

Subsection 7B

Food and Beverage Proposals

*Proposals that combine golf and food/beverage,
included under 7A:*

- * *KemperSports*
- * *Troon*
- * *Xude Hospitality*

RESPONSE TO REQUEST FOR PROPOSALS FOR
ARLINGTON RIDGE CDD

Food and Beverage Operations Services

April 8, 2024



Prepared By: Justin Kuehn

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RESPONSE TO REQUEST FOR PROPOSALS
FOR ARLINGTON RIDGE CDD
FOOD AND BEVERAGE OPERATIONS SERVICES ENCLOSED

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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 food and beverage operations 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 a club's food and beverage operations to succeed, the facility must have a strategic plan focused on increasing customer value and improving facility infrastructure and amenities while increasing the number of guests, 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 horizontal flourish extending to the right.

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

Hampton Golf Proposal for
Golf Course Management Services
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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 food and beverage operations, 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 Chesapeake Bay Grille, Village Tavern, Fairfax Hall, and Chatham's Coffee Shop in a fiscally responsible manner that produces the financial results expected. In particular, Hampton Golf will significantly assist the District in reaching its goals of:

- Offering consistent hours of operations
- Offering a high-quality standard fare and menu selections
- Appeal to, and market to, the general public
- Cater to private groups, meetings, and events
- Deliver quality, refreshment, and restaurant service and catering services for events
- Promote and market facilities to improve revenue and economic performance
- Develop and implement recommendations for capital improvements
- Initiate new programs and services to increase usage of the facility with the approval of 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 food and beverage operations (FBO) at a financially responsible level and providing best-in-class service and amenities for Members and Guests to enjoy.

In drafting the response to the food and beverage operations request for proposal, Hampton Golf united operational systems and expenses from the Golf Course reply to best align an operational flow. It is Hampton Golf's belief that the Club should be managed and served by one management company and General Manager for both golf and food and beverage operations.

Vision Statement

To transform the industry through relentless learning and reimagination 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. Finally, Hampton Golf operates stand-alone restaurants and bars through the subsidiary Heartfelt Hospitality Group and is geographically known for its best-in-class concepts and operations.

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's food and beverage operations and District.

3) Organization

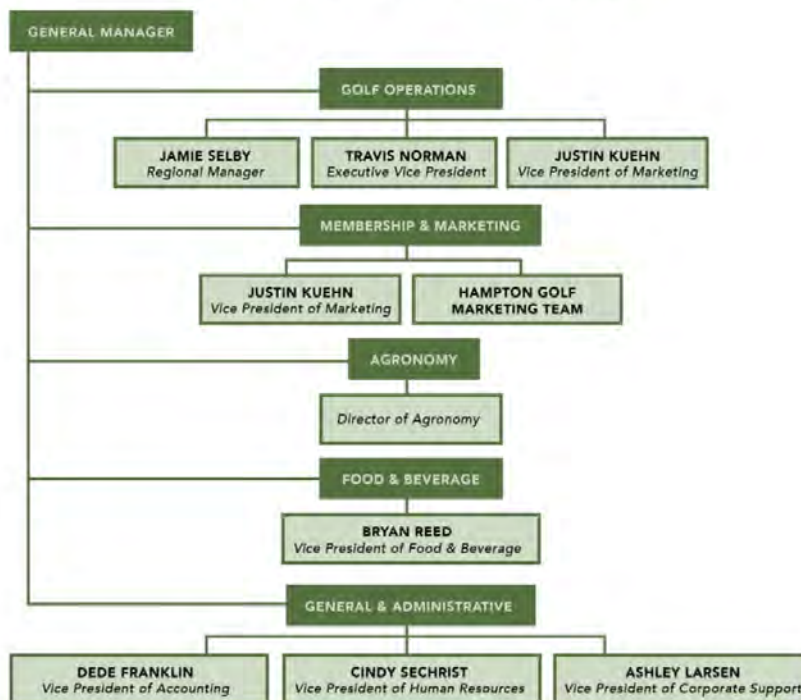
At the core of our operational success are the General Manager and the dedicated Department Heads who play pivotal roles in steering their respective departments toward achieving organizational goals. Their leadership, strategic insight, and commitment to excellence are crucial and will be enhanced through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

The General Manager's and Department Heads' success is significantly bolstered by the unwavering support from the Regional Manager, Hampton Golf's Vice President of Food & Beverage Operations, and Hampton Golf's support teams. The VP of Food & Beverage Operations is a vital link between the Department Head and General Manager 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.

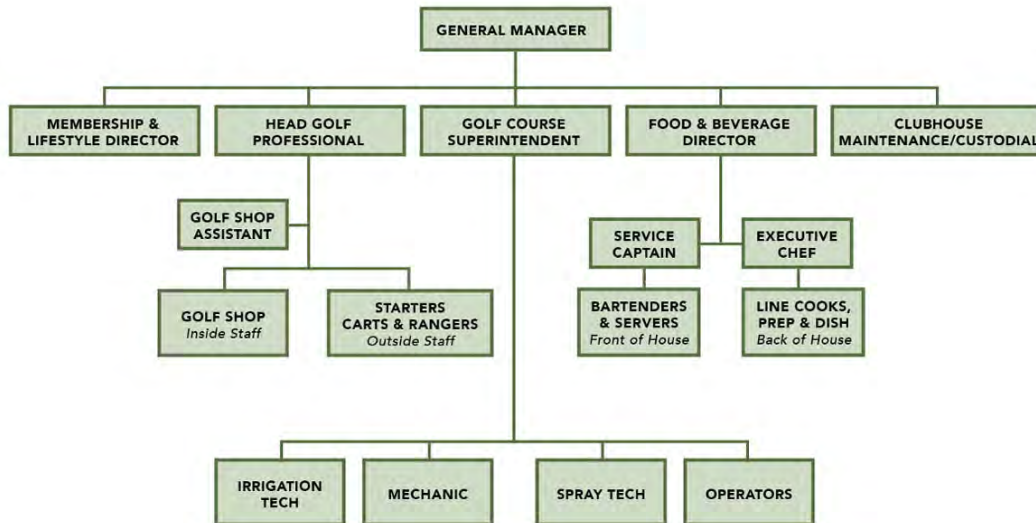
Our collective success as an organization is a testament to the collaborative effort, professionalism, and dedication of each individual and team involved in this support structure.

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. Customer surveys, 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, cost of goods sold, 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.

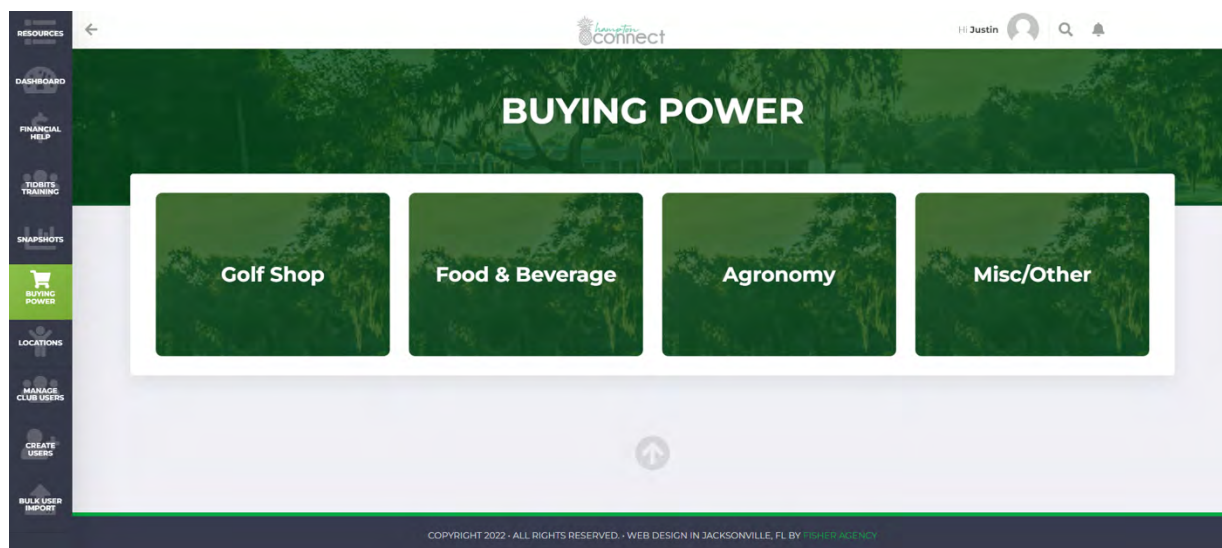
Members of Hampton Golf's Executive Team and the Regional Manager will be on-site to evaluate all facility components and ensure that the expectations of both the Board and club guests are exceeded.

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 Food & Beverage operations by placing the Club in our “group buying program.” By using our relationships within the industry and combining the Club with our other business units in the portfolio, the Club will appreciate significant savings.

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 specials. Hampton Golf’s professional relationships with food and beverage purveyors 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, guests, 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 guests and increase the usage of existing guests; (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 Guest Usage – Our primary goal is for guests to make Arlington Ridge a choice to dine and socialize and, part and parcel, increase “share of wallet.” More frequent visits and engagement is a rising tide that positively impacts all revenue streams and, ultimately, lifts profitability. Hampton Golf is adept at prompting incremental demand. Through the installation of improved programming and execution, we maximize daily 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 social events designed to encourage usage.
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 Food & Beverage Revenue

A proactive revenue management model partnered with outbound targeted marketing and nurturing guest relationships will increase guest usage and revenue. Key aspects include:

- Introduction of seasonally updated menus, strategically developed with varying tastes in mind
- Emphasizing programming – fun, fresh, funky (non-traditional) social events will be introduced throughout the community
- Tracking each guest's behavior and communicating tailored messages based on their unique activities
- Implementing programs specifically designed to encourage incremental spending during each visit without compromising margins
- Pricing of social/dining events to attract the segment of the market that is not considered a heavy user of restaurants
- Expanding hours of operation (if needed when utilization is explored)
- Targeting offers to increase off-peak usage 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 guests 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 guests nurtured for extended periods. That is why we proactively operate under a consistent and unceasing story-telling philosophy centered on the exceptional value offered.

- **Guests Acquisition** – HG’s Marketing Team will establish measurable, effective, and inviting guest acquisition programs that attract NEW guests. Acquisition tactics serve the same goal – to attract NEW guests 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 marketing automation system, which includes the details and effectiveness of promotion, event, and campaign.
- **Guest Retention** – Acquiring new guests 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:
 - 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.

Technology and Touch

- **Point of Sale** – Hampton Golf will enhance and right-size the Club’s Point of Sale (POS) technologies and F&B usage, 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.

Special Events

HG will develop and implement a superior schedule of programmed special events, with all programmed events focused on improving engagement and participation.



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 regular 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. Guests will be surveyed 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.

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.



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.

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.





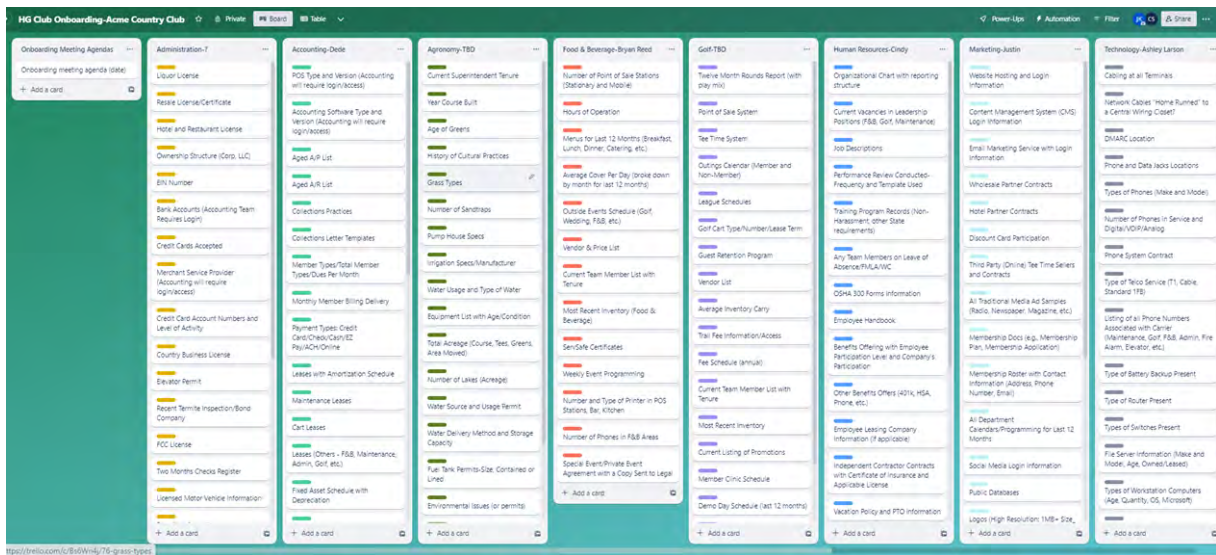
8) Account Management

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. If they choose, the District can have the final say regarding a Team Member's role and employment, 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

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.

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.

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 = ((Members at the end of the period - New Members) / 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

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.

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
Squash, 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 KUHN
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
Guazapato, Mexico
Makeup, Disney and Fashion

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

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

VANESSA SACCA
Social Media Specialist
Jacksonville, Florida
Diners, 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

Performance

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 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 Ridge 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 Team Members

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.





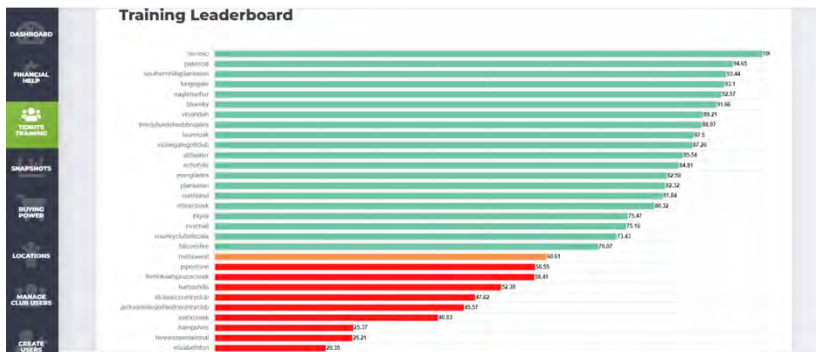
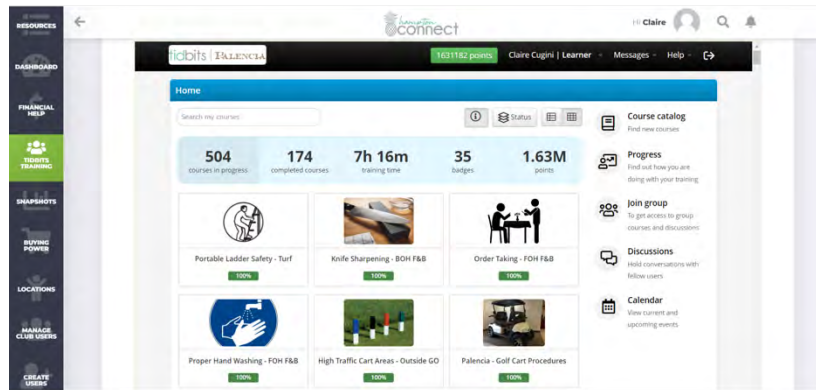
10. Ice Buckets: A container used for storing ice with a raised base to separate melted water.

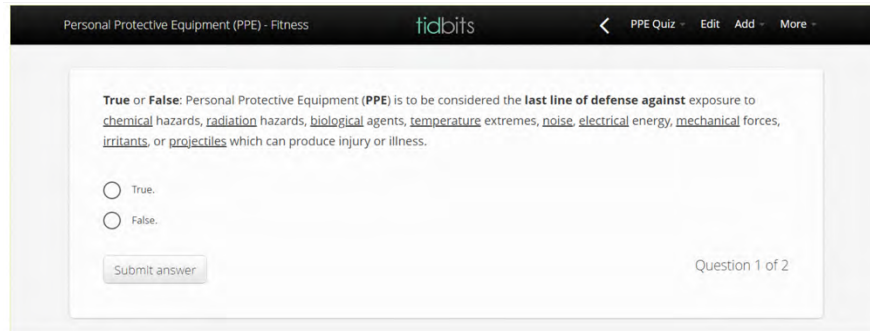
11. Knife: A good-quality sharp knife for preparing fresh ingredients and garnishes.

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





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 believes uniting operational oversight, systems, and expenses from golf course operations is essential to food & beverage operational success. It is Hampton Golf's belief that the Club should be managed and served by one management company and General Manager for both golf and food & beverage operations.

The fees and incentives discussed in the Golf Operations RFP reply would serve food & beverage operations as well. To summarize, Hampton Golf will not install additional fees to manage the food & beverage operation above what was proposed in the Golf Operations RFP.

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 DeBary, 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

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Past President of Northland Country Club (Duluth, MN)
218-340-4791
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Bonnie Van Overbeke
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Scott Brooks
Director DRE/HOA/Golf Course Operations
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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



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
- 3) Private event sales collateral
- 4) Client survey
- 5) Sample menus



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				
	Aug 23 Actual	Budget	\$VAR	Aug 22 Actual	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	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	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	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	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)	(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	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	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	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	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	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	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	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	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	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)	(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	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	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	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	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)	(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	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	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	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)	(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	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	27,411	7,014	25.6%	166,484	142,500	(23,984)	(166,484)		
CONTRIBUTION	(36,735)	(32,751)	(3,984)	(41,969)	(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	90.4%	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			3,203	2,895	90.4%	Membership Incentive	3,528	3,528	20,457	16,930	82.8%
						Capital Purchases			43,682	43,682	100.0%
						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				
200000 Accounts Payable - QuickBooks	291,094	257,312	\$33,781	13.1%
Total Accounts Payable	291,094	257,312	\$33,781	13.1%
Credit Card				
201400 American Express (1033)	30,934	32,003	(\$1,069)	(3.3%)
Total Credit Card	30,934	32,003	(\$1,069)	(3.3%)
Other Current Liabilities				
201000 Accounts Payable - Other	7,579	(242)	\$7,821	(3229.4%)
203000 Taxes Payable	51,195	46,085	\$5,110	11.1%
204000 Accrued Expenses	324,367	292,148	\$32,219	11.0%
206000 Employee Payables	19,383	16,627	\$2,756	16.6%
207000 Member Liabilities	49,103	51,160	(\$2,057)	(4.0%)
209000 Deferred Income - Members Dues	1,056,201	1,304,985	(\$248,783)	(19.1%)
224600 Equity Redemption Fees	244	244	-	-
Total Other Current Liabilities	1,508,072	1,711,007	(\$202,934)	(11.9%)
Total Current Liabilities	1,830,100	2,000,322	(\$170,222)	(8.5%)
Long- Term Liabilities				
220000 Notes & Long Term Debt Payable	1,238,211	1,263,559	(\$25,348)	(2.0%)
Total Long- Term Liabilities	1,238,211	1,263,559	(\$25,348)	(2.0%)
Total 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
			Other Income						
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)
			Other Expense						
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 CONSOLIDATED PROFIT & LOSS August 2023

Aug 23	Budget	\$ Over Budget	Prior Year	\$ Var	YTD	YTD Budget	\$ Over Budget	Prior YTD	\$ Var
					Revenue				
30,340	22,697	7,643	12,366	17,975	265,128	209,577	55,551	133,755	131,373
45,215	37,544	7,671	29,000	16,215	357,229	308,938	48,291	340,979	16,250
1,132	2,240	(1,108)	450	682	87,264	27,920	59,344	8,991	78,273
46,668	43,490	3,178	36,831	9,837	360,838	347,920	12,918	300,191	60,647
-	550	(550)	1,375	(1,375)	11,226	7,750	3,476	11,796	(570)
123,356	106,521	16,835	80,021	43,335	1,081,683	902,105	179,578	795,711	285,973
					Cost of Goods Sold				
21,062	16,342	4,720	9,045	12,017	200,915	150,894	50,021	153,590	47,324
21,062	16,342	4,720	9,045	12,017	200,915	150,894	50,021	153,590	47,324
102,294	90,179	12,115	70,976	31,318	880,769	751,211	129,558	642,120	238,648
					Expense				
52,960	57,598	(4,638)	47,336	5,624	406,249	438,726	(32,477)	257,438	148,811
1,744	440	1,304	-	1,744	12,868	6,468	6,400	-	12,868
261	400	(139)	2,151	(1,890)	4,089	4,700	(611)	2,215	1,874
-	-	-	-	-	1,435	-	1,435	3,724	(2,290)
35	-	35	-	35	1,185	-	1,185	-	1,185
3,213	-	3,213	462	2,751	66,221	3,000	63,221	-1,660	67,881
-	-	-	685	(685)	-	-	-	1,988	(1,988)
-	-	-	2,000	(2,000)	-	-	-	2,920	(2,920)
696	700	(4)	-	696	8,397	5,600	2,797	5,259	3,138
-	-	-	-	-	-56	-	(56)	-	(56)
-	45	(45)	-	-	643	360	283	469	175
2,606	1,300	1,306	570	2,036	28,045	22,400	5,645	20,389	7,656
44	-	44	-	44	44	-	44	-	44
-	-	-	-	-	-	450	(450)	-	-
-	-	-	-	-	556	-	556	-	556
1,585	1,000	585	-	1,585	7,873	8,600	(727)	1,641	6,232
-	-	-	-	-	-12	-	(12)	-	(12)
9,843	9,118	725	7,161	2,682	67,299	72,944	(5,645)	43,723	23,576
-	-	-	-	-	-	-	-	493	(493)
72,986	70,601	2,385	60,364	12,621	604,836	563,248	41,588	338,600	266,237
29,308	19,578	9,730	10,612	18,696	275,932	187,963	87,969	303,521	(27,588)

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
					Revenue				
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
					Cost of Goods Sold				
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
					Expense				
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 SWIM/ACTIVITIES PROFIT & LOSS

August 2023

Aug 23	Budget	\$ Over Budget	Prior Year	\$ Var	YTD	YTD Budget	\$ Over Budget	Prior YTD	\$ Var
1,080	500	580	-235	1,315	13,735	14,100	(365)	16,213	(2,478)
11,404	8,300	3,104	8,007	3,397	81,230	74,900	6,330	68,693	12,536
12,484	8,800	3,684	7,772	4,712	94,965	89,000	5,965	84,906	10,058
12,484	8,800	3,684	7,772	4,712	94,965	89,000	5,965	84,906	10,058
16,327	28,101	(11,774)	13,080	3,246	117,853	161,365	(43,512)	108,549	9,304
-	440	(440)	-	-	2,768	5,808	(3,040)	4,347	(1,579)
-	-	-	-	-	725	1,200	(475)	2,934	(2,210)
-	-	-	-	-	-	-	-	512	(512)
-	-	-	-	-	-	-	-	420	(420)
12,508	6,500	6,008	7,557	4,951	62,658	38,900	23,758	38,553	24,105
36	-	36	-	36	254	500	(246)	269	(14)
-	-	-	-	-	17	-	17	-	17
1,440	-	1,440	725	715	11,334	3,520	7,814	5,698	5,636
113	1,300	(1,187)	1,459	(1,346)	5,669	10,400	(4,731)	27,742	(22,073)
-	-	-	-	-	44	-	44	-	44
-	-	-	-	-	236	-	236	-	236
-	-	-	-	-	-	-	-	525	(525)
-	-	-	-	-	126	-	126	-	126
30,423	36,341	(5,918)	22,821	7,602	201,683	221,693	(20,010)	190,446	11,237
(17,939)	(27,541)	9,602	-15,049	(2,890)	-106,718	-132,693	25,975	-105,540	(1,178)

Hampton Lakes Golf & Country Club

TENNIS PROFIT & LOSS

August 2023

Aug 23	Budget	\$ Over Budget	Prior Year	\$ Var	YTD	YTD Budget	\$ Over Budget	Prior YTD	\$ Var
4,838	8,400	(3,562)	15,675	(10,837)	71,349	68,550	2,799	78,973	(10,423)
-	50	(50)	-	-	-	800	(800)	-	800
25,955	13,570	12,385	3,045	22,910	239,925	116,110	123,815	40,176	75,934
-	-	-	-	-	-	-	-	62	(62)
30,792	22,020	8,772	18,720	12,072	311,273	185,460	125,813	119,211	66,249
3,597	6,048	(2,451)	11,323	(7,726)	48,479	49,356	(877)	52,451	(3,095)
-	18	(18)	-	-	-	282	(282)	-	282
3,597	6,066	(2,469)	11,323	(7,726)	48,479	49,638	(1,159)	52,451	(2,813)
27,195	15,954	11,241	7,397	19,798	262,794	135,822	126,972	66,760	69,062
19,901	24,232	(4,331)	17,661	2,240	171,004	183,003	(11,999)	154,656	28,347
16,673	11,700	4,973	-	16,673	167,946	93,600	74,346	-	93,600
132	-	132	-	132	665	1,000	(335)	440	560
-	100	(100)	-	-	1,176	800	376	-	800
-	-	-	-	-	1,756	2,900	(1,144)	-	2,900
477	-	477	-	477	477	-	477	-	-
180	-	180	-	180	25,394	-	25,394	1,333	(1,333)
386	-	386	769	(384)	3,217	-	3,217	2,324	(2,324)
1,972	-	1,972	-	1,972	7,074	10,000	(2,926)	7,248	2,752
678	500	178	429	249	3,300	6,750	(3,450)	4,820	1,930
-	-	-	-	-	538	-	538	-	-
-	-	-	-	-	-	-	-	-1	1
241	165	76	-	241	1,595	1,320	275	-	1,320
40,640	36,697	3,943	18,860	21,780	384,142	299,373	84,769	170,820	128,553
(13,444)	(20,743)	7,299	-11,462	(1,982)	-121,347	-163,551	42,204	-104,060	(59,491)

Hampton Lakes Golf & Country Club
SPA-FITNESS PROFIT & LOSS August
2023

Aug 23	Budget	\$ Over Budget	Prior Year	\$ Var	YTD	YTD Budget	\$ Over Budget	Prior YTD	\$ Var
-	150	(150)	-	-	-	1,200	(1,200)	-	-
-	-	-	70	(70)	-	-	-	70	(70)
12,895	10,600	2,295	12,165	730	105,982	84,800	21,182	104,733	1,248
12,895	10,750	2,145	12,235	660	105,982	86,000	19,982	104,803	1,178
564	120	444	129	435	2,948	960	1,988	287	2,661
564	120	444	129	435	2,948	960	1,988	287	2,661
12,331	10,630	1,701	12,106	225	103,033	85,040	17,993	104,516	(1,483)
24,955	14,339	10,616	22,256	2,699	207,648	108,197	99,451	182,463	25,185
-	-	-	-	-	450	-	450	-	450
2,276	12,540	(10,264)	135	2,141	15,118	100,320	(85,202)	10,215	4,903
-	-	-	340	(340)	765	400	365	642	122
-	-	-	-	-	-	600	(600)	-	-
-	-	-	-	-	-	-	-	204	(204)
-	-	-	-	-	-	-	-	525	(525)
567	400	167	397	170	4,906	3,200	1,706	2,429	2,477
970	1,150	(180)	1,338	(369)	7,362	9,200	(1,838)	6,016	1,346
-	-	-	-	-	64	-	64	-	64
-	-	-	-	-	992	-	992	-	992
-	75	(75)	-	-	-	185	(185)	-	-
126	-	126	-	126	379	-	379	-	379
28,894	28,504	390	24,467	4,427	237,684	222,102	15,582	202,493	35,191
(16,563)	(17,874)	1,311	(12,361)	(4,202)	(134,651)	(137,062)	2,411	(97,977)	(36,674)

Hampton Lakes Golf & Country Club
GOLF COURSE MAINTENANCE PROFIT & LOSS
August 2023

Aug 23	Budget	\$ Over Budget	Prior Year	\$ Var	YTD	YTD Budget	\$ Over Budget	Prior YTD	\$ Var
69,690	80,751	(11,062)	63,137	6,553	550,623	609,481	(58,858)	499,451	51,172
19,673	10,000	9,673	43,101	(23,428)	137,904	80,000	57,904	124,148	13,756
550	460	90	-	550	9,157	8,860	297	7,427	1,730
-	-	-	900	(900)	-	-	-	5,400	(5,400)
-	-	-	-	-	1,054	-	1,054	-	1,054
-	-	-	-	-	3,890	-	3,890	442	3,449
-	-	-	-	-	-	-	-	2,757	(2,757)
3,935	6,500	(2,565)	2,508	1,428	42,615	49,500	(6,885)	23,656	18,958
3,819	2,150	1,669	8,684	(4,865)	44,923	27,400	17,523	44,780	143
9,280	3,000	6,280	6,865	2,415	51,674	27,500	24,174	35,508	16,166
-	-	-	-	-	580	-	580	-	580
406	450	(44)	880	(474)	3,189	3,600	(411)	5,873	(2,684)
-	-	-	-	-	688	-	688	-	688
3,937	5,835	(1,898)	6,197	(2,260)	32,078	35,048	(2,970)	29,977	2,101
4,406	4,600	(194)	4,632	(226)	35,489	39,500	(4,011)	42,082	(6,592)
-	250	(250)	-	-	-	2,000	(2,000)	-	-
835	-	835	330	505	2,094	6,000	(3,906)	6,588	(4,494)
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)	54,649	67,800	(13,151)	38,433	16,216
-	500	(500)	-	-	1,953	2,550	(597)	2,492	(539)
-	-	-	75	(75)	-	-	-	75	(75)
13,904	16,860	(2,956)	11,317	2,587	106,170	134,880	(28,710)	115,682	(9,511)
-	-	-	-	-	-	-	-	722	(722)
137,207	156,156	(18,949)	169,299	(32,092)	1,311,372	1,330,269	(18,897)	1,265,506	45,866
(137,207)	(156,156)	18,949	(169,299)	32,092	(1,311,372)	(1,330,269)	18,897	(1,265,506)	(45,866)
-	-	-	-	-	-	-	-	11,400	(11,400)
-	-	-	-	-	-	-	-	11,400	(11,400)

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	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



PRIVATE EVENT SALES COLLATERAL

Weddings

AT THE PALENCIA CLUB



THE
PALENCIA[™]
CLUB

904.599.9040 | PALENCIAEVENTS@HAMPTON.GOLF
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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



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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.

The background features a repeating geometric pattern of interlocking triangles in light gray on a white background. A thick green horizontal line runs across the middle, with a green 'X' shape formed by two diagonal lines crossing it on the right side. The central text is set against a dark gray background with a repeating diamond pattern.

SAMPLE MENUS


The LOUNGE


at LAUREL OAK COUNTRY CLUB



SOUPS & SALADS

CARROT GINGER BISQUE 8  **NEW**
With maple crema and fried shallots

PORK BELLY & BEET SALAD 17 **NEW**
Little gem lettuce topped with crispy pork, pickled beets, candied walnuts, and Gorgonzola cheese, served with sangria vinaigrette

BIG ITALIAN SALAD 15  **NEW**
Butter lettuce topped with giardiniera, salami, provolone, Parmesan, tomatoes and olives, served with white balsamic vinaigrette

BURRATA SALAD 16  **NEW**
Little gem lettuce, heirloom tomatoes, basil and olive oil, drizzled with a 15-year aged balsamic glaze

HOUSE SALAD 7 | 13  
Mixed greens topped with cucumbers, tomatoes and carrots, served with your choice of dressing

CLASSIC CAESAR 7 | 13
Crisp romaine lettuce tossed with Parmesan cheese, croutons and a creamy Caesar dressing

ADDITIONS

Grilled or Crispy Chicken +6 | Grilled Shrimp +7 | Grilled Filet +10 | Pan-Seared Salmon +8

DRESSINGS

Balsamic Vinaigrette | Blue Cheese | Caesar | Honey Mustard Ranch | Sangria Vinaigrette | White Balsamic Vinaigrette

SHARABLES


SMOKED FISH DIP 15 **NEW**
House-smoked fish dip served with sweet gherkin pickles, crudités, crackers and baguette


CHARCUTERIE 22
Cured meats, artisan cheeses, house pickles, fig jam and crusty baguette

CALAMARI 18 **NEW**
Served with house-pickled giardiniera, crispy herbs, and a lemon-garlic aioli


CRISPY ZUCCHINI FRIES 12 
Served with a green goddess sauce

CHICKEN LEMONGRASS DUMPLINGS 16 **NEW**
Steamed dumplings served with Asian slaw and yuzu dipping sauce

ROASTED VEGETABLE FLATBREAD 16  **NEW**
Topped with roasted vegetables, mozzarella cheese, heirloom tomatoes, pesto, basil and balsamic

CHILE CON QUESO DIP 16  **NEW**
Queso blanco, cheddar, pepper-Jack cheese with roasted poblano peppers and chiles, served with fresh tortilla chips

HANDHELDS



All sandwiches are served on your choice of white bread, whole wheat bread, rye bread or a wrap
Substitute gluten free bread +1 
Served with your choice of side: house-made chips, coleslaw or fresh fruit
Substitute fries or sweet potato fries +2 or onion rings +3

TRAILBLAZER BURGER 19
8 oz special blend beef patty topped with caramelized onions, sharp cheddar cheese, house-made bacon, lettuce, tomato and cowboy sauce

BRISKET GRILLED CHEESE 18 **NEW**
Pulled smoked brisket topped with bacon jam and American cheese, served on grilled panini bread

NASHVILLE HOT CHICKEN SANDWICH 19
Southern fried chicken breast topped with a hot honey sauce and dill pickles, served on a brioche bun with mayonnaise

KOREAN BBQ SLOPPY JOE 16 **NEW**
Sweet and spicy beef, kimchi, scallions, and sesame seeds, served on a brioche bun

 - Gluten Free |  - Vegan or Vegetarian | MP - Market Price

Consuming raw or undercooked meat, eggs, poultry or seafood increases your risk of contracting a foodborne illness, especially for individuals with medical conditions or allergies. Please make your server aware of any medical concerns or food allergies.

ENTRÉES

RAMEN BOWL 27 **NEW**

Chicken broth with shiitake mushrooms, carrots, napa cabbage, ramen noodles, soft-boiled egg and your choice of crispy pork belly, shrimp or short rib

ROASTED CHICKEN BREAST 27 **NEW**

Joyce Farms chicken served with mashed potatoes, green beans, cranberry sauce and chicken jus

SEARED DIVER SCALLOPS 33 **NEW**

Served with brown butter, sage, angel hair pasta and beurre fondue

RIGATONI BOLOGNESE 26 **NEW**

Beef ragu, pork and vegetables, tossed with fresh rigatoni and Parmesan cheese

KOREAN SHORT RIBS 31 **NEW**

Grilled boneless short ribs served with Korean barbecue sauce, rice and broccolini










SHRIMP SCAMPI ANGEL HAIR 27

Key West pink shrimp with garlic, fennel, spinach, tomatoes and fine herbs in a scampi sauce, served over fresh angel hair pasta

BUILD YOUR OWN CREATION

Select one protein, one sauce, one starch and one vegetable

PROTEINS

GRILLED BRANZINO	35	
CANADIAN SALMON	31	
CHILEAN SEA BASS	43	
GROUPER	42	
DIVER SCALLOPS	32	
BONE-IN CHICKEN BREAST	27	
TOMAHAWK PORK CHOP	35	
14 OZ NEW YORK STRIP	MP	
8 OZ FILET MIGNON	MP	

SAUCES

BÉARNAISE | BACON JAM
LEMON BEURRE BLANC | GARLIC-HERB BUTTER
ORANGE-MISO | PICCATA | KOREAN BARBECUE

STARCHES

BASMATI RICE PILAF
ANGEL HAIR PASTA | MAC & CHEESE
MASHED POTATOES | BAKED POTATO
FRENCH FRIES | SWEET POTATO FRIES
ONION RINGS | ZUCCHINI FRIES
MUSHROOM RISOTTO

VEGETABLES

BRUSSELS SPROUTS | CHARRED BROCCOLINI
CREAMED SPINACH | ROASTED CAULIFLOWER
BABY CARROTS | ASPARAGUS | GREEN BEANS

VEGETARIAN

FALAFEL PITA 17

Loaded with hummus, heirloom tomatoes, red onion, edamame, tzatziki sauce and fresh mint, served on pita bread

VEGETABLE RAMEN BOWL 26 **NEW**



Vegetable broth with shiitake mushrooms, carrots, napa cabbage, ramen noodles and tofu

CAULIFLOWER STEAK 21 **NEW**

Roasted cauliflower served with Korean barbecue sauce, sesame seeds, scallions and rice

MUSHROOM RISOTTO 23 **NEW**

Wild mushrooms, porcini broth, thyme, radicchio and crème fraîche

 - Gluten Free |  - Vegan or Vegetarian | MP - Market Price

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DESSERTS

LIMONCELLO CAKE 9

Lemon layer cake with mascarpone cream and raspberry coulis

CRÈME BRÛLÉE 9

Baked vanilla custard topped with caramelized sugar and fresh berries

CHOCOLATE LAYER CAKE 9

Chocolate cake with chocolate fudge icing, topped with whipped cream and a strawberry

APPLE PIE 7

*Apples, cinnamon and lemon zest in a flaky crust
a la Mode +2*

ICE CREAM 6

*Choice of flavor, served by the scoop:
Vanilla | Chocolate | Butter Pecan | Mango Sorbet*

CRAFT COCKTAILS

ESPRESSO MARTINI 14

*Tito's Vodka, Mr. Coffee and fresh espresso,
garnished with a dark chocolate espresso bean*

MANGO MARGARITA 12

*Casamigos Tequila, mango margarita mix and triple sec,
garnished with a tajin rum, tamarindo stick and lime*

GRAPEFRUIT GIMLET 14

*Tito's Vodka, fresh grapefruit juice and champagne,
garnished with dehydrated grapefruit and a sugar rim*

LOOF 18

*Laurel Oak Old Fashioned: Bulleit Bourbon and bitters,
garnished with a candied orange twist and dirty cherry*

THE VT 12

*Tito's Vodka, tonic and St. Germain,
garnished with candied ginger and a lime twist*

WHITE COSMOPOLITAN 12

*Absolut Citron Vodka, Cointreau, fresh lime juice and white cranberry juice,
garnished with dehydrated dragon fruit*

Please drink responsibly

dinner

LION'S DEN

HANDHELDS

Served with your choice of side

NEW YORK REUBEN 13

Fresh shaved corned beef stacked high on grilled marble rye bread, smothered with Swiss cheese and house special blend of sauerkraut and Reuben dressing

GRILLED CHICKEN SANDWICH 13

Marinated and grilled chicken breast topped with lettuce, tomato and pickle, served on an onion bun

KINGS GATE BURGER 14

Fresh ground Angus beef patty, seasoned and char-grilled to your liking, served on a toasted pretzel bun with your choice cheese, lettuce, tomato, onion and pickle

*substitute for vegetarian black bean patty upon request

Add bacon, jalapeño, onion ring, sautéed onions, sautéed mushrooms or additional cheese for +1 each

ENTRÉES

ASIAN TUNA SALAD 16

Mixed greens, sliced sesame-crusting tuna seared medium rare, served with avocado, crispy wontons, bell peppers, Mandarin oranges and an Asian sesame vinaigrette

SMOKED BRISKET PLATE 16

Sliced brisket and BBQ sauce, served with your choice of two sides

CRABCAKE DINNER 18

Two jumbo lump crabcakes topped with a remoulade sauce on a bed of mixed greens, served with your choice of two sides

CHICKEN DIJONNAISE 16

Pan-seared chicken breast topped with an artisan mustard cream sauce, served with your choice of two sides

GARLIC PORK 17

Garlic and herb-marinated grilled pork loin, served with your choice of two sides

PASTA

Served with garlic bread

SPAGHETTI & MEATBALLS 15

Traditional marinara, spaghetti, Parmesan, parsley, beef and pork meatballs

CHICKEN ALFREDO 16

Alfredo sauce, chicken, garlic, Parmesan and penne pasta topped with parsley

*Substitute for shrimp +4

SHRIMP SCAMPI 19

Jumbo shrimp pan-seared with fresh lemon juice, white wine, garlic, butter, basil, Parmesan cheese and spaghetti topped with parsley

SOUTHERN FRIED CHICKEN PLATTER 16

Four-piece, bone-in, buttermilk fried chicken, served with your choice of two sides

KINGS GATE FISH DINNER 17

Red drum cooked with your choice of blackened, grilled, or fried, served with your choice of two sides

SHRIMP DINNER 18

Eight shrimp grilled, blackened, or fried, served with your choice of two sides

SIRLOIN DINNER 18

8 oz sirloin seasoned with salt and pepper, grilled to your liking, served with your choice of two sides

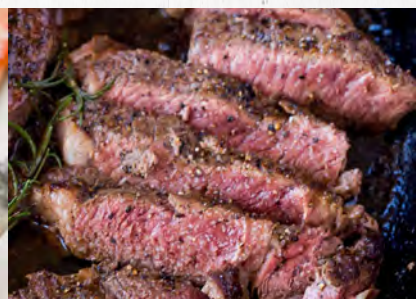
*Add grilled shrimp +4

FILET DINNER 22

6 oz filet mignon grilled to your liking, served with your choice of two sides

SIDES

FRIES 4 | SWEET POTATO FRIES 4 | ONION RINGS 4 | TATER TOTS 4
STEAMED BROCCOLI 4 | BAKED POTATO 4 | VEGETABLE DU JOUR 4



Split-plate fee + 5 | Additional sauces and dressings +1

Consuming raw or undercooked meat, eggs, poultry or seafood increases your risk of contracting a foodborne illness, especially for individuals with medical conditions or allergies. Please make your server aware of any medical concerns or food allergies.



Kings Gate
G O L F C L U B



LEANING TREE GRILLE

STARTERS

Soup of the Day 5 | 9

Palencia Nachos 13.95

Corn tortillas topped with cheddar-jack cheese, queso blanco, black beans, salsa, guacamole and sour cream

Firecracker Shrimp 14.95

Lightly battered fried shrimp tossed in house-made sweet chili garlic, served with crisp celery sticks

Jumbo Pretzel 10.95

V | Baked jumbo salted soft pretzel, served with white cheese sauce

Leaning Tree Wings 16.95

Ten jumbo wings, tossed in your choice of sauce, served with crispy celery sticks
Sauces: mild, medium, hot, Thai chili, house-made sweet chili garlic, garlic Parmesan, BBQ and spicy BBQ
+1 per sauce after second sauce

Loaded Potato Skins 10.95

Quartered whole Idaho potato, twice-baked and topped with cheddar cheese, green onions and sour cream

Chicken Tenders 13.95

10oz of crispy fried tenders, served with honey mustard, BBQ or Buffalo sauce
May substitute tofu tenders

Hummus and Crudité Plate 11.95

V | Chickpea hummus served with Mediterranean olives, herbed feta cheese, carrots, celery, cucumbers and grilled naan bread

Potstickers 10.95

Lemongrass and chicken potstickers, served with sweet chili garlic sauce

Quesadilla 11.95

Soft flour tortilla filled with melted cheddar cheese, served with fresh salsa and sour cream
Add grilled peppers and onions +2

Loaded Tots or Fries 9.95

Your choice of tater tots or French fries with bacon, scallions and melted cheddar-jack cheese

SALADS

Dressing: Caesar, Balsamic, Honey Mustard, Ranch, Thousand Island, Italian and Blue Cheese

Cobb Salad 15.95

GF | Chicken, bacon, avocado, cucumbers, tomatoes, green onion, and hard boiled egg on a bed of romaine lettuce with your choice of dressing

Taco Salad Bowl 14.95

Crispy taco bowl, mixed greens, roasted corn, tomatoes, black beans and cheddar-jack blended cheese tossed in a Don Bruno Sherry chipotle vinaigrette

Buffalo Chicken Salad 14.95

Grilled or fried chicken breast tossed in hot, medium or mild Buffalo sauce, over romaine lettuce and tomatoes
Add blue cheese crumble +1

Chicken Salad 13.95

GF | Craisins, onions, pecans, celery and seasonings in a light dressing over a house salad

The Classic Wedge Salad 13.95

GF | Blue Cheese dressing over crisp iceberg lettuce with bacon and heirloom cherry tomatoes

House Salad 8.95 | 12.95

Mixed greens with cucumbers, tomatoes, and croutons

Caesar Salad 8.95 | 12.95

Served with Caesar dressing, croutons and shaved Parmesan cheese

Chef Salad 10.95 | 14.95

GF | Ham, turkey, shredded cheddar-jack cheese, cucumbers, tomatoes and hard boiled egg on a bed of romaine lettuce with your choice of dressing

Soup and Salad 11.95

Cup of soup served with your choice of half Caesar salad or half house salad

ADD ONS

Add grilled chicken, ground beef, diced flank steak, pulled pork or tofu to your nachos, quesadilla or salad +7

Add 8oz salmon to your salad +15

Add 5 pieces shrimp to your salad +9



GF | GLUTEN-FREE • V | VEGETARIAN

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HANDHELDS

Flatbread of the Day 15.95

Chef's fresh creation of assorted toppings on a naan bread, baked to perfection

Roast Beef French Dip 15.95

Top round beef, roasted and shaved with melted Swiss cheese on a toasted 8-inch sub roll, au jus, served with your choice of side

Palencia Club 15.95

Turkey, smoked bacon and Black Forest ham layered with lettuce, tomato, cheese and mayonnaise on your choice of toasted rye, wheat white bread or wrap, served with your choice of side

The Cuban 15.95

Slow-roasted pork, Black Forest ham, pickles, Swiss cheese and yellow mustard pressed on Cuban bread, served with your choice of side

Back 9 Burger 15.95

*Half-pound of Angus beef on a brioche bun with lettuce, tomato, onion and pickles, served with your choice of side
Add cheese, bacon, mushroom, jalapeños or fried egg +1 each*

Buffalo Chicken Sandy 15.95

Grilled, blackened or fried chicken, tossed in your choice of hot, medium or mild Buffalo sauce with lettuce and tomato on a brioche bun, served with your choice of side

Italian Sub 15.95

Black Forest ham, Genoa salami, prosciutto, pepperoni, melted provolone cheese, lettuce, banana peppers and Italian aioli, baked on a 8-inch sub roll

Soup and Sandy 13.95

Cup of house soup of the day with half a deli sandwich



Chicken Salad Sandy 14.95

House-made chicken salad, served as a wrap or on your choice of toasted rye, wheat or white bread with lettuce and tomato, served with your choice of side

The Reuben 15.95

Grilled pastrami, sauerkraut and Swiss cheese on marbled rye bread with Thousand Island dressing, served with your choice of side

Chipotle Black Bean Burger 14.95

V | *Chipotle black bean burger on a brioche bun with lettuce, tomatoes, onions and pickles, served with your choice of side
Add cheese, bacon, mushrooms, jalapeños or a fried egg +1*

Sriracha Wrap 15.95

Blackened chicken with Sriracha ranch, lettuce, crispy tortilla strips, bacon and cheese wrapped in a warm flour tortilla, served with your choice of side

Deli Sandwich 13.95

*Black Forest ham, turkey or BLT or on your choice of toasted rye, wheat, white bread or wrap with lettuce, tomato and mayonnaise
Roast beef option +2*

Deluxe Grilled Cheese 10.95

*Triple Decker with triple cheese
Add tomato, bacon, mushrooms, jalapeños or a fried egg +1*

ENTREES

Shrimp Platter 18.95 (8 pieces)

Half-pound of shrimp fried, blackened or grilled, served with your choice of two sides

Catch of the Day Market Price

GF | *Served grilled or blackened with your choice of two sides*

Pasta of the Day Market Price

GF | *Gluten-free pasta available upon request*

Florida Grouper Finger Plate 16.95

Lightly floured fried grouper fingers, served with tartar sauce, French fries and coleslaw

Salmon Plate 24.95

8oz salmon fillet blackened, grilled or sautéed with your choice of picatta sauce or lemon butter, served with your choice of two sides

SIDES

FRENCH FRIES | SWEET POTATO FRIES
FRESH FRUIT | TATAR TOTS | ONION RINGS
HOUSE CHIPS | COLESLAW
SIDE CAESAR OR HOUSE SALAD

VEGETABLES +6

ASPARAGUS | BROCCOLINI
ZUCCHINI-SQUASH MEDLEY
BRUSSELS SPROUTS WITH ONION AND BACON



GF | GLUTEN-FREE • **V** | VEGETARIAN

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**OLIPHANT GOLF
MANAGEMENT**

Prepared for:

**ARLINGTON RIDGE COMMUNITY DEVELOPMENT DISTRICT
RFP - FOOD AND BEVERAGE OPERATIONS SERVICES
4/5/2024**

OLIPHANT GOLF MANAGEMENT, LLC

www.oliphantgolf.com

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Letter of Interest

Thank you for the opportunity to submit our proposal for the Arlington Ridge Food and Beverage Services on behalf of the Arlington Ridge CDD. Oliphant Golf Management's legal composition is an LLC, S Corporation.

This proposal is made in conjunction with the Golf Course Management Services RFP. Within each of our proposals you'll see our holistic approach to overall club operations, please excuse any redundancies. We submit this proposal in effort to respond specially to your request of separate proposals.

The restaurant, coffee shop and banquet facility at Arlington Ridge provide a wonderful compliment to the golf course and community. The food and beverage operation has seen tremendous revenue growth since FY2022 and OGM is the company to take it closer to a stand-alone operation. We welcome the opportunity to be your partner in delivering sustainable and transformational improvements coupled with financial stability.

Oliphant Golf Management (OGM), has proven our worth in all facets of club operations and helped turn draining F&B operations into star performers at multiple clubs. Our focus in restaurant operations is on creating extraordinary experiences through hospitality and seamless programming with the golf course. Servicing golfers will no doubt drive the majority of the revenue, but where we see the difference is continuing to build the reputation throughout the region.

We understand how to align shared goals, achieve collective outcomes, grasp a broader vision and continue to adapt in the face of challenges. We are the company to help you move things forward- not just sideways with a change in management companies.

You will see throughout our proposal that we have the capability to provide a management structure to excel in day-to-day operations and enhance the marketing and branding of the restaurant to drive revenue and positively impact the bottom line. We have outlined a model to be successful through our case studies and previous experience that can be and will be successful for Arlington Ridge Food and Beverage Operations.

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 Community Development District (ARCDD). 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 ARCDD Food and Beverage operations; 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. ARCDD 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 ARCDD food and beverage operations
- Daily operations and staffing
- Administer Food and Beverage 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 menus with seasonal updates
- 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 member/event billing
- Distribute all correspondence (newsletter, general notices, email, website, social media, etc.)
- Strategic planning clubhouse improvements

ARCDD 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 food and beverage experience possible
- Operate the food and beverage services in a professional and transparent manner consistent with ARCDD goals
- Invest in current employees and build a management team to best provide additional added value resources
- Reduce Food COGS
- Increase community and guest traffic with engaging schedule of events

Measures of Success

- Improved financial performance by meeting or exceeding budget requirements
- Engaged and returning customers
- Increased opportunities for community and event participation
- Increase revenue, capitalizing on new positive marketing strategies and improved menu and experience

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 \$2,916.66 (\$35,000 annually)
 - Please note: This price is contingent on award of golf 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 ARCDD's desired annual budget.

OGM will employ all onsite employees. F&B operations 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 F&B operations to improve its bottom-line and provide a quality community asset.

- ARCDD will share 10% of improved year over year revenue growth.
- Example: F&B operations achieves an improvement to annual revenue of \$200,000. (from \$1.0mil to \$1.2mil). 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 ARCDD 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

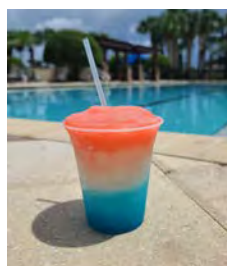
Food and Beverage Operations

Arlington Ridge food and beverage operations consist of a full-service restaurant and banquet facility with a coffee shop catering simple breakfast options and a variety of coffee to residents, golfers, and guests. OGM has experience in all facets of club operations including rebranding and revitalizing food and beverage operations. The vision for the restaurant is to continue to build on the quality of food and great service with improved marketing to capture not only golfers and residents but also the region. The banquet facility will be kept busy with an event schedule hosting golf outings and fun social events like dueling pianos, comedy shows, and holiday parties. We will take every opportunity to cater food and drinks for large golf outings, tournaments, league banquets, and resident special events. The coffee shop will focus on consistent hours and quality offerings for golfers and residents. OGM monitors customer satisfaction with a Net Promoter Score (NPS) review system. The management team will review NPS scores weekly in their meetings and take all feedback seriously to address issues hindering growth.

While Arlington Ridge is known for its golf course, the general public is still not comfortable with coming behind the gates in search of a great meal. Marketing efforts must go beyond the gates of Arlington Ridge to capture guests traveling up and down 27. OGM's marketing team has the tools to make a dramatic impact on social media and digital marketing impact with targeted paid ads and SEO.

We will provide professional and friendly customer service for all with competitive pricing and suitable hours to maximize business. Expectations for year one are below

- Provide fresh, seasonally appealing menus to golfers, residents and guests alike
- Implement the OGM operating system
 - meeting pulse, employee accountability, 90-day world quarterly goals, measurables
- Capture community and regional support by providing the very best restaurant experience possible
- Evaluate the management team to ensure we have all the right people in the right seats
- Implement a new active and engaging marketing plan
- Routine maintenance plans on all equipment
- Capital and Facility master plan
- Fun in-house programming with a monthly event schedule
- Practical uniforms that suit the brand



COMMUNITY INVOLVEMENT

- + Engage with loyal, existing customers
- + Remarket to those who have expressed interest
- + New customer prospecting to brand new audience



Highlight restaurant 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 restaurant in a positive manor
- 52-week content calendar
- Paid digital marketing
- Promote the Chesapeake Bay Grille, Chatham's Coffee Shop and Fairfax Hall brand above all else
- New photography within first year

Custom Marketing

We will ensure the food and beverage operation 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.

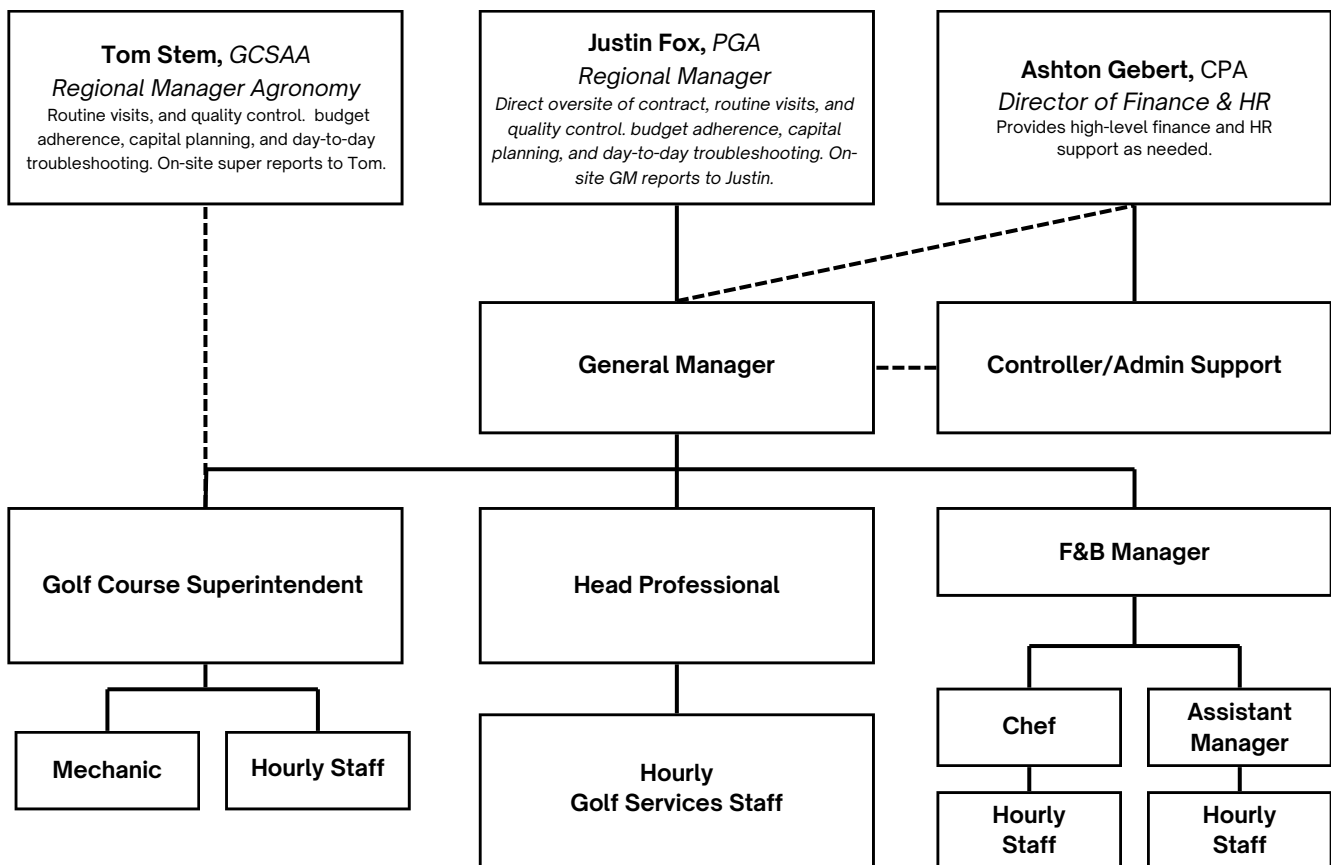
OGM's in-house marketing department will enthusiastically engage in a wholistic brand evaluation; we wont drive our brand to sacrifice yours. The goal is to find the best route to captivate your clientele. OGM will collaborate with the team on the ground to execute the planning, coordination and implementation 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.



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.



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

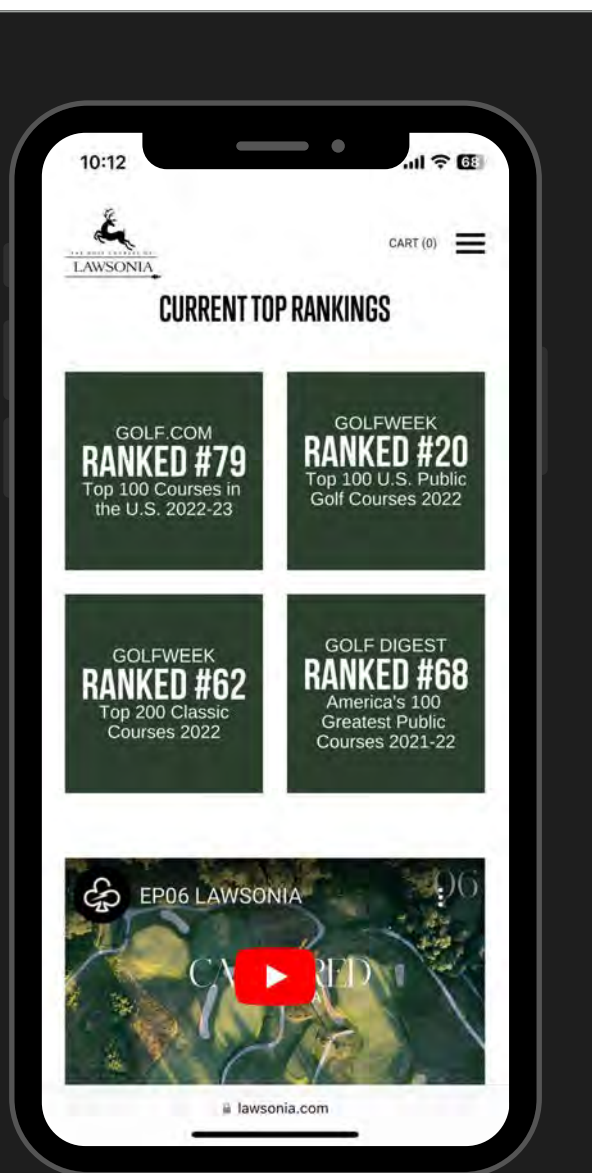
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Approach *Marketing*

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 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

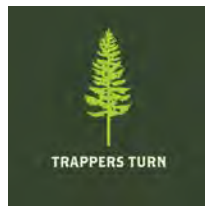


18 Hole Municipal Course



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 increase average member spend 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, lead 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



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



Performance Foodservice

1260 County Rd B

Shawano, WI 54166

Account 16166

Email: Thomas.Williams@pfgc.com

Phone# 715.280.7070

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

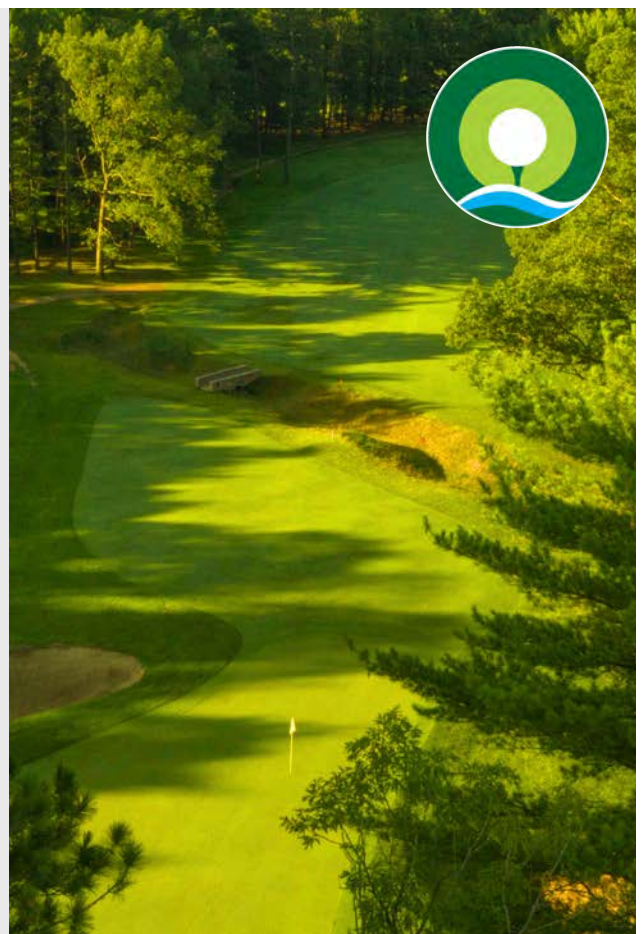


“The team at Oliphant Golf has demonstrated professional expertise and integrity, creativity, and fiscal responsibility, as they have helped us to build our first, and now second, golf courses in Central Wisconsin. Our family enthusiastically recommends them for your golf project.”

- 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

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>

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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



OGM

Contact Us

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OLIPHANT GOLF MANAGEMENT, LLC

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