

Subsection 7A

Golf Proposals

Proposals that combine golf and food/beverage:

* *KemperSports*

* *Troon*

* *Xude Hospitality*



DTE
GOLF[®]

GOLF FACILITY SERVICES

ARLINGTON RIDGE

GOLF COURSE MANAGEMENT SERVICES



Arlington Ridge

GOLF | SPORTS TURF | GOLF RENOVATION | IRRIGATION



PREPARED FOR:

Angel
Montagna

District Manager
Arlington Ridge CDD

210 N. University Drive, Suite 702
Coral Springs, FL 33071
Phone: (954) 603-0033
Email: angel.montagna@inframark.com
Website: www.inframark.com

Proposal issued:
8 April 2024

Proposal valid to:
10 May 2024

04/07/2024

Arlington Ridge CDD
4463 Arlington Ridge Blvd
Leesburg, FL 34748

RE: Response to request for proposals for Arlington Ridge CDD Golf Course Management Services

Dear Angel,

Thank you for the opportunity to submit the following response to the request for proposals for Arlington Ridge CDD Golf Course Management Services.

We believe that Down To Earth is best qualified to fulfill the goals of Arlington Ridge CDD and we are excited to prove our capabilities. DTE is committed to improving and protecting the quality and value of your assets through our dedication to our Mission, Vision, and ICARE values. Our Mission? To bring natural joy to our customers. Our Vision is to become the service provider of choice in the Green Industry, and we achieve this through demonstrating our ICARE values:

INTEGRITY

- We act with honesty, transparency, and reliability, always doing what is right for our customers, our environment, and our teams.

COMMUNITY

- We are one team that respects and cares for each other, continuously striving to beautify and improve the communities we serve.

ACCOUNTABILITY

- We meet our commitments to each other and to our valued customers and act if we fallshort of expectations.

RELENTLESSNESS

- We are constant in our efforts to provide solutions to customers and to satisfy their needs.

EXCELLENCE

- We strive to deliver best in class quality and safety while improving our services and results every day.

Our experienced team develops innovative ideas that allow any challenge or issue to be addressed and includes state licensed Irrigation general contractors, GCSAA Class A Member Golf Director, FNGLA (Florida Nursery, Certified Horticulture Professional (FCHP), Certified Landscape Technician (FCLT), Certified Landscape Contractor (FCLC), as well as state certified fertilizer and pest control operators, irrigation designers and installers.

Respectfully,

Joe Haynes
Director of Business Development - Golf
407.799.7474
Joseph.haynes@down2earthinc.com

COMPANY OVERVIEW

A LITTLE ABOUT WHO WE ARE



**ARE YOU READY TO EXPERIENCE THE
DOWN TO EARTH DIFFERENCE?**

Down To Earth Landscape & Irrigation is a premier, full-service landscape company proudly providing maintenance, irrigation, design, and construction services for golf and sports turf serving multiple regions across the Southeastern United States.



Specializing in large-scale commercial, residential and resort services, we deliver unparalleled service and unmatched quality from design and installation to ongoing maintenance.

ABOUT US

Founded in 1989 as a **landscape & irrigation installation company**, DTE expanded to include a **landscape maintenance division** and **golf division** in order to meet the increasing demand from our clients. Today, Down To Earth continues to grow with over 1,400 team members that operate out of 15 branch locations and 40+ golf courses.

OUR GOAL

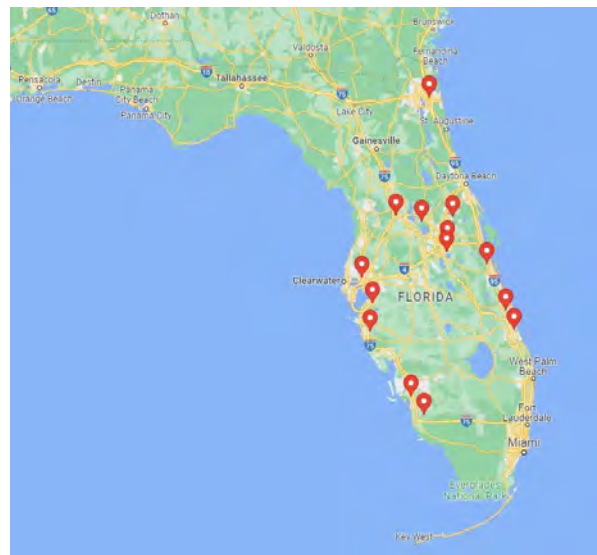
Down To Earth's goal for all three divisions is to approach it with the same business strategy and principles that have made the company a success since 1989: surround yourself with personnel that demonstrate our **"ICARE"** values and offer a service that demonstrates that to the customer.

1400+ EMPLOYEES

- Certified State Licensed Irrigation Contractor
- Certified Golf Course Superintendents
- Certified State Licensed Pest Control Operators
- Certified Rain Bird Maxicom Employees
- Certified Arborists
- Certified Horticulturists
- Certified Employees in Maintenance of Traffic
- Green Industries Best Management Practices
- On-Staff Mechanics (Certified Diesel Mechanics, Certified 2-Cycle Mechanics)

450+ EMPLOYEE VEHICLES

- Maintenance/Construction Trucks
- Irrigation Vans (Managers/Crews)
- Enclosed Trailers/Dump Trailers
- Large Semi-Trucks, Goose Neck Trucks



LOCATIONS

**CENTRAL
FLORIDA**

**SOUTHEAST
FLORIDA**

**NORTH
FLORIDA**

**SOUTHWEST
FLORIDA**

**SOUTH
CAROLINA**

OHIO

COMPANY SAFETY PLAN

THE NUMBER ONE PRIORITY



THE TEAM THAT CARES

Down To Earth understands that safety is the number one priority for both you and our employees. As such, all personnel wear the following necessary protective equipment during the performance of their duties:

- Protective clothing, reflective, high visibility shirts, and safety vests
- Protective eye wear or face shields
- Respiratory protection
- Gloves
- Ear/Hearing protection

Down To Earth personnel will adhere to all local, state, and federal safety guidelines and will observe all safety precautions when performing services on property, roadways and rights-of-way. The following measures will be employed when active in these areas:

- Safe location of parked vehicles
- Use of safety cones/signage
- Flag personnel as necessary
- Use of reflective, high visibility safety vests on all personnel and vehicles (which are clearly identifiable) as required

HIRING PROGRAM

- Mandatory drug screening prior to employment – zero tolerance policy.
- Each new employee must complete our “**Green Vest Training**” program that focuses on safe operation of all equipment and machinery.
- Use of high visibility uniforms, vests, hats, glasses, and earplugs as required.

SAFETY TRAINING PROGRAM

- Employees participate in periodic equipment training program demonstrating the correct way to operate machinery and tools utilized for day-to-day job activities.
- All Fertilizer/Pest Control Applicators must take the Florida Best Management Practices Class and stay current on continuing education units.
- Weekly Safety topic as well as periodic Safety bulletins to raise awareness and reinforce training.

PREVENTATIVE MAINTENANCE PROGRAM

- Participate in weekly toolbox talks to review the correct maintenance procedures and inspect current equipment.
- Clean equipment daily as well as sharpen mower blades and service equipment to ensure proper working order.
- Weekly **Vehicle Condition Report** to ensure that all repairs and maintenance have been completed.
- Monthly **Branch & Site Audits** to ensure compliance.

APPROACH TO SERVICES

AN OVERVIEW OF WHAT WE DO & HOW WE DO IT



We are driven by being able to provide superior service to our clients and bringing natural joy to every property we service.

CORE COMPETENCIES

- PROFESSIONAL GOLF COURSE MAINTENANCE
- PROFESSIONAL GOLF COURSE RENOVATIONS
- GOLF COURSE OPERATIONS MANAGEMENT
- FULL-SERVICE FERTILIZATION & PEST CONTROL
- FULL-SERVICE IRRIGATION SERVICES

OVERVIEW OF SERVICES AVAILABLE

PUTTING GREEN MAINTENANCE

Mowing • Rolling •
Aerification • Verticutting and
Grooming • Topdressing •
Fertilization • Weed Control •
Insect & Disease Control •
Overseeding

TEE MAINTENANCE

Mowing • Aerification •
Topdressing • Fertilization •
Weed Control • Insect &
Disease Control •
Overseeding • Litter Control

FAIRWAY MAINTENANCE

Mowing • Aerification •
Fertilization • Weed Control •
Insect Control • Litter Control
• Overseeding

COURSE SET -UP

Cups • Teeing Ground

BUNKER MAINTENANCE

Raking • Edging • Weed
Control • Litter Control

ROUGH MAINTENANCE

Mowing • Fertilization •
Weed Control • Insect
Control • Litter Control

TREE & SHRUB MAINTENANCE

Pruning • Mulch

IRRIGATION SYSTEM MAINTENANCE

Scheduling • Inspection •
Repairs

EQUIPMENT MAINTENANCE

CART PATH MAINTENANCE

Litter Control • Edging •
Washed Out Areas • Slopes

GOLF FACILITY MANAGEMENT

Water Management • Golf
Shop Operations •
Restaurant / Bar
Management/Operations •
Golf Cart Management •
Design / Renovation

LANDSCAPE ENHANCEMENTS

Irrigation Systems • Water
Features • Landscape
Design / Installation • Tree
Care • Grow-in Planting •
Shrubbery Installation

LAKE BANKS AND DITCHES

Slopes & Bank Maintenance
• Litter Control

IRRIGATION SYSTEM MAINTENANCE

Scheduling • Inspection •
Repairs

DRAINAGE MAINTENANCE

Note: Detailed scope of services included with pricing and contract.

SERVICE REPORTS

WEATHER - IRRIGATE – FERTIGATE REPORT

Month: _____

Course: _____

Date	Hi TEMP	Lo	Rainfall	Irrigate	Fertigate	Date	Hi TEMP	Lo	Rainfall	Irrigate	Fertigate
1	/					17	/				
2	/					18	/				
3	/					19	/				
4	/					20	/				
5	/					21	/				
6	/					22	/				
7	/					23	/				
8	/					24	/				
9	/					25	/				
10	/					26	/				
11	/					27	/				
12	/					28	/				
13	/					29	/				
14	/					30	/				
15	/					31	/				
16	/										

Average High Temp _____
Average Temp/Month _____

Average Low Temp _____
Total Rainfall _____

SERVICE REPORTS

FERTILIZATION & PEST CONTROL REPORT

Golf Course Name _____ Address _____

Name of Certified Supervisor _____ Registration No. _____

1. Date 2. Start Time 3. End Time	Actual Applicator Name	1. Location/Description of Target Treatment Site 2. Turf/Crop	Total Size of Treatment Area	1. Pesticide Brand Name 2. EPA Registration Number	Total Amount of Pesticide Applied Gallons/Pounds	Application Method

Wetting Agent _____ Rate _____ Other Material _____

Target Pest (s) _____

Extent and Type of Plant Injury _____

Nozzle Size _____ Pressure Maintained _____

Weather Conditions During Application _____

Air Temperature _____ Wind Velocity _____ Wind Direction _____

Cloudy _____ Number of Days Since Last Rain _____ Amount of Rain _____

Observations and Notes _____

DTE GOLF QUALITY CONTROL FORM

**Down to Earth
Golf Course Standards**

Rating Month: Date:

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Total	Average		
Greens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	50%	<input type="checkbox"/>
Fairways	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	15%	<input type="checkbox"/>
Tees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	15%	<input type="checkbox"/>
Bunkers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5%	<input type="checkbox"/>
Rough	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5%	<input type="checkbox"/>
Water Hazards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5%	<input type="checkbox"/>
Cart Path	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5%	<input type="checkbox"/>
Plants/Trees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5%	<input type="checkbox"/>

Rating Scale from 4 - 1
 4 Perfect 3 Excellent 2 Good 1 Poor

Final Rating

Comments

PERSONNEL

MEET THE TEAM



**THE TEAM COMMITTED TO CREATING
THE HEALTHIEST AND MOST VIBRANT
GOLF COURSE FOR YOU POSSIBLE**

Our highly skilled and trained golf maintenance technicians will be onsite to care for your property each day, and supported by our staff of certified horticulturalists, arborists, pest control operators and irrigation specialists.

ORGANIZATIONAL CHART

One of the keys to Down To Earth's success is the ability to provide the care and attention of a local company but with the scale and resources of a larger enterprise.

This alignment from the CEO down to the individual crew members is critical to delivering on our vision to be the "Service Provider of Choice".



YOUR DEDICATED TEAM

Every golf course maintained by DTE has a dedicated Superintendent whom reports to one of our 5 regional superintendents.



VICE PRESIDENT OF GOLF

- KRIS CHAMBROT
- Here to oversee the entire team and operations for your property.
- kris@down2earthinc.com
- (352) 840-3110

REGIONAL SUPERINTENDENT

- DAVE CIMINI
- Here to ensure the highest quality and efficiency for your maintenance program.
- Dave@d@down2earthinc.com
- (407) 267-7328

REGIONAL OPERATIONS MANAGER

- NICK DUNLEAVY
- PGA professional with vast experience in golf club management services. Here to oversee the success of the operations.
- NDunleavy@down2earthinc.com
- (407) 928-2100

EXPERIENCE

YOUR TEAM'S BACKGROUND

KRIS CHAMBROT

VICE PRESIDENT OF GOLF

SUMMARY

Results-driven leader with over 20 years of experience in golf course maintenance. Proven ability to provide championship golf conditions for high profile tournaments, recognized by several known publications such as Golf Digest, Golf Magazine, and Golfweek, amongst others. Track record of success delivering employee equipment safety training.

QUALIFICATIONS

- GCSAA Class A Member
- Certificate in Principles of Turfgrass Management from University of Georgia
- Ornamental and Turf Commercial Applicator License
- Advanced knowledge of agronomy and warm/cool season turfgrass practices
- Strong irrigation and chemical background
- Executive ability in problem solving and decision making.

EXPERIENCE

Down To Earth – VP of Golf	2010 - Present
Providence Golf Club, Davenport, FL – Golf Superintendent	2009 - 2010
Ginn Reunion Resort, Davenport, FL – Director of Golf	2003 - 2009

TRAVIS ANDERSON

REGIONAL GOLF COURSE SUPERINTENDENT

SUMMARY

Proven leader with over 20 years of experience specializing in golf course maintenance, golf turf management, and environmental quality. Offering skills in the development and implementation of agronomic plans for 171 holes of golf.

QUALIFICATIONS

- Recipient of 2018 North Florida PGA East Central Chapter Superintendent of the Year
- GCSAA Class A Member
- Certified in Best Management Practices of the Florida Green Industries by the FL Department of Environmental Protection and the University of Florida Institute of Food and Agricultural Services
- Certified in Best Management Practices for Enhancement of Environmental Quality on Florida Golf Courses
- Licensed Ornamental and Turf Commercial Pesticide Applicator

EXPERIENCE

Down To Earth – Regional Golf Course Superintendent	2019 - Present
Down To Earth – Golf Superintendent	2012 - 2019
Candler Hills Golf Course, Ocala, FL – Assistant Golf Superintendent	2007 - 2012
Oconee Course at Reynolds Plantation, Greensboro, GA Second Assistant Superintendent	2006 – 2007

EXPERIENCE

YOUR TEAM'S BACKGROUND

DAVID CIMINI

REGIONAL GOLF COURSE SUPERINTENDENT

SUMMARY

Over 15 years of experience in golf course maintenance with demonstrated management skills that guide teams to success while developing meaningful relationships with clients to sustain business operations. Expertise in daily operations oversight and budget administration with a strong agronomic background and work ethic.

QUALIFICATIONS

- GCSAA Class A Member
- Licensed Ornamental and Turf Commercial Applicator
- Working knowledge of construction principles, practices, and methods
- Knowledgeable in irrigation and pesticides

EXPERIENCE

Down To Earth – Regional Golf Course Superintendent	2009 - Present
Ginn Reunion Resort, Orlando, FL	2006 – 2009
Assistant Golf Superintendent/Irrigation Technician	

MATT BARROW

REGIONAL GOLF COURSE SUPERINTENDENT

SUMMARY

Dedicated professional with demonstrated ability to lead and manage multiple courses by identifying and solving issues to achieve mission-critical results. Performance and results-driven team player with over 15 years of experience managing golf courses.

QUALIFICATIONS

- Golf Course Operations – Lake City Community College – Degree in progress.
- Highly Skilled in irrigation systems operations.
- Expertise in Best Practices and application of fertilizers and pest control.

EXPERIENCE

Down To Earth – Regional Golf Course Superintendent	2023 – Present
Duval/Double Palm Executive Golf Courses – The Villages - Superintendent	2011 – 2023
The Claw at USF Tampa – Tampa, FL – Assistant Golf Course Superintendent	2010 – 2011
Grand Cypress Resort, Orlando, FL – Senior Irrigation Technician	2009 – 2010
Valley Crest Landscape, Orlando, FL – Irrigation Technician	2008 – 2009
Seven Hills Golfers Club, Spring Hill, FL – Equipment Operator	2005 – 2007

EXPERIENCE

YOUR TEAM'S BACKGROUND

JUSTIN MARTINJAK

REGIONAL GOLF COURSE SUPERINTENDENT

SUMMARY

Over 10 years Management experience in the Golf and Landscape Maintenance Industry including successful development and oversight of fertilizer and pest control applications. Real team builder passionate about helping employees with technical, operational, and safety coaching.

QUALIFICATIONS

- Florida Green Industries: Certified Best Management Practices
- State of Florida Licensed Turf and Ornamental Restricted use Pesticide Applicator
- Oversight of chemical applications in compliance with State regulations and industry best practices

EXPERIENCE

Down To Earth – Regional Golf Course Superintendent	2021 - Present
Down To Earth – Branch Manager	2018 – 2021
Davey Management at Silver Dollar Golf Club, Tampa, FL – Superintendent	2013 – 2018

NICK DUNLEAVY

REGIONAL GOLF CLUB MANAGER

SUMMARY

Business administrator with over 30 years of experience in golf course management and accounting. Proven record of improving club financials through revenue generation and expense control with strong multi-tasking skills and ability to simultaneously manage various projects.

QUALIFICATIONS

- PGA of America member
- Canadian PGA member
- Highly experienced in managing food and beverage for clubs and special events.
- Knowledge of laws and regulations to ensure permits are current and courses comply with local authorities.
- Successful oversight of multiple Golf courses in Central Florida and South Carolina
- Focus on creating a welcoming and fun environment at the clubs.

EXPERIENCE

Down To Earth – Regional Golf Club Manager	2016 - Present
Mystic Dunes Golf Club, Celebration, FL – General Manager	2013 -2016
Rio Pinar Country Club, Orlando, FL – General Manager	2007 - 2013

EXPERIENCE

YOUR TEAM'S BACKGROUND

JOE HAYNES

BUSINESS DEVELOPMENT DIRECTOR – GOLF

SUMMARY

Strategic business leader with over 25+ years of marketing, sales, and operations expertise. Demonstrated passion for golf and the green industry. Joe has a track record of developing long-lasting relationships with clients, identifying their needs and improving satisfaction.

QUALIFICATIONS

- Owned and operated large commercial landscape company for 12 years.
- BA, Business Administration; minor in Economics
- Associate in Risk Management (ARM)
- Life, Health, and Variable Annuity license holder (FL 02-15)
- Commercial Lines Coverage Specialist (CLCS)
- Securities Licensed (SIE & Series 6 licensed)

EXPERIENCE

Down To Earth – Regional Business Development Manager – Golf Div.	2022 - Present
Principal Financial Group, Maitland, FL – Registered Representative	2020 - 2022
Millennium Grounds & Waters, Winter Garden, FL - Owner	2007 - 2019
Frank H. Furman, Inc, Orlando, FL – Account Executive	2002 - 2012
Arthur J. Gallagher Company, Orlando, FL – Account Executive	2004 – 2006
Hazeltine National Golf Club, Chaska, MN – Assistant to Dir. of Golf	2001 – 2004

MUNICIPAL COURSES MANAGED



Highland Park Golf Course

- c/o City of Cleveland Department of Public Works
- Time: 2020 – Current
- We offer full-service golf course maintenance for their 36-Hole Champion Course



Tarpon Springs Golf Course

- c/o City of Tarpon Springs
- Time: 2020 - Current
- We offer full-service golf course maintenance for their 18-Hole Golf Facility



The Wellman Club

- c/o City of Oviedo
- Time: 2022 – Current
- We offer full-service golf course maintenance for their 18-Hole Champion Course



Twin Rivers Golf Club

- c/o City of Oviedo
- Time: 2017 - Current
- We offer full-service golf course management for their 318-Hole Golf Facility



Wekiva Golf Club

- c/o Parks and Recreation
- Time: 2022 - Current
- We offer full-service golf course management for their 18-Hole Champion Course

EXECUTIVE COURSES MANAGED



Duval / Double Palms Executive Golf Facility

- 36-Hole Executive Facility
- The Villages, FL
- June 2008 - Present



Lindsey Lane Executive Golf Facility

- 45-Hole Executive Facility
- The Villages, FL
- October 2013 - Present



Pennbrooke Fairways

- 27-Hole Executive Facility
- Leesburg, FL
- May 2020 - Present



Saddlebrook Executive Golf Facility

- 36-Hole Executive Facility
- The Villages, FL
- December 2017 - Present

CHAMPIONSHIP COURSES MANAGED



CONTINENTAL COUNTRY CLUB

- 18-Hole Champion Course
 - Wildwood, FL
- April 2019 - Present

THE GROVES GOLF & COUNTRY CLUB

- 18-Hole Champion Course
 - Land O' Lakes, FL
- September 2018 - Present

VI AT BENTLEY VILLAGE

- 18-Hole Champion Course
 - Naples, FL
- January 2016 - Present

HACIENDA HILLS GOLF AND COUNTRY CLUB

- 27-Hole Champion Course
 - The Villages, FL
- November 2014 - Present

HERITAGE PINES GOLF COURSE

- 18-Hole Champion Course
 - Hudson, FL
- May 2018 - Present

KISSIMMEE BAY COUNTRY CLUB

- 18-Hole Champion Course
 - Kissimmee, FL
- November 2017 - Present

LEGENDS GOLF & COUNTRY CLUB

- 18-Hole Champion Course
 - Clermont, FL
- June 2020 - Present

WATERFORD GOLF CLUB

- 27-Hole Champion Course
 - Venice, FL
- January 2020 - Present

PALMER LEGENDS COUNTRY CLUB

- 27-Hole Champion Course
 - The Villages, FL
- November 2014 - Present

SUMMERGLEN GOLF CLUB

- 18-Hole Champion Course
 - Ocala, FL
- May 2019 - Present

TIERRA DEL SOL GOLF COURSE

- 27-Hole Champion Course
 - The Villages, FL
- November 2014 - Present

TWIN RIVERS GOLF CLUB

- 18-Hole Champion Course
 - Oviedo, FL
- August 2017 - Present

APPROACH TO SERVICES

Down to Earth has been in business for more than 30 years, and we pride ourselves in providing our clients a superior service that enhances the beauty of their golf course. We have provided professional golf maintenance at Arlington Ridge in the past and we have a great understand of what it will take to get Arlington Ridge Golf Club back to the desired excellent course playability and an exceptional level of customer service. We value the work we perform and keeping our client(s) happy with our services. We will do everything possible to make sure we far exceed your expectations.

There are many reasons Down To Earth should be your first choice for professional golf management services. Our high standard and attention to detail will insure you are receiving the best services available. Our communication alone stands above the rest and provides you a sound and recorded report of all services rendered on your course. Our proactive/preventative approach provides you peace of mind that your agronomy needs are being managed properly. We worry about your golf course, so you don't have to! We currently have over 40 superintendents on staff and we maintain over 800 holes of golf, most of which are championship size and stature. Additionally, we provide complete golf operations for 5 properties, most of which are municipally owned. We welcome you to review our workmanship at any of them. Because of our experience working for many large-scale courses and clubs, we feel turnover of Arlington Ridge would run smoothly and efficiently without compromise.

Along with our ability to maintain organization and efficiencies of the entire golf operations. We have created a course specific agronomic program for Arlington Ridge Golf Club. Our agronomic plan follows the industry Best Management Practices, however weather conditions and other factors may force us to deviate from this templated program specific to Arlington Ridge. We believe with this recommended fertilization program and proper irrigation monitoring and mowing schedules, we will be able to get Arlington Ridge Golf Club back to its former glory.

We believe that golf course conditions will be the main driver to attract new memberships, residents, groups and additional outside play, however our extensive knowledge of the business of golf will complement the increase aesthetics and playability.

FALL & WINTER GREENS AGRONOMIC PROGRAM

Date	Product	Rate/1000ft	FRAC CODE
October 3, 2024	Secure Action	0.5 oz	29,P1
	K Phosphite	3 oz	
October 17, 2024	Daconil Action	3.5 oz	M5, P1
	Heritage Action	.4 oz	11, P1
October 31, 2024	Signature Xtra	4 oz	P07
	Interface Stressguard	4 oz	2,11
November 7, 2024	Secure Action	0.5 oz	29,P1
	K Phosphite	3 oz	
November 21, 2024	Signature Xtra	4 oz	P07
	Fore	6 oz	M3
December 5, 2024	Daconil Action	3.5 oz	M5, P1
	Subdue Maxx	1 oz	4
December 19, 2024	Interface Stressguard	4 oz	2,11
	Signature Xtra	4 oz	P07
January 2, 2025	Secure Action	0.5 oz	29,P1
	K Phosphite	3 oz	
January 16, 2025	Daconil Action	3.5 oz	M5,P1
	Subdue Maxx	1 oz	4
January 30, 2025	Signature Xtra	4 oz	P07
	Fore	6 oz	M3
February 13, 2025	Daconil Action	3.5 oz	M5,P1
	Heritage Action	.4 oz	11,P1
February 27, 2025	Mirage	1 oz	3
March 13, 2025	Secure Action	.5 oz	29,P1
	K Phosphite	3 oz	
March 27, 2025	Mirage	1 oz	3

SPRING & SUMMER GREENS AGRONOMIC PROGRAM

Date	Product	Rate/1000ft	Frac Codes
April 10, 2025	Exteris	6.2 oz	7,11
April 17, 2025	Exteris	6.2 oz	7,11
April 24, 2025	Desnicor	.196 oz	3
May 8, 2025	Daconil Action	3.5 oz	M5, P1
May 22, 2025	Densicor	0.196 oz	3
June 5, 2025	Lexicon	.47 oz	7,11
June 19, 2025	Briskway	.7 oz	3,11
	Divanem	.28 oz	6
July 3, 2025	Banol	2 oz	
	Signature Xtra	2 oz	P07
July 17, 2025	Densicor	.196 oz	3
	Divanem	.28 oz	6
July 31, 2025	Banol	2 oz	
	Signature Xtra	2 oz	33
August 14, 2025	Briskway	.7 oz	3,11
August 28, 2025	Daconil Action	3.5 oz	M5,P1
September 11, 2025	Secure Action	.5 oz	29,P1
	K Phosphite	3 oz	
September 25,2025	Indemnify	.39 oz	7

PRE-EMERGENT PROGRAM

Tees

Feb-Mar	Ronstar
April- May	Ronstar
July	Ronstar

Fairways

February/March	Ronstar	
April/May	Ronstar	
July	Specticle	4 oz/A
September	Specticle	3oz/A
November	Specticle	3oz/A

Rough

February/March	Resolute	
May	Specticle	4oz/A
July	Specticle	3oz/A
September	Specticle	3oz/A
November	Specticle	3oz/A

MOLE CRICKETS PROGRAM

Tees

April/May	Provaunt	12oz/A
June/July	Triple Crown	35oz/A

Fairways

April/May	Provaunt	12oz/A
June/July	Triple Crown	35oz/A

Rough

May	Triple Crown	35oz/A
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MARKETING AND REVENUE GENERATION

Rates

- Establish correct market rates to balance golf course traffic with our revenue goals. Rate categories must be established for club members, public, seniors and tee time wholesalers.

Bounce Backs

- Customers are offered a discounted round for a defined period after a paid round. Effective for building customer loyalty during the slower summer season.

Tee Time Wholesalers

- Snowbirds still use Golf Pac, Tee Times International and Can Am Golf to book their Florida tee times. Relationships must be established with these wholesalers give Arlington Ridge maximum exposure to area golfers.

Social Media

- Twitter / Facebook / Instagram – leverage your customer and employee base to generate excitement about the facility. Posts may include pictures from successful events, information about coming events, information and education about course maintenance practices.

Golf Now / Deal Caddy / Golf Zoo / Group Golfer / Tee Off

- Golf Now is the largest purveyor of tee times in the world. We will utilize them at least in the short term as the course is improved.
- Deal Caddy is the Golf Now platform for “Groupon” style deals. It is useful to draw players back who haven’t played the course for a while or who have become disenfranchised with the facility.
- Use the many other channels that exist to try to bring new and former players to Arlington Ridge.

Website

- While many people are now going thru platforms like Facebook to gain information, a website is still an important component for information for current and future customers. Work with Golf Now to freshen the website.

Email Database Marketing:

- Email the customer database to promote specials, activities and upgrades to the club. Partner with professional marketing companies such as Golf Now or Course Trends for access to the best email database marketing.

Neighborhood Newsletters

- Use of Neighborhood newsletters is an inexpensive way to connect with our closest customers. Keep your local customers up to date on coming events and thank them for their past participation. Maximize existing tools to promote and share golf club information.

Implement Player Development Programs

- Get Golf Ready
- Tee It Forward
- Junior Clinics
- Local School Teams (if applicable)
- Junior Camps and Clinics (if applicable)
- Women's Clinics (Golf and Wine Tasting)

Staff Motivation Revenue Generation Meetings and Incentives

- In the current golf economy, it's important to have welcoming staff to create an environment that guests enjoy but it's not enough. Staff must remain engaged and motivated to maximize sales as well as the guest experience.

Customer Reviews

- Provide customers incentive to write positive reviews about the staff and the facility and tackle the bad reviews head on to try to turn negatives to positives.

Membership Satisfaction

- Engage members in regular events with fun formats. Continue with current popular events and add fresh events to increase participation. Meet with membership leaders to attain feedback and suggestions to better serve their needs.

PROPOSAL PRICING

PREPARED FOR ARLINGTON RIDGE COMMUNITY DEVELOPMENT DISTRICT



BASED ON OUR ASSESSMENT OF YOUR PROPERTY AND THOROUGH UNDERSTANDING OF THE RFP, PLEASE SEE OUR PROPOSED SERVICES AND PRICES, WE CAN PROVIDE YOU TO BEST SERVE YOUR ARLINGTON RIDGE.

ARLINGTON RIDGE GOLF COURSE

Golf Course Maintenance Summary

<u>Professional Golf Maintenance</u>			
Total Annual Fee		\$ 876,000.00	*
Total Monthly Fee		\$ 73,000.00	*

Golf Operations Summary

<u>Base Management Fee</u>			
Total Annual Fee		\$66,000.00	*
Total Monthly Fee		\$ 5,500.00	*

Profit Sharing

(Based on annual NET profit for golf operations)

<u>Profit Share</u>			
Arlington Ridge			65%
Down to Earth			35%

COMPENSATION

Down to Earth shall be compensated in accordance with the funding of the Annual Budget as approved and funded by the DISTRICT as set forth below. The DISTRICT shall deposit funds into the account(s) of DOWN TO EARTH in order to provide for the requisite funding necessary to accomplish the approved programs and activities of the Club. DOWN TO EARTH shall pay all operating expenses for the Club on behalf of the DISTRICT from the funds provided to DOWN TO EARTH in order to implement the Annual Budget. Compensation shall be as follows:

- (1) Base Management Fee. For its services hereunder, DOWN TO EARTH shall be paid a base management fee of \$5,500 per month which shall commence being paid for the month of October, 2024, on November 5, 2024 the base management fee shall be payable on the fifth day of each month from the Operating Account. The Base Management Fee shall be a net fee to DOWN TO EARTH and is not contingent on or included in the net profit of the Club.
- (2) Incentive Management Fee. Within ninety (90) days after the end of each fiscal year, the DISTRICT and DOWN TO EARTH shall share any net profit realized in a ratio of 65% to the DISTRICT and 35% to DOWN TO EARTH. Net Profit (calculated as total revenue less total expenses) shall not include expense relating to interest, taxes, depreciation, amortization expenses or any capital expense that exceeds \$50,000.
- (3) Limitation on Fees. Notwithstanding the foregoing, the total amount of compensation to DOWN TO EARTH, including the Base Management Fee and the Incentive Management Fee, shall not exceed \$108,000 per each DISTRICT fiscal year commencing with the 2024/2025 fiscal year.

EXHIBIT A

SCOPE OF SERVICES FOR ARLINGTON RIDGE GOLF COURSE MANAGEMENT SERVICES

OVERVIEW

This Scope of Services represents services, personnel, equipment and resources necessary to accomplish professional golf management services of Arlington Ridge Golf Club and all required maintenance services at the Club that the CONTRACTOR shall accomplish in compliance with USGA and PGA best management practices for and aspects of golf course management, maintenance, and operations. This Scope of Services includes any and all labor, equipment, supplies, and manpower necessary to provide management maintenance services, including, but not limited to, the following:

A. Administrative Services.

- a. Overall management of club operations and employees.
- b. Ordering of inventory for the golf shop and beverage cart.
- c. Cost of goods analysis for the golf shop and beverage cart.
- d. All employee payroll functions.
- e. Administration of employee benefits.
- f. Accounts payable functions.
- g. Accounts receivable functions.
- h. Analysis of adherence to budgetary goals.
- i. Producing monthly statements of operating results.
- j. Preparing annual budget for Districts approval.
- k. Recruiting, hiring, and training of employees for the operation of the Club.
- l. Provide and maintain procedures and systems to ensure the security of the facilities.

B. Golf Shop Services.

- a. Providing a welcoming environment for players to the Club.
- b. Customer transactions through point of sale system.
- c. Tee time booking/ tee time and rate management.
- d. Stocking and managing golf shop merchandise.
- e. Golf club repair services.
- f. Golf event services such as organization and scoring.
- g. Providing golf tournaments for members and patrons.
- h. Providing handicap services for members and patrons.

- i. Golf instruction for men women and youth.
- j. Implementation of “grow the game programs” to expand player base.
- k. Creating and implementing policies and procedures.
- l. Hiring and training new staff as needed.

C. Outside Services.

- a. Welcoming guests and assigning golf carts.
- b. Starter/guest services to ensure pace of play standards.
- c. Range setup and clearing.
- d. Golf cart fleet management.
- e. Securing equipment before closing course and Club on a daily basis.
- f. Work with food and beverage vendor on pricing for beverage cart operation, including but not limited to separate liquor license.

D. Marketing Services.

- a. Creation of Marketing Plan to promote the Club using social media, provide membership and player packages.
- b. Creating, maintaining, and updating Club website.
- c. Implementing email database and newsletter marketing. CONTRACTOR shall create, direct, and implement an annual marketing plan for the Club as part of the Annual Budget. The marketing plan for the Club must include a market analysis, a summary of golf programs to include rates, membership structure, and strategies for increasing play, engagement and yield with the purpose of achieving the budgeted financial goals and other marketing related goals.
- d. Marketing systems must include, but are not limited to the following: Internet (website, e-mail, e-commerce); electronic tee sheet program (reservation system, customer database, POS); credit card processing; and branding materials (graphic design, collateral, photography); customer acquisition programs, including advertising (print, electronic, display); direct marketing (direct mail, broadcast e-mail); promotional offers; and community and vendor partnerships and sponsorships; customer retention programs, including special events and programs; promotional offers; membership events and programs; sales programs; and quality assurance programs.
- e. Exploration of a wide array of Club use opportunities, such as the following: tournaments; lessons for all age groups; educational programs; use of the Club by colleges and universities for collegiate competition; public and private school events and competitions; and economic development and tourism development projects and programs.

E. Establish Rates.

Establish correct market rates for greens fees, events, tournaments, rentals, goods and services, and programming.

F. Implement Player Development Programs.

Engage in a wide array of activities and implement programs that will develop players at the Club in the game of golf and ensure loyalty to playing at the Club. Program offerings shall be provided as part of the annual Marketing Plan for County for approval.

G. Financial Management Expectations

- a. Each February 1st of each Fiscal Year, CONTRACTOR shall provide to DISTRICT a proposed Annual Budget for the following fiscal year including but not limited to:
 1. An annual operating budget, including revenue and operating expenses and labor burden (to include rates of pay and any incentives or commission structures) for each department of the Club; a merchandise buying plan for the pro shop; a comparison to the annual operating budget for the immediately preceding year and a projection of anticipated monthly revenues and expenses and cash flows for the Club for the following fiscal year, including, without limitation, a reasonable contingency and anticipated working capital requirements for the Club for the year.
 2. A recommended capital expenditures budget for the next fiscal year. Capital Expenditure budgets will be evaluated and submitted as part of the DISTRICTS Capital Improvement Plan. All capital items will be paid out of the enterprise fund and will be coordinated through the appropriate department/division.
 3. Annual Marketing Plan.
- b. CONTRACTOR and the DISTRICT shall use their mutual best efforts to agree upon the Annual Budget.
- c. The CITY shall provide CONTRACTOR with written confirmation of its approval of the Annual Budget within 90 days of CONTRACTOR's submission of the proposed Annual Budget to the DISTRICT. If the DISTRICT does not provide the written confirmation or rejection within the aforementioned 90 day period, the Annual Budget shall be deemed approved.
- d. The DISTRICT acknowledges that the financial and operational performance of the Club could be affected by circumstances or events beyond CONTRACTOR's control. CONTRACTOR shall not be deemed to have made any guarantee, warranty, or representation with the Annual Budget. In the event that a condition should exist

in, on, or about the Club of an emergency nature which, in CONTRACTOR's discretion, after discussions with the DISTRICT's designated representative, requires immediate action to preserve and protect the Club, to better assure the Club's continued operation, or to protect the Club's customers, guests, or employees, then CONTRACTOR may take such steps and to make all reasonable expenditures, from the funds provided by the DISTRICT, necessary to repair and correct any such condition, whether or not provisions have been made in the applicable Annual Budget for any such expenditures. Any single unbudgeted expenditure that exceeds \$10,000 will require prior approval from the DISTRICT's designated representative.

- e. Each party may, from time to time, propose to the other party, in writing, during the course of the year, such changes or amendments to the Annual Budget as such party may consider necessary or appropriate, and CONTRACTOR and the DISTRICT shall use their mutual best efforts to act upon such proposal within 30 days after such proposal is made. Any such change or amendment is subject to the DISTRICT prior written approval. CONTRACTOR shall secure the prior approval of the DISTRICT for total expenditures which exceed the total expenditure amount approved in the Annual Budget, unless such expenditures are of an emergency nature pursuant to Section I(d) above. Notwithstanding the above, CONTRACTOR has the ability to allocate funds from one individual expense line item to another expense line item within the Annual Budget, for expenditures which will exceed any line item in the Annual Budget by \$10,000, so long as all such expenditures do not exceed \$50,000 in the aggregate for the entire Annual Budget.
- f. In the event that funds are not appropriated for this Agreement, the DISTRICT shall notify CONTRACTOR in writing of any such non-allocation of funds at the earliest possible date. Notwithstanding anything herein to the contrary, the DISTRICT shall be obligated to pay CONTRACTOR for any services that it provides or any other request of the DISTRICT irrespective as to whether the DISTRICT has appropriated funds for this Agreement in the DISTRICT'S budget for such fiscal year.
- g. CONTRACTOR shall manage all revenues and income of any nature derived directly or indirectly from the Club or from the use or operation of the Club, including, but not limited to, green fees, gross sales proceeds from the sale of green fees, memberships or annual passes to the Club, monthly dues from annual pass holders of the Club, rental fees for golf carts, golf clubs, and other rental items and range balls (including mandatory service charges, revenue generated from space rentals and from meetings, banquets, parties, receptions, tournaments and other group gatherings) merchandise sales, and CONTRACTOR shall account for the proceeds paid for any business interruption, use, occupancy or similar insurance policy claim. Likewise, CONTRACTOR shall account for all operating expenses which, include, but are not limited to, the following: salaries, wages, employee benefits, and payroll expenses, marketing, advertising, and promotional expenses; purchase and replacement, as necessary, inventories of

maintenance parts and supplies; purchase and replacement, as necessary of office supplies, computers, printers, facsimile machines, photocopiers, postage, printing, routine office expenses and services incurred in the operation of the Club; insurance premiums and taxes; auditing, accounting costs, computer fees; utilities, including, but not limited to, all electric, gas, and water costs, and any other private utility charges incurred in connection with the operation of the Club; equipment lease payments for machinery and golf carts; and any and all other goods and services necessary to manage, administer and maintain the Club.

- h. CONTRACTOR shall prepare and deliver to the DISTRICT, on an accrual basis and in accordance with generally accepted accounting principles (GAAP), regular monthly and annual financial statements, which must include an operating level balance sheet (bank account balances, inventory, accounts payable, accounts receivable if applicable, accrued payables, gift certificate balances), a profit and loss statement for the current month and year to date activity, statement of cash flows, payroll ledgers, accounts payable listing, general ledger activity and comments regarding monthly activity and variances to the Annual Budget.
- i. CONTRACTOR, in preparation of the Annual Budget, shall develop a list of required equipment and a purchase/lease schedule and maintain in good working condition and order the equipment at the Club including, but not limited to, the Club and all physical structures that are part of the Club, and all vehicles and other maintenance equipment necessary to the maintenance and operation of the Club in the normal course of business.
- j. CONTRACTOR shall arrange for the procurement, on behalf of the DISTRICT and as an operating expense of the Club, all operating supplies, operating equipment, inventories and services as are deemed necessary to the normal and ordinary course of operation of the Club and to operate the Club in accordance with the Annual Budget. CONTRACTOR shall competitively procure all operating supplies, operating equipment, and inventories.
- k. CONTRACTOR shall establish, administer, and maintain the payroll procedure and systems for CONTRACTOR employees at the Club. CONTRACTOR will be responsible for overseeing the benefits to, and handling the appropriate payroll deductions for, individual employees. All employees of the Club will be employees of CONTRACTOR, and CONTRACTOR shall comply with federal and state employment laws.
- l. CONTRACTOR shall establish new vendor accounts with appropriate credit limits.
- m. CONTRACTOR shall consult with the DISTRICT periodically regarding the Club and its operations at a time, date, and place designated by the DISTRICT.
- n. CONTRACTOR shall apply for and use its commercially reasonable efforts to obtain and maintain, all licenses, permits, and accreditations required in connection with the management and operation of the Club. The CITY shall reasonably cooperate with CONTRACTOR in applying for, obtaining, and maintaining such licenses (including liquor licenses), permits, and accreditations.

Exhibit "B"

SCOPE OF SERVICES FOR ARLINGTON RIDGE GOLF COURSE MAINTENANCE PROGRAM

I. **Putting Green Maintenance:**
Mowing / Rolling

All greens will be mowed and or rolled a total of seven (7) days per week.

Height of cut will be .145" to .200" but, may be modified from time to time as deemed necessary by the golf course superintendent in conjunction with the General Manager.

The practice of alternating mowing patterns will need to be followed.

Collars and approaches will be mowed up to three (3) times per week. During dormancy periods this may be less but must not appear un-maintained at any time.

Aerification

Aerification will be done a minimum of two (2) times per year. The type of aerification such as deep tine, hollow tine or venting may be determined by the Golf Course Superintendent in conjunction with the General Manager. Aerification will be done with a minimum of interference to play.

Verticutting and Grooming

Vertical cutting to be done as needed up to once per week and should complement each aerification and topdressing. Grooming or brushing may also be done at this time.

Topdressing

Following all aerifications, an approved topdressing material, similar to the greens construction sand, shall be applied and brushed into the turf. This application should be done with an approved topdressing spreader. Spot topdressing may be applied as needed to repair damage from ball marks and other damage. Light topdressings may also be done in conjunction with the verticutting process.

Fertilization

Under normal conditions a minimum, 10# N, 16# K and 3# P should be applied per one thousand (1000) square feet. Adjustments will be made based on bi-annual soil nutrient level testing and growing conditions at the time of treatment. A variety of proven effective granular slow release type and foliar type products may be applied.

Weed Control

Post-emergent weed control will be an on-going daily effort and will be distributed in the most efficient manner possible based on course conditions. Invasive species of grass will be mowed but may require additional treatments not covered in this contract scope.

Insect and Disease Control

Applications of pesticides must be carried out on a preventative basis for mole cricket control. During months known for high disease pressure a preventative pest program must be in place for other known pests. During low pressure months, a curative or “as needed” application approach may be utilized for pest control. At additional cost, DTE will provide Curfew that will be injected into all putting surfaces, greens surrounds, fairways and tee boxes one (1) time per year. DTE reserves the right to use other approved products for Nematode control if they become available.

Overseeding

Pigments will be used in lieu of overseed.

II. Tee Maintenance:

Mowing

All tee boxes should be mowed up to (3) times per week.

During periods of slow growth, it may be less but at no time should they appear un-maintained. Height of cut should be between .500” and .750”.

Aerification

All teeing areas, including practice areas, will be aerified a minimum of two (2) times per year. Spot aerification may also be needed for trouble areas.

All aerifications will be done with a minimum of interference to play.

Topdressing

Topdressing will be done in conjunction with each aerification.

Topdressing will be done after overseeding.

Spot topdressing will be done on a weekly basis to repair divot damage.

Fertilization

Types of material will be determined from results based on bi-annual soil nutrient level testing and growing conditions at the time of treatment.

Under normal conditions, 10# N, 8# K and 2# P should be applied per one thousand (1,000) square feet.

A variety of proven effective granular slow-release type and foliar type products may be used.

Weed Control

DTE shall use both post-emergent and pre-emerge chemical applications. Post-emergent weed control will be an on-going daily effort and will be distributed in the most efficient manner possible based on course conditions.

Insect and Disease Control

Applications of pesticides must be carried out on a preventative basis for mole cricket control. During months known for high disease pressure a preventative pest program must be in place for other known pests. During low pressure months, a curative or “as needed” application approach may be utilized for pest control.

At additional cost, DTE will provide a proposal to apply Curfew that will be into all putting surfaces, greens surrounds, fairways and tee boxes one (1) time per year. DTE reserves the right to use other approved products for Nematode control if they become available.

Overseeding

Pigments may be used in lieu of overseed. All areas to be overseeded will be prepared for seeding to ensure the best possible conditions for overseeding. Perennial Ryegrass will be used at a rate of not less than 8 # per thousand (1,000) square feet.

Litter Control

Policing shall be done on a daily basis for the removal of all litter (i.e.: paper, leaves, cans, bottles, tree branches, etc.)

III. Fairway Maintenance:

Mowing

All fairways should be mowed up to three (3) times per week.

During periods of slow growth, it may be less but at no time should they appear un-maintained.

Height of cut should be between .500" and .750".

Alternating mowing patterns are to be followed.

Aerification

All fairways should be aerified a minimum of one (1) time per year, more often if necessary. Spot aerification may also be required to relieve compaction.

Fertilization

Types of material will be determined from results based on bi-annual soil nutrient level testing and growing conditions at the time of treatment. Under normal conditions up to eight (8) pounds of Nitrogen per one thousand (1,000) square feet may be applied annually. Soil testing will be done twice per year.

Weed Control

DTE shall use both post-emergent and pre-emerge chemical applications. Post-emergent weed control will be an on-going daily effort and will be distributed in the most efficient manner possible based on course conditions.

Insect Control

Applications of pesticides must be carried out on a preventative basis for mole cricket control. During months known for high disease pressure a preventative pest program must be in place for other known pests. During low pressure months, a curative or “as needed” application approach may be utilized for pest control.

At additional cost, DTE will provide Curfew that will be injected into all putting surfaces, greens surrounds, fairways and tee boxes one (1) time per year. DTE reserves the right to use other approved products for Nematode control if they become available.

Litter Control

Policing shall be done on a daily basis for the removal of all litter (i.e.: paper, leaves, cans, bottles, tree branches, etc.)

Overseeding

Pigments will be used in lieu of overseed.

IV. Rough Maintenance:

Mowing

All rough areas should be mowed one (1) time per week.

During periods of slow growth, it may be less but at no time should they appear un-maintained.

Normal Height of cut should be between .1.5” and 3.0”, depending on season.

Fertilization

Types of material will be determined from results based on bi-annual soil nutrient level testing and growing conditions at the time of treatment. Under normal conditions up to eight (8) pounds of Nitrogen per one thousand (1,000) square feet may be applied annually. Soil testing will be done twice per year.

Weed Control

DTE shall use both post-emergent and pre-emerge chemical applications. Post-emergent weed control will be an on-going daily effort and will be distributed in the most efficient manner possible based on course conditions. Invasive Species of grass or insects, invasive species including, but not limited to Torpedo grass, require significant remediation that are not covered in this scope of services but can be addressed as an additional service.

Insect Control

Applications of pesticides must be carried out on a preventative basis for mole cricket control. During months known for high disease pressure a preventative pest program must be in place for other known pests. During low pressure months, a curative or “as needed” application approach may be utilized for pest control.

If required, at an additional cost to Customer, DTE will provide a proposal to apply Curfew in the rough. DTE reserves the right to use other approved products for Nematode control if they become available. Invasive Species of grass or insects, invasive species including, but not limited to Torpedo grass, require significant remediation that are not covered in this scope of services but can be addressed as an additional service.

Litter Control

Policing shall be done on a daily basis for the removal of all litter (i.e.: paper, leaves, cans, bottles, tree branches, etc.)

**V. Course Set-Up:
Cups**

All cups will be changed up to seven (7) days per week. During this practice, an inspection of each putting surface will be made, and any ball marks or other damage will be repaired.

Teeing Ground

Tee markers will be moved as needed.

Trash containers should be emptied prior to the beginning of the days play and as often as needed thereafter.

Tee towels will be changed out weekly.

Ball washers will be filled as needed.

**VI. Bunker Maintenance:
Raking**

Bunkers will be raked three (3) days per week by hand or mechanical means or a combination of both. Areas of bunkers with “washed out” spots due to heavy rain or improper irrigation will be repaired as soon as possible. Bunker sand should be kept at a depth of 4” at all times. If any bunker requires sand to reach this depth, it will be additional cost to Customer.

Edging

Bunker edging will be done once (1) per month.

Weed Control

Proven, effective Herbicides may be used as needed. Manual removal may also be required.

Litter Control

Policing shall be done daily for the removal of all litter (i.e.: paper, leaves, cans, bottles, tree branches, etc.)

**VII. Tree and Shrub Maintenance:
Pruning**

All low hanging tree branches that present a hazard to golf cart traffic or people will be removed as required. Trees under the twelve (12) foot limitation that are in the playable areas of the golf course will be pruned one (1) time per year.

Mulch

Pine straw shall be fluffed and or added to as necessary to enhance moisture holding capability and a neat, clean appearance. Care should be taken during installing so as to not cover landscape lighting, valves, junction boxes or other structures and components. Up to 1500 bales/year will be included. All beds or otherwise bare ground areas and tree rings should be maintained with a layer of mulch sufficient to cover the bare ground. In the event Customer chooses to purchase additional mulching services, DTE shall provide all labor and materials necessary to perform this work, at the following price:

<u>Mulch</u>			
Cypress Mulch		Additional	\$ 70.00 per Cubic Yard
Pine Bark		Additional	\$ 70.00 per Cubic Yard
Pine Straw		Additional	\$ 7.50 per Bale

Mulch material shall consist of a premium grade of Pine Bark Nuggets or Cypress Mulch. Owner must first approve all mulch operations.

**VIII. Irrigation System Maintenance:
Scheduling**

Watering will be scheduled by the Golf Course Superintendent in quantities and frequencies that are consistent with seasonal requirements. The majority of course watering will be done at night to limit the interference with play, however, hand watering and syringing may be done as needed in order to preserve and protect the grass. DTE will be responsible for monitoring water consumption to ensure adequate, but not excessive, water use.

Inspection

Irrigation coverage will be checked daily and adjusted where necessary.

Repairs

DTE will be responsible for all repairs, including parts and labor, to the irrigation systems up to **\$9,000** annually. Additional repairs are to be brought to the attention of the General Manager for consideration. Customer is solely responsible for any costs associated with the pump station. Any costs associated with effluent water is to be paid by Customer. Utilities to pump house are not included in this agreement.

Damage

Any damage caused to the course by DTE equipment or carelessness will be repaired without charge to the client. Repairs should be made within 24 hours where practical.

IX. Equipment Maintenance:

DTE will maintain all equipment and tools necessary to perform to the specifications of this contract. DTE will maintain all equipment and tools in accordance with manufacturer's recommendations. DTE will be responsible for providing gas and oil.

**X. Drainage Maintenance:
French Drains**

All drains shall be checked on a routine basis for correct operation. Additional drainage is available at an additional cost to Customer.

**XI. Cart Path Maintenance:
Litter Control**

All cart path surfaces will be kept free of all sand, debris, and grass clippings on a daily basis.

Edging

All cart paths will be edged on as needed basis.

Washed out areas

All washed out areas adjoining the cart paths will be filled on an “as needed” basis, after heavy rains, etc. for the safety of our employees and guests.

**XII. Lake Banks and Ditches Maintenance:
Slopes and Banks Maintenance**

Slopes and banks will be mowed as needed for playability and aesthetics.

Litter Control

These areas will be inspected on a daily basis and debris removed.

**XIII. Miscellaneous:
Weekend and Holiday Schedule**

Greens will be mowed, and all course set up will be done.

Practice Areas

Mowing and all other maintenance practices will be done as needed in conjunction with other like areas of maintenance around the course.

Materials

All maintenance materials will be supplied by DTE and will conform to specific specifications. These supplies and materials will include: All necessary top dressing, seed, fertilizers, fungicides, fuel, insecticides, and herbicides. Putting green cups and flags will be purchased one (1) time per year by DTE. Rakes, tee markers and hazard stakes are the sole responsibility of the Customer.

REFERENCES

Project Name: Kissimmee Bay Golf Club / Remington Golf Club
Type of Project/Service: Management and Maintenance of two 18-Hole championship golf courses.
Address: 2801 Kissimmee Bay Blvd., Kissimmee, FL 34744
Customer: FSC Clearwater, LLC and FSC Clearwater II, LLC
Contact Name: Chiping Cheung (914) 843-1982
Contact Email: cheung@playgolfinkissimmee.com
Dates: 2019 – Current

Project Name: Twin Rivers Golf Club
Type of Project/Service: Management and Maintenance of 18-Hole championship course
Address: 2100 Ekana Dr., Oviedo, FL 32765
Customer: City of Oviedo
Contact Name: Patrick Kelly (407) 971-5508
Contact Email: pkelly@cityofoviedo.net
Dates: 2017 – Current

Project Name: Legends Golf & Country Club
Type of Project/Service: Management and Maintenance of 18-Hole golf course
Address: 1700 Legendary Blvd., Clermont, FL 34711
Customer: Legends Golf and Country Club
Contact Name: Patrick Maloney (910) 478-8816
Contact Email: Patrick.maloneyhoa@gmail.com
Dates: 2019 – Current

Project Name: Tarpon Springs Golf Course
Type of Project/Service: Maintenance of 18-Hole Golf facility
Address: 1310 S. Pinellas Ave., Tarpon Springs, FL 34689
Customer: City of Tarpon Springs
Contact Name: Howard Hunt (727) 934-5191
Contact Email: Hhunt@CTSFL.US
Dates: 2020 – Current

Project Name: Highland Park Golf Course
Type of Project/Service: Maintenance of 36 Hole Golf Facility
Address: 3550 Green Rd., Highland Hills, OH 44122
Customer: Highland Park Golf Foundation
Contact Name: Bob Flesher (440) 343-4139
Contact Email: bobf@mrexavator.com
Dates: 2020 - Current



November 25, 2019

To Whom It May Concern,

Down To Earth has been providing Golf Course and Clubhouse Landscape at Mallory Hill Country Club for a number of years. DTE gas always provided a great product for our Residents and Guests. When issues have arisen, DTE has been quick to respond and provide corrective action. The staff of DTE is polite and very professional. I would encourage you to consider Down To Earth for any of your maintenance or landscape needs.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Machande".

Dan Machande, PGA
PGA Certified Professional
Mallory Hill Country Club
The Villages, FL
352-753-3730



November 20, 2019

To Whom It May Concern:

Please accept this letter as my personal recommendation for Down To Earth Landscape and Irrigation. They have provided the golf course maintenance for the past four years and the clubhouse maintenance for approximately 10 years for us at Palmer Legends Country Club.

Down to Earth is a very professional and proactive company that is a pleasure to work with. They strive for excellence and are always looking at ways to provide the best playing conditions to our members and guests.

Please feel free to call me to discuss Down To Earth Landscape and Irrigation.

Thank you,

A handwritten signature in blue ink that reads 'Mark Verkey'. The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Mark Verkey, PGA
Facility Manager
Palmer Legends Country Club
1645 Palmer Way
The Villages, FL 32162
(352) 753-5300



Subject: Recommendation for Down 2 Earth Inc.

To Whom It May Concern:

My name is Brendon Chase and I'm the General Manager at West Orange Country Club located in Winter Garden, Florida. We have had the privilege of Down 2 Earth Inc. as our course maintenance contractor. They've been our contractor since our new ownership took over in July 15, 2015. Prior to the new ownership, the course was in poor conditions and membership was at an all-time low. We hired Down 2 Earth Inc. based off their great reputation and we're very happy with that decision. The course is in remarkable shape and has had a huge impact on our membership numbers, along with overall revenue. We had 160 members in 2015, now we're currently at 303 members! I receive compliments daily on how great our greens are and how great the overall look of the course is. They're great people to work with and communicate very well. I am confident that Down 2 Earth Inc. will give your facility the same quality in service and hard work we've been receiving since day one we hired them.

I highly recommend Down 2 Earth Inc. Please let me know if you need any additional information about this great company.

Sincerely,

Brendon Chase
General Manager
West Orange Country Club
407-656-4882 ext. 403
brendonchase@pga.com

LICENCES, CERTIFICATIONS, & INSURANCE BONDING



To deliver peak customer service, we currently hold the following licenses, certifications, and insurance bonding:

- BMP Certified– Florida Green Industries
- Florida Department of Agriculture and Consumer Services, Certificate of Nursery Registration
- Florida Department of Agriculture and Consumer Services Certified Pest Control Operator
- Florida Department of Agriculture and Consumer Services Registered Pest Control Firm for Down to Earth Lawn Care
- Florida Department of Agriculture and Consumer Services, License as Dealer in Agriculture Products
- Florida Department of Environmental Protection
- Florida Irrigation Society, Completion Irrigation Auditing Training Course
- Florida Nursery, Growers and Landscape Association (FNGLA) – Certified Horticulture Professional (FCHP)
- FNGLA Certified Horticulturalists Florida Nursery, Growers and Landscape Association (FNGLA) – Florida Certified Landscape Contractor (FCLC)
- International Society of Arboriculture (ISA), Certified Arborist
- Irrigation Association (CIA) Certified Landscape Irrigation Auditor
- John Deere Green Tech, Completion Rain Master Eagle iCentral Control System
- Paige Irrigation, Certificate of Completion – Irrigation Wires & Cables and Proper Splicing Methods
- Professional Lawn Care Association of America, Certified Turfgrass Professional
- Rain Bird – Certified Maxicom Operator, Maxicom Software Level 1 and 2 , Maxicom Hardware Level 1 & 2

All certificates & licenses are available upon request.



BRUNSWICK
COMPANIES

Managing Risk · Insuring Success · Since 1972

January 4, 2024

Down To Earth
2701 Maitland Center Parkway
Suite 200
Maitland, FL 32751
Attn: Johann Fiallo, Estimating Manager

Re: Letter of Bond-ability

Dear Johann,

It has been the privilege of Brunswick Companies and Hanover Insurance Company to provide surety bonds on behalf of Down to Earth for over 6 years, during which time Down To Earth has performed and we have issued performance and payment bonds for contracts valued in the range of \$5,000,000. In our opinion, Down To Earth remains properly financed, well equipped, and capably managed.

At the present time, Hanover Insurance Company provides a \$5,000,000 single project / \$15,000,000 aggregate surety program to Down To Earth. As always, Hanover Insurance Company reserves the right to perform normal underwriting at the time of any bond request, including, without limitation, prior review and approval of relevant contract documents, bond forms, and project financing. Therefore, Down To Earth has 100% bonding capabilities for the above captioned project.

Hanover Insurance Company is listed on the U.S. Treasury Department's Listing of Approved Sureties (Department Circular 570) and is rated A(XV) by A.M. Best Company and is licensed to do business in the State of Florida.

Regards,

Mark Levinson
Attorney-in-Fact, Hanover Insurance Company
Sr. VP. Brunswick Companies

Brunswick Companies
2857 Riviera Drive
Fairlawn, Ohio 44333
Phone: 330-864-8800

www.brunswickcompanies.com

Toll Free: 800-686-8080

Fax: 330-864-8661

RISK MANAGEMENT | COMMERCIAL | PROFESSIONAL | SURETY | PERSONAL



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/27/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

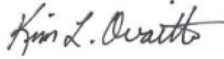
PRODUCER Baldwin Krystyn Sherman Partners LLC 5216 Summerlin Commons Blvd. Ste 200 Fort Myers FL 33907	CONTACT NAME: Edward May PHONE (A/C. No. Ext): 813-937-1512 E-MAIL ADDRESS: certificates@bks-partners.com	FAX (A/C. No.):
	INSURER(S) AFFORDING COVERAGE	
License#: L002281 SEASSER-01	INSURER A: Evanston Insurance Company INSURER B: Greenwich Insurance Company INSURER C: XL Specialty Insurance Company INSURER D: CNA Insurance Company Limited INSURER E: Westchester Surplus Lines Insu INSURER F: Gemini Insurance Company	NAIC # 35378 22322 37885 10172 10833

COVERAGES **CERTIFICATE NUMBER:** 653163581 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			RDG3002006	2/28/2024	1/1/2025	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$100,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 \$
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			RAD9438300	2/28/2024	1/1/2025	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			MKLV7EUL103440	2/28/2024	2/28/2025	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	RWD3002005	2/28/2024	1/1/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D E F	Inland Marine Pollution Coverage Professional Coverage			7018535549 TBD VNPL013740	2/28/2024 2/28/2024 7/31/2023	2/28/2025 2/28/2025 7/31/2024	Leased/Rented Equip 300,000 Each Occurr/Aggregate 2,000,000 Each Occurr/Aggregate 1,000,000/2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Proof of Insurance

CERTIFICATE HOLDER *For Informational Purposes Only*	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

3. Print or type. See Specific Instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. SSS Down To Earth Opco, LLC	
	2 Business name/disregarded entity name, if different from above Down To Earth	
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ <u> P </u> Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ▶	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <i>(Applies to accounts maintained outside the U.S.)</i>
	5 Address (number, street, and apt. or suite no.) See instructions. 2701 Maitland Center Parkway, Suite 200	Requester's name and address (optional)
	6 City, state, and ZIP code Maitland, FL 32751	
	7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN) Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> , later. Note: If the account is in more than one name, see the instructions for line 1. Also see <i>What Name and Number To Give the Requester</i> for guidelines on whose number to enter.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="10" style="text-align: center; font-weight: bold;">Social security number</td> </tr> <tr> <td style="width: 30px; height: 25px;"></td> <td style="width: 30px; height: 25px;"></td> <td style="width: 30px; height: 25px;"></td> <td style="width: 30px; height: 25px;"></td> <td style="width: 30px; height: 25px;"></td> <td style="width: 30px; height: 25px;"></td> <td style="width: 30px; height: 25px;"></td> <td style="width: 30px; height: 25px;"></td> <td style="width: 30px; height: 25px;"></td> <td style="width: 30px; height: 25px;"></td> <td style="width: 30px; height: 25px;"></td> </tr> <tr> <td colspan="10" style="text-align: center; font-weight: bold;">OR</td> </tr> <tr> <td colspan="10" style="text-align: center; font-weight: bold;">Employer identification number</td> </tr> <tr> <td style="width: 30px; height: 25px; text-align: center;">3</td> <td style="width: 30px; height: 25px; text-align: center;">8</td> <td style="width: 30px; height: 25px;"></td> <td style="width: 30px; height: 25px; text-align: center;">-</td> <td style="width: 30px; height: 25px; text-align: center;">4</td> <td style="width: 30px; height: 25px; text-align: center;">0</td> <td style="width: 30px; height: 25px; text-align: center;">0</td> <td style="width: 30px; height: 25px; text-align: center;">6</td> <td style="width: 30px; height: 25px; text-align: center;">3</td> <td style="width: 30px; height: 25px; text-align: center;">3</td> <td style="width: 30px; height: 25px; text-align: center;">6</td> </tr> </table>	Social security number																					OR										Employer identification number										3	8		-	4	0	0	6	3	3	6
Social security number																																																					
OR																																																					
Employer identification number																																																					
3	8		-	4	0	0	6	3	3	6																																											

Part II Certification Under penalties of perjury, I certify that: <ol style="list-style-type: none"> 1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and 2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and 3. I am a U.S. citizen or other U.S. person (defined below); and 4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct. Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 100px; vertical-align: top;"> Sign Here Signature of U.S. person ▶ <i>Tom Joppa</i> </td> <td style="width: 100px; vertical-align: top;"> Date ▶ 04/01/2024 </td> </tr> </table>	Sign Here Signature of U.S. person ▶ <i>Tom Joppa</i>	Date ▶ 04/01/2024
Sign Here Signature of U.S. person ▶ <i>Tom Joppa</i>	Date ▶ 04/01/2024		

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.



GV917082-1
Certificate #

GV917082
Trainee ID #



Certificate of Training Best Management Practices Florida Green Industries

The undersigned hereby acknowledges that

Thomas S Lazzaro

has successfully completed the Green Industries Best Management Practices Program developed by the Florida Department of Environmental Protection with the University of Florida Institute of Food and Agricultural Sciences.

Tom Wichman
GI-BMP Statewide Coordinator

T. Wichman

Instructor

6/13/2021

Date of Class

Esen Momol, Ph.D.
Director Florida-Friendly Landscaping™ Program

CERTIFICATE OF COMPLETION

This is to Certify that

Dave Cimini

Completed the Training and Testing Program on September 10, 2013

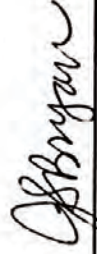
**Best Management Practices for the Enhancement of
Water Quality on Florida Golf Courses**

DEVELOPED BY THE FLORIDA GOLF COURSE SUPERINTENDENTS ASSOCIATION
WITH THE COOPERATION OF
THE FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION



KEVIN SUNDERMAN, PRESIDENT





JENNIFER BRYAN, ASSOCIATION MANAGER





GV12167-1

Certificate #

GV12167

Trainee ID #

UF UNIVERSITY of
FLORIDA
IFAS Extension

Certificate of Training Best Management Practices Florida Green Industries

The undersigned hereby acknowledges that

Travis C. Anderson

has successfully met all requirements necessary to be fully trained through the Green Industries Best Management Practices Program developed by the Florida Department of Environmental Protection with the University of Florida Institute of Food and Agricultural Sciences.

Donald P. Rainey

Issuer

P. Hisey

Instructor

12/7/2010

Date of Class

Heather Ritchie

DEP Program Administrator

Not valid without seal

The University of Georgia

GEORGIA CENTER FOR CONTINUING EDUCATION

and the

PROFESSIONAL LAWN CARE ASSOCIATION OF AMERICA

hereby confer upon

Kris Chambrot

the title of

CERTIFIED TURFGRASS PROFESSIONAL

following successful completion, by examination, of the 120-hour course

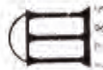
PRINCIPLES OF TURFGRASS MANAGEMENT

August 10, 2004

Robert B. Luter

Robert B. Luter
Director

The University of Georgia, Office for Continuing Education



Gary M. Clayton
Gary M. Clayton, C.T.P.
Executive Vice President
Professional Lawn Care Association of America

Professional Lawn Care Association of America

Abraham Baldwin Agricultural College

A Unit of the University System of Georgia

Hereby Confers Upon

Travis Christopher Anderson

the degree of

Associate of Applied Science in Environmental Horticulture Technology

together with all the rights, privileges, and honors appertaining thereto in consideration of the satisfactory completion of the studies required by the faculty of the College for a major in

Golf Turf Management

In Witness Whereof, the seal of the College and the signatures of the duly authorized officers are hereto affixed.

Given at Difton, Georgia, on this twenty-eighth day of July 2005.



Thomas B. Call

Chancellor

Thomas B. Call

Interim President

Elizabeth M. Sexton

Registrar

Caroline S. Helms

Vice President and Dean of Academic Affairs



Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE IRRIGATION SPECIALTY CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

PARRISH, SHANE

DOWN TO EARTH
27185 COUNTY ROAD 448A
MOUNT DORA FL 32757

LICENSE NUMBER: SCC131152593

EXPIRATION DATE: AUGUST 31, 2024

Always verify licenses online at MyFloridaLicense.com



Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.



This is to Certify that

Shane Parrish

Has completed the requirements of the Rain Bird Factory Trained Program and has received the designation of:

Maxicom Operator

Orlando, FL - June 09, 2021

20 CEU Hours

A handwritten signature in black ink, appearing to read "Robert Pfeil". The signature is stylized and written over a faint circular watermark.

Designation Expiration 6/9/2024

Robert Pfeil, Marketing Group Manager – Services, Rain Bird International, Inc. - Services Division

Student ID 1696585



LICENSES & CERTIFICATIONS





THANK YOU!

WE APPRECIATE THE OPPORTUNITY TO PARTNER WITH YOU
AND THE DISTRICT.



Down To Earth Landscape & Irrigation
2701 Maitland Center Parkway
Suite 200
(321) 263-2700
dtelandscape.com

RESPONSE TO REQUEST FOR PROPOSALS FOR
ARLINGTON RIDGE CDD

Golf Course Management Services Enclosed

April 8, 2024



Prepared By: Justin Kuehn

HamptonGolf
www.hampton.golf

7845 Baymeadows Way | Jacksonville, FL 32256 | 904.564.9129 | www.hampton.golf

RESPONSE TO REQUEST FOR PROPOSALS
FOR ARLINGTON RIDGE CDD
GOLF COURSE MANAGEMENT SERVICES ENCLOSED

Prepared by:
Hampton Golf Inc.
Justin Kuehn
7845 Baymeadows Way
Jacksonville, FL 32256
904-564-9129
WWW.HAMPTON.GOLF

APRIL 8, 2024

Ms. Angela Montagna
Arlington Ridge CDD
4463 Arlington Ridge Boulevard
Leesburg, Florida 34748

Dear Ms. Montagna,

Thank you for the opportunity to present Hampton Golf's proposal for golf course management services to the Arlington Ridge Board of Supervisors. Hampton Golf Inc. is considered the leader in technologically advanced golf course and amenity management with authority to do business in the State of Florida. Hampton Golf's management experience, marketing capabilities, and track record of success in increasingly competitive markets, combined with our industry relationships, provide the Club and CDD with an operating partner that is wholly focused on the success of the Club.

For golf courses to succeed during this period, the facility must have a strategic plan focused on increasing customer value and improving facility infrastructure and amenities while increasing rounds, revenue, and, most importantly, net operating income. Hampton Golf understands and appreciates the amount of due diligence required to properly evaluate the best operator to partner with the Club for long-term operations. Hampton Golf's operational plan provides for facility improvements, implementation of proven systems, and enhancement of services for guests during the period of the agreement. Our demonstrated success in improving financial performance, increasing customer approval, and success with similar facilities reaffirms our ability as the best partner for the Club and CDD. Hampton Golf submits this proposal as a firm and irrevocable offer for 120 days from the proposal due date.

We look forward to the opportunity to discuss our proposal in greater detail.

Sincerely,

A handwritten signature in black ink, appearing to read 'MG Orender', with a long, sweeping underline.

MG Orender
President, Hampton Golf
33rd President of the PGA of America

Hampton Golf Proposal for
Golf Course Management Services
Table of Contents

1 . Executive Summary	5
2 . Firm Overview	5
3 . Organization	7
4 . Financial Management	8
5 . Buying Power	11
6. Services & Operations	11
7. Capital Improvement Projects	21
8. Account Management	23
9. Member and Guest Experience	26
10. Human Resources	30
11. Leadership and Executive Staff	32
12. Fees & Incentives	41
13. Contract Terms	41
14. Additional Information	42
15. Resumes of Key Management Staff	42
16. References	47
17. Profit and Loss Summary	52
18. Additional Documents	53

Prepared by:
Hampton Golf Inc.
Justin Kuehn
7845 Baymeadows Way
Jacksonville, FL 32256
P 904-564-9129
jkuehn@hampton.golf
WWW.HAMPTON.GOLF

Authorized to negotiate on behalf of the Offeror and answer questions
regarding the proposal.

1) Executive Summary

After reviewing the RFP and evaluating the Golf Course and Club, Hampton Golf firmly believes we can provide a high level of service to the District, Guests, and Members. At the same time, we operate, manage, and maintain the Golf Course, Club, and related facilities in a fiscally responsible manner that produces the financial results expected. In particular, Hampton Golf will significantly assist the Club in reaching its goals of:

- Improving the quality of lifestyle for our Residents' experience
- Providing the most cost-effective solution for the District
- Maintaining the Golf Course, equipment, and facilities to preserve and enhance the District's investment
- Heighten the overall experience for Members and Guests through significantly improved playing conditions and customer attention/experience
- Installation of a business development plan to attract residents, groups, and other businesses from within and external to the District

To achieve these goals, Hampton Golf is prepared to implement its full complement of services to accomplish the above-referenced goals and successfully strike the desired balance of operating the Golf Course at a financially responsible level and providing best-in-class service and amenities for Members and Guests to enjoy.

Vision Statement

To transform the industry through relentless learning and reimagining of the Club experience.

2) Firm Overview

Established in 1999 by M.G. Orender, a former president of The PGA of America, Hampton Golf has become one of the world's top 25 largest golf management companies, with golf courses in states nationwide. Over the last 24 years, Hampton Golf has been involved with managing and operating more than 100 golf courses and over 30 golf course constructions and/or renovations. Hampton Golf has a wealth of experience in all aspects of the club management industry, including those specific areas described in the RFP, such as golf course, golf shop, food & beverage, and financial management and operation, merchandise, lesson, membership, and special event sales; golf course, grounds, equipment and facilities maintenance; and marketing, tournament, human resource, and accounting experience. Hampton Golf currently operates and manages all types of golf courses, including municipalities, semi-private, and private golf facilities.

Qualifications & Experience

FAQs for the Districts review

1. To what do you attribute your company's success?

With over 24 years of experience in club management and operations, we have found that bigger is not better. Modestly sized, Hampton Golf's executives are intimately involved in each managed club. No other management company in the industry is closer to their client's businesses and more involved in their success.

2. Specific contractor qualifications unique to your company?

Proprietary training solutions, testing, and reporting built solely for Hampton Golf Team Members and Leaders share actionable philosophies for Team Members to grow their careers. Also, the Club and District will work directly with the Executive Team and company leadership, with which you will have a direct line of communication.

3. What is your organization's growth strategy for the next five years?

Hampton Golf built a successful company with the concept of slow, strategic growth is paramount. Measured, tested, and durable, the growth strategy is modest, growing by a net of three managed clubs every 12 months. Hampton Golf will not outgrow the exceptional support services or the closeness provided to each client.

Summary:

Hampton Golf is truly a full-service club management company as we perform the services requested by the District "in-house," which means the Club will not incur additional charges or expenses and can rest assured that the management fees described below are the total amount the District would invest for such services. Although many management firms promise they will do the same, the sad truth is most do not. To prevent confusion, we advise evaluating each proposal by determining what services the management company provides and what services are subcontracted or remain managed by the Club or District.

As you can see, Hampton Golf has the required experience in the total management and operation of club facilities, similar to the quality required to operate Arlington Ridge. We genuinely believe Hampton Golf's qualifications and background (as described below) demonstrate adequate experience to ensure prompt and efficient services to the Club and District.

3) Organization

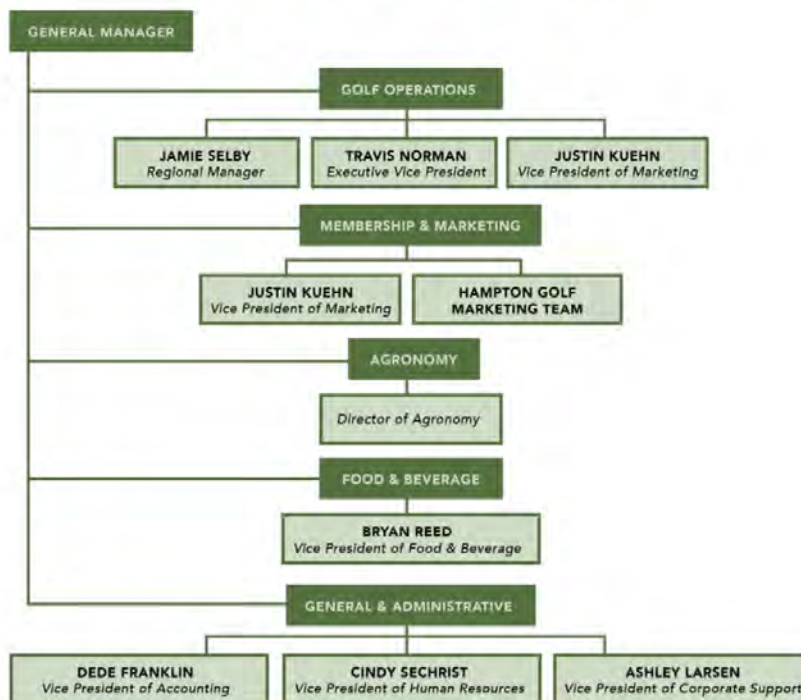
At the core of our operational success are the General Manager and the dedicated Department Heads who play pivotal roles in steering their respective departments toward achieving organizational goals. Their leadership, strategic insight, and commitment to excellence are crucial and will be enhanced through our partnership.

The success of the General Manager and Department Heads is significantly bolstered by the unwavering support from the Regional Manager and Hampton Golf's support teams. The Regional Manager is a vital link between the departments and the broader organizational strategy, providing guidance and strategic direction to ensure alignment with overarching objectives.

Through their diligence and dedication, the support teams ensure smooth day-to-day operations by providing essential assistance, managing administrative tasks, and offering valuable insights that contribute to informed decision-making.

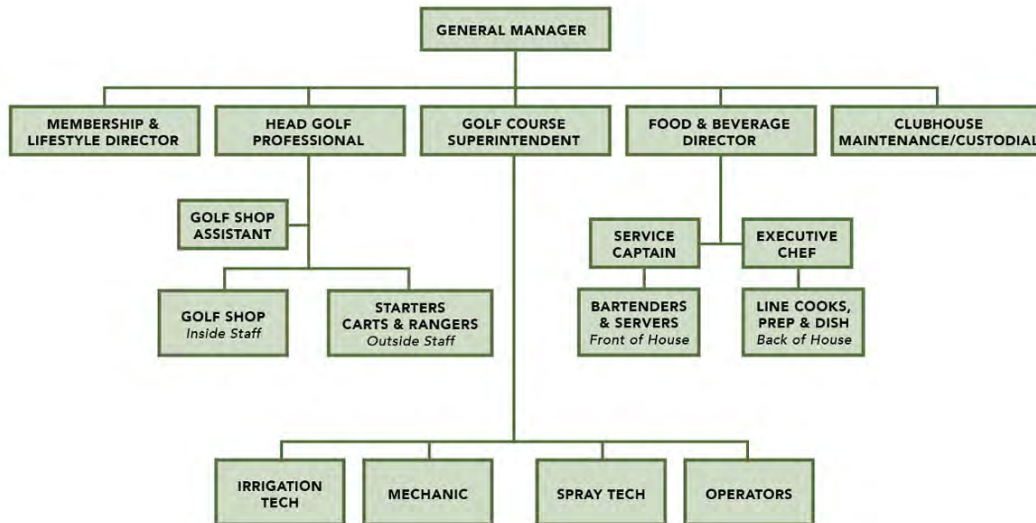
Our collective success as an organization is a testament to the collaborative effort, professionalism, and dedication of each individual and team involved in this support structure.

ARLINGTON RIDGE GOLF CLUB Support Structure Organizational Chart



ARLINGTON RIDGE GOLF CLUB

Proposed Organizational Chart



Number of full-time and part-time employees by position title, educational experience required to qualify for each type of position, and anticipated salary range.

4) Financial Management

Centralized Accounting Services

HG's centralized accounting team utilizes a well-established system for managing the accounting practices of its managed facilities. HG's approach to risk management, insurance, licensing, and other government requirements are tracked and managed daily to ensure the Club remains compliant with all regulations and is protected at all times. HG's centralized accounting team performs all necessary accounting functions remotely, eliminating the need for on-site accounting staff, thus reducing employee expenses significantly. Each HG-managed facility has one Accountant and two clerks assigned. The functions of the accounting team are:

- Annual budgeting and proforma forecasting
- General ledger maintenance
- AR/AP
- Cash control and reconciliation
- Inventory management
- Sales and other use taxes
- Monthly/annual financial reporting
- Payroll processing

- Leases, insurance, permits and licenses
- Human resources support

Hampton Golf's Centralized Accounting Team provides complete accounting and financial management services to assist in the successful operation of the facility. The Accounting Team will meet all of the needs identified by the District, including the establishment and maintenance of consistent procedures for collecting, receiving, and depositing all revenues, payroll, purchasing, etc., including all necessary reporting.

Hampton Golf procedures for cash handling ensure that internal controls are in place at each HG-managed facility. The facility will have cash banks for use in cash registers. The banks will vary in number and value depending on the department and season.

Reconciliation of daily sales and resetting the POS system for a new day is done daily, allowing for comparison of daily sales activity as shown on reports from the POS to actual daily cash receipts, credit cards, and gift certificates. The daily close documentation includes a copy of each instance close report, a copy of the credit card batch settlement, each instance reconciliation worksheet, copy of all voids and the daily tender reconciliation, and the daily closing checklist.

Daily bank deposits are mandatory. Under no circumstances are daily deposits to accumulate in the safe at the property. The GM/DOG or Golf Professional will prepare and deposit the daily cash and check deposit.

Working with Arlington Ridge

Hampton Golf's philosophy in working with each of our partners is to constantly focus on our shared financial and guest service goals. With that philosophy guiding HG's relationship, Hampton Golf will implement the following systems and management methods, all available for review and comment by the District at any time.

With all HG facilities, the client, in this case, the District, provides HG with their approval on rates and their expectations for net operating income goals, staffing levels, and capital reserve requirements. HG uses that information to develop an achievable and realistic budget that maximizes gross profit and net operating income for the Club while delivering an outstanding guest experience. The Club always approves the final budget.

HG's General Manager and his/her Board contacts will work closely with the HG Executive and Marketing Teams to develop an achievable, realistic budget and plans. Upon review and approval by both the Board and HG Executive Team, the budget and plans will be implemented to achieve the goals established for the Club.

HG reporting is accessible in real-time online and through mobile applications on iPhone and Android. Monthly reporting is delivered electronically and details the following:

- Daily revenue tracking to budget and prior year
- Monthly review of revenues (mid-month and final)
- Monthly financial summary letter and review
- Monthly weather patterns
- Marketing initiatives and ROI on each
- Upcoming marketing focus
- And much more

A sample monthly report is included in supplemental documents (the industry's most extensive and forward-thinking review and plan).

HG will direct an annual planning process that includes the development of an Annual Plan (including the annual budget, business plan, marketing plan, and agronomic plan) for review by the District. The final annual plan will be completed during the transition period. Thereafter, the annual plan for the upcoming calendar year will be completed in the fall of each year.

Hampton Golf Internal Oversight

Hampton Golf's Executive Team is constantly focused on each of its partner's facilities. Agronomy, customer service, revenue, expenses, and all other components of a facility are monitored on a weekly basis by the Executive Team through HG's proprietary weekly reports. HG's weekly reports not only review what had taken place for the week prior (income, expenses, course conditions, weather, etc.) but, more importantly, a forecast for the upcoming week is reviewed. This type of consistent forecasting allows operations to adjust scheduling and either reduce or increase labor hours based on the usage of the facility. The forecasting also provides the HG Marketing Team with information necessary to execute marketing initiatives based on tee sheet capacity and availability.

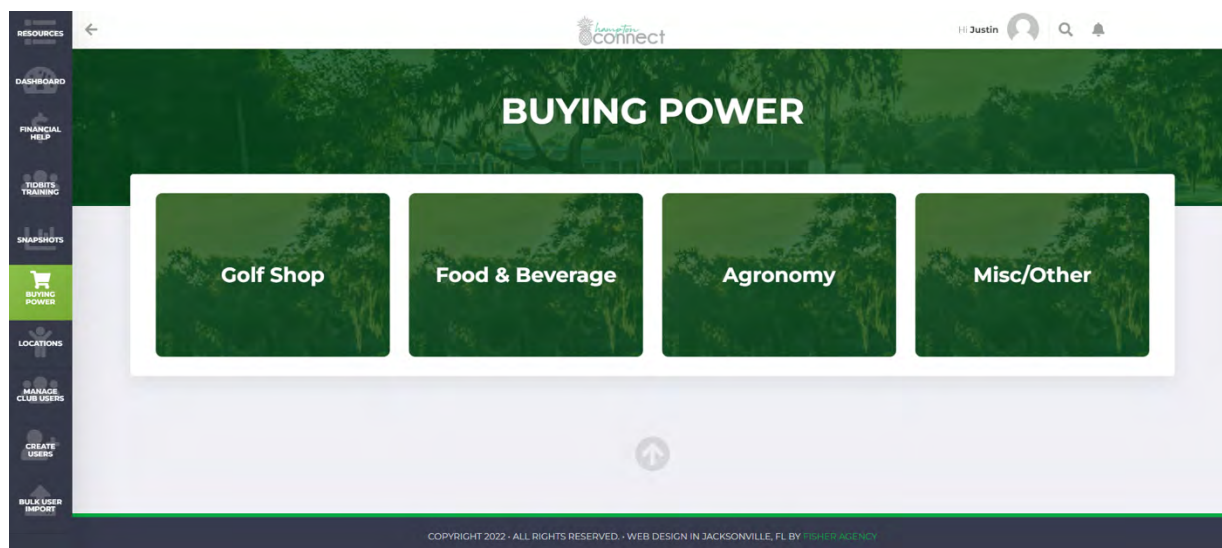
Members of Hampton Golf's Executive Team and the Regional Manager will be on-site to evaluate all facility components and ensure that the expectations of both the Board and club guests are exceeded.

The union of consistent forecasting through weekly reporting, extensively detailed monthly reporting, real-time reporting through mobile devices, and on-site oversight by the HG Executive Team makes Hampton Golf's internal oversight program one of the most respected and appreciated in the industry.

5) Buying Power

Hampton Golf will reduce the cost of goods sold in all departments by placing the Club in our “group buying program.” By using our relationships within the industry and combining the Club with our other courses in the portfolio, the Club will appreciate savings that were never available before.

NOTE: Although respondents to the RFP can make similar promises, Hampton Golf believes its ability to negotiate and manage purchases for the Club will be very competitive within the industry. Hampton Golf will use our national account partners to provide lower pricing, extended terms, free or discounted fixtures and furnishings, and access to special closeout merchandise. Hampton Golf’s professional relationships with equipment manufacturers, food purveyors, maintenance equipment providers, merchandise providers, and others will allow the Club to receive significantly discounted materials, credits, and rebates.



6) Service & Operations

Hampton Golf presents an opportunity to partner with dedicated industry experts who have the experience, knowledge—and especially similar product wherewithal—to provide a comprehensive approach that improves the value proposition to benefit the District, golfers, and residents.

Approach

Arlington Ridge needs to be re-focused and re-energized. As such, the RFP squarely aligns with the District’s overarching thinking that emphasizes enhancing the professional management of Arlington Ridge and realizing the District’s vision to restore and revitalize the Club.

Hampton Golf plans to (1) install exciting event programming and intensify promotion to acquire new golfers and increase the play of existing ones; (2) re-energize community involvement; (3) lead the reintroduction to residents and neighbors; (4) supply the proper level of resources required to maximize each dollar and (5) Hire and develop the best talent to promote the highest level of customer service.

1. Increase Golfer Usage – Our primary goal is for golfers to make Arlington Ridge their home course and, part and parcel, increase “share of wallet.” More frequent play is a rising tide that positively impacts all revenue streams and, ultimately, lifts profitability. Hampton Golf is adept at prompting incremental demand among local and regional golfers. Through the installation of predictive pricing solutions/systems, we maximize tee sheet utilization and financial performance.
2. Community Focus – As a steward for the District and surrounding communities, Hampton Golf plans to create fun, family-friendly, practical, informative, and entertaining golf events and tournaments designed to encourage usage by golfers (of various handicaps and no handicaps) and non-golfers alike.
3. Increase Resources, Recognize Efficiencies – Hampton Golf will provide the District with an unmatched “boots-on-the-ground” regional support structure, proven systems, and platform to deliver savings while enriching the product.

Growing Golf Revenue

A proactive revenue management model partnered with outbound targeted marketing and nurturing player development will increase golf rounds and revenue. Key aspects include:

- Introduction of predictive (dynamic) pricing solutions for public golf rates
- Emphasizing programming – notably, golf events, tournaments and leagues – throughout the community
- Tracking each guest’s activity and communicating tailored messages based on their unique behaviors and activities
- Implementing programs specifically designed to encourage incremental spending during each visit without compromising margins
- Identifying loyalty options to entice additional golf use
- Pricing structure to attract additional rounds and increase the average rate
- Expanding hours of operation (if needed when utilization is explored)
- Implementing local prices, reserved time, and day-part specials

- Targeting offers to increase rounds played per guest with community first approach

In today's hyper-competitive world, prioritizing a professional marketing and sales culture is essential. "Build-it-and-they-shall-come" reliance should not apply. Hampton Golf blends art and science (rooted in data) to efficiently connect with potential customers and prospects at the right time with engaging content that prompts action. The bedrock of this work is to attract new prospects at a low cost of acquisition and promote frequent utilization for greater lifetime value.

On behalf of the Club, we will proactively manage the marketing process, identifying specific revenue levers to meet the desired goals and objectives.

Business is poised to be flat without new prospects nurtured for extended periods. That is why we proactively operate under a consistent and unceasing story-telling philosophy centered on the exceptional value offered.

- Prospect Acquisition – HG's Marketing Team will establish measurable, effective, and inviting prospect acquisition programs that attract NEW prospects. Acquisition tactics serve the same goal – to attract NEW prospects via focused strategies that best target the message to appropriate audiences by product/service, geography, and guest type. These programs and efforts will be tracked in the Club's CRM and marketing automation system, which includes the details and effectiveness of promotion, event, and campaign.
- Member Retention – Acquiring new members is only half the equation. Keeping them coming back is the key to growth and sustainability. For Arlington Ridge, Hampton Golf will design, execute, and measure several programs to inspire and lock in longtime loyalties, including:
 - Our data scientists utilize spending habits to analyze at-risk Members, behavior trends, unique purchasing habits, play history, and anticipated "steady state" future value.
 - We analyze potential marketing strategies designed to increase usage and increased frequency of guest participation.
 - We operate with 'Big Ears,' listening attentively to our different customer profiles and shaping operations, events, marketing, and experiences to fit their requests.
 - We survey and execute the actions requested by our customers. One complete club survey per year and department-specific surveys on events and other essential actions.

An example of membership sales collateral is included in additional documents.

Technology and Touch

- Point of Sale – Hampton Golf will enhance and right-size the Club's Point of Sale (POS) technologies and tee sheet, enabling the full capabilities of our

sales/marketing, accounting, and data teams. HG will work with the Board and use their best judgment to procure and update the current POS systems.

Golf Operations

HG will professionally manage golf operations consistent with comparable private and semi-private facilities nationwide. HG will manage and oversee the collection of fees, provide starters and course attendants, and bag and cart services. In addition to selling merchandise, renting golf equipment, and maintaining the pace of play, HG will market and promote outings, leagues, and growth of the game programs. These and other golf operation services will be performed professionally by expertly trained HG Team Members to achieve the goals of the Club.

HG will provide guest assistance through starters and player assistants on the course and, when and where appropriate, bag and cart attendants at check-in and completion of the round. HG will manage pace-of-play programs to maintain accurate starting times, maximize golf course utilization, and maximize enjoyment for our guests.

Tournaments & Outings

HG will develop and implement an aggressive sales program for golf outings and tournaments – targeting local and regional businesses, charities, associations, churches, schools, etc., to pre-book group business.

An experienced, sales-oriented individual employed at the facility will utilize HG's Marketing Department and the established proven systems of the sales cycle to acquire and retain events. HG will deliver its proven online, telephone, printed, and in-person sales programs, sales collateral lead tracking programs, and sales presentations. The fulfillment of golf tournaments and outings will emphasize the improved guest experience with professional tournament services, which are included with all contracted group outings.

Special Events

HG will develop and implement a superior schedule of programmed special events for golfers, with all programmed events focused on improving engagement and participation. Events will include both competitive and social formats, including such programs as open tournaments, night golf, scrambles, 9-hole mixers, and more.



Club Play

HG will work with, when necessary, both a Men's and Women's Golf Association from the most active and engaged members. As ambassadors of the golf course and among its most loyal guests, these golfers expect and deserve a professional staff that will:

- Develop programs, events, contests and socials
- Track scores and participation
- Attend group meetings
- Coordinate their varying tee time schedules
- Listen!

HG will work closely with the Association's officers and members to support their programs while maintaining fair and equitable access to the tee sheet for all golfers.

Player Development Programs

HG will implement successful golfer development programs to meet the learning needs of men, women, juniors, beginners, seniors, families, individuals with disabilities, and avid players. As an active participant in Play Golf America, a program founded by HG President MG Orender during his role as President of The PGA of America, HG's philosophy in all learning programs is to provide fun, non-threatening, and inexpensive opportunities that bring and retain all golfers permanently into the game of golf.

Some examples of successful and innovative player development programs that will be implemented at Arlington Ridge include:



Junior Golf Program

Juniors are vital in ensuring that future generations of golfers are developed. Hampton Golf has provided support in the development of The First Tee nationally. HG will implement its most successful junior golf programs, some of which the PGA of America has used nationally, to increase junior participation. Junior golf camps, Get Golf Ready, 'Toon Ups,' individual quick starts, group lessons, and parent-child camps are just a few successful programs to increase junior participation and usage.

HG's affiliations and programs in which the firm participates nationally include The First Tee, National School Golf Program, the Hook a Kid on Golf Program, the Executive Women's Golf Association, Take Your Daughter to the Course Week, Play Golf America, and Get Golf Ready. Many of the programs listed above will be available to juniors at no cost and are a way to grow the game and usage of a facility.

Retail Merchandising

HG will offer for sale high-quality, competitively priced golf retail merchandise. Under the direction of HG's National Merchandise Manager, Ashley Larsen, HG will develop an annual buying plan to maintain national accounts with preferred partner vendors.

HG's National Account partners will provide lower pricing, extended terms, free or discounted fixtures and furnishings, and access to special close-out merchandise. HG will appropriately stock and display retail merchandise using attractive displays, prominent tasteful signage, appealing pricing, rotation of merchandise throughout the shop, easy availability of impulse items, and package pricing. Utilizing both the national schedule of holidays and the local market's seasons, the Club will develop and implement appropriate promotions to increase retail merchandise sales during higher-than-usual shopping times.

Golf Cart Fleet Operations

HG will maintain the Club's golf carts and keep them clean and always in working order. HG maintains standard golf cart rental policies at its managed golf courses. Equipment operators, outside service personnel, and the on-site mechanic will be trained in the proper use and care of the golf carts. HG works closely with golf cart distributors to ensure technical support and training are of the highest quality. Proper servicing and maintenance enhance the golfer's experience, extend the useful life of carts, and increase after-market trade-in values.

HG utilizes an established, proven system for cart management, including weekly cart maintenance logs, which inspect battery meter readings, tire pressure, brakes, unnecessary tire wear, detailed cleaning, and manufacturer's suggested servicing. All carts will be stored and rotated in a manner that prolongs the life of each vehicle and provides the best possible golf cart experience for the guest.

a. Agronomy, Golf Course and Turf Grass Maintenance

The National Golf Foundation's annual survey of golfers shows course conditions are the No. 1 reason one course is played over another. It confirms the fact that product perfection equates to a favorable price-value relationship.

Hampton Golf's Agronomy Team is highly educated, skilled, and determined to deliver outstanding playing experiences to each guest daily. Our guest-centric approach is more than simply growing grass. The focus is also on healthy turf, eco-sustainability, and keen attention to detail across the total acreage. This corresponds with a reasonable budget required to impress golfers repeatedly and earn positive word of mouth. Commitments to excellence from the golf course superintendent and others on the maintenance crew lead to efficiencies in staffing and a high-quality, desirable end product.

Strategy & Plan

For Arlington Ridge, a written agronomic plan will establish short-term and long-term goals, considering the maintenance and business needs of the facility. They will align with course upkeep tactics along a clear schedule (e.g., verti-cutting, aeration, etc.) for quality assurance measures. The conditioning blueprint accounts for seasonality yet is flexible to meet nuances in weather conditions, golfer traffic, potential capital expenditures, and other variables. We will strictly adhere to an approved budget consistent with standards and metrics within the Club's agronomic plans.

Advanced Scoreboards labor and project analysis aids our superintendents in creating efficient and effective budgets. HG benchmarks each agronomic plan against similar facilities in our portfolio to identify areas of opportunity. In addition to labor analysis, the HG agronomic plan includes a chemical and fertilization schedule with integrated budget calculators based on application frequency, product cost, and treated acreage.

Core Cultural Practices

Hampton Golf will leverage its talent and resources to properly care for and produce impressive playing conditions at Arlington Ridge. Obtaining a healthy strand of turfgrass is accomplished through a myriad of strategies and tactics governing common surface and sub-surface (growing medium) variables.

- Irrigation
- Mowing
- Aerification
- Rolling
- Topdressing
- Fertilization
- Weed Control
- Detail Work

Environmental Stewardship

Hampton Golf is widely recognized as one of the industry's most eco-friendly companies, and at Arlington Ridge, plans to conserve and improve environmental quality while enhancing golfers' experiences will be in place.

Specific examples of next-level environmental stewardship include:

Plastic Bottle Minimization: At numerous facilities nationwide, HG has instituted a "plastic bottle ban" to reduce plastic pollution in the world's oceans, fight the negative impacts of plastic pollution and to cut landfill inputs.

Planting Trees: Working with club ownership, HG has enacted a tree-planting program at several facilities, identifying areas of the golf course to convert from maintained turf to tee-planted forests without impacting the playability of the course and turf health.

Team

Hampton Golf is exceptionally selective in employing highly qualified golf course superintendents. They must hold a passion for satisfying guests and an unwavering pride in performance. They must also be leaders with command over "what great looks and plays like" based on where the Club is positioned in the market. Support and guidance for the Club's current Superintendent will be valuable for product enhancement.

Support, Accountability & Outcome

In tandem with the on-site management team, the superintendent benefits from the hands-on support of a Hampton Golf regional director of agronomy. Periodic site visits yield a Manager's Report with course and property photos and a detailed narrative of agronomic activities, conditions, action plans, resources, timelines, and metrics. The report is shared with the Club. This level of support promotes healthy turfgrass, exceptional playability, an aesthetic "wow," and, most importantly, guest satisfaction – all with "bang-for-the-buck" efficiency.

b. Sports Athletic and Tennis Facilities and other social activities/Programs

Hampton Golf will enhance, support, and guide the tennis (if needed) and non-golf sports at Arlington Ridge. With significant resources and talent to model programming, operations, and experiences, the Club will benefit tremendously from the partnership.

c. Food and Beverage Operations

HG will offer high-quality, competitively priced food and beverage menu items for sale, working closely with the Executive Chef and Director of Food & Beverage. Under the guidance of HG's Vice President of Food & Beverage, HG will develop an annual buying and operating plan to provide for a healthful and efficient operation, develop an attractive menu, and design attractive displays and promotions for both grill operations and catering/banquet operations.

Food & Beverage services will be designed to conform to the kitchen and dining facilities, including food and beverage inventory management, food preparation, service, on-course beverage cart service, and catering banquet operations. All necessary licenses and permits will be obtained and kept current, all health standards and regulations will be strictly followed, and all equipment and fixtures will be maintained in good working order.

HG will assist in developing a menu based on input from members, residents, and guests, considering the kitchen's capabilities and historical sales. Surveying of guests will be employed biannually to gather feedback on possible improvements and enhancements to service levels, food quality, and menu options. HG develops menus to allow for multiple uses of stocked food items and little spoilage.

HG has developed and implemented several programs and procedures to build and maintain profitable a la carte and event business, trained Team Members in procedures unique to operating successful food and beverage operations, and instilled the firm's TidBits training program to ensure exceptional customer contact.

HG's extensive technical experience and skills in managing and operating food and beverage outlets similar to Arlington Ridge (full-service restaurant, full-service bar, and beverage cart) will serve the Club's members, residents, and guests well with those operations under HG's management.

d. Event Planning, Programming, and Performance

As the Club shifts to a sales-focused organization, Hampton Golf will assist in reframing the way in which the Club engages Members, Guests, and Clients. Diminishing marginal utility is experienced when Members, residents, and guests consume a similar product repeatedly. It is incumbent for clubs to deliver fresh,

non-traditional, fun lifestyles, golf, tennis, fitness, bocce, and other themed events to enhance customer value and, ultimately, usage.

Hampton Golf provides digital tools and resources to stimulate event creation and concepts, found at www.hampton.golf/marketing. Click on 'programming ideas and examples' to view some of the best ideas found at our managed clubs.

The Marketing Support Team and the Vice President of Marketing oversee weekly, monthly, and annual event calendars.

e. Private Events

HG will market and promote the use of the banquet rooms at the facility using an established, proven system of sales management, including prospecting, sales closing, and sales fulfillment.

HG will create and implement specific online, telephone, printed, and in-person sales programs, sales collateral, lead tracking, and sales presentations for the banquet room sales efforts. HG will develop and implement an aggressive sales program for banquets, weddings, and meetings targeting local and regional businesses, charities, associations, churches, community groups, schools, and individuals.

Execution of food and beverage events will emphasize an improved and proper guest experience that exceeds expectations with professional services offered with all contracted group outings. Room set-up, menu planning, special event management, and post-event analysis will be managed professionally. Specific attention will be paid to developing and presenting attractive packages, managing and meeting client expectations throughout the sales and catering process, and delivering an outstanding catering experience on the day of the event.

An example of private event sales collateral is included in additional documents.

f. Facilities Maintenance

Hampton Golf utilizes a proprietary facility and operations evaluation program titled POP (property observation program), which is tailored to meet your individual facility needs and consider the specific and changing profile of the particular market.

This thorough biannual evaluation includes all physical plant components and a complete cure plan for all necessary actionable improvements. Members of the HG Executive and Regional Teams perform this highly important function. These processes allow Hampton Golf to correct product declines and continue pointing efforts to increased value enhancement.

Task management and task tracking are crucial when balancing maintenance duties. There is often a reflex to run towards the next request with little strategy in place. HG will introduce a maintenance ticket request system, allowing the facilities and custodial teams to manage priorities and stay on task.

7) Capital Improvement Projects

Hampton Golf has extensive experience administrating and managing capital projects, including renovation, developing, and constructing golf courses and ancillary facilities. During the past three (3) years, HG has managed nearly \$80 million of Capital Improvements at our managed facilities. Considering the increasingly competitive nature of the golf market, the process of investing capital has become a critically important component of the ongoing success of club operations. Hampton Golf will place significant emphasis and resources on planning and executing the identified capital projects to ensure the physical integrity and competitive positioning of the Club are enhanced.

Proposed Approach

Our approach to capital improvement planning and execution is grounded in thoroughly understanding the Club's vision, objectives, and budgetary constraints. Our proposed approach includes the following key elements:

1. Needs Assessment and Project Identification:
 - Conduct a comprehensive assessment of the Club's existing facilities, infrastructure, and capital assets.
 - Collaboratively identify and prioritize projects based on the Club's strategic goals and available resources.
2. Planning and Budgeting:
 - Develop detailed project plans that outline scope, timelines, and budgets for each identified capital improvement project.
 - Provide financial modeling and cost estimates to ensure realistic budgeting and resource allocation.
3. Project Management:
 - Assign dedicated project managers within HG with expertise in capital improvement projects to oversee the planning and execution.
 - Implement project management best practices, including regular progress reporting, risk mitigation, and quality control.
4. Contractor Selection and Oversight:
 - Facilitate a competitive bidding process to select qualified contractors and vendors.
 - Provide comprehensive oversight and management of contractors to ensure compliance with project specifications and timelines.
5. Quality Assurance and Reporting:
 - Implement a robust quality assurance program to ensure that projects meet or exceed industry standards and the District's expectations.

- Provide regular progress reports, financial updates, and performance metrics to keep the District informed throughout the project lifecycle.

Experience and Success Stories

Capital improvement projects have recently been completed at Laurel Oak Country Club and Tennessee National. The Board is invited to communicate with those HG clients to discuss our process and management in greater detail.

Laurel Oak Country Club's newly renovated clubhouse and outdoor dining areas.



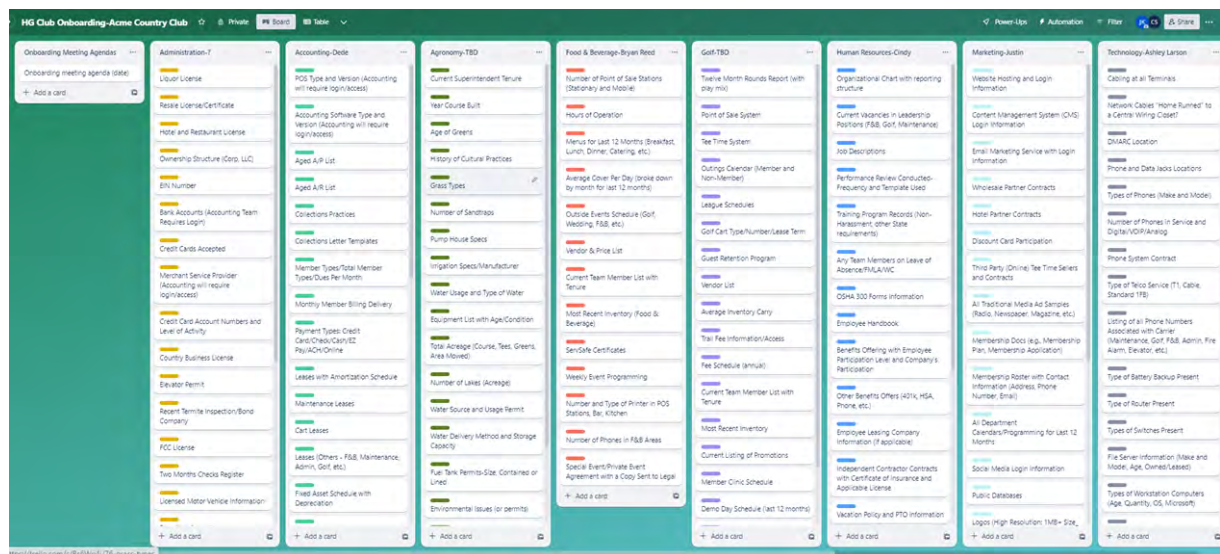
8) Account Management

a. Transition

Transitioning a club to Hampton Golf managed operations is a carefully constructed and obsessively detailed process. Winning the favor of Team Members, Members, Residents, and Guests from the starting line is critical to exceptional performance and improved financial positioning. The thesis supporting Hampton Golf's transition philosophy has everything to do with each little action that must be managed flawlessly. Even a little miss can give a transition project an unexpected headwind.

Transitions do not have a defined ending, meaning there are transitional actions that blur the line between complete and in process. Often, we are asked, "How long would it take to transition from current operations?". Within 60 days, HG will complete most of the onboarding checklist.

The Club and Hampton Golf will manage the transition process through a digital onboarding checklist. Each action has a 'card' associated with it, and Team Members will coordinate, discuss, and comment on what is taking place with that action. On-site Team Members, the District, and HG Support Team Members will have complete transparency and the ability to review and comment.



During the 90-day onboarding period for Team Members, all club management/leadership will be evaluated and met with during a series of 1-on-1s. These insightful and often eye-opening discussions are managed through a series of established questions focusing on their career aspirations, where they feel improvement can come from, and what established SMART goals will be put in place, personally and professionally.

If a Team Member in a leadership position falls short of expectations, the Hampton Golf Team will share findings with the District and suggest next steps. The District can have the final say, if they choose, regarding a Team Member's role and employment, concerning leadership positions and any others the District identifies as essential.

Some important bullets regarding transition:

- Transition managed on-site by the Hampton Golf Executive Team, led by Justin Kuehn and Travis Norman
- On-site orientation with Team Members
- Hands-on communication
 - To Team Members and Members/Guests
- Current full-time employees will become Team Members of Hampton Golf
 - Ensures a smooth transition
 - Reduces liability
- 90-Day Introductory Period
 - Evaluations of current Team Members and positions
 - Digital and on-site training mandatory

b. Ongoing Operations

Communicating performance and financials to the District is a critical aspect of club governance. Effective communication ensures that the District is well-informed, can make informed decisions, and can provide strategic guidance to the organization. Hampton Golf's structured approach for effectively communicating performance and financials to the District can be modified to meet the schedule and informational needs.

Month-end financials are provided within 14 days of the month's end (typically within one week). Real-time financials are available at any time. If the District chooses, they can receive the reforecasting report, completed each Tuesday.

The District will have direct access to the Hampton Golf Executive Team. Many on the Hampton Golf Executive Team will be involved in delivering valuable information to committees, club leadership, and the District.

Hampton Golf's philosophy regarding continuous improvement has taken shape from the Japanese philosophy of Kaizen, which means "change for the better" or "continuous improvement." HG coaches on the concept that we are never done getting better. We search for curious, constantly learning Team Members who have an inability to settle for good. And good is the enemy of great in HG's eyes.

Executable actions focus on continuous improvement, starting with HG's digital training solutions, TidBits, and Eagle Mindset Executive Coaching. Also, the LeaderUP leadership seminar provides the foundation for Team Members to step towards their next phase of career development.

A sometimes overlooked ingredient of continuous improvement is continuous recruiting. Hampton Golf believes in constant and unceasing recruiting efforts for exceptional, service-minded problem solvers. The significant amount of turnover in the industry often leaves those who do not recruit with a need to hire a 'body' and not the talent needed to excel in that role.

c. Leadership

The level of involvement of the District in hiring and performance measurement of key staff can vary based on the desires of the District and the roles identified for participation. However, it is suggested that the District determine the level of involvement and the identified roles, and those be memorialized for future Boards to work from.

Effective problem management in the hospitality industry is crucial for maintaining high levels of customer satisfaction and operational efficiency. Depending on the type of problem encountered, it would activate certain HG Support Team Members. For this discussion, know that the Hampton Golf Executive, Regional, and Support Center Teams are deliberately agile to meet the needs of each of our clients. The District will have a complete understanding of any problems that would be considered a high priority. If communication with the Membership, residents, and guests regarding a problem and proposed solution is necessary, the District may/will review and comment.

d. Performance

Measuring and reporting performance on account management involves tracking various metrics related to service levels, member satisfaction, and spending growth. Hampton Golf will measure the following:

- Customer Satisfaction (CSAT):
 - Conducting regular member satisfaction surveys to gather feedback and measure overall satisfaction.
 - Rate the satisfaction on a scale and calculate the average CSAT score.
- Net Promoter Score (NPS):
 - Asking how likely they are to recommend the Club to others on a scale from 0 to 10.
 - Calculate the NPS by subtracting the percentage of detractors (0-6) from the percentage of promoters (9-10).
- Member Retention Rate:
 - Measure the percentage of Members retained over a specific period annually.
 - Retention Rate = $((\text{Members at the end of the period} - \text{New Members}) / \text{Members at the start of the period}) * 100$.

- Customer Lifetime Value (CLV):
 - Calculate the projected revenue generated from a Member throughout their relationship with the Club.

Regarding performance, service level, and account management baselines, Hampton Golf will cross reference like facilities for year one. Following year one, the Club will have foundational tools and metrics from which to work. Also, financial baselines will provide a jump in for performance and ultimately point the club to a level to measure.

9) Member and Guest Experience

a. Hospitality & Customer Relations

No revenue initiative will prove successful without a well-trained, high-performing team. Hampton Golf will utilize its proprietary guest-centric staff training program, Tidbits, and Eagle Mindset Executive Training, focused on consistently exceeding expectations during the golfers' journeys. The staff will be carefully curated and reoriented to a purpose-over-task approach to gain a high level of guest satisfaction.

The process of transforming Team Members into motivated service providers is rooted in teaching them the importance of becoming warm and welcoming ambassadors and anticipating guests' needs for high-quality experiences time and again. This will be constantly monitored and "scored," representing a dramatic shift in culture and accountability as service standards are introduced.

Hampton Golf will study, focus, and improve the Member and Guest experience by pointing significant resources to enhance programming and member engagement.

Experience beyond Expectations

Led by our professional trainer, our teaching-learning module series illustrates how to carry out Hampton Golf's guest vision. Guidelines for acceptable and unacceptable behaviors are demonstrated and discussed, as is role-playing, for the daily execution of best service practices during each interaction – from parking cars to cleaning clubs.

We promote empathizing with each guest's situation, anticipating and servicing their needs, and introducing guests to the next portions of their safe and fun journeys, creating positive, seamless experiences.

Formal training sessions are augmented by regular reviews of the guest vision and service and behavior standards in department and all-staff meetings. Timely

feedback on observed positive and negative interactions is provided – these are teaching moments, not indictments.

Arlington Ridge will be subject to Mystery Shopping exercises (as well as guest surveys) anonymously conducted by professional, independent evaluators. Reports are used to further train, incentivize, and reward Team Members.

No one wants to lose, right? The Hampton Connect Scoreboard shares the daily rankings for all managed clubs by training material consumed and completed. The Scoreboard will certainly encourage club leadership to keep training a priority while, at the same time, furthering the actions of Team Members.

b. Communications

Developing an effective communication strategy for the Club involves several key steps and considerations to ensure that members, residents, and guests are engaged, informed, and connected. Hampton Golf's Marketing Team provides a complete offering of services and communication systems for the Club to utilize, with minimal action needed on-site. Think of it as a full-service advertising agency serving club operations.

The Hampton Golf Marketing Team utilizes all forms of media to build, manage, and communicate to the different audiences housed within the club's CRM and marketing automation system.

The club's technology stack will need an overhaul to fully optimize the system and associated tools. The Marketing and IT Teams of Hampton Golf will execute the overhaul and improvements.

The Club will communicate with Members, residents, and guests through a regular cadence of club events (daily) and a weekly newsletter. Utilizing push notifications through the club mobile app, text, social media, and email, Members will be overcommunicated to at the start to ensure a communication cadence is in place.

Hampton Golf will regularly assess the effectiveness of our communication strategy, analyzing engagement metrics, member feedback, and the overall impact of communications. Adjustments will be made as needed to improve the efficacy.

ALEXIS CAJAL
Communications Specialist
Palm City, Florida
Arts & Crafts, Movies, Concerts, and Traveling

BREANA ANSELL
Graphic Designer
Jacksonville, Florida
Sandstone, Traveling, Movies and Family Time

EMMA ROSE SMITH
Graphic Designer
Ponte Vedra Beach, Florida
Traveling, the Beach, Working out and My dogs

GINA PAPE
Social Media Specialist
Chicago, Illinois
Running, the Beach, My Dogs and Family Time

JUSTIN KUEHN
Vice President of Marketing
Albany, New York
Vacationing

KAREN BILLINGSLEY
Graphic Designer
Cortland, New York
Traveling, Family Time, Reading and My Dogs

KATHLEEN RADICAN
Communications Specialist
Pittstown, NJ
Spin, Yoga, Drawing and Reading

KELLY MURRAY
Communications Specialist
Jacksonville, Florida
Traveling, Animals and the Beach

MARIA GAMINO
Graphic Designer
Guatemala, Mexico
Makeup, Disney and Fashion

MARISSA CLARK
Marketing & Media Manager
Manila, Philippines
Traveling with Family, Baking and Enjoying Disney!

RYAN LAUBACH
Marketing & Communications Associate
Jacksonville, FL
Video Games, Working out and Pickleball

VANESSA SACCA
Social Media Specialist
Jacksonville, Florida
Disney, Painting and Animals

HAMPTON GOLF MARKETING TEAM WHO WE ARE

OUR MISSION
We amplify the voice of each managed club to keep them in the spotlight, foster recognition and cultivate traditional and non-traditional business with a dedication to providing every client with more than they imagined in terms of design and more than they expect with regard to service.

OUR VISION
To be best-in-class marketers and communications providers utilizing advanced systems for tracking and production that result in proactive approaches with timely, professional and top-quality execution.

HOW DO I SUBMIT A REQUEST?
marketing@hampton.golf

TOP 10 RESPONSIBILITIES

- 1 Listening to Customer Needs
- 2 Track Trends and Monitor Competition
- 3 Work and Transmit Brand Values
- 4 Coordinate Efforts with Partners
- 5 Innovate
- 6 Communicate with the Rest of the Company
- 7 Help Improve Sales Process and Customer Knowledge
- 8 Manage Marketing Budgets
- 9 Calculate ROI
- 10 Define Strategic Marketing Plans

PANIC
Need something last minute?
Go ahead, hit the panic button.

"Don't sell the steak. Sell the sizzle."
— Elmer Wheeler

"Good marketing makes the company look smart. Great marketing makes the customer feel smart."
— Joe Chernov

c. Performance

Member surveying is a powerful tool that enables the Club to understand and meet the needs and expectations of Members, residents, and guests. By gathering valuable feedback and insights directly, we gain a comprehensive understanding of their preferences, satisfaction levels, and areas for improvement. These insights serve as a cornerstone for strategic decision-making, allowing the Club to enhance products, services, and overall Member experience. Surveys will be developed specifically for Arlington Ridge and tailored to the amenities and departments of the Club.

Here are some key reasons why customer surveying is vital for Arlington Ridge:

Customer/Guest Insights: Customer surveys provide direct insights into their perceptions, preferences, and experiences with our products and

services. This information is invaluable for tailoring offerings to meet their expectations effectively.

Identifying Strengths and Weaknesses: Through customer feedback, we can identify the strengths of our products or services and areas that may need improvement. This helps us focus on enhancing what we do well and addressing shortcomings.

Customer Engagement and Loyalty: Engaging customers through surveys demonstrates that we value their opinions and are committed to delivering exceptional service.

Informed Decision-Making: Survey data provides actionable insights that guide decision-making at all levels of the club. It helps us allocate resources efficiently, prioritize initiatives, and align strategies with customer expectations.

Adaptation to Market Changes: The market is constantly evolving. Surveys help us stay attuned to shifting preferences, emerging trends, and evolving industry landscapes. This agility enables us to adapt and remain competitive.

In conclusion, customer surveying is an indispensable tool that empowers the Club to enhance customer satisfaction, foster loyalty, and drive business growth. We are committed to utilizing this tool effectively and integrating customer feedback into our strategies to ensure a superior experience.

A comprehensive survey is available for review in the additional documents.

10) Human Resources

The Hampton Golf Human Resources Team supports Arlington Ridget with recruiting, compliance, payroll, and benefits management.

HAMPTON GOLF HUMAN RESOURCES TEAM

WHO WE ARE



CINDY SECHRIST
VICE PRESIDENT OF HR
Orange Park, FL
.....
Spending time with family,
soccer mom and Disney fanatic



NATALIE SCHWARTZ
HR Generalist
Jacksonville, FL
.....
Running, skydiving and
adventuring with my dog



PIXIE TOGGWEILER
On-Boarding Coordinator
Hot Springs, VA
.....
Spending time with family and
friends, baking and coffee



JANE CAVICCHIO
HR Coordinator
New Oxford, PA
.....
Adventuring with my dog, reading and
supporting local business by shopping



STEPHANIE BALL
Payroll Coordinator
Houston, Texas
.....
Reading, traveling and attending
sporting events – especially the
Texans football games.

OUR MISSION:
To develop, implement and support programs and processes that add value to Hampton Golf and our partners, improve Team Member welfare, encouraging empowerment, growth and the retention of our most valuable resource – people.

OUR VISION:
We aspire to build strong partnerships and relationships with management of all levels of Hampton Golf and our partners to create a culture that values every Team Member while encouraging and rewarding exceptional performance and continuous improvement. To provide resources of the highest quality in a cost-effective manner while creating a healthy, beneficial and professional environment for Team Members.

WHAT WE DO:

- 1 VALUING, ENCOURAGING AND SUPPORTING A DIVERSE WORKFORCE
- 2 CONTINUALLY IMPROVING INDIVIDUAL AND ORGANIZATIONAL EFFECTIVENESS
- 3 COMMUNICATING HR COMPLIANCE
- 4 COMMUNICATE COMPANY POLICIES AND PROCEDURES
- 5 COORDINATE AND EXECUTE PAYROLL PROCESSING
- 6 PROVIDE DIRECTION AND GUIDANCE
- 7 PROMOTE SAFETY AND HEALTH
- 8 PROVIDE GUIDANCE WITH EMPLOYEE MATTERS
- 9 PROVIDE TRAINING AND DEVELOPMENTAL TOOLS FOR TEAM MEMBER GROWTH

ADJUSTMENTS@HAMPTON.GOLF | NEWHIRES@HAMPTON.GOLF | BACKGROUNDCHECKS@HAMPTON.GOLF

Employee Compensation is driven by internal equity, external market benchmarking, years of experience/service, and performance. We recommend performance reviews conducted during the first 30, 60, and 90 days of employment and then annually using their anniversary date of hire.

The 2024 Benefits Guide can be reviewed, highlighting all benefits offered to Hampton Golf, Inc. Team Members. The benefit year is the calendar year; therefore, each November is our Open Enrollment Period for an estimated 30-day period. To support our team members during this open enrollment season, HR offers onsite educational meetings, WebEx/Zoom sessions, links to recorded plan highlights, or individual meetings via phone highlighting plan changes and suggested benefit plans to support their health and overall well-being. HR sends an email announcement to all Team Members during the open enrollment season

and for new eligibility, providing tools/resources to select their desired benefit plans.

Our HR team is available for questions via phone or email M- F, 8 am-5 pm, to assist with any inquiries. Our Broker is available M-F, 8 am-8 pm, with Spanish-speaking resources. For both new elections and annual enrollment, our HR team will assist the Team Members with their enrollments using our Benefits Administration provider (Paychex) digitally, where elections can be selected using a mobile device or laptop/PC. Team Members receive confirmation statements of their benefit elections and 1/1 reminders to verify their payroll deductions for accuracy.

Payroll administration process and tools

Today, Hampton Golf, Inc. partners with Paychex to process payroll/quarterly and annual filings. The HR Team will train department heads/Club Operators on using the online tools and provide reference materials to support the time management and submission process. The HR team is accessible for questions or challenges to aid in this submission via phone or email.

The Company is on a biweekly pay frequency, with Friday check dates. The seven-day workweek is defined as Monday – Sunday. Our Team Members will utilize a time clock or kiosk stations to clock in/out daily. Department heads/Operators are trained to review timecards daily for accuracy. Following the close of the pay period, Club Operators (GM/designee) will review time & attendance reports to correct any missed punches for Team Members, load any PTO hours due, and conduct one final review of time worked for Team Members.

Once the audit is completed, the Operator will import the work hours into the Paychex payroll center following the pay period closing. The Club Operator/GM submits payroll no later than Tuesday at 4 p.m. Following submission, the HR Team will review the submission (hours, weighted overtime, holiday pay, etc.) before payroll is released on Wednesday at noon.

We encourage direct deposit. For those who elect paper checks, a payroll package is shipped overnight for a Thursday delivery to the Club. Live checks are delivered on Friday to Team Members. All check stubs are available online on payday.

Process and tools for recruiting, hiring and training Club staff

Recruiting actions are supported by the Human Resources and Marketing Teams, providing audiences internally and externally of Hampton Golf. Depending on the role, the Human Resources Team can coordinate interviews and feedback for the hiring manager to review. The Human Resources Team coordinates hiring and onboarding to ensure compliance. Training new Team Members becomes the responsibility of the Team Member's superior and the resources the Hampton

Golf Training Team provides. Tidbits training videos and testing are assigned to the Team Members for completion as they move through their onboarding stages.

11) Leadership and Executive Staff

The talent and skills that are most important in a General Manager and the minimum qualifications for candidates

The role of a General Manager is critical in overseeing the overall operations and performance of the Club. To be successful in this role, a GM should possess a combination of talents, skills, and qualifications. Here are the key aspects:

Talents and Skills:

- 1) Leadership and Decision-Making Skills:
 - The ability to lead a team, make sound decisions under pressure, and provide direction to achieve organizational goals.
- 2) Communication and Interpersonal Skills:
 - Effective communication with team members, stakeholders, and customers is vital. Good interpersonal skills help in building relationships and resolving conflicts.
- 3) Strategic Planning and Vision:
 - The capacity to develop long-term strategies, set achievable goals, and align the Club's vision with operational activities.
- 4) Financial Acumen:
 - Understanding financial reports, budgets, and financial planning is essential for managing resources efficiently and making informed decisions.
- 5) Problem-Solving and Adaptability:
 - The ability to identify challenges, analyze situations, and devise innovative solutions. Adaptability is crucial to respond to changing market conditions and organizational needs.
- 6) Operational Excellence:
 - Ensuring smooth day-to-day operations by optimizing processes, improving efficiency, and monitoring performance against set benchmarks.
- 7) Team Building and Talent Development:
 - Fostering a positive work environment, building effective teams, and nurturing talent through coaching and mentorship.
- 8) Customer Focus:

- Prioritizing Member satisfaction, understanding needs, and tailoring services or products accordingly.
- 9) Negotiation and Conflict Resolution:
- The ability to negotiate contracts, resolve conflicts, and manage relationships effectively.
- 10) Ethical and Integrity Traits:
- Upholding high ethical standards, integrity, and honesty in all interactions and decisions.

Minimum Qualifications:

The specific qualifications may vary based on experience, club size managed, and the complexity of the role, but a GM typically should possess the following:

- 1) Education:
 - A bachelor's degree in business administration, management, or a related field is often a minimum requirement. A master's degree (e.g., MBA) can be an advantage.
- 2) Experience:
 - Extensive professional experience, typically 5-10 years in a General Member role, showcasing progressively increasing responsibilities.
- 3) Financial Understanding:
 - Demonstrated ability to manage budgets, financial statements, and financial forecasting.
- 4) Leadership Training:
 - Courses or certifications in leadership, management, and team building are beneficial but unnecessary.
- 5) References:
 - Strong professional references attesting to the candidate's capabilities, leadership, and performance.

In summary, a successful General Manager should possess a blend of leadership, communication, strategic thinking, financial expertise, and problem-solving abilities. The minimum qualifications should reflect a solid educational foundation, substantial managerial experience, industry knowledge, and certifications demonstrating readiness for the role.

Hiring a GM involves a thorough and strategic process to ensure the right person is chosen to lead and manage the Club effectively. Below is a step-by-step process Hampton Golf will manage with the Board:

- 1) Needs Assessment and Job Description:
 - Conduct a thorough analysis of the Club's needs and objectives to define the role and responsibilities of the GM.
 - Develop a comprehensive job description that outlines the qualifications, experience, skills, and expectations for the role.
- 2) Internal and External Recruitment Strategy:
 - Hampton Golf, with approval from the District, will market the role internally and externally.
- 3) Advertisement and Outreach:
 - External search will advertise the job vacancy through appropriate channels such as job portals, PGA of America resources, LinkedIn, social media, and the company website.
- 4) Candidate Screening:
 - The Hampton Golf Human Resources and Executive Teams will review applications and resumes to shortlist candidates based on their alignment with the job description and qualifications.
 - Conduct initial phone or video interviews to assess candidates' communication skills, enthusiasm, and basic qualifications.
- 5) In-Depth Interviews:
 - The Hampton Golf Human Resources and Executive Teams will conduct face-to-face or additional video interviews to assess the candidates' experience, competencies, leadership skills, and cultural fit within the organization.
- 6) Skill Assessments Testing:
 - Relevant skills assessment tests were conducted to evaluate the candidates' problem-solving abilities, decision-making skills, and leadership traits.
- 7) Reference Checks:
 - Hampton Golf will contact provided references to verify the candidate's professional background, achievements, work ethic, and suitability for the role.
- 8) Final Interviews and Presentations:
 - The District can, if desired, conduct final interviews with top candidates.
 - Candidates will be asked to prepare and deliver presentations on their leadership plan and weekly execution strategy, demonstrating their understanding and strategic thinking.
- 9) Offer and Negotiation:

- Hampton Golf will extend a formal offer to the selected candidate, outlining compensation, benefits, and other terms of employment.
- Negotiate terms if necessary and address any concerns or queries the candidate may have.

10) Onboarding and Orientation:

- Hampton Golf will provide the onboarding plan to integrate the new general manager into the Club and Company, providing them with necessary information, resources, and introductions.

Developing top talent

Developing General Managers involves a structured process to nurture their skills, competencies, and leadership abilities within Hampton Golf. Below identifies the comprehensive approach we have in place:

1) Identifying Potential General Managers:

- Hampton Golf identifies individuals with a proven track record of leadership, strategic thinking, and a strong understanding of the company's values and objectives.

2) Assessment and Selection:

- The Company uses a combination of performance assessments, competency evaluations, interviews, and other selection methods (consumption of training modules and testing) to determine potential General Managers.

-

3) Structured Training and Development:

- Hampton Golf provides a targeted training titled Eagle Mindset Executive Coaching that covers leadership skills, strategic thinking, decision-making, communication, financial acumen, and other crucial managerial competencies.

4) Mentorship and Shadowing:

- The Company encourages aspiring General Managers to shadow experienced leaders, participate in cross-functional projects, and engage in the Company's mentorship program, LeaderUP, to learn and apply best practices.

5) Regular Performance Reviews:

- Hampton Golf conducts regular, structured performance reviews (bi-annually) to evaluate the General Managers against predetermined objectives, competencies, and key performance indicators (KPIs).

- 6) Feedback and Coaching:
 - The Company provides specific, constructive feedback during performance reviews, highlighting strengths and areas for improvement. Establishing action plans for growth and development, emphasizing skill enhancement and behavior adjustments.
- 7) Goal Setting:
 - Team Members will collaboratively set achievable goals for the upcoming performance period, aligning them with organizational objectives and the individual's career aspirations.

By implementing a structured development process and utilizing effective performance reviews and coaching, Hampton Golf cultivates and nurtures its General Managers to drive success and growth within the organization.

The average tenure of a General Manager at a Hampton Golf Managed Club in Florida is seven years. This number does not reflect Clubs that have joined the portfolio in the last two years.

Hampton Golf does not subscribe to 'trading' a General Manager from one of our managed clubs to another unless a client has requested the action.

Recruiting, retaining, and developing Key Staff (Greens Superintendent, Head Golf Professional, F&B Director, Executive Chef, etc.)

1. Recruitment:
 - a. Job Analysis and Role Definition:
 - Clearly define roles, responsibilities, and qualifications for each position.
 - b. Targeted Recruitment Strategy:
 - Utilize various recruitment channels like job boards, social media, employee referrals, LinkedIn, and professional networks to reach a diverse pool of candidates.
 - Tailor recruitment messages to highlight the unique aspects of the Club and the opportunities for growth.
 - c. Structured Interview Process:
 - Develop a well-structured interview process that includes behavioral, situational, and competency-based questions.
 - Involve multiple interviewers to ensure a holistic evaluation of candidates.
2. Retention:
 - a. Competitive Compensation and Benefits:
 - Offer competitive salaries and benefits packages to attract and retain top talent.
 - Conduct regular market research to ensure compensation remains competitive and aligned with industry standards.

- b. Professional Growth Opportunities:
 - Develop a clear career path and growth opportunities within the company.
 - Offer training programs such as Tidbits, Eagle Mindset, and LeaderUP, as well as workshops and mentorship to enhance skills and encourage career development.
 - c. Employee Recognition and Rewards:
 - Implement a structured system for recognizing and rewarding outstanding performance and achievements, such as the Orender Service Award and the Founder's Award.
 - Encourage a positive work culture that celebrates individual and team successes.
3. Development:
- a. Personalized Development Plans:
 - Work with Team Members to create personalized development plans aligned with their career goals and company needs.
 - Provide constructive feedback and coaching to help Team Members improve and achieve their objectives.
 - b. Training and Skill Development:
 - Offer regular training programs to enhance technical, soft, and leadership skills.
 - Encourage participation in workshops, seminars, and industry conferences.
 - c. Succession Planning:
 - Identify potential future leaders within the organization and develop succession plans to ensure a smooth transition of key roles.
 - Provide opportunities for leadership training and exposure to senior-level responsibilities.
 - d. Cross-Functional Exposure:
 - Encourage Team Members to work on cross-functional projects to broaden their skill set and knowledge.
 - Foster a culture of collaboration and knowledge sharing within the Club.

Overall, maintaining open communication, fostering a positive work environment, and investing in the growth and well-being of the Club's key Team Members are essential components of a successful approach to recruiting, retaining, and developing talent.

Training Programs

Hampton Golf has developed proprietary digital and on-site training solutions for Team Members, focusing on improving their performance and careers. Hospitality and recreation is a people business. Furthermore, guests' demands and service expectations are at all-time highs. As such, Hampton Golf has expended considerable resources recruiting, training, and developing top talent.

We call this “human capital.” It is driven by our proprietary performance management system that monitors and assesses job performance with constructive feedback and goals to create meaningful ways for Team Members to reach their potential and grow professionally.

There are many reasons – notably cultural and career development – Hampton Golf attracts and retains the best talent in the industry. The goal of the Learning & Development Team is to provide all managed properties with the resources and training required to meet their goals and visions for the future. We accomplish this by educating and strengthening each property's associates and leadership base through interactive, hands-on training and additional electronic resources. Facilitating the ability to develop great people are our leading training programs:

Tidbits digital training provides bite-sized training videos for Team Members to consume, practice, and be tested on. All completed training reporting goes to the Director of Training and passes to the Regional Manager and Club General Manager for review. Our online university features more than 50 comprehensive training modules for career development. The platform is integrated with our performance management system so managers can assign training to match goals established during the annual review process.

How to Greet a Guest





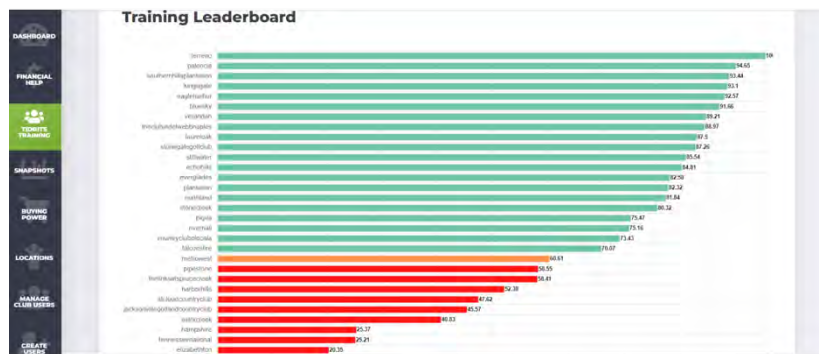
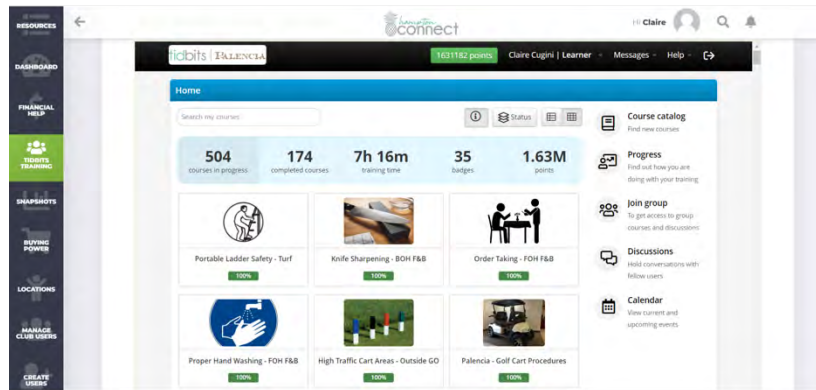
10. Ice Buckets: A container used for storing ice with a raised base to separate melted water.

11. Knife: A good-quality sharp knife for preparing fresh ingredients and garnishes.

12. Chopping Board: A toughened plastic board for preparing ingredients and garnishes.

13. Hawthorne Strainer: A metal tool used to remove ice from mixed drinks.

tidbits



Personal Protective Equipment (PPE) - Fitness tiobits < PPE Quiz Edit Add More

True or False: Personal Protective Equipment (PPE) is to be considered the **last line of defense against** exposure to chemical hazards, radiation hazards, biological agents, temperature extremes, noise, electrical energy, mechanical forces, irritants, or projectiles which can produce injury or illness.

True.

False.

Submit answer Question 1 of 2

LeaderUP is a mentor-driven leadership class held for those identified as future leaders of the Company and managed Clubs. The program was established to identify and support rising stars within our organization. Selected mentees are paired with company executives to network, grow, and develop for their next steps with Hampton Golf.

Eagle Mindset Executive Coaching is a newly introduced leadership practice and training solution designed to take identified leaders' careers to the next level.



Internal culture

The internal culture will center on the following ethos:

"We do what we say we will do, when we say we will do it, in the expected way, and if we cannot get it done, we have to clean up our mess and be responsible for that mess, and then set new conditions of satisfaction and by when dates."

More easily stated, the culture will be one of accountability. Digital tools, training modules with testing, financial improvement, and WWW (Who is doing, What, by When) will be center stage as Hampton Golf and the talented Arlington Ridge Team enhance the overall customer experience and better financial performance.

12) Fees and Incentives

Hampton Golf has two compensation structures from which the District may choose.

Performance Assurance

- Compensation Year One:
 - Management Fee: \$13,700.00 per month
 - Management
 - Human Resources
 - Marketing
 - Legal
 - Lifestyles Programming
 - Buying Programs
 - Accounting
 - Performance Assurance: \$3,000 reduction in management fees if the net monthly NOI budget is not met. If the net quarter NOI budget is attained, monthly management fees are recaptured.
 - No Long-Term Agreement, Cancel with 60-Days Notice

Performance Bonus

- Compensation Year One
 - Management Fee: \$10,600.00 per month
 - Management
 - Human Resources
 - Marketing
 - Legal
 - Lifestyles Programming
 - Buying Programs
 - Accounting
 - Performance Bonus: 14% of Net Operating Income improvement, only when budget is attained, no performance bonus if budget is missed.
 - No Long-Term Agreement, Cancel with 60-Days Notice

13) Contract Terms.

a. Length of initial contract term and renewal(s)

Compensation structure is in place for the first 12 months. The Club can cancel the agreement with a 60-day notice at any time with no cancellation fee.

- b. Rights of termination. Further, confirm that in the event of termination, onsite employees will be permitted to re-employment at Arlington Ridge.

The Club can cancel the management agreement with a 60-day notice, with no cancellation fee. Employees would be permitted to be reemployed by Arlington Ridge with one exception. If the General Manager was a Hampton Golf employee prior to joining the Club and the Club chose to cancel the agreement with Hampton Golf, Hampton Golf would have the right to remove the GM from the Club.

14) Additional Information

No Other Partner Will Be As Close To Arlington Ridge Golf Club and the District's Business as Hampton Golf.

15) Resumes of key management staff

M.G. Orender
President

A Professional Golfers' Association of America Member since 1981, MG Orender began his career in 1974 as a shop assistant to a non-member head professional at Diamond Hill Golf Club in Tampa, Fla. In 1976, the head professional departed, and Orender was asked to fill the position while a replacement was sought temporarily. Over the next 15 years, he held the positions of head professional, pro-superintendent with a class "A" superintendent certification, pro-manager, and eventually general partner.

During that time, Orender was approached regularly to consult for new and existing projects and developed a reputation as a turn-around specialist for owners and banks. Orender consulted several clients who eventually contracted with him to manage their facilities. After selling Diamond Hill in 1989, Orender formed Golftrust and proceeded to build and manage several Florida golf clubs: Timacuan Country Club in Orlando, Cypress Creek Golf Club in Tampa, Schalamar Creek in Lakeland, DeBary Plantation in Debarry, Cypress Head in Daytona Beach and the Country Club of Mount Dora in Mt. Dora. Orender served as his own secretary and a mentor through 1996 when he created Granite Golf.

Realizing small regional management firms were destined to be targets for consolidation and the limitations of fee management, Orender joined forces with two capital venture specialists who had purchased a public shell and did a reverse merger for Golftrust into that shell to become Granite Golf. Granite now manages, leases, and owns nearly 30 facilities in 11 states, four of which are currently under various stages of construction. Orender left Granite to found Hampton Golf in December of 1998. Currently, Hampton Golf operates 13 golf facilities in the Southeast.

In 2003, Orender was named the 33rd president of the PGA of America, a not-for-profit organization comprised of more than 28,000 men and women who work to promote the game of golf while enhancing the standards of the profession.

First and foremost, Orender is a devoted father to his four children. He and his wife, Donna Orender, have been considered one of the golf industry's most influential couples.

Overall, Orender has been involved and responsible for the construction of 11 facilities, and he opened and managed nearly 40 clubs in his 30-year career – a career he has used to give back to the golf industry. As president of the PGA, he used his expertise to increase golf participation among new and occasional golfers. He left a lasting, positive impact on the golf world.

Travis Norman
Chief Operating Officer

Over the last 20 years in the golf course management industry, Travis has directed and supervised numerous projects similar to Arlington Ridge, including the reconstruction of Blue Sky Golf Club and the renovation of Eagle Harbor Golf Club.

Travis assists in brand establishment, promotion, membership development, public relations, and overall marketing strategies. Travis also evaluates each division of Hampton Golf for continual improvement of the efficiency and effectiveness of the organization, with an emphasis on attracting, retaining, and motivating individual team members with professional and personal growth opportunities. Travis also specializes in the transition process of golf course facilities.

A self-proclaimed excellent inshore fisherman, he and his wife, Tiffany, have one child, Tristan.

Justin Kuehn
Vice President of Sales and Marketing

Justin develops impactful, non-traditional membership and marketing strategies for Hampton Golf's diverse portfolio of managed golf courses.

His passion for the game of golf, coupled with expert experience directing a national advertising agency and public relations firm, has assisted him in making Hampton Golf one of the most progressively marketed portfolios in the industry.

Justin directs Hampton Golf's development and implementation of all company-wide marketing, membership, sales, and promotional strategies and activities. Justin and the sales and marketing team create and execute marketing plans focusing on customer experience, design, and technological innovation.

Justin graduated with a bachelor's degree in political science from the University of Central Florida and a bachelor's degree in marketing from Jacksonville University.

Cindy Sechrist
Vice President of Human Resources

Cindy has over 25 years of experience in the HR industry, specializing in Consulting, Recruitment and Retention Strategies, Employee Relations, Training, Compensation Planning, Benefits Administration, Conflict Resolution, Change Management, and Employee Engagement.

As Vice President of Human Resources, Cindy works with Hampton Golf's insurance partners to secure comprehensive insurance coverage at competitive pricing, compliance, loss prevention, employee engagement, and reporting; she leads the Hampton Golf Human Resources Department.

Dede Franklin
Chief Financial Officer

Dede has nearly 25 years of experience in accounting, finance, and treasury and has built a reputation of trust and excellence. Dede spent the first 20 years of her career in the hospitality industry as the Senior Vice President of Accounting, Finance, and Treasury for TJF Holdings Group, which included over 135 units for Tijuana Flats Burrito Co. and Tibby's New Orleans Kitchen.

In 2015, the majority share was sold to private equity group AUA Private Equity, and Dede was asked to stay on as part of the executive

management team. She was charged with financial statement preparation and presentation, monthly, quarterly, and annually, to the fund investor group, loan covenant management, and completion of the annual audit and tax oversight.

In late 2019, Dede met Travis Norman through a mutual contact and decided to join Hampton Golf as the Chief Financial Officer. Dede relocated to Jacksonville in early 2020 with her husband, John, and three children, Jack, Lucas, and Madelyn, and has been part of the Hampton Golf executive team since then. Dede holds a bachelor's degree in business management and a master's degree of accountancy. Dede directs all accounting and financial functions for Hampton Golf at the corporate level, as well as strategic planning and financial oversight for all Hampton Golf clients, including GAAP adherence, accounting policies and procedures, and reconciliation reviews.

Ashley Larsen
Vice President of Corporate Operations

Ashley oversees all vendor programs and relationships, supervises IT throughout the company, and creates strategic procedures for daily operational needs. Ashley is also responsible for developing new technological business initiatives for Hampton Golf. Ashley enjoys spending time with her family, sports, and traveling in her spare time.

Jamie Selby
Regional Manager

Jamie most recently served as Regional Manager for ClubCorp/Invited, overseeing the largest private country club in their portfolio and the nation, The Clubs of Kingwood, located in Kingwood, Texas.

Before working for ClubCorp, Jamie served as Regional Manager for Hampton Golf Management while simultaneously serving as COO/GM for the private equity club and community, Oldfield Club, located just outside Hilton Head, SC. During his six years with Hampton Golf, Jamie's regional responsibilities extended to North Florida, Georgia, Arizona, WV, NJ, and NY. His expanded corporate duties included implementing and overseeing the company's national vendor program and due diligence for acquisitions.

While at Oldfield Club, he was responsible for all club amenities and POA management of a 900-acre community as the sole COO and GM of the entire operation.

He is a Graduate of Virginia Tech and holds degrees in Environmental Science and Horticulture with an emphasis in Turf Science, Contracting, and Business.

Bryan Reed
Vice President of Food & Beverage

Bryan Reed is a seasoned executive with over two decades of experience in the hospitality industry, specializing in food and beverage management within the realm of golf course operations. Currently serving as the Vice President of Food and Beverage for Hampton Golf, Bryan is renowned for his strategic vision and operational expertise, consistently driving revenue growth and enhancing guest satisfaction. With a keen understanding of market trends and consumer preferences, he orchestrates innovative culinary experiences that elevate the overall guest experience while maximizing profitability. Bryan's leadership is marked by his commitment to excellence in service standards, staff development, and sustainable practices within the food and beverage sector.

Prior to his role as Vice President, Bryan spent 20 years as an Area Director for Brinker International, where he managed multiple restaurant locations, honing his skills in leadership, operations management, and team development. This extensive experience equipped him with a deep understanding of the intricacies of the hospitality industry and a proven track record of success in driving business growth and operational efficiency. Before transitioning to the food sector, Bryan was a member of the PGA of America, further enriching his expertise in the golf course operations and enhancing his ability to create exceptional guest experiences. He continues to be a driving force in shaping the future of food and beverage offerings in the golf industry through his passion for excellence and dedication to delivering exceptional guest experiences.

Silva Gazarova
Vice President of Legal Affairs & Compliance

Silva manages legal matters company-wide, handling legal issues that arise and helping reduce liability exposure for Hampton Golf and the Company's clients. Silva also performs day-to-day legal duties such as reviewing contracts, drafting documents, and completing legal research.

Silva assists in the administration and enforcement of rules and regulations, as well as other governing documents for the clubs and businesses. Silva's legal tasks and responsibilities are accomplished with direct oversight from outside counsel, who provides an additional layer of review and execution. When applicable, Silva also assists with insurance matters, providing oversight and assistance with insurance generally, in addition to claims processing and management.

Silva obtained her undergraduate degree from the University of Central Florida and her Juris Doctor from Florida Coastal School of Law. Silva

enjoys spending time with her family, exercising, and supporting the Jacksonville Jaguars!

Claire Cugini
Director of Training and Education

Claire Cugini has a decade of experience in training and education, focusing on personal and professional growth, talent development, and team member retention. She has successfully launched the Tidbits and Eagle Mindset Executive Coaching programs at Hampton Golf and is developing new training initiatives.

Claire holds a BA in English with a minor in Education from the University of North Florida and a Professional Educator's Certificate. Her innovative approach to training includes individualized digital learning, distinguishing her in the golf hospitality industry. In her free time, Claire enjoys crafting, hiking, and shark tooth hunting.

16) References: Four verifiable references, of which two must be letters of reference

Eric Gettemy
Board Member
Jacksonville Golf and Country Club
eric@logisticaldataservices.com

Mike Seyfer
Past President of Northland Country Club (Duluth, MN)
218-340-4791
mseyfer@haileysault.com

Bonnie Van Overbeke
Board Member of Laurel Oak Country Club (Sarasota, FL)
813-335-2225
Bvanoverbeke3@gmail.com

Dan Fitzpatrick
Division President
Ashton Woods Homes
Dan.fitzpatrick@ashtonwoods.com

Sean Strickler
Division President
Pulte Group-West Florida
Sean.strickler@pultegroup.com

Scott Brooks
Director DRE/HOA/Golf Course Operations
Pulte Group-South Florida
Scott.brooks@pultegroup.com

Grady Miars
President
GreenPointe Development
gmiars@greenpointellc.com



July 31, 2018

The City of Miami Beach
Procurement Department
1755 Meridian Avenue, 3rd Floor
Miami Beach, Florida 33139

RE: Hampton Golf, Inc. – Letter of Reference

Dear Evaluation Committee:

Hampton Golf took over the operation and management of the former Mill Cove Golf Course (now Blue Sky Golf Club) in the fall of 2013, and from the initial negotiations, through construction, renovations, and reopening as a newly branded public golf course, Hampton Golf met or exceeded our expectations.

Hampton Golf delivered on their commitments in a timely manner and has been very professional in their handling of a very challenging project under tight time constraints. Today, Blue Sky Golf Club is ahead of projections and the improvements have been well received by the community.

Sincerely,

Jay Cunio
Director of Business Development
Jacksonville Aviation Authority



July 20, 2018

The City of Miami Beach, Procurement Department
Attn: Evaluation Committee
1755 Meridian Avenue, 3rd Floor
Miami Beach, Florida 33139

RE: Hampton Golf, Inc. – Letter of Reference

To Whom It May Concern:

The City of Miamisburg has been very pleased with Hampton Golf and our experience with the management team. Hampton Golf brought in a professional team that stressed the appearance of the golf course and the professionalism and service of the staff.

Pipestone Golf Course is truly one of the finest golf courses in the Miami Valley, because of the course operations and the new focus on service and customer satisfaction. Hampton Golf has looked at some unique ways to attract both new golfers and generating non-golf revenue at Pipestone. The City is very enthusiastic about our partnership with Hampton Golf as we move to the future.

Sincerely,

Keith D. Johnson
City Manager
City of Miamisburg

10 N. 1st Street, Miamisburg, OH 45342
(o): 937-847-6456 (f): 937-866-0891
www.ci.miamisburg.oh.us

2. QUALIFICATIONS & EXPERIENCE

GREEN POINTE HOLDINGS

South Village Community Development District
Attn: Board of Supervisors
475 West Town Place, Suite 114
St. Augustine, Florida 32092

To Whom It May Concern:

My company has been a client of Hampton Golf since 2009 and I have collectively worked with multiple members of the Hampton Golf team over the years. Not only have I enjoyed working with Hampton Golf on a personal level, but on a professional level as well. Hampton Golf currently manages two of our properties (River Hall Country Club and Southern Hills Plantation Club) and has done an exceptional job. Both River Hall and Southern Hills have pool, tennis and fitness facilities that Hampton Golf manages in addition to the golf courses and clubhouse facilities. Furthermore, Hampton Golf has completed renovation projects at both properties and successfully developed marketing campaigns and lifestyle events to increase awareness of the Clubs' new offerings and upgrades.

I highly recommend Hampton Golf for all of your management needs as I will continue to utilize Hampton Golf's management services for future endeavors. Please feel free to contact me directly should you wish to discuss Hampton Golf's qualifications further.

Sincerely,

Grady Miars
President
GreenPointe Communities, LLC

17) Profit and Loss Summary

Summary Budget-Arlington Ridge Golf Club				
		<u>Hampton</u>	<u>Hampton</u>	<u>Hampton</u>
	<u>2024 Budget</u>	<u>2024 Proj.</u>	<u>2025 Proj.</u>	<u>2026 Proj.</u>
<u>Revenue</u>				
Golf Ops	1,105,205	1,206,387	1,284,802	1,363,817
Food & Beverage Ops	1,110,890	1,166,435	1,233,504	1,292,096
General & Admin	615,840	615,840	654,946	695,225
Golf Maintenance	0	0	0	0
Sales and Marketing	0	0	0	0
Total Revenue	2,831,935	2,988,661	3,173,252	3,351,138
<u>Cost of Goods Sold</u>				
Golf Ops	90,606	92,554	93,942	95,351
Food & Beverage Ops	384,042	403,244	420,785	427,097
Total Cost of Goods Sold	474,648	495,798	514,728	522,448
<u>Labor</u>				
Golf Ops	269,686	269,686	273,731	277,837
Food & Beverage Ops	383,088	383,088	388,834	394,667
General & Admin	129,135	129,135	131,072	133,039
Golf Maintenance	330,061	330,061	386,997	454,721
Sales and Marketing	26,438	26,438	26,835	27,237
Total Labor	1,138,409	1,138,409	1,207,470	1,287,501
<u>Expenses</u>				
Golf Ops	196,913	196,913	199,867	202,865
Food & Beverage Ops	106,485	106,485	108,082	109,704
General & Admin	346,032	341,832	346,959	352,164
Golf Maintenance	420,159	420,159	426,461	432,858
Sales and Marketing	23,132	23,132	23,479	23,831
Total Expenses	1,092,721	1,088,521	1,104,849	1,121,422
<u>Operating Income</u>	126,157	265,933	346,206	419,767

18) Additional Documents

- 1) Month-end financial report
- 2) Membership sales collateral
- 3) Private event sales collateral
- 5) Client survey



MONTH-END FINANCIAL REPORT



HAMPTON LAKES

GOLF & COUNTRY CLUB

AUGUST 2023



HamptonGolf

Prepared by Hampton Golf

HAMPTON LAKES GOLF & COUNTRY CLUB
 CONTROLLER'S REPORT as prepared by Hampton Golf
 FOR THE PERIOD ENDING August 2023



Current Actuals	Aug 23 Budget (32,196)	MTD Variance 49,341	Contribution From Operations	YTD Actuals 60,220	YTD Budget (52,094)	YTD Variance 112,313
17,145						
78,413	78,300	113		633,404	631,500	1,904
30	30		ADD: CAP Fund	150	240	(90)
3,904		3,904	Collection Allowance	49,724		49,724
33,531	25,000	8,531	Equity Initial Sale	204,271	310,000	(105,729)
52,563	17,500	35,063	Equity Joining Fee	346,846	241,500	105,346
2,056	57	1,999	Initiation Fees	15,265	456	14,809
			Extraordinary Income			
			LESS:			
5,564	5,200	(364)	Interest Expenses	37,480	41,600	4,120
9,400	4,250	(5,150)	Commissions - Initiation Fees	63,186	55,150	(8,036)
308		(308)	Extraordinary Expense	3,528		(3,528)
60,900	52,508	(8,392)	Depreciation Expenses	485,497	420,064	(65,433)
111,714	26,715	85,000	Net Income	720,922	614,546	106,376

Departmental Variances:

MTD	YTD
(4,456)	(28,677)
ADMIN & MEMBERSHIP	
9,730	87,969
GOLF OPERATIONS	
18,949	18,897
GOLF MAINTENANCE	
11,290	(12,624)
FOOD & BEVERAGE	
7,299	42,204
TENNIS	
1,311	2,411
FITNESS	
9,602	25,975
ACTIVITIES/AQUATICS	
(3,984)	(23,512)
REPAIRS AND MAINTENANCE	

Hampton Lakes Golf & Country Club

SUMMARY PROFIT & LOSS

August 2023

	CURRENT MONTH			PRIOR YEAR SAME MONTH			YEAR TO DATE			PRIOR YEAR YTD		
	Aug 23 Actual	Budget	\$VAR	Aug 22 Actual	\$ Growth	% Growth	YTD Actual	YTD Budget	\$ Var	Prior YTD	\$ Growth	% Growth
FOOD & BEVERAGE												
Total F&B Revenue	250,921	218,954	31,968	171,967	78,955	45.9%	1,937,940	1,868,784	69,156	1,425,969	511,971	35.9%
Cost of Goods Sold	98,981	72,160	(26,821)	71,897	(27,084)	(37.7%)	701,221	622,880	78,341	635,018	(66,203)	(10.4%)
Total Wages and Benefits	171,986	187,933	15,947	112,532	(59,454)	(52.8%)	1,389,729	1,456,625	(66,896)	857,343	(532,386)	(62.1%)
Other Cost	38,003	28,200	(9,803)	47,434	9,431	19.9%	309,185	238,850	70,335	272,642	(36,542)	(13.4%)
CONTRIBUTION	(58,049)	(69,339)	11,290	(59,897)	(1,848)	(3.1%)	(462,195)	(449,571)	(12,624)	(339,035)	(123,160)	(36.3%)
GOLF OPERATIONS												
Total Revenue	123,356	106,521	16,835	80,021	43,335	54.2%	1,081,683	902,105	179,578	795,711	285,973	35.9%
Cost of Goods Sold	21,062	16,342	(4,720)	9,045	(12,017)	(132.9%)	200,915	150,894	(50,021)	153,590	(47,324)	(30.8%)
Total Wages and Benefits	52,960	57,598	4,638	47,336	(5,624)	(11.9%)	406,249	438,726	32,477	257,438	(148,811)	(57.8%)
Other Cost	20,026	13,003	(7,023)	13,028	(6,998)	(53.7%)	198,587	124,522	(74,065)	81,161	(117,426)	(144.7%)
CONTRIBUTION	29,308	19,578	9,730	10,612	18,696	176.2%	275,932	187,963	87,969	303,521	(27,588)	(9.1%)
TENNIS OPERATIONS												
Total Revenue	30,792	22,020	8,772	18,720	12,072	64.5%	311,273	185,460	125,813	119,211	192,062	161.1%
Cost of Goods Sold	3,597	6,066	2,469	11,323	7,726	68.2%	48,479	49,638	1,159	52,451	3,972	7.6%
Total Wages and Benefits	19,901	24,232	4,331	17,661	(2,240)	(12.7%)	171,004	183,003	11,999	154,656	(16,348)	(10.6%)
Other Cost	20,739	12,465	(8,274)	1,198	(19,540)	(1630.7%)	213,138	116,370	(96,768)	16,164	(196,974)	(1218.6%)
CONTRIBUTION	(13,444)	(20,743)	7,299	(11,462)	(1,982)	(17.3%)	(121,347)	(163,551)	42,204	(104,060)	(17,287)	(16.6%)
FITNESS OPERATIONS												
Total Revenue	12,895	10,750	2,145	12,235	660	5.4%	105,982	86,000	19,982	104,803	1,178	1.1%
Cost of Goods Sold	564	120	444	129	(435)	100.0%	2,948	960	(1,988)	287	(2,661)	(927.4%)
Total Wages and Benefits	24,955	14,339	10,616	22,256	(2,699)	(12.1%)	207,648	108,197	(99,451)	182,463	(25,185)	(13.8%)
Other Cost	3,938	14,165	(10,227)	2,211	(1,728)	(78.2%)	30,036	113,905	83,869	20,030	(10,006)	(50.0%)
CONTRIBUTION	(16,563)	(17,874)	1,311	(12,361)	(4,202)	(34.0%)	(134,651)	(137,062)	2,411	(97,977)	(36,674)	(37.4%)
AQUATICS DEPARTMENT												
Total Revenue	12,484	8,800	3,684	7,772	4,712	60.6%	94,965	89,000	5,965	84,906	10,058	11.8%
Total Wages and Benefits	16,327	28,101	11,774	13,080	(3,246)	(24.8%)	117,853	161,365	43,512	108,549	(9,304)	(8.6%)
Other Cost	14,096	8,240	(5,856)	9,741	(4,355)	(44.7%)	83,831	60,328	(23,503)	81,898	(1,933)	(2.4%)
CONTRIBUTION	(17,939)	(27,541)	9,602	(15,049)	(2,890)	(19.2%)	(106,718)	(132,693)	25,975	(105,540)	(1,178)	(1.1%)
REPAIRS AND MAINTENANCE												
Total Wages and Benefits	16,339	15,251	(1,088)	14,558	(1,781)	(12.2%)	114,378	114,851	473	118,346	3,967	3.4%
Other Expense	20,396	17,500	(2,896)	27,411	7,014	25.6%	166,484	142,500	(23,984)	(166,484)	(166,484)	(100.0%)
CONTRIBUTION	(36,735)	(32,751)	(3,984)	(41,969)	5,234	12.5%	(280,863)	(257,351)	(23,512)	(285,320)	4,457	1.6%

Hampton Lakes Golf & Country Club

SUMMARY PROFIT & LOSS

August 2023

Aug 23 Actual	Budget	\$ VAR	Aug 22 Actual	\$ Growth	% Growth	GOLF COURSE MAINTENANCE					
						YTD Actual	YTD Budget	\$ Var			
CURRENT MONTH						YEAR TO DATE			PRIOR YEAR TO DATE		
69,690	80,751	11,062	63,137	6,553	10.4%	Total Wages and Benefits	609,481	(58,858)	499,451	(51,172)	(10.2%)
67,518	75,405	7,887	106,162	38,644	36.4%	Other cost	720,788	(39,961)	766,055	5,306	0.7%
(137,207)	(156,156)	18,949	(169,299)	32,092	19.0%	CONTRIBUTION	(1,330,269)	(18,897)	(1,265,506)	(45,866)	(3.6%)
MEMBERSHIP & ADMIN											
412,523	412,106	417	338,348	74,175	21.9%	Total Revenue	3,308,855	(7,815)	2,614,311	686,729	26.3%
48,761	56,736	7,976	47,612	(1,148)	(2.4%)	Total Wages and Benefits	432,250	(34,655)	408,753	11,158	2.7%
144,749	139,876	(4,873)	134,988	(9,760)	(7.2%)	Total Expense	1,078,744	20,861	1,044,619	(54,987)	(5.3%)
95,988	83,140	(12,848)	87,376	(8,612)	(9.9%)	Other Cost	646,494	55,516	635,866	(66,144)	(10.4%)
267,774	272,230	(4,456)	203,360	64,414	31.7%	CONTRIBUTION	2,230,111	(28,677)	1,569,692	631,742	40.2%
CONSOLIDATED											
842,971	779,550	63,421	629,062	213,909	34.0%	Total Revenue	6,440,604	392,279	5,144,911	1,687,972	32.8%
124,205	94,688	(29,517)	92,393	(31,811)	(34.4%)	Cost of Goods Sold	824,372	129,191	841,347	(112,217)	(13.3%)
420,917	464,941	44,023	337,938	(82,979)	(24.6%)	Total Wages and Benefits	3,504,568	(149,489)	2,586,764	(768,316)	(29.7%)
280,705	252,118	(28,587)	294,561	13,856	4.7%	Other Costs	2,163,757	300,263	2,040,791	(423,229)	(20.7%)
17,145	(32,196)	49,341	(95,830)	112,975	117.9%	CONSOLIDATED CONTRIBUTION	(52,094)	112,313	(323,990)	384,210	118.6%
2.0%	(4.1%)	77.8%	(15.2%)	52.8%	346.7%	% of Total Revenue	(0.8%)	28.6%	(6.3%)	7.2%	361.5%
ADD:											
78,413	78,300	113	80,385	(1,972)	(2.5%)	CAP Fund	631,500	1,904	632,618	786	0.1%
52,563	17,500	35,063	114,281	(61,719)	(54.0%)	Initiation Fees	241,500	105,346	495,563	(148,717)	(30.0%)
2,056	57	1,999	362	1,693	467.5%	Interest Income	456	14,809	862	14,404	1671.4%
3,904	3,904	3,904	3,333	571	17.1%	Equity Initial Sale	49,724	49,724	17,917	31,807	177.5%
33,531	25,000	8,531	5,750	27,781	483.1%	Equity Joining Fee	310,000	(105,729)	315,992	(111,721)	(35.4%)
30	30	(308)	30	30		Collection Allowance	240	(90)	240	(90)	(37.5%)
Less:											
5,564	5,200	(364)	4,972	(591)	(11.9%)	Interest Expenses	41,600	(4,120)	41,173	3,693	9.0%
60,900	52,508	(8,392)	50,513	(10,387)	(20.6%)	Depreciation Expenses	420,064	65,433	407,581	(77,916)	(19.1%)
9,400	4,250	(5,150)	12,036	2,636	21.9%	Commissions - Initiation Fees	55,150	8,036	89,970	26,784	29.8%
308		(308)	3,203	2,895	90.4%	Membership Incentive	3,528	3,528	20,457	16,930	82.8%
Capital Purchases						43,682					
Prior Year Adjustments											
94,570	58,911	35,659	140,351	(45,782)	(32.6%)	Total Other Income/(Expense)	666,639	(5,937)	868,262	(207,560)	(23.9%)
111,714	26,715	85,000	44,521	67,193	150.9%	Club Income/(Loss)	614,546	106,376	544,272	176,650	32.5%



Hampton Lakes Golf & Country Club

Balance Sheet
As of August 31st, 2023

	Current Month	Prior Month	\$ Change	% Change
Assets				
Current Assets				
Bank Accounts				
100000 Cash - Checking Accounts	481,095	496,950	(\$15,855)	(3.2%)
101000 Capital Funds #3130	753,218	846,689	(\$93,471)	(11.0%)
102000 Petty Cash Checking Accounts	1,994	1,994	-	-
104000 Operating Reserve #4344	305,185	304,706	\$479	0.2%
108000 Cash on Hand	200	200	-	-
Total Bank Accounts	1,541,692	1,650,539	(\$108,847)	(6.6%)
Other Current Assets				
111000 Other Accounts Receivable	1,188	4,144	(\$2,955)	(71.3%)
111100 Accounts Receivable - Members	1,107,624	1,248,628	(\$141,004)	(11.3%)
112200 Accounts Receivable- Employees	(711)	(711)	-	-
120000 Inventories	474,342	473,364	\$978	0.2%
140000 Deposits and Prepaid Expenses	175,893	124,873	\$51,021	40.9%
Total Other Current Assets	1,758,336	1,850,297	(\$91,961)	(5.0%)
Total Current Assets	3,300,028	3,500,836	(\$200,808)	(5.7%)
Fixed Assets				
150000 Furniture and Equipment	761,069	772,137	(\$11,068)	(1.4%)
170001 Land Improvements	5,495,288	5,507,368	(\$12,080)	(0.2%)
170002 Roads and Parking	78,699	79,543	(\$844)	(1.1%)
170004 Landscaping	159,076	76,987	\$82,088	106.6%
170006 Walls/Fencing	6,232	6,279	(\$48)	(0.8%)
175000 Buildings	2,232,526	2,250,643	(\$18,117)	(0.8%)
175100 Storage Building - Tennis	24,614	24,652	(\$38)	(0.2%)
180000 Fixed Assets	587,756	593,119	(\$5,363)	(0.9%)
180050 CIP- Construction in Progress	147,645	65,222	\$82,423	126.4%
Total Fixed Assets	9,492,903	9,375,951	\$116,953	1.2%
Other Assets				
141114 Loan Costs	17,356	17,356	-	-
Total Other Assets	17,356	17,356	-	-
Total Assets	12,810,287	12,894,143	(\$83,856)	(0.7%)

Hampton Lakes Golf & Country Club

Balance Sheet
As of August 31st, 2023

	Current Month	Prior Month	\$ Change	% Change
Liabilities and Equity				
Liabilities				
Current Liabilities				
Accounts Payable	291,094	257,312	\$33,781	13.1%
200000 Accounts Payable - QuickBooks	291,094	257,312	\$33,781	13.1%
Credit Card	30,934	32,003	(\$1,069)	(3.3%)
201400 American Express (1033)	30,934	32,003	(\$1,069)	(3.3%)
Other Current Liabilities	7,579	(242)	\$7,821	(3229.4%)
201000 Accounts Payable - Other	51,195	46,085	\$5,110	11.1%
203000 Taxes Payable	324,367	292,148	\$32,219	11.0%
204000 Accrued Expenses	19,383	16,627	\$2,756	16.6%
206000 Employee Payables	49,103	51,160	(\$2,057)	(4.0%)
207000 Member Liabilities	1,056,201	1,304,985	(\$248,783)	(19.1%)
209000 Deferred Income - Members Dues	244	244	-	-
224600 Equity Redemption Fees	1,508,072	1,711,007	(\$202,934)	(11.9%)
Total Other Current Liabilities	1,830,100	2,000,322	(\$170,222)	(8.5%)
Total Current Liabilities	1,238,211	1,263,559	(\$25,348)	(2.0%)
Long- Term Liabilities	1,238,211	1,263,559	(\$25,348)	(2.0%)
220000 Notes & Long Term Debt Payable	1,238,211	1,263,559	(\$25,348)	(2.0%)
Total Long- Term Liabilities	3,068,311	3,263,881	(\$195,570)	(6.0%)
Equity				
301500 Additional Paid In Capital	3,636,345	3,636,345	-	-
304000 Member's Equity	7,125,000	7,125,000	-	-
304001 Member's Equity Forfeiture	(3,461,114)	(3,461,114)	-	-
32000 Retained Earnings	1,720,562	1,720,562	-	-
399999 Net Income (Loss) Current Year	261	261	-	-
Net Income	720,922	609,207	\$111,714	18.3%
Total Equity	9,741,976	9,630,261	\$111,714	1.2%
Total Liabilities and Equity	12,810,287	12,894,143	(\$83,856)	(0.7%)

Hampton Lakes Golf & Country Club
CONSOLIDATED PROFIT & LOSS
August 2023

Aug 23	Budget	\$ Over Budget	Prior Year	\$ Var	YTD	YTD Budget	\$ Over Budget	Prior YTD	\$ Var
590	-	(590)	1,161	(571)	2,911	1,500	(1,411)	3,245	(333)
19,350	9,650	(9,700)	9,769	9,582	179,075	70,600	(108,475)	59,127	119,948
606	500	(106)	2,051	(1,445)	7,194	4,600	(2,594)	16,845	(9,651)
6,602	7,000	398	5,676	927	57,718	56,000	(1,718)	40,786	16,932
5,265	6,500	1,235	8,506	(3,240)	39,612	52,865	13,253	48,219	(8,607)
4,912	1,000	(3,912)	2,602	2,309	19,758	8,000	(11,758)	12,623	7,135
10,905	7,450	(3,455)	4,548	6,358	96,908	59,050	(37,858)	60,153	36,754
3,819	2,150	(1,669)	8,684	(4,865)	44,868	27,400	(17,468)	48,659	(3,792)
12,761	5,445	(7,316)	13,818	(1,057)	84,796	47,060	(37,736)	69,483	15,313
9,828	4,450	(5,378)	5,815	4,012	74,916	49,120	(25,796)	77,746	(2,829)
24,406	20,200	(4,206)	23,544	863	201,324	178,750	(22,574)	225,263	(23,938)
305	800	495	-	305	1,385	6,400	5,015	2,627	(1,241)
-	-	-	-	-	3,030	-	(3,030)	-	3,030
837	1,000	163	-239	1,076	6,298	8,450	2,152	7,333	(1,035)
-	-	-	184	(184)	1,363	-	(1,363)	2,764	(1,402)
-	-	-	176	(176)	-	-	-	899	(899)
19,989	28,235	8,246	24,581	(4,592)	148,144	196,998	48,854	151,140	(2,996)
8,286	7,100	(1,186)	7,807	480	59,484	65,800	6,316	68,385	(8,901)
2,051	1,950	(101)	3,200	(1,149)	18,348	15,600	(2,748)	21,529	(3,180)
75	1,005	930	451	(376)	5,182	8,040	2,858	7,263	(2,081)
971	400	(571)	269	702	3,780	3,200	(580)	4,084	(304)
1,527	1,300	(227)	2,539	(1,012)	14,073	10,400	(3,673)	16,997	(2,923)
5,014	1,000	(4,014)	2,422	2,592	24,610	14,600	(10,010)	15,521	9,089
658	600	(58)	528	130	4,669	4,800	131	4,000	668
5,605	5,200	(405)	12,761	(7,156)	145,112	128,050	(17,062)	172,061	(26,949)
-	8,000	8,000	4,906	(4,906)	87,528	108,100	20,572	107,954	(20,426)
1,168	11,600	10,432	3,006	(1,838)	55,132	67,800	12,668	38,433	16,699
-	1,000	1,000	-	-	2,000	8,000	6,000	-	2,000
-	500	500	-	-	1,953	2,550	597	2,612	(659)
1,205	75	(1,130)	1,864	(659)	5,417	1,035	(4,382)	6,215	(798)
-	-	-	-	-	2,998	-	(2,998)	-3	3,001
(2)	-	2	21	(23)	92	-	(92)	211	(119)
2,977	1,735	(1,242)	1,221	1,756	23,721	14,079	(9,642)	12,646	11,075
-	-	-	-	-	-	-	-	1,019	(1,019)
3,536	300	(3,236)	3,433	103	28,188	36,060	7,872	27,467	721

Hampton Lakes Golf & Country Club
CONSOLIDATED PROFIT & LOSS
August 2023

Aug 23	Budget	\$ Over Budget	Prior Year	\$ Var	YTD	YTD Budget	\$ Over Budget	Prior YTD	\$ Var
1,478	500	(978)	2,150	(672)	9,304	17,500	8,196	12,505	(3,201)
25,275	27,343	2,068	21,418	3,857	185,863	218,744	32,881	176,566	9,297
-	-	-	105	(105)	-564	-	564	2,429	(2,993)
336	-	(336)	-	336	8,060	-	(8,060)	-	8,060
29,728	19,000	(10,728)	14,860	14,868	194,639	137,000	(57,639)	107,142	87,497
10,000	10,000	-	12,748	(2,748)	80,093	84,800	4,707	100,403	(20,310)
701,622	717,059	15,437	632,499	69,123	5,819,100	5,668,325	(150,775)	4,627,554	1,191,545
17,145	(32,196)	49,341	-95,830	112,975	60,220	(52,094)	112,313	-323,990	384,210
78,413	78,300	113	80,385	(1,972)	633,404	631,500	1,904	632,618	786
52,563	17,500	35,063	114,281	(61,719)	346,846	241,500	105,346	495,563	(148,717)
2,056	57	1,999	362	1,693	15,265	456	14,809	862	14,404
3,904	-	3,904	3,333	571	49,724	-	49,724	17,917	31,807
244	-	244	6,933	(6,689)	733	-	733	7,933	(7,200)
33,531	25,000	8,531	5,750	27,781	204,271	310,000	(105,729)	315,992	(111,721)
30	30	-	30	-	150	240	(90)	240	(90)
170,741	120,887	49,854	211,075	(40,335)	1,250,393	1,183,696	66,697	1,471,125	(220,731)
5,564	5,200	(364)	4,972	591	37,480	41,600	4,120	41,173	(3,693)
60,900	52,508	(8,392)	50,513	10,387	485,497	420,064	(65,433)	407,581	77,916
9,400	4,250	(5,150)	12,036	(2,636)	63,186	55,150	(8,036)	89,970	(26,784)
-	18	18	-	-	-	243	243	-	-
308	-	(308)	3,203	(2,895)	3,528	-	(3,528)	20,457	(16,930)
-	-	-	-	-	-	-	-	43,682	(43,682)
76,171	61,976	(14,195)	70,724	5,447	589,691	517,057	(72,634)	602,863	(13,172)
111,714	26,715	85,000	44,521	67,193	720,922	614,546	106,376	544,272	176,650

Hampton Lakes Golf & Country Club
FOOD & BEVERAGE PROFIT & LOSS
August 2023

Aug 23	Budget	\$ Over Budget	Prior Year	\$ Var	YTD	YTD Budget	\$ Over Budget	Prior YTD	\$ Var
119,300	104,969	14,331	99,786	19,514	936,452	934,645	1,807	878,551	57,901
4,883	3,750	1,133	4,192	692	30,564	32,530	(1,966)	27,162	3,402
14,522	13,772	750	14,290	231	116,701	132,679	(15,978)	113,823	2,878
30,032	20,394	9,638	18,910	11,122	207,872	156,060	51,812	155,055	52,817
34,379	30,900	3,479	32,185	2,194	260,729	242,677	18,052	232,831	27,897
-	125	(125)	125	(125)	-	1,000	(1,000)	1,000	(1,000)
47,805	45,044	2,761	2,478	45,326	385,622	369,193	16,429	17,546	368,076
250,921	218,954	31,968	171,967	78,955	1,937,940	1,868,784	69,156	1,425,969	511,971
60,114	53,708	6,406	50,447	9,667	475,710	470,567	5,143	463,619	12,090
4,023	1,620	2,403	3,263	760	25,621	13,876	11,745	18,472	7,149
5,231	4,313	918	4,361	870	46,717	41,650	5,067	35,943	10,774
11,960	6,728	5,232	7,217	4,743	97,188	50,928	46,260	69,137	28,051
21,153	9,291	11,862	9,810	11,343	83,986	73,859	10,127	73,446	10,539
-3,500	-3,500	-	-3,200	(300)	-28,000	-28,000	-	-25,600	(2,400)
98,981	72,160	26,821	71,897	27,084	701,221	622,880	78,341	635,018	66,203
151,940	146,794	5,147	100,070	51,871	1,236,718	1,245,904	(9,185)	790,950	445,768
171,986	187,933	(15,947)	112,532	59,454	1,389,729	1,456,625	(66,896)	857,343	532,386
7,826	8,000	(174)	19,350	(11,524)	83,518	64,000	19,518	69,690	13,828
207	-	207	2,025	(1,818)	6,157	5,000	1,157	5,592	564
1,256	1,500	(244)	699	557	6,724	1,750	4,974	2,922	3,802
51	-	51	-	51	137	-	137	457	(320)
3,450	2,000	1,450	1,375	2,075	24,040	23,000	1,040	16,247	7,792
-	-	-	330	(330)	246	-	246	1,838	(1,592)
845	-	845	300	545	3,991	-	3,991	300	3,691
771	50	721	158	613	6,721	2,350	4,371	1,249	5,473
2,178	350	1,828	4,595	(2,417)	15,365	2,800	12,565	15,199	166
-	-	-	865	(865)	846	-	846	865	(19)
15,856	13,000	2,856	14,541	1,315	129,213	106,400	22,813	125,625	3,588
261	800	(539)	-	261	1,341	6,400	(5,059)	2,627	(1,285)
-	-	-	-	-	2,342	-	2,342	-	2,342
97	-	97	-	97	198	-	198	-	198
-	-	-	-	-	56	-	56	-	56

Hampton Lakes Golf & Country Club
 FOOD & BEVERAGE PROFIT & LOSS
 August 2023

Aug 23	Budget	\$ Over Budget	Prior Year	\$ Var	YTD	YTD Budget	\$ Over Budget	Prior YTD	\$ Var
-	-	-	-	-	-25	-	(25)	-	(25)
3,880	2,500	1,380	3,175	706	23,994	26,300	(2,306)	26,303	(2,309)
-	-	-	-	-	583	-	583	371	211
1,324	-	1,324	-	1,324	3,299	-	3,299	2,125	1,174
-	-	-	-	-	0	850	(850)	-	0
-1	-	(1)	21	(22)	-9	-	(9)	212	(221)
-	-	-	-	-	-	-	-	1,019	(1,019)
-	-	-	-	-	447	-	447	-	447
209,989	216,133	(6,143)	159,966	50,023	1,698,914	1,695,475	3,439	1,129,985	568,928
-58,049	-69,339	11,290	-59,897	1,848	-462,195	-449,571	(12,624)	-339,035	(123,160)
				Net Operating Income					

Hampton Lakes Golf & Country Club
ADMINISTRATION PROFIT & LOSS
August 2023

Aug 23	Budget	\$ Over Budget	Prior Year	\$ Var	YTD	YTD Budget	\$ Over Budget	Prior YTD	\$ Var
409,694	410,262	(568)	335,820	73,874	3,252,321	3,294,103	(41,782)	2,557,262	695,059
985	-	985	-	985	34,337	-	34,337	38,149	(3,811)
1,844	1,844	0	2,529	(685)	14,381	14,752	(371)	18,900	(4,519)
412,523	412,106	417	338,348	74,175	3,301,040	3,308,855	(7,815)	2,614,311	686,729
412,523	412,106	417	338,348	74,175	3,301,040	3,308,855	(7,815)	2,614,311	686,729
48,761	56,736	(7,976)	47,612	1,148	397,595	432,250	(34,655)	408,753	(11,158)
-	-	-	-	-	542	-	542	355	187
-	5,750	(5,750)	275	(275)	2,315	10,000	(7,685)	7,981	(5,666)
3,364	-	3,364	975	2,389	3,633	-	3,633	975	2,658
-	-	-	-	-	-	-	-	584	(584)
27	-	27	1,161	(1,134)	1,112	-	1,112	2,787	(1,675)
-	1,150	(1,150)	375	(375)	762	5,700	(4,938)	4,450	(3,688)
185	250	(65)	267	(82)	3,476	2,100	1,376	4,114	(638)
6,602	7,000	(398)	5,676	927	57,718	56,000	1,718	40,786	16,932
5,265	6,500	(1,235)	6,506	(1,240)	39,612	52,865	(13,253)	45,300	(5,688)
4,067	1,000	3,067	2,302	1,764	15,767	8,000	7,767	12,323	3,444
5,503	-	5,503	1,882	3,621	37,828	-	37,828	29,839	7,989
736	1,650	(914)	1,283	(547)	9,545	13,200	(3,655)	13,249	(3,704)
125	-	125	1,053	(928)	3,217	-	3,217	10,140	(6,922)
617	1,000	(383)	(239)	856	5,535	8,000	(2,465)	7,333	(1,799)
-	-	-	184	(184)	686	-	686	2,764	(2,078)
-	-	-	176	(176)	-	-	-	899	(899)
15,910	22,400	(6,490)	18,026	(2,115)	114,900	161,950	(47,050)	120,060	(5,160)
-	-	-	3,200	(3,200)	9,609	-	9,609	15,266	(5,658)
75	1,005	(930)	451	(376)	5,182	8,040	(2,858)	7,263	(2,081)
294	400	(106)	50	244	3,103	3,200	(97)	4,084	(981)
1,527	1,300	227	2,539	(1,012)	14,073	10,400	3,673	16,997	(2,923)
1,270	-	1,270	2,092	(822)	10,116	-	10,116	5,167	4,949
-	1,000	(1,000)	-	-	2,000	8,000	(6,000)	-	2,000
1,205	-	1,205	1,789	(584)	4,879	-	4,879	5,615	(736)
-	-	-	-	-	2,998	-	2,998	(3)	3,001
(1)	-	(1)	-	(1)	102	-	102	-	102
2,977	1,735	1,242	1,221	1,756	23,733	14,079	9,654	12,646	11,087
3,536	300	3,236	3,433	103	28,188	36,060	(7,872)	27,467	721

Hampton Lakes Golf & Country Club
ADMINISTRATION PROFIT & LOSS
August 2023

Aug 23	Budget	\$ Over Budget	Prior Year	\$ Var	YTD	YTD Budget	\$ Over Budget	Prior YTD	\$ Var
1,478	500	978	2,150	(672)	9,304	17,500	(8,196)	12,505	(3,201)
1,161	1,200	(39)	2,941	(1,780)	10,293	9,600	693	17,162	(6,868)
-	-	-	-	-	(1,011)	-	(1,011)	211	(1,223)
336	-	336	-	336	8,060	-	8,060	-	8,060
29,728	19,000	10,728	14,860	14,868	194,639	137,000	57,639	107,142	87,497
10,000	10,000	-	12,748	(2,748)	80,093	84,800	(4,707)	100,403	(20,310)
144,749	139,876	4,873	134,988	9,760	1,099,605	1,078,744	20,861	1,044,619	54,987
267,774	272,230	(4,456)	203,360	64,414	2,201,434	2,230,111	(28,677)	1,569,692	631,742
78,413	78,300	113	80,385	(1,972)	633,404	631,500	1,904	632,618	786
52,563	17,500	35,063	114,281	(61,719)	346,846	241,500	105,346	495,563	(148,717)
2,056	57	1,999	362	1,693	15,265	456	14,809	862	14,404
3,904	-	3,904	3,333	571	49,724	-	49,724	17,917	31,807
244	-	244	6,933	(6,689)	733	-	733	7,933	(7,200)
33,531	25,000	8,531	5,750	27,781	204,271	310,000	(105,729)	315,992	(111,721)
30	30	-	30	-	150	240	(90)	240	(90)
170,741	120,887	49,854	211,075	(40,335)	1,250,393	1,183,696	66,697	1,471,125	(220,731)
3,983	5,200	(1,217)	4,972	(989)	33,510	41,600	(8,090)	41,173	(7,663)
60,900	52,508	8,392	50,513	10,387	485,497	420,064	65,433	407,581	77,916
9,400	4,250	5,150	12,036	(2,636)	63,186	55,150	8,036	89,970	(26,784)
-	18	(18)	-	-	-	243	(243)	-	-
308	-	308	3,203	(2,895)	3,528	-	3,528	20,457	(16,930)
-	-	-	-	-	-	-	-	1,902	(1,902)
74,591	61,976	12,615	70,724	3,867	585,721	517,057	68,664	561,083	24,638
363,924	331,141	32,783	343,711	20,213	2,866,107	2,896,750	(30,643)	2,479,734	386,373

Hampton Lakes Golf & Country Club

12 MONTH REFORECAST

2023



Revenue	Jan 23 Actual	Feb 23 Actual	Mar 23 Actual	Apr 23 Actual	May 23 Actual	Jun 23 Actual	Jul 23 Actual	Aug 23 Actual	Sep 23 Budget	Oct 23 Budget	Nov 23 Budget	Dec 23 Budget	Total Reforecast	Original Budget	YTD Variance
400000 Merchandise - Income	25,513	49,722	50,766	53,161	46,479	47,233	28,425	35,178	35,145	26,098	35,435	34,565	467,719	410,570	57,149
401200 Golf Sales - Green and Cart Fee	36,943	54,024	51,841	53,358	31,913	51,180	32,755	45,215	37,544	37,668	38,540	37,668	508,649	460,358	48,291
401300 Other Golf Revenue	705	770	32,636	40,150	2,456	3,115	6,299	1,132	2,240	2,240	2,240	2,240	96,224	36,880	59,344
401800 Membership Income - Other Fees	43,505	40,199	46,047	46,145	46,526	45,889	45,858	46,668	43,490	43,490	43,490	43,490	534,798	521,880	12,918
402100 Food - Sales	103,715	126,903	119,359	132,058	126,218	107,365	101,533	119,300	95,313	119,937	124,741	159,849	1,436,292	1,434,485	1,807
402200 Non Alcoholic - Beverages Sales	2,352	2,845	3,692	3,915	3,419	4,535	4,923	4,883	3,334	4,234	4,114	4,974	47,220	49,186	(1,966)
402400 Beer - Sales	11,491	16,728	14,403	17,753	13,590	15,998	12,216	14,522	13,049	16,963	17,453	19,126	183,292	200,070	(16,778)
402500 Wine - Sales	20,173	24,972	25,838	27,124	28,597	18,568	32,570	30,032	15,878	20,183	18,703	22,305	284,941	233,129	51,812
402600 Liquor - Sales	24,700	38,552	31,878	33,703	33,381	33,559	30,577	34,379	24,832	30,901	31,823	38,525	386,810	368,758	18,052
407000 Sports Center - Income	26,790	60,771	30,685	20,621	28,785	36,110	22,864	27,035	13,570	16,520	13,570	13,570	310,890	187,440	123,450
408000 Spa and Fitness Center	10,939	14,181	17,284	11,721	16,943	10,834	11,185	12,895	10,600	10,600	10,600	10,600	148,382	127,200	21,182
409200 Membership Dues - Income	406,485	408,453	404,925	404,939	405,529	405,617	406,678	409,694	408,504	408,962	407,306	406,135	4,883,228	4,926,010	(42,782)
409500 Other Revenue	46,897	56,604	54,561	64,677	69,730	90,866	68,886	60,194	3,275	7,075	3,675	4,225	530,665	470,493	60,172
409900 Common Area Maintenance	1,475	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844	21,757	22,128	(371)
Total Revenue	761,681	896,567	885,759	911,170	855,410	872,713	806,613	842,971	708,618	746,715	753,534	799,116	9,840,866	9,448,587	392,279
Cost of Goods Sold															
501000 Merchandise Cost of Goods	18,899	36,830	39,809	42,390	36,575	31,350	21,266	25,223	25,316	18,802	25,525	24,899	346,884	295,752	51,132
502100 Food - COGS	58,457	55,497	54,052	62,370	61,079	66,513	57,627	60,114	49,517	59,098	62,046	73,890	720,261	715,118	5,143
502200 Non Alcoholic Beverages - COGS	1,675	4,675	2,902	2,985	2,514	4,538	2,308	4,023	1,458	1,746	1,716	1,910	32,451	20,706	11,745
504100 Beer - COGS	2,930	5,458	6,144	8,326	3,769	6,853	8,006	5,231	4,141	5,220	5,367	5,729	67,174	62,389	4,785
505100 Wine - COGS	2,983	7,419	6,783	41,133	3,231	12,323	11,356	11,960	5,250	6,466	6,013	6,842	121,759	75,499	46,260
506000 Liquor - COGS	5,251	6,350	9,695	15,267	4,118	10,992	11,159	21,153	7,553	9,164	9,502	11,164	121,369	111,242	10,127
509000 Other - Cost Of Sales	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(42,000)	(42,000)	-
Total Cost of Goods Sold	86,696	112,728	115,886	168,971	107,787	129,070	108,222	124,205	89,735	96,996	106,669	120,934	1,367,897	1,238,706	129,191
Gross Profit	674,986	783,839	769,872	742,199	747,623	743,643	698,391	718,767	618,883	649,719	646,865	678,182	8,472,968	8,209,881	263,088
Expense															
600000 Wages and Benefits	386,723	401,999	433,195	421,340	456,310	419,285	415,310	420,917	382,112	366,917	382,736	381,804	4,868,649	5,018,138	(149,489)
601680 Lessons - Paid	449	429	1,468	1,232	4,259	1,888	1,850	1,744	440	880	880	880	16,398	9,548	6,850
601800 Contract Labor	62,000	56,096	57,948	58,449	70,821	55,576	62,257	52,930	50,040	50,040	50,040	50,040	676,237	606,288	69,949
605000 Employee Uniforms	9,675	2,053	1,922	2,269	2,121	2,174	1,751	1,345	2,560	860	1,860	860	29,449	28,300	1,149
607000 Travel and Entertainment	576	2,489	-	207	729	1,946	33	-	650	140	800	140	7,710	13,130	(5,420)
608000 Employee Training & Education	664	4,281	149	3,663	-	1,709	1,267	4,620	2,000	4,000	-	-	22,352	10,650	11,702
609900 Employee Expenses - Other	642	-	-	206	1,343	103	28	590	-	-	-	-	2,911	1,500	1,411
701000 Events and Tournaments	11,847	33,921	47,354	26,633	6,738	17,106	16,125	19,350	5,350	10,650	9,150	20,650	224,875	116,400	108,475

Hampton Lakes Golf & Country Club

12 MONTH REFORECAST

2023

	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Total	Original	YTD
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Budget	Budget	Budget	Reforecast	Budget	Variance
702000 Operating Cost	80	185	466	80	1,024	3,105	1,647	606	500	500	550	550	9,294	6,700	2,594
703000 Centralized Services	7,782	6,176	6,473	9,623	6,532	7,951	6,579	6,602	7,000	7,000	7,000	7,000	85,718	84,000	1,718
703200 Marketing and Advertising	8,395	4,137	5,971	5,090	3,311	3,603	3,840	5,265	8,200	5,950	6,200	7,200	67,162	80,415	(13,253)
703500 Member Expenses	866	635	2,008	2,723	4,399	1,580	2,634	4,912	1,000	1,000	1,000	1,000	23,758	12,000	11,758
703800 Contract Services	8,917	14,062	7,880	13,119	12,084	9,103	20,838	10,905	7,450	8,100	7,450	7,450	127,358	89,500	37,858
704000 Course and Grounds Maintenance	7,384	6,475	2,562	4,229	3,720	10,371	6,309	3,819	3,400	2,200	2,750	1,550	54,768	37,300	17,468
704600 Repairs -Equipment	5,476	6,518	11,013	20,197	11,640	9,149	8,042	12,761	5,445	4,695	4,695	4,445	104,076	66,340	37,736
704800 Repairs -Buildings	2,853	11,052	12,642	5,137	13,744	6,789	12,871	9,828	4,450	4,450	4,450	4,450	92,716	66,920	25,796
705000 Supplies	27,319	25,939	25,301	24,561	28,231	22,588	22,980	24,406	28,700	22,950	21,700	23,200	297,874	275,300	22,574
705310 Promotional Expense	-	-	-	-	-	806	275	305	800	800	800	800	4,585	9,600	(5,015)
705550 Equipment Expense	-	253	-	1,876	901	-	-	-	-	-	-	-	3,030	-	3,030
705600 Office Supplies	664	1,035	369	1,220	407	828	938	837	1,000	1,150	1,000	1,000	10,448	12,600	(2,152)
705700 Postage and S&H	135	115	292	3	238	210	371	-	-	-	-	-	1,363	-	1,363
706000 Utilities	18,482	18,772	18,440	16,012	18,023	19,273	19,153	19,989	27,585	26,230	20,995	18,875	241,829	290,683	(48,854)
706200 Fuel & Oil	6,021	9,993	5,678	7,551	8,029	6,826	7,099	8,286	7,600	7,900	8,000	7,500	90,484	96,800	(6,316)
706300 Refuse and Portables	1,950	4,098	2,374	2,022	1,567	2,279	2,008	2,051	1,950	1,950	1,950	1,950	26,148	23,400	2,748
706500 Telephone	1,183	855	1,445	75	150	1,463	(65)	75	1,005	1,005	1,005	1,005	9,202	12,060	(2,858)
706600 Alarm/Security Services	836	376	481	573	22	228	294	971	400	400	400	400	5,380	4,800	580
706700 Music and Cable Service	890	1,060	2,840	2,119	1,790	1,918	1,929	1,527	1,300	1,300	1,300	1,300	19,273	15,600	3,673
706800 Dues and Subscriptions	6,035	1,203	1,197	567	6,628	1,306	2,658	5,014	2,000	-	4,750	400	31,760	21,750	10,010
706900 Pest Control	62	658	658	658	658	658	658	658	600	600	600	600	7,069	7,200	(131)
707000 Chemicals & Pesticides	47,423	32,905	13,675	14,113	23,068	8,655	(332)	5,605	24,960	5,200	5,200	24,960	205,432	188,370	17,062
707100 Fertilizer	8,389	16,391	9,541	6,749	28,894	8,699	8,865	-	24,500	8,500	8,500	8,500	137,528	158,100	(20,572)
707300 Sand, Seed and Dressing	11,431	1,998	2,944	11,342	7,430	8,226	10,593	1,168	8,000	7,900	6,000	3,150	80,182	92,850	(12,668)
707800 Common Area Upkeep	-	-	-	-	-	1,000	1,000	-	1,000	1,000	1,000	1,000	6,000	12,000	(6,000)
707900 Small Tools	276	-	698	-	-	-	979	-	-	500	-	-	2,453	3,050	(597)
708300 License and Permits	0	-	850	850	850	1,388	274	1,205	1,725	-	-	-	7,142	2,760	4,382
708800 Bad Debt Expense	44	-	428	2,526	-	-	-	-	-	-	-	-	2,998	-	2,998
709000 Cash Over/Under	22	(5)	(14)	(12)	99	5	(1)	(2)	-	-	-	-	92	-	92
709700 Bank Expenses	3,886	3,045	2,286	2,988	2,562	2,325	3,651	2,977	1,709	1,747	1,754	1,799	30,730	21,088	9,642
709920 Association Assessments of Exp.	3,433	3,536	3,536	3,536	3,536	3,536	3,536	3,536	300	11,220	300	300	40,308	48,180	(7,872)
801000 Professional Fees	137	-	3,404	1,250	1,250	1,250	537	1,478	-	-	500	-	9,804	18,000	(8,196)
802000 Equipment Lease Expense	23,623	22,672	27,384	20,937	21,506	19,330	25,135	25,275	27,343	27,343	27,343	27,343	295,235	328,116	(32,881)
803000 Rental Expense	-	447	-	(1,011)	-	-	-	-	-	-	-	-	(564)	-	(564)
803209 Storage Expense	-	-	3,999	-	336	3,052	336	336	-	-	-	-	8,060	-	8,060

Hampton Lakes Golf & Country Club

12 MONTH REFORECAST

2023

	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Total Reforecast	Original Budget	YTD Variance
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Budget	Budget	Budget		Budget	
804000 Insurance	14,527	14,527	14,489	30,002	29,728	30,078	31,557	29,728	19,000	19,000	19,000	19,000	270,639	213,000	57,639
805000 Taxes	10,000	10,000	10,000	9,970	10,061	10,061	10,000	10,000	12,800	10,000	10,000	14,000	126,893	131,600	(4,707)
Total Expense	701,097	720,383	743,349	734,673	794,739	707,428	715,809	701,622	674,874	624,077	621,658	645,101	8,384,810	8,234,036	150,775
Net Operating Income	(26,112)	63,456	26,523	7,526	(47,116)	36,215	(17,418)	17,145	(55,991)	25,642	25,207	33,081	88,158	(24,155)	112,313
Other Income	149,719	185,645	176,672	128,510	109,560	194,581	134,965	170,741	127,787	170,387	119,687	151,987	1,820,241	1,753,544	66,697
Other Expense	74,297	76,308	76,127	70,633	68,558	76,890	70,709	76,171	62,733	67,001	61,976	65,233	846,634	774,000	72,634
Net Income	49,311	172,794	127,069	65,403	(6,114)	153,907	46,838	111,714	9,063	129,028	82,918	119,835	1,061,765	955,389	106,376



Cash Flow Statement

Hampton Lakes Golf & Country Club

As of August 31st, 2023

Aug 23

Operating Activities

Net Income	111,714
Adjustments to Net Income	
111000 Other Accounts Receivable	2,955
111100 Accounts Receivable - Members	141,004
121100 Pro Shop Merchandise Inventory	(2,990)
121110 Inventory - Fitness	(1,669)
121230 Inventory - Tennis	3,165
122100 Food Inventory	(4,986)
122200 Liquor Inventory	10,812
122300 Beer Inventory	2
122400 Wine Inventory	(5,833)
122500 Non- Alcoholic Bev Inventory	521
141110 Prepaid Insurance	(583)
141112 Prepaid Sales Tax	(21,872)
141113 Prepaid Expenses	(27,544)
141500 Prepaid Deposits - Misc	(1,021)
200000 Accounts Payable - QuickBooks	33,781
201400 American Express (1033)	(1,069)
201800 Golf Tournaments Payable	5,196
202900 Due to Others	2,625
203100 Sales Tax Payable	5,120
203200 Use Tax Payable	(10)
204100 Accrued Payroll	31,700
204200 Accrued Bonus Payable	7,651
204300 Accrued Commission Payable	3,825
204500 Accrued Real/Personal Prop	2,192
204900 Accrued Misc Expenses	(13,148)
206000 Employee Payables	6
206200 Gratuities Payable	3,054
206700 Tennis Lessons/Repairs Payable	(305)
207100 Gift Certificates	(1,529)
207102 Spa/Fitness Gift Certificates	590
207500 Golf Sweeps - Credit Books	(1,117)
209100 Deferred Dues Income	(113,860)
209350 Deferred Bag Storage Fees	(383)
209400 Deferred Handicap Fees	(1,265)
209430 Deferred Locker Rental	(1,815)
209440 Cart Registration	(537)
209441 Trail Fees	(10,543)
209443 CAP Fees	(5,753)
209444 Vintner's Club	(1,212)
209450 Deferred Range Club Fees	(391)
209475 Deferred - Prepaid Cart Fees	(2,805)
209500 Deferred Inc- Eq Redemption Fees	(110,219)
Total Adjustments to Net Income	(78,261)
Total Operating Activities	33,454
Investing Activities	
170001 Land Improvements	(4,485)
170004 Landscaping	(82,239)

Cash Flow Statement

Hampton Lakes Golf & Country Club

As of August 31st, 2023

	Aug 23
180003 Equipment - Golf Course	(7,893)
180011 Tennis and Parking Lot	(812)
180012 Tennis Courts	2,208
180050 CIP- Construction in Progress	(82,423)
180061 Accum Dep - Land Improvements	16,565
180062 Accum Dep - Landscaping	150
180063 Accum De - Road and Parking	844
180064 Accum Dep - Clubhouse	18,117
180066 Accum Dep - Machinery and Equip	9,420
180067 Accum Dep Furn and Fixtures	11,068
180068 Accum Dep - Hardware	476
180070 Accum Dep - Pool Facilities	1,715
180071 Accum Dep - Walls/Fence	48
180072 Accum Dep- Golf Course	250
189071 Accumulated Dep - Tennis Bldg	38
Total Investing Activities	(116,953)
Financing Activities	
220000 Notes & Long Term Debt Payable	(24,685)
220005 Fitness Equipment Financing	(663)
Total Financing Activities	(25,348)
Net Cash Increase For Period	(108,847)
Cash at Beginning of Period	1,650,539
Cash at End of Period	1,541,692



YTD Cash Flow Statement

Hampton Lakes Golf & Country Club

As of August 31st, 2023

Jan 23 - Aug 23

Operating Activities

Net Income	720,922
Adjustments to Net Income	
110000 Accounts Receivables	8,347
111000 Other Accounts Receivable	(1,188)
111100 Accounts Receivable - Members	1,847,651
111112 AR Wait to Sell	(257,823)
112200 Accounts Receivable- Employees	711
121100 Pro Shop Merchandise Inventory	(107,183)
121110 Inventory - Fitness	(4,086)
121230 Inventory - Tennis	1,761
122100 Food Inventory	(11,842)
122200 Liquor Inventory	(18,137)
122300 Beer Inventory	(3,384)
122400 Wine Inventory	(24,523)
122500 Non- Alcoholic Bev Inventory	(718)
141110 Prepaid Insurance	(13,654)
141112 Prepaid Sales Tax	(21,872)
141113 Prepaid Expenses	13,631
141500 Prepaid Deposits - Misc	(79)
200000 Accounts Payable - QuickBooks	(29,166)
201100 Hole in One Payable	(20)
201400 American Express (1033)	14,355
201700 MGA Tournament Payable	1,400
201800 Golf Tournaments Payable	5,032
201850 Tennis Member- Guest Payable	(9,757)
201900 Tennis Tournament Payable	1,660
201910 Reciprocal Clubs	(175)
202900 Due to Others	(7,381)
203000 Taxes Payable	10
203100 Sales Tax Payable	(104,640)
203200 Use Tax Payable	159
204100 Accrued Payroll	59,892
204200 Accrued Bonus Payable	61,208
204300 Accrued Commission Payable	4,955
204500 Accrued Real/Personal Prop	69,324
204700 Vacation	(24,793)
204800 Holiday Fund	(5,415)
204900 Accrued Misc Expenses	1,094
206000 Employee Payables	6
206200 Gratuities Payable	9,226
207100 Gift Certificates	(6,083)
207102 Spa/Fitness Gift Certificates	2,331
207500 Golf Sweeps - Credit Books	1,818
209100 Deferred Dues Income	(705,667)
209350 Deferred Bag Storage Fees	(3,046)
209400 Deferred Handicap Fees	(11,034)
209430 Deferred Locker Rental	(8,552)
209440 Cart Registration	(5,532)
209441 Trail Fees	(78,178)

YTD Cash Flow Statement

Hampton Lakes Golf & Country Club

As of August 31st, 2023

	Jan 23 - Aug 23
209443 CAP Fees	(49,787)
209444 Vintner's Club	(8,623)
209450 Deferred Range Club Fees	(3,279)
209475 Deferred -Prepaid Cart Fees	(24,121)
209500 Deferred Inc- Eq Redemption Fees	42,039
209505 Deferred Wait to Sell Takedown	(125,019)
224600 Equity Redemption Fees	244
Total Adjustments to Net Income	472,098
Total Operating Activities	1,193,019
Investing Activities	
150000 Furniture and Equipment	(200,306)
170001 Land Improvements	(10,773)
170004 Landscaping	(150,385)
175000 Buildings	(270,894)
175100 Storage Building -Tennis	(20,863)
175200 Electrical -Building	(10,465)
175300 Club House	(14,865)
180003 Equipment - Golf Course	(23,957)
180004 Equipment - Maintenance	(18,501)
180011 Tennis and Parking Lot	(6,499)
180012 Tennis Courts	(122,833)
180050 CIP- Construction in Progress	46,373
180061 Accum Dep - Land Improvements	132,524
180062 Accum Dep - Landscaping	1,201
180063 Accum De - Road and Parking	6,754
180064 Accum Dep - Clubhouse	144,839
180066 Accum Dep - Machinery and Equip	75,359
180067 Accum Dep Furn and Fixtures	86,945
180068 Accum Dep - Hardware	3,808
180070 Accum Dep - Pool Facilities	13,719
180071 Accum Dep - Walls/Fence	381
180072 Accum Dep- Golf Course	1,998
189071 Accumulated Dep -Tennis Bldg	302
Total Investing Activities	(336,136)
Financing Activities	
220000 Notes & Long Term Debt Payable	(24,685)
220003 Ameris Loan- Greens Renovation	(171,152)
220005 Fitness Equipment Financing	(19,077)
Total Financing Activities	(214,915)
Net Cash Increase For Period	641,968
Cash at Beginning of Period	899,724
Cash at End of Period	1,541,692



**MEMBERSHIP
SALES COLLATERAL**

MEMBERSHIP OPPORTUNITIES

AT LAUREL OAK COUNTRY CLUB





OUR MISSION

Laurel Oak Country Club provides superior, private recreational and social facilities for the exclusive use of its Members and families. Our goal is to provide our Members and their Guests with the highest level of service, quality and enjoyment in their social experiences at Laurel Oak.



YOU BELONG HERE

There's always something to play at Laurel Oak - Sarasota's premier private country club, featuring two championship golf courses, 12 Har-Tru tennis courts, six pickleball courts, swim center and year-round family activities, plus weddings and exclusive events.

Make lifelong friends in a relaxed, refined and welcoming atmosphere.



MEMBERSHIP

Members of Laurel Oak Country Club enjoy access to world class amenities, within 15-minutes to some of Florida's finest beaches.

CHAMPIONSHIP GOLF

Laurel Oak Country Club offers two breathtaking, challenging and meticulously maintained 18-hole championship Golf Courses.

WORLD-CLASS TENNIS

Home to one of the top tennis facilities in the state, our Tennis Facility has 12 immaculately maintained Har-Tru Courts, 10 being lighted for night play.

PICKLEBALL

Brand NEW top-rated Pickleball Courts with the highest level of cushioning, for maximum comfort and enjoyment.

CASUAL SOUTHERN ELEGANCE

Nature and elegance come together at the 45,000 square foot Clubhouse, nestled within 800 acres of peace and serenity.

POOL

The Swim Center at Laurel Oak features a six-lane, junior Olympic swimming pool, perfect for lap work or social swimming, heated for year-round use.







MEMBERSHIP OPPORTUNITIES

PREMIER GOLF & TENNIS

A full membership which includes unlimited use of the golf course, tennis facility, pickleball, swimming pool and patio, community social events and Clubhouse privileges.

\$85,000 ONE-TIME INITIATION FEE | \$100 EQUITY MEMBERSHIP ASSIGNMENT

Monthly Dues: \$959 plus \$260 Capital, totaling \$1,219

Young Executive Monthly Dues (40-50 years): \$479.50 plus \$260 Capital, totaling \$739.50

Young Executive pricing will include a 5% of full dues increase annually until 50 years of age.

FULL GOLF

A full membership which includes unlimited use of the golf course, pickleball, swimming pool and patio, community social events and Clubhouse privileges.

\$75,000 ONE-TIME INITIATION FEE | \$100 EQUITY MEMBERSHIP ASSIGNMENT

Monthly Dues: \$932 plus \$229 Capital, totaling \$1,161

Young Executive Monthly Dues (40-50 years): \$466 plus \$229 Capital, totaling \$695

Young Executive pricing will include a 5% of full dues increase annually until 50 years of age.



Initiation, Dues and fees are subject to change; Monthly payments are subject to change each year. Dues are subject to 7% Florida state sales tax. Initiation Fees are non-refundable, except \$100 which will be assigned as equity and is refundable upon resignation from the Club.

10/2023



MEMBERSHIP OPPORTUNITIES

FULL TENNIS

A full membership which includes unlimited use of the tennis facility, pickleball, swimming pool and patio, community social events and Clubhouse privileges.

\$10,000 ONE-TIME INITIATION FEE | \$100 EQUITY MEMBERSHIP ASSIGNMENT

Monthly Dues: \$399 plus \$100 Capital, totaling \$499

Young Executive Monthly Dues (40-50 years): \$199.50 plus \$100 Capital, totaling \$299.50

Young Executive pricing will include a 5% of full dues increase annually until 50 years of age.

FULL SOCIAL

A full membership which includes total access to the swimming pool and patio, community social events and Clubhouse.

\$7,500 ONE-TIME INITIATION FEE | \$100 EQUITY MEMBERSHIP ASSIGNMENT

Dues: \$240 plus \$68 Capital, totaling \$308

To add pickleball privileges to your Full Social membership, please inquire with our Membership Team. This is a limited upgrade option available at \$100 per month.

ASSOCIATE

An associate, non-equity membership which includes full privileges and one year term for Members under 40 years of age.

Pricing includes a \$500 fee which will accumulate, and will be applied to your Full Equity Membership Initiation Fee when you reach 40 years of age.

GOLF & TENNIS		GOLF
Age	Annual	Annual
35 & Younger	\$7,000	\$6,350
36	\$7,250	\$6,675
37	\$7,630	\$7,170
38	\$8,030	\$7,550
39	\$8,450	\$7,940

Initiation, Dues and fees are subject to change; Monthly payments are subject to change each year. Dues are subject to 7% Florida state sales tax. Initiation Fees are non-refundable, except \$100 which will be assigned as equity and is refundable upon resignation from the Club.

10/2023



FEES

CART FEES *(cart per person)*

	NOVEMBER - APRIL	MAY - OCTOBER
18-HOLES	\$31	\$31
9-HOLES	\$18	\$18
CHILDREN <i>(11-15 years)</i>	\$18 <i>(18-holes)</i> \$11 <i>(9-holes)</i>	\$18 <i>(18-holes)</i> \$11 <i>(9-holes)</i>
CHILDREN <i>(10 years and younger)</i>	FREE	FREE
<i>Children 15 years or younger must ride with an adult; If accompanying adult elects to PLAY, appropriate FAMILY GUEST fees will apply.</i>		
PUSH CARTS <i>(16 years and older)</i>	\$15 <i>(18-holes)</i> \$10 <i>(9-holes)</i>	\$15 <i>(18-holes)</i> \$10 <i>(9-holes)</i>
PUSH CARTS <i>(15 years and younger)</i>	\$11 <i>(18-holes)</i> \$7 <i>(9-holes)</i>	\$11 <i>(18-holes)</i> \$7 <i>(9-holes)</i>
ELECTRIC WALKING CARTS	\$22 <i>(18-holes)</i> \$14 <i>(9-holes)</i>	\$22 <i>(18-holes)</i> \$14 <i>(9-holes)</i>

TAKE-HOME CART PLAN

FAMILY UNLIMITED	\$4,000 <i>(per year)</i> \$360 <i>(per month)</i>
SINGLE UNLIMITED	\$3,600 <i>(per year)</i> \$325 <i>(per month)</i>
FAMILY/SINGLE LIMITED <i>(60 rounds)</i>	\$2,400 <i>(per year, billed in January)</i>

UNLIMITED CART PLAN *(Check-in at the Golf Shop to use one of the Laurel Oak fleet carts.)*

FAMILY	\$4,000 <i>(per year)</i> \$360 <i>(per month)</i>
SINGLE	\$3,600 <i>(per year)</i> \$325 <i>(per month)</i>

GUEST FEES

GOLF GUEST	\$125 <i>(18-holes)</i> \$85 <i>(9-holes)</i>	\$95 <i>(18-holes)</i> \$60 <i>(9-holes)</i>
CHILDREN <i>(16 years and younger)</i>	\$25 <i>(18-holes)</i> \$15 <i>(9-holes)</i>	\$25 <i>(18-holes)</i> \$15 <i>(9-holes)</i>
SPECIAL FAMILY GUEST	CART FEE ONLY	CART FEE ONLY
<i>Equity Golf & Tennis and Equity Golf Members (outside 100 miles of Sarasota)</i>		
FAMILY GUEST	\$90 <i>(18-holes)</i> \$52 <i>(9-holes)</i>	\$70 <i>(18-holes)</i> \$40 <i>(9-holes)</i>
<i>Equity Golf Members (Immediate family inside 100 miles of Sarasota)</i>		
CHILDREN <i>(16 years and younger)</i>	CART FEE ONLY	CART FEE ONLY
HOUSE GUEST REGISTRATION	\$60 <i>(2-week visit, per family unit)</i>	\$10 <i>(2-week visit, per family unit)</i>
<i>Must be registered with Administration Office</i>	\$85 <i>(18-holes)</i> \$47 <i>(9-holes)</i>	\$65 <i>(18-holes)</i> \$35 <i>(9-holes)</i>
TENNIS GUEST	\$10	
PICKLEBALL GUEST	\$10	

OTHER FEES

GOLF LOCKER RENTAL	\$125 <i>(per year, billed in January)</i>
GOLF CLUB STORAGE	\$125 <i>(per year, billed in January)</i>
FOOD MINIMUM SPENDING	
FAMILY	\$800 <i>(per year, billed for May 1 - April 30)</i>
SINGLE	\$600 <i>(per year, billed for May 1 - April 30)</i>
FOOD & BEVERAGE SERVICE	18% <i>(added to each bill)</i>
MILLRIVER BUYING PLAN <i>(Discounted Golf Shop merchandise. Fees apply to those in golf related categories.)</i>	
FAMILY	\$225 <i>(per year, charged on Club statement)</i>
SINGLE	\$165 <i>(per year, charged on Club statement)</i>

Must be at least 16 years of age and have a valid driver's license to operate a golf cart. All Guests are limited to two plays per month. Push Carts and Walking pricing is at the discretion of the professional staff, based on course usage. Gratuities are permitted only for golf cart, locker room, valet parking and beverage cart staff. Charges are billed monthly and are subject to 7% Florida state sales tax.



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Weddings

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Welcome

Share your special event with close friends and family at Palencia. We understand that an extraordinary event doesn't simply happen, it is planned. First impressions are always essential and our professional and experienced Team will help make your special day memorable, beautiful and stress-free.

The Palencia Clubhouse can accommodate up to 150 Guests indoors and up to 200 Guests outdoors. We are dedicated to serving you and your Guests. The menu for your event can be created to your preference or handled entirely by our Chef – the choice is always yours.

GENERAL INFORMATION

All Facility rentals include menu assistance, event consultation, floor plan development, outdoor ceremony chairs, indoor banquet chairs, banquet tables, welcome table, DJ table, gift table, cake table, house black or white linens and napkins, facility set up and break down, Clubhouse wifi access, and guest parking.

Outside food and beverages are not permitted on the premises, with the exception of wedding or celebration cakes. If you don't see an item on our menu, please ask! We will always try to accommodate your requests.

WEDDING COSTS

CEREMONY ON THE GREEN - \$750

COCKTAIL HOUR - \$1,000

RECEPTION - \$3,000

Includes four hours of facility access (does not include set up)

Dance Floor - \$200

Wooden Arch - \$200


Extended Room Block - \$500 *per hour*

Cake Cutting for up to 60 Guests - \$75 | More than 60 Guests - \$125

Fire Pits with Rocking Chairs - \$75 *each*

Rehearsal and Day Of Wedding Coordination - Upon Request

Bridal Suite & Groom's Lounge - \$375 *each*
includes all day use, water station and mimosa bar



Pricing does not include applicable sales tax or 25% service charge.



Menus

COLD HORS D'OEUVRES

Priced per 100 pieces

Prosciutto Wrapped Melon	300
Sesame Seared Ahi with Wasabi	400
Herb Seared Beef Tenderloin with Roasted Garlic Mayonnaise	400
Shrimp Cocktail Shooters	350
Bruschetta Crostini	250
Caprese Skewers	300
Salmon Mousse Cucumber Rounds	350
Ancho Roasted Tenderloin with Chipotle Aioli	350
Gazpacho Shooters	275

HOT HORS D'OEUVRES

Priced per 100 pieces

350	Apple Walnut & Brie Crostini
400	Filet Meatballs
400	Beef Tenderloin & Gorgonzola wrapped with Applewood Bacon
350	Coconut Sesame Chicken Skewers
425	Beef Wellington
450	Scallops Rumaki
350	Beef Empanadas
300	Vegetarian, Pork or Chicken Spring Rolls
400	Crab & Herb Cheese Stuffed Mushroom Caps
425	Crab Cakes
350	Asiago Chicken Blossoms



*Consuming raw or undercooked meat, fish or poultry may increase the risk of food borne illness.
Pricing does not include applicable sales tax or 25% service charge. Prices are subject to change until a
signed event order is received by our Catering Department.*

Menus

DISPLAY SELECTIONS

Small serves 25 Guests, Medium serves 50, Large serves 100 and Extra Large serves 150 Guests

Vegetable Crudités

Mediterranean grilled vegetable platter, served with basil chiffonade
Small 110 | Medium 175 | Large 295 | Extra Large 400

Seasonal Fruit

Selection of fresh seasonal fruits and berries
Small 150 | Medium 250 | Large 400 | Extra Large 600

Antipasto

Sliced Genoa salami, prosciutto, pepperoni, Italian cheeses, marinated mushrooms, artichokes, olives and pepperoncini
Small 150 | Medium 250 | Large 450

International & Domestic Cheeses

Small 175 | Medium 275 | Large 475 | Extra Large 600

Shrimp Cocktail

Tail-on shrimp with lemon and cocktail sauce
Small 150 | Medium 300 | Large 600

Smoked Norwegian Salmon

Served with red onion, capers, chopped egg, dill and crostini
Small 250 | Medium 350 | Large 650

Crostini Bar

Select two: Bruschetta, Kalamata Olive & Feta Tapenade, Hummus, or Smoked Seafood Dip
Small 130 | Medium 250 | Large 350

Chef's Carving Tables *Market Price*

Turkey, ham, pork loin, prime rib or Beef Tenderloin
\$75 Chef Attendant Fee will apply to all Carving Tables

SPECIALTY OPTIONS

Priced per person

Hot Chocolate Bar 6

Caramel, vanilla and raspberry syrup with marshmallows and whipped cream

Brownie & Cookie Bar 9

Brownie bites, assorted cookies and cheesecake shooters

S'mores Bar 9

Marshmallows, graham crackers and chocolate



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Menu Packages

Includes freshly baked breads, sweet cream butter, water and tea.

Priced per person. Plated service available +10 per person.

Add a third entrée +8 per person.

50 **SAPPHIRE MENU**

Includes freshly baked breads, sweet cream butter, water and tea

SALADS

Select one:

Artisan Greens | Baby Spinach
Traditional Caesar

VEGETABLES

Select one:

Seasonal Vegetable Medley | Buttered Broccolini
Haricot Vert with Bacon and Toasted Almonds

STARCHES

Select one:

Wild Rice Pilaf | Garlic Mashed Potatoes
Herb Roasted Red Potatoes

ENTRÉES

Select two:

Pecan Encrusted Cod | Chicken Saltimbocca
Herb Roasted Pork Loin | Grilled Marinated Skirt Steak
Pasta Primavera

TOPAZ MENU 60

Includes freshly baked breads, sweet cream butter, water and tea

SALADS

Select one:

Arugula Salad | Baby Spinach
Traditional Caesar

VEGETABLES

Select one:

Seasonal Vegetable Medley | Grilled Asparagus
Haricot Vert with Bacon and Toasted Almonds

STARCHES

Select one:

Wild Rice Pilaf | Garlic Mashed Potatoes
Bourbon Butter & Vanilla Sweet Potato


ENTRÉES

Select two:

Cashew Encrusted Grouper | Chicken Piccata
Herb Seared Flat Iron Steak | Salmon Piccata
Herb Seared Beef Tenderloin



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signed event order is received by our Catering Department.*



Menu Packages

*Includes freshly baked breads, sweet cream butter, water and tea.
Priced per person. Plated service available +10 per person.
Add a third entrée +8 per person.*

65 EMERALD MENU

Includes freshly baked breads, sweet cream butter, water and tea

SOUP OR SALAD

Select one:

Arugula Salad | Baby Spinach
Artisan Greens | Traditional Caesar
Crab Bisque

VEGETABLES

Select one:

Seasonal Vegetable Medley
Prosciutto Wrapped Asparagus
Haricot Vert with Bacon and Toasted Almonds

STARCHES

Select one:

Wild Rice Pilaf | Gorgonzola Mashed Potatoes
Garlic Mashed Potatoes | Caramelized Onion Potato Gratin

ENTRÉES

Select two:

Crab & Shrimp Stuffed Flounder
Sugar Cane Shrimp | Grilled Filet Mignon
Slow-Roasted Pork Loin

DIAMOND MENU 75

Includes freshly baked breads, sweet cream butter, water and tea

SOUP OR SALAD

Select one:

Arugula Salad | Baby Spinach
Artisan Greens | Traditional Caesar
Lobster Bisque

VEGETABLES

Select one:

Seasonal Vegetable Medley
Prosciutto Wrapped Asparagus
Haricot Vert with Bacon and Toasted Almonds

STARCHES

Select one:

Wild Rice Pilaf | Gorgonzola Mashed Potatoes
Caramelized Onion Potato Gratin | Garlic Mashed Potatoes

ENTRÉES

Select two:

Herb Seared Florida Black Grouper
Seared Salmon with Truffled Cauliflower Purée
Beef Wellington | Roasted Prime Rib of Beef Au Jus
Roasted Lamb | Classic Roasted Muscovy Duck

PLATED DUET OPTIONS 95

Includes freshly baked breads, sweet cream butter, water, tea, choice of soup or salad, one starch and one vegetable.

Seared Snapper & Gulf Coast Prawns | Filet Mignon & Grilled Shrimp | Filet Mignon & Citrus Lobster Tail



*Consuming raw or undercooked meat, fish or poultry may increase the risk of food borne illness.
Pricing does not include applicable sales tax or 25% service charge. Prices are subject to change until a
signed event order is received by our Catering Department.*



Beverages

HOUSE SPIRITS

Hosted 8 | Cash Bar 9 *per drink*

New Amsterdam Vodka and Gin, Castillo White Rum, Heaven Hills Bourbon Whiskey, Arandas Gold Tequila, Clan McGregor Scotch

PREMIUM SPIRITS

Hosted 9 | Cash Bar 10 *per drink*

Tito's Vodka, Tanqueray Gin, Bacardi White Rum, Jim Beam Bourbon Whiskey, Sauza Silver Tequila, Dewar's Scotch

SUPER PREMIUM SPIRITS

Hosted 12 | Cash Bar 14 *per drink*

Grey Goose Vodka, Bombay Sapphire Gin, Bulleit Bourbon Whiskey, Captain Morgan Spiced Rum, Crown Royal Whisky, Patron Silver Tequila, Johnnie Walker Red Scotch

On the rocks: House and Premium +2, Super Premium +3

Double/Specialty: House and Premium + 4, Super Premium + 5

SELECT CLUB WINES

Hosted 8 | Cash Bar 10 *per glass*

Chardonnay, Pinot Grigio, Cabernet, Pinot Noir

WINE CELLAR RESERVE

Hosted 15 | Cash Bar 18 *per glass*

Chardonnay, Pinot Grigio, Cabernet, Pinot Noir

DOMESTIC BEERS

Hosted 5 | Cash Bar 6 *per glass*

Choose Two: Yuengling, Bud Light, Miller Lite, Coors Light, Michelob Ultra

PREMIUM BEERS

Hosted 6 | Cash Bar 7 *per drink*

Choose Two: Heineken, Corona, Amstel Light, White Claw Hard Seltzers, Seasonal Varieties

OPEN BAR PACKAGES

All packages include beer, wine, soda and water.

HOUSE SPIRITS

1-Hour: 19 *per person* | 2-Hours: 28 *per person*

3-Hours: 37 *per person* | 4-Hours: 46 *per person*

Does not include specialty cocktails

PREMIUM SPIRITS

1-Hour: 22 *per person* | 2-Hours: 31 *per person*

3-Hours: 40 *per person* | 4-Hours: 49 *per person*

Does not include specialty cocktails

SUPER PREMIUM SPIRITS

1-Hour: 25 *per person* | 2-Hours: 34 *per person*

3-Hours: 43 *per person* | 4-Hours: 52 *per person*

Does not include specialty cocktails

CLUB WINE & DOMESTIC BEER

1-Hour: 15 *per person* | 2-Hours: 24 *per person*

3-Hours: 33 *per person* | 4-Hours: 42 *per person*

Does not include liquor

CLUB WINE, DOMESTIC & PREMIUM BEER

1-Hour: 17 *per person* | 2-Hours: 26 *per person*

3-Hours: 35 *per person* | 4-Hours: 44 *per person*

Does not include liquor

ADDITIONAL BEVERAGES

Coffee, Lemonade or Soda 3 *per person*

Select all three +4 per person

Alcoholic Punch 125 *per gallon*

Red or White Sangria, Island Style Rum Punch, Spiked Cider or Assorted Fruit Hard Lemonade

Non-Alcoholic Punch 40 *per gallon*

Non-Alcoholic Sparkling Cider 20 *per bottle*

Champagne Toast 4 *per person*

A Bartender Fee of \$75 will apply if proceeds do not exceed \$200. Brands may vary.

Upon request, the Club may add special brands to the bar for your event. Some selections may be subject to additional pricing.

Pricing does not include applicable sales tax or 25% service charge. Prices are subject to change until a signed event order is received by our Catering Department.



CLIENT SURVEY



Laurel Oak Country Club Members Satisfaction Survey

Please take this short survey regarding your satisfaction and experiences at the Club.

Please indicate your Member type.

- Golf
- Social
- Tennis



Laurel Oak Country Club Members Satisfaction Survey

Have you dined at the Club in the past 90 days?

- Yes
- No



Laurel Oak Country Club Members Satisfaction Survey

How would you rate your satisfaction with the Members' Lounge food and beverage service in the following areas?

	Very Satisfied	Satisfied	Neutral	Dissatisfied
Knowledge of Team Members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team Members' Willingness to Assist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistency of Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Menu Selection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of Making Reservations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pricing of Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pricing of Drinks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hours of Operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Laurel Oak Country Club Members Satisfaction Survey

How would you rate your satisfaction with the The Garden Room food and beverage service in the following areas?

	Very Satisfied	Satisfied	Neutral	Dissatisfied
Knowledge of Team Members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team Members' Willingness to Assist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistency of Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Menu Selection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of Making Reservations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pricing of Food	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pricing of Drinks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hours of Operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Laurel Oak Country Club Members Satisfaction Survey

In an average month, how many times do you dine at the Club for the following:

Lunch	<input type="text"/>
Dinner	<input type="text"/>
Brunch	<input type="text"/>
Special Themed Events	<input type="text"/>
Total	<input type="text"/>



Laurel Oak Country Club Members Satisfaction Survey

How would you rate your overall experience at the Club's restaurant compared to other Country Club restaurants that you have visited?

- Excellent
- Very Good
- Good
- Fair
- Poor



Laurel Oak Country Club Members Satisfaction Survey

If you view the Club as fair or poor compared to other Country Club restaurants please tell us why.



Laurel Oak Country Club Members Satisfaction Survey

What is/are the reason(s) that you do not frequent the Club for dining more often?

- I prefer to cook at home.
- I don't prefer the Club's atmosphere.
- I feel the service could be better.
- The lunch menu that is offered is not to my liking.
- The dinner menu that is offered is not to my liking.
- It is too expensive.
- I don't have the time.
- Other



Laurel Oak Country Club Members Satisfaction Survey

Which of the following dining options do you prefer? (Please select your top two choices)

- Lunch
- Casual Dining
- Dinner Nights
- Family Buffet
- Themed Dining Events
- Brunch

Please give us any feedback you may have regarding the question above.



Laurel Oak Country Club Members Satisfaction Survey

Below please find a list of special events held this year. Please check the boxes next to all events you (or your children) either attended or were interested in attending, even if you couldn't make it.

- Seafood Extravaganza
- Valentine's Day Dinner Dance
- St.Patrick's Day Party
- Easter Brunch Buffet
- Mother's Day Brunch
- Memorial Day BBQ
- Father's Day Breakfast Buffet
- 4th of July Celebration
- Annual 7&7 Club Crawl
- New Member Cocktail Parties
- Wine Dinners
- Breakfast with Santa
- Holly Ball
- Holiday Candlelight Dinner
- Dinner & Trivia



Laurel Oak Country Club Members Satisfaction Survey

Overall, how would you rate the Club's special event programming?

- Excellent
- Very Good
- Good
- Fair
- Poor

Do you have any feedback or suggestions regarding event programming at the Club?



Laurel Oak Country Club Members Satisfaction Survey

Do you have any other comments or suggestions with regard to the Club's food and beverage services? Please include any ideas you have for future events.



Laurel Oak Country Club Members Satisfaction Survey

Are you a golfer?

- Yes
- No



Laurel Oak Country Club Members Satisfaction Survey

Please rate the Golf Shop on the following:

	Excellent	Good	Fair	Poor
Friendliness of Team Members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge of Team Members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team Members' Willingness to Assist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Men's Merchandise Selection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ladies' Merchandise Selection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitive Prices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visual Appeal/Organization of Golf Shop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Merchandise Size Ranges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate our golf events the following:

	Excellent	Good	Fair	Poor
Frequency of Golf Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tournaments & Events Overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Major Events Overall (Member-Member, Member-Guest, Club Championship)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Laurel Oak Country Club Members Satisfaction Survey

Please rate the Club's outside Team Members on the following:

	Excellent	Very Good	Good	Fair	Poor
Friendliness of Outside Team Members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge of Outside Team Members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team Members' Willingness to Assist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bag Drop Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cleanliness of Carts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Practice Facility Conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of Making a Tee Time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Laurel Oak Country Club Members Satisfaction Survey

Please rank course conditions:

	Excellent	Good	Fair	Poor
Condition of Tees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condition of Fairways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condition of Greens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speed of the Greens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condition of Roughs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Condition of Bunkers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Course Condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Golf Course Landscape Condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-Course Restrooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-Course Water Stations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-Course Signage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Course Amenities (Ball Washers & Par-3 Sand Buckets)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Laurel Oak Country Club Members Satisfaction Survey

Are you satisfied with the current schedule for organized men's and ladies' Member golf events?

Yes

No

Comments



Laurel Oak Country Club Members Satisfaction Survey

Other/Additional Comments



Laurel Oak Country Club Members Satisfaction Survey

Do you play tennis?

- Yes
- No



Laurel Oak Country Club Members Satisfaction Survey

How do you rate the following aspects of the Tennis facilities? (where 1 is considered POOR and 5 is EXCELLENT)

	1	2	3	4	5
Quality of the Tennis Courts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Floodlights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Court Availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tennis Pro Shop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Laurel Oak Country Club Members Satisfaction Survey

Does the tennis program do a satisfactory job in putting together games/matches for you to participate in?

Yes

No

Comments



Laurel Oak Country Club Members Satisfaction Survey

Are you satisfied overall with the quality of the different tennis activities and programs that you have taken part in?

Yes

No

Comments



Laurel Oak Country Club Members Satisfaction Survey

Other/Additional Comments



Laurel Oak Country Club Members Satisfaction Survey

How would you rate your satisfaction with the Club's on-site Team in the following areas?

	Very Satisfied	Satisfied	Neutral	Dissatisfied	
Friendliness of Team Members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge of Team Members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team Members' Willingness to Assist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Laurel Oak Country Club Members Satisfaction Survey

Do you favor having the Club retain the leftover assessment money to use for Club improvements?

- Yes
- No



Laurel Oak Country Club Members Satisfaction Survey

Would you favor using the left over assessment money for:

- Pickleball Courts
- Outdoor Dining
- Locker Room Renovations
- Other



Laurel Oak Country Club Members Satisfaction Survey

In general, which improvements would you favor and want the board to create plans for implementation? (Check all that apply)

- Pickleball Courts
- Outdoor Dining
- Men's & Ladies' Locker Room Improvements
- Improvements to the Pool area including better food facilities
- Renovate Bunkers
- Create a better Practice Facility
- Improvements to the Golf Shop and entry area to the Locker Rooms
- Create Wellness Programs such as exercise classes, fitness trail, etc.
- Other



Laurel Oak Country Club Members Satisfaction Survey

Based on trends in Private Clubs, the results of the 2014 Membership Survey and other forms of Member feedback, the following is a list of potential improvement to possibly include in the Club's long-range facilities plan.

Please rate each of these for their importance to you and in creating the Club of the future:

	Very Important	Important	Neutral	Unimportant	Very Unimportant
Provide a larger Bar & Lounge for casual dining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide a larger space for outdoor dining	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Refurbish the Locker Rooms in the Clubhouse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add a Fitness Center for fitness equipment and exercise classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add Pickleball courts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve the Driving Range to include expended teeing ground, larger target greens and an improved look and feel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve the bunkers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upgrade the pool complex to include resort-style improvements like a larger desk, improved Snack Bar and Bar area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Laurel Oak Country Club Members Satisfaction Survey

Would you recommend a friend to become a Member at Laurel Oak Country Club?

- Yes
- No



Laurel Oak Country Club Members Satisfaction Survey

Why wouldn't you recommend Laurel Oak Country Club to a friend?



Laurel Oak Country Club Members Satisfaction Survey

Do you have any other comments or suggestions with regard to golf at the Club? Please include any ideas you have for future events.



Laurel Oak Country Club Members Satisfaction Survey

If you have any other feedback regarding the Club that wasn't covered in this survey, please provide it here.

Arlington Ridge Community Development District

Request for Proposals for Golf Course Management Services and Food and Beverage
Operations Services | April 8, 2024



Table of Contents

p.3	LETTER OF TRANSMITTAL
p.4	EXECUTIVE SUMMARY
p.6	QUALIFICATIONS AND CAPABILITIES
p.9	TRANSITION PLAN
p.14	OPERATING APPROACH
p.30	STAFFING PLAN
p.33	FEES AND COMPENSATION

Letter of Transmittal Request for Proposals - Arlington Ridge

KemperSports is excited by the prospect of partnering with Arlington Ridge Community District to manage, market and enhance the Arlington Ridge Golf Club, as well as strengthen outreach programs that are vital to operational success. As outlined in this proposal, we possess vast experience managing daily fee golf properties in the southeast United States. Our regional and national support staff stands ready to transition the operation of Arlington Ridge Golf Course and provide personalized daily supervision and strategic partnership to build a more successful future.

Leveraging our local focus, national size, and proprietary programs, KemperSports is uniquely positioned to improve all aspects of the operation through our focus on leadership education, regional recruitment, and staff development. From day one, we provide tried and tested standard operating procedures, detailed job descriptions, staffer reviews, on-site/online job training and a proprietary customer service program (True Service™), all to ensure a consistent, high-performing facility. If engaged, KemperSports will work directly with the Arlington Ridge Community Development District to deliver high-quality experiences, affordable community access and consistently strong financial results.

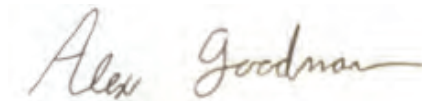
KemperSports will provide:

- High-quality golf club operations with a focus on quality, playable course conditioning
- Management of all business services required to meet and exceed the community and facility needs
- Enhanced food and beverage service and experience
- KemperSports' national buying power and savings
- Golf retail merchandising and pro shop services
- Marketing and sales initiatives that will expand Arlington Ridge Golf Club's market exposure, and increase facility usage and customer loyalty
- High-quality customer service every day of the year

KemperSports will be the sole bidder for this RFP. We have reviewed and understand all terms and conditions of this RFP. All questions can be directed to Eric Martin at emartin@kempersports.com.

Thank you for the opportunity to participate in this request for proposal. We look forward to further discussing how our experience and proprietary programs can benefit Arlington Ridge Community District and surrounding communities that Arlington Ridge Golf Club serves.

Sincerely,



Alex Goodman
Senior Vice President, New Business Development
KemperSports

Executive Summary

KemperSports believes we are uniquely qualified to provide high-quality golf management services to Arlington Ridge Golf Club and the Community District. With expertise in all facets of golf operations, a customer-centric approach, innovative marketing strategies, and a focus on cost-efficiency, we will work to optimize the golf course and food and beverage department's performance and profitability. We are excited to have the opportunity to participate in this bid process and submit a proposal to Arlington Ridge Community District.

KemperSports currently manages six golf courses in the state of Florida and understands what is required to elevate course performance, increase revenue, and enhance the overall golfing experience for properties in the southeast. Arlington Ridge Golf Club finds itself in a very competitive market, and KemperSports will focus on differentiating the golf and food & beverage experience to attract new and loyal customers.

So, what will drive KemperSports' success at Arlington Ridge Golf Course? It starts with who we are then what makes us different.

Who We Are . . .

- 45 years of experience managing golf facilities
- Manages over 100 courses of which 34 are Municipal clients
- Food & Beverage Best Practices and Support
- Sales and Marketing experts
- Local, Regional and National Support Network
- Able to mobilize and transition smoothly and quickly

WHAT MAKES US DIFFERENT

We champion our client's brand. Our clients and their brands are the stars. We enhance our client's efforts by leveraging our depth of expertise for their gain. We customize solutions and execute proven tactics to maximize results.

We take it one relationship at a time. Our company was built on family values. We have and always will act and conduct business with integrity while holding our relationships sacred. We treat our business, our teams, our clients and our customers like family. We focus on building one relationship at a time to grow and positively impact our communities.

We do things differently, because we can. We are an independent family company with the agility and willingness to follow our instincts that put us above the rest in delivering for our clients. It's our competitive entrepreneurial spirit that fuels us.

Our size is our strength. We offer a boutique, personalized service from single-course properties to expansive multi- experience operations. We have the exceptional talent and operational efficiencies of a large company with the attentive client and customer service of a small one.

We deliver results. Period. We have over 40 years experience powering our clients into profitable businesses and driving revenue growth. Our model allows us to make long-term business decisions and our core company value of financial discipline grounds us.

Our experience and culture are paramount to the improvement and professional management of your golf courses.

Key Goals for Arlington Ridge Golf Club

- Provide a golf experience that focuses on playability and quality course conditions
- Implement TrueService to ensure high quality of customer service
- Prioritize capital improvement projects and implement these improvements in the most efficient way possible
- Develop an effective food & beverage operation with attractive a la carte offering as well as event and outing offerings
- Serve Arlington Ridge Community District and work to create a financially sustainable operation

As you read through the entire proposal below, you will see our thoughtful operations plan, operational and support structure, food & beverage best practices, and long-term view at delivering a golf course experience that will continually improve over time.

QUALIFICATIONS AND CAPABILITIES

Our Mission

To be the best club, golf, sports and hospitality management company, delivering outstanding customer experiences, operational excellence, and innovative client solutions in a socially and ecologically responsible manner.

KemperSports is a privately-held property and experience management company with headquarters in Northbrook, Illinois, and regional offices throughout the U.S. We specialize in the management and marketing of golf courses, clubs, sports and event facilities and destination resorts. Our portfolio includes hundreds of award-winning golf facilities, private clubs, municipal courses and tournament venues, including more top 100 courses by leading golf publications than any other management company. Our privately-owned model allows us to make long-term business decisions and our core company value of financial discipline grounds us.

Independently Owned & Operated Since

1978

States in Operation

29

Facilities in Portfolio

140+

Staff & Team Members

8,000

National Scope, Local Focus.



34 Municipal Clients | 44 Courses

- Bolingbrook Park District (IL)
- Broward County (FL)
- City of Dinuba (CA)
- City of Janesville (WI)
- City of La Crosse (WI)
- City of Lake Jackson (TX)
- City of Mansfield (TX)
- City of Modesto (CA)
- City of Newton (KS)
- City of North Richland Hills (TX)
- City of Palm Desert (CA)
- City of Portland (OR)
- City of Round Rock (TX)
- City of Buena Vista (CA)
- City of Saraland (AL)
- City of Stockton (CA)
- City of Superior (WI)
- City of Ventura (CA)
- City of Yorba Linda (CA)
- Clark County (NV)
- County of Hunterdon (NJ)
- County of Union (NJ)
- Howard County (MD)
- Hudson County
- Improvement Authority (NJ)
- Illinois International Port District (IL)
- Pierce County (WA)
- The City of Lake Forest (IL)
- The City of Port Orange (FL)
- The County of Tunica (MS)
- Township of West Orange (NJ)
- Village of Bolingbrook (IL)
- Village of Lawrence (NY)
- Village of Sands Point (NY)
- Village of Vernon Hills (IL)

Proposer's References

Forest Creek Golf Club

Name of Firm: City of Round Rock
Type of Service: Golf Course and Food and Beverage Management
Contact Person: Brian Stillman
Contact Person Title: Sports Facilities & Operations Manager
Number: (512) 218-6607
City, State: Round Rock, TX

Lake Spanaway Golf Course

Name of Firm: Pierce County
Type of Service: Golf Course and Food and Beverage Management
Contact Person: Roxanne Miles
Contact Person Title: Director, Pierce County Parks
Contact Number: (253) 798-4007
City, State: Tacoma, Washington

The Wilderness at Lake Jackson

Name of Firm: City of Lake Jackson
Type of Service: Golf Course and Food and Beverage Management
Contact Person: Robin Hyden
Contact Person Title: Parks and Recreation Director
Contact Number: (979) 285-2084
City, State: Lake Jackson, TX

Buenaventura & Olivas Links Golf Courses

Name of Firm: City of Ventura
Type of Service: Golf Course Management (36 holes)
Contact Person: Nancy O'Connor
Contact Person Title: Parks & Recreation Director
Contact Number: (805) 701-4630
City, State: Ventura, California

City of Portland

Name of Firm: City of Portland
Type of Service: Golf Course and Food and Beverage Management (5 Courses)
Contact Person: Vincent Johnson
Contact Person Title: Director of Golf
Contact Number: (503) 318-1432
City, State: Portland, Oregon



TRANSITION PLAN

Transition Plan

A smooth transition is extremely important. In collaboration with Arlington Ridge Community District, we will develop a series of communication letters to staff and residents detailing the management partnership and transition plan. We will also develop with approval by the Community District, a press release that will also serve as a marketing tool for daily fee golfers.

We will meet with all staff to introduce KemperSports and to share what to expect during the transition process and outline our approach and protocols. Our goal is to address any questions staff may have and to address their concerns. We will also begin implementation of our transition action plan which will be reviewed with the Community District's leadership.

Our initial work will focus on golf survey analysis for feedback and creating a 2024 business plan for each club that will include recommendations for ensuring the courses' financial health, utilization and satisfaction, staff training and service levels, departmental budgets, and overall course operations. Additionally, we will commence capital project planning to be able to execute quickly upon transition.



Transition Plan | Operations

Transition Preparation

Executive Sponsor / Senior VP of Operations /VP of Operations National F&B Director / VP of Accounting / VP of Human Resources Senior Regional Sales & Marketing Director / Exec VP of Partnerships

Pre-Transition

- Transition notice to staff, golfers, etc.
- Preferred vendor/partner setup
- Staff meetings and introductions
- Transition preparation with accounting
- Initiate staff on-boarding

Onboarding, Assessments & Setup

Executive Sponsor / Senior VP of Operations /VP of Operations National F&B Director / VP of Accounting / VP of Human Resources Fitness Director / Exec VP of Partnerships

30 Days

- Complete staff hiring process & orientation
- Staffing plan assessment
- Launch TrueService
- POS/Booking evaluation & programming
- Rates/dues structure assessment
- Initiate accounting/HR/payroll controls
- Facility assessment & evaluation
- Setup weekly operations call with VP
- Setup reoccurring meeting with the Board
- Budget review/development
- Technology assessment

Training, Rollout & Partnerships

Senior VP of Operations /VP of Operations / National F&B Director Human Resources / Fitness Director / Accounting Exec VP of Partnerships

60 Days

- TrueReview implementation
- Complete Phase 1 TrueService Training
- Develop SOP's and roll-out training
- Invoice review for vendor/partner discounts
- Review facility maintenance schedule

Strategic Plan & Budgeting

Senior VP of Operations /VP of Operations / National F&B Director Human Resources / Accounting

90 Days

- Equipment assessment
- Capital plan development
- Facility improvement plan Strategic plan
- Business plan

Transition Plan | Marketing

Assessments & Review

Senior VP of Marketing / Regional Sales & Marketing Director / Marketing Services Director / Communications Director

Pre-Transition

- NGF survey
- Social media assessment
- Brand image review
- Press release
- Staff meetings & introductions
- Asset collection & assessment
- Competitive market analysis

Reporting, Programming & Training

Regional Sales & Marketing Director / Marketing Services Director Communications Director

60 Days

- Install monthly marketing reports
- Programming review & action plan
- Sales & marketing staff training

Orientation & Development

Regional Sales & Marketing Director / Marketing Services Director Communications Director

30 Days

- Marketing plan review/development
- Establish brand standards
- Email marketing analysis & development
- Center of Excellence orientation
- Schedule monthly revenue calls
- Social media plan & roll-out
- Install 30/60/90 action plan
- Technology assessment

Digital Media Analysis & Programming

Regional Sales & Marketing Director / Marketing Services Director Communications Director

90 Days

- Golfer segmentation
- Website analytics
- Social media analytics
- New programming

OPERATING APPROACH

Operating Strategy

KemperSports is dedicated to providing an exceptional golfing experience, focusing on several key areas. We will prioritize high-quality golf course operations, constantly improving fairways, greens, and overall golfing conditions. Additionally, we will plan on enhancing our food and beverage operations, ensuring the food offerings and service meet the expectations and needs of our customers.

Strategic merchandising will be a focus, offering a diverse range of quality golf merchandise and apparel to elevate per-round sales. Anticipating facility upgrades, we will present future rate adjustments to the Community District that reflect the enhanced services, ensuring value for our customers.

Our staffing approach involves an experienced General Manager leading golf, F&B, and maintenance teams, supported by regional marketing and accounting professionals. Together, we deliver our commitment to excellence.

Operations

We have achieved success in golf course operations, in large part, due to our approach of providing customized services in a transparent manner making achievement of our clients goals and objectives, which is our number one priority. Our management philosophy centers around the General Manager being the key position of the facility and their entrepreneurial ability to oversee the daily operations. This approach will allow the local staff at each club the ability to utilize their knowledge and freedom to make real time decisions, connecting with the guests while creating a strong workplace environment.

We deliver support and guidance through proven best practices, regional meetings and consistent communication while empowering the on-site staff to oversee daily operations, sales and marketing and programming.

Our regional vice president and on-site general manager meet monthly to review financial performance, marketing initiatives, golf course conditions, clubhouse operations and facility maintenance. Our goal is to maintain a strong foundation and support structure to ensure our on-site teams can consistently deliver a high quality experience.

General Operations

- SOP's, Rules & Regulations, Bylaws, Staff Training

Golf Operations

- Tee sheet systems and management
- On course operations – pace of play
- Tournaments, leagues and open play
- Cart fleet maintenance, sanitation and rotation
- Professional golf staff - clinics and lessons

Golf Cart Operations

- Lease/purchase sourcing and quote generation
- Fleet operations, maintenance and rotation
- Sanitation, cleanliness, setup



Agronomy Practices

Our facilities pride themselves on providing premier course conditions by utilizing precise operating standards and environmentally friendly practices. After all, course upkeep and maintenance is a driving factor of creating and maintaining loyal customers, happy golfers and guests. Thanks to our proprietary programs such as Green to a Tee™ and the expertise of our Agronomy Advisory Committee (AAC), we can help you establish quality benchmarks and risk mitigation strategies to ensure your course's conditions keep players coming back round after round, year after year.

Green to a Tee

- Our proprietary, multi-level certification program that focuses on environmentally-friendly practices in habitat management, water and fuel conservation, energy usage and recycling. Not only does Green to a Tee demonstrate our dedication to the environment, it also helps save money and positively impact the property and beyond, ultimately enhancing your customer's overall experience.

Standard Operating Procedures

- Establish policies and procedures consistent with your expectations and budget compliance.
- Maintenance programs for mowing, top dressing, watering, seeding, fertilizing, aerification, disease infection, weed control, fungicide applications, insecticide applications and herbicide applications.

Agronomy Advisory Committee

Led by five regional agronomists and two home office industry veterans, the AAC provides agronomy education, training and support for superintendents, general managers, clients and regional operations teams nationwide through a multitude of resources, including:

- *Education:* Featuring our national account partners, the AAC hosts monthly webinars that provide unique training opportunities and offer premier product insight, allowing your team to maximize the utility of your products and receive updates on industry-leading advancements.
- *Equipment Evaluation & Purchase Tool:* Created by the AAC, the equipment inventory evaluation and tracking tool helps you track, grade and evaluate repair and/or

replacement of your current equipment. This tool also assists teams in planning ahead by not only helping you identify what equipment to buy, but also when to buy it. Superintendents also receive access to KemperSports-negotiated national pricing.

- *Yearly Agronomic Facility Reports:* This enhanced, annual agronomic report template helps you put together a report on your course's current condition, including an update on greens, tees, fairways, rough, bunkers, cart paths, tree care, short- and long-term projects, capital equipment overview, payroll and expenses and irrigation evaluation.
- *Monthly Agronomic Client Report:* The monthly agronomic report provides additional details regarding the course and grounds operation at your facility, course conditions, labor and expense explanations, and an overview of any projects either in planning or in process.
- *KemperSports Mentorship Program:* Our mentorship program pairs superintendents with other superintendents of varying experience and backgrounds, allowing teams to stay up to date on industry trends and learn from each other's successes in a variety of different format.



Food & Beverage Operations

Our Food & Beverage department provides expertise to help maximize revenue from golfers to corporate events to weddings and banquets. We will assess the current F&B operations and provide best-in-class recommendations for appropriate staffing, operational efficiencies and purchasing strategies. Led by our national food and beverage director, we work to enhance service expectations and implement staff training processes to support a successful F&B operation. Our clients also receive access to our national vendor partnerships, which lowers food and beverage operations cost and increases the quality of offerings. Examples of our F&B services are listed below.

Quick-Service Outlets

We assist in creating unique, elevated quick-service experiences that provide players and guests with convenient grab- and-go items across multiple areas of the facility, such as practice ranges and beverage carts. This helps to maintain pace of play and improve overall customer satisfaction.

A La Carte Dining

We develop strategic dining concepts to enhance your property brand and drive repeat business.

Banquets & Events

We assess your current event space and develop menus and marketing strategies that effectively target the most profitable customer segments for your venue. In addition, we create menus that fit current market trends and can be carried out in an efficient, profitable way.

Menu Strategy & Costing

Thoughtful menu offerings require the collective input of on-site and regional team members to match menu items to your customers' preferences in an economically sustainable manner. We conduct a menu analysis to provide you with key insight and data from historic sales, which helps inform future menu decisions. In addition, our national partner programs help to reduce food costs and provide you with technological tools that streamline the menu creation process.

Certification & Licensing

We develop and enforce appropriate food safety standards and protocols, ensuring that supervisors are appropriately trained in food storage, preparation and serving methods. Additionally, our in-house legal and administrative teams are available to help in the acquisition, compliance and renewal of any liquor licensing requirements at your facility.



Food & Beverage Events Approach

We believe that an F&B operation is an extension of the facility. A well-run F&B operation along with a variety of options will benefit both golfers and the facility itself. Below are some reasons for how an enhanced F&B operation positively impacts a golf facility:

- 1. Convenience for Golfers:** Golfers often spend several hours on the course and having a well-run F&B operation provides them with a convenient place to grab a quick bite or refreshment between holes. This can help sustain their energy levels and keep them focused on their game.
- 2. Revenue Generation:** A well-managed F&B operation can be a significant source of revenue for the golf course. Golfers and visitors are likely to spend money on snacks, beverages, and other convenience items, which can contribute to the facilities' overall financial health.
- 3. Enhanced Customer Experience:** An F&B outlet adds to the overall golfing experience by offering a range of food and beverage options. It can contribute to a positive atmosphere on the course, making the entire outing more enjoyable for players.
- 4. Extended Stay:** Offering food, snacks and refreshments encourages golfers to spend more time at the course. This can lead to longer stays and potentially more rounds played, further benefiting the course's revenue.

- 5. Social Interaction:** F&B outlets can serve as gathering points for golfers to socialize, share stories about their rounds, and connect with others who share their passion for the sport. This sense of community can foster repeat visits.
- 6. Tournament and Event Support:** Golf courses often host tournaments, events, and outings. Having an F&B outlet can cater to participants and spectators during these occasions, providing a valuable service and potentially boosting event revenue.
- 7. Customized Offerings:** An F&B outlet can tailor its offerings to the preferences and dietary needs of golfers. This flexibility ensures that the snacks and beverages available cater to a variety of tastes.
- 8. Promotion and Branding:** The F&B outlet can be used as a platform to promote the golf course's brand. Branded merchandise, promotional materials, and loyalty programs can all be integrated to strengthen the course's identity and reputation.
- 9. Cross-Promotion:** The snack shop can collaborate with local businesses, suppliers, or sponsors to cross-promote products or services. This can create mutually beneficial partnerships and potentially bring additional revenue streams.



Sales & Marketing Plan

Achieving revenue goals hinges on proactive efforts to establish a unique position in the marketplace and drive customer demand and engagement. We develop a customized sales and marketing plan for you to better target, engage and retain players and guests. We utilize proven marketing and sales tactics to maximize the earning potential for your property in the following categories.

Key Elements of the Arlington Ridge Sales and Marketing Plans

Marketing Plan Development, Implementation and Reporting

We assist in the development and implementation of a comprehensive strategic marketing plan tailored specifically for your property to set a foundation for long-term success. Your dedicated Regional Sales & Marketing Director is there every step of the way - from helping to identify your property's unique selling proposition within the marketplace to leading the development of a marketing plan that aligns with your goals and working in lockstep with on-site staff to bring the plan to life. We prepare monthly marketing reports to provide status updates on budget, bookings, rounds revenue and other key metrics.

Targeted Marketing Campaigns

We have access to a multitude of marketing insight tools, such as National Golf Foundation data and point of sale systems, which allow us to segment customer data across hundreds of categories such as zip code, age, discretionary spending, household density and golfing households. We work to personalize communications and segment programming to individual customers and customer segments to create more effective marketing campaigns that allow for a greater return on investment from your marketing budget.

Communication Strategy and Engagement

We utilize industry-leading digital marketing tools to create actionable content, quantify leads and position your brand across a variety of communication channels, including email, social media, SMS and direct-to-consumer applications. This includes content that leads to tee time bookings, event inquiries and one-click access to social media outlets. These tools allow us to track and analyze customer behavior and industry trends to make real-time adjustments to enhance the customer journey.

Website Design & Analytics

We assist in the development of a responsive, engaging an optimized website to reach customers. Our Sales & Marketing team continuously audit and adapt your property's website to include high-quality, responsive content that's designed specifically for search and mobile formats, helping you generate increased online bookings directly from your site.

Imagery

We facilitate the content capture of high-quality images and video of your course(s), clubhouse, event spaces and other amenities to inspire customers to take action. Good, quality visuals help increase your property's value proposition and create a consistent brand message. We are connected to the leading and emerging photographers and videographers in the industry to help capture the right imagery for marketing communications, advertising, social media and website needs.

Technology and Marketing

Efficient, effective technology implementation is vital for both internal and external parties. KemperSports prides itself on its ability to work with our technology partners and sales & marketing teams to use technology to not only communicate with our customers, but also quantify its impact.

SWOT Analysis

Conduct ongoing market surveys to determine strengths, weaknesses, opportunities and threats (S.W.O.T.) of the local competition and make recommendations regarding operations of the courses, daily fee strategies and brand positioning.

Competitive Market Analysis

A competitive market analysis involves a comprehensive evaluation of the current market landscape, and highlights competitors' strengths and weaknesses, pricing strategies, market share, and potential barriers to entry.

Market Positioning & Branding

We bring decades of experience in branding and positioning to help launch new experiences in the industry and reposition established brands on behalf of our clients and partners. With every new client relationship, we explore and analyze your facility's target markets and unique brand positioning. This market review is key to establishing a compelling marketing plan and identifying the most valuable customer segments for your business.

We leverage KemperSports customer insights, conduct a competitive analysis and benchmark against National Golf Foundation data to review key market indicators in your area. Developing a firm understanding of the demographic trends, number of golfing households and supply and demand for the game in your region help inform our recommendations for your facility.

Our operations and sales and marketing teams work together to evaluate market insights and deliver the following reports that are used to inform short- and long-term business strategies.

- S.W.O.T. Analysis
- Market summary
- Unique selling proposition
- Competitive rate review
- Local partnership opportunities
- NGF loyalty insight surveys
- KemperSports TrueReview customer insight surveys



Technology

Technology plays a major role in our business and it is vital for establishing efficient operations and scaling digital marketing tactics for our clients. We pride ourselves on our ability to identify the latest technology in our industry and implement it on behalf of our clients to better communicate with customers and track our results. Our master service agreements with leading technology vendors ensures that we are providing you with a leveraged rate of services and enhanced customer support. We currently maintain relationships with GolfNow and associated platforms, Lightspeed and EZSuite.

Strategic Vendor Partnerships

Point of Sale Technology

- EZSuite: Our preferred vendor for point of sale (POS) technology. We can provide a negotiated, cash or trade-based fee for the use of the system.
- Lightspeed: Our other preferred vendor for POS technology, Lightspeed connects every side of your operation to one cloud-based platform while leveraging a comprehensive suite including POS, email, website and business intelligence.

Third-Party Distribution

- GolfNow: Our master service agreement with GolfNow ensures a transparent and beneficial relationship is honored for all parties for distribution and marketing services.

Customer Reviews

- TrueReview is our proprietary survey technology that utilizes customer emails to help our clients solicit feedback and establish Net Promoter Scores, a leading customer service benchmarking tool in the hospitality industry.

Human Resources and Internal Communications

- We leverage UltiPro, a cloud-based human resources management software, to better administer onboarding, benefits administration, time management, payroll and analytics for your staff. We also utilize a KemperSports UKG mobile app for staffers. This app allows staffers to easily access payroll information and other HR benefits, tools and news on their phones.
- For internal staff communications and collaboration, we also lean on tools such as Microsoft Teams, Mail Chimp and the KemperSports Center of Excellence, a file sharing site that allows us to share important resources with our teams in the field.

Finance & Accounting

- Great Plains: Financial accounting system used for general ledger accounting and month-end financial statement reporting. This is the direct financial interface across many of our preferred point of sale providers.
- Power BI Pro: We leverage this software for property-level financial analytics and benchmarking across our portfolio of properties.
- Vena: This cloud-based software is integrated with our Great Plains accounting system and in development for property budgeting and forecasting, daily and weekly revenue reporting, analytics and standard month-end financial reporting.

Sustainability

KemperSports is committed to sustainable operations across all aspects of golf course management. While the obvious focus is on ensuring excellent golf course conditions with limited use of water, pesticides, and other chemicals, sustainability practices at our company stretch beyond the turf. We focus on ways to reduce energy consumption through EnergyStar appliances and equipment, food waste, and overall pollution caused by typical golf course operations that are both financially and socially beneficial.

Green to a Tee Program

KemperSports' proprietary, multi-level certification program which focuses on environmentally friendly practices in habitat management, water and fuel conservation, energy usage and recycling. This program demonstrates our dedication to the environment, saves money, and has a positive impact that reaches beyond the property. Not only do we place specific value on maintaining a clean environment at our facilities, but also recognize that it enhances the customer experience.

Our top practices within the Green to a Tee Program that provide the most significant results in reducing environmental impacts of our operations include:

Green vendor utilization which includes the purchase of products which are rated ENERGY 4 STAR, and the use of products and services that have the Green Seal Mark of Environmental Responsibility.

Waste management & recycling programs that are implemented to limit the use of material resources and improve recycling practices and efficiencies. Examples include:

- Paperless meetings, communications, and customer transactions
- Recycling of batteries, light bulbs, ink cartridges, and computer equipment
- Prominently placed recycling stations to encourage customer recycling on property

Golf course maintenance practices are evaluated and improved to support and promote biodiversity, reduce chemicals, and improve turf health.

- Environmentally friendly pest management programs
- Habitat management
- Use of organic fertilizers
- Attention to chemical storage and usage
- Naturalizing areas of the golf courses that don't come into play (i.e. no-mow areas)

Water conservation is a significant factor in our maintenance programs. Our properties commit to limiting the use of water through many different best practices. Examples include:

- Improve irrigation systems to limit leaks and water loss
- Utilize wetting agents to reduce water usage
- Where available, implement the use of reclaimed water



Accounting & Financing

Financial guidance, transparency and accountability is the foundation of our service offerings, and our regional and home office teams provide you with a variety of insight and resources to analyze all facets of your operation.

Financial Management

As shown in the organizational charts, the Golf Course Controller reports directly to the KemperSports Regional Controller, with a dotted-line to the General Manager. We believe this is an effective control safeguard to ensure the financial day-to-day operations of the course are supervised by the KemperSports Home Office Accounting team.

Controls

Our internal controls safeguard all property assets, including the tee sheet. We will provide all segments of your facility with a toolbox of controls and best practices tailored to the operation that will drive decisions and monitor the health of your business. Management of inventory is one area where our systematized inventory training and procedures enhance controls, accuracy of inventory reports and managing gross margin. Our regional support team performs periodic audits to ensure compliance with controls and best practices.

Reporting & Analysis

To gauge progress against financial forecasts, budgets and goals, our team provides you with detailed monthly profit and loss statements, summary financial reports and other key financial metrics. We also deliver in- month snapshot reports to help facility leaders manage the business more effectively, tracking your success across Key Performance Indicators (KPIs) and through benchmarking using similar property types.

Payroll Compliance

We assign a dedicated payroll administrator to each client who teams with property-level contacts to ensure payroll practices are aligned with local and state regulations for minimum wage, time and attendance and other related activities. Our team can quickly react to a broad range of new regulations and help you take advantage of emerging opportunities as they develop.

Budgeting & Forecasting

Our regional team supports the budgeting and forecasting process for you through best in-class processes, data and capabilities. And, given our diverse portfolio and extensive industry experience, we bring to bear a wealth of insight across all property types throughout the country and can adapt to unique operating models.

Insurance & Risk Management

Backed by industry-leading broker and carrier partners specializing in golf and hospitality risk, we deliver insurance programs and policies that are tailored to your business. These programs are supported by dedicated service and broker teams with safety consultants to help mitigate risk and claims advocates to manage claims. We provide training and other resources, such as our proprietary training program Safety National, to help proactively manage risk.



Retail Merchandising

At KemperSports, we know it's not a "one size fits all" strategy to run a successful retail operation. Each facility, region and clientele is different, and requires a highly-curated and constantly-evolving retail offering to deliver on the specific needs and preferences of your unique customer base. To be successful, we surround our on-site buyers and merchandisers with established relationships with industry-leading brands, as well as a dedicated team of our best retail professionals in the country to support the right product mix, quantity and merchandising best practices for your retail shop.



Purchasing & Strategic Partnerships

With KemperSports, you immediately gain access to our buying power, expertise and strategic relationships built over our 40-year history. Our team has made a concerted effort to develop and maintain deep relationships with brands that are truly best in class, that are deeply committed to the golf industry and are critical to the sustained financial and operational success of golf facilities. We do not mandate any purchasing, but rather set up industry-leading programs to provide you great value and support. This includes partners in every category from agronomy and clubhouse supplies to major capital purchases and food, beverage and retail inventory. Allow us to put our strong buying power and deep relationships to work for you.



Human Resources

Our Human Resources team is responsible for hiring, employing and training all staff. **When we work with a new client, we seek to retain and retrain the majority of existing staff to ensure continuity of service and community goodwill.** Our goal is to build a passionate and diverse team of hospitality professionals that delivers exceptional customer service to all players, members, guests and partners.

Recruitment & Retention

Recruiting the right team starts by looking in the right places. Our human resources team assists owners and general managers with identifying the best candidates, facilitating the interview process and hiring and onboarding key personnel.

The Human Resources team also supports our properties in the lifecycle of our staffers, which includes training and development, personnel issues, workers compensation, FMLA and other HR topics.

Benefits

When facility staffers become staffers of KemperSports, they gain access to an array of benefit choices, including medical, dental, vision and 401(k) benefits. Our Wellness Program encourages healthy living and provides premium discounts.

COVID-19 Pandemic

As a result of the COVID-19 pandemic, we have further strengthened our safety and quality control programs for our staffers and our customers.

Workplace Safety

We know that safety is crucial to all business operations. We promote overall property safety, including safe working conditions for staff members at all facilities across the country.

Much of our success in creating a safe environment for our guests and staff comes from our proprietary Safety National program. In partnership with our risk management consultants and insurers at Aon Insurance, this unique program identifies cost savings opportunities for our properties and ensures the overall workplace safety is top of mind for all staffers on a daily basis.

When our staffers work in environments that are free from safety risks, they are able to better focus their attention on delivering exceptional customer service.

Safety National includes:

- Cost savings opportunities by hosting routine internal safety audits and action plans to ensure standard compliance
- Quarterly safety webinars, and a summer program that highlights a variety of safety related areas to be mindful of and improve upon during the peak golf season
- Up to \$8,000 savings in insurance premiums

Workplace Wellness

Wellness receives similar attention at KemperSports. With our HR and Benefits consulting partners, we constantly monitor our data and trends in the health and welfare benefit plan area. Through our Wellness Program, staffers have the opportunity to receive financial credits for health and wellness activities such as annual physicals, preventative health screenings, dental visits, COVID-19 vaccines and biometric screenings through offsite providers.



Customer Satisfaction

At KemperSports, we empower our employees to deliver on our service promise. We invest in every employee to ensure they are equipped with the tools they need for the job, and trained through our proprietary customer satisfaction program, TrueService™.

Training Methodology

TrueService™ training is designed to enhance each staffer's communication and problem-solving skills. Sessions are administered by a TrueService™ Champion to build a culture of dialogue on improving customer service performance. TrueService™ has been proven to increase staff motivation and engagement, improve knowledge and boost confidence. In return, customers, golfers and guests will build better connections with our staff, which leads to increased revenue and customer loyalty.



TrueService™

Pillars of TrueService™ Training

1. Be genuine, helpful and friendly
2. My attitude is my responsibility
3. To the customer, everything matters
4. Service is team sport
5. Customer happiness is everything

TrueLeadership

This program represents our commitment to developing and supporting key leaders across the organization. Our proprietary TrueLeadership training program identifies high-potential staffers and helps them grow and develop into better managers and leaders of our company.

We Measure Success

Through continuous customer engagement, we solicit and receive valuable feedback that is used to benchmark ourselves and to guide data-driven decisions. TrueReview™ is the measuring stick for each property's guest experience. Feedback is shared with our staff and stakeholders to ensure a collaborative approach to our business operations.

TrueReview™ & NPS (Net Promoter Score)

Our commitment to creating a dynamic and memorable guest experience is proven in the service and survey scores that our properties receive. TrueService™ gives our staff the tools they need to operate with a service-centric approach, and we measure that success through our True Review program.

Our GMs and Regional Team review TrueReview scores monthly for each club we operate and create plans to address any recurring challenges based on customer feedback, whether it be service, facility, or any other reason. Our deep experience operating high-volume, urban golf courses provides numerous tools and resources to support the on-property team continuously improve operations and deal with inevitable challenges that arise

Community Impact

We are strong believers in supporting and promoting the communities in which we operate. Not only is it key to our success, but it is also important to our staff and clients.

We play a pivotal role in building relationships with local communities and business groups and giving back to local charities, made evident through the long-standing relationships we have established with organizations such as The First Tee and its chapters nationwide, Folds of Honor and the Evans Scholars Foundation - all leading charitable organizations in golf.

Additionally, we are known for bringing communities together through fun events and creative spaces - with golf and non-golf experiences. We help our property teams create community events that foster camaraderie, fundraising, networking, social opportunities and fun for all residents, businesses, media and partners in their region.



Last year, I was invited to the KemperSports' annual leadership conference, and the energy and passion we felt in the room was inspiring. Company leaders from all around the country felt personally invested in our mission. We are so grateful for their support and company-wide donations from Patriot Golf Day in 2017. It was a record year. KemperSports has helped us change the lives of thousands of military families. I am very proud to stand with my fellow golf professionals at KemperSports and I appreciate their continued commitment to Patriot Golf Day again this year."

- Major Dan Rooney
Founder/CEO at Folds of Honor

Player Development

Player development programming is critical to keeping customers engaged and bringing new groups of people to the game, and to your facility. Our inaugural KemperSports Golfer Insights Survey queried nearly 25,000 current, lapsed and new golfers in 2021, and it revealed that nearly half of new players are looking for comfortable, social environments to keep them coming back for more rounds. The fun factor is important to new golfers, and we arm our facility teams with playbooks and creative programming ideas - for golfers and non-golfers alike - to drive revenue and keep customers engaged.

As operators and advocates for the game, we are committed to sharing our love and passion for the sport with every kind of player. We dedicate an entire month to player development programming each year - June is Player Development Month for our staff and properties - and provide tools, tips and best practices in real time as new ideas and learnings become available.

In 2021, we launched the All Welcome initiative designed to attract, welcome and retain new and diverse golfers at our properties. We also signed on as the first golf course management company to help launch the golf industry's new Make Golf Your Thing movement in 2021, which focuses on supporting an authentic and joyful environment for learning and inviting people from all backgrounds and skill levels to engage with the game of golf in their own way.

Examples of player development programs and events at our facilities include:

- Adult programs and clinics
- Get Golf Ready
- Socially structured instructional clinics
- Men's, women's, couples and senior leagues
- Themed instruction nights, including food & beverage
- Beginner golf programming and social events
- National Women's Golf Day
- Equipment demo days
- Junior golf camps and lessons
- Cross-promotional programs with recreation and multi- sport athletic centers
- PGA Junior League
- Youth on Course
- Spark Golf League
- Bring your daughter/son day
- Family golf rates and family tees
- The First Tee

We value and respect the diverse backgrounds and stories of everyone we work with – from our staff and customers to the vendors we choose as partners. We're committed to making choices that will help us build and maintain a diverse and talented workforce.

We Succeed...

...when equality is at the forefront and we have the honor of working with people from many different communities. That's why we've taken steps to ensure our recruiting practices are inclusive and we've committed to building partnerships that connect us with all communities.

...when creativity and innovation come from all corners of our business. From a local municipal gem to our events, clients and our home office, our teams work alongside each other to bring different perspectives to the table. And our goal is to create a safe space for everyone to share their voice.

...when our relationships are united by passion, solutions and dedication to growing our industries. No matter what a person's background or ability may be, we aim to level the playing field. We look for diversity in thought and experience. And ultimately, it's a person's passion and ideas that make them a good addition to the KemperSports family.

For over 43 years KemperSports has and always will seek opportunities to provide all people the opportunity to experience this great game. This is done through alignment with community organizations as well as creative programming.

KemperSports has been involved in the First Tee since its inception and currently have several of our municipal operations as hosting sites for the First Tee. Our Executive Vice President is on the national board, and we have been a major sponsor since its inception. In recent years all the major associations and large management companies have worked together to create new and innovative strategies to get young people and adults to try the game.

We have adopted our strategic partners programming that provides golf accessibility and diversity programming at our municipal golf operations. Many of our facilities, with our client's approval, provide juniors to play for free with an adult. We provide a variety of clinic programming for both juniors and adults through our player development initiatives. We will develop and execute new and fun programming to attract non-golfers to the game.

KemperSports is also proud to be the only management company to have signed on as a founding sponsor of the Make Golf Your Thing initiative, brought to the industry by the American Golf Course Industry Coalition. From this, we developed and distributed the KemperSports All Welcome Guide, which offers a comprehensive toolkit of best practices for outreach. Finally, as a reinforcement, each year, KemperSports devotes the month of June to promoting player development. Free programming is key component of these efforts.



STAFFING PLAN

Staffing Plan/Org Chart





Matt Lindley
Vice President of Operations

Matt Lindley has over 33 years' experience in the hospitality industry in destination golf, private clubs, lodging and regional operations management. He previously served as Vice President and General Manager at Sandestin Golf & Beach Resort for several years, and also served as a Regional Vice President for Intrawest for six years. Properties that he had regional oversight on included Sharks Tooth Golf Club, Forest Dunes, The Raven at Snowshoe Mountain, Blackstone Golf Club, Seville Country Club, Silverthorne Club and Big Island Country Club. Since 2016 he has owned and operated two hospitality companies; Destination Adventure Holdings and Professional Golf Management, Inc.

Matt is based in Florida and serves as the Regional Operations Executive for several properties in the Southeast region.



Alex Goodman
Senior Vice President of New Business Development

A seasoned industry leader, Alex Goodman brings a wealth of experience to KemperSports as the new Senior Vice President of Business Development. Alex joins us from Topgolf Callaway Brands, where he was a Senior Director of Global Sales overseeing the Toptracer Range Technology sales team. Focused on strategic expansion, Alex spearheads the growth of KemperSports' already impressive portfolio of public courses, private clubs, and destination resorts.



Ani Carrillo
Regional Sales & Marketing Director

Ani began her career in golf more than 10 years ago and has worked at KemperSports for the past six years leading sales and marketing efforts at our Southwest properties as well as five golf courses across Mexico and Panama. She played golf collegiately at Sam Houston State University in Huntsville, Texas.



Jeff Osborn
Senior Vice President, Strategic Partnerships

Jeff is responsible for initiating, negotiating, optimizing and managing new and existing partnerships with key KemperSports vendors. In addition to his work overseeing strategic partnerships and preferred vendors, Jeff assists the Operations and New Business Development teams in driving incremental revenue through negotiation, analyzing and optimizing contract structures, incentive payments and purchasing partnerships. Jeff brings more than 15 years of sports and entertainment experience to KemperSports, most recently leading strategy, business development and finance for a division of Levy Restaurants.



FEES AND COMPENSATION

Fees and Compensation

Management Agreement	
Length	Three (3) year initial term with two additional one (1) year extension options.
Financial Compensation	
Base Management Fee	\$10,000 per month (\$120,000 annualized) for Golf and F&B management, 3% base fee increase annually.
Incentive Fee	To be based on achieving key objectives mutually set by the District and KSM. To be negotiated.
Other Fees	
Administration	No additional fees.
Corporate Management Fee Per Visit, including estimated expenses	No additional fee for visits; Travel expenses outlined in annual operating budget.
Information Technology	\$50 per KemperSports email address for each key staff member and department head.
POS Installation	No additional fees; Installation expenses outlined in operating budget.
Marketing/Advertising	Expenses outlined in annual operating budget.
Payroll Processing	No management fee, processing fees are outlined in operating budget.
Procurement	No Fees, Client receives all real-time discounts at time of purchase.
Out of pocket reimbursements such as travel, courier, costs of recruitment, etc.	No additional fees or mark-up, expenses budgeted for in the annual approved operating budget.

Financial Information

As a matter of policy, KemperSports does not provide financial information in a Public RFP. However, KemperSports is willing to make available our company financial statements and insurance policies in a private and confidential setting during the interview and evaluation process.

Additionally, we are providing the following Financial References:

Bank of Mellon:

Vicky Hitz
Asst. Vice President Commercial Banking
111W. Monroe / 5W / Chicago, IL 60603
312-461-8370 vicky.htiz@bmo.com

Huntington National Bank:

Matt Stangl
Business Development Manager, Golf
TCF Capital Solutions, a division of TCF National Bank
1111 W. San Marnan Drive, Suite A2 West,
Waterloo, IA 50701
P: 866-258-1129 | F: 800-741-8079 | C: 319-939-4489
mstangl@tcfbank.com





**OLIPHANT GOLF
MANAGEMENT**

Prepared for:

ARLINGTON RIDGE COMMUNITY DEVELOPMENT DISTRICT

RFP - GOLF COURSE MANAGEMENT SERVICES

4/5/2024

OLIPHANT GOLF MANAGEMENT, LLC

www.oliphantgolf.com

Table of Contents



5	Letter of Interest
6	Who We Are
8	Contract Structure & Fee Proposal
12	Business Plan
15	Turf Management Plan
16	Approach
22	Operator Experience
26	Current Clients
27	Case Studies
34	References + Testimonials
40	Certifications
42	Financial Capabilities
43	Why Choose OGM?
44	Contact

Letter of Interest

Thank you for the opportunity to submit our proposal for golf course management services for the Arlington Ridge Golf Club (ARGC) on behalf of the Arlington Ridge CDD. Oliphant Golf Management legal composition is an LLC, S Corporation.

We see a fantastic opportunity for ARGC to be a viable, healthy business that welcomes and engages the community, and with improvements to the golf course, an attraction for the surrounding region to play. We welcome the opportunity to be your partner in delivering sustainable and transformational improvements coupled with financial stability.

Our company, Oliphant Golf Management (OGM), has a proven record of success in course operations. Our focus is on delivering transformational change by creating extraordinary golf experiences through design, maintenance and management. We are both pragmatic problem solvers and big thinkers- meaning we can help you to achieve the immediate bottom-line results in operations that are required to invest in the future of the golf course. Our team will help you to execute a vision for where the course is going and for what exactly that future should look like, starting with immediate improvements to golf course conditions. We understand how to align shared goals, achieve collective outcomes, grasp a broader vision and continue to adapt in the ever changing golf environment. We are the company to help you move things forward- not just sideways with a change in management companies.

Throughout our proposal, you will see that we are fully capable of delivering a management structure designed to excel in day-to-day operations and greens keeping. Additionally, we'll enhance the marketing and branding of the property. This approach will drive revenue and positively impact the bottom line, thereby enabling reinvestment into the golf course. We have outlined a model, based on our depth of experience, as seen in our case studies and previous work, that we are confident will be successful for ARGC.

Thank you for your consideration!

Craig Haltom
President, Oliphant Golf Management

Who We Are

Oliphant Golf Management (OGM) provides a results-oriented style of golf course management that sets us apart. Our approach is simple; we follow time-tested cultural practices on the course, we are keenly focused on playability and customer service, and we maintain the highest internal quality standards for our work and professionalism. We do everything we can daily to provide our customers with fun and memorable golf experiences.

We currently maintain and manage 15 courses with over 400 employees. Our contracts range from full general management services to direct maintenance to turn-key lease operations. We are also an active golf course builder with exceptional capability in grow-in and course establishment.

Company History

OGM's parent company was started by Mike Oliphant in 1996 and continues to be an industry leader in golf course construction and renovation. We have completed over 250 high-profile golf projects over the past 25 years, and now, under Craig Haltom's ownership, we continue to work on some of the most exciting projects in golf, including Sand Valley Golf Resort in Central Wisconsin, and many notable design/build golf course transformations.

In the financial crisis of 2008, as golf course construction stopped, business partners Mike Oliphant and Craig Haltom started OGM as a logical extension of our course development work. Over the past fifteen years, Craig has purchased the company and expanded the executive team, and OGM continues to achieve measured growth by consistently delivering excellent outcomes for our clients. We are selective with our workload and committed 100% to the success of each project we take on. The management side of our business is focused on delivering transformative change through OGM's uncommon ability to build and operate sustainable golf operations, from developing the project concept to long-term management.



Our Mission

OGM delivers transformational change by creating extraordinary golf experiences through design, maintenance, and hospitality.

We help our clients to build and grow sustainable golf businesses and we contribute, through golf, to making the communities we work in better places to live.

An integral part of the mission is to provide straightforward, objective guidance for our clients and strong leadership in golf operations. We deliver the vision, resources, and hard work to create great golf experiences EVERY DAY.

We care deeply about our work and take a keen interest in the game of golf, its history, and its golf courses. We maintain safe, healthy, and fun workplaces where excellence is rewarded.



Contract Structure & Fee

Existing Circumstances

Arlington Ridge Community Development District (ARCDD) owns a championship 18 hole golf course, restaurant and banquet facility in Central Florida, just south of The Villages. The ARCDD wishes to provide an exceptional golf experience for its residents and visiting guests, and to operate a financially sustainable and growing business.

Oliphant Golf Management (OGM) is a leading nationwide golf course management, design, and construction company. OGM has a proven record of success in golf course management and currently manages 15 courses in 5 states.

Opportunity

OGM is well-positioned to provide management services and complete oversight of operations at Arlington Ridge Golf Club (ARGC). OGM will provide the necessary management, leadership, and expertise in golf operations and master planning and implementation to achieve exceptional results that will move the courses forward to its best future.

Proposal

OGM will provide overall General Management at ARGC; this includes oversight of all departments: Golf Operations, Course Maintenance, Administration / Bookkeeping, Food & Beverage and Marketing. As part of the proposal, all on-site employees of the golf courses will be employed by OGM with the revenues from the golf operation covering all employment costs. ARGC will receive a monthly invoice for OGM's base management fee.

OGM Management staff will be responsible for all club operations, including the following:

- Operate and oversee all aspects of ARGC golf operations
- Daily operations and staffing
- Administer Golf Course policies
- Responsible for all hiring, compensation, discipline, and terminations
- Develop and execute a comprehensive marketing and sales strategy
- Establish operating budgets, seeking ARCDD approval annually
- Implement agreed-upon schedule of prices for all season passes and daily fee guest play
- Deliver timely, accurate, and transparent reporting
- Manage AP/AR, operational cash flows, and process payroll providing necessary detail to ARCDD
- Reconcile and report cash position and bank balance
- Conduct routine golf/event billing
- Distribute all correspondence (newsletter, general notices, email, website, social media, etc.)
- Strategic planning for golf course and clubhouse improvements

ARGC will have the dedicated project management support, oversight, and expertise of OGM company principals, as well as access to our team of management consultants and administrative staff.

Objectives

- Provide Arlington Ridge residents and guests with exceptional service and the very best golf experience possible
- Improve course conditions by implementing OGM's cultural practices and standards
- Operate the golf course in a professional and transparent manner consistent with ARGC goals
- Invest in current employees and build a management team to best provide additional added value resources
- Increase community involvement, grow rounds and increase top-line revenue with greens fees, annual passes, instructional programming and merchandise revenue

Measures of Success

- Improved financial performance by meeting or exceeding budget requirements
- Engaged and returning customers
- Increased opportunities for community and event participation on property
- Increase revenue per golf round, capitalizing on new positive marketing strategies and improved course conditions while remaining affordable for residents

Methodology and Timing

- OGM will begin Full Management responsibilities starting October 1, 2024 through September 30, 2027.
- OGM and ARCDD Board will agree upon all major policy decisions, annual budgets, and capital investments. We work with complete transparency providing a clear picture of all expense costs and revenues
- OGM will develop and execute the budget and its actionable recommendations
- Compensation to OGM will consist of a base fee for overall General Management

Joint Accountability

OGM and ARCDD Board must agree to openly share information relevant to the project. Communication is fundamental to how we work and key to the success of this proposal.

Terms & Conditions

The Management Services Agreement begins October 1, 2024 and ends September 30, 2027 with an option for automatic renewal for an additional two year term.

Management fees are billed on the first of each month due by the 10th.

OGM Base Monthly Management Fees:

- 12 equal monthly installments of \$9,583.33 (\$115,000 annually)
 - Please note: This price is contingent on award of F&B contract, our two proposals work in conjunction with each other. Total contract amount is \$150,000 for both Golf and F&B Operation Services.

Our fees are built within the annual operating golf budget, we don't presume to know the existing 3rd party fees but anticipate to be cost neutral and fit within ARGC's desired annual budget.

OGM will employ all onsite employees. ARGC will reimburse OGM for 100% of all employment costs on a bi-weekly basis. OGM is not liable for revenue shortfalls but will operate within approved budget and capital plans, and will make adjustments as needed jointly with the ARCDD to adjust to any changes in anticipated revenues and costs.

Shared Success

As part of our proposal OGM is eligible for an annual 'shared success bonus' based on year over year revenue growth. In this way, OGM is incentivized to increase community participation, thus increasing revenue in alignment with ARGC to improve its bottom-line and provide a quality community asset.

- ARGC will share 10% of improved year over year revenue growth.
- Example: ARGC achieves an improvement to annual revenue of \$200,000. (from \$1.6mil to \$1.8mil). OGM would be eligible for a \$20,000 shared success bonus.
- In year two the new benchmark is set at 1.8mil

OGM will provide annual budgets, and not less than monthly budget updates to the ARCDD and meet on a regular basis. OGM will perform its management duties in good faith to meet or exceed agreed-upon operating budget for fixed costs, materials, utilities, supplies, capital improvements, and all other line items. OGM is not liable for any operational losses. All major decisions will be made jointly between OGM and ARCDD.

In short, OGM will provide professional and transparent management, and as your service partner, will help you deliver a first-class community golf course experience.

In the spirit of partnership, and for the mutual benefit of both parties, OGM and ARGC may wish to discuss alternative proposal structures, amendments to outlined proposals and/or negotiate fees if OGM is selected and prior to executing a contract. This proposal is based on the best available information to date. Contract negotiations will address alterations, based on any additional information, or site specific issues that may not be immediately apparent.

Submitted By:

Craig Haltom
President / Owner
608-444-8301

Brian Jensen
Vice President
608-214-5180
bjensen@oliphantcompanies.com



OGM

OGM
3046 Village Park Dr
Plover, WI 54467
PH: 715-544-6588
www.oliphantgolf.com

Business Plan

Golf Operations

We have provided a high level analysis of the opportunities we see readily available for Arlington Ridge Golf Club. Our approach is not based on high-minded management talk.....we simply work hard, employ sound business practices and proven systems, and above all, stay focused on the customer's experience. Arlington Ridge Golf Club is poised to lead the way for all the golf clubs on Hwy 27 and be a perfect solution to the overflowing tee times coming from The Villages and surrounding private clubs. There is a solid foundation of golfing members that has been built over the last 5 years, we expect membership, and public play to increase with improved course conditions and club atmosphere. We will provide professional and friendly customer service for all with competitive green fees and well-executed in-house, and tournament programming. Below are the initial opportunities that we will tackle on day one.

- Improve golf course conditions - greens will be in the best condition you have ever seen in the first year
- Capture community and regional support by providing the very best golf experience possible
- Evaluate management team to ensure we have all the right people in the right seats
- Implement new active and engaging marketing plan
- Provide correct and efficient league, tournament and outing operations

Every golf course is unique and we don't take a cookie cutter approach with any of our partners, we listen to the people on the ground and the best idea wins. Once engaged, we develop the tools to understand your property better and implement programming to receive the best possible return on investment. Below is a list of goals to round out the business plan.

- Implement OGM operating system
 - meeting pulse, employee accountability, quarterly goals, and tracking to key 'measurables'
- Master plan created with capital equipment plan, course and infrastructure improvements and a building capital plan
- Lively in-house programming with event schedule launched at the beginning of the season
- Active and engaging instruction programs year-round
- Leverage full size driving range with short game area and putting green
- Organized and efficient tournament operations coupled with promotion of banquet hall use to increase revenue

COMMUNITY INVOLVEMENT

- + Engage with loyal, existing customers
- + Remarket to those who have expressed interest
- + New customer prospecting to brand new audience



Highlight course in positive manner to generate interest in new and returning customers



Planned event schedule well in advance creating social hub for gatherings



Promote tournament services to organizations for corporate and charity event



Refresh website to increase market presence, SEO and user friendliness

Immediate Goals

- Active and engaging social media highlighting the F&B operations in a positive manor
- 52-week content calendar
- Paid digital marketing
- Promote the brand above all else
- New photography within first year

Custom Marketing

We will ensure ARGC has all the tools to be successful in the digital and print marketplaces. To set an initial foundation we focus on strengths and weaknesses of how you currently communicate to your clientele and deploy a creative design strategy to enhance your brand, immediately.

OGM's in-house marketing department will enthusiastically engage in a wholistic brand evaluation; we wont drive our brand to sacrifice yours. The goal is to find the best route for ARGC to captivate your clientele. OGM will collaborate with the team on the ground to execute the planning, coordination and implementation for your club marketing. We will work directly with the general manager and the CDD to develop a cohesive marketing strategy to integrate the community, create a positive digital presence and drive revenue dollars. We pride ourselves on putting in the work to ensure our clients are leaders in their regions.



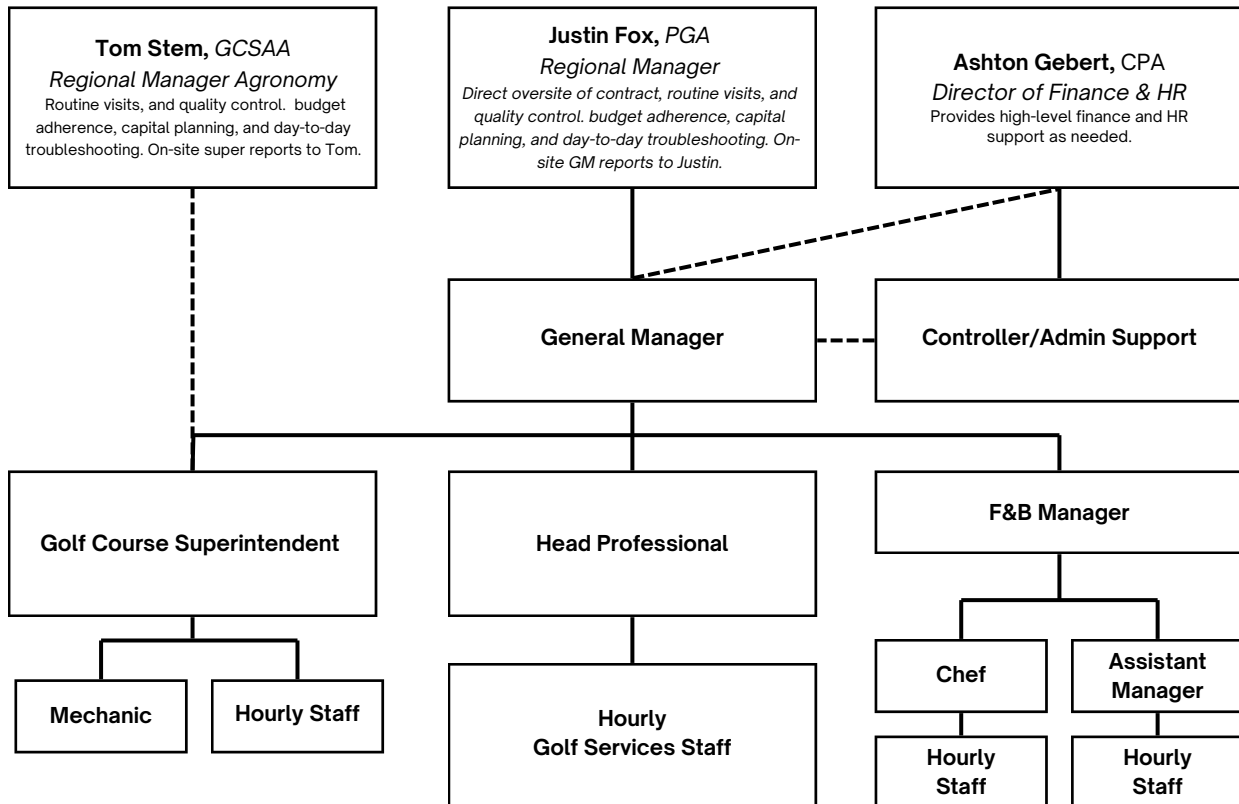
Obstacles

Based on the obstacles and risks for ARGC, we are confident OGM is your solution for a sustainable golf operation for many years to come. Deferred maintenance over the life of the golf course is an issue golfers see every day. Our regional director of agronomy will have routine visits and weekly calls with the superintendent, reviewing quarterly action item lists to ensure the team is focusing on projects that impact the customer. Within the first year, we will create a master plan laying out all needs for the golf course to be sustainable for the next 30 years. The master plan will evaluate and prioritize infrastructure, golf course improvements, capital equipment, and facility improvements leading to educated decisions with the ARCCDD allowing reinvestment into the course. Staffing for hourly positions has its challenges across the country. We will counteract the staffing challenges with an employee culture that will garner a team that enjoys working. We will stay ahead of shortages with paid recruiting as well as leveraging social media to attract candidates. In addition to the hourly staff challenges, management turnover has created uncertainty within departments and a lack of direction. Employee culture and OGM’s operating system will solidify a management team that will operate at a high level with everyone rowing in the same direction.

Staffing Plan

OGM will evaluate, train, and retain current employees and maintain a management structure to best provide additional added-value resources. It is always our first intention to retain existing staff however, when necessary, we will try to fill vacant positions locally to maximize regional knowledge. Our goal is to build a high-performing team that aligns with our core values to get the best out of every community we work with. If there are qualified individuals that are currently on staff we would welcome a conversation with them.

Our suggested management team structure is based on the assumption of OGM managing golf and F&B Operations. ARGC would employ at least 7 FT managers who would have direct access to the OGM leadership team noted below.



Turf Management Plan

OGM agrees to the minimum turf maintenance plan as outlined in “Attachment A”, and plans to deliver improved turf quality and playing conditions in all golf course areas. OGM regional manager of greens keeping in coordination with on-course superintendent, assistant superintendent, mechanic, and maintenance staff will ensure the highest standards in golf course maintenance on a daily basis. The regional manager will communicate plans and priorities with ARGC officers regularly. OGM will deliver the best greens that ARGC has ever experienced in the first year of our contract.

OGM will provide ARCDD officers with recommendations for any needed drainage, bunker, and tree removal improvements. Our experienced staff in golf course design and construction integrates seamlessly with our maintenance managers to recommend and implement advantageous, and cost effective improvements.

Daily inspections of all playing surfaces by qualified GCSAA staff along with periodic site visits from regional management and routine soil testing will guide our IPM strategy. OGM will responsibly implement Pre and post emergent pesticides to control all insect, fungal, weed, and nematode populations, and ensure turf health. In addition to the cultural practices outlined in Attachment A, our turf managers will increase topdressing schedules to once/week on greens during the growing season, and implement daily rolling to ensure smooth and uniform ball roll.

OGM employs smart watering strategies to ensure turf health while maximizing daily conditions. The irrigation water will be periodically tested and treated to ensure proper pH and water quality conditions are met. Maintenance staff will consistently perform irrigation system repairs to ensure the best possible performance. Needed irrigation upgrades will be monitored and brought to ARGC’s attention as they are ascertained, and will become part of a comprehensive plan for course improvements.

A qualified mechanic will perform all equipment maintenance to ensure the longevity of ARGC equipment. OGM will prepare and annually update an Equipment Inventory and Replacement Plan and make recommendations to ARCDD as part of our comprehensive plan for course improvements.



Approach *Golf Operations*

At OGM, we're committed to delivering a fun, professional golf experience to every customer. Our collaboration with Food & Beverage and Greenskeeping teams highlights our commitment to seamless, high-quality services that makes every visit to our course enjoyable. Our focused is centered hospitality and recreation, where daily fee and member play is actively monitored and activities like regular member events, tournaments, clinics, are encourage and thrive.

Moreover, we provide an extensive selection of equipment, merchandise and instructional programs at competitive prices, ensuring that every guest finds value and enjoyment during their time with us.



What to Expect

Our Team appreciates the urgency of each day of the golf season....we simply work hard, employ sound business practices and proven systems, and above all, stay focused on the customer's experience. Every golf course is unique and we don't take a cookie cutter approach with any of our partners, we listen to the people on the ground and the best idea wins.

- Engaging Customer Service
- Tee Sheet/Revenue Management
- Proper Staffing Plans
- Attention to Detail
- Event Planning and Execution
- Instructional Programming for Youth, Women and Adults
- Competitive Merchandising

Approach *Golf Course Maintenance*

At OGM golf course maintenance is at our core, in fact this is how our management company began, in course maintenance contracts before evolving into full operational management. We're dedicated to crafting extraordinary golf experiences through conditions and focus on what matter most to our customers. Our top priority is delivering outstanding greens at every property, allocating resources accordingly. Working back from there focusing on attention the attention to detail and playability of the course. The initial impression players have of our facilities sets the tone for their overall experience and impacts their likelihood of recommending and returning to our course.

Our teams effective communicate among all departments, customers, and clients provided the responsiveness needed to thrive in this environment. As stewards of the properties we manage, we take our responsibility seriously. Our agronomy experts focus on creating healthy turf and landscapes without compromising playability, the budget. or sacrificing our customers experience.



What to Expect

Nobody is better at producing consistently excellent golf course conditions and focusing on the playability of a golf course. Simply put, we maintain some of the very best putting surfaces in the region, across varied properties and maintenance budgets. Nobody will help you get better results out of every maintenance dollar spent than OGM. This is what we are known for. When it comes golf course conditions, greens are where we set ourselves apart from the competition. Our course maintenance services include:

- Smart Watering
 - Regular Aeration
 - Aggressive Verticutting
 - Light/Frequent Topdressing
 - Close Monitoring of Tees
 - Daily Rotation of Tee Locations
 - Regulated Mowing Schedule
 - Soil Chemistry Evaluation
- OGM

Approach Master Planning

As stewards of properties and course builders and operators ourselves, our approach to master planning involves providing straightforward guidance, upholding high standards, and focusing on playability and return on investment. We conduct an in-depth assessment of the course, including its infrastructure, design elements, aesthetics, safety issues, conditions, playability, and customer experience.

The scope of work for potential projects can vary, ranging from design and aesthetic enhancements, repurposing land, and transforming spaces for new functionality, to short-term "no-money" achievable projects and long-range equipment replacement plans.



What to Expect

We will create a 3-5 year proforma to forecast providing goals and direction for the business.

As many courses are aging out of their long-term assets like pump houses, irrigation systems, greens, and buildings, capital planning comes in hand with the proforma and is updated every year based on club needs.

Approach *Marketing*

At OGM, we adopt a holistic approach to identify and target property-specific clientele. We employ digital marketing strategies, alongside direct campaigns, to generate leads and cultivate loyal customers. We manage all aspects of property marketing, including promotional materials, email campaigns, video creation, websites, social media management, direct mail, and provide guidance for all other forms of communication.

Promoting the facility extends beyond mere marketing; it encompasses sales as well! Our team is dedicated to generating new leads in areas such as memberships, events, and corporate sales, to name a few. By listening to its customers and clients, and actively networking in the community, our team delivers new business time and time again.



What to Expect

Our marketing department will help your team execute the planning and coordination of all marketing tactics. We will work directly with the general manager and ownership to develop a cohesive marketing strategy to ensure your property is a market leader.

Full-Service Marketing

- Social Media
- Website Hosting and SEO
- Email Marketing
- Video/Photo Content
- Promotional Flyers and Graphics
- Menus
- Print Ads
- Direct Mail
- Survey Implementation
- Employment/Recruitment
- Communication Guidance & Copy Proofing

Approach

F&B Operations

OGM creates an inviting atmosphere of hospitality with a warm welcome for each customer. Our staff is attentive to customers' needs and accommodating to ensure their visit is comfortable and enjoyable. We believe that every day is important, and when people feel this, they want to come back.

Our talented teams take pride in our menu offerings and are adaptive to trends, listening to our customers' needs. The attentive service provided by our team starts with our always-hosting mindset, ensuring that all guests are welcomed, have our full attention, and after their remarkable time on and off the course, we invite them back. Our professionalism spills into all areas of operations, whether hosting a banquet, regular dining, at the 'turn-stand,' or from the beverage cart, we're committed to hospitality.



What to Expect

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Approach Business Admin and HR

At OGM, we are committed to business administration because, well, it enables us to manage our finances, resources, and operations effectively. Timely and accurate reporting gives decision-makers a clear view of the financial state, facilitating informed decisions.

Business administration and HR organize and maintain essential records, complement operations with reports, and recommend efficient strategies that enhance our performance. OGM management leaders, the HR department, and our internal processes are dedicated to ensuring a safe, secure, and healthy work environment for all OGM and affiliate OGM employees. We provide guidance on workplace policies, promote collaboration between departments, and foster positive relationships.



What to Expect

Business is based on data and we are constantly looking at Key Metrics that matter to decision-makers to measure client's success. We can provide as much or as little to the representatives as needed to make real-life business decisions.

Finance and Administration Services

- Accounts Payable
- Monthly Financial Statements
- Fixed Asset Depreciations
- Benchmarking
- Long-Range Proforma
- Budgeting
- Weekly Cash Positions and Flash Reports
- Payroll, Recruiting and hiring
- Benefit support
- Training, development, coaching
- Safety training

Operator Experience Our Team

CRAIG HALTOM

President

Craig leads Oliphant Golf Management, very much hands-on and in the field, with a talented team of managers based in Plover, Wisconsin. Craig is an active golf course architect, and in addition to his work with OGM, is best known for his role in the development of Mike Keiser's successful golf destination project, Sand Valley, where he initially discovered the property and continues as a member of the development team. Craig began work for Oliphant Golf in 2001, after living in Scotland for three years, where he completed a graduate degree in landscape architecture and studied the great links courses of Great Britain and Ireland.



BRIAN JENSEN, PGA

Vice President

Brian Jensen oversees over 400 golf management employees during our peak season, and by guiding OGM's leadership team he helps to ensure that we are succeeding for each of our clients, every day. Brian came to work for OGM in 2013, after holding Golf Professional and General Manager positions at multiple private country clubs in Wisconsin and Illinois. Brian's breadth of experience in all aspects of running a golf operation comes from his years of hard work and training in the industry from his days as a bag boy in Arizona, to being general manager of one of Wisconsin's top private clubs. Brian's expertise and exceptional leadership have been instrumental to OGM's growth as a company and to our clients' bottom-line financial success.

ASHTON GEBERT, CPA

Director of Accounting

Ashton Gebert works out of our Plover, Wisconsin office where she oversees OGM's Accounting and Office Administration and a full-time staff of three (and additional seasonal assistance) in our Plover office. She manages payroll, billing, and accounts payable, and all financial reporting for the company. She received her Certified Public Account designation in 2013. Ashton and her team, handle duties in-house for efforts to reduce the required scope on-site and to aid in additional advisement to bottom-line budget performance.



Operator Experience *Our Team*

JUSTIN FOX, PGA

Regional Manager

Justin graduated from Arizona State University with a Bachelor's Degree in Agribusiness and Professional Golf Management. With over 15 years of award-winning experience, he has worked from outside service and mowing greens to becoming a Head Golf Professional and General Manager. Justin has various experiences in the golf world, from 5-star resorts to Top 100 courses, hosting a multi-year LPGA Tour Event, and has transitioned properties with multiple management companies. He is passionate about the business and the intricacies of the game. Justin's breadth of experience is here to help you evaluate each department to ensure we're as efficient as possible.



TOM STEM, GCSAA

Regional Manager Agronomy

Tom has been with OGM since 2015 and has over 25 years of experience in the golf industry. Tom currently oversees golf operations at Pocono Manor and has been a superintendent for over 16 years. In addition to operating Pocono Manor, Tom is an integral part of the agronomy team, conducting site visits as a key advisor to all of our course superintendents, and he provides hands-on guidance and direction in the field.

THERAN STEINDL

Design Associate & Project Manager

Theran holds a degree in Large Complex Management, Golf, and Ground Management. Throughout his 20-year career, he has operated a wide range of golf courses, from 18-hole privately owned courses to 72-hole municipal courses, focusing on architectural changes and advancements at each site throughout the year. He helped establish public-private partnerships at the government level while providing design and construction project management, design and construction business development, municipal consulting, and OGM business development. Seeing projects begin on paper, shaping the grounds, growing grass, and finally opening the doors is enjoyable to him.



Operator Experience Our Team

JT THOMPSON, PGA

OGM Buyer/Merchandiser

JT Thompson brings over 22 years of experience in all facets of club and golf operations. He has held GM and Head Professional roles in private, resort and semi-private settings and has recently attained his Certification in General Management. JT's real passion lies in golf facility merchandising and is currently enrolled in the Association of Golf Merchandisers to provide even greater service to OGM Golf properties. His vast experience in all facets of golf operations and types of facilities allows JT to help curate a program to fit all types of golf shops.



LISA JANIS

Controller

Lisa studied Chemistry at Colorado State which instilled a strong analytical and problem-solving mindset. Before OGM she held a Director of Accounting and Payroll position in the ski industry where her responsibilities progressed throughout her tenure. Lisa joins us now as a controller for managed properties where she contributes to the financial efficiency and accuracy of each property. Lisa's core contributions to our clients include financial reporting, general ledger management, payroll processing, invoice processing, account reconciliations, preparation of Journal entries, and compliance.

Operator Experience *Our Team*

MIKE LYONS, GCSAA

Senior Superintendent

Mike was one of our company's first key hires in 2009 to handle our flagship operation at The Golf Courses of Lawsonia Golf Courses. Mike is a past president of the Wisconsin Golf Course Superintendents Association and one of the Midwest's most respected superintendents. As our lead Golf Course Superintendent, Mike is a key advisor to all of our course superintendents, and he provides hands-on guidance and direction in the field. Mike's approach to turf issues is to get as many smart and experienced people working together as possible to find the best solutions and to support our superintendents in the field.



CATHERINE HELLING

Coordinator of Administrative & HR Services

Catherine was born in Chippewa Falls, WI. She grew up working in her brother's startup business, a venture that proved so successful that she continued working there until graduating from college. She studied English, as well as earned a bachelor's degree in studio art. She lives with her husband, Matt, in Wisconsin Rapids, WI.

TAYLOR KAWCZYNSKI

Marketing

Taylor attained a business degree in Marketing from the University of Wisconsin-Milwaukee. During his academic years, he dedicated his summers to gaining practical experience and expanding his golf industry knowledge at Geneva National. Following graduation, he pursued a marketing career and coordinates with multiple golf courses, including managing day-to-day marketing initiatives for OGM clients.



Current Clients *Management*



36 Hole Destination Property
with on-site Lodging



18 Hole Semi-private Course
Valparaiso Indiana

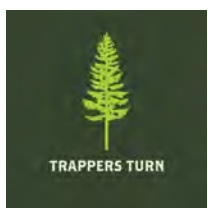


18 Hole Municipal Course



POCONO MANOR

18 Hole Public Course with
additional 3 Hole Loop



27 Hole Resort course with
12 Hole Short Course



18 Hole Semi-private Course



36 Hole Course with HOA Amenities
Servicing 1,500 Homes in POA



18 Hole Private Club with full
amenities - Pool & Tennis



BROOMSEDGE
- REMBERT, SOUTH CAROLINA -

Broomsedge Golf Club
18 Hole Semi-Private Club
Opening November 2024



City of Toledo Golf Courses
45 Holes of Municipal Golf

Case Studies *Management*

NAKOMA GOLF CLUB | MADISON, WI **OGM Management services starting 2009**

OGM's first contract in Management is in the City of Madison, Wisconsin where originating company Oliphant Golf was located. Nakoma was riddled by its ongoing course condition problem, stemming primarily from swamp type land it is located on. Oliphant Golf aided in masterplanning in 2001 executing on a number of projects that Nakoma was able to absorb at the time. In 2009, when going through a course superintendent change, Oliphant Golf was called upon again, this time to take over day to day maintenance of this early 1900's Tom Bendelow golf design. Here is where Management started and OGM was created. Craig Haltom and Mike Oliphant dove in completely to create new and sustainable cultural practices and develop new efficiencies in spending, solve the wet course conditions, and create a long term master plan to take Nakoma from a struggling private club (in a competitive market) to being seen as the top option of membership in Madison for golfers. OGM continued in Maintenance for Nakoma for eight years, as OGM and its capabilities grew, Nakoma once again turned to OGM for guidance the other facets of its operations. Hiring OGM for overall operations in 2016. Today OGM has signed a 10 year renewal contract.

Key Accomplishments:

- NGC contemplated abandoning the golf course prior to hiring OGM in 2009 due to "unsolvable groundwater problems". Those problems were solved and Nakoma is now one of Wisconsin's best-conditioned courses.
- Initial masterplan developed in 2010. Nearly all projects were completed in three seasons, at a greatly reduced cost.
 - Major drainage projects - over 20,000 lf. of drainage pipe, eliminating groundwater problems in concerning areas.
 - Overhaul of all on-course plantings and landscape design.
 - Capital equipment planning (Within OGM contract, OGM is now responsible for new equipment purchases)



Case Studies *Management*

NAKOMA GOLF CLUB | MADISON, WI OGM Management services starting 2009

(Continued)

- Design and Development of a popular new patio and outdoor dining.
 - Lead to an increase in average member spending in food and beverage
- Creation and ongoing execution of 100-year anniversary comprehensive masterplan.
- Full and thriving membership achieving new revenue records. Now has a waitlist for the first time in decades.
- Renewed long-term (10-year) contract in both Maintenance and Management.
- Project Management for a new \$7 million sport and cafe complex, led by OGM on-site team of managers
 - Brought new off-season amenities to the facility (fitness and platform tennis, soon to add golf simulators)
- Overhauled technology, POS, and accounting software as well as security of facility
 - Deployed new transparent reporting strategies, Accounting, and HR.
- New website, professional photography, and overall branding an awareness strategies.



Case Studies *Management*

THE COURSE AT ABERDEEN | VALPARAISO, IN OGM Management services since 2023

Aberdeen is an 18 hole championship course in a 650 roof top home owners association. The HOA formed a golf committee board that was charged with selecting a new golf management company with the ability to maximize revenue opportunities, gain trust of all home owners and provide a long range prioritized capital expenditure plan. In the first year we exceeded budget and prior year by over \$100k in net income.

Key Accomplishments:

- Re-targeted HOA residents, immediate increase in ancillary revenue
- Increase in average dollar per round collected by 15%
- Record number of rounds in 3 out of 4 peak season months
- **Range revenue went up by 85%**

Work included:

- Relaunch website and digital marketing strategies
- Increase overall revenue in excess of 10% while reducing overall costs by over 5%.
- Developed master plan and executed phase 1 of course improvements
- Developed capital equipment list and invested approximately \$100k after first year of management
- Aberdeen is currently executing upgrades to a 30-year-old pump house.
- Instituted cultural practices that led to greatly improved conditions such as best greens putting services they've ever played on.



Case Studies *Management*

THE GOLF COURSES OF LAWSONIA | GREEN LAKE, WI OGM Management services since 2011

The Golf Courses of Lawsonia began with a cold call to their current ownership (the American Baptist Association) about OGM capabilities to in management and our confidence to bring their once thriving and national ranked course (the Links) back to the forefront of golf in the midwest. Luckily the call was answered and we had the ears of open minded people excited about what Lawsonia could become again. This 36 hole property, owned by the A.B.A. has fallen out of the ranks with deteriorating course conditions and infrastructure and overgrown vegetation covering its architectural significant golf course. Starting in maintenance of the property the ABA and OGM realized there was a good partnership and OGM could aid in improving all golf operations at Lawsonia from F&B, merchandise, service, marketing and all golf ops. This began in 2011 and to this day we have a rolling 7 year lease agreement where OGM handles all expenses, has taken on all equipment purchases and invests annually into both golf courses.

Key Accomplishments:

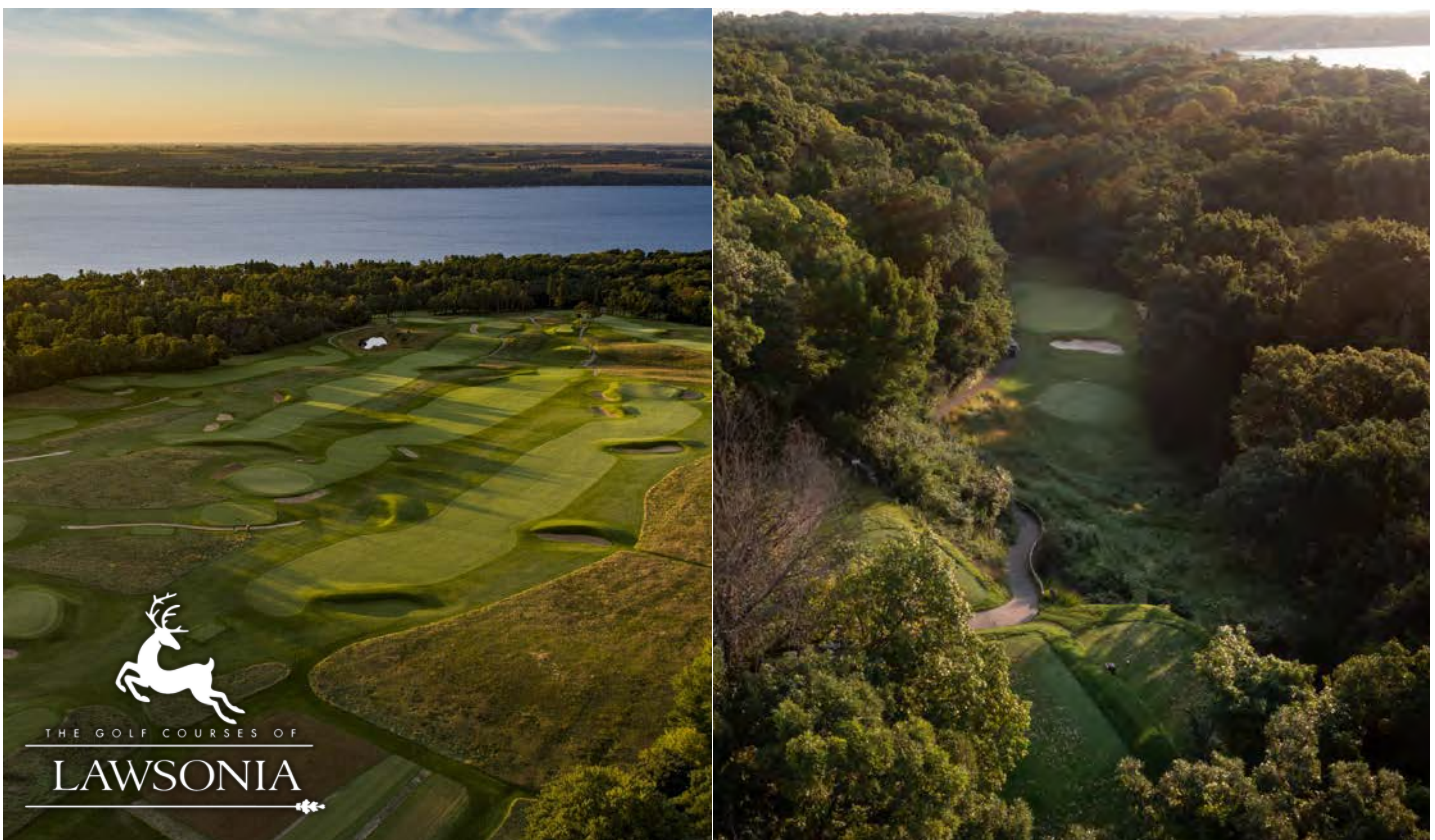
- Restored classic golf course to prominence on all major golf magazine rankings (moving from off to back on) through restoration and course condition focus.
 - # 79 Top 100 Courses in the US - GOLF.com
 - # 24 Top 100 Courses You Can Play - Golfweek
 - # 58 America's 100 Greatest Public Courses - GolfDigest
 - #62 Best Classic Course - Golfweek
- Funded renovation projects through operating cash. Including Select tree removal, tee boxes, mowing lines and will soon wrap up over 110,000 sq ft bunkers restoration based on a 1937 aerial and original drawings increased revenue, began at 1.4 million in total revenue, today we exceed 5 million over the 36 hole property
 - Links Course Rounds from 16,500 to 25,000+ with golf APR from \$43 to \$81 collect per round
- Execute a branding strategy of golf architect and history and deployed digital marketing strategies focused on discerning golfers, tourism, outdoorsmen, and targeting golf influences to visit the property
 - Lawsonia now generates over 50% of its play from those commuting over 2.5 hours.

Case Studies *Management*

THE GOLF COURSES OF LAWSONIA | GREEN LAKE, WI OGM Management services since 2011

(Continued)

- Rebranded concession area to Langford's Pub, opening a complete new full service restaurant serving breakfast, lunch and dinner for golfers and has created a steadfast local following for non golfers too!
 - From 150K in F&B concessions when started to restaurant revenue of over 1.2mil today
- Renovated Woodlands golf course, focused on playability, pace of play, fun and aesthetics.
 - Complete bunker renovation, select tree removal (turf health, long views and connectivity to other holes), tee box repairs, drainage improvements, etc
 - Improvements have lead to increase round, up by 25% and increase in golf dollars collected by 35%
- Converted 3 on-site homes to Airbnb style lodging and solidified local hotel partners for stay-n-play golf packages



Case Studies *Management*

NORTHWOOD GOLF CLUB | RHINELANDER, WI **OGM Management services agreement with Municipality since 2022**

Northwood Golf Club serves as an amenity for not only the city of Rhinelander but the greater Oneida County, known as the entry to the “Northwoods’ in Wisconsin, a year-round outdoor activity destination. City officials seek to bring broader appeal to the property, not only catering to local avid golfers desiring a private country club but but to everyone looking to take advantage of the summer season! Northwood has had some recent financial impact in the past few seasons but failed to reinvest in ‘easy win’ service and property enhancements. Internally, City officials sought new leadership, resulting in OGM being awarded the contract in Spring 2022.

Key Accomplishments:

- Developed master plan and equipment replacement plan in year 1.
- Executed a number of improvement projects right away to enhance the property (bunker edging, cart path repairs, greens speed and health, clubhouse flooring, paint, and decor all funded by operational revenues.
- Designed a new website with an online shop and improved digital marketing, resulting in an exponential improvement in digital reach.
- Brought back city employee golf outings, participation growing each year.
- Implemented new resident-only rate strategies and developed local business programs.
- Currently working with the City of Rhinelander to develop a broader property master plan to include non-golf activities, i.e. hiking and bike trails, winter activity trails, warming huts, playgrounds, shelters, Himalayas putting course and range improvements



Case Studies *Management*

POCONO MANOR GOLF CLUB | POCONO MANOR, PA OGM Management services starting 2013

At this course project, the OGM construction and maintenance teams focused on restoring the authenticity of the original 1912 Donald Ross and William Flynn design by introducing native grass areas. Notably, they undertook the meticulous reconstruction of the historic 77-year-old par 3 green at hole #7, preserving its timeless appeal. Internal renovations and upgrades were also conducted on-site at the golf shop, seamlessly blending tradition with contemporary aesthetics. A comprehensive rebranding effort ensued, encompassing a redesigned website and logo that encapsulated the course's rich heritage. In a strategic move to broaden their reach, the team expanded marketing initiatives through paid social media campaigns and television advertisements targeting neighboring states. These collective endeavors underscore their dedication to preserving golf history while embracing progressive enhancements.

Key Accomplishments:

- 95% of Club Employees were retained in year 1.
- Increased player satisfaction through improved conditioning and green speeds.
- Successfully caring for a course without fairway irrigation or automated green irrigation.
- Increased average per round dollars (APR) by over \$6 in two years.
- Increased rounds by over 15% year over year, since expanding marketing efforts.



References



THE GOLF COURSES OF LAWSONIA

Lease | 2011-Present

W2615 S Valley View Dr, Green Lake, WI 54941

Ben Mott, President/CEO Green Lake Conference Center, 920 294 7250,
benmott@glcc.com



LAKE ARROWHEAD GOLF COURSES

Maintenance Only | 2015-Present

1195 Apache Lane, Nekoosa, WI 54457

Joel Barth, General Manager, 715 325 2929, j.barth@lakearrowheadgolf.com



POCONO MANOR GOLF COURSE

Lease | 2014-Present

395 Manor Dr, Pocono Manor, PA 18349

Don Snyder, PM Inn General Manager, 570 839 7110,
dsnyder@poconomanor.com



NAKOMA GOLF CLUB

Full Management | 2008-Present

4145 Country Club Road, Madison, WI 53711

Steve Johannsen, Club President, 608 238 3141, sjohannsen426@gmail.com



Advanced Turf Solutions

PO Box 678

Mendota, IL 61342

Accounts #160087, 160323, 160603, 160404, 160349

Email: sfrederick@advancedturf.com or akrause@advancedturf.com

Phone #317.827.7982



Revels Turf

2217 N Main Street

Fuquay Varina, NC 27526

Accounts 201450, 202735, 202915

Email: kathy@revelstractor.com

Phone # 847.683.4653

Reference Letter



Prior to contracting with Craig Haltom and Brian Jensen of OGM our golf operations were managed in house for over 100 years at our resort property. Having many facets of a 3,500 acre resort operation to manage, hiring a golf management team took a huge workload from my plate. Our golf course has a rich, wonderful history with a legacy which has hosted many of golf legends over the years. So, this important decision was carefully vetted as I evaluated putting my major resort amenity and business driver in the hands of a management company.

After evaluating several golf management companies, small and large, the straight forward approach of Craig Haltom and Brian Jensen gave me the confidence I needed to make this game changing decision. I must admit, although reluctantly, not all of the decisions I make operating Pocono Manor are great, contracting with OGM was one of my best. Improvements were immediate and continue to this day. The headaches and challenges associated with golf operations were no longer taking a large portion of my time and provided me with the ability to focus my energies to many other challenges and resort improvements.

If you want to see your golf course management immediately improve, you should hire OGM. We could not be more delighted with the results of our relationship with Craig, Brian and the OGM Team and we will continue to renew our agreements with them. Please contact me if I can be of any further assistance.

ALL THE BEST

Don Snyder
General Manager

Reference Letter



As the Chairman and Treasurer of the Board that oversees the Course @ Aberdeen in Valparaiso, Indiana I am pleased to take a moment and share my thoughts on Oliphant Golf Management (OGM) and their team as they start their second year with us. Back at the end of 2022, when we decided to make the move from our prior management company, we knew our 26 year old golf course at that time needed improvements, new equipment and a new strategy to sustain it in the future. Financially we were at a break-even point at best, but lacked a real vision as to what we should do. Our course is owned by the community's POA and supported by an assessment structure that was put in place back in 2017 when the POA bought the course. When we looked at other management companies, the board was convinced by an overwhelming vote that OGM's experience in the industry and ability to focus on our REAL needs was the best fit for The Course at Aberdeen. Based on the fact they are a smaller operation, compared to the other companies overseeing hundreds of courses, we knew this made sense and we couldn't be happier with the changes they implored in the first year. I can say going into our second season I am very pleased as not only have we turned a break even scenario into a very meaningful profit after year one, but Craig and his team put together a Master Plan for our course broken down into phases and starting the 2024 season they have already completed phase one with glowing reviews from not only players but our community of owners!

Change is not always easy and accepted by all, but I can say with a great deal of confidence that our move to OGM has been absolutely right for Aberdeen and we are very excited to continue on with the plan they have put in place for us and look forward to the future. Being in the Midwest our "revenue" season is very short ranging from 180-210 days based on the weather. The work they were able to do on our course this past winter and the speed in which they completed that work prior to the start of the season was nothing short of amazing! As I mentioned, not only am I the Board Chairman, but I am also the Treasurer so when Phase One of the project came in well under budget the board and I were more than pleased thus allowing additional work to be completed.

If you want your course to see immediate improvement I would "HIGHLY" recommend OGM as working with Craig, Brian, Justin, and the rest of their team has been a very exciting experience for us. I would be more than happy to discuss anything further.

Yours in Golf,

Ken Zagrocki
Chairman/Treasurer
The Course at Aberdeen

Reference Letter



Lake Arrowhead has been working with OGM on several fronts since 2015. We have maintained a very successful partnership throughout this timeframe and look forward to sustaining this relationship for many years to come. As the individual accountable for all areas and performance at Lake Arrowhead, I appreciate the extraordinary efforts of OGM and their entire team. OGM has always understood prioritizing and a sense of urgency when there is a crucial or critical situation. Quality of work has been superb and constant. Furthermore, they are always attempting to show improvements and upgrades in certain areas while never being complacent. Descriptive words that quickly come to mind would be - productive, responsive, timely, fair as well as quality and quantity of work. Above all else, they are good listeners which is of utmost importance. While they have been very proactive throughout their tenure they have also reacted well to any of our needs and requests. We have renewed agreements on multiple occasions and look forward to the next renewal period.

Please feel free to reach out directly to me with any further questions or inquires about Oliphant Golf Management.

Lake Arrowhead Association
Joel Barth, PGA
General Manager

Testimonials



"The team at Oliphant Golf has demonstrated professional expertise and integrity, creativity, and fiscal responsibility, as they have helped us to build our first, and now second, golf courses in Central Wisconsin. Our family enthusiastically recommends them for your golf project."

- Michael Keiser, Owner and Project Manager, Sand Valley

"Our experience with OGM has been excellent. The golf courses are now in the finest condition that they have been in over a decade. They have done a variety of tasks up and above the usual maintenance.... Each of these activities tremendously improved our courses, at no additional charge from our contractual obligations. The clubhouse operation has proven to be the key element to us reducing our debt and becoming cash flow positive. Their attention to detail has led to better expense control. The entire operation has improved in every aspect... My analysis of this company is that they take tremendous pride in the work that they do. If their name is involved, they want to always do the best job that can be done. I would highly recommend this company to any golf course!"

**- Peter Brey, Board President
Bullseye Golf Club**



Testimonials

"I have had the privilege of being associated with OGM for the past year as the management company for the maintenance of our golf course at Pocono Manor. We have struggled with conditions lately and felt a change was needed. The results have been amazing! OGM has delivered over and above everything we expected. Their management team spent countless hours here, they gave our new superintendent the tools and guidance to do his job correctly and have continued to follow up to be sure we stay on track. We have been very fortunate to have OGM involved with our golf operation. Their knowledge of the golf business and professionalism are as good as it gets and I would highly recommend them to any type of golf operation."



**- Greg Wall, PGA, Director of Golf
Pocono Manor**



"Several years ago, we handed over full operational responsibilities to Oliphant, including the Pro Shop and the Restaurant. We saw an immediate and lasting positive impact on the customer experience and also on revenue. Of great importance to us is the fact the Senior Team are top quality people who strive for excellence, but also have fun and have a strong sense of stewardship as they care for our courses."

**- Ben Mott, President/CEO,
Greenlake Conference Center and
The Golf Courses of Lawsonia**

Florida Certificates

Florida Department of Agriculture and Consumer Services
Pesticide Certification Office
Commercial Applicator License
License # CM27646

STEM, TOM
106 GREEN CHAPEL LN
CRESCO, PA 18326


Categories
3

Issued: September 19, 2022

Expires: September 30, 2026



Signature of Licensee



NICOLE "NIKKI" FRIED, COMMISSIONER

The above individual is licensed under the provisions of Chapter 487, F.S. to purchase and apply restricted use pesticides.

Florida Certificates

State of Florida Department of State

I certify from the records of this office that OLIPHANT HALTOM GOLF, LLC is a Wisconsin limited liability company authorized to transact business in the State of Florida, qualified on July 26, 2023.


The document number of this limited liability company is M23000009990.

I further certify that said limited liability company has paid all fees due this office through December 31, 2024, that its most recent annual report was filed on February 8, 2024, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Third day of April, 2024*




Secretary of State

Tracking Number: 7413701210CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

Financial Capabilities

Please accept the below reference as display of OGM's financial capability and wherewithal to take on new contracts and projects. As OGM has a singular owner we have a practice to not send personal financial statements. If further financial capabilities are required, upon being award the opportunity to interview OGM will provide further detail.



DEREK JOHNSON
VP Business Banking
Derek.johnson@woodtrust.com
PHONE: (715) 422-0274
MOBILE: (715) 572-0964
FAX: (715) 422-0300

April 5th, 2024

Oliphant Haltom Golf, LLC OHG Construction, LLC
Attn: Brian Jensen, Craig Haltom, and Ashton Gebert
3046 Village Park Dr
Plover, WI 54467

Re: Credit Reference Letter

To Whom It May Concern,

Oliphant Haltom Golf ("OGM") and OHG Construction, LLC ("OHG") established a relationship with WoodTrust Bank in March of 2018. The relationship between OGM and WoodTrust Bank includes deposit and lending. OGM has and continues to make timely payments on any and all lending arrangements. The relationship is strong and continues to grow. WoodTrust Bank has historical and current financial statements that shows a strong business liquid position with strong cash flows to support further business growth.

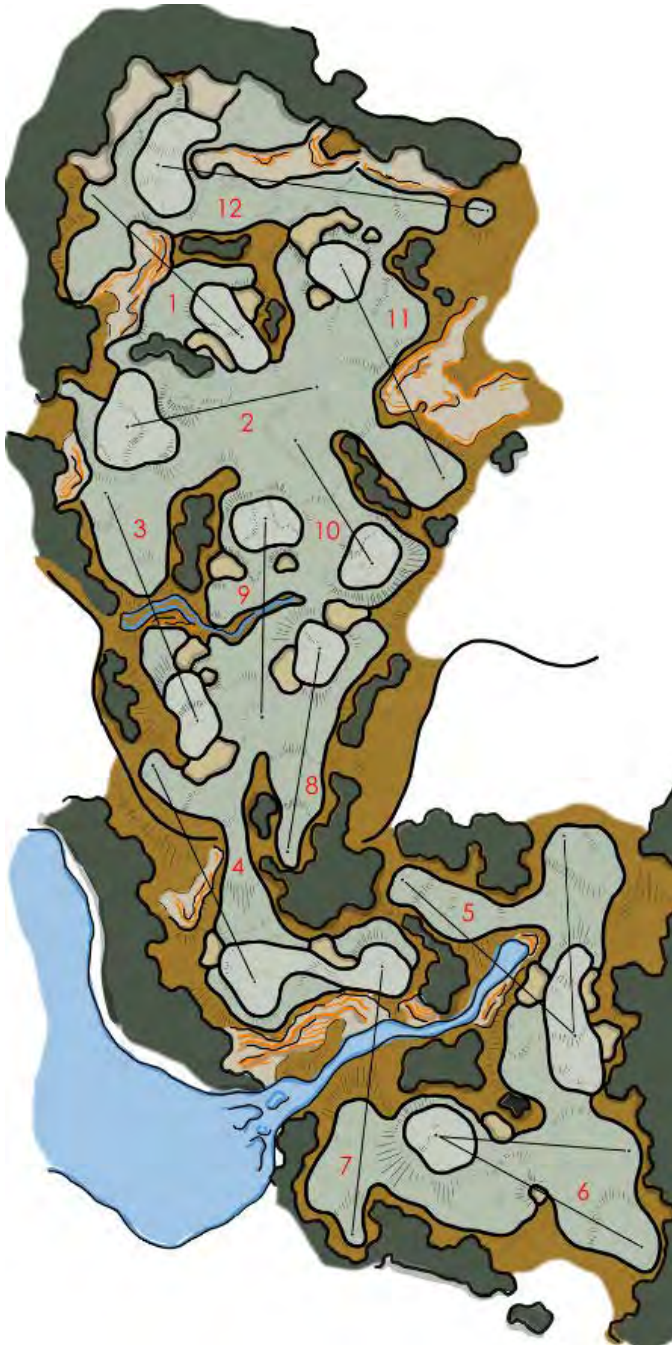
OGM is a valued customer of the bank and is a top-rated credit in comparison to other customers serviced by WoodTrust Bank. This writer would personally recommend doing business with OGM and its principles.

If more information is requested regarding the relationship between OGM and WoodTrust Bank please don't hesitate to contact me at my direct line 715-422-0274 or email me at derek.johnson@woodtrust.com.

Respectfully,

Derek Johnson
WoodTrust Bank
Business Banking

Why Choose OGM?



PROVEN SUCCESS IN OPERATIONS

We maintain the highest internal quality standards for our work. A call to any of our management clients will confirm that our team follows through on our commitments, and that we create business relationships that last.

CONSTRUCTION

With the leadership and expertise of Craig Haltom and Oliphant Golf's legacy in construction we have completed 250+ renovations and new construction projects across the country. Our award winning body of work includes the likes of Sand Valley, Mammoth Dunes, Lawsonia Links, Shooting Star Golf Club, The Madison Club and the Beloit Club just to name a few. Choosing OGM as a management company allows access to our wealth of knowledge and experience in this world too.

MASTER PLANNING

We have been blessed to work on some amazing projects around the country, and to work with the most talented people in our industry. We apply that experience to help you move your golf business forward and to create experiences that your customers will love.

LONG RANGE CAPITAL PLANNING

We will analyze the club's challenges and opportunities and work with you to prioritize and execute thoughtful master plans for course improvements and capital spending. From equipment planning, remodeling a clubhouse, or renovating greens we have done it all... **we will help you to achieve things you may not have previously thought possible.**



OGM

Contact Us

Brian Jensen, PGA

Vice President

T: +1 715 544 6588

E: bjensen@oliphantcompanies.com



OLIPHANT GOLF MANAGEMENT, LLC

www.oliphantgolf.com



PROPOSAL FOR

Golf Course and Food & Beverage Management Services

Arlington Ridge Golf Club

📍 Leesburg, FL

April 8, 2024

PRESENTED TO

Angel Montagna
District Manager
Arlington Ridge Community
Development District
4463 Arlington Ridge Boulevard
Leesburg, FL 34748

PRESENTED BY

Dan Zimmer
Vice President, Operations
dzimmer@troon.com
904.669.1508



MANAGEMENT | DEVELOPMENT | MARKETING

April 8, 2024

Angel Montagna, District Manager
Arlington Ridge Community Development District
4463 Arlington Ridge Boulevard
Leesburg, FL 34748

Dear Angel,

We appreciate the opportunity to submit the enclosed proposal in response to the Arlington Ridge Community Development District's ("The District") Request for Proposals for Golf Course Management & Food & Beverage Operations Management Services at Arlington Ridge Golf Club ("Arlington Ridge"). Our management experience, marketing capabilities, intimate knowledge of the property, and demonstrated success at Arlington Ridge uniquely qualifies Troon to provide continued management services on behalf of The District. Our following response includes our proposal to operate both Golf and Food & Beverage, despite the separate RFPs released by The District. As we've operated the two conjointly over the past 5 years, we believe continuing the same structure is mutually beneficial for The District, its members and residents and Troon.

In 2019, The District selected Indigo Sports (formerly Billy Casper Golf) to provide full management services at Arlington Ridge, entrusting Indigo with the goal of improving agronomic conditions, managing staff members, increasing community involvement, driving memberships and improving bottom line results under a more efficient operating model. As outlined in the following proposal, we are proud of the shared success achieved at Arlington Ridge as The District's partner for the last five years. If selected for a new agreement, we will work closely with The District to ensure mutually agreed upon goals for the property are not only met, but exceeded.

Since the inception of the agreement in 2019, Indigo Sports was acquired by Troon, the world's largest golf management company in 2021. While we are larger today than ever before, we will provide the same intimate levels of service that we have always provided. With increased local resources and support, we humbly contend that Troon remains the best partner for Arlington Ridge and The District.

We look forward to the opportunity to meet with you and discuss our response in greater length.

Sincerely,

A handwritten signature in cursive script that reads "Dan Zimmer". The signature is written in black ink and is positioned above a horizontal line.

DAN ZIMMER, PGA
VICE PRESIDENT, OPERATIONS
904.669.1508
DZIMMER@TROON.COM

TABLE OF CONTENTS

COVER LETTER.....2

TABLE OF CONTENTS.....3

EXECUTIVE SUMMARY.....4

TROON OVERVIEW.....9
 TROON OVERVIEW
 REGIONAL OVERSIGHT
 OPERATOR EXPERIENCE
 REFERENCES
 FINANCIAL CAPABILITY

BUSINESS PLAN.....17
 MARKETING PLAN
 CLUB OPERATIONS

**FOOD & BEVERAGE
 RFP RESPONSE.....36**
 FOOD & BEVERAGE SUMMARY
 STAFFING PLAN
 ORGANIZATIONAL CHART
 FOOD & BEVERAGE OPERATIONS
 CURRENT MENUS

FEE STRUCTURE.....46

ATTACHMENTS.....49
 2024 MARKETING PLAN
 FIVE YEAR CAPITAL PLAN
 LETTERS OF RECOMMENDATION





EXECUTIVE SUMMARY

BACKGROUND

Troon, under the Indigo Sports operating brand, has operated Arlington Ridge Golf Club (“Arlington Ridge”) on behalf of Arlington Ridge Community Development District (“The District”) since 2019. Troon implemented innovative programs and efficiencies in 2019 – many of which continue to benefit Arlington Ridge today. The clear alignment of goals between The District and Troon have led to an increase in usage by members, residents, golfers (and non-golfers!) alike - improving the member/resident experience, restaurant experience, course conditioning, community programming, and ultimately, financial performance.

The District has released two separate RFPs for Golf and Food & Beverage management, respectively, in search of proven partners to capitalize on the recent operational success and solidify Arlington Ridge as a sustainable asset both recreationally and financially for years to come. Our proposal includes responses to both Golf Operations and Food & Beverage (under its respective section - **“Food & Beverage”**). Troon is fully committed to The District’s future goals for Arlington Ridge and will continue to be a steward each and every day to reach those goals.

SOLUTION

The opportunity to extend our partnership with The District is very exciting for Troon. We are a larger organization today with more resources and capabilities than ever before. We will continue to maintain high service levels and personalized approach to Arlington Ridge through our dedicated regional, corporate, and on-site teams. In recent years, The District has experienced record highs in terms of rounds, F&B revenue, total revenue, and EBITDA. Our confidence in Arlington Ridge’s continued success is rooted in our successful partnership with The District, extensive experience in the nuances of similar CDD/HOA-owned clubs, ability to operate diverse amenities, and proven ability to achieve long term financial success. Our plan focuses on balancing both short and long-term goals, further enhancing community engagement, optimizing financial performance, long range capital improvements, improving the quality of product - always with the goal of serving and satisfying the members/residents.

Throughout our proposal, we have identified areas of our shared successes, but more importantly, our plans to continue and build upon this with the sole goal of providing a high-quality experience for the entire Arlington Ridge community. The alignment of goals between The District and Troon has improved course conditions, market reputation, and the member/guest experience, resulting in a **25%** increase to golf revenues and a staggering **\$107,718** positive impact to Change in Net Position for *golf operations*.

HIGHLIGHTS OF INVOLVEMENT

Troon is a proven operator that has repeatedly demonstrated the ability to increase revenues, manage expenses and consistently improve the value proposition for all stakeholders. Our commitment to The District and all residents and guests is evidenced by the following accomplishments:

Community Engagement - At Arlington Ridge, Troon has consistently planned and implemented a diverse array of events for members, residents, guests, and the local community. From new golfer programs for residents, competitive tournaments and skins games for the seasoned golfer, holiday scrambles that offer a unique and exciting twist to the group golfing experience, women’s golf days that provide a welcoming and empowered environment, and personalized club fittings that give members and residents the opportunity to test out the newest equipment, Arlington Ridge has it all. Planning and executing these events has been a team effort that comes from a combination of meticulous planning from Troon’s dedicated corporate marketing team and the passion and energy that on-site employees brings to each unique event.

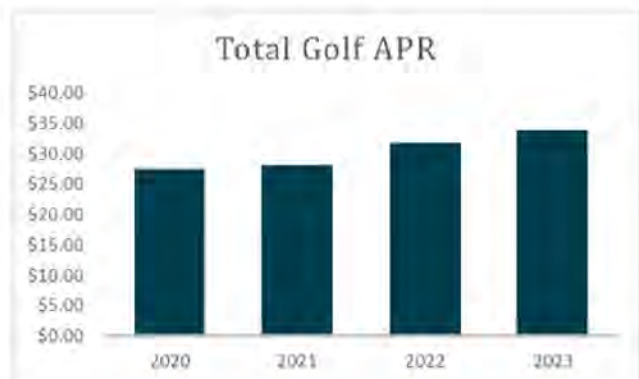
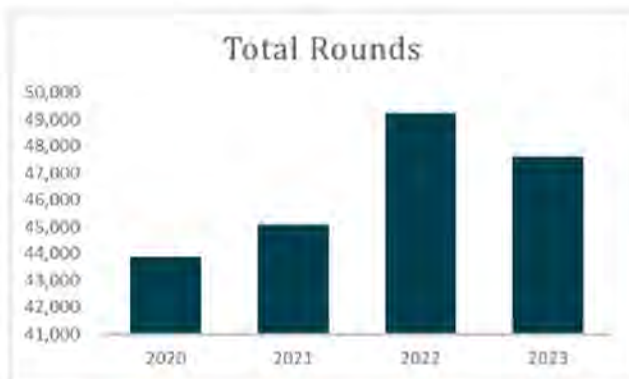
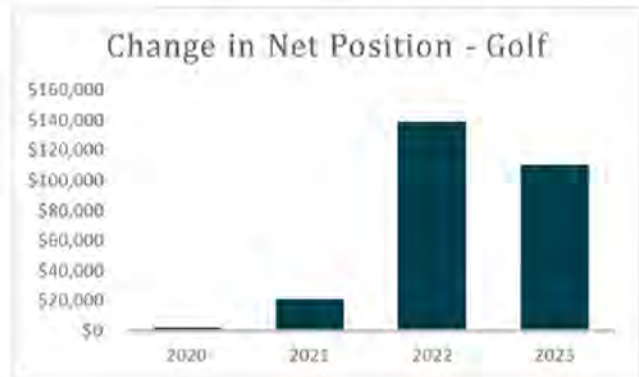
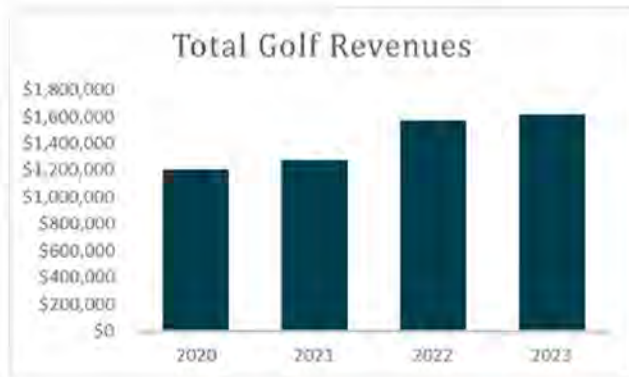


Enhanced Member / Resident / Guest Service - Using our proprietary member/resident Experience training program, Troon has created a member/resident centric staff at Arlington Ridge. The results speak for themselves – Arlington Ridge maintains a strong reputation in the local market. Arlington Ridge consistently receives ratings towards the higher end of the local competitive market (average 4.0 stars). Beyond this, what sets Arlington Ridge apart from the local competitors is the consistency and volume of reviews across multiple platforms.

Arlington Ridge has reached 1757 reviews, **the most among local courses with a presence on all three platforms.** A number of Arlington Ridge’s competitors have fewer or no reviews on platforms like GolfNow and Facebook, indicating a gap in their marketing and engagement strategies. Among its closest 10 competitors, 8 had reviews on GolfNow, and merely 6 had reviews on Facebook.

Arlington Ridge Golf Club		
Source	Rating	# of Reviews
	4.0	908
	4.2	227
	3.9	622

Increased Golf Operation Performance - Troon has shown consistent growth in rounds, membership dues, food & beverage revenue, and golf APR, resulting in revenue growth that has significantly impacted Change in Net Position for both Golf and Food & Beverage operations for The District. Below we have outlined the operational and financial impact for Golf Operations and have separately included an analysis for Food & Beverage in its respective section.



FOCAL POINTS

Marketing

Tron is the industry leader with respect to our pro active approach to marketing each of our facilities. With Arlington Ridge Golf & Dining outlets being “Resident/Member-Centric” our main focus is, and will continue to be, programming golf and dining events with residents and members in mind. Using proprietary event management software, we are able to market to the residents that enjoy our events and want to be part of the Fun!

- Acquisition: While Tron will continue to target golfers from outside the gates using emails, Newspaper Ads, and our digital platforms, our main focus will be to attract residents and members of the Arlington Ridge Community that do not participate in our programming often. Moving Forward, we would like to have quarterly events to encourage involvement from our non-regulars. These events will include, but not be limited to Beginner Golf Clinics, fun, non-competitive leagues/games, and new dining style events.
- Retention: Tron will continue to utilize proven database management systems to track member and resident reservations, playing, and spending history; developing programs and offers that best meet the expressed needs of those member and residents; and utilize direct marketing techniques to communicate with them. In addition, continuous improvements on how we communicate with the residents and members has greatly improved over the past year. We Individually branded the dining outlets and gave them their own presence online. Along with our weekly club updates that have been well received, we will continue to find ways to refine this approach.
- Membership Loyalty: Tron will continue developing loyal member and residents through the delivery of a golf and dining experience that is fun, enjoyable, and fulfills their expressed needs. The marketing focus is on the growth of market share, programs specifically designed to increase the number of rounds played and the amount of spend during each member and resident visit.
- Events: Marketing golf outings, banquets, social groups, and other events at Arlington Ridge will drive revenue by strategically targeting local groups, businesses, and organizations. While some strides have been made over the last five years to increase events, this is an area of opportunity that can have a significant benefit to bottom line results.



Food & Beverage Operations / Resident Engagement

Troon recognizes the importance of the F&B offerings to the Arlington Ridge Community and will continue to emphasize increased engagement and utilization. Troon will continue to work with The District to enhance offerings, programming events, and overall service levels. Attention to detail, relational service, and continuous improvement will ensure ongoing resident engagement and satisfaction. Simply put, it is critical to recognize what residents want from their dining operation and events schedule while blending expectations with the financial goals of the facility. A diverse and welcoming dining experience enhances the overall enjoyment of the golfing experience, providing opportunities for social interaction and relaxation in a welcoming environment accessible to all.



The Member & Resident Experience

Troon has implemented a member and resident centric staff at Arlington Ridge focused on meeting and exceeding expectations during each member and resident visit. Troon guides staff members through a professional hospitality training teaching staff members the importance of member and resident service by training them to be warm and welcoming and to anticipate the needs of each member and resident.

Capital Improvements

Troon has extensive experience with capital projects and has overseen more than 100 golf course and clubhouse development and construction projects, including at Arlington Ridge. Troon has been crucial in identifying areas of improvement to keep the golf course and amenities up to standard. Our commitment continues with a detailed Five-Year plan outlined in the ***“Attachments”***, ensuring ongoing enhancements for an exceptional golfing experience.

SUMMARY

We are committed to The District and the success of the club, value our relationship at the highest levels and want to continue operating the Golf and Food & Beverage at Arlington Ridge. We have tailored and revised our plans to meet the respective needs of The District, developing marketing concepts and operational strategies to improve market position and further improve the bottom-line of the facility. Based on our local experience, intimate knowledge of the community, innovative marketing techniques, sizable resources, and working relationship with The District, Troon is confident that we will continue to improve the experience for members and residents and achieve the desired results for Arlington Ridge.





TROON OVERVIEW



Troon started as one facility in 1990 and has since grown to become the world’s largest professional club management company. We provide services to 825+ locations and in 45+ states and 30+ countries, while also managing various amenities, such as tennis, aquatics, fitness, food & beverage, lodging and more. We have grown our company by listening to and understanding the specific opportunities and challenges of our clients, then customizing our approach to achieve success together. This is accomplished by providing a foundation comprised of the best talent in the industry and cultivating the creativity of our 35K+ associates worldwide. Our successful culture, combined with 30+ years of experience, gives us the opportunity to develop the strategies that allow our clients to excel in this competitive industry.

Troon is comprised of four club management brands committed to providing best-in-class hospitality and services:



Responsible for the operations of daily fee and resort facilities



Specializes in private clubs, 50+ of which are member-owned



Management services for all club types beyond the Americas



Full-service operator specializing in daily fee and semi-private facilities

In addition to club management, Troon is equipped with innovative specialty brands to support our client’s needs:

- **ICON** – Leader in amenity and community association management services
- **CADDIEMASTER** – Premier provider of caddie management and training services
- **ClubUp** – Enhanced caddie scheduling and communication technology
- **True Club Solutions** – Provider of real-world solutions through advisory services
- **Cliff Drysdale Tennis & Peter Burwash International** – Leaders in tennis management
- **RealFood** – Specializes in building guest and member food and beverage experiences



BIDDER INFORMATION



YEARS OF SERVICE	<i>34 Years, Founded 1990</i>
NAME OF PARTY	<i>Troon Golf, LLC</i>
WEBSITE ADDRESS	<i>www.troon.com</i>
OFFICE ADDRESS (HEADQUARTERS)	<i>Troon Scottsdale 15044 N. Scottsdale Road, Suite 300 Scottsdale, AZ 85254</i>
OFFICE ADDRESS (FLORIDA OFFICE)	<i>Troon - Jupiter 1061 E Indiantown Rd, Suite 400 Jupiter, FL 33477</i>
DATE OF INCORPORATION	<i>1990</i>
STATE OF INCORPORATION	<i>Arizona</i>
STATE OF ORGANIZATION	<i>Delaware</i>
OFFICERS	<i>Tim Schantz, President and CEO Ruth Engle, EVP and CFO Jay McGrath, EVP & Chief Legal Officer Jeff Hansen, EVP & General Counsel</i>
POINT OF CONTACT	<i>Dan Zimmer, PGA</i>
EMAIL	<i>904.669.1508</i>
PHONE NUMBER	<i>dzimmer@troon.com</i>

REGIONAL OVERSIGHT



DAN ZIMMER, PGA
SENIOR VICE PRESIDENT, OPERATIONS

A key member of Troon's North Florida operations team, Dan has been influencing golf courses since 2007, Dan possesses more than 25 years in golf and 17 with Troon and Indigo Sports. Previously, he managed St. Johns Country Club for The St. Joe Company (now owned by Troon). Dan is lauded for his dedication managing all aspects of club operations, motivating team members to be the best versions of themselves, and transparency with and counsel to course owners. A graduate of New Mexico State University, he has been a Class A PGA Member since 2005.



MICHAEL STEVENS
DIRECTOR, SCIENCE & AGRONOMY

Based in Florida, Mike has been a loyal member of the Troon family for more than 15 years, where most recently he served as the Director of Agronomy for Ballenises Country Club. The portfolio he supports spans public and private golf courses serving myriad golfer demographics. Staying current with industry trends and ever-changing golf course technology, Mike ushers in new maintenance practices with traditional ones for superior conditioning under prudent budgets. He has sat on various golf industry boards and commissions in the southeast and nationally and contributes as a columnist to regional golf publications.



DAVID EVANGELISTA
SENIOR DIRECTOR, SALES & MARKETING

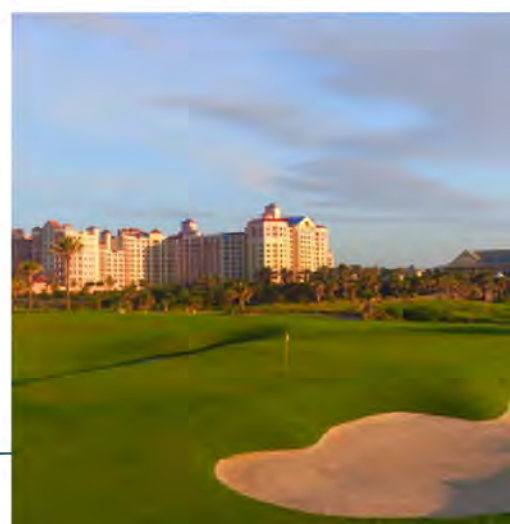
Best practices in the hospitality industry translate well into golf, and this is where David shines. For Indigo's southeast courses, he establishes hyper-targeted advertising, direct marketing promotions and sales programs. Prior to joining Indigo more than seven years ago, David was a General Manager for portfolios of golf courses and country clubs nationwide. About 20 years ago, David started his career with Universal Studios in Orlando.

OPERATOR EXPERIENCE

Troon is the world's largest golf management company. When combined, the Troon family of brands provides services to 825+ locations and in 45+ states and 30+ countries. Below is a list of all Troon Brand-managed facilities in Florida. All community centric facilities are in **BOLD**. For additional information, please visit www.Troon.com.

FLORIDA (58)

- **Arlington Ridge Golf Course, Leesburg, FL**
- **Audubon Country Club, Naples, FL**
- **Babcock National at Babcock Ranch, Punta Gorda, FL**
- **BallenIsles Country Club, Palm Beach Gardens, FL**
- City of Jacksonville, FL
 - Bent Creek Golf Course, Jacksonville, FL
 - Blue Cypress Golf Course, Jacksonville, FL
 - Brentwood Golf Course, Jacksonville, FL
- **Big Cypress Golf Club, Lakeland, FL**
- **Boca Grove, Boca Raton, FL**
- **Bonita National Golf & Country Club, Bonita Springs, FL**
- **Burnt Store Marina Country Club, Punta Gorda, FL**
- Cape Royal Golf Club, Cape Royal, FL
- **Colonial Country Club, Fort Myers, FL**
- Colony West Golf Club, Tamarac, FL
- Coral Oaks Golf Course, Cape Coral, FL
- Deering Bay Yacht & Country Club, Coral Gables, FL
- **Del Tora Golf Club, North Fort Myers, FL**
- Dubsdread Golf Course, Orlando, FL
- **Eagle Landing Golf Club, Orange Park, FL**
- **Esplanade Golf & Country Club, Naples, FL**
- **Esplanade Golf & Country Club - Lakewood Ranch, Naples, FL**
- **Fairways Country Club, Orlando, FL**
- Fiddler's Creek, Naples, FL
- Golf Club of Ocala, Ocala, FL
- **Heritage Landing Golf & Country Club, Punta Gorda, FL**
- Ibis Landing Golf Club, Lehigh Acres, FL
- King & Bear at World Golf Village Resort, St. Augustine, FL
- Lakewood National Golf Club, Lakewood, FL
- **Lake Ashton Golf Club, Winter Haven, FL**
- Legends Golf & Country Club, Clermont, FL
- Mystic Dunes Golf Club, Celebration, FL



- Ocean Club at Hutchinson Island, Stuart, FL
- PGA National Resort, Palm Beach Gardens, FL
- **Parkland Golf & Country Club, Parkland, FL**
- Saddlebrook Golf & Tennis Resort, Wesley Chapel, FL
- Saltleaf Golf Preserve, Bonita Springs, FL
- Santa Rosa Golf & Beach Club, Santa Rosa Beach, FL
- Sarasota National Golf Club, Venice, FL
- Seminole Legacy Golf Club, Tallahassee, FL
- Serenata Beach Club, Ponte Vedra Beach, FL
- Slammer & Squire at World Golf Village, St. Augustine, FL
- **Spanish Wells Golf and Country Club, Bonita Springs, FL**
- St. Johns Golf & Country Club, St. Augustine, FL
- St. Petersburg Country Club, St. Petersburg, FL
- **Sun N' Lake Golf Club, Sebring, FL**
- **TPC Treviso Bay, Naples, FL**
- **The Club at Eaglebrooke, Lakeland, FL**
- The Club at Hammock Beach, Palm Coast, FL
- The Colony Golf & Country Club, Bonita Springs, FL
- The Dunes of Naples, Naples, FL
- The Falls Club, Lake Worth, FL
- **The Meadows Country Club, Sarasota, FL**
- **The National Golf & Country Club at Ave Maria, Ave Maria, FL**
- Tiburón Golf Club, Naples, FL
- **Villages at Country Creek, Estero, FL**
- Wellen Park Golf & Country Club, Englewood, FL
- **West Bay Club, Estero, FL**
- Willowbrook Golf Course, Winter Haven, FL



CLIENT REFERENCES



GOLDEN LAKES COMMUNITY DEVELOPMENT DISTRICT

1300 Eaglebrooke Blvd, Lakeland, Florida 33813

NAME: Paul Weaver
TITLE: President
SCOPE: Full-Service Management
EMAIL: pweaver@eaglebrooke.net
PHONE: 863.604.1721
COURSE: Eaglebrooke Golf Club

Letter of recommendation included in "Attachments"



LAKE ASHTON COMMUNITY DEVELOPMENT DISTRICT

4000 Mulligan Lane, Winter Haven, Florida 33884

NAME: Bob Zelanzy
TITLE: Vice Chairman
SCOPE: Full-Service Management
EMAIL: bzelanzy@lakeashton2cdd.com
PHONE: 561.512.7102
COURSE: Lake Ashton Golf Club

Letter of recommendation included in "Attachments"



SOUTH VILLAGE COMMUNITY DEVELOPMENT DISTRICT

3989 Eagle Landing Pkwy, Orange Park, FL 32065

NAME: Chris Payton
TITLE: Chairman, South Village CDD
SCOPE: Full-Service Management
EMAIL: el.cdd.2@gmail.com
PHONE: 904-994-5505
COURSE: Eagle Landing Golf Club



MASTER HOA AT BURNT STORE MARINA

24315 Vincent Ave Punta Gorda, FL 33955

NAME: Michael McFeeley
TITLE: President – Master HOA at Burnt Store Marina
SCOPE: Full Service Management
EMAIL: mmcfeeley13@gmail.com
PHONE: 443-858-8354.
COURSE: Burnt Store Marina Country Club

FINANCIAL CAPABILITY

Troon is one of the most financially stable and well-capitalized companies within golf and golf-related hospitality. Troon, operating principally as a third-party fee-based manager, is shielded from significant market fluctuations, which may be more noticeably experienced by those that are owner/operators of facilities. Although Troon does not require outside resources to support ongoing operations, Troon's majority owners TPG Capital, Leonard Green & Partners, and Symphony Ventures are focused on the sustainable creation of value, which results from the delivery of exceptional value and customer service and ultimately happy clients. Troon does have a Corporate financing partner and, albeit not currently utilized, has the ability to access a significant credit line in excess of \$30M. Troon's profitability and value proposition are enabled by economies of scale generated from its position as the largest third-party manager in the industry. Troon's financials include Top Line Revenue in excess of \$350M and EBITDA in excess of \$50M. Notably, Troon's proven consistent growth has allowed the Company to re-invest in additional resources and enhanced technology that enable both Corporate and field associates in delivering exceptional results for our owners.

Troon is, and has been, subject to an annual external audit which has never resulted in an adverse opinion. The external audit is currently performed by Deloitte. Unfortunately, given the Company's status as a private entity and the provisions of the Freedom of Information Act, we are not able to provide the audited financials as part of this submission in response to the Request for Proposal. That said, Troon's CFO, Ruth Engle, would be happy to personally address any concerns related to the Company's financial position.

Troon's headquarters is located in Scottsdale, Arizona. In an effort to improve operational efficiency and with the completion of several acquisitions in recent years, Troon has opened or obtained additional regional offices in strategic locations throughout the United States including Birmingham, Alabama; Irvine, California; Jupiter, Florida; Chicago, Illinois; Reston, Virginia and Seattle, Washington. Additionally, RealFood is located in Newton, Massachusetts, CADDIEMASTER located in Ponte Vedra Beach, Florida and Cliff Drysdale Tennis and Peter Burwash International are located in New Braunfels, Texas. Troon also has several international corporate locations. Collectively these corporate offices provide resource and support for Troon's 30K+ associates located at Troon properties in 45+ states and 30+ countries.



**BUSINESS PLAN -
MARKETING PLAN**





MARKETING PLAN



Tron-managed facilities consistently outperform the industry on all major metrics: rounds, revenue, membership sales, and the like. At Arlington Ridge, this is a credit to a sales-oriented culture focused on revenue generation, combined with Tron programs and one of the largest golf management digital footprints that keeps Arlington Ridge “top of mind” with in the community.

Tron also utilizes customized sales strategies and processes, proactive public relations, targeted email marketing, and digital media strategies for geared to capture the local market. These creative and innovative efforts, combined with the power of the Tron brand and programming, enables Arlington Ridge to grasp an enhanced market share, translating into financial success.

PROCESS & FOCUS AREA

A well-organized roadmap prevents ineffective reactionary marketing. Our marketing team will reduce to writing what is crucial, at a high level, to meet one or more business objectives for Arlington Ridge and a time frame for achievement. Each year, our plan details how Arlington Ridge’s brand is positioned and strategy is executed. Following the analysis of historical and competitive set data, we will schedule activities and tasks, roles and responsibilities and budget. The strategy is discussed with and approved by The District as part of the annual budgeting process. As the plan is in progress, we constantly measure campaign effectiveness against key performance indicators.



**SALES
FUNDAMENTALS**



**REVENUE
MANAGEMENT**



**DIGITAL
MARKETING**

SALES FUNDAMENTALS



As an enhancement to our outline of Troon's marketing strategy, we have included our 2024 Marketing Plan for Arlington Ridge in the "**Attachments**" section. This report provides a thorough overview of our strategies for Communication, Yield & Pricing, Loyalty, Social Media, Reputation, and Sales. We've included real data throughout the plan to support to our marketing initiatives year by year.

GROWTH FOCUS

Without new customers, nurtured for extended periods of time, business is poised to be flat. That's why we proactively operate under a "Revenue Generation" thesis – leveraging people-, behavior- and technology-driven stimuli to grow repeat rounds as well as introduce beginners and inspire lapsed golfers to return to the game.

MEMBER / RESIDENT ACQUISITION & RETENTION

Troon's Marketing Team will continue to establish measurable, effective, and member/resident-focused Acquisition Programs that attract NEW members and residents at Arlington Ridge. Acquisition tactics serve the same goal – to attract NEW member and residents via focused strategies that best target the message to appropriate segments by product/service, geography, and member and resident type. Acquiring new members, residents and guests is only half the equation. Keeping them coming back is the key to growth and sustainability.

CAMPAIGNS / COMMUNICATIONS

Amazing content – subjective and objective – is the ultimate connector between brands and buyers. Troon specializes in marrying strategic objectives with visual assets to create eye-catching, unique campaigns and collateral for Arlington Ridge. Templates are catalogued on our proprietary Design on Demand platform for easy access and customization. Material formats include flyers, e-mail templates, postcards, table tents, digital ads, social posts and more. We often utilize the power the video, as well.



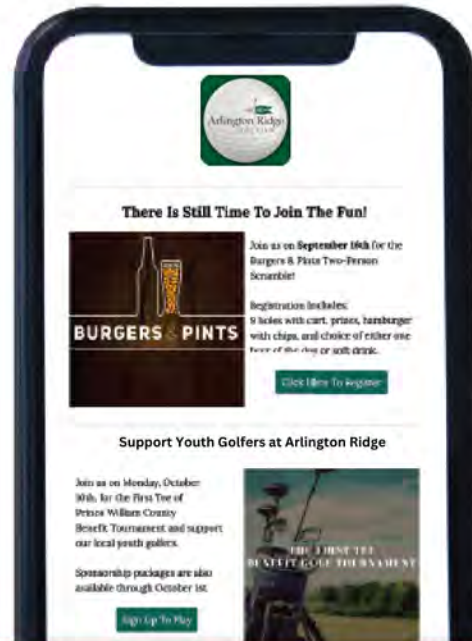
PAID DIGITAL ADVERTISING (PPC/SEM)

- Discovery and strategy development
- Keyword research, campaign execution, and optimization
- Performance reporting for Facebook Ads, Google AdWords, Google Display and YouTube ads



MOBILE APPLICATION

- Via Gallus Golf, development and creation, training and management of a course specific mobile application, available on Apple Store and Android Market
- Features include: tee time booking, virtual caddie (GPS), electronic scoring, stat tracking, loyalty, rewards and punch card, offer locker specials, geo-fenced push notifications & more



EMAIL MARKETING

- Via IBM's Acoustic Enterprise tool, custom email building and deployment to deliver professional, branded emails to your target audiences
- Automated email engagement campaigns
- Database management, segmentation and performance reporting
- Automated and customized customer experience surveying

53.3%

Mobile devices generate 53.3% of global internet traffic. Maintaining a professional "digital footprint" is more important than ever before.

DIGITAL MARKETING



Arlington Ridge has benefited from a foundational support structure that drives results, leverages technology, automation, process management and scale so that operators and front line associates can focus first on the operation and the guest experiences. Troon employs and executes data driven, revenue focused marketing campaigns at scale that match the facility's needs to the appropriate level of support. Every marketing process is supported by a team of Directors of Sales & Marketing, Marketing Coordinators and an expert Digital Marketing team.

ONLINE REPUTATION

- Aggregation Facebook, Google, Yelp and GolfAdvisor reviews and delivery to key stakeholders and sent to onsite and regional teams daily
- Automated responses to 4/5 star reviews
- Dynamically populated latest 5 star review website widget
- Online reputation benchmarking versus competitive set
- Includes utilization of Review Trackers technology customized to serve the golf industry

SEARCH ENGINE OPTIMIZATION

- Annual SEO site health score
- Detailed issues affecting search and opportunities for improvement
- Website is fully optimized for mobile devices to enhance user experience

PROJECT MANAGEMENT

- Web based marketing execution plan
- Calendar and campaign status reporting
- Issue submission, tracking and visibility
- Associate tools access for onboarding and offboarding

SOCIAL MEDIA

- Individual social media trainings and strategy development
- Automated posting of evergreen social media content calendar
- Controlling access and permissions for facility associates and social media admin management
- Detailed customizable reporting on social channel performance and growth
- Subscription to Hootsuite management tools included


ARLINGTON RIDGE GOLF COURSE
LEESBURG, FL



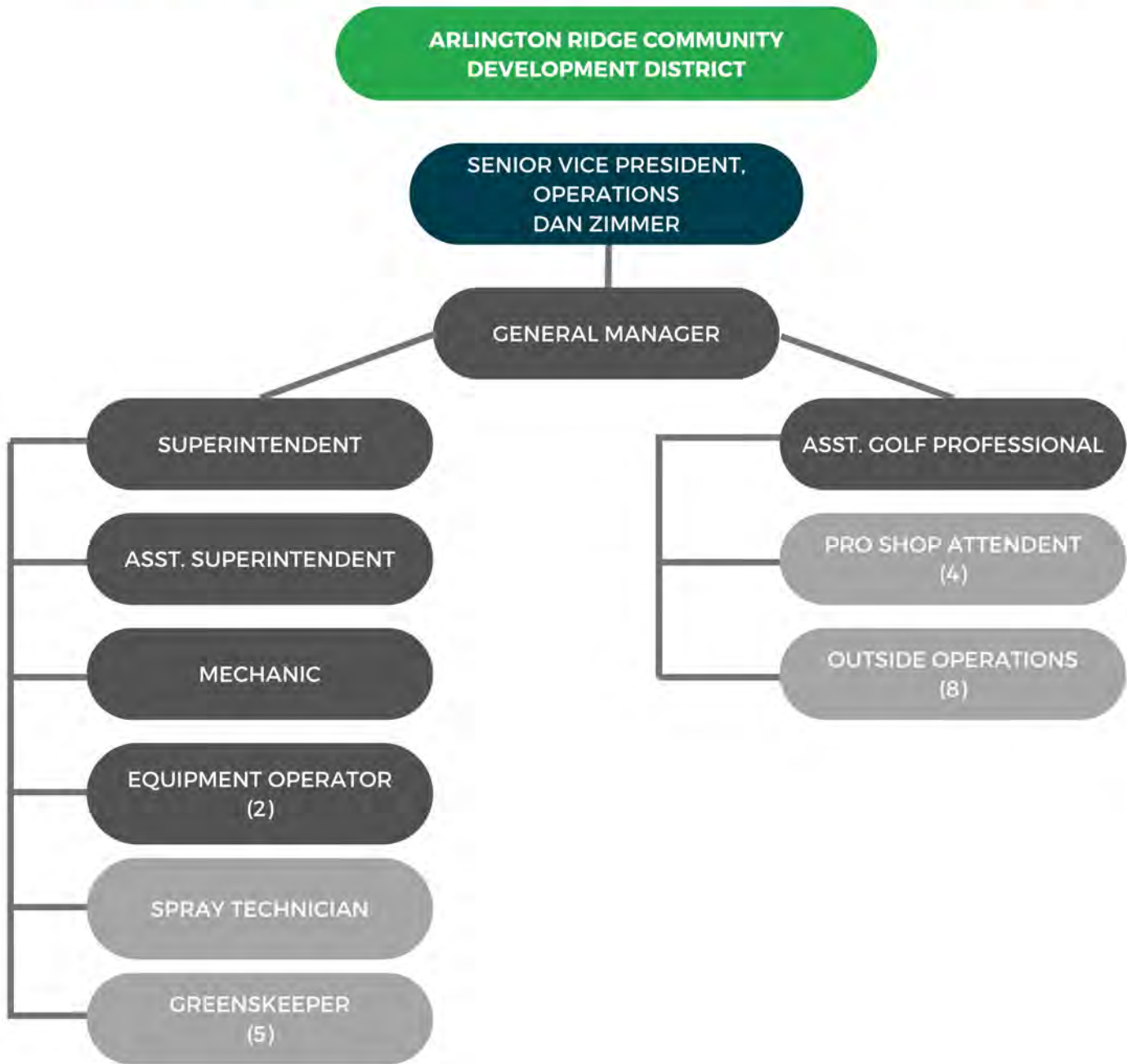
**BUSINESS PLAN - CLUB
OPERATIONS**



STAFFING PLAN

ARLINGTON RIDGE			
DETAILED STAFFING PLAN			
			
GOLF OPS			
Position	Hourly/Salary	Rate	Full / Part Time
Assistant Golf Professional	Salary	\$45,000 to \$50,000	Full Time
Pro Shop Attendant (4)	Hourly	\$ 12.00	Part Time
Outside Operations (8)	Hourly	\$ 12.00	Part Time
<i>*Staffing levels based on peak season. Will be lower during off peak times based on operating hours and business levels.</i>			
G&A			
Position	Hourly/Salary	Rate	Full / Part Time
General Manager	Salary	\$100,000 to \$115,000	Full Time
Total			
<i>*GM Salary split between Golf and F&B Operation</i>			
MAINTENANCE			
Position	Hourly/Salary	Rate	Full / Part Time
Superintendent	Salary	\$75,000 to \$85,000	Full Time
Assistant Superintendent	Hourly	\$ 20.00	Full Time
Mechanic	Hourly	\$ 24.50	Full Time
Spray Technician	Hourly	\$20.00 to \$22.00	Part Time
Equipment Operator (2)	Hourly	\$14.00 to \$15.00	Full Time
Greenskeeper (5)	Hourly	\$13.00 to \$15.00	Part Time

ORGANIZATIONAL CHART



- TRON SUPPORT
- FULL TIME
- PART TIME



GOLF OPERATIONS



Over the years, we have been able to attract the best people that are looking for a career in golf. In an industry notorious for high turnover rates, Troon attracts and retains associates because of the quality of the facilities in the portfolio and the possibility for advancement as we continue to grow. Our extensive benefits programs, regular training seminars, and industry-leading Operating Standards have also contributed to an extremely low attrition rate. The stability of our associate population makes it possible to deliver consistent member and resident service. As a result, our General Managers and Golf Professionals are the most sought-after facility operators in the golf industry based on their experience operating under Troon's proprietary Operational Standards at some of the world's most renowned golf facilities.

Troon manages Arlington Ridge per an Annual Plan with key responsibilities consisting of the following:

- Utilize Troon's national partnerships with numerous golf-affiliated purveyors to select and acquire all golf shop merchandise, display fixtures, furniture, and supplies
- With the support of a Class "A" PGA Professional, lead and supervise an hourly staff in all areas of pro shop management
- Oversee a cart fleet and ensure that a trained staff performs daily maintenance, cleaning, proper charging, and storage
- Ensure all transactional exchanges take place in the golf shop and are recorded individually through the POS system
- Recruit, hire, train, schedule, and supervise the on-site staff
- Grow the facility's golf instruction program
- Develop marketing strategies to include Troon's mass email database, social media (i.e., Facebook, Instagram, etc.)
- Collaborate with Troon's community partners to organize golf-related fundraisers
- Attend meetings with The District to provide updates on the overall golf operations
- Review and monitor, daily, the facility's overall financial health concerning budget, forecast, and previous year's results
- Financial results are typically discussed at weekly department head meetings while the P&L is re-forecasted weekly

PLAYER DEVELOPMENT

We will continue to offer golfer development programs at Arlington Ridge to meet the learning needs of men, women, seniors, juniors, beginners, avid players, low handicappers and those with disadvantages and special needs. As a pioneer in this area, we are laser focused – in fun, non-threatening and affordable ways – to introduce new players to the game. Troon also prompts those on a golf hiatus to return and others to play more frequently by scoring better.



JUNIOR GOLF

100,000



Troon-managed golf courses host over 100,000 Junior rounds annually, including 25,000+ free of cost as part of the "Troon Junior Club."

7,500  **first tee***

Troon manages over 50 courses that serve as the "headquarters" for their local First Tee chapter, hosting more than 7,500 First Tee golfers annually.

3,500



50+ Troon-managed courses hosted a PGA Jr. League team last year with over 2,500 participants nationwide.

OUTINGS & EVENTS

It's one thing to aggressively sell group golf events, it's another when outstanding service levels differentiate Arlington Ridge and generate market share growth and member and resident loyalty. Keen attention to detail centers on professional tournament services, including player pairing, customized rules and administration, personalized scorecards and cart signs, online and in-person registration, contest hole signage and set-up, professional scoring, merchandise giveaways and special bells and whistles.

IN-HOUSE EVENTS

Our blue-sky thinking includes adding fun programming and events to Arlington Ridge's golf and social rotation. Troon will continue to develop golf and non-golf social calendars that promote fun experiences for golfers and non-golfers alike. These examples are poised to add community excitement and incremental revenue:

COMMUNITY EVENTS

SKINS GAMES

HOLIDAY SCRAMBLES

OKTOBERFEST PARTY

COMMUNITY PROGRAMMING

Troon's plan for the community experience at Arlington Ridge will center on developing events and experiences that target the community's diverse populations while remaining sensitive to pricing. Members and residents who are both golfers and non-golfers will be paramount to success and will ultimately foster a welcoming, inviting environment for the community. Example events include:

- Drive In Movie Night on the Range
- Craft Beer Tasting at the Clubhouse
- "Light the Night" mini-golf
- Glow Ball Golf Events
- Ugly Sweater Night
- Easter & Mother's Day Brunch





COURSE MAINTENANCE



The National Golf Foundation’s annual survey of golfers shows course conditions are the No. 1 reason one course is played over another. It’s an expectation that, when not met, means courses experience considerable “one-and-done” patronage. And it confirms the fact that product perfection equates to favorable price-value relationship.

FOCAL POINTS

Progress has been made over the last five years to improve the overall playability, presentation, and health of the course, but there is still work to be done. The agronomic plan heading into the summer is built to expand upon the improvements made in the fall with a focus on these key areas:

- Turf density on greens to provide consistent putting surfaces achieved through fertility/chemical program and agronomic practices (mowing, aerifications, verticutting, topdressing)
- Weed control through targeted pre-emergent and post-emergent herbicide programs
- Increased fertility program on tees, fairways, and rough to increase turf density
- Project work to improve “bumpy” and cart path transition areas

OUR MANDATE

Troon’s agronomy team is highly educated, skilled and determined to deliver outstanding playing experiences to each member and resident at Arlington Ridge. Our member and resident-centric approach is more than simply growing grass. Focus is also on healthy turf, eco-sustainability and keen attention to detail across the total acreage. This is in concert with a reasonable budget required to impress golfers time and time again and earn their positive word of mouth. Commitments to excellence from the golf course superintendent and others on the maintenance crew lead to efficiencies in staffing and a high-quality, enviable end-product.



CORE CULTURAL PRACTICES

For Arlington Ridge, the agronomic plan establishes short-term and long-term goals, taking into account the maintenance and business needs of the facility. It will align with course upkeep tactics along a clear schedule (e.g., over-seeding, aeration, etc.) for quality assurance measures. The conditioning blueprint accounts for seasonality yet is flexible to meet nuances in weather.



SUPPORT, ACCOUNTABILITY & OUTCOME

The superintendent at Arlington Ridge, in tandem with the on-site management team, benefit from hands-on support of a Troon Regional Director of Agronomy. Periodic site visits yield a “Manager’s Report” with course and property photos as well as a detailed narrative of agronomic activities, conditions, action plans, resources, timelines and metrics, and will be shared with The District. This level of support promotes healthy turfgrass, exceptional playability, an aesthetic “wow” and, most important, member and resident satisfaction – all with “bang-for-the-buck” efficiency.



“

“We utilize proven techniques, enabling us to create the most celebrated playing surfaces in the world. Golf course conditioning is an ongoing effort, focused on achieving an optimal visual appearance, while maintaining excellent turf health. We continue to refine our agronomic practices to ensure that our team produces a product that is fiscally responsible, operationally sustainable and appealing to golfers, all in a way that efficiently conforms to the financial framework of our clients.”

”

DAVE NICHOLLS
SVP, SCIENCE & AGRONOMY



STAFFING & ADMINISTRATION



Hospitality and recreation is a “people” business. Furthermore, members and residents’ demands and service expectations are at all-time highs. As such, Troon has expended considerable resources recruiting, training and developing top talent. We call this “human capital.”

TRAINING & DEVELOPMENT

There are many reasons – notably cultural and career development – Troon attracts and retains the best talent in the industry. The goal is to provide Arlington Ridge with the resources and training required to meet The District’s goals and visions for the future. We accomplish this by educating and strengthening the associates and leadership base through interactive hands-on training along and additional electronic resources. Facilitating the ability to develop great people are our leading training programs:



Our online university features more than 50 comprehensive training modules for career development. The platform is integrated with our performance management system so that managers can assign training to match goals established during the annual review process.



Our mentorship program was established to identify and support “rising stars” within our organization. Selected mentees are paired with company executives for a six-month program to network, grow, and develop for their next steps with Troon.



Change is constant, which is why Troon supports the continued education of our employees through national and regional meetings. Our meetings allow employees to share best practices and hear from subject matter experts from the PGA, USGA, GCSAA, etc.

CUSTOMER EXPERIENCE



TRAINING

Led by a professional “employee trainer,” our series of teaching-learning modules illustrate how to carry out Troon’s vision statement. Guidelines for acceptable and unacceptable behaviors are demonstrated and discussed, as is role playing, for daily execution of best service practices during each interaction – from parking cars to driving away.

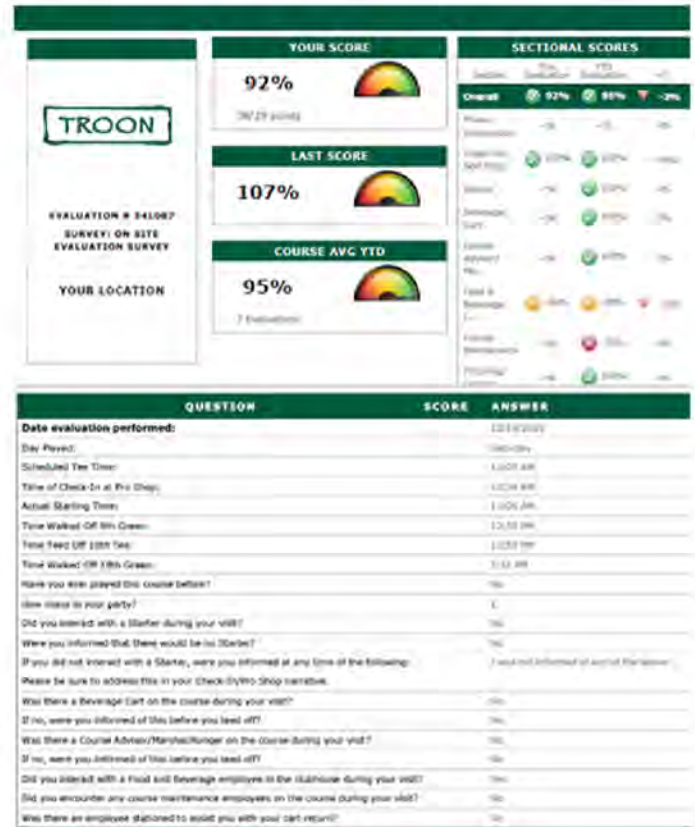
We promote empathizing with each member and resident’s personal situation, anticipating and servicing their needs, and then introducing them to the next portions of their safe and fun journeys, creating positive, seamless experiences throughout.

Formal training sessions are augmented by regular reviews in department and all-staff meetings. Timely feedback on observed positive and negative interactions is provided – these are teaching moments, not indictments.

Due to the COVID-19 Pandemic, mystery shopping exercises were ended at Arlington Ridge. If The District wishes to implement mystery shops again, our support team will outline the benefits, cost, and impact to the facility that these will have. These exercises are anonymously conducted by professional, independent evaluators. Reports are used to further train, incentivize, and reward employees.

SERVICE RECOVERY

The occasional dissatisfied customer – whether expressed or largely unknown – needs to be converted into a loyalist. Staff will be taught to subscribe to our “LAST” techniques for appropriate service recovery responses.



LISTEN

- Don't interrupt
- Make eye contact
- Show Respect
- Calm and clarify

ACKNOWLEDGE

- Recognize problem
- Apologize
- Empathize

SOLVE

- 100% attention
- Immediate action
- Timely follow-up

THANK GUEST

- Appreciation
- Patience
- Positivity
- Helpfulness

CAREER DEVELOPMENT



Tron is committed to providing internal on-the-job training, mentoring, technical instruction, and professional development of people of all diverse backgrounds. Below are examples of our industry leading programs:

MENTORSHIP

Assessing associates' interests and understanding the areas of improvement they need to work on allows them to be paired with a mentor that is an expert within that space.

TECHNICAL TRAINING

Our Learning & Development Department provides guidance to each department on the effectiveness of technical training materials. Through this process, we ensure all materials are vetted through a diverse and inclusive lens and that all associates receive effective technical training throughout the company.

CLIFTON STRENGTHS

This program provides associates a way to describe what their strengths are naturally and/or the areas they might need help from others to accomplish desired outcomes. Once the assessment is completed, our Learning & Development Department provides coaching and resources to assist the associate in their professional development.

LEARNING LIBRARY

Our Learning Library, located within our Tron HUB, gives associates access to a wide range of e-learning technical and professional development content focused on core competencies most helpful for specific roles.

ON-THE-JOB TRAINING

Our Learning & Development Department provides access to resources and best practice tools for all General Managers and facility leaders. This allows leaders to disseminate important training material to their associates, which improves their skills and knowledge base.

LEADER PROGRAM

Our Leader Program is a 12-month program that gives associates hands-on exposure and experience in every department throughout the company. This gives the associates an in-depth understanding of how departments are interconnected; and prepares them to be a more efficient and effective leader within the company.

INTERNSHIP PROGRAM

Tron has established a diversity internship program, which allows college students from diverse backgrounds to have a management training internship. During the summer, internship students will interact daily with the General Manager, and other leaders, at the facility they are placed at to give them firsthand knowledge of how golf facility operations are managed.

SUMMITS & CONFERENCES

- National Sales & Marketing Summit
- National F&B Summit
- Global Tron Conference

RISK MANAGEMENT



Our organization has the most comprehensive risk management and insurance program in the golf business, including the industry's only dedicated in-house risk management team. Their role is to ensure that state-of-the-art risk management policies and practices are implemented at managed facilities in order to minimize risks and exposure to the operations. Our team works directly with resort portfolio operators, providing Troon and its clients with the highest level of expertise.

SAFETY & SECURITY

Troon oversees the construct, delivery, training and adherence to safety and sanitation plans, guidelines, rules and regulations.

We require employees to acknowledge reading of manuals, attend regular training sessions, participate in our safety videos and training platforms – identifying risks by department – and report accidents or safety violations to his / her supervisor.

Additionally, we procure insurance, risk management and business licenses, including claims filing, renewals and regulatory requirements.

EMERGENCIES

Troon's emergency management plan (EMP) addresses policies and methods of prevention, preparedness, response and recovery. At the EMP's core is identifying risks and outlining courses of action to mitigate damage of potential events that could endanger the safety of employees and members and residents, and Arlington Ridge's ability to function. The EMP includes procedures to safeguard property and facilities, as well as steps to assess an incident's severity and respond to eliminate it. An example of this is the hurricane preparedness plan, which has been implemented multiple times over the last five years.

FACILITY AUDITS

Audits include more than 200 individual items in nine categories: member and resident Experience training; administration; agronomy / maintenance; clubhouse; food and beverage; human resources; information technology; risk management, and operations.



CHESAPEAKE BAY GRILLE
LEESBURG, FL



**FOOD & BEVERAGE
RFP RESPONSE**

TROON



FOOD & BEVERAGE SUMMARY

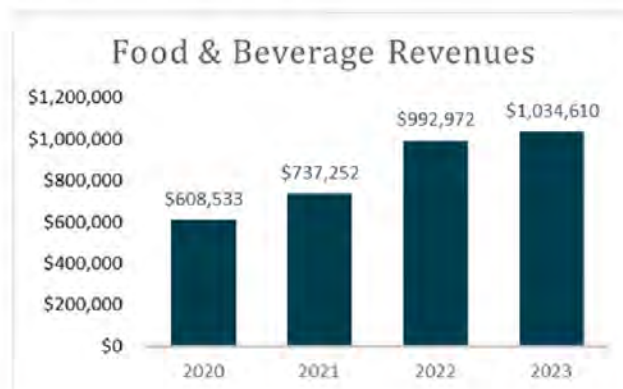
OVERVIEW

Troon keenly understands The District’s directive of the restaurant being an amenity to the residents, while operating at breakeven or being profitable. With this being the focus, over the last year Troon has implemented significant changes to the F&B Operation. This included a revised staffing model to streamline the operation and improve service, new menus with a focus on maintaining cost of goods sold (COGS), enhanced communication with residents to gain feedback, and restructuring events with a focus on profitability.

Results from these changes have been positively received by the community and year-over-year financial performance has improved. Troon will continue to look for ways to enhance the F&B operation and meet the needs of the residents. The Dining Program at Arlington Ridge should experience a constant evolution. Details, Relational Service, and Continuous Improvement are the hallmarks of Troon, and constant evolution will ensure ongoing guest engagement and satisfaction. It's important to understand what members and residents want from their dining operation and blend those expectations with the financial expectations set forth by the District.

HISTORICAL PERFORMANCE

Increased Operating and Financial Performance - As previously stated, Troon’s impact has been evident in both Golf Operations and Food & Beverage Operations. We have conducted a separate financial and operational analysis for Food & Beverage from the rest of Arlington Ridge’s operations. Since Troon’s first full year of operations in FY20, Arlington Ridge’s Food & Beverage offerings have seen a dramatic 41% increase in total revenues. This has led to a 36% positive impact to Change in Net Position.



EVENTS

As The District looks at the multiple food and beverage outlets with profitability in mind, increasing resident, member, and outside events will be crucial to the impact of the bottom line. These events not only serve as profit centers, but also foster community engagement and loyalty through showcasing the capabilities of Arlington Ridge's diverse event offerings. Arlington Ridge has adequate space to host a variety of events to include:

- Weddings
- Theme Nights and Special Events
- Holiday Parties
- Corporate Meetings and Conferences
- Golf Outings and Tournaments
- Birthday Parties
- Awards Ceremonies
- Bridal and Baby Showers
- Live Music
- Family Fun Days
- Community Events



Additionally, successful events can help spread word-of-mouth marketing and referrals that will attract future bookings and a loyal customer base. By emphasizing the importance of resident, member, and outside events, Arlington Ridge can strategically position themselves as the go-to location for local events and in turn driving sustained growth and profitability. Troon and Arlington Ridge are in the process of hiring an on-site sales position focused on driving banquet sales and developing relationships in the community to enhance the food & beverage and banquet offerings at Arlington Ridge. The Salesperson will work closely with the F&B Manager and the Golf Professional Staff to plan organize and deliver a very high-level guest experience. It will also be critical for the Salesperson to work closely with resident groups and Board appointed liaisons (if assigned) to increase and improve resident events.

MEMBER AND RESIDENT FEEDBACK

Our collective goals cannot be achieved without the satisfaction and support from the members and residents at Arlington Ridge. As hospitality experts, our focus revolves around the customer and how we can best implement our strategically developed plans into a tangible product. We recognize the importance of member and resident feedback and will ensure that we will develop surveys to determine what members and residents like, dislike, and where we can improve at. It is important to be adaptable to the collective needs and wants of all members and residents and firmly believe that transparent and detailed surveys will positively impact all food & beverage offerings and in turn, contribute to the bottom line goals of the operation.



STAFFING PLAN

ARLINGTON RIDGE DETAILED STAFFING PLAN



F&B

Position	Hourly/Salary	Rate	Full / Part Time
F&B Manager	Salary	\$50,000 to \$60,000	Full Time
Chef / Kitchen Manager	Salary	\$50,000 to \$60,000	Full Time
Event Sales Manager	Salary	\$30,000 to \$35,000	Full Time
Sous Chef	Hourly	\$ 25.00	Full Time
Lead Server	Hourly	\$ 12.00	Full Time
Server (3)	Hourly	\$ 8.98	Part Time
Bartender (3)	Hourly	\$ 8.98	Part Time
Beverage Cart	Hourly	\$ 8.98	Part Time
Chatham's	Hourly	\$ 8.98	Part Time
Line Cook (4)	Hourly	\$17 to \$21	Part Time
Dishwasher (3)	Hourly	\$12 to \$13	Part Time

**Staffing levels based on peak season. Will be lower during off peak times based on operating hours and business levels.*

** Sales Manager may also earn commissions and portion of compensation allocated to Golf.*

ORGANIZATIONAL CHART

ARLINGTON RIDGE COMMUNITY DEVELOPMENT DISTRICT

SENIOR VICE PRESIDENT, OPERATIONS
DAN ZIMMER

GENERAL MANAGER

F&B MANAGER

EVENT SALES MANAGER

LEAD SERVER

SERVER
(3)

BARTENDER
(3)

BEVERAGE CART

CHATHAM'S

CHEF / KITCHEN MANAGER

SOUS CHEF

LINE COOK
(4)

DISHWASHER
(3)

TRON SUPPORT

FULL TIME

PART TIME



FOOD & BEVERAGE OPERATIONS



Arlington Ridge will remain dedicated to delivering an exceptional dining experience that exceeds the expectations of the residents and members. We are committed to enhancing the member and resident experience and will continue to implement strategic initiatives each year to ensure short term success and long term sustainability. With the combination of Troon’s oversight, vision of The District, and hard work of the on-site staff, we will continue to take steps forward to reach our collective goals of profitability for the Arlington Ridge dining options.

Defining the dining concept is crucial, and the following steps will be taken:

- Feedback from the membership/guests will be obtained through:
 - Surveys
 - Focus groups
 - One on one discussions
 - Comment Cards
- Historical research based on item sales history
- Menu research, creation and development, using the feedback gathered
- Menu core cards to ensure proper pricing and feasibility of menu items
- Focus groups for menu item sampling
- Server training to match the concept

PRODUCT & SERVICE OFFERINGS

Consistent monitoring will ensure the experience is of high quality. Exceeding the needs of the members and residents will remain the litmus test for success in the following areas:



ATMOSPHERE

Fun, casual, and enjoyable. The atmosphere must be high service, quality food, and comfortable for members and residents.



MENU

Consistent and relevant price points accompanied by fresh offerings.



SERVICE

Daily training methods designed to reinforce the concept, atmosphere and menu.

Troon's internal marketing efforts will focus on branding the various outlets with consistent and timely posters, flyers and other vehicles to communicate with the members and residents. This marketing will also drive the awareness of both traditional resident events and new happenings designed to connect the member and resident base.

Troon will constantly monitor the quality and value of the dining operation by surveying members and residents for regular feedback on enhancement of service levels, F&B quality, and menu options. Troon will evaluate the Food and Beverage ("F&B") operation to identify strengths, weaknesses, opportunities, and threats - developing a solid foundation. The Troon team will standardize controls, processes, and provide guidance to staff.

OPERATIONS - "FRONT OF THE HOUSE"

Troon has developed and implemented processes and procedures to build and maintain profitable a la carte and banquet/event businesses in the club setting. Specific components of such successful programs and procedures include:

- Banquet Marketing and Sales Plan
- F&B Operation Policies and Procedures
- Banquets and Events Policies and Procedures
- Member and Resident Services Guidelines

Troon will evaluate each Food and Beverage ("F&B") outlet to identify weaknesses and opportunities, developing a solid foundation. The Troon team will standardize controls, processes, and provide guidance to staff. During this initial phase, Troon will achieve the following objectives:

- Finalize working budget for each F&B Department
- Apply systems to accurately identify COGS in Food & Beverage
- Refine consistency of product and service through extensive training sessions
- Initiate programs to increase member and resident participation and engagement of F&B offerings at Arlington Ridge.

Troon will carefully monitor and achieve the following business objectives:

- Grow the annual number of covers, revenues, and margins each year
- Develop a reputation for value, consistency and quality both internally and externally
- Develop and maintain an experienced and loyal staff
- Achieve member loyalty through consistent and relational service
- Identify a proper Wage Scale
- Employee Recruitment (utilize Troon's non-conventional sources to expand reach for qualified service-oriented employees)



OPERATIONS – “HEART OF THE HOUSE”

Menu rotation, menu costing, cooking methods, time management, and organization will be addressed, with a plan implemented to maximize efficiency and minimize costs. Thoughtful menus and specials will be collaboratively designed, focusing always on the member experience. Specific objectives during this time include:

- Sanitation Classes and Exams
- Kitchen Procedures Manual Implementation
- Cooking and Presentation Training
- Scheduling and Coverage Policies Identified
- Food COGS and Ordering procedures Review

OPERATIONS – “OTHER”

Troon will train the on-site F&B Managers to:

- Process paperwork
- Handle service recovery
- Create schedules
- Take and record F&B inventories
- Handle coaching and discipline of their staffs
- Organize their cadence with regards to communication, BEO meetings, and interaction with the club’s other departments

SPECIAL EVENTS MARKETING

This is an area of opportunity and we believe event revenue can increase, both through residents and non-residents. Recent focus has been on streamlining the food and beverage operation to create consistency and improve bottom line performance, and the sales position has not been filled. We believe hiring a Salesperson is important, with a focus on increasing the event book of business heading into the fall and winter season. The Troon Regional Director of Sales & Marketing (RDSM) will work with the Salesperson to implement a professional marketing program with a proven system of sales management, including prospecting, sales closing, and sales fulfillment, to increase banquets golf outings, meetings, functions, and other events. The Salesperson will work closely with the F&B Manager and the Golf Professional Staff to plan organize and deliver a very high-level guest experience. It will also be critical for the Salesperson to work closely with resident groups and Board appointed liaisons (if assigned) to increase and improve resident events.

CURRENT MENUS

CHESAPEAKE BAY GRILLE



Breakfast Menu
AVAILABLE 8:00 AM - 1:00 PM
SUNDAY'S

FRENCH TOAST \$10
(Hot Fruit Syrup) \$1.50
Applesauce, Smoked Bacon, Corned Beef Hash or Sausage Links

WESTERN OMELETTE \$13
Cheese, Ham, Bell Peppers, Onions | Cheddar, Swiss Cheese | House Fried Potatoes, White, Wheat or Pot Toast

SPINACH/MUSHROOM OMELETTE \$12
Fresh Spinach | Cheddar, Mushrooms | Melted Cheese | House Fried Potatoes, White, Wheat or Pot Toast

2 EGGS YOUR WAY \$10
House Fried

Applesauce, Smoked Bacon, Corned Beef Hash or Sausage Links

BUTTERMILK PANCAKES \$10
House Fried

CHILI CHEESE OMELETTE \$12
House - Sausage, Cheddar, Peppers, Onions | Cheddar - Jack Cheese | House Fried

ADD-ONS*
Bacon \$4
Sausage Links or Patties \$4
Corned Beef Hash \$5
Toast \$2

Chesapeake Bay Grille
4467 Arlington Ridge Blvd. Leesburg, FL 34748
352.755.0001

*Consuming raw or undercooked meats, poultry, seafood, shellfish or eggs may increase your risk of foodborne illness. Especially if you have certain medical conditions.

Lunch Menu

Starters

CHICKEN WINGS \$9
Hot or Mild | Ranch Dressing

PRIME RIB QUESADILLA \$14
Smoked Jugo Ribeye | Toasted Onions | Pesto Sauce

COCONUT SHRIMP \$9
Deep Fried | Spicy Sauce

LOADED NACHOS \$13
Tortilla Chips | Pico De Gallo | Queso Cheese | Chicken or Beef

CHICKEN QUESADILLA \$13
Flour Tortilla | Chicken | Sausage | Cheddar | Peppers | Onions

POTATO SKINS \$12
Loaded Potatoes with Bacon Bits | Cheddar Cheese

Salads

WEDGE SALAD \$11
Shredded Toppings | Blue Cheese | Tomatoes | Bacon Bits | Balsamic Dressing

CHICKEN CAESAR \$12
Grilled Chicken | Romano Lettuce | Garlic Dressing | Parmesan Cheese | Caesar Dressing

ARLINGTON RIDGE COBB \$13
Mixed Greens | Grilled Chicken | Avocado | Applesauce | Bacon Bits | Hard-Boiled Egg | Dressing

Build Your Own Pizza

Choose Our Sauce:	\$8	\$8
Signature Pizza (White Sauce)	\$10.99	\$14.99
Additional Toppings:	\$2.00	\$2.00

Pepperoni | Italian Sausage | Applesauce Smoked Bacon | Jalapeno | Pulled Sausage | Chicken | Red Onions | Fresh Spinach | Bell Peppers | Black Olives | Swiss Cheese | Wild Mushrooms | Italian Fontina Cheese | Pineapple Chunks | Sliced Peppers

Lunch

Served with your choice of Side Salad
Additional \$1.75 Charge for Cheese Rings
All Four Sides at Once Please | Sandwich & Pizza Options
*There will be an additional \$2 for each shared food item.

CHICKEN CORDON ROUGE SANDWICH \$13
Grilled Chicken Breast | Swiss Cheese | Ham | Onions | On a Brioche Bun

CLUB SANDWICH \$14
Smoked Turkey | Swiss Fontina | Bacon | Cheese | Lettuce | Tomato | Your Choice of Sauce

HALF SANDWICH & SOUP \$12
Half Sandwich with Your Choice of Ham or Turkey | 8.5 Oz Cup of the Soup of the Day

CHICKEN TENDERS \$12
3 Crispy Tenders | French Fries | Honey Mustard Dressing

REUBEN SANDWICH \$14
Corned Beef | Sauerkraut | Swiss Cheese | Thousand Island Dressing | Toasted Rye Bread

CB GRILLE BURGER \$14
Choice of Cheese | Lettuce | Tomato | Red Onion | Toasted Brioche Bun

VEGGIE BURGER \$13
Black Bean Patty | Sautéed Peppers & Onions | Pesto Sauce | Toasted Brioche Bun

PHILLY CHEESE STEAK \$14
Smoked Jugo Ribeye | Caramelized Onions | Provolone Cheese | Toasted Hoagie Roll

JUMBO HOT DOG \$9
1/4 Pound All Beef Dog | Toasted Roll

Side Items

FRENCH FRIES \$4.50
COLESLAW \$3.00
ONION RINGS NEW* \$6.00
MIXED FRUIT \$4.00
RICE \$4.00
VEGETABLES \$4.50
SWEET POTATO FRIES \$4.50
TUSCAN WEDGES \$4.50

Chesapeake Bay Grille
4467 Arlington Ridge Blvd. Leesburg, FL 34748

*Consuming raw or undercooked meats, poultry, seafood, shellfish or eggs may increase your risk of foodborne illness. Especially if you have certain medical conditions.

Dinner Entrees

Served with Side Salad & Dinner Roll
All Four Sides at Once Please | Sandwich & Pizza Options
*There will be an additional \$2 for each shared Entree.

TERIYAKI GLAZED SALMON \$24
Salmon Filet Glazed with Teriyaki Reduction Served with Rice & Chef's Vegetable

SHRIMP ALFREDO \$24
Linguine Pasta Served in Our Hot Garlic Parmesan Cheese Sauce

GRILLED FILET MIGNON (6oz.) \$30
Filet Mignon Served Grilled to Perfection Over An Open Flame & Served with Truffle Wedges & Chef's Vegetable

CHICKEN PICCATA \$23
Pan Seared Chicken Breast with a Lemon Butter Sauce Served with rice & chef's vegetable

WILD MUSHROOM RAVIOLI \$17
Mushroom Ravioli with Creamy Pesto Sauce

PORK CHOPS \$24
Grilled Center-Cut Chop topped with Mango-Apple Chutney & served with Truffle Wedges & Chef's Vegetable

Build Your Own Pizza

Choose Our Sauce:	\$8	\$8
Signature Pizza (White Sauce)	\$10.99	\$14.99
Additional Toppings:	\$2.00	\$2.00

Pepperoni | Italian Sausage | Applesauce Smoked Bacon | Jalapeno | Pulled Sausage | Chicken | Red Onions | Fresh Spinach | Bell Peppers | Black Olives | Swiss Cheese | Wild Mushrooms | Italian Fontina Cheese | Pineapple Chunks

Chesapeake Bay Grille
4467 Arlington Ridge Blvd. Leesburg, FL 34748

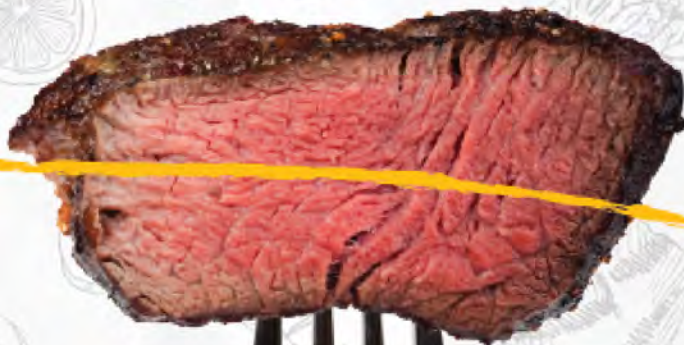
BEVERAGES
We Proudly Serve Pepsi Products \$2.75



CHESAPEAKE BAY GRILLE - SATURDAY NIGHT SPECIAL



PRIME RIB FEAST



MENU

Seasoned Prime Rib
Mashed Potatoes
Mixed Vegetables
House Garden Salad
Dinner Rolls

arlingtonridgegolfclub.com

\$28.95

PER PERSON
(plus tax)

**CALL FOR
RESERVATIONS
352.765.8001**

ARLINGTON RIDGE GOLF COURSE
LEESBURG, FL



FEE STRUCTURE



MANAGEMENT SERVICES

Troon's responsibilities consist of managing Golf and Food & Beverage operations at Arlington Ridge, including the operation and promotion of the clubhouse activities, golf shop, food and beverage, course maintenance, sales and marketing, accounting, human resources, and more. Specific details include the following:

- **Club and Golf Operations** – Troon will continually monitor and evaluate the service experience at Arlington Ridge to ensure the most successful standards and best practices are applied.
- **Agronomy** – The corporate agronomy team provides a source of experienced professionals who understand the complexities of golf course and landscape conditioning. Our team will deliver unbiased information to The District and assist superintendents in overcoming obstacles while at the same time holding them accountable to the goals of Arlington Ridge.
- **Food and Beverage** – Troon's food and beverage team will work to ensure Arlington Ridge's offerings align with The District's service and fiscal goals. This is achieved through assessing the staff, kitchen flow, member and resident experience, menu analysis, ingredient sourcing, equipment, cost controls, and more.
- **Sales and Marketing** – The corporate sales and marketing team works with on-site leaders to devise programs and marketing materials that are effective, efficient, and align with Arlington Ridge's goals. This includes a complete analysis of current sales programs, dynamic pricing strategies, online tools, collateral materials, competitors, and more. This review culminates in developing a custom sales and marketing plan focused on driving revenues for Arlington Ridge.
- **Staff and Human Resources** – Troon will manage all staff members on behalf of The District. Our turnkey management solution will focus on staff recruiting, training, development, motivation, and career development. We believe that Arlington Ridge's success starts with a positive team.
- **Payroll and Benefits** – Troon is responsible for processing payroll and employee benefits administration.
- **Risk Management and Legal** – Using all reasonable efforts, Troon's legal and risk management teams are responsible for Arlington Ridge compliance regarding legal and insurance requirements. Troon will also evaluate the current insurance costs of Arlington Ridge and explore whether a migration to Troon's insurance platform would benefit The District.

INITIAL TERM AND RENEWAL

Three (3) full Fiscal Years, beginning October 1, 2024 and concluding September 20, 2027. The Initial Term, or then current renewal period, shall be automatically renewed for one (1) three (3) year period unless either party delivers written notice to the other that the agreement shall not be renewed no less than One Hundred Twenty days (120) prior to end of Current Term.

MANAGEMENT AND INCENTIVE FEES

BASE MANAGEMENT FEE (BMF)

A base management fee equal to Eight Thousand Nine Hundred Fifty Dollars (\$8,950) per month, split between Golf and Food & Beverage as outlined below, increasing by 3% or CPI annually, whichever is greater, and prorated for any partial months.

- **Golf** - Five Thousand Seven Hundred Fifty Dollars (\$5,750)
- **Food & Beverage** - Three Thousand Two Hundred Dollars (\$3,200)
- *If only selected for Golf Operations, Troon will earn a management fee equal to Seven Thousand Five Hundred Dollars per month (\$7,500)*

INCENTIVES / PENALTIES

Golf Operations Net Operating Income (NOI) Target of One Hundred Thousand Dollars (\$100,000)

- Incentive – Troon shall earn an incentive fee equal to 25% of NOI over \$100,000, up to \$20,000
- Penalty – Troon shall forfeit a portion of the BMF equal to 25% of NOI under \$100,000, up to \$7,500

Food & Beverage NOI Target of a Loss of Seventy-Five Thousand Dollars (-\$75,000)

- Incentive – Troon shall earn 25% of NOI over \$1, up to \$20,000
- Penalty – Troon shall forfeit a portion of the BMF equal to 25% of NOI miss over (-\$75,000), up to \$7,500

TERMINATION PROVISIONS

Arlington Ridge may opt-out with no penalty if FY25 performance does not meet or exceed threshold agreed upon by The District and Troon (Threshold TBD). The opt-out period for ARCCD shall be between November 1-15, 2025.

ACCOUNTING

Monthly Financials shall be completed by Troon no later than the 5th business day of each month. Year-end financials shall be completed by Troon no later than the 20th business day after year end.

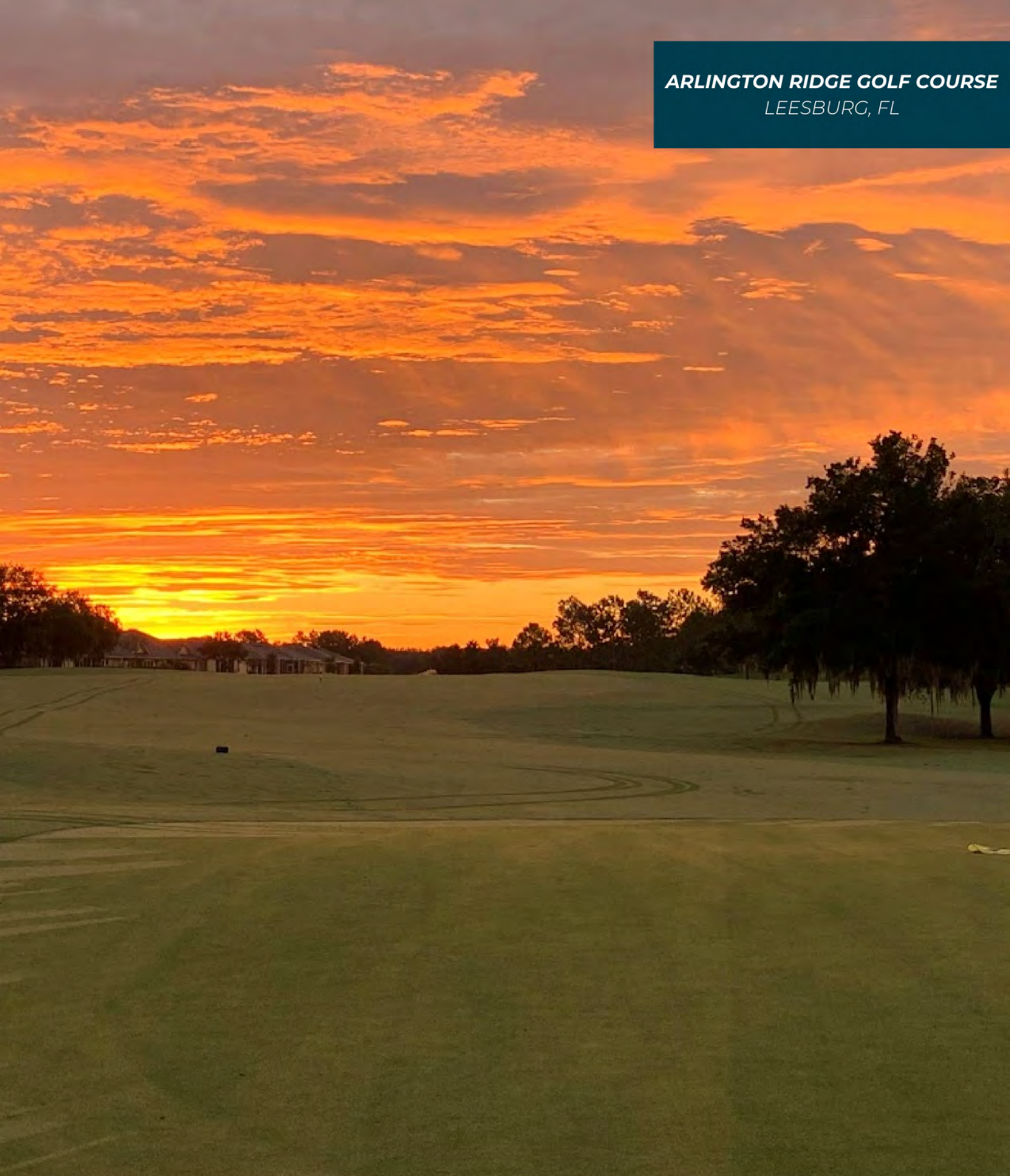
TRAVEL

We provide operational and management support from our corporate team, requiring The District to pay a portion of the costs associated with corporate staff visiting Arlington Ridge. As much as possible, travel expenses related to Arlington Ridge will be minimized and/or shared with nearby managed facilities to benefit The District.

PROCUREMENT

Troon allows the opportunity for Clubs to purchase goods, supplies, equipment, and services through its proprietary procurement program. Favorable pricing and incentives related to Arlington Ridge's specific purchases are always realized.

ARLINGTON RIDGE GOLF COURSE
LEESBURG, FL



ATTACHMENTS



ATTACHMENTS

- 2024 Marketing Plan
- Five Year Capital Plan
- Letters of Recommendation

2024 MARKETING PLAN



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

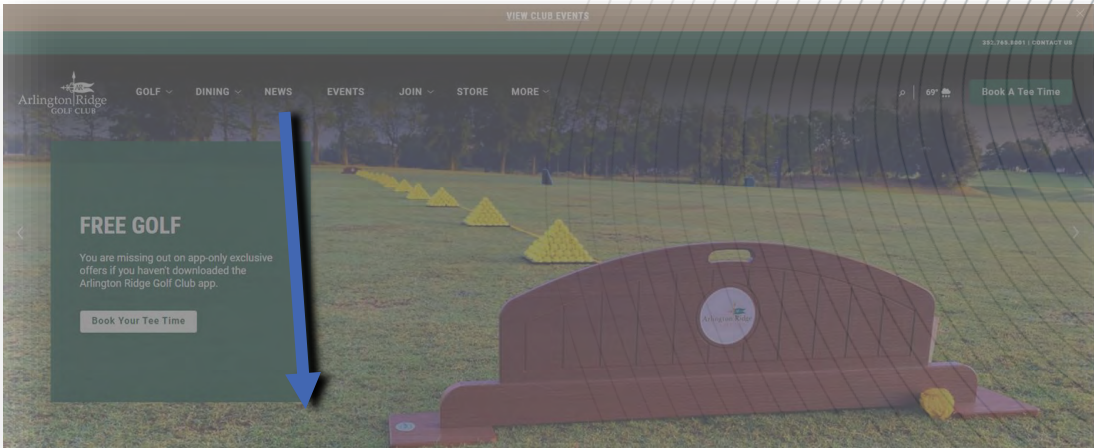
As of the writing of this plan, we are implementing a plan for all communications to be found in strategic spots on our website.

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.

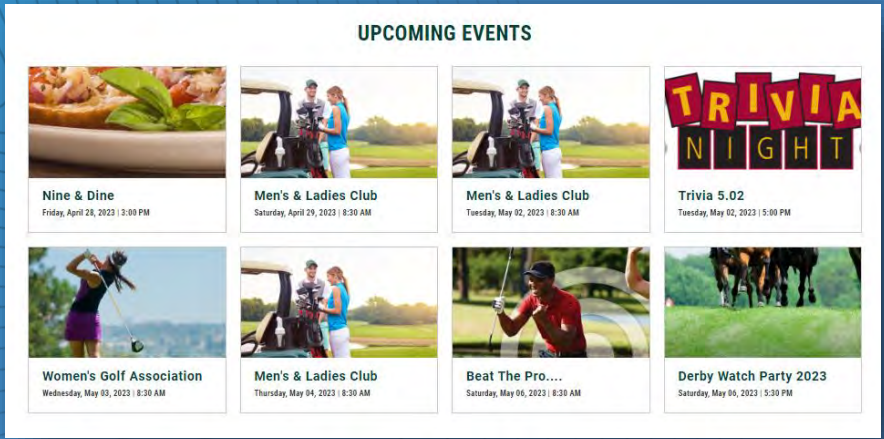
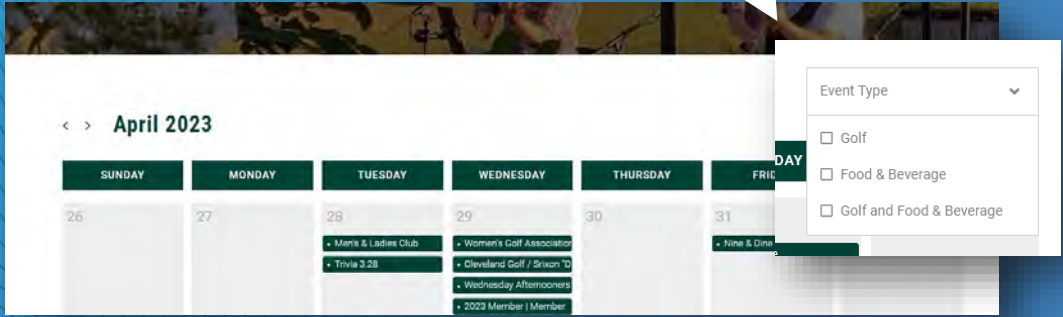


GOLF DINING **NEWS** EVENTS JOIN STORE MORE

"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.

Total Downloads	3,547
Active Downloads	1,780
Push Opt-ins	1,045 (58.7%)

APP DOWNLOADS

1,777

ACTIVE DOWNLOADS

↑ **281**

CHANGE SINCE LAST PERIOD

↑ **18.8%**

% CHANGE SINCE LAST PERIOD



PUSH NOTIFICATIONS

70,982

PUSHES SENT TO

↑ **4,491**

CHANGE SINCE LAST PERIOD

↑ **6.8%**

% CHANGE SINCE LAST PERIOD



OFFER LOCKER

711

ACTIVE PARTICIPANTS

12

ACTIVE OFFERS

↑ 236

326

OFFERS REDEEMED



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



\$5 OFF GOLF
Off of public rack rate
Valid before 3pm M-F. Must show offer at check in.
Space Is Limited, Reserve Today
Arlington Ridge GOLF CLUB **352-765-8001**
www.ArlingtonRidgeGolfClub.com
Each coupon is good for up to 4 players. Expires 4/30/2023



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

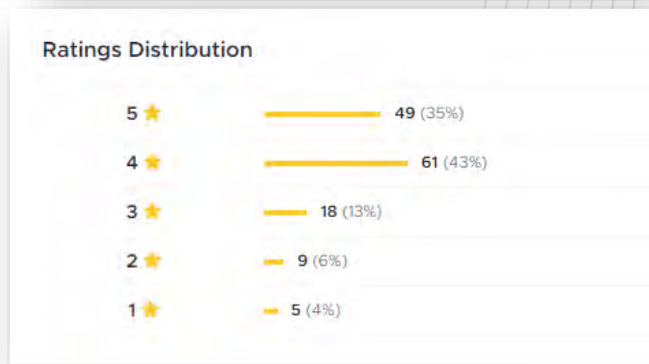
Golf For Everyone



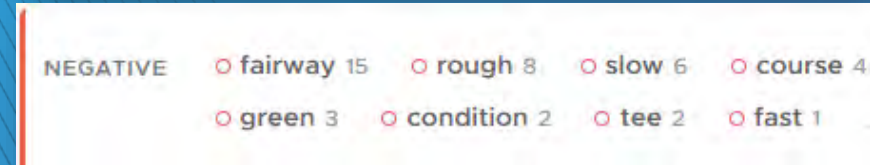
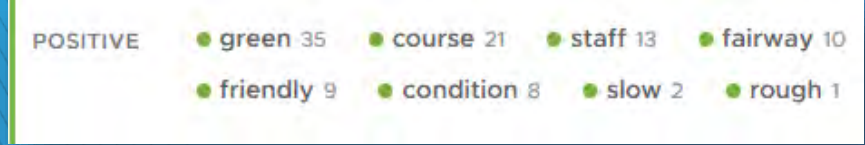
VI. Reputation

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.

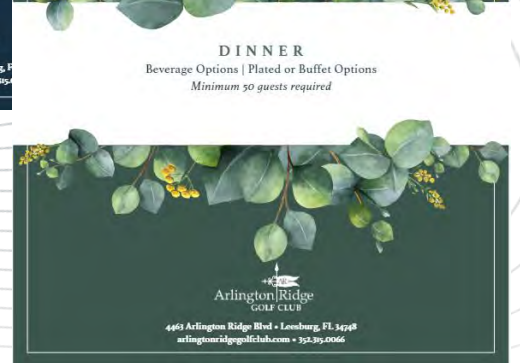
We introduced our “Holiday Group Events” to outside communities that has proven to be beneficial, as we are already seeing prior groups return for a second year. We have started to establish our reputation within the community itself, as well as surrounding communities so we are beginning to see guests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





Arlington Ridge
GOLF CLUB

Thank You

FIVE YEAR CAPITAL PLAN



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



Funding Source	Item Description	Club Benefit	Priority	FY24	FY25	FY26	FY27	FY28	Total
Golf Course Fund	Cart Path Improvments	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 Improvments	Reshape and sod approach areas between cart path and greens, and other worn areas on the course.	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	Greens Renovation	Renovate existing green complexes to expand back to original size and regrass to eliminate mutation. Final scope to be determine based on soil testing.	Want	\$ -	\$ -	\$ -	\$500,000 to 750,000	\$ -	\$ -
Golf Course Fund	Bunkers Renovation	Phased approach to renovating bunkers. Start with those that don't drain well or playability has been comprised. 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	Review kitchen layout and flow. Additional equipment needed to adequately handle large events. Potential addition of natural gas.	Revenue Enhancement	\$ -	\$ -	\$ -	TBD	\$ -	\$ -
TBD	Entrance Monument	Redesign monument to include golf course & restaurant	Revenue Enhancement	\$ -	TBD	\$ -	\$ -	\$ -	\$ -

LETTERS OF RECOMMENDATION



Arlington Ridge Community Development District
4463 Arlington Ridge Boulevard
Leesburg, FL 34748

To Whom it May Concern:

I understand you are preparing to go out with an RFP for the management of your golf course which is currently performed by Troon. I would highly recommend that you select Troon as your first choice to continue the excellent service I am sure you are receiving from them at this time. I say this without reservation based on the four years that we have been working with their management team. This includes Corporate Hdqs, District Management, Golf Club Management, and staff. Their team approach to planning, problem solving, golf course management, and customer service virtually ensures success.

We are a private Club supported by the residents through membership. No assessment dollars go to support golfing operations. We operate two eighteen hole golf courses and a small food and beverage service. We manage this on a very small budget. Troon came in and was faced with many challenges, not the least which was a club that was losing money and membership each year. That coupled with less than desirable conditions created a myriad of hurdles to overcome. They were certainly up to the task and not only met but exceeded our expectations the very first year. Membership has grown each year based on keeping prices down, improving course conditions, and focusing on the customer.

We recently held our annual Member Guest Tournament and the comments we received from the guests was truly heartwarming. They could not say enough about the conditions of the course, the staff, and food and beverage service. To the golfer they said that this was the best tournament they have played at Lake Ashton. These comments echo those we have heard from other tournament participants. It makes a member feel good about their club when they hear comments like that because they are proud to be a member here at Lake Ashton.

Troon's dedicated support team has worked successfully to improve customer service, generate revenue, improve course conditions. All in all, I would say that one of the best decisions we made after purchasing the golf course was to engage Troon to operate our facility. The Troon team is accessible and reliable and has provided outstanding communication and feedback. It has been very easy to work side by side with Troon to create a great golfing atmosphere at Lake Ashton. The hard work of this team combined with high integrity and ownership in what they are doing has created a great partnership in




LAKE ASHTON
Golf Club

serving the local community. It is my hope that our relationship extends well past the initial five year period.

Thank you for the consideration. Troon has my highest recommendation. Please do not hesitate to reach out should you care to discuss our experience with Troon in more detail. You can not go wrong if you select Troon to continue serving your community.

Sincerely,


Bob Zelazny

bzelazny@lakeashton2cdd.com

561.512.7102

Arlington Ridge Community Development District
4463 Arlington Ridge Boulevard
Leesburg, FL 34748

To Whom it May Concern:

I hope this letter finds you well. I wanted to take a moment to express my support for Troon's continued management of Arlington Ridge Golf Club. Having had the privilege of closely collaborating with Troon since 2017, I appreciate the contributions they have made to our operations and to the success of the goals that were set for them at the beginning of our relationship.

Additionally, I must highlight the invaluable support we have received from Troon's corporate teams. From strategic planning to operational guidance, Troon's corporate resources have been instrumental in the success of Eaglebrooke. Their proactive approach to addressing challenges and identifying opportunities for improvement has played a pivotal role in our ability to adapt and thrive.

Troon's dedication to excellence and their unparalleled expertise and personalized support makes them the ideal partner for ensuring the continued success of Arlington Ridge.

Thank you for considering this recommendation. Should you require any further information or assistance, please do not hesitate to contact me.

Sincerely,



Paul Weaver, Chairman
pweaver@eaglebrooke.net
863.604.1721



TROON®

TROON.COM | 15044 N. SCOTTSDALE ROAD, SCOTTSDALE, AZ 85254 | 480.606.1000



LETTER OF Interest/ Transmittal

Angel Montagna
District Manager
InfraMark IMS
210 University Drive
Suite 702
Coral Springs, FL 33071

RE: Request for Proposals for Arlington Ridge Golf Course & Restaurant Operations Management

Dear Angel,

XUDE Hospitality is enthusiastic about the opportunity to develop a partnership with the Inframark-IMS and the community of Arlington Ridge to operate Arlington Ridge Golf Club and the Restaurant operations. After receipt of the RFP and its addenda and, after reviewing such, we propose to enter into a Full-Service Management Agreement for both Golf and F&B as outlined in the documents.

Our proposal is to provide management and operations of all facets of the Arlington Ridge Golf Club for three years commencing October 1, 2024, through September 30, 2027 with two, (2) year renewal options. Our proposal provides for incentivized operations and management, for a transparent system of monitored facility performance and revenue/expenditure accounting. It enables the Arlington Ridge to establish a partnership with us to achieve the goals outlined in the Request for Proposal.

The Arlington Ridge Golf Club is uniquely situated to address community golf needs in and around Leesburg. The key to the success of XUDE Hospitality's proposal lies in its commitment, knowledge and expertise in providing cost effective, efficient and quality management of the entire club facility. XUDE Hospitality will ensure the clubs tradition of affordable, accessible, quality golf and dining opportunities remain an important component of the Arlington Ridge Community.

Sincerely,

Michael Miraglia
Managing Principal

XUDE Hospitality
6600 SW 114th St.
Miami, FL 33156
www.xudehospitality.com



Summary of Key Staff

Michael L. Miraglia Managing Principal

Michael L. Miraglia has over 30 years of experience in the hospitality industry and is more excited than ever about his new venture started in 2017, XUDE Hospitality. He began his career in 1983 and became a class A PGA member in 1994. Mr. Miraglia has served in every capacity of club/resort management through his years in the business (Assistant Professional, Head Professional, Director of Golf, F&B Manager, Greens Superintendent, Sales Director, Controller/Accountant, General Manager and Regional Vice President, Spa Director, President/COO and Owner/Entrepreneur).

Mr. Miraglia successfully operated the world-famous Doral Golf Resort and Spa in Miami Florida for 4+ years. In this capacity he oversaw spa and golf operations with 90-holes of golf playing over 150,000 rounds per year and the world-class spa with 48 treatment rooms and over 100 services. He was the host professional for 6 PGA Tour events (2 Doral Ryder Opens, 2 Genuity Championships ~ formerly Doral Ryder Open, 1 Shark Shootout and 1 PGA Q-School Finals) and the LPGA Tour's The Office Depot Championship. During his tenure, he also completed renovations projects to the Famous Blue Monster course and the Red Course. In addition, he oversaw the entire reconstruction of the Great White course by Greg Norman, which received high reviews from *Golf Magazine* and *Golf Digest*.

In 2002 Mr. Miraglia partnered to form Fore Golf Associates and went on to acquire 12 properties for ownership, 1 long-term lease and 25 management courses. Mr. Miraglia was the President / COO of Fore Golf at the time and was directly responsible for all day-to-day operations, acquisitions, development, and sale of properties out of the portfolio.

Mr. Miraglia has been ranked as high as #17 on the annual list of the *Most Powerful People in Golf*.

Jeff Neal
Principal

Jeff Neal is an international award-winning hospitality and real estate executive with over 25 years of professional experience specializing in real estate sales for residential, commercial and master planned developments and resorts. He has an extensive background in hotel, restaurant, golf operations, agronomy and sales/marketing for resorts and private planned residential communities in the U.S., Caribbean and Europe. His expertise also includes conducting extensive due diligence and feasibility assessments for real estate projects needing financing and is a turnaround specialist for existing hospitality operations by providing financial solutions/structuring for underperforming operations.

Mr. Neal has been instrumental in garnering some of the most prestigious awards in his respected industries including International Association of Golf Tour Operators (IAGTO) Golf Resort of the year, three-time Trip Advisor Certificate of Excellence awards as well as being honored as Florida Home Realty Executive of the year. Currently, Mr. Neal is a partner of Oceanus Investments in Naples, Florida specializing in assisting real estate developers fund their projects. Some of his past experiences include: Corporate Director of Operations for Punta Cana Resort & Club in the Dominican Republic, President of NGM Management and Real Estate Executive for Florida Home Realty. He is a licensed Florida Realtor with Better Homes and Gardens Realty, Club Manager's Association of America (CMAA) member and Class A Member of the PGA of America.

Samuel Urso-Agronomist

Is a dedicated agronomist with a passion for sustainable agriculture and environmental stewardship. With 25+ years of experience in the field, he has developed a comprehensive understanding of Golf Course maintenance, soil management, pest control, and equipment management.

Throughout his career he has worked at some of the finest courses in Florida including Inverrary Golf and Country Club, Coral Springs Golf Club and Doral Golf Resort and Spa.

Sam is extremely proficient in agronomic principles, including plant nutrition, soil fertility, and irrigation management. His excellent communication and interpersonal skills are perfect for collaborating with diverse stakeholders. His ability to adapt to changing agricultural conditions and implement effective solutions is his biggest strength.

Keith Kulzer- Operations



Principals Contact Information

Michael Miraglia
Managing Principal

6600 S.W. 114th Street
Miami, FL 33156
(305) 470-9869 office
(305) 582.5111 mobile

mmiraglia@xudehospitality.com

Jeff Neal
Principal

3291 Crossings Court
Bonita Springs, FL 34134
(239) 289-6408

jneal@xudehospitality.com

Business Description

Arlington Ridge is an 18-hole Semi-Private golf course with multiple Food and Beverage outlets operated inside the development of Arlington Ridge. The club and restaurant operations are open to the public. We are proposing to create a single purpose management entity called XUDE Hospitality Arlington, LLC to operate the club the parent company will be Xude Hospitality. company Xude Hospitality.

We have proposed a management fee structured agreement based on revenues with both a floor and a ceiling. We have done it as a percentage of revenues (4% in year one to help cover some of our start-up costs and 3.5% in years 2 and 3) which puts us in a position where we are essentially a “partner” with the community. As the club does better, we do better and if our programs and processes don’t work it directly effects our fee.

Employee FTE Count (a combination of Full & Part Time)

- Golf operations – 10 FTE (4 Full-Time and Up to 12 part time)
- Golf Course Maintenance – 10 FTE (6 Full Time and Up to 8 Part-Time)
- Administration – 3 FTE
- Restaurant Operations – 18 FTE (5 Full Time and Up to 26 part-time)

Marketing Plan for Memberships, outings, catering, F&B

Memberships, Outings, Catering and all operations will be marketed through a multi-pronged approach that will include: social media, Newspaper, 3rd Party Booking Sites, Wholesalers, Website and Newsletters. This will maximize our reach and engagement.

We will create focus groups and surveys to understand the market. This will help us create a selling proposition for all our offerings. The goal of the entire marketing plan is to increase brand awareness, generate leads and boost sales. One extremely effective way to create leads is by running contests to capture customer contact information. Once the leads are generated, we will use lead nurturing tactics to build relationships and guide prospects through the sales funnel. Additionally, once the leads are generated, they will be input in our CRM system to manage customer interactions, track leads, and analyze customer data.

We must measure our efforts extensively for each marketing activity to determine an ROI. Once we see those results, we will adapt to optimize the results. A successful marketing plan is not static but rather a dynamic program so it will be ever changing based on what is working and what isn’t. Regularly reviewing and refining the marketing strategies and staying agile are key to our marketing programs success.

Risk/Problems

As a result of the COVID 19 pandemic the golf industry has experienced a significant increase interest. The main current Risks to the golf industry would be a slow down of this significant uptick in business. Additionally, another Risk is new competition being built and taking spreading out the overall demand pool with more supply.

Qualifications, experience, and past performance

Qualifications:

Xude Hospitality management is dedicated to creating and enhancing long-term strategic partnering opportunities. Our team of seasoned industry professionals and best in class reporting have helped us to be one of the most successful operators in the golf industry over the past 30 years. We have successfully owned and/or operated over 70 facilities in all segments of the hospitality industry in the US and abroad. We add value to each property by utilizing our team's expertise, industry knowledge and extensive experience.

We are experts when it comes to identifying and analyzing individual business opportunities and take pride in providing customized solutions that do not adhere to a cookie cutter approach. We have also stayed small enough that we have a boutique feel. We have vast experience when it comes to identifying cash flow growth opportunities, creating and implementing marketing plans that properly position each facility within its local market and implementing time-tested processes emphasizing customer service, labor productivity, rate/volume balance, quality controls, COGS analysis and expense controls.

Our operating philosophy emphasizes creativity, loyalty and entrepreneurship from our property managers. Our property managers take a hands-on approach in all aspects of the operation at each managed property. We provide the property manager with comprehensive training in order to ensure that each property is being operated at the highest level.

Our Mission Vision Culture

Our Mission

Our Roadmap begins with our mission, which is enduring. It declares our purpose as a company and serves as the standard against which we weigh our actions and decisions.

- Excellence Always
- Creating win-win-win situations for our Employees, Members/Customers and Investors "The Fore Golf Triangle", maintaining balance between the three
- Quality, Service, Variety, Value, Consistency.

Our Vision

Our vision serves as the framework for our Roadmap and guides every aspect of our business by describing what we need to accomplish in order to continue achieving sustainable, quality growth. The six P's

- **People:** Be a great place to work where people are inspired to be the best they can be.
- **Product:** A portfolio of quality courses that anticipate and satisfy Member/Customer desires and needs.
- **Partners:** Nurture a winning network of members and suppliers, together we create mutual, enduring value.
- **Planet:** Be a responsible citizen that makes a difference by helping build and support sustainable communities.
- **Profit:** Maximize long-term return to investors while being mindful of our overall responsibilities.
- **Productivity:** Be a highly effective, lean, fast-moving and successful organization.

Our Winning Culture

Our Winning Culture defines the attitudes and behaviors that will be required of us to make our Vision a reality.

Live Our Values

Our values serve as a compass for our actions and describe how we behave in the world.

- **Leadership:** Have the courage to shape a better future

- **Collaboration:** Leverage the collective genius in our Organization
- **Integrity:** Always be real
- **Accountability:** If it is to be, it's up to me
- **Passion:** Always committed in heart and mind
- **Relationships:** Win-Win-Win for our Employees, Members/Customer and Investors
- **Quality:** What we do, we do with excellence always

Focus on the Market

- Focus on needs of our members/customers
- Get out into the market and listen, observe and learn
- Focus on execution in the marketplace every day
- Always be curious

Work Smart

- Act with a sense of urgency
- Remain responsive to change
- Have the courage to change course when needed
- Remain constructively discontent, always searching for Excellence
- Work efficiently

Act Like Owners

- Be accountable for our actions
- Steward company assets and focus on building value
- Reward our people for taking risks and finding better ways to solve problems
- Learn from our outcomes -- what worked and what didn't

Some Past Performance

We have listed 3 different clubs to help demonstrate qualifications, experience, and past performance. We chose 3 completely distinct properties from our portfolio/history. 1 an international resort with multiple venues and courses, another a High-End Private Club with multiple F&B outlets and a 3rd a very busy 36-hole Florida Public Golf Course.

Facilities	Facility A	Facility B	Facility C
Name	Punta Cana Resort & Club	Valencia Country Club	The Eagles Golf Club
Address	Punta Cana, Dominican Republic	27330 Tourney Rd Valencia, CA 91355	16101 Nine Eagles Drive, Odessa FL
Description	11,000 Acre Residential, Commercial and Resort. 1500 Single Family Homes & Apartments, Town Center, Shopping Mall, 3 Hotels, 45 holes of golf with two clubhouses and marina.	Private Country Club, 18 Holes, Robert Trent Jones Sr. design, 45,000 sf clubhouse with Fitness, Sauna, Massage etc. High end	Public Golf Course, 36 Hole Championship Golf Course inside a 3000-home community where we sit on the board of the HOA and work very closely with the Homeowners
Strengths	Booming tourism industry in the DR	Golf Course, Location	Golf Course, Recent Renovation
Weaknesses	Accessible by plane only	Non-Golf Amenities	N/A
Size in Square Feet	11,000 Acres	45,000 sf clubhouse, 197 acres property	15,000 sf clubhouse, 400 acres property
Number of meeting Rooms	15	5	3
What is the size of your largest course?	Corales GC 18 Holes 7850 yards on 230 acres La Cana GC 27 holes	18 Holes, 197 acres, 7100 yds	36 Holes, 400 acres, 6,700 & 6800 yards
Is there a full production kitchen on site?	Yes, 7 full-service restaurants	Yes	Yes

Are the courses used for members only or are they Open to the public?	Members, locals and resort guests	Member Only plus guest and limited outside nonmember tournaments. Also host to multiple TV and movie shoots.	Mostly Public Play with some limited membership
Number/Percentage of events (annual average)	20%	15-20%	25%
What are the total annual revenues at the course?	\$9,000,000 in Green fees, Membership fees, cart fees and Merchandise (F/B not included in this total) Total Revenue for Resort is \$35,000,000	\$5,900,000	\$6,000,000
If your company no longer manages the facility, please give the reason why.	Left to become Partner in Oceanus Investments and XUDE Hospitality	We sold our lease to the current owner Arcis Golf.	We currently Own and Operate the facility
How long has your company managed the facility? (beginning date and end date, or # of years.	Jan 2008 to Dec 2014	3.5 years	Managed by XUDE from July 2019 and purchased by XUDE in May 2020
If the facility is used by the owner and external customers, how much of the total annual revenues are attributable to each one?	50% Members and 50% local, internal and external hotel guests	85% owners, 15% external	100% public Play
What percentage of the annual revenues is attributable to Additional services such as Lessons, Food and Beverage?	35%	30%	20%
Does your company manage and operate the food and beverage operation at the Golf Course?	Yes	Yes	Yes
Describe how and where you Accommodate the banquet functions required by your guests?	Conference rooms and meeting facilities on site in Westin and Tortuga Bay hotels. Golf Clubhouse that can accommodate over 1000 PAX functions	On site banquet and meeting rooms	Banquet room that seats 200 is combined with the dining room. We also have an area we often Tent for large functions. private meeting rooms
How many FTE's does your company employ at the property?	1000+	75	+/-60 (varies seasonally)

Please describe the scope of your employees' involvement in the following property functions:			
1. Food and Beverage	Full Involvement	Full Involvement	Full involvement
2. Course Management	Full Involvement	Full Involvement	Full involvement
3. Pro Shop and Golf Lessons Services	Full Involvement	Full Involvement	Full involvement
4. Audio Visual Support	Full Involvement	Full Involvement	Full involvement
5. Sales and Marketing	Full Involvement	Full Involvement	Full involvement
6. Human Resources	Full Involvement	Full Involvement	Full involvement
7. Accounting	Full Involvement	Full Involvement	Full involvement
8. Maintenance and Repairs	Full Involvement	Full Involvement	Full involvement

What Sales and Catering Management system to you employ at this property?	Opera, Micros, SAP, EZLinks	IBS	Fore Up and Ten Fore POS systems
How is the booking process managed and the space controlled?	Cross- departmental booking and reservation system	Cross- departmental booking and reservation system	Shared Club calendar, BEO Function sheets, weekly departmental meetings
How do you measure the success of your guest service experience?	trip advisor reviews, Secret Shoppers, Internal and external questionnaires	Monitor revenue growth, surveys, focus groups, active member committees	Monitor revenue growth, surveys, focus groups, HOA community involvement
Describe your quality assurance program or its equivalent at this property?	Strictly Adhered to the Starwood and Small Leading Hotels of the World QAPs	Corporate Quality Control Program, monthly inspections, continual communication with members and committees	Corporate Quality Control Program, monthly inspections, continual communication with members and committees

BUSINESS CONCEPT -

Club is currently operated as an 18hole Public golf facility with the golf course and restaurants open to the public and homeowners of Arlington Ridge. We believe this structure is the correct and best structure for the club and homeowners moving forward however, we look at the business from a slightly different lens having been very successful operating clubs in Florida for the past 30 years.

Public / Semi- Private Clubs in Florida Concept:

- Both the Golf and Restaurant operations will be self-sustaining through annual revenues as outlined in the attached pro-forma
 - XUDE Hospitality manages all its facilities on a percentage of revenue
 - We set up KPI's for every possible metric and manage to those percentages
 - As an example Restaurant Labor % of Revenue budget might be 30% and we will make sure to manage to that % if revenue are down labor is decreased and if

revenues are up we can spend more in labor. The same concept goes for expenses.

- Limited Memberships
 - Membership revenue provides stable revenues for the club and value for the homeowners in the community vs. paying daily fee golf throughout Leesburg
- Proper Tee sheet management and spacing
 - Public Golf Courses with members and homeowners must manage their tee sheet booking properly to keep space for all their core constituencies if possible. (Public, Members, leagues, group)
 - The management of the tee sheet also includes proper Price/Volume pricing based on using supply and demand
- Restaurant / Bar daily business
 - Managing Hours of Operation properly
 - Profitability and Availability are always a delicate balance
 - Every single day there needs to be a beverage cart on the golf course servicing the golfers
 - The beverage cart is the most profitable portion of the club restaurant business
 - This is the most important concession for golfers
 - Communicating to the community regularly
 - Through newsletters and e-mail blasts
 - Quality of Food and plate presentation as well as overall service quality will be our key items to drive customer satisfaction and keep the customers coming back
 - We will monitor our customer satisfaction through surveys any dis-satisfaction will be responded to through direct communication both written and via phone or in person meeting
 - Marketing of the restaurant operations to the community is needed to increase volume and grow the overall revenue.
 - Happy Hours
 - Early Birds Specials
 - Holiday Events / Menus
 - Special events
 - Menu Rotation (seasonally)
 - We will create menus that rotate seasonally but still sticks to the concept of the restaurant and its signature dishes.
 - Staff Uniforms will be professional in appearance and match the outlet and time of day
 - Coffee Shop Hrs. of Operation
 - On 2 visits to the community the coffee shop wasn't open or available.
 - With proper Hours of operation, menu offerings and staffing this outlet could be a profit center
 - Pizza Delivery Community
 - Restaurant currently has pizza ovens and capability it just needs to be marketed to the neighborhood and the processes need to be perfected
 -
- Outing and Catering event sales
 - Creating a sales plan and booking event business for Golf and Banquet space will be one of the most important aspects for growing the business at Arlington Ridge. Event business creates regular usage. It also creates additional event business because outing golfers

play in other outings and will decide to play Arlington Ridge if they just recently played golf there in an event and enjoyed it additionally, they will play as daily fee customers for the same reason. The same holds true for customers using the banquet facilities as part of an event. They will book their events and use the restaurants daily if they enjoy the experience

Improvements

Financial Improvement

- Looking at the current operations of the club the financial performance of the club shows some areas of improvement are needed
 - Price/Volume of the tee sheet management will help grow revenues
 - It appears rate(s) could / should be increased though
 - Better yield management
 - Dynamic Pricing on the tee sheet
 - Golf Shop Merchandise revenue is really low on a per round basis. We will fix this through
 - Better merchandise selection
 - Better display
 - Promoting events which will have prizes paid out in gift certificates to be used to purchase merchandise
 - Administrative Labor appears to be staffed too heavily based on the current financial performance and should be able to be reduced
 - COGS in the restaurant operations are at a minimum 5% too high which based on \$1mil in revenues gives an immediate \$50,000 benefit
 - This can be fixed very simply through better inventory processes and menu pricing/mix
 - We have a simple process related to inventory that we implement and if it doesn't fix the issue, we begin doing inventory weekly to find out where the issues are

Physical Improvement

- Until we are on site, we do not have any Physical (building) improvement projects
- We will work with the community to see if there is something people are wishing for etc.
- Golf Course Conditions are sub-par in a few areas and will need to be improved drastically in order to increase rate and volume and grow the business. In particular there are some greens (including the practice green) which are not up to the standard of the community
 - A full Agronomic plan will be built once we become the company managing the club. The plan will include:
 - Chemical and Fertilization programs
 - Pre-Emergent
 - Post-Emergent
 - Growth Regulation
 - Fertilization
 - etc.
 - Aerification
 - Verticutting
 - Topdressing will be done regularly

- Proper Mowing schedules and heights by turf type
 - Greens Daily
 - Tees 3x per week
 - Fwys and rough 2x per week etc.
- Creating Fairway definition
- Proper bunker maintenance
- Proper tee rotation.
- Equipment maintenance

GARY KOCH

4/5/2024

Angel Montagna-District Manager
Inframark IMS
210 University Drive
Suite 702
Coral Springs, FL 33701

To Whom it may concern:

I am writing to enthusiastically recommend Xude Hospitality as the ideal candidate to manage the Arlington Ridge Golf Course & Restaurant Operations in Leesburg, Florida, a project I had the privilege of designing as the original architect.

I have personal friendships and connections which allow me to attest to their exceptional professionalism, dedication, and expertise in golf course & restaurant management. Their team is comprised of individuals who are not only highly knowledgeable about the intricacies of managing an entire club operation but also possess a genuine passion for delivering unparalleled experiences to patrons.

The Arlington Ridge Golf Course holds a special place in my heart as I poured my creativity and expertise into its design. It is crucial for me to see it thrive under capable management. I firmly believe that Xude Hospitality has the requisite skills and vision to uphold the integrity of the course while maximizing its potential as a premier destination for golf enthusiasts.

Their track record of success in managing similar establishments speaks volumes about their ability to enhance operational efficiency, elevate customer satisfaction, and drive revenue growth. Moreover, their commitment to environmental sustainability and community engagement aligns perfectly with the ethos of Arlington Ridge.

In conclusion, I have full confidence in Xude Hospitality's ability to lead Arlington Ridge Golf Course to new heights of excellence. Their blend of expertise, passion, and professionalism makes them the perfect choice to manage this esteemed establishment. I wholeheartedly endorse their candidacy and eagerly anticipate the positive impact they will undoubtedly bring to Arlington Ridge.

Please feel free to contact me if you require any further information or assistance regarding this recommendation.

Gary Koch

Street Address, City, ST ZIP Code

Office: Telephone | Website

Arlington Ridge 3 year

	Prior Year 2022	Prior Year 2023	Year 1	Year 2	Year 3	Variance Historical VS. Year 1 pro forma
Rounds						
Member Rounds	19,069	18,507	19,000	19,500	20,000	493
Outing Rouds	7,823	8,658	8,750	9,000	9,500	
Public Rounds	22,349	20,449	21,000	21,500	22,000	551
Total Rounds	49,241	47,614	48,750	50,000	51,500	1,136
Course Revenues:						
Membership Dues	495,428	583,448	612,620	630,999	646,774	29,172
Initiation Fees	0	0	0	0	0	0
Greens Fees	867,280	862,986	892,500	919,275	946,853	29,514
Golf Carts	2,397	5,799	7,500	7,650	7,803	1,701
Other Pro Shop Income	48,701	45,648	48,750	50,213	51,719	3,102
Swim/Tennis	0	0	0	0	0	0
Other Income	11,697	(3,919)	0	0	0	3,919
Total Course Revenues	1,425,503	1,493,962	1,561,370	1,608,137	1,653,149	67,408
Merchandise						
Merchandise Sales	141,140	148,051	175,000	180,000	185,000	26,949
Cost of Merchandise Sales	76,594	78,342	96,250	99,000	101,750	17,908
Gross Profit Merchandise	64,546	69,709	78,750	81,000	83,250	9,041
Cogs %	54.27%	52.92%	55.00%	55.00%	55.00%	
Food & Beverage						
Food & Beverage Sales	891,711	942,560	1,000,000	1,080,000	1,134,000	57,440
Other Food & Beverage Sales	230	1,400	5,000	7,500	7,650	(230)
Total Food & Beverage Income	891,941	943,960	1,005,000	1,087,500	1,141,650	61,040
Food & Beverage Cost of Sales	360,886	359,228	330,000	334,800	340,200	(29,228)
Gross Profit Food & Beverage	531,055	584,732	675,000	752,700	801,450	90,268
Cogs %	40.47%	38.06%	33.00%	31.00%	30.00%	
Labor						
Golf Operations Labor	169,013	173,443	175,000	175,875	179,393	1,557
F & B Labor	336,262	341,134	360,000	388,800	396,900	18,866
Maintenance Labor	223,462	284,416	295,000	303,850	312,966	10,584
Swim/Tennis	0	0	0	0	0	0
Administrative Labor	265,059	295,127	225,000	236,250	248,063	(70,127)
Total Labor	993,796	1,094,120	1,055,000	1,104,775	1,137,321	(39,120)
%	40.42%	42.31%	38.48%	38.42%	38.17%	
Other Expenses						
Golf Operations Expense	25,234	28,891	30,000	31,200	31,512	1,109
Food & Beverage Expense	76,484	84,919	95,000	96,900	98,838	10,081
Course Maintenance Expense	335,821	303,045	315,000	321,300	327,726	11,955
Swim/Tennis	0	0	0	0	0	0
Administrative Expenses*	374,624	389,921	395,000	410,800	419,016	5,079
Other Expenses	0	0	0	0	0	0
Total Departmental Expenses	812,163	806,776	835,000	860,200	877,092	28,224
%	33.04%	31.20%	30.46%	29.91%	29.43%	
Total Gross Revenues	2,458,455	2,585,973	2,741,370	2,875,637	2,979,799	155,397
Total Expenses	2,243,439	2,338,466	2,316,250	2,398,775	2,456,363	(22,216)
Course Operating Income	215,016	247,507	425,120	476,862	523,437	177,613
COI Margin (%)	8.75%	9.57%	15.51%	16.58%	17.57%	
Management Fee (4% yr1 3.5% yrs 2&3) Not to exceed \$150k	-	-	109,655	100,647	104,293	109,655
Golf Cart Lease (Includes interest)	40,744	42,282	47,500	47,500	47,500	5,218
Course Lease expense	-	-	-	-	-	0
Non-Operating	-	-	-	-	-	0
Capital Expenditures Escrow (3%)	-	-	82,241	86,269	89,394	82,241
EBITDA	174,272	205,225	185,724	242,445	282,250	(19,501)
EBITDA Margin (%)	7.09%	7.94%	6.77%	8.43%	9.47%	
Membership Count						
Golf Resident	0	0	0	0	0	0
Golf Non-Resident			0	0	0	0
Social Resident			0	0	0	0
Social Non-Resident			0	0	0	0
Total Member Count	0	0	0	0	0	0
Avg Dues per member	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Avg Dues per member Monthly	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Paid Rounds	22,349	20,449	21,000	21,500	22,000	551
Outing Rounds	7,823	8,658	8,750	9,000	9,500	92
Member Rounds	19,069	18,507	19,500	19,500	20,000	993
Total Rounds	49,241	47,614	49,250	50,000	51,500	1,636
Cart Rounds	49,241	47,614	49,250	50,000	51,500	1,636
Revenue Per Round:						
Green Fees	28.74	29.65	30.00	30.14	30.06	
Cart Fees	0.05	0.12	0.15	0.15	0.15	
Blend Rate	28.79	29.77	30.15	30.29	30.21	
Retail	2.87	3.11	3.55	3.60	3.59	
Other Proshop	0.99	0.96	0.99	1.00	1.00	
F&B	18.11	19.83	20.41	21.75	22.17	
Total Revenue	49.93	54.31	55.66	57.51	57.86	

NOTES TO Pro Forma

2022 and 2023 #'s are combined Actual and budget from information given
 Couldn't find membership counts in the information provided
 Golf Car Lease expense is estimated to be \$47500 since it is new

GOLF COURSE OPERATIONS MANAGEMENT AGREEMENT

THIS GOLF COURSE OPERATIONS MANAGEMENT AGREEMENT (this “Agreement”) is made as of the 1st day of October, 2024 (the “Effective Date”), by and between Inframark-IMS & Arlington Ridge(hereinafter referred to as “Owner”), and XUDE HOSPITALITY Arlington, LLC, a Florida limited liability company (hereinafter referred to as “Manager”).

WITNESSETH:

WHEREAS, Owner owns that certain property containing 18-hole championship golf course, restaurant, banquet facilities and all other club related facilities located in the State of Florida and the associated business operations commonly known as The Arlington Ridge Golf Club located in Leesburg, Lake County, Florida, hereinafter referred to as the “Club”;

WHEREAS, Manager generally is experienced in maintaining and managing operations at golf course and club properties; and

WHEREAS, Owner desires to avail itself of the expertise, advice, assistance and other abilities of Manager for the management of the Club.

NOW, THEREFORE, for good and valuable consideration, including the covenants herein contained and to be performed by Owner and Manager, the receipt and sufficiency of which are hereby acknowledged, the parties hereto hereby agree as follows:

SECTION 1 APPOINTMENT OF MANAGER; OBJECTIVES

1.1 Appointment of Manager. Subject to the terms, conditions and restrictions of this Agreement, Owner hereby retains and appoints Manager as Owner’s exclusive managing agent for the purpose of managing and operating the Club. Subject to the terms, conditions and restrictions of this Agreement, Manager, as Owner’s agent, shall have the authority and be responsible for all facets relating to the management of the operation of the Club. Manager hereby accepts such appointment upon and subject to the terms, conditions and restrictions herein contained and agrees to perform, as Owner’s agent, all of the services set forth in this Agreement. Regardless of any other language contained in this Agreement, it is expressly understood and agreed that this Agreement shall not create any employer-employee, joint venture, or partnership relationship, either express or implied, between Manager (or any person employed by Manager) and Owner.

1.2 Operational Standards. Manager covenants to Owner that it shall operate the Club and its facilities (i) in a manner comparable to similarly situated golf club facilities located in Leesburg, Lake County, Florida, and (ii) in accordance with the terms of this Agreement (collectively, the “Operational Standards”).

SECTION 2
ANNUAL BUSINESS PLAN & BUDGET; RESPONSIBILITY FOR OPERATING EXPENSES

2.1 Operations. Manager shall be responsible for conducting the day-to-day operations and management of the Club in accordance with the Operational Standards, the Annual Business Plan (as herein defined), the Annual Operating Budget (as herein defined), the terms of this Agreement, and subject to available working capital provided by Owner or Club operations. Subject to the foregoing, Manager shall assume responsibility for the operation and management of the Club pursuant to the terms of this Agreement on the Effective Date.

2.2 Annual Business Plans and Annual Operating Budgets.

2.2.1 If Manager has not already done so prior to the Effective Date, then within thirty (30) calendar days after the Effective Date, Manager will prepare and submit to Owner for approval a proposed business plan for the remainder of the current calendar year (the “Annual Business Plan”). The proposed Annual Business Plan will include a budget (the “Annual Operating Budget”) utilizing a chart of accounts that conforms in all material respects to hospitality industry standards currently used by the Manager.

2.2.2 For 2024 and each subsequent calendar year during the term hereof, Manager will submit proposed updated Annual Business Plans and proposed Annual Operating Budgets, conforming to the requirements set forth above, on or before October 1 of the preceding year. Within thirty (30) calendar days after the receipt of each proposed Annual Business Plan and Annual Operating Budget, Owner will be responsible for reviewing and approving these documents, or revising these documents in consultation with Manager. Owner shall have final approval over the Annual Business Plan and Annual Operating Budget, which approval shall not be unreasonably withheld, delayed or conditioned, and once approved by Owner, such newly approved Annual Business Plan and Annual Operating Budget shall replace all prior Business Plans and Budgets. In the event of disapproval of the Annual Operating Budget, Manager shall continue operating the Club pursuant to the Annual Operating Budget then in effect, subject to increases in Operating Expenses (as herein defined) necessary and directly related to (i) changes in membership levels, (ii) increases/decreased in Gross Revenue (as herein defined), and/or (iii) other matters beyond the control of Manager, until such time as Owner and Manager agree upon the appropriate replacement Annual Operating Budget.

2.2.2.1 “Operating Expenses” means the cost for all utilities; costs of goods sold; compensation and expenses of the management staff and other employees directly employed on site at the Club; advertising and promotion; the monthly Management Fee (as herein defined); repairs and maintenance costs; insurance premiums, the rent payments for any leased maintenance equipment and golf carts, including capital and operating leases; and all other expenses relating to the operation of the Club.

2.2.3 Owner acknowledges that the performance of the Club could be affected by circumstances or events beyond Manager’s reasonable control, and Manager shall not be deemed to have made any guarantee, warranty or representation whatsoever in connection with the Annual Business Plan or Annual Operating Budget, the financial performance of the Club or the

operational or physical condition of the Club. Owner shall have no claim or cause of action against Manager in the event that the goals, targets and benchmarks established in the Annual Business Plan and the Annual Operating Budget are not met or achieved.

2.2.4 From time to time Manager may consider it advisable to propose changes to the currently approved Annual Business Plan and/or Annual Operating Budget. In that event, Manager will discuss the proposed changes with Owner, and Owner will make the final determination as to what changes, if any, will be made to previously approved Plan and/or Budget, as the case may be, based on Owner's reasonable discretion.

2.3 Operating Expenses:

2.3.1 Owner is responsible for all Operating Expenses of the Club consistent with the Annual Operating Budget or otherwise expressly authorized pursuant to this Agreement or approved by Owner, and Owner shall provide sufficient funds to cover all such Operating Expenses. Manager, shall oversee the depositing of all Club Gross Revenue into the Depository Account (as herein defined). In the event that funds in the Club Accounts (as herein defined) are not sufficient to cover Operating Expenses, Manager shall advise Owner of the shortfall or potential shortfall and Owner shall deposit additional funds into the Club Accounts in a timely manner in accordance with Section 5.2 and subject to items (i), (ii) and (iii) of Section 2.3.3, in order to ensure that sufficient funds are available to meet the operational requirements of the Club as they become due and payable. Manager shall have no obligation whatsoever to cover any Operating Expenses or to contribute funds to any Club Account.

2.3.2 Manager shall monitor the cash flow and cash requirements of the Club and shall prepare and deliver monthly cash flow forecasts and reports to Owner. Owner acknowledges that some funding requests may be on a short notice basis.

2.3.3 Manager may cause the Club to incur any Operating Expense: (i) that is included in the approved Annual Operating Budget; (ii) that is needed to remedy any emergency situation that, in Manager's professional judgment is potentially hazardous, unsafe or damaging to the Club or any person, provided that the amount required for such remedy does not exceed Fifteen Thousand Dollars (\$15,000); (iii) that Manager believes in its sole discretion is required to adequately manage the Club, or (iv) is otherwise expressly approved by Owner in writing. Manager shall not incur any expense whatsoever that is not consistent with the Annual Operating Budget without the prior written consent of Owner, except in the case of an emergency or as otherwise provided in this Agreement. For such expenses, Manager shall apply all commercially reasonable and appropriate measures to control the amount and frequency of such expenses.

2.3.4 Manager may reallocate Operating Expenses within a department category set forth in the approved Annual Operating Budget to another line item budgeted within the department, provided that the aggregate Operating Expenses in the applicable department in the Annual Budget are unaffected, and further provided that Owner is notified in writing of the reallocation on the next monthly financial reports to Owner. Notwithstanding anything in this Agreement to the contrary, unbudgeted minor expenditures unforeseen at the time of preparation of the Annual Budget, and reasonably deemed necessary by Manager, may be made without Owner's authorization, provided that unbudgeted expenditures aggregating more than Ten

Thousand Dollars (\$10,000) in any month, or more than Fifteen Thousand Dollars (\$15,000) in any year, may not be made without Owner's written approval in advance.

SECTION 3 DUTIES AND RESPONSIBILITIES

3.1 Duties and Responsibilities of Manager. On and after the Effective Date, except as expressly set forth herein, Manager, acting as Owner's agent and on behalf of Owner, shall be responsible for the management, operation, organization, administration and maintenance of the Club in accordance with the Operational Standards, the Annual Business Plan, the Annual Operating Budget, the terms of this Agreement, and subject to available working capital provided by Owner or Club operations. Manager shall have the authority and responsibility to exclusively operate and manage the Club and manage Capital Replacements in such manner as Manager, in its professional discretion, deems most likely to accomplish the objectives set forth in the Annual Business Plan, the Annual Operating Budget, and this Agreement. The responsibilities of Manager under this Agreement shall include (without limiting the generality of the foregoing and subject to the Operational Standards, the Annual Business Plan, the Annual Operating Budget, the terms of this Agreement and available working capital provided by Owner or Club operations) the following:

3.1.1 Prepare and submit for Owner approval, in accordance with Section 2, a proposed Annual Business Plan and Annual Operating Budget for the Club.

3.1.2 Oversee the collection of all Gross Revenue derived from the operation the Club and the payment of all of the Operating Expenses from these revenues or from other sources as contemplated in this Agreement.

3.1.3 Acting on behalf of Owner and in accordance with the Annual Operating Budget and the Operational Standards, enter into, in the name of the Owner, service contracts and vendor agreements as necessary to support the operation and maintenance of the Club. Such agreements may include, but may not necessarily be limited to: janitorial services, waste collection and disposal services, linen or uniform services, pest control services and the like. Manager shall use commercially reasonable efforts to negotiate with vendors (other than golf cart and equipment lessors) to include a right of cancellation on not more than thirty (30) calendar days' notice (or an ability to terminate in the event that Owner no longer owns and/or controls the Club or this Agreement has terminated) for any service contracts, vendor agreements and/or any other written contracts and/or agreements entered into on behalf of Owner by Manager (collectively "Service Contracts"). Except with respect to any Service Contract the funds of which are contemplated in the Annual Operating Budget, which Service Contracts shall be deemed to have been approved by Owner, the prior written consent of Owner shall be required in connection with any Service Contract with aggregate payment obligations exceeding Fifteen Thousand Dollars (\$15,000), which consent shall not be unreasonably withheld or delayed. Notwithstanding the foregoing, the Service Contracts for the Club listed on Exhibit A some of which have been expressly assumed by Owner upon taking title to the Club are hereby deemed acceptable by Owner.

3.1.4 On behalf of Owner and in accordance with the Annual Operating Budget, purchase operating supplies, equipment and inventories as necessary to support the operation and maintenance of the Club.

3.1.5 Monitor compliance with pre-existing lease obligations or other contractual obligations assumed by Owner in the course of taking title to the Club, and make recommendations regarding new leases or contracts as necessary to support the operation and maintenance of the Club.

3.1.6 With the cooperation of Owner as necessary, use commercially reasonable efforts to ensure that all Club facilities and Club operations conform in all material respects to the requirements of local, county, state and/or federal regulations, licenses, orders, permits and similar requirements.

3.1.7 With the cooperation of Owner as necessary, use commercially reasonable efforts to monitor Club premises and facilities for situations that are unsafe or hazardous and if such situations are determined to be present, take immediate steps to remedy the situation in a cost-effective manner, provided that Manager shall not be required to expend its own funds to remedy such situation. Manager shall have authority to take such remedial actions without Annual Budget authorization or other Owner approval, provided that the cost of the remedy is Fifteen Thousand Dollars (\$15,000) or less. Manager shall notify Owner within a reasonable time of any situations that Manager has identified as unsafe or hazardous and the remedial actions undertaken or proposed.

3.1.8 Perform such other tasks, upon the reasonable request of Owner, as are customary and usual in the operation of a club and golf course of a class and standing consistent with the Club.

3.2 Financial and Banking Matters. Owner shall establish one or more bank accounts as the disbursement account(s) (collectively, the “Club Accounts”) for the Club, and one bank account as the depository account for the Club (the “Depository Account”). Initially, Owner agrees to fund into the Club Accounts the projected Operating Expenses agreed to by Owner for the next three (3) immediately succeeding calendar month(s) for the purpose of establishing a working capital reserve. Owner shall be entitled to review and audit at any time during normal hours of operation all of Manager’s books and records and accounts and financials records, to the extent relating to the Club, upon delivery of written notice to Manager at least five (5) days in advance. Manager’s responsibilities in this regard will include, but may not necessarily be limited to, the following:

3.2.1 Oversee the collection and deposit into the Depository Account all Gross Revenue from Club operations by the Club’s accounting department.

3.2.2 Oversee the payment of all Operating Expenses from the Club Accounts by the Club’s accounting department.

3.2.3 Review and approve in advance all Service Contracts, leases and significant vendor relationships.

3.2.4 Within twenty (20) calendar days following the close of each month, provide to Owner monthly financial reports.

Manager shall assist in the transition of accounting from Manager to the Owner and Owner shall reimburse Manager for all expenses related to the transition of all accounting matters, including, but not limited to, expenses incurred in training the new accounting staff.

3.3 Personnel and Employment Matters.

3.3.1 All personnel employed at the Club shall at all times be employees of Owner or an employee leasing company retained by Owner. Owner shall be responsible to (i) hire, train, discipline, discharge, and promote all employees at the Club, (ii) establish their compensation and fringe benefits, and, (iii) generally establish and maintain all policies relating to employment and employment benefits, all subject to the Annual Operating Budget.

3.3.2 Manager shall supervise all employees at the Club and shall maintain all policies related to employment established by Owner.

3.3.3 All costs of every kind and nature pertaining to all employees at the Club (including the general manager) arising out of an employer-employee relationship, including, without limitation, salaries, wages, fringe benefits, bonuses, relocation costs, severance payments, medical and health insurance, pension plans, social security taxes, workers' compensation insurance, administrative charges from the professional services subcontractor or employee leasing company, costs associated with employee recruitment or separation, employment-related legal costs, and costs incurred in connection with governmental laws and regulations and insurance rules, shall be an expense of Owner and be deemed an Operating Expense of the Club. All salaries, wages and such other employment-related costs shall be paid from the Club Account.

3.4 Payroll Funding. It shall be Manager's responsibility to oversee the disbursement of all payroll and related employment obligations from the Club Account by the Club's accounting department.

3.5 Other Employment Matters.

3.5.1 Manager, as agent for Owner, will be responsible for compliance, in all material respects, with all laws, regulations and tax requirements relative to payroll and employment, with all such expenses to be considered Operating Expenses of the Club and covered from Club's available revenues or other funds provided by Owner as herein expressly provided. Manager shall be responsible, at Owner's sole expense, for resolving any issues related to employee compensation, unemployment claims and benefits, and all related expenses shall be Operating Expenses of the Club.

3.5.2 Owner will be responsible for providing (either directly or through employee leasing company) Workers' Compensation & Employer's Liability Insurance and any Statutory Disability Coverage as may be required for Club employees. The expense of such coverage will be paid by Owner and be an Operating Expense of the Club and will be included in the Annual Operating Budget.

3.5.3 Owner covenants and agrees that it will not employ or offer to employ, at or in connection with the Club, any personnel of Manager during the time services are being provided by Manager under this Agreement, or until one year after the expiration of this Agreement, without prior written consent of Manager.

3.6 Capital Replacements. Owner recognizes the necessity of replacement of equipment and other items utilized in the operation of the Club and its facilities due to age, wear, condition or obsolescence (“Capital Replacements”). Owner agrees to expend such amounts for Capital Replacements as shall be required in the normal and ordinary course of operation of the Club and its facilities, and to permit Manager to operate the Club and its facilities in accordance with the Operational Standards; provided, however, the parties acknowledge and agree that, at a minimum, Owner must expend annually three percent (3%) of Gross Revenues for Capital Replacements. Manager shall prepare estimates of the necessary expenditures for Capital Replacements for each fiscal year and shall include such amounts in the Annual Operating Budget. The costs and expenses for all Capital Replacements shall be paid out of the Club Accounts to the extent funds are available.

SECTION 4 INSURANCE

4.1 Required Coverage. Owner agrees to procure and maintain, at all times during the term of this Agreement, a minimum of the following insurance:

4.1.1 Insurance on the Club and contents, including without limitation the furnishings and equipment and operating inventories, against loss or damage by fire, lightning and/or any other perils insurable under the form of “all risk” coverage then available (including specifically irrigation and/or sprinkler system leakage damage, vandalism and malicious mischief, if available), in an amount equal to the full replacement value of the improvements and contents and with no co-insurance provisions. Manager shall be named as an additional insured.

4.1.2 Business interruption insurance covering actual losses sustained due to fire, lightning and other perils insurable under the form of “all risk” coverage than available (including specifically irrigation and/or sprinkler system leakage damage, vandalism and malicious mischief, if available) in an amount equal to the annual business interruption values and with no co-insurance provisions. Manager shall be named as a loss payee to the extent of Manager’s interests under this Agreement.

4.1.3 Comprehensive public liability insurance, including without limitation bodily injury, personal injury, property damage, products liability, innkeeper’s liability, contractual liability covering the provisions of this Agreement, and liquor liability, in an amount not less than Two Million Dollars (\$2,000,000.00) single limit per occurrence and Five Million Dollars (\$5,000,000.00) in the aggregate. Manager shall be named as an additional insured.

4.1.4 Automobile liability and garage keeper’s liability insurance in an amount not less than One Million Dollars (\$1,000,000.00) single limit per occurrence. Manager shall be named as an additional insured.

4.1.5 Worker's compensation insurance covering all Club employees, and employer's liability insurance in an amount not less than five hundred thousand dollars (\$500,000.00) or as required by law covering all Club employees, and both such policies shall not contain a provision for participation by the insured in any loss limits. Manager shall be named as an additional insured.

4.2 If Manager does not receive a certificate of insurance from Owner's insurance carrier or broker reflecting the effective maintenance of the required policies of insurance as specified above within a reasonable period following the Effective Date (not to exceed thirty (30) days) or at any time within fifteen (15) days prior to expiration of any such policy, Manager may proceed to procure insurance coverage as required in this Section with the cost of such insurance to be an expense of the Club payable by Owner and drawn from the Club Account by Manager.

4.3 Owner acknowledges and understands that Manager has made no representations or warranties that insurance specified in this Agreement is adequate to protect Owner.

4.4 All insurance coverage provided for under this Section shall be secured through policies issued by insurance companies of good reputation and of sound and adequate financial responsibility having a general policy holder's rating of not less than "A" and a financial rating of not less than Class "X" in the most current edition of Best's Insurance Reports. The party procuring such insurance shall deliver to the other party certificates of insurance with respect to all of the policies of insurance so procured, and in the case of insurance about to expire, shall deliver certificates of insurance with respect to renewal policies not less than fifteen (15) days prior to the respective dates of expiration.

4.5 All policies of insurance provided for under this Section shall, to the extent obtainable, have attached an endorsement that such policy shall not be cancelled or materially changed without at least thirty (30) days prior written notice to Owner and Manager. The comprehensive public liability insurance required under Section and the automobile liability and garage keeper's liability insurance required under Section shall contain an endorsement to the effect that such insurance shall be primary to any similar insurance that may be carried by Manager.

4.6 All insurance policies provided by Owner under this Section may be affected under policies of blanket insurance that cover other properties in addition to the Club, and in such case an allocable portion of the premiums for such blanket policies of insurance shall be charged to the Club.

4.7 Neither Manager nor Owner shall assert against the other, and Owner and Manager hereby waive with respect to each other, any claims and rights of recovery for any losses, damages, liability or expenses (including attorneys' fees) incurred or sustained by either of them on account of injury to persons or damage to property arising out of the ownership, operation and maintenance of the Club. The foregoing waiver applies to each party and to each party's directors, officers, employees, shareholders and agents to the extent the loss or damage is covered by the injured party's insurance or the insurance the injured party is required to carry under this Section. Owner and Manager shall use commercially reasonable efforts to obtain from the insurance companies providing insurance under this Agreement a written subrogation waiver indicating that such

insurance company waives all right of recovery by way of subrogation which such insurance company may acquire against Owner or Manager (as the case may be) and their insurance companies.

4.8 Owner understands and agrees that with respect to all policies of insurance required under this Section, the portion of any losses, damages, and expenses paid with respect to such claims which is subject to a deductible amount or a self-insurance or a self-assumption amount shall be the sole responsibility of Owner.

4.9 Owner and Manager shall give prompt notice to the other of any third party claims made against either or both of them, and shall cooperate fully with each other and with any insurance carrier to the end that all such claims will be properly investigated, defended and adjusted. Manager shall not hire any attorneys to defend any such claim against Owner without Owner consent, which consent shall not be unreasonably withheld, conditioned or delayed.

SECTION 5 OBLIGATIONS AND DUTIES OF OWNER

5.1 Obligations and Duties of Owner. Owner shall cooperate with Manager so as to enable Manager to carry out its obligations and responsibilities under this Agreement. This cooperation by Owner shall include, but shall not be limited to, the following:

5.1.1 Performing all contractual obligations to which it is, at any time, a party relating in any way to the Club, including, without limitation, those agreements which Manager enters into on behalf of Owner pursuant to this Agreement after written approval by Owner of the specific agreement;

5.1.2 Cooperating with Manager and promptly responding to all inquiries and requests for information, documentation or approvals to enable Manager to carry out its obligations under this Agreement;

5.1.3 To the extent that funds are not available from the Club Accounts, pay for all Operating Expenses of the Club as contemplated in the Annual Operating Budget or otherwise authorized in accordance with this Agreement (including all insurance as required under this Agreement), and fund all Capital Replacements; and

5.1.4 At all times maintain sufficient funds in the Club Accounts equal to the projected Operating Expenses for the next two (2) calendar months pursuant to the approved Annual Operating Budget.

5.2 Owner Responsibility for Operating Expenses. Owner agrees to pay for the costs of operating and maintaining the Club in accordance with the terms of this Agreement, expressly including, without limitation, management fees, insurance premiums, sales and use taxes, property taxes and assessments, and expense reimbursements to Manager, as set forth in the approved Annual Operating Budget or as otherwise provided for in this Agreement. Within forty-eight (48) hours of written notification by Manager, Owner shall fund into the Club Accounts an amount equal to the anticipated shortfall identified by Manager in such notice.

SECTION 6
OWNER'S/MANAGER'S REPRESENTATIONS AND WARRANTIES

6.1 Owner's Representations. Owner makes the following representations and warranties to Manager, which representations and warranties shall, except as otherwise set forth herein, survive the execution and delivery of this Agreement and shall be true and correct in all material respects on the Effective Date.

6.1.1 Owner is authorized to, and in good standing to, conduct business in the State of Florida. The individual executing this Agreement on behalf of Owner has full capacity, right, power, and authority to sign the same on Owner's behalf and to bind Owner thereto. This Agreement shall be binding upon and enforceable against Owner in accordance with its terms.

6.1.2 To the best of Owner's knowledge, neither the execution and delivery of this Agreement by Owner nor Owner's performance of any obligation hereunder (a) shall constitute a violation of any law, ruling, regulation, or order to which Owner is subject, or (b) shall constitute a default of any term or provision or shall cause an acceleration of the performance required under any other agreement or document to which Owner is subject.

6.2 Manager's Representations. Manager makes the following representations and warranties to Owner:

6.2.1 As of the Effective Date, Manager is authorized to, and in good standing to, conduct business in the State of Florida. The individual executing this Agreement on behalf of Manager has full capacity, right, power, and authority to sign the same on Manager's behalf and to bind Manager thereto. This Agreement shall be binding upon and enforceable against Manager in accordance with its terms.

6.2.2 To the best of Manager's knowledge, neither the execution and delivery of this Agreement by Manager nor Manager's performance of any obligation hereunder (a) shall constitute a violation of any law, ruling, regulation, or order to which Manager is subject, or (b) shall constitute a default of any term or provision or shall cause an acceleration of the performance required under any other agreement or document to which the Club or any part thereof is subject.

SECTION 7
EVENTS OF DEFAULT; REMEDIES

7.1 Owner. With respect to Owner, it shall be an event of default ("Event of Default") hereunder; if any of the following shall occur:

7.1.1 If, upon five (5) business days' notice Owner shall fail to make or cause to be made any payment to Manager of any amounts expressly due pursuant hereto including the fees and reimbursements required to be made hereunder;

7.1.2 If Owner shall fail to timely provide funding for all Operating Expenses of the Club pursuant to the terms and restrictions of this Agreement (and any approved Annual Operating Budget), after not less than five (5) business days' notice thereof by Manager to Owner;

7.1.3 If Owner shall fail to keep, observe or perform any other material agreement, term or provision of this Agreement that is required to be kept, observed or performed by it, and such default shall continue for a period of thirty (30) calendar days after notice thereof by Manager to Owner; or

7.1.4 If Owner shall be deemed insolvent or file a petition for bankruptcy.

7.2 Manager. With respect to Manager, it shall be an Event of Default hereunder if any of the following occurs:

7.2.1 If Manager shall breach any material term or provision of this Agreement, and such material breach shall continue for a period of thirty (30) calendar days after written notice thereof shall have been given to Manager by Owner, unless said breach cannot be cured within said thirty (30) day period, in which case Manager shall have such longer period of time as reasonably necessary to cure same so long as it is diligently prosecuting said cure, provided, however, the outside date for Manager to cure said breach shall be ninety (90) days from said notice;

7.2.2 If Manager, or any officer or corporate level employee of Manager, shall be convicted of any act of fraud or theft against Owner or against the Club, unless such person who has allegedly committed such act of fraud or theft is removed from all officer and manager positions with the Manager; or

7.2.3 If Manager shall be deemed insolvent or file a petition for bankruptcy and such insolvency or bankruptcy is not dismissed or vacated within thirty (30) calendar days after filing.

7.3 Remedies of Manager. If any Event of Default by Owner shall occur, Manager may, in addition to any other remedy available to it in law or equity on account of such Event of Default, forthwith terminate this Agreement. In the event of a termination, Manager shall be entitled to immediately receive payment of all accrued but unpaid amounts due to Manager up to and including the termination date.

7.4 Remedies of Owner. If any Event of Default by Manager shall occur and be continuing, Owner may forthwith terminate this Agreement. In the event of a termination, Manager shall be entitled to immediately receive payment of all accrued but unpaid amounts due to Manager up to and including the termination date, subject to any amounts due Owner from Manager or any outstanding claims by Owner pursuant to the terms of this Agreement.

7.5 Attorney's Fees. If either party hereto brings an action because of any Event of Default hereunder, the non-prevailing party agrees to pay all costs and reasonable attorney's fees incurred by the prevailing party in connection with such action.

7.6 Rights Cumulative; No Waiver. No right or remedy herein conferred upon or reserved to either party hereto is intended to be exclusive of any other right or remedy, and each and every right and remedy shall be cumulative and in addition to any other right or remedy given hereunder, or now or hereafter legally existing upon the occurrence of an Event of Default hereunder. The failure of either party hereto to insist any time upon the strict observance or

performance of any of the provisions of this Agreement or to exercise any right or remedy as provided in this Agreement, shall not impair any such right or remedy or be construed as a waiver or relinquishment thereof with respect to subsequent defaults. Every right and remedy given by this Agreement to the parties hereof may be exercised from time to time and as often as may be deemed expedient by the parties hereto, as the case may be.

SECTION 8 TERM AND TERMINATION

8.1 Term. The term of this Agreement shall be for three (3) years commencing on the Effective Date. This Agreement shall automatically renew for additional two, Two (2) year terms unless otherwise terminated as provided herein.

8.2 Termination. Either party shall have the right to terminate this Agreement at any time upon ninety (120) days' notice to the other party.

8.3 Notice and Payments to Manager. Upon the termination of this Agreement, Manager will cooperate with Owner to effect an orderly transition or an orderly closing of the Club. Manager will be entitled to receive payments as follows:

8.3.1 Payment of any and all installments of the Management Fee due and payable up to the date of termination, as provided for in Section 10 herein;

8.3.2 Reimbursement of any travel, lodging or other expenses for which Manager normally would be entitled to reimbursement under this Agreement; and

8.3.3 Manager shall also be paid by Owner, in addition to any other amounts due pursuant to this Agreement, Manager's reasonable out-of-pocket costs incurred by reason of requests by Owner for assistance after termination or expiration of this Agreement not otherwise expected of Manager in the orderly termination of its operations at the Club.

All such payments will be made by Owner to Manager on or before the second to last business day of the month in which the termination occurred (the "Termination Payment Date"); provided however, that in the event that the termination occurred on either of the last two (2) business days of the month, or in the event that any portion of such payments is unable to be determined between Owner and Manager by the Termination Payment Date, then such payments or such remaining portion thereof shall be paid to Manager on or before the second to last business day of the month following the month in which the termination occurred. The payments referred to in this Section 8.3 shall be a condition to any termination (except due to an Event of Default by Manager) or expiration of this Agreement unless Manager agrees in writing to another arrangement. Upon the expiration or earlier termination of this Agreement for any reason, Manager may remove any documents which are proprietary to Manager (e.g., without limitation, manuals, software programs, internal correspondence, operating standards manuals, agronomic standards manuals, and other items of a proprietary nature, but excluding all marketing, collateral, operating and maintenance records, memberships and customer information, and financial data related to the Club (including but not limited to any information located on any proprietary software which shall transferred to Owner)); provided, however, under no circumstances shall Manager be required to provide information in its data base concerning other clubs managed by

the Manager, including prospective member lists associated with the other clubs. All information concerning the Club in the Manager's data base will be provided, including but not limited to the Club's members, customers and prospects provided marketing material by the Club. This Section 8.3 shall survive the expiration or earlier termination of this Agreement.

SECTION 9 INDEMNIFICATION

9.1 Owner's Indemnification of Manager. Except as otherwise provided herein, Owner will defend, indemnify, save harmless, and pay all liabilities, lawsuits, and claims against the Manager, including defense costs, to the extent relating to the operations of the Club; provided, however, that no such indemnification, (including defense costs) will be required of Owner in the event of liability, claim or damage arising out of the fraud, willful misconduct, gross negligence or the willful or wanton breach of this Agreement by Manager resulting from the acts or omissions of Manager's officers or Manager's employees.

9.2 Manager's Indemnification of Owner. Notwithstanding anything to the contrary recited herein, Manager will defend, indemnify, save harmless, and pay all liabilities, lawsuits, damages and claims against any Owner, or any affiliate of Owner, including defense costs, arising out of fraud, willful misconduct, gross negligence or the willful or wanton breach of this Agreement by Manager resulting from the acts or omissions of Manager's officers, or Manager's employees.

9.3 Procedure Relating to Indemnification. Upon the occurrence of an event giving rise to indemnification, the party seeking indemnification (the "Indemnified Party") will notify the other party hereto (the "Indemnitor") and provide the other Indemnitor with copies of any documents reflecting the claim, damage, loss or expense. The defense of any such action shall be conducted by reputable attorneys retained by Indemnitor, satisfactory to the Indemnified Party in its reasonable discretion, at Indemnitor's sole cost and expense. In such a case, Indemnitor shall defend such action or proceeding and timely provide each Indemnified Party with copies of all pleadings, billings and correspondence relating thereto. The Indemnified Party shall have the right to participate in such proceedings and to be represented by attorneys of its own choosing, and in such an event, the Indemnified Party shall be responsible for the attorney's fees, costs and expenses of such participation. However, in the event the Indemnified Party shall have concluded in its sole discretion that the interests of the Indemnified Party and of Indemnitor in the proceedings conflict in such a manner and to such an extent as to require, consistent with applicable standards of professional responsibility, retention of separate counsel for the Indemnified Party, in such case Indemnitor shall pay the attorneys' fees and expenses of the separate counsel chosen by the Indemnified Party.

9.4 Survival of Indemnity Obligations. The provisions of this Section shall survive any expiration or termination of this Agreement.

SECTION 10 COMPENSATION OF MANAGER

10.1 Management Fee. Manager shall be entitled to receive a management fee (the “Management Fee”) on a monthly basis equal to: (a) during the first (1st) year of the term, four percent (4%) of the Club’s Gross Revenue; and (b) during the second (2nd) and third (3rd) years of the term and during the renewal terms (if any), three and one-half percent (3.5%) of the Club’s Gross Revenue. Notwithstanding anything in the prior sentence to the contrary, for each year of the term and for each renewal term (if any), the Management Fee shall be subject to an annual cap of a total aggregate amount of One Hundred Fifty Thousand and No/100 Dollars (\$150,000.00) and an annual floor of a total aggregate amount of Sixty-Thousand and No/100 Dollars (\$60,000.00). The annual cap and the annual floor shall reset at the beginning of each year of the term and at the beginning of each renewal term (if any). The Management Fee will be paid monthly in arrears by Owner by wire transfer into the bank account of Manager identified in writing to Owner. Owner shall pay the Management Fee to Manager on or before the tenth (10th) day of the applicable month based on the Club’s Gross Revenue for Golf and Restaurant operations for the preceding calendar month as set forth on the Financial Reports provided to Owner.

10.1.1 “**Net Operating Income**” means all money received by or owed to Owner as a result of the operation of the Club and the sale of memberships, goods and services at the Club, determined on an accrual basis in accordance with generally accepted accounting principles consistently applied (hereinafter referred to as “Gross Revenue”), reduced by all reasonably necessary operating expenses of the Club, determined on an accrual basis in accordance with generally accepted accounting principles consistently applied (hereinafter referred to as “Operating Expenses”). Gross Revenue shall include, without limitation, all initiation or membership fees, membership dues and charges, guest fees and charges, green fees; rental fees for golf carts, golf clubs, and other rental items; lodging room revenue; range balls; rental and concession payments; food and beverage sales; liquor sales; revenue generated from contractors and space rentals and from meetings, banquets, parties, receptions, tournaments, and other group gatherings; merchandise sales; instruction fees paid to and retained by the Club; vending sales (or, if applicable, receipts from vending companies); and proceeds from business interruption insurance. Operating Expenses shall include, without limitation, all property insurance costs, employee wages and salaries, advertising costs, supplies, legal and accounting fees, property taxes, repair and maintenance fees, utilities, etc.

10.2 Reimbursement of Expenses. In addition to the Management Fee, Manager shall be entitled to receive payment for reasonable travel and lodging expenses incurred by Manager’s corporate employees (as opposed to Club-level employees) in direct relationship to Manager’s responsibilities under this Agreement subject to the amounts set forth in the Annual Operating Budget approved by Owner. Owner’s prior written consent is required for Manager’s expenses in excess of Two Thousand Five Hundred Dollars (\$2,500) during any given month.

SECTION 11 ASSIGNMENT

11.1 Assignment. Except as otherwise provided herein, neither party hereto may assign, either wholly or in part, any of its rights or obligations under this Agreement to any other natural

person or legal entity without the prior written consent of the other party hereto, provided, however, that such consent shall not be withheld unreasonably.

SECTION 12 MISCELLANEOUS

12.1 Liquor License. A new or assigned liquor license or licenses shall be obtained and then maintained in good standing by Owner in the name of the Club. Manager shall provide reasonable cooperation and support to Owner in obtaining such license. The license shall be held in the name of Owner except where and to the extent that state or local law requires Manager to hold the license, in which case Manager may do so through Manager or a hospitality company affiliate of Manager, subject to documentation approved by Owner in the exercise of its reasonable business judgment. Owner shall provide reasonable cooperation and support to Manager in this regard. The expense of obtaining the liquor license shall be the responsibility of Owner. All costs and expenses to obtain the liquor license shall be paid by Owner.

12.2 Validity of Agreement. The parties warrant that the execution and performance of this Agreement by such parties does not and will not conflict with or violate any provision of their respective articles of incorporation, by-laws or operating agreements, as the case may be.

12.3 Severability. If any portion of this Agreement is held legally invalid or unenforceable, the parties hereby covenant and agree that such portions are severable from all other portions of this Agreement, and that such portions as shall remain shall constitute the Agreement of the parties.

12.4 Binding Effect: Governing Law: Counterpart. This Agreement shall inure to the benefit of and be binding upon the parties hereto, their permitted transferees, successors and permitted assigns, but Manager may not assign this Agreement or any portion thereof without the prior written consent of Owner which consent shall be in the sole discretion of Owner. This Agreement shall be governed by and enforced and construed in accordance with the internal laws of the State of Florida, and it may be executed in any number of counterparts, each of which shall be deemed an original without the production of the other.

12.5 Mediation/Arbitration. In the event of a dispute by the parties regarding the terms of this Agreement (a "Dispute"), except a Dispute under Section 10, the parties agree to submit the Dispute matter to mediation in an effort to resolve the Dispute. If mediation does not occur within a reasonable time period or the matter is not resolved at mediation, the Dispute shall be submitted to and settled exclusively by binding arbitration, in accordance with the provisions of this Section. Binding arbitration shall be conducted in accordance with the Judicial Arbitration and Mediation Service Streamlined Rules & Procedures (the "JAMS Rules"). Arbitration shall be held in the County of Hillsborough, Florida before an arbitrator selected pursuant to the JAMS Rules who will have no personal or pecuniary interest, either directly or indirectly, from any business or family relationship with any of the parties. All decisions of the arbitrator will be final, binding, and conclusive on the parties. The parties will equally share the costs of the arbitrator and the arbitration fee (if any). Each party will bear that party's own attorneys' fees and costs, and the prevailing party will be entitled to reimbursement by the other party of any of the prevailing party's fees and costs incurred in connection with the arbitration hereunder, pursuant to the

applicable arbitration rules. Either party may seek confirmation of the arbitration award in the District Court, Tampa, Florida, and each party hereby consents to the exclusive jurisdiction and venue of the District Court, Tampa, Florida, in any claim or action arising hereunder. By signing this Agreement containing this provision, each of the parties agrees to waive any and all rights to a jury trial regarding any Dispute.

12.6 Partnership or Joint Venture. Owner and Manager are not partners or joint venturers with each other and nothing in this Agreement shall be construed to make them such partners or joint venturers or impose any liability of such on either of them. The parties hereto hereby acknowledge that Manager and Owner have no power to bind or obligate the other party except as set forth in this Agreement.

12.7 Notices. Any notice or request given hereunder or relating hereto must be in writing and sent either by certified or registered mail (return receipt requested), by hand delivery or by overnight courier delivery or by electronic mail using an electronic mail delivery system that produces a return receipt notification which confirms receipt of the electronic mail by the intended recipient. The parties' addresses are as follows:

Owner: Inframark-IMS
210 University Drive
Suite 702
Coral Springs, FL 33071

Attn: Angel Montagna
District Manager

Manager: Xude Hospitality Arlington, LLC
6600 SW 114th Street
Pinecrest, Florida 331565
Attn: Michael L. Miraglia

with copy to: Thomas M. Little, Esquire
Foley & Lardner LLP
100 North Tampa St.
Suite 2700
Tampa, Florida 33602

The above noted addresses may be changed by either party by mailing written notice of such change to the other party at the last designated address of the other party as provided herein, with such change to be effective upon receipt of said notice.

12.8 Attorney's Fees. If any party commences an action against the other party arising out of or in connection with this Agreement, the prevailing party shall be entitled to receive from the losing party all reasonable and actual attorney's fees and costs of litigation.

12.9 Headings. Headings, captions and paragraph headings contained in this Agreement are for convenience and reference only and in no way define, describe, extend or limit the scope or intent of this Agreement.

12.10 Complete Agreement. This Agreement shall constitute the entire agreement between the parties hereto and supersedes all prior and contemporaneous agreements and understandings of the parties and no variance or modification thereof shall be valid or enforceable except by supplemental agreement in writing, executed and approved in the same manner as this Agreement.

[Remainder of Page Intentionally Left Blank]

IN WITNESS WHEREOF, the parties have executed this Agreement on the date first written above.

OWNER:

_____ ,
a _____

By: _____

Print Name: _____

Title: _____

MANAGER:

XUDE HOSPITALITY Arlington, LLC,
a Florida limited liability company

By: _____

Print Name: _____

Title: _____

EXHIBIT A

SERVICE CONTRACTS