

**ARLINGTON RIDGE
COMMUNITY DEVELOPMENT DISTRICT**

**Thursday, July 17, 2025
10::00 a.m.**

**SUBSECTION 5A
GOLF, FOOD & BEVERAGE RFP**

**Kemper Sports
Landscapes Golf Management (Golf)**



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

Arlington Ridge Community Development District

Request for Proposals for Golf Course Management Services and Food and Beverage Operations Services | June 27, 2025



An aerial photograph of a golf course, likely at dusk or dawn, showing a clubhouse, several green fairways, and water hazards. The image is used as a background for the table of contents.

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**Letter of Transmittal
Request for Proposals - Arlington Ridge**

KemperSports is pleased to once again have the opportunity to present our qualifications to the Arlington Ridge Community Development District for the management and enhancement of Arlington Ridge Golf Club. Having submitted a proposal last year, we remain enthusiastic about the potential to partner with the District and are eager to continue the conversation on how our approach can support the Club's long-term success.

As detailed in the enclosed proposal, KemperSports brings extensive experience in managing daily fee golf courses across the southeastern United States. Our integrated regional and national teams are ready to provide hands-on leadership, operational guidance, and strategic collaboration tailored specifically to Arlington Ridge.

With a strong local presence backed by national resources, we are uniquely equipped to drive meaningful improvements through our focus on leadership development, staff training, and community engagement. From the outset, we bring proven operating procedures, robust staff support systems, and our signature True Service™ program, all designed to deliver a high-performing, guest-focused experience.

If selected, KemperSports will work closely with the District to provide:

- Expert golf operations with a focus on consistent, playable course conditions
- Comprehensive business and administrative support to meet the Club's goals
- Improved food and beverage programming that enhances the overall experience
- National purchasing power to deliver savings and efficiencies
- Retail and pro shop services that maximize revenue and customer satisfaction
- Strategic marketing that increases awareness, usage, and loyalty
- A commitment to excellence in customer service every day

Our proposal is to manage the golf and food & beverage operations as a unified program; however, we are also prepared to manage the golf operation independently if requested, with the understanding that doing so may require a renegotiation of fees. We are not submitting to operate only the food & beverage component on its own. Thank you for your continued consideration. We welcome the chance to further explore how KemperSports can support the vision for Arlington Ridge Golf Club and serve the surrounding community with distinction.

Sincerely,



Ben Blake
Executive Vice President
KemperSports

Executive Summary

When KemperSports begins the RFP process with a prospective client, we first look at the historical financial information to determine the successes and challenges of the individual property to better understand what the goals and objectives of the club and its owners might be. In the case of Arlington Ridge Golf Club (ARGC) the exhibit below shows rounds, golf revenues and membership have been in decline for the past two years.

ARGC 2021-2024 Rounds and Golf and Dues Revenue Key Stats					
ROUNDS	2021	2022	2023	2024	
Member	18,762	19,069	18,507	17,656	< down in 2023 & 2024
Outing	3,460	7,823	8,658	7,734	< down in 2024
Public	22,870	22,349	20,449	18,235	< down in 2023 & 2024
Total	45,092	49,241	47,614	43,625	< down in 2023 & 2024
Rounds Year Over Year Growth	22 vs 21	23 vs 22	24 vs 23		
Member	1.6%	-2.9%	-4.6%		< down in 2023 & 2024
Outing	126.1%	10.7%	-10.7%		< down in 2024
Public	-2.3%	-8.5%	-10.8%		< down in 2023 & 2024
Total	9.2%	-3.3%	-8.4%		< down in 2023 & 2024
Revenue by Type (000)	2021	2022	2023	2024	
Member Dues Rev	\$ 436	\$ 495	\$ 583	\$ 516	< down in 2024
Year Over Year	NA	13.5%	17.8%	-11.5%	< down in 2024
GF Revenue per Round	\$ 23.24	\$ 25.96	\$ 31.50	\$ 29.23	< down in 2024
Public & Outing G. Fees	\$ 700	\$ 867	\$ 863	\$ 794	< down in 2023 & 2024
G Fees Year Over Year	NA	23.9%	-0.5%	-8.0%	< down in 2023 & 2025
Public & Outing Rounds	26,330	30,172	29,107	25,969	< down in 2023 & 2026
Year Over Year	NA	14.6%	-3.5%	-10.8%	< down in 2023 & 2027
GF Revenue per Round	\$ 26.59	\$ 28.74	\$ 29.65	\$ 30.57	< Up with fee increases

In addition, the club has shown a flattening to down trend of revenue per round which is a significant concern with ongoing inflation and escalating operating expenses.

All Golf Rev per Round	2021	2022	2023	2024	
All Golf Rev per Round	\$ 25.19	\$ 27.66	\$ 30.37	\$ 30.03	<24 Flat vs 23
	NA	9.8%	9.8%	-1.1%	

We have not been provided with expense information so we cannot evaluate to what degree this drop in Golf Revenues has been offset by spending cuts, if at all. Given the District's (ARCDD)'s fiduciary responsibilities as well as its goal to improve course performance to enable it to have funds for capital improvements and ongoing yearly maintenance of the entire facility, the two-year trend of declining golf revenues must be reversed, then put on a path for growth.

KemperSports has been in the golf business for over 45 years and manages, leases and owns over 200 golf facilities. We have the expertise, knowledge, staff and infrastructure to manage the day-to-day operations at ARGC. In our opinion, what the club needs is a robust sales and marketing program to reverse golf revenue declines and put the club on the path of ongoing golf revenue growth and profitability. The exhibit below compares the growth in golf revenues at a similar public golf facility in Florida managed by KemperSports to ARGC.

Golf Revenues 2021-2024	2021	2022	2023	2024
ARGC Golf Revenues	\$ 1,136	\$ 1,362	\$ 1,446	\$ 1,310
Year Over Year>		19.9%	6.2%	-9.4%
KSM Florida Comp	\$ 1,549	\$ 1,799	\$ 2,207	\$ 2,344
Year Over Year>		16.1%	22.7%	6.2%

How would we develop sales and marketing programs to grow revenues and improve the performance? By implementing KemperSports' proprietary sales and marketing programs where we develop specific programs to target the various customer segments (members, outings, public golfers) with their corresponding sub-segments using digital target marketing with specific messaging and pricing for each customer segment.

For Food and Beverage, we will do the same analysis and develop creative sales and marketing programs to grow the business at each of the restaurant outlets. The Food and Beverage RFP did not provide any financial information we could evaluate for our proposal.

We look forward to continuing the discussions with the District and possibly receiving additional financial information for both Golf and Food and Beverage to assist in further analysis and developing programs to grow the business in both areas. Thank you for your consideration.

QUALIFICATIONS AND CAPABILITIES

Our Mission

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

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

Independently Owned
& Operated Since

1978

States in Operation

35

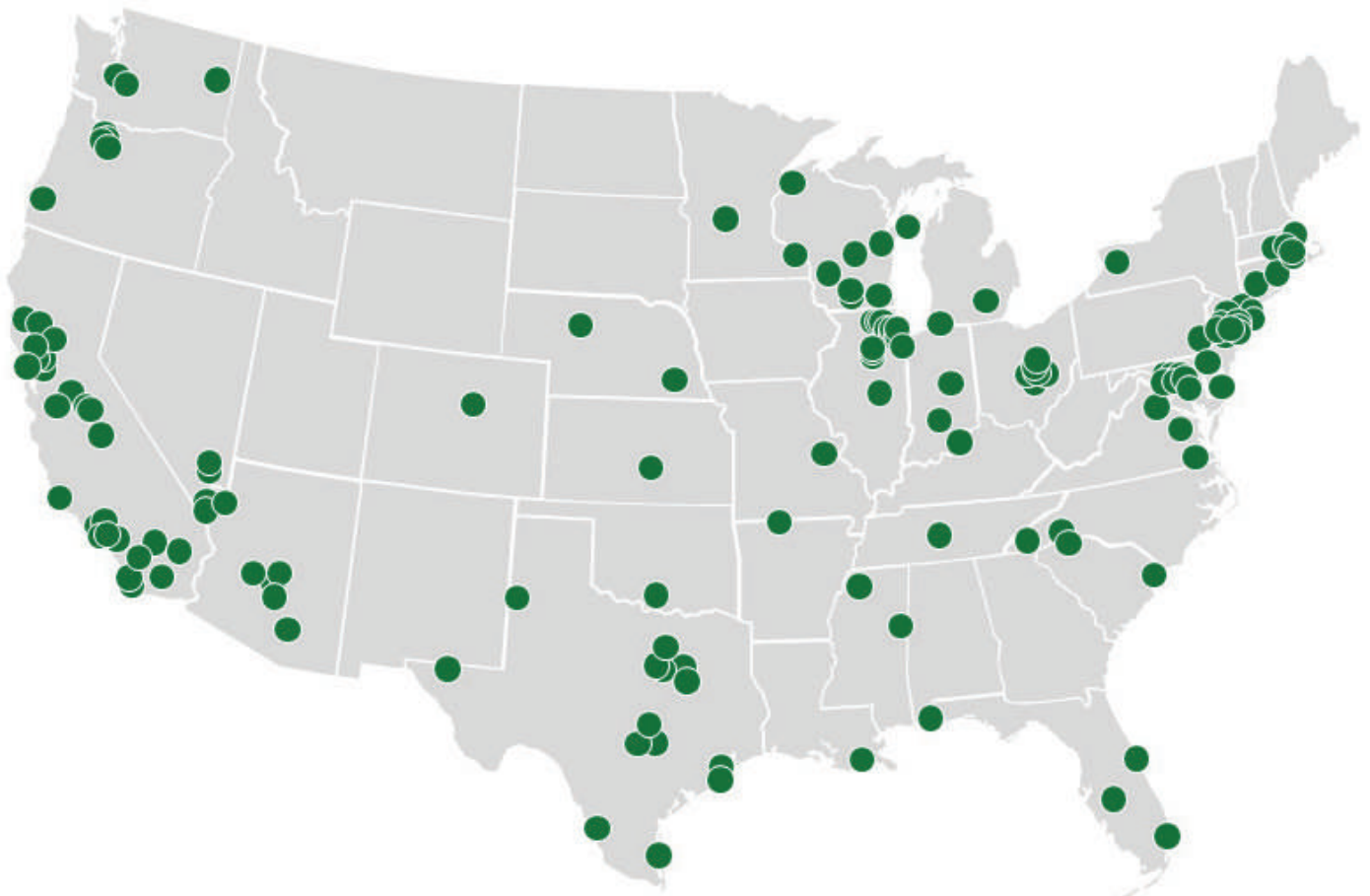
Staff & Team
Members

10,000

Facilities in Portfolio

200+

National Scope, Local Focus.



Customer Satisfaction

At KemperSports, we empower our employees to deliver on our service promise. We invest in every employee to ensure they are equipped with the tools they need for the job, and trained through our proprietary customer satisfaction program, TrueService™.

Training Methodology

TrueService™ training is designed to enhance each staffer's communication and problem-solving skills. Sessions are administered by a TrueService™ Champion to build a culture of dialogue on improving customer service performance. TrueService™ has been proven to increase staff motivation and engagement, improve knowledge and boost confidence. In return, customers, golfers and guests will build better connections with our staff, which leads to increased revenue and customer loyalty.



TrueService™

Pillars of TrueService™ Training

1. Be genuine, helpful and friendly
2. My attitude is my responsibility
3. To the customer, everything matters
4. Service is team sport
5. Customer happiness is everything

TrueLeadership

This program represents our commitment to developing and supporting key leaders across the organization. Our proprietary TrueLeadership training program identifies high-potential staffers and helps them grow and develop into better managers and leaders of our company.

We Measure Success

Through continuous customer engagement, we solicit and receive valuable feedback that is used to benchmark ourselves and to guide data-driven decisions. TrueReview™ is the measuring stick for each property's guest experience. Feedback is shared with our staff and stakeholders to ensure a collaborative approach to our business operations.

TrueReview™ & NPS (Net Promoter Score)

Our commitment to creating a dynamic and memorable guest experience is proven in the service and survey scores that our properties receive. TrueService™ gives our staff the tools they need to operate with a service-centric approach, and we measure that success through our True Review program.

Our GMs and Regional Team review TrueReview scores monthly for each club we operate and create plans to address any recurring challenges based on customer feedback, whether it be service, facility, or any other reason. Our deep experience operating high-volume, urban golf courses provides numerous tools and resources to support the on-property team continuously improve operations and deal with inevitable challenges that arise

Our Customers Receive a Survey After Their Visit
Leading to Immediate Feedback for the Club's Team

TrueReview[®]

- Customized Research and Response tracking to **grow your business**
- Internal Portfolio Benchmarking – comparisons with similar properties in your region

Across our Portfolio

January-December

69.5 NPS **66,412** TOTAL SURVEYS

22,135 Comments used the word "Great"

5,634 Comments had the phrase "Great Staff"

1,438 Comments had the phrase "Kind Staff"

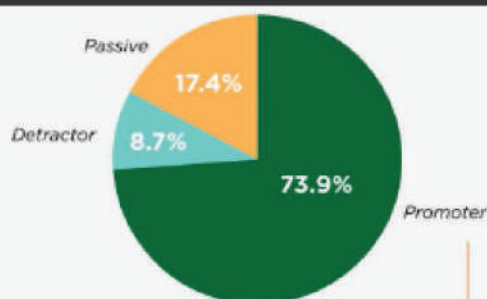
Success Metrics

April-December

44,242
Promoter Responses

10,467
Passive Responses

5,198
Detractor Responses



Key Metrics

April-December



9.2

Likelihood
to Return



8.8

Experience
SAT



9.3

Service
SAT

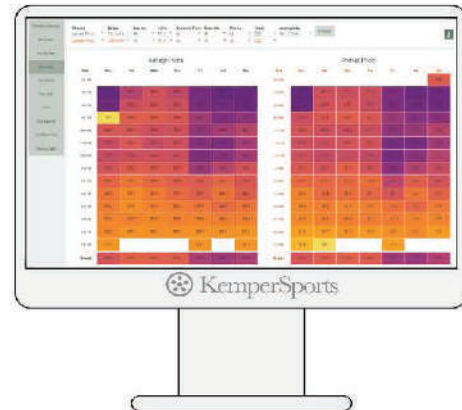


8.8

Food &
Beverage SAT



TrueDemand[®]



REVENUE MANAGEMENT

TrueDemand Pricing

State of the art dynamic pricing that automatically aligns price with forecasted demand. The powerful pricing algorithm combines utilization, historical booking data, and seasonality to drive pricing and marketing and sales decisions

Business Intelligence Suite

A robust, yet intuitive suite of business intelligence tools that empowers operators to make proactive strategy decision backed by data.



Historical data



Time of Year - Seasonality



Current Sales



Time to expiration



Other Activities Requested

Sales & Marketing Plan

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

Key Elements of the Arlington Ridge Sales and Marketing Plans

Marketing Plan Development, Implementation and Reporting

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

Targeted Marketing Campaigns

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

Communication Strategy and Engagement

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

Website Design & Analytics

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

Imagery

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

Technology and Marketing

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

SWOT Analysis

Conduct ongoing market surveys to determine strengths, weaknesses, opportunities and threats (S.W.O.T.) of the local competition and make recommendations regarding operations of the course, daily fee strategies and brand positioning.

Competitive Market Analysis

A competitive market analysis involves a comprehensive evaluation of the current market landscape, and highlights competitors' strengths and weaknesses, pricing strategies, market share, and potential barriers to entry.

Market Positioning & Branding

We bring decades of experience in branding and positioning to help launch new experiences in the industry and reposition established brands on behalf of our clients and partners. With every new client relationship, we explore and analyze your facility's target markets and unique brand positioning. This market review is key to establishing a compelling marketing plan and identifying the most valuable customer segments for your business.

We leverage KemperSports customer insights, conduct a competitive analysis and benchmark against National Golf Foundation data to review key market indicators in your area. Developing a firm understanding of the demographic trends, number of golfing households and supply and demand for the game in your region help inform our recommendations for your facility.

Our operations and sales and marketing teams work together to evaluate market insights and deliver the following reports that are used to inform short- and long-term business strategies.

- S.W.O.T. Analysis
- Market summary
- Unique selling proposition
- Competitive rate review
- Local partnership opportunities
- NGF loyalty insight surveys
- KemperSports TrueReview customer insight surveys



Food & Beverage Operations

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

Quick-Service Outlets

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

A La Carte Dining

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

Banquets & Events

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

Menu Strategy & Costing

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

Certification & Licensing

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



Food & Beverage Events Approach

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

1. Convenience for Golfers: Golfers often spend several hours on the course and having a well-run F&B operation provides them with a convenient place to grab a quick bite or refreshment between holes. This can help sustain their energy levels and keep them focused on their game.

2. Revenue Generation: A well-managed F&B operation can be a significant source of revenue for the golf course. Golfers and visitors are likely to spend money on snacks, beverages, and other convenience items, which can contribute to the facilities' overall financial health.

3. Enhanced Customer Experience: An F&B outlet adds to the overall golfing experience by offering a range of food and beverage options. It can contribute to a positive atmosphere on the course, making the entire outing more enjoyable for players.

4. Extended Stay: Offering food, snacks and refreshments encourages golfers to spend more time at the course. This can lead to longer stays and potentially more rounds played, further benefiting the course's revenue.

5. Social Interaction: F&B outlets can serve as gathering points for golfers to socialize, share stories about their rounds, and connect with others who share their passion for the sport. This sense of community can foster repeat visits.

6. Tournament and Event Support: Golf courses often host tournaments, events, and outings. Having an F&B outlet can cater to participants and spectators during these occasions, providing a valuable service and potentially boosting event revenue.

7. Customized Offerings: An F&B outlet can tailor its offerings to the preferences and dietary needs of golfers. This flexibility ensures that the snacks and beverages available cater to a variety of tastes.

8. Promotion and Branding: The F&B outlet can be used as a platform to promote the golf course's brand. Branded merchandise, promotional materials, and loyalty programs can all be integrated to strengthen the course's identity and reputation.

9. Cross-Promotion: The snack shop can collaborate with local businesses, suppliers, or sponsors to cross-promote products or services. This can create mutually beneficial partnerships and potentially bring additional revenue streams.



OPERATING APPROACH

Operating Strategy

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

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

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

Operations

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

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

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

General Operations

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

Golf Operations

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

Golf Cart Operations

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



Agronomy Practices

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

Green to a Tee

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

Standard Operating Procedures

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

Agronomy Advisory Committee

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

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

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

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



Technology

Technology plays a major role in our business and it is vital for establishing efficient operations and scaling digital marketing tactics for our clients. We pride ourselves on our ability to identify the latest technology in our industry and implement it on behalf of our clients to better communicate with customers and track our results. Our master service agreements with leading technology vendors ensures that we are providing you with a leveraged rate of services and enhanced customer support. We currently maintain relationships with GolfNow and associated platforms, Lightspeed and EZSuite.

Strategic Vendor Partnerships

Point of Sale Technology

- EZSuite: Our preferred vendor for point of sale (POS) technology. We can provide a negotiated, cash or trade-based fee for the use of the system.
- Lightspeed: Our other preferred vendor for POS technology, Lightspeed connects every side of your operation to one cloud-based platform while leveraging a comprehensive suite including POS, email, website and business intelligence.

Third-Party Distribution

- GolfNow: Our master service agreement with GolfNow ensures a transparent and beneficial relationship is honored for all parties for distribution and marketing services.

Customer Reviews

- TrueReview is our proprietary survey technology that utilizes customer emails to help our clients solicit feedback and establish Net Promoter Scores, a leading customer service benchmarking tool in the hospitality industry.

Human Resources and Internal Communications

- We leverage UltiPro, a cloud-based human resources management software, to better administer onboarding, benefits administration, time management, payroll and analytics for your staff. We also utilize a KemperSports UKG mobile app for staffers. This app allows staffers to easily access payroll information and other HR benefits, tools and news on their phones.
- For internal staff communications and collaboration, we also lean on tools such as Microsoft Teams, Mail Chimp and the KemperSports Center of Excellence, a file sharing site that allows us to share important resources with our teams in the field.

Finance & Accounting

- Great Plains: Financial accounting system used for general ledger accounting and month-end financial statement reporting. This is the direct financial interface across many of our preferred point of sale providers.
- Power BI Pro: We leverage this software for property-level financial analytics and benchmarking across our portfolio of properties.
- Vena: This cloud-based software is integrated with our Great Plains accounting system and in development for property budgeting and forecasting, daily and weekly revenue reporting, analytics and standard month-end financial reporting.

Sustainability

KemperSports is committed to sustainable operations across all aspects of golf course management. While the obvious focus is on ensuring excellent golf course conditions with limited use of water, pesticides, and other chemicals, sustainability practices at our company stretch beyond the turf. We focus on ways to reduce energy consumption through EnergyStar appliances and equipment, food waste, and overall pollution caused by typical golf course operations that are both financially and socially beneficial.

Green to a Tee Program

KemperSports' proprietary, multi-level certification program which focuses on environmentally friendly practices in habitat management, water and fuel conservation, energy usage and recycling. This program demonstrates our dedication to the environment, saves money, and has a positive impact that reaches beyond the property. Not only do we place specific value on maintaining a clean environment at our facilities, but also recognize that it enhances the customer experience.

Our top practices within the Green to a Tee Program that provide the most significant results in reducing environmental impacts of our operations include:

Green vendor utilization which includes the purchase of products which are rated ENERGY 4 STAR, and the use of products and services that have the Green Seal Mark of Environmental Responsibility.

Waste management & recycling programs that are implemented to limit the use of material resources and improve recycling practices and efficiencies. Examples include:

- Paperless meetings, communications, and customer transactions
- Recycling of batteries, light bulbs, ink cartridges, and computer equipment
- Prominently placed recycling stations to encourage customer recycling on property

Golf course maintenance practices are evaluated and improved to support and promote biodiversity, reduce chemicals, and improve turf health.

- Environmentally friendly pest management programs
- Habitat management
- Use of organic fertilizers
- Attention to chemical storage and usage
- Naturalizing areas of the golf course that don't come into play (i.e. no-mow areas)

Water conservation is a significant factor in our maintenance programs. Our properties commit to limiting the use of water through many different best practices. Examples include:

- Improve irrigation systems to limit leaks and water loss
- Utilize wetting agents to reduce water usage
- Where available, implement the use of reclaimed water



Accounting & Financing

Financial guidance, transparency and accountability is the foundation of our service offerings, and our regional and home office teams provide you with a variety of insight and resources to analyze all facets of your operation.

Financial Management

As shown in the organizational charts, the Golf Course Controller reports directly to the KemperSports Regional Controller, with a dotted-line to the General Manager. We believe this is an effective control safeguard to ensure the financial day-to-day operations of the course are supervised by the KemperSports Home Office Accounting team.

Controls

Our internal controls safeguard all property assets, including the tee sheet. We will provide all segments of your facility with a toolbox of controls and best practices tailored to the operation that will drive decisions and monitor the health of your business. Management of inventory is one area where our systematized inventory training and procedures enhance controls, accuracy of inventory reports and managing gross margin. Our regional support team performs periodic audits to ensure compliance with controls and best practices.

Reporting & Analysis

To gauge progress against financial forecasts, budgets and goals, our team provides you with detailed monthly profit and loss statements, summary financial reports and other key financial metrics. We also deliver in- month snapshot reports to help facility leaders manage the business more effectively, tracking your success across Key Performance Indicators (KPIs) and through benchmarking using similar property types.

Payroll Compliance

We assign a dedicated payroll administrator to each client who teams with property-level contacts to ensure payroll practices are aligned with local and state regulations for minimum wage, time and attendance and other related activities. Our team can quickly react to a broad range of new regulations and help you take advantage of emerging opportunities as they develop.

Budgeting & Forecasting

Our regional team supports the budgeting and forecasting process for you through best in-class processes, data and capabilities. And, given our diverse portfolio and extensive industry experience, we bring to bear a wealth of insight across all property types throughout the country and can adapt to unique operating models.

Insurance & Risk Management

Backed by industry-leading broker and carrier partners specializing in golf and hospitality risk, we deliver insurance programs and policies that are tailored to your business. These programs are supported by dedicated service and broker teams with safety consultants to help mitigate risk and claims advocates to manage claims. We provide training and other resources, such as our proprietary training program Safety National, to help proactively manage risk.



Retail Merchandising

At KemperSports, we know it's not a "one size fits all" strategy to run a successful retail operation. Each facility, region and clientele is different, and requires a highly-curated and constantly-evolving retail offering to deliver on the specific needs and preferences of your unique customer base. To be successful, we surround our on-site buyers and merchandisers with established relationships with industry-leading brands, as well as a dedicated team of our best retail professionals in the country to support the right product mix, quantity and merchandising best practices for your retail shop.



Purchasing & Strategic Partnerships

With KemperSports, you immediately gain access to our buying power, expertise and strategic relationships built over our 40-year history. Our team has made a concerted effort to develop and maintain deep relationships with brands that are truly best in class, that are deeply committed to the golf industry and are critical to the sustained financial and operational success of golf facilities. We do not mandate any purchasing, but rather set up industry-leading programs to provide you great value and support. This includes partners in every category from agronomy and clubhouse supplies to major capital purchases and food, beverage and retail inventory. Allow us to put our strong buying power and deep relationships to work for you.



Human Resources

Our Human Resources team is responsible for hiring, employing and training all staff. **When we work with a new client, we seek to retain and retrain the majority of existing staff to ensure continuity of service and community goodwill.** Our goal is to build a passionate and diverse team of hospitality professionals that delivers exceptional customer service to all players, members, guests and partners.

Recruitment & Retention

Recruiting the right team starts by looking in the right places. Our human resources team assists owners and general managers with identifying the best candidates, facilitating the interview process and hiring and onboarding key personnel.

The Human Resources team also supports our properties in the lifecycle of our staffers, which includes training and development, personnel issues, workers compensation, FMLA and other HR topics.

Benefits

When facility staffers become staffers of KemperSports, they gain access to an array of benefit choices, including medical, dental, vision and 401(k) benefits. Our Wellness Program encourages healthy living and provides premium discounts.

COVID-19 Pandemic

As a result of the COVID-19 pandemic, we have further strengthened our safety and quality control programs for our staffers and our customers.

Workplace Safety

We know that safety is crucial to all business operations. We promote overall property safety, including safe working conditions for staff members at all facilities across the country.

Much of our success in creating a safe environment for our guests and staff comes from our proprietary Safety National program. In partnership with our risk management consultants and insurers at Aon Insurance, this unique program identifies cost savings opportunities for our properties and ensures the overall workplace safety is top of mind for all staffers on a daily basis.

When our staffers work in environments that are free from safety risks, they are able to better focus their attention on delivering exceptional customer service.

Safety National includes:

- Cost savings opportunities by hosting routine internal safety audits and action plans to ensure standard compliance
- Quarterly safety webinars, and a summer program that highlights a variety of safety related areas to be mindful of and improve upon during the peak golf season
- Up to \$8,000 savings in insurance premiums

Workplace Wellness

Wellness receives similar attention at KemperSports. With our HR and Benefits consulting partners, we constantly monitor our data and trends in the health and welfare benefit plan area. Through our Wellness Program, staffers have the opportunity to receive financial credits for health and wellness activities such as annual physicals, preventative health screenings, dental visits, COVID-19 vaccines and biometric screenings through offsite providers.



TRANSITION PLAN

Transition Plan

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

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

Our initial work will focus on golf survey analysis for feedback and creating a 2025 business plan for each club that will include recommendations for ensuring the course's financial health, utilization and satisfaction, staff training and service levels, departmental budgets, and overall course operations. Additionally, we will commence capital project planning to be able to execute quickly upon transition.



Transition Plan | Operations

Transition Preparation

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

Pre-Transition

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

Onboarding, Assessments & Setup

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

30 Days

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

Training, Rollout & Partnerships

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

60 Days

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

Strategic Plan & Budgeting

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

90 Days

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

Transition Plan | Marketing

Assessments & Review

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

Orientation & Development

Regional Sales & Marketing Director / Marketing Services Director Communications Director

Pre-Transition

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

30 Days

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

Reporting, Programming & Training

Regional Sales & Marketing Director / Marketing Services Director Communications Director

Digital Media Analysis & Programming

Regional Sales & Marketing Director / Marketing Services Director Communications Director

60 Days

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

90 Days

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

STAFFING PLAN

Staffing Plan/Org Chart





Matt Lindley

Vice President of Operations

Matt Lindley has over 33 years' experience in the hospitality industry in destination golf, private clubs, lodging and regional operations management. He previously served as Vice President and General Manager at Sandestin Golf & Beach Resort for several years, and also served as a Regional Vice President for Intrawest for six years. Properties that he had regional oversight on included Sharks Tooth Golf Club, Forest Dunes, The Raven at Snowshoe Mountain, Blackstone Golf Club, Seville Country Club, Silverthorne Club and Big Island Country Club. Since 2016 he has owned and operated two hospitality companies; Destination Adventure Holdings and Professional Golf Management, Inc.

Matt is based in Florida and serves as the Regional Operations Executive for several properties in the Southeast region.



Heather Margulis

Senior Vice President of Human Resources

Heather Margulis is a Senior Human Resources leader with 20 years of experience delivering business results through strategic guidance. Her expertise in designing and implementing creative solutions support an organization's vision and drive employee engagement. Her wide experience as a generalist in Human Resources with specialties in Benefits, Compensation and HRIS makes Mrs. Margulis an asset to KemperSports. Adept at building relationships at all levels of organizations allows her opportunities to dig into the details for maximizing people capability and business results. Mrs. Margulis has developed a deep expertise in recruiting, developing and training staff in a multi-state environment. Mrs. Margulis is a graduate of the University of Iowa.



Ani Carrillo

Regional Sales & Marketing Director

Ani began her career in golf more than 10 years ago and has worked at KemperSports for the past six years leading sales and marketing efforts at our Southwest properties as well as five golf courses across Mexico and Panama. She played golf collegiately at Sam Houston State University in Huntsville, Texas.



Jeff Osborn

Senior Vice President, Strategic Partnerships

Jeff is responsible for initiating, negotiating, optimizing and managing new and existing partnerships with key KemperSports vendors. In addition to his work overseeing strategic partnerships and preferred vendors, Jeff assists the Operations and New Business Development teams in driving incremental revenue through negotiation, analyzing and optimizing contract structures, incentive payments and purchasing partnerships. Jeff brings more than 15 years of sports and entertainment experience to KemperSports, most recently leading strategy, business development and finance for a division of Levy Restaurants.



Nick Trovato
National Executive Chef

Nicholas Trovato is a seasoned Executive Chef with over 25 years of culinary leadership across private clubs, hospitality groups, and entrepreneurial ventures. He has led high-volume food and beverage operations at premier properties including Hamlet Golf & Country Club, Cold Spring Country Club, and Melville Marriott, and served as a Corporate Executive Task Force Chef for Arcis Golf Corp, overseeing national culinary standards and revenue generation. As the chef-owner of Husk & Vine Kitchen & Cocktails, he successfully launched and operated a concept from the ground up. A graduate of the French Culinary Institute and protégé of chefs Daniel Boulud and Jacques Pépin, Trovato is a decorated member of the American Culinary Federation and recipient of multiple regional culinary awards.



Blayne Sparks
Regional Agronomist

Blayne Sparks is a Certified Regional Agronomist with KemperSports, where he oversees agronomic programs and turf management practices across the Southeast region. He also serves as the Golf Course Superintendent at Wilderness at Lake Jackson, a premier course in South Texas known for its commitment to environmental stewardship and playing conditions. In addition to his operational roles, Blayne is the President of the South Texas Chapter of the Golf Course Superintendents Association of America (GCSAA), where he leads regional initiatives to support professional development and industry best practices among his peers.



FEES AND COMPENSATION

Fees and Compensation

Management Agreement	
Length	Three (3) year initial term with two additional one (1) year extension options.
Financial Compensation	
Golf Base Management Fee	\$7,000 per month (\$84,000 annualized) for Golf Management, 3% base fee increase annually.
F&B Base Management Fee	\$3,000 per month (\$36,000 annualized) for F&B Management, 3% base fee increase annually.
Incentive Fee	To be based on achieving key objectives mutually set by the District and KSM. To be negotiated.
Other Fees	
Administration	No additional fees.
Corporate Management Fee Per Visit, including estimated expenses	No additional fee for visits; Travel expenses outlined in annual operating budget.
POS Installation	No additional fees; Installation expenses outlined in operating budget.
Marketing/Advertising	Expenses outlined in annual operating budget.
Payroll Processing	To be Included in operating budget at \$10.81 per employee/per month.
Procurement	No Fees, Client receives all real-time discounts at time of purchase.
Out of pocket reimbursements such as travel, courier, costs of recruitment, etc.	No additional fees or mark-up, expenses budgeted for in the annual approved operating budget.

Financial Information

As a matter of policy, KemperSports does not provide its financial statements in a Public RFP. However, we are willing to make available our company financial statements in a private and confidential setting during the interview and evaluation process, if KemperSports is selected (or as a condition of being selected) for this project. Additionally, we are providing the following Financial References:

BMO Bank NA:

Vicky Hitz Sr.
Client Delivery Specialist – AVP
320 S. Canal St – CHIC 15th Fl.
Chicago, IL 60606
Phone: 312-461-3339

Huntington National Bank:

Nick Lauver
VP Equipment Finance Sales Executive
No address available
Email: nick.a.lauver@huntington.com
Phone: 319-505-0800



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/26/2025

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

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

PRODUCER Arthur J. Gallagher Risk Management Services, LLC 300 S Riverside Plaza, Suite 1500 Chicago IL 60606	CONTACT NAME: PHONE (A/C, No, Ext): 312-704-0100 FAX (A/C, No): 312-803-7443 E-MAIL ADDRESS:
INSURED Kemper Sports Management LLC 500 Skokie Blvd Ste 444 Northbrook, IL 60062	INSURER(S) AFFORDING COVERAGE INSURER A: ACE American Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:

COVERAGES**CERTIFICATE NUMBER:** 1490281183**REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	E&O Liability Claims Made			D96121623	6/1/2025	6/1/2026	Aggregate/ Per claim \$1,000,000

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

RE: Arlington Ridge Community Development District and related RFPs for Golf Course Management Services and Restaurant Management Services.

CERTIFICATE HOLDER**CANCELLATION**

Evidence of Insurance	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

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Proposer's References

Forest Creek Golf Club

Galloping Hill Golf Course
Name of Firm: County of Union
Type of Service: Golf Course Management (3 Courses)
Contact Person: Victoria Durbin Drak
Contact Person Title: Parks and Recreation Director
Phone Number: (908) 421-9567
City, State: Kenilworth, NJ

Lake Spanaway Golf Course

Name of Firm: Pierce County Parks
Type of Service: Golf Course Management & Development
Contact Person: Roxanne Miles
Contact Person Title: Director of Parks & Recreation
Phone Number: (253) 798-4007
City, State: Tacoma, WA

Cantigny Golf

Name of Firm: McCormick Foundation
Type of Service: Golf Course Management
Contact Person: Tim Knight
Contact Person Title: Chief Executive Officer
Phone Number: (312) 914-4835
City, State: Wheaton, IL

Skyway Golf Course at Lincoln Park West

Name of Firm: Hudson County Improvement Authority
Type of Service: Golf Course Management
Contact Person: Norman Guerra
Contact Person Title: Chief Executive Officer
Phone Number: (908) 884-5097
City, State: Jersey City, NJ

The Wilderness at Lake Jackson

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



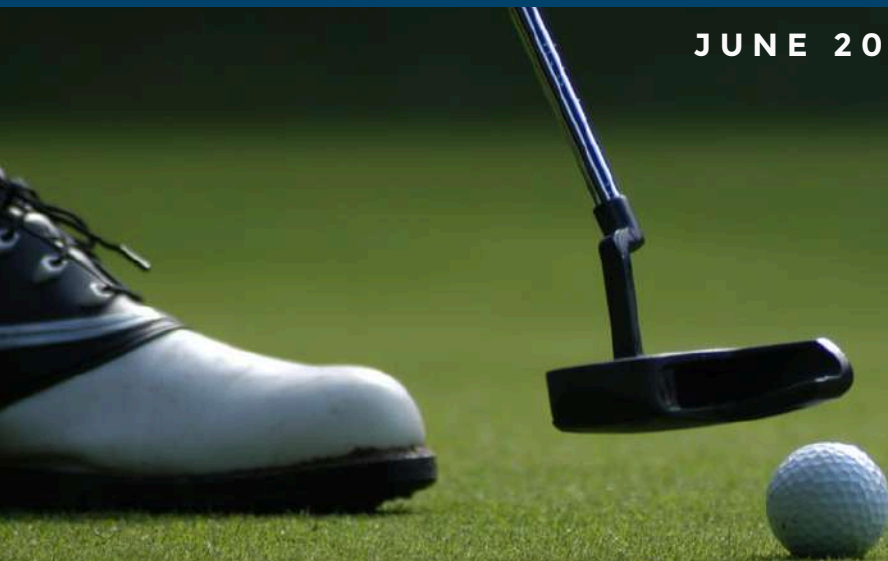




RFP RESPONSE

Golf Club Management Services for Arlington Ridge Golf Club

JUNE 2025



PREPARED FOR

Lee Graffius, District Manager
Arlington Ridge Golf Club
lee.graffius@inframark.com

LGM PRIMARY CONTACT

Mark Mattingly, Executive Vice President
Landscapes Golf Management
mmattingly@landscapesgolf.com | 402.980.6861
1201 Aries Drive, Lincoln, NE 68512
landscapesgolf.com



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JUNE 30, 2025

Arlington Ridge Community Development District
Attn: Lee Graffius



On behalf of Landscapes Golf Management, LLC ("LGM"), we are pleased to submit our proposal to provide comprehensive, full-service management for Arlington Ridge Golf Club in Leesburg, Florida. As outlined in the RFP, the District is seeking professional golf course management services; however, we respectfully submit our response with the understanding that LGM is most interested in providing complete management of both golf and food & beverage operations to achieve optimal performance for members and guests.

We strongly believe that a unified management approach is in the best interest of the Arlington Ridge Community Development District. This alignment reduces the number of moving parts, creates consistency in culture and service delivery, and allows for strategic integration across departments. In short, it provides residents and guests with a more cohesive and professional experience, while allowing the District to operate more efficiently with a single, accountable management partner.

LGM is a Nebraska-based limited liability company and part of the Landscapes Family of Companies, bringing nearly five decades of experience in golf development, construction, and management nationwide. We are deeply experienced in working with HOAs and CDDs and take pride in tailoring our services to each property's unique culture, financial goals, and community expectations.

We look forward to the opportunity to further discuss our vision for Arlington Ridge and appreciate your consideration of our proposal.

Respectfully,

Mark Mattingly, PGA
Executive Vice President, Landscapes Golf Management
mmattingly@landscapesgolf.com



WHO IS LANDSCAPES GOLF MANAGEMENT?

a long history OF SUCCESS

Since our humble beginnings in 1976, Landscapes Unlimited has evolved into the premier solutions provider in the golf industry. Today, our construction, renovation, and irrigation divisions have completed more than 2,500 projects across the globe; our golf and turf management divisions have experience with clients in the United States, Canada, and China.

Landscapes Golf Management provides management services to over 60 individual facilities. We tailor our services to meet the unique needs of each client, pride ourselves in exceptional quality and believe in building long-term relationships with our clients.



our mission

We have a passion for golf, for creating market-leading operations, and for developing the best leaders in golf management.



our vision

We aim to be the most trusted and influential golf management company.

EXTENSIVE EXPERIENCE IN ALL FACETS OF MANAGEMENT

FEATURED EXPERTISE

Landscapes Golf Management has achieved its success in golf course operations, in large part, due to our commitment to run your course in the same way we have successfully operated our own properties for the last 35 years. In addition, we pride ourselves on the transparency of our services, fee structure, and purchasing savings. We want to ensure that at all times you are confident that our efforts are in the best interest and we welcome and encourage dialogue to that end. Landscapes Golf Management always places the property brand first to ensure our client's assets receive the recognition they deserve.



LGM BUSINESS ORGANIZATION

Landscapes Golf Management's business organization type is corporation. We are structured as a corporation, which allows for centralized management, operational efficiency, and the ability to manage multiple properties across the United States. This corporate structure provides us with the necessary framework to handle the operational, financial, and legal responsibilities of managing HOA golf courses like Arlington Ridge GC.

As a corporation, LGM can leverage its resources, experience, and economies of scale to deliver a high standard of service to its clients while ensuring sound governance and accountability.



The Landscapes Family of Companies

THE WORLD'S PREMIER GOLF SOLUTIONS PROVIDER

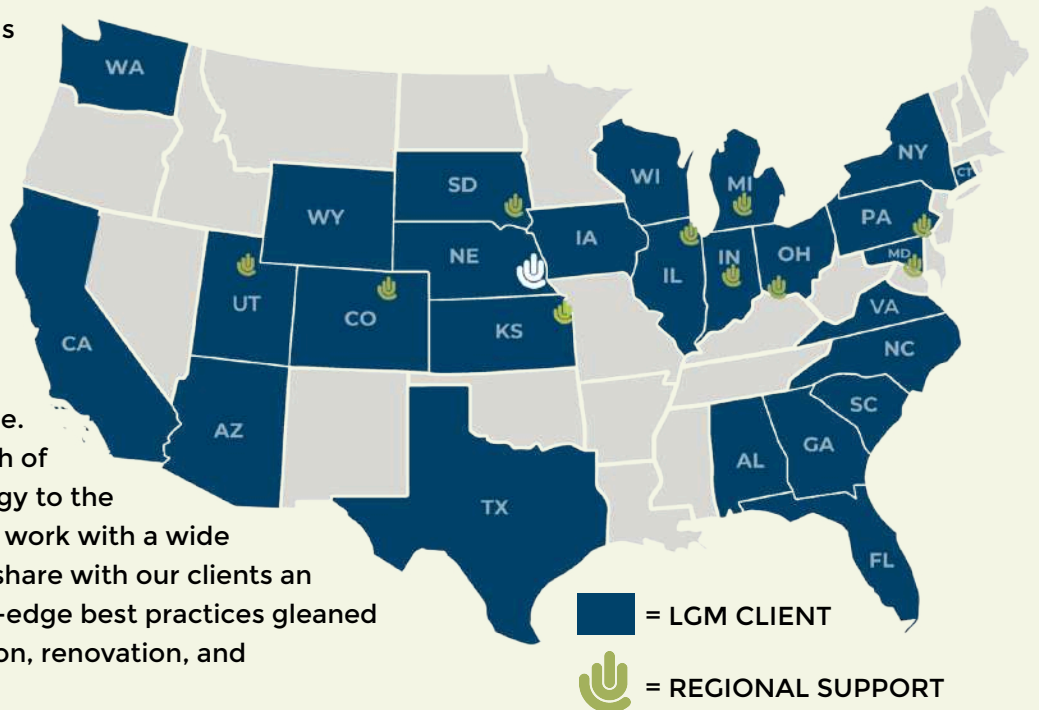


Landscapes is a solutions-based company that provides comprehensive expertise within the golf and recreation industries. Over the course of almost five decades, its mission has been understanding the totality of individual customer needs – past, present, and future – then providing a custom business relationship that solves problems and delivers additional solutions as new needs arise. In its core competencies of golf course construction, irrigation, course/club operations, and sports field installation Landscapes' vast team of resources and professionals deliver nuanced, enduring, qualified solutions to any challenge an owner might face. Techniques and technologies may change, but our ability to provide these solutions does not.

BILL KUBLY | Founder & Chairman

Since 1976, Landscapes Unlimited (LU) has done more than provide solutions. It has transformed the visions of owners, architects, designers, and developers into lasting, efficient, adaptable realities. This was the aspiration of Landscapes founder William "Bill" Kubly, who himself holds a degree in Landscape Architecture from the University of Wisconsin. Today, with more than four decades of experience in the golf course construction, management, and recreational development industries, he remains the driving force behind one of the best-known, most trusted names in the business.

While the Landscapes brand was first established by its course construction and development prowess, Landscapes Golf Management (LGM) has served over 100 clients as an expert third-party operator since 1988. Today, its active portfolio includes more than 60 public, private, municipal, and resort properties nationwide. No firm brings the same breadth of experience, expertise, and energy to the golf operations business. LGM's work with a wide range of facility means we can share with our clients an ever-improving suite of cutting-edge best practices gleaned from 48 years in golf construction, renovation, and management fields.



LANDSCAPES GOLF MANAGEMENT



Headquartered in Lincoln, Nebraska, Landscapes employs more than 2,000 team members and is supported through a full complement of corporate support and resources in the areas of operations, agronomy, food and beverage, sales, marketing, accounting, legal, human resources, information technology, golf construction, vertical construction, and irrigation. The Landscapes team boasts over 250 years of combined experience in the industry and features affiliations with such organizations as the PGA, GCSAA, CMAA, NGCOA, GCBA, and many more.



STAFFING PLAN

Landscapes Golf Management proposes the following staffing model for Arlington Ridge Golf Club. The team is designed to provide full operational coverage while maintaining efficiency, high service standards, and alignment with the expectations of a resident-focused, CDD-governed golf facility.

FULL-TIME EMPLOYEES			
Position Title	# FT	Qualifications	Anticipated Salary Range
General Manager / Director of Golf	1	Bachelor's degree preferred; minimum 5+ years managing golf & F&B ops; PGA status a plus	\$75,000 – \$95,000
Head Golf Professional	1	PGA Class A or Associate; 3+ years golf shop & event management	\$60,000 – \$75,000
Golf Course Superintendent	1	GCSAA Class A; Florida pesticide license required; 5+ years in golf course agronomy	\$75,000 – \$95,000
Assistant Superintendent	1	Turf management certificate or equivalent; FL pesticide license preferred	\$45,000 – \$55,000
Equipment Technician	1	Mechanical experience with turf equipment; vocational training or certification	\$45,000 – \$55,000
Assistant Golf Professional	1	PGA Associate or strong customer service experience; some teaching exp preferred	\$40,000 – \$50,000
Maintenance Team Members	4	Landscaping and course setup experience; HS diploma or equivalent	\$30,000 – \$38,000 annually
PART-TIME EMPLOYEES			
Position Title	# PT	Qualifications	Anticipated Wage Range
Golf Shop Attendants	2–3	Retail and customer service experience; golf knowledge a plus	\$14 – \$17 per hour
Starters / Marshals	3–4	Familiarity with golf etiquette; strong communication skills	\$13 – \$16 per hour
Outside Services / Cart Staff	2–3	Golf operations or customer service experience; reliable and friendly	\$13 – \$15 per hour
Teaching Professional (Contract/Hourly)	1	PGA or LPGA certification; strong instructional background	\$25 – \$50 per hour or % split

STAFFING SUMMARY

This staffing structure provides Arlington Ridge Golf Club with:

- A highly qualified leadership team across golf operations, agronomy, and customer service
- Flexible part-time support to match seasonality and volume
- Opportunities for resident engagement through high-touch programming and service

All salaries and wages will be reviewed and adjusted annually based on market data, performance, and seasonal labor trends. The final staff count may vary slightly based on actual demand and direction from the District.



MARKET STRATEGY, MEMBERSHIP GROWTH & MANAGEMENT PLAN

EXPECTED MARKET

Arlington Ridge Golf Club (ARCC) serves a diverse and appealing market that includes:

- Residents of the Arlington Ridge 55+ community, many of whom are active adults seeking recreational and social engagement.
- Public daily-fee players from Leesburg and surrounding areas, attracted by the club's accessible location and quality conditions.
- Seasonal visitors and snowbirds during peak winter months, who seek reliable, enjoyable golf experiences.
- Leagues, golf groups, and charity/tournament players who utilize the course as a social and event venue.

This combination provides a stable core audience with strong potential for expanded participation through targeted programming and marketing.

STRATEGIC VISION

Landscapes Golf Management (LGM) has extensive experience partnering with HOA Boards to define and execute strategic visions tailored to their unique goals. We recognize that each board operates with different priorities. Some are primarily focused on maximizing financial performance and minimizing the HOA's exposure to assessments. Others place greater value on maintaining a strong image and ensuring the quality of individuals who visit or join the property. Regardless of a board's priorities, LGM is well-equipped to guide the development of a strategic vision and, more importantly, bring that vision to life through effective execution.

With this understanding, we have chosen to address our approach to membership, management, and growth planning from both a private and public course perspective, recognizing that each path requires distinct considerations.

Marketing Plan with Focus on Membership Growth

Private Vision:

- Resident-Targeted Campaigns – Hosting “Keys to the Club” events, offering new resident welcome packages, and launching referral programs to engage homeowners.
- Non-Resident Awareness & Outreach – Digital advertising (Google and social media), SEO-optimized website to increase regional visibility.
- Database Marketing – Growing and segmenting a lead list in our CRM tool, “Pipedrive.”
- Community Partnerships – Engaging local businesses, realtors, and the local chamber to create awareness around membership offerings.

Specific membership-building tactics will include:

- Short-term trial memberships
- Limited-time joining incentives
- Tiered and flexible membership categories
- Frequent player rewards that encourage conversion to annual programs

Achieving this vision often requires strong board support and a long-term commitment to shifting the course's current dynamics. For example, one common tactic is to restrict public access to encourage membership purchases—this often includes limiting residents to just 3–5 rounds of golf per year before they are required to upgrade to a full membership.



Another approach is to designate all HOA residents as social members, each with a minimum annual financial commitment of \$600. This minimum could be structured as a food and beverage (F&B) credit, where any unused portion would be billed to the member at the end of the year.

While these are just examples, they illustrate an important point: a private course model typically depends on a certain level of buy-in from residents. The success of these strategies hinges on that commitment.

Public Vision:

- **Public Awareness & Outreach** – Digital advertising (Google and social media), SEO-optimized website, and third-party tee time platforms to increase regional visibility.
- **Database Marketing** – Growing and segmenting the email list by player type and targeting campaigns to drive repeat play and trial memberships.
- **Community Partnerships** – Engaging local businesses, hotels, chambers, and senior groups with co-branded promotions and packages.
- **Yield Management** – Implementing dynamic pricing to encourage play during low-demand periods and increase utilization.

ARGC currently operates with a more public-access model. This is evident not only in its use of GolfNow's marketplace to sell tee times but also in supporting data: approximately 60% of total rounds are generated by public play and outings, and green fee revenue significantly exceeds membership revenue.

If the long-term vision is to maintain and strengthen this public model, we believe several impactful steps can help elevate ARGC's image and positioning:

1. Improve Golf Course Conditions

Enhancing agronomic practices—such as implementing consistent pre- and post-emergent treatments and focusing on finer maintenance details—can raise the overall quality of the playing experience. This, in turn, can justify a higher green fee structure and improve public perception.

2. Implement Smarter Pricing and Access Strategies

Evaluating dynamic pricing tools, adjusting booking windows, and establishing clear distinctions between resident and non-resident rates and privileges can help optimize revenue and create a more strategic approach to access.

3. Enhance Communication and Customer Engagement

A more proactive communication strategy can inform customers of special offers, promotions, or course updates, driving increased play, repeat visits, and loyalty.

While these efforts may naturally lead to a customer base that is more selective or “higher quality,” we believe this direction is well-aligned with the expectations and environment of a gated HOA community.

Operational and Financial Management Plan

LGM's operational plan for Arlington Ridge GC emphasizes service consistency, course quality, and community integration. Key elements include:

- Daily oversight by an on-site General Manager, supported by a professional team in golf operations, maintenance, and customer service.
- Full agronomic program led by a GCSAA Class A Superintendent and regional agronomy support, ensuring playing conditions meet or exceed expectations year-round.



- Training and accountability systems that promote team development, guest satisfaction, and employee retention.
- Robust programming calendar including leagues, instructional clinics, tournaments, and themed events to drive engagement and incremental revenue.
- POS and financial systems that allow for real-time tracking of sales, labor, and departmental performance.

On the financial side, LGM will:

- Develop and manage a comprehensive annual operating budget in partnership with the District.
- Submit monthly financials and performance reports with full transparency and audit readiness.
- Maintain internal controls for revenue protection, labor management, and expense monitoring.
- Identify and execute cost-saving opportunities and revenue-generating enhancements throughout the operation.

In summary, LGM's experience, systems, and strategy position us to grow participation and membership at Arlington Ridge Golf Club while delivering dependable operations and sound financial stewardship.



TRANSITION PLAN

Our Landscapes transition team will be prepared to assume management of the Arlington Ridge GC with little or no disruption to the service offerings of the club and personnel. Change can produce anxiety within the staff and with members/guests, and our team will work diligently to overcome objections and help everyone reach a comfort level with the new leadership. A transition team with expertise in all facets of operations will visit the club when we assume management to initiate the transition process and to meet with key staff and influential members/guests. We will also meet with all staff to introduce Landscapes Golf Management and to share what to expect during the transition process. Our goal is to address any questions staff may have and to listen to their concerns.

In addition to the face-to-face communications that will occur during the transition, Landscapes will work in cooperation with the teams at each of the Arlington Ridge GC to reach out to the membership, past members, loyal customers within the database, and the local community. As needed, we will develop a FAQ for the staff when meeting with or discussing the change by phone with members. Our marketing department will prepare a press release and we will also communicate directly by email to members that are included in the club's email database. It may also be valuable to call a meeting of the membership and/or core customer base, by way of reception, to introduce the new management team and address any concerns or points of immediate focus they may require.

An introduction of our senior management team can be seen in the preceding pages, but from a summary perspective the tasks required in transition will be addressed by the following Landscapes team members:

Transition Communications	Joe Goellner, VP, Operations
Accounting & POS Review	Austin Brown, Director, Accounting & Finance
Agronomics & Equipment	Chris Lewis, Director, Agronomy
Food & Beverage	Mark Young, VP, Food & Beverage
Training & Development	Adam Brandow, Manager, Training & Development
Operations (General)	Joe Goellner, VP, Operations
Membership & Event Sales	Scot Wellman, VP, Sales & Marketing

In order to maintain a smooth transition, it would be our intention to continue the employment of all qualified “existing” staff members. In the absence of any existing senior leadership positions, we would immediately begin a search for the appropriate fit for the related position(s). In the case of the General Manager, as with the balance of the staff, Landscapes will directly employ this individual to serve at the pleasure of the ARCCD but with direct employment and supervisor responsibility to Landscapes Golf Management and specifically our Regional Operations Manager.



TRANSITION OUTLINE (30, 60, 90-DAY APPROACH)

Our transition team will initially focus on evaluating current operations, and the physical structure(s), interviewing key staff members, reviewing historical financial performance, securing pre-booked business contacts, and developing a comprehensive business improvement plan. We would not anticipate any rate changes with regard to existing personnel, but the compensation element would be part of our initial 60-day evaluation of all transitioning staff at the facility.

We look forward to regular conversations with the owner to discuss the financial goals that must be reached through opportunities to improve the operation. The following Action Headings describe areas we will examine (including a few sample tasks) in our engagement at the Arlington Ridge GC:

Orientation Meeting (Staff)

- A time to introduce Landscapes Golf Management
- Forum to discuss questions, concerns, and expectations of the existing service team
- An explanation of Landscapes benefits and home office support staff

Administrative

- Distribute employee handbook
- Distribute managed clubs list to members
- Evaluate R/E tax assessment
- Implement Executive Summary w/GM
- Implement LGM flash report
- Implement LGM safety training program
- Implement monthly executive summary
- Letter of introduction to the membership
- Review accident report procedures
- Review hours of operation

Course Maintenance

- Assess capital needs (equip/course)
- Course profile and tour
- Critical operational needs
- Evaluate shop organization
- Fleet inventory (age, hours, condition)
- Fuel tank security
- Maintenance staff introduction
- Staffing plan

Food & Beverage

- Beverage inventory
- Chemical inventory
- Compile vendor list/order days
- Facility assessment
- Fixed asset inventory
- Food Inventory
- Implement alcohol service training
- Implement standard rental contract
- Labor productivity schedule
- Review and revise banquet packets

Golf Operations

- Determine staff uniform plan for upcoming year
- Establish golf lesson income disbursement
- Establish ownership of golf shop fixtures
- Implement LGM golf event file management
- Implement outing report
- Interview golf professional
- Obtain competitive golf fee analysis
- Review prior year calendar of planned events
- Review laundry program
- Review practice facility equipment



Additional Categories of Focus

- Marketing
- Membership
- Personnel

This 30-60-90 approach is utilized at each property to ensure nothing is left to chance. From this foundational review, Landscapes Golf Management will develop recommendations to improve the overall customer and/or member experience, operations, and profitability of the Arlington Ridge GC.



A sample of our New Project Checklist can be seen below:

		<h2 style="text-align: center;">New Project Checklist - Arlington Ridge Golf Club</h2>			
Course / Club Name: Arlington Ridge GC Club - Point Person: Lee Graffius		Transition Start Date: 10/1/2025 LGM - Regional Manager: Joe Goellner			
LEGEND <div style="display: flex; justify-content: space-between; font-size: small;"> <div> JG = Joe Goellner GM = General Manager MY = Mark Young </div> <div> AB1 = Austin Brown AB2 = Adam Brandow MK = Murphy Klein </div> <div> KF = Kenda Fink JF = Jim Flynn SW = Scot Wellman </div> <div> LU = Liz Uzdill CL = Chris Lewis GCS = GC Superintendent </div> <div> HP = Head Professional TE = Tom Everett MM = Mark Mattingly </div> </div>					
Action Item:	Department:	Assigned To:	Notes:	Target Date:	Completion Date:
ACCOUNTING					
Contact Paylocity to initiate process of new client	Accounting	AB1 / KF			
Order Swipe Clocks (if necessary)	Accounting	AB1 / KF			
Obtain employee census information	Accounting	AB1 / KF			
Determine what ee benefits are	Accounting	AB1 / KF			
Identify pay cycle	Accounting	AB1 / KF			
Identify first pay period w/ Paylocity	Accounting	AB1			
TRUNCATED FOR EXAMPLE PURPOSES					
ADMINISTRATIVE					
Acquire copies of all contracts that the club is a party to	Administrative	JG			
Acquire copies of all leases - identify opp. to renegotiate	Administrative	JG			
Administer member survey	Administrative	JG			
Assess computer hardware/POS software w/rec.	Administrative	JG			
Comm. timeline and transition checklist to board	Administrative	JG			
Convert club budget to LGM format	Administrative	AB1			
TRUNCATED FOR EXAMPLE PURPOSES					
COURSE MAINTENANCE					
Assess capital needs (equipment and/or projects)	Course Maintenance	CL / JG			
Course profile and tour	Course Maintenance	CL			
Critical operational needs	Course Maintenance	CL / JG			
Establish payroll system-clock in and out	Course Maintenance	KF / JG			
Evaluate shop organization	Course Maintenance	CL / JG			
Intro Fert/Chemical Inventory Use	Course Maintenance	CL / JG			
TRUNCATED FOR EXAMPLE PURPOSES					
FOOD & BEVERAGE					
Beverage inventory	Food and Beverage	MY / AB2			
Chemical inventory	Food and Beverage	MY / AB2			
Compile vendor list / order days	Food and Beverage	MY / AB2			
Develop F&B business plan	Food and Beverage	MY / AB2			
Event file review / past and upcoming	Food and Beverage	MY / AB2			
Facility assessment	Food and Beverage	MY / AB2			
TRUNCATED FOR EXAMPLE PURPOSES					
GOLF SHOP					
Determine staff uniform plan for 2025	Golf	JG / HP			
EstJGlish how golf lesson income is administered	Golf	JG / HP			
EstJGlish ownership of golf shop fixtures and other assets	Golf	JG / HP			
Implement LGM golf event file management	Golf	JG / HP			
Interview Asst Golf Professional	Golf	JG / HP			
Interview Golf Professional	Golf	JG			
TRUNCATED FOR EXAMPLE PURPOSES					
MARKETING					
Develop and schedule member appreciation week	Marketing	SW / MK / JG			
Develop and schedule member reception	Marketing	SW / MK / JG			
Issue press release + additional PR	Marketing	JF / SW			
Evaluate existing website	Marketing	SW / MK			
Launch new website & email marketing if need be	Marketing	SW / MK			
Marketing/advertising plan development	Marketing	SW / MK			
TRUNCATED FOR EXAMPLE PURPOSES					
MEMBERSHIP					
Complete SWOT analysis	Membership	JG / All Staff			
Update 2025 Member Documents/Package	Membership	SW / MK / JG			
Update 2025 Member Event Calendar and setup Calendar for	Membership	SW / MK / JG			
Create 2025/ 2026 Membership Sales Plan	Membership	SW / MK / JG			
Create Compensation Plan for SD	Membership	SW / JG			
Create Job Description for SD	Membership	SW / JG			
TRUNCATED FOR EXAMPLE PURPOSES					
PERSONNEL					
Acquire Alarm code inventory	Personnel	JG			
Acquire Key inventory	Personnel	JG			
Conduct FISH! Training	Personnel	LGM Team			
Distribute LGM staff directory	Personnel	LU / JG			
Employee email database	Personnel	JG			
Employee files	Personnel	KF / JG			
TRUNCATED FOR EXAMPLE PURPOSES					



POTENTIAL RISKS AND ANTICIPATED CHALLENGES

While LGM brings deep experience in managing public-access and active adult community golf courses, we also recognize that every facility presents unique risks and challenges. At Arlington Ridge Golf Club, we have identified the following key areas of potential risk and our approach to mitigating each:

1. Aging Infrastructure

As with many mature golf facilities, ongoing wear to irrigation systems, cart paths, maintenance equipment, and clubhouse amenities can pose operational and financial challenges. LGM addresses this through detailed facility assessments, preventative maintenance schedules, and the development of a multi-year capital improvement plan in collaboration with the District. By anticipating needs and prioritizing projects, we reduce the likelihood of costly emergency repairs and service disruptions.

2. Seasonality and Demand Fluctuations

Located in central Florida, Arlington Ridge GC benefits from strong seasonal demand but may experience reduced rounds and revenues during the summer months. LGM mitigates this through targeted marketing campaigns, local outreach, dynamic pricing strategies, and diversified programming—including junior clinics, leagues, and community events—to sustain engagement year-round.

3. Labor Market Pressures

Recruiting and retaining qualified golf and hospitality staff has become increasingly competitive, especially in a service-centric market like Florida. LGM invests in competitive compensation strategies, robust training programs, and a supportive workplace culture to attract and retain top talent. Our national network also provides flexibility to support staffing transitions when needed.

4. Transition and Cultural Continuity

Changes in management can lead to uncertainty among staff and residents. LGM's transition plan emphasizes communication, transparency, and continuity—retaining existing team members where possible, engaging with residents early, and implementing gradual improvements to ensure buy-in from all stakeholders.

5. Weather and Environmental Impacts

Weather variability, hurricanes, and heavy rainfall can disrupt operations and strain course conditions. LGM's agronomic planning includes storm response protocols, water management strategies, and turf recovery programs designed specifically for Florida's climate. Our regional agronomy support ensures rapid adaptation during extreme weather events.

6. Community Expectations and Governance

Operating under a Community Development District (CDD) governance model requires proactive communication, responsiveness, and a clear understanding of public accountability. LGM is experienced in working with CDDs and public boards and will maintain full transparency in financial reporting, participate in monthly meetings, and act in a partnership-first manner with the District and community.

In summary, while Arlington Ridge presents the typical challenges of a mature, seasonally driven public facility, LGM's depth of experience, forward-thinking systems, and collaborative mindset position us to manage these risks effectively and ensure long-term operational success.



LGM...THE BEST FIT FOR ARLINGTON RIDGE GOLF CLUB

Landscapes Golf Management is an ideal partner for Arlington Ridge Golf Club based on a combination of relevant experience, proven results, and a community-centric management philosophy:

1. Expertise with Active Adult and HOA-Owned Facilities

LGM has deep experience operating golf courses within 55+ and HOA-managed communities, including properties like Heritage Hunt Golf & Country Club in Virginia and Lake Barrington Shores in Illinois. We understand the importance of aligning with the priorities of the Board and Community Development District while providing top-tier service and recreational experiences for residents. Our success in these environments makes us uniquely qualified to support Arlington Ridge's operational, financial, and social goals.

2. Comprehensive Management Model

Our integrated approach ensures excellence across every aspect of club operations:

- **Financial Management:** Clear, timely financial reporting and budget stewardship that meets public-sector accounting standards.
- **Course Conditions:** Proven agronomic practices that maintain premier playing conditions while staying within budget.
- **Resident & Guest Experience:** Engaging member programming, community events, and hospitality training to elevate the club's social culture.

3. Custom-Tailored Solutions, Not One-Size-Fits-All

Arlington Ridge is a unique community, and we believe your golf operation should reflect that. Unlike larger national chains, LGM customizes each management engagement to reflect the personality, goals, and voice of the community. This ensures the club remains a distinctive asset for homeowners and guests.

4. Employee Culture that Drives Service

We believe great service starts with a great team. LGM invests heavily in training, culture development, and ongoing support for all levels of staff. This results in more engaged employees, lower turnover, and consistent service delivery—outcomes that directly benefit the Arlington Ridge community.

5. Proven Operational and Financial Results

Our client courses consistently see increases in rounds played, customer satisfaction, and revenue. From food and beverage operations to merchandising, LGM brings a track record of financial growth through creative programming, efficient practices, and focused leadership.

6. Community Integration & Programming

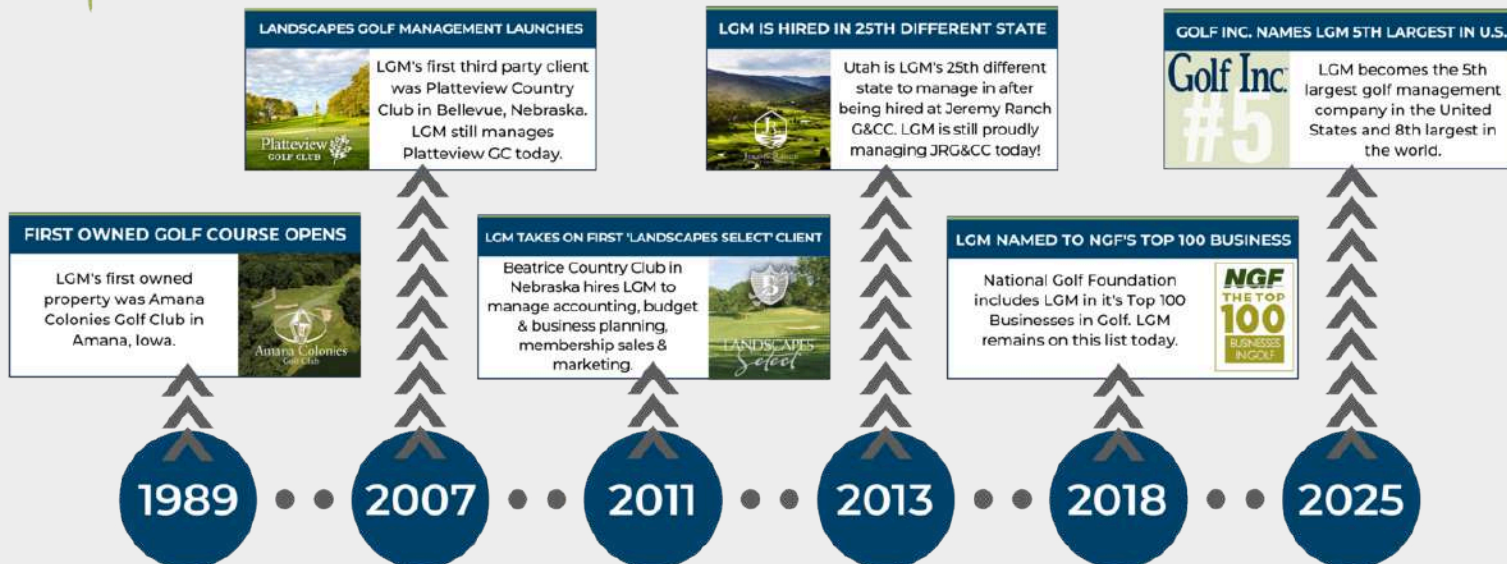
We recognize that Arlington Ridge is more than a golf course—it's a central part of a vibrant lifestyle community. LGM will implement inclusive programming like couples events, beginner clinics, themed golf nights, and seasonal leagues that appeal to your residents and guests, creating new energy and stronger connections throughout the community.

In summary, Landscapes Golf Management offers the ideal combination of relevant experience, operational excellence, and collaborative spirit to ensure Arlington Ridge Golf Club thrives as a key amenity within the community. We're ready to partner with you to preserve what makes Arlington Ridge special—while elevating every aspect of the club's performance.





Historical **TIMELINE** OF LANDSCAPES GOLF MANAGEMENT



LGM'S EXPERIENCE

Landscapes Golf Management (LGM) manages more than 60 golf properties across the United States, including private clubs, municipal courses, resort destinations, and CDD- and HOA-owned facilities like Arlington Ridge Golf Club. Our experience working with public entities, including Community Development Districts, uniquely qualifies us to support governance models that require transparency, community alignment, and consistent service delivery.

We understand the distinct nature of managing a public asset under the oversight of a CDD Board. From budget accountability and public meeting attendance to customer service standards and resident engagement, LGM is structured to support Arlington Ridge in both operational excellence and public stewardship.

Clubhouse Management

LGM has extensive experience managing clubhouses at public and CDD-owned golf courses, ensuring that these facilities function as both revenue centers and community gathering spaces. Our approach includes:

- Oversight of daily operations and staffing
- Maintaining cleanliness and presentation standards
- Creating welcoming environments for both golfers and non-golfers
- Supporting multi-purpose use aligned with community programming



We focus on making the clubhouse a central hub of community activity while meeting the expectations of residents and the Board.

Banquet and Event Services

LGM has a successful track record of managing banquet spaces within publicly owned golf clubs. These facilities are optimized to generate incremental revenue through weddings, social functions, association meetings, and community events. Our approach includes:

- **Event Planning and Execution:** Dedicated teams work with clients to customize and execute high-quality events—from intimate gatherings to large-scale celebrations.
- **Marketing and Outreach:** We use targeted marketing, community calendars, and local partnerships to attract bookings and maximize event space usage.
- **Partnerships with Food & Beverage Providers:** Where applicable, LGM coordinates with in-house or third-party food and beverage partners, such as Arlington Ridge's Chesapeake Bay Grille, to provide seamless event experiences under existing policies and agreements.



Food and Beverage Operations

At many of our managed public and semi-private courses, LGM is responsible for food and beverage operations ranging from grab-and-go kiosks to full-service restaurants. Our F&B management principles include:

- **Menu Development:** Collaborating with culinary teams to deliver diverse, appealing offerings for golfers and event guests alike. Emphasis is placed on freshness, affordability, and adaptability.
- **Operational Efficiency:** Training staff on service standards, refining workflows, and applying cost controls to ensure financial sustainability.
- **Resident-Centric Service:** Staff are trained to deliver a warm, respectful, and responsive guest experience, aligned with the needs and culture of the community.



Where LGM does not operate the food and beverage outlet directly, we work closely with the District's selected vendor to align golf and F&B operations—especially during tournaments and events.

Proven Results in Public and CDD Settings

Across our public-sector portfolio, LGM has consistently delivered:

- Increased resident participation in golf and events
- Improved operating margins in food and beverage departments
- Growth in private event bookings and league activity
- High customer satisfaction ratings and positive Board engagement

At comparable CDD- and HOA-owned properties, LGM has demonstrated how a professionally managed approach can enhance both financial performance and community satisfaction.



LGM ROLES & RESPONSIBILITIES

Landscapes Golf Management (LGM) has extensive experience managing golf courses and amenities in active adult and residential communities like Arlington Ridge. Our proven ability to operate within the structure of Community Development Districts (CDDs) uniquely qualifies us to support Arlington Ridge Golf Club, where accountability, transparency, and resident satisfaction are essential to long-term success.

KEY AREAS OF EXPERTISE WITH CDD-OWNED GOLF FACILITIES

Collaboration with the District Board

LGM works closely with CDD Boards to align operational strategies with the community's long-term goals. We emphasize transparent financial reporting, responsiveness to public oversight, and active participation in monthly Board meetings. Our partnership approach ensures that all decision-making reflects the priorities of the Arlington Ridge community.

Customized Operations for Resident-Focused Communities

We understand that Arlington Ridge serves both daily-fee golfers and a resident base with high expectations for service, value, and accessibility. Our operational model reflects this dual-purpose identity—balancing public access with resident priorities, integrating golf with social programming, and ensuring the golf course remains a source of pride for the community.

Efficient and Accountable Management

LGM operates with disciplined cost controls and efficient resource allocation. Our centralized support model allows us to reduce operating costs through group purchasing power, proven workflows, and shared services, all while maintaining elevated service standards for maintenance, golf operations, and guest experience.

Resident Engagement and Lifestyle Programming

At active adult communities like Arlington Ridge, golf is a central part of the lifestyle. We design and support member programs, leagues, instruction, and social events that foster community connection, support wellness, and appeal to a wide range of skill levels. Our team is committed to delivering a consistent and engaging experience that enhances resident satisfaction.

Protecting and Enhancing Community Value

As stewards of the golf course and clubhouse, LGM takes great pride in maintaining facilities that reflect positively on the community. From the condition of the course and landscaping to the cleanliness of public spaces and restrooms, we understand how every detail contributes to quality of life and home value.

ON-SITE MANAGEMENT AT ARLINGTON RIDGE GOLF CLUB

LGM's on-site management model is built around leadership, accountability, and strong community presence. The on-site team will be composed of experienced professionals trained in golf course operations, customer service, and community engagement.



OVERSIGHT AND COMMUNICATION WITH THE DISTRICT

The General Manager will report directly to the District's designated representative(s) and serve as the primary point of contact for operational matters. Regular responsibilities will include:

- **Reporting:** Submitting monthly and quarterly reports on financials, maintenance activity, rounds, and community engagement
- **Meeting Participation:** Attending scheduled District Board meetings and any special sessions as requested
- **Communication:** Ensuring the District is fully informed of operational developments, opportunities, or challenges

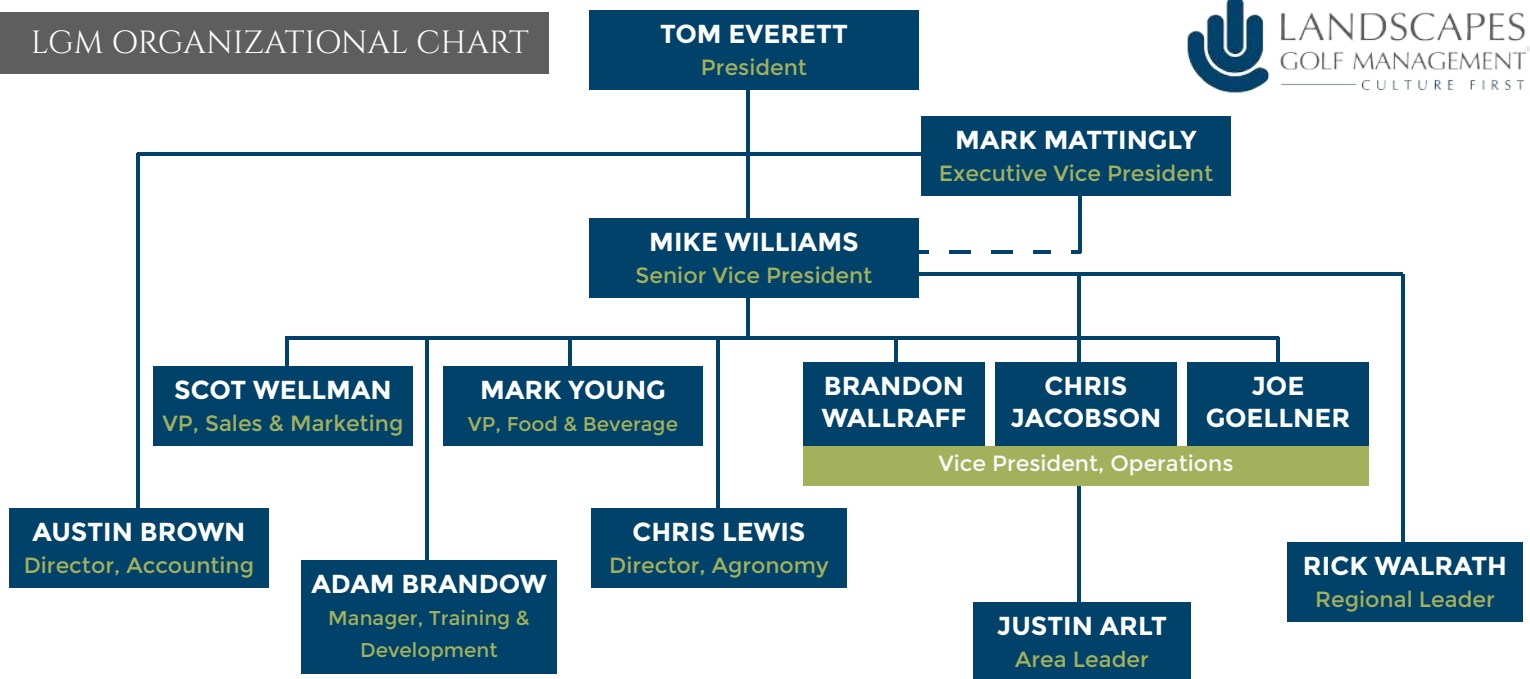
RECRUITMENT AND HIRING STRATEGY

LGM will implement a national, multi-channel recruitment strategy to fill all key roles at Arlington Ridge Golf Club. This includes outreach via industry job boards, PGA and GCSAA networks, and targeted sourcing for candidates with experience in resident-focused golf operations.

The District (or its representative) will have the opportunity to participate in the interview and final selection process for key leadership positions, including the General Manager and Superintendent, to ensure alignment with the community's goals and values.

In summary, LGM's tailored approach to managing CDD-owned properties makes us uniquely suited to serve Arlington Ridge Golf Club. Our leadership structure, operational efficiency, and dedication to resident satisfaction ensure a seamless, community-centered management experience that aligns with the expectations of the Arlington Ridge Board and its residents.





PROFESSIONAL QUALIFICATIONS

Landscapes Golf Management prioritizes staffing every 18-hole facility with a Class “A” PGA Golf Professional and a GCSAA Class “A” Superintendent—many of whom hold additional certifications. Our national Director of Agronomy, Chris Lewis, is a Certified Golf Course Superintendent, and all superintendents or designated staff are required to hold state pesticide applicator licenses. At Arlington Ridge GC, we will ensure professional leadership is in place to deliver first-class golf operations and turf conditions.

MANAGEMENT TEAM QUALIFICATIONS & EXPERIENCE

Our management team is comprised of talented professionals representing every aspect of club operations and facility management. The members of our team who will be specifically involved in the serving of this project are listed below.



JOE GOELLNER

VICE PRESIDENT, OPERATIONS

**CONTRACT
MANAGER**

RESPONSIBILITIES

Mr. Goellner provides a single point of contact for our clients connecting the delivery of the onsite service team to the best practices, tools, and thought leadership of Landscapes’ expanded Regional/National support team. Joe works closely as a mentor with General Managers to implement annual business plans and operating budgets, as well as supporting the hiring/training of management staff, developing/expanding facility and membership programming, and improving products/services.

RELEVANT EXPERIENCE

A PGA Professional for more than a decade and holds a degree from the prestigious Rutgers University, Mr. Goellner has been a member of the Landscapes team since 2015. In his time serving as Assistant General Manager and General Manager at various LGM properties, Joe accumulated awards such as 2016 AGM of the Year, 2016 Ambassador of the Year, 2017 Innovator of the Year, and 2019 Facility of the Year. Joe most recently led a robust private club in NJ and oversaw the execution of a portion of their \$14M Master Plan.



EXECUTIVE TEAM

TOM EVERETT

PRESIDENT



RESPONSIBILITIES

As President of Landscapes Golf Management, Tom Everett leads the company's management services division, overseeing operations across the national portfolio. He is responsible for ensuring every property benefits from Landscapes' personalized approach, data-driven tools, and performance-focused strategies. Tom plays a key role in attracting and retaining top-tier talent, fostering a supportive and rewarding work environment that directly translates to exceptional client and guest experiences.

In his leadership role, Tom also ensures the company delivers a balanced mix of proprietary management systems, technology integrations, and innovative solutions. He helps clients leverage the full value of the Landscapes portfolio—from purchasing power to national marketing resources—while maintaining a boutique-level commitment to hands-on service and local-market adaptability.

RELEVANT EXPERIENCE

A PGA Professional, Tom brings over 25 years of experience managing all types of golf facilities, including municipal, daily fee, semi-private, and private clubs. Since joining Landscapes in 1999, he has served in multiple leadership roles—rising from Operations Manager to Director, Vice President, and ultimately President in 2014. Over the course of his career, Tom has overseen the business planning, staffing, and day-to-day operations of more than 60 golf properties across the country.

Tom's experience and leadership are rooted in operational excellence, team development, and a deep understanding of what drives success in every type of golf environment. His strategic vision and steady guidance continue to shape Landscapes Golf Management's reputation as a trusted partner for owners and communities alike.

MARK MATTINGLY

EXECUTIVE VICE PRESIDENT



RESPONSIBILITIES

Mr. Mattingly plays a key leadership role in driving the growth and strategic direction of Landscapes Golf Management. He is responsible for developing and maintaining both new and existing client relationships, ensuring that each partnership receives tailored, high-level support as facility needs evolve. Mark leads the company's business development efforts, collaborating closely with the senior management team to identify opportunities, craft solutions, and cultivate long-term value for owners, municipalities, and club boards alike.

In addition to spearheading new business initiatives, Mark oversees the branding and positioning of Landscapes Golf Management's services across various markets and contributes to strategic planning efforts at both the individual property level and across the company's national portfolio. His leadership has helped propel LGM's growth to over 65 managed facilities nationwide. He continues to provide executive-level insight to clients and internal teams alike, ensuring a consistent, performance-driven approach to management.

RELEVANT EXPERIENCE

A PGA Professional since 1994, Mark brings over 30 years of experience leading public, private, and municipal golf operations. He has served as General Manager, Regional Manager, and Vice President, with a focus on operational performance and membership growth. Mark has overseen more than 25 properties and continues to provide consulting support to select clients.

Based in Indiana, he has also served three terms on the Indiana PGA Board of Directors and remains active in the golf industry at both regional and national levels.





MIKE WILLIAMS

SENIOR VICE PRESIDENT



RESPONSIBILITIES

As Senior Vice President, Mr. Williams provides strategic leadership to Landscapes Golf Management's team of Regional Managers, ensuring consistent service delivery, financial performance, and long-term facility development across the company's portfolio. He plays a key role in aligning operations with client expectations while fostering a culture of accountability, innovation, and excellence. In addition to his leadership duties, Mike directly oversees a select group of managed properties to maintain close ties to day-to-day operations.

RELEVANT EXPERIENCE

An award-winning PGA Professional with over 25 years of industry experience, Mike joined LGM following a successful tenure with another nationally recognized golf management firm, where he served as a Regional Operations Executive. In that role, he was responsible for more than a dozen properties generating over \$40 million in combined annual revenue, focusing on operational efficiency, guest satisfaction, and financial results.

Mike brings a hands-on leadership style backed by deep operational knowledge, strong client relations, and a commitment to team development. He was recently honored as the inaugural Illinois PGA Section Executive of the Year, a testament to his impact on both the business and the profession. Mike is based out of LGM's regional office in Chicago and maintains a strong presence at the company's home office in Lincoln, Nebraska.

AUSTIN BROWN

DIRECTOR, ACCOUNTING & FINANCE



RESPONSIBILITIES

As Director of Accounting & Finance, Mr. Brown leads all financial operations at Landscapes Golf Management, overseeing a comprehensive range of responsibilities that include financial reporting, budgeting, forecasting, cash management, and strategic financial communication with ownership groups. Austin is dedicated to delivering accurate, timely, and insightful financial information that empowers our clients to make informed business decisions.

He manages a high-performing team comprised of an Accounting Supervisor, three Senior Accountants, six Staff Accountants, and four Accounts Payable professionals. Under his leadership, this team not only ensures financial accuracy and integrity across the portfolio, but also contributes to the development of forward-looking financial strategies grounded in data analysis and operational context. Austin places a strong emphasis on collaboration, transparency, and service—core values that align with LGM's hands-on, client-focused approach.

RELEVANT EXPERIENCE

Austin joined LGM in early 2025, bringing valuable experience from the construction industry where he led accounting teams and implemented process improvements across multiple business units. His collaborative leadership style and ability to communicate complex financial concepts make him a trusted resource for both internal teams and clients.

He earned dual degrees in Accounting and Finance with a minor in Economics from the University of Nebraska-Lincoln, followed by an MBA with a concentration in Accounting from Chadron State College. Austin's strong technical foundation and client-first mindset support LGM's mission to provide exceptional service and financial clarity.





SCOT WELLMAN

VP, SALES & MARKETING

RESPONSIBILITIES

Mr. Wellman leads the strategic development and execution of marketing, branding, and programming initiatives across Landscapes Golf Management's portfolio. His focus is on driving revenue growth at the facility level through data-driven strategies tailored to each property's market and customer base. Scot works closely with on-site teams to build brand awareness, generate leads, and deliver exceptional guest and member experiences.

He is also the architect of LGM's "Technology Stack," a cloud-based platform that streamlines operations through automation, data visualization, and enhanced customer engagement. Under his leadership, LGM has adopted a modern, tech-enabled approach to marketing and operations that delivers measurable impact.

RELEVANT EXPERIENCE

Scot's foundation in the game of golf runs deep. The grandson of a Golf Course Superintendent and an accomplished collegiate golfer, Scot was a conference champion and team member at Nebraska Wesleyan University, where he earned a B.A. in Business Administration with a concentration in marketing. He went on to serve as Head Golf Professional before stepping away from the industry in 2006 to broaden his professional expertise.

Over the next decade, Scot honed his skills in leadership, data analytics, lean process improvement, and enterprise-level business operations while working in the analytics division of a Fortune 100 company. These experiences, combined with his passion for golf, brought him back to the industry in 2017 when he joined Landscapes Golf Management. His unique blend of on-course knowledge and corporate insight has made him a driving force behind LGM's evolution into a tech-enabled, performance-driven organization.

CHRIS LEWIS

DIRECTOR, AGRONOMY



RESPONSIBILITIES

As Director of Agronomy for Landscapes Golf Management, Chris Lewis leads the company's turfgrass management strategy across its diverse portfolio of owned and managed properties. In this role, Chris is responsible for overseeing all aspects of golf course maintenance standards, agronomic planning, and long-range capital improvement projects. He works closely with Golf Course Superintendents, General Managers, and ownership groups to ensure that each course meets exceptional conditioning standards while operating efficiently and sustainably. His guidance spans daily agronomic practices, equipment planning, irrigation management, staff development, and environmental stewardship.

RELEVANT EXPERIENCE

A Certified Golf Course Superintendent with over two decades of hands-on experience, Chris has built a career rooted in both technical expertise and practical field application. His background includes leadership roles at public, semi-private, and private clubs throughout the Rocky Mountain region, where he developed a deep understanding of climate-adaptive turf management and course presentation. Chris has also served as a trusted agronomic resource for Landscapes Unlimited's construction division, contributing to numerous golf course grow-ins and renovation projects across the country. His insight during pre-construction, seeding, and course opening phases helps bridge the gap between construction and successful long-term maintenance.

With a reputation for clear communication, attention to detail, and a solutions-driven mindset, Chris plays a vital role in enhancing the playability, aesthetics, and sustainability of every course under his care.





MARK YOUNG

VP, FOOD & BEVERAGE

RESPONSIBILITIES

Mr. Young oversees food and beverage operations across more than 50 Landscapes Golf Management properties nationwide. In this role, he is responsible for ensuring operational excellence, driving revenue growth, and delivering consistent guest experiences tailored to each facility's unique environment. Mark leads the development and execution of national purchasing programs, leveraging scale to secure the best possible pricing and product access for all properties.

A key part of his leadership includes implementing systems to support financial performance and cost control. Through standardized weekly and monthly reporting, Mark provides General Managers and F&B leaders with actionable tools to monitor labor, COGS, and other key expenses—creating a consistent framework for profitability across diverse markets.

RELEVANT EXPERIENCE

With over 30 years of food and beverage management experience, Mark has built a career entirely focused on the golf and hospitality industry. He has served in a wide range of roles, including course-level F&B Manager, Regional Manager, and now Vice President of Food & Beverage. His expertise spans all formats of golf food operations—from grab-and-go snack bars and casual grills to full-service kitchens and member dining at private clubs.

Mark has also played a major role in new construction and renovation projects, helping to design efficient, scalable F&B operations while saving clients significant capital through smart planning and vendor negotiation. His deep operational knowledge, hands-on leadership style, and strategic mindset continue to drive strong results across the Landscapes portfolio.

ADAM BRANDOW

MANAGER, TRAINING & DEVELOPMENT



RESPONSIBILITIES

Mr. Brandow leads Landscapes Golf Management's company-wide training and development initiatives, with a focus on enhancing both hospitality standards and operational effectiveness across all managed properties. In this role, Adam is responsible for designing, executing, and continuously refining LGM's training programs—from leadership development and customer service to point-of-sale and related systems support.

Adam plays a central role in the onboarding of new team members, helping to ensure a smooth and consistent integration into LGM's culture and operational expectations. His work bridges the gap between people and technology, blending hands-on training with digital tools to deliver a more empowered and high-performing workforce.

RELEVANT EXPERIENCE

A PGA Professional since 2012, Adam brings a well-rounded background in club operations and team leadership. He holds a Bachelor's degree in Business from Ferris State University and an MBA from Northwood University in Midland, MI. Adam's career has included roles as Assistant Golf Professional, Assistant General Manager, and General Manager at private, semi-private, and upscale public clubs—giving him firsthand experience across a variety of operational environments.

Since joining Landscapes Golf Management in 2015 through the company's Assistant General Manager program, Adam quickly rose to lead one of LGM's private clubs before transitioning into a corporate support role. As Regional Food & Beverage Manager, he worked closely with the VP of F&B to implement systems, elevate service, and guide successful openings and transitions. His operational experience, strong communication skills, and passion for professional development make him ideally suited to lead LGM's next-generation training platform.



HUMAN RESOURCES SUPPORT



KENDA FINK

HUMAN RESOURCE BUSINESS PARTNER

Ms. Fink provides human resource transition support to new clients and acquisitions including employee onboarding, job description development, and payroll and timekeeping configuration. In addition, she provides guidance and coaching to field and corporate management on a variety of compliance concerns including the Affordable Care Act, FMLA, AA, and EEO.

DIANE WATERS

HUMAN RESOURCE GENERALIST



Ms. Waters performs a variety of Human Resource related duties including employment record maintenance, benefits administration, workers' compensation, and employment policy development. Her duties include reporting and testing; including administering health, welfare, 401(k), terminations, and compliance testing.



RODNEY STRANGE

CORPORATE DIRECTOR OF SAFETY

Mr. Strange is a Board of Certified Safety Professional and Safety and Health Specialist. He is responsible for the management, coordination and implementation of the organization's safety program and its components.

AMANDA TUCKER

RECRUITMENT COORDINATOR

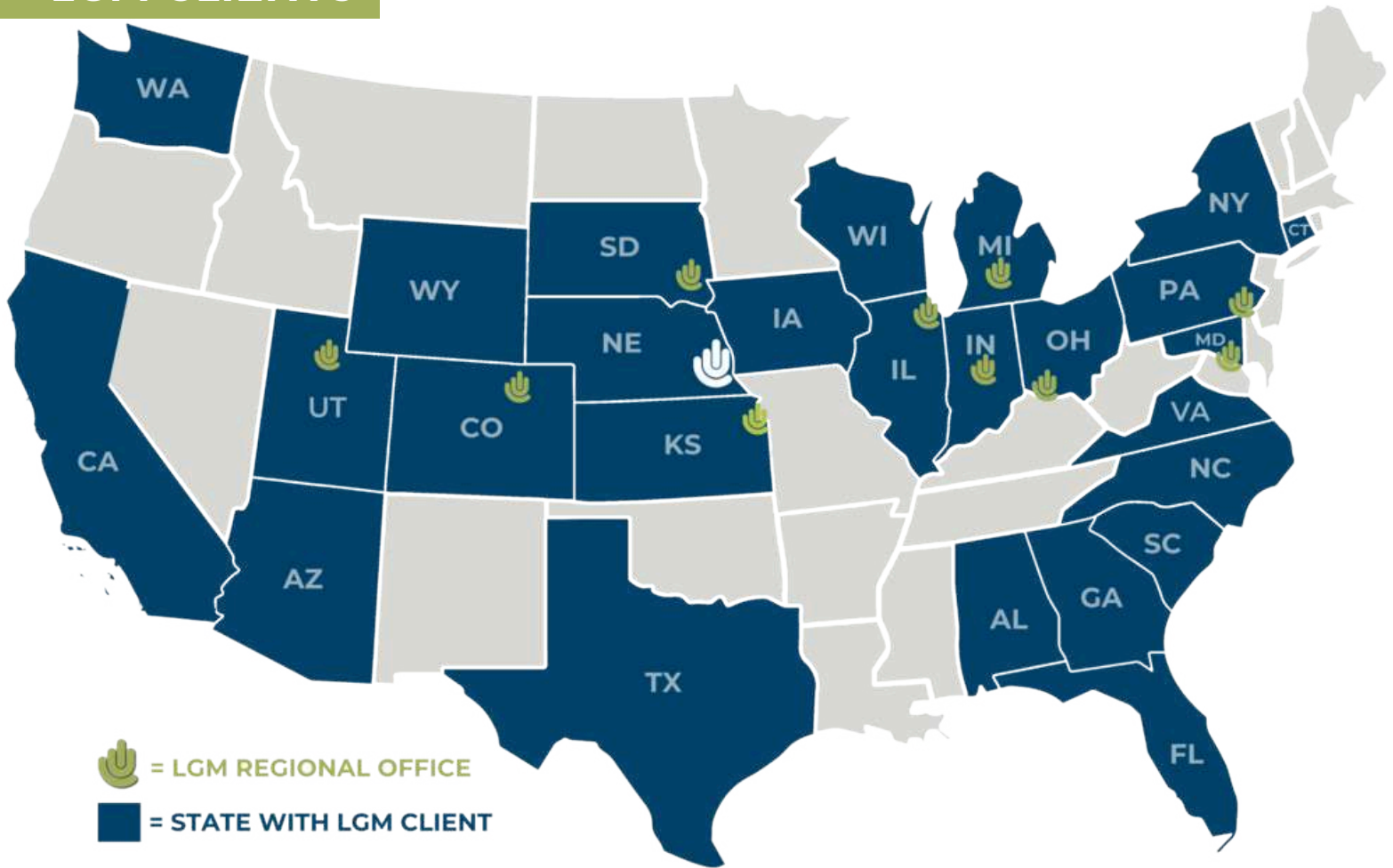


Ms. Tucker manages recruiting and staffing needs for all divisions of the company. This includes recruiting, screening, and recommending the placement of staff. She ensures compliance by working with hiring managers on Affirmative Action and EEO. In addition, she maintains memberships and affiliations with trade and professional organizations.

CULTURE FIRST



LGM CLIENTS





TURF MANAGEMENT PLAN

SERVICES PROVIDED

In this overview, we will cover all the services that Landscapes Golf Management (LGM) will be delivering for Arlington Ridge GC, including:

- Maintenance Operations
- Irrigation Management
- Strategies
- Chemical/Fertilizer Plans and Procedures
- Mowing Practices
- Aerification
- Turf Repair
- Course Setup
- Equipment Maintenance
- Training and Oversight
- Record Keeping
- Maintenance Plan

GOLF COURSE MAINTENANCE OPERATIONS

A site-specific maintenance program will be developed by Landscape Golf Management (LGM) in partnership with current agronomic staff for Arlington Ridge GC, which utilizes the interrelationship of Integrated Pest Management (IPM) and Best Management Practices (BMP), both USGA-recognized programs. Our program will ensure that the best possible management practices are utilized and conducted in a timely and effective manner to provide maximum turfgrass quality, golf course playability and positively impact the environment.

This management plan is intended to be an overall outline for agronomic, horticultural, and service practices of Landscape Golf Management operations. While the guidelines are detailed, they are not intended to be strict rules of operation. Variances from the guidelines will be necessary at times to allow for adjustments resulting in changes in climatic conditions, pest infestation, golf course traffic, and other unforeseen problems.

IRRIGATION

LGM's facilities have adopted the latest moisture management technologies including digital moisture meters, Evapotranspiration monitors, weather stations and other tools to aid in irrigation practices. The goal is to provide the moisture the turf needs before signs of stress appear. Our team will help develop strategies for the superintendent to thoroughly inspect the turfgrass each day to try and prevent excessive soil dryness and turf stress.

A definitive description of how to irrigate is elusive. There are many variables to consider: slope, soil types, the height of cut, rooting depth, weather factors, and the performance of the irrigation system itself. The only way for the superintendent to master the irrigation of every corner of the course is through careful study, trial, and error. Experience is the best teacher when it comes to fine-tuning irrigation systems.



The irrigation plan's goal is to keep the plant healthy while keeping the turf conditions as firm as possible. Irrigation scheduling involves answering two questions: When to irrigate and how much water to apply? Once these two questions are answered, the schedule will be continuously adjusted for environmental conditions. From here, experience leads to ongoing refinement.

Irrigation is scheduled when the turf needs water. One method we use to determine when to irrigate is a visual inspection of the turf. When the grass begins to turn a bluish-gray tint, leaf blades curl or fold, footprints linger, or soil probes indicate dryness, it is time to apply water. Additionally, LGM has adopted TGR and POGO technology, ET, and other essential metrics to monitor and set baseline soil moisture levels.

CHEMICAL APPLICATIONS, PLANS, AND PROCEDURES

IPM (Integrated Pest Management) is a preventive approach that incorporates several systems to promote plant health instead of pesticides alone. It is an ecologically-based system that uses biological and chemical methods to achieve pest control. Turfgrass pest management can use one of three strategies: prevention, containment, or eradication. The particular pest determines which path to take, but the turf's overall condition will play a vital role. For IPM to work well, the golf course superintendent must be in tune with the turfgrasses, environment, and signs and symptoms specific to pests. Experience and training are essential prerequisites to a successful IPM approach. During the application processes, we insure all applicators are licensed and all State rules and regulations are followed.

IPM focuses on six basic components:

1. Monitoring of potential pest populations and their environment
2. Determining pest injury levels
3. Establishing treatment thresholds
4. Developing and integrating all biological, cultural, and chemical control strategies
5. Timing and spot treatment utilizing either the chemical, biological, or cultural methods
6. Evaluating the results of treatment



IPM uses six basic approaches for plant protection:

1. **Regulatory** - using certified sod, sprigs, and seed to prevent noxious weed contamination
2. **Genetic** - selecting improved grasses that perform well in specific areas and show resistance to pest problems
3. **Cultural** - following recommendations made for proper primary and secondary cultural practice which will maintain the turf in the most healthy condition and influence its susceptibility to and recovery from pest problems
4. **Physical** - cleaning equipment to prevent the spreading of diseases and weeds from infected areas
5. **Biological** - for a limited number of pest problems, biological control can be used. Natural enemies are introduced to compete with pests.
6. **Chemical** - pesticides are a necessary and beneficial approach to turf pest problems, but use can be restricted in many cases to curative rather than preventive applications, thus reducing environmental exposure.

FERTILIZER PROGRAM

The most important aspect of a fertilizer program is to ensure proper growth and replenishment of essential nutrients to the soil. The first step in arriving at a sound plant nutrition program is to have the soil analyzed to determine pH, and current nutrient levels, availability and balance. This data is used to develop a custom fertilizer program to ensure the proper application of nutrients.

It can be challenging to interpret the exact amount of soil fertility available to the plant. For this reason, nitrogen rates will be adjusted, but not solely based on observations. Leaching of nitrate-nitrogen is safely regulated with controlled applications - known as "spoon-feeding" - or via slow-release materials. Controlled applications are made using soluble fertilizers and applying the materials with either a sprayer or through the irrigation system (fertigation). Fertigation relies on calibrating the system to apply an accurate amount of material per acre.

Either method gives the superintendent control over the rate and frequency of nitrogen application. This reduces the tendency to apply excessive amounts of fertilizer on an infrequent basis. Controlled materials, such as natural organic sources (Milorganite and others), isobutylene diurea (IBDU), urea-formaldehyde (UF), and coated ureas (SCU and others) are all slow-release nitrogen sources we utilize. They have the advantage of supplying a longer, more uniform, source of fertilizer, a lower salt index, and reduced fertilizer leaching. By combining soluble fertilizer sources with slow-release fertilizer products, availability can be extended to the grass without fear of fertilizer leaching into the groundwater.



MOWING

After irrigation and fertility, mowing is the next most crucial maintenance operation on a golf course. Without regular mowing at the appropriate height of cut, the course would become unplayable.

Good mowing practices improve density, texture, color, root development, and wear tolerance. Healthy turf minimizes the need for excessive use of fertilizers and pesticides. Besides, mowing can be an effective means of controlling many weeds, reducing the need for herbicides. When turf is mowed too closely, it becomes less tolerant of environmental stresses, more disease prone, and more dependent upon a carefully implemented cultural program.



The best approach is to use the highest mowing height acceptable for the playing surface type. However, if fast greens are needed for tournament play, mowing heights can be lowered below the recommended minimum for short periods. Growth rate and mowing height have the most influence on mowing frequency. As a rule of thumb, mowing must be completed on a frequent enough basis to ensure that no more than 30% of the leaf blade is removed at one time.

Therefore, the frequency of mowing is related to plant growth, not a set schedule. This plan will minimize the negative impacts of frequent mowing - improved photosynthetic capacity and root depth. Landscapes will coach the agronomic team to vary mowing directions and patterns to encourage upright growth and reduce wear and compaction.

In periods of critical plant development, the height of cut will be adjusted. In spring and fall, cuts must be gradually adjusted because the plant is rebuilding its roots from winter and summer stress. Similarly, anytime the grass is in a weakened or stressed condition, the mowing height must be raised immediately.

SAMPLE - MAINTENANCE PRACTICES

MOWING REQUIREMENTS/FREQUENCIES

Putting Greens

Shall be mowed/rolled seven (7) days per week during the active growing season by triplex type greens mowers. Speed rolling may be substituted (1) one day per week in lieu of mowing. Frequencies and height of cut shall be .100 to .140", but may be modified from time to time as deemed necessary by the golf course superintendent. The practice of alternating mowing patterns will be followed. Green speeds will be appropriate for the course and conditions to meet or exceed member expectations.

Tees

Shall be three (3) complete cycles per week with triplex type greens mowers during the active growing season and less often during climatic periods of reduced growth. The height of cut shall be between 0.3" and 0.6".

Surrounds

Shall be performed a minimum of two (2) cycles per week during the active growing season, and at least one (1) cycle per week in the shoulder months. Normal cutting height shall be between 0.8" and 3.0", depending upon season and rate of growth.

Fairways

Shall be performed a minimum of three (3) cycles per week during the active growing season, and as needed during the periods of slower growth. Normal cutting height shall be between 0.4" and 0.8", depending upon season and rate of growth. The practice of alternating mowing patterns may be followed.



Rough

Shall be performed a minimum of one (1) cycle per week during the active growing season, and one (1) cycle bi-weekly during the shoulder months. Normal cutting height shall be between 1.5" and 3.0".

AERIFICATION SCHEDULE AND PROCEDURES

Putting Greens

Shall be done a minimum of two (2) times per year or as needed, with conventional hollow "Quad" tine method to relieve soil compaction, and to promote a healthier growing environment. Multiple strategies can be used with aeration to improve growing conditions while reducing the overall impact on play.



Tees

Shall be performed a minimum of one (1) time per year, or more often if required, using the appropriate equipment with the minimum interference to play.

Surrounds

Shall be one (1) time per year, or more often if needed. Spot aerifications may be done to relieve compaction.

Fairways

Shall be done one (1) time per year or more often if needed. Spot aerifications may be done to relieve compaction.

CUPS/PIN ROTATIONS

Cups shall be changed six (6) days per week or as needed during the active growing season. During this operation, an inspection of the putting surface shall be made, and any ball marks or other damage will be repaired. Practice green cups shall be changed two (2) times per week.

TURF REPAIRS

Putting Greens

Spot topdressing may be applied to repair damage from ball marks or any other damage. Light topdressings may be done in conjunction with verticutting.

Tees & Driving Range

Spot topdressing may be applied to repair divot damage.

IRRIGATION REPAIRS AND MAINTENANCE

A. Scheduling

Watering shall be scheduled by the golf superintendent, and performed by qualified staff, in quantities and frequencies consistent with seasonal requirements, and shall be done at night so as not to interfere with golf play.

B. Inspection

Irrigation coverage shall be reviewed daily.

C. Pump Station, Sprinkler, Valve, Irrigation Lines, and Controller Repair

Qualified staff will be responsible for the repair and maintenance of the irrigation system. For larger repairs outside of the staff skill set, an outside service company may be brought in to assist with repairs. The outside service refers to a company that would help with pump station repairs or very large pipe work.



GROUNDWORKS MACHINERY MAINTENANCE

As an owner of facilities, LGM understands the importance of asset management. We provide equipment maintenance records to ensure upkeep meets our expectations. Additionally, LGM requires shift responsibility forms.

ARLINGTON RIDGE GOLF CLUB EQUIPMENT MAINTENANCE										
Equipment Description & Number										
TOTAL SERVICE COSTS:	\$0.00	MACHINE USE:		MODEL:						
FOR PERIOD:	(year)	MACHINE MAKE:		SERIAL NO.:						
		YEAR:		MACHINE NO.:						
DATE:										
HOURS:										
NEED FOR SERVICE:										
WORK PERFORMED:	COST OF SERVICE									
Changed Air Filter										
Changed Engine Oil										
Changed Oil Filter										
Changed Fuel Filter										
Changed Hyd. Filter										
Changed Hyd. Fluid										
Added/Changed Coolant										
Replaced Belts										
Replaced Tires										
Replaced Blades/Reels/Bedknives										
Engine Service										
Traction System Service										
Cutting/Specialty Service										
Other Service										
TOTAL:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Additional Notes										

TRAINING

LGM recognizes the operation of mechanical equipment and machinery as a serious hazardous exposure. In an effort to control this exposure, all personnel that will be operating equipment and/or machinery as part of their job responsibilities on our managed courses are required to go through training prior to being qualified, and authorized to operate it. The primary purpose of this training is to ensure employees fully understand the requirements for safe operation of equipment and machinery so as to minimize the possibility of injury and/or property damage. Training can only be conducted by other employees whom are qualified, and authorized to operate that specific piece of equipment or machinery. Typically Course Superintendents and their assistants conduct the training due to their knowledge and experience.

Mechanical equipment and machinery training includes a review of the operators manual with emphasis on its safety-section, and manufacturer requirements and procedures. As a well-maintained piece of equipment is a safe and productive one, training includes how to conduct an inspection on equipment and machinery, coupled with scheduled maintenance requirements. Procedures on how to take equipment and machinery out-of-service, should a deficiency be found during an inspection that would adversely affect safe operation, are also reviewed during the training.

Once these training components are completed successfully, a prospective equipment and machinery operator is then evaluated by the authorized trainer to allow for a review of their practical skills for use of the equipment and/or machinery. Ongoing supervision of these skills is continued until an operator is deemed qualified to safely and efficiently operate equipment and/or machinery without supervision. The LGM 'Mechanized Equipment Training Form' is used to document that the evaluation has been conducted, and is kept on file for the duration of employment.



LGM MECHANIZED EQUIPMENT TRAINING FORM



LANDSCAPES
GOLF MANAGEMENT
— FUTURE FIRST —

PROVIDING CUSTOMIZED SOLUTIONS FOR THE GOLF INDUSTRY
Golf Course Management | Consulting Services | Facility Review | Construction & Renovation Services

MECHANIZED EQUIPMENT TRAINING FORM

EMPLOYEE'S NAME: _____ EMPLOYEE ID NO. _____

JOB TITLE/WORK AREA: _____

EMPLOYER: _____

TRAINER'S NAME (person completing this form): _____

DATE OF TRAINING: _____

TYPES OF MECHANIZED EQUIPMENT EMPLOYEE IS TRAINED TO USE (please list):

_____	_____
_____	_____
_____	_____

THE EMPLOYEE WAS NOTIFIED OF (please initial):

- _____ THE LIMITATIONS OF THE EQUIPMENT
- _____ THE INHERENT HAZARDS OF USING THE EQUIPMENT
- _____ THE METHODS/SAFEGUARDS TO FOLLOW WHEN USING THE EQUIPMENT
- _____ THE APPROPRIATE PPE TO BE WORN WHEN USING THE EQUIPMENT
- _____ HOW TO OBTAIN A COPY OF THE OWNER/OPERATOR MANUAL

NOTE TO EMPLOYEE: THIS FORM WILL BE MADE A PART OF YOUR PERSONAL FILE. PLEASE READ AND UNDERSTAND ITS CONTENTS BEFORE SIGNING.

(Employee) I UNDERSTAND THE TRAINING I HAVE RECEIVED ON THE SAFE USE OF MECHANIZED EQUIPMENT AND THAT I AM CAPABLE OF USING IT PROPERLY/SAFELY.

EMPLOYEE'S SIGNATURE

DATE

TRAINER MUST INITIAL:

- _____ EMPLOYEE HAS SHOWN AN UNDERSTANDING OF THE TRAINING
- _____ EMPLOYEE HAS SHOWN THE ABILITY TO USE THE EQUIPMENT PROPERLY

TRAINER'S SIGNATURE

DATE

OUR VALUES BRING US TOGETHER. OUR EXPERTISE SETS US APART.
1201 Aries Drive | Lincoln, NE 68512 | 402.423.6653
www.landscapesunlimited.com





Landscapes Golf Management (LGM) takes a proactive and collaborative approach to capital planning. We understand that Arlington Ridge Golf Club is a publicly owned asset under the stewardship of the District, and we are committed to preserving and enhancing its long-term value through responsible and strategic investment in facilities and infrastructure.

INITIAL FACILITY ASSESSMENT

Upon commencement of management, LGM will conduct a comprehensive assessment of the golf course and related facilities. This includes:

- Turfgrass health, irrigation system performance, and drainage needs
- Golf course infrastructure (bunkers, cart paths, tee surfaces)
- Practice facilities, including driving range and short game areas
- Clubhouse interior and exterior, including flooring, paint, furnishings, and fixtures
- Golf shop presentation and layout
- Maintenance facility condition and storage capacity
- Equipment inventory and age/condition review



Each area will be documented with observations, short-term needs, and longer-term improvement recommendations. This baseline evaluation will serve as the foundation for a multi-year capital plan.

PLAN DEVELOPMENT AND PRIORITIZATION

LGM will work closely with the District to:

- Prioritize projects based on safety, playability, guest impact, and lifecycle replacement needs
- Develop an implementation timeline aligned with operational seasons and available funding
- Provide cost estimates based on vendor bids, historical pricing, or internal benchmarking
- Identify “quick wins” that offer high-impact improvements with minimal disruption or expense



We will also identify opportunities to phase larger projects (e.g., irrigation upgrades, equipment rotation, or cart path renovations) to reduce financial burden and maintain operational continuity.

ONGOING PLAN MANAGEMENT

The capital plan will be a living document—reviewed and updated annually in collaboration with the District as part of the budgeting process. LGM will provide:

- Transparent reporting on completed and pending projects
- Maintenance logs for capital assets
- Updated recommendations based on course usage, member feedback, and evolving conditions

BOARD APPROVAL AND EXECUTION

All major renovation or improvement projects will be submitted to the District for written approval prior to initiation. LGM will assist in bid solicitation (if required), vendor selection, timeline planning, and project oversight. Our affiliation with Landscapes Unlimited also provides access to the nation's leading golf course construction team, should turnkey project support be desired.

In summary, LGM's capital improvement planning process ensures that Arlington Ridge Golf Club is positioned for long-term sustainability, enhanced aesthetics, and an exceptional golfer and resident experience—aligned with the District's fiduciary goals and community expectations.





Due to the unique nature of Arlington Ridge Golf Club servicing a membership, while also allowing public play, we have provided four references below two of which are private and two that are primarily daily fee.



HERITAGE HUNT G & CC

Gainesville, VA

Maureen Storey, Board President

BODprez@heritagehunt.net | (703) 489-9815

*LETTER OF REFERENCE
AVAILABLE UPON REQUEST



RIVER RUN COUNTRY CLUB

Davidson, NC

Wes Marshall, General Manager

wmarshall@riverruncc.com | (704) 892-4633 x309

*LETTER OF REFERENCE
AVAILABLE UPON REQUEST



BUTLER'S GOLF COURSE

Elizabeth, PA

Scott Bender, Board Member

scottbender455@gmail.com | (814) 241-7022



PINECREST GOLF CLUB

Huntley, IL

Scott Crowe, Executive Director

scrowe@huntleyparks.org | (847) 669-5683





Demonstrated Record of Financial Responsibility

To demonstrate Landscapes Golf Management's financial responsibility and capacity to perform the obligations outlined in this RFP, we are including:

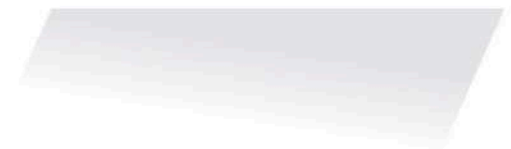
- A statement of financial stability and business continuity, briefly outlining our history, ownership, and ability to fund operations and manage risk.
- A description of our long-standing client partnerships, many of which include public entities, homeowner associations, and Community Development Districts—indicating our ability to comply with public-sector reporting and accountability requirements.
- A summary of our insurance coverage, including general liability, workers' compensation, professional liability, and pollution coverage (especially relevant for fuel storage and pesticide use).

"Landscapes Golf Management, LLC has maintained strong financial performance throughout its history and has no outstanding litigation, financial defaults, or material liabilities that would impair its ability to perform. We have successfully operated dozens of golf properties—many under complex public or community ownership structures—and have consistently met or exceeded financial and operational expectations. Our company maintains sufficient liquidity, insurance coverage, and operational reserves to handle all obligations contemplated under this contract."

Supporting Financial Documentation

You should explicitly list what's being included in the response packet, such as:

- **2024 Audited Financial Statement**, including:
 - Profit & Loss Statement
 - Balance Sheet
- **Proof of insurance coverage**



Landscapes Holding, LLC

Independent Accountant's Review Report and Consolidated Financial Statements

December 31, 2024



Independent Accountant's Review Report

Members
Landscapes Holding, LLC
Lincoln, Nebraska

We have reviewed the accompanying consolidated financial statements of Landscapes Holding, LLC and its subsidiaries, which comprise the consolidated balance sheet as of December 31, 2024, and the related consolidated statements of income, members' equity and cash flows for the year then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Accountant's Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

We are required to be independent of Landscapes Holding, LLC and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review.

Accountant's Conclusion

Based on our review, we are not aware of any material modifications that should be made to the accompanying consolidated financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

Other Matter

The accompanying supplementary consolidating information is presented for purposes of additional analysis of the consolidated financial statements rather than to present the financial position, results of operations and cash flows of the individual companies, and is not a required part of the basic consolidated financial statements. Such information is the responsibility of management and was derived from, and relates directly to, the underlying accounting records used to prepare the financial statements. The supplementary information has been subjected to the review procedures applied in our review of the basic consolidated financial statements. We are not aware of any material modifications that should be made to the supplementary consolidating information. We have not audited the supplementary consolidating information and do not express an opinion on such information.

Forvis Mazars, LLP

Lincoln, Nebraska
March 21, 2025

Landscapes Holding, LLC
Consolidated Balance Sheet
with Consolidating Information
December 31, 2024

ASSETS

	Consolidating Information					Eliminations	Consolidated
	LUL	LGG	LGM	LUI	LHL		
Current Assets							
Cash and cash equivalents	\$ 6,630,249	\$ 3,846,075	\$ 736,898	\$ 150,401	\$ -	\$ -	\$ 11,363,623
Receivables							
Contract	19,654,266	-	-	-	-	-	19,654,266
Due from related parties	435,630	-	133,571	-	-	(434,148)	135,053
Other	127,148	-	-	-	-	-	127,148
Trade and other, net	-	14,600	1,443,386	-	-	-	1,457,986
Inventories	5,710,118	509,045	28,505	-	-	-	6,247,668
Contract assets - costs and estimated earnings in excess of billings on uncompleted contracts	2,474,023	-	-	-	-	-	2,474,023
Contract assets - retainage	2,156,618	-	-	-	-	-	2,156,618
Prepaid expenses	2,030,816	233,080	117,332	9,117	-	-	2,390,345
Total current assets	39,218,868	4,602,800	2,459,692	159,518	-	(434,148)	46,006,730
Property and Equipment, at Cost							
Land and improvements	-	14,052,859	-	-	-	(6,292)	14,046,567
Buildings and improvements	3,199,981	7,711,425	-	-	-	-	10,911,406
Equipment	21,950,251	4,180,053	-	-	-	-	26,130,304
Trucks and other vehicles	4,776,327	-	30,381	-	-	-	4,806,708
Office furniture and equipment	909,339	-	80,165	-	-	-	989,504
Construction in progress	-	117,129	-	-	-	-	117,129
	30,835,898	26,061,466	110,546	-	-	(6,292)	57,001,618
Less accumulated depreciation	15,558,081	15,785,605	73,878	-	-	-	31,417,564
	15,277,817	10,275,861	36,668	-	-	(6,292)	25,584,054
Other Assets							
Equity securities	2,291,968	-	-	-	-	-	2,291,968
Receivables due from related parties	395,427	-	446,779	-	-	(395,427)	446,779
Investments in unconsolidated golf courses	-	688,595	115,993	-	-	-	804,588
Investment in subsidiaries	-	-	-	-	41,805,263	(41,805,263)	-
Other	410,710	8,978	-	-	-	-	419,688
	3,098,105	697,573	562,772	-	41,805,263	(42,200,690)	3,963,023
	\$ 57,594,790	\$ 15,576,234	\$ 3,059,132	\$ 159,518	\$ 41,805,263	\$ (42,641,130)	\$ 75,553,807



LIABILITIES AND MEMBERS' EQUITY

	Consolidating Information					Eliminations	Consolidated
	LUL	LGG	LGM	LUI	LHL		
Current Liabilities							
Current maturities of long-term debt	\$ 874,764	\$ 1,008,482	\$ -	\$ -	\$ -	\$ -	\$ 1,883,246
Payable to related parties	-	237,746	196,402	-	-	(434,148)	-
Other accounts payable	12,820,578	463,748	105,176	20,929	-	-	13,410,431
Accrued liabilities	1,527,940	371,200	307,562	-	-	-	2,206,702
Deferred revenue	-	485,341	-	-	-	-	485,341
Contract liabilities - billings in excess of costs and estimated earnings on uncompleted contracts, net of contract retention totaling \$2,819,640	7,264,969	-	-	-	-	-	7,264,969
Total current liabilities	22,488,251	2,566,517	609,140	20,929	-	(434,148)	25,250,689
Long-term Debt	2,319,528	6,302,116	-	-	-	-	8,621,644
Other Liabilities							
Accounts payable to related parties	-	716,837	-	-	-	(395,427)	321,410
Other	814,727	-	-	-	-	-	814,727
	814,727	716,837	-	-	-	(395,427)	1,136,137
Landscapes Holding, LLC Members' Equity	31,972,284	7,250,690	2,449,992	138,589	41,805,263	(41,811,555)	41,805,263
Noncontrolling Interest	-	(1,259,926)	-	-	-	-	(1,259,926)
Total Members' Equity	31,972,284	5,990,764	2,449,992	138,589	41,805,263	(41,811,555)	40,545,337
	<u>\$ 57,594,790</u>	<u>\$ 15,576,234</u>	<u>\$ 3,059,132</u>	<u>\$ 159,518</u>	<u>\$ 41,805,263</u>	<u>\$ (42,641,130)</u>	<u>\$ 75,553,807</u>



Landscapes Holding, LLC
Consolidated Statement of Income
with Consolidating Information
Year Ended December 31, 2024

	Consolidating Information					Eliminations	Consolidated
	LUL	LGG	LGM	LUI	LHL		
Revenues Earned	\$151,394,687	\$ 12,491,256	\$43,831,263	\$ 230,641	\$ -	\$ (5,889,858)	\$202,057,989
Cost of Revenues Earned	126,018,189	1,630,634	38,730,983	80,624	-	(5,411,458)	161,048,972
Gross Profit	25,376,498	10,860,622	5,100,280	150,017	-	(478,400)	41,009,017
Operating Expenses							
Salaries and wages	6,800,523	-	3,559,927	71,808	-	220,000	10,652,258
Employee benefits	1,060,061	-	-	-	-	20,000	1,080,061
Depreciation	2,057,919	682,985	16,786	-	-	-	2,757,690
Professional fees	973,075	-	-	-	-	-	973,075
Office expenses	608,176	-	-	148,345	-	50,000	806,521
Travel and entertainment	916,620	-	-	65,328	-	-	981,948
Corporate aircraft expenses	458,370	-	-	-	-	-	458,370
Telephone	98,912	-	-	-	-	5,000	103,912
Education and training	62,439	-	-	-	-	-	62,439
Golf shop and driving range	-	744,267	-	-	-	-	744,267
Golf carts	-	607,287	-	-	-	-	607,287
Golf course maintenance	-	2,636,488	-	-	-	-	2,636,488
Food and beverage	-	1,558,373	-	-	-	-	1,558,373
General and administrative	-	2,281,606	1,241,715	-	-	(297,360)	3,225,961
Management fees	-	478,400	-	-	-	(478,400)	-
Other	334,150	(15,187)	-	32,373	-	2,360	353,696
	13,370,245	8,974,219	4,818,428	317,854	-	(478,400)	27,002,346
Operating Income (Loss)	12,006,253	1,886,403	281,852	(167,837)	-	-	14,006,671
Other Income (Expense)							
Realized and unrealized gain on equity securities	174,062	-	-	-	-	-	174,062
Interest income	201,935	107,356	-	-	-	(19,403)	289,888
Interest expense	(157,515)	(444,051)	-	-	-	19,403	(582,163)
Equity in operations of unconsolidated golf courses	-	554,162	(21,537)	-	-	-	532,625
Equity in operations of subsidiaries	-	-	-	-	14,543,886	(14,543,886)	-
Other	(252,941)	(27,254)	490,369	-	-	-	210,164
	(34,459)	190,213	468,822	-	14,543,886	(14,543,886)	624,576
Net Income (Loss)	11,971,794	2,076,616	750,674	(167,837)	14,543,886	(14,543,886)	14,631,247
Less: Net Income Attributable to the Noncontrolling Interest	-	87,361	-	-	-	-	87,361
Net Income (Loss) Attributable to Landscapes Holding, LLC	<u>\$ 11,971,794</u>	<u>\$ 1,989,255</u>	<u>\$ 750,674</u>	<u>\$ (167,837)</u>	<u>\$ 14,543,886</u>	<u>\$ (14,543,886)</u>	<u>\$ 14,543,886</u>



Landscapes Holding, LLC
Consolidated Statement of Members' Equity
with Consolidating Information
Year Ended December 31, 2024

	Consolidating Information					Noncontrolling Interest	Eliminations	Consolidated
	LUL	LGG	LGM	LJR	LHL			
Balance, January 1, 2024	\$ 25,490,100	\$ 5,511,435	\$ 1,699,318	\$ -	\$ 32,694,507	\$ (1,347,287)	\$(32,700,859)	\$ 31,347,280
Net income (loss)	11,971,794	1,989,250	750,674	(167,637)	14,543,886	87,361	(14,543,886)	14,931,247
Distributions	(4,072,618)	(250,000)	-	-	(3,766,190)	-	4,022,618	(3,766,190)
Unit redemption	(1,667,000)	-	-	-	(1,667,000)	-	1,667,000	(1,667,000)
Contributions	250,000	-	-	386,426	-	-	(566,426)	-
Balance, December 31, 2024	\$ 31,972,281	\$ 7,250,690	\$ 2,449,992	\$ 188,589	\$ 41,806,263	\$ (1,259,926)	\$(11,811,555)	\$ 40,545,337



Landscapes Holding, LLC
Consolidated Statement of Cash Flows
with Consolidating Information
Year Ended December 31, 2024

	Consolidating Information					Eliminations	Consolidated
	LUL	LGG	LGM	LUI	LHL		
Operating Activities							
Net income (loss)	\$ 11,971,794	\$ 2,076,616	\$ 750,674	\$ (167,837)	\$ 14,543,886	\$ (14,543,886)	\$ 14,631,247
Items not requiring (providing) cash							
Depreciation	3,112,717	682,985	16,786	-	-	-	3,812,488
Gain on disposal of property and equipment	(2,355)	(185,684)	-	-	-	-	(188,039)
Equity in operations of unconsolidated golf courses	-	(554,162)	21,537	-	-	-	(532,625)
Equity in operations of subsidiaries	-	-	-	-	(14,543,886)	14,543,886	-
Distributions in excess of income of subsidiaries	-	-	-	-	4,666,190	(4,666,190)	-
Net realized and unrealized gain on equity securities	(174,062)	-	-	-	-	-	(174,062)
Changes in:							
Contract receivables	(6,556,218)	-	-	-	-	-	(6,556,218)
Trade and membership receivables	-	43,577	(65,073)	-	-	-	(21,496)
Due from related parties	382,145	-	(74,051)	-	-	(453,612)	(145,518)
Other receivables	113,111	-	-	-	-	-	113,111
Inventories	1,603,727	(21,848)	13,940	-	-	-	1,595,819
Contract assets - retainage	(2,081,884)	-	-	-	-	-	(2,081,884)
Contract assets - costs and estimated earnings in excess of billings on uncompleted contracts	(1,377,835)	-	-	-	-	-	(1,377,835)
Prepaid expenses	(13,794)	29,897	(67,459)	(9,117)	-	-	(60,473)
Accounts payable	9,172,738	3,618	(122,568)	20,929	-	-	9,074,727
Accounts payable to related parties	-	(151,601)	(302,011)	-	-	453,612	-
Accrued liabilities	349,295	(50,427)	(112,714)	-	-	-	186,154
Contract liabilities - billings in excess of costs and estimated earnings on uncompleted contracts	(3,997,569)	-	-	-	-	-	(3,997,569)
Deferred revenue	-	60,206	-	-	-	-	60,206
Other	513,700	-	-	-	-	-	513,700
Net cash provided by (used in) operating activities	13,015,510	1,933,177	59,071	(156,025)	4,666,190	(4,666,190)	14,851,733
Investing Activities							
Distributions received from unconsolidated golf courses	-	636,045	-	-	-	-	636,045
Proceeds from disposal of property and equipment	325,836	409,623	-	-	-	-	735,459
Purchase of property and equipment	(7,669,302)	(539,139)	(5,905)	-	-	-	(8,214,346)
Proceeds from sales of equity securities	560,711	-	-	-	-	-	560,711
Purchases of equity securities	(1,801,607)	-	-	-	-	-	(1,801,607)
Other	(19,291)	3,169	-	-	-	-	(16,122)
Net cash provided by (used in) investing activities	(8,603,653)	509,698	(5,905)	-	-	-	(8,099,860)



Landscapes Holding, LLC
Consolidated Statement of Cash Flows
with Consolidating Information - Continued
Year Ended December 31, 2024

	Consolidating Information					Eliminations	Consolidated
	LUL	LGG	LGM	LUI	LHL		
Financing Activities							
Proceeds from issuance of long-term debt	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Principal payments on long-term debt	(803,131)	(1,347,479)	-	-	-	-	(2,150,610)
Unit redemption	(900,000)	-	-	-	-	-	(900,000)
Contributions	250,000	-	-	306,426	-	(556,426)	-
Distributions	(4,072,616)	(250,000)	-	-	(4,666,190)	5,222,616	(3,766,190)
Net cash provided by (used in) financing activities	(4,775,747)	(1,597,479)	-	306,426	(4,666,190)	4,666,190	(6,066,800)
Change in Cash and Cash Equivalents	(363,890)	845,396	53,166	150,401	-	-	685,073
Cash and Cash Equivalents, Beginning of Year	6,994,139	3,000,679	683,732	-	-	-	10,678,550
Cash and Cash Equivalents, End of Year	<u>\$ 6,630,249</u>	<u>\$ 3,846,075</u>	<u>\$ 736,898</u>	<u>\$ 150,401</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 11,363,623</u>
Supplemental Cash Flows Information							
Interest paid	\$ 167,650	\$ 446,904	\$ -	\$ -	\$ -	\$ (19,403)	\$ 585,151
Direct financing acquisitions of property and equipment	\$ -	\$ 1,544,305	\$ -	\$ -	\$ -	\$ -	\$ 1,544,305
Due from related party satisfied as part of unit redemption	\$ 767,000	\$ -	\$ -	\$ -	\$ 767,000	\$ (767,000)	\$ 767,000





SUMMARY OF SERVICES

Landscapes will assign Joe Goellner, VP of Operations Manager as the account manager for the Arlington Ridge GC relationship. Joe will be responsible for deploying the appropriate corporate resources to deliver Full-Service Management including, but not limited to the following services, systems, tools, and proprietary programming.

- Budgeting and Business Planning (Including Master Planning)
- Human Resources support including Hiring Principles, Training, and Development
- Event Sales, Marketing, and Retention Initiatives
- Programming and Player Development
- Golf Operations and Merchandising
- Agronomic Support and Fleet Management
- Accounting and Financial Reporting
- General Manager (and Department Manager) Support and Training Annually
- Regional & National Support and Operations Oversight from our Top Thought Leaders
- *Note: Including, Food and Beverage operations if selected to manage this element, as well.*

At Landscapes Golf Management, our goal is to provide our clients with transparency. That manifests itself in the people we employ, our written communications, financial reporting, the relationships will build with our clients, and in this case, our description of our management fees. It is our objective to have ALL revenues and expenses clearly reflected in your monthly /annual financial statements for maximum transparency, and from that point for our team to be incentivized (beyond the base fee) to improve your bottom-line results.

PROPOSAL OF FEE & TERM



BASE MANAGEMENT FEE:

- Our base management fee for Golf Course Management Services, as outlined in the RFP, will be **\$7,750 per month***, which includes all time and labor costs for Landscapes' corporate personnel. This encompasses centralized accounting services, marketing and sales support, agronomic oversight, food & beverage management, hospitality training, personnel development, programming assistance, and regional/national oversight.
- The base management fee will **increase annually by 3%** to account for inflationary pressures and maintain cost alignment over the course of the agreement. ALL vendor discounts will go directly to the Club.
- In accordance with the RFP requirements, LGM will provide a Performance Bond in the amount of \$500,000. This bond will remain in effect for the full duration of the contract and will be submitted upon contract execution

INCENTIVE FEE:

- A contingent management fee will be established as a performance incentive. A common structure includes a percentage of Net Operating Income (NOI) over an agreed upon threshold. This ensures that incentives are fully aligned with the overall financial success of Arlington Ridge Golf Club.

TERM:

- Our standard agreement typically encompasses a five (5) year initial term, however, we are open to the District's preferred term structure of three (3) years with two potential one (1) year extensions.

** If LGM is selected to manage the Food & Beverage operations at Arlington Ridge Golf Club, then the total base management fee would be **\$9,250 per month**.*





OPERATIONAL BUDGET PROJECTION

Landscapes Golf Management will develop a comprehensive annual operating budget for Arlington Ridge Golf Club that aligns with governmental accounting procedures. The budget will be prepared using accrual-based accounting principles and will include detailed revenue and expense categories such as:

- Golf operations (greens fees, cart fees, memberships)
- Merchandise sales and cost of goods sold
- Payroll and benefits by department
- Agronomic supplies and maintenance
- Marketing and advertising initiatives
- Utilities, insurance, and general administrative costs

Budgets will be formatted to integrate smoothly into the District's reporting systems and will include monthly and year-to-date comparisons, variance analysis, and departmental breakouts. Final budgets will be submitted for District approval prior to the start of each fiscal year, and updates will be made as needed in consultation with the District.

CAPITAL IMPROVEMENT BUDGET PROJECTION

LGM will collaborate with the District to assess and prioritize capital projects that enhance the course, clubhouse, and maintenance facilities. Our capital budget planning will include:

- Equipment replacement schedules (e.g., mowers, carts)
- Irrigation system upgrades
- Tee and green renovations
- Clubhouse repairs and enhancements
- Technology upgrades (e.g., POS, tee sheet systems)

Each capital improvement proposal will include estimated costs, potential vendors, expected timelines, and projected impact. These will be documented in a rolling multi-year capital improvement plan and presented to the Board annually for approval.

GOVERNMENTAL ACCOUNTING COMPLIANCE

We will ensure full compliance with governmental accounting practices by:

- Maintaining transparent, auditable financial records
- Segregating funds for capital and operational expenses
- Submitting monthly and annual reports in formats approved by the District
- Cooperating fully with third-party audits as required by the Board

Our centralized accounting team has extensive experience working within the requirements of Community Development Districts and municipal partnerships, ensuring that all financial activities are fully compliant and clearly communicated.





The board at Arlington Ridge GC should receive monthly financials that are clear, concise, and spark healthy conversation regarding cash flow, membership growth, event growth, top-line revenue, capital reinvestment, and long-term planning. While financial statements used to be of minimal focus, volatile economic conditions have elevated their importance. Today, accurate and timely financial analysis is critical to the health and strategic planning of any club.

MONTHLY FINANCIAL REPORTING AND BOARD COMMUNICATION

Landscapes Golf Management has a proven track record of delivering timely and accurate monthly financial reporting in alignment with public sector expectations. Our centralized accounting team prepares standardized monthly reporting packages for every managed property, including detailed income statements, balance sheets, cash flow summaries, and variance-to-budget analyses.

We understand and fully commit to the District's reporting timeline. Monthly reports for Arlington Ridge Golf Club will be completed and submitted to the District's management company no later than eleven (11) days after the close of each month—ensuring ample time for inclusion in pre-Board meeting packets for review by Supervisors.

In addition to the financial package, we offer dashboards and visual summaries that enhance financial transparency and make it easier for Board members to interpret financial data. Our reporting is GAAP-compliant and adapted to the needs of governmental accounting procedures.

To support Board communications, a dedicated LGM representative will also attend the monthly meetings to review financial performance, answer questions, and provide context to the financial results.

ACCOUNTING INTRODUCTION

Landscapes provides corporate support to all divisions of the company, including LGM, in a number of areas such as human resources, payroll, travel, and employee training and development. In the area of accounting, Landscapes has a group of individuals dedicated solely to the accounting services for LGM-managed and Landscapes Select clubs. The objective of this department is to uphold high standards of accounting proficiency and administrative controls to ensure the following:

- The accounting system is maintained in a manner that allows for the distribution of accurate, timely financial statements prepared in accordance with generally accepted accounting principles.
- Financial information can be used as an effective management tool.
- Cash is managed to ensure the club maintains good credit.

ACCOUNTING DEPARTMENT ORGANIZATION

The accounting department providing support for LGM consists of our Director of Accounting and Finance, an Accounting Supervisor, (3) Senior Accountants, (6) Staff Accountants, and (4) Accounts Payable clerks.

BALANCE SHEET AND INCOME STATEMENT PREPARATION AND PRESENTATION

- Prepare a balance sheet with a detailed summary of account-level assets and liabilities grouped by asset type with a comparison to the prior month and prior year-end
- Prepare a summary and detailed income statement with revenue and expenses including gross sales, net profit, income from operations, and net income
- Prepare detailed income statements grouped by the department including individual and group expenses. A summary, as well as a detailed trend income statement, is part of the financial statement presentation
- Present both month-to-date and year-to-date actual results compared to budget along with the previous year

Note: Financial statements, including balance sheet, cash flow summary, and income statement, to be provided. A first draft will be available to the General Manager and/or Board of Directors by no later than the 10th of each month with the final draft including revisions due on the 20th

ACCOUNTS PAYABLE, CASH MANAGEMENT, AND VENDOR OVERSIGHT

- Record all individual invoices and due dates
- Provide bi-weekly cash position report and accounts payable summary
- Issue checks for payment of accounts on a weekly basis based on available cash and as directed by the Board
- Manage all phone inquiries from established vendors regarding payment status

FIXED ASSET MANAGEMENT

Utilize fixed-asset management software to provide depreciation schedules for annual club tax returns and monthly financial statements

OWNER REVIEW AND AUDITS

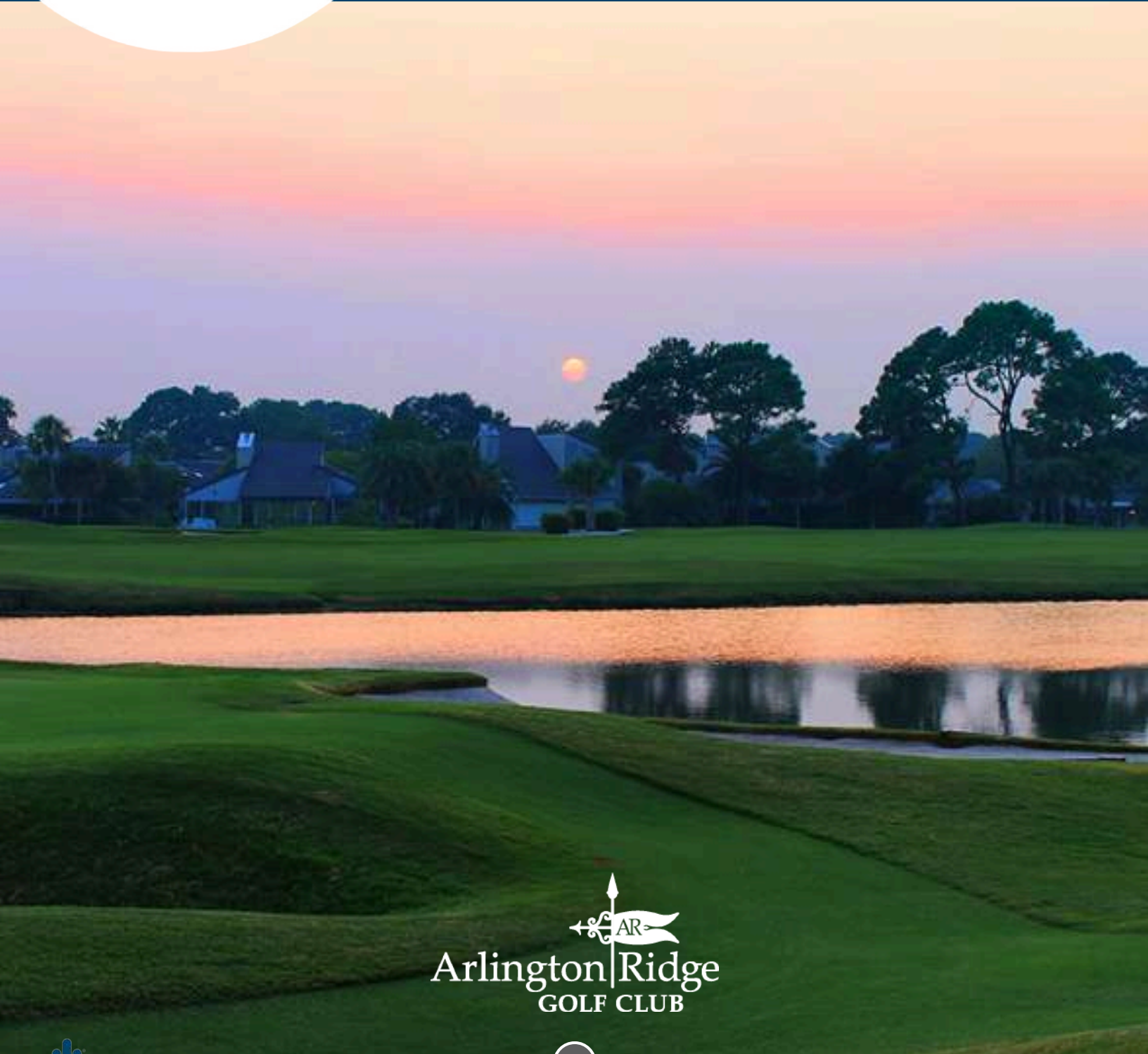
The owner may inspect course books and records maintained by LGM at any time

Note: LGM's Services do not include any third-party audits of financial statements. If the Club needs or desires such an audit, LGM will assist by supplying the documents required. The cost of all audits will be the responsibility of the Club.





OPERATIONAL STANDARDS COMMITMENT





I. BASIC RESPONSIBILITIES, POLICIES AND PROCEDURES

LGM will operate Arlington Ridge Golf Club to a standard of excellence equal to or higher than the level currently in place as of 2025. We are committed to ensuring that the course remains a public, inclusive, and welcoming facility, operated in a non-discriminatory manner. We will employ experienced, highly qualified staff across all functions of golf operations, including Golf Shop management, tournament coordination, merchandising, and instructional programming.

A seasoned General Manager with a minimum of five (5) years of experience managing golf and food & beverage operations will lead the team. Agronomic excellence will be delivered under the guidance of a GCSAA Class A Superintendent, who holds all required certifications and licenses, and is supported by our accredited Regional Agronomist to ensure playing conditions exceed 2025 standards.

We will implement a comprehensive marketing plan designed to grow rounds and revenue while cross-promoting food and beverage services. Golf operations will be open from dawn to dusk daily, with closure only for inclement weather or scheduled maintenance approved by the District.

LGM will also assume responsibility for:

- Daily custodial cleaning of golf course restrooms, the golf shop, and maintenance facilities.
- Ongoing litter control across the entire property, including the parking lot and ponds.
- Pest control compliance per state and local standards.
- Enforcing no-smoking policies in accordance with Florida law.
- Cooperating fully with the District during community events and unforeseen circumstances.
- Assuming and managing equipment leases, with District oversight and approval.

II. OPERATIONS AND PROGRAMMING

LGM will create and sustain a high-quality golf experience for all players, residents, members, and the public. We will grow membership and rounds through targeted outreach, trial programs, and incentives for frequent players. Our customer service strategy will include course marshals, pace-of-play systems, and satisfaction surveys to ensure continuous improvement.

Our programming plan includes:

- Weekly leagues (ladies, seniors, couples)
- Monthly themed events and scrambles
- Instructional clinics and private lessons from PGA-certified professionals
- Player development pathways from beginners to advanced
- Hosting state and regional tournaments to raise the facility's profile



Marketing and yield management strategies will be executed via a digital-first approach that utilizes customer data, targeted campaigns, and dynamic pricing to maximize revenue during low-demand times.

A modern POS and tee sheet system will be deployed to manage online reservations, customer communication, merchandising, and real-time financial reporting.

III. MANAGEMENT OF OPERATING REVENUES AND EXPENSES

LGM will submit monthly financial statements within eleven (11) days of month-end in a District-approved format, as well as a fully auditable year-end income and expense report. We will implement strict cash handling and revenue control protocols, including secure deposits, POS reconciliation, and audit-ready documentation.

If LGM is awarded management of both the golf and restaurant operations, we will maintain completely separate accounting systems and bank accounts to ensure full financial transparency and compliance.

IV. GOLF SHOP

The Golf Shop will serve as the course's hospitality and retail hub. It will be open daily from dawn to dusk, staffed by trained professionals who manage check-ins, tee times, merchandise sales, and tournament registration. Our merchandise strategy includes branded apparel, accessories, seasonal offerings, and special orders through leading golf brands.



V. BEVERAGE CART

We will operate a beverage cart service on weekends, holidays, and all tournament days, with additional coverage as needed based on seasonal demand. LGM will collaborate with the District's food and beverage provider to align on pricing, staffing, and inventory under the existing liquor license, ensuring full legal compliance and service consistency.

VI. CAPITAL IMPROVEMENTS - See Page 30 - Section 'Capital Improvement Plan'

VII. FUEL STORAGE

We will ensure full compliance with all local and state fuel storage regulations, including accurate documentation, staff training and certifications, pollution control liability insurance, and prior approval for any tank changes. Our operations team is familiar with regulatory requirements and maintains the necessary protocols to manage on-site fuel dispensing systems safely and effectively.

VIII. GOLF COURSE AND CLUBHOUSE SECURITY

LGM will implement and maintain reliable security procedures for all areas of the golf course and support facilities. This will include monitored alarm systems for fire and intrusion prevention, along with protocols for locking and securing all buildings, maintenance shops, and equipment storage areas during and after hours.

IX. COMPLIANCE WITH LAWS

LGM will comply with all District, State, and Federal regulations, including those related to accessibility for persons with disabilities. We are committed not only to meeting these standards but to exceeding them wherever possible. Our goal is to provide safe, inclusive, and accessible recreational opportunities for every member of the Arlington Ridge community.

In summary, LGM offers a proven and personalized approach to full-service golf operations. Our commitment to transparency, accountability, and quality—combined with the strength of our national team and local expertise, makes us exceptionally well-suited to serve Arlington Ridge Golf Club and the District for years to come.

LGM...TRUSTED LEADERSHIP, TAILORED GOLF EXPERIENCES.





Landscapes Golf Management (LGM) is committed to building a collaborative, transparent, and results-driven partnership with the Arlington Ridge Community Development District. We recognize that successful long-term management begins with alignment—understanding the District’s goals, community priorities, and operational history. Prior to contract commencement, LGM will engage with the Board and District designees to clarify expectations, define mutual responsibilities, and establish timelines and measurable goals for success.

Once the contract is in place, LGM will assume responsibility for the full scope of operations detailed in the RFP and summarized below.

I. BUSINESS PLANS, BUDGETS, AND OPERATING PROGRAMS

LGM will formulate and submit a comprehensive **annual business plan** that includes:

- Operational strategies
- Marketing and membership initiatives
- Agronomic and maintenance programs
- Staffing structure and training priorities
- Operating and capital budgets

All plans will be reviewed with the District prior to implementation to ensure strategic alignment.

II. GREEN AND CART FEE RECOMMENDATIONS

We will conduct market-based fee analysis, benchmarking Arlington Ridge against comparable regional public-access and active adult community courses. LGM will provide recommendations for green and cart fees with supporting data and justification. All final rates will be determined through collaborative discussions and approval by the District.

III. EQUIPMENT MAINTENANCE

LGM will assume full responsibility for the routine and preventative maintenance of all golf course equipment and vehicles, whether owned or leased. This includes mowers, utility vehicles, golf carts, and mechanical tools, ensuring safe, efficient, and reliable operation year-round.

IV. PURCHASING RESPONSIBILITIES

All supplies, consumables, and inventory needed for golf operations—including agronomic supplies, golf shop merchandise, POS supplies, and cleaning products—will be procured by LGM using vendor relationships and volume pricing where available. We will ensure all purchases are cost-effective and aligned with budgetary guidelines.

V. FACILITY IMPROVEMENTS

LGM will assess facility needs and propose improvement projects to enhance the quality, safety, and longevity of the golf course and supporting amenities. For each recommended project, we will provide scope details, budget estimates, timelines, and justifications. District approval will be obtained prior to implementation, with involvement scaled to the size and impact of the project.



VI. MONTHLY MEETINGS WITH THE DISTRICT

Our on-site management team and regional support staff will meet with the District Board and/or designee monthly, or more frequently as needed. Topics will include financial performance, marketing results, maintenance status, upcoming events, and long-range planning updates.

VII. MONTHLY FINANCIAL AND MAINTENANCE REPORTING

LGM will submit monthly operating and maintenance reports by the 5th business day of each month for inclusion in the District's Board meeting packets. Reports will include income and expense summaries, departmental performance, maintenance activity updates, and KPIs related to rounds played, membership growth, and customer satisfaction.

VIII. ATTENDANCE AT BOARD MEETINGS

A designated LGM representative will attend monthly Board meetings, currently scheduled for the third Thursday of each month at 2:00 p.m. EST. We view these meetings as an essential part of our accountability and communication process with the District.

IX. ANNUAL GOLF MEMBERSHIP MEETINGS

LGM will organize and conduct at least one annual golf membership meeting, open to residents and golf members, to share updates, gather feedback, and strengthen community engagement. Additional meetings will be held as requested by the Board.

X. USE OF FAIRFAX HALL

LGM will coordinate with the Community Director at least 30 days in advance for use of Fairfax Hall. We understand that exceptions may be granted at the Board's discretion, but we will adhere to scheduling protocols and communicate early to ensure availability for all club-related needs.

XI. CATERING POLICY COMPLIANCE

In accordance with District policy, LGM will first offer catering opportunities to Chesapeake Bay Grille for any events requiring food and beverage service at Fairfax Hall. If the Grille declines, we will pursue alternate catering options only with the District's approval and in full compliance with the established guidelines. Any arrangement with Chesapeake Bay Grille will be made through a separate agreement.

XII. LEGAL AND REGULATORY COMPLIANCE

LGM will comply fully with all applicable District, State, and Federal laws, regulations, and policies in the performance of our duties. We acknowledge and agree that we are acting as a manager and not as an owner of any Arlington Ridge assets. All reporting, financial practices, and operational decisions will reflect this role and adhere to best practices in public-private management.

In summary, Landscapes Golf Management brings the experience, systems, and partnership mindset necessary to meet and exceed the responsibilities outlined in the Arlington Ridge management contract. We are committed to transparency, accountability, and alignment with the District's long-term goals for the property and community.





A CULTURE OF SERVICE

The foundation of any successful golf operation is the creation of a great member experience. At Landscapes Golf Management, this experience begins with choosing the right members of the team and then immersing them in our *Culture of Service*. From the way a member is greeted upon arrival to the manner in which a staff member presents themselves in a clean, consistent uniform with a nametag, the way the cup is cut in the morning, all the way to the final “thank you for playing,” every moment creates an opportunity to create a positive impression and “make their day.” This is the spirit in which we treat our members and guests.

We subscribe to the FISH! Philosophy of customer service of Choose Your Attitude, Make Their Day, Play, and Be There! This in-depth but fun program serves as an objective way to create an environment for delivering excellent member experiences. Through the use of videos, group training, one-on-one coaching, and regular communications about best practices and success stories from throughout our organization, the impact of our service training is undeniable.

MEASUREMENT

Landscapes is committed to “inspect what we expect”, in real-time, to ensure that our members are experiencing the service levels for which we aspire. By harvesting expedient feedback, our managers can swiftly address deficiencies with individual members and adjust team behaviors directly to enhance the experience of future members. To achieve these goals Landscapes has partnered with the Plotkin Group to develop a testing baseline for both business aptitude and personality type that was developed from a sample group of our top 10 managers from across the country. This allows Landscapes to hire for success and replicate a spirit of customer service that is consistent with our company culture, as well as ensuring the business acumen needed to achieve financial success for our clients. Similarly, we have partnered with SurveySparrow to develop a custom electronic survey platform to interact with our members daily as they visit our facilities. This feedback is not only reviewed daily by the onsite leadership team but is also shared in our Business Intelligence Dashboards with our Regional Managers and Operations team in Lincoln.



In 2024, we introduced our Values Cards, given to every new team member during onboarding. One side showcases our core values, and the other side highlights our customer service philosophy - a daily reminder of our “why.” Together, we strive to create memorable experiences for our guests and uphold the highest standards in everything we do.



PLOTKINGROUP

The Plotkin Group was founded in 1968 by Hank Plotkin and has been at the forefront of the HR assessment industry ever since. Their philosophy is to provide the right assessment to help each client hire the right person, for the right job at a fair price, exceed service expectations, and assist their clients in becoming experts in reviewing the results. Beyond merely providing assessment tools, they set out to customize each tool for their client’s specific situations and guide them in interpreting the results.

survey sparrow

Survey Sparrow™ is a cloud-based omnichannel experience platform that helps record every customer interaction while informing better business decisions and creating more meaningful relationships. They work with over 100,000 businesses worldwide. Their ability to deliver surveys and results in many ways was a key reason LGM selected them as our survey partner.





At Landscapes Golf Management (LGM), we believe that exceptional hospitality and operational excellence stem from structured training and ongoing employee development. Our comprehensive Training & Development program is designed to empower our teams with the skills, knowledge, and confidence to deliver world-class experiences at our managed properties.

A CULTURE OF CONTINUOUS LEARNING

LGM fosters a culture where learning is embedded in daily operations. We recognize that training is not a one-time event but an ongoing journey that enhances service quality, employee engagement, and overall guest satisfaction. Our program ensures that employees at all levels, from frontline staff to senior managers, are well-equipped to meet and exceed expectations.

OUR TRAINING PHILOSOPHY: THE LGM HOSPITALITY BLUEPRINT

Hospitality doesn't happen by accident—it is intentional and carefully cultivated. To uphold our high service standards, we have developed the LGM Hospitality Blueprint, which focuses on:

- Creating a vision for the guest experience at each property
- Structuring whiteboard sessions with teams to align on service expectations
- Evaluating and enhancing key guest touchpoints including:
 - Check-in experience
 - Bag drop & practice facility interactions
 - Food & Beverage service
 - Overall customer journey assessment



This blueprint ensures consistent, high-quality guest interactions across all LGM-managed properties.

A MULTI-FACETED APPROACH TO TRAINING

LGM utilizes a combination of modern and traditional training techniques to maximize learning effectiveness. Our approach includes:

1. Microlearning: Fast, Effective, and Engaging

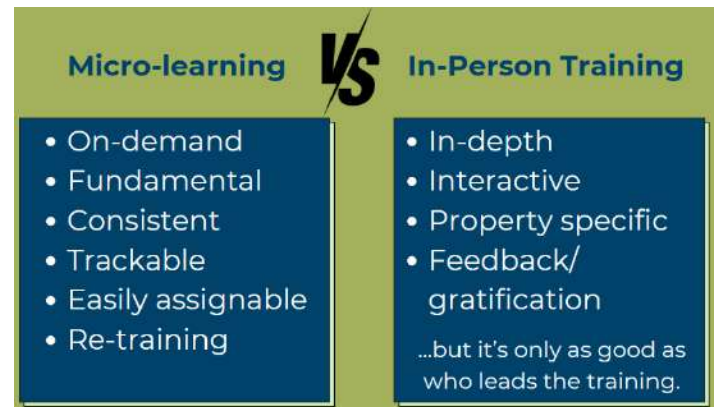
LGM has adopted Microlearning to meet the needs of today's workforce, where over 80.8% of new hires are Millennials or Gen Z. These employees thrive in digital environments, and our microlearning approach offers:

- **Short, digestible training modules** that increase engagement and retention
- **Mobile accessibility**, allowing employees to learn on their own schedule
- **Trackable progress**, ensuring accountability and measurable improvement

Proven Results of Microlearning:

- 30% reduction in training costs
- 300% increase in training speed
- 20% better knowledge retention
- 28% improved performance

Our microlearning platform offers on-demand access to crucial hospitality training, ensuring that every employee is aligned with our service standards.



2. Comprehensive Training Modules: Tailored for Success

LGM has developed an extensive library of training modules covering all aspects of golf course operations and hospitality. These include:

- **General Hospitality & Customer Service Training**
 - The **LGM Purple Cow** - Creating Unique & Memorable Guest Experiences
 - **First & Last Impressions** - Setting the tone from arrival to departure
 - **Handling Challenges & Complaints** with professionalism
 - **Phone Etiquette & Communication Skills**
- **Golf Operations Training**
 - **Bag Drop & Outside Service Excellence** - Ensuring seamless guest transitions
 - **Golf Shop & Check-in Procedures** - Optimizing efficiency and customer experience
 - **Practice Facility & On-Course Interactions** - Enhancing player engagement
- **Food & Beverage Training**
 - **Full-Service & Limited-Service Dining Standards**
 - **Upselling Techniques to Enhance Revenue**
 - **Table Service, Wine Knowledge, & Beverage Expertise**
 - **F&B "Train the Trainer" Program** - Ensuring knowledge is passed down effectively
- **Leadership & Management Training**
 - **Effective Team Communication & Training**
 - **Organization & Proactive Leadership**
 - **Golf Course & Clubhouse Oversight Best Practices**
 - **Table Touches & Member Engagement Strategies**



Each module is structured to be engaging, actionable, and immediately applicable in real-world settings.



STRUCTURED LEARNING PATHWAY: A ROADMAP FOR SUCCESS

To maintain consistent training and performance benchmarks, LGM has established a structured learning pathway for all employees:

- **New Hires** – Must complete core training within **7 days of hire**
- **Current Team Members & Managers** – Annual training completion deadline: **April 1st**
- **Ongoing Training & Re-Training** – Ensuring continued skill enhancement

By integrating structured learning milestones, we ensure that every team member remains aligned with LGM's high service standards.

IN-PERSON TRAINING & HANDS-ON LEARNING

While digital and microlearning play a critical role, in-person training remains a cornerstone of our program. LGM provides:

- **On-site training workshops** conducted by industry experts
- **Mentorship programs** pairing new hires with experienced employees
- **Role-playing scenarios** to prepare staff for real-world challenges
- **Property-Specific Training** to tailor learning to each golf course's unique needs

This hybrid approach ensures employees receive both foundational knowledge and hands-on experience to refine their skills.

THE IMPACT OF TRAINING & DEVELOPMENT AT LGM

Our investment in training drives measurable results for our clients, employees, and guests:

- **Increased Employee Retention** – Well-trained staff feel empowered, leading to lower turnover
- **Enhanced Guest Satisfaction** – Employees deliver consistent, high-quality service
- **Higher Revenue** – Effective training leads to **improved upselling and operational efficiency**
- **Stronger Leadership** – Managers receive the tools to guide and develop their teams effectively

At LGM, we don't just train employees—we develop leaders who elevate the guest experience and drive long-term success at every property we manage.

WHY TRAINING & DEVELOPMENT MATTERS IN GOLF COURSE MANAGEMENT

In an industry where hospitality is just as important as course conditions, our commitment to training sets LGM apart. We ensure that:

- Every guest interaction is **thoughtful and intentional**
- Employees are **equipped with the tools for success**
- Training is **adaptive to industry trends and workforce preferences**

By prioritizing Training & Development, LGM guarantees that our managed courses provide exceptional hospitality, operational efficiency, and financial success.

"The only thing worse than training your employees and having them leave is not training them and having them stay."

- Henry Ford
Ford Motor Company Founder



ONGOING EDUCATION AND TRAINING INITIATIVES

LGM Leadership Academy

The LGM Leadership Academy, grounded in the principles of Leadership, Engagement, Accountability, and Development (L.E.A.D.), is a comprehensive program aimed at cultivating leadership skills among participants while creating a pipeline for future talent within the company. The Academy emphasizes trust, vision, strategy, and talent development through a rigorous 12-month curriculum that includes workshops, webinars, and challenge assignments across LGM's Centers of Excellence in Food & Beverage, Golf Course Maintenance, Golf Operations, and Marketing & Revenue Management. Participants are selected based on their proven ability to drive results and their commitment to LGM's mission, with the program culminating in a capstone presentation that demonstrates their mastery of leadership concepts.



General Manager Conference

The LGM General Manager Conference, held annually in Lincoln, Nebraska, is a cornerstone event focused on professional development and collaboration among the company's general managers. The conference brings together leaders from across our portfolio to share best practices, discuss industry trends, and engage in workshops aimed at enhancing operational excellence and customer service. This gathering also serves as a platform for networking and recognizing outstanding performance, contributing to the overall growth and success of the organization's managed properties.

Sales & Marketing Conference

The LGM Sales & Marketing Conference is also held annually at our home office in Lincoln, Nebraska. This is a key event designed to equip sales and marketing professionals with the latest strategies, tools, and insights to drive revenue growth and enhance customer engagement across LGM's portfolio. The conference features a series of workshops, presentations, and collaborative sessions that focus on innovative marketing techniques, effective sales strategies, and the utilization of data analytics. Attendees also have the opportunity to share successful campaigns, network with peers, and learn from industry experts, all contributing to the continuous improvement of LGM client's sales and marketing efforts.





Superintendent's Conference

The LGM Superintendent's Conference is a vital biannual gathering for the company's golf course superintendents. This event focuses on advancing best practices in golf course maintenance and sustainability. The conference provides a platform for superintendents to collaborate, share experiences, and learn about the latest innovations in turf management, irrigation systems, and environmental stewardship. Through workshops, expert-led discussions, and hands-on demonstrations, attendees gain valuable insights

that enhance the quality and efficiency of their course operations, ultimately improving the player experience and maintaining the high standards of our managed properties.

Food & Beverage Conference

The Annual Food & Beverage Conference is a key event designed to bring together food and beverage professionals from across LGM's portfolio of managed properties. This conference focuses on enhancing the quality and consistency of food and beverage operations within their golf facilities. It provides an opportunity for managers, chefs, and other key staff members to collaborate, share best practices, and learn from industry experts.

Each year, there is a different theme. This past year we themed it "Leadership Matters". Our focus was getting into the details of what makes our properties successful. We have all of the tools and technology, but when left on the shelf or underutilized, they are just potential. We took the leadership matters theme and keynote by Donald Burns "The Restaurant Coach" to spotlight how and why using the information will make us more successful as managers and how it directly impacts our member and guest experience.



MANAGER, TRAINING & DEVELOPMENT, ADAM BRANDOW

PHILOSOPHY ON TRAINING AND EDUCATION

For me in the training space, I am looking to take our intentions and make them a reality. Training and onboarding occur everywhere, but it is often inconsistent, lacking quality, and by the time they are put into practice by our front-end users, the intention of why that training was developed has been modified by how many different hands touch it and the interpretations it goes through. We are creating a digital onboarding and training experience that is industry-leading, and sets the foundation for our on-site management teams to further develop and refine in-person at their respective properties to complete the total package. "Amateurs train until they get it right, professionals train until they can't get it wrong". My goal is to create a culture of training that will further position us as leaders in the industry.

