

PROFESSIONAL
PORTFOLIO



ANDREW
TUZZEO

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 andrewtuzzeo

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ABOUT ME

Born and raised in Columbus, Ohio and grew up in Cleveland; I played soccer throughout grade school and during high school.

I began working in middle school; where my first job was washing cars. I also worked in a grocery store on the same block as the High School. My first restaurant job was as a busboy at Roman Gardens in Little Italy, where the chef “Mimo” would come into the dining room after cooking to sing opera to the guests every night.

I am a graduate of The Ohio State University with a BA in Communication. After College I went to Europe for six months using my friend’s place in Antwerp, Belgium as a home base. I was able to journey through Spain’s Basque region to Santiago de Compostela for Christmas; and south throughout Portugal down to Lisbon for New Year’s Eve. After which I took the longest train ride of my life, back to Antwerp...

I got a job on Campus of the European University to extend my stay and enjoyed traveling throughout Belgium, Holland, and France as well as a month in Ireland.

A year later I went to Eastern Europe and spent a year teaching English in Slovakia for executives and managers of a large building company; Hydrostav. There were eight branches around the country which allowed me to travel for work. During my stay in Slovakia, I was able to spend time in Vienna, Prague, and Budapest and many other villages along the way. I went to Greece by bus and spent Christmas that year with distant relatives in Sicily.

Today, not much has changed: I still love to travel and enjoy life, learning, and new adventures.

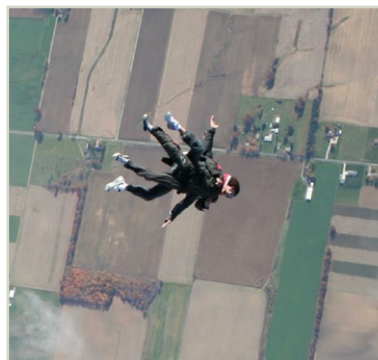
My significant other, Kim, and I have enjoyed being together for over ten years and have five grown children between us. Now we can enjoy them as they love to visit us in Colorado. Living here sure has made vacationing easier as well. We have always enjoyed the mountains during the winters. In addition to skiing and snowboarding, we enjoy mountain biking, hiking, and our two dogs, Bailey and Remy.



Kim and me, off to Europe for three weeks!



Remy & Bailey ready to ride.



Free-falling with my son Dominic, on his 18th birthday.



My daughter, Nicola, and me.

FOUNDATIONS OF SERVICE



THE RITZ-CARLTON®

The Ritz-Carlton Cleveland

This is where I formally began my hospitality Management Career. As I was promoted to Assistant Food & Beverage Team Leader, overseeing Room Service; my first assignment was to eliminate the need for a manager in the department through a company directive called, "Self-Directed Work Teams".

The Ritz-Carlton Philadelphia

After successfully transforming the Room Service Team in Cleveland I was promoted to Food & Beverage Team Leader of Room Service in Philadelphia. Here we continued our self-directed initiative and downsized our F&B management team from fifteen managers to a core team of five; expanding our areas of responsibilities while empowering the overall team.

The Ritz-Carlton Golf Resort, Naples

Part of the pre-opening team in the catering and conference service department. We opened on time and ready for a sold-out property three days later. I was responsible for all aspects of my groups' experiences from arrival through each conference to departure and billing. I held the highest meeting planner satisfaction scores while serving the greatest number of groups of all conference service managers.

CERTIFICATIONS



ACCOLADES

Dear Andrew,
 Wow, what can I say? You are amazing! Your professionalism, work ethic and most of all, FLEXIBILITY, is one level above any CSM I have ever had the pleasure to work with. And it has truly been a pleasure. I feel sorry for any CSM I work with in the future as they will always be compared to you. That is some tough shoes to fill. You were always around to help out, either with your insight, sorting name badges

or computer help!

I could go on, but I know you are a busy man and as much as we would like to thank so, it is not all about us!

I wish nothing but success to you in your future and best wishes to your family.

Take care, it was truly a pleasure working with you and I hope our paths cross again sometime soon!

Sincerely,
 Lisa

AND HANDLED EVERY REQUEST WITH ABSOLUTE APLOMB. YOUR COLLEAGUES OBVIOUSLY HOLD YOU IN HIGH REGARD & ROSE TO THE OCCASION FOR US OVER AND OVER AGAIN.

I WISH YOU EVERY SUCCESS AND HAPPINESS THAT YOU DESIRE, AND HOPE THAT THIS WAS NOT OUR FINAL ENCOUNTER. PLEASE LET ME KNOW IF I CAN EVER RETURN THE FAVORS.

ALL BEST WISHES,
 LOU ELLEN

.S. I HOPE THIS IS SOMETHING YOU CAN REALLY USE-
 DEAR ANDREW, HAVE FUN! OVER

IT HAS BEEN SUCH A PLEASURE TO WORK WITH YOU ON THIS MEETING. I HAVE ENJOYED IT ON A PROFESSIONAL & PERSONAL LEVEL & JUST WANT TO SAY THANK YOU FOR THAT. I HAVE HAD GOOD MEETINGS IN THE PAST, BUT THIS ONE WAS UNIQUELY SMOOTH AND INCREDIBLY PLEASANT. I APPRECIATE THE UNWINDING ATTENTION THAT YOU GAVE US, AND THE LEVEL OF THAT ATTENTION- YOU WERE ALWAYS ONLY CONCERNED WITH MY NEEDS

FIRST CLASS!

12/06/02

Andrew,

The energy & lateral service you provide to Banquets is invaluable. Thank you for always being there when needed & not! We always appreciate your help & love to see you with us!



Andy & the Banquet Team

FIRST CLASS!

Dear Andrew:

I would like to take this opportunity to compliment you on your great way of settling into your leadership role. I can already see you are making a difference with your hard work and attention to detail. Thank you for a job well done.

Carsten K. Rauh



THE RITZ-CARLTON, NAPLES


ACCOLADES

Dear Andy,

I wanted to express my sincere thanks to you and your staff for your most gracious and excellent service. I feel very confident that the Staples Board of Directors Meeting will run flawlessly in November.

Looking forward to working with you at that time.


Regards
Elaine Argent Staples




THE RITZ-CARLTON®
 GOLF RESORT NAPLES
 2600 TIBURÓN DRIVE, NAPLES, FLORIDA 34109
 (239) 593-2000 FAX (239) 254-3300

FIRST CLASS!

Andrew,
 Mary Beth for Navia,
 called to sing your
 praises. you are DA' MAN!
 Thank you
 Brad



THE RITZ-CARLTON®
 GOLF RESORT NAPLES



February 15, 2002

Andrew Tuzzeo
 The Ritz-Carlton Golf Resort, Naples
 2600 Tiburon Drive
 Naples, FL 34109

Dear Andrew:


On behalf of the founding families of the Naples Winter Wine Festival, please accept our heartfelt thanks and appreciation for your contribution to this world-class event.

This year, the three-day charity event raised \$3.4 million. The Boys and Girls Club of Collier County and Youth Haven of Naples are the primary beneficiaries of the event. For the second time in two years, the Naples Winter Wine Festival raised more money than any other charity wine event in the world, with the exception of the long-running Napa Valley Wine Auction. In addition to being the single biggest fund raiser ever recorded in Southwest Florida history, the 2002 Naples Winter Wine Festival has secured a place for this fast-growing city among the wine and food aficionados of the world.

None of this would have been possible without the many hours of help and support from people like you. Your assistance is truly appreciated, not only by the organizers of the event but by the families and children who are the recipients of this worthy cause.

We hope that you found your participation in the 2002 Naples Winter Wine Festival an exciting and gratifying experience and we look forward to your continued support of this annual event in years to come.

Thank you again.

Sincerely,


Pamela A. Nesheim
 Executive Director

cc: Brian Cobb, Chairman 2002 Naples Winter Wine Festival
 Thomas Wajnert, Chairman 2003 Naples Winter Wine Festival
 Naples Children and Education Foundation Trustees

5811 Pelican Bay Boulevard, Suite 210, Naples, Florida 34108
 Phone: 941-514-2239 • Toll Free: 888-837-4919 • Fax: 941-514-2376
 E-mail: nwwf@msn.com • www.napleswinterwinefestival.org

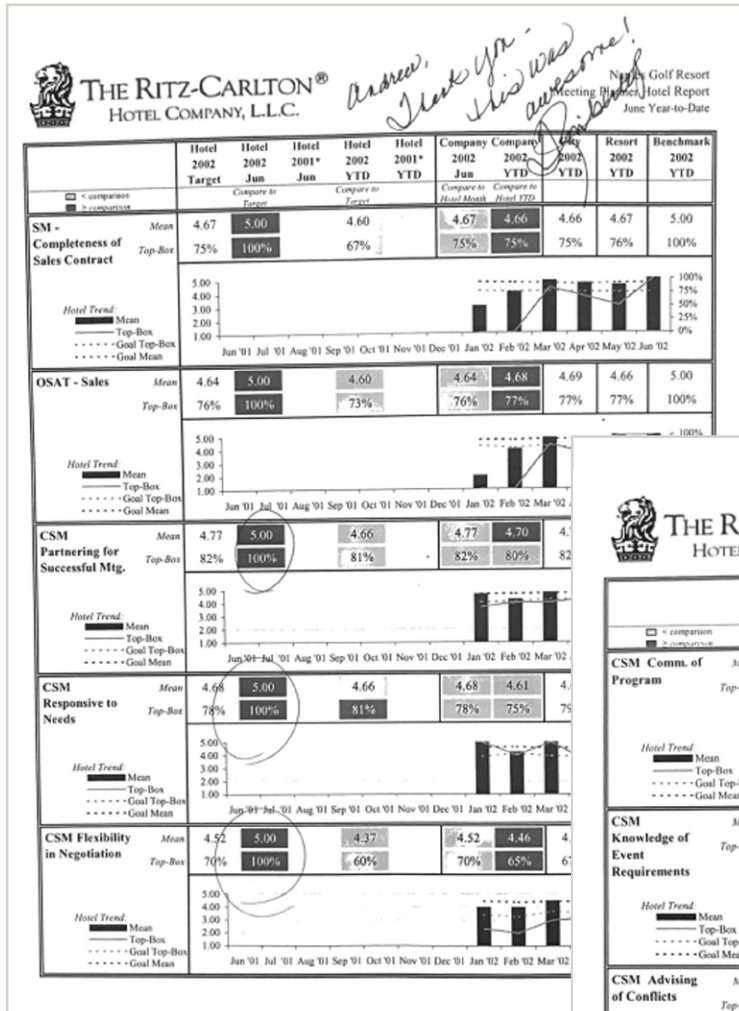
An International Wine Auction to benefit local children in need, organized by the Naples Children and Education Foundation, Inc.



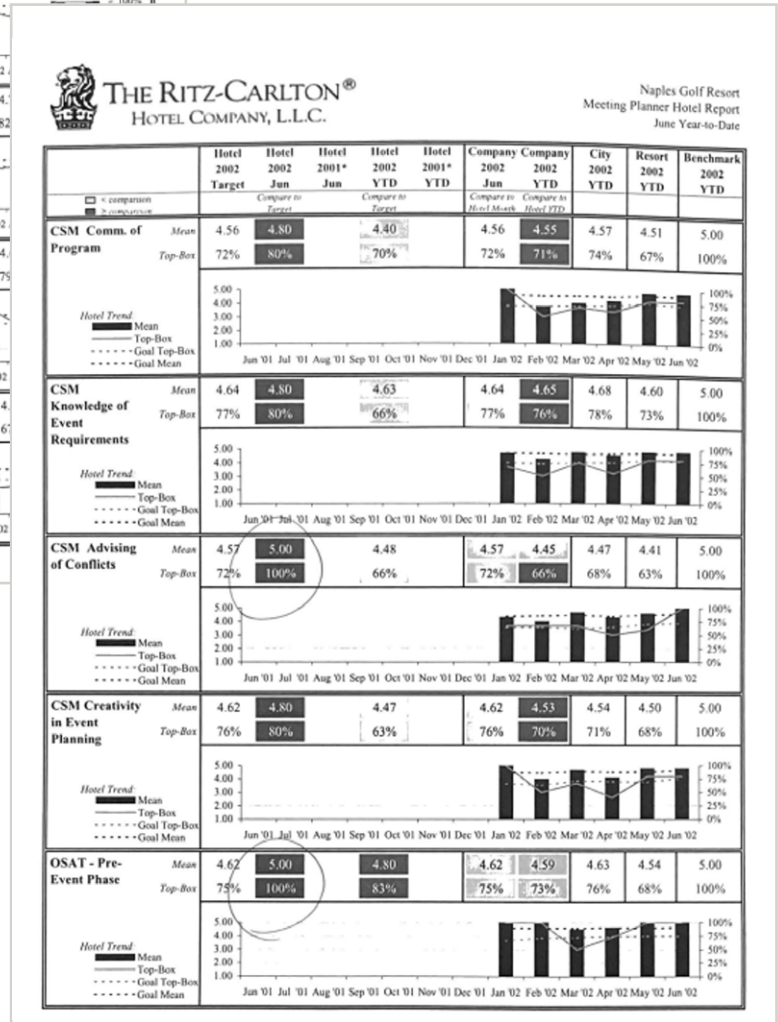
Opening Team Headgear

RITZ-CARLTON

EVENT PLANNING SATISFACTION SCORES



Highest Meeting Planner Scores

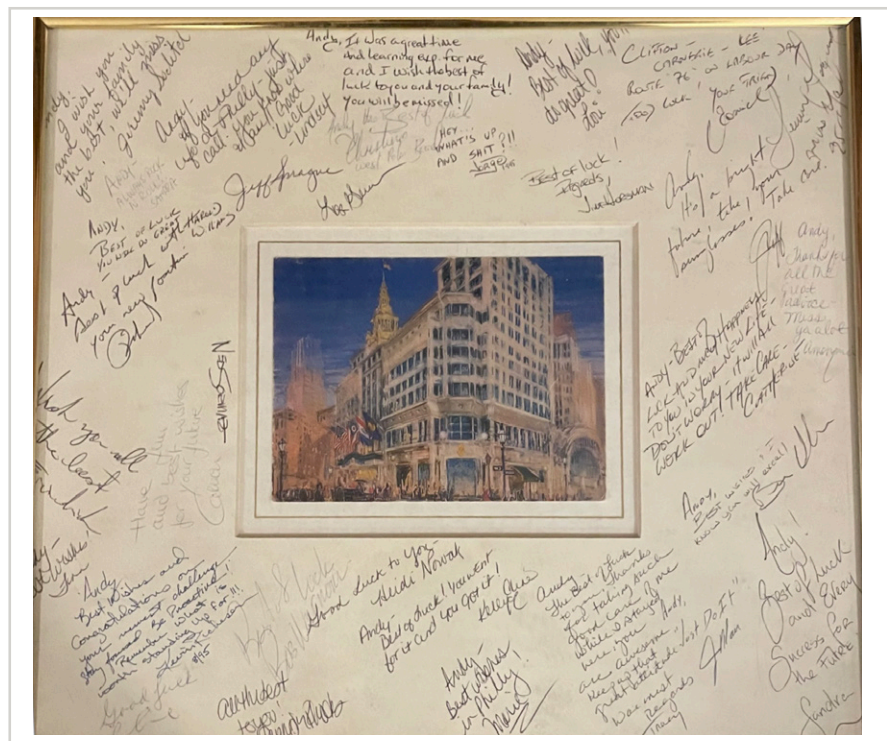


Serving the greatest number of groups

FOND FAREWELL



Ritz Carlton Golf Resort Naples



Ritz Carlton Cleveland

MANAGEMENT TRAINING



CLUBCORP™

Akron City Club

This is where I formally began my Club Management Career. After my first successful year as Service Director, my Club Manager recommended me for the Manager in Development Program which took me around the country receiving comprehensive training in all areas of Club Management. My goal of managing a country club shifted my training to encompass golf clubs.

Firestone Country Club

As I transitioned to the Country Club division of ClubCorp, I went to Firestone Country Club for my Sales and Marketing experience as Director of Events. Here I worked with the Clubhouse Manager to plan, produce, and execute 1600 events per year, including working with the PGA the week of events and hospitably suites surrounding the NEC Invitational. (Tiger Woods won both years I was Director of Events.)

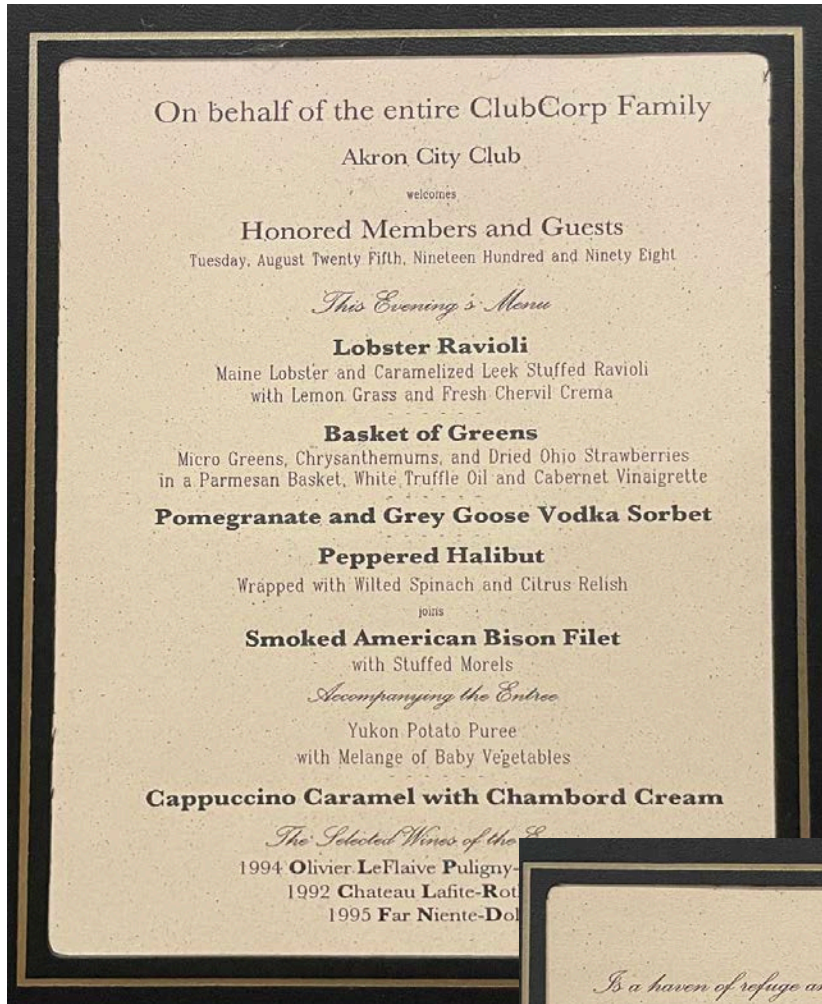
The Clubs of Lakeway

After graduating from STAR University, I was assigned to this newly acquired property of ClubCorp located in Austin, Texas consisted of two championship golf courses with separate clubhouses: The Hills (Jack Nicklaus designed) and The Falls (first Jack and Jackie designed course in Texas).

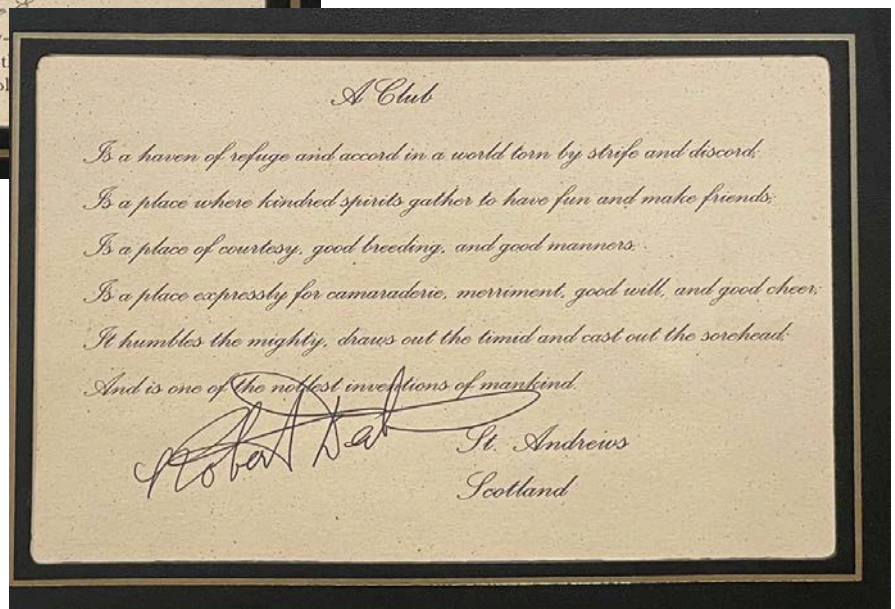
Two semiprivate golf courses with smaller snack bar operations: Yaupon and Live Oak.

"The World of Tennis"
Championship Facility

FOOD & BEVERAGE



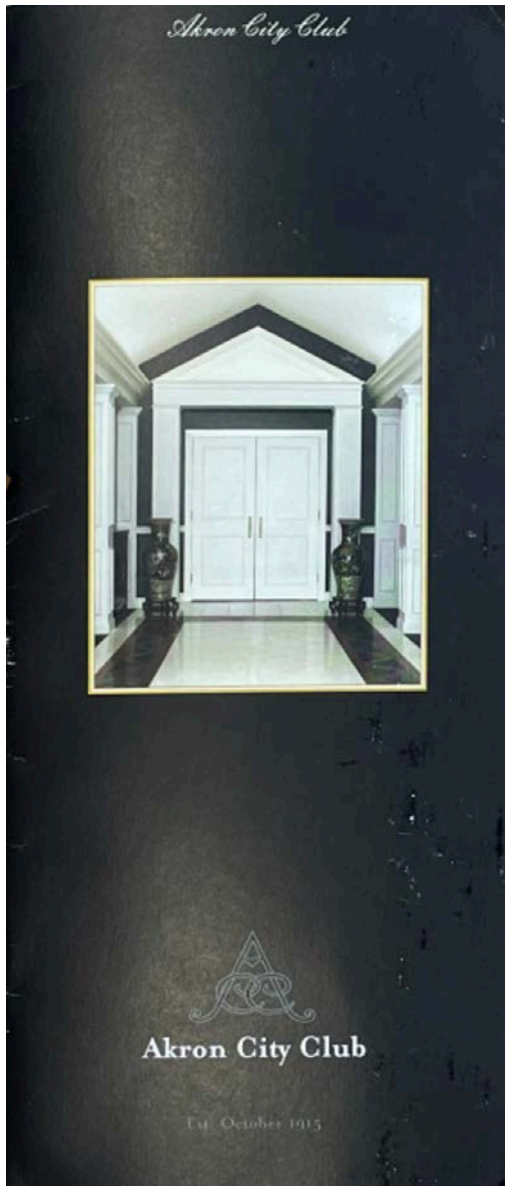
Dinner Event Menu -
NEC Invitational Directors
& Honored Guests Dinner



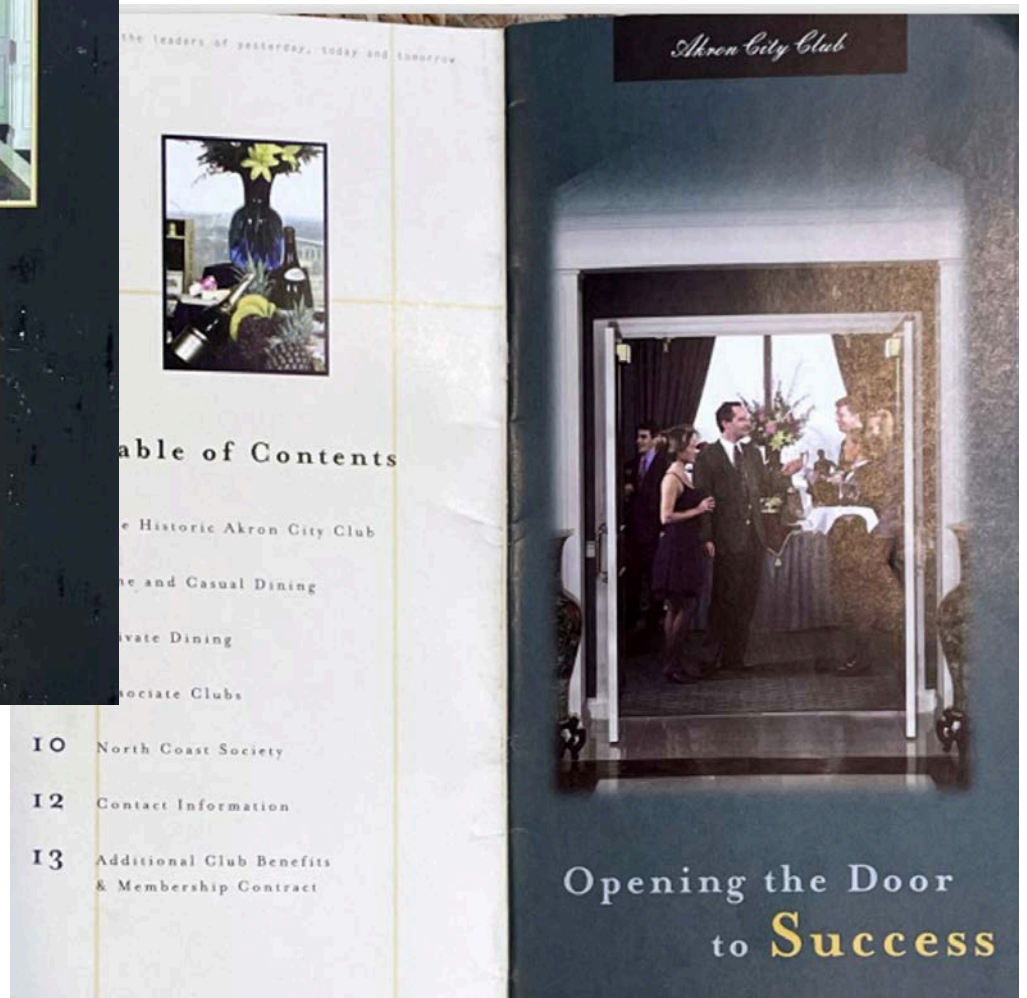
Founder and Owner of ClupCorp's purpose of a Club. I asked him to sign the leather-bound menu book after an enjoyable dinner with impeccable service.

CLUB CORP

CLUB BROCHURE



*Brochure designed and produced in house.
"Note my acting debut."*



CLUB CORP

GOLF OUTINGS

Breakfast Beginnings

Firestone
COUNTRY CLUB

452 EAST WARNER ROAD • AKRON, OH 44319
PHONE: 330/644-8441 FAX: 330/645-2556

1999 Golf Rules

Tee Times are recommended
7-days-a-week during season
7:45 a.m. - 9:35 a.m.
12:00 noon - 2:00 p.m.
Open Play after 4:00 p.m.
Soft Spikes Required on All Courses

North & West Courses
Maximum 7 Guests Anytime A.M. or P.M.
Founder Member may have an additional
& unaccompanied guests anytime a.m. or p.m.

South Course

Firestone
COUNTRY CLUB

1999 Rates

Villas

Single.....120.00
Double.....170.00

Club Rooms

Single.....110.00
Double.....150.00

Airport Runs

Akron/Canton.....40.00
Cleveland-Hopkins.....70.00

Guests Fees

Course	Guests Fees	
	Accompanied	Unaccompanied (Founders Only Privilege)
South	110.00	160.00
North	90.00	140.00

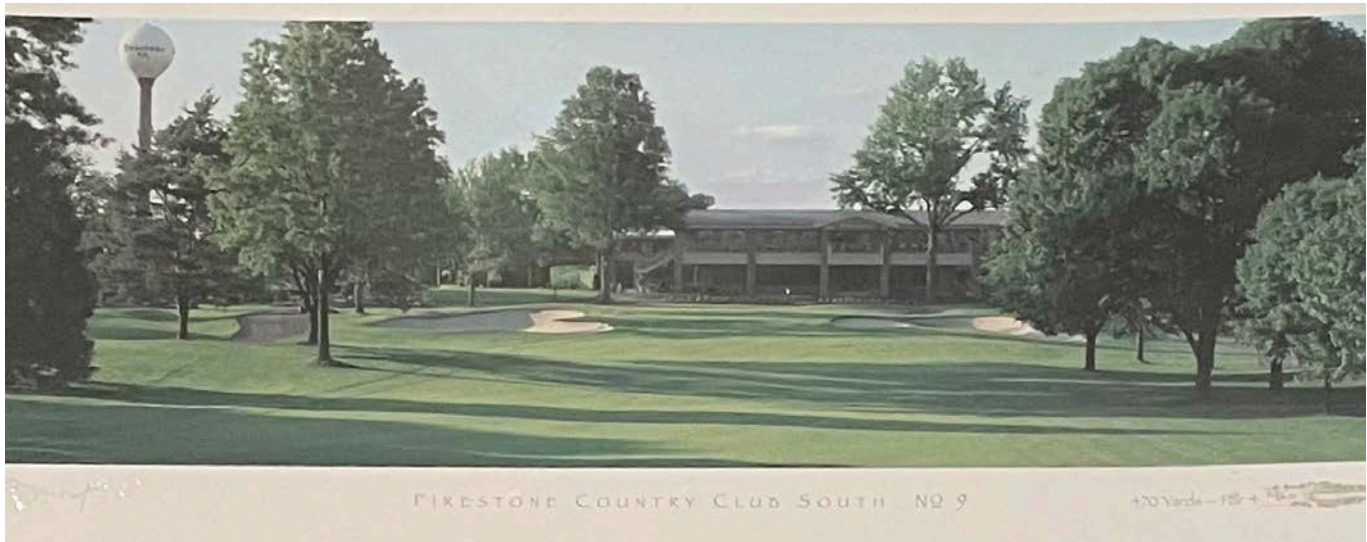
Golf Outing Requirements - 1998

1. Any golfing member may sponsor a golf outing at Firestone Country Club. Outings on the South Course are restricted to Founder Members only. If the member sponsor is unable to be present at the event, prior approval will be needed through the management of Firestone Country Club.
2. The maximum number of players for any group outing held on Tuesday through Friday is 60 players on the North Course or West Course and 72 players on South Course Founding Outings. Monday is the only day on which outings may exceed 100 or more players. *Please note the South Course is not available for Monday outings.*
3. Each group is required to have at least one meal, lunch or dinner, at the club on the day of their event. Our banquet facilities can handle groups up to 425 in the Private Dining Room and 110 on the Patio. Room reservations for your meals must be made at the time of your outing confirmation. Menu selections must be completed with the Catering Director at least two weeks prior to your events. Final counts for each meal must be made in writing (signed contract) to the Catering Director at least three days prior to the event. Any drop in numbers after this time will be charged the full meal value including service charge and tax. If numbers of attendants increase after the final count is given, please contact the Catering Department immediately so arrangements can be made immediately to take care of these people.
4. Member sponsored outings will be asked for a deposit confirmation of the event.
5. In order to organize your event we will need the following items:
 - a. List of players by foursomes with assigned team tee times indicated.
 - b. Alphabetical listing of players with reference to tee times or starting holes in order to load golf bags upon arrival.

Firestone
COUNTRY CLUB

452 East Warner Road
Akron, Ohio 44319-1994
330/644-8441
330/645-2556

ANDREW TUZZEO
Director of Events
Andrew.Tuzzeo@ourclub.com



CLUB CORP

ACCOLADES



ROBERT H. DEDMAN, JR.
PRESIDENT AND CHIEF OPERATING OFFICER

October 1, 1997

Mr. Andrew Tuzzio
Service Director
Akron City Club
50 South Main Street
Akron Centre Plaza
Akron, Ohio 44308

Dear Andy:

I was pleased to read a copy of your letter that was included in the Newsletter to the Membership at Akron City Club. Not only do you represent the Best Serving the Best, but your ability to communicate ClubCorp's "best practices" is evidenced by Pat Sheeler's use of some of our philosophies within her own corporate environment.

We appreciate your positive attitude and dedication to STAR Service. Thanks for the super job you are doing.

Sincerely,


Robert H. Dedman, Jr.

RHDJ/vw

c: Steve Salzman
David Woodyard
Beryl Artz
Jim Hinckley

Dear Andy:

Dave Woodyard shared with us a copy of your newsletter note to your Members, and we wanted you know how impressed we are with your efforts. The sentiments you expressed reflect the true essence of STAR Service and our intention to exceed expectations -- it's hard to believe that you have only been with the Akron City Club for six months! Such a keen understanding of our company philosophies evidences your personal commitment to providing your Members with the highest level of service.

Congratulations on a job well done.


Robert H. Dedman, Jr.


Beryl Artz


James M. Hinckley

TO:  Jim Johannsen
Dick Landel
Pat Griffin

FROM: Patricia A. Sheeler

DATE: July 8, 1997

RE: QRM Meeting - Suggestion

When I received my Akron City Club newsletter this week, I found that it included a letter to the membership from the club's new Service Director who just completed his first 6 month's employment.

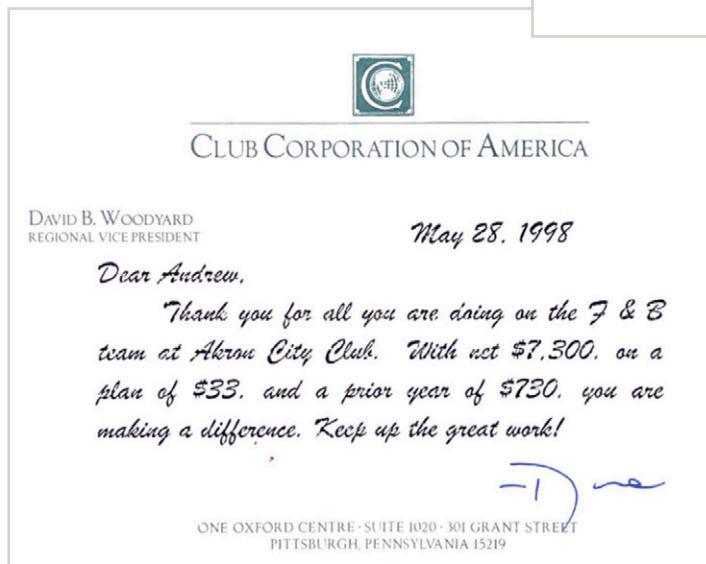
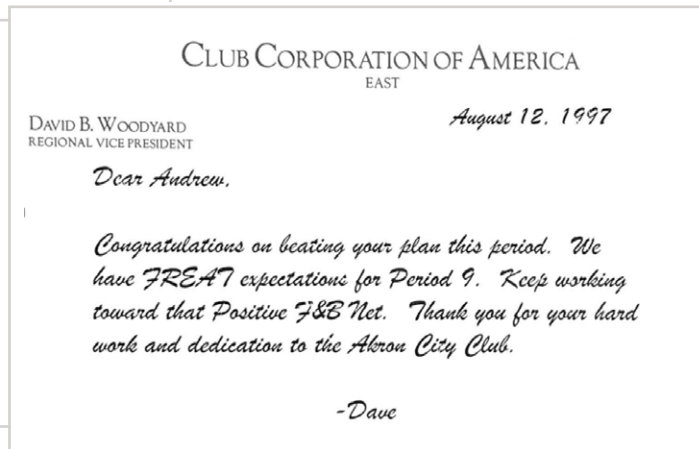
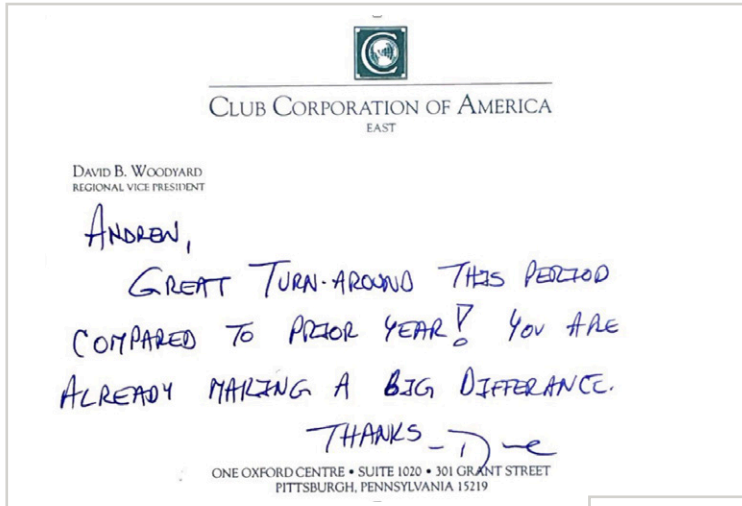
I was so impressed by the letter and the message it conveyed, I used it as an example in my QRM meeting. I converted the letter to one that was focused to our clients from one of our CSO's. My point was that we can find outstanding ideas in our everyday environment that offer us opportunities for incorporation in our delivery of QRM.

In addition, I wanted to show the power of some of the key sentences this person used to convey his commitment, such as:

- We have a passion for exceeding your expectations each and every time you join us.
- We relentlessly pursue continuous improvement!
- As I close, let me leave you with one thought....
If we have exceeded your expectations, tell a friend. If we have not, tell us.

We had a good discussion regarding this example. Gary Reiter suggested that I share this with you, as it might be useful to others. Hope you find it useful.

ACCOLADES



THE HERMIT CLUB

The Hermit Club



Downtown Abbey



Showtime at The Hermit!



*From Manager to Member
to Board Member*



Big Band Jazz



Hermit Club Orchestra

We've Shared The Best

SHAKER HEIGHTS COUNTRY CLUB



EST. 1913

To address my inherited service concerns at the Club, I hired a Service Director. His role was to focus on Front of House training and development.

We worked together to retrain our current service team and create a new onboarding process. This combined with our newly updated service training manual, the formation of a "Service Committee" consisting of Members and employees, and our "Service Hotline" all aided in a dramatic improvement of dining satisfaction scores.

After my first season I recommended to the Board that we split our dual role of Catering/Membership Director into two separate roles. This would allow each Director to focus more effectively on their respective areas.

I recruited our Membership Director while searching for a venue to hold our Employee Holiday Party He was a Sales Representative for The Monsters, and I was so impressed that I hired him.

He was very successful in recruiting new Members through programs for Membership recruiting such as The "Buddy System" and the "Golden Ticket" membership programs to attract prospective members in an oversaturated market.

Other management additions over my five-year tenure included a Head Golf Professional, Clubhouse Manager, and Maintenance Director.

SHAKER HEIGHTS COUNTRY CLUB

ERA OF EXCELLENCE

SHCC

THE COURSEPONDENT



May 2011 Special Edition

2011 MARKS SHAKER "ERA OF EXCELLENCE"

2011 BEGINS

"ERA of Excellence"

© SHAKER HEIGHTS COUNTRY CLUB

D

rawing on its historic successes and future opportunities, this year Shaker Heights Country Club is embarking on an "Era of Excellence" and will be emphasizing this theme to remind members and potential members of the club's assets and efforts to make Shaker the premier full-service,

ANDREW TUZZEO IS NEW GENERAL MANAGER

Following a national search from a slate of nearly 100 highly qualified candidates, the club's GM Search Committee has selected a native Clevelander to be the SHCC general manager. **Andrew Tuzzeo** was born in Cleveland Heights and graduated from Heights High School in 1985. After attending The Ohio State University, Andrew entered the hospitality industry and during his career has served as a golf club manager in Naples and as a manager at three prestigious Ritz-Carlton hotels. Most recently, he was general manager of The Hermit Club in Cleveland.

Andrew brings a strong background in service. Andrew's training and experience, coupled with his focus on members' satisfaction and organizational success, fits perfectly with Shaker's "Era of Excellence" goals.



TUZZEO TO COURSEPONDENT: "QUALITY NEVER CLOCKS OUT"

Coursepondent caught up with a busy Andrew Tuzzeo on his first day at Shaker for this exclusive and informative interview.

Q: Welcome to Shaker. Tell us what influenced your decision to accept this position.

A: I am a native of this community, and I admire Shaker's stature and its members. This is a blue-ribbon club, and I am excited to be able to help maintain and enhance the members' experiences here.

Q: What's your philosophy about leading an organization such as Shaker?

A: I'll show you. (Pulls card from pocket.) This is "my credo." I live by it, expect my associates to do so also, and this is what it says: *Professional Promise. I pledge to provide an environment where those that join us will be both proud and excited, whether they are members, guests or employees.*

Q: That summarizes it very well in a single sentence.

A: I mean it, and I'll also tell you my motto - which is even shorter: It's "Quality Never Clocks Out." During his career, Andrew has developed an operating style that is built around creating and



Centennial Year - 2013

An Invitation...

You are cordially invited to experience the hospitality, elegance, warmth and neighborhood charm of the area's premier full service, family-oriented golf & country club.

Please be our guest as we showcase

Shaker Heights Country Club and a new "Era of Excellence."



Shaker Heights Country Club

SHAKER HEIGHTS COUNTRY CLUB

ORGANIZATIONAL STRUCTURE

Organizational Structure

- Industry Standards
- SHCC Succession Planning

Implementation Timeline

AGM responsibilities

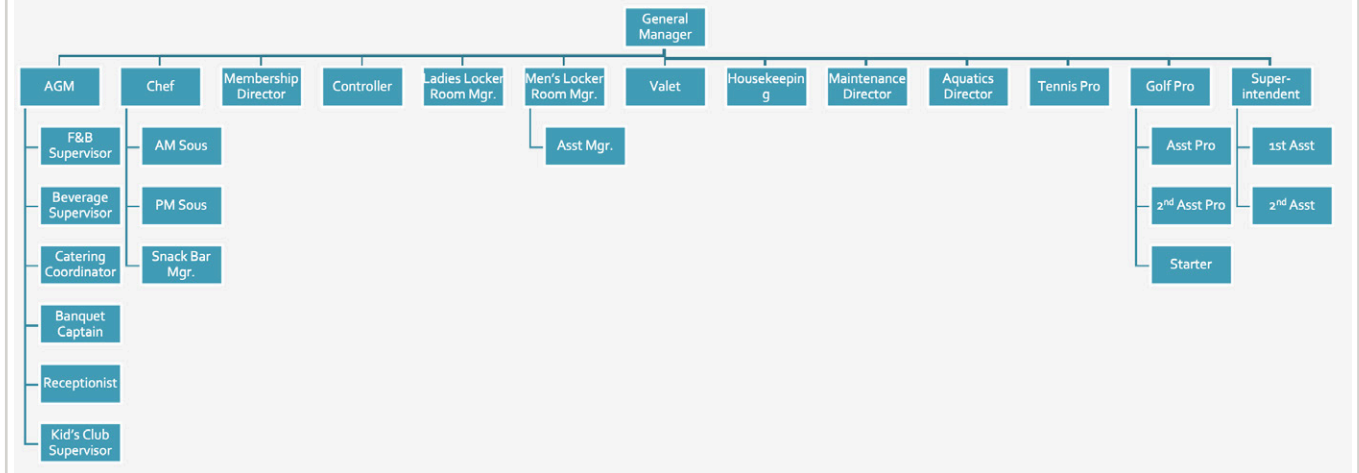
AGM focus

Quality Initiative

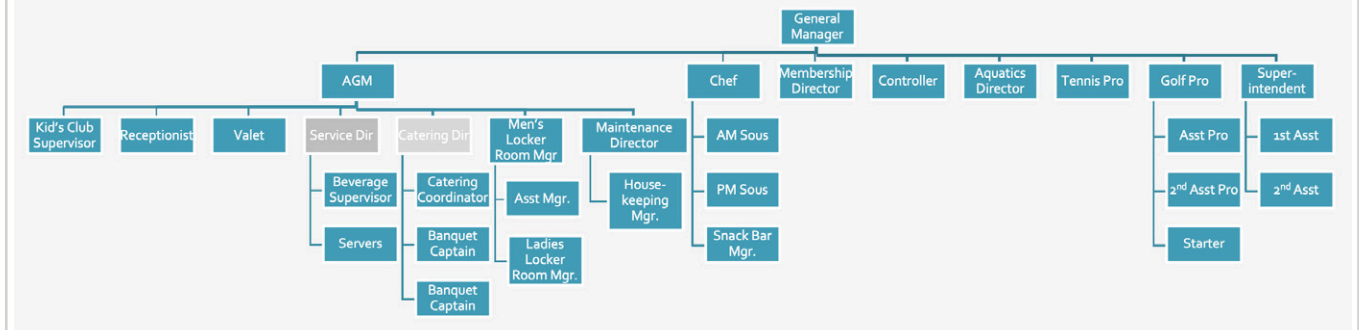


Board Presentation Highlights - Succession Planning for Proper Focus

WHERE WE ARE



WHERE WE NEED TO BE



SHAKER HEIGHTS COUNTRY CLUB

FINANCIALS

Budget Assumptions

168,000 in increased annual dues

\$ 68,000	18 New Member Adds with GOLDEN TICKETS
\$ 20,000	5 Net Member Adds through historical recruiting efforts
\$ (27,000)	Dues Credit for ongoing promotions
\$ 58,000	Dues Increase - 4/1/2014
\$ 49,000	Dues Carryover
<u>\$ 168,000</u>	

Similar Golf Rounds as prior year (within 150 rounds)

TOTAL - 14265	18.17 (average cart fee)	\$ 259,195
GUEST/OUTING - 3754	55 (average guest fee)	\$ 206,470

Catering Sales

161,000 Growth Needed

\$ 112,000	Food
\$ 49,000	Beverage
<u>\$ 161,000</u>	

easy pick up months: July, October, December, March

challenging pickup months: August, September, November, February

\$ (54,000) food

485,000 in BOOKED Catering

\$ 335,000	Food
\$ 150,000	Beverage
<u>\$ 485,000</u>	

646,000 in Budgeted Catering Revenue

\$ 447,000	Food
\$ 199,000	Beverage
<u>\$ 646,000</u>	

Proshop Sales

4% increase - \$221,000

Grounds

48 days of Fairway Water

- 4 year average days watered: 45
- Budgeted watering: 48 days
- 13 more days than last season
- \$8000 in increased cost
- Watering more efficient by \$500 per night due to pump station repairs

Golf Cart Lease Payments within Golf Operation Expenses

\$47,111

Golf Course Equipment Lease Payments within Grounds Department Expenses

\$70,120

Real Estate Tax Liability F/Year Over F/Year

2013 F/Y	2014 F/Y	2015 F/Y
\$104,000	\$125,000	\$185,000

Assumptions for the upcoming reporting period

SHAKER HEIGHTS COUNTRY CLUB

FINANCIALS

FY 2015 - BUDGET SUMMARY				
	2013	2014	2015	
	ACTUAL	ACTUAL (11m)	BUDGET	
MEMBER DUES	1,716,372	1,806,406	1,974,353	
GOLF				
revenue	550,212	600,001	597,256	
expense	260,302	290,722	349,443	
net	289,910	309,279	247,813	
FOOD & BEVERAGE				
revenue	1,813,245	1,803,992	1,806,951	
expense	1,461,693	1,403,476	1,431,178	
net	351,552	400,516	375,773	
PROSHOP				
revenue	19,39%	22.20%	20.80%	
expense	168,040	212,729	220,862	
net	147,410	163,811	169,964	
net	20,630	48,918	50,898	
SMALLER DEPARTMENTS				
SWIMMING				
TENNIS				
PADDLEBALL				
MEN'S LOCKER ROOM				
LADIES LOCKER ROOM				
FITNESS CENTER				
ACTIVITIES CENTER				
COUNTER				
ENTERTAINMENT/SPECIAL FUNC.				
OTHER INCOME				
TOTAL (NET) EXP	(\$195,405)	(\$205,012)	(\$183,681)	
OPERATING EXPENSES:				
GROUNDS	867,316	836,818	908,351	
CLUBHOUSE	490,531	509,133	508,746	
ADMINISTRATION	699,588	648,381	669,035	
GENERAL	324,501	335,580	376,647	
TOTAL OPERATING EXPENSES	2,381,966	2,330,013	2,462,779	
CLUB NET PROFIT (LOSS)	(198,907)	30,094	2,378	
FY CLUB NET PROFIT (LOSS)	(317,159)	(198,907)	30,094	
fmv(mfhd)	118,252	229,001	(27,716)	

Men's Invitational - 2011						
Revenue		TOTAL	EXPENSES:			
Teams	38	\$ 795.00	30,210.00	Golf		
Tax/Labor Fee	38	\$ 85.00	3,230.00	Grand Champions Prize	1,000.00	
Dinner/Dance Only	3	\$ 125.00	375.00	Flight Winners	1,179.90	pictures
Cart Rental (practice & 2 day)			5,510.00	2nd Day Flight Winners	300.00	
Caddies			5,545.00	Bag Tags	283.35	
Pari-Mutuel Profits			1,202.40	Favors	5,122.40	shoes
REVENUE TOTAL		146,082.40		Proximities	400.00	
				Caddies	5,545.00	
				Fore Caddies	-	
				Hole In One Insurance	895.00	
				Golf Expense	14,705.65	
				Miscellaneous		
				Set up & Tear down (3 days)	250	
				Food & Bev Service	2629	
				Kitchen Labor (Extra)	1000	
				Valet	730	
				Golf Labor (Bag Room OT)	547	
				Golf Shop	1104	
				Saturday Night Entertainment	600.00	
				Ice Carving	250	
				Flowers - Centerpieces	538.75	
				Rentals	N/A	
				Printing	19.91	
				Postage	100.76	
				Film & Supplies	10.75	
				Club Expense	7,775.18	
				Food at Cost		
				Breakfast/Lunch-Friday		
				Breakfast/Lunch-Saturday	total all	8,114.88
				Saturday Dinner		
				Stag Dinner-Thursday		
				Food on Course		
				Women's Party		
				Beverage Area		
				3 Days & Women's Party Beverage		5,743.54
				TOTAL EXPENSES		\$ 43,614.43
				PROFIT (LOSS)		\$ 2,467.97
						6%

Event P&Ls are critical for success

Budget Summary Produced
with Treasurer for Board Approval

SHAKER HEIGHTS COUNTRY CLUB

SERVICE QUALITY AND IMPROVEMENTS

Service Quality Initiative

Dear Members,

As part of Shaker Heights Country Club's commitment to quality and continuous improvement we will be asking some of you to involve yourselves in a very brief phone survey about your dining experience at the Club. Each week we will randomly select 5 Members to participate.

If you are called you will be asked some brief questions about our service around your Club dining. If we get your voicemail we will send you the questionnaire via email. Your responses (and those of your fellow Members) will give us valuable insight on how to provide you with a better dining experience. We will use this information to flag any reoccurring service issues. These flagged items will be addressed at our daily service huddles. We will also share and celebrate your positive feedback with the service team so that we continue to build momentum behind our successes.

As the weather breaks we will also be asking 5 Members from the tee sheets and 5 Members from the pool deck each week to participate. If you would rather not participate please let me know.

Thank you in advance for assisting us with our continuous improvement efforts.

We look forward to serving you,

Andrew

Through ongoing dining experience feedback and training as well as overall member surveys we dramatically improved Member dining satisfaction

Service Improvement Committee

Members: Abbey, Better, Hannon, Poklar, Tuzzeo, Hon, Gambatese, Curry, Buford.

Purposes:

- Review the processes and procedures of the food and beverage services;
- Make recommendations to the Board on improving the services so that all complaints are eliminated;
- Develop an effective communication system within the service staff team;
- Provide timely opportunities for feedback from Members;
- Educate the Membership on the operations of a food and beverage service;
- Establish an effective server recruitment and retention program;
- If not already in place, develop a feedback mechanism for outside events.

General Considerations:

1. Determine what level of service and what variety of food and beverage the Membership wants and for which it is willing to pay, keeping in mind that the Club cannot be all things to all people.
2. Management must strive to understand what the Members want and to then utilize their collective management experience and creativity to satisfy the Members.
3. The best possible service employees must be hired, be properly trained in Shaker's methods, be incentivized to do the best possible job for the Members.
4. Must keep things simple, efficient, structured and, if necessary, limited in scope initially so that management, staff and Members alike are aware of the expectations of each group.
5. Management and staff must accept the fact that not all Members will comply with all of the rules but must continue to strive to educate those Members.

SHAKER HEIGHTS COUNTRY CLUB

ACCOLADES

Dear Mr. Tuzzeo,

It was very enjoyable to speak with you about the administrative assistant position at Shaker Heights Country Club.

I appreciate the time you took to interview me. I am very interested in the position & in working for you. I look forward to hearing from you about the position.


Sincerely,
Aria Buford

Aria came to Shaker as my administrative assistant. As she continued to develop and grow at the Club, she expressed interest in catering. When the opportunity arose, she assumed the role of interim catering director; and ultimately Catering Director.

Andrew,

Thank you for your hospitality while I was at Shaker Heights. Everyone on your staff was extremely kind and welcoming. I also appreciate our conversations and getting to know one another better. We would make a fantastic team and I know together we would make Shaker Heights the best club in Cleveland. I'm ready for this next step and I have all the tools it takes. You will not find anyone as a Head Professional who will take more pride and have more fun in their operation than I. I hope I get the opportunity to work with you and take Shaker Heights to the next level. All the Best,
Drew Pierson

Drew Pierson became our new head golf professional after a nationwide search with the PGA. He served at Shaker successfully for ten years.



CLUB SHAKER HEIGHTS COUNTRY CLUB SHAKER HEIGHTS COUNTRY CLUB SHAKER HEIGHTS COUNTRY CLUB
CENTENNIAL ANNIVERSARY CENTENNIAL ANNIVERSARY CENTENNIAL ANNIVERSARY
1913-2013 1913-2013 1913-2013 1913-2013 1913-2013 1913-2013 1913-2013 1913-2013 1913-2013 1913-2013
ONE HUNDRED YEARS ONE HUNDRED YEARS ONE HUNDRED YEARS

May 27, 2015

Mr. Andrew Tuzzeo
General Manager
Shaker Heights Country Club
3300 Courtland Boulevard
Shaker Heights, Ohio 44122

Dear Andrew:

On behalf of the Club's Board of Directors, I want to recognize you, your staff and the kitchen and service staffs for taking on the Shaker High School Prom at literally the last minute. Although the memory of what the Club did will diminish over time, the praise that the Club received at the time was truly high as well as sincere.

Please let all of those who stepped up know that they not only made the event a memorable one for the Shaker High School students but also put Shaker in the most positive light.

Yours truly,
Chuck
Chuck Abbey
President

The local High School needed a last-minute venue (two day notice) for their Prom due to an extreme situation. As good neighbors, we accommodated them to a Prom they will never forget!

JUDSON E. SMITH
2950 Warrensville Center Road
Shaker Heights, Ohio 44122

Mr. Andrew Tuzzeo
General Manager
Shaker Heights Country Club
3300 Courtland Blvd.
Shaker Heights, Ohio 44122

Dear Andrew:

Anita and I want to convey our sincere thanks to you and your staff for a wonderful experience at Saturday night's 100th Anniversary Gala. It was a wonderful evening from beginning to end with many favorable comments from the members.

Thanks again for working with Anita and me on the menu and with the other members of the 100th Anniversary Committee to make the evening such a success. We would also like to make special mention of Matt and Jennifer for all their efforts.

Best regards,
Anita & Jud Smith

One of many complimentary letters of our Centennial Celebration

TRUMBULL COUNTRY CLUB



AVI Foodsystems, Inc. took over the Food & Beverage operations of this cash poor, struggling club as a passion project a few years before I started. This was the only Country Club of the company's 7000 accounts. The CEO did not want this institution of his hometown of Warren, Ohio to go the way of so many historic institutions in the Mahoning Valley. Upon my arrival, AVI assumed full management of all club operations as well, under my leadership.

I proceeded to merge the two management teams that had been conditioned to operate separately since AVI got involved. This was initiated with our weekly staff meetings and reporting "one set of financials" to the Board each month.

TCC had several new managers when I arrived: A part time Membership Director, new Office Manager, new Clubhouse Manager, and new Executive Chef, all employees from AVI.

We began to rebuild the club brand by elevating service standards. We did this through revised training manuals, ongoing training workshops, daily pre-shift huddles, and weekly service audits.

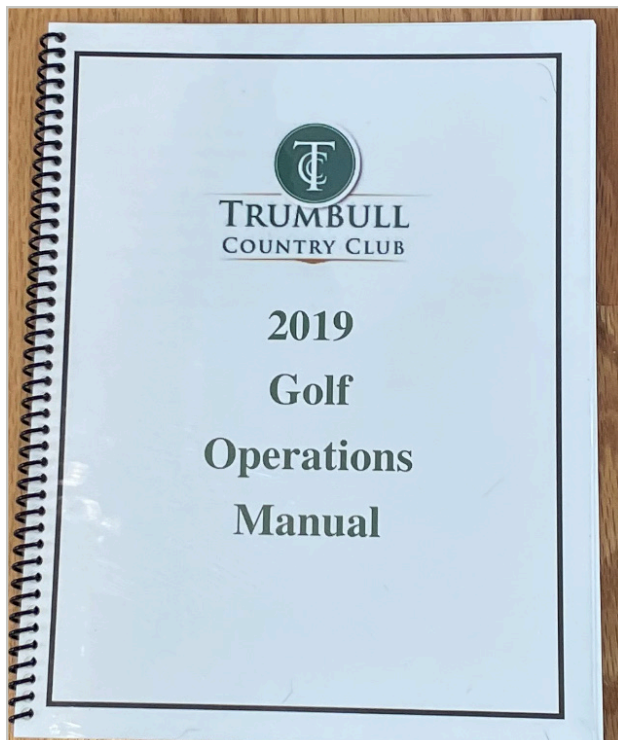
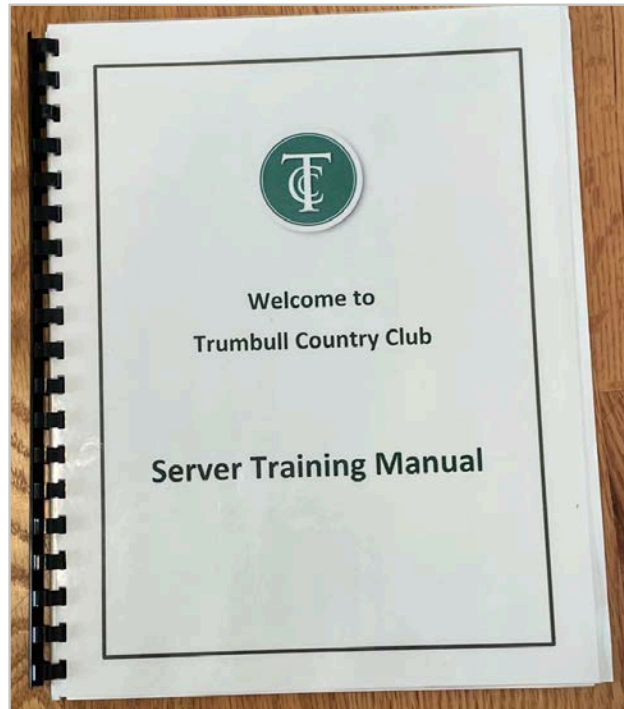
We also got involved with the local chamber of commerce and hosted several open houses to showcase our new vibe to the Community. To improve our fitness center experience, we enlisted an outside fitness instructor to utilize our fitness center to attract new members into the Club.

After our first season, we made a change in our Membership strategy to a full-time Director position. We also transitioned our Head Golf Professional. These personnel changes and the addition of an assistant superintendent dramatically improved overall club operations and service delivery to all aspects of the Club.

After a season of tremendous season of Membership success, I approached the CEO of AVI regarding our newly recruited membership director: he was a former golf pro with previous country club experience and a native of the area. He had the makings of a long-term General Manager for Trumbull Country Club. With the proper training we transitioned him in as General Manager where he has been successful ever since.

TRUMBULL COUNTRY CLUB

SUCCESS IN TRAINING



Our #1 trainer at the club relocating the geese.

TRUMBULL COUNTRY CLUB

A FOND FAREWELL



A FOND FAREWELL AND WISHES FOR CONTINUED SUCCESS AT TRUMBULL COUNTRY CLUB

Dear Members,

I am filled with mixed emotions as I depart from Trumbull Country Club. Although I am extremely excited to assume my new role with AVI Foodsystems, I will miss being a part of these fantastic times at TCC with many more improvements on the horizon for the Club.

I am very proud of the accomplishments we have achieved as a team over the past three seasons: We have built a dedicated team here at the Club where our focus has enhanced hospitality and a personalized level of service for each of our valued Members and guests. We have also improved the image of our Club within the community and successfully increased membership. I am confident in our new Management Team and know that Cory will be a great leader for the Club.

Cory and I have worked very closely together to ensure a smooth and seamless transition. I am extremely excited about the positive impact he is making in his new role!

Please join me in congratulating Cory on this very well-deserved promotion.

With gratitude,

Andrew Tuzzeo
Former General Manager, Trumbull Country Club



Centennial Year - 2015



PRESIDENT'S MESSAGE

Dear Fellow Members,

Once again, before the sunny and warm weather hits, we have many new and exciting improvements rolling out over the next couple of months. They will greatly impact the look and feel of the Club and affect every Member's TCC experience. As we continue to gain more Members, the Board has made it a priority to bring you great improvements every year. Stay tuned as we plan to announce these projects over the next month.

For all golfers, this year's budget includes major upgrades to our golf course equipment, bringing us the latest technology in greens and rough mowers and a supersized blower. These additions will provide multiple benefits for your course. They include increasing green speeds and consistency, vastly improving the rough conditions, as well as striping the rough and maintaining overall cleanliness of the course and paths. These purchases also allow us to repurpose some of our current equipment to keep our tees, green surrounds and approaches much tighter and in better condition. These upgrades will provide every golfer a significantly improved golf experience.

As everyone knows, Andrew Tuzzeo has moved on from the Club as our General Manager to take a new role with our food and beverage partner, AVI Foodsystems. The Club would not be on its positive trajectory without him and we will be forever grateful. Cory Pagliarini has taken the TCC Management Team lead and has crafted a plan that will build upon the foundation Andrew has created. We are excited for the next step in TCC's evolution!

We are very excited for everything to come this Spring and, as always, your feedback is important to the Board and the Management Team as we are continuously tailoring the TCC Club experience in order to be constantly improving. Reach out to the Management Team at any time for comments and/or suggestions.

Hope to see you around the Club!

Sincerely,

Matthew Natale
President, Board of Directors, Trumbull Country Club



CHERRY HILLS COUNTRY CLUB

Cherry Hills Country Club



I was hired one week before the old Clubhouse was torn down for new construction by the Interim General Manager in April of 2021 while the search for the new general manager was being completed. Covid, management turnover, and anticipated construction left the Club in a very dysfunctional condition. My role was to take ownership of and reconstruct the Food & Beverage operation. Without a Clubhouse, the pool was about to open, we had our HillsDilly Member/Guest less than two months away, and I only had one F&B manager that was vocal about his work dissatisfaction. Our golf course food service consisted of the Halfway House, a temporary tent and food truck operation as well as on-property events.

Off-property, we secured a restaurant for dinner service, catering, card games and committee meetings. My best vantage point for a successful season was to assume the role of catering director which gave me an overall understanding of all club activities and venues. While assessing the operational needs of the team, I made three internal promotions to provide proper coverage over our sprawling venues. I promoted the HWH supervisor to a F&B Supervisor, our lead Men's Grill server to dining room supervisor, and our BQ captain to a Catering Coordinator. Despite the staffing shortages and inexperienced supervisory team, we produced and executed some very success events including The HillsDilly and The Palmer's Cup, both under tent on the Driving Range. We also had a very successful holiday season at Club 22.

In the off-season, I recruited a Catering Director and a F&B Director . I also upgraded our Shoe Service operation and recruited a new Youth Activities Director for the following season, so I could focus on strategic planning for the clubhouse reopening. This past season, with the proper management team in place we have taken the F&B experience to a new level. We have added a Director of Culinary, and finalized the phasing plans for re-entry. I am confident that we have put in place the right team to open and operate the new clubhouse.

CHERRY HILLS COUNTRY CLUB

FINANCIALS

Cherry Hills Country Club



	BUDGET	ACTUAL	weekly allowances				
	Nov-22	Nov-21	11//2 - 11/6	11/7 - 11/13	11/14 - 11/20	11/21 - 11/27	11/28 - 12/4
Wages - Service - AlaCarte CHCC	4,000.00	3,800	900.00	900.00	900.00	900.00	450.00
Wages - Service - Locker Room Grille	-						
Wages - Service - Poolside Cafe	-						
Wages - Service - Halfway House	7,500.00	5,931	1,100.00	1,100.00	1,100.00	1,100.00	550.00
Wages - Service - AlaCarte Club22 / Arnie's	19,600.00	17,371	3,200.00	3,200.00	3,200.00	3,200.00	1,600.00
Wages - Service - Bqt/Special Events	4,519.50	3,140	800.00	800.00	800.00	800.00	400.00
	35,619.50	30,242.38					

Weekly payroll allowances for monthly budget compliance

	BUDGET	BQ Forecast	ACTUAL
ALACARTE SALES			
CLUB 22	50,242.50	50,242.50	28,343.00
CHCC	9,965.03	9,965.03	19,224.00
HALFWAY HOUSE	19,806.70	19,806.70	21,271.00
POOLSIDE CAFE	-	-	(26.00)
WINE SOCIETY MEMBERSHIP SALES	-	-	-
FUNCTION/SPECIAL EVENTS SALES	5,280.00	5,280.00	1,830.00
CATERING SALES	-	35,000.00	31,888.00
OTHER F&B INCOME	1,500.00	1,500.00	2,890.00
TOTAL F&B SALES	86,794.23	121,794.23	105,420.00

Monthly forecasting and daily tracking of revenues

CHERRY HILLS COUNTRY CLUB
CAPITAL AUTHORIZATION REQUEST

Today's Date: 10/21/22

Project/Purchase: CGS Clubhouse Start-Up

Vendor (only one vendor per CAR form): Fortessa

Summary/Description: New China, Glass, and Silverware for all Food & Beverage Operations.

Estimated Useful Life of Asset (in years): 5 Date Asset Received / To Be Placed into Service: 03/01/23

Capital Expense: Total Cost Approved in Current Budget: \$217,488.84 Total Cost (this vendor): \$217,488.84 This Request: \$ 210,974.60

Purchased all China, Glass, and Silverware for new Dining Outlets and Banquets

Event Name	Taxable	taxes applied correctly?	Billing Changes Needed	Ready to Post
Haskell Par 3 - 8384	yes	yes		yes
Par 3 Event- Haskell - 7676	NO	no	Total Tax to remove - 108.92	NO
Olson Pick Up - 8316	yes	yes	ADD SC?	yes
Pickleball Dinks and Drinks - 8334	no	yes	ADD SC - 81.60	NO
Koch Breakfast Pick Up - 8381	yes	yes	ADD SC - 33.60	NO
Par 3 for Bhappu - 8284	yes	yes		
Johnson Bridge Group & Lunch - 8290	yes	yes	?	
Johnson Bridge Group & Lunch - 8290	yes	yes	?	
Ladies Tennis Appreciation Day Social - 8335	no	yes	ADD SC - 139.20	NO
Fuller Birthday Party - 8282	yes	yes		yes
Past President's Luncheon - 8289	no	yes	ADD SC - \$448.80	
Hayes Residence Cocktail Reception - 8346	yes	yes		yes
Brittain Tennis Party - 8379	NO	NO	ala carte wine \$360; reclass to BQ Wine. Total Tax to remove - 55.12	NO
Johnson Bridge Group & Lunch - 8417	yes	yes		?
Johnson Bridge Group & Lunch - 8417	yes	yes		?
Johnson Bridge Group & Lunch - 8417	yes	yes		?
Bowman Birthday Dinner - 8375	yes	yes	reclass \$55 -> BQ Food	
Tween Field Trip				
USGA Meeting-US Amateur 2023 - 8362	NO	NOT SURE	Total Tax to remove? - 8.72	?

Event Tracking for Proper Billing and Tax collecting

CHERRY HILLS COUNTRY CLUB

COMMUNICATIONS

Youth Activities Newsletter Entry – Winter 2022

We are also finalizing our search for your Youth Activities Director. This individual will work to expand our existing juniors Club programming and work with our professionals to expand access to junior golf, racquet sports and aquatics this season. In addition, this individual will be responsible for creating, implementing, and staffing a summer program for your kids.

We will continue to offer KidZone at Club 22 up until Memorial Day Weekend; Thursday-Saturday from 5:00pm-9:00pm. For the summer months, parents will be able to drop off their children to our kidZone counselors at the pool. Parents will still need to remain on campus, but they will be able to enjoy a round of golf, or pickleball or tennis while their kids have fun at the pool. Parents will be able to drop off as early as 3:00pm during the summer months.

CampZone will take place at the pool again this summer. Along with our returning counselors, we will have an incredible group of new counselors joining us as well. In addition to all of the fun at CampZone we will also enjoy special visits from various guests ranging throughout the summer. If you have any questions regarding CampZone, please contact Andrew Tuzzeo out to Andrew Tuzzeo at atuzzeo@chcc.com or

Club Experience Feedback/The Service Hotline

Dear Members,

As part of Cherry Hills Country Club's commitment to service quality and continuous improvement I would like outline our next member experience survey process and our new member feedback phone number that allows you to communicate with us about your club experience, at your convenience, at any time.

After the holiday weekend we will email you a member experience survey. Our primary area of focus of this survey will be your dining experience at the various venues this season. Your responses will give us valuable insight and we will share this information with the entire team, addressing any reoccurring service issues. We will also share and celebrate your positive feedback so we can continue to build momentum with our successes.

While it is not our intention to detract from you Club enjoyment by asking you to complete a survey, please take a moment to complete the quick questionnaire when you receive it. The more responses we collect the better perspective we will have on where we are doing well and

At your Service: Season update – Summer 2022

As we move into full swing this season, I wanted to take a moment to congratulate the Food & Beverage Team for a strong start!

I am happy to report very positive reviews from both the House Committee and the Pool Summit Group on our upgraded Poolside Café layout as well as our service strategy. We are very appreciative of the constructive feedback from "The Member Perspective" that we receive from these groups. They provide valuable insight regarding their Club Experience and that of other Members as well.

The Halfway House has been running smoothly, as usual, and we have also received many positive reviews regarding our newest venue, Palmers. If you haven't been yet, I would suggest joining Lebi on Thursday nights for "Italian Night", featuring live music, a build your own chef attended pasta station, and many other Italian Inspired options from our Club 22 menu and more.

While Club 22 at the DTC has become a little quieter over the warm months, it is still being enjoyed during the day by card players, and of course on Sundays for our popular Sunday brunch; don't forget we do have patio seating at Club 22. For those looking for an indoor venue in the evening for drinks and dinner, Club 22 is the place, Wednesday s thru Saturday nights. Club 22 is also a perfect place, with parking, for daytime meetings. Please contact Shey Wiley, our Catering Director, for all your business meeting and entertaining needs.

Service Hotline, which you can call or text at any

CHERRY HILLS COUNTRY CLUB

CATERING & EVENTS

Catering Sales Plan FY 2023

	TOTAL
Food Sales - Banquets	810,231.00
Liquor Sales - Banquets	149,343.00
Wine Sales - Banquets	32,863.50
Beer Sales - Banquets	12,462.00
T Bev. Sales - Banquets	194,668.50
T F&B Sales - Banquets	1,004,899.50
<i>(does not include Club Events)</i>	
Rental & Other Income	41,500.00
Event Rental & Other Income-Passthrough	
TOTAL INCOME	1,046,399.50
BQ F&B COS (35%)	351,714.83
FOH BQ Wages (14%)	140,685.93
HOH BQ Wages (16%)	160,783.92
Facilities Charge credit (24%)	(241,175.88)
Service Charge -> servers (15% next year)	132,736.73
net payroll (w/out salary)	193,030.70
Linen	38,000.00
Rental Expense	3,500.00
BQ Supplies	3,500.00
T other EXP	45,000.00
Net profit - BQ only	456,653.98
Net %	35.70%



Weddings without a clubhouse.



Cherry Hills Country Club Memories

CHERRY HILLS COUNTRY CLUB

MAJOR CLUBHOUSE RENOVATION

Upper-Level



Member Dining Spaces



Outlet Stats:

Arnie's

Overall Concept: Upscale mixed grill cuisine and dress code, intimate inside, breathtaking views outside. Dinner service only, high-end wine & spirits.

Seating: total = 165 seats
inside = 51 seats; + 14 at the bar; outside = 100 seats

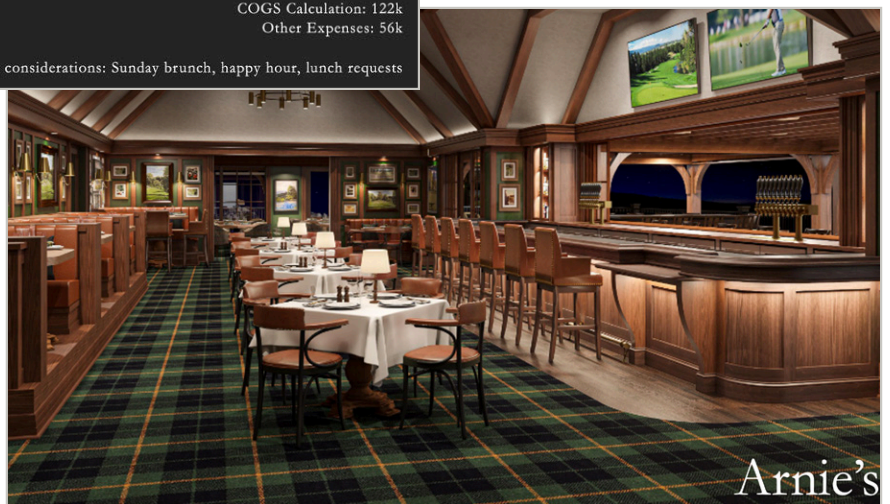
Seasonal Days of Operation: Thursday, Friday, Saturday

Off-Season Days of Operation: Friday, Saturday

Hours of Operation: 5:00pm – 9:00pm

Revenue projections: 310k
(includes Club 22)
Wages: 426k
COGS Calculation: 122k
Other Expenses: 56k

Other considerations: Sunday brunch, happy hour, lunch requests



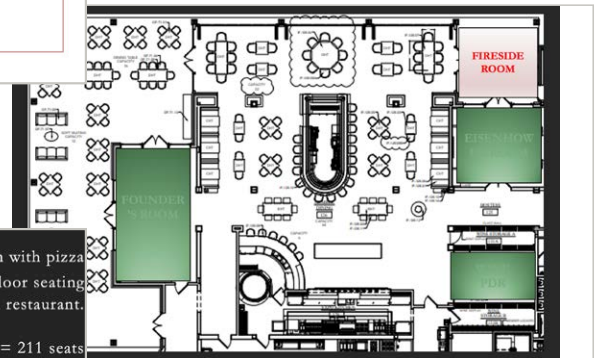
Arnie's

CHERRY HILLS COUNTRY CLUB

MAJOR CLUBHOUSE RENOVATION



Main-Level Dining Spaces



Outlet Stats:

Expo

Overall Concept: Country Club Family Casual. Open kitchen with pizza oven seating indoor with indoor and outdoor seating 3 meal restaurant.

Seating: total = 211 seats
inside = 70 seats + 17 at the bar
outside = 36 covered & 88 uncovered seats

Hours of Operation:

- Breakfast – Wed. – Sat. - 7:00am – 11:00am (season only)
- Brunch – Sundays - 10:30am – 2:30pm
- Lunch – Tues. – Sun. - 11:00am – 4:00pm
- Happy Hour – Tues. – Sun. - 4:00pm – 6:00pm
- Dinner – Tues. – Sun. - 5:00pm – 9:00pm

Revenue projections: 387k
Wages: 350k
COGS Calculation: 153k
Other Expenses: 150k

Other cons



Expo

CHERRY HILLS COUNTRY CLUB

SERVICE RETENTION STRATEGY




PAY INCREASE AND IMPLEMENTING SERVICE CHARGE RATIONALE

- WE WANT CHERRY HILLS COUNTRY CLUB TO BE THE EMPLOYER OF CHOICE IN DENVER HOSPITALITY
- SERVICE RETENTION CREATES A BETTER MEMBER EXPERIENCE
- COMPETITIVE PAY POTENTIAL WILL ATTRACT BEST IN CLASS SERVICE PROFESSIONALS
- SERVICE CHARGE WILL CONTRIBUTE TO HOURLY WAGES, DRIVE REVENUE, AND ENSURE PROPER CHARGING WITH NO BUDGETARY BURDEN

COMPETITIVE ANALYSIS

- GLENMORE SERVER - \$15-\$17 + SERVICE CHARGE
- DENVER COUNTRY CLUB MAIN DINING ROOM SERVER - \$11.75 + COMMISSION AND SERVICE CHARGE (INITIAL TRAINING RATE: \$20.00)
- LAKEWOOD COUNTRY CLUB ROOM SERVER - \$10 - \$12 + 20% SERVICE CHARGE ON ALL SALES
- THE RANCH COUNTRY CLUB RESTAURANT/BANQUET SERVER - \$10 - \$25 + SERVICE CHARGE
- THE GOLF CLUB AT RAVENNA SEASONAL SERVER - \$13 - \$14 + SERVICE CHARGE
- COLUMBINE COUNTRY CLUB POOL CAFE SERVER - \$12.50 + SERVICE CHARGE




RECOMMENDED PAYROLL LEVELS FOR CHCC

- AVERAGE SERVER RATES - \$20/HR (PLUS SERVICE CHARGE)
- AVERAGE SUPERVISOR RATES - \$26.00/HR (PLUS SERVICE CHARGE)

RATE INCREASES WILL CREATE IMMEDIATE BENEFIT BUT WILL NOT MAKE CHCC COMPETITIVE. ADDING AN AUTOMATIC SERVICE CHARGE WILL BE A GAME CHANGER IN THE ABILITY TO ATTRACT AND RETAIN TOP TALENT.


RECOMMENDED SERVICE CHARGE - 20% ON ALL F&B SALES

- > 15% TO THE SERVICE TEAM (TIP POOL)
- > 5% TO THE CLUB TO OFFSET SERVICE PAYROLL



BUDGET IMPLICATIONS

- YTD - THRU MARCH (6 MONTHS)
 - HOURLY SERVICE PAYROLL - \$1.0K OVER BUDGET (WITH \$17K > SALES)
- YEAR END PROJECTIONS WITH PAYROLL INCREASE FOR REMAINDER OF YEAR
 - 74K OVER BUDGET
- 5% SERVICE CHARGE TO THE HOUSE WOULD OFFSET THIS YEAR'S PAYROLL BY \$40K
 - BUDGET IMPACT REDUCED TO 34K



OTHER CONSIDERATIONS

INCREASING AND MAINTAINING THE RECOMMENDED HOURLY RATE WILL ALLOW US TO MAINTAIN STAFF IN THE OFF SEASON AND DURING "NON-SERVICE" ACTIVITIES

HOURLY STAFF HAS A DIFFERENT MINDSET THAN SERVICE STAFF THAT HAS THE OPPORTUNITY TO GENERATE SERVICE CHARGE


SERVICE CHARGE AND GRATUITIES ARE PRESENT IN ALL HIGH FUNCTIONING SERVICE ENVIRONMENTS

AUTOMATIC SERVICE CHARGE WILL MOTIVATE STAFF TO CHARGE FOR ALL ITEMS

"TIP POOLING" WILL MOTIVATE STAFF TO BE MORE EFFICIENT AND TEAM ORIENTED

CATERING IS ALREADY CAPTURING 22% SERVICE CHARGE FOR PRIVATE EVENTS

- PAYROLL HAS BEEN OFFSET BY 17K YTD, THROUGH CATERING



This approved recommendation allowed us to add Service Charge to Member Dining to assist our recruiting efforts and ultimate retention.

CHERRY HILLS COUNTRY CLUB

THE HILLSDILLY



WEDNESDAY, JUNE 15TH – DAYTIME F&B SCHEDULE

Breakfast in Palmer's Tent 8:00 AM - 9:30 AM (by subscription)	Refreshments on Golf Course 7:30 AM - 1:30 PM (Included)	Lunch in Palmer's Tent (100 ppl) 11:00 AM - 2:00 PM (Included)	Snugfest course Beverages 3:30 PM - 6:00 PM (Included)
Breakfast burritos Breakfast sandwiches Fresh Fruit Full Bar w/milk shake station	#7 Teebox - grab n go beverage station HWN - Snacks available (by subscription) #9 Teebox - grab n go beverage station #17 - VW Bus - grab n go beverage station	Brisket Pulled pork Burgers and dogs Deli Sandwiches Full Bar w/milk shake station	(2) beverage carts with full beverage service to follow players & spectators


WEDNESDAY EVENING, JUNE 15TH OPENING CEREMONY

HILLSDILLY TENT
6:30 PM - 9:00 PM

(3) Passed hors d'oeuvres
 Raw bar w/ shrimp, oysters, and crab Plus accompaniments
 Sushi Station by "Roll It Up Sushi"
 Carving station w/ NY Strip, split rolls, sauces, seasonal greens
 Street Taco station w/ carne asada, carnitas, all the toppings, and halibut ceviche cups
 Slicer Station w/ prosciutto, fresh mozz, heirloom tomatoes, watermelon, fresh herbs, sea salt
 Dessert display

(2) Full Bar set ups

(Entertainment tbd)



FRIDAY, JUNE 17TH – DAYTIME F&B SCHEDULE

Breakfast in Palmer's Tent 6:30 AM - 8:00 AM	Refreshments on Golf Course 7:30 AM - 5:30 PM	Lunch in Hillsdilly Tent 11:00 AM - 2:00 PM
Burritos Sandwiches Eggs any way (omelets) Bacon/Sausage Fruit cups Whole fruit and assorted cliff bars, kind bars, and snacks Full bar w/milk shake station	#7 Teebox - grab n go beverage HWN - full service available #9 Teebox - full bar & pizza oven - mini pizzas #17 - VW Bus with bartender	Food Trucks (outsourced) CHCC Mexican Buffet Fajita station Churros Full Bar w/milk shake station

SATURDAY, JUNE 18TH – DAYTIME F&B SCHEDULE

Breakfast in Hillsdilly Tent 6:30 AM to 8:00 AM	Refreshments on Golf Course 7:30 AM - 1:30 PM	Lunch in Hillsdilly Tent 10:30 AM - 1:30 PM	Shootout Beverages 1:30 PM - 5:00 PM
Burritos Sandwiches Eggs any way (omelets) Bacon/Sausage Fruit cups Whole fruit and assorted cliff bars, kind bars, and snacks Full bar w/milk shake station	#7 Teebox - grab n go beverage HWN - full service available #9 Teebox - full bar & pizza oven - mini pizzas #17 - VW Bus with bartender	CHCC Grill Out: Slider Station Garden salad, Potato salad, Coleslaw, Beans Watermelon Smoker - brisket, ribs, chicken Charcoal Grill - burgers, dogs, brats, sausage Ice Cream truck Full Bar w/milk shake station	(2) beverage carts with full beverage service to follow players & spectators

SATURDAY EVENING, JUNE 18TH RED & WHITE BALL

HILLSDILLY TENT

6:00 PM COCKTAILS
7:15 PM AWARDS
7:30 PM DINNER

(3) Passed hors 'oeuvres
Display bar d'oeuvres:
 Raw bar w/ shrimp, oysters, and crab - with accompaniments
 Charcuterie, Cheese, and Antipasto boards

Entrée Station:
 Lobster and Crab stuffed salmon
 Beef Shoulder tender w/ wild mushrooms and horseradish potatoes
 Mediterranean Grilled Chicken w/ feta, olives, tomatoes, natural Jus
 Shrimp risotto - pancetta, spinach

Sides:
 Pasta Primavera
 Herb Roasted vegetables

Assorted breads and spreads

Dessert Station:
 Bananas Foster station
 - with brown sugar rum sauce and vanilla bean ice cream
 Large dessert display

Soul X Performing



LETTERS OF RECOMMENDATION



Cherry Hills Country Club

4125 South University Boulevard
Cherry Hills Village, Colorado 80113-4904
www.chcc.com

Phone 303-350-5270
Email: President@chcc.com

David H. Keyte
President

November 12, 2022

To whom it may concern:

I'm writing to express my support for Andrew Tuzzeo as a candidate for employment. Andrew was part of our management team responsible for leading our staff during a difficult working environment as we undertook a significant clubhouse renovation. His efforts in this regard were important and appreciated. Collaborating with other senior staff along with club volunteer leadership, Andrew helped deliver a great member experience while preparing an operating plan for a successful reopening. I'm thankful for his contributions to Cherry Hills. Andrew's experience in private club settings and solid work ethic should serve him well in his future endeavors.

Best,



David H. Keyte
President, Cherry Hills Country Club 2021-2022

LETTERS OF RECOMMENDATION



CHERRY HILLS COUNTRY CLUB
4125 S. UNIVERSITY BLVD.
CHERRY HILLS VILLAGE, CO 80113
303.350.5200

November 8, 2022

To whom it may concern:

I'm writing on behalf of Andrew Tuzzeo, who I understand is being considered for the General Manager/COO position at your club.

I've worked with Andrew for the last year and a half as he was the Clubhouse Manager when I arrived at the property. Andrew was hired at Cherry Hills at the onset of a major clubhouse renovation. Since that time, he has been an integral part of the management team, working closely with me along with senior management to operate our club at the highest level possible, in a difficult working environment. Additionally, a large amount of his time has been spent preparing for the re-opening of the clubhouse. This includes hiring the "right" individuals to lead the various clubhouse departments, developing operating plans and programming for the various outlets, along with the myriad of other tasks associated with a project like ours. Andrew's contributions in these areas have positioned the club for a successful reopening, and I'm grateful for his efforts.

Andrew's experience in both for profit and member owned private club's provides him with a broad range of experiences from which to draw upon, all of which benefit club operations. He has a firm understanding of the dynamics of operating a club in a rising cost environment and is able to balance effective stewardship of club resources without sacrificing the member experience.

I realize that this is an important hire and I hope that these insights assist with your consideration of Andrew Tuzzeo for the role.

Sincerely,

Lance Sabella, CCM, COO
Cherry Hills Country Club

LETTERS OF RECOMMENDATION

Cherry Hills Country Club



Andrew Tuzzeo - Testimonial

Once in a great while, one has the absolute privilege of meeting, working with, and being supported by someone like Andrew Tuzzeo.

It has been our honor to have Andrew Tuzzeo at Cherry Hills Country Club. He made The Club a better place under his leadership, his vision, and his service before self attitude. He is just one of those folks who “sees the room,” just gets it done, and executes a high level of service and leadership.

I worked closely with Andrew after I launched a Women’s Speaker Series initiation, “Women Only Wednesdays” at CHCC. It was quite outstanding to experience the Before-Andrew events and the After-Andrew events. Under Andrew’s leadership, service levels were vastly improved, the staff to member communication greatly increased in planning, the events were more fun and less stressful for all involved. After Andrew Tuzzeo, we sold out 100% of our events.

We can’t help but feel joy in Andrew’s presence. His happy demeanor and quiet, calm, leadership and confidence is infectious. I was so impressed with his follow-up. He would, without exception, call after events to learn what we liked/would change and to solicit specific feedback.

Andrew exemplifies what is important in the Hospitality Profession. He respects everyone in his orbit and is in a continuing learn mode. He cares deeply about service and carriage.

I have a lifetime of service and leadership experience, and appreciate when I see and experience top tier work. I am honored to be asked to provide Andrew Tuzzeo a testimonial and my hearty endorsement.

Michelle Moritz Dorman
Chair, CHCC Women Only Wednesday
303 589-2660

LETTERS OF RECOMMENDATION



Pittsburgh Field Club

121 Field Club Road

Pittsburgh, PA 15238

November 11, 2022

To Whom It May Concern,

It is my honor to provide this letter of recommendation for Andrew Tuzzeo for the position of General Manager at Valley Country Club. I had the pleasure of working be hired by and working with Andrew at Trumbull Country Club in Warren, Ohio. My position at the club was as the Executive Chef, and it was the first time I had been involved in a Country Club environment. Andrew was my lifeline that I knew I could reach out for anytime I needed anything that would help my success in the new role. We developed a wonderful relationship immediately and his guidance and supervision helped to pave the way for my current position at the Pittsburgh Field Club.

Andrew and I would meet daily and discuss any and all pending issues, projects, visions, and so on. Communication is a key factor to running a successful club, and that is certainly an area that Andrew thrives in. During our time together, we were both relatively new to TCC, and there was a bit of an overhaul from the top down from a management level. Andrew hired and led this new management team, including a new Golf Pro, Executive Chef, & Membership Director with ease. He was able to get the entire team on the same page, with the same vision for the future direction of the club. We were able to navigate through some major renovations that had been discussed for years before our arrivals, but no one had ever before been able to execute. There were updates to the golf course, club house, kitchen redesign, organizational structure, and much more that were all made possible by great leadership and communication.

Andrew Tuzzeo is a born leader with a great understanding of the importance of developing membership relations while sharing with his team the vision moving forward together. I strongly recommend Andrew Tuzzeo for the position of General Manager at Valley Country Club and feel he would be a great addition for years to come.

Sincerely,

Justin Melnick
Executive Chef
Pittsburgh Field Club
jmelnick@fieldclub.org

MY MANAGING PRINCIPLES

Professional Promise

I pledge to provide an environment where those that join us will be both proud & excited; whether they are Members, Guests, or Employees

Service Steps:

*Warm Welcome:
When they're here
they're home*

*Make Memories:
Make their day*

*Fond Farewell:
Thank them for coming
&
Invite them back*

Motto:

Quality

Never

Clocks

Out

Managing Principles:

- Create a place where Members are proud to be Members and Guests wish they were Members
- Hospitality is making them feel at home
- Consistency is key
- Treat wants as needs
- Say "yes" whenever possible
- Giving is much more powerful than taking away
- Use technology to bring people together; don't let technology get in the way of the personal touch
- 15 minutes ahead of schedule is on time
- Plan ahead of time and have fun doing the work

Managing Principles:

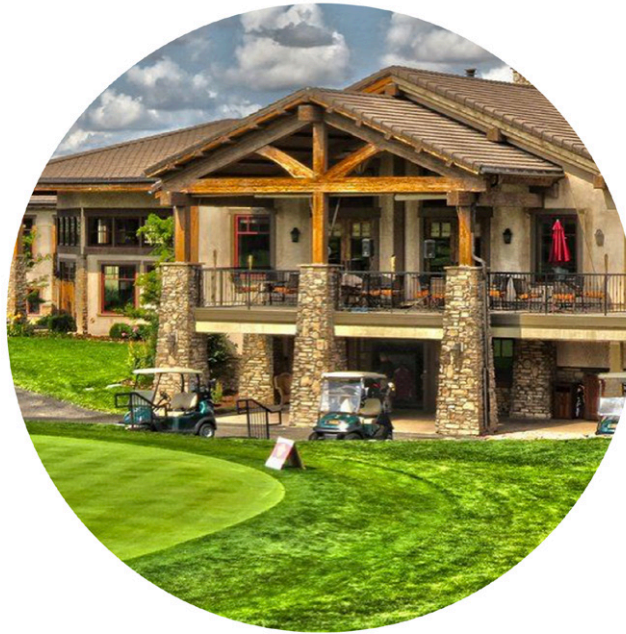
- Communicate on their terms
- Take ownership, give ownership
- Give credit, take blame
- Praise in a group;
Critique one on one
- Confront mediocrity as it occurs
- Always maintain professionalism
- Express what you expect;
Inspect what you express
- Support your people
- Being predictable builds trust
- Grease your own squeaky wheel
- "Treat everyone the same by treating them differently"
- "Listen, learn and serve"
- Continuous improvement is better than perfection

Managing Principles:

- Be a positive Club representative, in and outside the workplace
- The Employee meal is the most important meal of the day
- Personalized service begins with serving your staff
- Practice on the driving range, play on the course; and play to win
- Every problem has solutions
- Daily huddles, weekly staff meetings, monthly department meetings, biannual reviews, annual all staff celebrations
- Focus on performance not personality (unless it hinders performance)
- Never stand in the way of inspiration

A GOOD FIT

TOP 7 REASONS WHY VCC IS RIGHT FOR ME!



1. "Valley is the #1 Club for Families" and I believe in providing a place for every member of the Family
2. We are BOTH committed to excellence!
3. Right Size Club to suit my leadership style and experience
4. "Most Underrated Club" in the Region, for now...
5. In addition to golf, an abundance of recreational amenities are offered at VCC. My overall club experience will prove valuable to the club.
6. Ideal Location for me
7. "The Fun Club"