

**ARLINGTON RIDGE
COMMUNITY DEVELOPMENT DISTRICT**

**Thursday, July 17, 2025
2:00 p.m.**

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

**BonfireWPGC, LLC
Cypress Golf Management LLC
DTE Golf Facility Services
FirstService Residential**



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

RFP - Golf / Food and Beverage Summary

June 30, 2025

Vendor	Golf	Notes	F&B	GC & FB	Notes
	Per Month		Per Month	Combined	
Cypress Golf Management	\$ 7,000.00		N/A		Incentive 30% NOI w Cap
Down to Earth	\$ 73,000.00	Course Maintenance	N/A		Incentive 35% NOI w Cap
	\$ 7,000.00	GC Operations			
Bonfire			\$ 3,500.00		Expects an \$80K loss- Incentive/ Penalty
Everything Event Services			Rescinded		
First Service	\$ 9,500.00	Combined w F&B		\$ 9,500.00	
Kemper Sports	\$ 7,000.00		\$ 3,000.00	\$ 10,000.00	Incentive Negotiable
Landscapes Golf Management	\$ 7,750.00		\$ 1,500.00	\$ 9,250.00	Incentive Negotiable
Oliphant Golf Management	\$ 8,750.00		\$ 2,000.00	\$ 10,750.00	Incentive 15% of NOI w Cap
Troon	\$ 5,750.00	\$7,500 if Golf Mgmt Only	\$ 3,200.00	\$ 8,950.00	Incentive 25% NOI w Cap
					Investment \$25k 3 yr / \$50k 5 yr Contract



Arlington Ridge

Food and Beverage Operations Services

Submitted June 30, 2025

Bonfire WPGC, LLC
950 South Ranger Blvd.
Winter Park, FL 32792

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To the Arlington Ridge Community Development District,

Bonfire is pleased to submit this letter of interest for the operation of the food and beverage services at the Arlington Ridge Golf Community. With our proven expertise in managing successful culinary operations within golf communities, we are confident in our ability to revitalize and enhance the dining experience for your residents and golfers.

As a nimble company, Bonfire is uniquely positioned to implement lean management practices, streamline inventory, and optimize staffing to maximize profitability and customer service satisfaction without compromising quality.

We have a strong track record, as demonstrated by our successful partnership with the City of Winter Park at the Winter Pines Golf Club. We are eager to bring this same level of dedication and expertise to Arlington Ridge.

The Bonfire management team will, if awarded the contract for management of Arlington Ridge's food and beverage operations, create a new LLC for that purpose. All accounts and financial affairs related to the operations at Arlington Ridge will run through the new entity with complete transparency to the District. The principals of this new entity will be a combination of the Bonfire management team and the investors who have funded other Bonfire ventures.

Sincerely,
The Bonfire Team

Business Plan

Bonfire's goal is to be the District's food and beverage partner driving additional revenue by appealing to residents of Arlington Ridge, golfers, and the general public. Bonfire will accomplish this through a customer-first approach maintaining consistent operating hours 7 days a week all while keeping expenses as low as possible by spending less on off-site management.

Bonfire will elevate the menu which will help appeal to a larger clientele and will cater to private groups who wish to host events and meetings. We will engage in promotions and marketing to drive sales and improve the bottom line. Sales will also be driven higher through programming of events like trivia, bingo, music bingo, bunco, and the return of the 9 and Dine program.



The Bonfire team has a proven track record of not just maintaining the operations a food and beverage facilities, but had turned around struggling operations in the past resulting in a better economic outcome for everyone involved as well as a better customer experience. Bonfire would like to provide those kind of results to the Arlington Ridge community.

As a smaller, more nimble organization, our focus will be on the customer service experience at the venues. We don't have out-of-state executives who have to be flown in to occasionally visit the venues. Instead, our management team will be engaged on a day-to-day basis maintaining excellence and efficiency.



Menu

For continuity sake, we will start with the existing menu and we will survey the Arlington Ridge residents for suggestions on what they would like to see added and what items they want to keep on the menu.

For the golfers, we will focus on quick grab-and-go items such as charcuterie boxes, pizza by the slice, sandwiches and wraps. For evening dining we will feature specials like Taco Tuesday, Seafood Friday, Prime Rib Saturday, as well as other fun ways to engage with the customers.

Catering

Bonfire has a proven track record of catering events big and small. From weddings to small birthday parties, corporate meetings to casual family reunions, we have demonstrated the ability to execute those events in a way that is profitable while making the clients happy.

Focus on Craft

Because many individuals on our team have a background in craft beer and craft spirits, Bonfire can bring unique programming to Arlington Ridge. This could include whiskey tastings, spirits pairing dinners, wine pairing dinners, craft beer tastings and other similar events.

Staff

We will accept applications from the individuals who have been working in F&B at the golf course as well as other individuals. We are very confident in our leadership team's ability to assemble a staff that will provide excellent customer service throughout the hours of operation.

Schedule of Maintenance

Daily Maintenance

For premises, there will be thorough cleaning of all public areas, including dining room, bar, restrooms, and entryways. This includes sweeping, mopping, and vacuuming of all floors, sanitizing all high-touch surfaces (tables, counters, door handles, POS systems), restroom cleaning and restocking of supplies, trash removal and recycling, and wiping down windows and glass doors for smudges. For kitchen and equipment, there will be cleaning and sanitizing of all kitchen surfaces, prep areas, and sinks, washing and sanitizing of all dishes, utensils, and cookware, cleaning of cooking equipment (grills, fryers, ovens, stovetops) after each use, emptying and cleaning grease traps (if applicable), checking and emptying trash receptacles in the kitchen, and wiping down and cleaning the exterior of all refrigeration units.



Weekly Maintenance

For premises, there will be deep cleaning of floors, including scrubbing and polishing as needed, washing of windows and glass surfaces throughout the facility, dusting and wiping down all shelving, decor, and non-food contact surfaces, cleaning and sanitizing all drains, and inventory and organization of storage areas (dry goods, cleaning supplies). For kitchen and equipment, there will be detailed cleaning of all refrigeration units (interior and exterior), cleaning and degreasing of exhaust hoods and filters, cleaning of ice machines (interior and exterior), inspecting and cleaning coffee machines and beverage dispensers, checking and rotating food stock to ensure freshness, and visual inspection of fire suppression systems.

Monthly Maintenance

For premises, there will be professional floor cleaning (waxing/buffing) as needed, detailed cleaning of walls, baseboards, and ceilings, inspection and cleaning of light fixtures and vents, and review of pest control measures and scheduling of treatments if necessary. For kitchen and equipment, there will be calibration of ovens and other temperature-sensitive equipment, thorough cleaning and descaling of dishwashers, inspection of all electrical outlets and cords for wear and tear, deep cleaning of all large kitchen equipment (e.g., walk-in refrigerators/freezers), and reviewing maintenance logs for any recurring issues.

Quarterly Maintenance

For premises, there will be professional cleaning of upholstery and curtains, inspection and minor repairs of furniture, pressure washing of exterior sidewalks and entryways, and checking and servicing of HVAC filters. For kitchen and equipment, there will be servicing and cleaning of refrigeration coils, inspection of plumbing for leaks or issues, testing of all emergency lighting and exit signs, and comprehensive inspection of all kitchen equipment by a qualified technician.

Annual Maintenance

For premises, there will be deep cleaning of the entire facility, including professional carpet cleaning and exterior cleaning, painting touch-ups or full repainting as needed, inspection and servicing of the roof, and review of fire safety equipment (extinguishers, alarms) and scheduling of professional inspection. For kitchen and equipment, there will be professional servicing and preventative maintenance of all major kitchen appliances (ovens, fryers, griddles, dishwashers, ice machines) by certified technicians, calibration of all thermometers and weighing scales, full inspection of all plumbing and electrical systems, and review and update of equipment inventory and replacement plans.

Preventative Maintenance

Bonfire will implement a robust preventative maintenance program to minimize unexpected breakdowns and extend the lifespan of all equipment. This includes scheduled servicing, adhering to manufacturer-recommended service intervals for all critical equipment, regular inspections (daily, weekly, and monthly checks to identify potential issues before they escalate), staff training on proper equipment usage and basic troubleshooting to prevent damage, and maintaining detailed maintenance logs of all maintenance activities, repairs, and service dates for each piece of equipment and area of the premises.

Immediate Repairs

Any equipment malfunction or facility issue that impacts safety, operational efficiency, or guest experience will be addressed immediately. Bonfire will have established protocols for reporting issues and engaging qualified technicians or contractors for prompt repairs.

By adhering to this comprehensive maintenance schedule, Bonfire will ensure that the Arlington Ridge food and beverage operations consistently meet high standards of cleanliness, safety, and efficiency, contributing to a positive experience for all patrons.

Marketing Plan

Bonfire's marketing plan for the Arlington Ridge Golf Course food and beverage operation will strategically combine digital outreach, community partnerships, and diverse on-site programming to attract golfers, residents, and the wider public.

Social Media Campaign

Our social media strategy will focus on creating engaging content across relevant platforms (e.g., Facebook, Instagram) to highlight our elevated culinary offerings, exceptional service, and vibrant atmosphere.



Content Pillars

Menu Spotlights: High-quality photos and descriptions of daily specials, "9 and Dine" features, grab-and-go options, and refined dining experiences.

Event Promotions: Graphics and videos promoting all upcoming tournaments (golf, pickleball, bocce ball), live music nights, bingo, trivia, and music bingo events.

Behind-the-Scenes: Showcasing our staff, kitchen operations, and fresh ingredients to build a personal connection

Community Engagement: Featuring photos of happy customers, user-generated content, and polls to encourage interaction.

Targeted Advertising: Utilizing geo-targeting to reach potential customers within Arlington Ridge and surrounding communities, focusing on interests related to golf, dining, and community events.

Contests & Giveaways: Running social media contests (e.g., "like and share to win a dinner voucher") to increase reach and engagement.

Local Business Partnerships: We will actively seek partnerships with local businesses to enhance our offerings and expand our reach.

Event Sponsorships: Collaborating with local businesses (e.g., breweries, wineries, local car dealerships, real estate agencies) to sponsor our golf, pickleball, and bocce ball tournaments, as well as our live music and game nights. This will provide them with visibility and allow us to offer enhanced prizes or experiences.

Cross-Promotions: Developing reciprocal marketing initiatives, such as displaying partner flyers at our venue and having our materials displayed at their locations.

Supplier Partnerships: Highlighting local food and beverage suppliers on our menu and social media, fostering a sense of community support.

Diverse Event Programming

To appeal to a broad audience and drive consistent traffic, we will implement a robust schedule of events and activities.



Sports Tournaments

Golf Tournaments: Regular golf tournaments for various skill levels, including themed events and charity tournaments.

Pickleball Tournaments: Capitalizing on the growing popularity of pickleball by hosting leagues and tournaments for community residents.

Bocce Ball Leagues/Tournaments: Engaging the bocce ball league with dedicated events and social gatherings.

Entertainment & Social Events:

Live Music: Featuring local musicians and bands on select evenings to create a lively atmosphere.

Bingo & Music Bingo: Regular bingo and music bingo nights to attract a diverse crowd and encourage repeat visits.

Trivia Nights: Weekly trivia competitions to draw in groups looking for a fun and engaging evening.

"9 and Dine" Program: Re-introducing and heavily promoting the "9 and Dine" program to encourage golfers to stay for dinner after their rounds.

Craft Focus Events: Leveraging our team's expertise in craft beverages to host whiskey tastings, spirits pairing dinners, wine pairing dinners, and craft beer tastings.

This multi-faceted marketing plan, combined with our commitment to culinary excellence and exceptional service, will position Arlington Ridge's food and beverage operations as a vibrant hub for the community and a significant revenue driver.



Managerial Fee Structure

Initial Term and Renewal

One (1) year beginning October 1st 2025 and ending on September 30th 2026. We believe a one year initial term allows for the District to assess Bonfire's performance without a longer-term commitment. Provided that both parties are happy with the partnership, the term shall auto-renew for one (1) three (3) year term unless either party provides written notice one hundred twenty 120 days prior to the end of the current term.

Management Fee

A base management fee of three thousand five hundred dollars (\$3,500) per month, as outlined below shall be paid to Bonfire for running the food and beverage operations at Arlington Ridge.

It is envisioned that the golf operations should yield a net operating profit sufficient to more than cover the net operating loss of the food and beverage operations resulting in a net profit for the District.

Bonfire's projected NOI target is a net operating loss of eighty thousand dollars (~\$80,000) per year.

Incentives / Penalties

Penalty - Bonfire shall forfeit ALL of the management fee if net operating losses are greater than ~\$80,000.

Incentive - Bonfire shall earn an incentive management fee of \$1000 each month that the net operating income overperforms the target loss of ~\$80,000 per year.



Accounting

Bonfire's books will be kept by Accounting Simplified, and Bonfire's CPA is Elerick and Elerick. Monthly financial statements shall be completed and submitted to the District by the 5th business day of each month. Year-end financials will be submitted to the District by the 20th business day following year-end.

Objective

Bonfire's objective is to revitalize the culinary experience, enhance service quality, maintain consistent operation hours seven days a week, and significantly improve profitability for the District.

Background

Bonfire brings a proven track record of managing successful food and beverage operations both within a golf community and in other locations. We currently operate the clubhouse at The Winter Pines Golf Club and the bar operations at World Food Trucks. Prior to that, Bonfire ran the front of house operations at The Brewstillery in Winter Park, FL.

The management team has been working together on a variety of projects since 2015 and specializes in turning around struggling food and beverage operations.

Bonfire has successfully run the food and beverage operations at the Winter Pines Golf Club in Winter Park, Florida for 3 years. Prior to Bonfire taking over those responsibilities, the F&B operations at Winter Pines had not fundamentally changed in decades under the previous ownership and resembled a 1980s hotdog stand. The City of Winter Park purchased the golf course and put out an RFP for the food and beverage operations. Bonfire won the bid and has been operating there to the delight of the golfers and the residents who live in the area as they have seen the transformation. In the first year, Bonfire significantly increased revenue and profitability and has since invested in continuing to make the operations there even better.

Additionally, Bonfire has run the alcohol concessions for World Food Trucks in Kissimmee, Florida since June of 2024. Similar to the Winter Pines, the World Food Truck operations were underperforming and needed an overhaul. The owners of World Food Trucks entrusted Bonfire with that responsibility and they have been handsomely rewarded for that decision. In addition to driving revenue significantly higher, Bonfire has increased hours of operation, improved customer satisfaction and has made the bar a central attraction for the food truck park.

Prior to these projects, the Bonfire team ran the food and beverage operations for The Brewstillery which was home to both the Bear and Peacock Brewery and The Winter Park Distilling Company from 2015 through 2021. Due to the pandemic and an impasse with the landlord over the renewal of the lease at that location, The Brewstillery closed in 2021.

Members of the Bonfire management team have held every food and beverage position from dishwasher to general manager and owner in both corporate and small business environments which uniquely qualifies the team to lead a turn-around for the Arlington Ridge food and beverage operations. finances of the Arlington Ridge operations separated from all other Bonfire operations. This is the same way all other Bonfire entities have been established. If the District needs additional financial information about the other LLCs under Bonfire's management, Bonfire would be happy to submit that information provided that the District is willing to sign a non-disclosure agreement so the finances of those other privately-held entities are not made public.



Below are the leaders who will be responsible for day-to-day operations:

Paul Twyford

Paul was born and raised in Florida and is a graduate of both Winter Park High School and Rollins College. He co-founded the Winter Park Distilling Company in 2010. Under his leadership, this company has established a reputation for having an uncompromising level of customer service in their public-facing operation as well as having won many awards for the beer and spirits products they produce. Paul has led the Bonfire team specializing in the successful turnaround of multiple food and beverage business.

Keith Whittingham

Our coffee partner, Dr. Keith Whittingham, is an Associate Professor in the Crummer Graduate School of Business at Rollins College, where he teaches courses on sustainable enterprise and corporate social responsibility. His research focus is on the role of enterprise in global Sustainable Development. It is through this work, that he came to understand the barriers facing small coffee producers and to promote business models to address them. In 2016, he founded and launched Nu Terroir Farmworx LLC and the Artix Cafe brand to break through these barriers. Bonfire will proudly serve Artix Cafe coffee at Chatham's Cafe.

Keith is a certified Sustainability Associate with the International Society of Sustainability Professionals and earned a certificate in Sustainable Sourcing and Trade from Cambridge University and the Sustainable Agriculture Initiative Platform.



Julie Warwick

As Vice President of Operations, Julie Warwick has been an essential member of our team since 2015. She came to us with a plentiful basket of skills and abilities including an extensive background in hospitality. Her humble beginnings started at a local diner. She truly understands how to exceed guest expectations and build relationships with our local Winter Park business owners. Julie has a long standing reputation with a multitude of restaurant owners and managers and also helps with local events and catering. Her variety of skills, from bartending and managing servers, bussers and back of the house staff has made her an intricate part of our team.

Eric DeLaGarza

Eric is our Head Brewer and Director of Operations for both Winter Park Distilling Company and Bonfire. He has eighteen years of service industry experience and has been with our company for the past eight.

Eric's expertise in both front and back of house management, equipment maintenance and production standards will bring a valuable point of view to operations within Arlington Ridge. Eric's knowledge and experience with craft spirits, beer and cuisine will allow us to host tasting and pairing events that will resonate with residents and help drive revenue.



Banking Reference

Seacoast Bank
Charlene Hotaling
Senior Vice President
Commercial Banking Manager
1031 W. Morse Blvd.
Suite 150
Winter Park, FL 32789
407-629-9089

Principals and Officers

Amir Ladan, Owner
Julie Warwick, Vice President of Operations
Eric DeLaGarza, Director of Operations

Point of Contact
Paul Twyford
407-929-7985

Client References

Winter Pines Golf Club - City of Winter Park
Michelle del Valle
Assistant City Manager
401 S. Park Avenue
Winter Park, FL 32789
407-599-3235

World Food Trucks
Nadeem Battla
Owner
5805 W Irlo Bronson Memorial Hwy
Kissimmee FL 34746
888-279-8411

Winter Park Chamber of Commerce
Betsy Gardner
President and CEO
151 W. Lyman Avenue
Winter Park, FL 32789

Winter Park Distilling Company
Andrew Asher
Co-Founder
136 S. Park Avenue
Winter Park, FL
407-893-2142



401 South Park Avenue • Winter Park, Florida 32789

407-599-3235 • 407-599-3436 fax
cityofwinterpark.org

**Office of the
City Manager**

June 26, 2025

To Whom it May Concern,

This letter serves as a strong recommendation for Bonfire, whose exceptional management has significantly transformed the food and beverage operations at the Winter Pines Golf Club.

Three years ago, when the City of Winter Park acquired The Winter Pines Golf Club, Bonfire assumed responsibility for its food and beverage services. At that time, the operations were struggling, characterized by inefficiencies and a lack of guest satisfaction. Under Bonfire's leadership, we have witnessed a remarkable turnaround.

Bonfire implemented innovative culinary offerings, established stringent service standards, and optimized operational efficiencies, leading to a substantial increase in profitability and overwhelmingly positive feedback from both golfers and the wider community. Their dedication to quality and their ability to adapt to the unique needs of a golf club environment have been instrumental in this success.

We are incredibly pleased with the results of our partnership with Bonfire and highly recommend their services to any organization seeking to elevate their food and beverage operations - particularly those in the golf clubhouse markets.

Sincerely,

Michelle del Valle
Assistant City Manager



5805 W Irlo Bronson Memorial Hwy Kissimmee FL 34746

www.worldfoodtrucks.com

@worldfoodtrucks

To Whom It May Concern,

It is with immense pleasure that I recommend Bonfire for their exceptional management of the alcohol concessions at World Food Trucks over the past year. World Food Trucks is the largest food truck park in the United States with over 80 food trucks, and we welcomed over 2 million guests to our park last year.

Bonfire has not only met but consistently exceeded our expectations, significantly enhancing the overall experience for our guests and driving unprecedented revenue growth.

Before Bonfire took over, our alcohol concessions were adequate, but lacked the vibrancy and efficiency that truly elevates a visitor's experience. Bonfire immediately addressed this by implementing a series of thoughtful improvements. They introduced a diverse and appealing selection of beverages, catering to a wider range of tastes, and ensured that their offerings were always well-stocked and presented attractively. Their staff are consistently professional, friendly, and efficient, leading to shorter wait times and a more enjoyable interaction for our patrons. This elevated level of service has been a consistent highlight in guest feedback, directly contributing to an improved atmosphere throughout the park.

Beyond the guest experience, Bonfire also took initiative to improve the physical facilities of the concession areas. They maintained a meticulous level of cleanliness, organized the spaces for optimal flow, and even made aesthetic enhancements that made the areas more inviting. Their proactive approach to maintenance and their dedication to presentation have been truly remarkable.

From a financial perspective, Bonfire's impact has been nothing short of transformative. They have driven revenue far beyond what previous operators achieved. Their strategic pricing, effective promotions, and keen understanding of our customer base have resulted in a substantial increase in sales. This remarkable growth is a testament to their operational expertise and their commitment to maximizing profitability.

In summary, Bonfire is a highly capable, innovative, and dedicated partner. Their ability to simultaneously improve guest experience, enhance facilities, and dramatically increase revenue makes them an invaluable asset. We highly recommend them for any future endeavors in the food and beverage space.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nadeem Battla', with a stylized flourish at the end.

Nadeem Battla
President
World Food Trucks

June 26, 2025

To The Arlington Ridge Community Development District:

This letter is to attest to the financial stability of the Bonfire family of entities. The Bonfire companies have been banking with Seacoast Bank since 2015 and have consistently demonstrated strong fiscal wherewithal, even through challenging economic circumstances such, as the COVID-19 pandemic.

Also of note, is that some of the principals of Bonfire have other businesses outside of Bonfire that contribute to their financial stability.

On a personal note, as a resident of Winter Park, I have seen, and enjoyed first-hand the transformation at The Winter Pines Golf Club under Bonfire's management. It is remarkable how they have transformed that venue from a tired, dated space into a vibrant clubhouse and a source of pride for the community.

I am happy to address any concerns you may have about Bonfire's financial capacity for new ventures with the permission of the Seacoast Banking customer. Please feel free to contact me directly on my cell at 407.227.3358 with any questions.

All my best,



Charlene Hotaling
Commercial Banking Manager
Sr. Vice President



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Detail by Entity Name

Florida Limited Liability Company
BONFIRE WPGC, LLC

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Principal Address

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WINTER PARK, FL 32792

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Registered Agent Name & Address

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ORLANDO, FL 32801

Authorized Person(s) Detail

Name & Address

Title MGR

LADAN, AMIR A
121 S. ORANGE AVE
ORLANDO, FL 32801

Annual Reports

Report Year	Filed Date
2023	04/28/2023
2024	04/30/2024
2025	04/14/2025

Document Images



Arlington Ridge Golf Club

Arlington Ridge Community Development District

REQUEST FOR PROPOSAL

Golf Course Management

By John Fogel, President
Cypress Golf Management, LLC
6900 Tavistock Lakes Blvd
Suite 400- #218
Orlando, FL 32827
855-557-7500



Dear District Board of Supervisors,

I would like to thank you and the Arlington Ridge Community Development District for this opportunity and for your cooperation in providing information and meeting with our team at the golf course.

Cypress Golf Management is a full-service management company based in Orlando, Florida. The company's focus on providing quality service and professional management have been the keys to their success. Cypress Golf Management's key personnel have been involved in golf management throughout all areas of the United States. The senior management team averages over 30 years of experience in the golf industry. This team of professionals have operated and managed more than 115 public, resort and private golf facilities across the United States. Many of these management assignments have been complete operations management for cities, counties or municipalities that own full-service golf courses.

This would be an exciting opportunity for our firm – an opportunity that demands a highly seasoned and creative management team, positioned and able to support Arlington Ridge Community Development Districts Golf Course. On behalf of all of us at Cypress Golf Management, we thank you for the opportunity to provide Arlington Ridge Community Development District's Golf Course Operations with the proper balance of expertise, environmental commitment, employee safety and compliance, and the operational expertise that has been developed over the past 30 years to maintain your golf facility.

We have a full team of staff ready to assist and provide support for your club from operational support, agronomics, accounting and financial and most importantly we have a full team dedicated to marketing and driving revenues for the club. Mr. John Fogel (PGA Professional) will be the individual responsible for the day-to-day operations of the facilities while Mr. Scott Zakany, Certified Golf Course Superintendent, will be the individual responsible for the day-to-day maintenance operations. With Mr. Fogel's and Mr. Zakany's knowledge of the local golf course communities, coupled with a combined 60 plus years of experience in managing, consulting or being involved in over 100 golf operations up and down the east coast, ensures that the Arlington Ridge Community Development Districts Arlington Ridge Golf Club will be monitored by individuals with intimate knowledge of the course in this unique golfing environment.

Both individuals will be available to meet with the board, any local focus groups or attend public meetings on behalf of Cypress Golf Management. They both represent extensive local and regional market knowledge, plus a broad range of experience from working with government owned clubs across the country. They will be supported by the entire Cypress Golf Management team, which is as accomplished and as experienced as any in the golf and club industry.

The experience and skill of our personnel is supported by a corporate culture based on a total and enthusiastic commitment to our clients and their goals, candor and integrity in client communications, and striving to exceed client expectations. It would be our privilege to partner with the Arlington Ridge Community Development District and to help you achieve outstanding success at your golf course.

Sincerely,

John Fogel
President / C.O.O.
6900 Tavistock Lakes Blvd.
Suite 400- #218
Orlando, FL 32827
Phone: 407.421.7958 (Cell)
Fax: 407.557.3206

John@cypressgolfmanagement.com



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ORIGINAL



A. Letter of Interest and Legal Composition of Entity

Cypress Golf Management is presenting a proposal for only the golf course management services for Arlington Ridge Golf Club.

Cypress Golf Management is a Florida Limited Liability Company and the corporate offices are located in Orlando Florida. The company was started in 2009 with a current course portfolio that includes owned and operated courses, managed for fee facilities and golf course agronomic contracts in the Southeastern U.S. Cypress Golf Management has built a reputation specializing in taking struggling golf courses and turning them into performing ones. Providing owners with realistic evaluations of their course and setting goals that are attainable based on the variety of issues that make up a successful golf operation.

Cypress Golf Management is a “boutique” type management company. Our goal is for our senior management team to always remain involved in the day-to-day operations of their client courses. That means that YOU, the client, always get the staff that has all the experience. At Cypress Golf Management the same team that sells the services to you, is also the same team that operates the club. There is never that awkward transition from the “sales team” to the “operations team”.

The Company management philosophy is to maintain a reputation for “hands-on” involvement of senior managers. Operating a golf course remains a “cottage industry” in this age of the Internet, tweets and I-Phones. Our relationship with our customers is our reputation and our business.

This commitment that Cypress Golf Management makes not only to our clients but also to itself is designed to assure the customer that our high-quality standards are consistently applied to all services rendered in a safe and friendly atmosphere.



B. Business Plan

Arlington Ridge Golf Club:

Arlington Ridge Golf Club is owned by the Arlington Ridge Community Development District. The CDD is governed by the Board of Supervisors. The Board is comprised of Arlington Ridge Residents who are elected officials. Arlington Ridge Golf Club was constructed and opened in 2006. The course consists of 18 regulation golf holes designed by golf course architect Gary Koch, driving range that extends to 280 yards, practice green and chipping area, 2,000 square-foot pro shop, on-course restrooms, cart storage building and a golf course maintenance facility with building. The facility is in Lake County / Sumter County area.

The residents are permitted to own personal golf carts, and the club also has 50 golf carts for rental daily. The reported total 2024 Golf Revenues for the course. The club collected \$1,151,000 and played a total of 43,625 rounds.

CGM did not provide a bid for the Food and Beverage locations for the community. We did not due to the significant amount of time and resources it would take to operate that many outlets for Arlington Ridge. CGM believes Arlington Ridge would be better served by a management group that has one goal which would be the success of the Food and Beverage operations. We believe that Food and Beverage is an area that needs a tremendous focus to be successful. While CGM is not providing a bid to manage or operate the Food and Beverage outlets it is not due to the experience of CGM, it is because we always want the best for our clients and it is our belief Arlington Ridge would be more successful under a separate operator. This also allows CGM to focus on the golf course, operations, marketing and conditions.

CGM does understand the need to be able to work together with another team to help promote the Food and Beverage operations. Our goal would be to work together with the golf marketing portion to add in Food and Beverage opportunities as much as possible. We also understand that we would have to coordinate on space and usage which is something we do all the time. CGM feels like we can work successfully with anyone that Arlington Ridge selects to operate the Food and Beverage services at the property.

Anticipated Administrative and Golf Operations Staffing Plan (See Information on Qualifications & Job Descriptions in Section K of Proposal)

General and Administrative Department:

General Manager – salary - \$65,000-\$80,000

Administrative Assistant – Part Time - \$15 per hour

Clubhouse Maintenance Services – Full Time - \$15 per hour

Golf Operations:

Head Golf Professional – salary - \$45,000-\$50,000

Assistant Professional – salary \$15-\$18 per hour

Golf Shop Staff – 2 - Part Time - \$15 per hour

Cart Staff / Driving Range



2 – Full Time - \$14 per hour
3-6 – Part Time - \$14 per hour (Seasonal)
Ranger / Starter
2-4 – Part Time - \$14 per hour (Seasonal)

Course Maintenance:

Superintendent – salary - \$65,000- \$75,000
Assistant Superintendent / Spray Tech – salary - \$45,000-\$50,000
Mechanic – 1 Full Time - \$20- \$26 per hour
Irrigation Tech – 1 Full Time - \$17- \$20 per hour
Laborers
4 – Full Time - \$15-17 per hour
2 – Seasonal Part Time - \$15 per hour

Expected Market and Marketing Plan

Marketing of this property is a multi-tier approach. Given the relationship between the homeowners and the CDD owning the golf course it creates a “we are all owners” type of environment in the community. This can be a healthy or not healthy environment depending on how involved and the number of opportunities the club creates for these “owners” in the shape of activities for them to use the club and club amenities. A full schedule of events is a must have for this club for the community to remain an active participant of the golf course and club. There is a huge pool of residents here and this should be the first area to create and drive new members to the club.

Establishing the club as the place to play golf in the area is the next item that needs to be marketed. Creating relationships in the local community with the public, local businesses, civic and social groups, etc. are needed to be able to fill the times that there are open opportunities for play. There are opportunities for the course to play more rounds, so it is more of identifying the times of the year and the days and then finding golfers to fill those times. It is what we call a utilization of the asset type of approach where we want the golf course to always be busy and not ride like a roller coaster with busy times and then slow times. This is a full gambit of daily play, memberships, wholesale play, leagues, outings, etc. We need to take every possible type of round of golf and use those to fill in the open tee times.

At the end of the day, it is about establishing sound marketing practices to be able to create revenue opportunities for all of the revenue centers of the club operations.

At Cypress Golf Management, we realize that most golf courses do the majority of their business within a twenty-mile radius of the club. So, every golf course should have the commitment to create added value to the surrounding community. This is one of many reasons that Cypress emphasizes a grass roots style marketing approach to all our clubs. Being involved in the surrounding community is so important and being involved is the key. You cannot just be a member of the chamber of commerce, you must participate in the events, go to the events and host the events.

The chamber is just one of many civic groups to include but not be limited to Rotary, convention and visitor's bureau, Kiwanis, etc. These civic groups are virtual springboards to solidify business at our clubs.



Most of these groups host charity events, what is more charitable than a golf outing. Not only do you get to make some money hosting the event, but you also gain the opportunity to connect with your guests. Collecting email addresses and doing surveys on days to gather important data on your guests is a great opportunity that is always missed.

Getting involved in the community via hosting school golf matches, providing golf lessons to the local disabled groups and participating in community cookouts, picnics and school events are just a few of other ways to get the course in the forefront of the local community. Having good staff members there handing out discount tickets and doing raffles for free rounds of golf are great ways to host a booth at a community sponsored event. Promoting golf through clinics and lessons for the local community could be a regularly scheduled event. At many courses that Cypress currently manages we run free beginning golfer lessons. We also do special ladies only clinics, the main objective is to get them out and introduce them to the game of golf and show them how easy and fun it is.

Also, we would look to try to utilize our extensive mailing list as a database to promote monthly events, clinics and other club activities that would be of interest to the local community. The key would be to really and truly make the golf course and town center the activity hub for the area.

Our main goal is to make the course as successful as possible, and the golf business is a 24-hour business a day 7 day a week business. That means we need to constantly adapt to what business comes our way. At Cypress Golf we are committed to providing a successful event, which is run professionally and by skilled and trained staff.

A full schedule of programming and events would be established for the course. This schedule of programs would include internal golf events, external golf events, civic events, league play, association play (men's, women's, junior's) clinics, golfer development programs, summer camps, junior camps and so on. Once these are all laid out and scheduled, we can then start the promotion process as things come along, as well as prepare a media and marketing strategy for each and every event listed.

Cypress Golf Management is a big proponent of utilizing the most effective form of marketing, which is email marketing. The current email database (if available) would be used to promote regular golf specials and offers to generate rounds and revenues. A full schedule 52-week email schedule would be established to market towards the various in-season and out of season programs, as well as, events and activities for golfers that are schedule throughout the year at the club.

During the creation of the schedule of programming for each club a plan to market and promote the events will also be created. Most likely this would include some form of media advertising, social media (Twitter & Facebook), email web-based marketing, promotion by staff, promotion around each of the clubhouse and town center facilities including the various golf associations, and promotions via the civic partnerships that will be created through the chambers, convention and visitor's bureau, etc. We will also promote heavily on the club website, it will be constantly updated, and a calendar of events will be on the website.





**Hernando Oaks Golf Club
Brooksville, Florida
A CGM Managed Property**

Membership Promotion

With membership numbers declining nationwide, steps must be taken to increase golf memberships. We plan on focusing on membership growth with a fresh perspective that no other management company can offer. Our goal of embracing the current membership and using our expertise to grow new members will be our highest priority.

At Cypress Golf we understand the importance of a strong and healthy club environment. Having a loyal Membership is the start to the success of any golf club. Our number one goal is to get acquainted with the current membership, so we can understand their expectations as well as communicate our goals for increasing membership. It's essential that we listen to the members and openly communicate with them, in order to build trust and respect as operators of their club.

The best promoters of any club are the current members. Starting a referral program is generally the quickest and least expensive way of increasing membership. Incentive based programs that allow current members to earn discounts are always a good way to get membership involved in the growth of their club.

Like all operators, we are constantly thinking outside the box. We are not only marketing inside your community but going "outside the gates" to attract new customers to the club. Membership programs that offer things that other clubs aren't offering will help the club stand out among the competition. Offering special limited memberships to other local residents will help give them an option to be a member at multiple clubs.

As in any membership, members are looking for structure and communication from the business operators. Cypress Golf Management prides itself in keeping the membership up to date in events around the club. We post event calendars around the club as well as electronically on the website. It's



important to keep a current calendar with all member and guest events easily accessible to everyone. We take the time with each department and plan events 6 to 8 months in advance, which increases the success rates of events.

There are many ways of attracting prospective new members to the club, but without implementing these new strategies with all key staff members, they just remain ideas. Motivating staff members with incentives to sell not only helps increase the bottom line but makes staff members feel they are part of the success at the club. At Cypress Golf Management we work hard with all employees to make them successful and hold each of them accountable for the success of the facility.

Website/Point of Sale

In this day and age, electronic marketing is a must, especially in the golf business. Choosing the right website provider and point of sales system can be key in setting a club up for success. Proper utilization of a tee sheet is the foundation for success and picking the right person to host your website is equally important.

We are aware there are many choices to make in both of these areas and our staff members are familiar with all the popular companies both in website development and point of sales systems. Each club has specific needs when it comes to choosing both options. Below are some key points we look for when choosing the proper POS and website provider.

- Electronic Tee Sheet.
- Tee sheet integration with personal website as well as all chosen wholesale distributors.
- Management of rounds and customer data and integration with email database.
- 24/7 Tee time reservation center
- Member billing component with proper accounts receivable platform
- User Friendly (Most claim to be, very few are)
- Inventory controls and maintenance
- Email Marketing
- Online Store
- Social Media integration

Customer Database Development

Cypress Golf Management is a big proponent of utilizing the most effective and least expensive form of marketing, which is email marketing. The current email database (if available) would be used to promote regular golf specials and offers to generate rounds and revenues. A full schedule (52-week email schedule) would be established to market



towards the various in-season and out of season programs, as well as events and activities for golfers that are scheduled throughout the year at the club.

Your customer database serves as the crucial foundation for all of the marketing concepts we will implement. Building the best customer database is one of the most valuable assets we can possess as course owners and operators. The techniques required to build and maintain a working database are easily learned and executed with proper training at your facility. Building an outstanding database will provide the golf course with:

- Indicator of revenues
- Vehicle to market the golf course
- Profiling tool to use when prospecting for new customers
- Guide about customer preferences for marketing and operational decisions
- Sourcing the system to quantify and track effectiveness of different marketing campaigns

At Cypress Golf management, in addition to your database, we use our database of over 100,000 emails to promote your facility.

At Cypress Golf Management we take the guesswork out of email marketing. We have the technology to tell us

- Who opened the e-mail
- When the e-mail was opened
- How much time was spent looking at the e-mail
- If the e-mail was clicked on for more information.
- What pages the customer clicked on, and the time spent viewing.
- We can track what the customer looked at. That will become a part of that player's profile.

All of this data gives us the ability to understand your customers and allows us to create an effective strategy. This will be the greatest tool your course will ever have to grow rounds and most importantly, REVENUE!

Programs That Grow the Game

In addition to marketing your club in the traditional manner, we believe in creating new golfers for your facility.

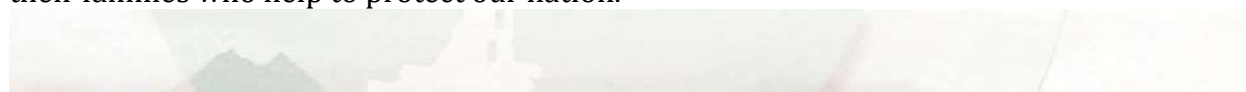
Through the PGA of America we rely on proven Growth of The Game Initiatives.

PGA HOPE

PGA HOPE (Helping Our Patriots Everywhere) is on a mission unlike any other- to change and save Veterans' and Active-duty military service members lives through the power of golf. PGA HOPE introduces and teaches golf to Veterans and Active-Duty Military to enhance their physical, mental, social, and emotional well-being. Lead by PGA of America golf professionals, the program is inclusive of a developmental 6-8-week curriculum. All programs are provided at no cost to all participating Veterans.

PGA HOPE is currently offered at more than 550 locations in the U.S., in all 50 states. In 2024, more than 17,000 Veterans will be served through the program through the more than 4,000 PGA of America Golf Professionals who have received specialized training in using adaptive equipment and instructing Veterans. Since the inception of PGA HOPE in 2015, over 50,000 Veterans will be served by the end of 2024.

At Cypress Golf Management we use this program at all of our managed courses. Not only does it promote golf but it gives us a chance to give back something to the soldiers and their families who help to protect our nation.



PGA Family Golf

Beginning in 2019 from a similar concept as its extremely successful youth golf counterpart PGA Jr. League, PGA Family Golf seeks to bring spectating families off the cart path and onto the course, playing and competing together as a team.

Since then, thousands of families have discovered (or rediscovered) the magic of connecting with each other on the golf course. From local events to the PGA Family Golf National Championship played at some of the most iconic facilities in the country, families never regret having spent time with one another playing golf.

PGA Family Golf provides the following benefits:

- Makes golf more enjoyable for players new to the game.
- Establishes a beginner-friendly short course within any existing golf facility.
- Provides a simple transition as each player's ability increases.
- Enables players of varying abilities to shoot similar scores.
- Encourages parents and kids to come to the course together.
- Creates opportunity for new incremental revenues.
- Promotes your facility as a "PGA Family Course."
- Helps grow the game both now and in the future.

Cypress Golf management utilizes Family Golf Month to grow the game and to sell family golf memberships at your facility.

The logo features the text "PGA" in a bold, teal, sans-serif font, followed by a teal flag on an orange pole, and then "family golf" in a teal, lowercase, sans-serif font. The background is a faded image of a golf course with a large, faint "PGA" watermark.

NGCOA NATIONAL GOLF COURSE OWNERS ASSOCIATION



Cypress Golf Management utilizes the National Golf Course Owners Association to grow the game as well.

Today, the NGCOA is recognized as one of the most important and influential organizations in golf. The Association was a founding member of Golf 20/20, the industry's comprehensive grow-the-game initiative. The NGCOA is also a founding partner in the Golf Industry Show, which attracts thousands of golf course superintendents, club managers, golf course architects and builders, as well as owners, to the industry's second-largest trade show each year.

Make Golf Your Thing

In 2020, the golf industry united together to address two simultaneous opportunities: how to bring greater diversity to our sport and how to build on the momentum that golf has experienced since the pandemic began. A year later, "Make Golf Your Thing" was launched as a collaborative effort across the golf industry to ensure the future of golf is open to everyone.

This multi-faceted, multi-year campaign invites people to the sport from all backgrounds to enjoy the game of a lifetime in their own way. Inviting people from all backgrounds to this game starts at the point of play by ensuring inclusion and accessibility to all. Make Golf Your Game remains focused on finding facilities, instructors, and operators who've adopted the practices of the inclusion guidelines and to bring awareness to their helpful resources. The Education & Skill Development work group is dedicated to bringing newcomers and those interested in the game to inclusive environments, where they can learn the game of golf and feel welcome while doing it. Resources and information will be made available through the ADM search engine for those seeking it.

Management Plan

Cypress Golf Management has a strategic approach to financial and operations management. Financial and Operational Management of a club is not a "one size fits all" approach as each and every facility has its own unique character. While we live by that philosophy there are several core business practices that we use as building blocks to create a successful property. This approach can be adjusted to achieve the desires and goals for each client and each facility.



Accounting & Finance

Centralized Accounting
Full Monthly Financial Statements (IS, GL, BS)
Full Monthly Operational Report
Cash Flow Forecasts & Analysis
Weekly Sales Reports
Payroll & Human Resource Management
Accounts Payable and Receivable
Cash and Inventory Controls
Daily Cash Management
Bank Reconciliations and Check Register Detail
Accrual Basis Accounting
Member Billing & Collection

Bookkeeping Services

Accounts Payable
Accounts Receivable
General Ledger Entries
Bank Reconciliations
Supporting Schedules
Depreciation Schedule
Inventory Schedule
General Ledger Account Reconciliation
Payroll Services

Tax Planning and Preparation

Preparation of Tax Reports
Federal Income Tax
Property /AdValorem Tax
Sales Tax- Including Reconciliations
Obtain Employer Identification Number

Banking and Financing

Coach and assist in gaining lines of credit
Document bank account authorizations and account ownership
Reconcile Bank Statements
Maintain Deposit Logs
Pay bills as authorized
Retain copies of invoices paid with approvals
Transfer of invoices to Board
Credit Card Processing
Set up/negotiate acceptable credit card usages
Advise on leasing and purchase options



Facility Planning

Review and Analyze Financial History
Market Study and Competitive Analysis
Business Plan and Annual Operating Budget
Capital Improvement Plan
Staff Training

Golf Operations

Monthly Golf Operations Report
Golf Rounds & Cart Usage Report
Guest Service Standards and Training
Membership and Club Events
Tournaments and Leagues
Competitive Market Analysis / Pricing Program
Merchandising
Communication Between Departments-Daily

Computer systems and software support

Recommend and implement POS systems
Maintain hardware and software systems with recommended updates
Implement backup procedures
Establish outage contingency plans
Ability/knowledge to work with current POS systems

Course Maintenance

Course Evaluation Historical Agronomic Plan
Course Maintenance Standards
Detailed Agronomic Plan
Detailed Agronomic Budget
Agronomic Inspections
Equipment Assessment and / or Replacement Plan

Marketing

Marketing Strategies
Website and Database / Email Management and Marketing
Community Outreach Programs
Strategic Partnerships with Hotels, Business Partners, etc.
Golf Wholesalers and Internet Tee Times

Membership

Service Standards and Training
Review Membership Documents
Membership Programs Development and Marketing
Member Relations / Events



Management Services

Excellent Client Communications and Relationships
Regular Property Inspections
Regular Course Inspections
Monthly Management Report
National Buying Programs
Annual Self Compliance Audit
Carry Fidelity Bonds as required

Projected Schedule for Initiation of Operations

If Cypress Golf Management was awarded this contract we would be able to commence assuming operations as soon as the management agreement is executed. Whenever Cypress Golf Management takes over an existing operation we make every attempt to maintain the current employees. It is our goal to provide resources and training and set expectations for each employee. As long as an employee is meeting his or her expectations then they have a job for as long as they like. If they are not we try to work on a development plan for them and in cases when they are still not meeting the expectations then we would have to release them and find another person to assume that role. The employees are the main part of the transition and that starts the day we step foot on the property.

Critical Risks Problems or Obstacles

At this point the only potential problems or obstacles would be with staff members that would not want to be held accountable for their jobs or owners and members that may not like a new approach and want things to stay the way they are at this time.

The only other potential obstacles would be in the form of micro management of the management company or financial issues of the club.



C. Operator Experience:

Cypress Golf Managements project team as a group has over 100 years experience at over 100 courses throughout the United States. The team at Cypress has been very successful at managing and improving clubs conditions, identifying and creating operating efficiencies and opportunities as well as improving golf courses financial positions by growing revenues, managing expenses and improving the bottom line performance.

Cypress Golf currently operates several government involved operations in our portfolio and all three are growing in rounds, revenues and bottom line performance. One of these courses is in the Orlando market which is one of the most difficult golf markets in the country.

Cypress Golf Management corporate office is located in Orlando which means that we are an hour away from your club. Cypress has all support your club needs with accounting, marketing, website, social media, SEO, Information Technology, Food and Beverage and Agronomics just to name a few. Everyone at Cypress has years of experience in their fields and will be involved in the operations of your facility.

As you will see in the section of this RFP designated Resumes of Key Staff our team of professionals have deep backgrounds in golf operations and club management.



D. Resumes of Key Management Staff

The Cypress Golf Management team has been able to succeed across all areas of the golf business and industry because every club managed by Cypress Golf Management and every employee have the same objective to “exceed each guests and clients’ expectations”.

William Stine, Chief Executive Officer

William “Bill” Stine has over 40 years of golf course operations and acquisitions experience. Bill started in the golf course management business in 1983 as owner and CEO of U.S.A. Golf, Inc., owner and operator of golf courses in Florida.

As co-founder and President of International Golf Maintenance Co. (IGM), and Meadowbrook Golf, along with Jim Sartain and Scott Zakany, Bill was instrumental in growing the company to become the third largest golf course operator in the U. S. with 105 courses over 5,000 employees and grew International Golf Maintenance into the industry’s largest provider of third party golf course maintenance.

Bill is a proven “results-driven” leader with a track record of successful startups and turnaround of struggling golf operations to deliver bottom-line impact. He has been responsible for numerous new course construction and renovation. In addition, the Stine family founded Golf Week magazine in 1972.

Bill is the Past President and current board member of the National Golf Course Owners Association. He was an original member of the “Golf 20/20” steering committee for the growth of golf with the Commissioner of the PGA Tour, USGA president and Executive Directors of the PGA of America, LPGA and other industry leaders.

He is a frequent guest speaker at numerous golf conventions and shows. Bill has been published in many publications including Golf News, Golf Week, Golf Superintendents News, Golf Business, Forbes and Wall Street Journal.



John Fogel, PGA President & Chief Operating Officer

John achieved his Class “A” PGA Professional status in 1997 and possesses 30 plus years of experience in the golf industry. His entire career has been spent in golf and club operations, literally learning the business from the ground up. He worked as an assistant golf professional, head golf professional and club general manager before moving into the area of multi-club operations in the 1990s. These experiences also include food and beverage and course maintenance experience. John has a proven track record of achieving club performance goals, as well as, managing very good relations with clients.

Previously, John worked with Bill Stine at Meadowbrook Golf. Most notably, John ran the company’s first golf management assignment. Under Bill he helped grow the company to the third largest golf management company in the country. John spent over 10 years at Meadowbrook and ascended to the position of Regional Vice President responsible for operations of 16 clubs in the Northeast with annual gross revenues of \$25 million and 14 clubs in the Southeast with annual gross revenues of \$50 million.



John also worked with Kitson and Partners, where he held the position of Vice President of Operations for the United States. In his time with Kitson and Partners John was responsible for all the owned clubs, as well as all of the third-party management contracts. He also performed multiple workout and disposition assignments for lenders and financial institutions across the country. John's responsibilities took him all across the United States as he worked clubs in Hawaii, the Northeast, Southeast and Southwest. Kitson & Partners is a multi-billion-dollar real estate company with a Clubs Division. The Golf division grew to become the 15th largest management company in the country at one time.

His prior work experience has also given him the ability to perform multiple course renovations and course construction projects, along with clubhouse renovations and new construction.



**Scott Zakany, CGM President / Chief Operating Officer
Cypress Golf Course Services**

Scott A. Zakany serves as CEO and President of CGM. Mr. Zakany has been involved in the Golf Course industry for over 35 years and has experience at over 300 golf facilities in three countries. Prior to his involvement with Cypress Golf Course Services, Mr. Zakany was a co-founder of International Golf Maintenance in 1994 where he served as President of the world's largest golf course maintenance company. Mr. Zakany has been a Certified Golf Course Superintendent, as designated by the Golf Course Superintendents Association of America, for over 25 years and currently serves on the industry Advisory Board at Lake City Community College's School of Golf Course and Landscape Operations. Mr. Zakany is a member of the Top Agronomic Officers Advisory Board that works in conjunction with the National Golf Course Owner's Association and he also serves as the Agronomic Counsel for the Golf Course Business Consultants Group (CGBC) which is a professional organization that provides owners and operators with golf course related services and advice. Mr. Zakany has an Associate of Science Degree in Golf Course Operation from LCCC and is an active member of several advisory organizations and groups.

**Kevin Martin, Director of Operations
Cypress Golf Management**

Kevin is responsible for all operations regarding the golf management properties, to include staffing, marketing, management, human resources, and purchasing. Kevin has been involved in the golf industry for 25 years.

Kevin has held positions as Head Golf Professional, General Manager and Operations Director. He has experience with Public, Private, Municipal, and Resort properties.

Kevin is an expert at elevating the customer experience and building a sense of community at every club he has been associated with. Finding efficiencies and growing revenues are the keys to his and Cypress Golf Management's success.



E. Turf Management Plan and Capital Improvement Plan Overview

As the game of golf enters its sixth century of existence, the business of golf represents one of the most dynamic environments on the American business scene. Consolidation of golf course operations continues to create challenges and opportunities for owners, managers, and municipal operators of golf facilities. Getting back to the basics of turf grass management and the environment that we all live in is not only a choice, but a necessity in this type of golf course maintenance environment.

To deliver maintenance services better, Cypress Golf Management utilizes the agronomic programs at all of our facilities, and they employ systematic programs that include:

- Sound agronomic and horticultural practices as the basis for a fully customized program for each of our facilities which includes general Agronomic Planning
- A team approach of turf grass professionals so that all angles of problem solving are covered.
- An extensive reporting system so that every client is aware of the maintenance routines performed on their golf course.
- A customer service orientation so that resources are directed at what the client considers most important.
- Integrated Pest Management (IPM) to ensure that the environmental impact is not negatively affected
- State of the art Equipment Maintenance monitoring and programs to maintain your assets
- Advanced water/irrigation technologies to ensure prudent use of the irrigation systems and regulatory requirements are being met
- Environmental Planning and working with Audubon and other regulatory agencies to ensure our programs are the most advanced in the industry
-

To deliver these services efficiently, we employ the following practices:

- Directing labor resources to make sure tasks are completed correctly the first time.
- Implementing equipment and programs that ensure productivity and reduce the overall time required to produce the desired results.
- Leveraging our buying power for multiple course operations to get us the best pricing with the industry's top vendors.
- Doing things in a business-like manner vs. traditional maintenance practices

ORIGINAL



AFFILIATIONS

CGM and its team members are proud to be affiliated with the following groups and organizations that make golf a better game:

- National Golf Foundation
- Golf Course Superintendents Association of America
- Audubon International
- National Golf Course Owners Association
- American Society of Golf Course Architects
- GCBC (Golf Course Business Consultants)
- Environmental Institute for Golf

CGM strives to ensure all of its golf courses are maintained at the highest possible standards. Below are the general standards for daily golf course conditioning and related facility maintenance standards required to achieve this goal. It is up to the individual course superintendent to ensure that these standards are met on a daily basis to guarantee the satisfaction of the club's members and guests. Even though playing conditions are affected by seasonal changes and uncontrollable weather factors, the Superintendent can use these standards to consistently meet the high standards expected of a CGM maintained golf course.

In order to provide the club with the quality product they expect, it is extremely important that these standards be maintained on a daily basis. The Superintendent is responsible for ensuring that the staff is well trained, professional and is meeting these standards. All of the club grounds must be properly kept up to these standards so that all guests will have a positive image of the club from the moment they enter the driveway.

While we are providing these basic maintenance standards, it is important to understand that we are working with Mother Nature and an unpredictable (to some extent) continually changing environment. In order to be successful, a company must be able to adapt and have thorough plans and call action in place. It is through these practices that CGM has developed methods and programs designed to deliver the required conditions on a more consistent basis than anyone else.

The maintenance practices included in this section are intended to be an overall outline for the agronomic, horticultural, and recurring service practices of CGM's golf course maintenance operations.

ORIGINAL



MOWING

Mowing is one of the most important maintenance operations on a golf course. Without regular mowing at appropriate heights of cut, the course would become unplayable. When following good mowing practices, turf density, texture, color, root development, and wear tolerance are enhanced; and when healthy turf is present, it minimizes the need for excessive use of fertilizers and pesticides. In addition, mowing can be an effective means of controlling many weeds; thereby, helping to reduce the use of herbicides.

Growth rate and mowing height have the most influence on mowing frequency. As a rule of thumb, mowing should be done often enough that no more than 33% of the leaf blade is removed anyone mowing. Therefore, the frequency of mowing must be related to the rate of growth rather than to a time schedule. Following this practice will minimize the effect of mowing on photosynthesis and help maintain a high percentage of leaf surfaces which is necessary for healthy root development.

Height of cut is important because if the turf grass is mowed too low it becomes less tolerant of environmental stresses, more disease prone and more dependent upon a carefully implemented cultural program. The best approach to offset these potential problems is to use the highest mowing height acceptable for the various playing surfaces. However, if fast greens are desired for tournament play, mowing heights can be lowered below the recommended minimum for a short period of time.

If the height of cut on greens should need to be lowered, it should not be lowered too rapidly and as mentioned previously, not for an extended length of time, as this action is most detrimental to the health of the turf grass in particular. In addition, anytime the grass is in a weakened or stressed condition, the mowing height should be raised immediately. Also, by varying the mowing patterns on putting surfaces, as well as other playing areas, upright growth and overall plant vigor and health will be increase. These changes in mowing patterns will also help to reduce mower wear patterns as well as reduce soil compaction.

AERIFICATION

The main purpose of aerification is to relieve surface compaction that in turn improves surface water infiltration, allows for good root penetration, provides for easier air exchange in the soil, improve nutrient uptake, increases turf grass vigor and removes thatch and the potential for disease.

VERTICUTTING / SPIKING

When done on a timely basis to actively growing turf, vertical mowing can be used to remove mower-induced grain on greens and reduce thatch. In addition, vertical mowing can be used to thin turf so that a better job of reel mowing can be done. Also, vertical mowing is used to separate the soil from aerifier cores and mix it with the sand used to fill the aerifier holes and top-dress the playing surface.



TOPDRESSING

Aerification on putting greens is commonly followed with topdressing. If aerifying is done without topdressing with proper materials, most soils will return to their original compacted state. Topdressing encourages rooting, aids thatch decomposition, stimulates new shoot growth, provides microorganisms antagonistic to parasitic fungi, provides nutrients to the turf and makes the ball roll true and faster.

Although a small amount of thatch, $\frac{1}{4}$ to $\frac{1}{2}$ inch thick is desirable to provide a certain amount of resiliency, thatch is the greatest single limiting factor in the development of fast, uniform greens.

Research has shown that topdressing is the most effective cultural practice for significantly reducing and/or managing thatch accumulation. Although topdressing does not prevent the development of stems and roots that contribute to thatch buildup, it does keep the thatch separated to prevent dense, compacted mats from forming. By mixing suitable topdressing materials with the organic material, thatch layers, as such, will not develop and will decompose faster.

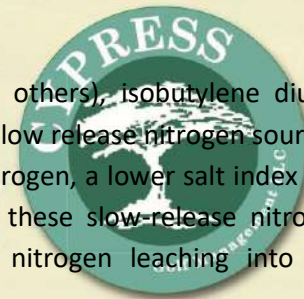
FERTILIZATION

The most important aspect of a fertilizer program is to ensure that the materials used do not contaminate the soil and/or groundwater. The first step in arriving at a sound plant nutrition program is to have the soil analyzed to determine pH, calcium, magnesium, phosphorus and potassium availability and nutrient balance. From this information a valid fertilizer/salt treatment program can be developed with the assurance that excess nutrients will not be applied.

Nitrogen is the nutrient used by grasses in the largest quantities. Its function is to stimulate vegetative growth and provide the grass with green color. Nitrogen fertilization will be determined by color, density, and rate of growth (clipping yields) of the grass. Interpretation of soil nitrogen analyses to exact amounts that are available to the plant is difficult. For this reason, nitrogen rates will be adjusted, but not solely based on soil testing. Leaching of nitrate nitrogen can be safely regulated by making controlled applications (spoon-feeding), using controlled materials (slow release) or using a combination of these approaches.

Controlled applications can be made by using soluble fertilizers and applying the materials with a sprayer that has been calibrated to put out an accurate amount of material per acre. Using this method, the superintendent can personally control the rate and frequency of fertilizer application, and thereby reduce the tendency to apply excessive amounts of nitrate and ammonium forms of nitrogen 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. They have the advantage of supplying a longer more uniform source of nitrogen, a lower salt index and reduce nitrogen leaching. By combining soluble nitrogen sources with these slow-release nitrogen products, availability can be extended to the grass without fear of nitrogen leaching into the groundwater.



Irrigation

A definitive description of how to irrigate is elusive because of many variables to consider, i.e. slope, soil types, 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 his course is through careful study and trial and error. Experience is the best teacher when it comes to fine-tuning irrigation management skills. Given the imperfect nature of any irrigation system in the content of the variables noted above, there most likely will be different areas of the course over watered, correctly watered and under watered. Trying to achieve the most appropriate balance, preferably on the drier side, will be the goal.

Irrigation scheduling involves answering two questions, when to irrigate and how much water to apply. Once these two questions have been answered, the schedule will need to be adjusted for rainfall and refined as experience is gained.

Irrigation should be scheduled only when the turf needs water, i.e. just before it begins to stress. One method that can be used in determining when to irrigate is visual inspection of the turf. When the grass begins to turn a bluish-gray tint, or leaf blades curl or fold, footprints linger in the grass long after being made and/or a soil probe indicates the soil is dry, it is time to irrigate.

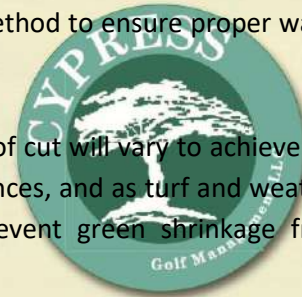
Greens

Greens should be kept healthy and pest free through the use of accepted turf management practices by implementing sound cultural, fertility and pest control programs. A specific Turf Grass Management Plan should be developed to achieve the desired results including; regular aerifications, spiking, verticuttings, annual or more often testing of fertility, topdressing sand, and the soil profile and for diseases and pests etc.

The greens should be kept smooth and putting true using appropriate grooming methods to control grain, maintain good density, texture, and prevent excess thatch accumulation. Green speeds should be maintained as consistently as possible and between 9.0' to 10.0' on the putting surfaces.

The greens must be aerified on a regular basis. The number of annual aerifications, tine size and method of aerification must be adjusted according to the level of organic mat accumulation, compaction levels and the greens performance. For the purpose of the initial quantity, three (3) aerifications will be scheduled with two (2) using solid tines and one (1) using a deeper tine method to ensure proper water infiltration is achieved on the greens.

Greens should be mowed daily during the growing season and the height of cut will vary to achieve the desired playing conditions and depending on manufacturer mower differences, and as turf and weather conditions allow. The original greens edge must be maintained to prevent green shrinkage from occurring and encroachment from surrounding undesirable turf.



All ball marks must be repaired daily and sunken cups, old hole locations and scars on the greens should be repaired immediately. Collars should be kept mowed at an acceptable height of cut and they should be appropriately groomed to prevent excessive thatch and grain accumulation.

As in any outdoor environment, it is not as much as following the specifications as it is to have the ability to adapt to the changing environment which can mean success or failure with a product.

While the scope of work (technical specifications) serve as a tool for a guideline, the facilities will all have their own “**microenvironments**” that must be dealt with on a daily basis. There is however a need to understand that **microenvironments** exist where certain climate variations may occur. This can be a shaded area, a severely sloped area, a small green with condensed traffic from golfers, or any combination of this and other factors.

CGM is committed to understanding these variations and will ensure as much consistency from green to green and hole to hole remains our number one focus.

If the challenges of the “micro-environments at any club are not taking into full consideration, product degradation, lost revenues, expensive cures and reputation all become challenges that a club must endure.

Putting Greens

- Mowing – Greens will be mowed every day of the week throughout the year. Mowing height of cut range will range from 5/32” to 1/4” with a triplex green’s mower; varying mowing directions each time.
- Cup locations will be changed daily.
- Greens will be aerified three times (3x) each year or as needed for insuring healthy greens.
- Greens will be top-dressed following core aerification; and additionally, as needed throughout the year to maintain a smooth and consistent putting surface.
- Light vertical mowing of all greens performed every 3-4 weeks to control mat and thatch build up and stimulate optimum turf growth.
- Spiking of all greens and practice greens performed as needed between aerifications to maintain proper surface consistency.
- Fertilization - analysis and quantity based on bi-annual spring and fall soil testing to determine specific requirements. Only fertilizer formulated for putting greens applied, utilizing a combination of slow and quick release granular formulations. Typical application is 12-18 lbs. of nitrogen/1000 square feet annually. Weak and high traffic areas receive additional fertilizations.
- Fungicide - appropriate fungicide applications made when weather conditions favor the development of a fungal infestation. Preventative fungicides used 4 times (4x) per year.



- Weed Control - all greens maintained free of foreign grasses and weeds to the extent it is possible with modern cultural practices.
- Insecticide – all greens treated for control of mole crickets and other insect activity to prevent damage to the turf.
- Over-seed – all greens over seeded each fall with an appropriate rate of seed as agreed upon per The Golf Committee and CGM. Current rate is 10lbs/1000. Proper cultural practices implemented before and after application to ensure successful germination of the seed.
- CGM has experience with both types of grasses offered on the greens at Sun N Lake.

Tees

The tees should be maintained in a healthy state, pest free, drain well, have good texture and density, provide good footing and quality teeing surfaces. A Turf Management Plan including regular aerifications, verticuttings, topdressing, fertility testing etc. should be developed and implemented to achieve the desired results. The tee mowing height should be maintained as low as reasonably possible to achieve the desired results, but the achievable height of cut also depends upon turf conditions, climate, and season as well as plant variety. Divots must be cleaned off and filled with the appropriate site-specific mixture to promote fast recovery, maintain a level surface, and a clean appearance. Divot mix should be spread evenly into the holes and not left in piles.

Like the greens, teeing surfaces are strategic in the maintenance routine to have solid footing, firmness and uniform in appearance. More so than greens, often tees are set back in the far corners and in heavily shaded areas requiring more supplemental practices that go above and beyond the typical maintenance standards. Keeping these **microenvironments** in mind will allow consistency between tees and allow for a better golfer experience.

Tee Surfaces

- Mowing - all tees mowed to a height ranging from 3/8 inch to 5/8 inch a minimum of three times (3x) per week with a triplex mower. If a PGR is used, then this number may reduce to two times (2x) a week.
- Topdressing - Divots filled each week with top-dress sand.
- Course set up – placing tee markers, emptying trash receptacles, and refilling ball washer fluid done in conjunction with changing pin locations each day. Ball washers drained and refilled as necessary to provide a sanitary cleaning solution.
- Weed control – tees kept weed-free to the extent possible with modern cultural practices. A pre-emergent herbicide applied for control of emerging weeds.
- Insect Control - all tees treated for control of mole crickets and other insect activity to prevent damage to the turf.



- Vertical mowing - all tees vertically mowed as needed to provide the best possible playing conditions.
- Aerification - all tees aerified two times (2x) per year or as recommended for insuring healthy turf condition.
- Fertilization - all tees fertilized at a rate of ten to twelve (10 – 12) pounds of nitrogen per 1000 ft² per year. Semi-annual (spring and fall) soil analysis utilized to determine other specific nutritional requirements. Shaded and par 3 teeing areas placed on a supplemental program to ensure proper turf vigor.
- Over seed - all tees seeded at the rate of fifteen (15) pounds of perennial ryegrass per 1000 ft².

Fairways/Roughs

The fairways should be maintained in a healthy state, pest free, drain well, have good texture and density, provide good footing and quality fairway surfaces. A Turf Management Plan including IPM practices, regular aerification, fertility/salt testing, etc., should be implemented to achieve the desired results. Fairways should be mowed at an acceptable height of cut depending on turf conditions, climate and plant variety. The fairways must be routinely kept at the lowest height of cut that will provide a quality playing surface consistent with desired goals but without sacrificing turf quality and health. Clippings from fairway mowing should be evenly dispersed so they are not left in piles or clumps.

The roughs should be maintained in a healthy state, have minimal pest issues, drain well, and have good texture, density and uniformity. A Turf Management Plan including IPM practices, aerification, spiking and any necessary cultural practices, including annual fertility testing, should be implemented to achieve the desired results. The rough height of cut will vary depending on the plant variety, club specific goals, and weather and turf conditions. The frequency of rough mowing should be set according to growth rates to prevent excessive clipping accumulation on the surface, to prevent lost balls and to promote healthy turf grass. Leaf and clipping debris should be scattered as needed to maintain a clean and uniform looking rough.

Mowing of fairways needs to coincide with the approach mowing operation to have a neat and clean appearance that blends into the golf course. This coupled with a proper balance of nutrition, IPM, and utilizing an environmentally friendly organic fertilizer program will allow for an enjoyable golfing experience. Like the tees and greens, many microenvironment or supplemental work may be required to bring a less than desirable area up to the remaining course standards.



Fairways and Roughs

Mowing - all fairways mowed a minimum of three times (3x) per week between 1/2" to 3/4" throughout the year. May be reduced to two times (2x) per week if a PGR is used. All roughs mowed a minimum of one time (1x) per week during the growing season.

Aerification - all fairways aerified two times (2x) per summer. Aerification holes not exceed a spacing of four (4) inches on center or be of a diameter of less than half an inch (1/2") with a minimum penetration of two (2) inches. Areas throughout the golf course where heavy traffic and wear patterns are very concentrated, such as exit and entrance points of cart paths, supplemental aerifications conducted.

Fertilization - all fairways as needed. Soil analysis results (spring and fall) used to determine supplemental nutritional requirements and amendments. High traffic, weak areas, and bunker faces receive supplemental fertilizations as needed to correct deficiencies.

Weed control - all fairways kept weed free to an extent it is currently possible with modern cultural practices by the proper application of approved herbicides.

Insecticides – all fairways treated for control of mole crickets and other insects.

Over-seed - all fairways seeded at the rate of three hundred (300) pounds per acre with perennial ryegrass. Over seeding will be evaluated annually and adjusted in order to maintain healthy fairway turf conditions.

Bunkers

The bunkers must be at least inspected and touched up every day when open for play regardless of play levels. All bunker rakes should be evenly placed outside of the bunker and parallel to the bunker in line with play, unless otherwise dictated by the Club. Bunkers must be kept free of weeds, debris and rocks and have a defined edge between sand and turf. The bunkers must be edged frequently enough to prevent grass from creeping into the sand.

Bunkers should be checked regularly for appropriate sand levels and to ensure the drains are working correctly and repaired as needed. The bunker shape and integrity should be maintained by observing proper edging techniques and avoiding bunker creep. Any excess sand accumulation on the faces should be blown off and removed as needed to slow build up. Periodically, excess sand accumulation should be removed.

Like the greens and tees, bunker faces and slopes are also microenvironments that need additional attention. Having a strong bunker face can minimize damage caused by mowing, damage from golfers walking out of the bunkers and minimize the pests that can invade this highly visible area. Extra fertilizer and insect control should be a part of all management plans in order to be successful.

Bunkers

All greenside sand traps raked four times (4x) per week in season and three times (3x) per week during summer months. All traps edged six (6) to ten times (10x) per year to maintain a neat and orderly appearance.



Clubhouse and First Impression Areas

The landscape and clubhouse are the first impression of the club and it is extremely important to make a good impression on the guests. The entry, parking lot and all traffic areas must be maintained to the highest standard level of presentation at all times. All landscape areas must be weed free, healthy, free of trash and debris, and freshly mulched. A Landscape Management Plan must be developed that addresses all of the landscapes cultural, fertility, pest control and presentation needs in order to maintain a healthy and pleasing landscape. This should include annual testing of soil nutrients and for diseases as needed.

Trees should be kept in good health, trimmed of unwanted growth, low hanging branches and for safety concerns. Shrubbery should be pruned as needed for health and for a pleasing appearance. Annual color beds and pots should be changed often enough to maintain a quality and colorful presentation. All hardscapes including the parking lot, entryways and sidewalks should be blown and cleaned, prior to guest arrival. Cracks, potholes, and any curb damage should be reported to the Club immediately. The entrance sign and parking lot signs must be clean, freshly painted and in good repair. If present, landscape lighting should be fully operational and checked at least monthly for proper operation and adjustment. Bulbs should be replaced immediately as needed.

First tee, last green, clubhouse appearance and practice facilities are critical to a golfer returning to play or not. Most of the time, it is the first and last impressions that can make this difference. Properly detailed and pleasing landscapes, a good 18th hole appearance, and a warm friendly staff all are things that bring golfers back. In this day where competition is tough, and play is down, makes it extremely important to look at these details.



Detail

Holes should be rotated to a fresh area according to the playing conditions and pin location systems in place. Holes must be cut to the proper depth with a sharp edge and the cup liner set to exactly a one- inch depth. Freshly painted cups should be rotated on a regular basis.

New flags and poles should be rotated as necessary. Worn, soiled or damaged flags should be replaced immediately. Tee markers should be in good repair should be rotated as necessary to avoid wear and be optimally positioned for the days playing conditions. All markers should be placed with a T-line pointing at the landing area. Markers should also be placed 12" from each edge of the tee unless the tee is being divided into sections to spread wear. In this case, the markers should be placed a minimum of 15' apart. All fencing, rope, and stakes should be inspected and only clean, approved hollow-core rope with approved stakes should be used. Rope should be stretched tightly between stakes and replaced as necessary. The rope and stakes should be moved as needed to control traffic and prevent excess wear.

Cart paths must be kept clean, edged and in good repair. Cracks in the paths are to be free of weeds and grass growth. Cart path yardage markers should be kept clean and polished and replaced as needed. Sprinkler heads with yardage markings and sprinkler heads located in the fairways and around greens should be edged routinely to maintain a clean and groomed appearance. Hazard stakes should be checked for condition, proper location and straightened as needed. Tee consoles should be inspected for damage, wiped clean and kept freshly painted. Ball washers must have clean water, a fresh cloth towel and be in good working order. Trash containers should be emptied and wiped clean. All steps, walkways, and ramps should be kept clean, edged and repaired. Distance monuments should be kept edged, clean and/or freshly painted.

Restrooms should be clean, freshly painted and well stocked. This includes floors, walls, ceilings, basins, mirrors, urinals, paper dispensers, steps and walkways. Water coolers must be kept clean, in good working order and sanitized.

While it is tough to write into a proposal all the things that one might need to do on a golf course, it is the responsibility of the golf course maintenance provider to minimize the impact that the detail has on the overall appearance of the golf course and the important role that it plays in bringing back golfers. Attention to detail is often overlooked by the staff that sees the clubs on a daily basis and it will take additional sets of eyes to point these out and entrench the culture that the management team has for the property. It is our jobs as maintenance providers to recognize this importance and assist the club in keeping the conditions at the highest level in order to compete in this tough golf environment.

Landscape Areas

All areas within perimeter of golf course planted with ornamental plants, not intended for golf play and having a definable border.

Clean-up - Golf course areas policed and maintained free of trash and debris such as paper, drinking cans, and bottles.



Weed control - All plant beds and tree rings maintained free of weeds or grass to the extent it is possible with either mechanical or chemical means.

Trimming - Plant material fifteen (15) feet tall or less (hardwood trees, shrubbery, and ground coverings) trimmed as necessary to provide a good appearance, protection from wind, and insect damage. Other trees pruned, as necessary, up to a height of 15 feet.

No less than eight hundred (800) bails of pine straw or pine bark replenished each year in areas recommended. 50 yards of pine bark replenished each year in designated tree rings and beds.

Trash Removal

Domestic trash along with other debris such as grass clippings, tree limbs and other organic debris will be hauled offsite.

Edging

Edging of trees, sprinklers, valve boxes, meter boxes, backflow preventer, etc., done as needed to ensure no obstruction of play from growth around these items. Edging of cart paths performed as needed to keep a neat appearance.



Drainage

Normal maintenance of the existing drainage system is the responsibility of Golf Course Maintenance.

Lakes

Aquatic maintenance is the expense of the individual golf course along with marking of hazard lines and maintenance of the hazard stakes.

Golf Course Supplies and Service Islands

Course Maintenance is responsible for replacement of all flags, flagpoles, and cups two (2x) times per year. Flags are embroidered and logoed. The Maintenance department is responsible for repairs of ball washers and tee markers. Ball washer towels and trap rakes replaced as necessary.



Nematode Management

Course Maintenance assess and recommends a treatment program for nematodes and include such treatments in the recommended budget. Periodic nematode assays administered to determine threshold levels and need for treatment.

Capital Improvements

CGM will perform a full evaluation of the areas included in the management scope of work as detailed by the management agreement within the first 6 months of assuming operational responsibility. This will include all departments included in the management scope of operations and will be prioritized and presented to the Board or course contact for approval and incorporation onto the annual operating budget.



F. References

Rotunda Golf Club- David Kelly, General Manager- (941) 697-2414

The Heather Golf and Country Club – Chris Hann, Property Manager (561) 635-1884

**Casselberry Golf Club (City of Casselberry) – Kevin Martin General Manager (407) 699-9310
Letter Provided**

**Hernando Oaks Golf Club – Bruce Parker, BBX Capital Management (954) 940-4941
Letter Provided**

G. Profit and Loss Statement

While we do not like to leave any information out of any proposal our financial information is something, we prefer to keep confidential as we can hope you would appreciate. Since the Management Agreement we are proposing does not require any financial contribution from Cypress it has not been included in this portion of the RFP. Should the Board select Cypress Golf Management as a finalist we will be happy to provide the information at that time should it be necessary. We hope this is satisfactory to the Board Members.

H. Familiarity with District's Point of Sale Systems

Cypress Golf Management is very familiar with the District's Point of Sale system.

ORIGINAL



I. Duration and Renewal

To enable Cypress Golf Management to have the time it needs to move the needle on the many items at the club we are suggesting a 5-year management agreement with an additional 5-year option to extend the agreement. We would also point out that there would be a cancellation clause included in the agreement that would allow either party to cancel the agreement at any time without cause with 90 days written notice as requested.

J. Management Fee Structure

Cypress Golf Management prefers to be a “Partner” with our clients, so what we are proposing is a base management fee of \$7,000 per month (this includes the Accounting Fee) plus the opportunity of earning 30% of any positive net cash of the club up to \$200,000. Any and all fees required to facilitate the management of the golf course would be The Management Fee and Accounting Fee would become an expense to the operations and be accounted for in the annual budget. So operating under this type of agreement, before CGM would earn any additional fees beside the base management fee, the club would have to produce positive net cash. We believe this creates a partnership with our clients because if you make money then we have the potential to earn more money, so we have a reason every day to operate your business efficiently and generate as much revenue as possible.





RESPONSE TO REQUEST FOR PROPOSALS FOR ARLINGTON RIDGE CD GOLF COURSE MANAGEMENT SERVICES

Golf | Sports Turf | Golf Renovation | Irrigation

Prepared For:

Arlington Ridge CDD
Board of Supervisors
c/o Lee Graffius

4463 Arlington Ridge Blvd.
Leesburg, FL 34748
Phone: (352) 728-2186
Email: lee.graffius@inframark.com

Proposal issued:
30 June 2025

*Proposal valid for 30 days

Arlington Ridge Community Development District

Board of Supervisors

RE: Golf Course Maintenance & Management Services for Arlington Ridge Golf Course

Dear Members of the Board of Supervisors,

Down to Earth (DTE) is pleased to submit our proposal in response to the Request for Proposals for Golf Course Maintenance and Management Services at the Arlington Ridge Golf Course. We appreciate the opportunity to be considered for this important role and are confident in our ability to deliver consistent, high-quality course conditions and outstanding service to the Arlington Ridge community.

DTE is uniquely positioned for success at Arlington Ridge. Our team has direct experience with this facility, having previously served as the golf course maintenance provider. This familiarity with the property's infrastructure, turf conditions, and community expectations gives us a strong operational advantage and a clear understanding of how to quickly elevate course conditions and guest satisfaction.

Our approach is guided by DTE's core purpose: to bring natural joy to our customers. This is reinforced by our ICARE values—Integrity, Commitment, Accountability, Respect, and Excellence—which are the foundation of our company culture and service delivery standards:



Integrity

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



Care

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



Accountability

We meet our commitments to each other and to our valued customers and act if we fall short on expectations.



Relentlessness

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



Excellence

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

Additionally, we would like to bring to the Board's attention that **Bonfire**, an independent food and beverage management company, will be submitting a proposal in response to the concurrently issued RFP for food and beverage operations. While Bonfire is not legally or professionally affiliated with DTE, we have a strong working relationship with their leadership and are fully confident in the quality and professionalism of their services and ability to run the restaurant.

We strongly prefer the opportunity to work in parallel with Bonfire at Arlington Ridge. Based on prior collaborations, we are confident that our existing relationship will result in a more integrated and efficient operation across both golf and hospitality services. This coordination will drive superior outcomes in service consistency, event execution, and overall guest experience—benefits that would be more difficult to achieve through unrelated and unaligned service providers.

We respectfully submit this proposal with enthusiasm for the opportunity to return to Arlington Ridge and a commitment to delivering measurable value to the Board, residents, and guests. Please do not hesitate to contact us with any questions or for further clarification during your evaluation process.

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Company Overview

Down To Earth is a premier, full-service landscape company proudly providing maintenance, irrigation, design, and construction services serving multiple regions across Florida.

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



Our Goal

Our goal for all three divisions is to approach it with the same business strategy and principles that have made the company a success for 30+ years:

*Surround yourself with great people that demonstrate “**ICARE**” values and offer a service that brings “**Natural Joy**” to our customers.*

Cover Letter & Corporate Overview – DTE Golf

SSS Down to Earth Opco, LLC
500 Maitland Blvd #222
Maitland, FL 32751

Thank you for your interest in **Down To Earth Landscape, Irrigation & Golf**. Since our founding in 1989, we have grown into a trusted leader in golf course maintenance, landscaping, and irrigation. What started as a landscape and irrigation installation company has expanded into a full-service operation, managing over **46 golf facilities** across Florida, South Carolina, North Carolina, Texas, and Ohio.

At Down To Earth, we take pride in delivering high-quality golf course maintenance services that **elevate playing conditions, enhance aesthetics, and extend the longevity of the course**. Our team understands the unique challenges of Florida's climate, including the demands of maintaining **healthy turf and landscapes** in hot, humid conditions. With a **Certified Irrigation Contractor** on staff and a **GCSAA Class A Member Golf Director**, we ensure expert oversight in every aspect of golf course management.

For the **Arlington Ridge CDD**, we are committed to transition our services **seamlessly and efficiently**, ensuring that Arlington Ridge Golf Course remains a premier destination for residents and visitors. Our **proactive and preventative maintenance approach** guarantees that your course will always be in top condition, minimizing disruptions and maximizing playability. We also provide **detailed communication and reporting**, giving you full transparency on all maintenance activities.

With over **1,400 team members and decades of experience**, Down To Earth has built a reputation for reliability, attention to detail, and long-term partnerships with our clients. We welcome you to visit any of the courses we maintain to see the **quality and consistency** of our work firsthand.

Down To Earth is licensed and in **good standing in the State of Florida** and has a proven track record of success. We look forward to bringing our expertise to **Arlington Ridge Golf Course** once again and ensuring it thrives. We appreciate your consideration and look forward to partner with Arlington Ridge CDD. Please feel free to reach out to our references to hear more about the positive impact we can make.



Managing Risk · Insuring Success · Since 1972

January 25, 2025

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

Re: Letter of Bond-ability

Dear Johann,

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

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

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

Regards,

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

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

www.brunswickcompanies.com
Toll Free: 800-686-8080
Fax: 330-864-8661
RISK MANAGEMENT | COMMERCIAL | PROFESSIONAL | SURETY | PERSONAL



Seasons Service Select LLC (DBA Down To Earth)
Attention: Joe Iafigliola
7887 Hub Parkway
Valley View, OH 44125

Re: Seasons Service Select, LLC (the "Company")

Dear Mr. Iafigliola:

In response to a request from the Company to provide certain information in regard to its account relationship with JPMorgan Chase Bank, N.A. ("Chase") at the request of the Company's customer, Chase provides the following summary:

Relationship began:	July 7, 2016
Account Name:	SSS Down To Earth OPCO LLC
Account Registration Location:	Ohio
Performance to Contract:	Yes

The information in this letter is provided as an accommodation to the inquirer. This letter, together with any information provided in it, is furnished on the condition that it is strictly confidential; that no liability or responsibility whatsoever in connection therewith shall attach to Chase or any of its officers, employees, or agents; that this letter makes no representations regarding the general condition of the companies named herein, their management, or their future ability to meet their obligations, and that information provided in this letter or in connection therewith is subject to change without notice.

Please be advised that this letter refers only to facts as they exist as of the date of this letter and that Chase shall have no duty or obligation to inform the addressee hereof of any future changes in such facts. This letter is solely for the benefit of the addressee hereof for the referenced purpose, and may not be relied on by any other person or for any other purpose. Questions posed but not answered are either questions to which Chase does not respond or questions for which the Company has specifically advised us to keep the information confidential. No positive or negative inference should be drawn from the fact that a question was asked but not answered.

Sincerely,

JPMORGAN CHASE BANK, N.A.

Matthew J. Gausman
Executive Director—Commercial Banking
1300 East Ninth Street • OH2-5444
Cleveland, OH 44114
T: 216 781 2320
matthew.j.gausman@chase.com

Cc: Chase credit file



INDEPENDENT AUDITOR'S REPORT

Joe lafigliola, CFO
Seasons Service Select, LLC
2701 Maitland Center Parkway, #200
Maitland, Florida 32751

Opinion

We have audited the accompanying consolidated financial statements of Seasons Service Select, LLC and Subsidiaries (the "Company"), which comprise the consolidated balance sheet as of December 31, 2023, and the related consolidated statements of operations and changes in members' deficit, and cash flows for the year then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

MELBOURNE

8035 Spyglass Hill Road
Melbourne, FL 32940
321-757-2020

ORLANDO

255 South Orange Avenue, #1000
Orlando, FL 32801
407-841-8841

WINTER PARK

1415 Gene Street
Winter Park, FL 32789
407-412-9299

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit,
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

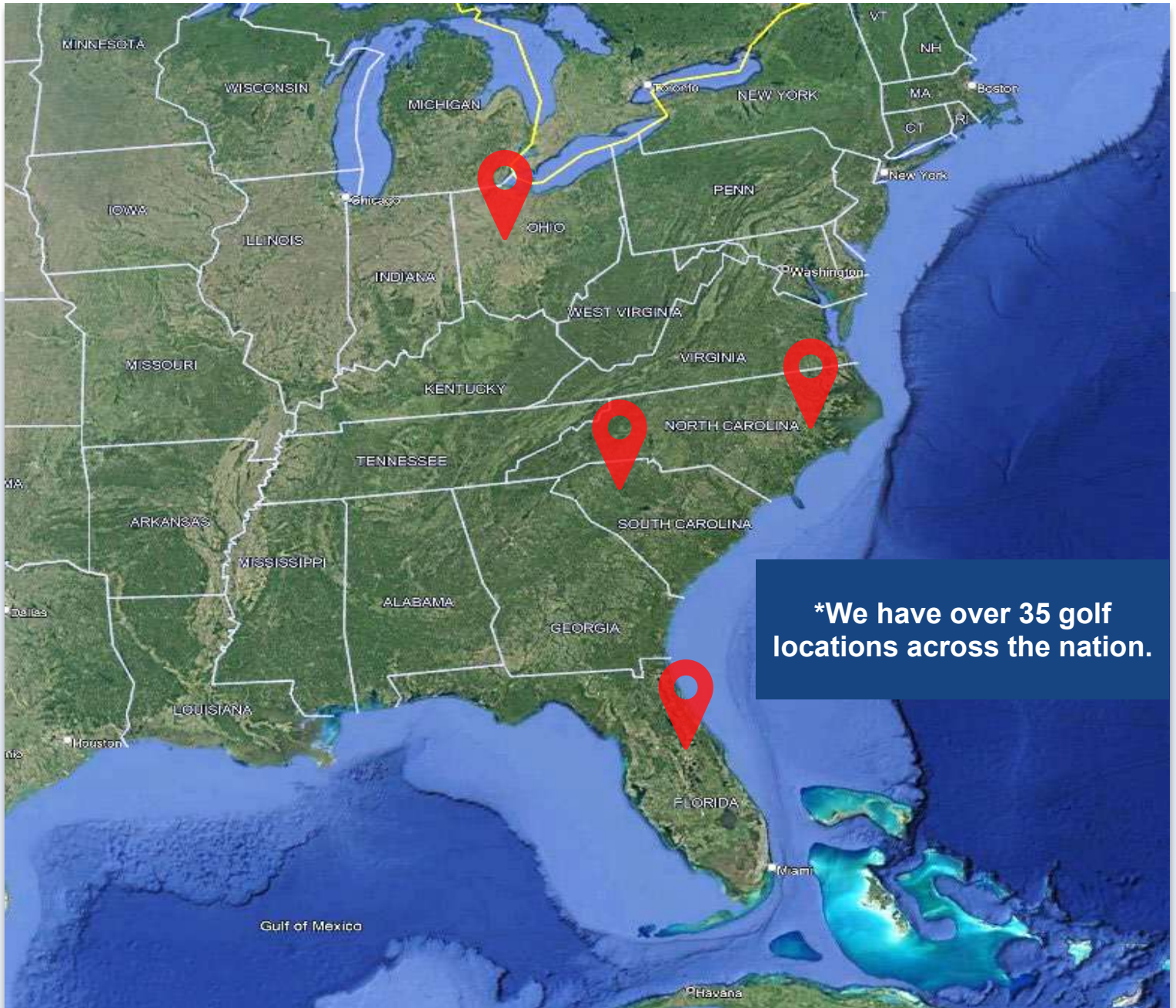
April 30, 2024
Orlando, Florida

Berman Hopkins Wright & LaHam
CPAs and Associates, LLP

Locations



DTE Golf is continuously expanding in Florida, with additional locations in North Carolina, South Carolina, Texas and Ohio.



COMPANY SAFETY PLAN

OUR NUMBER ONE PRIORITY



THE TEAM THAT CARES

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

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

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

- Safe location of parked vehicles
- Use of safety cones/signage
- Flag personnel as necessary

HIRING PROGRAM

- Mandatory drug screening prior to employment – zero-tolerance policy.
- Each new employee must complete our “**Green Vest Training**” program that focuses on the safe operation of all equipment and machinery.

PREVENTIVE MAINTENANCE PROGRAM

- Participate in weekly “toolbox talks” to review the correct maintenance procedures and inspect current equipment.
- Equipment is cleaned and maintained daily which includes sharpening mower blades and servicing equipment to ensure proper working order.
- Weekly **Vehicle Condition Report** to ensure that all repairs and maintenance have been completed.
- Monthly **Branch & Site Audits** to ensure compliance.

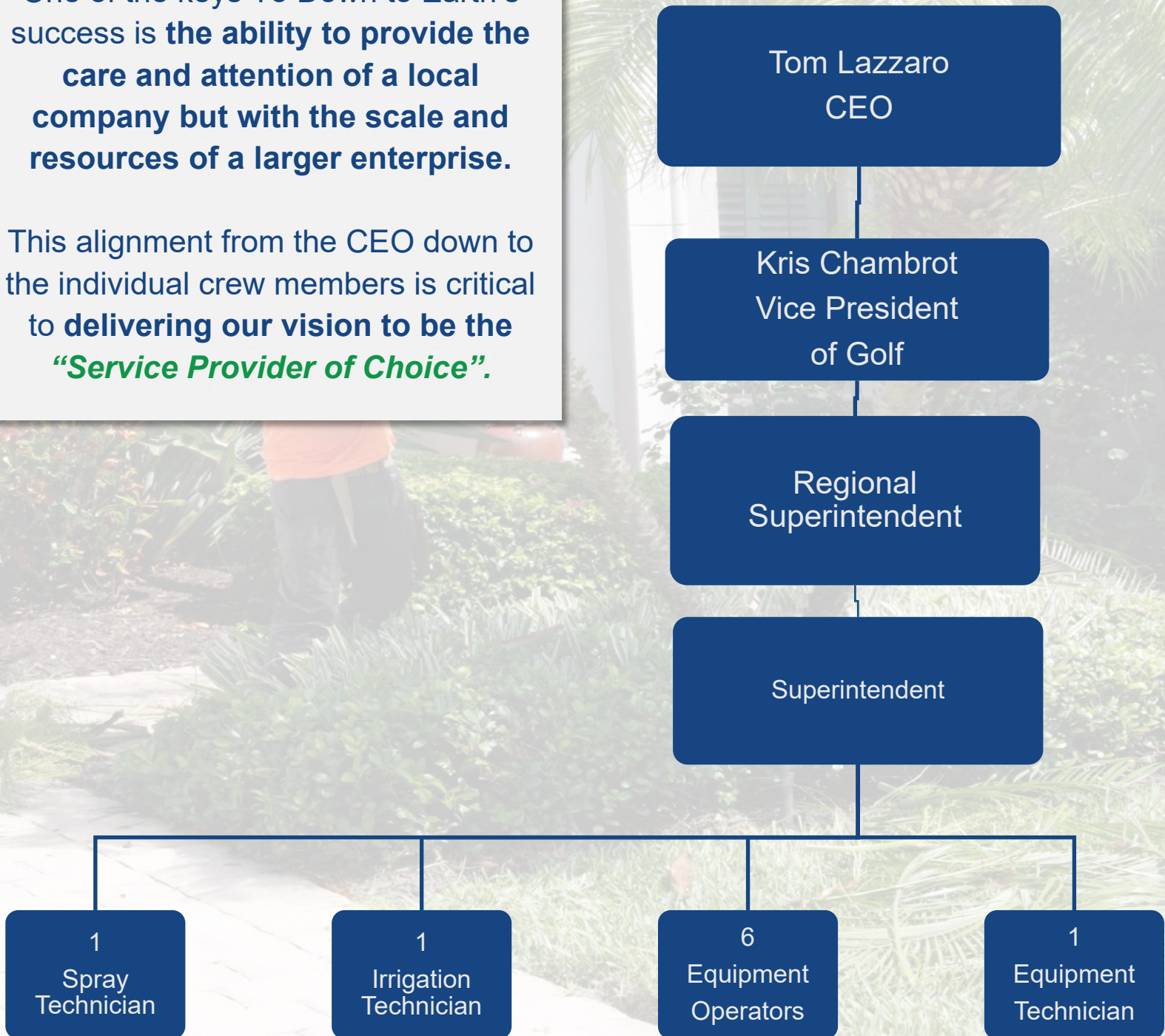
SAFETY TRAINING PROGRAM

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

Organizational Chart

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

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



Kris Chambrot

Vice President of Golf

Experience - *Your Team's Background*

SUMMARY

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

QUALIFICATIONS

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

EXPERIENCE

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

Travis Anderson

Regional Golf Course Superintendent

SUMMARY

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

QUALIFICATIONS

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

EXPERIENCE

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

David Cimini

Regional Golf Course Superintendent

SUMMARY

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

QUALIFICATIONS

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

EXPERIENCE

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

Matt Barrow

Regional Golf Course Superintendent

SUMMARY

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

QUALIFICATIONS

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

EXPERIENCE

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

Justin Martinjak

Regional Golf Course Superintendent

SUMMARY

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

QUALIFICATIONS

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

EXPERIENCE

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

Nick Dunleavy

Regional Golf Club Manager

SUMMARY

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

QUALIFICATIONS

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

EXPERIENCE

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

Tray Maltby

Regional Golf Course Manager

SUMMARY

Dedicated professional with over 25 years of experience in start-up, renovation, and maintenance phases of top tier golf courses. Proven ability to meet and exceed individual and team objectives through effective communication skills and collaborative approach to understand customer needs.

QUALIFICATIONS

- Vice President of Seven Rivers Golf Course Superintendent's Association since 2020.
- Recipient of 2013 North Florida PGA East Central Chapter Superintendent of the Year.
- Awarded Golf Digest's America's Best New Courses 2007 – Conservatory Golf Club.
- Florida Licensed Commercial Pesticide Applicator.
- GCSAA Class A Member.
- Certified in Best Management Practices by FDEP.

EXPERIENCE

Down To Earth – Regional Golf Course Superintendent	2023 – Present
The Villages – The Villages, FL – Golf Course Maintenance Administrator	2021 - 2023
BrightView – The Villages, FL – Executive Area Director Brightview Golf	2015 - 2020
Reunion Resort and Club – Reunion, FL – Director of Golf Course Maintenance	2010 – 2015
Brays Island Plantation Golf Club – Beaufort, SC - Head Superintendent	2008 – 2010
Ginn Clubs and Resorts – Orlando & Palm Coast, FL – Head Superintendent	2001 – 2008
Palm Coast Golf Resort – Palm Coast, FL – Head Superintendent	1996 - 2001

Andrew Kisner

Regional Golf Club Manager

SUMMARY

Customer-focused leader with almost 20 years of experience in golf course management. Highly skilled at managing Tifdwarf and Ultra dwarf Bermuda greens with a proven track record of enhancing quality by implementing sound agronomic chemical and fertilization practices.

QUALIFICATIONS

- Certified Rainbird IC Irrigation System
- Certified GCSAA Class A Member
- Member of the Florida Turf Grass Association
- Florida Licensed Commercial Pesticide Applicator.
- Working knowledge of Spanish

EXPERIENCE

Down to Earth - Regional Golf Course Superintendent	2023 - Present
Bonds and Associates – Jackson, MS – Landscape Division Manager	2019 –2023
Down To Earth – Golf Course Superintendent	2012 - 2019
Boca Raton Resort and Club – Boca Raton, FL – Golf Course Superintendent	2008 - 2012
Laurel Oak Country Club – Sarasota, FL – Assistant Superintendent	2007 -2008
The Club at Mediterra – Naples, FL - Summer Internship	2004 - 2004
Highlands Plantation Golf Club – Starkville, MS –Renovation/Construction	2002- 2006

Your Dedicated *Agronomy Team*

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

Vice President of Golf

- Kris Chambrot
- Leads the region and provides support and resources to branch teams.

Regional Superintendent

- Dave Cimini
- Leads multiple field teams and is responsible for the operations for your property.

Regional Golf Club Manager

- Nick Dunleavy
- PGA Professional with over 20 years experience in golf club management services Here to oversee the success of the operations.

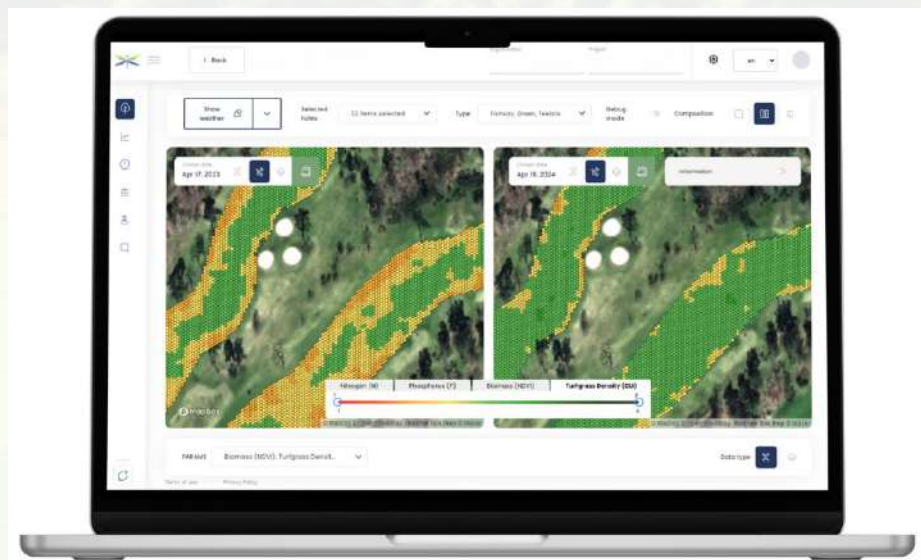
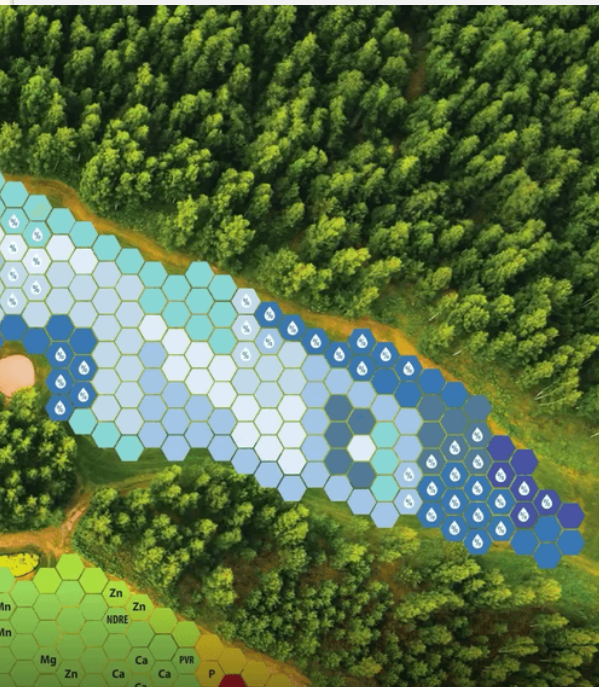


Service Technology

SKIM Turf Management

SKIM is satellite-based turf management plan for golf courses, which includes monthly automated diagnostics of turf performance, nutrient measurements, and soil moisture monitoring. It offers detailed assessments of turf condition, including stress zones, growth intensity, density, color, and photosynthesis activity. Features include automatic mapping of course areas, real-time data access, cloud storage, and customizable alerts. The plan also includes a course diary, task management system, a knowledge database (Ask SKIM), and both web and mobile applications, all supported by their technical assistance.

Please note: This is available as an additional-cost service (not included in the proposed price) and can be customized to the needs of Arlington Ridge.



Licenses, Certifications, & Insurance Bonds



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

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

***All certificates & licenses are available upon request.**

**Prices subject to change*



GV917082-1

Certificate #

GV917082

Trainee ID #

Certificate of Training Best Management Practices Florida Green Industries



The undersigned hereby acknowledges that

Thomas S Lazzaro

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

Tom Wichman
GI-BMP Statewide Coordinator

T. Wichman

Instructor

6/13/2021

Date of Class

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

CERTIFICATE OF COMPLETION

This is to Certify that

Dave Cimini

Completed the Training and Testing Program on September 10, 2013

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

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



KEVIN SUNDERMAN, PRESIDENT



JENNIFER BRYAN, ASSOCIATION MANAGER





GV12167-1

Certificate #

GV12167

Trainee ID #

UF UNIVERSITY of
FLORIDA
IFAS Extension

Certificate of Training Best Management Practices Florida Green Industries

The undersigned hereby acknowledges that

Travis C. Anderson

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

Donald P. Rainey

Issuer

P. Hisey

Instructor

12/7/2010

Date of Class

Heath Ritchie

DEP Program Administrator

Not valid without seal

The University of Georgia

GEORGIA CENTER FOR CONTINUING EDUCATION

and the

PROFESSIONAL LAWN CARE ASSOCIATION OF AMERICA

hereby confer upon

Kris Chambrot

the title of

CERTIFIED TURFGRASS PROFESSIONAL

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

PRINCIPLES OF TURFGRASS MANAGEMENT

August 10, 2004

Robert B. Leiter

Robert B. Leiter

Director

The University of Georgia Center for Continuing Education



Gary M. Clayton

Gary M. Clayton, CTP

Executive Vice President

Professional Lawn Care Association of America



Abraham Baldwin Agricultural College

A Unit of the University System of Georgia

Hereby Confers Upon

Travis Christopher Anderson

the degree of

Associate of Applied Science in Environmental Horticulture Technology

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

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

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

Thomas B. Call

Chancellor

Elizabeth M. Saxon

Registrar



Thomas B. Call

Interim President

Caroline S. Helms

Vice President and Dean of Academic Affairs



Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

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

PARRISH, SHANE

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

LICENSE NUMBER: SCC131152593

EXPIRATION DATE: AUGUST 31, 2024

Always verify licenses online at [MyFloridaLicense.com](https://myfloridalicense.com)



Do not alter this document in any form.

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



RAIN BIRD®

Factory Trained

This is to Certify that

Shane Parrish

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

Maxicom Operator

Orlando, FL - June 09, 2021

20 CEU Hours



Designation Expiration 6/9/2024

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

Student ID 1696585



RAIN BIRD®

LICENSES & CERTIFICATIONS



CORPORATE HQ

ISCO Industries, LLC
926 Baxter Avenue
Box 4545
Louisville, Kentucky 40204
Tel. **800.345.4726**
Fax **800.831.4726**
www.isco-pipe.com

December 20th, 2023

Down to Earth Landscape & Irrigation
Mr. Dave Cimini
PO Box 738
Tangerine, FL 32777

This letter is to verify that the individual listed below demonstrated proper and safe use of a McElroy hydraulic fusion machine as well as a manual machine based off of ASTM 2620-19, Heat Fusion Joining of Polyethylene Pipe and Fittings and includes all McElroy hydraulic butt fusion machines up to 18" as well as electrofusion.

Dave Cimini
Bruce Copsey
Hector Rosa
Ralph Zelik
Justin Martinjak
Don Johnson

If you have any additional questions please don't hesitate to contact me. We highly recommend to have training or re-verification at least every 2 years.

Sincerely,

Bryan Fletcher

Bryan Fletcher
ISCO Industries
Sr. Regional Sales Manager
407-286-8258

ISCO
INDUSTRIES

Coming through.

Certificate of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/15/2025

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 The Baldwin Group Southeast 4211 W. Boy Scout Suite 800 Tampa FL 33607		CONTACT NAME: Susanne Fischer PHONE (A/C, No, Ext): 239-734-3309 FAX (A/C, No): 239-931-5604 E-MAIL ADDRESS: certificates@bks-partners.com															
INSURED SSS Down to Earth Opco, LLC dba Down to Earth 500 Winderley Place Suite 222 Maitland FL 32751		INSURER(S) AFFORDING COVERAGE <table border="1"> <tr> <th>INSURER</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A: Greenwich Insurance Company</td> <td>22322</td> </tr> <tr> <td>INSURER B: XL Specialty Insurance Company</td> <td>37885</td> </tr> <tr> <td>INSURER C: Westchester Surplus Lines Insu</td> <td>10172</td> </tr> <tr> <td>INSURER D: Gemini Insurance Company</td> <td>10833</td> </tr> <tr> <td>INSURER E: CNA Insurance Co</td> <td>35289</td> </tr> <tr> <td>INSURER F: Steadfast Insurance Company</td> <td>26387</td> </tr> </table>		INSURER	NAIC #	INSURER A: Greenwich Insurance Company	22322	INSURER B: XL Specialty Insurance Company	37885	INSURER C: Westchester Surplus Lines Insu	10172	INSURER D: Gemini Insurance Company	10833	INSURER E: CNA Insurance Co	35289	INSURER F: Steadfast Insurance Company	26387
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COVERAGES

CERTIFICATE NUMBER: 1476977646

REVISION NUMBER: MASTER25

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
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOG OTHER:			RGD3002006-01	1/1/2025	1/1/2026	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMPI/OP AGG \$ 4,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			RAD9438300-01	1/1/2025	1/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
F	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0			AEC416850300 140002274	1/1/2025 1/1/2025	1/1/2026 1/1/2026	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/ MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	RWD3002005-01	1/1/2025	1/1/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Pollution Coverage Professional Coverage Inland Marine			G7444748A 001 VNPLD13755 7018535549	2/28/2024 7/31/2024 2/28/2024	2/28/2025 7/31/2025 2/28/2025	Each Occur/Aggregate 1,000,000/200,000 Each Occur/Aggregate 1,000,000/2,000,000 Leased/Rented Equip 300,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Excess Liability Layer \$3,000,000 over the Primary \$2,000,000 - 140002274 - QBE Insurance Company NAIC# 38217
 Proof of Insurance

CERTIFICATE HOLDER

CANCELLATION

For Informational Purposes Only

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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ACORD 25 (2016/03)

The ACORD name and logo are registered marks of ACORD

Approach to Services


An Overview of What We Do & How We Do It



We are driven by bringing natural joy to every client and property we service.



Core Competencies

-  Professional Golf Course Maintenance
-  Professional Golf Course Renovations
-  Full-Service Irrigation Services
-  Full-Service Fertilization & Pest Control
-  Professional Golf Maintenance

AGRONOMY PROGRAM

This is a sample anticipated agronomic plan specifically designed for Arlington Ridge. Changes may and will be made contingent on weather conditions and soil samples.

Greens Program

Liquid Fertility:

- Liquid fertility will be applied to the greens surface weekly.
- Soil applications will be required once per month. This will be in addition to the foliar application.

Granular Fertility:

- Granular fertility will be applied one to two times per month for all 12 months. This includes monthly maintenance applications and during aerifications.

Fungicide Applications:

- Fungicide applications will follow an agronomic plan. This plan is fluid, as weather is ever changing.
- Plan for approximately 30-40 applications. Most of these applications can be added into the weekly foliar applications.

Tees, Collars and Approaches Program

Granular Fertility and Pre-Emergent Applications:

- February: Fert w/ Ronstar
- April: Fert w/ Ronstar
- July: Granular Fertilizer
- September: Fert w/ Dimension
- November: Granular Fertilizer

Foliar Applications

- Bi-Weekly October 1st -March 1st

Chemical Applications:

- January: Fungicide
- February: Fungicide
- July: Pre-Emergent
- October: Fungicide
- November: Fungicide + Pre-Emergent + Post Emergent
- December: Fungicide

Fairway ProgramGranular Fertility and Pre-Emergent Applications:

- February: Fert w/ Ronstar
- April: Fert w/ Ronstar
- July: Granular Fertilizer
- September: Fert w/ Dimension
- November: Granular Fertilizer

Foliar Applications:

- Bi-Weekly October 1st -March 1st

Chemical Applications:

- January: Fungicide
- February: Fungicide
- July: Pre-Emergent
- October: Fungicide
- November: Fungicide + Pre-Emergent + Post Emergent
- December: Fungicide

Granular Fertility and Pre-Emergent Applications:

- February: Fert + Ronstar
- April: Fert + Ronstar
- September: Fert + Dimension

Chemical Applications:

- July: Pre-Emergent
- November: Pre-Emergent + Post Emergent

Our Commitment To Arlington Ridge

*This checklist is provided as an outline of the initial tasks that our Superintendent and staff will perform as we begin serving your golf course. **Together, we will check off the tasks as they are completed over the first 30 60, and 90 days of service, as a way for you to measure our team's performance.***

30

- Meet with key stakeholders and to understand customer preferences.
- Begin Initial Assessment Report Information.
- Conduct Soil Tests throughout the community.

60

- Continue Initial Assessment Report Information with corrective action recommendations to the management team.
- Review Soil Tests and report findings with recommendations.
- Provide a site-specific agronomics plan and schedule.
- Discuss irrigation system deficiencies with recommendations for proper corrections.
- Submit proactive proposals based on budgets and expectations.

90

- Begin irrigation system corrections/ repairs based on findings.
- Conduct turf replacement if required and approved.
- Landscape replacement and enhancements for the communal areas(s).

APPROACH TO SERVICES

Down to Earth has been in business for more than 30 years, our specialty is golf course agronomy and management. We pride ourselves in providing our clients a superior service that enhances the beauty of their golf course. We even have some history at Arlington Ridge and we have a really good understanding of the challenges that your specific golf course has. We believe that with this understanding, the transition period to a new management company will be greatly reduced and we are confident that we can get the course back to the desire level of playability and aesthetics. We greatly value the work we perform and keeping our client(s) happy with our services. We will do everything possible to make sure we far exceed your expectations.

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

We have created a course specific agronomic program for Arlington Ridge Golf Club. Our agronomic plan follows the industries Best Management Practices, however weather conditions and other factors may force us to deviate from this templated program specific to Arlington Ridge. That is our (DTE) "special sauce" – When we need to stray from our plan, we have a team of golf agronomy experts who's only goal is to do what is best for the golf course. We believe with this recommended chemical program and with property irrigation and mowing , we will be able to get Arlington Ridge Golf Club back to its former glory.

We believe that golf course conditions will be the main driver to attract new memberships. Course conditions will be the best marketing that Arlington Ridge can have. We will attract new memberships, residents, groups and gain additional outside play by having the most desirable golf course in the area.

CAPITAL IMPROVEMENTS

As part of our overall proposal, we respectfully submit the following recommendations for capital improvements to the Arlington Ridge Golf Course. These suggestions are based on our direct experience within the industry and our successful operational history at Arlington Ridge. Our goal is to enhance course conditions, elevate the player experience, and ensure long-term sustainability. We believe that proper regular maintenance will do wonders for your golf course, but to get you to the next level a long term plan which includes capital improvements will be necessary.

While we understand that the FY26 budget has already been approved, we would welcome the opportunity to collaborate with the district in identifying creative, cost-effective solutions to move forward with priority projects. Our in-house construction department is highly experienced and capable of executing any approved work efficiently and to a high standard.

We intend to spend the first few weeks of the contract gaining additional insight into current course conditions. The following is a list of suggested capital improvements:

1. **Greens Renovation**

Renovation of greens to a consistent, high-performing turf variety such as TifEagle. Currently, the putting surfaces contain multiple turf types, which can affect both aesthetics and playability. A full turf conversion would improve consistency and long-term maintainability.

2. **Bunker Refurbishment and Sand Replacement**

Refurbish bunkers and add new sand to enhance playability and visual appeal. This project aligns with approved FEMA funding and would deliver immediate aesthetic and functional improvements to key areas of the course.

3. **Pump Station Chemigation/Chlorination System Upgrade**

Improve the existing chemigation and chlorination systems at the pump station to ensure more effective water treatment and fertilizer delivery. This upgrade would contribute to better turf health and reduce long-term maintenance issues.

4. **Course-Wide Turf Conversion and Tee Box Enhancements**

Replace aging TifSport turf — which is becoming less favored and increasingly unavailable in the industry — across tees, aprons, fairways, and green surrounds with a more resilient and cost-effective Bermuda grass variety. As part of this effort, we recommend leveling and expanding the par-3 tee boxes and sodding them with Bermuda turf, incorporating more organic soil types to support healthier growth. These improvements would enhance playability, improve aesthetics, and support more sustainable long-term turf management.

5. **Large-Scale Nematode Treatment**

Implement an aggressive nematode management program through large-scale treatment using products such as Curfew or targeted chemical sprays. This will improve turf vigor and minimize the long-term impact of nematode infestation.

6. **Cart Path Improvements**

Repair and improve cart paths using the approved FEMA funding. These upgrades will improve course accessibility, reduce maintenance needs, and enhance the overall golfer experience.

MARKETING AND REVENUE GENERATION

An effective marketing and revenue strategy is critical to increasing rounds, strengthening customer loyalty, and maximizing profitability at Arlington Ridge. Below are recommended initiatives designed to enhance visibility, attract new and returning players, and foster stronger member and community engagement.

Rates

- Establish market-competitive pricing that balances course traffic with revenue objectives.
- Define distinct rate categories for:
 - Club members
 - General public
 - Seniors
 - Tee time wholesalers

Bounce-Back Offers

- Provide discounted return rounds within a set time period after a paid round.
- Especially effective during slower summer months to increase customer retention and loyalty.

Tee Time Wholesalers

- Maintain relationships with key tee time wholesalers such as GolfPac, Tee Times International, and Can-Am Golf, which remain popular with seasonal visitors ("snowbirds").
- These partnerships can provide maximum exposure to traveling golfers and expand the customer base.

Social Media Engagement

- Utilize platforms such as Twitter, Facebook, and Instagram to create buzz and share ongoing updates.
- Content should include:
 - Event highlights and success stories
 - Upcoming tournament or activity announcements
 - Educational posts on course conditions and maintenance practices
- Encourage followers to tag the facility and share their positive experiences.

Online Tee Time Marketing Platforms

- GolfNow: As the largest tee time provider globally, GolfNow will be leveraged—especially in the short term—to drive visibility and fill tee sheets.
- Deal Caddy: A GolfNow-affiliated platform ideal for offering “Groupon-style” promotions to re-engage lapsed or disengaged golfers.
- Additional platforms such as Golf Zoo, Group Golfer, and TeeOff will be utilized to reach a broader audience and attract both new and returning players.

Website

- While social media is increasingly used for quick updates, a well-maintained website remains essential for sharing comprehensive information.
- Work with GolfNow to refresh and modernize the Arlington Ridge website, making it more user-friendly and informative for both existing and prospective players.

Email Database Marketing

- Regularly email the customer database to promote special offers, upcoming events, and club updates.
- Partner with professional marketing providers such as GolfNow or CourseTrends to ensure effective design, targeting, and campaign management.

Neighborhood Newsletters

- Use local community newsletters as an affordable tool to maintain strong relationships with nearby residents.
- Highlight upcoming events, recognize loyal players, and keep the community engaged with club news and promotions.

Player Development Programs

- Introduce and expand player development offerings to bring new golfers into the game and enhance the experience for beginners:
 - Get Golf Ready – Beginner-friendly introduction to the game
 - Tee It Forward – Promotes use of forward tees for an enjoyable, appropriate level of challenge
 - Junior Clinics and Junior Camps (as applicable)
 - Support for Local School Teams (if applicable)
 - Women's Clinics, such as "Golf and Wine Tasting" events, to increase female participation

Staff Motivation and Sales Engagement

- Cultivate a welcoming, guest-focused atmosphere while ensuring the team is motivated to support revenue growth.
- Hold regular revenue generation meetings and introduce incentive programs to keep staff engaged and performance-driven.

Customer Reviews and Reputation Management

- Encourage satisfied customers to leave positive reviews on platforms like Google and GolfPass.
- Proactively address negative reviews by contacting dissatisfied customers and turning feedback into opportunities for improvement.

Membership Satisfaction

- Offer frequent and engaging member events with creative, fun formats.
- Maintain popular existing events while introducing new activities to boost participation.
 - Host regular feedback sessions with membership leaders to identify needs, preferences, and improvement opportunities.



Municipal Courses



Highland Park Golf Course

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



Tarpon Springs Golf Course

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



The Wellman Club

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



Twin Rivers Golf Club

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



Wekiva Golf Club

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

REFERENCES

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

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

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

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

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



November 25, 2019

To Whom It May Concern,

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

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Machande", written in a cursive style.

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



November 20, 2019

To Whom It May Concern:

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

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

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

Thank you,

A handwritten signature in blue ink, appearing to read 'Mark Verkey', with a long, sweeping flourish extending to the right.

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



Subject: Recommendation for Down 2 Earth Inc.

To Whom It May Concern:

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

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

Sincerely,

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



Proposal Pricing



Based on the scope outlined in the RFP along with the answers to the contractors questions, please see our proposed pricing.

COMPENSATION

Golf Course Maintenance Summary

Professional Golf Maintenance		
Total Annual Fee		\$876,000.00
Total Monthly Fee		\$73,000.00

Golf Operations Summary

Base Management Fee		
Total Annual Fee		\$84,00.00
Total Monthly Fee		\$7,000.00

Profit Share (Based on annual NET profit for golf operations)

Profit Share		
Arlington Ridge		65%
Down to Earth		35%

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

- (1) **Base Management Fee.** For its services hereunder, DOWN TO EARTH shall be paid a base management fee of \$7,000 per month which shall commence being paid for the month of October, 2025, on November 5, 2025 the base management fee shall be payable on the fifth day of each month from the Operating Account. The Base Management Fee shall be a net fee to DOWN TO EARTH and is not contingent on or included in the net profit of the Club.
- (2) **Incentive Management Fee.** Within ninety (90) days after the end of each fiscal year, the DISTRICT and DOWN TO EARTH shall share any net profit realized in a ration of 65% to the DISTRICT and 35% to DOWN TO EARTH. Net Profit (calculated as total revenue less total expenses) shall not include expense relating to interest, taxes, depreciation, amortization expenses or any capital expense that exceeds \$50,000.
- (3) **Limitation on Fees.** Notwithstanding the foregoing, the total amount of compensation to DOWN TO EARTH, including the Base Management Fee and the Incentive Management Fee, shall not exceed \$126,000 per each DISTRICT fiscal year commencing with the 2025/2026 fiscal year.

EXHIBIT A

SCOPE OF SERVICES FOR ARLINGTON RIDGE GOLF COURSE MANAGEMENT SERVICES

OVERVIEW

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

A. Administrative Services.

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

B. Golf Shop Services.

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

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

C. Outside Services.

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

D. Marketing Services.

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

E. Establish Rates.

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

F. Implement Player Development Programs.

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

G. Financial Management Expectations

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

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

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

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

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

Exhibit "B"

SCOPE OF SERVICES FOR ARLINGTON RIDGE GOLF COURSE MAINTENANCE PROGRAM

I. Putting Green Maintenance:
Mowing / Rolling

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

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

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

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

Aerification

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

Verticutting and Grooming

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

Topdressing

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

Fertilization

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

Weed Control

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

Insect and Disease Control

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

Overseeding

Pigments will be used in lieu of overseed.

II. Tee Maintenance:

Mowing

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

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

Aerification

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

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

Topdressing

Topdressing will be done in conjunction with each aerification.

Topdressing will be done after overseeding.

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

Fertilization

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

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

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

Weed Control

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

Insect and Disease Control

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

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

Overseeding

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

Litter Control

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

III. Fairway Maintenance:

Mowing

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

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

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

Alternating mowing patterns are to be followed.

Aerification

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

Fertilization

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

Weed Control

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

Insect Control

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

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

Litter Control

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

Overseeding

Pigments will be used in lieu of overseed.

IV. Rough Maintenance:

Mowing

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

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

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

Fertilization

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

Weed Control

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

Insect Control

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

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

Litter Control

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

V. Course Set-Up:
Cups

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

Teeing Ground

Tee markers will be moved as needed.

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

Tee towels will be changed out weekly.

Ball washers will be filled as needed.

VI. Bunker Maintenance:
Raking

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

Edging

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

Weed Control

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

Litter Control

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

VII. Tree and Shrub Maintenance:
Pruning

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

Mulch

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

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

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

VIII. Irrigation System Maintenance:
Scheduling

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

Inspection

Irrigation coverage will be checked daily and adjusted where necessary.

Repairs

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

Damage

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

IX. Equipment Maintenance:

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

**X. Drainage Maintenance:
French Drains**

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

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

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

Edging

All cart paths will be edged on as needed basis.

Washed out areas

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

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

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

Litter Control

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

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

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

Practice Areas

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

Materials

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



Thank You!

We look forward to working with your community.

Down To Earth

500 Winderley Place, #222

Maitland, FL 32751

(321) 263-2700

dtelandscape.com

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Life, simplified.®



Our Mission

**Deliver exceptional
service and solutions
that enhance the
value of every
property and the life
of every resident.**

A vision for a partnership between
FirstService Residential &
Arlington Ridge Golf Club

June 30, 2025

Dear Board of Directors,

Thank you for the opportunity to present this proposal for professional management of Arlington Ridge Golf Club, including oversight of the golf course and restaurant operations.

Our team has worked closely with your leadership to understand the complex challenges the community is facing today: the need to revitalize aging amenities, restore operational stability, and align all aspects of management under a unified strategic direction.

This proposal is more than a service offering. It's a comprehensive plan to address the fragmented structure that has hindered Arlington Ridge Golf Club's progress and replace it with a fully integrated model. One that brings every moving part of the community into sync. From professional staffing and agronomic recovery to lifestyle programming and capital planning, every recommendation in this proposal is built around one clear goal: to elevate the resident experience while protecting and enhancing long-term home values.

What makes our approach different is not just our depth of expertise, it's the way we connect it. We believe that the success of Arlington Ridge Golf Club is directly tied to the success of its restaurant, and vice versa. That the experience of living in the community is shaped by the consistency and coordination of every department behind the scenes. And that the right management partner should bring not only operational strength, but clarity, accountability, and a long-term vision.

We look forward to the opportunity to walk you through this proposal in more detail, answer your questions, and begin building a partnership that reflects the overall values and goals of the Arlington Ridge community.

We look forward to partnering with the board and welcoming Arlington Ridge Golf Club to life, simplified.®

Sincerely,



Rada Kleyman

Business Development Director

FirstService Residential

407.653.8120 | Rada.Kleyman@fsresidential.com

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Your vision

Bringing your vision for Arlington Ridge Golf Club to life

We are not just in the business of
managing residences. We are in the
business of making people feel at home.
Therefore, like you, we want to see your
community thrive.

You have a vision for Arlington Ridge Golf
Club and play a vital role in bringing that
vision to life. Doing so as a community
leader can seem overwhelming and
complex, but it does not have to be.

In an aligned partnership, you will see
your vision achieved consistently.



Our commitment to our board members:

Elevate resident lifestyle

Optimize the financial health of
the association

Mitigate risk to support
the community



Our understanding of your situation

A fragmented history with lasting consequences

Arlington Ridge Golf Club has endured nearly a decade of decline across its golf course and restaurant—an outcome driven by years of fragmented oversight, limited investment, and a lack of coordinated leadership. Following the original developer's bankruptcy, each subsequent operator made decisions in isolation, prioritizing short-term cost control or property sales rather than long-term community wellbeing. Critical practices like golf course reseeding were halted. The restaurant suffered under inexperienced management. And even after the community stepped in to acquire these amenities, the selected operator lacked the capability and strategic vision to move them forward.

Operating these key amenities through disconnected vendors has left the community without a cohesive direction. The golf course, restaurant, and CDD/HOA have evolved separately, without the strategic alignment needed to support shared goals or solve interdependent challenges.

If this fragmented model continues, the community will remain stuck in reactive mode, managing symptoms rather than resolving root causes, and watching the condition of core amenities continue to erode.

What's needed is a unified plan. One provider with the insight and experience to align amenities, infrastructure, and staffing around a common vision. This approach ensures every operational decision supports long-term improvement, elevates the resident experience, and addresses the challenges that have compounded under siloed management.



Why the future of your golf and restaurant operations

Is the future of the community

The risk of decline is financial—not just operational

The condition of a golf course is never just about turf or aesthetics—it's about property value. And across the country, the data is clear: when a course deteriorates, home values follow.

Independent studies show that well-maintained golf courses can add 8–12% in value to adjacent homes. For properties with direct frontage and premium views, the value boost can reach as high as 30–40%. But when a course slips into visible decline—or worse, closes entirely—the effect reverses. Homes lose curb appeal, prestige fades, and premiums evaporate.

In Central Florida, the modeled scenario shows the potential scale of impact:

Course Condition	Estimated Home Value (Starting at \$350K)	Approx. Value Loss
Well-maintained (Grade A)	\$350K	—
Moderate deterioration	\$298K–\$315K	–10% to –15%
Complete closure	\$262.5K	–25%
Closure with legal dispute	\$175K–\$210K	–40% to –50%

Source: "Golf-Home Owners Find Themselves in a Hole," *Wall Street Journal*, Jan. 10, 2019.
<https://www.wsj.com/articles/golf-home-owners-find-themselves-in-a-hole-11547135191?mod=e2fb>

Source: "Golf Courses Boost Value of Home Prices," *LinkedIn*, Jan. 30, 2017.
<https://www.linkedin.com/pulse/golf-courses-boost-value-home-prices-scott-kauffman/>

Even modest degradation in the condition of the course could mean a \$35K to \$50K loss per household. Multiply that across a thousand homes, and the board is not just managing a golf course—you're protecting tens of millions of dollars in collective homeowner equity.



Amenities don't operate in silos. Neither should your management partners.

The golf course and restaurant at Arlington Ridge Golf Club are not separate businesses—they are interconnected lifestyle assets that support each other and the value of every home in the community. When they are misaligned, operated by different vendors with no shared vision or accountability, both suffer. And as they decline, the overall experience of the community deteriorates—with real implications for how prospective buyers see the neighborhood and what current homeowners can expect from their investment.

That's why the only viable path forward is a unified one—where a single partner is responsible for the strategic alignment, leadership, and execution of all key areas, the golf course and food and beverage operations, while working in a true partnership with the CDD management team for a comprehensive and integrated plan and delivery.

With the right partner, Arlington Ridge Golf Club doesn't just protect property values—it sets a course for long-term growth, community pride, and lifestyle excellence.



Strategic alignment for community success

What's required to achieve this?

At this stage in Arlington Ridge Golf Club's development, the greatest opportunity lies in bringing together the core elements of the golf club under one aligned and accountable partner. As a board, you're not just seeking service delivery; you're seeking strategy, continuity, and leadership that works toward a shared vision.

We believe the path forward for Arlington Ridge Golf Club requires alignment across these essential components:

Strategic community planning and alignment

Long-term success begins with a unified vision. Your management partner should work across all operating areas of golf and F&B operations, to ensure decisions are coordinated and community-wide goals are actively supported.

Depth of resources and subject matter expertise

To overcome operational blind spots, you need access to specialists in golf course maintenance, F&B, staffing, capital planning, and more. Your partner should bring this expertise to the table, not just promise to find it.

Project oversight and execution

Major initiatives require clear ownership and structured follow-through. Your management company should offer dedicated project administrators to manage capital projects from scope to completion.

Financial planning and funding strategy

Restoring key amenities requires more than a wish list—it requires thoughtful planning and smart prioritization. Your management partner should work closely with the board to align improvement goals with realistic funding pathways, helping ensure the community advances responsibly and with resident confidence.

Sustainable staffing and professional leadership

Success depends on the right people in the right roles. Your management partner should align staffing to community priorities, define clear roles, benchmark compensation, and recruit experienced professionals with long-term support.

Lifestyle programming that engages the community

Community life thrives when residents feel connected. Your management partner should provide a strategic partnership with the CDD management in developing and managing intentional programming that activates shared spaces and reinforces the role of Fairfax Hall as a true community anchor.



Your needs and our solutions

The following information
describes our recommendations
to address your needs.



To unify vision and operations under one strategic leadership partner

We recommend aligning all management functions under one partner to ensure cohesive planning, execution, and oversight across the golf course and restaurant.

Arlington Ridge Golf Club has spent years navigating disjointed operations, with individual vendors focused on their specific scopes but disconnected from the broader needs of the community. This lack of strategic alignment has allowed key issues to persist and has prevented any one amenity from realizing its full potential.

Our approach begins with collaborative planning. Working closely with the board to define community priorities and establish a shared roadmap that encompasses facility improvements, amenity integration, and resident engagement. By managing all core operations under a single umbrella, we eliminate conflicting agendas, reduce inefficiencies, and create accountability for long-term outcomes.

We don't view these amenities as separate businesses. We see them as interconnected components of a thriving community, and we structure our leadership to reflect that. Whether it's aligning restaurant activity with golf demand, coordinating capital projects across departments, or ensuring your vision is reflected in day-to-day decisions, we create one ecosystem, one direction, and one accountable partner.



To overcome operational blind spots with specialized support

We recommend leveraging our depth of resources to surround Arlington Ridge Golf Club with a leadership team and support structure equipped to address both immediate needs and long-term goals.

The board has made it clear: Arlington Ridge Golf Club needs more than a management company. It needs professionals with proven experience in golf course revitalization, restaurant management, and capital planning. That level of support can't be found in a single on-site generalist. It requires a network.

FirstService delivers that network. Behind every on-site team is a deep bench of subject matter experts, from food and beverage consultants and agronomic specialists to HR advisors and finance professionals. These individuals don't operate on theory, they are actively supporting similar operations across the region and are ready to contribute actionable insight from day one.

We match this breadth with structure. Through intentional onboarding, routine performance reviews, and active field leadership engagement, we ensure your on-site team is supported, coached, and held to the standards Arlington Ridge Golf Club deserves.

When problems arise, you won't be waiting for someone to figure it out. You'll have a team that's already solved it before.



Supporting capital projects through coordination, clarity, and trusted partners

When it comes to restoring key amenities, the difference between a successful project and a stalled one often comes down to coordination. Over the years, Arlington Ridge Golf Club has experienced the consequences of under-scoped, under-managed efforts. Whether through outdated restaurant infrastructure, deferred golf course maintenance, or stalled reinvestment planning. Many of these challenges stemmed from a lack of alignment between vendors, site teams, and the board.

At FirstService, we support the board by helping coordinate capital projects from concept to close-out. Our role is to ensure that scopes of work are clearly defined, competitive bids are facilitated, and qualified project managers are aligned to the right initiatives. For larger projects, we bring forward trusted partners and help manage communications and timelines to maintain momentum and transparency.

We don't replace your decision-making or take over project execution, we streamline it. With our support, your board can move forward with clarity, knowing every project has the structure and accountability needed to deliver results.



To bring structure and strategy to your reinvestment goals

We recommend establishing a formal capital planning process supported by financial modeling, project prioritization, and close alignment with the board.

The board has expressed a clear desire to revitalize core amenities, including a long-overdue upgrade of the Fairfax Hall restaurant. But after years of underinvestment, pursuing these improvements without a coordinated plan introduces risk, both in execution and in resident perception.

We support the board by helping define project priorities, assess readiness, and organize a long-term capital improvement plan that aligns with Arlington Ridge Golf Club's goals and available funding mechanisms. While the community's ability to access capital through tax-exempt bond issuance is a valuable asset, clear planning is still essential to determine timing, scope, and communication strategies.

Through our affiliate, FirstService Financial, we can provide added value in cash management and insurance, helping the board optimize existing reserves and ensure protection for newly reinvested assets.

This collaborative approach ensures Arlington Ridge Golf Club can move forward with confidence, guided by a plan that's transparent, well-structured, and tailored to the unique capabilities of a CDD.



To establish a sustainable staffing model that reflects community priorities

We recommend a staffing approach built on professional leadership, role clarity, and long-term support, ensuring the right people are in place to move Arlington Ridge Golf Club forward.

Leadership instability has been a persistent challenge at Arlington Ridge Golf Club, particularly in golf operations. Compensation levels haven't reflected the caliber of talent required, and past management partners have lacked the structure to recruit and support qualified personnel.

We address this by working closely with the board to define the ideal leadership profiles across all operational areas, ensuring the individuals we recruit reflect Arlington Ridge Golf Club's priorities, culture, and expectations. From there, we engage our dedicated talent acquisition team to source experienced professionals with proven track records in HOA, golf, and food and beverage management.

Beyond leadership, we conduct a full evaluation of on-site staffing, benchmarking roles, right-sizing teams, and clarifying responsibilities to eliminate overlap and improve efficiency. With ongoing training, accountability structures, and support from our regional operations team, we create a staffing model that's built to last.



To strengthen community connection through intentional lifestyle programming

We recommend developing a lifestyle strategy that integrates social programming, amenity use, and resident feedback to restore the restaurant, pool concession, and Fairfax Hall's role as a true community hub.

Arlington Ridge Golf Club has long envisioned these amenities as more than just a restaurant and meeting place. They were meant to be a central gathering place where neighbors connect, celebrate, and feel a sense of belonging. But after years of operational decline and limited programming support, that vision has stalled.

We help revitalize it by pairing structured lifestyle planning with operational alignment. That means coordinating events with restaurant capacity, activating the golf course as a social asset, and offering programs that reflect the interests and priorities of your residents. Whether it's fitness classes, social mixers, seasonal celebrations, or club activities, we focus on creating the kinds of experiences that bring people together and give the community renewed energy.

This work is done in close collaboration with the CDD lifestyle management team, ensuring programming is consistent, aligned, and informed by shared priorities. Together, we'll develop an annual lifestyle engagement calendar that unifies amenity use, supports resident connection, and maximizes participation across Fairfax Hall and beyond.

We also ensure programming isn't guesswork. Through regular feedback channels, like surveys, committees, and event participation data, we tailor offerings to resident interest, continuously refine the calendar and menu, and ensure that these amenities once again serve as the beating heart of Arlington Ridge Golf Club.



If there's one thing we want you to take away from this, it's this...

Success at Arlington Ridge Golf Club doesn't depend on fixing the golf course or the restaurant or the CDD, it depends on aligning all three under a single, unified strategy. This can be achieved through a collaborative strategy between FirstService Residential and the CDD for a unified resident experience with intended value outcomes.

For too long, each piece of this community has moved independently, operated by separate vendors with separate agendas. The result hasn't just been operational inefficiency—it's been lost momentum, missed opportunities, and a fractured sense of what Arlington Ridge Golf Club can become.

Our proposal isn't about doing more of the same. It's about replacing fragmentation with partnership, silos with coordination, and reactive fixes with forward-thinking leadership. Every recommendation we've made, from staffing to capital planning to amenity revitalization, is designed to work as part of a greater whole.

Because success here won't come from managing problems. It will come from managing **together**.



Golf operations



Aligning your investment to

Elevate your golf game

In many of Florida's master-planned communities, golf amenities are more than just recreation—they are community anchors. They support social connection, define a community's identity, and often serve as a key driver of homebuyer appeal. But with these benefits comes a real and growing risk: if not properly maintained, golf courses can quickly become financial liabilities, operational burdens, and symbols of decline rather than pride.

At Arlington Ridge Golf Club, that risk has been made real. After the original developer's bankruptcy, the course entered a period of deterioration driven by reactive decision-making and chronic underinvestment. Essential maintenance practices were suspended. Capital improvements were deferred. And while the board's acquisition of the course was a bold and necessary move, it has yet to be matched by a cohesive plan capable of driving long-term recovery.

Our finding

Arlington Ridge Golf Club doesn't need another vendor—it needs a partner with the expertise, structure, and strategic vision to restore the golf course as a vital piece of community life. The path forward requires more than maintenance; it requires alignment, accountability, and leadership grounded in experience.



Turning around a fractured golf amenity

Through strategic alignment and operational leadership

The challenge

One of our partners, a large active adult community in Central Florida, found itself facing many of the same challenges Arlington Ridge Golf Club is experiencing today. After the developer stepped back, the golf course, which had once served as a cornerstone of community life, was left with aging infrastructure, ineffective turf management, and a widening disconnect between operations and resident expectations.

The course lacked dedicated, qualified leadership. Maintenance protocols were inconsistent and under-resourced. Financial reporting was opaque. Most critically, the golf operation functioned independently from the rest of the community, with no cohesive strategy to connect the amenity back to the residents it was meant to serve. Resident trust had declined, and board members were left to navigate major decisions without meaningful guidance or support.

Our solution

When FirstService Residential was brought in, we knew the course couldn't be "fixed" with cosmetic changes. This was going to require full alignment across staffing, capital planning, marketing, and resident engagement. Our first step was to assign a dedicated General Manager, PGA-certified Golf Professional, and Class A Superintendent to lead a full operational reset. We leveraged our industry partners and supplier relations, conducted a full facility and turf audit, implemented an updated agronomic calendar, and prioritized recovery of core playing surfaces.

Behind the scenes, we established financial transparency through monthly variance reporting, we optimized the point-of-sale system, and launched dynamic pricing strategies to better manage demand and tee time inventory.



We also understood that the golf course couldn't succeed in isolation. We partnered closely with the F&B team to align programming, activated lifestyle events on course grounds, and integrated the golf operation into the community's broader amenity strategy. Weekly resident communications, targeted marketing to 5,000+ local prospects, and bundled resident memberships all contributed to a cultural and operational turnaround.

The results

Over a three-year period, the golf operation experienced measurable and sustained growth:

Metric	2022	2023	2024	Growth
Total revenue	\$1.77M	\$1.82M	\$2.15M	+21.6%
Price per round	\$44.07	\$47.36	\$52.67	+19.5%
Rounds played	40,176	38,466	40,886	+1.8%

Perhaps more importantly, resident satisfaction rebounded, and the course regained its place as a source of community pride. Today, our partner operates as a flagship example of how FirstService brings golf, hospitality, and HOA operations into alignment, delivering not just better playing conditions, but better community outcomes.



Our approach to the golf operations at Arlington Ridge Golf Club

Our plan to restore Arlington Ridge Golf Club's course centers on a simple but powerful premise: this isn't just a maintenance project—it's a strategic reintroduction of the golf amenity as a vital piece of community life.

We will pair disciplined agronomic leadership with integrated operational systems, all under the guidance of a professional management team that understands the long-term nature of recovery and growth. These recommendations are made with the understanding that each step would be developed in close alignment with the Board of Supervisors, ensuring that goals, priorities, and strategies reflect the direction and vision of the community's leadership. The approach is designed not only to elevate course conditions, but to rebuild trust, deliver transparency, and align this amenity with the broader goals of the community.

Leadership and staffing

- A dedicated General Manager will oversee daily operations, strategy, and alignment across golf and F&B, in cooperations with CDD priorities.
- A GCSAA Class A Superintendent will implement a custom agronomic calendar for Arlington Ridge Golf Club's specific soil and turf profile.
- All key roles—from head pro to equipment operators—will be hired or onboarded with documented job descriptions, training plans, and performance expectations.
- Our in-house Talent Acquisition team will coordinate recruitment, while field leadership ensures support and accountability from day one.
- Leadership team will host strategy sessions with the board annually and quarterly strategy review touch points

Agronomic plan and facility improvements

- Launch of a customized Annual Agronomic Plan based on immediate course audit findings.
- Digital irrigation mapping, with recommendations for a third pump and additional well to stabilize water efficiency and turf health.



- Phased capital improvements including greens resurfacing, bunker repairs, rough reclamation, and cart path restoration.
 - Preventative pest, disease, and weed management protocols executed under expert supervision.
-

Golf operations and golfer experience

- Develop and document the vision and measurable standards for the desired golfer experience, thinking of club members, residents, and guest players, in partnership with the board.
- Train in the standards and relentlessly measure key performance indicators to those standards across reservation management, tee sheet management, and the golfer experience. We'll measure member and resident experience through post-play survey and work to optimize user experience ratings in reservation channels and high-stakes social media channels (e.g. GolfNow®, Google).
- Implementation of the Jonas Club Software for tee sheets, pro shop POS, cart tracking, and integrated financial reporting.
- Pro shop merchandising plan to improve spend per round and align retail with golfer expectations.
- Starter and ranger scheduling to manage pace of play and elevate the overall player experience.
- Identify on-course enhancements in partnership with the board, including new signage, course setup improvements, and scoring system integration for league play.





Marketing and utilization strategy

- Targeted outreach to pay-to-play prospects within a one hour drive radius. This specifically includes Leesburg, The Villages, and all FirstService managed residential communities within this drive range.
- Evaluate the current bundled golf membership program and recommend improvements to grow loyalty and utilization.
- Use of GolfNow®, dynamic pricing models, and online booking to increase visibility and fill inventory gaps.
- League development, event programming, and tournament coordination to reactivate the course as a social hub. This is achieved through engaging activities such as the No Snow Event, holiday scrambles, and strategic use of our F&B offerings to enhance each experience.

Financial management and transparency

- Monthly statement of revenues submitted within 11 days of month-end, fully aligned with District requirements.
- All course-related revenues and expenses tracked separately and reported via Jonas.
- Dedicated FirstService finance personnel will oversee budgeting, forecasting, and reserve alignment.
- Board access to dashboards, KPI metrics, and year-end financial summaries, supported by GAAP-compliant processes.



Transition plan for golf operations

Objective:

Establish operational stability, increase transparency with the CDD Board, enhance course quality, and build a sustainable model for resident and guest satisfaction.

First 30 days: Stabilization & assessment

Primary Focus: Understand the current state of operations, establish partnership with CDD, and identify urgent needs.

Governance & communication

- Attend CDD board meetings to outline the transition plan.
- Review CDD contractual obligations, public meeting requirements, and budget constraints.
- Establish weekly updates for the District Manager or Board liaison.

Operations & infrastructure

- Conduct a full course and facility audit (cart paths, irrigation, greens, pro shop, restrooms).
- Review maintenance logs, equipment inventory, and service records.
- Evaluate the condition and efficiency of course operations and amenities

Staffing & training

- Meet all staff to review processes and procedures
- Review HR policies, certifications (spray tech, pesticide), and pending training needs.
- Create interim staffing plan to address any gaps or seasonal needs.

Customer & resident experience

- Review tee sheet usage, POS reports, and player feedback.
- Observe pace of play, starter / ranger coverage, and first-touch service.
- Identify any resident access policies or rate structures that need clarification or enforcement.



Deliverables

- Initial report to CDD with top operational issues and short-term action plan.
 - Draft communication for CDD website or newsletter introducing new management.
 - Emergency maintenance priorities list (irrigation, safety, compliance).
-

Day 31–60: Process improvements & resident engagement

Primary focus: Standardize operations, boost team performance, and improve course conditions.

Operational enhancements

- Implement or revise SOPs for maintenance, pro shop, cart fleet, and ranger duties.
- Ensure course set-up is consistent and compliant with local ordinances.
- Launch basic turf recovery or hazard clearing projects with in-house crew.

Governance & transparency

- Begin providing monthly reports to CDD (rounds played, revenue, maintenance progress).
- Review public budget line items and prepare variance analysis for District Manager.
- Clarify capital project approval process and permitting (if needed).

Staff culture & efficiency

- Provide training on customer service, pace of play management, and equipment care.
- Cross-train shop and ranger staff to improve flexibility and accountability.

Public engagement

- Host a “Community Golf Day” or meet-and-greet with residents and players.
- Install or update a “Course Conditions” board and digital communications.
- Collect survey feedback from residents and outside guests on course priorities.

Deliverables

- Standard operating procedures binder (pro shop, maintenance, carts).
- Course condition report with planned upgrades and timelines.
- Updated rate structure or access policy recommendations (if applicable).



Day 61–90: Optimization & strategic planning

Primary focus: Align operations with CDD goals, optimize financials, and prepare long-term capital improvement strategy.

Course quality & maintenance

- Implement seasonal turf, aeration, and drainage projects based on 60-day assessment.
- Review irrigation efficiency and water usage data; propose upgrades if needed.
- Develop and share a 12-month agronomic calendar with the Board.

Financial & compliance management

- Finalize operating and capital budgets for the next fiscal year.
- Introduce tracking for KPIs (cost per round, revenue per FTE, % rounds by residents).
- Evaluate and propose updated pricing, promotions, or tiered passes (resident, non-resident).

Resident & public engagement

- Present a “90-Day Progress Report” at a CDD board meeting.
- Launch a seasonal programming plan (clinics, tournaments, junior golf).
- Reinforce messaging around public asset stewardship and course value to taxpayers.

Deliverables

- Full 90-Day Transition Report (submitted to CDD and shared publicly if desired).
- Draft Capital Improvement Plan (equipment, irrigation, cart path, clubhouse).
- KPI dashboard and communications framework for quarterly reporting.

Key success indicators by day 90

Area	Indicators
Course conditions	Improved greens consistency, hazard cleanup, reduced complaints
Governance	Regular reporting to CDD, budget alignment, capital planning initiated
Community Trust	Higher satisfaction, visible engagement, event participation
Staff Stability	Clear roles, increased training, stronger performance culture
Financial Health	Accurate reporting, cost containment, revenue tracking tools



30-, 60-, 90-day

Agronomic plan

Arlington Ridge Golf Club agronomic plan (30 days)

- Soil samples of tees, fairways and greens
- Inventory of chemical and fertilizer on property
- Researching records of prior applications
- Studying the as-builds and finding all irrigation boxes and valves
- Checking all irrigation coverage throughout the property
- Identifying areas of concern and planning for turf health
- Checking equipment is up to perfect operating standards
- Applying the proper applications needed after soil samples are returned

Agronomic plan (60 days)

- Managing the applications applied for results
- Determining if second applications are needed
- Determine if aerification is needed before the winter months

Agronomics plan (90 days)

- Soil samples of areas treated
- Pre-emergent plan for Poa Annua for the winter months
- Winter fungicide schedule
- Planning for winter projects and detail work needed

Much of this plan will depend on date of take over.

Golf Course Yearly Agronomic Schedule:

January/February

- Liquid overseed applied to tees, fairways and greens
- Fairy ring fungicide applied to greens monthly

March/April

- Fertilizer wall to wall with pre-emergent

May

- Insecticide applied wall to wall



June

- Greens aerification (1/2" tines)
- Verticut greens, tees and fairways
- Fertilizer wall to wall

July

- Greens aerification (1/4" Ninja® Tines)

August

- Aerification of greens, tees and fairways
- Verticut greens, tees and fairways
- Fertilizer wall-to-wall

September/October

- Nematode application on greens

November/December

- Fertilizer wall to wall with pre-emergent
- Liquid overseed greens, tees and fairways



Repositioning Arlington Ridge Golf Club

As a regional golf destination

Reclaiming recognition through strategic revitalization

Arlington Ridge Golf Club has long been more than a neighborhood amenity. It was a point of pride, a place of prestige, and a course that earned respect across the region. That recognition isn't just something to aspire to, it's something to reclaim. Because with regional recognition comes more than just reputation, it brings utilization, increased rates, and a renewed sense of community identity.

The opportunity to reintroduce Arlington Ridge Golf Club to the broader market is real, but it requires more than maintenance. It demands a long-term commitment to rebuild infrastructure, restore reputation, and relaunch the course as a standout destination. This isn't a one-season fix—it's a multi-year effort that calls for operational discipline, consistent leadership, and a shared commitment between the board and its management partner.

And FirstService brings more than a plan. With tens of thousands of homes under management within a one-hour drive, we have unmatched insight into the golfer demographic Arlington Ridge Golf Club wants to reach. We understand the golfer mindset, and we know how to bring them here.

Our strategy to activate regional demand

With FirstService as your partner, Arlington Ridge Golf Club gains access to marketing channels, partnerships, and audience insights that traditional operators can't offer. We don't just manage the course—we position it to succeed within the broader golf landscape.

Our strategy includes:

- Reciprocal play networks: Opportunities for Arlington Ridge Golf Club to participate in regional reciprocal play agreements with other FirstService-managed courses and trusted affiliates—helping fill tee sheets while increasing course visibility.

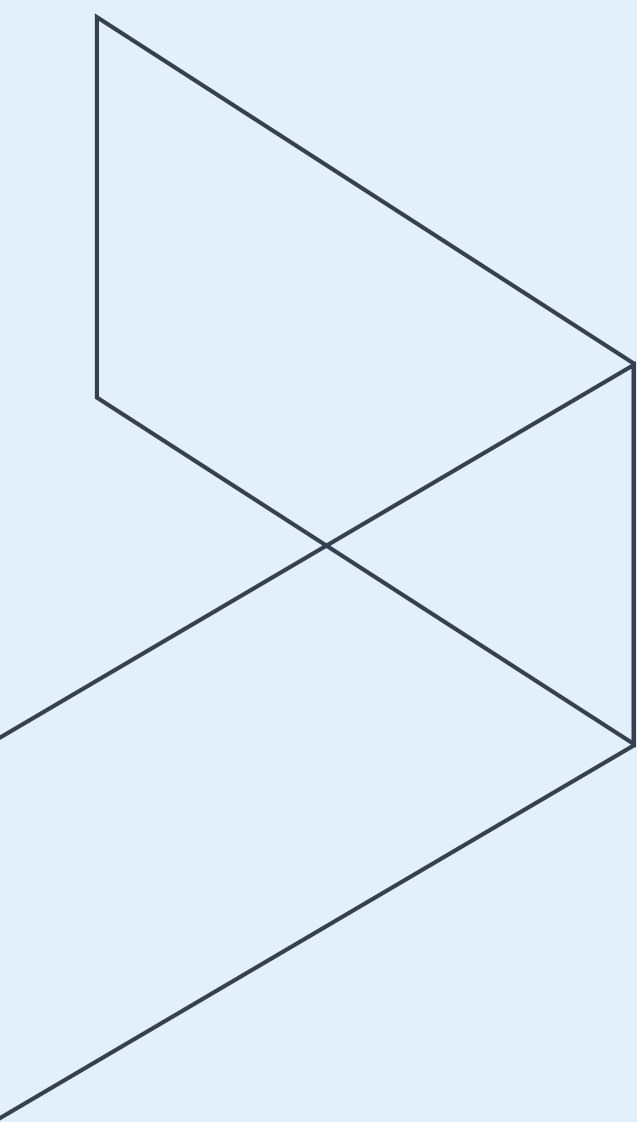


- Tournament and group play infrastructure: Leverage the 11,000-square-foot event space for golf groups, charity events, and local business outings—making the course a hub for social and competitive play.
 - Florida State Golf Association (FSGA) programming: Tap into FSGA's tournament network and sanctioned events to attract high-credibility play and elevate the course's perceived value.
 - Targeted digital and social reach: Community-specific marketing via geotargeted social campaigns, email lists, and local golf forum partnerships to promote membership options, events, and open play availability. The target audience includes casual to avid golfers within a one hour drive radius, including the more than 24,000 households in communities managed by FirstService Residential.
 - Local golfer data and forecasting: Based on estimated drive-time access and golf participation rates, we believe Arlington Ridge Golf Club can reestablish itself as a compelling option for thousands of golfers annually, particularly when supported by FirstService's brand, systems, and professional standards.
-

A local course with regional potential

Our goal is to work alongside the board to rebuild Arlington Ridge Golf Club's identity as a well-run, well-maintained, and well-loved course in the eyes of both residents and regional golfers. With the right operational foundation and the unmatched reach of FirstService's network of tens of thousands local homes, we can reintroduce Arlington Ridge Golf Club not just as a viable option, but as a course of choice. A destination. And a community asset worthy of pride once again.





Sample golf course operations P&L

Account	Description	Apr Actual	Apr Budget	Apr Variance	Apr Pct Var	YTD Actual	YTD Budget	YTD Variance	YTD Pct Var	2025 Total Budget	2025 Budget Remaining/ (Over)
GOLF REVENUE											
44401	Other Revenue Golf Lessons	725	250	475	>100%	2,890	1,000	1,890	>100%	3,000	110
44404	Retail Revenue Shoes	1,082	1,125	(43)	-3.8%	3,494	5,500	(2,006)	-36.5%	12,500	9,006
44404	Retail Revenue Mens Wear	5,803	4,590	1,213	26.4%	24,302	22,440	1,862	8.3%	51,000	26,698
44404	Retail Revenue Ladies Wear	2,251	2,610	(359)	-13.8%	9,757	12,760	(3,003)	-23.5%	29,000	19,243
44404	Retail Revenue Headwear	2,538	2,637	(99)	-3.7%	8,990	12,892	(3,902)	-30.3%	29,300	20,310
44404	Retail Revenue Gloves	1,692	1,854	(162)	-8.7%	6,026	9,064	(3,038)	-33.5%	20,600	14,574
44404	Retail Revenue Equipment	850	360	490	>100%	8,851	1,760	7,091	>100%	4,000	(4,851)
44404	Retail Revenue Golf Balls	5,684	4,545	1,139	25.1%	18,466	22,220	(3,754)	-16.9%	50,500	32,034
44404	Retail Revenue Merchandise	3,752	5,067	(1,315)	-26.0%	15,477	24,772	(9,295)	-37.5%	56,300	40,823
45910	Annual Public Membership	4,663	8,333	(3,670)	-44.0%	18,653	33,332	(14,679)	-44.0%	100,000	81,347
45912	Annual Homeowner Trail Fee	24,105	27,500	(3,395)	-12.3%	88,296	110,000	(21,704)	-19.7%	330,000	241,704
45922	Greens Fees	201,207	160,434	40,773	25.4%	1,013,795	784,344	229,451	29.3%	1,782,600	768,805
45954	Handicap Fees	0	33	(33)	-100.0%	0	132	(132)	-100.0%	400	400
45964	Golf Club Rental	9,495	3,150	6,345	>100%	26,370	15,400	10,970	71.2%	35,000	8,630
45970	Additional Cart	0	0	0	0.0%	400	0	400	0.0%	0	(400)
GOLF REVENUE TOTAL:		\$263,849	\$222,488	\$41,361	18.6%	\$1,245,767	\$1,055,616	\$190,151	18.0%	\$2,504,200	\$1,258,433

EXPENSES											
ADMINISTRATIVE											
50003	Contingency	2,723	0	(2,723)	0.0%	2,358	0	(2,358)	0.0%	0	(2,358)
50010	Advertising/Flyers	(1,006)	1,667	2,673	>100%	(1,006)	6,668	7,674	>100%	20,000	21,006
50015	Bank Charges	5,124	7,200	2,076	28.8%	18,309	35,200	16,891	48.0%	80,000	61,691
50022	Computer Maint/Supp	549	0	(549)	0.0%	4,684	875	(3,809)	<-100%	3,500	(1,184)
50047	Cash Over/Short	0	21	21	100.0%	0	84	84	100.0%	250	250
50058	Travel Expenses	(1,983)	0	1,983	0.0%	(1,983)	0	1,983	0.0%	0	1,983
50062	Score Cards/Pencils	1,014	0	(1,014)	0.0%	2,799	3,000	201	6.7%	6,000	3,201
50063	Tournaments/Awards	4,531	0	(4,531)	0.0%	31,469	5,000	(26,469)	<-100%	50,000	18,531
50073	Supplies	1,301	625	(676)	<-100%	4,271	2,500	(1,771)	-70.8%	7,500	3,229
50078	Office Supplies	358	208	(150)	-72.2%	601	832	231	27.7%	2,500	1,899
50080	Postage	(36)	42	78	>100%	22	168	146	86.9%	500	478
50085	Printing	764	292	(472)	<-100%	2,495	1,168	(1,327)	<-100%	3,500	1,005
50091	Merchandise/Accessories	1,600	3,040	1,441	47.4%	10,709	14,863	4,154	27.9%	33,780	23,071
50093	COGS-Balls	732	2,727	1,995	73.2%	3,191	13,332	10,141	76.1%	30,300	27,109
50094	COGS-Equipment	8,664	0	(8,664)	0.0%	4,513	0	(4,513)	0.0%	1	(4,512)
50095	COGS-Gloves	659	1,112	453	40.8%	2,322	5,438	3,116	57.3%	12,360	10,038
50096	COGS-Headwear	321	1,582	1,261	79.7%	3,220	7,735	4,515	58.4%	17,580	14,360
50097	COGS-Ladies Wear	0	1,566	1,566	100.0%	(2,945)	7,648	10,593	>100%	17,400	20,345
50098	COGS-Mens Wear	709	2,754	2,045	74.3%	18,610	13,464	(5,146)	-38.2%	30,600	11,990



Account	Description	Apr Actual	Apr Budget	Apr Variance	Apr Pct Var	YTD Actual	YTD Budget	YTD Variance	YTD Pct Var	2025 Total Budget	2025 Budget Remaining/ (Over)
50099	COGS-Shoes	87	675	588	87.2%	1,499	3,300	1,801	54.6%	7,500	6,001
50105	Property Taxes	0	0	0	0.0%	0	0	0	0.0%	13,100	13,100
ADMINISTRATIVE TOTAL:		\$26,109	\$23,511	(\$2,598)	-11.1%	\$105,139	\$121,275	\$16,136	13.3%	\$336,371	\$231,232
UTILITIES											
54000	Cable/Phone/Internet	(4)	400	404	>100%	1,157	1,600	443	27.7%	4,800	3,643
54050	Electricity	3,133	2,750	(383)	-13.9%	11,096	9,400	(1,696)	-18.0%	34,000	22,904
54070	Water & Sewer	692	2,917	2,225	76.3%	2,797	11,668	8,871	76.0%	35,000	32,203
UTILITIES TOTAL:		\$3,821	\$6,067	\$2,246	37.0%	\$15,050	\$22,668	\$7,618	33.6%	\$73,800	\$58,750
CONTRACTS											
60010	Bulk Alarm System	98	100	2	2.0%	392	400	8	2.0%	1,200	808
60037	Equipment Lease	615	750	135	18.0%	2,461	3,000	539	18.0%	9,000	6,539
60071	Golf Cart Rental	12,475	11,167	(1,308)	-11.7%	46,466	44,668	(1,798)	-4.0%	134,000	87,534
61010	Pest Control	167	292	125	42.8%	1,409	1,168	(241)	-20.6%	3,500	2,091
61055	Trash Removal	1,336	1,250	(86)	-6.9%	5,689	5,000	(689)	-13.8%	15,000	9,311
61060	Uniforms	72	0	(72)	0.0%	1,790	3,000	1,210	40.3%	6,000	4,210
CONTRACTS TOTAL:		\$14,763	\$13,559	(\$1,204)	-8.9%	\$58,207	\$57,236	(\$971)	-1.7%	\$168,700	\$110,493
OPERATING SALARIES & BENEFITS											
65000	Salaries	56,972	69,417	12,445	17.9%	232,550	277,668	45,118	16.2%	833,000	600,450
65000	Salaries Commission	685	400	(285)	-71.3%	3,337	1,600	(1,737)	<-100%	20,000	16,663
65040	Pay Group Insurance	5,516	5,833	317	5.4%	22,852	23,332	480	2.1%	70,000	47,148
OPERATING SALARIES & BENEFITS TOTAL:		\$63,173	\$75,650	\$12,477	16.5%	\$258,739	\$302,600	\$43,861	14.5%	\$923,000	\$664,261
LANDSCAPE											
70219	Landscape Irrigation	1,373	0	(1,373)	0.0%	4,867	0	(4,867)	0.0%	0	(4,867)
LANDSCAPE TOTAL:		\$1,373	\$0	(\$1,373)	0.0%	\$4,867	\$0	(\$4,867)	0.0%	\$0	(\$4,867)



Account	Description	Apr Actual	Apr Budget	Apr Variance	Apr Pct Var	YTD Actual	YTD Budget	YTD Variance	YTD Pct Var	2025 Total Budget	2025 Budget Remaining/ (Over)
70005	R&M-HVAC	0	417	417	100.0%	0	1,668	1,668	100.0%	5,000	5,000
70025	R&M-Building	1,874	1,250	(624)	-49.9%	1,365	5,000	3,635	72.7%	15,000	13,635
70134	Landscaping	758	758	0	0.0%	3,031	3,032	1	0.0%	9,094	6,063
70135	Landscaping Extras	0	833	833	100.0%	3,488	3,332	(156)	-4.7%	10,000	6,512
70216	R&M Janitorial Supplies	0	208	208	100.0%	0	832	832	100.0%	2,500	2,500
70221	Handicap Expense	0	625	625	100.0%	4,593	2,500	(2,093)	-83.7%	7,500	2,907
70224	Range Expense	139	833	694	83.3%	431	3,332	2,901	87.1%	10,000	9,569
70225	Rental Club Replacement	0	1,250	1,250	100.0%	0	2,500	2,500	100.0%	5,000	5,000
REPAIRS/MAINTENANCE TOTAL:		\$2,771	\$6,174	\$3,403	55.1%	\$12,908	\$22,196	\$9,288	41.8%	\$64,094	\$51,186
SPECIAL PROJECTS											
74005	Special Projects Beautification	0	8	8	100.0%	0	32	32	100.0%	100	100
SPECIAL PROJECTS TOTAL:		\$0	\$8	\$8	100.0%	\$0	\$32	\$32	100.0%	\$100	\$100
PRIOR YEAR ACTIVITY											
70298	Prior Year Expense	0	0	0	0.0%	(790)	0	790	0.0%	0	790
PRIOR YEAR ACTIVITY TOTAL:		\$0	\$0	\$0	0.0%	(\$790)	\$0	\$790	0.0%	\$0	\$790
TOTAL EXPENSES:		\$112,011	\$124,969	\$12,958	10.4%	\$454,119	\$526,007	\$71,888	13.7%	\$1,566,065	\$1,111,946
NET INCOME/ (LOSS):		72,085	15,174	\$56,911	>100%	511,046	205,229	305,817	100%	0	(\$11,046)



Food & beverage operations



Laying the foundation

For a successful F&B operation

In active adult communities like Arlington Ridge, dining venues are more than just places to eat. They're central to how residents connect, celebrate, and experience the lifestyle they've chosen. When done well, these spaces become the heartbeat of the community. But when facilities are outdated, leadership is inconsistent, or operations are misaligned with resident expectations, the effect is immediate and widespread: participation drops, word-of-mouth suffers, and the amenity shifts from being a source of pride to a point of frustration.

At Arlington Ridge Golf Club, Fairfax Hall and its associated venues, Chesapeake Bay Grille, Village Tavern, and Chatham's Coffee Shop, have experienced exactly that pattern. While the kitchen staff has remained committed and capable, the facility has long been overdue for reinvestment. Outdated infrastructure, limited programming, and a lack of operational support have left the restaurant struggling to serve its full purpose, let alone meet its potential. As one board member noted, the facility simply isn't equipped to handle the volume that a vibrant, active community demands.

Our finding

The board isn't just looking for better service, they're looking for a restaurant that functions as a community anchor. To achieve that, Arlington Ridge Golf Club needs more than surface-level improvements. It needs a structured F&B program, a refreshed vision for resident engagement, and professional management that connects every operational detail to the board's larger goals.



Elevating the dining experience

Through operational structure and hospitality-driven leadership

The challenge

One of our local partners was struggling with their on-site restaurant. Despite having a strong resident base and a steady flow of golfers, the venue was experiencing underwhelming participation, inconsistent service, and a lack of connection to the broader community experience. The space wasn't delivering on its potential as a social hub, and food and beverage spend per round remained flat year over year.

Underlying the issue was a lack of structure. There was no culinary direction, no targeted programming, and no system in place to manage inventory, staffing, or customer experience. Residents expected a high-quality amenity; what they experienced was closer to a clubhouse concession.

Our solution

FirstService Residential stepped in with a structured, hospitality-forward model through our FirstF&B program. We placed an experienced Executive Chef on-site, supported by a trained hospitality manager and regional culinary consultants. The operation was rebuilt around consistency, accountability, and service standards.

Key changes included:

- Implementing a rotating seasonal menu with engineered pricing and recipe-level cost control.
- Utilizing Jonas Club Software for POS, reservations, event management and support the golf operations.
- Launching regular programming such as happy hours, brunches, themed dinners, private events, and iconic community-wide holiday events to reconnect the venue with residents.



- Introducing FirstF&B operational excellence tools—checklists, sequence-of-service standards, inventory controls, temperature logs, staff training manuals, and more—to drive consistency and improve quality.

The restaurant was also better integrated with golf and lifestyle operations, ensuring it played an active role in tournaments, league banquets, and resident-led events.

The results

In just three years, the food and beverage operation saw measurable improvements in both revenue and resident engagement:

Year	Revenue	Spend per round
2022	\$445,125	\$11.08
2023	\$488,556	\$12.54
2024	\$512,769	\$12.70

- Total F&B revenue grew by 15.2% from 2022 to 2024.
- Spend per round increased by 14.6%, signaling both higher participation and stronger per-guest sales.
- Resident feedback shifted from frustration to enthusiasm, with increased bookings for community events and stronger turnout for weekly programming.

What was once an underused asset is now a thriving community hub and a clear example of what’s possible when operational rigor meets hospitality culture.



Our approach to the Arlington Ridge Golf Club restaurant operations

Revitalizing the food and beverage operation at Arlington Ridge Golf Club isn't about simply managing meals, it's about restoring all its venues as trusted gathering spaces that reflect the quality, pride, and culture of the community. Our approach is built to address the full scope of the board's goals, from operational consistency to resident engagement to long-term sustainability.

Through FirstF&B, our in-house hospitality support division, we bring structure, leadership, and scalable systems that ensure every aspect of the dining experience—from kitchen safety to menu strategy—is aligned with professional standards and community expectations.

Leadership and staffing

- A dedicated Food & Beverage Manager and Executive Chef will lead day-to-day operations with direct support from our FirstF&B regional specialists.
- Recruitment will be coordinated through FirstService's Talent Acquisition team, with input from the board on candidate profiles to ensure alignment with community culture and priorities.
- All staff, from line cooks to servers, will receive formal onboarding, safety certifications (e.g., food handler, alcohol), and ongoing training through our FirstF&B SOPs, training manuals, and Department Learning Checklists (DLCs).

Concept, menu development, and cost control

- We will develop a seasonal, resident-informed menu supported by engineered pricing and real-time inventory management using Jonas F&B modules.
- Menu design will focus on popular core items, balanced with creative specials and event-themed offerings. Presentation, cost-of-goods, and preparation workflows will be built for consistency and quality.
- Recipe-level cost tracking and vendor integration will reduce waste, streamline purchasing, and improve margins without compromising service.



Facility modernization and service flow

- We will conduct a full facility audit to identify kitchen equipment gaps, line inefficiencies, and service bottlenecks.
 - Where appropriate, we will recommend upgrades and process improvements to improve capacity, speed of service, and sanitation.
 - Dining service will follow our sequence-of-service model, ensuring consistency from seating through check presentation.
-

Programming and community engagement

- Your restaurant will be reactivated as a true social hub, with regular programming including brunches, themed dinners, happy hours, and holiday events.
 - We will partner with the board and lifestyle committees to ensure the calendar reflects resident interests and major community milestones.
 - Event catering services will be available for golf tournaments, HOA events, and private rentals, with scalable staffing to match demand.
-

Technology integration

- All restaurant venues will be equipped with Jonas POS and mobile ordering capabilities to support efficiency and transparency.
 - These tools provide real-time insights into sales, inventory, and labor, helping leadership manage the operation proactively and responsively.
-

Financial oversight and reporting

- Monthly revenue statements and KPI reports will be submitted in accordance with District requirements, no later than 11 days after the month-end.
- All financials will be prepared in accordance with Generally Accepted Accounting Principles (GAAP), ensuring standardized reporting practices that promote accuracy, transparency, and consistency. Full financial reports will be made accessible to the District for review at all designated intervals.



Profitability planning and long-term strategy

The board has expressed a clear desire to operate the Arlington Ridge Golf Club restaurant as a self-sustaining amenity, one that doesn't require ongoing subsidy and ideally generates a positive financial return. We believe that's an achievable goal, but only with structural changes to the current configuration.

Today, the facility is not designed to support the volume or efficiency needed to reach profitability. The kitchen layout, service flow, and infrastructure limitations constrain output and drive up operating costs, making it difficult to scale events or daily service without compromising quality or margin.

That's why, early in our engagement, we will convene a strategic working session with the board, supported by our FirstF&B specialists, project advisors, and financial team. Together, we'll assess:

- Facility limitations and kitchen upgrade priorities
- Revenue modeling based on seating capacity, staffing ratios, and demand curves
- Catering potential aligned with golf events, community programming, and outside rentals
- Service structure (e.g., full-service vs. counter-service adjustments)
- Menu pricing strategies and cost controls
- Phased capital investments that unlock greater operational efficiency

Using benchmarks from comparable communities and historical data from our existing portfolio, we'll collaborate to build a restaurant business model that reflects both the realities of the space and the aspirations of the community.

This isn't about chasing short-term margins. This is about putting the right structure in place so that, with smart investments and sound operations, Arlington Ridge Golf Club can move toward a financially sustainable F&B program that serves both residents and the long-term health of the community.





A comprehensive vision

For your food & beverage operations

This proposal presents a comprehensive vision for transforming the food & beverage (F&B) operations at Arlington Ridge Golf Club through two key initiatives:

1. **Chatham's Café** – a revitalized, tropical-themed poolside venue focused on vibrant guest experiences, efficient service, and profitable casual dining.
1. **Chesapeake Bay Grille & Village Tavern Rebrand** – a unification and modernization of the main clubhouse dining facilities to create a singular, lively destination for residents, golfers, and guests.

These initiatives are designed to:

- Increase on-site dining participation
- Enhance the community's lifestyle and atmosphere
- Generate additional revenue
- Strengthen brand identity and guest satisfaction



Poolside dining reimaged

Vision

Transform the current poolside café into a tropical-themed full-service venue offering cocktails, quick meals, ice cream, and live entertainment — creating an “island oasis” for residents and guests.

Naming finalists

To reflect the tropical, casual escape this venue offers, we recommend selecting from the following branding options:

- The Sandbar (Recommended)
- The Flip-Flop Café
- Island Breeze Café
- Chatham Pool Café
- Chatham's
- Tropical Pool Café

Core offerings

- Full Bar Service featuring tropical cocktails and frozen drinks (Island Oasis system).
- Pizza Station using Donna Italia countertop oven (2:30 cook time, compact design).
- Deli Sandwiches & Salads – light, refreshing, and high-quality ingredients.
- Hershey's Ice Cream – branded cooler for impulse buys and credibility.



Service model

- Hybrid ordering system:
 - o Poolside servers take orders and deliver directly to guests.
 - o QR Code menus at each lounge chair and table for app-based mobile ordering.
 - o Food runners to increase delivery efficiency.
- Mobile Ordering Integration: Tie into the existing Grille menu via app for cross-venue upselling.

Seasonal operating hours

Season	Hours
Jan – Mar	11:00am – Dusk
Apr, May, Nov, Dec	11:00am – 5:00pm
Jun – Oct	12:00pm – 4:00pm

Atmosphere & décor enhancements

- Visual: Tiki thatch, tropical accents, palm leaves, live plants, vibrant paint.
- Seating: Add bar-height and shaded patio seating; install outdoor TVs.
- Ambiance: Add a small water feature (e.g., wall fountain) to complete the island escape.

Equipment & maintenance needs

- Repair or replace ice cream freezer (Hershey's® may provide a free replacement).
- Replace espresso machine with Keurig® or Nespresso® for streamlined coffee service.
- Add Donna Italia Pizza Oven to prep/bar area.



Transformation

Concept overview

Rebrand and unify the clubhouse dining spaces to create a modern, cohesive hospitality venue. The new space will serve as a central hub for dining, events, and community connection.

New name options

- Ridge Bar & Grill (Recommended)
- Arlington Grill
- 1857 Grill (ties to Leesburg's founding year)

Unified space strategy

- Remove disjointed names and aesthetics.
- Combine bar, private room, and dining room into one flexible-use space.
- Add barn doors for optional separation during private events.

Interior modernization

- Raise perceived ceilings with vertical wall patterns, tall mirrors, and curtain accents.
- Upgrade lighting to recessed fixtures and floor lamps.
- Replace outdated pendant lights.
- Furnish with natural materials, light colors, and live greenery.





Food & beverage program

- Service Hours:
 - o Breakfast: 7:00am-10:30am
 - o All-Day Menu: 11:00am-8:00/9:00pm
 - o Dinner Entrees: 5:00pm-Close
 - o Happy Hour: 4:00-5:30pm daily
 - o Late-Night Bar Menu: Fri-Sat only
- Weekly Features:
 - o Tuesday – Taco Night
 - o Wednesday – Comfort Food
 - o Thursday – Fish & Chips
 - o Friday – Prime Rib
 - o Saturday – Italian Night
 - o Sunday – BBQ Buffet
- Grab & Go Golf Service: QR pre-ordering, snack coolers at the turn, and cart beverage service.

Dining room use

- Flexible based on traffic: lunch service in the bar unless overflow is needed.



Events & lifestyle integration

Make the F&B operations a central driver of community engagement:

Event programming

- Monday – Bingo
 - Tuesday – Trivia
 - Saturday – Live Music
 - Concerts in the Square
 - Dive-in Movies at the Pool
 - Special Themed Dances, Date Nights, and More
-

Banquets, catering & revenue strategy

In-house events:

- Large community functions coordinated with the Lifestyle Team.
- Target: 10% profit margin for large events to support accessibility and community appeal

Private catering:

- Weddings, birthdays, graduations, and special occasions.
- Target: 30% profit margin to reduce subsidy and drive sustainable revenue.



Financial & operational recommendations

Food & Beverage minimum spend program

- Introduce a \$480/year per household minimum.
 - o “Use it or lose it” by year-end.
 - o All unspent balances contribute to revenue, reducing subsidies.
 - o Promotes local dining and supports staffing and operations.

Group Purchasing Organization (GPO)

- Continue using Vizient®/Provista for F&B supplies and services.
 - o Expected savings: 10–15%
 - o Reinvest savings into venue upgrades or community programming.
-

Measuring success

- Revenue management is key to the success of any operation. What gets measured gets controlled.
 - o FirstF&B tracks revenue daily vs budget to create a revenue pace model. This pace then sets the goal for labor and procurement process. This allows the onsite leader to have a daily look at how the operation is performing to the plan and adjust to ensure we manage through the middle of the financial plan.
 - o We have created a monthly F&B management report focusing on variances to budget, both positive and negative. The goal is to highlight what we did right, continue and or improve what’s right, and work as a team to correct what was wrong.
 - o The above property team is read in on all metrics for F&B to lend support as needed. This also allows for another set of eyes to raise flags that can be missed.



Image inspiration

For Arlington Ridge Golf Club

Tropical Pool-Side Café - add life and oxygen to this area

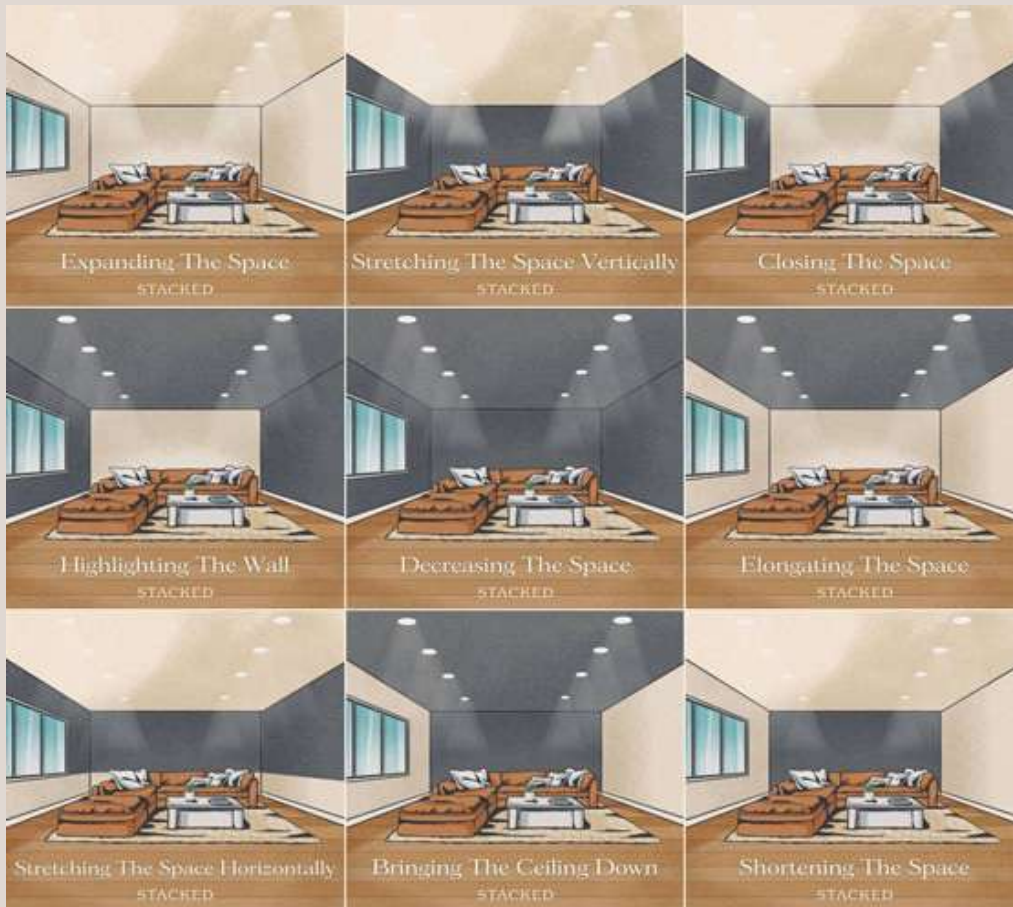


Add large doorways to private room and main room from the bar.

Use contemporary barn doors to enhance the look and feel, while allowing areas to be set to private.

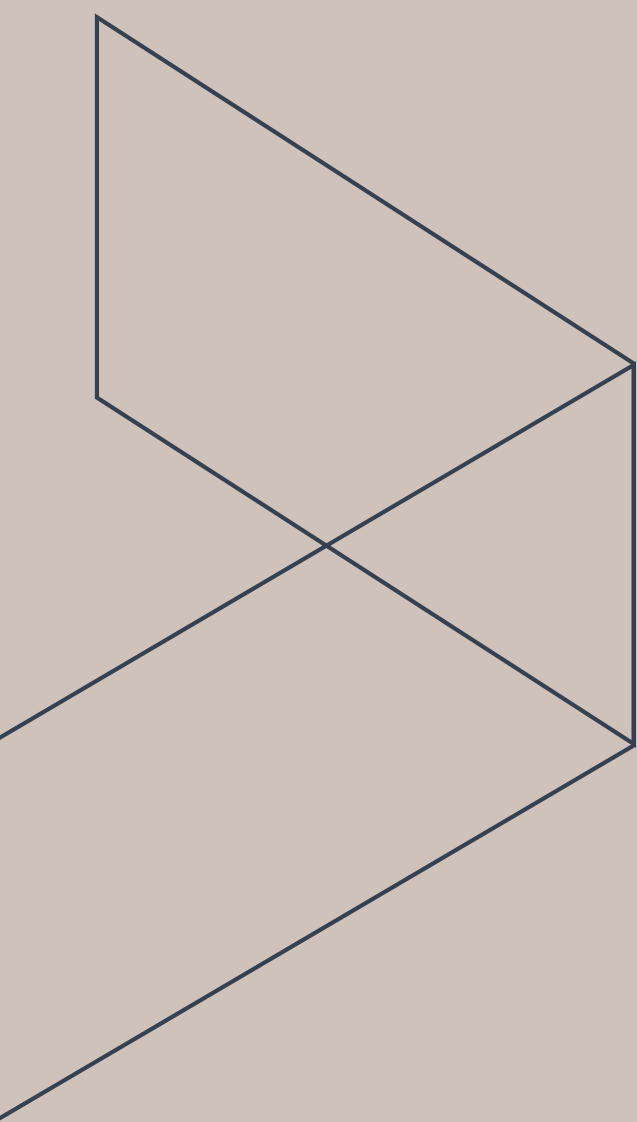


The ceilings are low, There is a need to make them appear higher by adding more air, space and life to the bar, and dining rooms.



Conclusion

These transformations will elevate the entire Arlington Ridge Golf Club experience by turning dining into a destination, not just a convenience. With targeted upgrades, strategic branding, and community-aligned programming, the F&B operation can become a vibrant pillar of community life.



Sample golf grill operations P&L

Current Period						Account Number	Food & Beverage Detail	Current Year					
Current Actual	%	Current Budget	%	Budget Var \$	Budget Var %			YTD Actual	%	YTD Budget	%	Budget Var \$	Budget Var %
Food Revenue													
17,883	35.94%	21,888	40.80%	(3,717)	-17.21%	48838	Food Revenue	103,369	34.12%	113,200	40.80%	(11,831)	-10.38%
6,662	13.43%	4,140	7.67%	2,542	61.40%	48832	Non-Alcoholic Beverage Revenue	29,887	9.81%	22,660	7.67%	7,617	34.50%
	0.00%		0.00%	-	0.00%		Disposals Contra-Revenue Food		0.00%		0.00%		0.00%
24,545	49.37%	25,748	47.67%	(1,173)	-4.56%		Total Food Revenue	133,256	43.94%	137,280	47.67%	(4,024)	-3.14%
Beverage Revenue													
10,142	20.38%	10,890	20.90%	(858)	-6.99%	48839	Liquor Revenue	87,280	22.24%	57,800	20.90%	8,699	18.82%
14,691	29.63%	16,540	30.67%	(1,899)	-11.29%	48840	Beer Revenue	96,312	32.49%	89,320	30.67%	8,992	11.31%
368	0.72%	900	1.67%	(542)	-60.22%	48850	Wine Revenue	4,961	1.34%	4,860	1.67%	(79)	-1.60%
	0.00%		0.00%	-	0.00%		Disposals Contra-Revenue Beverage		0.00%		0.00%		0.00%
25,191	50.63%	28,280	52.33%	(3,089)	-10.88%		Total Beverage Revenue	188,553	56.06%	150,720	52.33%	18,049	12.67%
49,736	100.00%	54,098	100.00%	(4,364)	-7.86%		Total Restaurant Revenue	321,809	100.00%	288,000	100.00%	34,609	12.08%
Other F&B Revenue													
6,317	100.00%	6,317	100.00%	-	0.00%	48860	Owner Assessments	31,143	100.00%	31,185	100.00%	(42)	-0.13%
	0.00%		0.00%	-	0.00%	48869	Miscellaneous Income		0.00%		0.00%		0.00%
	0.00%		0.00%	-	0.00%	48868	Other Income - Restaurant		0.00%		0.00%		0.00%
6,317	100.00%	6,317	100.00%	-	0.00%		Total Other F&B Revenue	31,143	100.00%	31,185	100.00%	(42)	-0.13%
36,672	100.00%	60,217	100.00%	(23,545)	-39.10%		Total F&B Revenue	352,952	100.00%	319,185	100.00%	34,609	12.08%
Food Cost of Sales													
9,417	38.34%	9,720	37.76%	303	3.12%	58866	COGS - Food	10,845	42.00%	11,840	37.76%	(1,005)	-7.72%
4,764	19.47%	1,449	5.62%	(3,335)	-236.18%	58870	COGS - Non-Alcoholic Beverage	13,143	14.43%	7,728	5.62%	(11,414)	-147.75%
	0.00%	125	0.48%	125	100.00%	58839	F&B - Waste	118	0.00%	625	0.48%	509	81.48%
14,281	57.81%	11,294	43.86%	(2,987)	-20.94%		Total Food Cost of Sales	24,006	56.43%	20,193	43.86%	(4,910)	-24.77%
Beverage Cost of Sales													
2,900	11.52%	3,780	13.38%	(877)	-23.30%	58867	COGS - Liquor	14,718	8.67%	20,180	13.38%	5,442	26.96%
2,906	11.62%	4,968	17.58%	(2,042)	-41.20%	58868	COGS - Beer	23,794	14.02%	26,496	17.58%	2,702	10.20%
315	1.25%	360	1.27%	45	12.99%	58869	COGS - Wine	960	0.57%	1,820	1.27%	960	90.00%
16	0.36%	250	0.88%	266	64.99%	58872	COGS - Bar Purchases	948	0.56%	1,250	0.83%	302	24.16%
	0.00%		0.00%	-	0.00%		Beverage Waste		0.00%		0.00%		0.00%
6,234	24.78%	9,358	33.31%	3,124	33.38%		Total Beverage Cost of Sales	40,420	23.52%	49,726	33.94%	9,406	23.88%
20,436	41.57%	20,652	36.24%	217	1.06%		Total Restaurant Cost of Sales	64,426	38.17%	69,919	36.24%	(5,504)	-8.00%
20,436	38.44%	20,652	36.24%	217	1.06%		Total F&B Cost of Sales	64,426	34.97%	70,919	34.43%	(6,504)	-9.60%



Current Period						Account Number	Food & Beverage Detail	Current Year					
Current Actual	%	Current Budget	%	Budget Var \$	Budget Var %			YTD Actual	%	YTD Budget	%	Budget Var \$	Budget Var %
Payroll													
31,273	62.85%	24,167	44.75%	(7,106)	-29.40%	65000 18	Salaries Restaurant	92,088	26.07%	126,835	41.98%	29,847	24.70%
788	1.58%	3,333	6.17%	2,545	76.38%	65057	Employee Benefits	6,304	2.08%	16,993	5.70%	10,361	62.17%
-	0.00%	-	0.00%	-	0.00%	65005 40	Payroll Taxes Payroll Taxes-Res	-	0.00%	-	0.00%	-	0.00%
32,061	64.44%	27,500	50.93%	(4,561)	-16.59%		Total F&B Payroll	97,292	32.15%	137,500	47.74%	40,208	29.34%
Direct Expenses													
1,728	3.47%	2,728	5.05%	908	36.61%	50015	Back Charges	9,611	3.18%	14,215	4.94%	4,604	32.39%
-	0.00%	-	0.00%	-	0.00%	50022	Computer Maint/Supp	-	0.00%	-	0.00%	-	0.00%
-	0.00%	-	0.00%	-	0.00%	50026	Credit Card Fees	-	0.00%	-	0.00%	-	0.00%
-	0.00%	-	0.00%	-	0.00%	50040	Promotional Events	-	0.00%	-	0.00%	-	0.00%
-	0.00%	8	0.01%	8	100.00%	50047	Cash Over/Short	-	0.00%	40	0.01%	40	100.00%
199	0.32%	-	0.00%	(166)	0.00%	50050 58	License, Taxes, Permit Restaurant	1,371	0.45%	5,000	2.08%	4,629	77.15%
-	0.00%	-	0.00%	-	0.00%	50061	Employee Training Certification	-	0.00%	-	0.00%	-	0.00%
2,351	4.73%	600	1.11%	(1,751)	-291.62%	50073	Supplies	5,271	1.74%	2,000	1.04%	(3,271)	-75.79%
823	1.62%	42	0.08%	(763)	-1816.67%	50074	Equipment Rental	814	0.27%	210	0.07%	(604)	-287.62%
-	0.00%	-	0.00%	-	0.00%	50080	Entertainment	-	0.00%	-	0.00%	-	0.00%
831	1.67%	700	1.30%	(131)	-18.71%	54001	Cooking Fuels	4,533	1.50%	2,500	1.22%	(1,533)	-36.51%
98	0.20%	250	0.46%	152	60.80%	60003	Service Agreements	495	0.15%	1,250	0.43%	754	62.72%
742	1.48%	192	0.36%	(550)	-295.46%	60037 38	Equipment Leases	917	0.30%	990	0.33%	43	4.48%
-	0.00%	-	0.00%	-	0.00%	60070	Beverage Cart Leases	-	0.00%	-	0.00%	-	0.00%
308	0.62%	333	0.62%	27	8.11%	60096	Laundry & Linen	1,938	0.53%	1,865	0.58%	57	3.42%
-	0.00%	208	0.39%	208	100.00%	61060	Uniforms	511	0.17%	1,040	0.36%	529	10.87%
-	0.00%	1,250	2.31%	4,980	398.12%	70000	R&M-General	4,980	1.62%	6,250	2.17%	-	0.00%
-	0.00%	-	0.00%	-	0.00%	70075	R&M - Equipment Maintenance	280	0.09%	-	0.00%	(280)	0.00%
1,390	2.58%	1,633	3.39%	547	29.84%	70182	Paper Supplies	7,914	2.62%	9,105	3.18%	1,251	13.63%
571	1.15%	1,250	2.31%	679	54.32%	70216	R&M - Janitorial Supplies	6,901	2.28%	6,250	2.17%	(651)	-10.42%
-	0.00%	-	0.00%	-	0.00%	74004 48	Capital Improvements	-	0.00%	-	0.00%	-	0.00%
8,678	17.84%	8,392	17.39%	514	5.47%		Total F&B Direct Expenses	45,192	14.93%	53,543	18.58%	6,353	15.69%
\$ (5,201)	-9.48%	\$ 2,773	4.99%	\$ (8,074)	-293.16%		Total F&B Income(Loss)	\$ 78,298	22.82%	\$ 18,521	5.80%	\$ 57,687	311.47%



Staffing plan



Creating sustainability and alignment

Providing the right people with the right support

Across community associations, one of the most common, and most costly, challenges boards face is misaligned staffing. Whether it's unclear roles, outdated compensation structures, or unsupported personnel, the result is the same: inefficiencies grow, service suffers, and leadership turnover disrupts momentum. This is especially true in communities with complex amenities like golf courses and restaurants, where staffing must reflect both operational needs and elevated service expectations.

At Arlington Ridge Golf Club, the board has recognized that the current staffing structure isn't sustainable. Compensation levels don't reflect the experience required, key leadership roles have proven difficult to fill, and the support systems to coach, develop, and retain talent have been lacking. Simply put: a fragmented staffing model will not deliver unified community success.

Our finding

Sustainable staffing begins with alignment. The right people, in the right roles, working within a clear structure and supported by systems designed to help them succeed. That's what transforms a team from reactive to proactive, and from turnover-prone to leadership-ready.



Our approach to staffing Arlington Ridge Golf Club

At the core of our staffing model is a simple belief: communities deserve more than good people. They deserve the right people, supported by the right systems. FirstService Residential brings unmatched depth in recruiting, training, and supporting personnel across HOA operations, golf, and food and beverage. Whether we're staffing a front desk, a tee sheet, or a full-service restaurant, our processes ensure consistency, professionalism, and accountability.

It's imperative to ensure every member of the team understands their role, is aligned with the board's vision, and is equipped to deliver an elevated service experience. By combining local talent recruitment with regional expertise and corporate infrastructure, we create a staffing ecosystem that is as strategic as it is scalable. It's how we ensure each piece of Arlington Ridge Golf Club, residential services, golf operations, and dining, operates not in silos, but in sync.

Collaborative role definition and recruitment

- We begin by partnering directly with the board to define the types of leaders and personnel Arlington Ridge Golf Club needs across HOA, golf, and F&B operations.
- Using those role profiles, our Talent Acquisition team identifies candidates with the experience, credentials, and cultural fit to succeed in a community of this complexity.
- Positions like General Manager, Golf Pro, Executive Chef, and Hospitality Manager are benchmarked against industry standards and tailored to the unique needs of Arlington Ridge Golf Club.
- Final hiring decisions are made in collaboration with the board, ensuring every leadership role reflects shared expectations.



Staffing structure and compensation alignment

- We implement a fully documented organizational chart with defined roles and responsibilities for each team member.
 - All positions are benchmarked using market-rate compensation data.
 - Where needed, we make recommendations to right-size the team, identifying opportunities to streamline roles or enhance coverage for key functions.
-

Onboarding, training, and retention

- Every new associate completes a formal onboarding process including job-specific training, certification (e.g., food safety, alcohol service, OSHA), and orientation to Arlington Ridge Golf Club's standards.
 - Supervisors are provided with performance management tools, coaching resources, and support from our field leadership team to foster long-term success.
 - We maintain ongoing training through FirstService University, FirstF&B modules, and in-the-field mentorship to keep staff engaged, accountable, and growing.
-

Integrated support across all departments

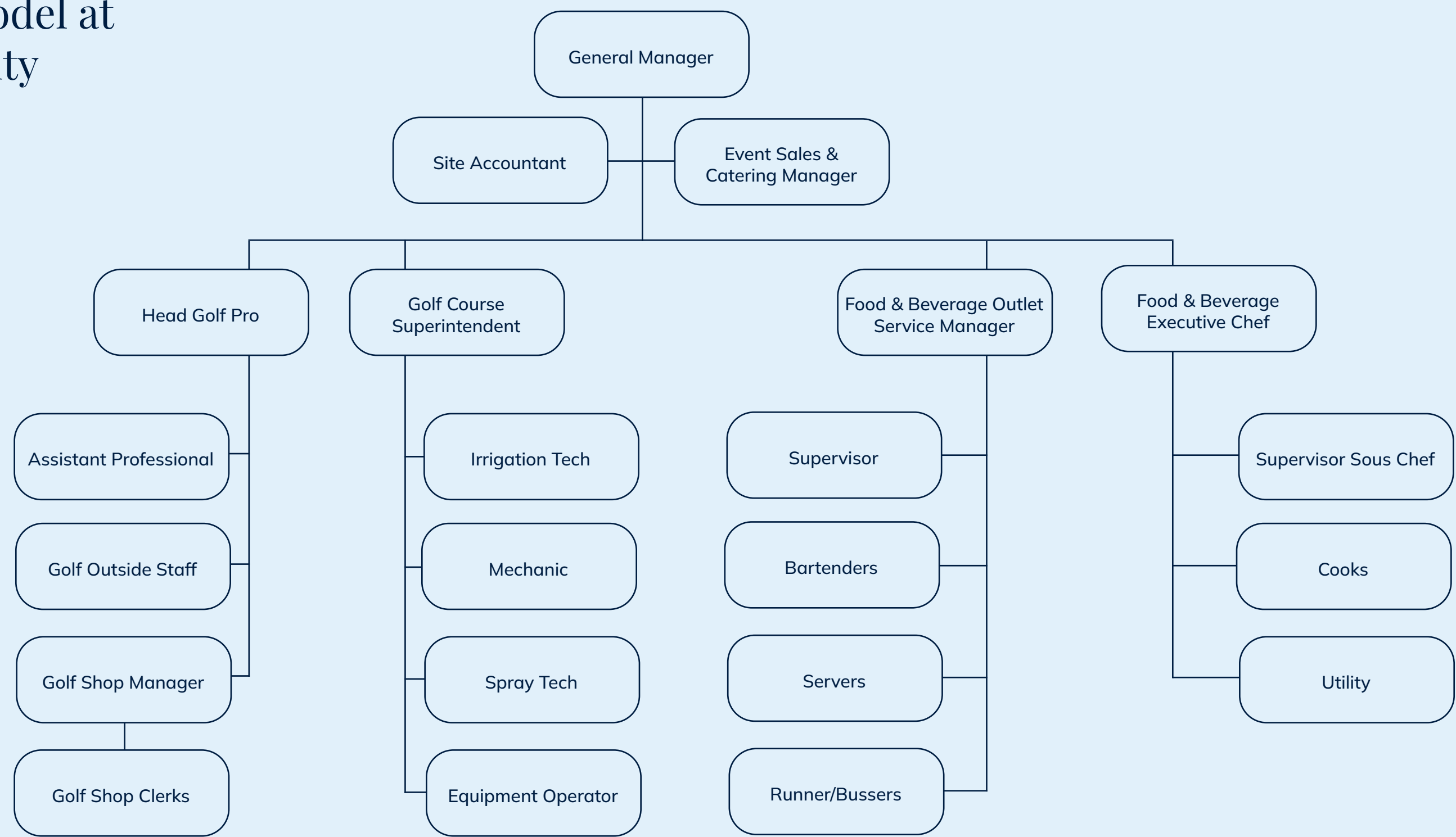
- While each team operates within their area of expertise, all personnel report up through a coordinated leadership structure that ensures Golf, F&B, and HOA operations remain aligned.
 - Shared SOPs, internal communication protocols, and unified scheduling tools promote operational harmony and reduce friction between departments.
 - Field leaders across operations, finance, and human resources are available to support on-site management, troubleshoot challenges, and reinforce service standards.
-

A staffing model built for longevity

- Our goal is to build a team that can evolve with the community. That means prioritizing stability, accountability, and leadership development at every level.
- By aligning personnel with purpose, we create an environment where staff understand their role, feel supported, and are empowered to deliver the service Arlington Ridge Golf Club expects.



Envisioned model at evolved capacity



Staffing details

Position	# of Associates	Hrs./Wk.	Wage Range	
General and Administrative				
Club General Manager	1	40	\$145k-165k plus KPI driven incentives	salary
Event Sales and Catering Manager	1	40	\$50k-60k plus KPI driven incentives	hourly
Site Accountant	1	40	\$36.00-40.00	hourly
Golf Operations				
Head Golf Professional	1	40	\$75k-85k plus KPI driven incentives	salary
Assistant Golf Professional	1	40	\$22.00-24.00	hourly
Outside Service FT	5	40	\$13.00-14.00	hourly
Outside Service PT	2	20	\$13.00-14.00	hourly
Starter Ranger PT	3	20	\$13.00-14.00	hourly
Starter Ranger FT	2	40	\$13.00-14.00	hourly
Golf Shop Manager	1	40	\$49k-55k	salary
Golf shop Clerk FT	2	40	\$16.50-17.50	hourly
Shop Shop Clerk PT	2	24	\$16.50-17.50	hourly
Course Course Superintendent	1	40	\$85k-95k	salary
Asst. Golf Course Superintendent	1	40	\$50k-55k	salary
Golf Course Spray Technician	1	40	\$16.00-19.00	hourly
Golf Course Irrigation Technician	1	40	\$16.00-19.00	hourly
Golf Course Equipment Operator	8	40	\$16.00-19.00	hourly
Golf Course Mechanic	1	40	\$22.00-25.00	hourly

Position	# of Associates	Hrs./Wk.	Wage Range	
Food & Beverage Operations				
Food & Beverage Executive Chef	1	40	\$75k-85k	salary
Sous Chef	1	40	\$26.00-40.00	hourly
Cooks (FT)	3	40	\$19.00-21.00	hourly
Cooks (PT)	2	20	\$19.00-21.00	hourly
Food & Beverage Service Manager	1	40	\$65k-75k	salary
Service Supervisor	1	40	\$23.00-26.00	hourly
Bartender (FT)	1	40	\$11.00-12.50	hourly
Bartender (PT)	2	24	\$11.00-12.50	hourly
Server (FT)	3	40	\$11.00-12.50	hourly
Server (PT)	2	24	\$11.00-12.50	hourly
Concession/Banquet Servers	ad hoc	ad hoc	\$11.00-12.50	hourly
Concession/Banquet Runner/Busser (PT)	3	24	\$15.00-17.00	hourly
Banquet Runner/Busser (PT)	ad hoc	ad hoc	\$15.00-17.00	hourly
Utility (FT)	2	40	\$15.00-17.00	hourly
Utility (PT)	2	20	\$15.00-17.00	hourly



Why success isn't just depend on who's on-site, but who's behind them

What you see here is more than a staffing chart. It's the framework that makes our operational model work. Arlington Ridge Golf Club isn't just hiring a General Manager, Golf Pro, or Executive Chef, it's gaining access to a fully integrated support network designed to strengthen every aspect of amenity operations.

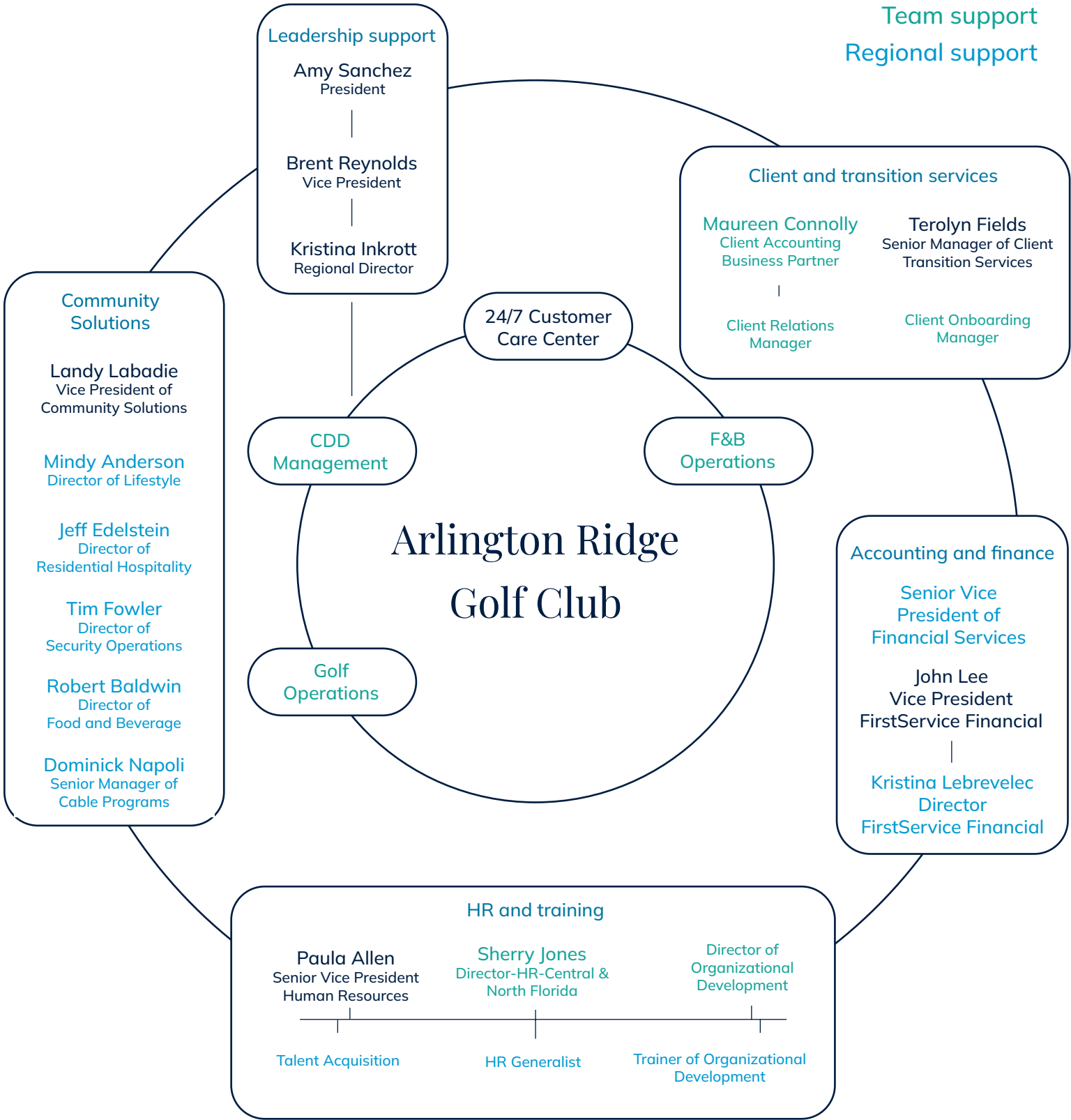
This structure ensures:

- **Staff consistency and training:** Recruiting and HR teams specialize in golf and hospitality staffing, ensuring candidates are well-qualified, culturally aligned, and supported from day one with professional development and compliance training.
- **Stronger operational oversight:** On-site leaders have direct access to subject matter experts across food & beverage, agronomy, finance, lifestyle programming, and more, so no challenge is faced in isolation.
- **Faster resolution and reduced board burden:** Whether it's a vendor issue, a service disruption, or a staffing concern, site leaders are empowered to act with the confidence and backing of a 24/7 support structure. That means fewer escalations to the board and more efficient, proactive management.

It's this kind of wraparound support that enables on-site teams to deliver on service expectations. Even with a leaner, more cost-efficient model. Without this infrastructure, even the best staffing plan is just a list of roles. With it, the community gains a dynamic, fully integrated operating platform.

360° of support

Leadership
Team support
Regional support



Capital improvement and strategic investment



Rebuilding what matters

With a plan that lasts

In communities with aging infrastructure, capital planning can quickly shift from proactive to reactive. Deferred maintenance turns into urgent repair. Amenity upgrades stall out. And without a clear strategy, boards are often forced to make difficult financial decisions in crisis mode, triggering special assessments or resident pushbacks that could have been avoided with proper foresight.

At Arlington Ridge Golf Club, years of underinvestment in both the golf course and restaurant have brought capital needs to the forefront. From outdated kitchen equipment and aging turf systems to structural enhancements like irrigation, bunkers, and cart paths. The community faces a backlog of projects with varying degrees of urgency, complexity, and cost.

Our finding

The path forward to success entails transparency, planning, and execution. Capital planning shouldn't feel like a scramble; it should feel like a strategy. And it should give the board the tools to prioritize what matters most, with confidence in how it will be delivered and how it will be funded.



Our approach to capital planning at Arlington Ridge Golf Club

At FirstService Residential, capital planning is never treated as a spreadsheet exercise, it's a strategic discipline that blends community priorities, operational needs, and financial foresight. We don't just help communities identify what needs to be fixed; we work with boards to determine when and how to address each project in a way that's sustainable and transparent.

Our approach is rooted in experience. With thousands of communities under management, we've helped boards navigate everything from irrigation overhauls and kitchen refits to full clubhouse renovations and infrastructure reinvestments. At Arlington Ridge Golf Club, we will bring this experience to bear through a capital plan that is prioritized, well-structured, and fully executable. Every step will be supported by dedicated project managers, financial experts, and operational leadership.

Early planning and prioritization

- Within the first 60 days of transition, we will collaborate with the board to conduct a full capital needs assessment across golf, restaurant, and common area operations.
- This will include project audits, equipment evaluations, facility walkthroughs, and vendor input to identify both immediate repairs and long-range investment needs.
- We will jointly prioritize projects based on safety, resident experience, operational impact, and budget alignment.

Structured multi-year capital plan

- All findings will be compiled into a multi-year capital improvement plan, categorized by year, funding source, and priority level.
- Projects will be tracked for visibility into project status, budget utilization, and timelines.
- The plan will be flexible, allowing the board to adjust priorities annually without starting from scratch.



Transparent execution and project management

- Once projects are approved, our Project Administration team will lead all aspects of execution, including RFP development, vendor coordination, timeline oversight, and financial tracking.
 - Weekly status updates and milestone reviews will ensure board visibility throughout.
 - We'll provide a single point of accountability, reducing the administrative burden on the board and ensuring every project is completed to scope and standard.
-

Financial modeling and funding strategy

- In partnership with FirstService Financial, we will assist the board in determining the optimal funding approach for capital projects.
 - This may include reserve planning, internal cost shifting, phased implementation, or competitive loan options through community-focused lenders.
 - We will help model the long-term financial impact of different funding scenarios so the board can make informed decisions with clarity and foresight.
-

Building resident trust through visibility

- We'll equip the board with tools to communicate project priorities, timelines, and progress to the community. This will help residents understand not just what is being done, but why.
- By pairing professional execution with consistent communication, we turn capital planning from a source of resident concern into a driver of confidence and engagement.



FirstService Financial

Financial solutions for community operations

About FirstService Financial

Since 1997, FirstService Financial has set the standard within the field of financial services for managed community associations and commercial properties. Our commitment to simplifying the complex has resulted in innovative technology and access to service-focused experts. Because we're not just in the business of finances. We're in the business of community building.

We leverage our size and expertise to increase the value of being a FirstService client by offering best-in-class services that are unmatched in the industry, including cash management, community insurance, and lending services. So, you can get back to focusing on the bigger picture and bringing your vision to life.

Our clients enjoy life, simplified.®



As they say...

The proof is in the pudding

Just to show you what FirstService Financial is capable of, the following highlights are from all over North American just in the month of May 2025.

Cash management highlights

The Thirty Three Sixty Condo Assn. - Palm Beach, FL (Assisted by Rebecca Dowling): Increased the association's interest by 1,250% by moving funds into partner banks.

Mansfield at Century Village - Boca Raton, FL (Assisted by Kaleah Green): Moved funds in between partner banks to increase the association's interest earned by 372%.

Ocean Harbor - Fort Myers Beach, FL (Assisted by Dylan Renaker): Helped the association protect and earn competitive interest on a settlement.

255 Berry - San Francisco, CA (Assisted by Wail Poon): Increasing portfolio's average interest earned by over \$15,500 (17% Increase).

815 Tennessee Street - San Francisco, CA (Assisted by Alexis Miller): Increasing portfolio's average interest earned by over \$29,000 (45% Increase).

Aberdeen - Yucaipa, CA (Assisted by Andrew Smeragliuolo): Increasing portfolio's average interest earned by over \$15,700 (1,265% Increase).

California Heights - Corona, CA (Assisted by Darlene Harris): Increasing portfolio's average interest earned by over \$1,400 (8% Increase).

Granite Ridge - Jurupa Valley, CA (Assisted by Client Services Onboarding): Increasing portfolio's average interest earned by over \$29,300 (1,346% Increase).

Groves at Orchard Hills - Irvine, CA (Assisted by Bradley Keil): Increasing portfolio's average interest earned by over \$55,600 (15% Increase).

Hidden Ridge at El Dorado - El Dorado Hills, CA (Assisted by Garret Jue): Increasing portfolio's average interest earned by over \$1,500 (1,114% Increase).

Huntington Condominium - Orange, CA (Assisted by Maria Gonzalez): Increasing portfolio's average interest earned by over \$9,900 (16% Increase).

La Boheme - San Diego, CA (Assisted by Sarah Trobaugh): Increasing portfolio's average interest earned by over \$3,400 (2% Increase).

La Brisa Condominium - San Diego, CA (Assisted by Jessica Richardson): Increasing portfolio's average interest earned by over \$12,200 (72% Increase).

Lakeside - Elk Grove, CA (Assisted by Danielle McKinney): Increasing portfolio's average interest earned by over \$19,400 (12% Increase).



Lakeview at Hilltop - Richmond, CA
(Assisted by Isabelle Ybanez): Increasing portfolio's average interest earned by over \$4,300 (53% Increase).

Las Flores III Maintenance - Rancho Santa Margarita, CA (Assisted by Justin Lupis): Increasing portfolio's average interest earned by over \$20,600 (58% Increase).

Mission Bay Transportation Management - San Francisco, CA
(Assisted by Pamela Lewis): Increasing portfolio's average interest earned by over \$7,400.

Pelican Crest II - Newport Beach, CA
(Assisted by Mana Najafian): Increasing portfolio's average interest earned by over \$11,600 (22% Increase).

Ponte Vista Master - San Pedro, CA
(Assisted by Ashley Palacios): Increasing portfolio's average interest earned by over \$9,600 (33% Increase).

Sunset Silver Lake - Los Angeles, CA
(Assisted by Kavell Ferguson): Increasing portfolio's average interest earned by over \$13,000 (63% Increase).

Timberline - Mission Viejo, CA (Assisted by Briana Ramirez): Increasing portfolio's average interest earned by over \$8,100 (87% Increase).

Valencia Master - Valencia, CA (Assisted by Lyndsie Dellefield): Increasing portfolio's average interest earned by over \$19,200 (11% Increase).

Vintage Terrace Townhouse - Pleasanton, CA (Assisted by Jimiyo Johnson): Increasing portfolio's average interest earned by over \$15,800 (430% Increase).

The Sanctuary - San Antonio, TX
(Assisted by Celina Elias): Increased portfolio's average interest earned by over \$2,920 (286% Increase).

Wilshire Valley HOA - Dallas, TX
(Assisted by Leslie Gamel): Increased portfolio's average interest earned by over \$9,425 (235% increase).

Afton Oaks - San Antonio, TX (Assisted by Roam Bullard): Increased portfolio's average interest earned by over \$2,503 (963% Increase).

Paloma Lake Master CAI - Austin, TX (Assisted by Bobby Garansuay): Increased portfolio's average interest earned by over \$13,760 (58% Increase).

Athena Condominium - Dallas, TX
(Assisted by Matthew Keller): Increased portfolio's average interest earned by over \$1,255 (4% Increase).

Lakeside Village at Cross Creek Ranch TH - Houston, TX (Assisted by Michael Atwood): Increased portfolio's average interest earned by over \$5,426 (881% Increase).

Montecito HOA - Las Vegas, NV
(Assisted by Scott Huss): Increased portfolio's average interest earned by over \$5,587 (37% Increase).

Northshores Owners Association - Las Vegas, NV (Assisted by Misty Hernandez): Increased portfolio's average interest earned by over \$12,048 (134% increase).

Palm Hills HOA - Las Vegas, NV
(Assisted by Jesse Stapleton): Increased portfolio's average interest earned by over \$17,323 (247% Increase).



Queensridge OAI - Las Vegas, NV
(Assisted by Shalice Edwards): Increased portfolio's average interest earned by over \$3,659 (2% Increase).

Solera at Stallion Mountain - Las Vegas, NV (Assisted by David Testa): Increased portfolio's average interest earned by over \$3,019 (2% increase).

Rio Vista HOA - Las Vegas, NV:
(Assisted by Chamanda Hickman): Increased portfolio's average interest earned by over \$7,688 (93% Increase).

Images - Fiesta! Master Association - Las Vegas, NV (Assisted by Scott Huss): Increased portfolio's average interest earned by over \$927 (13% Increase).

Traditions HOA - Las Vegas, NV
(Assisted by Martha Ayon): Increased portfolio's average interest earned by over \$4,988 (98% Increase).

Tierra Catalina - Scottsdale, AZ
(Assisted by Stacy Fitzgerald): Increased portfolio's average interest earned by over \$20,058 (22,287% Increase).

Wingate CAI - Scottsdale, AZ (Assisted by Teresa Rascon): Increased portfolio's average interest earned by over \$70 (1% Increase).

Andersen Springs - Scottsdale, AZ
(Assisted by Paul Flaherty): Increased portfolio's average interest earned by over \$21,735 (40% Increase).

Park Meadows - Scottsdale, AZ
(Assisted by Kyra Zauss): Increased portfolio's average interest earned by over \$9,219 (743% Increase).

Mulberry CAI - Scottsdale, AZ (Assisted by Mandy Rodgers): Increased portfolio's average interest earned by over \$5,828 (9% Increase).

Arpeggio Condominium - Scottsdale, AZ (Assisted by Stephanie Martinez): Increased portfolio's average interest earned by over 3,397 (22% Increase).

Tatum Ranch CAI - Scottsdale, AZ
(Assisted by Trent Fowler): Increased portfolio's average interest earned by over \$8,626 (12% Increase).

Cimarron Hills at McDowell - Scottsdale, AZ (Assisted by Bryan Skrceski): Increased portfolio's average interest earned by over \$25,470 (17% Increase).

Marley Park - Scottsdale, AZ (Assisted by Carmello Musarra): Increased portfolio's average interest earned by over \$317 (1% Increase).



Lending highlights

\$2,200,000: **Four Lakes B** — IL (Produced by Sara Javier)

\$2,000,000: **Sunset Harbour North** — FL (Produced by Jorge Torres)

\$545,608: **WCC 629 - Trend Condos** — ON (Produced by Gina Santacroce)

\$100,000: **Hyde Park House** — FL (Produced by Jamie Patterson)

\$2,000,000: **Clarendon Condominium** — FL (Produced by Timothy Favors)

\$741,000: **Frontenac** — NJ (Produced by Mishel Encalada)

\$452,000: **Versailles Villas HOA** — TX - Dallas (Produced by Consuelo Lopez)

\$6,929,731: **Axis Brickell Master** — FL (Produced by Dominique Clavijo)

\$415,000: **Nirvana #2** — FL (Produced by Bruno Rios)

\$9,000,000: **Eldorado** — FL (Produced by Leonardo Alvez)

\$13,700,000: **39-60 54th** — NY (Produced by Shean Buissereth)

\$1,000,000: **Aegean** — FL (Produced by Preston)

Insurance highlights

Renaissance Tower HPR — Myrtle Beach, SC (Assisted by Brian Ayers): Broker partner provided a solution which resulted in over \$700,000 in total premium savings, reducing the number of participating carriers from over 10 to 1, and greatly improving coverage.

Rivers Edge — Shallotte, NC (Assisted by Abby Norton): After engaging FSIB to procure coverage options, our partner agent provided a comprehensive insurance program which aligned effective dates and greatly increased coverage. The Board expressed their gratitude for the options presented and ultimately bound coverage.

Bluffs at Mill Creek — Florence, SC (Assisted by Sammie Frech): Broker selected by the developer was unable to provide D&O or Crime coverage. Partner agent stepped in to provide a quote, which was bound.

White Gables — Summerbille, SC (Assisted by Missy Rigsby): Partner broker provided an admitted option which includes wind and several coverage enhancements without impacting premium.



Magic Village Resort 2 — Kissimmee, FL (Assisted by Yadira Casiano): Faced with a 20–30% proposed rate increase from the incumbent agent due to ongoing litigation at the association, our partner agent successfully negotiated the renewal down with the carrier to just a 7% increase due to his industry muscle and the volume of business with the carrier—all without sacrificing coverage.

Tuscany at Innisbrook — Palm Harbor, FL (Assisted by Penny Garcia): After persistent service issues and being told Citizens (the state insurer of last resort) was their only option, our partner broker stepped in, secured an admitted carrier with better coverage and delivered \$70,000 in savings—moving the association away from Citizens entirely.

Oasis Cove at Lakeside Village — Windermere, FL (Assisted by Magdalena Cassidy): The prior agent failed to report roof replacements, limiting the association's options in the prior renewal. Our partner broker uncovered Certificates of Completion through the state database, which he presented to carriers during the marketing process. This led to better coverage, including a hurricane deductible reduction from 5% to 3%, an overall premium rate reduction, and securing Agreed Value terms—avoiding the restrictive Coinsurance clause.

The Residences at Sandpearl Resort — Clearwater Beach, FL (Assisted by Michaella Gregg): After two years of unresolved insurance disputes, gaps, and legal hurdles, our partner broker stepped in. In addition to a 28% premium decrease, he brought clarity to the association's property and flood coverage, and helped reignite a long-stalled effort to amend their association easement agreement—finally moving the needle after six years.



Your investment

Scope of services

FirstService Residential is uniquely qualified to provide management services for the operations of the combined Arlington Ridge Golf Club. This includes oversight of golf operations, course maintenance, food and beverage operations, marketing, bookkeeping, and human resource management.

FirstService provide qualified on-site general management and expertise of above-mentioned leadership and consultants to work in partnership with the Arlington Ridge Golf Club board on the development of club vision, strategies, and budgets.

Management fee

FirstService will invoice the golf club monthly a base management fee of \$9,500 per month to be split between golf and food & beverage operations as agreed with district leadership. Management fee will increase 4% each year.

Term, renewal, and termination

Initial term commencing on October 1, 2025 and will continue for a term of three years ending on the last day of September 2028. The contract will automatically be extended after the initial term on an annual basis for successive one year renewal terms. If either party desires that this contract not automatically extend for another year, they will provide written notice of their intent at least 90 days prior to the expiration of the initial term of any extended term of the contract.

If either party defaults by failing to perform its obligations under the terms of the contract, the other may give 60 days' written notice of its intent to cancel with specific detail as to the alleged breach. Should the default not be cured within the 60 day period, the non-defaulting party will have the right to cancel the contract.

Labor rate

All on-site associates will be employed by FirstService Residential. All payroll and related employment costs of on-site staff will be billed bi-weekly to the golf club for reimbursement. Related employment costs include an applied labor rate as a percentage of and is added to the wages paid, and include, but is not limited to, social security tax, federal/state unemployment tax, workers' compensation insurance, FirstService contribution to employee 401(k) benefit, drug screening, criminal background checks, recruitment expense, payroll processing and human resource administration.

Health insurance

FirstService Residential offers health benefits in accordance with the Affordable Care Act. The 2025 cost is \$788 per eligible associate per month for a shared plan. The club has the option of covering the cost of health insurance for your associates or sharing the cost with them. The club is only billed for those eligible associates who elect and take benefits based on the plan chosen by the club.

The above investment quotation is valid for 60 days from the date of this proposal.



Client references

Country Club at ChampionsGate – Davenport

937 homes

Neil Roberts, Board Vice President

347.415.2156 | vicepresident@ChampionsGateCC.com

FirstService Residential has provided property management services for this community since 2022

Independence Community – Winter Garden

1,867 homes

Mark Glover, Board Director

563.357.3306 | aeglover@netins.net

FirstService Residential has provided property management services for this community since 2011

Del Webb Orlando – Davenport

937 homes

Lynn Feldhouse, Board President

248.891.3886 | dwo.lfeldhouse@gmail.com

FirstService Residential has provided on-site property management services for this community since 2019

SummerGlen – Ocala

1,024 homes

Raymond Amos, Board President

251.222.5120 | raymond_kp_amos@yahoo.com

FirstService Residential has provided on-site property management services for this community since 2024

Royal Highlands – Leesburg

1,500 homes

Richard Baughn, Board Director

rwbaugh1@gmail.com

FirstService Residential has provided on-site property management services for this community since 2021





Neil Roberts
Vice President
The Country Club at ChampionsGate
vicepresident@championsgatecc.com

06/27/2025

To Whom It May Concern,

It is my pleasure to provide this letter of recommendation on behalf of FirstService Residential. In my roles as President and latterly, Vice President of Board of Directors for The Country Club at ChampionsGate, I have worked closely with FirstService since their appointment in 2022. As a result, I can attest to their professionalism, operational efficiency, and dedication to both service quality and community standards.

After their appointment as our management company, FirstService Residential quickly demonstrated their ability to understand the unique needs of our club environment, particularly within the scope of golf operations, food and beverage management and HOA Administration. Their collaborative approach helped streamline operations, improve guest and member experiences, and maintain a consistently high level of service throughout the property, especially as we had only turned over from the Developer a year prior. Their focus on operational consistency, attention to detail, and commitment to quality has had a direct and positive impact on our financial stability whilst improving the functionality of our golf facilities and the overall dining experience offered at our club. Their management of our Community has helped us improve our member experience and attracted outside participation in our golf course, essential for maintaining financial stability and minimizing HOA fee increases to our Residents.

In summary, I have no hesitation in recommending FirstService Residential to any organization or community seeking a dependable, service-oriented management partner—particularly those with complex operational demands like ours. Their experience, integrity, and results-driven mindset make them a valuable partner in any setting.

Sincerely,

Neil Roberts
Vice President
The Country Club at ChampionsGate





To Whom it May Concern,

I am pleased to offer this recommendation on behalf of FirstService Residential being the Board President at SummerGlen.

We are an active adult golf course community, and I have had the opportunity to work closely with FirstService over the past year during which they have helped guide our Association through a number of complex operational and governance challenges.

In comparison with many communities in our category, we have faced years of legacy issues—declining golf revenue, underperforming food and beverage operations, deferred maintenance, and community politics. We needed not only just day-to-day management, but a partner capable of thinking strategically and acting decisively. That is what we have found in FirstService.

Their team, including background staff have brought discipline, resources, and a solution oriented mindset to our operation. They have helped us re-establish structure and accountability in our golf and restaurant programs, realign our staffing needs, and provide support to the Board in making difficult—but necessary—decisions. They do not hide in the corner from politically sensitive community topics. They provide the facts, present options, and stand by the Board to navigate what is best for SummerGlen.

Most importantly, they focus beyond short-term fixes. Their approach emphasizes resident experience, financial health, and long-term risk mitigation—these requirements are precisely what is needed when dealing with an aging infrastructure and shifting demographics such as what we have.

Summerglen is not without ongoing challenges, but the path forward of our community has measurably improved under FirstService's management. They have earned our trust by being honest, accessible, and responsive—and by delivering results.

If you are considering FirstService Residential as your management partner, I encourage you to move forward and would be happy to speak further.

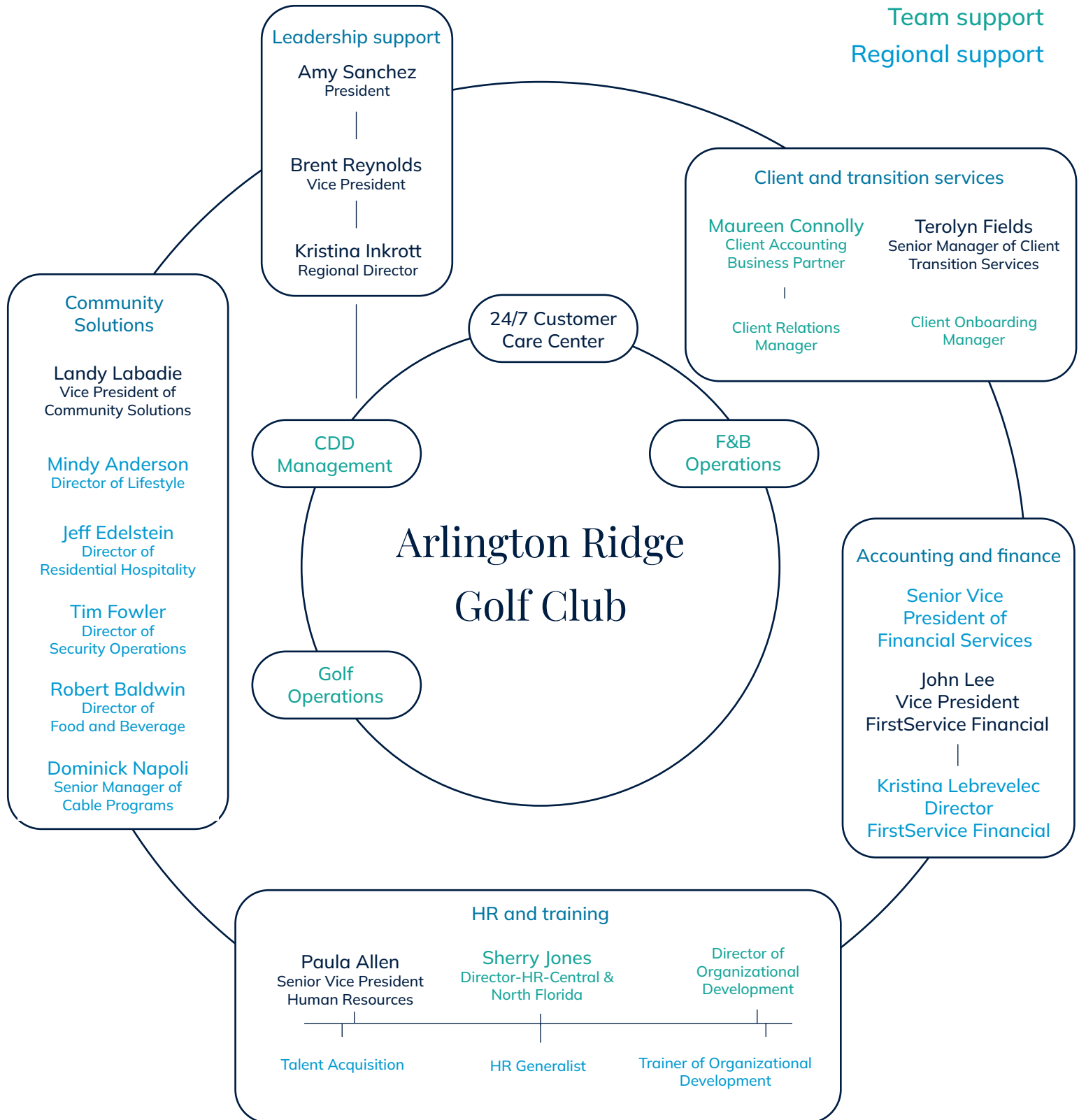
Best regards,

Raymond Amos
President, Board of Directors
SummerGlen Community Association
raymond_kp_amos@yahoo.com
252-222-5120



FirstService Residential's 360° of support

Leadership
Team support
Regional support



Local leadership



Amy Sanchez

President, Central Florida

Amy Sanchez serves as President of Central Florida bringing over 15 years of experience managing residential communities to FirstService Residential. She ensures smooth operations, exceptional customer service, and overall growth in Jacksonville, Orlando, Tampa/St. Petersburg areas. Amy joined FirstService Residential in 2019 as Vice President of the company's South Florida Condo-HOA Division. Elevating the levels of success and customer experience in her markets, she contributes to many initiatives across FirstService Residential. Amy is a member of our People Council and a founding member of her division's Safety Committee.



Brent Reynolds

Vice President

Brent Reynolds serves as Vice President, overseeing FirstService Residential's Orlando area portfolio. Brent's hospitality background is an asset to the communities he serves. He launched his 36-year hospitality and property management career in hotel operations, serving in various leadership roles before joining InterContinental Hotels Group (IHG) to develop innovative people tools and service initiatives that support more than 2,500 hotels and resorts. Brent served on the brand incubation team for IHG and later joined the Holiday Inn Club Vacations team as VP of Resort Operations and Brand Delivery, where he led standardization and resort operational excellence, inclusive of golf, F&B, and retail operations across 29 resorts in the US.



Dedicated team



Sybrandt Windell
Vice President, Developer Relations

Sy Windell is Vice President of Developer Relations at FirstService Residential, where he works with developers to deliver amenities and enhance the resident experience across the portfolio. He joined in 2021 as Regional Food and Beverage Director and quickly became integral to FirstService's approach to amenities. Before FirstService, Sy held key roles in hospitality at properties including Acqualina Resort, Wheatleigh Hotel, Saxon Hotel, and Thaba Ya Batswana Eco Lodge & Spa in South Africa. With extensive experience in both operations and luxury service, Sy is dedicated to elevating the resident lifestyle across FirstService Residential's diverse portfolio.



Landy Labadie
Vice President, Community Solutions

Landy F. Labadie, Vice President, of Community Solutions, is responsible for delivering exceptional service to communities we manage. He builds and leads teams that support our properties with customer experience, residential hospitality initiatives, technology solutions, food and beverage services, energy management solutions, and vendor programs. Before joining FirstService Residential, Landy served as Senior Vice President + Chief Development Officer for Club Quarters Hotels, which manages boutique, lifestyle, and luxury hotels in the United States and the United Kingdom, playing a key role in all facets of lifestyle operations, asset management, and real estate. Landy's career also includes executive roles with Two Roads Hospitality, Thompson Hotels, Compass Group, and Tom Colicchio's Crafted Hospitality.





Mindy Anderson Director, Lifestyle

Mindy Anderson serves as Director of Lifestyle for the South Region, where she oversees and provides lifestyle operations support to FirstService-managed communities. Mindy joined FirstService Residential in 2021, bringing more than 20 years of property and luxury lifestyle and amenity management experience with her. Before joining FirstService Residential, Mindy held leadership roles at the Castle Group and WTS International, where she served as Regional Director. She is a licensed Community Association Manager (CAM) and is a Certified Manager of Community Associations (CMCA).



Sherry Jones Human Resource Manager, North Florida Division

Sherry Jones serves as Director of Human Resources in Central Florida, Georgia, Tennessee, and Florida Panhandle. She joined FirstService Residential in 2006 and offers over a decade of industry-related experience. As the Human Resource Director Sherry plans, leads, directs, develops, and coordinates the policies, activities, and staff of the Human Resource department, ensuring legal compliance and implementation of the organization's mission and talent strategy. Sherry is responsible for supporting the overall associate experience to ultimately ensure client satisfaction. Sherry is a Licensed Community Association Manager (LCAM), Certified Human Resource Professional, SHRM-CP.





Robert Baldwin
Director, Food & Beverage

Robert Baldwin serves as Director of Food and beverage Services for the South Region, where he oversees and provides leadership support to food and beverage operations of FirstService-managed communities, specializing in high-rises. Robert joined FirstService Residential in 2021, bringing more than 20 years of food and beverage expertise and hospitality experience with him. Before joining FirstService Residential, Robert held multiple senior leadership roles in the hospitality industry. In his most recent role, he served as Director of Food and beverage for the Williams Island Property Owners Association. Robert studied culinary arts at Johnson & Wales University and has a Bachelor of Science in Hospitality Management from the University of Central Florida.



Kristina Inkrott
Regional Director, Master-Planned Communities

Kristina Inkrott serves as the Regional Director and acts as a liaison between FirstService Residential, community association managers, and the board of directors. She oversees the operations of large, master planned communities, including those with golf, foods & beverage, and retail operations. Before joining FirstService Residential in 2012, Kristina spent 14 years building her property management background in roles such as Director of Property Management for the Club at Seabrook Island Resort and as Community Association Manager of HOA and Condos in Charleston South Carolina, overseeing communities under developer control as well as post developer transition.





Maureen Connolly Client Accounting Business Partner

Maureen Connolly serves as Client Accounting Business Partner, where she is responsible for the overall accounting operation of communities in Tampa, St. Petersburg and Sarasota. Maureen joined FirstService Residential in 2006, bringing more than two decades of community management experience with her. She is a Licensed Community Association Manager (CAM) and realtor and holds a Leadership in Energy and Environmental Design Green Associate (LEED) certification. She is a Certified Manager of Community Associations (CMCA), and an Association Management Specialist (AMS). Prior to joining FirstService Residential, Maureen was vice president of a real estate company.



Rada Kleyman Business Development Director

Rada Kleyman serves as client liaison, providing support and ensuring a smooth and seamless transition for communities new to FirstService Residential. Rada works closely with boards of directors to understand the unique challenges facing community associations throughout the area. She draws upon her decades of professional experience to deliver exceptional service and strategic partnerships to the boards in her care.



About us

What sets us apart?

FirstService Residential is simplifying property management. We partner with boards of directors, owners and developers to enhance the value of every property and the life of every resident. Our local experts have the expertise to anticipate needs and respond with our unique solutions. We work with many property types including:

- Low-, mid- and high-rise condominiums and cooperatives
- Single-family and townhomes
- Highly-amenitized large-scale master-planned communities
- Lifestyle and active adult communities
- Developer-controlled communities
- Multi-family, investor-owned rental, and REO properties

We believe property management goes beyond properties. It is about peace of mind. Our proactive approach, responsiveness, and dedication to simplifying life as a board member are why thousands of communities across the US and Canada choose FirstService Residential to manage their properties. Our scale enables us to provide unique resources and solutions for challenges of any size or level of complexity.

Diversity and inclusion are at the core of who we are. Our commitment to these values is unwavering across the communities we manage and within our organization. Our associates form the heart of FirstService Residential. We owe our success to these talented property management professionals who share their diverse knowledge and experience daily with our communities. We value their commitment to the board members, homeowners, and residents.

Together we make life, simplified.



About us

Licenses and accreditations

Many of our management practices and talented managers are recognized and awarded for excellence. The Florida Communities of Excellence Awards were the first and only comprehensive, independent recognition program for the tens of thousands of community associations throughout Florida. The program enabled the top communities in the State to promote their accomplishments and raise their profiles while documenting their success and enabling others to learn from their examples. FirstService Residential is proud to have a number of communities honored in varying categories including the Excellence Award for Disaster Preparedness Initiatives, Excellence Award for Civic Volunteerism & Advocacy and Manager of Excellence Award, to name a few.

FirstService Residential is recognized by the following professional organizations:

- Licensed Florida Community Association Management Firm
- Better Business Bureau – A+ Rating
- National Board of Certification for Community Association Managers (CMCA)
- Institute of Real Estate Management (IREM) recognized Accredited Management Organization (AMO)
- CAI National Partner
- Elite Sponsors of the Community Advocacy Network of Florida (CAN)
- Community Association Leadership Lobby (CALL)
- Property Management Association (PMA)
- EnergyStar™ Partner
- US Green Building Council Member
- Chief Executive Officers of Management Companies Member (CEOMC)

Our teams also play an active role in over three dozen professional, civic and cultural organizations and chambers of commerce.

FirstService Residential is Association Management Company AAMC accredited, and we hold a number of additional professional designations. In fact, FirstService Residential is part of a select group of full-service management companies recognized an Accredited Management Organization (AMO) by the Institute of Real Estate Management.



About us

Core values



Improve it

We are open-minded, collaborative, and relentless in our efforts to enhance and simplify life for our associates and customers.



Own it

Each of us is accountable. We deliver what we promise with perseverance, integrity, and open communication.



Do what's right

Our customers trust us to do what's best for their community. We are guided by our ethics and customers' interests in everything we do.



Aim high

We are passionate about being the best at what we do. By attracting and developing great people, we define service in our industry.



Build great relationships

Relationships based on respect, trust, and effective communication are the cornerstone of our success.



Be genuinely helpful

Serving is in our DNA. Whether it's opening a door with a friendly smile or tackling a problem, being genuinely helpful is what defines us.

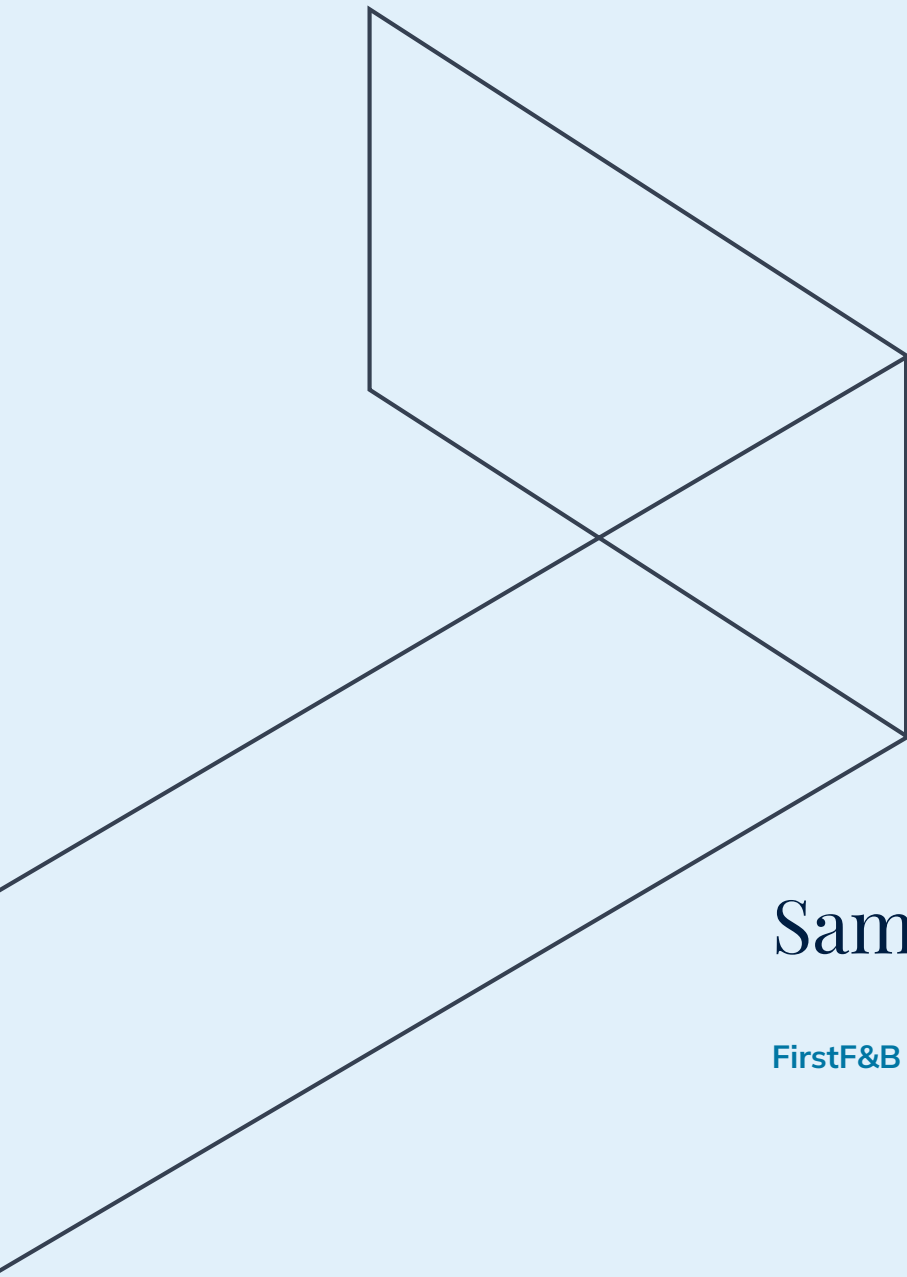


About us

Global service standards

- We **know** our Mission, Core Values, and Global Service Standards and delight our customers by living them every day.
- We fulfill our Mission through our diverse and **empowered** associates who collaborate to proactively improve our service.
- Every **interaction** matters. We engage with friendly greetings and a sincere offer to assist. Our communications are accurate, clear, and reflect a respectful, warm, and professional tone.
- We **listen** with genuine curiosity and empathy. We seek clear understanding and ensure we have met expectations.
- We **respond** to all communication with a sense of immediacy. When a resolution cannot be provided right away, we communicate a clear set of expectations and a timeline.
- We always practice the **15-10-5 rule**. At 15 feet away make eye contact; at 10 feet smile, stand if you are able, acknowledge; at 5 feet offer a welcoming greeting.
- When providing assistance, **we show others the way** rather than pointing in a general direction.
- We maintain **awareness, attention to detail, and readiness** to effectively perform our duties.
- We show **respect and appreciation** for others and foster a constructive work environment and trustworthy **reputation** by **always** speaking positively about our residents, colleagues, and our organization.
- **Safety and security** are everyone's responsibility. We follow safety policies and procedures, and we know our individual and collective roles in emergency situations.
- Display our brand with pride. Our **personal image**, attire, and workspace reflect our brand. We want residents to recognize our company, and proudly and consistently exhibit our brand.
- We seek, embrace, and provide honest and timely **feedback** to improve our service and ourselves.
- We **protect** the privacy of our clients, residents, and associates, as well as our company's assets and confidential information.
- We are always fiscally **responsible** and bring value to our communities and to our business.





Samples & exhibits

FirstF&B

FIRSTF&B



Food & Beverage, simplified.



*“Food is our common ground,
a universal experience.”*

— James Beard



FirstService Residential's FirstF&B program offers condominium and community associations a program of support that includes the finest partners in the food and beverage industry. From menu planning to employee training to customer service monitoring and safety quality assurance, FirstF&B simplifies your food and beverage program and guides you toward operational excellence.



The BASICS

FirstService lays the foundation for a successful operation:

SOPs

- Standard operating procedures guide every team member on the task at hand and drives consistency in food and service delivery.
- Profit & Loss variance report template.

Checklists

- Checklists are an effective method to guide the team with their daily duties.

Temperature logs

- From delivery to the finished product, temperature logs are of utmost importance for food safety.

Sequence of service

- A step-by-step guide, from time of seating to check presentation.

Onboarding support

- Department Learning Checklists (DLCs) are an effective way to welcome and onboard new members to the team.

Training manuals

- FirstService provides the team with the tools and guidance of implementation and updates to this living document, that continuously develops and improves.



The MENU

The Concept

- The menu concept sets the tone for the appropriate dishes and beverage items that will be listed.

Look & Feel

- Menus must be visually appealing and tell a story of what you will taste and see from the food and drink selections.
- As menu real estate is precious, focus on items you want to sell rather than more basic salads or sides.

Recipes & Guides

- Recipes form the backbone of your menu, whether it be a food menu or cocktail list.
- Recipe cards include detail ingredients lists as well as photos of the composition of the dish or cocktail.

Cost and Sales Price

- Determining the COS of a menu item is an integral part of the menu and recipe creation, as it sets the expectation for the sales price.
- Different concepts and properties have different COS expectations; it's important to be aware of what these are while developing the menu.
- The COS calculation method is:
 - $(\text{Cost price} / \text{Sales price}) \times 100 = \text{Cost of sale \%}$
 - $(2/10) \times 100 = 20\% \text{ Cost of Sale}$





Compliance and Customer Service

Compliance and customer service are the cornerstones of a successful food and beverage operation. Professional evaluators (consumers, travelers, and local experts) will visit your location and rate every aspect of compliance and the customer experience and provide objective, detailed feedback.



Food Safety Controls

The program includes assessments to promote adoption of standards and drive continual improvement of your F&B operation, as well as food safety auditing and consulting solutions to mitigate risks, drive operational consistency, and accelerate growth.



Training & Development

We facilitate training and certifications required by your state or local regulatory agency or your insurance providers. These include food handler, food manager, alcohol safety, sexual harassment, security host and human trafficking training.



Purchasing Consulting

To meet the needs of small business and hospitality members, our partners offer a soup-to-nuts approach to business purchasing that delivers unmatched savings, providing the best priced supplies, a robust contract portfolio, insightful benchmarking and much more.

An abstract geometric graphic on the left side of the page, composed of several thin black lines forming a series of connected triangles and quadrilaterals, creating a sense of depth and movement.

To learn more about how FirstF&B
can help propel your food and beverage
operation to success, contact us at
FirstFB@FSResidential.com

Life, simplified.



For more information, please call 470.653.8120
or email Rada.Kleyman@fsresidential.com
You can also visit our website, LifeSimplified.com

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