ARLINGTON RIDGE COMMUNITY DEVELOPMENT DISTRICT

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

SUBSECTION 5A GOLF, FOOD & BEVERAGE RFP

Landscapes Golf Management (LGM) (Food & Beverage) Oliphant Haltom Golf, LLC (Golf) Oliphant Haltom Golf, LLC (Food & Beverage) Troon



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







RFP RESPONSE

Food & Beverage Operation Services for Arlington Ridge Golf Club



PREPARED FOR

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

LGM PRIMARY CONTACT

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

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LETTER OF INTEREST



JUNE 30, 2025

Arlington Ridge Community Development District Attn: Lee Graffius



On behalf of Landscapes Golf Management, I am writing to formally acknowledge receipt of the Request for Proposals (RFP) related to Food & Beverage (Restaurant) Services at Arlington Ridge Golf Club. We appreciate the opportunity to be considered for a management role at this exceptional community asset.

At this time, however, we respectfully submit this letter of interest to clarify our intent: Landscapes Golf Management is solely interested in a comprehensive management agreement encompassing all aspects of club operations, including golf operations, food and beverage, agronomy, and programming. We believe that a unified management model delivers the most effective, seamless, and financially responsible approach for Arlington Ridge and its residents. Accordingly, we are not seeking consideration for a standalone restaurant or food and beverage management contract.

We thank the District for its attention and remain enthusiastic about the opportunity to bring a full-service solution to the Arlington Ridge Golf Club that ensures operational excellence, transparency, and community alignment. Please feel free to contact me directly with any questions or further clarification.

Respectfully.

Mark Mattingly, PGA

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





WHO IS LANDSCAPES GOLF MANAGEMENT?

a long history OF SUCCESS

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

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



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



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

EXTENSIVE EXPERIENCE IN ALL FACETS OF MANAGEMENT

FEATURED EXPERTISE

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



LGM BUSINESS ORGANIZATION

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

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



The Landscapes Family of Companies

THE WORLD'S PREMIER GOLF SOLUTIONS PROVIDER

Landscapes is a solutions-based company that provides comprehensive expertise within the golf and recreation industries. Over the course of almost five decades, its mission has been understanding the totality of individual customer needs – past, present, and future – then providing a custom business relationship that solves problems and delivers additional solutions as new needs arise. In it's core competencies of golf course construction,

irrigation, course/club operations, and sports field installation Landscapes' vast team of resources and professionals deliver nuanced, enduring, qualified solutions to any challenge an owner might face. Techniques and technologies may change, but our ability to provide these solutions does not.



BILL KUBLY | Founder & Chairman

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

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

WY UT CO ΑZ = LGM CLIENT from 48 years in golf construction, renovation, and = REGIONAL SUPPORT



management fields.

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

F & B STAFFING PLAN

The following staffing model is a preliminary outline based on Landscapes Golf Management's extensive experience operating multi-outlet food and beverage facilities within residential communities. However, until a full operational assessment is conducted on-site at Arlington Ridge, this staffing plan should be considered flexible and subject to refinement based on actual demand, workflow, and existing team dynamics. We anticipate the following staffing structure to support operations across Chesapeake Bay Grille, The Village Tavern, Chatham's Coffee Shop, and banquet services at Fairfax Hall:

FULL-TIME EMPLOYEES										
Position Title	Туре	# Employees	Required Qualifications	Estimated Hourly Wage / Salary						
Food & Beverage Director	Full-Time	1	Degree in Hospitality Mgmt or Culinary Arts; 5+ yrs leadership	\$60,000 – \$75,000/year						
Restaurant Manager	Full-Time	1	3+ yrs supervisory experience in F&B ServSafe certification	\$50,000 – \$60,000/year						
Banquet/Event Coordinator	Full-Time	1	Event planning or hospitality background	\$18 – \$22/hour						
Executive Chef	Full-Time	1	Culinary degree; 5+ yrs experience in kitchen management	\$55,000 – \$70,000/year						
Sous Chef	Full-Time	1	Culinary training; 3+ yrs kitchen experience	\$20 – \$25/hour						
Line Cooks	Full-Time	3	1+ yrs kitchen experience; basic food handling certifications	\$16 – \$20/hour						
	PART	-TIME EMI	PLOYEES							
Prep/Dish Staff	Part-Time	2	Entry-level; training provided	\$14 – \$16/hour						
Bartenders	Part-Time	3	Mixology knowledge; customer service experience	\$7/hour + tips						
Servers	Part-Time	6	1+ yrs food service experience; POS system knowledge	\$6/hour + tips						
Baristas (Chatham's Café)	Part-Time	2	Basic barista training; hospitality experience	\$14 – \$16/hour						
Host/Hostess	Part-Time	2	Friendly demeanor; customer service focus	\$14 – \$16/hour						
Banquet Servers (On-Call)	Part-Time	4	Experience in events/hospitality preferred	\$15 – \$18/hour						

Total Employees:

• Full-Time: 8

• Part-Time: 17

On-Call/Seasonal as Needed for Banquets

This structure allows for flexible scaling of staff based on seasonality, demand for banquet services, and community events, ensuring strong service coverage without overstaffing.



MARKET STRATEGY, MEMBERSHIP GROWTH & MANAGEMENT PLAN EXPECTED MARKET

At Landscapes Golf Management, we do not believe in cookie-cutter marketing. Every facility we manage has a unique personality, guest profile, and brand identity, and Arlington Ridge is no exception. Our marketing strategy will be custom-built to reflect the charm, diversity, and opportunities present within Arlington Ridge's multiple dining venues. From promoting chef-driven features at Chesapeake Bay Grille, to cultivating local buzz around the cozy Village Tavern and enhancing daily foot traffic at Chatham's Coffee Shop, our approach will be holistic, dynamic, and highly responsive to the Arlington Ridge community.

TARGET MARKET

- **Primary Market**: Active adult residents of Arlington Ridge, many of whom dine regularly within the community.
- Secondary Market: Public guests and golfers, including tournament and outing participants.
- Tertiary Market: External groups booking banquets, weddings, and community events at Fairfax Hall.

MARKETING STRATEGY

- Integrated Digital Campaigns: We will utilize a mix of email newsletters, Facebook/Instagram
 engagement, and targeted Google ads to highlight daily specials, seasonal promotions, and live
 entertainment.
- Resident Loyalty Programming: A rewards program that incentivizes frequency of visits and referrals.
- Community Engagement: Hosting wine dinners, chef tastings, trivia nights, and special holiday menus to build tradition and excitement.
- Banquet Sales: We will implement a dedicated sales outreach plan for Fairfax Hall including wedding platforms, social event websites, and partnerships with local vendors to increase bookings.

OPERATIONAL MANAGEMENT

- Each dining venue will be staffed and operated based on customer demand patterns, with unique menus and atmospheres appropriate to their setting.
- Our Vice President of Food and Beverage will oversee operations across all outlets, with dedicated venue managers ensuring quality control and guest satisfaction.
- Landscapes Golf Management's centralized systems will ensure efficient scheduling, consistent service standards, and compliance with all health and safety regulations.

FINANCIAL MANAGEMENT

- We will deploy weekly P&L tracking and just-in-time purchasing, modeled after best practices demonstrated by our F&B leaders (such as Chef Beers at River Run CC).
- Monthly financial reviews will include labor analysis, cost of goods sold, and department-level profitability.
- Annual budgets will be built collaboratively with the District, incorporating conservative forecasting, historical performance, and opportunity-based projections for banquet and event revenue.



PROJECTED SCHEDULE AND RISK ASSESSMENT

Landscapes Golf Management (LGM) recognizes that developing a precise launch timeline and risk mitigation strategy for food and beverage operations at Arlington Ridge Golf Club requires a thorough onsite assessment and collaboration with current staff, the District, and key community stakeholders. While we can provide an initial framework, the final rollout schedule and operational plan will be refined following a transition and discovery period.

Upon contract execution, LGM would begin immediate coordination with existing personnel to facilitate knowledge transfer, assess vendor relationships, inspect equipment, review current menus, and evaluate overall service standards. Within the first 30–60 days, we would solidify a comprehensive opening plan and begin phased implementation of new standards, menus, staffing, and systems. Full integration into LGM's operational structure, including onboarding into our accounting, marketing, and F&B support platforms, would follow within the first 90 days.

Critical Risks and Obstacles (Preliminary)

While we reserve full risk evaluation until after our operational assessment, some general areas that typically require attention during a management transition include:

- · Staffing turnover or morale challenges related to management change
- Outdated kitchen or point-of-sale equipment that could affect efficiency
- · Undocumented or informal vendor relationships that may require renegotiation
- Unclear service standards or lack of SOPs (standard operating procedures)
- Gaps in marketing or community engagement limiting customer reach

LGM's transition process is structured to address these issues methodically and collaboratively, ensuring minimal disruption and building long-term operational stability.



LGM EXPERIENCE



istorical TIMELINE OF LANDSCAPES GOLF MANAGEMENT LANDSCAPES GOLF MANAGEMENT LAUNCHES LGM IS HIRED IN 25TH DIFFERENT STATE GOLF INC. NAMES LGM 5TH LARGEST IN U.S. Golf Inc. LGM's first third party client Utah is LGM's 25th different LGM becomes the 5th was Platteview Country state to manage in after largest golf management Club in Bellevue, Nebraska being hired at Jeremy Ranch company in the United LCM still manages G&CC | GM is still proudly States and 8th largest in Platteview GC today managing JRG&CC today! the world. FIRST OWNED GOLF COURSE OPENS LCM TAKES ON FIRST 'LANDSCAPES SELECT' CLIENT LCM NAMED TO NGF'S TOP 100 BUSINESS



LGM'S EXPERIENCE

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

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

Clubhouse Management

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

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

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



NGF



Banquet and Event Services

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

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



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

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

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

Proven Results in Public and CDD Settings

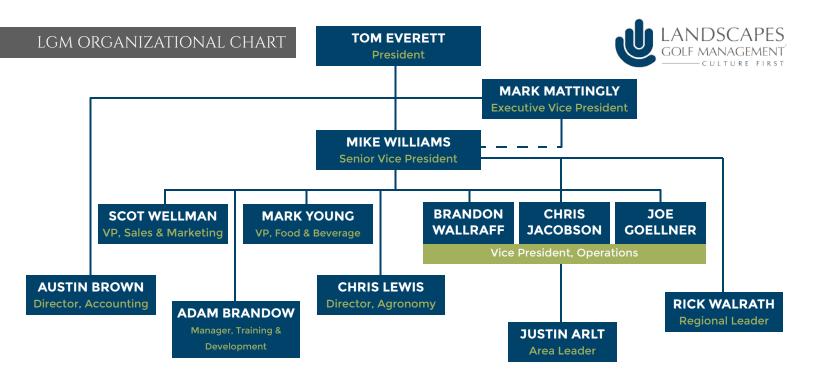
Across our public-sector portfolio, LGM has consistently delivered:

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

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







PROFESSIONAL QUALIFICATIONS Landscapes Golf Management prioritizes staffing every facility with a team that carries a variety of certifications, such as Class "A" PGA Golf Professionals, GCSAA Class "A" Superintendents who along with designated staff are required to hold state pesticide applicator licenses, and food and beverage professionals who carry the credentials and experience required to ensure that Arlington Ridge GC receives first-class golf operations, turf conditions, and dining experience!

MANAGEMENT TEAM QUALIFICATIONS & EXPERIENCE

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



RESPONSIBILITIES

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

relevant experience

VICE PRESIDENT, OPERATIONS

CONTRACT MANAGER

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

EXECUTIVE TEAM



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

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

RELEVANT EXPERIENCE

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

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



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

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

RELEVANT EXPERIENCE

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

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



RESPONSIBILITIES

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

RELEVANT EXPERIENCE

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

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



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

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

RELEVANT EXPERIENCE

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

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



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

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

RELEVANT EXPERIENCE

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

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



RESPONSIBILITIES

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

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

RELEVANT EXPERIENCE

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

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

HUMAN RESOURCES SUPPORT



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

DIANE WATERS

HUMAN RESOURCE GENERALIST

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

RODNEY **STRANGE**

CORPORATE DIRECTOR OF SAFETY

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

AMANDA TUCKER

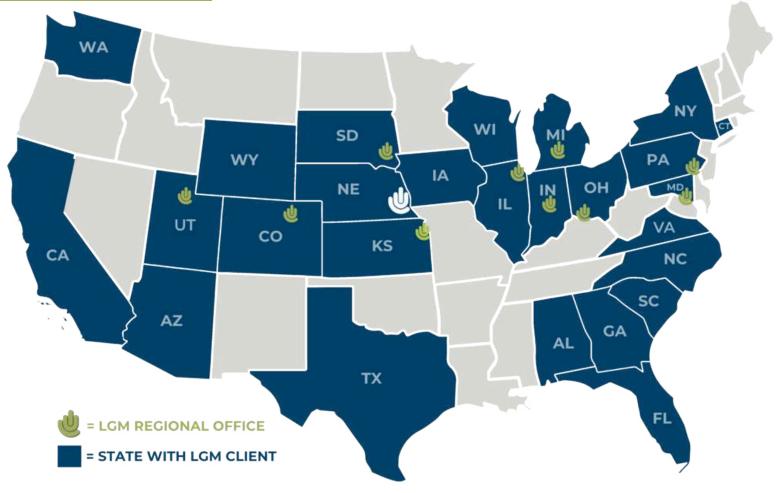
RECRUITMENT COORDINATOR

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



CULTURE FIRST

LGM CLIENTS













































































































































REFERENCES



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



HERITAGE HUNT G & CC

Gainesville. VA

Maureen Storey, Board President BODprez@heritagehunt.net | (703) 489-9815



RIVER RUN COUNTRY CLUB

Davidson, NC

Wes Marshall, General Manager wmarshall@riverruncc.com | (704) 892-4633x309



BUTLER'S GOLF COURSE

Elizabeth, PA

Scott Bender, Board Member scottbender455@gmail.com | (814) 241-7022



PINECREST GOLF CLUB

Huntley, IL

Scott Crowe, Executive Director scrowe@huntleyparks.org | (847) 669-5683



FINANCIAL CAPABILITY



Demonstrated Record of Financial Responsibility

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

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

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

Supporting Financial Documentation

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

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

Landscapes Holding, LLC

Independent Accountant's Review Report and Consolidated Financial Statements

December 31, 2024



Forvis Mazars, LLP 1248 O Street, Suite 1040 Lincoln, NE 68508 P 402.473.7600 | F 402.473.7698 forvismazars.us



Independent Accountant's Review Report

Members Landscapes Holding, LLC Lincoln, Nebraska

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

Management's Responsibility for the Financial Statements

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

Accountant's Responsibility

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

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

Accountant's Conclusion

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

Other Matter

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

Forvis Mazars, LLP

Lincoln, Nebraska March 21, 2025



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

ASSETS

	Consolidating Information													
	9	LUL		LGG		LGM		LUI		LHL	Eli	minations	Cons	olidated
Current Assets						20.0.								
Cash and cash equivalents	\$	6,630,249	\$	3,846,075	\$	736,898	\$	150,401	\$.00	\$		\$ 11	363,623
Receivables														
Contract	1	9,654,266		-						3			19	654,266
Due from related parties		435,630		S = 3		133,571		*				(434,148)		135,053
Other		127,148		-		-		200		94		-		127,148
Trade and other, net		17		14,500		1,443,386		70		97		.070	1	,457,986
Inventories		5,710,118		509 D45		28,505		£0		19		-	6	247,568
Contract assets - costs and estimated earnings in excess of billings on														
un completed contracts		2,474,023				*		*3		Se .		100		474,023
Contract assets - retainage		2,156,618				323		28		% <u>.</u>		-		156,618
Prepaid expenses		2,030,816	_	233,080		117,332	_	9,117	_	in the second		0.50	2	390,345
Total current assets		9,218,868	_	4,602,800		2,459,692	_	159,518		1.4	_	(434,148)	46	,006,730
Property and Equipment, at Cost														
Land and improvements		12	1	4,052,859						8 <u>2</u>		(6,292)	14	,046,567
Buildings and improvements		3,199,981		7,711,425		879		10		127		(1 5)	10	911,406
Equipment	2	1,950,251		4,180,053		-		70		19		-	26	,130,304
Trucks and other vehicles		4,776,327		V2		30,381		20		12		12	4	806,708
Office furniture and equipment		909,339				80,165		10		37		370		989,504
Construction in progress	=		_	117,129		5 4 3	_	+2		54		-		117,129
	3	898, 358,0	- 2	26,061,466		110,546		*3		8		(6,292)	57	,001,618
Less accumulated depreciation	1	5,558,081		5,785,605	_	73,878	_	- 1			_		31	,417,564
		5,277,817	1	0,275,861		36.668		20		12		(6 292)	25	584,054
Other Assets											78	(- p)		
Equity securities Receivables due from related		2,291,968		(4)				+1		19		141	2	291,968
parties Investments in unconsolidated golf		395,427		7		446,779		18		a .		(395,427)		446,779
courses		82		688 595		115.993		28		- 68		949		804.588
Investment in subsidiaries				000,000		-		_		11 805 263	1	41,805,263)		004,000
Other		410,710		8,978						.1 000 200		41,003,203)		419,688
		3,098,105		697 573		562,772		70		41 805 263	(42,200,690)	3	963,023
	S 5	7,594,790	5 1	5,576 234	\$	3,059,132	5	159.518	5 4	11 805 263	\$ (42,641,130)	\$ 75	553,807



LIABILITIES AND MEMBERS' EQUITY

		Cons					
	LUL	LGG	LGM	LUI	LHL	Eliminations	Cons olidated
Current Liabilities	8						
Current maturities of long-term							
debt	\$ 874,764	\$ 1,008,482	\$ -	\$ -	\$ -	\$ -	\$ 1,883,246
Payable to related parties	9	237,746	196,402		(4)	(434,148)	*
Other accounts payable	12,820,578	463,748	105,176	20,929	-	•	13,410,431
Accrued liabilities	1,527,940	371,200	307,562	*	25	(2)	2,206,702
Deferred revenue	*	485,341	0.00	(·		(*)	485,341
Contract liabilities - billings in excess of costs and estimated earnings on uncompleted contracts, net of contract							
retention totaling \$2,819,640	7 264,969						7 264 969
Total current liabilities	22,488,251	2 566 517	609,140	20,929		(434,148)	25 250 689
Long-term Debt	2,319,528	6,302,116					8 621 644
Other Liabilities							
Accounts payable to related parties		716,837		(3)	- 2	(395,427)	321,410
Other	814,727			798		[5]	814,727
	814,727	716,837			37 35	(395,427)	1,136,137
Landscapes Holding, LLC Members' Equity	31 972,284	7 250 690	2,449,992	138,589	41 805 263	(41 811,555)	41 805 263
Noncontrolling Interest		(1 259 926)					(1 259 926)
Total Members 'Equity	31 972,284	5,990,764	2,449,992	138,589	41,805,263	(41.811,555)	40,545,337

\$ 57,594,790 \$ 15,576,234 \$ 3,059,132 \$ 159,518 \$ 41,805,263 \$ (42,641,130) \$ 75,553,807

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

		Consolidating Information							
	LUL	LGG	LGM		LUI		LHL	Eliminations	Consolidated
Revenues Earned	\$151,394,687	\$ 12,491,256	\$43,831,263	\$	230 641	\$	(F)	\$ (5,889,858)	\$202,057,989
Cost of Revenues Earned	126,018,189	1,630,634	38,730,983	_	80 624			(5,411,458)	161,048,973
Gross Profit	25,376,498	10,860,622	5,100,280		150 017	_	- 4	(478,400)	41,009,017
Operating Expenses									
Salaries and wages	6,800,523	2	3,559,927		71 808			220,000	10,652,250
Employee benefits	1,060,061	-			•			20,000	1,080,06
Depreciation	2,057,919	682 985	16,786		*		383	÷	2,757,69
Professionalfees	973,075		2		9		323	12	973,07
Office expenses	608,176	-			148,345		1.0	50,000	806,52
Travel and entertainment	916,620	=			65,328			8-	981,94
Corporate aircraft expenses	458,370	2	2		2			2	458,37
Telephone	98.912							5,000	103.91
Education and training	62.439	2	2		9		-	S=	62,43
Golf shop and driving range		744 267			2		120	92	744 26
Golf carts		607 287			-				607.28
Golf course maintenance	- 10	2.636 488			-		1000		2,636,48
Food and beverage		1,558 373							1,558,37
General and administrative		2,281 606	1 241.715					(297,360)	3,225,96
Managementfees	35 50	478.400	1,241,713		120		650. 940.	(478,400)	ت مر دعم ر
Other	334,150	(15,187)			32,373			2,360	353 69
	13,370 245	8,974 219	4,818,428		317 854		12.5	(478,400)	27,002,34
Operating Income (Loss)	12,006 253	1,886,403	281,852		(167 837)		167		14,006,67
Other Income (Expense)									
Realized and unrealized gain on									
e quity securities	174.062								174.06
Interest income	201,935	107 356			8			(19,403)	289,88
Interest expense	(157 515)	(444 051)			-		(150) (150)	19,403	(582,16
Equity in operations of	(157 515)	(444 051)			-			13,400	(502,10
unconsolidated golf courses		554,162	(21,537)						532,62
Equity in operations of	8	354,102	(21,557)				-	65	532 62
subsidiaries					0	(1)	14,543,886	(14,543,886)	le:
Other	(252,941)	07.254	490.359		-		000, 646, 41	(14,343,000)	
Ollier		(27 254)		-			1 512 000	(1.1.512.000)	210,16
	(34,459)	190 213	468,822	(c)			14,543,886	(14,543,886)	624,57
Net Income (Loss)	11,971,794	2,076,616	750,674		(167 837)	127	14,543,886	(14,543,886)	14,631,24
Less: Net Income Attributable to the Noncontrolling Interest		87,361		_		_	586		87,36
Net Income (Loss) Attributable									
to Lands capes Holding, LLC	\$ 11,971,794	\$ 1,989,255	\$ 750,674	\$	(167 837)	\$	14,543,886	\$ (14,543,886)	\$ 14,543,88



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

	Consolidating Information						Noncontrolling		
	LUL	LGG	LGM		LUI	LHL	Interest	Elminations	Consolidated
Balance, January 1, 2024	\$ 25,490,100	\$ 5,511,435	\$ 1,099,310	35	10.7	\$ 32,694,507	\$ (5347.287)	\$(32,700,859)	\$ 31,347,280
Netincome (loss)	11,971,794	1,989,256	750,674		(167,637)	14.543,886	87,361	(14,543,886)	14,931,247
Distributions	(4,072,616)	(250,000)	33		20	(3,766,190)	8	4,022,616	(3.766,190)
Unit redemption	(1,687,000)					(1,687,000)		1.667.000	(1.667,000)
Contributions	250,000			_	306 426		- 34	(556,426)	+
Balance, December 31, 2024	\$ 31,972,281	\$ 7,250,690	\$ 2,149,992	5	138,589	8 41,805,263	\$ (1,259,926)	\$(41,511,555)	\$ 10,515,337

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

		Core	solidating Inform	ation			
	LUL	LGG	LGM	LUI	LHL	Eliminations	Consolidated
Operating Activities	350000000000000000000000000000000000000	AND MA	10.00	117-0-480	P/00/1	26.06.267.007.007	POOR WAS VERY
Net income (loss)	\$11,971,794	\$ 2,076,616	\$ 750,674	\$ (167,837)	\$14,543,886	\$ (14,543,886)	\$14,631,247
Items not requiring (providing) cash							
Depreciation	3,112717	682 985	16786	20	5.00	80	3,912,488
Gain on disposal of property	VIDEILAND						
and equipment	(2,355)	(185,584)	107	.0.	0.50	73	(188,039)
Equity in operations of							
un consolidated golf courses		(554,162)	21.537	883			(532,625)
Equity in operations of subsidiaries	12	# 및 79	11.7	.0.	(14,543,886)	14,543,886	사이를 다
Distributions in excess of income					NEWSON STREET		
of subsidiaries	54	\$4	114		4,666,190	(4.666,190)	89
Net realized and unrealized gain on							
equity securities	(174062)	90	84	323	1.65	29	(174,062)
Changes in	411						111111111111
Contract receivables	(6 556 218)	***		00	100	*10	(6 556 218)
Trade and membership receivables	The recommendate	43 577	(65,073)	8		23	(21,496)
Due from related parties	382.145		(74,051)	8		(453,612)	(1.45,518)
Other receivables	113.111		(14001)			(4000.2)	113,111
Inventories	1 603 727	(21.848)	13940	10	1000	26	1 595 819
Contract assets - retainage	(2 ()81 ()84)	121,0401		107			(2,081,884)
Contract assets - retainage Contract assets - costs and estimated	(2 po (po4)	53	14.5			74	(2 001 004)
earnings in excess of billings on	0.0770051						4 277 935
un completed contracts	(1,377,835)	20.007	1000	20.4470		27	(1,377,835)
Prepaid expenses	(13794)	29 897	(57,459)	(9.117)		- 10	(60,473)
Accounts payable	9,172,738	3,618	(122,558)	20 929	1 1-00	450040	9 074,727
Accounts payable to related parties	242225	(151,601)	(302.011)	ADELECTION -		453,612	100 151
Accrued liabilities	349 295	(50,427)	(112714)	33	100	- 22	186,154
Contract liabilities - billings in excess of							
costs and estimated earnings on	The factors and the						and the same and the same and
uncompleted contracts	(3 997 569)	en Europe	-	- 3	-	88	(3 997,569)
Deferred revenue	Carlina S	60 206	2.5			- 10	60,206
Other	513700						513,700
Net cash provided by (used in)							
operating activities	13 015 510	1.933,177	59,071	(156 025)	4,666,190	(4,666,190)	14,851,733
Investing Activities							
Distributions received from							
unconsolidated golf courses	89	636 045	154			25	636.045
Proceeds from disposal of		000,040				-	000,040
property and equipment	325 836	409 623	779	100	1.65	90	735 459
Purchase of property and equipment	(7,669,302)	(539,139)	(5.905)	- 3			(B 214 346)
Proceeds from sales of equity securities	560711	(פכו, פככן	(5,505)				560,711
	- 141 TO SECURITION OF THE PARTY OF THE PART	33	10			56	322250000
Purchases of equity securities	(1 801 607)	2.465	35			- 5	(1,801,607)
Other	(19291)	3,169					(16,122)
Net cash provided by (used in)	UNDERGESCHMISTER						
investing activities	(8 603 653)	509 698	(5905)			· · · · · · · · · · · · · · · · · · ·	(8 (099 (860)

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

	-			Con	s olid	ating Inform	atio n						
		LUL		LGG		LGM		LUI		LHL	E	liminations	Consolidated
Financing Activities													
Proceeds from issuance of													
long-term debt	5	750,000	\$		\$	2	5	-	5	-	5	2	\$ 750,000
Principal payments on long-term debt		(803,131)		(1,347,479)		5.		(17)		270		17	(2,150,610
Unit redemption		(900,000)		*		*3				-			(900,000
Contributions		250,000		*				306,426		-		(556,426)	-
Distributions		(4,072,616)	_	(250,000)	_	-	_		_	4,666,190)	_	5,222,616	(3,766,190
Net cash provided by (used in)													
financing activities		(4,775,747)		(1,597,479)	_	2	_	306,426	(4 666 190)	_	4,666,190	(6,066,800
Change in Cash and Cash Equivalents		(363,890)		845,396		53,166		150,401		680		18	685,073
Cash and Cash Equivalents , Beginning of Year		6,994,139	_	3,000,679	_	683,732			_				10,678,550
Cash and Cash Equivalents , End of Year	\$	6,630,249	\$	3,846,075	\$	736,898	_\$_	150,401	5		5		\$11,363,623
Supplemental Cash Hows Information													
Interest paid	5	157,650	\$	446,904	\$	53	5		5	858	5	(19,403)	\$ 585,151
Direct financing acquisitions of property and equipment	5	2	\$	1,544,305	\$	<u>5</u> 8	s	1920	S	W23	S	16	\$ 1,544,305
Due from related party satisfied as part of unit redemption	5	767,000	\$	9	\$	21	s	-	s	767.000	S	(767,000)	\$ 767,000



POINT OF SALES SYSTEMS



Landscapes Golf Management has extensive experience working with a wide variety of point-of-sale (POS) platforms and is well-equipped to manage operations using the Golf 365 Premier system currently in use at Arlington Ridge. In fact, Golf 365 Premier is already in place at several properties under our management, including Bull Valley Golf Club (Illinois), Winchester Country Club (Virginia), and River Run Country Club (North Carolina). This existing familiarity ensures a smooth operational transition and eliminates any learning curve typically associated with new system adoption.

Our corporate and on-site teams are adept in using the full capabilities of Golf 365 Premier, including table-side ordering, kitchen display integration, inventory and recipe management, staff scheduling, sales tracking, and customized reporting. This system allows us to monitor performance in real-time and make informed operational decisions to enhance service levels and profitability.

Should there be any site-specific customizations or modules unique to Arlington Ridge's configuration of Golf 365 Premier, our IT and training specialists are prepared to work directly with your team and the POS provider to align workflows, establish best practices, and ensure full staff competency from day one. We also provide ongoing support to ensure updates, troubleshooting, and reporting remain accurate and consistent with the District's expectations.

While we are comfortable with Golf 365 Premier, it is worth noting that our operational model is technology-agnostic—our teams are trained to quickly and effectively onboard into any POS system in use, ensuring continuity of service and data integrity regardless of platform. Our adaptability, combined with deep familiarity with Golf 365 Premier, positions us to immediately step in and support Arlington Ridge's food and beverage operations without disruption.



FULL MANAGEMENT FEES & TERMS



SUMMARY OF SERVICES

Landscapes Golf Management is proposing a full-service management agreement that encompasses both golf operations and food & beverage operations under one unified contract. As such, the fee structure outlined below is supplemental to our proposal for Golf Course Management Services as described in that corresponding RFP. Therefore, our combined proposal(s) reflects this comprehensive management approach rather than a standalone food and beverage arrangement as outlined in the Food & Beverage RFP.

The proposed compensation structure includes a monthly base management fee, plus an incentive fee tied to key performance indicators such as revenue growth and improvement in NOI. No lease payments, license fees, or separate net profit-sharing proposals are included for the food and beverage component alone, as it is integrated into the overall management fee structure. However, we are open to further dialogue should the District wish to consider alternative compensation models.

Our goal is to structure a transparent, performance-based agreement that creates alignment between our management team and the District's operational and financial goals across all facets of the Club's operation.

PROPOSAL OF FEE & TERM



BASE MANAGEMENT FEE:

- The "effective base management fee" for the additional responsibilities associated with managing the
 Food & Beverage operations at Arlington Ridge GC would simply be \$1,500 per month, when added to the
 base management fee for LGM to provide Golf Course Management Services. However, Landscapes Golf
 Management would not offer this scope of service in isolation (i.e., Food & Beverage management only) or
 in combination with any other individual or group managing the golf operations.
- This fee will **increase annually by 3%** to account for inflationary pressures and maintain cost alignment over the course of the agreement. All vendor discounts will go directly to the Club.

INCENTIVE FEE:

• A contingent management fee will be established as a performance incentive, if Landscapes Golf Management was selected to manage both the golf operations at food & beverage areas.

TERM:

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



BUDGET PROJECTIONS



Landscapes Golf Management is well-versed in preparing detailed operating and capital budgets for food and beverage operations within municipal and quasi-governmental environments. We currently manage food and beverage operations at several publicly owned facilities across the country and understand the importance of transparency, accountability, and adherence to governmental accounting standards.

Upon assuming management, we would conduct a comprehensive evaluation of the food and beverage operation, including kitchen equipment, bar infrastructure, dining areas, and storage systems, to assess short-and long-term capital needs. Based on this assessment, we would propose a prioritized capital improvement plan that aligns with both operational goals and the District's available funding sources. All capital budgeting will follow the appropriate approval processes and be developed in a format consistent with governmental fund accounting principles.

Operationally, we will prepare detailed annual budgets that include projected revenues by department (e.g., à la carte dining, banquets, beverage, etc.) and corresponding expense lines such as cost of goods sold, labor, and operating expenses. Our financial reporting is structured to be easily integrated into the District's broader financial systems, with proper coding, departmental rollups, and monthly variance analysis.

In addition, our team is prepared to present and justify all budget proposals to District representatives, including assumptions, benchmarks, and potential areas of operational efficiency. Throughout the year, we maintain close alignment with the District's finance team to ensure compliance and timely reporting.





ACCOUNTING & FINANCE



MONTHLY FINANCIAL REPORTING AND BOARD COMMUNICATION

Landscapes Golf Management is fully equipped to meet and exceed the District's financial reporting requirements. We have deep experience operating in public and governmental environments and understand the importance of timely, transparent, and auditable financial data.

We will provide the District's management company with complete monthly financial statements—formatted to meet District specifications—no later than eleven (11) days after each month's end. These reports will include detailed statements of gross receipts by income category (e.g., food, beverage, events), cost of goods sold, labor, and other operating expenses. The reporting package will also include key financial summaries, variance commentary, and any other supporting documentation requested by the District to support Board-level review.

At the close of each fiscal year, we will submit a comprehensive year-end income and expense statement, fully categorized and reconciled, which will be subject to audit by the District. Our team is highly experienced in preparing and supporting municipal audits and will collaborate closely with the District and its designated auditors to ensure a smooth and accurate review process.

In terms of revenue controls, we implement strict cash handling protocols and technology-based safeguards across all food and beverage operations. These include integrated POS systems with user-level access controls, dual-verification cash-out procedures, daily sales reconciliations, and secure deposit workflows. Landscapes Golf Management maintains internal financial controls that are audit-tested and align with best practices in both private and public-sector hospitality operations. These procedures will be tailored as needed to comply with any specific formats or standards required by the District.

ACCOUNTING INTRODUCTION

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

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

ACCOUNTING DEPARTMENT ORGANIZATION

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



BALANCE SHEET AND INCOME STATEMENT PREPARATION AND PRESENTATION

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

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

ACCOUNTS PAYABLE. CASH MANAGEMENT. AND VENDOR OVERSIGHT

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

FIXED ASSET MANAGEMENT

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

OWNER REVIEW AND AUDITS

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

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



RESTAURANT OPERATIONS

FOOD AND BEVERAGE OPERATIONS ARE INTEGRAL TO THE TOTAL CLUB SERVICE OFFERING.
OUR MISSION IS TO MAXIMIZE FOOD AND BEVERAGE PERFORMANCE BASED ON CLIENT
OBJECTIVES BY SERVING QUALITY PRODUCTS AND PROVIDING TIMELY AND PROFESSIONAL
SERVICE AT A REASONABLE PRICE IN SAFE, CLEAN AND ORGANIZED ENVIRONMENT.



BUSINESS PLAN



A. UNDERSTANDING OF WORK

LGM understands that the District seeks an experienced and professional operator to manage and elevate the food and beverage operations at Arlington Ridge Golf Club, including three distinct venues—Chesapeake Bay Grille, Village Tavern, and Chatham's Coffee Shop—as well as the Fairfax Hall banquet facility. The work involves daily restaurant service, community dining, concessions for golfers, large-scale catering, and special events, all while aligning with the needs and expectations of a 55+ active adult community and golf destination. LGM will assume full operational responsibility for staffing, menu development, customer service, marketing, and financial performance, while also maintaining collaborative communication with the District and aligning with its goals.

B. WHY LANDSCAPES?

LGM is uniquely qualified due to our proven history of managing food and beverage operations at over 60 golf properties nationwide, including numerous community-driven facilities like Arlington Ridge. We excel at developing operational efficiencies, implementing cost-effective procurement systems, and recruiting hospitality-focused professionals. Our ability to integrate food and beverage into the broader golf and club experience allows us to generate additional revenue, build loyalty among patrons, and deliver strong financial performance. The attached document outlines our operating standards, centralized support, and reporting systems that would benefit the District and reduce the burden of oversight.

C. OUR VISION

Our vision is to transform the food and beverage experience into a vibrant, reliable, and engaging amenity for the entire Arlington Ridge community. This includes:

- Elevating Chesapeake Bay Grille as the flagship dining venue with seasonal menus, attentive table service, and themed events.
- Reimagining Village Tavern as a casual social pub for sports viewing, quick bites, and resident camaraderie.
- Optimizing Chatham's Coffee Shop for morning convenience, grab-and-go options, and light café fare.
- Activating Fairfax Hall through aggressive event marketing and banquet execution, catering to weddings, special events, and community gatherings.

We will balance consistent offerings with flexible programming that creates ongoing interest and encourages repeat visits across all venues.

D. OUR CUSTOMER SERVICE PHILOSOPHY

At Landscapes Golf Management, great service begins with hiring the right people and instilling in them a shared commitment to hospitality. We train every team member to deliver consistent, thoughtful service—from a friendly greeting at the door to a sincere thank you at departure. We follow the FISH! Philosophy: *Choose Your Attitude, Make Their Day, Play, and Be There*—a proven framework that fosters engagement and positivity. To ensure high service standards, we use real-time customer feedback via SurveySparrow and assess team fit with The Plotkin Group's personality and aptitude tools. This focus on culture, measurement, and action allows us to maintain service levels that consistently exceed guest expectations.



LGM'S CUSTOMER SERVICE APPROACH

A CULTURE OF SERVICE

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

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



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



MEASUREMENT

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

PLOTKINGROUP

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



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



E. CREATIVE CONCESSIONS

Creativity is a critical driver of memorable food and beverage experiences, and at Landscapes Golf Management, we actively cultivate it across our portfolio. We believe that the most successful clubs are known for something unique—what marketing expert Seth Godin calls their "Purple Cow." This signature item, experience, or tradition gives guests a compelling reason to visit and talk about the club, setting it apart in a competitive market.

At Arlington Ridge, we will work closely with the District to identify and build that "Purple Cow" moment. Whether it's a standout signature dish, themed community events, or a unique dining feature like a rotating chef's tasting menu, our goal is to make the F&B experience a defining asset of the community.

A great example of this creative spirit is LGM's *Bloody Mary of the Month* contest, a friendly but fierce competition among our managed clubs to craft the most inventive, delicious Bloody Mary's each month. Not only does this drive team creativity and pride, but it also boosts bar sales and guest engagement, as patrons eagerly return to try each month's new feature.

We apply this same approach to seasonal menus, holiday-themed events, signature cocktails, and promotional food pairings. Creativity is not just an occasional spark—it's embedded in our training, brainstorming, and marketing culture. By cultivating this mindset, we ensure that the food and beverage experience at Arlington Ridge is not only high quality but memorable, buzz-worthy, and truly one-of-a-kind.





What is your purple cow? What are you famous for?

LGM Purple Cow Example

Date:	4/22/2020
Dish Name:	The "Hangover"
Est. Sale Price:	\$14.00
Total Cost:	\$4.99
Cost Margin:	35.6%
Net Profit:	\$9.01



Preparation Instructions

1. Prebake wings
2. Bake bacon 70%
3.Mix brown sugar/minced
jalapenos in bowl
4. Brush maple syrup on bacon
5. Take sugar mix and rub on bacon
6. Place bacon in oven for 5 minutes
until golden brown
7. Drop wings in fryer
B. Shake wings in sauces
9. Toss wings on grill to get charred
marks
10. Clip bacon to line
11. Place wings on platform
12. Add side of house ranch & sour
pickles
13. Garnish with chives
1/ Serve with Bloody Mary or Reer

Primary Ingredients

Product Name: Charred Jumbo Wings	Quantity:	Cost: \$0.35	Total Cost \$2.80
Candied Jalapeno Bacon Total		\$0.22	\$1.10 \$3.90
Secondary Ingredients			
Product Name:	Quantity:	Cost:	Total Cost

Product Name:	Quantity:	Cost:	Total Cost
Buffalo Sauce	0.15	\$1.01	\$0.15
Sweet Chili Thai Sauce	0.2	\$1.20	\$0.24
Jalapeno	0.5	\$0.40	\$0.20
Maple Syrup	0.2	\$0.50	\$0.10
House Ranch	0.2	\$0.50	\$0.10
Pickles	0.2	\$0.50	\$0.10
Chives	1	\$0.10	\$0.10
House Ranch	0.2	\$.50	\$0.10
Total			\$100

F. DRAWING PATRONS IN

Our approach combines convenience, variety, atmosphere, and value. Patrons will be drawn to our venues because we will offer:

- Rotating menus and signature dishes that reflect seasonal flavors.
- · Friendly and consistent service that makes guests feel welcome.
- · Live music nights, trivia, themed events, and happy hours to build a social routine.
- · Community-focused programming like chef's tables, wine tastings, and resident appreciation nights.
- · Online visibility, loyalty promotions, and clear communication about daily and weekly specials.

G. REPEAT BUSINESS

Guests will return for the consistently warm service, familiar faces, fresh and evolving menus, and the vibrant, social atmosphere we foster. LGM's food and beverage philosophy includes:

- · Personalizing the guest experience with name recognition, loyalty programs, and feedback loops.
- Engaging the community through surveys and suggestion boxes.
- Delivering high quality and variety without overcomplication.
- · Maintaining reasonable prices and excellent value.

H. LGM'S SPECIALTY

Our specialty lies in aligning the food and beverage experience with the unique needs of each club and its audience. For Arlington Ridge, this means balancing a range of offerings—from casual fare for golfers and residents to refined options for evening dining, special events, and banquets.

We specialize in blending hospitality with operational excellence, pairing high-quality food with strong fiscal discipline. Each dining concept under our management maintains its own identity, but shares our core values of service, consistency, and community connection.

I. STAFFING PLAN

Please see page 5 for a sample staffing plan.

J. PROPOSED MENU IDEAS

We will develop a diverse, accessible menu for each venue—Chesapeake Bay Grille, Village Tavern, and Chatham's Coffee Shop—featuring a mix of traditional favorites and seasonal, locally inspired offerings. Pricing will be competitive for the region while remaining profitable and aligned with quality expectations. A sample menu will be provided during the proposal review, but we envision offerings such as elevated sandwiches, fresh salads, signature entrees, and rotating specials designed to encourage repeat visits.

K. EVENT CATERING

We are fully capable and enthusiastic about providing comprehensive catering for golf outings, league banquets, and resident events. Our team will work directly with event organizers to customize menus for any size-from boxed lunches for a shotgun start to plated dinners for 260 guests in Fairfax Hall. Our banquet team will manage all logistics, staffing, and service execution to ensure a seamless experience.



L. CUSTOMER SATISFACTION

Customer satisfaction will be tracked through:

- Real-time digital surveys via SurveySparrow at point of sale
- Comment cards and suggestion boxes in each outlet
- · Manager on Duty program ensuring visibility and availability
- · Monthly review meetings to assess feedback and adapt offerings

Guest concerns will be addressed immediately by on-site leadership and followed up with written resolution or personal outreach when warranted.

LGM has implemented 60-second Dining Survey Cards for all of our properties.

Please Rate the following: (5 stars being high)

- 1. Server Name
- 2. Timeliness of initial greeting
- 3. Server attitude
- 4. Server attentiveness
- 5. Menu selection
- 6. Food presentation
- 7. Food quality
- 8. Clubhouse cleanliness
- 9. Overall experience
- 10. Additional comments
- 11. Would you like to be contacted by a member of our management team?





M. MAINTENANCE SCHEDULE

Our facilities maintenance protocol includes:

- · Daily cleaning checklists for kitchen, dining, and storage areas
- · Weekly deep cleans of equipment and hard-to-reach areas
- · Monthly equipment inspections logged for preventive maintenance
- · Coordination with certified vendors for HVAC, refrigeration, and hood systems

This proactive schedule ensures compliance, cleanliness, and equipment longevity.

N. MARKETING AND PROMOTION PLANS

Our approach includes:

- In-house promotions: daily specials, happy hours, themed nights
- · Community outreach: newsletters, resident app updates, HOA email blasts
- · Social media and website integration: events calendar, menus, online booking
- Event cross-promotion with golf tournaments and resident functions

Marketing will be tailored to both internal residents and the local public audience.





O. MANAGEMENT FEES

As part of our full management proposal for Arlington Ridge Golf Club, we are not submitting a standalone proposal for just restaurant operations. Our pricing structure, including the base management fee and incentive components, is detailed in our primary proposal and encompasses oversight of food and beverage operations in total.

P. FUNDING OPERATING COSTS FROM REVENUE

Our financial model is designed to fund all operating costs, including staffing, supplies, and maintenance, through responsible budgeting and targeted revenue generation. Break-even analysis and monthly P&Ls will be tracked closely. We anticipate positive NOI driven by resident usage, golf events, and public dining traffic.

Q. YEAR ONE EXPECTATIONS

In the first year, our goals include:

- Establish a strong culture of service, professionalism, and hospitality across all food and beverage operations.
- Build trust with residents, patrons, and District leadership through transparency, responsiveness, and consistent quality.
- Implement operational standards, procedures, and systems to ensure a smooth, reliable guest experience across all venues.
- · Create engaging, well-attended events that energize the community and make use of the distinct dining spaces.
- · Foster a collaborative working relationship with the golf operation to cross-promote dining and event offerings.
- Recruit and retain a well-trained, guest-focused service team.
- · Lay the foundation for long-term financial sustainability and growth.
- Establish Arlington Ridge as a food and beverage destination known for quality, service, and creativity.

R. VISION FOR SERVICES AND OPERATIONAL PLANS

Future Methods of Operation:

Our operations will emphasize guest experience, operational efficiency, and integration with golf and community programming. Each venue will maintain distinct service styles while contributing to a unified brand.

Uniforms:

Front-of-house uniforms will be clean, coordinated, and consistent with brand colors-typically black slacks, logoed shirts, and name tags. Kitchen and banquet staff will follow professional, branded culinary dress codes.

Menu and Food Selection Process:

We will develop menus seasonally with input from residents and guests, using trend insights and local ingredient sourcing. Tasting panels and community feedback sessions will guide updates.

Hours of Operation:

Hours will align with resident usage patterns and golf activity, with extended hours during events. Typical hours:

- Chesapeake Bay Grille: 11am-8pm (with brunch service on weekends)
- Village Tavern: 3pm-10pm
- · Chatham's Coffee Shop: 7am-2pm



Labor Scheduling/Staffing:

We use predictive scheduling software to match labor with demand. Managers analyze sales forecasts, event calendars, and weather to build optimized staffing plans. Cross-training team members adds flexibility.

Equipment Maintenance Schedule:

Kitchen and bar equipment will be maintained on a quarterly schedule, with daily line checks and cleaning logs for all machinery.

Sanitation Policies:

We follow strict HACCP protocols and maintain ServSafe certifications for management. Daily and weekly sanitation audits are conducted by supervisors, logged and reviewed.

Proposed Site Improvements:

Future investments may include upgrades to patio furniture, bar enhancements, and improved banquet lighting and AV capabilities—proposals to be submitted for District review and approval.

Pest Control & Compliance:

Pest control services will be contracted with certified providers and inspections conducted monthly, with documentation to meet all state and local regulations.





QUALIFICATIONS AND EXPERIENCE



A. MINIMUM EXPERIENCE REQUIREMENT

Landscapes Golf Management (LGM) brings over 35 years of food & beverage experience in golf-centric environments, with a proven track record of managing clubhouse dining, concessions, banquets, and special events at more than 60 properties across the country. We meet and exceed the requirement of 3–5 years, with seasoned F&B leaders and chefs guiding culinary teams from scratch kitchens to casual fare environments.

B. SUPPLIER RELATIONSHIPS

LGM maintains strong national and regional relationships with food and beverage suppliers, including Sysco, Ecolab, Entegra, Pepsi and local purveyors tailored to each club's location and customer preferences. These relationships allow us to maintain consistent product quality while controlling food costs and ensuring timely delivery.

C. CLIENT REFERENCES

We will provide the following client references in the proposal:

CURRENT CLIENTS

- Bull Valley Golf Club (IL)
 - Brad Hisel, General Manager
 - bradhisel@bullvalleygolfclub.com | (201) 681-9988
- Butlers Golf Course (PA)
 - Scott Bender, Board Member
 - Scottbender455@gmail.com | (814)241-7022
- Renditions Golf Club (MD)
 - James Molina, General Manager
 - jmolina@renditionsgolf.com | (540) 353-9774

FORMER CLIENTS

- Avoca Golf Course (IA)
 - Clint Fichter, Former City Manager
 - clint.fichter@gmail.com | (402) 990-3623
- Dormie Network
 - Mark Rhuga, COO
 - mark@dormienetwork.com | (402) 203-1813
- Cress Creek Country Club (IL)
 - Paul Miles, Former Board President
 - Paulmiles42@gmail.com | (630) 485-0276

D. CONCESSION SERVICES AT GOLF COURSES

Landscapes Golf Management's concession services experience is deeply integrated within our full-service golf course management model. We do not operate as a standalone food and beverage concessionaire; rather, our expertise comes from delivering cohesive, high-quality experiences that unify golf operations, food and beverage, and event programming under one umbrella.

Our team has successfully operated concession services at dozens of properties where we manage the entire golf operation—including grill rooms, halfway houses, beverage carts, turn stations, and event concessions—ensuring a seamless and branded guest experience. Our professionals oversee staffing, compliance, cost controls, and customer service across all touchpoints. The benefit of this integrated approach is that we're not just serving food; we're enhancing the total guest experience and aligning it with the facility's brand and goals.

E. CONTRACT PERFORMANCE HISTORY

LGM has never failed to complete a contract or defaulted on an agreement. Our history reflects strong partnerships, contract renewals, and consistent delivery of operational results.



BACKGROUND INFORMATION



A. LEGAL ENTITY

Landscapes Golf Management (LGM) brings over 35 years of food & beverage experience in golf-centric environments, with a proven track record of managing clubhouse dining, concessions, banquets, and special events at more than 60 properties across the country. We meet and exceed the requirement of 3–5 years, with seasoned F&B leaders and chefs guiding culinary teams from scratch kitchens to casual fare environments.

B. PRINCIPAL OFFICERS

Founder & Chairman - Bill Kubly
CEO - John Pugliese II
President - Tom Everett
Executive Vice President - Mark Mattingly
Senior Vice President - Mike Williams

C. LEGAL STATUS

Landscapes Golf Management is a privately held corporation incorporated in the State of Nebraska.

D. DESCRIPTION OF ORGANIZATION

Landscapes Golf Management is a nationally recognized leader in golf course management and operations, providing a full spectrum of services tailored to the needs of public, private, and resort courses. Established in 1988, we have over 35 years of operations experience in the golf industry. Our major business lines include golf course management, agronomic services, food and beverage operations, financial management, and marketing. We serve a broad range of markets across the United States, including municipal courses, private clubs, daily-fee courses, and resorts.

E. BANK REFERENCES

Can be provided upon request. LGM maintains accounts with U.S. Bank and regional banking institutions appropriate to each managed market.

F. AVAILABILITY OF FINANCIAL INFORMATION

Yes, LGM will provide a detailed financial statement and any other required information upon request by the District.

G. FINANCIAL STABILITY STATEMENT

LGM is financially stable and has no history of bankruptcy or insolvency proceedings.

H. FLORIDA CORPORATION REGISTRATION

See the next page for our Business Certificate for the state of Florida.

I. AUTHORITY TO DO BUSINESS IN FLORIDA

See the next page for our Business Certificate for the state of Florida.



State of Florida Department of State

I certify from the records of this office that LANDSCAPES GOLF MANAGEMENT, LLC is a Nebraska limited liability company authorized to transact business in the State of Florida, qualified on November 30, 2009.

The document number of this limited liability company is M09000004663.

I further certify that said limited liability company has paid all fees due this office through December 31, 2025, that its most recent annual report was filed on February 7, 2025, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal

> Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Twenty-fifth day of June, 2025



Secretary of State

Tracking Number: 7648338497CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

TRAINING & DEVELOPMENT



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

A CULTURE OF CONTINUOUS LEARNING

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

OUR TRAINING PHILOSOPHY: THE LGM HOSPITALITY BLUEPRINT

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

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

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

A MULTI-FACETED APPROACH TO TRAINING

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

1. Microlearning: Fast, Effective, and Engaging

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

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



Proven Results of Microlearning:

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

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

Micro-learning On-demand Fundamental Consistent Trackable Easily assignable Re-training In-depth Interactive Property specific Feedback/ gratification ...but it's only as good as who leads the training.

2. Comprehensive Training Modules: Tailored for Success

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

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









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



STRUCTURED LEARNING PATHWAY: A ROADMAP FOR SUCCESS

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

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

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

IN-PERSON TRAINING & HANDS-ON LEARNING

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

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

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

THE IMPACT OF TRAINING & DEVELOPMENT AT LGM

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

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

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

WHY TRAINING & DEVELOPMENT MATTERS IN GOLF COURSE MANAGEMENT

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

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

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

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

- Henry Ford Ford Motor Company Founder



Food & Beverage Conference

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

Each year, there is a different theme. This past year we themed it "Leadership Matters". Our focus was getting into the details of what makes our properties successful. We have all of the tools and technology, but when left on the shelf or underutilized, they



are just potential. We took the leadership matters theme and keynote by Donald Burns "The Restaurant Coach" to spotlight how and why using the information will make us more successful as managers and how it directly impacts our member and guest experience.

Sales & Marketing Conference



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

improvement of LGM client's sales and marketing efforts.

MANAGER, TRAINING & DEVELOPMENT, ADAM BRANDOW

PHILOSOPHY ON TRAINING AND EDUCATION

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





Response to Request for Proposals for GOLF COURSE MANAGEMENT SERVICES Prepared for:

Arlington Ridge Community Development District

Submitted 06/30/2025



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Letter of Interest

We are excited to submit our proposal for golf course management services for the Arlington Ridge Golf Club (ARGC) on behalf of the Arlington Ridge CDD. Having bid previously and greatly enjoyed the opportunity to interview, Oliphant Golf Management (OGM), an LLC, S Corporation, is confident that our 30 years of golf course expertise perfectly align with ARGC's needs. Given that opportunity again, we think our capabilities will fit well at ARGC. As OGM's owner, residing nearby in Ocala with my young family, I am deeply committed to serving the ARGC community.

Founded in 1996 as a golf course construction company, OGM has offered maintenance and management services since 2008, contributing to high-profile golf course projects nationwide. We see ARGC as a vibrant opportunity to create a thriving business that engages the community and attracts regional players through sustainable, transformational improvements and financial stability.

OGM has a proven record of success in golf course operations, focusing on extraordinary golf experiences through management, maintenance, and design. As pragmatic problem solvers and big thinkers, we deliver immediate operational results to support future investments. Our team aligns shared goals, adapts to the evolving golf environment, and prioritizes immediate course condition improvements to realize a broader vision.

OGM's hallmark is delivering top-tier putting greens daily and conditions that exceed customer expectations. With 12 contracts across 5 states, we may not be the largest firm, but our successful Southeast projects demonstrate our expertise with warmseason turf. We offer the responsiveness, creativity, and flexibility needed to advance ARGC's golf experience in ways customers and residents will value.

Our proposal details a management structure excelling in daily operations, greenskeeping, marketing, and branding to drive revenue and enable reinvestment. Based on our extensive experience and case studies, our model ensures ARGC's success, delivering positive change, not just a management shift.

Thank you for your consideration!

Charle Harrow

Company History & Overview

OGM's parent company was started by Mike Oliphant in 1996 and continues to be an industry leader in golf course construction and management. We have completed over 250 high-profile golf projects over the past 25 years, and now under Craig Haltom's ownership, we continue to work on some of the most exciting projects in golf, including Sand Valley Golf Resort in Central Wisconsin and many notable design/build golf course transformations in the Midwest.

The golf management side of our business began in the financial turmoil of 2008. As golf course construction completely stopped, business partners Mike Oliphant and Craig Haltom started OGM as a logical extension of our golf work (and in the hopes of keeping a job themselves!) with Craig serving as superintendent of our first course in Madison, WI. By 2015 we had seven contracts and were established as a regional golf management company (and thankfully course construction started up again). Mike sold the business to Craig that year, and under his leadership OGM continues to grow by consistently delivering transformative outcomes for our clients.

Our contracts range from full general management services, to direct maintenance, to turn-key lease operations. We are selective with our workload and are committed 100% to the success of each project we take on. We are problem solvers who thrive on tackling tough situations with bold, practical solutions, always aiming to leave things better than we found them—whether it's a struggling municipal course, a historic redesign, or a community space. We work at all kinds of golf facilities, from modest budget municipal courses to high end country clubs and golf resorts. We see every project as an opportunity to create something lasting.



OGM 4

Mission & Values

Our mission is to deliver transformational change for golf businesses— creating exceptional playability and enduring quality through an integrated approach to design, construction, and golf management. This focus has driven our consistent growth and built our reputation for reliability, straight-forward and objective guidance, and exceptional bottom-line results.

Our company is guided by five core values:

- We Like to Work: We thrive on hard work and purpose.
- We Are Respectful: Respect strengthens our partnerships and results.
- We Boldly Solve Issues: We confront obstacles with decisive, effective strategies.
- We Are Builders: We create and improve exceptional golf experiences.
- Win Win: Business success is achieved when our clients, our company and our employees benefit.

We care deeply about our work and take a keen interest in the game of golf, its history, and its golf courses. We maintain safe, healthy, and fun workplaces where excellence is rewarded.



ogm 5

Proposed Terms & Fee Structure

Existing Circumstances

Arlington Ridge Community Development District (ARCDD) owns an 18-hole championship golf course, restaurant, and banquet facility in Central Florida, strategically located south of The Villages. ARCDD seeks to deliver an exceptional golf experience for residents and guests while operating a financially sustainable and growing enterprise.

Oliphant Golf Management (OGM), a leading golf course management, design, and construction firm, currently oversees 16 courses across five states, with a proven track record of transforming community-centric facilities into vibrant, profitable assets.

Opportunity

OGM is uniquely positioned to elevate Arlington Ridge Golf Club (ARGC) through comprehensive management services, leveraging our expertise in golf operations, agronomy, and strategic planning. Our boutique approach ensures hands-on leadership and tailored solutions, distinguishing us from larger competitors. By enhancing course conditions, driving community engagement, and optimizing financial performance, OGM will position ARGC as a premier golf destination in Lake County.

Proposal

OGM will provide full General Management for ARGC, overseeing Golf Operations, Course Maintenance, Administration/Bookkeeping, and Marketing. If awarded the Food & Beverage (F&B) contract, OGM will integrate F&B operations for seamless guest experiences. All on-site employees will be employed by OGM, with operational revenues covering employment costs. ARCDD will receive a monthly invoice for OGM's base management fee. OGM's responsibilities include:

- Managing all facets of ARGC golf operations and daily staffing.
- Administering golf course policies, hiring, compensation, and terminations.
- Executing a comprehensive marketing and sales strategy to boost rounds and revenue.
- Developing annual budgets for ARCDD approval.
- Implementing pricing for season passes and daily fees.
- Providing transparent financial reporting and managing AP/AR, cash flows, and payroll.
- Conducting routine billing and communications (newsletters, website, social media).
- Strategizing golf course and clubhouse enhancements.
- ARCDD will benefit from the dedicated oversight of OGM's principals, Craig Haltom and Brian Jensen, supported by our team of management consultants and administrative staff.

Objectives

- Deliver an unparalleled golf experience for Arlington Ridge residents and guests.
- Improve course conditions through OGM's proven agronomic practices.
- Operate with professionalism and transparency to meet ARCDD's goals.
- Invest in current staff and build a high-performing management team.
- Increase community engagement and top-line revenue through greens fees, memberships, instructional programs, and merchandise sales.

Measures of Success

- Achieve or exceed budgeted financial performance, targeting \$2.4M in Year 1 revenue (Golf & F&B).
- Foster engaged, returning customers through resident-focused programs.
- Expand community and event participation via tournaments and social activities.
- Boost average revenue per round by 5% through enhanced course conditions and targeted marketing.

Methodology and Timing

- OGM will assume full management responsibilities from October 1, 2025, through September 30, 2028.
- OGM and ARCDD will collaborate on major policy decisions, annual budgets, and strategic investments, ensuring transparency in all expense and revenue reporting.
- OGM will develop and execute budgets with actionable strategies to drive profitability.
- Compensation comprises a base management fee and a performance-based incentive tied to Net Operating Income (NOI).

Joint Accountability

OGM and ARCDD will maintain open communication, sharing critical project information to ensure alignment and success. Regular collaboration will drive informed decision-making and sustained operational excellence.

Terms & Conditions

The Management Services Agreement spans October 1, 2025, to September 30, 2028, with an option for two additional one-year renewals. Management fees are invoiced monthly on the first, due by the 10th.

Base Management Fees:

- Golf only: \$105,000 annually (\$8,750 monthly).
- Golf and F&B combined: \$129,000 annually (\$10,750 monthly), contingent on securing both contracts.
- Fees are structured to fit within ARGC's annual operating budget, ensuring cost neutrality.

• Performance Incentive:

- OGM is eligible for an annual incentive fee of 15% of NOI exceeding a \$150,000 baseline for golf operations. For example, if golf NOI reaches \$250,000, OGM earns a \$15,000 incentive (15% of \$100,000). If awarded F&B, a separate 15% NOI incentive applies, with a baseline to be mutually agreed upon.
- OGM will cap golf performance incentive at \$25,000.
- On-site employees: OGM will employ all on-site staff, with ARCDD reimbursing 100% of employment costs bi-weekly.

OGM is not liable for revenue shortfalls but will adjust budgets collaboratively with ARCDD to address changes in revenues or costs. Major decisions, including budgets and strategic initiatives, will be made jointly with ARCDD to align with community goals.

OGM welcomes discussions on alternative contract structures or fee adjustments prior to execution, ensuring flexibility to address ARCDD's specific needs. As your management partner, OGM is committed to delivering a first-class golf experience that enhances ARGC's value as a community asset.

Submitted By:

Craig Haltom, President, 608-444-8301 Brian Jensen, Vice President, 608-214-5180, bjensen@ogm.golf Oliphant Golf Management, LLC 3046 Village Park Dr, Plover, WI 54467 Phone: 715-544-6588 | www.oliphantgolf.com

Business Plan

Every golf course is unique so we don't take a cookie cutter approach with any of our partners; we listen to the people on the ground and the best idea wins. Once engaged, we develop the tools to understand your property better and implement programming to receive the best possible return on investment. Below is a list of goals to round out the business plan:

- Implement OGM operating system
 - meeting pulse, employee accountability, quarterly goals, and tracking of key measurables.
- Create Master Plan with capital equipment plan, course and infrastructure improvements, and a building capital plan.
- Launch lively in-house programming with event schedule at the beginning of the season.
- Engage OGM business admin team to ensure financial packets and weekly reporting are executed in a timely manner.

Golf Operations

We have provided a high level analysis of the opportunities we see readily available for Arlington Ridge Golf Club. Our approach is not based on high-minded management talk - we simply work hard, employ sound business practices and proven systems, and above all, stay focused on the customer's experience. Arlington Ridge Golf Club is poised to lead the way for other golf clubs on Hwy 27 and be a perfect solution to the overflowing tee times coming from The Villages and surrounding private clubs. There is a solid foundation of golfing members that has been built over the last six years; we expect memberships and public play to increase with improved course conditions and club atmosphere. We will provide professional and friendly customer service for all guests, with competitive green fees, well-executed in-house marketing, and tournament programming. Below are the initial opportunities that we will tackle on day one.

- Improve golf course conditions greens will be in the best condition you have ever seen within the first year.
- Capture community and regional support by providing the very best golf experience possible.
- Evaluate management team to ensure we have all the right people in the right seats.
- Implement new active and engaging marketing plan with improved communications.









Golf Operations Continued

- Provide correct and efficient league, tournament, player development, and outing operations.
- Couple organized and efficient golf operations with elevated promotion of restaurant and banquet hall use to increase revenue.
- Commit to consistent beverage cart hours during peak times, such as leagues, weekends, and outings, to ensure guests and members have convenient access to refreshments.
- Invest labor dollars into elevating the golf course experience by adding shifts for **starters and rangers** during peak times. This will enhance hospitality for guests and members, and monitor pace of play and etiquette to ensure an enjoyable and respectful experience for all.

Business Administration

At OGM, we are committed to business administration because, well, it enables us to manage our finances, resources, and operations effectively. Timely and accurate reporting gives decision-makers a clear view of the financial state, facilitating informed decisions.

Business administration and HR organize and maintain essential records, complement operations with reports, and recommend efficient strategies that enhance our performance. OGM management leaders, the HR department, and our internal processes are dedicated to ensuring a safe, secure, and healthy work environment for all OGM and affiliate OGM employees. We provide guidance on workplace policies, promote collaboration between departments, and foster positive relationships.

Finance and Administration Services

- Accounts Payable
- Monthly Financial Statements
- Fixed Asset Depreciations
- Benchmarking
- Long-Range Proforma
- Budgeting
- Weekly Cash Positions and Flash Reports
- Payroll, Recruiting and hiring
- Benefit Support
- Training, Development, Coaching
- Safety Training

Risks & Challenges

Based on the obstacles and risks for ARGC, we are confident OGM is your solution for a sustainable golf operation for many years to come. OGM acknowledges the operational and financial challenges at Arlington Ridge and offers proven solutions to ensure a sustainable, high-quality golf operation for the Arlington Ridge Community Development District.

Deferred Maintenance and Weeds: Past deferred maintenance and weed issues, particularly goosegrass in the roughs, have impacted course quality, despite decent tees, fairways, and greens. Full resolution will take time, OGM will focus healthy turf because that is the best defense to weed pressure. OGM's GCSAA Class A Superintendent, guided by our Regional Director of Agronomy, will implement a rigorous pre- and post-emergent herbicide program per EPA guidelines, with monthly site visits and quarterly action plans to prioritize customer-facing improvements.

Staffing Challenges: Recruiting hourly and key staff is challenging, especially when competing with The Villages. Competitive compensation is essential for quality performance. OGM will foster a strong employee culture, using paid recruiting and social media to attract and retain top talent.

Management Turnover: Past turnover has caused operational uncertainty. OGM's proven operating system and culture will stabilize management, aligning staff toward ARCDD's goals of patron satisfaction and financial growth.

Aging Clubhouse: The clubhouse's outdated infrastructure and decor deter modern golfers and residents. OGM's Master Plan, developed in Year 1, will propose a refresh, including a modern golfers' pub to attract golfers, residents, and the community, boosting revenue and aligning with ARCDD's capital improvement goals.

Financial Pressures: FY 2024's revenue decline (-12%) and rounds drop (-8%) and FY 2025's forecast reflect market challenges. OGM's targeted marketing and efficient maintenance will drive rounds, memberships, and golf shop sales to fund operations.

OGM's expertise and strategic approach ensure we can address these challenges, delivering a top-quality golf operation for ARCDD.

Proforma

Arlington Ridge Golf Club Proforma	2022	2023	2024	2025	2026	2027	2027
DRAFT	Oct-Sep						
	Actual	Actual	Actual	Forecast	Proforma	Proforma	Proforma
Rounds				1		4 1 7 7 6	
Total Rounds	49,241	47,614	43,625	40,439	42,500	43,800	45,300
Rounds - Member	19,069	18,507	17,656	15,733	17,000	17,500	15,000
Rounds - Outing	7,823	8,658	7,734	9,127	8,000	8,300	8,300
Rounds - Public	22,349	20,449	18,235	15,579	17,500	18,000	19,000
Income							
Annual Dues	495,428	562,007	515,950	504,282	512,000	535,000	545,000
Green Fees	867,280	862,986	793,638	764,795	798,000	860,000	935,000
Cart Rentals	2,397	5,799	2,879	4,147	5,000	5,000	5,000
Range Fee	41,694	40,383	42,923	43,931	45,000	46,000	48,000
Golf Shop Merchandise	141,224	148,051	94,309	90,133	100,000	105,000	125,000
Other Revenue	18,705	-4,369	-4,618	-15,987	0	O	0
Total income	1,566,728	1,614,857	1,445,081	1,388,301	1,460,000	1,551,000	1,658,000
Cost of Goods Sold							
COGS Golf Merch	96,861	103,953	60,585	60,758	70,000	73,500	37,500
Total COGS	96,862	103,953	60,585	60,758	70,000	73,500	87,500
Gross Profit	1,469,866	1,510,904	1,384,496	1,327,543	1,390,000	1,477,500	1,570,500
Labor							
Employee Wages	482,376	554,223	611,408	600,166	616,500	626,945	644,465
Asmin	67,571	55,035	79,064	81,049	81,500	83,945	86,465
Golf Shop	187,768	198,068	186,498	170,944	175,000	178,000	183,000
Golf Course Maintenance	227,037	301,120	345,846	348,173	360,000	365,000	375,000
Employee Taxes & Benefits	80,209	89,550	88,156	97,969	105,265	106,845	108,450
Total Payroll Expenses	562,585	643,773	699,564	698,135	721,765	733,790	752,915
Expense							
Admin	183,974	177,417	190,203	175,296	173,000	178,190	183,535
Golf Shop	88,303	91,598	86,945	109,654	98,000	100,000	103,000
Golf Course Maintenance	356 372	371,912	392,296	446,412	400,000	412,000	424,360
Total Department Expenses	628,649	640,927	669,444	731,362	671,000	690,190	710,895
Total Other Expenses	1,191,234	1,284,700	1,369,008	1,429,497	1,392,765	1,423,980	1,463,810
Net Ordinary Income	278,630	226,204	15,488	-101,954	-1,765	53,520	106,690
Public GF APR	\$28.82	\$29.85	\$30.67	\$31.12	\$31.49	\$32.89	\$34.43
Member APR	\$25.98	\$30.37	\$29.22	\$32.05	\$30.12	\$30.57	\$30.28
Merchandise COGS	68.59%	70.21%	64.24%	67.41%	70.00%	70.00%	70.00%
Labor as a % of Revenue	35.91%	39.87%	48.41%	50.29%	49,44%	47.31%	45.41%
Maint Expenses	\$583,409	\$673,032	\$738,142	\$794,585	\$760,000	\$777,000	\$799,360

This proforma is based on the best available information at submission. Upon OGM's selection, a detailed budget will be provided to ensure transparency and alignment with project needs.

- Implementing strategic maintenance practices will reduce costs while enhancing course conditions, delivering a higher dollar per-round revenue.
- With dedicated time and detailed property management, there is significant opportunity to further drive green fee revenue by capitalizing on improved course appeal and player satisfaction.

Market Analysis

COMMUNITY INVOLVEMENT

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



Highlight course in positive manner to generate interest in new and returning customers



Planned event schedule well in advance creating social hub for gatherings



Promote tournament services to organizations for corporate and charity event



Elevate branding and communications to increase golf course and food/beverage traffic

Custom Marketing

OGM's expertise in data-driven marketing allows us to pinpoint declines and develop tailored solutions to boost rounds and revenue, unique to ARGC and it's customers. We will ensure ARGC has all the tools to be successful in the digital and print marketplaces. To set an initial foundation, we focus on strengths and weaknesses of how you currently communicate to your clientele and deploy a creative design strategy to enhance your brand, immediately.

OGM will collaborate with the team on the ground to execute the planning, coordination and implementation for your club marketing. We will work directly with the general manager and the CDD to develop a cohesive marketing strategy to integrate the community, create a positive digital presence and drive revenue dollars. We pride ourselves on putting in the work to ensure our clients are leaders in their regions.

Immediate Goals

- Elevate and increase frequency of direct communications to residents and local community.
- Active and engaging social media highlighting the operations in a positive manner.
- 52-week content calendar.
- Paid digital marketing using geotargeted ads.
- Google Ad Remarketing to target website visitors.
- New photography within first year.

Marketing Strategy

Arlington Ridge Golf Club stands out as a Central Florida destination, renowned for its Gary Koch-designed golf course and exceptional dining at Chesapeake Bay Grille, The Village Tavern, and Chatham's Café. Our marketing strategy aims to drive growth in golf and social memberships, public golf rounds, and food and beverage revenue.

Based on our most recent analysis of visitor data, ARGC ranked third in its competitive set for visits in 2024 and second for unique visitors, yet experienced a 17% decline in visits while competitor Plantation saw a 62% increase. Through targeted social media campaigns tailored to the 55+ demographic in the area, strategic promotions, and community-focused initiatives, OGM's marketing efforts will seek to recapture market share by emphasizing ARGC's value, unique appeal, and vibrant community. By highlighting exceptional experiences rather than relying on discounts, we will enhance brand value and position ARGC as the preferred choice for golfers and diners in the region.

OGM's marketing team will provide all necessary execution, including but not limited to:

- · Planning and coordination for marketing efforts
- Creative design for promotional materials
 - 1. Video and Content Creation
 - 2. Flyers, Table Tents, Menus, Cart Signs
 - 3. Digital Graphics for website, social media, emails, display ads
 - 4. Print Advertisements for magazine, newspaper, local publications (visitor's guides, community materials, etc.)
- Website management, hosting and SEO enhancements
- Email campaigns
- · Social media management
- · Direct mail campaigns
- · Industry expos / golf show booths
- Survey strategy and implantation for real-time feedback (see sample survey)
- · Marketing to prospective employees / recruitment / job posting
- Guidance and proofing on all club communications









Marketing Plan - Data Overview

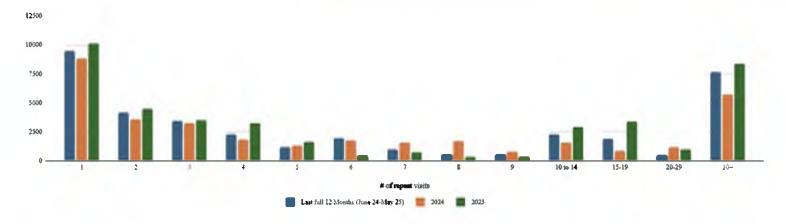
Competitor Overview June 2024 - May 2025

Metrics	Visits	Visitors	Visit Frequency	Avg. Dwell Time	Panel Visits	Visits YoY	Visits Yo2Y	Visits Yo3Y
Arlington Ridge Golf Club	37142	14556	2.53	101	2879	11.10%	-17.60%	-2.90%
Continental Country Club	70778	23182	3.04	98	5301	6.20%	7 40%	26 90%
Plantation at Leesburg Golf Club	50706	8761	5.77	66	3149	1.90%	61.90%	26 70%
The Monarch at Royal Highlands	32632	6903	4.71	114	2631	-7.00%	-20.50%	-10.70%
Deer Island Country Club	28688	13380	2.15	130	2283	19.20%	11.10%	30.90%
Pennbrooke Fairways	23633	8226	2.84	88	1552	33 60%	39.80%	46.40%

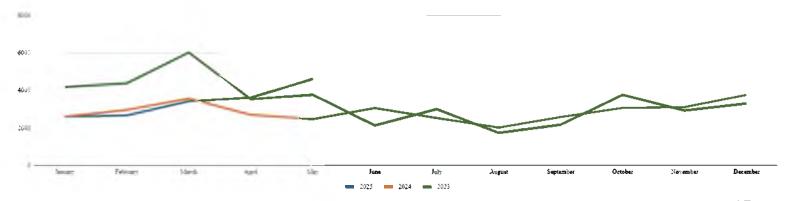
Top Zip Codes by # of Visits

			Last full 12 Months		
Zip Code	City	State	(June 24-May 25)	2024	2023
34748	Leesburg	FL	6767	5705	9542
32778	Tavares	FL	4122	2723	1535
34731	Fruitland Park	FL	1630	1526	2471
34711	Clermont	FL	1286	1174	1548
34715	Clermont	FL	1264	946	503
32757	Mount Dora	FL	956	522	454
34762	Okahumpka	FL	856	294	34
32162	The Villages	FL	847	824	924
32163	The Villages	FL	789	847	337
32159	Lady Lake	FL	762	879	2099
34788	Leesburg	FL	707	543	631

Frequency of Visits



Monthly Visits by Year



Marketing Strategy continued

Goals - Driving Initiatives & Revenue Where It Counts

AUDIENCE	Membership	Local Golfers	Tournaments	Local Diners	
TARGET	55+ Male & Female, within 5 miles, Interested in Golf, Instruction, Outdoor Recreation, Events	30-65+ Male & Female. Interested in Golf. Outdoor Recreation. Travel	Small to medium-sized businesses in Leesburg and surrounding Central Florida areas	21-65 Male & Female, within 20 miles. Interested in Lunch. Dinner. Eating Out, Events. Foodie	
INITIATIVE	Sell more annual memberships	Sell more rounds of golf	Increase unique golf visitors	Sell more lunch and dinners to the public	
K.P.I.	# of members	# of rounds played	# of outings booked for upcoming year	# of visitors to the restaurant	
GOAL	Retain current membership while adding 1-5 per category	Boost revenue per round + 5%	+ 2 events per year	+ 100 covers per week	

Process - Reaching Your Ideal Golf Audience

GOAL	Book tee times for local golfers within 25 miles, and appeal to residents already living in the area; Grow membership; Increase traffic to the food and beverage facilities					
AUDIENCE	35-55+ Men Interested in Golf, Outdoor Recreation and Travel					
CHANNEL	Facebook & Newspaper/Magazine/ Instagram Direct Mail Campaign Google Search		E-Mail Marketing			
PAID	Ads running 12 months per year, with biggest push in spring and summer	Ads in print publications and direct mailers. as well as digital ad space on Google and social media platforms	Search ads running 12 months per year.	Via sponsorships of local organizations, or free promotions through Chamber and District		
ORGANIC	Create videos and relevant content worth sharing to reach bigger audience Distribute publications to local organizations and businesses we partner with and mutually support		Positive reviews to improve search listing placement	Forwarded content from current customers to friends/family/referrals		
OWNED	Post at least 1x every week with golf- related content access to visitors		Maintain up to date profile and business listing to build brand trust	Segmented targeting of messages based on client behavior, hyper focus on conversions to sign up/buy now/learn more		

Turf Management Plan

OGM will elevate Arlington Ridge into a premier public golf facility by improving course conditions to deliver extraordinary golf experiences, leveraging our industry-leading maintenance practices. This plan focuses on turf health and consistent green speeds, weed control, and equipment maintenance, aligning with ARCDD goals and supporting building maintenance standards as outlined in Attachments A and B.

Our goal is to achieve consistently healthy turf across greens, tees, fairways, and roughs, with greens maintained at a stimp meter reading of 8+ to ensure fast, true putting surfaces, enhancing playability and golfer satisfaction.

Turf Health & Green Speeds - Mowing & Cultural Practices

- **Greens:** Mow 7 days/week in warm seasons (April-October) and 3 days/week in cool seasons (November-March) at 0.125-0.150 inches, per RFP. Roll greens 5 times/week year round and off-days in cool seasons to maintain smoothness. Alternate mowing patterns to prevent grain and preserve original green sizes. Achieve 8+ stimp meter readings through OGM's precision mowing techniques. Focus on cultural practices such as aeration, verticutting, and frequent light topdressing to reduce thatch and increase playability.
- **Tees:** Mow 3 days/week in warm seasons and 1 day/week in cool seasons at 0.5–0.75 inches, maintaining design integrity. Utilize cultural practices, like aeration and verticutting, to reduce thatch. Overseed tees annually (if approved) with perennial ryegrass to enhance winter playability, per OGM's standards.
- Fairways/Approaches/Collars: Mow 3 days/week in warm seasons and 1 day/week in cool seasons at 0.5–0.75 inches. Reduce thatch through aeration and verticutting utilizing the Wiedeman Super 600.
- **Roughs:** Mow weekly in warm seasons and biweekly in cool seasons at 1–1.75 inches, ensuring playability and aesthetics, per RFP.
- **Aeration**: Core aerate greens 3 times/year (spring, summer, fall) with 0.5-inch tines to manage thatch and improve root health. Aerate tees and fairways annually, with roughs as needed, guided by OGM's agronomist, Tom Stem.
- **Verticutting/Topdressing:** Verticut greens biweekly during warm seasons, followed by light sand topdressing (USGA-spec sand) to smooth surfaces and dilute thatch. Topdress tees weekly to fill divots, ensuring even playing surfaces, per OGM's high standards.

Turf Management Plan contined

- Fertilization and Soil Management: Conduct soil tests biannually (spring/fall) to guide nutrient applications. Apply nitrogen (ammonium sulfate or urea) to greens at 0.5–1 lb/1,000 sq ft monthly during active growth, using controlled-release sources for applications >0.5 lb/M, per RFP. Adjust other nutrients based on test results, leveraging OGM's data-driven approach.
 - Apply growth regulators (e.g., Primo Maxx) to greens and fairways to enhance turf density and reduce mowing frequency, improving consistency.
 - Monitor clipping yields to optimize nitrogen applications, ensuring vigorous growth without excess thatch, as practiced at OGM-managed Lawsonia.
- Irrigation: Maintain and repair irrigation systems by qualified staff trained in modern technologies, attending annual seminars. Irrigate greens, tees, and fairways based on evapotranspiration, soil moisture sensors, and weather data, drawing on OGM's irrigation expertise.
 - Clean and paint pump houses to maintain functionality and aesthetics, per RFP.

Weed Control

- IPM Program: Implement a year-round pre- and post-emergent herbicide program, per RFP. Apply pre-emergent herbicides (e.g., Prodiamine) every 90–120 days, targeting crabgrass and goosegrass, with Oxadiazon for high-pressure areas.
 - Schedule weekly post-emergent applications (e.g., Quinclorac) to address breakthrough weeds, focusing on greens, tees, and fairways. Mechanically remove weeds before chemical applications to reduce environmental impact, per OGM's sustainable practices.
 - Monitor playing areas weekly for weeds, using spot treatments to minimize chemical use, overseen by the superintendent's pesticide license.
- **Cultural Practices:** Enhance turf density through fertilization, aeration, and mowing to outcompete weeds. Overseeding of tees (if budgeted) will bolster winter turf cover, reducing weed establishment.
 - Maintain bunker edges monthly to prevent weed encroachment, preserving design integrity.
- **Staff Training**: Train spray technicians in IPM and safe chemical handling, ensuring compliance with state regulations. Tom Stem will oversee protocols, maintaining OGM's high standards.

Turf Management Plan continued

Implementation and Oversight

- Annual Agronomic Plan: By May 1 each year, submit a detailed agronomic plan
 to ARCDD, outlining mowing, fertilization, IPM, equipment maintenance, and
 building maintenance schedules, adjustable for weather or play demands. Tom
 Stem will lead development, with input from project managers and the
 superintendent.
- **Transition Plan:** From October 1, 2025, Tom, Theran, and Ken will oversee a 90-day transition, retaining current staff, assessing equipment, and implementing improvements, leveraging OGM's experience with successful transitions.
- **Reporting:** Provide monthly maintenance reports by the 5th business day, detailing turf conditions, chemical applications, equipment status, and building maintenance activities, per RFP. Attend ARCDD Board meetings (third Thursday monthly) to review progress, reflecting OGM's commitment to transparency.

Quality Assurance: Cooperate with ARCDD's independent agronomist evaluations (up to twice yearly) to verify playability and ensure continuous improvement.

OGM's results-oriented approach, proven across 250+ projects, will transform ARGC into a premier golf destination. By prioritizing turf health, weed-free surfaces, operational efficiency, and facility upkeep, we will deliver fast, consistent greens and exceptional conditions, exceeding ARCDD's expectations and delighting golfers.





Equipment Maintenance

OGM will ensure all equipment operates at peak performance to support precise turf care, leveraging our construction and maintenance expertise to minimize downtime and enhance course conditions.

Fleet Management

- Assign the mechanic to service equipment daily, addressing hydraulic leaks, tire wear, quality of cut, and calibration issues, per RFP. Maintain a preventive maintenance schedule, servicing mowers weekly and carts monthly, drawing on OGM's experience.
- Train operators to prevent turf and equipment damage, with daily checks for operational issues.
- Implement routine use of the **Wiedenmann SUPER 600**. This machine is perfectly suited for ARGC's operations, enabling increased verticutting of tees and fairways, fraise mowing, sweeping, core pulverizing during aeration, and clear storm debris, significantly improving turf conditions over time.

Equipment Upgrades

- Assess equipment within 30 days of contract start (October 1, 2025) and propose a
 capital improvement plan for outdated machinery, subject to ARCDD approval. OGM
 management, in coordination with onsite superintendent and mechanic, will maintain
 an equipment inventory and replacement schedule, aligning ARCDD managers, budget
 considerations, and OGM's quality standards.
- Maintain an on-site parts inventory to reduce repair delays, ensuring continuous operations.

Safety and Compliance

- Conduct quarterly safety inspections of fuel storage tanks, ensuring compliance with state regulations and maintaining pollution control liability insurance, per RFP. Train staff in fuel handling protocols.
- Weekly safety meetings, annual building safety audits and annual company wide manager safety training.

OGM's rigorous equipment maintenance will deliver precise turf care, supporting turf health and green speed goals, ensuring a seamless golf experience.







Staffing Plan

STAFF TRANSITION & CULTURE COMMITMENT

At OGM, we value "time on job" — the people already doing the work. As part of our transition process, we will meet and interview all existing staff with respect and openness. Our goal is to build on what works, align our work culture, and retain talent wherever possible. We have a strong retention rate through transitions because we're transparent, provide clear expectations, and equip our teams with the tools and support they need to succeed. From the OGM-OS (operating system) and scorecards, to detailed playbooks and goal-setting systems, we work side by side with employees to create a culture of clarity, teamwork, and shared success.

STAFFING PLAN FOR ARLINGTON RIDGE GOLF CLUB

OGM will evaluate, train, and retain current employees and maintain a management structure to best provide additional added-value resources. It is always our first intention to retain existing staff and will fill vacant positions locally to maximize regional knowledge. Our goal is to build a high-performing team that aligns with our core values to get the best out of every community we work with. If there are qualified individuals that are currently on staff, we will welcome a conversation with them.

Our suggested management team structure is based on the assumption of OGM managing golf and F&B Operations. ARGC would employ at least 7 FT managers who would have direct access to the OGM leadership team.



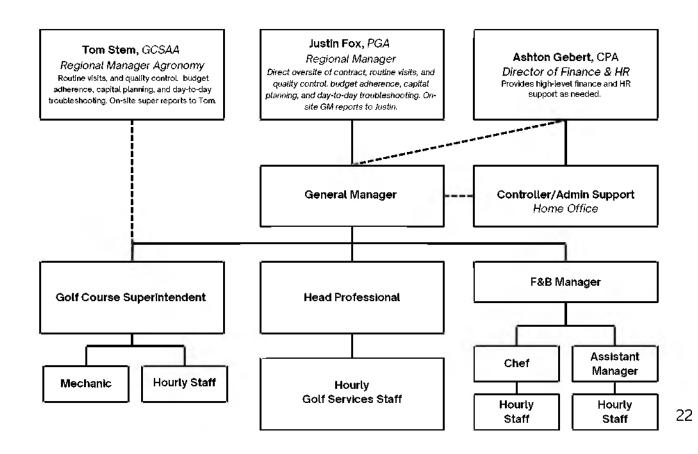
Staffing Plan continued

Training and Retention

- Current staff will receive training in OGM's IPM protocols, equipment operation, turf maintenance practices (e.g., mowing, aeration, topdressing), and building maintenance duties (Attachment B). Tom, Theran, and Ken will lead sessions to ensure expertise in turf health, weed control, equipment maintenance, and facility upkeep, aligning with OGM's commitment to excellence.
- Retention strategies include competitive wages and career development, fostering a motivated team committed to ARCDD's standards and OGM's focus on customer experience.

Implementation

Within 90 days, Tom, Theran, and Ken will assess course conditions, staff
capabilities, and equipment, leveraging OGM's experience managing courses in
multiple states. The superintendent, assistant, and mechanic will be onboarded
by day 60, ensuring a seamless transition from Troon Golf. This structure
supports immediate improvements and long-term sustainability, delivering
transformative results as seen at all of OGM's managed properties.



Maintenance Staffing Plan

OGM will leverage our proven expertise in golf course maintenance to deliver exceptional course conditions at Arlington Ridge Golf Course (ARGC), exceeding ARCDD's minimum maintenance standards (Attachment A) and building maintenance standards (Attachment B), ensuring extraordinary golf experiences through a skilled, dedicated team.

Staffing Structure and Leadership

- Regional Manager in Agronomy: Tom Stem, with 16+ years as a superintendent and
 27 years in the business, is a key advisor to OGM's agronomy teams across our
 contracts. He will oversee agronomic programs, dedicating extensive time in the first
 90 days to assess conditions, develop protocols, and ensure alignment with
 ARCDD's vision for a premier public golf facility. Tom will perform monthly course
 tours throughout the term of a resulting contract to ensure our high-quality standards
 are met.
- Project Managers: Theran Steindel, with 20 years managing diverse golf courses, and Ken Lacy, an experienced turf manager with extensive experience in Florida and other warm season locations, will provide hands-on oversight during the contract's startup phase, focusing on staff training, quality control, and rapid implementation of turf health, weed control, and equipment maintenance programs.
- Superintendent: A GCSAA Class A member with a state-approved pesticide license and 7+ years of experience will be appointed within 60 days (\$70,000-\$90,000/year). They will manage daily operations, implement OGM's results-oriented turf management plan, and ensure consistent green speeds (8+ on stimp meter) and playability.
- Assistant Superintendent: A professional with 3+ years of experience (\$50,000-\$65,000/year) will support irrigation management, chemical applications, and crew supervision, ensuring adherence to OGM's time-tested integrated pest management (IPM) practices.
- **Mechanic:** A qualified turf equipment technician with 5+ years of experience (\$45,000-\$60,000/year) will maintain all equipment to OGM's high standards, minimizing downtime and ensuring precision in maintenance tasks.
- Maintenance Crew: All current ARGC staff will be offered retention, preserving course-specific knowledge. The crew (8-15, including groundskeepers, spray technicians, irrigation specialists; \$30,000–\$50,000/year for full-time, \$14–\$20/hour for part-time, seasonal) will be trained to perform daily, weekly, monthly, quarterly, and semiannual custodial duties for the golf shop, restrooms, cart barn, and maintenance building (Attachment B), such as cleaning restrooms, vacuuming, trash removal, and floor finishing, alongside turf maintenance tasks.

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Capital Improvement Plan

Golf Course Master Plan

Completed in year one, the master planning approach for ARGC assesses the golf course's infrastructure, design, aesthetics, safety, playability, and customer experience. The plan encompasses a range of projects including design enhancements, land repurposing, short-term initiatives, and infrastructure replacement plans. Master planning is included when you hire OGM as your management company, a unique capability that sets OGM apart and adds value to our services (see Nakoma Golf Club and The Course at Aberdeen case studies for successes).

Putting Green Replacement and Repurposing

Remove struggling clubhouse putting green due to persistent turf issues. Replace with a functional bag stand and cart staging area. Construct a new 9-hole putting course near the chipping area to enhance engagement, attract non-golfers, and add value to the course.

Cart Path and Traffic Control Improvements

Repair cart paths to address corrosion and washboard effects. Sod affected areas to restore playability and aesthetics. Invest in new, uniform stake and rope systems for a professional appearance, encouraging golfer compliance.

Annual Tree Maintenance

Allocate budget for ongoing maintenance to address deferred care of overgrown trees surrounding the golf course. Implement incremental improvements to enhance safety and aesthetics.

Bunker Restoration

Utilize FEMA funds to rebuild bunkers, focusing on character, playability, and visual appeal.

Greens Renovation

Conduct a comprehensive evaluation in year one to determine the need for full greens renovation.

Maintenance Equipment Fleet Investment

Develop a detailed equipment fleet investment plan within the first 60 days of the contract. Allocate annual budget to maintain and upgrade equipment for operational efficiency.

Clubhouse Renovation

Refresh the golf shop and restaurant to enhance customer experience. Introduce a modern golfers' pub to attract golfers, residents, and the community, boosting revenue and improving the overall atmosphere.

Transition Plan

OVERVIEW

We like to move quickly while making smart decisions; being fully immersed in the work is the only way to succeed. This means setting clear objectives, goals and everyone taking ownership in the project. We will establish 'day one' goals with the onsite team and OGM Leadership Team. Timely decision making and adaptability is key to success in any service business (and is the nature of the golf business). We provide a structured transition schedule and demand full accountability from on-site staff as well as OGM's Leadership Team. Once we agree on a course of action, collectively, we expect and support the on-site team in handling action items in an efficient manner; we like to simply get more done in a day!

June 2025

• RFP Submissions

July 2025

- Interviews
- Contractor negotiations and selection

August 2025

- Gain access to existing information (equipment list, financial reports, customer data, etc.)
- Submit detailed draft budgets to CDD Representatives
- Review existing inventory and FF&E

September 2025

- Regional Manager and Regional Agronomist site visit
- Host existing employee meetings, interview key staff members
- Post any outstanding management positions
- Approval of 2026 operating budgets
- · Begin marketing meetings and revamp website
- Process all employee new hire paperwork
- Order necessary 2026 product (merch, chemicals/fertilizers, etc.)

October 2025

• Begin as new Operator

STAFFING

Day one- week one:

- Interview key personnel; discuss current role and professional aspirations
- Collect feedback on current business/operations- we value 'time on job' experience and employees will be encouraged to join and help guide the conversation
- Transfer all retained employees to OGM, disburse company manuals for signatures; policies, benefit info, direct deposit, etc.

Week two:

- · Identify deficiencies in staffing, training, and operations
- Implement a series of training protocols and begin to develop new programming with the general manager

ACCOUNTING

Day one- week one:

- Transition on-site financials to corporate office
- Provide remote assistance to change vendor information, transfer licensing and list OGM as additionally insured. On-site POS evaluation and accounting software
- Review vendor relations
- Account for on-site inventory (all departments)
- Initiate new inventory

Week one/two:

- Begin procedures for handling A/P and A/R remotely in coordination with GM/off-site accountant
- Finalize budgets to be presented

MARKETING

Day one-week one:

- Initiate website refresher with proper contact information, clean and easily accessible online tee-sheet booking, review and establish proper email marketing lists
- Press release in coordination with the CDD regarding management change and facility turning a new page

Week two:

- Begin 52-week marketing campaign (following marketing and action items outlined in OGM proposal and feedback from current employees)
- Local community outreach/advertising; immediate community involvement with phone calls and meetings with community leaders, foundations, organization, business partners and figure heads within Arlington Ridge and surrounding area

Week three:

 Track results of initiatives and programming; make adjustments as necessary by reviewing feedback from customers and financial impact

MAINTENANCE

Day one:

 Review current general practices and frequency schedule. Evaluate equipment and preventive maintenance program. Begin action items (tree trimming, bunker edging, cart path runoff repair)

Day two:

- Every day on the course is day one! Complete tasks with urgency.
- Begin master planning improvements (short term repairs completed and preparations for long term work).
- Evaluate cap-ex requirements (including priority and scheduling...initial lists generated by existing staff both equipment/facilities inside and out)

CORPORATE

Note: On-Site transition team (Justin Fox and Tom Stem); 2 weeks anticipated on-site time. Regular monthly site visits performed.

- Weekly one-on-one manager meetings scheduled (continue remotely after initial 2 weeks)
- Weekly marketing meetings (Justin, marketing team and on-site manager)
- Monthly financial and service review (Justin, Tom, General Manager and Head Superintendent)
- Establish corporate office point of contact on-site, providing an OGM base of operation and administration. On-site staff (manager and accounting assistant) work with the home office accounting office

Day one- week one:

- Initial contract agreement signed and supplied to CDD officials
- Proper execution of required paperwork, documentation, and licensing supplied to the City and State

Week two:

- Company principal's evaluations and recommendation seen through
- Action items begin to be checked off the task list

Week four:

Progress report submitted to CDD representative and meeting scheduled

Experience and Qualifications

CRAIG HALTOM

President

Craig leads Oliphant Golf Management, very much hands-on and in the field, with a talented team of managers based in Plover, Wisconsin. Craig is an active golf course architect, and in addition to his work with OGM, is best known for his role in the development of Mike Keiser's successful golf destination project, Sand Valley, where he initially discovered the property and continues as a member of the development team. Craig began work for Oliphant Golf in 2001, after living in Scotland for three years, where he completed a graduate degree in landscape architecture and studied the great links courses of Great Britain and Ireland.



BRIAN JENSEN, PGA

Vice President

Brian oversees a team of over 700 golf management professionals at Oliphant Golf Management during peak season, leading with resolve to ensure daily success for every client. Since joining OGM in 2013, he has drawn on extensive experience as a Golf Professional and General Manager at top private country clubs in Wisconsin and Illinois. His expertise, gained from years of hard work and training in the industry beginning with his days as a bag boy in Arizona, drives our operational strength. Brian's decisive leadership fuels OGM's growth and delivers strong financial outcomes for our clients.

ASHTON GEBERT, CPA

Director of Accounting

Ashton operates from our Plover, Wisconsin office, leading Oliphant Golf Management's Accounting and Office Administration team, including a full-time staff of three along with seasonal support. She expertly manages payroll, billing, accounts payable, and all financial reporting with precision and foresight. Earning her Certified Public Accountant designation in 2013, Ashton brings proven expertise to streamline operations. She and her team handle critical tasks in-house, minimizing on-site demands while providing strategic guidance to enhance budget performance, ensuring robust financial outcomes with a forward-thinking approach.



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JUSTIN FOX, PGA

Regional Manager

Justin holds a Bachelor's in Agribusiness and Professional Golf Management from Arizona State University, backed by 16 years of golf industry experience including warm-weather climates in **Florida** and **Arizona**. He served as General Manager at Arlington Ridge Golf Club, where he enjoyed his time and helped the club excel. His career includes roles from outside services and mowing greens to serving as Head Golf Professional and General Manager, with expertise across 5-star resorts, Top 100 courses, and hosting a multi-year LPGA Tour event. Having guided properties through transitions with multiple management firms, Justin drives OGM's commitment to operational excellence, ensuring efficiency and delivering results with a collaborative, forward-focused approach.





TOM STEM, GCSAA

Regional Manager, Agronomy

Tom has been a vital part of Oliphant Golf Management since 2015, bringing over 25 years of golf industry expertise to our team. As the overseer of golf operations at Pocono Manor, where he has served as Superintendent for more than 16 years, he ensures consistent excellence. Beyond Pocono Manor, Tom plays a critical role on our Agronomy team, conducting site visits as a trusted advisor to all course superintendents, delivering hands-on guidance with precision and resolve. His extensive experience strengthens our operations, driving quality outcomes and fostering success across every project with a proactive, team-driven approach.

SANTOS MEJIAVice President, Construction

Santos brings over 30 years of expertise as a Construction Superintendent to Oliphant Golf Management, excelling in golf course development since joining in 2004. Specializing in irrigation system installation and construction management, he consistently delivers quality results on large-scale projects. His technical mastery and steadfast leadership have been vital to the success of Sand Valley Golf Resort, where he directed the construction and development of the property, including five championship courses. Santos' proven track record and determined approach ensure every project meets the highest standards, driving impactful outcomes with unwavering precision.





THERAN STEINDL

Design Associate & Project Manager

Theran holds a degree in Large Complex Management, Golf, and Ground Management, bringing 20 years of experience managing diverse golf courses—from 18-hole private layouts to 72-hole municipal facilities—with a focus on architectural innovation. Since joining Oliphant Golf Management, he has spearheaded public-private partnerships, overseen design and construction project management, and driven business development, all while advancing municipal consulting. Passionate about transforming concepts into thriving courses, Theran's expertise ensures efficient, high-impact results with a determined, collaborative approach.

KEN LACY, GCSAA

Senior Golf Course Superintendent

Ken Lacy, Senior Superintendent at OGM, brings over 30 years of expertise in golf course design, construction, management, and operations, with extensive warm-weather experience. He has led eight golf course developments, from site analysis to grow-in, across **Florida**, New Mexico, the Caribbean, Kentucky, Tennessee, Ohio, Wisconsin, and Missouri. Proficient with Zoysia, Bermuda, Paspalum, bentgrass, rye grass, and bluegrass, Ken ensures vibrant turf. A skilled leader, he excels in greens management, irrigation, erosion control, and stormwater management. With a pesticide license, Ken delivers sustainable, high-quality results for distressed properties.





ROCHELLE "ROCKI" REIMAN

Marketing Director

Rocki has been a driving force at Oliphant Golf Management since 2014, based out of our Plover, Wisconsin office. Starting her golf career in food and beverage management and wedding/event sales in Central Wisconsin, she swiftly transitioned into marketing for a number of years, later serving as General Manager at The Golf Courses of Lawsonia. With this diverse expertise, Rocki now leads and empowers our on-site teams, crafting and executing robust marketing strategies for our management clients with a sharp, collaborative focus on delivering results.

CATHERINE HELLING

Administrative & Payroll Services

Catherine honed her skills in her brother's thriving startup before earning a bachelor's degree in English and studio art. Since joining Oliphant Golf Management in 2017, she has excelled in human resources, adeptly managing weekly pay apps and accounts payable across multiple properties. Her proven reliability and resourcefulness strengthen our team, providing critical support to superintendents and general managers with a professional, unwavering resolve.





LISA JANIS

Controller

Lisa earned a Chemistry degree from Colorado State, cultivating a sharp analytical and problem-solving mindset. Prior to Oliphant Golf Management, she advanced through roles to become Director of Accounting and Payroll in the ski industry. Now serving as a controller for our managed properties, Lisa enhances financial efficiency and accuracy with precision. Her key contributions include financial reporting, general ledger management, payroll and invoice processing, account reconciliations, journal entry preparation, and compliance—delivering robust, reliable support to our clients.

Qualifications

Tom Stem

Regional Manager, Agronomy

OGM is committed to delivering extraordinary golf experiences for clients and guests at all of our managed properties. The OGM Regional Manager will oversee the golf course superintendent to ensure OGM and ARGC standards are met. The Regional Manager will be available for on-site visits on no less than a monthly basis and will be available to communicate with golf course officials at any time deemed necessary.

Experience and Qualifications: Tom Stem, GCSAA Class A

- As regional manager, Tom Stem delivers leadership, management, and accountability to our maintenance departments across our company.
- 4 Years of General Manager experience at Pocono Manor Golf Course
 - Working with pro-shop, food and beverage, and maintenance personnel to ensure outstanding customer experiences

Florida Department of Agriculture and Consumer Services Pesticide Certification Office Commercial Applicator License License # CM27646

STEM, TOM 106 GREEN CHAPEL LN CRESCO, PA 18326

Categories

Issued: September 19, 2022

Expires: September 30, 2026

nicole brief

Signature of Licensee

NICOLE "NIKKI" FRIED, COMMISSIONER

The above individual is licensed under the provisions of Chapter 487, F.S. to purchase and apply restricted use posticides.

Current Management Clients



The Golf Courses of Lawsonia Green Lake, WI 36 Hole Destination Property with On-Site Lodging







Ottawa Park, Detweiler Park & Collins Park
Golf Courses
Toledo, OH
45 Holes of Municipal Golf



Trappers Turn Golf Club Wisconsin Dells, WI 27 Hole Resort with 12 Hole Short Course



Watertown Country Club Watertown, WI 18 Hole Private Course



POCONO MANOR
Pocono Manor Golf Course
Pocono Manor, PA
18 Hole Public Course with
additional 3 Hole Loop



Nakoma Golf Club Madison, WI 18 Hole Private Club with Pool & Tennis





Lakes of Taylor & Taylor Meadows
Golf Courses
Taylor, MI
36 Holes of Municipal Golf



Lake Arrowhead Golf Course & HOA Nekoosa, WI 36 Hole Course with HOA Amenities Servicing 1,500 Homes in POA



Bullseye Golf Club Wisconsin Rapids, WI 18 Hole Semi-Private Course



The Course at Aberdeen Valparaiso, IN 18 Hole Semi-Private Course in 650 home HOA

Operator Experience - Case Studies

THE COURSE AT ABERDEEN | VALPARAISO, IN OGM Management services since 2023

Aberdeen is an 18-hole championship course within a 650-rooftop homeowners association. The HOA formed a golf committee board charged with selecting a new golf management company capable of maximizing revenue opportunities, gaining the trust of all homeowners, and providing a long-range prioritized capital expenditure plan. Course conditions and greens complex improvements were necessary to gain market share in the Valparaiso golf market. In the first year, we exceeded the budget and prior year by over \$100k in net income, and by over \$200k in year 2.

Key Accomplishments:

- Developed an equipment replacement strategy and promptly implemented it, investing approximately \$150k in Year 1.
- Developed a comprehensive master plan and collaborated with the Board to create a multi-year implementation strategy. Phase 2 completed in spring 2025.
- Renovated/replaced a 30-year-old pump house, increased capacity, and added a VFD to enhance efficiency and longevity.
- Instituted cultural practices (topdressing, rolling, watering, etc.) that led to greatly improved conditions, such as the best greens putting surfaces they've ever played on.
- Increased overall revenue by more than 10% while reducing overall costs by over 5%.
- Increased the average dollar per round collected by 15%.
- Achieved a record number of rounds in 3 out of 4 peak season months.
- Range revenue increased by 85% in year one.







THE GOLF COURSES OF LAWSONIA | GREEN LAKE, WI | PUBLIC Lease Agreement since 2011

Oliphant Golf Management initiated our partnership with The Golf Courses of Lawsonia in 2011, following a proactive outreach to the American Baptist Association (ABA), the property's owners. We recognized the potential to restore this 36-hole facility—once a nationally ranked gem—to its former prominence. Facing declining course conditions, aging infrastructure, and overgrown vegetation obscuring its architectural significance, OGM began with maintenance improvements, forging a strong alliance with the ABA. This collaboration expanded to encompass all operations—food and beverage, merchandising, service, marketing, and golf management—under a rolling 7-year lease where OGM manages all expenses, equipment investments, and annual enhancements. This revitalization has reestablished Lawsonia as a premier destination Midwest golf cornerstone, delivering exceptional experiences for players while enriching the Green Lake community through increased tourism, local engagement, and sustainable growth.

Key Accomplishments:

- Restored the Links Course to national acclaim, receiving rankings such as #79 Top 100 Courses in the U.S. (GOLF.com), #24 Top 100 Courses You Can Play (Golfweek), #58 America's 100 Greatest Public Courses (Golf Digest), and #62 Best Classic Course (Golfweek).
- Boosted total revenue from \$1.4 million to over \$5 million, with Links Course rounds rising from 16,500 to over 25,000 and average per-round revenue increasing from \$43 to \$81.
- Funded renovations using operating cash—including tree removal, tee box upgrades, mowing line adjustments, and a 110,000 sq ft bunker restoration based on 1937 aerials and original blueprints.
- Revamped the Woodlands Course, improving pace of play, aesthetics, and turf health with bunker overhauls, drainage upgrades, and selective tree removal, resulting in a 25% increase in rounds and 35% higher golf revenue.
- Transformed concessions into Langford's Pub, a full-service restaurant and bar now generating over \$1.2 million annually (up from \$150,000).
- Introduced Airbnb-style lodging in three on-site homes and secured local hotel partnerships for stay-and-play packages, with over 35% of play now from visitors traveling 2.5+ hours.
- Executed a branding and digital marketing strategy highlighting architectural heritage, targeting discerning golfers, tourists, and influencers, amplifying Lawsonia's reach.
- Launched the Lawsonia Invite, an annual event hosting all area high school golf teams to foster community engagement.





OGM 34

TOLEDO CITY GOLF | TOLEDO, OH | MUNICIPAL Management Services since 2024

OGM has partnered with the City of Toledo since 2024 to manage its municipal golf courses— Ottawa Park, Detwiler Park, and Collins Park. City officials tasked us with getting these wonderful public assets back on track, and we've delivered measurable improvements in just over a year, enhancing golf operations while strengthening community connections.

Our team launched three new websites and targeted social media efforts to broaden each course's reach and engage local players. On-site, we've upgraded conditions with consistent maintenance practices—fairways, greens, and all—bringing quality you can see and play. Collaborating closely with the City, stakeholders, and golfers, we've tailored our work to Toledo's priorities, respecting its golfing heritage while setting a solid base for growth.

Key Accomplishments:

- Rounds and revenue increased by 20% within first year.
- Bunker restoration at Ottawa Park Golf Course executed with Parks Department with high impact, perceived as complete restoration effort to golden-age golf course through a thoughtful and modest budget.
- Digital presence enhanced with three new websites and invigorated social media strategies.
- Series of inclusive events scheduled and executed, including Ottawa Park's 125th anniversary celebration with Mayor's opening tee shot.
- Immediate facility improvements implemented: deep-cleaned clubhouses, edged bunkers, refreshed bathrooms and new signage.
- Evaluated current equipment fleet lease and negotiated purchase of new fleet within first 8
 months.





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NAKOMA GOLF CLUB | MADISON, WI OGM Management services since 2009

OGM's first contract in Management was in the City of Madison, Wisconsin. Nakoma was plagued by its ongoing course condition problems, primarily due to the swampy land it is situated on. OGM aided in master planning in 2001, executing a number of projects that Nakoma was able to absorb at the time. In 2009, when undergoing a change of course superintendent, OGM was called upon again, this time to take over the day-to-day maintenance of this early 1900s Tom Bendelow golf design. Craig Haltom and Mike Oliphant dove in completely to establish new and sustainable cultural practices, develop new spending efficiencies, solve the wet course conditions, and create a long-term master plan to elevate Nakoma from a struggling private club (in a competitive market) to being seen as the top membership option in Madison for golfers. OGM continued in Maintenance for Nakoma for eight years. As OGM and its capabilities grew, Nakoma once again turned to OGM for guidance in the other facets of its operations, hiring OGM for overall operations in 2016. Today, OGM has signed a 10-year renewal contract.

Key Accomplishments:

- NGC contemplated abandoning the golf course before hiring OGM in 2009 due to "unsolvable groundwater problems." Those problems were solved, and Nakoma is now one of Wisconsin's best-conditioned courses.
- Design and development of a popular new patio and outdoor dining area.
 - Led to an increase in average member spending on food and beverages.
- Initial master plan developed in 2010.
 - Nearly all projects were completed in three seasons at a greatly reduced cost such as
 - Large-scale drainage projects throughout the course, over 20,000 lf. of drainage pipe, eliminating groundwater problems
 - Construction of new practice facilities.
 - Installation of new fencing along the property line.
 - And completion of various impactful golf course projects (trees, tees, turf).
- Capital equipment planning (Within the OGM contract, OGM is now responsible for new equipment purchases).
- 2014 & 2018: The Masterplan was updated, leading to additional improvements:
 - Major drainage enhancements on holes #12, #6, and #3.
 - Expansion of the cart path network.
 - Reworking of clubhouse landscaping and overall course presentation.
 - Rebuilding of the putting green.



NAKOMA GOLF CLUB | MADISON, WI OGM Management services since 2009

(Continued)

- Design and Development of a popular new patio and outdoor dining.
 - Lead to an increase in average member spending in food and beverage
- Creation and ongoing execution of 100-year anniversary comprehensive masterplan.
- Full and thriving membership achieving new revenue records. Now has a waitlist for the first time in decades.
- Renewed long-term (10-year) contract in both Maintenance and Management.
- Project Management for a new \$7 million sport and cafe complex, led by OGM on-site team of managers
 - Brought new off-season amenities to the facility (fitness and platform tennis, soon to add golf simulators
- Overhauled technology, POS, and accounting software as well as security of facility
 - Deployed new transparent reporting strategies, Accounting, and HR.
- New website, professional photography, and overall branding an awareness strategies.
- Highest restaurant financial return in the club's history.



POCONO MANOR GOLF CLUB | POCONO MANOR PA OGM Management services starting 2014, lease in 2020

At this course project, the OGM construction and maintenance teams focused on restoring the authenticity of the original 1912 Donald Ross and William Flynn design by introducing native grass areas. Notably, they undertook the meticulous reconstruction of the historic 77-year-old par 3 green at hole #7, preserving its timeless appeal. Internal renovations and upgrades were also conducted on-site at the golf shop, seamlessly blending tradition with contemporary aesthetics. A comprehensive rebranding effort ensued, encompassing a redesigned website and logo that encapsulated the course's rich heritage. In a strategic move to broaden their reach, the team expanded marketing initiatives through paid social media campaigns and television advertisements targeting neighboring states. These collective endeavors underscore their dedication to preserving golf history while embracing progressive enhancements.

Key Accomplishments:

- 95% of Club Employees were retained in year 1.
- Increased player satisfaction through improved conditioning and green speeds.
- Developed a comprehensive master plan for ownership.
- Executed irrigation repairs, restoring water to sections of the course that hadn't been reached in years.
- Reconstructed the historic number 7 green, which previously struggled to maintain grass, at a fraction of the ownership cost.
- Restored native areas according to the original design concepts envisioned by William Flynn in the 1920s.
- Successfully caring for a course with limited tee irrigation, no irrigation and no automated green irrigation.
- Increased average per round dollars (APR) by over \$6 in two years
- Increased rounds by over 15% year over year, since expanding marketing efforts



Construction Experience

OGM pairs its management expertise with substantial design and construction experience. Our teams handle a wide range of work—from detailed renovations to new builds—giving us the tools to deliver courses that are built right, with lasting quality.

For golf courses that hire OGM for management, this translates into a unique advantage: they gain the full strength of our construction and masterplanning capabilities. This allows us to implement improvements that are both superior in quality and more cost-effective than competitors. Our deep insight ensures ongoing collaboration with superintendents, aligning grow-in phases and long-term maintenance with the original vision for a seamless, high-quality result.



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Operator Experience Southern United States

WILDERNESS COUNTRY CLUB NAPLES, FL

Builder - Oliphant Golf Construction

Project Scope: Complete 18 hole reconstruction of existing golf course, including driving range. Work included new bunkers, greens, substantial re-grading and re-grassing.



CHASE OAKS GOLF CLUB PLANO, TX

Builder - Oliphant Golf Construction

Project Scope: Complete 18 hole irrigation remodel and grow-in of all bermudagrass playing surfaces, including greens, tees, fairways and roughs, along with complete renovation of all 18 holes from tee to green, and a six hole short course is being added.



WILD SPRING DUNES MT. ENTERPRISE, TEXAS

Architect - Tom Doak
Builder - Oliphant Haltom Golf Construction

Project Scope: Full construction services including land preparation, shaping, irrigation installation, and final grading.



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SAND VALLEY GOLF RESORT -SAND VALLEY, MAMMOTH DUNES, THE SANDBOX, THE LIDO, SEDGE VALLEY NEKOOSA, WI

Architects - Bill Coore & Ben Crenshaw / David McLay Kidd / Tom Doak / C.B. Macdonald Builder - Oliphant Haltom Golf Construction

Project Scope: Full construction services including land preparation, shaping, irrigation installation, and final grading of four 18-hole golf courses and one par 3 course.



THE CLUB AT LAC LA BELLE OCONOMOWOC, WI

Architect - Craig Haltom (Renovation)
Builder - Oliphant Haltom Golf Construction

Project Scope: Comprehensive redesign and build of an 18 hole golf course, driving range, and surrounding landscape, including full construction services such as land preparation, shaping, installing irrigation, and final grading.



THE GLEN GOLF PARK - Municipal MADISON, WI

Architect - Craig Haltom, Brian Schneider & Sarah Mess

Builder - Oliphant Haltom Golf Construction

Project Scope: Complete design renovation, and build of an 9-hole golf course, centered around land stewardship and diverse community offerings outside of golf.



12 NORTH AT TRAPPERS TURN WISCONSIN DELLS, WI

Architect - Craig Haltom & Andy North Builder - Oliphant Haltom Golf Construction

Project Scope: Par-3 golf course with cleverly routed holes to showcase elevation changes, exposed sandstone, and panoramic views. This project included adding a 25k sq. ft. putting course design by Craig Haltom.



STEVENS POINT COUNTRY CLUB STEVENS POINT, WI

Architect - Craig Haltom (Renovation)
Build - Oliphant Haltom Golf Construction

Project Scope: Comprehensive re-design and build of an 18 hole golf course and surrounding landscape, including full construction services such as land preparation, shaping, installing irrigation, and final grading.



THE DANCE FLOOR AT GENEVA NATIONAL LAKE GENEVA, WI

Architect - Craig Haltom Builder - Oliphant Haltom Golf Construction

Project Scope: The Dance Floor presents 27 holes of lighted grass putting course plus surround sound, a cocktail bar, a bocce ball, and firepits for roasting and toasting.



THE LIDO | NEKOOSA, WI | RESORT

Architect: C.B. Macdonald

Restored: Tom Doak and Brian Schneider Builder: Oliphant Haltom Golf Construction



OGM played a central role in recreating The Lido at Sand Valley in Nekoosa, Wisconsin—a precise recreation of C.B. Macdonald's lost Long Island design. Using advanced GPS technology and a 3D digital model created in a video game, we pioneered a new way to do historic course restorations. Opened in May 2023 as a private club with limited resort access, the course is now consistently ranked in the top 20 courses in the United States.

Project Scope: Construct new 18 hole golf course recreation built with exacting standards for accuracy.

Services Provided:

Collaboration with design teams - Project management - Budget planning and oversight - Permitting coordination - Construction execution, including site prep, burning, mass excavation of over 1 million yards of material - Permitting coordination - Irrigation installation - Equipment and operator support - Agronomic guidance and seeding support - Landscape design and design of landscaped areas in private homes bordering the course



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THE GLEN GOLF PARK | MADISON, WI | MUNICIPAL



Architect - Craig Haltom, Brian Schneider and Sarah Mess Builder - Oliphant Haltom Golf Construction

In 2021, Craig Haltom and Oliphant Golf managed the design, renovation, and construction of The Glen Golf Park, a 9-hole municipal course in Madison, Wisconsin, with a focus on sustainable land use and community benefit. Our team handled every phase, turning the site into a practical, welcoming recreational space. Working closely with public and private partners, we delivered a course that's approachable for all golfers, added a free public putting course to encourage participation, and integrated native vegetation to support local conservation efforts.

Project Scope: Redesign and construct a 9-hole golf course, a 'golf park, prioritizing sustainability and broad community access beyond traditional golf.

Services Provided:

Design development - Project oversight - Budget planning and management - Construction execution - Permitting coordination - Irrigation installation - Equipment and operator support - Turf selection and establishment - Agronomic expertise - Landscape design - Stakeholder communication and relationship building - Full turf grow-in and opening preparations







12 NORTH AT TRAPPERS TURN | WISCONSIN DELLS, WI | PUBLIC

Architect - Craig Haltom and Andy North Builder - Oliphant Haltom Golf Construction



OGM collaborated with Trappers Turn's owners to design and construct 12 North, a par-3 short course in Wisconsin Dells, built to provide another fun amenity for the golf resort and to keep players engaged and returning year over year. We took on the challenge of creating a practical, standout feature for the property on a limited footprint, drawing on Craig Haltom's design expertise and paired 2-time US Open Champion Andy North. The course is great looking and a lot of fun to play, with hole in one type pin positions and interesting and varied greens. 12 North has strengthened Trappers Turn's reputation as a top public destination while supporting community use (kids play free) and creating a perfect venue for smaller charitable golf outings.

Project Scope: Design and construct a par-3 golf course with strategically routed holes to emphasize elevation changes, exposed sandstone, and scenic views.

Services Provided:

Design development - Project oversight - Budget planning and management - Construction execution - Permitting coordination - Irrigation installation - Equipment and operator support - Turf selection and establishment - Agronomic expertise - Landscape design - Stakeholder communication and relationship building - Full turf grow-in and opening preparations



OGM 45

STEVENS POINT COUNTRY CLUB | STEVENS POINT, WI | PRIVATE Management Services 2014-2020



Architect - Craig Haltom (Renovation)
Builder - Oliphant Haltom Golf Construction

OGM started management at Stevens Point Country Club in 2014, a private facility in Stevens Point, Wisconsin, grappling with financial difficulties and declining membership. On top of these issues, the course was a victim of Dupont's tree killing herbicide 'Imprelis' which killed over 2,000 trees across the site. The course received a significant settlement, and tasked us with developing a design that could solve the tree problem and help the club become more relevant and financially viable. Craig Haltom led the redesign of the 18-hole course, addressing the loss trees by integrating Central Wisconsin's sandy terrain into striking sandscapes, new bunkers, and seamless turf connections from greens to tees. We installed an advanced irrigation system, constructed three new greens, rebuilt all tees and approaches, and completed extensive shaping to update the layout. Paired with effective management, these efforts achieved a \$400,000 financial recovery almost immediately, and they have set the club on its path to financial health and record breaking revenue each season since (including a full membership, the first time this has been achieved since the 1980's)

Project Scope: Redesign and reconstruct an 18-hole golf course, driving range, and surrounding landscape, encompassing land preparation, shaping, irrigation installation, and final grading.

Services Provided:

Course rerouting - Design development - Project oversight - Budget planning and management - Construction execution - Permitting coordination - Irrigation installation - Equipment and operator support - Turf selection and establishment - Agronomic expertise - Landscape design - Stakeholder communication and relationship building - Full turf grow-in and opening preparations



OGM 46

References



THE GOLF COURSES OF LAWSONIA

Lease | 2011-Present W2615 S Valley View Dr, Green Lake, WI 54941 Ben Mott, President/CEO Green Lake Conference Center Phone: 920 294 7250 | Email: benmott@glcc.com



LAKE ARROWHEAD GOLF COURSES

Maintenance Only | 2015-Present 1195 Apache Lane, Nekoosa, WI 54457 Joel Barth, General Manager Phone: 715 325 2929 | Email: j.barth@lakearrowheadgolf.com



POCONO MANOR GOLF COURSE

Lease | 2014-Present 395 Manor Dr, Pocono Manor, PA 18349 Don Snyder, PM Inn General Manager Phone: 570 839 7110 | Email: dsnyder@poconomanor.com



NAKOMA GOLF CLUB

Full Management | 2008-Present 4145 Country Club Road, Madison, WI 53711 Steve Johannsen, Club President Phone: 608 238 3141 | Email: sjohannsen426@gmail.com



Advanced Turf Solutions - Financial Reference

PO Box 678, Mendota, IL 61342 Accounts #160087, 160323, 160603, 160404, 160349

Phone: 317 827 7982

Email: sfrederick@advancedturf.com or akrause@advancedturf.com



Revels Turf - Financial Reference

2217 N Main Street , Fuquay Varina, NC 27526 Accounts 201450, 202735, 202915

Phone: 847 683 4653

Email: kathy@revelstractor.com

References - Letter



Prior to contracting with Craig Haltom and Brian Jensen of OGM our golf operations were managed in house for over 100 years at our resort property. Having many facets of a 3,500 acre resort operation to manage, hiring a golf management team took a huge workload from my plate. Our golf course has a rich, wonderful history with a legacy which has hosted many of golf legends over the years. So, this important decision was carefully vetted as I evaluated putting my major resort amenity and business driver in the hands of a management company.

After evaluating several golf management companies, small and large, the straight forward approach of Craig Haltom and Brian Jensen gave me the confidence I needed to make this game changing decision. I must admit, although reluctantly, not all of the decisions I make operating Pocono Manor are great, contracting with OGM was one of my best. Improvements were immediate and continue to this day. The headaches and challenges associated with golf operations were no loonger taking a large portion of my time and provided me with the ability to focus my energies to many other challenges and resort improvements.

If you want to see your golf course management immediately improve, you should hire OGM. We could not be more delighted with the results of our relationship with Craig, Brian and the OGM Team and we will continue to renew our agreements with them. Please contact me if I can be of any further assistance.

ALL THE BEST

Don Snyder General Manager

References - Letter



As the Chairman and Treasurer of the Board that oversees The Course at Aberdeen in Valparaiso, Indiana I am pleased to take a moment and share my thoughts on Oliphant Golf Management (OGM) and their team as they start their second year with us. Back at the end of 2022, when we decided to make the move from our prior management company, we knew our 26 year old golf course at that time needed improvements, new equipment and a new strategy to sustain it in the future. Financially we were at a break-even point at best, but lacked a real vision as to what we should do. Our course is owned by the community's POA and supported by an assessment structure that was put in place back in 2017 when the POA bought the course. When we looked at other management companies, the board was convinced by an overwhelming vote that OGM's experience in the industry and ability to focus on our REAL needs was the best fit for The Course at Aberdeen. Based on the fact they are a smaller operation, compared to the other companies overseeing hundreds of courses, we knew this made sense and we couldn't be happier with the changes they implored in the first year. I can say going into our second season I am very pleased as not only have we turned a break even scenario into a very meaningful profit after year one, but Craig and his team put together a Master Plan for our course broken down into phases and starting the 2024 season they have already completed two phases with glowing reviews from not only players but our community of owners!

Change is not always easy and accepted by all, but I can say with a great deal of confidence that our move to OGM has been absolutely right for Aberdeen and we are very excited to continue on with the plan they have put in place for us and look forward to the future. Being in the Midwest our "revenue" season is very short ranging from 180-210 days based on the weather. The work they were able to do on our course this past winter and the speed in which they completed that work prior to the start of the season was nothing short of amazing! As I mentioned, not only am I the Board Chairman, but I am also the Treasurer so when Phase One of the project came in well under budget the board and I were more than pleased thus allowing additional work to be completed.

If you want your course to see immediate improvement I would "HIGHLY" recommend OGM as working with Craig, Brian, Justin, and the rest of their team has been a very exciting experience for us. I would be more than happy to discuss anything further.

Yours in Golf,

Ken Zagrocki
Chairman/Treasurer
The Course at Aberdeen

References - Letter



Lake Arrowhead has been working with OGM on several fronts since 2015. We have maintained a very successful partnership throughout this timeframe and look forward to sustaining this relationship for many years to come. As the individual accountable for all areas and performance at Lake Arrowhead, I appreciate the extraordinary efforts of OGM and their entire team. OGM has always understood prioritizing and a sense of urgency when there is a crucial or critical situation. Quality of work has been superb and constant. Furthermore, they are always attempting to show improvements and upgrades in certain areas while never being complacent. Descriptive words that quickly come to mind would be - productive, responsive, timely, fair as well as quality and quantity of work. Above all else, they are good listeners which is of utmost importance. While they have been very proactive throughout their tenure they have also reacted well to any of our needs and requests. We have renewed agreements on multiple occasions and look forward to the next renewal period.

Please feel free to reach out directly to me with any further questions or inquires about Oliphant Golf Management.

Lake Arrowhead Association Joel Barth, PGA *General Manager*



June 23, 2025

Arlington Ridge Community Development District 4463 Arlington Ridge Boulevard Leesburg, FL 34748

RE: Oliphant Haltom Golf, LLC
Golf Course Management Services for Arlington Ridge Golf Club

To Whom It May Concern,

We are pleased to offer this letter of recommendation on behalf of our valued account, Oliphant Haltom Golf, LLC. Hausmann Group, Inc., as the agent, and United Fire & Casualty Company currently provide Bid Bonds, Performance & Payment Bonds and Miscellaneous bonding needs for *Client*. United Fire & Casualty Company is rated "A-" (Excellent) with a financial size category of X (\$500 Million to less than \$750 Million) by the A.M. Best Rating Service and is listed as an acceptable surety by the US Department of the Treasury.

As we have a long standing relationship with Oliphant Haltom Golf, LLC, their requests for surety bonds are considered as a part of the normal course of business. Oliphant Haltom Golf, LLC is current and in good standing with their bonding relationship. We have written bonds for projects approximating \$5,000,000 and uncompleted backlogs in excess of \$8,000,000.

The writing of any specific bond is subject to underwriting review, which includes examination of contract terms and confirmation that project financing is in place. Our consideration and issuance of bonds is a matter solely between *Client* and ourselves, and we assume no liability to third parties or to you by issuance of this letter.

Sincerely,

Patrick A. McKenna, CPCU, AFSB

Dot A. miles

Vice President of Surety



DEREK JOHNSON VP Business Banking Derekjohnson@woodtrust.com PHONE (715) 422-0274 MOBILE (715) 572-0964 FAX: (715) 422-0300

June 20th, 2025

Oliphant Haltom Golf, LLC OHG Construction, LLC Attn: Brian Jensen, Craig Haltom, and Ashton Gebert 3046 Village Park Dr Plover, WI 54467

Re: Credit Reference Letter

To Whom It May Concern,

Oliphant Haltom Golf ("OGM") and OHG Construction, LLC ("OHG") established a relationship with WoodTrust Bank in March of 2018. The relationship between OGM and WoodTrust Bank includes deposit and lending. OGM has and continues to make timely payments on any and all lending arrangements. The relationship is strong and continues to grow. WoodTrust Bank has historical and current financial statements that shows a strong business liquid position with strong cash flows to support further business growth.

OGM is a valued customer of the bank and is a top-rated credit in comparison to other customers serviced by WoodTrustBank. This writer would personally recommend doing business with OGM and its principles.

If more information is requested regarding the relationship between OGM and WoodTrust Bank please don't hesitate to contact me at my direct line 715-422-0274 or email me at derek, johnson@woodtrust.com.

Respectfully,

Derek Johnson WoodTrust Bank Business Banking



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 6/27/2025

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		CONTACT NAME: Jason Schwerdt				
Valparaiso First Insurance, Inc. 9 Franklin Street		PHONE (A/C, No. Ext): 219-462-4334 (A	FAX (A/C, No): 219-462-1892			
Valparaiso IN 46383		E-MAIL ADDRESS: insurance@valpofirst.com				
		INSURER(S) AFFORDING COVERAGE	NAIC#			
	License#: 1481510	INSURER A : OWNERS	32700			
INSURED	OLIPHAL-01	INSURER 8: Auto-Owners	18988			
Oliphant Haltom Golf LLC OHG Construction LLC		INSURER C: National Casualty Company				
3046 Village Park Dr.		INSURER D: Argonaut Insurance Company_	19801			
Plover WI 54467		INSURER E: Insurance Company of the West	27847			
		INSURER F:				

COVERAGES CERTIFICATE NUMBER: 1749088112 REVISION NUMBER:

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

NSR .TR		TYPE OF INSURANCE	ADOL S	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMIT	8
A C D	Х	CLAIMS-MADE X OCCUR		09701648 EKO3509162 121APL0193544-03	2/3/2025 2/6/2025 1/26/2025	2/3/2026 2/6/2026 1/26/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000 \$ 50,000
						7.2.2.2.	MED EXP (Any one person)	\$ 5,000
	Х	Professional					PERSONAL & ADV INJURY	\$ 1,000,000
	GEN	I'L AGGREGATE LIMIT APPLIES PER:					GENERAL AGGREGATE	\$ 2,000,000
		POLICY PRO-					PRODUCTS - COMP/OP AGG	\$ 2,000,000
		OTHER:					EPLI & PLIB	\$ 1,000,000
3	AUT	OMOBILE LIABILITY		5270164800	2/3/2025	2/3/2026	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000
	X	ANY AUTO					BODILY INJURY (Per person)	\$
		OWNED SCHEDULED AUTOS ONLY AUTOS					BODILY INJURY (Per accident)	\$
	X	AUTOS ONLY X NON-OWNED AUTOS ONLY					PROPERTY DAMAGE (Per accident)	\$
								\$
١	Х	UMBRELLA LIAB X OCCUR		5270175700	2/3/2025	2/3/2026	EACH OCCURRENCE	\$ 5,000,000
		EXCESS LIAB CLAIMS-MADE					AGGREGATE	\$ 5,000,000
		DED X RETENTION \$ 10,000						\$
		KERS COMPENSATION EMPLOYERS' LIABILITY		WPH507576000	2/3/2025	2/3/2026	X PER OTH- STATUTE ER	
	ANYF	PROPRIETOR/PARTNER/EXECUTIVE CER/MEMBER EXCLUDED?	N/A				E.L. EACH ACCIDENT	\$ 1,000,000
	(Man	datory in NH)					E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
	of yes	, describe under CRIPTION OF OPERATIONS below					E.L. DISEASE - POLICY LIMIT	\$1,000,000
A		or Liability ed Equipment		09701648	2/3/2025	2/3/2026	Liquor Liability Rented Equipment	1,000,000 4,000,000

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

CERTIFICATE HOLDER CANCELLATION

Arlington Ridge Community Development District 4463 Arlington Ridge Boulevard Leesburg FL 34748 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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Florida Certificates

Florida Department of Agriculture and Consumer Services Pesticide Certification Office Commercial Applicator License License # CM27646

STEM, TOM 106 GREEN CHAPEL LN CRESCO, PA 18326

Categories

3

Issaed: September 19, 2022

Expires: September 30, 2026

Signature of Licensee

NICOLE "NIKKI" FRIED, COMMISSIONER

The above individual is licensed under the provisions of Chapter 487, F.S. to purchase and apply restricted use pesticides.

Florida Certificates

State of Florida Department of State

I certify from the records of this office that OLIPHANT HALTOM GOLF, LLC is a Wisconsin limited liability company authorized to transact business in the State of Florida, qualified on July 26, 2023.

The document number of this limited liability company is M23000009990.

I further certify that said limited liability company has paid all fees due this office through December 31, 2024, that its most recent annual report was filed on February 8, 2024, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of the State of Florida at Taliahassee, the Capital, this the Third day of April, 2024



Secretary of State

Tracking Number: 7413701210CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

https://services.supbiz.org/Filings/CertificateOfStatus/CertificateAuthentication



We are excited for the opportunity to partner with Arlington Ridge Golf Club. Thank you for your consideration.



Response to Request for Proposals for RESTAURANT MANAGEMENT SERVICES Prepared for:

Arlington Ridge Community Development District

Submitted 06/30/2025



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Letter of Interest

We are excited to submit our proposal for golf course management services for the Arlington Ridge Golf Club (ARGC) on behalf of the Arlington Ridge CDD. Having bid previously and greatly enjoyed the opportunity to interview, Oliphant Golf Management (OGM), an LLC, S Corporation, is confident that our 30 years of golf course expertise perfectly align with ARGC's needs. Given that opportunity again, we think our capabilities will fit well at ARGC. As OGM's owner, residing nearby in Ocala with my young family, I am deeply committed to serving the ARGC community.

Founded in 1996 as a golf course construction company, OGM has offered maintenance and management services since 2008, contributing to high-profile golf course projects nationwide. We see ARGC as a vibrant opportunity to create a thriving business that engages the community and attracts regional players through sustainable, transformational improvements and financial stability.

OGM has a proven record of success in golf course operations, focusing on extraordinary golf experiences through management, maintenance, and design. As pragmatic problem solvers and big thinkers, we deliver immediate operational results to support future investments. Our team aligns shared goals, adapts to the evolving golf environment, and prioritizes immediate course condition improvements to realize a broader vision.

OGM's hallmark is delivering top-tier putting greens daily and conditions that exceed customer expectations. With 12 contracts across 5 states, we may not be the largest firm, but our successful Southeast projects demonstrate our expertise with warmseason turf. We offer the responsiveness, creativity, and flexibility needed to advance ARGC's golf experience in ways customers and residents will value.

Our proposal details a management structure excelling in daily operations, greenskeeping, marketing, and branding to drive revenue and enable reinvestment. Based on our extensive experience and case studies, our model ensures ARGC's success, delivering positive change, not just a management shift.

Thank you for your consideration!

Charle Harron

Company History & Overview

OGM's parent company was started by Mike Oliphant in 1996 and continues to be an industry leader in golf course construction and management. We have completed over 250 high-profile golf projects over the past 25 years, and now under Craig Haltom's ownership, we continue to work on some of the most exciting projects in golf, including Sand Valley Golf Resort in Central Wisconsin and many notable design/build golf course transformations in the Midwest.

The golf management side of our business began in the financial turmoil of 2008. As golf course construction completely stopped, business partners Mike Oliphant and Craig Haltom started OGM as a logical extension of our golf work (and in the hopes of keeping a job themselves!) with Craig serving as superintendent of our first course in Madison, WI. By 2015 we had seven contracts and were established as a regional golf management company (and thankfully course construction started up again). Mike sold the business to Craig that year, and under his leadership OGM continues to grow by consistently delivering transformative outcomes for our clients.

Our contracts range from full general management services, to direct maintenance, to turn-key lease operations. We are selective with our workload and are committed 100% to the success of each project we take on. We are problem solvers who thrive on tackling tough situations with bold, practical solutions, always aiming to leave things better than we found them—whether it's a struggling municipal course, a historic redesign, or a community space. We work at all kinds of golf facilities, from modest budget municipal courses to high end country clubs and golf resorts. We see every project as an opportunity to create something lasting.



OGM 4

Mission & Values

Our mission is to deliver transformational change for golf businesses— creating exceptional playability and enduring quality through an integrated approach to design, construction, and golf management. This focus has driven our consistent growth and built our reputation for reliability, straight-forward and objective guidance, and exceptional bottom-line results.

Our company is guided by five core values:

- We Like to Work: We thrive on hard work and purpose.
- We Are Respectful: Respect strengthens our partnerships and results.
- We Boldly Solve Issues: We confront obstacles with decisive, effective strategies.
- We Are Builders: We create and improve exceptional golf experiences.
- Win Win: Business success is achieved when our clients, our company and our employees benefit.

We care deeply about our work and take a keen interest in the game of golf, its history, and its golf courses. We maintain safe, healthy, and fun workplaces where excellence is rewarded.



ogm 5

Proposed Terms & Fee Structure

Existing Circumstances

Arlington Ridge Community Development District (ARCDD) owns an 18-hole championship golf course, restaurant, and banquet facility in Central Florida, strategically located south of The Villages. ARCDD seeks to deliver an exceptional golf experience for residents and guests while operating a financially sustainable and growing enterprise.

Oliphant Golf Management (OGM), a leading golf course management, design, and construction firm, currently oversees 16 courses across five states, with a proven track record of transforming community-centric facilities into vibrant, profitable assets.

Opportunity

OGM is uniquely positioned to elevate Arlington Ridge Golf Club (ARGC) through comprehensive management services, leveraging our expertise in golf operations, agronomy, and strategic planning. Our boutique approach ensures hands-on leadership and tailored solutions, distinguishing us from larger competitors. By enhancing course conditions, driving community engagement, and optimizing financial performance, OGM will position ARGC as a premier golf destination in Lake County.

Proposal

OGM will provide full General Management for ARGC, overseeing Golf Operations, Course Maintenance, Administration/Bookkeeping, and Marketing. If awarded the Food & Beverage (F&B) contract, OGM will integrate F&B operations for seamless guest experiences. All on-site employees will be employed by OGM, with operational revenues covering employment costs. ARCDD will receive a monthly invoice for OGM's base management fee. OGM's responsibilities include:

- Managing all facets of ARGC golf operations and daily staffing.
- Administering golf course policies, hiring, compensation, and terminations.
- Executing a comprehensive marketing and sales strategy to boost rounds and revenue.
- Developing annual budgets for ARCDD approval.
- Implementing pricing for season passes and daily fees.
- Providing transparent financial reporting and managing AP/AR, cash flows, and payroll.
- Conducting routine billing and communications (newsletters, website, social media).
- Strategizing golf course and clubhouse enhancements.
- ARCDD will benefit from the dedicated oversight of OGM's principals, Craig Haltom and Brian Jensen, supported by our team of management consultants and administrative staff.

Objectives

- Deliver an unparalleled golf experience for Arlington Ridge residents and guests.
- Improve course conditions through OGM's proven agronomic practices.
- Operate with professionalism and transparency to meet ARCDD's goals.
- Invest in current staff and build a high-performing management team.
- Increase community engagement and top-line revenue through greens fees, memberships, instructional programs, and merchandise sales.

Measures of Success

- Achieve or exceed budgeted financial performance, targeting \$2.4M in Year 1 revenue (Golf & F&B).
- Foster engaged, returning customers through resident-focused programs.
- Expand community and event participation via tournaments and social activities.
- Boost average revenue per round by 5% through enhanced course conditions and targeted marketing.

Methodology and Timing

- OGM will assume full management responsibilities from October 1, 2025, through September 30, 2028.
- OGM and ARCDD will collaborate on major policy decisions, annual budgets, and strategic investments, ensuring transparency in all expense and revenue reporting.
- OGM will develop and execute budgets with actionable strategies to drive profitability.
- Compensation comprises a base management fee and a performance-based incentive tied to Net Operating Income (NOI).

Joint Accountability

OGM and ARCDD will maintain open communication, sharing critical project information to ensure alignment and success. Regular collaboration will drive informed decision-making and sustained operational excellence.

Terms & Conditions

The Management Services Agreement spans October 1, 2025, to September 30, 2028, with an option for two additional one-year renewals. Management fees are invoiced monthly on the first, due by the 10th.

Base Management Fees:

- Golf only: \$105,000 annually (\$8,750 monthly).
- Golf and F&B combined: \$129,000 annually (\$10,750 monthly), contingent on securing both contracts.
- Fees are structured to fit within ARGC's annual operating budget, ensuring cost neutrality.

Performance Incentive:

- OGM is eligible for an annual incentive fee of 15% of NOI exceeding a \$150,000 baseline for golf operations. For example, if golf NOI reaches \$250,000, OGM earns a \$15,000 incentive (15% of \$100,000). If awarded F&B, a separate 15% NOI incentive applies, with a baseline to be mutually agreed upon.
- OGM will cap golf performance incentive at \$25,000.
- On-site employees: OGM will employ all on-site staff, with ARCDD reimbursing 100% of employment costs bi-weekly.

OGM is not liable for revenue shortfalls but will adjust budgets collaboratively with ARCDD to address changes in revenues or costs. Major decisions, including budgets and strategic initiatives, will be made jointly with ARCDD to align with community goals.

OGM welcomes discussions on alternative contract structures or fee adjustments prior to execution, ensuring flexibility to address ARCDD's specific needs. As your management partner, OGM is committed to delivering a first-class golf experience that enhances ARGC's value as a community asset.

Submitted By:

Craig Haltom, President, 608-444-8301 Brian Jensen, Vice President, 608-214-5180, bjensen@ogm.golf Oliphant Golf Management, LLC 3046 Village Park Dr, Plover, WI 54467 Phone: 715-544-6588 | www.oliphantgolf.com

Business Plan

Food and Beverage Operations Business Plan

Arlington Ridge's food and beverage operations will elevate the dining experience through a full-service restaurant, vibrant banquet facility, and a welcoming coffee shop, serving golfers, residents, and regional guests. Oliphant Golf Management (OGM) brings proven expertise in revitalizing F&B operations, focusing on quality food, exceptional service, consistent hours, and engaging programming to drive community connection and revenue growth.

Our vision is to deliver fresh, seasonally inspired menus that delight golfers, residents, and visitors, paired with professional, friendly service that sets a new standard for hospitality. The restaurant will maintain reliable hours daily, with extended hours for events—to ensure accessibility. The coffee shop will offer simple, high-quality breakfast options and specialty coffee, open consistently to cater to early-morning golfers and residents. Our banquet facility will buzz with a dynamic event calendar, featuring golf outings, league banquets, and fun social events like live music nights, trivia showdowns, and themed holiday parties to foster a lively community vibe.

OGM's marketing team will amplify outreach beyond Arlington Ridge's gates, leveraging targeted social media campaigns, SEO, and paid ads to draw regional diners traveling along Highway 27. We'll implement the OGM operating system, including weekly Net Promoter Score (NPS) reviews to monitor customer satisfaction, set 90-day goals, and ensure employee accountability. Routine equipment maintenance and a comprehensive facility master plan will keep operations seamless. Practical, brand-aligned uniforms will enhance staff professionalism.

Year-One Priorities:

- Launch fresh, seasonal menus with locally sourced ingredients.
- Maintain consistent restaurant and coffee shop hours to build trust.
- · Host monthly signature events to boost engagement and foot traffic.
- Execute a bold marketing plan to capture regional diners.
- Embed OGM's operating system for measurable operational success.









Risks & Challenges

Based on the obstacles and risks for ARGC, we are confident OGM is your solution for a sustainable golf operation for many years to come. OGM acknowledges the operational and financial challenges at Arlington Ridge and offers proven solutions to ensure a sustainable, high-quality golf operation for the Arlington Ridge Community Development District.

Staffing Challenges: Recruiting hourly and key staff is challenging, especially when competing with The Villages. Competitive compensation is essential for quality performance. OGM will foster a strong employee culture, using paid recruiting and social media to attract and retain top talent.

Management Turnover: Past turnover has caused operational uncertainty. OGM's proven operating system and culture will stabilize management, aligning staff toward ARCDD's goals of patron satisfaction and financial growth.

Aging Clubhouse: The clubhouse's outdated infrastructure and decor deter modern golfers and residents. OGM's Master Plan, developed in Year 1, will propose a refresh, including a modern golfers' pub to attract golfers, residents, and the community, boosting revenue and aligning with ARCDD's capital improvement goals.

Financial Pressures: FY 2024's revenue decline (-6%) and FY 2025's forecast reflect market challenges. OGM's targeted marketing and efficient maintenance will drive rounds, memberships, and golf shop sales to fund operations.

OGM's expertise and strategic approach ensure we can address these challenges, delivering a top-quality golf operation for ARCDD.







Proforma

Arlington Ridge Restaurant Proforma	2022	2023	2024	2025	2026	2027	2028
DRAFT	Oct-Sep	Oct-Sep	Oct-Sep	Oct-Sep	Oct-Sep	Oct-Sep	Oct-Sep
	Actual	Actual	Actual	Forecast	Proforma	Proforma	Proforma
Rounds							
Total Rounds	49,241	47,614	43,625	40,439	42,500	43,800	45,300
Rounds - Member	19,069	18,507	17,656	15,733	17,000	17,500	18,000
Rounds - Outing	7,823	8,658	7,734	9,127	8,000	8,300	8,300
Rounds - Public	22,349	20,449	18,235	15,579	17,500	18,000	19,000
Income							
Annual Dues	18,123	21,441	43,253	6,011	6,000	15,000	18,000
Food	692,263	716,478	646,643	659,055	695,000	725,000	740,000
Beverage Revenue	274,167	285,815	255,931	258,509	285,000	300,000	315,000
Other Revenue	2,121	5,191	10,492	16,418	1,500	2,500	3,000
Misc Income	6,298	5,685	14,596	24,521			
Total Income	992,972	1,034,610	970,915	964,514	987,500	1,042,500	1,076,000
Cost of Goods Sold							
COGS Food	319,971	326,089	263,428	272,438	281,475	290,000	292,300
COGS Beverage	82,529	80,788	71,557	77,228	82,650	87,000	91,350
Total COGS	402,500	406,877	334,985	349,666	364,125	377,000	383,650
Gross Profit	590,472	627,733	635,930	614,848	623,375	665,500	692,350
Labor							
Employee Wages	407,025	439,731	419,681	406,421	404,000	416,220	425,570
Admin	36,384	29,634	33,499	30,500	30,000	31,000	32,500
Food & Beverage	359,201	382,261	386,487	375,921	180,000	185,400	187,255
F&B Kitchen	0	0	0	0	194,000	199,820	205,815
Sales & Marketing	11,440	27,836	-305		0	0	0
Employee Taxes & Benefits	64,950	68,464	49,357	60,473	66,060	66,595	68,090
Total Payroll Expenses	471,975	508,195	469,038	466,894	470,060	482,815	493,660
Expenses							
Admin	166,231	168,371	160,666	140,510	141,000	147,850	152,185
Food & Beverage	88,552	109,029	102,393	115,030	115,000	120,750	124,375
Sales & Marketing	8,095	8,172	9,013	12,480	7,000	7,000	7,500
Total Department Expenses	262,878	285,572	272,072	268,020	263,000	275,600	284,060
Total Other Expenses	734,853	793,767	741,110	734,914	733,060	758,415	777,720
Net Ordinary Income	-144,383	-166,034	-105,180	-120,066	-109,685	-92,915	-85,370
Food COGS	46.22%	45.51%	40.74%	41.3496	40.50%	40.00%	39.50%
Bev COGS	30.10%	28.27%	27.96%	29.87%	29.00%	29.00%	29.00%
Labor as a % of Revenue	42.02%	49.12%	48.31%	48.41%	47.60%	46.31%	45.88%

This proforma is based on the best available information at submission and does not factor any major capital improvements to the restaurant. Upon OGM's selection, a detailed budget will be provided to ensure transparency and alignment with project needs.

Market Analysis

COMMUNITY INVOLVEMENT

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



Highlight course in positive manner to generate interest in new and returning customers



Planned event schedule well in advance creating social hub for gatherings



Promote tournament services to organizations for corporate and charity event



Elevate branding and communications to increase golf course and food/beverage traffic

Custom Marketing

OGM's expertise in data-driven marketing allows us to pinpoint declines and develop tailored solutions to boost rounds and revenue, unique to ARGC and it's customers. We will ensure ARGC has all the tools to be successful in the digital and print marketplaces. To set an initial foundation, we focus on strengths and weaknesses of how you currently communicate to your clientele and deploy a creative design strategy to enhance your brand, immediately.

OGM will collaborate with the team on the ground to execute the planning, coordination and implementation for your club marketing. We will work directly with the general manager and the CDD to develop a cohesive marketing strategy to integrate the community, create a positive digital presence and drive revenue dollars. We pride ourselves on putting in the work to ensure our clients are leaders in their regions.

Immediate Goals

- Elevate and increase frequency of direct communications to residents and local community.
- · Active and engaging social media highlighting the operations in a positive manner.
- 52-week content calendar.
- · Paid digital marketing using geotargeted ads.
- · Google Ad Remarketing to target website visitors.
- · New photography within first year.

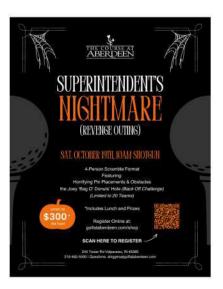
Marketing Strategy

Arlington Ridge Golf Club stands out as a Central Florida destination, renowned for its Gary Koch-designed golf course and exceptional dining at Chesapeake Bay Grille, The Village Tavern, and Chatham's Café. Our marketing strategy aims to drive growth in golf and social memberships, public golf rounds, and food and beverage revenue.

Based on our most recent analysis of visitor data, ARGC ranked third in its competitive set for visits in 2024 and second for unique visitors, yet experienced a 17% decline in visits while competitor Plantation saw a 62% increase. Through targeted social media campaigns tailored to the 55+ demographic in the area, strategic promotions, and community-focused initiatives, OGM's marketing efforts will seek to recapture market share by emphasizing ARGC's value, unique appeal, and vibrant community. By highlighting exceptional experiences rather than relying on discounts, we will enhance brand value and position ARGC as the preferred choice for golfers and diners in the region.

OGM's marketing team will provide all necessary execution, including but not limited to:

- · Planning and coordination for marketing efforts
- Creative design for promotional materials
 - 1. Video and Content Creation
 - 2. Flyers, Table Tents, Menus, Cart Signs
 - 3. Digital Graphics for website, social media, emails, display ads
 - 4. Print Advertisements for magazine, newspaper, local publications (visitor's guides, community materials, etc.)
- · Website management, hosting and SEO enhancements
- · Email campaigns
- · Social media management
- · Direct mail campaigns
- · Industry expos / golf show booths
- Survey strategy and implantation for real-time feedback (see sample survey)
- · Marketing to prospective employees / recruitment / job posting
- Guidance and proofing on all club communications









Marketing Plan - Data Overview

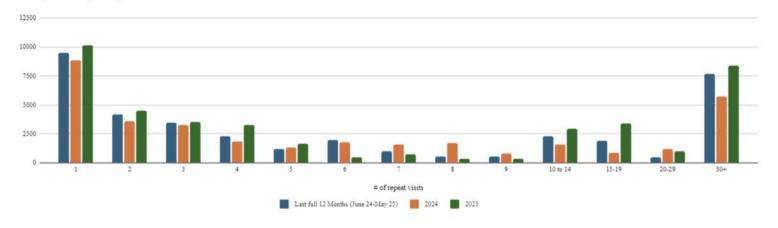
Competitor Overview June 2024 - May 2025

Ridge Visitors Favorite Restaurant	s Last Full 1	Showing where AR visitors go often.				
Name	Sub Category	Address	City	Distance (Miles)	# of Visitors	% of Visitors
Oakwood Smokehouse	BBQ Joint	27599 Us-27	Leesburg	1.2	2491	17.10%
Texas Roadhouse	Steakhouse	745 N. Hwy. 27/441	Lady Lake	13.9	2393	16.40%
Ramshackle Cafe	American Restaurant	1317 N 14th St	Leesburg	6.5	2087	14.30%
Miller's Ale House	American Restaurant	635 N Hwy 27/441	Lady Lake	13.8	2013	13.80%
City Fire American Oven & Bar	American Restaurant	2716 Brownwood Blvd	The Villages	11.2	1996	13.70%
Cracker Barrel Old Country Store	American Restaurant	9450 Hwy 441	Leesburg	8.1	1847	12.70%
Olive Garden	Italian Restaurant	10026 US Highway 441	Leesburg	8.3	1746	12%
Perkins American Food Co.	American Restaurant	27811 US Highway 27	Leesburg	1.2	1709	11.70%
Beef 'O' Brady's	American Restaurant	27405 US Highway 27 Ste 109	Leesburg	0.8	1689	11.60%
Outback Steakhouse	Steakhouse	9600 US Highway 441	Leesburg	8.1	1602	11%
Texas Roadhouse	Steakhouse	2457 S. Highway 27	Clermont	16.2	1581	10.90%
Plantation Golf Club	American Restaurant	4720 Plantation Blvd * For GPS Use: 25201 US Hwy 27	Leesburg	1,4	1575	10.80%

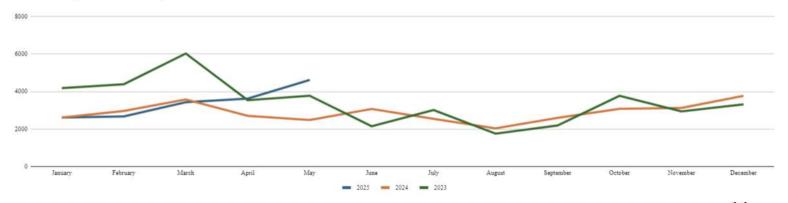
Top Zip Codes by # of Visits

Zip Code	City	State	Last full 12 Months (June 24-May 25)	2024	2023
34748	Leesburg	FL	6767	5705	9542
32778	Tavares	FL	4122	2723	1535
34731	Fruitland Park	FL	1630	1526	2471
34711	Clermont	FL	1286	1174	1548
34715	Clermont	FL	1264	946	503
32757	Mount Dora	FL	956	522	454
34762	Okahumpka	FL	856	294	34
32162	The Villages	FL	847	824	924
32163	The Villages	FL	789	847	337
32159	Lady Lake	FL	762	879	2099
34788	Leesburg	FL	707	543	631

Frequency of Visits



Monthly Visits by Year



Marketing Strategy continued

Goals - Driving Initiatives & Revenue Where It Counts

AUDIENCE	Membership	Local Golfers Tournaments		Local Diners	
TARGET	TARGET 55+ Male & Female. within 5 miles. Interested in Golf. Instruction, Outdoor Recreation. Events		Small to medium-sized businesses in Leesburg and surrounding Central Florida areas	21-65 Male & Female, within 20 miles, Interested in Lunch, Dinner, Eating Out, Events, Foodie	
INITIATIVE Sell more annual memberships		Sell more rounds of golf	Increase unique golf visitors	Sell more lunch and dinners to the public	
K.P.I.	.I. # of members # of rounds played		# of outings booked for upcoming year	# of visitors to the restaurant	
GOAL	Retain current membership while adding 1-5 per category	Boost revenue per round + 5%	+ 2 events per year	+ 100 covers per week	

Process - Reaching Your Ideal Golf Audience

GOAL	Book tee times for local golfers within 25 miles, and appeal to residents already living in the area; Grow membership; Increase traffic to the food and beverage facilities					
AUDIENCE	35-55+ Men Interes	sted in Golf, Outdoor Re	creation and Travel			
CHANNEL	Facebook & Instagram	Newspaper/Magazine/ Direct Mail Campaign	Google Search	E-Mail Marketing		
PAID	Ads running 12 months per year, with biggest push in spring and summer	Ads in print publications and direct mailers, as well as digital ad space on Google and social media platforms	Search ads running 12 months per year.	Via sponsorships of local organizations, or free promotions through Chamber and District		
ORGANIC	Create videos and relevant content worth sharing to reach bigger audience	Distribute publications to local organizations and businesses we partner with and mutually support	Positive reviews to improve search listing placement	Forwarded content from current customers to friends/family/referrals		
OWNED	Post at least 1x every week with golf- related content	Display print publications in the clubhouse for easy access to visitors	Maintain up to date profile and business listing to build brand trust	Segmented targeting of messages based on client behavior, hyper focus on conversions to sign up/buy now/learn more		

Staffing Plan

STAFF TRANSITION & CULTURE COMMITMENT

At OGM, we value "time on job" — the people already doing the work. As part of our transition process, we will meet and interview all existing staff with respect and openness. Our goal is to build on what works, align our work culture, and retain talent wherever possible. We have a strong retention rate through transitions because we're transparent, provide clear expectations, and equip our teams with the tools and support they need to succeed. From the OGM-OS (operating system) and scorecards, to detailed playbooks and goal-setting systems, we work side by side with employees to create a culture of clarity, teamwork, and shared success.

STAFFING PLAN FOR ARLINGTON RIDGE GOLF CLUB

OGM will evaluate, train, and retain current employees and maintain a management structure to best provide additional added-value resources. It is always our first intention to retain existing staff and will fill vacant positions locally to maximize regional knowledge. Our goal is to build a high-performing team that aligns with our core values to get the best out of every community we work with. If there are qualified individuals that are currently on staff, we will welcome a conversation with them.

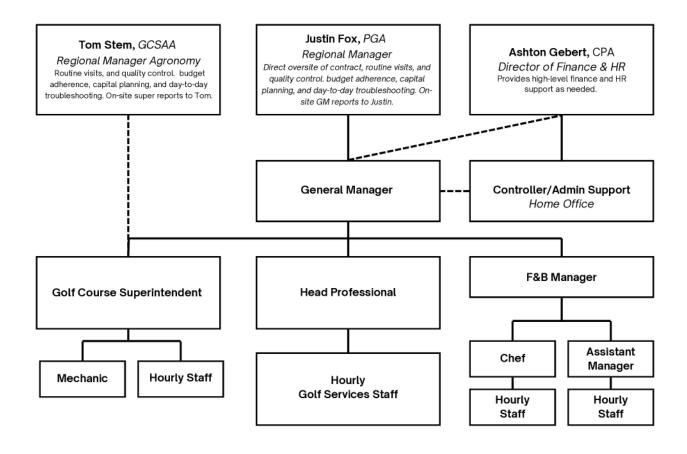
Our suggested management team structure is based on the assumption of OGM managing golf and F&B Operations. ARGC would employ at least 7 FT managers who would have direct access to the OGM leadership team.



Staffing Plan continued

Training and Retention

- OGM will provide comprehensive training for F&B staff on our operating system, ensuring proficiency in service standards, menu execution, and customer engagement to deliver a seamless and professional dining experience.
- Retention strategies include competitive wages and career development, fostering a motivated team committed to ARCDD's standards and OGM's focus on customer experience.



Capital Improvement Plan

Golf Course Master Plan

Completed in year one, the master planning approach for ARGC assesses the golf course's infrastructure, design, aesthetics, safety, playability, and customer experience. The plan encompasses a range of projects including design enhancements, land repurposing, short-term initiatives, and infrastructure replacement plans. Master planning is included when you hire OGM as your management company, a unique capability that sets OGM apart and adds value to our services (see Nakoma Golf Club and The Course at Aberdeen case studies for successes).

Clubhouse Renovation

Refresh the golf shop and restaurant to enhance customer experience. Introduce a modern golfers' pub to attract golfers, residents, and the community, boosting revenue and improving the overall atmosphere.

Transition Plan

OVERVIEW

We like to move quickly while making smart decisions; being fully immersed in the work is the only way to succeed. This means setting clear objectives, goals and everyone taking ownership in the project. We will establish 'day one' goals with the onsite team and OGM Leadership Team. Timely decision making and adaptability is key to success in any service business (and is the nature of the golf business). We provide a structured transition schedule and demand full accountability from on-site staff as well as OGM's Leadership Team. Once we agree on a course of action, collectively, we expect and support the on-site team in handling action items in an efficient manner; we like to simply get more done in a day!

June 2025

RFP Submissions

July 2025

- Interviews
- Contractor negotiations and selection

August 2025

- Gain access to existing information (equipment list, financial reports, customer data, etc.)
- Submit detailed draft budgets to CDD Representatives
- · Review existing inventory and FF&E

September 2025

- Regional Manager and Regional Agronomist site visit
- · Host existing employee meetings, interview key staff members
- Post any outstanding management positions
- · Approval of 2026 operating budgets
- · Begin marketing meetings and revamp website
- Process all employee new hire paperwork
- Order necessary 2026 product (merch, chemicals/fertilizers, etc.)

October 2025

• Begin as new Operator

STAFFING

Day one- week one:

- Interview key personnel; discuss current role and professional aspirations
- Collect feedback on current business/operations- we value 'time on job' experience and employees will be encouraged to join and help guide the conversation
- Transfer all retained employees to OGM, disburse company manuals for signatures; policies, benefit info, direct deposit, etc.

Week two:

- Identify deficiencies in staffing, training, and operations
- Implement a series of training protocols and begin to develop new programming with the general manager

ACCOUNTING

Day one- week one:

- Transition on-site financials to corporate office
- Provide remote assistance to change vendor information, transfer licensing and list OGM as additionally insured. On-site POS evaluation and accounting software
- · Review vendor relations
- Account for on-site inventory (all departments)
- · Initiate new inventory

Week one/two:

- Begin procedures for handling A/P and A/R remotely in coordination with GM/off-site accountant
- · Finalize budgets to be presented

MARKETING

Day one-week one:

- Initiate website refresher with proper contact information, clean and easily accessible online tee-sheet booking, review and establish proper email marketing lists
- Press release in coordination with the CDD regarding management change and facility turning a new page

Week two:

- Begin 52-week marketing campaign (following marketing and action items outlined in OGM proposal and feedback from current employees)
- Local community outreach/advertising; immediate community involvement with phone
 calls and meetings with community leaders, foundations, organization, business partners
 and figure heads within Arlington Ridge and surrounding area

Week three:

 Track results of initiatives and programming; make adjustments as necessary by reviewing feedback from customers and financial impact

MAINTENANCE

Day one:

 Review current general practices and frequency schedule. Evaluate equipment and preventive maintenance program. Begin action items (tree trimming, bunker edging, cart path runoff repair)

Day two:

- Every day on the course is day one! Complete tasks with urgency.
- Begin master planning improvements (short term repairs completed and preparations for long term work).
- Evaluate cap-ex requirements (including priority and scheduling...initial lists generated by existing staff both equipment/facilities inside and out)

CORPORATE

Note: On-Site transition team (Justin Fox and Tom Stem); 2 weeks anticipated on-site time. Regular monthly site visits performed.

- Weekly one-on-one manager meetings scheduled (continue remotely after initial 2 weeks)
- Weekly marketing meetings (Justin, marketing team and on-site manager)
- Monthly financial and service review (Justin, Tom, General Manager and Head Superintendent)
- Establish corporate office point of contact on-site, providing an OGM base of operation and administration. On-site staff (manager and accounting assistant) work with the home office accounting office

Day one- week one:

- Initial contract agreement signed and supplied to CDD officials
- Proper execution of required paperwork, documentation, and licensing supplied to the City and State

Week two:

- Company principal's evaluations and recommendation seen through
- Action items begin to be checked off the task list

Week four:

Progress report submitted to CDD representative and meeting scheduled

Experience and Qualifications

CRAIG HALTOM

President

Craig leads Oliphant Golf Management, very much hands-on and in the field, with a talented team of managers based in Plover, Wisconsin. Craig is an active golf course architect, and in addition to his work with OGM, is best known for his role in the development of Mike Keiser's successful golf destination project, Sand Valley, where he initially discovered the property and continues as a member of the development team. Craig began work for Oliphant Golf in 2001, after living in Scotland for three years, where he completed a graduate degree in landscape architecture and studied the great links courses of Great Britain and Ireland.



BRIAN JENSEN, PGA

Vice President

Brian oversees a team of over 700 golf management professionals at Oliphant Golf Management during peak season, leading with resolve to ensure daily success for every client. Since joining OGM in 2013, he has drawn on extensive experience as a Golf Professional and General Manager at top private country clubs in Wisconsin and Illinois. His expertise, gained from years of hard work and training in the industry beginning with his days as a bag boy in Arizona, drives our operational strength. Brian's decisive leadership fuels OGM's growth and delivers strong financial outcomes for our clients.

ASHTON GEBERT, CPA

Director of Accounting

Ashton operates from our Plover, Wisconsin office, leading Oliphant Golf Management's Accounting and Office Administration team, including a full-time staff of three along with seasonal support. She expertly manages payroll, billing, accounts payable, and all financial reporting with precision and foresight. Earning her Certified Public Accountant designation in 2013, Ashton brings proven expertise to streamline operations. She and her team handle critical tasks in-house, minimizing on-site demands while providing strategic guidance to enhance budget performance, ensuring robust financial outcomes with a forward-thinking approach.



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JUSTIN FOX, PGA

Regional Manager

Justin holds a Bachelor's in Agribusiness and Professional Golf Management from Arizona State University, backed by 16 years of golf industry experience including warm-weather climates in **Florida** and **Arizona**. He served as General Manager at Arlington Ridge Golf Club, where he enjoyed his time and helped the club excel. His career includes roles from outside services and mowing greens to serving as Head Golf Professional and General Manager, with expertise across 5-star resorts, Top 100 courses, and hosting a multi-year LPGA Tour event. Having guided properties through transitions with multiple management firms, Justin drives OGM's commitment to operational excellence, ensuring efficiency and delivering results with a collaborative, forward-focused approach.





TOM STEM, GCSAA

Regional Manager, Agronomy

Tom has been a vital part of Oliphant Golf Management since 2015, bringing over 25 years of golf industry expertise to our team. As the overseer of golf operations at Pocono Manor, where he has served as Superintendent for more than 16 years, he ensures consistent excellence. Beyond Pocono Manor, Tom plays a critical role on our Agronomy team, conducting site visits as a trusted advisor to all course superintendents, delivering hands-on guidance with precision and resolve. His extensive experience strengthens our operations, driving quality outcomes and fostering success across every project with a proactive, team-driven approach.

SANTOS MEJIA

Vice President, Construction

Santos brings over 30 years of expertise as a Construction Superintendent to Oliphant Golf Management, excelling in golf course development since joining in 2004. Specializing in irrigation system installation and construction management, he consistently delivers quality results on large-scale projects. His technical mastery and steadfast leadership have been vital to the success of Sand Valley Golf Resort, where he directed the construction and development of the property, including five championship courses. Santos' proven track record and determined approach ensure every project meets the highest standards, driving impactful outcomes with unwavering precision.





THERAN STEINDL

Design Associate & Project Manager

Theran holds a degree in Large Complex Management, Golf, and Ground Management, bringing 20 years of experience managing diverse golf courses—from 18-hole private layouts to 72-hole municipal facilities—with a focus on architectural innovation. Since joining Oliphant Golf Management, he has spearheaded public-private partnerships, overseen design and construction project management, and driven business development, all while advancing municipal consulting. Passionate about transforming concepts into thriving courses, Theran's expertise ensures efficient, high-impact results with a determined, collaborative approach.

KEN LACY, GCSAA

Senior Golf Course Superintendent

Ken Lacy, Senior Superintendent at OGM, brings over 30 years of expertise in golf course design, construction, management, and operations, with extensive warm-weather experience. He has led eight golf course developments, from site analysis to grow-in, across **Florida**, New Mexico, the Caribbean, Kentucky, Tennessee, Ohio, Wisconsin, and Missouri. Proficient with Zoysia, Bermuda, Paspalum, bentgrass, rye grass, and bluegrass, Ken ensures vibrant turf. A skilled leader, he excels in greens management, irrigation, erosion control, and stormwater management. With a pesticide license, Ken delivers sustainable, high-quality results for distressed properties.





ROCHELLE "ROCKI" REIMAN

Marketing Director

Rocki has been a driving force at Oliphant Golf Management since 2014, based out of our Plover, Wisconsin office. Starting her golf career in food and beverage management and wedding/event sales in Central Wisconsin, she swiftly transitioned into marketing for a number of years, later serving as General Manager at The Golf Courses of Lawsonia. With this diverse expertise, Rocki now leads and empowers our on-site teams, crafting and executing robust marketing strategies for our management clients with a sharp, collaborative focus on delivering results.

CATHERINE HELLING

Administrative & Payroll Services

Catherine honed her skills in her brother's thriving startup before earning a bachelor's degree in English and studio art. Since joining Oliphant Golf Management in 2017, she has excelled in human resources, adeptly managing weekly pay apps and accounts payable across multiple properties. Her proven reliability and resourcefulness strengthen our team, providing critical support to superintendents and general managers with a professional, unwavering resolve.





LISA JANIS

Controller

Lisa earned a Chemistry degree from Colorado State, cultivating a sharp analytical and problem-solving mindset. Prior to Oliphant Golf Management, she advanced through roles to become Director of Accounting and Payroll in the ski industry. Now serving as a controller for our managed properties, Lisa enhances financial efficiency and accuracy with precision. Her key contributions include financial reporting, general ledger management, payroll and invoice processing, account reconciliations, journal entry preparation, and compliance—delivering robust, reliable support to our clients.

Current Management Clients



The Golf Courses of Lawsonia Green Lake, WI 36 Hole Destination Property with On-Site Lodging







Ottawa Park, Detweiler Park & Collins Park
Golf Courses
Toledo, OH
45 Holes of Municipal Golf



Trappers Turn Golf Club Wisconsin Dells, WI 27 Hole Resort with 12 Hole Short Course



Watertown Country Club Watertown, WI 18 Hole Private Course



POCONO MANOR
Pocono Manor Golf Course
Pocono Manor, PA
18 Hole Public Course with
additional 3 Hole Loop



Nakoma Golf Club Madison, WI 18 Hole Private Club with Pool & Tennis





Lakes of Taylor & Taylor Meadows
Golf Courses
Taylor, MI
36 Holes of Municipal Golf



Lake Arrowhead Golf Course & HOA Nekoosa, WI 36 Hole Course with HOA Amenities Servicing 1,500 Homes in POA



Bullseye Golf Club Wisconsin Rapids, WI 18 Hole Semi-Private Course



The Course at Aberdeen Valparaiso, IN 18 Hole Semi-Private Course in 650 home HOA

Operator Experience - Case Studies

THE COURSE AT ABERDEEN | VALPARAISO, IN OGM Management services since 2023

Aberdeen is an 18-hole championship course within a 650-rooftop homeowners association. The HOA formed a golf committee board charged with selecting a new golf management company capable of maximizing revenue opportunities, gaining the trust of all homeowners, and providing a long-range prioritized capital expenditure plan. Course conditions and greens complex improvements were necessary to gain market share in the Valparaiso golf market. In the first year, we exceeded the budget and prior year by over \$100k in net income, and by over \$200k in year 2.

Key Accomplishments:

- Developed an equipment replacement strategy and promptly implemented it, investing approximately \$150k in Year 1.
- Developed a comprehensive master plan and collaborated with the Board to create a multi-year implementation strategy. Phase 2 completed in spring 2025.
- Renovated/replaced a 30-year-old pump house, increased capacity, and added a VFD to enhance efficiency and longevity.
- Instituted cultural practices (topdressing, rolling, watering, etc.) that led to greatly improved conditions, such as the best greens putting surfaces they've ever played on.
- Increased overall revenue by more than 10% while reducing overall costs by over 5%.
- Increased the average dollar per round collected by 15%.
- Achieved a record number of rounds in 3 out of 4 peak season months.
- Range revenue increased by 85% in year one.







THE GOLF COURSES OF LAWSONIA | GREEN LAKE, WI | PUBLIC Lease Agreement since 2011

Oliphant Golf Management initiated our partnership with The Golf Courses of Lawsonia in 2011, following a proactive outreach to the American Baptist Association (ABA), the property's owners. We recognized the potential to restore this 36-hole facility—once a nationally ranked gem—to its former prominence. Facing declining course conditions, aging infrastructure, and overgrown vegetation obscuring its architectural significance, OGM began with maintenance improvements, forging a strong alliance with the ABA. This collaboration expanded to encompass all operations—food and beverage, merchandising, service, marketing, and golf management—under a rolling 7-year lease where OGM manages all expenses, equipment investments, and annual enhancements. This revitalization has reestablished Lawsonia as a premier destination Midwest golf cornerstone, delivering exceptional experiences for players while enriching the Green Lake community through increased tourism, local engagement, and sustainable growth.

Key Accomplishments:

- Restored the Links Course to national acclaim, receiving rankings such as #79 Top 100 Courses in the U.S. (GOLF.com), #24 Top 100 Courses You Can Play (Golfweek), #58 America's 100 Greatest Public Courses (Golf Digest), and #62 Best Classic Course (Golfweek).
- Boosted total revenue from \$1.4 million to over \$5 million, with Links Course rounds rising from 16,500 to over 25,000 and average per-round revenue increasing from \$43 to \$81.
- Funded renovations using operating cash—including tree removal, tee box upgrades, mowing line adjustments, and a 110,000 sq ft bunker restoration based on 1937 aerials and original blueprints.
- Revamped the Woodlands Course, improving pace of play, aesthetics, and turf health with bunker overhauls, drainage upgrades, and selective tree removal, resulting in a 25% increase in rounds and 35% higher golf revenue.
- Transformed concessions into Langford's Pub, a full-service restaurant and bar now generating over \$1.2 million annually (up from \$150,000).
- Introduced Airbnb-style lodging in three on-site homes and secured local hotel partnerships for stay-and-play packages, with over 35% of play now from visitors traveling 2.5+ hours.
- Executed a branding and digital marketing strategy highlighting architectural heritage, targeting discerning golfers, tourists, and influencers, amplifying Lawsonia's reach.
- Launched the Lawsonia Invite, an annual event hosting all area high school golf teams to foster community engagement.





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TOLEDO CITY GOLF | TOLEDO, OH | MUNICIPAL Management Services since 2024

OGM has partnered with the City of Toledo since 2024 to manage its municipal golf courses— Ottawa Park, Detwiler Park, and Collins Park. City officials tasked us with getting these wonderful public assets back on track, and we've delivered measurable improvements in just over a year, enhancing golf operations while strengthening community connections.

Our team launched three new websites and targeted social media efforts to broaden each course's reach and engage local players. On-site, we've upgraded conditions with consistent maintenance practices—fairways, greens, and all—bringing quality you can see and play. Collaborating closely with the City, stakeholders, and golfers, we've tailored our work to Toledo's priorities, respecting its golfing heritage while setting a solid base for growth.

Key Accomplishments:

- Rounds and revenue increased by 20% within first year.
- Bunker restoration at Ottawa Park Golf Course executed with Parks Department with high impact, perceived as complete restoration effort to golden-age golf course through a thoughtful and modest budget.
- Digital presence enhanced with three new websites and invigorated social media strategies.
- Series of inclusive events scheduled and executed, including Ottawa Park's 125th anniversary celebration with Mayor's opening tee shot.
- Immediate facility improvements implemented: deep-cleaned clubhouses, edged bunkers, refreshed bathrooms and new signage.
- Evaluated current equipment fleet lease and negotiated purchase of new fleet within first 8 months.





OGM 28

NAKOMA GOLF CLUB | MADISON, WI OGM Management services since 2009

OGM's first contract in Management was in the City of Madison, Wisconsin, where the originating company Oliphant Golf was located. Nakoma was plagued by its ongoing course condition problems, primarily due to the swampy land it is situated on. Oliphant Golf aided in master planning in 2001, executing a number of projects that Nakoma was able to absorb at the time. In 2009, when undergoing a change of course superintendent, Oliphant Golf was called upon again, this time to take over the day-to-day maintenance of this early 1900s Tom Bendelow golf design. This is where Management started, and OGM was created. Craig Haltom and Mike Oliphant dove in completely to establish new and sustainable cultural practices, develop new spending efficiencies, solve the wet course conditions, and create a long-term master plan to elevate Nakoma from a struggling private club (in a competitive market) to being seen as the top membership option in Madison for golfers. OGM continued in Maintenance for Nakoma for eight years. As OGM and its capabilities grew, Nakoma once again turned to OGM for guidance in the other facets of its operations, hiring OGM for overall operations in 2016. Today, OGM has signed a 10-year renewal contract.

Key Accomplishments:

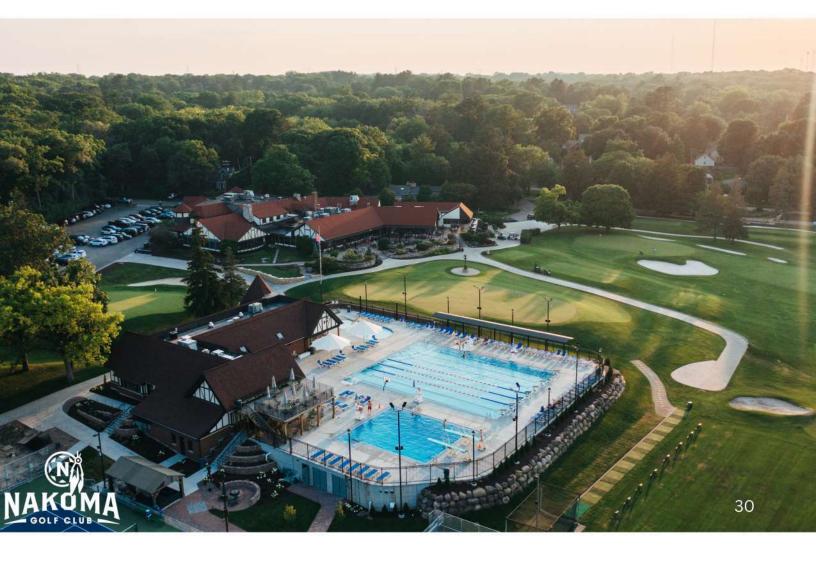
- NGC contemplated abandoning the golf course before hiring OGM in 2009 due to "unsolvable groundwater problems." Those problems were solved, and Nakoma is now one of Wisconsin's best-conditioned courses.
- Design and development of a popular new patio and outdoor dining area.
 - Led to an increase in average member spending on food and beverages.
- Initial master plan developed in 2010.
 - Nearly all projects were completed in three seasons at a greatly reduced cost such as
 - Large-scale drainage projects throughout the course, over 20,000 lf. of drainage pipe, eliminating groundwater problems
 - Construction of new practice facilities.
 - Installation of new fencing along the property line.
 - And completion of various impactful golf course projects (trees, tees, turf).
- Capital equipment planning (Within the OGM contract, OGM is now responsible for new equipment purchases).
- 2014 & 2018: The Masterplan was updated, leading to additional improvements:
 - Major drainage enhancements on holes #12, #6, and #3.
 - Expansion of the cart path network.
 - Reworking of clubhouse landscaping and overall course presentation.
 - · Rebuilding of the putting green.



NAKOMA GOLF CLUB | MADISON, WI OGM Management services since 2009

(Continued)

- Design and Development of a popular new patio and outdoor dining.
 - Lead to an increase in average member spending in food and beverage
- Creation and ongoing execution of 100-year anniversary comprehensive masterplan.
- Full and thriving membership achieving new revenue records. Now has a waitlist for the first time in decades.
- Renewed long-term (10-year) contract in both Maintenance and Management.
- Project Management for a new \$7 million sport and cafe complex, led by OGM on-site team of managers
 - Brought new off-season amenities to the facility (fitness and platform tennis, soon to add golf simulators
- Overhauled technology, POS, and accounting software as well as security of facility
 - Deployed new transparent reporting strategies, Accounting, and HR.
- New website, professional photography, and overall branding an awareness strategies.
- Highest restaurant financial return in the club's history.



POCONO MANOR GOLF CLUB | POCONO MANOR PA OGM Management services starting 2014, lease in 2020

At this course project, the OGM construction and maintenance teams focused on restoring the authenticity of the original 1912 Donald Ross and William Flynn design by introducing native grass areas. Notably, they undertook the meticulous reconstruction of the historic 77-year-old par 3 green at hole #7, preserving its timeless appeal. Internal renovations and upgrades were also conducted on-site at the golf shop, seamlessly blending tradition with contemporary aesthetics. A comprehensive rebranding effort ensued, encompassing a redesigned website and logo that encapsulated the course's rich heritage. In a strategic move to broaden their reach, the team expanded marketing initiatives through paid social media campaigns and television advertisements targeting neighboring states. These collective endeavors underscore their dedication to preserving golf history while embracing progressive enhancements.

Key Accomplishments:

- 95% of Club Employees were retained in year 1.
- Increased player satisfaction through improved conditioning and green speeds.
- Developed a comprehensive master plan for ownership.
- Executed irrigation repairs, restoring water to sections of the course that hadn't been reached in years.
- Reconstructed the historic number 7 green, which previously struggled to maintain grass, at a fraction of the ownership cost.
- Restored native areas according to the original design concepts envisioned by William Flynn in the 1920s.
- Successfully caring for a course with limited tee irrigation, no irrigation and no automated green irrigation.
- Increased average per round dollars (APR) by over \$6 in two years
- Increased rounds by over 15% year over year, since expanding marketing efforts



References



THE GOLF COURSES OF LAWSONIA

Lease | 2011-Present W2615 S Valley View Dr, Green Lake, WI 54941 Ben Mott, President/CEO Green Lake Conference Center, 920 294 7250, benmott@glcc.com



LAKE ARROWHEAD GOLF COURSES

Maintenance Only | 2015-Present 1195 Apache Lane, Nekoosa, WI 54457 Joel Barth, General Manager, 715 325 2929, j.barth@lakearrowheadgolf.com



POCONO MANOR GOLF COURSE

Lease | 2014-Present 395 Manor Dr, Pocono Manor, PA 18349 Don Snyder, PM Inn General Manager, 570 839 7110, dsnyder@poconomanor.com



NAKOMA GOLF CLUB

Full Management | 2008-Present 4145 Country Club Road, Madison, WI 53711 Steve Johannsen, Club President, 608 238 3141, sjohannsen426@gmail.com



Advanced Turf Solutions - Financial Reference

PO Box 678 Mendota, IL 61342

Accounts #160087, 160323, 160603, 160404, 160349

Email: sfrederick@advancedturf.com or akrause@advancedturf.com

Phone #317.827.7982



Revels Turf - Financial Reference

2217 N Main Street Fuquay Varina, NC 27526 Accounts 201450, 202735, 202915

Email: kathy@revelstractor.com

Phone # 847.683.4653

References - Letter



Prior to contracting with Craig Haltom and Brian Jensen of OGM our golf operations were managed in house for over 100 years at our resort property. Having many facets of a 3,500 acre resort operation to manage, hiring a golf management team took a huge workload from my plate. Our golf course has a rich, wonderful history with a legacy which has hosted many of golf legends over the years. So, this important decision was carefully vetted as I evaluated putting my major resort amenity and business driver in the hands of a management company.

After evaluating several golf management companies, small and large, the straight forward approach of Craig Haltom and Brian Jensen gave me the confidence I needed to make this game changing decision. I must admit, although reluctantly, not all of the decisions I make operating Pocono Manor are great, contracting with OGM was one of my best. Improvements were immediate and continue to this day. The headaches and challenges associated with golf operations were no loonger taking a large portion of my time and provided me with the ability to focus my energies to many other challenges and resort improvements.

If you want to see your golf course management immediately improve, you should hire OGM. We could not be more delighted with the results of our relationship with Craig, Brian and the OGM Team and we will continue to renew our agreements with them. Please contact me if I can be of any further assistance.

ALL THE BEST

Don Snyder General Manager

References - Letter



As the Chairman and Treasurer of the Board that oversees the Course @ Aberdeen in Valparaiso, Indiana I am pleased to take a moment and share my thoughts on Oliphant Golf Management (OGM) and their team as they start their second year with us. Back at the end of 2022, when we decided to make the move from our prior management company, we knew our 26 year old golf course at that time needed improvements, new equipment and a new strategy to sustain it in the future. Financially we were at a break-even point at best, but lacked a real vision as to what we should do. Our course is owned by the community's POA and supported by an assessment structure that was put in place back in 2017 when the POA bought the course. When we looked at other management companies, the board was convinced by an overwhelming vote that OGM's experience in the industry and ability to focus on our REAL needs was the best fit for The Course at Aberdeen. Based on the fact they are a smaller operation, compared to the other companies overseeing hundreds of courses, we knew this made sense and we couldn't be happier with the changes they implored in the first year. I can say going into our second season I am very pleased as not only have we turned a break even scenario into a very meaningful profit after year one, but Craig and his team put together a Master Plan for our course broken down into phases and starting the 2024 season they have already completed two phases with glowing reviews from not only players but our community of owners!

Change is not always easy and accepted by all, but I can say with a great deal of confidence that our move to OGM has been absolutely right for Aberdeen and we are very excited to continue on with the plan they have put in place for us and look forward to the future. Being in the Midwest our "revenue" season is very short ranging from 180-210 days based on the weather. The work they were able to do on our course this past winter and the speed in which they completed that work prior to the start of the season was nothing short of amazing! As I mentioned, not only am I the Board Chairman, but I am also the Treasurer so when Phase One of the project came in well under budget the board and I were more than pleased thus allowing additional work to be completed.

If you want your course to see immediate improvement I would "HIGHLY" recommend OGM as working with Craig, Brian, Justin, and the rest of their team has been a very exciting experience for us. I would be more than happy to discuss anything further.

Yours in Golf,

Ken Zagrocki
Chairman/Treasurer
The Course at Aberdeen

References - Letter



Lake Arrowhead has been working with OGM on several fronts since 2015. We have maintained a very successful partnership throughout this timeframe and look forward to sustaining this relationship for many years to come. As the individual accountable for all areas and performance at Lake Arrowhead, I appreciate the extraordinary efforts of OGM and their entire team. OGM has always understood prioritizing and a sense of urgency when there is a crucial or critical situation. Quality of work has been superb and constant. Furthermore, they are always attempting to show improvements and upgrades in certain areas while never being complacent. Descriptive words that quickly come to mind would be - productive, responsive, timely, fair as well as quality and quantity of work. Above all else, they are good listeners which is of utmost importance. While they have been very proactive throughout their tenure they have also reacted well to any of our needs and requests. We have renewed agreements on multiple occasions and look forward to the next renewal period.

Please feel free to reach out directly to me with any further questions or inquires about Oliphant Golf Management.

Lake Arrowhead Association Joel Barth, PGA *General Manager*



DEREK JOHNSON VP Business Banking Derek.johnson@woodtrust.com PHONE: (715) 422-0274 MOBILE: (715) 572-0964 FAX: (715) 422-0300

June 20th, 2025

Oliphant Haltom Golf, LLC OHG Construction, LLC Attn: Brian Jensen, Craig Haltom, and Ashton Gebert 3046 Village Park Dr Plover, WI 54467

Re: Credit Reference Letter

To Whom It May Concern,

Oliphant Haltom Golf ("OGM") and OHG Construction, LLC ("OHG") established a relationship with WoodTrust Bank in March of 2018. The relationship between OGM and WoodTrust Bank includes deposit and lending. OGM has and continues to make timely payments on any and all lending arrangements. The relationship is strong and continues to grow. WoodTrust Bank has historical and current financial statements that shows a strong business liquid position with strong cash flows to support further business growth.

OGM is a valued customer of the bank and is a top-rated credit in comparison to other customers serviced by WoodTrust Bank. This writer would personally recommend doing business with OGM and its principles.

If more information is requested regarding the relationship between OGM and WoodTrust Bank please don't hesitate to contact me at my direct line 715-422-0274 or email me at derek, johnson@woodtrust.com.

Respectfully,

Derek Johnson WoodTrust Bank Business Banking

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June 23, 2025

Arlington Ridge Community Development District 4463 Arlington Ridge Boulevard Leesburg, FL 34748

RE: Oliphant Haltom Golf, LLC
Golf Course Management Services for Arlington Ridge Golf Club

To Whom It May Concern,

We are pleased to offer this letter of recommendation on behalf of our valued account, Oliphant Haltom Golf, LLC. Hausmann Group, Inc., as the agent, and United Fire & Casualty Company currently provide Bid Bonds, Performance & Payment Bonds and Miscellaneous bonding needs for *Client*. United Fire & Casualty Company is rated "A-" (Excellent) with a financial size category of X (\$500 Million to less than \$750 Million) by the A.M. Best Rating Service and is listed as an acceptable surety by the US Department of the Treasury.

As we have a long standing relationship with Oliphant Haltom Golf, LLC, their requests for surety bonds are considered as a part of the normal course of business. Oliphant Haltom Golf, LLC is current and in good standing with their bonding relationship. We have written bonds for projects approximating \$5,000,000 and uncompleted backlogs in excess of \$8,000,000.

The writing of any specific bond is subject to underwriting review, which includes examination of contract terms and confirmation that project financing is in place. Our consideration and issuance of bonds is a matter solely between *Client* and ourselves, and we assume no liability to third parties or to you by issuance of this letter.

Sincerely,

Patrick A. McKenna, CPCU, AFSB

Vice President of Surety

740 Regent Street, Suite 400, Madison, WI 53715 | P 608.257.3795 N25 W23050 Paul Road, Pewaukee, WI 53072 | P 262.521.5700 | W myhaus.com



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 6/27/2025

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		CONTACT NAME: Jason Schwerdt	147	
Valparaiso First Insurance, Inc. 9 Franklin Street		PHONE (A/C, No, Ext): 219-462-4334	FAX (A/C, No): 219-4	62-1892
Valparaiso IN 46383		E-MAIL ADDRESS: insurance@valpofirst.com		
	License#: 1481510	INSURER(S) AFFORDING O	OVERAGE	NAIC#
		INSURER A: Owners		32700
INSURED COLUMN COLUMN	OLIPHAL-01	INSURER B: Auto-Owners		18988
Oliphant Haltom Golf LLC OHG Construction LLC		INSURER C: National Casualty Company	1	
3046 Village Park Dr.		INSURER D: Argonaut Insurance Compa	ny	19801
Plover WI 54467		INSURER E: Insurance Company of the	27847	
		INSURER F:		

COVERAGES CERTIFICATE NUMBER: 1749088112 REVISION NUMBER:

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

ISR TR		TYPE OF INSURANCE	ADDL SUBR		POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMIT	S
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	GEN	L'L AGGREGATE LIMIT APPLIES PER:					GENERAL AGGREGATE	\$2,000,000
		POLICY PRO- JECT LOC					PRODUCTS - COMP/OP AGG	\$ 2,000,000
		OTHER:					EPLI & PLIB	\$1,000,000
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A		or Liability ted Equipment	10	09701648	2/3/2025	2/3/2026	Liquor Liability Rented Equipment	1,000,000 4,000,000

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

CERTIFICATE HOLDER	CANCELLATION
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Arlington Ridge Community Development District 4463 Arlington Ridge Boulevard Leesburg FL 34748 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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Florida Certificates

State of Florida Department of State

I certify from the records of this office that OLIPHANT HALTOM GOLF, LLC is a Wisconsin limited liability company authorized to transact business in the State of Florida, qualified on July 26, 2023.

The document number of this limited liability company is M23000009990.

I further certify that said limited liability company has paid all fees due this office through December 31, 2024, that its most recent annual report was filed on February 8, 2024, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Third day of April, 2024



Secretary of State

Tracking Number: 7413701210CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication



We are excited for the opportunity to partner with Arlington Ridge Golf Club. Thank you for your consideration.





PROPOSAL FOR

Golf Course and Food & Beverage Management Services



Arlington Ridge Community Development District A462 Arlington Ridge Roulever

4463 Arlington Ridge Boulevard Leesburg, FL 34748

PRESENTED BY

Dan Zimmer | Vice President, Operations dzimmer@troon.com | 904.669.1508





June 30, 2025

Lee Graffius, District Manager Arlington Ridge Community Development District 4463 Arlington Ridge Boulevard Leesburg, FL 34748

Dear Lee.

We appreciate the opportunity to submit the enclosed proposal in response to the Arlington Ridge Community Development District's ("The District") Request for Proposals for Golf Course Management & Food & Beverage Operations Management Services at Arlington Ridge Golf Club ("Arlington Ridge"). Our management experience, marketing capabilities, and intimate knowledge of the property, uniquely qualifies Troon to provide continued management services on behalf of The District. Our following response includes our proposal to operate both Golf and Food & Beverage, despite the separate RFPs released by The District. As we've operated the two conjointly over the past 5+ years, we believe continuing the same structure is mutually beneficial for The District, its members and residents and Troon.

In 2019, The District selected Indigo Sports (formerly Billy Casper Golf) to provide full management services at Arlington Ridge, entrusting Indigo with the goal of improving agronomic conditions, managing staff members, increasing community involvement, driving memberships and improving bottom line results under a more efficient operating model. The District selected Indigo Golf in 2024 to continue managing both Golf and Food & Beverage Operations. There were many challenges faced in the last year, the most impactful being course condition issues. Although a very difficult situation, Troon Corporate resources were fully engaged from the onset and worked with the Onsite Team and District to correct the problems. Results have been positive and course conditions have improved significantly; putting the course in a good position moving forward. If selected for a new agreement, we will work closely with The District to ensure mutually agreed upon goals for the property are not only met, but exceeded.

Since the inception of the agreement in 2019, Indigo Sports was acquired by Troon, the world's largest golf management company in 2021. While we are larger today than ever before, we will provide the same intimate levels of service that we have always provided. With increased local resources and support, we humbly contend that Troon remains the best partner for Arlington Ridge and The District.

We look forward to the opportunity to meet with you and discuss our response in greater length.

Sincerely,





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BACKGROUND

Troon, under the Indigo Sports operating brand, has operated Arlington Ridge Golf Club ("Arlington Ridge") on behalf of Arlington Ridge Community Development District ("The District") since 2019. Troon implemented innovative programs and efficiencies in 2019 – many of which continue to benefit Arlington Ridge today. The clear alignment of goals between The District and Troon have led to an increase in usage by members, residents, golfers (and non-golfers!) alike - improving the member/resident experience, restaurant experience, community programming, and ultimately, financial performance.

The District has released two separate RFPs for Golf and Food & Beverage management, respectively, in search of proven partners to capitalize on the recent operational success and solidify Arlington Ridge as a sustainable asset both recreationally and financially for years to come. Our proposal includes responses to both Golf Operations and Food & Beverage (under its respective section - "Food & Beverage"). Troon is fully committed to The District's future goals for Arlington Ridge and will continue to be a steward each and every day to reach those goals.

SOLUTION

The opportunity to extend our partnership with The District is very exciting for Troon. We are a larger organization today with more resources and capabilities than ever before. We will continue to maintain high service levels and personalized approach to Arlington Ridge through our dedicated regional, corporate, and on-site teams. Despite a temporary setback in the most recent year – largely driven by unfavorable weather and course condition issues – Arlington Ridge remains in a strong overall position. In recent years, Arlington Ridge has achieved record highs in rounds, F&B revenue, total revenue, and EBITDA. With continued improvements to course conditioning and a focus on operational excellence, we are confident that Arlington Ridge is in position for a strong rebound and a return to the positive momentum we have been building upon. If selected, Troon has committed to assigning an additional regional operations manager to support the operation, further ensuring the resources needed to achieve the goals of The District.

Our confidence in Arlington Ridge's continued success is rooted in our successful partnership with The District, extensive experience in the nuances of similar CDD/HOA-owned clubs, ability to operate diverse amenities, and proven ability to achieve long term financial success. Our plan focuses on balancing both short and long-term goals, further enhancing community engagement, optimizing financial performance, long range capital improvements, improving the quality of product - always with the goal of serving and satisfying the members/residents.

Throughout our proposal, we have identified areas of our shared successes, but more importantly, our plans to continue and build upon this with the sole goal of providing a high-quality experience for the entire Arlington Ridge community.

HIGHLIGHTS OF INVOLVEMENT

Troon is a proven operator that has repeatedly demonstrated the ability to increase revenues, manage expenses and consistently improve the value proposition for all stakeholders. Our commitment to The District and all residents and guests is evidenced by the following accomplishments:

<u>Community Engagement</u> - At Arlington Ridge, Troon has consistently planned and implemented a diverse array of events for members, residents, guests, and the local community. From new golfer programs for residents, competitive tournaments and skins games for the seasoned golfer, holiday scrambles that offer a unique and exciting twist to the group golfing experience, women's golf days that provide a welcoming and empowered environment, and personalized club fittings that give members and residents the opportunity to test out the newest equipment, Arlington Ridge has it all. Planning and executing these events has been a team effort that comes from a combination of meticulous planning from Troon's dedicated corporate marketing team and the passion and energy that on-site employees brings to each unique event.

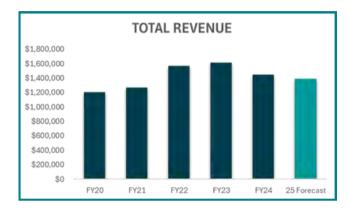


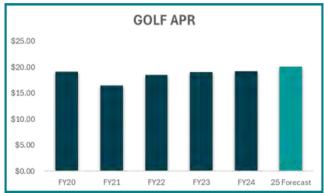




Enhanced Member / Resident / Guest Service - Using our proprietary member/resident Experience training program, Troon has created a member/resident centric staff at Arlington Ridge. The results are evident in Arlington Ridge's strong reputation and presence in the local market. While recent reviews this winter and spring have not met the combined standards of Troon and The District, recent improvements to course conditions and service levels have cultivated positive online reviews. We believe this upward trajectory will continue as our conditions improve. Additionally, Arlington Ridge stands out for the consistency and volume of member and guest feedback in the market – demonstrating a high level of engagement compared to local competitors, many of whom have a limited presence or minimal reviews on platforms such as GolfNow and Facebook.

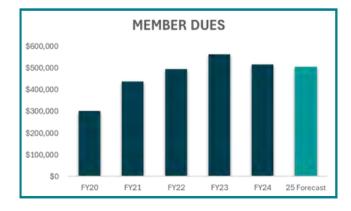
Increased Golf Operation Performance - Troon has shown consistent growth in rounds, membership dues, food & beverage revenue, and golf APR, resulting in revenue growth that has significantly impacted Change in Net Position for both Golf and Food & Beverage operations for The District. Below we have outlined the operational and financial impact for Golf Operations and have separately included an analysis for Food & Beverage in its respective section. While dues, cart fees, and greens fees saw a slight decline this year – primarily due to weather and course conditions – APR has remained consistent, indicating our pricing and engagement strategies are effective.













FOCAL POINTS

Marketing

Troon is the industry leader with respect to our pro active approach to marketing each of our facilities. With Arlington Ridge Golf & Dining outlets being "Resident/Member-Centric" our main focus is, and will continue to be, programming golf and dining events with residents and members in mind. Using proprietary event management software, we are able to market to the residents that enjoy our events and want to be part of the Fun!

- <u>Acquisition:</u> While Troon will continue to target golfers from outside the gates using emails, Newspaper Ads, and our digital platforms, our main focus will be to attract residents and members of the Arlington Ridge Community that do not participate in our programming often. Moving Forward, we would like to have quarterly events to encourage involvement from our non-regulars. These events will include, but not be limited to Beginner Golf Clinics, fun, non-competitive leagues/games, and new dining style events.
- Retention: Troon will continue to utilize proven database management systems to track member and resident reservations, playing, and spending history; developing programs and offers that best meet the expressed needs of those member and residents; and utilize direct marketing techniques to communicate with them. In addition, continuous improvements on how we communicate with the residents and members has greatly improved over the past year. We Individually branded the dining outlets and gave them their own presence online. Along with our weekly club updates that have been well received, we will continue to find ways to refine this approach.
- <u>Membership Loyalty:</u> Troon will continue developing loyal member and residents through the delivery of a golf and dining experience that is fun, enjoyable, and fulfills their expressed needs. The marketing focus is on the growth of market share, programs specifically designed to increase the number of rounds played and the amount of spend during each member and resident visit.
- <u>Events</u>: Marketing golf outings, banquets, social groups, and other events at Arlington Ridge will drive revenue by strategically targeting local groups, businesses, and organizations. While some strides have been made over the last five years to increase events, this is an area of opportunity that can have a significant benefit to bottom line results.







Food & Beverage Operations / Resident Engagement

Troon recognizes the importance of the F&B offerings to the Arlington Ridge Community and will continue to emphasize increased engagement and utilization. Troon will continue to work with The District to enhance offerings, programming events, and overall service levels. Attention to detail, relational service, and continuous improvement will ensure ongoing resident engagement and satisfaction. Simply put, it is critical to recognize what residents want from their dining operation and events schedule while blending expectations with the financial goals of the facility. A diverse and welcoming dining experience enhances the enjoyment of the golfing experience, providing opportunities for social interaction and relaxation in a welcoming environment accessible to all.









The Member & Resident Experience

Troon has implemented a member and resident centric staff at Arlington Ridge focused on meeting and exceeding expectations during each member and resident visit. Troon guides staff members through a professional hospitality training teaching staff members the importance of member and resident service by training them to be warm and welcoming and to anticipate the needs of each member and resident.

Capital Improvements

Troon has extensive experience with capital projects and has overseen more than 100 golf course and clubhouse development and construction projects, including at Arlington Ridge. Troon has been crucial in identifying areas of improvement to keep the golf course and amenities up to standard. Our commitment continues with a detailed Five-Year plan outlined in the "Attachments", ensuring ongoing enhancements for an exceptional golfing experience.

SUMMARY

We are committed to The District and the success of the club, value our relationship at the highest levels and want to continue operating the Golf and Food & Beverage at Arlington Ridge. We have tailored and revised our plans to meet the respective needs of The District, developing marketing concepts and operational strategies to improve market position and further improve the bottom-line of the facility. Based on our local experience, intimate knowledge of the community, innovative marketing techniques, sizable resources, and working relationship with The District, Troon is confident that we will continue to improve the experience for members and residents and achieve the desired results for Arlington Ridge.



FIRM INFORMATION



TROON OVERVIEW



Troon started as one facility in 1990 and has since grown to become the world's largest professional club management company. We provide services to **940+** locations in **45+** states and **40+** countries, while also managing various amenities, such as tennis, aquatics, fitness, food & beverage, HOA/amenities and more. We have grown our company by listening to and understanding the specific opportunities and challenges of our clients, then customizing our approach to achieve success together. This is accomplished by providing a foundation comprised of the best talent in the industry and cultivating the creativity of our **35K+** associates worldwide. Our successful culture, combined with **35+ years** of experience, gives us the opportunity to develop the strategies that allow our clients to excel in this competitive industry.

Troon is comprised of four club management brands committed to providing best-in-class hospitality and services:



Responsible for the operations of daily fee and resort facilities



Management services for all club types beyond the Americas



Specializes in private clubs, 50+ of which are member-owned



Full-service operator specializing in municipal and daily fee facilities

In addition to club management, Troon is equipped with innovative specialty brands to support our client's needs:

- CADDIEMASTER Premier provider of caddie management and training services
- ClubUp Enhanced caddie scheduling and communication technology
- True Club Solutions Provider of real-world solutions through advisory services
- RealFood Specializes in building guest and member food and beverage experiences
- Eventive Sports Professional Sports Event Management, specializing in Golf Events
- ICON Leader in amenity and community association management services
- Cliff Drysdale Tennis & Peter Burwash International Leaders in tennis management

FIRM INFORMATION **BIDDER INFORMATION**

YEARS OF SERVICE 35 Years, Founded 1990

Troon Golf, LLC NAME OF PARTY

WEBSITE ADDRESS www.troon.com

OFFICE ADDRESS Troon Scottsdale

15044 N. Scottsdale Road, Suite 300 (HEADQUARTERS)

Scottsdale, AZ 85254

Troon - Jupiter **OFFICE ADRESSS**

1061 E Indiantown Rd, Suite 400 (FLORIDA OFFICE)

Jupiter, FL 33477

DATE OF INCORPORATION 1990 STATE OF INCORPORATION Arizona

STATE OF ORGANIZATION Delaware

OFFICERS Tim Schantz, President and CEO

Ruth Engle, EVP and CFO

Jay McGrath, EVP & Chief Legal Officer Jeff Hansen, EVP & General Counsel

POINT OF CONTACT Dan Zimmer, PGA

EMAIL 904.669.1508

PHONE NUMBER dzimmer@troon.com



REGIONAL OVERSIGHT



DAN ZIMMER, PGASENIOR VICE PRESIDENT, OPERATIONS



A key member of Troon's North Florida operations team, Dan has been influencing golf courses since 2007, Dan possesses more than 25 years in golf and 17 with Troon and Indigo Sports. Previously, he managed St. Johns Country Club. Dan is lauded for his dedication managing all aspects of club operations, motivating team members to be the best versions of themselves, and transparency with and counsel to course owners. A graduate of New Mexico State University, he has been a Class A PGA Member since 2005.



BRIAN RHODES *REGIONAL DIRECTOR, OPERATIONS*



Brian brings over 20 years of experience managing the day-today operations of golf facilities, with expertise spanning golf operations, food and beverage, agronomy, marketing and sales, accounting, personnel management, capital improvements, budgeting, merchandise buying, inventory control, equipment and cart procurement, and financial reporting. A graduate of Ferris State University, Brian is based in Winter Haven, Florida.



DAVID EVANGELISTASENIOR DIRECTOR, SALES & MARKETING



Best practices in the hospitality industry translate well into golf, and this is where David shines. For Indigo's southeast courses, he establishes hyper-targeted advertising, direct marketing promotions and sales programs. Prior to joining Indigo more than seven years ago, David was a General Manager for portfolios of golf courses and country clubs nationwide. About 20 years ago, David started his career with Universal Studios in Orlando.



JASON ELLISDIRECTOR, SCIENCE & AGRONOMY



Jason has over 20 years of experience in golf course agronomy, with a career spanning leadership roles at premier clubs including Bonita National, Palmira, and multiple properties under Troon and Indigo Golf Partners. A graduate of Edison State Community College with a degree in Golf Course Operation and Grounds Management, Jason brings deep expertise in turfgrass management, crew leadership, and course conditioning. In his current role as Director of Agronomy with Troon, Jason oversees multiple properties across Florida, ensuring agronomic standards are met and consistently exceeded.



JEFF CATHEY *VICE PRESIDENT, SCIENCE & AGRONOMY*



A 25+ year veteran of Troon, Jeff has served in multiple agronomic leadership roles throughout his career. A graduate of The Ohio State University with a degree in Turfgrass Management, Jeff brings a strong technical foundation to his work in golf course agronomy. In his current role as Vice President of Science and Agronomy, he oversees agronomic practices at Troon-managed clubs, working closely with onsite superintendents and agronomy teams to ensure Troon's standards are consistently met. He supports optimal course conditions, operational efficiency, and environmental responsibility across the portfolio.

FIRM INFORMATION TROON FACILITIES

Troon is the world's largest golf & hospitality management company. When combined, the Troon family of brands provides services to **940+** locations and in **45+** states and **40+** countries. For brevity, below is a select list of Troon Brand-managed facilities in Florida. For additional information, please visit www.Troon.com.

FLORIDA (55)

- Arlington Ridge Golf Course, Leesburg, FL
- Audubon Country Club, Naples, FL
- Babcock National at Babcock Ranch, Punta Gorda, FL
- BallenIsles Country Club, Palm Beach Gardens, FL
- City of Jacksonville, FL
 - o Bent Creek Golf Course, Jacksonville, FL
 - Blue Cypress Golf Course, Jacksonville, FL
 - o Brentwood Golf Course, Jacksonville, FL
- Bobby Jones Golf Club, Sarasota, FL
- Bonita National Golf & Country Club, Bonita Springs, FL
- Burnt Stone Marina Country Club, Punta Gorda, FL
- · Calusa Country Club, Lakewood Ranch, FL
- Cape Royal Golf Club, Cape Royal, FL
- Colonial Country Club, Fort Myers, FL
- · Colony West Golf Club, Tamarac, FL
- · Coral Oaks Golf Course, Cape Coral, FL
- Deering Bay Yacht & Country Club, Coral Gables, FL
- Del Tura Golf Club, North Fort Myers, FL
- Dubsdread Golf Course, Orlando, FL
- Eagle Landing Golf Club, Orange Park, FL
- Esplanade Golf & Country Club, Naples, FL
- Esplanade Golf & Country Club Lakewood Ranch, Naples, FL
- Fairways Country Club, Orlando, FL
- Fiddler's Creek, Naples, FL
- Heritage Landing Golf & Country Club, Punta Gorda, FL
- Ibis Landing Golf Club, Lehigh Acres, FL
- King & Bear at World Golf Village Resort, St. Augustine, FL
- Lakewood National Golf Club, Lakewood, FL
- Legends Golf & Country Club, Clermont, FL
- · Mystic Dunes Golf Club, Celebration, FL
- Ocala Golf Club, Ocala, FL
- · Ocean Club at Hutchinson Island, Stuart, FL









- Parkland Golf & Country Club, Parkland, FL
- Saddlebrook Golf & Tennis Resort, Wesley Chapel, FL
- Saltleaf Golf Preserve, Bonita Springs, FL
- Santa Rosa Golf & Beach Club, Santa Rosa Beach, FL
- Sarasota National Golf Club, Venice, FL
- Seminole Legacy Golf Club, Tallahassee, FL
- Slammer & Squire at World Golf Village, St. Augustine, FL
- Spanish Wells Golf and Country Club, Bonita Springs, FL
- St. Johns Golf & Country Club, St. Augustine, FL
- St. Petersburg Country Club, St. Petersburg, FL
- Sun N' Lake Golf Club, Sebring, FL
- TPC Treviso Bay, Naples, FL
- The Club at Eaglebrooke, Lakeland, FL
- The Club at Hammock Beach, Palm Coast, FL
- The Colony Golf & Country Club, Bonita Springs, FL
- The Dunes of Naples, Naples, FL
- The Falls Club, Lake Worth, FL
- The Meadows Country Club, Sarasota, FL
- The National Golf & Country Club at Ave Maria, Ave Maria, FL
- Tiburón Golf Club, Naples, FL
- Webb's Reserve Golf Club, Punta Gorda, FL
- Wellen Park Golf & Country Club, Englewood, FL
- West Bay Club, Estero, FL
- Willowbrook Golf Course, Winter Haven, FL









GOLDEN LAKES COMMUNITY DEVELOPMENT DISTRICT

1300 Eaglebrooke Blvd, Lakeland, Florida 33813



NAME: Paul Weaver TITLE: President

SCOPE Full-Service Management pweaver@eaglebrooke.net

PHONE: 863.604.1721

COURSE: Eaglebrooke Golf Club

Letter of recommendation included in "Attachments"



LAKE ASHTON COMMUNITY DEVELOPMENT DISTRICT

4000 Mulligan Lane, Winter Haven, Florida 33884

NAME: Bob Zelanzy
TITLE: Vice Chairman

SCOPE Full-Service Management

EMAIL: bzelanzy@lakeashton2cdd.com

PHONE: 561.512.7102

COURSE: Lake Ashton Golf Club

Letter of recommendation included in "Attachments"



MASTER HOA AT BURNT STORE MARINA

24315 Vincent Ave Punta Gorda, FL 33955

NAME: Michael McFeeley

TITLE: President

SCOPE Full Service Management mmcfeeley13@gmail.com

PHONE: 443-858-8354

COURSE: Burnt Store Marina Country Club

FINANCIAL STABILITY

Troon is one of the most financially stable and well-capitalized companies within golf and golf-related hospitality. Troon, operating principally as a third-party fee-based manager, is shielded from significant market fluctuations, which may be more noticeably experienced by those that are owner/operators of facilities. Although Troon does not require outside resources to support ongoing



LGP LEONARD GREEN & PARTNERS

operations, Troon's majority owners TPG Capital, Leonard Green & Partners, and Symphony Ventures are focused on the sustainable creation of value, which results from the delivery of exceptional value and customer service and ultimately happy clients. Troon does have a Corporate financing partner and, albeit not currently utilized, has the ability to access a significant credit line in excess of \$30M. Troon's profitability and value proposition are enabled by economies of scale generated from its position as the largest third-party manager in the industry. Troon's financials include Top Line Revenue in excess of \$500M, EBITDA in excess of \$115M and Total Assets of \$1.46B. Notably, Troon's proven consistent growth has allowed the Company to re-invest in additional resources and enhanced technology that enable both Corporate and field associates in delivering exceptional results for our owners.

Troon is, and has been, subject to an annual external audit which has never resulted in an adverse opinion. The external audit is currently performed by Deloitte.

ARLINGTON RIDGE GOLF COURSELEESBURG, FL



BUSINESS PLAN - MARKETING PLAN



MARKETING PLAN



Troon-managed facilities consistently outperform the industry on all major metrics: rounds, revenue, membership sales, and the like. At Arlington Ridge, this is a credit to a sales-oriented culture focused on revenue generation, combined with Troon programs and one of the largest golf management digital footprints that keeps Arlington Ridge "top of mind" with in the community.

Troon also utilizes customized sales strategies and processes, proactive public relations, targeted email marketing, and digital media strategies for geared to capture the local market. These creative and innovative efforts, combined with the power of the Troon brand and programming, enables Arlington Ridge to grasp an enhanced market share, translating into financial success.

PROCESS & FOCUS AREA

A well-organized roadmap prevents ineffective reactionary marketing. Our marketing team will reduce to writing what is crucial, at a high level, to meet one or more business objectives for Arlington Ridge and a time frame for achievement. Each year, our plan details how Arlington Ridge's brand is positioned and strategy is executed. Following the analysis of historical and competitive set data, we will schedule activities and tasks, roles and responsibilities and budget. The strategy is discussed with and approved by The District as part of the annual budgeting process. As the plan is in progress, we constantly measure campaign effectiveness against key performance indicators.







MANAGEMENT



DIGITAL MARKETING



SALES FUNDAMENTALS

As an enhancement to our outline of Troon's marketing strategy, we have included our 2024 Marketing Plan for Arlington Ridge in the "Attachments" section. This report provides a thorough overview of our strategies for Communication, Yield & Pricing, Loyalty, Social Media, Reputation, and Sales. We've included real data throughout the plan to support to our marketing initiatives year by year.

GROWTH FOCUS

Without new customers, nurtured for extended periods of time, business is poised to be flat. That's why we proactively operate under a "Revenue Generation" thesis – leveraging people-, behavior- and technology-driven stimuli to grow repeat rounds as well as introduce beginners and inspire lapsed golfers to return to the game.

MEMBER / RESIDENT ACQUISITION & RETENTION

Troon's Marketing Team will continue to establish measurable, effective, and member/resident-focused Acquisition Programs that attract NEW members and residents at Arlington Ridge. Acquisition tactics serve the same goal – to attract NEW member and residents via focused strategies that best target the message to appropriate segments by product/service, geography, and member and resident type. Acquiring new members, residents and guests is only half the equation. Keeping them coming back is the key to growth and sustainability.

CAMPAIGNS / COMMUNICATIONS

Amazing content – subjective and objective – is the ultimate connector between brands and buyers. Troon specializes in marrying strategic objectives with visual assets to create eye-catching, unique campaigns and collateral for Arlington Ridge. Templates are catalogued on our proprietary Design on Demand platform for easy access and customization. Material formats include flyers, e-mail templates, postcards, table tents, digital ads, social posts and more. We often utilize the power the video, as well.



Arlington Ridge has benefited from a foundational support structure that drives results, leverages technology, automation, process management and scale so that operators and front line associates can focus first on the operation and the guest experiences. Troon employs and executes data driven, revenue focused marketing campaigns at scale that match the facility's needs to the appropriate level of support. Every marketing process is supported by a team of Directors of Sales & Marketing, Marketing Coordinators and an expert Digital Marketing team.

ONLINE REPUTATION

- Aggregation Facebook, Google, Yelp and GolfAdvisor reviews and delivery to key stakeholders and sent to onsite and regional teams daily
- Automated responses to 4/5 star reviews
- Dynamically populated latest 5 star review website widget
- Online reputation benchmarking versus competitive set
- Includes utilization of Yext technology customized to serve the golf industry

SEACH ENGINE OPTIMIZATION

- Annual SEO site health score
- Detailed issues affecting search and opportunities for improvement
- Website is fully optimized for mobile devices to enhance user experience

PROJECT MANAGEMENT

- Web based marketing execution plan
- Calendar and campaign status reporting
- Issue submission, tracking and visibility
- Associate tools access for onboarding and offboarding

SOCIAL MEDIA

- Individual social media trainings and strategy development
- Automated posting of evergreen social media content calendar
- Controlling access and permissions for facility associates and social media admin management
- Detailed customizable reporting on social channel performance and growth
- Subscription to Hootsuite management tools included

FACILITY WEBSITE

- Website hosting, maintenance and SSL security
- All content updates and technical support
- Daily SEO performance tracking and implementation of improvements
- Web traffic acquisition and conversion reporting
- Online e-commerce store
- Event Management tools

PAID DIGITAL ADVERTISING (PPC/SEM)

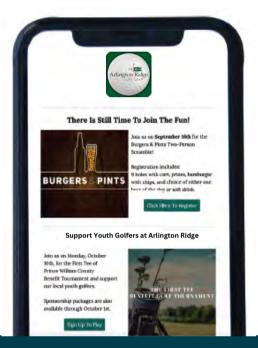
- Discovery and strategy development
- Keyword research, campaign execution, and optimization
- Performance reporting for Facebook Ads, Google AdWords, Google Display and YouTube ads



MOBILE APPLICATION

- Via Gallus Golf, development and creation, training and management of a course specific mobile application, available on Apple Store and Android Market
- Features include: tee time booking, virtual caddie (GPS), electronic scoring, stat tracking, loyalty, rewards and punch card, offer locker specials, geofenced push notifications & more





EMAIL MARKETING

- Via IBM's Acoustic Enterprise tool, custom email building and deployment to deliver professional, branded emails to your target audiences
- Automated email engagement campaigns
- Database management, segmentation and performance reporting
- Automated and customized customer experience surveying

53.3%

Mobile devices generate 53.3% of global internet traffic. Maintaining a professional "digital footprint" is more important than ever before.



BUSINESS PLAN - CLUB OPERATIONS



ARLINGTON RIDGE

DETAILED STAFFING PLAN



GOLF OPS

Position	Hourly/Salary	-	Rate	Full / Part Time
Assistant Golf Professional	Salary	\$	50,000	Full Time
Pro Shop Attendant (4)	Hourly	\$	14.00	Part Time
Outside Operations (8)	Hourly	\$	14.00	Part Time

*Staffing levels based on peak season. Will be lower during off speak times based on operating hours and business levels

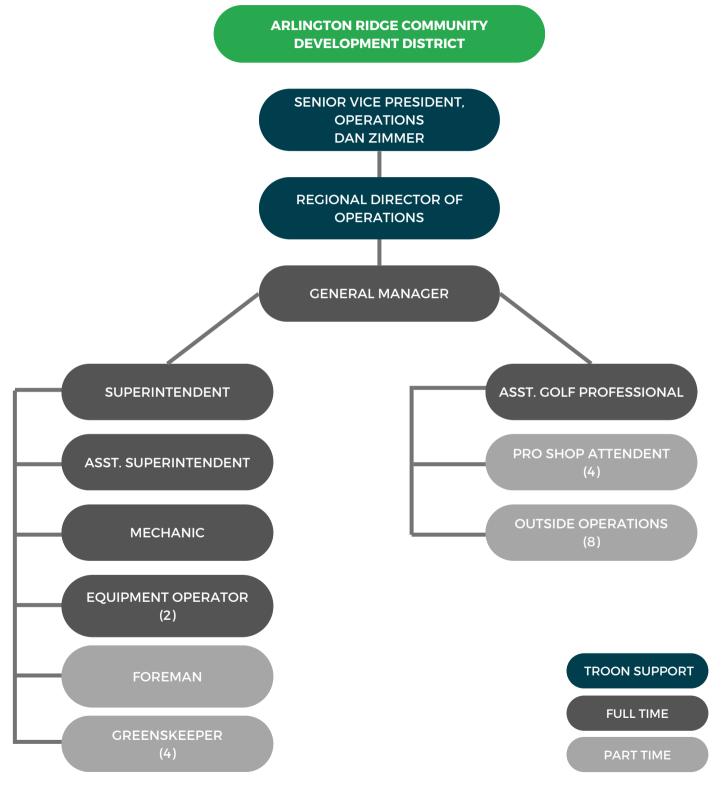
G&A

Position	Hourly/Salary	Rate	Full / Part Time
General Manager	Salary	\$115,000 - \$120,000	Full Time
*GM Salan, solit between Golf and E&B Operation			

MAINTENANCE

Position	Hourly/Salary	/ -	Rate	Full / Part Time
Superintendent	Salary	\$	100,000	Full Time
Assistant Superintendent	Hourly	\$	21.00	Full Time
Mechanic	Hourly	\$	24.50	Full Time
Foreman	Hourly	\$	17.00	Part Time
Equipment Operator (2)	Hourly		\$14.00 - \$15.00	Full Time
Greenskeeper (4)	Hourly		\$14.00 - \$15.00	Part Time







GOLF OPERATIONS



Over the years, we have been able to attract the best people that are looking for a career in golf. In an industry notorious for high turnover rates, Troon attracts and retains associates because of the quality of the facilities in the portfolio and the possibility for advancement as we continue to grow. Our extensive benefits programs, regular training seminars, and industry-leading Operating Standards have also contributed to an extremely low attrition rate. The stability of our associate population makes it possible to deliver consistent member and resident service. As a result, our General Managers and Golf Professionals are the most sought-after facility operators in the golf industry based on their experience operating under Troon's proprietary Operational Standards at some of the world's most renowned golf facilities.

Troon manages Arlington Ridge per an Annual Plan with key responsibilities consisting of the following:

- Utilize Troon's national partnerships with numerous golf-affiliated purveyors to select and acquire all golf shop merchandise, display fixtures, furniture, and supplies
- With the support of a Class "A" PGA Professional, lead and supervise an hourly staff in all areas of pro shop management
- Oversee a cart fleet and ensure that a trained staff performs daily maintenance, cleaning, proper charging, and storage
- Ensure all transactional exchanges take place in the golf shop and are recorded individually through the POS system
- Recruit, hire, train, schedule, and supervise the on-site staff
- Grow the facility's golf instruction program
- Develop marketing strategies to include Troon's mass email database, social media (i.e., Facebook, Instagram, etc.)
- Collaborate with Troon's community partners to organize golf-related fundraisers
- Attend meetings with The District to provide updates on the overall golf operations
- Review and monitor, daily, the facility's overall financial health concerning budget, forecast, and previous year's results
- Financial results are typically discussed at weekly department head meetings while the P&L is re-forecasted weekly

GOLF OPERATIONS PLAYER DEVELOPMENT

We will continue to offer golfer development programs at Arlington Ridge to meet the learning needs of men, women, seniors, juniors, beginners, avid players, low handicappers and those with disadvantages and special needs. As a pioneer in this area, we are laser focused - in fun, non-threatening and affordable ways - to introduce new players to the game. Troon also prompts those on a golf hiatus to return and others to play more frequently by scoring better.





JUNIOR GOLF



Troon-managed golf courses host over 100,000 Junior rounds annually, including 25,000+ free of cost as part of the "Troon Junior Club."

7,500 9 first tee

Troon manages over 50 courses that serve as the "headquarters" for their local First Tee chapter, hosting more than 7,500 First Tee golfers annually.

3,500 PGA in league



50+ Troon-managed courses hosted a PGA Jr. League team last year with over 2,500 participants nationwide.

It's one thing to aggressively sell group golf events, it's another when outstanding service levels differentiate Arlington Ridge and generate market share growth and member and resident loyalty. Keen attention to detail centers on professional tournament services, including player pairing, customized rules and administration, personalized scorecards and cart signs, online and in-person registration, contest hole signage and set-up, professional scoring, merchandise giveaways and special bells and whistles.

IN-HOUSE EVENTS

Our blue-sky thinking includes adding fun programming and events to Arlington Ridge's golf and social rotation. Troon will continue to develop golf and non-golf social calendars that promote fun experiences for golfers and non-golfers alike. These examples are poised to add community excitement and incremental revenue:









COMMUNITY PROGRAMMING

Troon's plan for the community experience at Arlington Ridge will center on developing events and experiences that target the community's diverse populations while remaining sensitive to pricing. Members and residents who are both golfers and non-golfers will be paramount to success and will ultimately foster a welcoming, inviting environment for the community. Example events include:

- Drive In Movie Night on the Range
- Craft Beer Tasting at the Clubhouse
- "Light the Night" mini-golf
- Glow Ball Golf Events
- Ugly Sweater Night
- Easter & Mother's Day Brunch







COURSE MAINTENANCE



The National Golf Foundation's annual survey of golfers shows course conditions are the No. 1 reason one course is played over another. It's an expectation that, when not met, means courses experience considerable "one-and-done" patronage. And it confirms the fact that product perfection equates to favorable price-value relationship.

FOCAL POINTS

Despite setbacks this past winter and spring, progress has been made over the last six years to improve the overall playability, presentation, and health of the course, but there is still work to be done. The agronomic plan heading into the summer is built to expand upon the improvements made in the spring with a focus on these key areas:

- Turf density on greens to provide consistent putting surfaces achieved through fertility/chemical program and agronomic practices (mowing, aerifications, verticutting, topdressing)
- Weed control through targeted pre-emergent and post-emergent herbicide programs
- Increased fertility program on tees, fairways, and rough to increase turf density
- Project work to improve "bumpy" and cart path transition areas
- Completion of the bunker renovation to repair damage from hurricane damage in 2024

OUR MANDATE

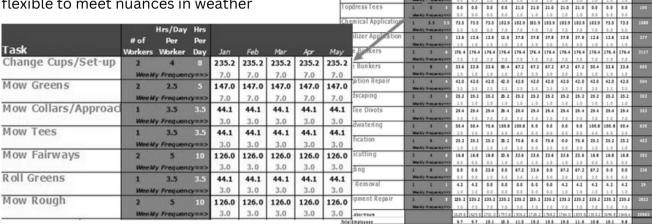
Troon's agronomy team is highly educated, skilled and determined to deliver outstanding playing experiences to each member and resident at Arlington Ridge. Our member and resident-centric approach is more than simply growing grass. Focus is also on healthy turf, eco-sustainability and keen attention to detail across the total acreage. This is in concert with a reasonable budget required to impress golfers time and time again and earn their positive word of mouth. Commitments to excellence from the golf course superintendent and others on the maintenance crew lead to efficiencies in staffing and a high-quality, enviable end-product.





STRATEGY & PLAN

For Arlington Ridge, a written agronomic plan will establish short-term and long-term goals, taking into account the maintenance and business needs of the course. They will align with course upkeep tactics along with a clear schedule (e.g., over-seeding, aeration, etc.) for quality assurance measures. The conditioning blueprint accounts for seasonality yet is flexible to meet nuances in weather



conditions, golfer traffic, potential capital expenditures and other variables. We will strictly adhere to an approved budget consistent with standards and metrics within the Arlington Ridge agronomic plans and will work with The District to make adjustments as needed based on weather and current agronomic conditions.

"Man-in-Motion" labor analysis aids our superintendents in creating efficient and effective budgets. Troon benchmarks each agronomic plan against similar facilities in our portfolio to identify areas of opportunity.

In addition to labor analysis, the Troon agronomic plan includes a chemical and fertilization schedule with integrated budget calculators based upon application frequency, product cost, and treated acreage.

TEAM

Troon is extremely selective inemploying highly qualified golf course superintendents. They must hold passion for satisfying guests and an unwavering pride in performance. They must also be leaders with command over "what great looks like and plays like" based on where Arlington Ridge is positioned in the market.



195.2 295.2

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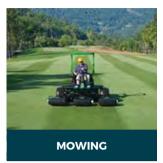
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147.0 147.0 147.0 147.0 147.0

CORE CULTURAL PRACTICES

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

















SUPPORT, ACCOUNTABILITY & OUTCOME

The superintendent at Arlington Ridge, in tandem with the on-site management team, benefits from the hands-on support of a Troon Regional Director of Agronomy. Over the past several months, both the Vice President of Agronomy and the Regional Director have been highly engaged - conducting more than a dozen site visits this year and maintaining daily communication with the team to ensure seamless execution of the agronomic plan in the absence of a superintendent. Periodic site visits yield a "Manager's Report" with course and property photos, as well as a detailed narrative of agronomic activities, conditions, action plans, resources, timelines, and metrics, which will be shared with The District. This high level of support promotes healthy turfgrass, exceptional playability, and an aesthetic "wow" factor, all while delivering member and resident satisfaction with strong "bang-forthe-buck efficiency." Hiring a dedicated on-site superintendent will be a top priority once Troon is selected.



"We utilize proven techniques, enabling us to create the most celebrated playing surfaces in the world. Golf course conditioning is an ongoing effort, focused on achieving an optimal visual appearance, while maintaining excellent turf health. We continue to refine our agronomic practices to ensure that our team produces a product that is fiscally responsible, operationally sustainable and appealing to golfers, all in a way that efficiently conforms to the financial framework of our clients."

DAVE NICHOLLSSVP, SCIENCE & AGRONOMY





STAFFING & ADMINISTRATION



Hospitality and recreation is a "people" business. Furthermore, members and residents' demands and service expectations are at all-time highs. As such, Troon has expended considerable resources recruiting, training and developing top talent. We call this "human capital."

TRAINING & DEVELOPMENT

There are many reasons – notably cultural and career development – Troon attracts and retains the best talent in the industry. The goal is to provide Arlington Ridge with the resources and training required to meet The District's goals and visions for the future. We accomplish this by educating and strengthening the associates and leadership base through interactive hands-on training along and additional electronic resources. Facilitating the ability to develop great people are our leading training programs:



Our online university features more than 50 comprehensive training modules for career development. The platform is integrated with our performance management system so that managers can assign training to match goals established during the annual review process.



Our mentorship program was established to identify and support "rising stars" within our organization. Selected mentees are paired with company executives for a six-month program to network, grow, and develop for their next steps with Troon.



Change is constant, which is why Troon supports the continued education of our employees through national and regional meetings. Our meetings allow employees to share best practices and hear from subject matter experts from the PGA, USGA, GCSAA, etc.

STAFFING AND ADMINISTRATION

EXPERIENCE TRAINING

Led by an "employee trainer," our series of teaching-learning modules illustrate how to carry out Troon's vision statement. Guidelines for acceptable and unacceptable behaviors are demonstrated and discussed, as is role playing, for daily execution of best service practices during each interaction – from parking cars to driving away.

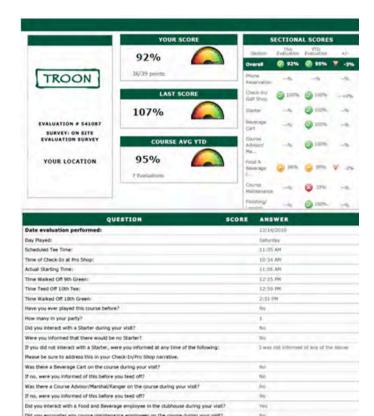
We promote empathizing with each member and resident's personal situation, anticipating and servicing their needs, and then introducing them to the next portions of their safe and fun journeys, creating positive, seamless experiences throughout.

Formal training sessions are augmented by regular reviews in department and all-staff meetings. Timely feedback on observed positive and negative interactions is provided – these are teaching moments, not indictments.

Due to the COVID-19 Pandemic, mystery shopping exercises were ended at Arlington Ridge. If The District wishes to implement mystery shops again, our support team will outline the benefits, cost, and impact to the facility that these will have. These exercises are anonymously conducted by professional, independent evaluators. Reports are used to further train, incentivize, and reward employees.

SERVICE RECOVERY

The occasional dissatisfied customer – whether expressed or largely unknown – needs to be converted into a loyalist. Staff will be taught to subscribe to our "LAST" techniques for appropriate service recovery responses.



LISTEN

- Don't interrupt
- Make eye contact
- Show Respect
- Calm and clarify

EN ACKNOWLEDGE

- Recognize problem
- Apologize
- Empathize

SOLVE

- 100% attention
- Immediate action
- Timely follow-up

THANK GUEST

- Appreciation
- Patience
- Positivity
- Helpfulness

Troon is committed to providing internal on-the-job training, mentoring, technical instruction, and professional development of people of all diverse backgrounds. Below are examples of our industry leading programs:

MENTORSHIP

Assessing associates' interests and understanding the areas of improvement they need to work on allows them to be paired with a mentor that is an expert within that space.

TECHNICAL TRAINING

Our Learning & Development Department provides guidance to each department on the effectiveness of technical training materials. Through this process, we ensure all materials are vetted through a diverse and inclusive lens and that all associates receive effective technical training throughout the company.

CLIFTON STRENGTHS

This program provides associates a way to describe what their strengths are naturally and/or the areas they might need help from others to accomplish desired outcomes. Once the assessment is completed, our Learning & Development Department provides coaching and resources to assist the associate in their professional development.

LEARNING LIBRARY

Our Learning Library, located within our Troon HUB, gives associates access to a wide range of e-learning technical and professional development content focused on core competencies most helpful for specific roles.

ON-THE-JOB TRAINING

Our Learning & Development Department provides access to resources and best practice tools for all General Managers and facility leaders. This allows leaders to disseminate important training material to their associates, which improves their skills and knowledge base.

LEADER PROGRAM

Our Leader Program is a 12-month program that gives associates hands-on exposure and experience in every department throughout the company. This gives the associates an in-depth understanding of how departments are interconnected; and prepares them to be a more efficient and effective leader within the company.

INTERNSHIP PROGRAM

Troon has established a diversity internship program, which allows college students from diverse backgrounds to have a management training internship. During the summer, internship students will interact daily with the General Manager, and other leaders, at the facility they are placed at to give them firsthand knowledge of how golf facility operations are managed.

SUMMITS & CONFERENCES

- National Sales & Marketing Summit
- National F&B Summit
- Global Troon Conference



Our organization has the most comprehensive risk management and insurance program in the golf business, including the industry's only dedicated in-house risk management team. Their role is to ensure that state-of-the-art risk management policies and practices are implemented at managed facilities in order to minimize risks and exposure to the operations. Our team works directly with resort portfolio operators, providing Troon and its clients with the highest level of expertise.

SAFETY & SECURITY

Troon oversees the construct, delivery, training and adherence to safety and sanitation plans, guidelines, rules and regulations.

We require employees to acknowledge reading of manuals, attend regular training sessions, participate in our safety videos and training platforms – identifying risks by department – and report accidents or safety violations to his / her supervisor.

Additionally, we procure insurance, risk management and business licenses, including claims filing, renewals and regulatory requirements.

EMERGENCIES

Troon's emergency management plan (EMP) addresses policies and methods of prevention, preparedness, response and recovery. At the EMP's core is identifying risks and outlining courses of action to mitigate damage of potential events that could endanger the safety of employees and members and residents, and Arlington Ridge's ability to function. The EMP includes procedures to safeguard property and facilities, as well as steps to assess an incident's severity and respond to eliminate it. An example of this is the hurricane preparedness plan, which has been implemented multiple times over the last five years.

FACILITY AUDITS

Audits include more than 200 individual items in nine categories: member and resident Experience training; administration; agronomy / maintenance; clubhouse; food and beverage; human resources; information technology; risk management, and operations.





CAPITAL IMPROVEMENTS



Troon has extensive experience with the administration and management of capital projects, including renovation, development and construction of golf courses and ancillary facilities. During the past three (3) years, Troon has managed nearly \$75+ million of Capital Improvements at our facilities. Considering the increasingly competitive nature of the golf market, the process of investing capital has become a critically important component to the ongoing success of golf course operations. Troon places significant emphasis on planning and executing capital projects to ensure the physical integrity and competitive positioning of its managed courses.

Indigo

Troon will work with The District to discuss our ideas, suggestions and recommendations aimed at improving the experience at Arlington Ridge. We have included our Five Year Capital Improvement Plan for Arlington Ridge in the "Attachments". Capital projects will be evaluated and prioritized based on safety concerns, the need to preserve and enhance the physical assets and the opportunity to improve revenue.







FOOD & BEVERAGE RFP RESPONSE



ARLINGTON RIDGE

DETAILED STAFFING PLAN



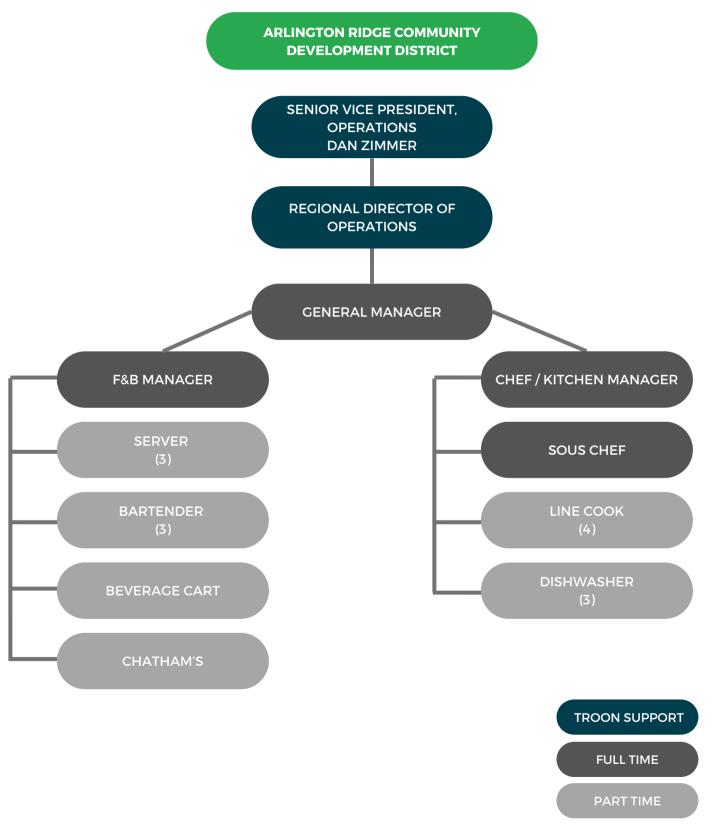
F&B

Position	Hourly/Salary		Rate	Full / Part Time
F&B Manager	Salary		\$50,000 - \$60,000	Full Time
Chef / Kitchen Manager	Salary		\$50,000 - \$60,000	Full Time
Sous Chef	Hourly	\$	23.00	Full Time
Server (3)	Hourly	\$	11,00	Part Time
Bartender (3)	Hourly	\$	11.00	Part Time
Beverage Cart	Hourly	\$	11.00	Part Time
Chatham's	Hourly	\$	15.00	Part Time
Line Cook (4)	Hourly	\$	20,00	Part Time
Dishwasher (3)	Hourly	\$	14.00	Part Time
*Staffing levels based on peak season. Will be in	ower during off speak times based on or	perati	ng hours and business lev	/ols

Staffing levels based on peak season. Will be lower during off speak times based on operating hours and business levels

*Sales Manager may also earn commissions and portion of compensation allocated to Golf

FOOD & BEVERAGE ORGANIZATIONAL CHART





FOOD & BEVERAGE

OVERVIEW

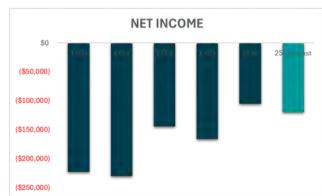
Troon keenly understands The District's directive of the restaurant being an amenity to the residents, while operating at breakeven or being profitable. With this being the focus, over the last year Troon has implemented significant changes to the F&B Operation. This included a revised staffing model to streamline the operation and improve service, new menus with a focus on maintaining cost of goods sold (COGS), enhanced communication with residents to gain feedback, and restructuring events with a focus on profitability.

Results from these changes have been positively received by the community and year-over-year financial performance has improved. Troon will continue to look for ways to enhance the F&B operation and meet the needs of the residents. The Dining Program at Arlington Ridge should experience a constant evolution. Details, Relational Service, and Continuous Improvement are the hallmarks of Troon, and constant evolution will ensure ongoing guest engagement and satisfaction. It's important to understand what members and residents want from their dining operation and blend those expectations with the financial expectations set forth by the District.

HISTORICAL PERFORMANCE

<u>Increased Operating and Financial Performance</u> - Troon's impact has been evident in both Golf Operations and Food & Beverage Operations. We have conducted a separate financial and operational analysis for Food & Beverage from the rest of Arlington Ridge's operations. Since Troon's first full year of operations in FY20, Arlington Ridge's Food & Beverage offerings have seen an increase in total revenues and consistent APR growth, leading to improvements in Net Income year over year.





EVENTS

As The District looks at the multiple food and beverage outlets with profitability in mind, increasing resident, member, and outside events will be crucial to the impact of the bottom line. These events not only serve as profit centers, but also foster community engagement and loyalty through showcasing the capabilities of Arlington Ridge's diverse event offerings. Arlington Ridge has adequate space to host a variety of events to include:

- Weddings
- Theme Nights and Special Events
- Holiday Parties
- Corporate Meetings and Conferences
- Golf Outings and Tournaments
- Birthday Parties
- Awards Ceremonies
- Bridal and Baby Showers
- Live Music
- Family Fun Days
- Community Events



Additionally, successful events can help spread word-of-mouth marketing and referrals that will attract future bookings and a loyal customer base. By emphasizing the importance of resident, member, and outside events, Arlington Ridge can strategically position themselves as the go-to location for local events and in turn driving sustained growth and profitability. The General Manager and Food & Beverage Manager will lead sales with a focus on driving banquet sales and developing relationships in the community to enhance the food & beverage and banquet offerings at Arlington Ridge. They will work closely with the F&B and Golf staff to plan organize and deliver a very high-level guest experience. It will also be critical to work closely with resident groups and Board appointed liaisons (if assigned) to increase and improve resident events.

MEMBER AND RESIDENT FEEDBACK

Our collective goals cannot be achieved without the satisfaction and support from the members and residents at Arlington Ridge. As hospitality experts, our focus revolves around the customer and how we can best implement our strategically developed plans into a tangible product. We recognize the importance of member and resident feedback and will ensure that we will develop surveys to determine what members and residents like, dislike, and where we can improve at. It is important to be adaptable to the collective needs and wants of all members and residents and firmly believe that transparent and detailed surveys will positively impact all food & beverage offerings and in turn, contribute to the bottom line goals of the operation.





FOOD & BEVERAGE OPERATIONS



Arlington Ridge will remain dedicated to delivering an exceptional dining experience that exceeds the expectations of the residents and members. We are committed to enhancing the member and resident experience and will continue to implement strategic initiatives each year to ensure short term success and long term sustainability. With the combination of Troon's oversight, vision of The District, and hard work of the on-site staff, we will continue to take steps forward to reach our collective goals of profitability for the Arlington Ridge dining options.

Defining the dining concept is crucial, and the following steps will be taken:

- Feedback from the membership/guests will be obtained through:
 - Surveys
 - Focus groups
 - One on one discussions
 - Comment Cards
- Historical research based on item sales history
- Menu research, creation and development, using the feedback gathered
- Menu core cards to ensure proper pricing and feasibility of menu items
- Focus groups for menu item sampling
- Server training to match the concept

PRODUCT & SERVICE OFFERINGS

Consistent monitoring will ensure the experience is of high quality. Exceeding the needs of the members and residents will remain the litmus test for success in the following areas:



ATMOSPHERE

Fun, casual, and enjoyable. The atmosphere must be high service, quality food, and comfortable for members and residents.



MENU

Consistent and relevant price points accompanied by fresh offerings.



SERVICE

Daily training methods designed to reinforce the concept, atmosphere and menu.

Troon's internal marketing efforts will focus on branding the various outlets with consistent and timely posters, flyers and other vehicles to communicate with the members and residents. This marketing will also drive the awareness of both traditional resident events and new happenings designed to connect the member and resident base.

Troon will constantly monitor the quality and value of the dining operation by surveying members and residents for regular feedback on enhancement of service levels, F&B quality, and menu options. Troon will evaluate the Food and Beverage ("F&B") operation to identify strengths, weaknesses, opportunities, and threats - developing a solid foundation. The Troon team will standardize controls, processes, and provide guidance to staff.

OPERATIONS - "FRONT OF THE HOUSE"

Troon has developed and implemented processes and procedures to build and maintain profitable a la carte and banquet/event businesses in the club setting. Specific components of such successful programs and procedures include:

- Banquet Marketing and Sales Plan
- F&B Operation Policies and Procedures
- Banquets and Events Policies and Procedures
- Member and Resident Services Guidelines

Troon will evaluate each Food and Beverage ("F&B") outlet to identify weaknesses and opportunities, developing a solid foundation. The Troon team will standardize controls, processes, and provide guidance to staff. During this initial phase, Troon will achieve the following objectives:

- Finalize working budget for each F&B Department
- Apply systems to accurately identify COGS in Food & Beverage
- Refine consistency of product and service through extensive training sessions
- Initiate programs to increase member and resident participation and engagement of F&B offerings at Arlington Ridge.

Troon will carefully monitor and achieve the following business objectives:

- Grow the annual number of covers, revenues, and margins each year
- Develop a reputation for value, consistency and quality both internally and externally
- Develop and maintain an experienced and loyal staff
- Achieve member loyalty through consistent and relational service
- Identify a proper Wage Scale
- Employee Recruitment (utilize Troon's non-conventional sources to expand reach for qualified service-oriented employees)







OPERATIONS - "HEART OF THE HOUSE"

Menu rotation, menu costing, cooking methods, time management, and organization will be addressed, with a plan implemented to maximize efficiency and minimize costs. Thoughtful menus and specials will be collaboratively designed, focusing always on the member experience. Specific objectives during this time include:

- Sanitation Classes and Exams
- Kitchen Procedures Manual Implementation
- · Cooking and Presentation Training
- Scheduling and Coverage Policies Identified
- Food COGS and Ordering procedures Review

OPERATIONS - "OTHER"

Troon will train the on-site F&B Managers to:

- Process paperwork
- Handle service recovery
- Create schedules
- Take and record F&B inventories
- Handle coaching and discipline of their staffs
- Organize their cadence with regards to communication, BEO meetings, and interaction with the club's other departments

SPECIAL EVENTS MARKETING

This is an area of opportunity and we believe event revenue can increase, both through residents and non-residents. Recent focus has been on streamlining the food and beverage operation to create consistency and improve bottom line performance. We believe a focus on special event sales is important, with a focus on increasing the event book of business heading into the fall and winter season. The Troon Regional Director of Sales & Marketing (RDSM) will work with the onsite team to implement a professional marketing program with a proven system of sales management, including prospecting, sales closing, and sales fulfillment, to increase banquets golf outings, meetings, functions, and other events. It will also be critical to work closely with resident groups and Board appointed liaisons (if assigned) to increase and improv resident events.

CURRENT MENUS

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FRENCH FRIES	\$5.00
COLESLAW	\$3.00
Onion Rings	\$6.00
Mocco Faurt	\$4.00
VEGETABLES P	\$4.50
SWEET POTATO FRIES	\$4.50
BAKED POTATO	\$4.00
A CONTRACT CARRY	Hims II
TUBGAN WEDGES	\$4.50
HOME-MADE CHIPS	\$4.00
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FEE STRUCTURE MANAGEMENT SERVICES

Troon's responsibilities consist of managing Golf and Food & Beverage operations at Arlington Ridge, including the operation and promotion of the clubhouse activities, golf shop, food and beverage, course maintenance, sales and marketing, accounting, human resources, and more. Specific details include the following:

- Club and Golf Operations Troon will continually monitor and evaluate the service experience at Arlington Ridge to ensure the most successful standards and best practices are applied.
- **Agronomy** The corporate agronomy team provides a source of experienced professionals who understand the complexities of golf course and landscape conditioning. Our team will deliver unbiased information to The District and assist superintendents in overcoming obstacles while at the same time holding them accountable to the goals of Arlington Ridge.
- **Food and Beverage** Troon's food and beverage team will work to ensure Arlington Ridge's offerings align with The District's service and fiscal goals. This is achieved through assessing the staff, kitchen flow, member and resident experience, menu analysis, ingredient sourcing, equipment, cost controls, and more.
- Sales and Marketing The corporate sales and marketing team works with on-site leaders to devise programs and marketing materials that are effective, efficient, and align with Arlington Ridge's goals. This includes a complete analysis of current sales programs, dynamic pricing strategies, online tools, collateral materials, competitors, and more. This review culminates in developing a custom sales and marketing plan focused on driving revenues for Arlington Ridge.
- Staff and Human Resources Troon will manage all staff members on behalf of The District. Our turnkey management solution will focus on staff recruiting, training, development, motivation, and career development. We believe that Arlington Ridge's success starts with a positive team.
- **Payroll and Benefits** Troon is responsible for processing payroll and employee benefits administration.
- Risk Management and Legal Using all reasonable efforts, Troon's legal and risk management teams are responsible for Arlington Ridge compliance regarding legal and insurance requirements. Troon will also evaluate the current insurance costs of Arlington Ridge and explore whether a migration to Troon's insurance platform would benefit The District.



INITIAL TERM AND RENEWAL

Troon is proposing either a Three (3) Full Fiscal Year Term or a Five (5) Full Fiscal Year Term, beginning October 1, 2025. After the Initial Term, the Agreement shall be automatically renewed for one (1) three (3) year period unless either party delivers written notice to the other that the agreement shall not be renewed no less than One Hundred Twenty days (120) prior to end of Current Term.

MANAGEMENT AND INCENTIVE FEES

BASE MANAGEMENT FEE (BMF)

A base management fee equal to Eight Thousand Nine Hundred Fifty Dollars (\$8,950) per month, split between Golf and Food & Beverage as outlined below, increasing by 3% or CPI annually, whichever is greater, and prorated for any partial months.

- Golf Five Thousand Seven Hundred Fifty Dollars (\$5,750)
- Food & Beverage Three Thousand Two Hundred Dollars (\$3,200)
- If only selected for Golf Operations, Troon will earn a management fee equal to Seven Thousand Five Hundred Dollars per month (\$7,500)

INCENTIVE MANAGEMENT FEES

Golf Operations

Net Operating Income (NOI) Target of One Hundred Thousand Dollars (\$100,000)

• Incentive – Troon shall earn an Annual Golf Incentive Fee ("AGIF") equal to 25% of Golf NOI over \$100,000, up to a maximum of \$20,000 per annum. If Golf NOI is less than \$100,000, the AGIF shall be \$0.

Food & Beverage

• Incentive – Troon shall earn an Annual F&B Incentive Fee ("AFBIF") of 25% of F&B NOI over \$1.00, up to a maximum of \$20,000 per annum. If F&B NOI is less than \$1.00, the AFBIF shall be \$0.

FINANCIAL INVESTMENT / KEY MONEY

Upon full execution of a new Golf and Food & Beverage Management Agreement (preferably one agreement) to commence on October 1, 2025, Troon will provide a direct financial contribution to support facility enhancements as "Key Money" within 45 days of executing a new agreement. These funds may be applied toward improvements to either the golf course or restaurant operations, as determined by the District.

- Three (3) Year Term Troon will contribute \$25,000
- Five (5) Year Term Troon will contribute \$50,000

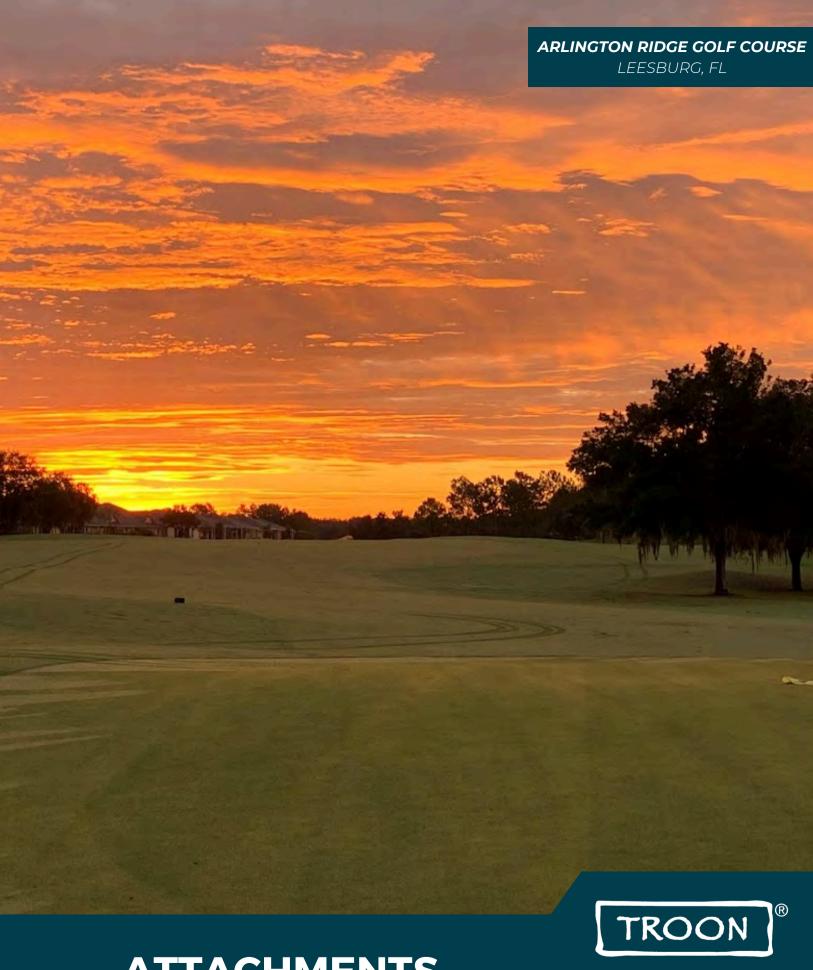
If the Agreement is cancelled before the end of the term above, an equally prorated amount will be paid back to Troon at Termination for any unamortized months.

ENHANCED OPERATIONAL SUPPORT

In addition to current support, Troon will designate a Regional Director of Operations to provide dedicated oversight and support to the Arlington Ridge onsite management team. This includes:

- Regular site visits to oversee and support the execution of the agronomic recovery plan, golf operations, and food & beverage operations.
- Ongoing strategic guidance to help position the facility for long-term operational and financial success.

Finalizing this renewal will also provide the necessary stability to attract and retain high-caliber candidates for the roles of Golf Course Superintendent and Golf Professional — two critical positions essential to elevating the quality of service and overall experience at Arlington Ridge.



ATTACHMENTS

ATTACHMENTS ATTACHMENTS

- 2025 Marketing Plan
- Five Year Capital Plan
- Letters of Recommendation

2025 MARKETING PLAN





2025 Marketing Report & Plan



Table of Contents

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

I. Introduction

Thank you for allowing us to present this report and plan to you. While this year brought new challenges, we are pleased with the strides we have made regarding communication and how we provide it to you.

As you will see throughout this presentation, the community continues to take to the different technologies. We have found great success with our Course App, Website, Waddle (our proprietary event management software), and Social Media.

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









II. Communication

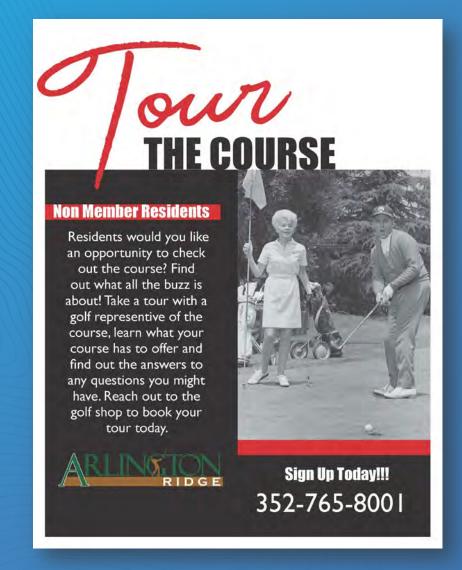


Communication

Approach

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

- Weekly updates on Website
- Arlington Ridge App
- Social Media
- Waddle Event Management
- Daily Fee Golf
- Professional Design
- Community Communication Channels





Communication

APP Performance (May 1, 2023, through April 27, 2024)

60.0%
OPT-IN RATE

1,037
ACTIVE OPT-INS

1,738
ACTIVE DOWNLOADS (LATEST)



26.0%
PERCENT ANDROID
456
ACTIVE ANDROID DOWNLOADS (LATEST)

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

As you can see by the list of most page views over the past 12 months, our App has provided the most total website sessions over the past year with a 1/3 of the users that come from Google.

We will focus on ways to show more value with APP to increase users to improve participation.

	Session manual source + +	Users	→ Sessions
		21,100 100% of total	56,777 199% of total
1	gallus_argc	4,363	27,424
2	google	11,869	19,614
3	bing	915	2,137
4	SilverPopMailing	474	1,383
5	(not set)	636	1,256
6	m.facebook.com	981	1,241
7	arlingtonridgegolfclub.com	325	838
В	yahoo	397	752
9	Lfacebook.com	201	748
10	lm.facebook.com	256	420



Communication

Event Marketing



Event Type	# Events	AVG per Week*	Total Attended	Revenue
Golf Only	209	4	4,306	\$5,077
Golf & F&B	61	1	1,720	\$87,178
F&B Only	109	2	1,490	\$39,401
Trivia Night	52	1	5,156	\$10,439
Totals	431	10	12,672	\$142,096

* Average Events per Week are rounded to the nearest whole number. In addition, please note that during season we host more events per week than in the off-season.

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

As you can see by the chart on the left, we break the events into 4 main categories and host numerous events per week.

In 2024/2025, we will continue to provide easy registration for a variety of events with goal to provide something for everyone.



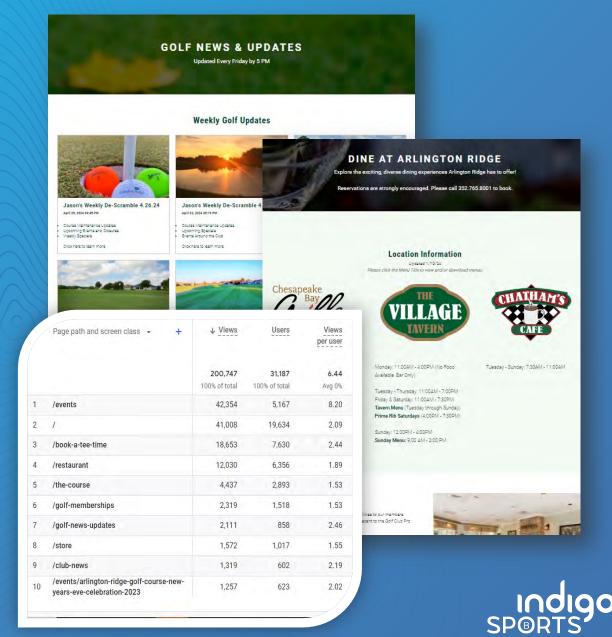


Website Updates

Need to Know

We have worked diligently in the past year on the Website to ensure it is the communication hub for all happenings at Arlington Ridge.

- 1. We have added a few sections, most notably Jason's Weekly Updates that have been very well received. The Updates are emailed on Fridays by 5PM.
 - In the coming year, we would like to add to these updates by adding new features and articles.
- 2. An updated dining page that is branded separately with more up to the date information.
 - We will continue to expand on the information available on these pages.
- 3. The Event Pages continue to be the biggest draw. We have made it perfectly clear on every page on how to find the information and it is paying off as it is our number 1 visited page. (The second that is not named is the home page see chart on right)







III. Yield & Pricing



Yield & Pricing

Proposed Golf Fees

Arlington Ridge Golf Club Green & Cart Fee Schedule 10/1/24 through 09/30/25

	Octo	ober 1 throu	ıgh Decem	ber 20	December 21 through April 15				April 15 through May 31				June 1 through September 30			
	18-Hole 9-Hole			9-Hole	18-Hole 9-			9-Hole 18-Hole			lole 9-Hole		18-Hole			9-Hole
Category	Low	Target	High	Target	Low	Target	High	Target	Low	Target	High	Target	Low	/Target /	High	Target
														/////	////	////
Public AM	\$38	\$47	\$49		\$45	\$55	\$60		\$40	\$49	\$55		\$33	\$42	\$47 /	\$25
Public Mid-Day	\$35	\$42	\$45		\$40	\$49	\$51		\$35	\$42	\$48		\$30	\$38 //	\$43	\$20/
Public Twilight	\$28	\$32	\$39		\$30	\$36	\$40		\$28	\$32	\$38		\$23	\$26	\$35	\$20
															TTT	
Online AM	\$36	\$43	\$47		\$43	\$53	\$58		\$38	\$47	\$53		\$31	\$40	\$45	\$23
Online Mid-Day	\$33	\$40	\$43		\$38	\$47	\$49		\$33	\$40	\$46		\$28	\$36	\$41	\$19
Online PM	\$26	\$29	\$37		\$28	\$34	\$38		\$26	\$29	\$36		\$21	\$24	\$33	\$17
															\ \ \	
Resident AM	\$33	\$41	\$44	\$30	\$42	\$46	\$50		\$36	\$41	\$48	\$30	\$27	\$36	\$42	\$21
Resident Mid-Day	\$25	\$31	\$38	\$20	\$37	\$41	\$45	\$28	\$28	\$34	\$41	\$25	\$23	\$30	\$36	\$17
Resident Twilight	\$20	\$26	\$28	\$15	\$27	\$31	\$36	\$22	\$23	\$26	\$33	\$18	\$16	\$19	\$28	\$15
											111			\\\		
Outing	\$33	\$45	\$44		\$42	\$47	\$50		\$36	\$42	\$48		\$27	\$37	\$42	/ / '
League - 18-Hole	\$25	\$42	\$38		\$37	\$42	\$45		\$28	\$35	\$41		\$23	\$30	\$36	
League - 9-Hole	\$20	\$31	\$28		\$27	\$32	\$36		\$23	\$26	\$33		\$16	\$19	\$28	
										\ \						
Range Ball Fees	\$5	\$10	\$20		\$5	\$10	\$20		\$5	\$10	\$20		\$5	\$10	\$20	
Rental Club Fees	\$23	\$33	\$43		\$23	\$33	\$43		\$23	\$33	\$43		\$23	\$33	\$43	
No Show Fees	\$0	\$10	\$20	\$10	\$0	\$10	\$20	\$10	\$0	\$10	\$20	\$10	\$0	\$10	\$20	\$10

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



Yield & Pricing

Finding Daily Fee Golfers

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

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

Daily Sun Ads











IV. Loyalty



A Troon Company

Loyalty

Programs of Focus

We had a very successful Membership Year. We will continue to work to grow this segment through the fall, and into December, by using a multi-channel approach. We will focus on regular public players in our database and use the tools below to find other interested golfers in the area.

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

Member Type	Member Level	FY2024 Discount before 11/1/23	FY2025 Discount before 11/1/24	FY2024 Regular Rate After 11/1/24
Residents – Golf	Individual	\$3,459	\$3,563	\$3,670
Residents – Goli	Couple	\$5,900	\$6,077	\$6,259
Non Decidente Colf	Individual	\$4,459	\$4,593	\$4,731
Non-Residents - Golf	Couple	\$6,900	\$7,107	\$7,320
Social Membership	Golf*	\$449		\$500
	Dining**			\$500

- 3% discount if you pay with cash or check when paid in full by 11/1/2024.
- Rates do not include sales tax
- * Perks for Golf Social Members include but are not limited to: 10% discount on food, 10% discount in golf shop, discounted practice balls, 2 discounted green fees.
- ** Perks for Restaurant Social Members include but are not limited to: 10% discount on food, 10% discount in golf shop, (1) \$20 monthly voucher valid at CBG, Chatham's and restaurant only sponsored events, VIP member events and member charging privileges.



Loyalty

Member & Resident Programming

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

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

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















Loyalty

Member & Resident Programming

October 2024 through December 2024

October - "Oktoberfest" Event

October - "Pink Challenge" fundraising golf outing

October - Fall themed wine dinner

October - Halloween Night Golf

November - Turkey Shoot Golf Event

November - Arlington Ridge Member-Guest Tournament

November - Thanksgiving Dinner Buffet

December - Tree Lighting &Cart Parade

December - Uncle Eddies Ugly Sweater Golf Outing

December - Holiday Gala

December - New Year's Eve celebration

January 2025 through February 2025

January - Hair of the Dog Golf Outing

January - Community Street Challenge

January - Club Championship

February - Valentines Dinner

February - Mixed Couples Championship

March 2025 through April 2025

March - St Patrick's Day

March - Spring Night Golf Event

March - Member-Member Tournament

April - Par 3 Challenge

April - Easter Sunday Brunch

May 2025 through September 2025

May - Kentucky Derby Watch Party

May - Mother's Day Brunch
June - Women's Golf Day

July - Red, White & Blue Outing

August - Beat the Pro Golf Event

September - Labor Day Skins Game

*All Dates are subject to change







V. Social Media



Overall Performance

Social Media – Arlington Ridge Golf Club

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

FACEBOOK FANS

898

FACEBOOK PAGE REACH

48,900

FACEBOOK PAGE VISITS

6,500

FACEBOOK PAGE NEW LIKES

160

INSTAGRAM FOLLOWERS

191

INSTAGRAM REACH

302

INSTAGRAM PROFILE VISITS

4,131

NEW INSTAGRAM FOLLOWERS

30







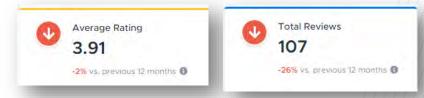
VI. Reputation



A Troon Company

On-Line Reputation

Review Trackers







Keywords



A quick review of our overall ratings, and the is pause for concern as our overall rating went down 2% from prior year. However, understanding the trends helps us drill down and find the issue. In addition, when you have a small number of reviews overall, just a couple of lower rated reviews and your average will naturally come down.









VII. Sales



Sales

Banquets

A designated Salesperson is our priority in 2024/2025

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

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

With the new sales position we will continue to advertising and push people to the golf course and restaurant and start advertising for parties, weddings, etc. We will also get more involved with the community with the Chamber of Commerce, local churches, etc. We are going to work on many different events and want to utilize Fairfax Hall as much as possible. With most of our events have been through verbal communication, in house flyers, and social media. We will expand more in this area this upcoming year with more collateral to pass out and being much more involved in the local community.









Thank You



5-YEAR CAPITAL PLAN

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

Funding Source	Item Description	<u>Club Benefit</u>	<u>Priority</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	FY30	<u>Total</u>
Golf Course Fund	Cart Path Improvments	Extend cart paths on holes #14 tee box & #18 green side with concrete. Repair and/or extend other areas as necessary.	Need / Safety	\$ 15,000	\$ 10,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 60,000
Golf Course Fund	Tree Removal & Sod Work	Annual tree removal and sod to repair worn areas of the course	Need / Safety	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 62,500
Golf Course Fund	Course Amenites	Additional trash cans and water stations along with refreshed signage	Revenue Enhancement	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ 8,500
Golf Course Fund	Course Restrooms Upgrade	Replace toilets, sinks and lighting fixtures. Paint.	Need / Replacement	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500
Golf Course Fund	Range Ball Washer / Range Picker Un	Routine replacement of ball washer / replace range ball picking unit	Need / Replacement	\$ 9,500	\$ -	\$ -	\$ -	\$ -	\$ 9,500
Golf Course Fund	Irrigation Pump Station	Replace the (2) 75 hp pumps, (1) jockey pump, VFD panel, and accessories. Further inspection of manifold and wet well will need to be completed.	Replacement	\$ -	\$ -	\$ 225,000	\$ -	\$ -	\$ 225,000
Golf Course Fund	Greens Renovation	Renovate existing green complexes to expand back to original size and regrass to eliminate mutation. Final scope to be determine based on soil testing.	Want	\$ -	\$ -	\$ -	\$500,000 to 750,000	\$ -	\$500,000 to 750,000
Insurance Proceeds	Bunkers Renovation	Phased approach to renovating bunkers. Start with those that don't drain well or playability has been comprimised.	Replacement	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ 160,000
Golf Course Fund	IT Equipment Replacement	Routine computer & IT equipment replacement	Need / Replacement	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Golf Course Fund	Practice Area Enhancement	Level & regrass range tee, improve target, installation of benches, water station, cover training area including the use of latest technology	Revenue Enhancement	\$ -	\$ -	TBD	\$ -	\$ -	TBD
TBD	Walk-in Cooler / Freezer	Repair and reseal rusted wall to floor areas	Need / Replacement	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
TBD	Beverage Coolers	Replace aging beverage coolers in bar area as well as beer storage coolers in Fairfax Hall	Need / Replacement	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 10,000
TBD	Bar Walk-in Cooler	Install small walk-in cooler that will hold kegs and back up cases of beer	Want/Enhancement	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
TBD	Kitchen Equipment	Routine replacement of kitchen equipment - sandwich coolers, deep fryers, reach in coolers/freezers, etc.	Need / Replacement	\$ -	\$ 15,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 50,000
TBD	Security Cameras	Update exsisting camera system	Need / Safety	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ 3,500
TBD	Tavern, Entry Way & Restrooms	Paint walls and replace light fixture to match what has already been done in other areas of the restaurant	Revenue Enhancement	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
TBD	Patio Furniture Replacement	Replace existing patio furniture.	Need / Replacement	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
TBD	Dining Room Tables	Replace heavy old tables with lighter safer tables	Need / Replacement	\$ -	\$ -	TBD	\$ -	\$ -	TBD
TBD	Update Kitchen	Review kitchen layout and flow. Additional equipment needed to adequately handle large events. Potential addition of natural gas.	Revenue Enhancement	\$ -	\$ -	\$ -	TBD	\$ -	TBD
TBD	Entrance Monument	Redesign monument to include golf course & restaurant	Revenue Enhancement	\$ -	TBD	\$ -	\$ -	\$ -	TBD



Arlington Ridge Community Development District 4463 Arlington Ridge Boulevard Leesburg, FL 34748

To Whom it May Concern:

I hope this letter finds you well. I wanted to take a moment to express my support for Troon's continued management of Arlington Ridge Golf Club. Having had the privilege of closely collaborating with Troon since 2017, I appreciate the contributions they have made to our operations and to the success of the goals that were set for them at the beginning of our relationship.

Additionally, I must highlight the invaluable support we have received from Troon's corporate teams. From strategic planning to operational guidance, Troon's corporate resources have been instrumental in the success of Eaglebrooke. Their proactive approach to addressing challenges and identifying opportunities for improvement has played a pivotal role in our ability to adapt and thrive.

Troon's dedication to excellence and their unparalleled expertise and personalized support makes them the ideal partner for ensuring the continued success of Arlington Ridge.

Thank you for considering this recommendation. Should you require any further information or assistance, please do not hesitate to contact me.

Sincerely,

Paul Weaver, Chairman pweaver@eaglebrooke.net

863.604.1721



Arlington Ridge Community Development District 4463 Arlington Ridge Boulevard Leesburg, FL 34748

To Whom it May Concern:

I understand you are preparing to go out with an RFP for the management of your golf course which is currently performed by Troon. I would highly recommend that you select Troon as your first choice to continue the excellent service I am sure you are receiving from them at this time. I say this without reservation based on the four years that we have been working with their management team. This includes Corporate Hdqs, District Management, Golf Club Management, and staff. Their team approach to planning, problem solving, golf course management, and customer service virtually ensures success.

We are a private Club supported by the residents through membership. No assessment dollars go to support golfing operations. We operate two eighteen hole golf courses and a small food and beverage service. We manage this on a very small budget. Troon came in and was faced with many challenges, not the least which was a club that was losing money and membership each year. That coupled with less than desirable conditions created a myriad of hurdles to overcome. They were certainly up to the task and not only met but exceeded our expectations the very first year. Membership has grown each year based on keeping prices down, improving course conditions, and focusing on the customer.

We recently held our annual Member Guest Tournament and the comments we received from the guests was truly heartwarming. They could not say enough about the conditions of the course, the staff, and food and beverage service. To the golfer they said that this was the best tournament they have played at Lake Ashton. These comments echo those we have heard from other tournament participants. I makes a member feel good about their club when they hear comments like that because they are proud to be a member here at Lake Ashton.

Troon's dedicated support team has worked successfully to improve customer service, generate revenue, improve course conditions. All in all, I would say that one of the best decisions we made after purchasing the golf course was to engage Troon to operate our facility. The Troon team is accessible and reliable and has provided outstanding communication and feedback. It has been very easy to work side by side with Troon to create a great golfing atmosphere at Lake Ashton. The hard work of this team combined with high integrity and ownership in what they are doing has created a great partnership in



serving the local community. It is my hope that our relationship extends well past the initial five year period.

Thank you for the consideration. Troon has my highest recommendation. Please do not hesitate to reach out should you care to discuss our experience with Troon in more detail. You can not go wrong if you select Troon to continue serving your community.

bzelazny@lakeashton2cdd.com

561.512.7102

