

**ARLINGTON RIDGE
COMMUNITY DEVELOPMENT DISTRICT**

AGENDA PACKAGE

Monday, June 12, 2023

Remote Participation:

Zoom: <https://us02web.zoom.us/j/3797970647>, Meeting ID: 3797970647

--or--

Call in (audio only) (415) 762-9988 or (646) 568-7788, 3797970647#



313 Campus Street
Celebration, Florida 34747
(407) 566-1935

Arlington Ridge Community Development District

Board of Supervisors

Robert Hoover, Chairman
Ted Kostich, Vice Chairman
Bill Middlemiss, Assistant Secretary
Claire Murphy, Assistant Secretary
James Piersall, Assistant Secretary

Staff:

Angel Montagna, District Manager
Jennifer Kilinski, District Counsel
David Hamstra, District Engineer
Brett Perez, Area Field Director
Robert Sardinas, Facilities Manager
Frank Bruno, General Manager
Dan Zimmer, VP Operations, Troon

Workshop Agenda Monday, June 12, 2023 – 9:00 a.m.

1. **Call to Order and Roll Call**
2. **Pledge of Allegiance**
3. **Audience Comments on Agenda Items – Three- (3) Minute Time Limit 9:05 to 9:30**
4. **Discussion of Preliminary Budget for Fiscal Year 2024..... 9:30 to 11:15**
 - A. **General Fund and Debt Service Funds**
 - B. **Golf and Food/Beverage**
5. **Supervisor Comments 11:15 to 11:30**
6. **Audience Comments – Three- (3) Minute Time Limit 11:30 to 12:00 noon**
7. **Adjournment**

The next meeting is scheduled for Thursday, June 15, 2023

District Office:

Inframark
313 Campus Street, Celebration, FL 34747
407-566-1935
www.ArlingtonRidgeCDD.org

Meeting Location:

Fairfax Hall
4475 Arlington Ridge Blvd., Leesburg FL 34748
Participate remotely: Zoom <https://zoom.us/j/3797970647>
OR dial 415-762-9988 or 646 568-7788, ID 3797970647

ARLINGTON RIDGE
Community Development District

Annual Operating and Debt Service Budget

Fiscal Year 2024

Proposed Budget
(printed____)

Prepared by:



Arlington Ridge

Community Development District

Budget Overview

Fiscal Year 2024

ARLINGTON RIDGE

Community Development District

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Arlington Ridge

Community Development District

Operating Budget

Fiscal Year 2024

ARLINGTON RIDGE

Community Development District

General Fund

Revenues Expenditures and Changes in Fund Balance
Fiscal Year 2024 Proposed Budget

ACCOUNT DESCRIPTION	ADOPTED BUDGET FY 2023	ACTUAL THRU MAR 2023	PROJECTED APRIL- SEPT 2023	TOTAL PROJECTED FY 2023	ANNUAL BUDGET FY 2024
REVENUES					
Interest - Investments	\$ 100	\$ 74	\$ 74	\$ 148	100
Lexington Spa	3,000	1,943	1,943	3,886	3,000
Rental Income- Fairfax Hall	2,500	-	-	-	2,500
Special Assmnts- Tax Collector	2,233,233	2,167,722	65,511	2,233,233	2,453,875
Settlements	-	27,307	-	27,307	-
Other Miscellaneous Revenues	-	238	238	476	-
Access Cards	-	10	10	20	-
RV Parking Lot Revenue	17,700	17,336	17,336	34,672	36,000
TOTAL REVENUES	2,256,533	2,214,630	85,112	2,299,742	2,495,475
EXPENDITURES					
<i>Administrative</i>					
P/R-Board of Supervisors	15,000	6,231	6,231	12,462	15,000
FICA Taxes	1,148	337	337	674	1,148
Payroll Taxes	-	1,989	1,989	3,978	3,978
Workers' Compensation	-	850	850	1,700	1,700
ProfServ-Arbitrage Rebate	600	-	600	600	600
ProfServ-Dissemination Agent	5,000	-	5,000	5,000	5,000
ProfServ-Trustee Fees	10,000	5,388	5,388	10,776	10,000
Attorney Fees	70,000	49,531	49,531	99,062	90,000
Engineering Fees	35,000	19,844	19,844	39,688	75,000
Management Services	53,500	26,750	26,750	53,500	58,963
Assessment Roll	7,500	-	7,500	7,500	7,500
Auditing Services	4,500	-	4,500	4,500	4,500
Postage	6,500	117	117	234	2,000
Insurance - General Liability	15,000	14,400	-	14,400	10,000
Insurance - POL	-	-	-	-	7,000
Insurance - Property	-	-	-	-	107,414
Legal Advertising	6,000	1,732	1,732	3,464	6,000
Website Administration	3,000	1,553	1,553	3,106	1,600
Information Technology	2,775	1,445	1,445	2,890	3,000
Miscellaneous Expenses	3,000	2,585	2,585	5,170	1,000
Dues, Licenses, Subscriptions	175	728	728	1,456	175
Total Administrative	238,698	133,480	136,680	270,160	411,578
<i>Gate House</i>					
Contracts-Security Services	150,000	70,687	70,687	141,374	150,000
Utility - Water & Sewer	510	251	251	502	600
Utility - Electric	4,200	1,224	1,224	2,448	4,620
Street Lights	108,000	55,390	55,390	110,780	118,800
Repairs & Maintenance	2,500	4,066	4,066	8,132	2,500
Security Enhancements	4,500	115	115	230	4,500
Total Gate House	269,710	131,733	131,733	263,466	281,020
<i>Capital Expenditures & Projects</i>					
Capital Projects	200,000	75,320	75,320	150,640	200,000
Total Capital Expenditures & Projects	200,000	75,320	75,320	150,640	200,000

ARLINGTON RIDGE

Community Development District

General Fund

Revenues Expenditures and Changes in Fund Balance
Fiscal Year 2024 Proposed Budget

ACCOUNT DESCRIPTION	ADOPTED BUDGET FY 2023	ACTUAL THRU MAR 2023	PROJECTED APRIL- SEPT 2023	TOTAL PROJECTED FY 2023	ANNUAL BUDGET FY 2024
<i>Towncenter Administration</i>					
Pest Control	4,500	2,388	2,388	4,776	4,500
Onsite Management	266,822	132,065	132,065	264,130	274,827
Janitorial Services & Supplies	50,000	16,931	16,931	33,862	50,000
Utility - Water & Sewer	1,851	1,788	1,788	3,576	2,037
Utility - Electric	4,000	1,536	1,536	3,072	4,400
Rentals & Leases	4,500	1,111	1,111	2,222	4,500
Liability/Property Insurance	68,517	71,609	-	71,609	-
Repairs & Maintenance	7,000	10,037	10,037	20,074	7,000
Special Events	36,000	7,935	7,935	15,870	36,000
Information Technology	-	315	315	630	-
Office Supplies	9,000	3,115	3,115	6,230	4,500
Computer Supplies/Equipment	5,000	2,556	2,556	5,112	3,500
Club Activity Supplies	1,000	-	-	-	5,000
<i>Total Towncenter Administration</i>	458,190	251,386	179,777	431,163	396,264
<i>Common Area/Recreation</i>					
Utility - Water & Sewer	9,000	2,923	2,923	5,846	9,900
Utility - Electric	1,250	999	999	1,998	1,375
Repairs & Maintenance	30,000	12,244	12,244	24,488	30,000
Roadway Repair & Maintenance	25,000	-	-	-	25,000
Irrigation Repairs & Maintenance	35,000	10,854	10,854	21,708	35,000
Landscape - Mulch	25,000	-	-	-	23,675
Landscape Maintenance	291,114	156,893	156,893	313,786	307,920
Landscape Replacement	30,000	4,898	4,898	9,796	20,000
Landscape- Storm Clean Up & Tree Removal	25,000	21,003	21,003	42,006	45,000
Pond/Littoral Shelf & Wetland Mgmt	33,475	11,860	11,860	23,720	33,475
Sports Courts Maintenance	3,000	9,990	9,990	19,980	3,000
Holiday Decoration	10,000	3,228	3,228	6,456	5,000
Special Events	-	2,100	2,100	4,200	-
Operating Supplies	4,000	24	24	48	-
<i>Total Common Area/Recreation</i>	521,839	237,016	237,016	474,032	539,345
<i>Fairfax Hall</i>					
Utility - Water & Sewer	1,378	656	656	1,312	1,516
Utility - Electric	14,392	9,289	9,289	18,578	15,832
Repairs & Maintenance	15,000	29,574	29,574	59,148	15,000
<i>Total Fairfax Hall</i>	30,770	39,519	39,519	79,038	32,348
<i>Social Center</i>					
Utility - Water & Sewer	1,500	-	-	-	1,650
Utility - Electric	5,343	2,924	2,924	5,848	5,878
Repairs & Maintenance	7,500	575	575	1,150	7,500
Operating Supplies	2,000	-	-	-	-

ARLINGTON RIDGE

Community Development District

General Fund

Revenues Expenditures and Changes in Fund Balance
Fiscal Year 2024 Proposed Budget

ACCOUNT DESCRIPTION	ADOPTED BUDGET FY 2023	ACTUAL THRU MAR 2023	PROJECTED APRIL- SEPT 2023	TOTAL PROJECTED FY 2023	ANNUAL BUDGET FY 2024
Dues, Licenses, Subscriptions	2,200	-	-	-	-
Total Social Center	18,543	3,499	3,499	6,998	15,028
Lexington Spa					
ProfServ-Pool Maintenance	70,000	34,363	34,363	68,726	70,000
Fitness Instructors	12,000	3,410	3,410	6,820	-
Utility - Water & Sewer	28,620	10,275	10,275	20,550	31,482
Utility - Electric	56,709	26,374	26,374	52,748	62,380
Repairs & Maintenance	20,000	16,822	16,822	33,644	20,000
Operating Supplies	2,500	407	407	814	-
Dues, Licenses, Subscriptions	1,050	-	-	-	-
Total Lexington Spa	190,879	91,651	91,651	183,302	183,862
Sales Center					
Utility - Water & Sewer	-	685	685	1,370	3,500
Utility - Electric	-	3,724	3,724	7,448	10,000
Operations & Maintenance	28,850	-	-	-	15,350
Total Sales Center	28,850	4,409	4,409	8,818	28,850
RV Lot					
Utility - electric	-	-	-	-	-
Capital Improvements	-	-	-	-	-
Maintenace	-	-	-	-	36,000
Total RV Lot	-	-	-	-	36,000
TOTAL EXPENDITURES	1,957,479	968,013	899,604	1,867,617	2,124,295
Excess (deficiency) of revenues Over (under) expenditures	299,054	1,246,617	(814,492)	432,125	371,180
OTHER FINANCING SOURCES (USES)					
Transfer Out - Capital Reserve	(200,000)	-	(200,000)	(200,000)	(200,000)
Transfer Out - Golf Course/Food & Beverage	(11,554)	-	(11,554)	(11,554)	(83,680)
Transfer Out- Sales Center Revenue	(87,500)	-	(87,500)	(87,500)	(87,500)
TOTAL OTHER SOURCES (USES)	(299,054)	-	(299,054)	(299,054)	(371,180)
Net change in fund balance	-	1,246,617	(1,113,546)	133,071	-
FUND BALANCE, BEGINNING (OCT 1, 2022)	423,882	423,882	-	423,882	556,953
FUND BALANCE, ENDING	\$ 423,882	\$ 1,670,499	\$ (1,113,546)	\$ 556,953	\$ 556,953

Statement of Revenues, Expenditures, and Changes in Fund Balances

Account Description

REVENUES

Special Assessments - Tax Collector

Settlements

Interest on Investments

RV Parking Lot Revenue

Lexington Spa Revenue

Fairfax Hall - Rental Income

Access Cards Revenue

Other Miscellaneous Revenue

TOTAL REVENUES -

EXPENDITURES

Administration

P/R Board of Supervisors

FICA Taxes

Workers' Compensation

ProfServ-Arbitrage Rebate

ProfServ-Dissemination Agent

ProfServ-Trustee Fees

Assessment Roll

Attorney Fees

Engineering Fees

Management Services Fees

Auditing Services

Insurance - General Liability

Insurance - POL

Insurance - Property

Legal Advertising

Website Administration

Dues, Licenses, Subscriptions

Postage

Miscellaneous Administration Exp

Total Administration -

Towncenter Administration
 Onsite Management
 Liability/Property Insurance

Equipment Rentals & Leases
 Computer Equipment/Software
 Information Technology
 Office Supplies

Special Events
 Club Activity Supplies

Total Towncenter Administration -

COMMUNITY AREAS

Air Conditioning Contract All Buildings
 Janitorial Contract Services & Supplies
 Pest Control All Buildings
 Utility - Electric All buildings
 Utility - Streetlights
 Utility - Water & Sewer All Buildings

Irrigation Repairs & Maintenance
 Landscape - Maintenance
 Landscape - Replacement
 Landscape - Mulch
 Pond/Littoral Shelf & Wetland Management
 Roadway Repair & Maintenance
 Storm Clean up & Tree Removal
 Repairs & Maintenance All Buildings

Holiday Decorations

Total Community Areas -

GATEHOUSE

Contract - Security Services
 Security Enhancements

Total Gatehouse -

THE COMMONS (Sport Courts)

Total The Commons (Sport Courts) -

LEXINGTON SPA & POOL
 ProfServ - Pool Maintenance
 Gym Equipment Service Contract

Total Lexington Spa & Pool -

SOCIAL CENTER

Total Social Center -

FAIRFAX HALL

Total Fairfax Hall -

CHESAPEAKE BAY GRILLE
 Utilities - Electric
 Utilities - Water & Sewer
 Repairs & Maintenance - Building
 Community Support to F&B (Contingency)

Total Chesapeake Bay Grille -

BLUE RIDGE ACTIVITY CENTER
 Utilities - Electric
 Utilities - Water & Sewer
 Repairs & Maintenance - Blue Ridge AC

Total Blue Ridge Activity Center -

RV Lot

Utilities - Electric RV Gate
 Maintenance Repairs
 RV Lot Upgrades

Total RV Lot -

SPECIAL PROJECTS

Special Projects (Identify as assigned)

Total Special Projects -

TOTAL EXPENDITURES

Excess (deficiency) of revenues -
 Over (Under) expenditures

OTHER FINANCING SOURCES (USES)

Transfer Out - Capital Reserves
 Transfer Out - F&B and/or Golf Course -

TOTAL FINANCING SOURCES (USES)

Net Change in Fund Balance

FUND BALANCE, BEGINNING (OCT 1, 2023)

FUND BALANCE, ENDING

ARLINGTON RIDGE
Community Development District

Exhibit "A"
Allocation of Fund Balances

AVAILABLE FUNDS

	<u>Amount</u>
Beginning Fund Balance - Fiscal Year 2024	\$ 556,953
Net Change in Fund Balance - Fiscal Year 2024	-
Total Funds Available (Estimated) - 9/30/2024	556,953

ALLOCATION OF AVAILABLE FUNDS

Nonspendable Fund Balance

Prepaid Items	2,020
Subtotal	<u>2,020</u>

Assigned Fund Balance

Operating Reserve - First Quarter Operating Capital	197,074 ⁽¹⁾
Subtotal	<u>197,074</u>

Total Allocation of Available Funds	199,094
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Total Unassigned (undesignated) Cash	<u>\$ 357,859</u>
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Notes

(1) Represents approximately 3 months of operating expenditures less \$198,882 deficit

ARLINGTON RIDGE

Community Development District

Capital Reserve Fund

Revenues Expenditures and Changes in Fund Balance Fiscal Year 2024 Proposed Budget

ACCOUNT DESCRIPTION	ADOPTED BUDGET FY 2023	ACTUAL THRU MAR 2023	PROJECTED APRIL- SEPT 2023	TOTAL PROJECTED FY 2023	ANNUAL BUDGET FY 2024
REVENUES					
Interest - Investments	\$ 214	\$ 15	\$ 15	\$ 30	\$ 30
TOTAL REVENUES	214	15	15	30	30
EXPENDITURES					
<i>Administrative</i>					
Miscellaneous Expenses	-	30	30	60	75
Total Administrative	-	30	30	60	75
<i>Other Physical Environment</i>					
R&M-Emergency & Disaster Relief	-	4,768	-	4,768	-
Capital Outlay	-	11,196	-	11,196	-
Total Other Physical Environment	-	15,964	-	15,964	-
<i>Reserves</i>					
Reserve - Roof	-	89,437	-	89,437	-
Total Reserves	-	89,437	-	89,437	-
TOTAL EXPENDITURES	-	105,431	30	105,461	75
Excess (deficiency) of revenues Over (under) expenditures	214	(105,416)	(15)	(105,431)	(45)
OTHER FINANCING SOURCES (USES)					
Transfer In - General Fund	200,000	-	200,000	200,000	200,000
Transfer In - GF (Sales Center)	87,500	-	87,500	87,500	87,500
TOTAL OTHER SOURCES (USES)	287,500	-	287,500	287,500	287,500
Net change in fund balance	287,714	(105,416)	287,485	182,069	287,455
FUND BALANCE, BEGINNING (OCT 1, 2022)	415,323	415,323	-	415,323	597,392
FUND BALANCE, ENDING	\$ 703,037	\$ 309,907	\$ 287,485	\$ 597,392	\$ 884,847

ARLINGTON RIDGE

Community Development District

Food Beverage

Revenues Expenditures and Changes in Net Position
Fiscal Year 2023 Adopted Budget

ACCOUNT DESCRIPTION	ADOPTED BUDGET FY 2022	ACTUAL THRU JUNE 2022	PROJECTED JULY- SEPT 2022	TOTAL PROJECTED FY 2022	ANNUAL BUDGET FY 2023
REVENUES					
Food (Food & Soft Drinks)	\$ 523,254	\$ 546,722	\$ 89,628	\$ 636,350	\$ 682,843
Beverages (Alcohol)	231,643	217,528	37,833	255,361	259,717
Other Food & Beverage Revenue	1,400	(451)	681	230	1,400
Dues Income - Monthly Dues	-	13,180	3,296	16,476	25,595
Other Miscellaneous Income	-	2,996	(3,491)	(495)	-
TOTAL REVENUES	756,297	779,975	127,946	907,921	969,556
EXPENDITURES					
COGS					
Food	193,278	234,345	33,838	268,183	277,650
Non-Alcoholic Beverages	16,024	20,293	(349)	19,944	8,708
Alcohol	65,033	66,213	6,546	72,759	72,870
Total COGS	274,335	320,851	40,035	360,886	359,228
Labor					
General and Administrative	37,672	25,433	12,501	37,934	43,750
Food & Beverage	295,487	278,711	57,551	\$ 336,262	341,134
Sales & Marketing	11,440	8,596	2,861	11,457	22,500
Payroll Taxes	34,306	31,570	11,032	42,602	39,720
Medical/Health Benefits	13,820	13,229	4,184	17,413	21,324
Workmans Comp	5,835	5,265	1,249	6,514	6,951
Total Labor	398,560	362,804	89,378	452,182	475,379
Operating					
General and Administrative	147,732	118,912	34,095	153,007	154,908
Food & Beverage	75,410	69,254	7,230	76,484	84,919
Sales and Marketing	10,319	6,947	1,391	8,338	9,445
Insurance- P & C	16,120	9,790	4,919	14,709	16,120
Total Operating	249,581	204,903	47,635	252,538	265,392
TOTAL EXPENDITURES	922,475	888,558	177,048	1,065,606	1,099,999
Excess (deficiency) of revenues Over (under) expenditures	(166,179)	(108,583)	(49,101)	(157,684)	(130,443)
OTHER FINANCING SOURCES (USES)					
Interfund Transfer In - General Fund	136,629		49,837	10,520	11,554
Interfund Transfer In - Golf Course	29,550	-	42,037	147,164	118,889
TOTAL OTHER SOURCES (USES)	166,179	-	91,874	157,684	130,443
CHANGE IN NET POSITION	0	(108,583)	42,773	(0)	0
NET POSITION, BEGINNING		(82,813)			
NET POSITION, ENDING	\$ 0	\$ (191,396)	\$ 42,773	\$ (0)	\$ 0

ARLINGTON RIDGE

Community Development District

Golf Course

Revenues Expenditures and Changes in Net Postion
Fiscal Year 2023 Adopted Budget

ACCOUNT DESCRIPTION	ADOPTED BUDGET FY 2022	ACTUAL THRU JUNE 2022	PROJECTED JULY- SEPT 2022	TOTAL PROJECTED FY 2022	ANNUAL BUDGET FY 2023
REVENUES					
Green Fees	\$ 764,496	\$ 728,771	\$ 102,592	\$ 831,363	\$ 818,144
Cart Fees	2,758	1,318	433	1,751	1,230
Driving Range	40,136	34,437	7,164	41,601	42,230
Pro Shop Sales	74,600	116,813	(3,878)	112,935	114,140
Other Golf Revenues	3,373	5,669	17	5,686	5,794
Clinic / School Revenue	1,360	1,402	(248)	1,154	1,344
Dues Income - Monthly Dues	417,207	367,774	121,945	489,719	557,379
Miscellaneous Income and Discounts	-	5,564	(6,483)	(919)	-
TOTAL REVENUES	1,303,930	1,261,748	221,542	1,483,290	1,540,261
EXPENDITURES					
COGS					
Pro Shop	50,728	75,551	1,043	76,594	78,342
Total COGS	50,728	75,551	1,043	76,594	78,342
Labor					
Golf Operations Labor	160,151	143,990	25,023	169,013	173,443
General and Administrative	69,963	47,233	23,215	70,448	81,250
Maintenance and Landscaping	223,752	161,444	62,018	223,462	284,416
Payroll Taxes	45,183	28,724	8,854	37,578	52,563
Medical/Health Benefits	24,568	22,094	7,438	29,532	37,909
Workmans Comp	10,374	9,360	2,221	11,581	12,357
Total Labor	533,991	412,845	128,769	541,614	641,938
Operating					
Golf Operations	24,535	24,612	622	25,234	28,891
General & Administrative	144,807	118,021	26,964	144,985	151,840
Maintenance	303,428	287,281	48,540	335,821	303,045
Sales and Marketing	20,031	13,885	2,581	16,466	18,335
Golf Cart Leases	39,876	31,114	9,630	40,744	42,282
FF&E and Other Equipment Leases	-	581	-	581	-
Taxes - Real Estate	2,085	1,686	-	1,686	1,800
Taxes - Personal Property	7,536	5,650	1,885	7,535	7,536
Insurance - P&C	29,936	18,181	9,136	27,317	29,936
Total Operating	572,234	501,011	99,358	600,369	583,666
TOTAL EXPENDITURES	1,156,954	989,407	229,170	1,218,577	1,303,945
Excess (deficiency) of revenues					
Over (under) expenditures	146,976	272,341	(7,628)	264,713	236,315

ARLINGTON RIDGE

Community Development District

Golf Course

Revenues Expenditures and Changes in Net Position
Fiscal Year 2023 Adopted Budget

ACCOUNT DESCRIPTION	ADOPTED BUDGET FY 2022	ACTUAL THRU JUNE 2022	PROJECTED JULY- SEPT 2022	TOTAL PROJECTED FY 2022	ANNUAL BUDGET FY 2023
OTHER FINANCING SOURCES (USES)					
Transfer Out- Food & Beverage	(29,550)	-	(42,037)	(147,164)	(118,889)
Interest Expense - Capital Leases	(8,623)	(6,819)	-	(8,624)	(4,814)
Principal - Capital Lease	(108,803)	(81,371)	-	(108,924)	(112,612)
TOTAL OTHER SOURCES (USES)	(146,976)	(88,190)	(42,037)	(264,712)	(236,315)
CHANGE IN NET POSITION	-	184,151	(49,665)	0	0
NET POSITION, BEGINNING		35,023			
NET POSITION, ENDING	\$ -	\$ 219,174	\$ (49,665)	\$ 0	\$ 0

Arlington Ridge
Community Development District

Debt Service Budget
Fiscal Year 2024

ARLINGTON RIDGE

Community Development District

Series 2006A Debt Service Fund

Revenues Expenditures and Changes in Fund Balance Fiscal Year 2024 Proposed Budget

ACCOUNT DESCRIPTION	ADOPTED BUDGET FY 2023	ACTUAL THRU MAR 2023	PROJECTED APRIL- SEPT 2023	TOTAL PROJECTED FY 2023	ANNUAL BUDGET FY 2024
REVENUES					
Interest - Investments	\$ 125	\$ 5,818	\$ 5,818	\$ 11,636	\$ 5,818
Special Assmnts- Tax Collector	228,315	193,698	34,617	228,315	203,740
Special Assmnts- Prepayment	-	24,249	-	24,249	-
TOTAL REVENUES	228,440	223,765	40,435	264,200	209,558
EXPENDITURES					
<i>Debt Service</i>					
Principal Debt Retirement	100,000		85,000	85,000	95,000
Principal Debt Retirement - Special Call	-	165,000	35,000	200,000	-
Interest Expense	110,825	55,413	50,875	106,288	95,150
Total Administrative	210,825	220,413	170,875	391,288	190,150
TOTAL EXPENDITURES	210,825	220,413	170,875	391,288	190,150
Excess (deficiency) of revenues Over (under) expenditures	17,615	3,352	(130,440)	(127,088)	19,408
FUND BALANCE, BEGINNING	480,397	480,397	-	480,397	353,309
FUND BALANCE, ENDING	\$ 498,012	\$ 483,749	\$ (130,440)	\$ 353,309	\$ 372,717

ARLINGTON RIDGE

Community Development District

Series 2006 Debt Service Fund

Amortization Schedule Special Assessment Bonds, Series 2006

Period Ending	Outstanding Principal	Annual Principal	Extraordinary Redemption	Interst Rate	Interst	Annual Debt
11/1/23	\$1,730,000				\$47,575.00	
5/1/24	\$1,730,000	\$95,000		5.50%	\$47,575.00	\$190,150.00
11/1/24	\$1,635,000				\$44,962.50	
5/1/25	\$1,635,000	\$100,000		5.50%	\$44,962.50	\$189,925.00
11/1/25	\$1,535,000				\$42,212.50	
5/1/26	\$1,535,000	\$105,000		5.50%	\$42,212.50	\$189,425.00
11/1/26	\$1,430,000				\$39,325.00	
5/1/27	\$1,430,000	\$110,000		5.50%	\$39,325.00	\$188,650.00
11/1/27	\$1,320,000				\$36,300.00	
5/1/28	\$1,320,000	\$115,000		5.50%	\$36,300.00	\$187,600.00
11/1/28	\$1,205,000				\$33,137.50	
5/1/29	\$1,205,000	\$125,000		5.50%	\$33,137.50	\$191,275.00
11/1/29	\$1,080,000				\$29,700.00	
5/1/30	\$1,080,000	\$130,000		5.50%	\$29,700.00	\$189,400.00
11/1/30	\$950,000				\$26,125.00	
5/1/31	\$950,000	\$135,000		5.50%	\$26,125.00	\$187,250.00
11/1/31	\$815,000				\$22,412.50	
5/1/32	\$815,000	\$145,000		5.50%	\$22,412.50	\$189,825.00
11/1/32	\$670,000				\$18,425.00	
5/1/33	\$670,000	\$155,000		5.50%	\$18,425.00	\$191,850.00
11/1/33	\$515,000				\$14,162.50	
5/1/34	\$515,000	\$165,000		5.50%	\$14,162.50	\$193,325.00
11/1/34	\$350,000				\$9,625.00	
5/1/35	\$350,000	\$170,000		5.50%	\$9,625.00	\$189,250.00
11/1/35	\$180,000				\$4,950.00	
5/1/36	\$180,000	\$180,000		5.50%	\$4,950.00	\$189,900.00
Total		\$1,730,000			\$737,825	\$2,467,825

ARLINGTON RIDGE

Community Development District

Series 2019 Debt Service Fund

Revenues Expenditures and Changes in Fund Balance Fiscal Year 2024 Proposed Budget

ACCOUNT DESCRIPTION	ADOPTED BUDGET FY 2023	ACTUAL THRU MAR 2023	PROJECTED APRIL - SEPT 2023	TOTAL PROJECTED FY 2023	ANNUAL BUDGET FY 2024
REVENUES					
Interest - Investments	\$ 27	\$ 1,167	\$ 1,167	\$ 2,334	\$ 1,167
Special Assmnts- Tax Collector	62,406	53,604	8,802	62,406	56,464
Special Assmnts- Prepayment	-	6,906	-	6,906	-
TOTAL REVENUES	62,433	61,677	9,969	71,646	57,631
EXPENDITURES					
<i>Debt Service</i>					
Principal Debt Retirement	35,000	-	30,000	30,000	35,000
Principal Prepayments	-	10,000	5,000	15,000	-
Interest Expense	22,960	11,000	10,800	21,800	20,520
<i>Total Administrative</i>	57,960	21,000	45,800	66,800	55,520
TOTAL EXPENDITURES	57,960	21,000	45,800	66,800	55,520
Excess (deficiency) of revenues Over (under) expenditures	4,473	40,677	(35,831)	4,846	2,111
OTHER FINANCING SOURCES (USES)					
Interfund Transfer - In	-	228	-	228	-
Operating Transfers-Out	-	(438)	-	(438)	-
Contribution to (Use of) Fund Balance	4,473	-	-	-	4,473
TOTAL OTHER SOURCES (USES)	4,473	(210)	-	(210)	4,473
Net change in fund balance	4,473	40,467	(35,831)	4,636	6,584
FUND BALANCE, BEGINNING	76,852	76,852	-	76,852	81,488
FUND BALANCE, ENDING	\$ 81,325	\$ 117,319	\$ (35,831)	\$ 81,488	\$ 88,072

ARLINGTON RIDGE

Community Development District

Series 2019 Debt Service Fund

**Amortization Schedule
Special Assessment Bonds, Series 2019**

Period Ending	Outstanding Principal	Annual Principal	Extraordinary Redemption	Interest Rate	Interest	Annual Debt
11/1/23	\$535,000				\$10,260	
5/1/24	\$535,000	\$35,000		3.60%	\$10,260	\$55,520
11/1/24	\$500,000				\$9,630	
5/1/25	\$500,000	\$35,000		3.60%	\$9,630	\$54,260
11/1/25	\$465,000				\$9,000	
5/1/26	\$465,000	\$35,000		3.60%	\$9,000	\$53,000
11/1/26	\$430,000				\$8,370	
5/1/27	\$430,000	\$35,000		3.60%	\$8,370	\$51,740
11/1/27	\$395,000				\$7,740	
5/1/28	\$395,000	\$40,000		3.60%	\$7,740	\$55,480
11/1/28	\$355,000				\$7,020	
5/1/29	\$355,000	\$40,000		3.60%	\$7,020	\$54,040
11/1/29	\$315,000				\$6,300	
5/1/30	\$315,000	\$40,000		4.00%	\$6,300	\$52,600
11/1/30	\$275,000				\$5,500	
5/1/31	\$275,000	\$40,000		4.00%	\$5,500	\$51,000
11/1/31	\$235,000				\$4,700	
5/1/32	\$235,000	\$45,000		4.00%	\$4,700	\$54,400
11/1/32	\$190,000				\$3,800	
5/1/33	\$190,000	\$45,000		4.00%	\$3,800	\$52,600
11/1/33	\$145,000				\$2,900	
5/1/34	\$145,000	\$45,000		4.00%	\$2,900	\$50,800
11/1/34	\$100,000				\$2,000	
5/1/35	\$100,000	\$50,000		4.00%	\$2,000	\$54,000
11/1/35	\$50,000				\$1,000	
5/1/36	\$50,000	\$50,000		4.00%	\$1,000	\$52,000
Total		\$535,000			\$156,440	\$691,440

ARLINGTON RIDGE

Community Development District

Debt Service Funds

Exhibit "B"
Allocation of Fund Balances

	<u>Debt Service Series 2006</u>
 <u>AVAILABLE FUNDS</u>	
Beginning Fund Balance - Fiscal Year 2024	\$ 353,309
Net Change in Fund Balance - Fiscal Year 2024	19,408
Reserves - Fiscal Year 2024 Additions	-
Total Funds Available (Estimated) - 9/30/2024	372,717

<u>ALLOCATION OF AVAILABLE FUNDS</u>	
<i>Restricted Fund Balance</i>	
Interest Payment - November 2024	\$44,963
Reserve Account(s) - US Bank	137,423
Total Allocation of Available Funds	182,386

Total Unassigned Cash	\$ 190,332
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Notes

Arlington Ridge

Community Development District

Supporting Budget Schedule

Fiscal Year 2024

ARLINGTON RIDGE

Community Development District

Comparison of Assessment Rates
Fiscal Year 2024 vs. Fiscal Year 2023

Product	Phase	General Fund 001			Series 2006 Debt Service			Series 2019 Debt Service			Total Assessments per Unit			Units
		FY 2024	FY 2023	Percent Change	FY 2024	FY 2023	Percent Change	FY 2024	FY 2023	Percent Change	FY 2024	FY 2023	Percent Change	Acres
Single Family	1A & 1B	\$2,495.70	\$2,271.30	9.9%	\$425.00	\$425.00	0.0%	\$146.15	\$146.15	0.0%	\$3,066.85	\$2,842.45	7.9%	1
Single Family	1A & 1B	\$2,495.70	\$2,271.30	9.9%	\$780.00	\$780.00	0.0%	\$146.15	\$146.15	0.0%	\$3,421.85	\$3,197.45	7.0%	170
Single Family	1A & 1B	\$2,495.70	\$2,271.30	9.9%	\$850.00	\$850.00	0.0%	\$146.15	\$146.15	0.0%	\$3,491.85	\$3,267.45	6.9%	89
Golfcourse Lots	1A & 1B	\$2,495.70	\$2,271.30	9.9%	\$850.00	\$850.00	0.0%	\$146.15	\$146.15	0.0%	\$3,491.85	\$3,267.45	6.9%	4
Town Home	1C	\$2,495.70	\$2,271.30	9.9%	\$850.00	\$850.00	0.0%	\$146.15	\$146.15	0.0%	\$3,491.85	\$3,267.45	6.9%	94
Single Family	2	\$2,495.70	\$2,271.30	9.9%	\$1,050.00	\$1,050.00	0.0%	\$146.15	\$146.15	0.0%	\$3,691.85	\$3,467.45	6.5%	369
Single Family	3	\$2,495.70	\$2,271.30	9.9%	\$1,050.00	\$1,050.00	0.0%	\$146.15	\$146.15	0.0%	\$3,691.85	\$3,467.45	6.5%	319
													1046	

Arlington Ridge Golf Club FY24 Budget Draft - Golf

	Actual FY20	Actual FY21	Actual FY22	Budget FY23	Forecast FY23	Budget FY24	<u>Budget vs Forecast Var.</u>	
							\$	%
<u>METRICS</u>								
Total APR	\$27.43	\$28.19	\$31.82	\$33.53	\$33.41	\$34.80	\$1.39	4.2%
Golf APR	\$19.18	\$16.45	\$18.51	\$18.76	\$19.11	\$19.89	\$0.79	4.1%
Retail/Rd	\$1.29	\$1.98	\$2.87	\$2.48	\$2.63	\$2.72	\$0.10	3.7%
Avg Cart/Green Fee/Rd (All Rounds)	\$18.36	\$15.58	\$17.66	\$17.84	\$18.24	\$19.02	\$0.78	4.3%
<u>ROUNDS</u>								
Member	12,439	18,762	19,069	18,692	18,513	18,925	412	2.2%
Outing	3,996	3,460	7,823	4,128	7,562	6,396	(1,166)	-15.4%
Public	27,434	22,870	22,349	23,114	22,202	23,274	1,072	4.8%
TOTAL ROUNDS	43,869	45,092	49,241	45,934	48,277	48,595	318	0.7%
<u>REVENUES</u>								
Greens Fees	\$699,945	\$699,626	\$867,280	\$818,144	\$876,967	\$920,919	\$43,952	5.0%
Cart Fees	\$105,409	\$2,847	\$2,397	\$1,230	\$3,572	\$3,544	(\$28)	-0.8%
Driving Range	\$35,984	\$39,410	\$41,694	\$42,230	\$41,925	\$42,231	\$305	0.7%
Pro Shop Sales	\$56,567	\$89,319	\$141,224	\$114,140	\$126,743	\$132,271	\$5,528	4.4%
Other Golf Revenues (club rental, handicap)	\$3,763	\$6,501	\$5,778	\$5,794	\$4,859	\$3,840	(\$1,019)	-21.0%
Clinic / School Revenue	\$852	\$989	\$1,229	\$1,344	\$1,425	\$1,200	(\$225)	-15.8%
Dues Income - Monthly Dues	\$300,667	\$436,355	\$495,428	\$557,379	\$554,216	\$585,940	\$31,724	5.7%
Miscellaneous Income	\$348	(\$3,921)	\$11,697	\$0	\$3,393	\$1,200	(\$2,193)	-64.6%
TOTAL REVENUE	\$1,203,534	\$1,271,126	\$1,566,728	\$1,540,260	\$1,613,099	\$1,691,145	\$78,045	4.8%
<u>COST OF SALES</u>								
COGS - Pro Shop Merch.	\$36,523	\$57,991	\$96,862	\$78,342	\$91,854	\$90,606	(\$1,249)	-1.4%
Margin >>>	64.6%	64.9%	68.6%	68.6%	72.5%	68.5%		
TOTAL COST OF SALES	\$36,523	\$57,991	\$96,862	\$78,342	\$91,854	\$90,606	(\$1,249)	-1.4%
GROSS INCOME	\$1,167,011	\$1,213,135	\$1,469,866	\$1,461,919	\$1,521,245	\$1,600,539	\$79,294	5.2%
Margin >>>	97.0%	95.4%	93.8%	94.9%	94.3%	94.6%		
<u>LABOR</u>								
Golf Operations Labor	\$146,640	\$163,918	\$187,768	\$173,443	\$184,347	\$190,808	\$6,461	3.5%
General and Administrative Labor	\$60,630	\$64,421	\$67,571	\$81,250	\$67,159	\$73,171	\$6,012	9.0%
Golf Course Maintenance Labor	\$223,571	\$196,771	\$227,037	\$284,416	\$273,674	\$283,793	\$10,119	3.7%
Sales and Marketing Labor	\$0	\$0	\$0	\$0	\$0	\$5,625	\$5,625	
TOTAL DIRECT LABOR	\$430,841	\$425,110	\$482,376	\$539,108	\$525,180	\$553,397	\$28,217	5.4%
Total Payroll Taxes	\$39,892	\$38,440	\$37,427	\$52,563	\$46,341	\$49,806	\$3,464	7.5%
Total Medical/Health Benefits	\$18,146	\$18,725	\$31,034	\$37,909	\$36,170	\$40,320	\$4,150	11.5%
Insurance - Workers Comp	\$8,516	\$8,980	\$11,748	\$12,357	\$11,629	\$12,438	\$810	7.0%
Total Labor Burden	\$66,554	\$66,145	\$80,209	\$102,829	\$94,140	\$102,564	\$8,424	8.9%
	\$497,395	\$491,254	\$562,585	\$641,938	\$619,320	\$655,962	\$36,641	5.9%
Labor Cost >	41.3%	38.6%	35.9%	41.7%	38.4%	38.8%		
Payroll Tax % >	9.3%	9.0%	7.8%	9.8%	8.8%	9.0%		

OTHER OPERATIONAL EXPENSES

Golf Operations Expense	\$30,942	\$34,580	\$29,805	\$28,891	\$27,008	\$37,328	\$10,320	38.2%
General & Administrative Expense	\$140,516	\$136,545	\$150,922	\$151,840	\$151,247	\$145,872	(\$5,376)	-3.6%
Golf Course Maintenance Expense	\$284,195	\$315,873	\$356,372	\$303,045	\$313,660	\$420,159	\$106,499	34.0%
Sales and Marketing Expense	\$15,866	\$17,509	\$16,257	\$18,335	\$15,148	\$15,267	\$119	0.8%
Golf Cart Lease	\$34,725	\$39,870	\$41,663	\$42,282	\$43,675	\$62,196	\$18,521	42.4%
FF&E and Other Equipment Leases	\$0	\$0	\$581	\$0	\$0	\$0	\$0	0.0%
Taxes - Real Estate	\$4,978	\$1,994	\$1,686	\$1,800	\$0	\$0	\$0	0.0%
Taxes - Personal Property	\$6,906	\$7,060	\$7,533	\$7,536	\$10,046	\$8,553	(\$1,493)	-14.9%
Insurance - P and C	\$19,515	\$28,206	\$23,833	\$29,936	\$32,692	\$30,810	(\$1,882)	-5.8%
TOTAL OTHER OPERATIONAL EXPENSES	\$537,643	\$581,637	\$628,652	\$583,666	\$593,476	\$720,185	\$126,709	21.4%
TOTAL EXPENSES	\$1,035,038	\$1,072,892	\$1,191,237	\$1,225,603	\$1,212,796	\$1,376,147	\$163,350	13.5%
NET INCOME	\$131,973	\$140,243	\$278,630	\$236,315	\$308,449	\$224,392	(\$84,056)	-27.3%
Margin >>>	11.0%	11.0%	17.8%	15.3%	19.1%	13.3%		
<u>OTHER INCOME/EXPENSES</u>								
Interest Expense - Capital Leases	\$12,959	\$14,388	\$8,623	\$4,814	\$4,760	\$4,431	(\$329)	-6.9%
Other Expense	<u>\$16,670</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	\$0	0.0%
TOTAL OTHER (INCOME)/EXPENSE	\$29,629	\$14,388	\$8,623	\$4,814	\$4,760	\$4,431	(\$329)	-6.9%
NET INCOME/(LOSS)	\$102,344	\$125,855	\$270,007	\$231,502	\$303,688	\$219,961	(\$83,727)	-27.6%
<u>CASH FLOW ADJUSTMENTS</u>								
CAPITAL EXPENSE	\$4,246	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Principle Expense - Capital Leases	<u>\$95,540</u>	<u>\$104,900</u>	<u>\$108,924</u>	<u>\$112,612</u>	<u>\$113,381</u>	<u>\$92,958</u>	(\$20,423)	-18.0%
TOTAL CASH FLOW ADJUSTMENTS	\$99,786	\$104,900	\$108,924	\$112,612	\$113,381	\$92,958	(\$20,423)	-18.0%
CHANGE IN NET POSITION	\$2,558	\$20,955	\$161,082	\$118,889	\$190,307	\$127,003	(\$63,304)	-33.3%

FY24 Budget Draft - Restaurant

	Actual FY20	Actual FY21	Actual FY22	Budget FY23	Forecast FY23	Budget FY24	<u>Budget vs Forecast Var.</u>	
							\$	%
REVENUES								
Food (Food & Soft Drinks)	\$413,112	\$509,987	\$692,263	\$682,843	\$715,703	\$742,583	\$26,880	3.8%
Beverages (Alcohol)	\$191,957	\$228,926	\$274,167	\$259,717	\$277,380	\$300,438	\$23,057	8.3%
Other Food & Beverage Revenue	\$3,276	\$451	\$2,121	\$1,400	\$5,263	\$1,400	(\$3,863)	-73.4%
Dues Income - Monthly Dues	\$0	\$0	\$18,123	\$25,595	\$21,404	\$25,760	\$4,356	20.4%
Miscellaneous Income	\$188	(\$2,112)	\$6,298	\$0	\$1,827	\$1,200	(\$627)	-34.3%
TOTAL REVENUE	\$608,533	\$737,252	\$992,972	\$969,556	\$1,021,578	\$1,071,381	\$49,803	4.9%
COST OF SALES								
COGS - Food (food and soft drinks)	\$189,928	\$246,466	\$319,971	\$286,359	\$308,441	\$297,033	(\$11,408)	-3.7%
Margin >>>	46.0%	48.3%	46.2%	41.9%	43.1%	40.0%		
COGS - Beverage (alcohol)	\$51,395	\$59,700	\$82,529	\$72,870	\$76,167	\$82,951	\$6,784	8.9%
Margin >>>	26.8%	26.1%	30.1%	28.1%	27.5%	27.6%		
TOTAL COST OF SALES	\$241,323	\$306,166	\$402,500	\$359,228	\$384,608	\$379,984	(\$4,624)	-1.2%
	39.9%	41.4%	41.6%	38.1%	38.7%	36.4%		
GROSS INCOME	\$367,210	\$431,086	\$590,472	\$610,328	\$636,970	\$691,397	\$54,427	8.5%
Margin >>>	60.3%	58.5%	59.5%	62.9%	62.4%	64.5%		
LABOR								
General and Administrative Labor	\$32,647	\$34,688	\$36,384	\$43,750	\$36,163	\$39,400	\$3,237	8.9%
Food and Beverage Labor	\$279,902	\$316,239	\$359,201	\$341,134	\$343,056	\$362,085	\$19,029	5.5%
Sales and Marketing Labor	\$0	\$0	\$11,440	\$22,500	\$25,948	\$16,875	(\$9,073)	-35.0%
TOTAL DIRECT LABOR	\$312,549	\$350,927	\$407,025	\$407,384	\$405,167	\$418,360	\$13,193	3.3%
Total Payroll Taxes	\$37,091	\$37,249	\$40,084	\$39,720	\$41,077	\$37,652	(\$3,424)	-8.3%
Total Medical/Health Benefits	\$10,207	\$10,533	\$18,258	\$21,324	\$20,345	\$22,680	\$2,335	11.5%
Insurance - Workers Comp	\$4,790	\$5,051	\$6,608	\$6,951	\$6,541	\$6,997	\$455	7.0%
Total Labor Burden	\$52,088	\$52,833	\$64,950	\$67,995	\$67,963	\$67,329	(\$634)	-0.9%
	\$364,637	\$403,760	\$471,975	\$475,379	\$473,130	\$485,689	\$12,559	2.7%
Labor Cost >	59.9%	54.8%	47.5%	49.0%	46.3%	45.3%		
Payroll Tax % >	11.9%	10.6%	9.8%	9.8%	10.1%	9.0%		
OTHER OPERATIONAL EXPENSES								
General & Administrative Expense	\$136,440	\$153,641	\$153,398	\$154,908	\$148,575	\$148,819	\$243	0.2%
Food and Beverage Expense	\$71,230	\$79,728	\$88,552	\$84,919	\$100,589	\$108,734	\$8,145	8.1%
Sales and Marketing Expense	\$7,571	\$8,768	\$8,095	\$9,445	\$7,401	\$7,865	\$464	6.3%
Insurance - P and C	\$10,508	\$15,188	\$12,833	\$16,120	\$17,603	\$16,590	(\$1,013)	-5.8%
TOTAL OTHER OPERATIONAL EXPENSES	\$225,749	\$257,325	\$262,878	\$265,392	\$274,168	\$282,007	\$7,839	2.9%
TOTAL EXPENSES	\$590,386	\$661,085	\$734,853	\$740,771	\$747,298	\$767,696	\$20,398	2.7%
NET INCOME	(\$223,176)	(\$229,999)	(\$144,381)	(\$130,444)	(\$110,328)	(\$76,299)	\$34,029	30.8%
Margin >>>	-36.7%	-31.2%	-14.5%	-13.5%	-10.8%	-7.1%		
CASH FLOW ADJUSTMENTS								
CAPITAL EXPENSE	\$2,286	\$0	\$0	\$0	\$0	\$0		
TOTAL CASH FLOW ADJUSTMENTS	\$2,286	\$0	\$0	\$0	\$0	\$0		
CHANGE IN NET POSITION	(\$225,462)	(\$229,999)	(\$144,381)	(\$130,444)	(\$110,328)	(\$76,299)		
F&B Direct Labor as % of Food & Alcohol Revenue	46.3%	42.8%	37.2%	36.2%	34.5%	34.7%		
F&B Operating Expenses as % of Food & Alcohol Revenue	11.8%	10.8%	9.2%	9.0%	10.1%	10.4%		

Arlington Ridge Golf Club
FY24 Budget Assumptions:

Golf:

- Slight .7% increase in rounds compared to current year forecast
- Green Fee revenue 5.0% increase compared to current year
 - Expected 5% Increase in Non-Resident Rates
 - Expected 3% Increase in Resident Rates
- Pro Shop revenue increasing 4.4% compared to current year forecast
- Membership Dues increasing by 5.7% compared to current year forecast
 - 3% Increase in Dues
 - Slight increase in total members and all members join as of 11/1
- Total Golf Revenue increasing 4.8% compared to current year forecast
- Labor
 - Factoring in 3% comp increase for all full-time staff
 - Golf Op – 3.5% increase due to minimum wage increase from \$11 to \$12
 - G&A – General Manager and part time Admin person (16 hrs. per week). Total labor split 65% to golf and 35% to restaurant
 - Maintenance – 4 FT and 5 PT employees year-round, and 1 PT seasonal employee in the summer months. 3.7% increase in labor over current year forecast.
 - Labor Burden – 8.9% increase over current year forecast driven by higher direct labor and benefit costs
- Expenses
 - 10% Increase in Utility costs
 - Added (10) Seasonal Golf Cart rentals from Jan-Mar
 - Credit Card merchant fees based on 2% of revenue
 - Added \$3,000 to clean carpets two times (20% billed to golf & 80% to restaurant)
 - Reduced POS support fees by \$16,200 by switching to golf trade payment structure (63% billed to golf & 37% to restaurant)
 - Maintenance Expenses increased by \$106k compared to current year forecast
 - \$60k to overseed tees & fairways
 - Increase landscape supplies – flowers & mulch for golf course
 - Additional Irrigation Pump servicing
 - Increase Fertilizer in fairways/rough/tees to improve turf coverage & density
 - Increase pre-emergent applications to improve weed control
 - \$5k for sod in early spring to address high traffic ware areas
 - Golf Cart Lease increasing by \$16k due to new cart fleet
 - Flat on Insurance costs. Need guidance from CDD on expected premiums.
 - Equipment leases decreasing by \$21k. Lease for used equipment coming to term in Oct. and adding a new lease for a new rough mower and greens mower in June 2024.
- Total Profit of \$127k

Restaurant

- Total Revenue increasing by 4.9% to \$1.071M
 - Continue growth in a la carte dining in the restaurant
 - Event/Banquet revenue increasing by \$63,481 over current year forecast
 - New social events for residents
 - Improvements to existing resident events
 - Continued growth of non-resident event – both in onsite and catering
 - Chatham's hours changing to Tuesday thru Sunday 7:30am to 11:00am
 - Social Dues revenue increasing by \$4k
- Food COGS decreasing by 3.1% compared to current year forecast. Achieved by modest increases in prices and seasonal menu adjustments.
- Alcohol COGS staying flat to current year
- Labor
 - Factoring in 3% comp increase for all full-time staff.
 - G&A – General Manager and part time Admin person (16 hrs. per week). Total department labor split 65% to golf and 35% to restaurant.
 - F&B – 5.5% increase due to \$1 increase in minimum wage and increases in kitchen staff hourly wage to retain staff and remain competitive in the market.
 - F&B – Direct labor 34.7% of Food and Alcohol revenue.
 - Event Salesperson at same structure and pay as current year
- Expenses
 - 10% increase in utility costs
 - Credit Card merchant fees based on 2% of revenue
 - Added \$3,000 to clean carpets two times (20% billed to golf & 80% to restaurant)
 - Reduced POS support fees by \$16,200 by switching to golf trade payment structure (63% billed to golf & 37% to restaurant)
 - F&B expenses at 10.4% of revenue
 - Flat on Insurance costs. Need guidance from CDD on expected premiums.
- Total subsidy of \$76k.

**ARLINGTON RIDGE GOLF CLUB
GOLF & RESTAURANT 5-YEAR CAPITAL PLAN**

<u>Funding Source</u>	<u>Item Description</u>	<u>Club Benefit</u>	<u>Priority</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY28</u>	<u>FY29</u>	<u>Total</u>
Golf Course Fund	Cart Barn Electrical Panel	Panel is rusted out and corroded in many areas	Need / Safety	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Golf Course Fund	Cart Path Improvements	Extend cart paths on holes #14 tee box & #18 green side with concrete. Repair and/or extend other areas as necessary.	Need / Safety	\$ 25,000	\$ 20,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 80,000
Golf Course Fund	Tree Removal & Sod Work	Annual tree removal and sod to repair worn areas of the course	Need / Safety	\$ 25,000	\$ 10,000	\$ 7,500	\$ 5,000	\$ 5,000	\$ 52,500
Golf Course Fund	Cart Path & Erosion Improvements	Reshape and sod approach areas between cart path and green on holes #6 and #12	Need / Safety	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Golf Course Fund	Course Amenities	Additional trash cans and water stations along with refreshed signage	Revenue Enhancement	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ 8,500
Golf Course Fund	Course Restrooms Upgrade	Replace toilets, sinks and lighting fixtures. Paint.	Need / Replacement	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500
Golf Course Fund	Range Ball Washer	Routine replacement of ball washer	Need / Replacement	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Golf Course Fund	Irrigation Pump Station	Replace the (2) 75 hp pumps, (1) jockey pump, VFD panel, and accessories. Further inspection of manifold and wet well will need to be completed.	Replacement	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ 225,000
Golf Course Fund	Range Ball Vending Machine	Increase revenue especially during twilight times when course is golf shop is closed	Want	\$ -	\$ -	\$ 14,000	\$ -	\$ -	\$ 14,000
Golf Course Fund	Bunkers Renovation	Phased approach to renovating bunkers. Start with those that don't drain well or playability has been compromised. Completed 3-4 bunkers per year.	Replacement	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ 35,000	\$ 105,000
Golf Course Fund	IT Equipment Replacement	Routine computer & IT equipment replacement	Need / Replacement	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
Golf Course Fund	Practice Area Enhancement	Level & regrass range tee, improve target, installation of benches, water station, cover training area including the use of latest technology	Revenue Enhancement	\$ -	\$ -	TBD	\$ -	\$ -	\$ -
TBD	Walk-in Cooler / Freezer	Repair and reseal rusted wall to floor areas	Need / Replacement	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
TBD	Walls	Replace FRP wall covering (preferably with tile) and replace all baseboard tiles	Need / Replacement	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
TBD	Beverage Coolers	Replace aging beverage coolers in bar area as well as beer storage coolers in Fairfax Hall	Need / Replacement	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 10,000
TBD	Bar Walk-in Cooler	Install small walk-in cooler that will hold kegs and back up cases of beer	Want/Enhancement	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
TBD	Kitchen Equipment	Routine replacement of kitchen equipment - sandwich coolers, deep fryers, pizza oven, reach in coolers/freezers, etc.	Need / Replacement	\$ -	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 50,000
TBD	Security Cameras	Update existing camera system	Need / Safety	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ 3,500
TBD	Tavern, Entry Way & Restrooms	Paint walls and replace light fixture to match what has already been done in other areas of the restaurant	Revenue Enhancement	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
TBD	Patio Furniture Replacement	Replace existing patio furniture.	Need / Replacement	\$ -	\$ -	\$ 17,500	\$ -	\$ -	\$ 17,500
TBD	Dining Room Tables	Replace heavy old tables with lighter safer tables	Need / Replacement	\$ -	\$ -	TBD	\$ -	\$ -	\$ -
TBD	Update Kitchen	Additional equipment needed to adequately handle large events. Also need to discuss addition of natural gas	Revenue Enhancement	\$ -	\$ -	\$ -	TBD	\$ -	\$ -
TBD	Entrance Monument	Redesign monument to include golf course & restaurant	Revenue Enhancement	\$ -	TBD	\$ -	\$ -	\$ -	\$ -
Total All Projects				\$ 131,500	\$ 285,000	\$ 114,000	\$ 60,000	\$ 60,000	\$ 650,500
Total Golf Course Fund				\$ 93,000	\$ 255,000	\$ 81,500	\$ 50,000	\$ 50,000	\$ 529,500
Total Other Sources				\$ 38,500	\$ 30,000	\$ 32,500	\$ 10,000	\$ 10,000	\$ 121,000



FY2024 Budget Narrative

We are pleased and excited to present the FY2024 Annual Plan. This past year both Golf and Food & Beverage have had a steady increase in revenue. With improvements to course conditions and continued focus on improving the restaurant operation, we expect this trend to continue through the upcoming season and beyond. Labor and supply chain issues driven by current economic conditions after the pandemic continue to persist. We have built the FY2024 budget to make sure that these challenges are being accounted for.

Focus on customer service in all departments and improvements in course conditions will have a great impact on repeat business. Feedback from Golf Membership and Food & Beverage Town Hall meetings has provided inciteful direction of the community’s expectations and has been taken into consideration in planning for next year. Communication was another topic of discussion from both meetings. Improvements to our website, social media, email blasts, course app and word-of-mouth will be key to increase revenues from within and from surrounding communities. App promotion will give us yet another tool to increase communication and revenues.

Golf & Membership

Annual Memberships totals as of May 1st, 2023, are in line with the previous year. We have 184 full golf members, up from 180 full members last year and 112 social members, only 2 social members less than last year. Total golf member dues are slightly behind budget through 3/31/23, but \$33k ahead of last year. We continue to add new members as people move into the community, and we project member dues to be in line with budget by the end of the year. The budget for next year assumes we maintain the current levels.

We propose increasing Golf Membership Rates by 3% for FY2024 (Proposed fee schedule below), which is less than the industry rate increases of 5% to 8% that we are seeing at other facilities. Membership rounds are running ahead of last year by 450 rounds. Last year member rounds accounted for 42% of our total round count, but with the increase in outing and public rounds this has shifted member rounds to 34% of total for FY2023. We expect this trend to continue into FY2024.

Arlington Ridge Golf Club Membership Rates FY2024 Proposal			
	FY23 Discount Before 11/1/22	FY24 Discount Before 11/1/23	FY24 Regular Rate After 11/1/23
Residents Golfing Memberships			
Individual	\$3,459	\$3,563	\$3,670
Couple	\$5,900	\$6,077	\$6,253
Non-Residents Golfing Memberships			
Individual	\$4,459	\$4,533	\$4,731
Couple	\$6,900	\$7,107	\$7,320
3% Discount if you pay with cash or check when paid in full before 11/1/2023. All rates are plus tax			
Social Memberships			
Member-Golf	\$449		\$460
Member-Restaurant			\$460
Perks for Golf Social Members include but are not limited to: 10% discount on food, 10% discount in golf shop, discounted practice balls, 2 discounted green fees per month, VIP member events and member charging privileges. Cart fees may apply.			
Perks for Restaurant Social Members include but are not limited to: 10% discount on food, 10% discount in golf shop, (1) \$20 monthly voucher valid at CBG, Chatham's and restaurant only sponsored events, VIP member events and member charging privileges.			

Greens fee revenue is currently 59% of total golf course revenue and we forecast to continue at that percentage for the rest of the year. We saw an increase in travel group revenue this past season. The 25% revenue increase from outings was attributed to an increase of frequency that the groups were playing at Arlington Ridge. The golf team will continue to offer incentive driven rates based on frequency of group play, while still protecting the key times of the tee sheet for member and resident play. It is an ongoing challenge to accommodate member and resident play, while still driving outside play, which is at a higher average rate. We appreciate the understanding as our overall goal is to balance resident satisfaction and profitability.

For FY2024 we are proposing a 3% rate increase for residents and 5% increase for non-residents, to counter inflation costs and ensure adequate funds to maintain the course to expected levels. Below is the proposed fee schedule.

Arlington Ridge Golf Club
Green & Cart Fee Schedule 10/1/23 through 09/30/24

Category	October 1 through December 20				December 21 through April 15				April 15 through May 31				June 1 through September 30			
	18-Hole			9-Hole	18-Hole			9-Hole	18-Hole			9-Hole	18-Hole			9-Hole
	Low	Target	High	Target	Low	Target	High	Target	Low	Target	High	Target	Low	Target	High	Target
Public AM	\$38	\$47	\$49		\$45	\$55	\$60		\$40	\$49	\$55		\$33	\$42	\$47	\$25
Public Mid-Day	\$35	\$42	\$45		\$40	\$49	\$51		\$35	\$42	\$48		\$30	\$38	\$43	\$20
Public Twilight	\$28	\$32	\$39		\$30	\$36	\$40		\$28	\$32	\$38		\$23	\$26	\$35	\$20
Online AM	\$36	\$43	\$47		\$43	\$53	\$58		\$38	\$47	\$53		\$31	\$40	\$45	\$23
Online Mid-Day	\$33	\$40	\$43		\$38	\$47	\$49		\$33	\$40	\$46		\$28	\$36	\$41	\$19
Online PM	\$26	\$29	\$37		\$28	\$34	\$38		\$26	\$29	\$36		\$21	\$24	\$33	\$17
Resident AM	\$33	\$41	\$44	\$30	\$42	\$46	\$50		\$36	\$41	\$48	\$30	\$27	\$36	\$42	\$21
Resident Mid-Day	\$25	\$31	\$38	\$20	\$37	\$41	\$45	\$28	\$28	\$34	\$41	\$25	\$23	\$30	\$36	\$17
Resident Twilight	\$20	\$26	\$28	\$15	\$27	\$31	\$36	\$22	\$23	\$26	\$33	\$18	\$16	\$19	\$28	\$15
Outing	\$33	\$45	\$44		\$42	\$47	\$50		\$36	\$42	\$48		\$27	\$37	\$42	
League - 18-Hole	\$25	\$42	\$38		\$37	\$42	\$45		\$28	\$35	\$41		\$23	\$30	\$36	
League - 9-Hole	\$20	\$31	\$28		\$27	\$32	\$36		\$23	\$26	\$33		\$16	\$19	\$28	
Range Ball Fees	\$5	\$10	\$20		\$5	\$10	\$20		\$5	\$10	\$20		\$5	\$10	\$20	
Rental Club Fees	\$23	\$33	\$43		\$23	\$33	\$43		\$23	\$33	\$43		\$23	\$33	\$43	
No Show Fees	\$0	\$10	\$20	\$10	\$0	\$10	\$20	\$10	\$0	\$10	\$20	\$10	\$0	\$10	\$20	\$10

*Rates do not include sales tax
 **Rates are inclusive of green and cart fees
 ***Times for the mid-day and twilight price breaks are subject to time changes based on season
 ****Outing and league pricing will vary on a case by case basis, depending on time of year, size of the group, and what time they want to play
 *****No show fees may be waived at the discretion of management based on circumstances

Pro Shop sales continues to grow due to the ever-expanding variety of merchandise. The greatest increase was in menswear. The introduction of the newest product lines and maintaining comfortable price points have proven to be the key. As our partnership grows with more vendors, we can achieve our goal of becoming a “One-Stop Shop” for all your golfing needs. Demo Days have also proven to be great revenue generators for the club. The one-on-one club fitting and use of launch monitor technology will play a big part of increasing golf shop merchandise revenue by 5.5%.

Driving Range revenue will be a focus for us in the coming year. There is great potential for increase golf revenue thru PDPs (Player Development Programs) and establishing a sound training academy. The golf staff is working on different programs that will be available for players of any skill level. The addition of multiple training tools and integration of technology will attract not only residents of Arlington Ridge, but also players from outside of the community.

We are budgeting a 5.4% labor increase in golf operations with a portion applied to keeping up with the continued increase of minimum wage. We are also budgeting additional ranger hours, specifically during the busiest times during peak season. The added ranger service will aide in pace of play, maintain traffic control, and increase overall guest experience. Golf shop hours will remain the same, open 7 days a week from 7am to 5pm, adjusting accordingly with the changing sunrise and sunset throughout the year.

The new Yamaha Golf Cart fleet is expected to arrive in October. An increase in the new lease cost will lead to a \$16,428 increase in the annual cart lease expense. We upgraded to the lithium battery model of cart, which offers many advantages. Lighter cart weight allowing a smoother ride, less energy needed when recharging batteries, and no-maintenance batteries giving more time to outside staff to work on other projects are just a few benefits of the lithium battery model.

Golf Course Maintenance

Golf Course Maintenance will continue its priority to improve conditions in the playable areas of the golf course. An increase in herbicide and fungicide budget line items along with additions to the pre-emergent and fertilizer budgets for FY2024 will also allow us to purchase the proper amount of product needed to treat the entire golf course. Weed pressure will continue to be a focus area, and the additional preemergent and herbicide applications will help improve the bermudagrass turf density and increase general turf health throughout the property. We have also budgeted for overseeding of all fairways and tee boxes in the fall. This is a \$60,000 expense, but will help keep the golf course playing surface thick and green while the bermudagrass goes dormant during the cooler winter months.

The new allocation of golf course funds has allowed the team to begin course enhancement projects. The installation 4 cart path extensions have been completed and has shown an immediate improvement to those transition areas. Future projects will include additional cart path extensions, addressing lack of irrigation in specific areas of the course, and improvements to the driving range, just to name a few. A full list of recommended projects has been submitted for consideration. Reinvesting funds back into the course is the best way to reach our goal of being one of the best golf courses in Central Florida.

Aerification is an integral procedure for green health, and we plan to aerify greens three times in the summer. In addition to greens aerification we have been able to add other cultural practices like aerifying fairways and tee boxes as well as multiple turf slices in fairways and green collars. This is an important practice to help push bermudagrass growth as the pre-emergent, herbicide, and fertilizers programs are implemented. The maintenance team has also spent a lot of time working with the irrigation system. Finding buried sprinkler heads and repairing those that are not working properly has made quite a difference in some the drier areas of the course.

We have budgeted 27% increase in maintenance labor. The increase is based on the addition of a full-time mechanic and increased hourly wages for the rest of the maintenance staff so that we can stay competitive within the current labor market. Having a full-time mechanic on board has proven beneficial with the ageing maintenance equipment fleet. We will continue with our priorities to enhance green health, improve the irrigation system, decrease weed pressure, and improve the overall appearance and playability of the property.

Food & Beverage

The Food & Beverage department continues its trend of strong revenues month after month, and we expect that pattern will continue into FY2024. Challenges with labor and COGS (cost of goods sold) have been the two expenses that have had the most significant impact to our bottom line. The department is now fully staffed, and the focus on the front-of-the-house has changed to customer service training. Working with the team on product knowledge and steps of service procedures will result in a better dining experience for all guests. For the heart-of-the-house (kitchen team), improving food handling and portion control procedures will help get the best yield possible and maintain consistency and food costs.

One of the Food & Beverage goals for the upcoming budget is a 40% food cost, which is a 1.9% decrease from FY2023. To achieve this goal, we will need to have proper portion control and set menu prices accordingly. Some menu items may need to be temporarily removed at certain times of the year when product costs become too high. Full updates of the restaurant menus will be completed at least twice a year, with regular smaller modifications based on season and product pricing and availability. We will get feedback from residents through comment cards and surveys to assist with creating the most attractive menu. We will also offer cost effective daily specials, which will diversify the offerings to residents and assists us in maintaining food costs.

A la carte revenue accounts for more than half of our total FY2024 budget revenue. Offering a Tavern Menu daily, Dinner Menu Thursday thru Saturday, a Sunday Breakfast Menu along with Happy Hour and Weekly Specials will give a vast selection for every guest's preference and assure that we reach our goal. The incentives that go with the new Food & Beverage Social Membership will also help drive a la carte revenue. We anticipate the 10% discount on food and \$20 monthly voucher will increase the frequency of guests enjoying the restaurant all year long.

Like golf, we have seen an increase in group events, both resident and non-resident. With many different size events, from 20 to 200 guests already booked through next year, event sales will have a big impact to revenue. We have scheduled at least one event per month for FY2024 for the Arlington Ridge Community. Some are light fared events like "Oktoberfest", which will be held in the Village Green, to small seasonal wine dinners in the restaurant, to a Mardi Gras event held at Fairfax Hall with a live band and themed food selections. Below is the tentative resident event schedule for the coming year.

Loyalty Member & Resident Programming

October 2023 through December 2023

- October - "Oktoberfest" Event
- October - "Pink Challenge" fundraising golf outing
- October - Fall themed wine dinner
- October - Halloween Night Golf
- November - Turkey Shoot Golf Event
- November - Arlington Ridge Member-Guest Tournament
- November - Thanksgiving Dinner Buffet
- December - Tree Lighting & Cart Parade
- December - Uncle Eddies Ugly Sweater Golf Outing
- December - Holiday Gala
- December - Winter themed wine dinner
- December - New Year's Eve celebration

January 2024 through February 2024

- January - Hair of the Dog Golf Outing
- January - Community Street Challenge
- January - Club Championship
- February - Valentines Dinner
- February - Mixed Couples Championship
- February - Mardi Gras Party

March 2024 through April 2024

- March - St Patrick's Day
- March - Spring Night Golf Event
- March - Member-Member Tournament
- April - Par 3 Challenge
- April - Easter Sunday Brunch & Egg Hunt

May 2024 through September 2024

- May - Kentucky Derby Watch Party
- May - Mother's Day Brunch
- May - Memorial Day 2 Person Big Cup Scramble
- June - Women's Golf Day
- July - Red, White & Blue Outing
- August - Beat the Pro Golf Event
- September - Labor Day Skins Game

Our Designated Salesperson has made a positive impact in the past year. We started by promoting our events within the community for block parties and street dinners with some success. Happy residents did a great job spreading the word to other residents who are now interested in doing the same type of event for their own streets. We introduced our "Holiday Group Events" to outside communities that has proven to be beneficial, as we are already seeing prior groups return for a second year. We have started to establish our reputation within the community itself, as well as surrounding communities, and we are beginning to see guests return for future events.

We have taken a slower approach regarding advertising and pushing events, as not to overwhelm the staff, as staffing does remain an issue within the restaurant, so most of our events have been through verbal communication, in house flyers, and social media. We hope to expand more in this area this year.

Chatham's hours of operation have been extended to Tuesday thru Sunday from 7:30am to 11:00am each day. We also added more Danish selections, house-baked cookies, and a western omelet bowl to the Chatham's menu. With the extended hours we are now able to offer a golf and breakfast option. We will review performance of the new hours and menu over the summer and determine if adjustments are needed prior to the fall season.

We are budgeting a 7.3% labor increase in F&B operations with a portion applied to keeping up with the continued increase of minimum wage, which will increase by \$1.00/hr. at the end of September. Extending hours on Sundays and opening on Mondays has added labor hours and creates a greater opportunity for overtime. For the first time in a long time, we are now fully staffed, which will help to trim the overtime expense, and streamline hours of operation accordingly throughout the year as business dictates. As we head into the summer months we will analyze the financial impact of being open on Monday and determine if it makes sense to close during the slower season.

The proposed capital expense list has been directed towards repairs to walls, floor tiles, and replacing the back door due to constant wear and tear over time. Replacing ageing kitchen equipment with more efficient and versatile pieces has also been added to the list. The Dining and Oak Rooms were repainted and had updated light fixtures installed. We will now need to address making similar changes to the Tavern, entry hallway, and restrooms. The next step will be to set a timeline for replacing tables and carpets.

Marketing

Evaluating our marketing initiatives for FY2024, we will continue expand communication thru the Arlington Ridge Golf Club website, email, and social media channels. The club app will also be a great tool to push information for both Golf and F&B operations. Guests already have access to the restaurant's daily specials and the club's event page where guests can register for any club event right from their smart phone.

Our advertising in the Villages newspaper has proven to be beneficial, driving 460 rounds of golf through April of this fiscal year, equating to over \$20,272 in revenue. We will continue advertise with the Villages Daily Sun throughout the year, including ads that will promote both golf and food & beverage.

Many Arlington Ridge residents use social media, mainly Facebook, to stay connected with the activities going on within the community. Whichever way you prefer to receive updates and information, we have all channels link right back to our website. Here you can find all the information of the entire club. Hours of operation, restaurant menus, club events, and agronomy updates are just a few of the different types of information available on the site.

Marketing for group events from surrounding communities will increase in FY2024. We will also work closely with the Leesburg Chamber of Commerce as another networking avenue to increase banquet sales. The Fairfax Hall is becoming much more desirable for the many clubs and social groups that are outgrowing their current meeting spaces. Much of the current growth can be attributed guests who attend events hosted at Arlington Ridge and sharing their experience with other social groups that they may be affiliated with.

G&A

Expenses have been controlled in the General and Administrative department and are forecasted very close to budget for FY2023. On the expense side we are seeing increases mainly in utilities and credit card processing and have adjusted our FY2024 budget accordingly. Supplies budget will see an increase as well due the replacement costs of the two-way radios that are used throughout the operation.

Leases / Taxes / Insurance

We have two leases with John Deere for our golf course maintenance fleet. One lease is a 60-month term that expires November 1, 2024, with a \$1 Purchase Price Option after the lease is complete. The other lease is a 48-month term that expires November 1, 2023, with a \$1 Purchase Price Option after the lease is complete. All equipment is in good working condition with monthly maintenance records. It is critically important to maintain a routine replacement schedule for equipment. With the used equipment lease being paid off in October 2023 the monthly lease expense will be lower. We included adding a new lease for a new rough and greens mower in June 2024. The total estimated cost is \$150k with monthly lease of about \$2,900 (60-month term at 6% interest rate).

Real Estate taxes are based on non-ad valorem tax assessment for fire rescue for the total number of parcels associated with the golf course and restaurant. P&C insurance is based on the current year premium factoring in a 5% increase. This will need to be reviewed once the CDD completes the property insurance renewal process. The insurance market in Florida has been volatile and there is the potential to see large premium increases. Medical insurance expenses have been adjusted according to current eligible staff enrollment, costs in that line show a slight increase for FY2024. Workers comp insurance increased based on current year staffing levels and premiums.

In summary, in FY2024 we expect to increase revenues on the golf side by continuing to improve course conditions and offer a great variety of golf related merchandise and apparel. As we continue to reinvest revenue into the golf course, we will provide a greater value for members and drive the green fee APR up. In food & beverage we expect to surpass our record revenues and couple that with controlling expenses and continue to work toward our break-even goal. The positive trends, expanding customer base, and increase in marketing through communication will keep the operation moving in the right direction.

GOLF COURSE MAINTENANCE EXPENSES

	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Totals</u>
Utilities-Electric-AGRO	374	801	404	1,004	810	554	594	514	484	601	445	440	7,025
Phone-Cell-AGRO	75	75	75	75	75	75	75	75	75	75	75	75	900
Utilities-Electric-Irrigation-AGRO	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	27,600
Water-Irrigaton-AGRO	2,990	2,990	2,990	2,990	2,990	2,990	2,990	2,990	2,990	2,990	2,990	2,990	35,880
Supplies-Landscape-AGRO	2,500	-	-	-	-	-	2,000	-	-	-	-	-	4,500
Supplies-Course -AGRO	2,000	-	-	2,500	-	1,500	-	-	1,000	-	-	-	7,000
Supplies-Shop-AGRO	500	-	-	250	-	-	500	-	-	250	-	-	1,500
Building Maint and Repair-AGRO	300	-	-	300	-	-	300	-	-	300	-	-	1,200
Equip Maint/Repair-Fix-AGRO	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Irrigation Repairs-Agro	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	16,200
Pump Repair	1,500	-	-	-	-	-	1,500	-	-	-	-	-	3,000
Licenses, Fees, and Permits-AGRO	-	-	-	-	-	450	-	-	-	-	-	-	450
Outside Services-AGRO	281	281	281	281	281	281	281	281	281	281	281	281	3,372
Waste Removal-Green Waste-AGRO	550	-	-	-	550	-	-	-	550	-	-	-	1,650
Garbage Removal	133	133	133	133	133	133	133	133	133	133	133	133	1,596
Uniforms-AGRO	-	-	1,300	-	-	-	-	-	-	-	-	-	1,300
Chemicals-Fungicides-AGRO	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	1,170	14,040
Chemicals-Herbicides-AGRO	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Chemicals-Insecticides-AGRO	1,000	3,000	3,000	-	-	1,500	20,000	-	2,000	1,500	1,500	1,500	35,000
Chemicals-Growth Regulators-AGRO	-	-	-	-	-	100	150	150	150	150	150	150	1,000
Chemicals-Wetting Agents-AGRO	333	333	333	333	333	333	333	333	333	333	333	333	3,996
Chemicals-Misc.-AGRO	-	500	-	500	-	500	-	500	-	500	-	500	3,000
Fertilizers-Fairways / Roughs-AGRO	-	4,000	-	-	13,500	-	8,000	-	5,000	-	4,500	-	35,000
Fertilizers-Greens-AGRO	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	28,800
Pre-Emergents-AGRO	-	-	-	-	13,500	-	8,000	-	3,500	-	-	-	25,000
Sand-Top Dressing greens/tees-AGRO	1,500	-	-	-	-	2,500	-	2,500	-	2,500	2,500	-	11,500
Seed-AGRO	60,000	-	-	-	-	-	-	-	-	-	-	-	60,000
Sod/Sprigs-AGRO	-	-	-	-	-	-	5,000	-	-	-	-	-	5,000
Aerification-AGRO	-	-	-	-	-	-	-	3,000	-	3,000	2,500	-	8,500
Gas Diesel-AGRO	2,300	1,400	700	2,100	1,900	2,100	3,500	2,300	2,800	2,200	2,900	2,400	26,600
Chamber / Organization Dues	-	-	-	550	-	-	-	-	-	-	-	-	550
Small Equipment/Hand Tools-AGRO	500	-	-	-	-	-	500	-	-	-	-	-	1,000
Total Maintenance	88,056	24,733	20,436	22,236	45,292	24,236	65,076	23,996	30,516	26,033	29,527	20,022	420,159



Agronomic Schedule

Arlington Ridge Golf Course

2023-24

Tees	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Mowing												
Height of Cut	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Frequency (per week)	3	3	3	3	3	3	3	3	3	3	3	3
Irrigation												
Handwatering	AS NEEDED											
Syringing	AS NEEDED											
Cultural Practices												
3/4 inch tine (hollow-deep)											1	
Spiking/Slicing		1						1	1	1	1	1
Overseeding		1										
Fertilization												
Granular Fert. App.	1		1				1			1		
Liquid Fert. App.						1	1	1	1	1	1	1
Chemicals												
Herbicide-Pre-emergent	1			1			1			1		
Herbicide-Post-emergent	AS NEEDED											
Insecticide-Mole Crickets						1						
Growth Regulator												

Fairways	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Mowing												
Height of Cut	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Frequency (per week)	2	2	3	3	3	3	3	3	3	2	2	2
Irrigation												
Handwatering	AS NEEDED											
Syringing	AS NEEDED											
Cultural Practices												
3/4 inch tine (hollow-deep)											1	
Spiking/Slicing	1						1	1	1	1	1	1
Overseeding		1										
Fertilization												
Granular Fert. App.	1			1			1			1		
Chemicals												
Herbicide-Pre-emergent	1			1			1		1			
Herbicide-Post-emergent	AS NEEDED											
Insecticide-Mole Crickets						1						

Roughs	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Mowing												
Height of Cut	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Frequency (per week)	5	3	3	3	3	3	5	5	5	5	5	5
Fertilization												
Granular Fert. App.	1			1			1			1		
Chemicals												
Herbicide-Pre-emergent	1			1			1			1		
Insecticide-Mole Crickets						1						



Arlington Ridge
GOLF CLUB

2024 Marketing Plan

Table of Contents

- I. Introduction
- II. Communication
- III. Yield & Pricing
- IV. Loyalty
- V. Social Media
- VI. Reputation
- VII. Sales

I. Introduction

Thank you for allowing us to present this Marketing Assessment and plan for you. While the past year brought some changes and challenges, it also provided continued revenue growth.

Communication changes over the past 18 months has provided us with the biggest challenge – getting our message out to the community. We have worked hard to put a plan together that will ensure that information is presented in a way that works for everyone involved and is simple to understand.

As you will see throughout this presentation, it seems you all love the different technologies we use. We have found great success with our Course App, Website, Waddle (our proprietary event management software), and Social Media.

As Digital Technologies continue to evolve, we will make every effort to use them to our advantage, however we will always feel that direct communication and connections are the backbone of a community like Arlington Ridge.



II. Communication

Communication

Approach

A well-rounded multi-channel communication approach in communicating with our residents and guests has been successful at Arlington Ridge. Giving our residents and guests multiple options has improved results.

- Weekly updates on Website
- Arlington Ridge App
- Social Media (For more information on Social Media, please go to section 8)
- Regular Email Communications
- Waddle Event Management
- Daily Fee Golf
- **Professional Design**

PRESENTING
Jimmy Mazz
BLAST FROM THE PAST
Friday, January 20th

VIP DINNER \$35 PER PERSON INCLUDES DINNER & SHOW
 MEMBER PRICE \$31.50
 NON-RESIDENT PRICE \$40
 DINNER SERVICE STARTING AT 4:30PM

"SHOW ONLY" TICKET
 \$15 PER PERSON
 MEMBER PRICE \$13.50
 NON-RESIDENT PRICE \$20
 DOORS OPEN AT 6:30PM

NO OUTSIDE FOOD OR BEVERAGE ALLOWED

Tickets On Sale Now

PURCHASE TICKETS @
 ARLINGTONRIDGEGOLFCLUB / EVENTS

Arlington Ridge GOLF CLUB

Website Updates

Need to Know

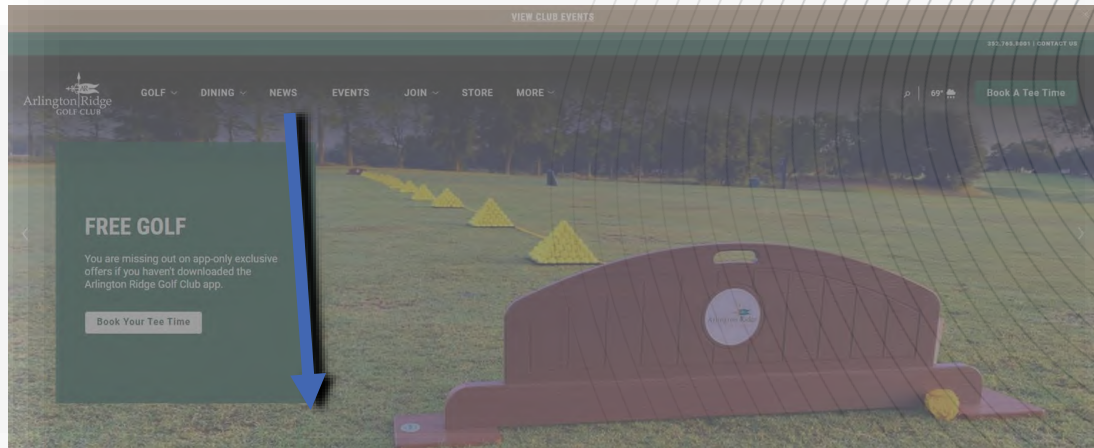
As of the writing of this plan, we are implementing a plan for all communications to be found in strategic spots on our website.

Golf For Everyone

Home Page

VIEW CLUB EVENTS

A "View Club Events" Button is at the top of every page. All dining, golf and club event information can be found here.

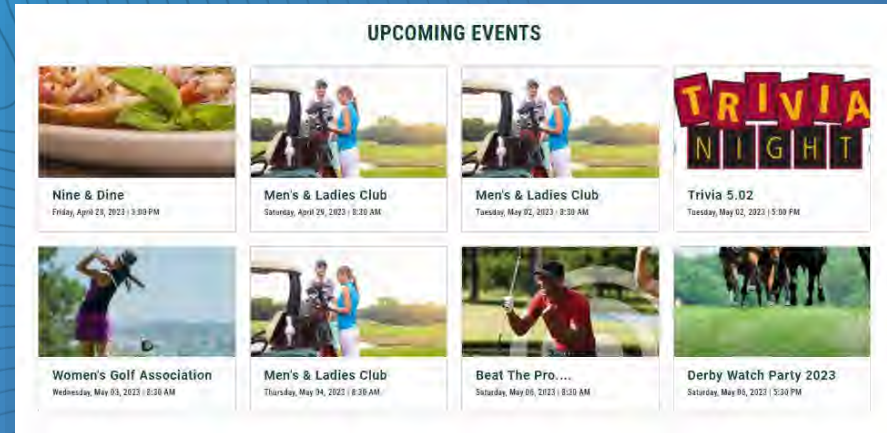
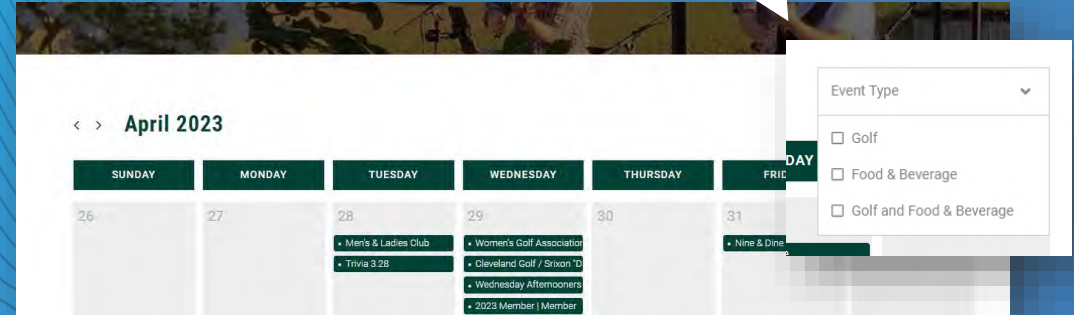


GOLF ~ DINING ~ **NEWS** ~ EVENTS ~ JOIN ~ STORE ~ MORE ~

"NEWS" is at the center of our main navigation bar and is on every page. This is where you will find **Agronomy Updates, Golf Event Results, Restaurant Specials** and more!

Club Event Page

Clicking on the Drop-Down Box will allow you to sort the type of events you want to see.



At the bottom of the Event Calendar the next 8 upcoming events will be featured for quick reference. Clicking on an event in either the calendar, or a promo tile, will take you a page with all pertinent information and sign-up options.



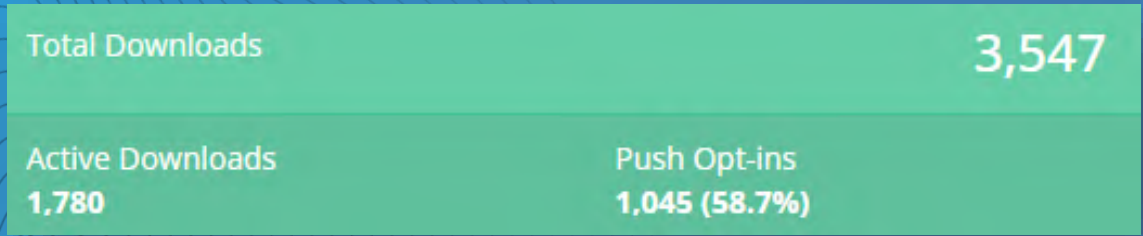
Communication

APP Performance (May 1, 2022, through April 27, 2023)



Our Club app, provided by Gallus, continues to improve and prove itself as the best APP platform in the industry.

As you can see by the list of most page views over the past 12 months, our App has provided more than it's share of visits.



Page	Pageviews	% Pageviews
1. www.arlingtonridgegolfclub.com/events	42,561	16.37%
2. www.arlingtonridgegolfclub.com/	38,400	14.77%
3. arlington-ridge-mobile-app.book.teeitup.golf/	21,582	8.30%
4. www.arlingtonridgegolfclub.com/book-a-tee-time	21,491	8.27%
5. www.arlingtonridgegolfclub.com/restaurant	12,126	4.66%
6. www.arlingtonridgegolfclub.com/the-course	4,386	1.69%
7. arlington-ridge-golf-club.book.teeitup.com/	3,620	1.39%
8. www.arlingtonridgegolfclub.com/store	3,103	1.19%
9. www.arlingtonridgegolfclub.com/golf-memberships	1,831	0.70%
10. arlington-ridge-mobile-app.book.teeitup.golf/login	1,414	0.54%



V. Social Media

Overall Performance

Social Media – Arlington Ridge Golf Club

Golf For Everyone

- While our follower and fan base number is relatively small, our main focus is always going to be communicating with our members & residents. Knowing that is our target audience, we are happy with the results and growth for the most part.
- We have actively worked to grow our Instagram page as well, although it has been slower going than we had hoped for. We will continue to focus on Instagram growth due the rapidly changing demographics contained within.
- We will continue to focus on sharing and communicating the lifestyle at Arlington Ridge. We feel we have a fun and interesting story to tell.

FACEBOOK FANS

753

FACEBOOK PAGE REACH

67,990
↑ 11.9%

FACEBOOK PAGE VISITS

2,917
↑ 18%

FACEBOOK PAGE NEW LIKES

88
↑ 4.8%

INSTAGRAM FOLLOWERS

169

INSTAGRAM REACH

572
↓ 50.3%

INSTAGRAM PROFILE VISITS

2,917
↑ 20.2%

NEW INSTAGRAM FOLLOWERS

50
↑ 32%



Communication

Event Marketing



Utilizing our proprietary event management software, Waddle, we can manage the events more efficiently. And best of all, the marketing benefits we receive make filling events much easier. The team at Arlington Ridge are the example we use around the country on how best to use this platform.

Our focus this past Fiscal Year was to move as many events as possible on the Waddle. As you can see, we feel we exceeded our own expectations .



Golf For Everyone

400
Total
Events



22,153
Total
Invited



17,214
Total
Attended



\$159.8k
Revenue



53
Change vs
prior year



3,253
Change vs
prior year



5,762
Change vs
prior year



\$39.8k
Change vs
prior year



III. Yield & Pricing

Yield & Pricing

Proposed Golf Fees

Arlington Ridge Golf Club
Green & Cart Fee Schedule 10/1/23 through 09/30/24

October 1 through December 20					December 21 through April 15				April 15 through May 31				June 1 through September 30			
Category	Low	Target	High	9 Hole Target	Low	Target	High	9 Hole Target	Low	Target	High	9 Hole	Low	Target	High	9 Hole Target
Public AM	\$38	\$47	\$49		\$45	\$55	\$60		\$40	\$49	\$55		\$33	\$42	\$47	\$25
Public Mid-Day	\$35	\$42	\$45		\$40	\$49	\$51		\$35	\$42	\$48		\$30	\$38	\$43	\$20
Public Twilight	\$28	\$32	\$39		\$30	\$36	\$40		\$28	\$32	\$38		\$23	\$26	\$35	\$20
Online AM	\$36	\$43	\$47		\$43	\$53	\$58		\$38	\$47	\$53		\$31	\$40	\$45	\$23
Online Mid-Day	\$33	\$40	\$43		\$38	\$47	\$49		\$33	\$40	\$46		\$28	\$36	\$41	\$19
Online PM	\$26	\$29	\$37		\$28	\$34	\$38		\$26	\$29	\$36		\$21	\$24	\$33	\$17
Resident AM	\$33	\$41	\$44	\$30	\$42	\$46	\$50		\$36	\$41	\$48	\$30	\$27	\$36	\$42	\$21
Resident Mid-Day	\$25	\$31	\$38	\$20	\$37	\$41	\$45	\$28	\$28	\$34	\$41	\$25	\$23	\$30	\$36	\$17
Resident Twilight	\$20	\$26	\$28	\$15	\$27	\$31	\$36	\$22	\$23	\$26	\$33	\$18	\$16	\$19	\$28	\$15
Outing	\$33	\$45	\$44		\$42	\$47	\$50		\$36	\$42	\$48		\$27	\$37	\$42	
League - 18-Hole	\$25	\$42	\$38		\$37	\$42	\$45		\$28	\$35	\$41		\$23	\$30	\$36	
League - 9-Hole	\$20	\$31	\$28		\$27	\$32	\$36		\$23	\$26	\$33		\$16	\$19	\$28	
Range Ball Fees	\$5	\$10	\$20		\$5	\$10	\$20		\$5	\$10	\$20		\$5	\$10	\$20	
Rental Club Fees	\$23	\$33	\$43		\$23	\$33	\$43		\$23	\$33	\$43		\$23	\$33	\$43	
No Show Fees	\$0	\$10	\$20	\$10	\$0	\$10	\$20	\$10	\$0	\$10	\$20	\$10	\$0	\$10	\$20	\$10

Golf For Everyone

- Rates do not include sales tax
- Rates are inclusive of green and cart fees
- Times for the mid-day and twilight price breaks are subject to time changes based on season
- Outing and league pricing will be determined on a case-by-case basis, depending on time of year, size of the group, and what time they want to play
- No show fees may be waived at the discretion of management based on circumstances



Yield & Pricing

Finding Daily Fee Golfers

A competitive landscape is something we are used to, especially at Arlington Ridge. Getting out our message will take a multi-channel approach.

- Facebook Posts and Ads - \$10 cost per boosted post | \$25 for Ads | As Needed
- Email through our Database - \$0 cost per send, preferred tee-time offers will be a continued focus in 2022/2023 – As Needed
- Newspaper Ads – 2 Ads per week and Special Golf Section in February - \$5K per year
- APP Offers – \$0 cost per offer. App Cost is \$200 per month | As Needed
- POS Displays – Printing | On-going

Daily Sun Ads





IV. Loyalty

Loyalty

Programs of Focus

We had a very successful Membership Year. We will continue to work to grow this segment through the fall, and into December, by using a multi-channel approach. We are finalizing a “Welcome Basket” for new residents moving into the community to introduce them to the golf and restaurant activities. We will also focus on public players with high rounds volume in our database and use the tools below to find other interested golfers in the area.

- Facebook Posts and Ads
- Email through our database
- Newspaper Ads (potential based on cost)
- Direct Mail (potential based on cost)
- POS Displays
- Referral Programs
- **Social and golf events**
- Realtor Events

Member Type	Member Level	FY2023 Discount before 11/1/22	FY2024 Discount before 11/1/23	FY2024 Regular Rate After 11/1/23
Residents – Golf	Individual	\$3,458	\$3,563	\$3,670
	Couple	\$5,900	\$6,077	\$6,259
Non-Residents - Golf	Individual	\$4,459	\$4,593	\$4,731
	Couple	\$6,900	\$7,107	\$7,320
Social Membership	Golf*	\$449		\$460
	Dining**			\$460

- 3% discount if you pay with cash or check when paid in full by 11/1/2023.
- Rates do not include sales tax

* Perks for Golf Social Members include but are not limited to: 10% discount on food, 10% discount in golf shop, discounted practice balls, 2 discounted green fees.

** Perks for Restaurant Social Members include but are not limited to: 10% discount on food, 10% discount in golf shop, (1) \$20 monthly voucher valid at CBG, Chatham's and restaurant only sponsored events, VIP member events and member charging privileges.

Loyalty

Member & Resident Programming

Understanding and managing the events system and schedule has been a great learning experience for our team. The community is very active and trying to ensure that we are creating and hosting events that serve as a compliment to our community's events has been fun.

We will use the following channels to market our member and resident events:

- Course Website
- Social Media
- Weekly Email Marketing
- POS Displays
- Push Notification on APP

Golf For Everyone



Loyalty

Member & Resident Programming

October 2023 through December 2023

- October - "Oktoberfest" Event
- October - "Pink Challenge" fundraising golf outing
- October - Fall themed wine dinner
- October - Halloween Night Golf
- November - Turkey Shoot Golf Event
- November - Arlington Ridge Member-Guest Tournament
- November - Thanksgiving Dinner Buffet
- December - Tree Lighting & Cart Parade
- December - Uncle Eddies Ugly Sweater Golf Outing
- December - Holiday Gala
- December - Winter themed wine dinner
- December - New Year's Eve celebration

January 2024 through February 2024

- January - Hair of the Dog Golf Outing
- January - Community Street Challenge
- January - Club Championship
- February - Valentines Dinner
- February - Mixed Couples Championship
- February - Mardi Gras Party

March 2024 through April 2024

- March - St Patrick's Day
- March - Spring Night Golf Event
- March - Member-Member Tournament
- April - Par 3 Challenge
- April - Easter Sunday Brunch & Egg Hunt

May 2024 through September 2024

- May - Kentucky Derby Watch Party
- May - Mother's Day Brunch
- May - Memorial Day 2 Person Big Cup Scramble
- June - Women's Golf Day
- July - Red, White & Blue Outing
- August - Beat the Pro Golf Event
- September - Labor Day Skins Game

Golf For Everyone



Overall Performance

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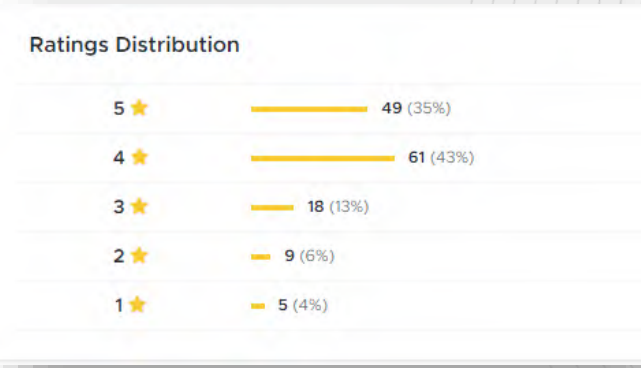
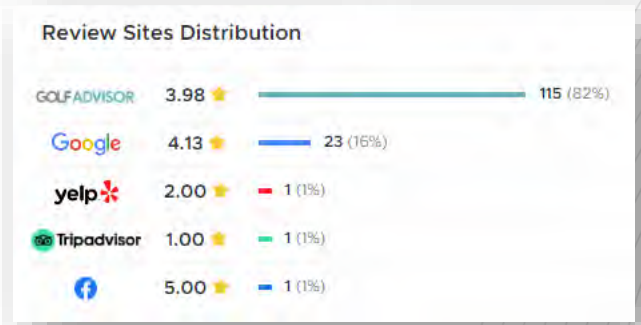
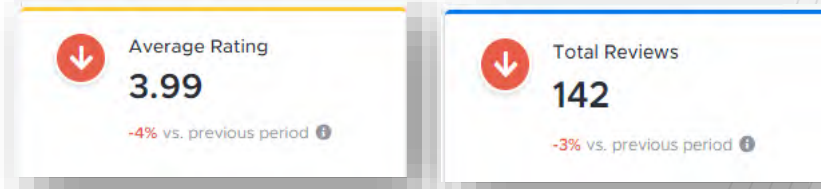




VI. Reputation

On-Line Reputation

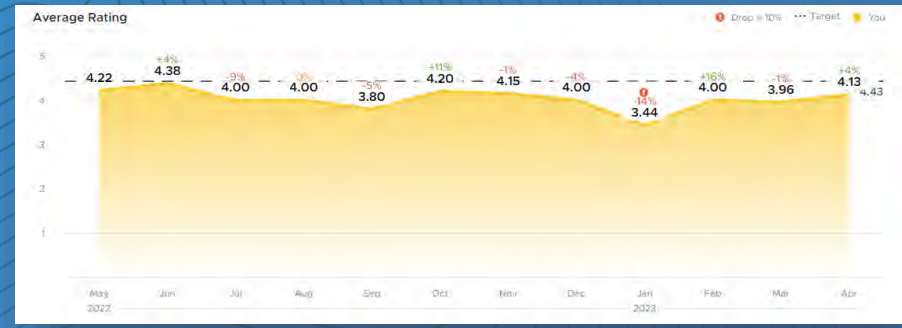
Review Trackers



Keywords



A quick review of our overall ratings, and there is pause for concern as our overall rating went down 4% from prior year. However, understanding the trends helps us drill down and find the issue. As you can see, our biggest drop was in January. January's weather was not ideal, and our condition, and reviews, suffered. As we make improvements to the course over the summer we will focus on initiatives to encourage more online reviews to boost our overall rating.





VII. Sales

Sales

Banquets

Our Designated Salesperson has made excellent strides in the past year.

We started by promoting our events within the community for block parties and street dinners with some success. Happy residents did a great job spreading the word to other residents who are now interested in doing the same type of event for their own streets.

We introduced our “Holiday Group Events” to outside communities that has proven to be beneficial, as we are already seeing prior groups return for a second year. We have started to establish our reputation within the community itself, as well as surrounding communities so we are beginning to see guests return for future events.

Attendance of resident events during the holiday season, such as the Holiday Galas and New Year Eve, were down. This was driven by increased ticket prices due to contributions from the CDD to offset costs being lower. We plan to return to the previous format and lower ticket prices, which will lead to more participation and increased revenue, specifically alcohol sales.

We have taken a slower approach regarding advertising and pushing outside events, as not to overwhelm the staff, as staffing does remain an issue within the restaurant, so most of our events have been through verbal communication, in house flyers, and social media. We hope to expand more in this area this upcoming year.

Overall, event revenue through 3/31/23 is 3.7% ahead of the previous year and we expect to add to this through the end of the budget year. We are budgeting \$256k in event sales next year, which is about \$55k higher than current year budget.





Arlington Ridge
GOLF CLUB

Thank You

