kept clean of dirt, oil and any other material that will cause unsanitary conditions to exist.
6. The operator and staff shall participate in regularly scheduled inspections of the K3 (Keselamatan dan Kesehatan Kerja) and Clubhouse by Building Maintenance Department staff, as well as regulatory agencies such as but not limited to: the Fire Department, Health Department, and Riau representatives.

The operator and staff will be responsible for correcting and/or improving any cited items by the regulatory bodies.



Other Surfaces

1. Surfaces of walls, gates, signs and fencing shall be kept clean at all times. Painting, cleaning or washing of surfaces shall be done as often as necessary to maintain a clean and neat appearance.
2. Graffiti shall be removed on all surfaces as soon as possible after it is discovered, but in no event shall graffiti be evident more than one day.
3. Broken or damaged wall, gates, signs and fencing shall be repaired or replaced as soon as possible. SPHM will allow up to one week for repairs, unless damage poses a safety or security risk, in which case repairs will be made immediately.

Trash

1. An adequate number of trash and recycling containers shall be provided for the convenience of golf course customers.
2. All trash containers and outside ashtrays shall be emptied as necessary, but at least once per day. Recyclables shall be collected as required.
3. All on-course and off-course litter shall be picked up on a daily basis.
4. A recycling program for on-course, clubhouse, and the public areas shall be established and maintained.

Domestic Water

1. The potable water system shall be maintained throughout the course and repairs shall be made in a timely manner. In no event shall repairs take longer than 48 hours.
2. The indoor plumbing in Course restrooms and in the maintenance building shall be maintained and repairs made in a timely manner. In no event shall repairs take longer than 24 hours.
3. All maintenance of the potable water system shall conform to all applicable codes and regulations.

Sewers and Drains

1. All sewer and drain lines shall be maintained throughout the Course and repairs shall be made in a timely manner.
2. All maintenance of sewer and drain lines shall conform to all applicable codes and regulations, including specifications.

Fence Maintenance



1. Fencing used for property boundaries or security purposes should be maintained in the manner for which it was designed. Any breaks or other damage should be repaired immediately. Any gates or doors should be properly secured with a locking device approved by the Senior General Manager.
2. Areas abutting the golf course on Drive, the Canal, the Open Space, and the golf course parking lots should have all trees and bushes trimmed on a regular schedule to maintain a neat and clean fence line.

Clubhouse and Golf Shop Appearance

1. Maintenance, cleaning, repair and general condition of the clubhouse, cart storage, driving range facility and golf shop shall be the responsibility of the Operator.
2. All supplies, cleaning equipment and materials and paper goods shall be provided by the Operator.
3. Cleaning and preparation shall be scheduled not to impact business operation.
4. Maintenance and repairs shall be conducted on a timely basis with minimal impact on business operations.
5. Maintenance of interior common space shall include but not be limited to the following tasks:
 - ☐ Vacuum carpets every day and clean as needed.
 - ☐ Clean ashtrays daily, or more frequently, if needed.
 - ☐ Empty wastebaskets and clean daily.
 - ☐ Sweep all building entrances daily.
 - ☐ Dispose of all waste and recycle daily.
 - ☐ Dust all desks, counters, chairs, file cabinets, tables and shelves daily.
 - ☐ Clean baseboards weekly.
 - ☐ Clean window glass in the doors inside and out daily or more frequently as needed.
 - ☐ Clean all windows inside and outside monthly or more frequently as needed.
 - ☐ Replace lamps in light fixtures as needed.

EQUIPMENT LEASE AND PURCHASE



1. Purchase and leasing of equipment shall be the responsibility of the operator. The purchases must conform to the budget established by the Senior General Manager and the operator. Purchases greater than \$3000 should be approved in advance by SPHM staff.
2. All equipment purchases must be in compliance with SPHM's Purchasing Policies and Procedures.

MAINTENANCE

1. All Equipment should be maintained in good working order. Maintenance and repair shall be done in accordance with manufacturer's recommendations.
2. All mowing equipment shall be sharp and adjusted to provide a clean even cut on the grass.
3. All equipment should be washed after use in the wash shed and all debris properly disposed according to the Clean Water Act and any other state, county, and city regulations.

RECORD KEEPING

1. A record of all maintenance and repair shall be kept on every piece of equipment.
2. A record of all fuel and oil consumption shall be kept for every piece of equipment.
3. Operator to provide copies of maintenance records to Senior General Manager upon request.
4. A record of all safety training shall be kept for each employee and provided to the Senior General Manager upon request.



MAINTENANCE CREW

Crew Size

1. The number of maintenance employees shall be adequate to implement the standards contained in this document.
2. Additional part-time help is added during the summer months.

Training

1. Every employee shall be trained in the operation of the equipment, the etiquette of golf, customer services, and in the handling of hazardous materials.

Staffing

1. The staffing and training of the maintenance staff shall be reviewed by the Operator quarterly.
2. All maintenance employees shall be uniformed while on duty. Uniform type shall be approved by the operator, and Director.

ENVIRONMENTAL COMPLIANCE

1. It is essential that local, state and federal laws, rules and regulations be met in the maintenance operation.
2. The operator will employ "green" practices, as identified in the to-be-developed Golf Course IPM-CHAMP Plan. The Operator will make every reasonable effort to help the Golf Course obtain an Audubon Certification.

CAPITAL PROJECTS

1. Any project involving a capital asset improvement, the distribution of water, and/or greater than \$5,000, must conform to the SPHM capital improvement restrictions.
2. The operator may/may not be considered to perform the capital project based on competitive bidding; and may or may not be considered to be the project manager of any capital project.
3. All capital projects must be in compliance with the SPHM's Purchasing Policies and Procedures.



EQUIPMENT INVENTORY

SPHM Golf Course & Country Club Minimum Level of Equipment Inventory

The equipment inventory, at a minimum, should be as follows:

of Units Suggested

Description

MOWING EQUIPMENT

Greens

2	Triplex Greens mower (1 unit with groomer attachment) or
4	Walk behind Greens mower (2 with groomer attachment) or
1	Triplex Greens mower and
3	Walk behind Greens mower

Tees, Collars, and Approaches

2	Triplex Greens mower or
4	Walk behind Greens mower

Fairways and Roughs

1	40 HP, 4 wheel drive tractor with PTO
2	5-plex fairway unit
1	Multi-gang rotary rough unit with 40 HP tractor
1	Triplex bank mower
1	72" riding rotary mower

Specialty Equipment

1	Greens aerifier
1	Top dressing machine
1	Drag mat or brush
1	Set of vertical mowing reels for triplex greens mower
1	Large rotary fertilizer spreader (greens and tees)
3	Small rotary fertilizer spreader (greens and tees)
1	Drop fertilizer spreader (greens and tees)
1	100 gallon spray tank with boom and hand spray gun
8	Maintenance carts or trucksters
1	Sod cutter
1	Trailer for topdressing



1	Roller
1	Mechanical bunker rake with spiking attachment
3	String trimmers
2	22" rotary mowers
1	Front end loader
1	4WD trencher/backfill blade/back-hoe
1	Fairway aerator
1	Large blower
2	Wheel mounted blower
Back pack blower	
1	Reel Grinder
1	Bedknife grinder
Shop Equipment and Tools	
1	Mechanic's tools and tool chest (supplied by Mechanic)
3	Back-lapping machine
1	Drill press
1	Mechanics table
1	Pressure washer/steam cleaner
2	Grease guns
2	50' extension cords with light
1	Jumper cable
1	Floor creeper
1	Battery charger
1	Mechanics vise
1	Pesticide storage cabinet, self-contained
2	Above-ground fuel tanks (regular and diesel)
2	5 gallon gas cans
2	2 gallon gas cans
1	2,000 pound chain hoist
1	Hydraulic lift
1	Air compressor
1	Electric welder
1	Bench grinder
1	Tire changer

MISCELLANEOUS

Irrigation repair parts and drainage Hand tools



Golf course accessories (tee markers, flagsticks, flags, ball washers, hole lines, cup cutters, bunker rakes, etc.) Safety equipment
Walkie talkies