

**City Council Workshop
City Council Chambers
Sebring Municipal Golf Course Property Lease RFP Presentations
Tuesday, February 3, 2026
12:00 p.m.**

Purpose:

- **To allow proposers responding to the Request for Proposals (RFP) for the lease of the Sebring Municipal Golf Course property to present their concepts, qualifications, and proposed terms.**
- **To provide City Council with an opportunity to ask clarifying questions.**
- *No formal action will be taken at this workshop.*

- I. Call to order.....Stewart
- II. Roll call.....Haley
- III. Introductory Remarks.....Stewart
 - a. Notice of workshop
 - b. Public Participation Policy
 - c. RFP Submittals
 - 1. H & L Golf Group
 - 2. Harder Hall Historical Hotel, LLC/ Blackmon Family
 - 3. SportsMed Properties
- IV. Presentations.....Stewart
 - Name Draw for Presentation Order
 - a. Each of the three proposers will be randomly selected at the beginning of the meeting to determine the presentation order.
 - b. The drawn order will be announced and recorded.
 - c. Each proposer will be given 30 minutes to present and then City Council will have another 30-minute period to ask questions and give remarks.
- V. Mayor & Council discussion/remarks
- VI. Public Comment
- VII. Follow up by presenters, if necessary
- VIII. Adjourn

JOHN C. SHOOP, MAYOR

COUNCIL:

JOSH STEWART, PRESIDENT
HARRISON HAVERY, PRO-TEMPORE
ROLAND BISHOP
LENARD CARLISLE
REBEKAH KOGELSCHATZ

THE CITY OF
SEBRING

368 SO. COMMERCE AVE.
SEBRING, FL 33870
(863) 471-5100
(863) 471-5142 (FAX)

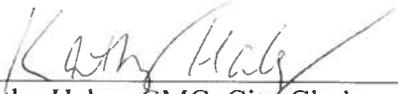
KATHY HALEY, CMC
CITY CLERK/TREASURER

SCOTT NOETHLICH
CITY ADMINISTRATOR

NOTICE OF WORKSHOP

Please be advised that the Mayor and the Sebring City Council will hold a workshop on February 3, 2026 starting at 12:00 p.m. The purpose of the workshop will be for the presentation of the three RFP's that were submitted for the Sebring golf course property. The meeting will be held at the City Hall Council Chambers at the address above. Please be advised that this is a workshop and no official action will be taken.

Any person who might wish to appeal any decision made by the Sebring City Council is hereby advised that he will need a record of the proceedings and for such purpose may need to ensure that a verbatim record of the proceedings is made which will include the testimony and evidence upon which such appeal is to be made. The Sebring City Council does not discriminate upon the basis of any individual's disability status. Anyone requiring reasonable accommodations as provided for the American with Disabilities Act should contact Mrs. Kathy Haley, City Clerk at (863) 471-5100.


Kathy Haley, CMC, City Clerk

Distribution: Mayor
City Council
City Attorney
City Department Heads/Supts.
Highlands News Sun, Mark Valero
Post at City Hall

RESOLUTION NO. 2025-07

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SEBRING, FLORIDA, ESTABLISHING ITS PUBLIC PARTICIPATION POLICY FOR CITY WORKSHOPS AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, there is a significant governmental interest in conducting orderly, efficient meetings of public bodies; and

WHEREAS, City Council desires to conduct orderly, efficient meetings and workshops; and

WHEREAS, meetings of public bodies are considered limited public forums under Florida law; and

WHEREAS, City Council meetings and workshops are not open for endless public commentary but a limited platform to discuss the business of the City; and

WHEREAS, regulations such as this Public Participation Policy have been held to be reasonable in light of the significant governmental interest in running efficient public meetings; and

WHEREAS, the City Council holds public workshops where members of the public can discuss items of public importance with City Council; and

WHEREAS, this Public Participation Policy is adopted to facilitate the orderly completion of City Council workshops.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEBRING, FLORIDA THAT:

1. The above findings of fact are hereby incorporated into this Resolution.
2. This Public Participation Policy for workshops is hereby adopted.
3. Personal, impertinent, abusive or slanderous remarks are not permitted.
4. The Council President may interrupt, warn, or terminate a participant's presentation if the presentation becomes too lengthy, repetitive, personally directed, abusive, obscene, or irrelevant to City business. The Council President may request any individual that does not observe reasonable decorum to leave the City Council workshop.
5. Persons desiring to address the Council at a workshop are called forward to the podium and asked to advise whether they are City residents or non-City residents. Presenters of a topic are permitted up to 10 minutes at the beginning of the workshop to give a presentation and 10 minutes at the end conclusion of public comment to address matters raised during the workshop.

6. Members of the public are allowed 5 minutes each to provide comment and pose questions. A representative of a group on a proposition may address City Council, rather than all members of the group.

7. All questions directed to members of the Council must be addressed through the Council President.

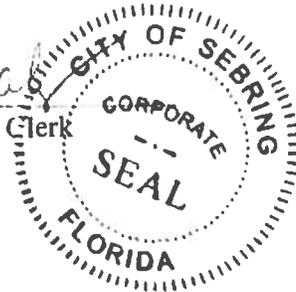
8. Persons are advised that if they decide to appeal any decision made at the meeting or hearing, they may need a record of the proceedings. If so, the individual should make provision for a transcript to be made at the meeting. (Florida Statutes, Section 286.0105).

PASSED AND ADOPTED by a majority of the Sebring City Council on the 6th day of May, 2025.

Attest:

Kathy Haley
Kathy Haley, City Clerk

(City Seal)



John C. Shoop
John C. Shoop, Mayor
City of Sebring

**Lease of Sebring Municipal Golf Course Property
RFP #26-001**

Prepared especially for

**City of Sebring - Purchasing Department
Attn: Jamee Cook
368 South Commerce Ave
Sebring, FL 33870
Due Date: January 20, 2026**

COPY



Respectfully Submitted by

**H&L Golf Group Inc.
11112 Esteban Drive
Fort Myers, FL 33912
732.684.5557**



CONFIDENTIAL AND PROPRIETARY

This proposal is intended for the use of the individual or entity to which it is addressed and may contain information that is privileged and confidential. It is not intended to be relied upon by any person or persons other than the individual or entity named and no warranties or representations are made or intended to persons or entities not named. Further, we understand that the content of this proposal may become public information.

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This proposal is offered for consideration by H&L Golf Group Inc. It has been prepared and certified by Harry Leonard, CEO.

Certified on this 12th day of January, 2026 by:

HARRY LEONARD
Print


Signature

OWNER
Title

January 12, 2026

City of Sebring - Purchasing Department
Attn: Jamee Cook
368 South Commerce Ave
Sebring, FL 33870

To Whom This May Concern:

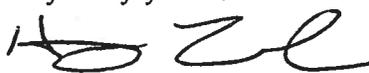
After reviewing the RFP and all addendums, please accept this letter as our formal expression to lease Sebring Municipal Golf Course and The Caddy Shack Bar & Grill from the City of Sebring. **It is our intention to secure an initial twenty (20) year lease along with an additional twenty (20) year option that will be contingent on both parties agreeing to renew. H&L proposes to assume operations of Sebring starting on April 1, 2026, but understands if the City needs more of a buffer before the contract can begin.** We want to get as fast of a start as possible which not only allows us to start revamping the property sooner, but also allows the City to start saving money quicker as well.

H&L Golf Group (H&L) is uniquely qualified to enhance operations, increase rounds of golf, create a better brand awareness, establish loyalty and provide outstanding customer relations. Our past experiences have proven that we will be a perfect fit for the city of Sebring. Working with groups such as the SGA is nothing new to H&L. Additionally, we are familiar with working in the public sector along with providing detailed administrative reports and required disciplines.

The many reasons why we consider us the preferred choice are highlighted throughout this proposal. Our main goal is to provide a private golf experience to the public at very reasonable rates. We also look forward to working with the owners of Harder Hall and also the owners of the Inn on the Lakes Hotel to incorporate deals such as "Stay and Play", "Golf and Spa", "Multi-round Golf Packages" etc. to make the Sebring area a desired destination for patrons of all kinds in the very near future. If your review raises any questions, please feel free to reach out to me directly for additional information.

Thank you for providing us the opportunity to bid on this very important project.

Very truly yours,



Harry Leonard
Owner, H&L Golf Group

Executive Overview

We are most pleased to present this proposal for the operating/ managing of the Sebring Municipal Golf Course Property. Thank you for allowing us to participate in this important process. We are confident that after reviewing this proposal, the City will understand why we will be the perfect match for your situation.

Why do we feel our company is a perfect fit for Sebring?

H&L has had substantial success in the New Jersey market but a lifelong goal of ours has always been to expand down to Florida. Company founder Harry A. Leonard has been a resident of Florida since 2012 and has been scouting expansion opportunities the last few years. Transitioning to Florida allows us to extend our operating season, improve workforce stability, and reduce weather-related downtime, while also placing the company closer to a rapidly growing customer base and expanding regional markets. From an operational standpoint, the transition requires careful planning around logistics, staffing, licensing, and vendor relationships, ensuring continuity of service while adapting to Florida-specific regulations, climate considerations, and industry practices. By investing in local partnerships and maintaining the quality standards that built our reputation in the Northeast, this move positions the company for sustainable growth, increased efficiency, and stronger competitiveness in Florida, which we believe also coincides with the Cities short and also long-term plans. **With a combination of getting the golf course out of the Cities budget, hiring of current City employees to work under H&L and paying the City a monthly lease payment, the first year savings for the City should be close to around \$900,000.00 and that's just in the first year of the contract.**

H&L understands what needs to be done to increase tourism. Investing in Sebring Municipal Golf Course can significantly boost tourism by positioning the facility as a destination rather than just a local amenity. Enhanced course conditions, upgraded clubhouse and appealing landscapes attract traveling golfers who often plan vacations around high-quality golf experiences. These visitors typically stay longer, spend more on lodging, dining, retail, and entertainment, and return with friends or groups for tournaments and outings. A well-presented golf course, which is what Sebring Municipal Golf Course will be under H&L, also elevates the overall image of the community, making the area more competitive in regional and national golf tourism markets and driving broader economic benefits for hotels, restaurants, and local businesses.

H&L thoroughly knows and understands the science behind turf management in the Northeast/Mid-Atlantic/Southeast regions. Many of our key personnel have been with us in excess of 25 years, including Class A Superintendent John Boyer, head of H&L agronomics. He was Superintendent at Marriott Seaview Golf Resort for 22 years and while at Seaview, John distinguished himself in numerous disciplines in golf course

management. Ranging from being presented with The Environmental Stewardship Award, hosting three LPGA tournaments and completing an array of golf course construction projects including redesigning and building all bunkers on the Bay course and redesigning and building nine new greens on the Pines course.

We also know what it takes to build a solid and everlasting relationship with a City. A strong relationship between a private operator and the city is important because it fosters clear communication, trust, and alignment on shared goals for the facility and the community. When the partnership is collaborative, decisions regarding capital improvements, budgeting, programming, and long-term planning can be made more efficiently and transparently. A positive working relationship also helps ensure regulatory compliance, smooth coordination on public services, and mutual support in promoting economic impact and community engagement, ultimately leading to a more successful, sustainable operation for both the operator and the city. For example, we realize the maintenance building is currently housing the golf course equipment and also the baseball field equipment, H&L has no problem continuing this so the City doesn't have to look into relocating any equipment that is used for the ball fields.

Company founder Harry A. Leonard also brings in excess of 40 years of expertise in the golf course industry. He and his exceptional staff receive repeated praise for their ability to always bring a golf course to "the next level". H&L Owner/CEO Harry M. Leonard has over 15 years' experience in managing and maintaining golf courses. Over the last 10 years he has been in charge of Spring Meadow Golf Course in Farmingdale, NJ which he has taken gross revenues from \$750,000 to almost \$2,300,000 over that time period. And the last 8 years at Cedar Creek Golf Course in Bayville, NJ where he has managed to improve gross revenue from \$525,000 to \$1,800,000 during his tenure. As you can see from the starting revenue figures, Sebring is right in line with where these two courses began and under his leadership, we have no doubt that Sebring will see the same revenue growth. He will be on site daily once awarded the bid to make sure the transition is as smooth as possible.

With more than 45 years of experience in the golf industry, General Manager/Superintendent Fred Tucker has led virtually every aspect of golf course and multi-sport facility operations. His background spans golf course management, turf and grounds oversight, staff leadership, budgeting, merchandising, tournaments, instruction, and capital improvement planning. Known for delivering exceptional playing conditions and well-run facilities, he has successfully managed municipal, private, and commercial operations while fostering strong member, guest, and community relationships that drive participation, satisfaction, and long-term success.

In addition to his on-course leadership, he brings a strong business and sales background, having held senior sales and manufacturer representative roles throughout the Southeast, consistently ranking #1 in territory sales and supporting PGA Tour

events nationwide. His career reflects a rare combination of operational expertise, industry knowledge, and relationship-driven leadership. Highly respected for his integrity, work ethic, and lifelong dedication to the game of golf, he continues to add value through strategic planning, team development, and a hands-on approach to operational excellence.

Gabriel and Sonya Mendoza, who have successfully been managing the Caddyshack Bar & Grill for the last 19 years, will stay on board if H&L Golf is awarded the contract. Since opening its doors on December 12, 2006, Caddyshack Bar & Grill has maintained uninterrupted operation for over nineteen years, establishing itself as a reliable and enduring presence within the community. While the previous businesses at this location were unable to sustain long-term success, Caddyshack has demonstrated proven resilience, successfully overcoming economic fluctuations, and the unprecedented challenges presented by the COVID-19 pandemic.

Caddyshack's longevity is rooted not only in sound management but also in a strong commitment to the community. The restaurant has consistently supported local initiatives, including sponsoring the Rotary Club, providing meals to first responders and contributing to the local high school's "Soup of the Arts" program. These efforts have strengthened community relationships and enhanced the positive reputation of the establishment. In addition, the owners have made ongoing investments in the maintenance and upkeep of the property, ensuring the building remains in excellent condition despite its age. Their attention to the physical integrity of the premises reflects a long-term commitment to both the business and the building itself.

Gabriel and Sonya Mendoza and the entire Caddyshack team, remain firmly committed to this location and continued operations driven by a dedication to giving back to the community while safeguarding livelihoods of thirty-two families.

Our maintenance team is one of the most stable in the industry possessing significant education and experience in golf course maintenance operations. Our team has pesticide applicators licenses in core, turf, ornamental, mosquito and aquatics, thus we are trained in identifying and solving any pest or disease problem in all regions of the country.

The strength of our success is based on understanding people. We understand that satisfying our customers is what drives success. We constantly strive to exceed expectations and the City of Sebring will see that if we're awarded the contract.

Part I Monetary Proposal

BID #26-001 Lease of Sebring Municipal Golf Course Property

H&L proposes the below amounts to be paid to the City for the lease of the Sebring Golf Course and Caddyshack Restaurant, payments will be made on a monthly basis and increase 3% every year of the contract. Below is the initial Twenty (20) year period, if the twenty (20) year option is agreed to, the contract will still increase by 3% each year.

<u>YEAR ONE (1)</u>	<u>\$ 200,000.00</u>	<u>YEAR ELEVEN (11)</u>	<u>\$ 268,783.26</u>
<u>YEAR TWO (2)</u>	<u>\$ 206,000.00</u>	<u>YEAR TWELVE (12)</u>	<u>\$ 276,846.76</u>
<u>YEAR THREE (3)</u>	<u>\$ 212,180.00</u>	<u>YEAR THIRTEEN (13)</u>	<u>\$ 285,152.16</u>
<u>YEAR FOUR (4)</u>	<u>\$ 218,545.40</u>	<u>YEAR FOURTEEN (14)</u>	<u>\$ 293,706.72</u>
<u>YEAR FIVE (5)</u>	<u>\$ 225,101.76</u>	<u>YEAR FIFTEEN (15)</u>	<u>\$ 302,517.92</u>
<u>YEAR SIX (6)</u>	<u>\$ 231,854.81</u>	<u>YEAR SIXTEEN (16)</u>	<u>\$ 311,593.46</u>
<u>YEAR SEVEN (7)</u>	<u>\$ 238,810.45</u>	<u>YEAR SEVENTEEN (17)</u>	<u>\$ 320,941.26</u>
<u>YEAR EIGHT (8)</u>	<u>\$ 245,974.76</u>	<u>YEAR EIGHTEEN (18)</u>	<u>\$ 330,569.50</u>
<u>YEAR NINE (9)</u>	<u>\$ 253,354.00</u>	<u>YEAR NINETEEN (19)</u>	<u>\$ 340,486.58</u>
<u>YEAR TEN (10)</u>	<u>\$ 260,954.62</u>	<u>YEAR TWENTY (20)</u>	<u>\$ 350,701.18</u>

H&L Golf Group Inc.
Company Name

41-3468245
Federal I.D. Number

11112 Esteban Dr Fort Myers, FL 33912
Address


Signature of Authorized Agent

Harry Leonard
Type or Print Name

Title: Owner

732-684-5557
Telephone Number

01/12/2026
Date

Part II Experience and Organization Structure

Cedar Creek Golf Course

1 Tilton Blvd
Bayville, NJ 08721

Nestled in the Pine trees on the north side of the Cedar Creek, Berkeley Township has a scenic municipally run golf course, which is located in Veteran's Park. This 6,065 yard course, from the middle tees, features narrow fairways carved out of the Pinelands on the front nine. The back nine features three lakes with a hilly terrain. H&L took over Cedar Creek in May of 2018 and has raised revenue from \$525,000.00 to over \$1,800,000.00.

Number of years of Service at Cedar Creek: 7

Status: Active

Memberships: Usually 30-40

Contact: John Bacchione, Mayor
 732.674.0232



Spring Meadow Golf Course

4181 Atlantic Avenue
Farmingdale, NJ 07727

18 hole public course owned by The State of New Jersey with approximately 40,000 rounds of golf per year. Our operating agreement called for all golf operations and golf course maintenance.

Memberships: Usually between 30-50

Number of years of service with Spring Meadow: 14

Contract began April 15, 2011.

Status: Active Not Active (Outbid in 2024)

Contact: Amy Timmerman
State of New Jersey
Dept. of Environmental Protection
Division of Parks and Forestry
609-633-7575
Email: amy.timmerman@dep.nj.gov



Westlake Golf & Country Club

1 Pine Lakes Circle

Jackson, NJ 08527

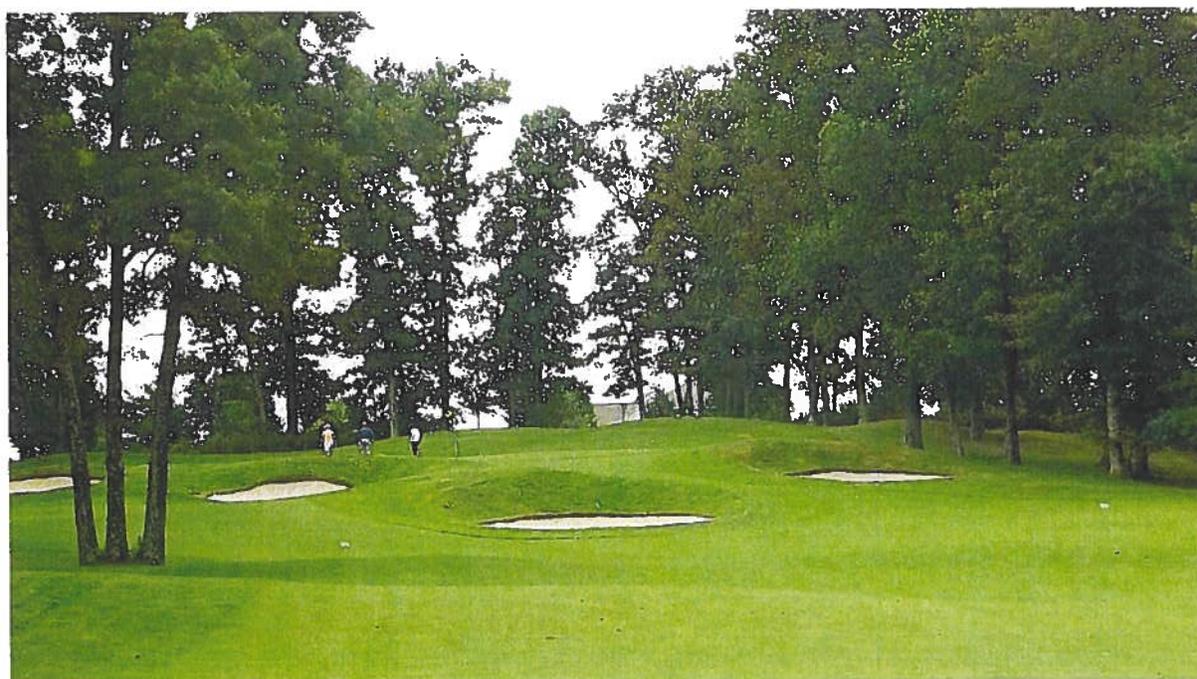
The 18-hole Westlake Golf and Country Club facility in Jackson, New Jersey features 6,337 yards of golf from the longest tees for a par of 71. The course rating is 70.5 and it has a slope rating of 128 on Bent grass. Designed by Arthur Hills, ASGCA, H&L grew in the course and it opened for play in 2001.

Number of years of Service at Westlake: 16

Status: Not active (outbid in 2015)

Memberships: 200-230

Contact: Steven Hodges, Community Manager
Daily interaction with contract and operational matters
732.833.5011



Lions Head Golf & Country Club
251 Lions Head Blvd So
Brick, NJ 08723

The Lions Head Country Club is situated on 29 acres of pineland and wetland indigenous to the Central Jersey area. The golf course surrounds a natural swamp containing cedar and holly trees and a pond with a creek that flows through the ninth fairway emptying into the Barnegat Bay. The course is a nine-hole layout with a par 28. Play is from two sets of tees providing different yardage for each hole. One can play the front tees for 1,150 yards and the rear for 1,445 yards for a total yardage of 2,595 for 18 holes of play. H&L constructed and grew in the course, which opened for play in 1981.

Number of years at Lions Head: 36

Memberships: 80

Status: Not active (outbid in 2015)



Suneagles Golf Course

2000 Lowther Dr.

Eatontown, NJ 07707

Formerly owned by the United States Army (associated with Ft. Monmouth) and now in the hands of the State agency FMERA. This course, with members and non-members boasts 32,000+ rounds of golf per year.

Our operating agreement called for all golf operations, course maintenance and food & beverage.

Number of years of service with Suneagles: 3

Memberships: 120

Status: Not active (Mutual Separation)

Contact: Rick Harrison
Director Facilities Planning
502 Brewer Avenue
Fort Monmouth
Oceanport, NJ 07757
732-720-6343



Greenbriar Oceanaire Golf & Country Club

1 Heritage Circle

Waretown, NJ 08758

Private 18 hole Golf and Country Club with approximately 500 members and 35,000+ rounds of golf per year.

We were asked to grow in the golf course and afterwards, retained to maintain the property. Maintained entire course plus entrance way and clubhouse.

Number of years of service at Greenbriar: 10

Memberships: 250

Status: Not active (outbid in 2011)

Contact: Jim Ritter

Community Manager

609-971-9060



Four Seasons Golf and Country Club

1560 Spring Meadow Drive
Lakewood, NJ 08701-7521

Private 9 hole course with over 400 members and 20,000+ rounds of golf per year. H&L was asked to grow in the golf course from inception and subsequently retained to maintain the property.

Number of years of service with Four Seasons: 17

Memberships: 95

Status: Not active (outbid in year 2011)

Major Projects: Grew in golf course, bunker reconstruction, rebuilt numerous tees and greens, installed irrigation, and also drainage work.

Contact: Larry Weinstein, Head of Golf Committee
86 Silverside Rd.
Lakewood, NJ 08701
732-255-7101

Renaissance Golf and Country Club

3 Renaissance Blvd E
Manchester, NJ 08759

18 hole course with over 400 members and 30,000+ rounds of golf per year.

We were asked to grow in the golf course and afterwards, retained to maintain the property.

Number of years of service at Renaissance: 8

Memberships: 130

Status: Not Active (outbid in 2006)

Birdies Bar and Grill

1 Tilton Blvd
Bayville, NJ 08721

Birdies Bar & Grill is open to the public year-round. Dishes include St. Louis Ribs, Pulled Pork and other fan favorites are the 8oz Brisket & Short rib Burger, French Dip Sandwich, and Korean Fried Chicken Sliders just to name a few. We have a full menu, bar, to go window and also a seasonal beverage cart.

Number of years at Birdies: 7

Status: Active



Part III

Resumes

Harry A. Leonard
11112 Esteban Dr
Fort Myers, FL 33912

H&L Golf Group Inc., Bayville, NJ
Founder and President

2011 to Present

- Oversee all day to day golf course maintenance divisions.
- Develop capital improvement plans and long term strategic initiatives.
- Interact with CEO on all administrative matters.
- Assist in marketing and promotional efforts.
- Research and capitalize on new promising business opportunities including new acquisitions in the Southeast.

H&L Golf Course Maintenance, Inc., Brick, NJ
Founder and President

1982 to 2011

- Manage maintenance contracts at various golf courses.
- Facilitate grow ins and ongoing maintenance needs.
- Enhance course conditions through long range planning and execution.
- Utilize horticulture and landscape background to beautify golf course environments.
- Focus on marketing initiatives and new ways to grow company.

Pro Turf Landscaping Inc.
Founder and President

1975 to 1982

- Specialized in all areas of landscape maintenance including grading, sodding, hydro-seeding, and residential and commercial landscaping.
- Oversaw all operations including marketing, advertising, proposals, and daily installations.
- Trained and motivated all employees to high standards of quality.

Primary workload with large community builders including US Homes, Lennar, K. Hovnanian, Lions Head, Toll Brothers, Centex, K&B Homes.

Cal-Turf, Inc.
President

1972-1975

- Excelled in all areas of landscape maintenance including grading, sodding, hydro-seeding, and residential fertilization services.

Affiliations: Worked extensively with renowned golf course architects including Hal Purdy, Tom Fazio, and Arthur Hills.

Harry M. Leonard
1505 Oxford Lane
Wall, NJ 07719
732-684-5557
HLeonard140@gmail.com

Objective: To continue growing our company while always producing the best product around.

H&L Golf Group Inc
CEO

April 2011-Present

- Oversee daily operations of two golf courses and pro shops.
- Manage marketing and development of H&L Golf Group.
- Aide in development of capital improvements and long term strategic initiatives
- Interact with President on all administrative matters.

H&L Golf Course Maintenance, Inc., Brick, NJ
Vice President & Golf Course Superintendent

June 2008-April 2011

- Oversaw day to day operations on golf courses.
- Assisted in marketing and development strategies.
- Assisted in researching new promising business opportunities

Assistant Golf Course Superintendent

May 2005-May 2008

- Oversaw crew of 10 employees.
- Helped with projects including irrigation installation, rebuilding of bunkers, tees, and fairways, and fixing drainage.
- Trained all new employees
- Assisted Superintendent with forming day to day operational plans

Affiliations: GCSAA (Golf Course Superintendents Association of America)
Class A Member
USGA (United States Golf Association) Medal Club Member
GCSANJ (Golf Course Superintendent Association of New Jersey)

Fred Tucker

Sebring, FL | 863-381-2066 | tuckergolfinc@gmail.com
www.linkedin.com/in/fred-tucker863

PROFESSIONAL SUMMARY

Accomplished golf course professional and seasoned general manager with over 45 years of experience in all facets of golf course operations, including course maintenance, staff leadership, member relations, and event management.

Recognized for delivering exceptional playing conditions, fostering strong community engagement, and driving operational efficiency to enhance both member satisfaction and financial performance.

Skilled at building and leading high-performing teams, developing strategic plans, and maintaining the highest standards of service and facility presentation. Known for a lifelong dedication to the game of golf, a deep understanding of the industry, and a proven record of long-term success.

CORE SKILLS

- Golf Course & Facility Management
- Member & Guest Relations
- Budgeting & Financial Oversight
- Pro Shop Operations & Retail Sales
- Staff Leadership & Training
- Tournament & Event Coordination
- Turf & Grounds Management Knowledge
- Marketing & Membership Growth

PROFESSIONAL EXPERIENCE

General Manager

Sebring Golf Club, The Muni — Sebring, FL | Oct 2024 - Present

- Direct daily operations for multi-sport facilities, including an 18-hole golf course, baseball fields, and soccer complexes.
- Oversee staffing, scheduling, and training for grounds crew, pro shop, concession, and event personnel.
- Manage budgets, financial reporting, and revenue strategies to optimize profitability across all venues.
- Coordinate and execute tournaments, leagues, and special events for golf, baseball, and soccer.
- Ensure all facilities meet safety, maintenance, and presentation standards for players, spectators, and guests.

- Develop and maintain strong relationships with local leagues, schools, community organizations, and sponsors.
- Assist in marketing and promotional efforts to increase participation, membership, and event bookings.
- Oversee capital improvement projects, equipment upgrades, and long-term facility planning. Completed a \$450K golf course renovation in 2025,
- Negotiate vendor contracts and manage partnerships to ensure quality service and cost efficiency.
- Foster a culture of teamwork, customer service, and operational excellence across all departments.

Head Golf Professional

Sebring Golf Club, The Muni — Sebring, FL | Oct 2024 – Present

- Oversee all golf operations, including staff management, member engagement, and daily play coordination to ensure exceptional guest experiences.
- Deliver high-quality golf instruction programs for players of all skill levels, including private lessons, group clinics, and junior development programs.
- Manage tournament scheduling, planning, and execution for member, corporate, and charity events.
- Supervise and mentor golf staff, fostering a culture of service excellence, professionalism, and continual skill development.
- Maintain strong relationships with club members, guests, and vendors to enhance loyalty and satisfaction.
- Direct merchandising strategy in the golf shop, including product selection, inventory control, and sales performance.
- Oversee budget management, forecasting, and revenue growth for golf operations.
- Ensure course and practice facilities meet the highest standards of playability, appearance, and safety.
- Stay current on industry trends, equipment innovations, and teaching techniques to enhance the golf program.

Consignment Specialist / Inventory & Logistics

Boater's World Marine Center — Lake Placid, FL | May 2020 – Oct 2023

Consignment Specialist

- Engage with current boat owners and offer consignment services as a benefit
- Make outbound calls to boat owners that have boats for sale to inquire about consigning opportunities.
- Actively search on the internet for various consignment opportunities for the business i.e. Social Media, Google, Etc.
- Maintain a relationship with customers for additional opportunities in the future, including service

or additional products for their boats

Consignment Manager

- Actively involved in the consignment business as a manager to five consignment specialists.
- Logistically scheduled and ran weekly consignment meetings with our team
- Maintained the calendar for the boats that were scheduled to come in across our business.

Inventory & Logistics Manager

Management Status for our fleet of trucks for Boater's World in Lake Placid, FL.

- Worked to ensure that all four of our trucks were maintained properly
- This included but not limited to, basic services such as oil changes, license plate tags, DOT tags, etc.
- Scheduled all deliveries and pick-ups of boats for the Lake Placid dealership
- Inventory was organized in the Light Speed management system

Manufacturer Representative

Tru-Turf — Southeast | Jan 2009 – Apr 2020

- Lead Sales Representative for the southeastern U.S. for 11 years.
- Supported golf courses and dealers with Tru-Turf products, warranty claims, and onsite assistance.
- Coordinated delivery of Tru-Turf rollers to every PGA Tour event in the U.S. as an official licensed product.
- Worked closely with PGA Tour offices, agronomists, and superintendents to ensure timely shipping and equipment performance.
- Represented Tru-Turf at industry events and trade shows.
- Collaborated with superintendents on new product options and maintained key client relationships.
- Southeastern territory ranked #1 in sales each year, producing the top global Tru-Turf dealer.

Director of Sales

Disbrow Enterprises — Florida | Jan 2003 – Dec 2008

- Managed a team of four sales representatives to consistently meet sales quotas.
- Led company to win Dealer of the Year awards for Dakota Top Dressers, Tru-Turf Rollers, and Lastec Mowers since 2003.
- Collaborated with manufacturers to keep customers informed on new products, warranty claims, and brand updates.
- Maintained strong manufacturer relationships after leaving Disbrow Enterprises.

General Manager

Torrey Oaks Golf Course — Wauchula, FL | Jan 2003 – Dec 2008

- Managed Torrey Oaks Golf Course during the owner's political campaign.
- Oversaw pro shop operations and coordinated with superintendent and mechanics weekly.
- Maintained a fleet of Yamaha gas-powered golf carts for members.

Superintendent

Country Club of Sebring — Florida | Jan 2003 – Dec 2008

- Superintendent at the Country Club of Sebring
- Maintained the grounds on property daily, including weekends

Owner

Central Florida Used Equipment — Florida | Apr 1992 – Jan 2000

- Owned and operated Central Florida Used Equipment for eight years.
- Bought and sold used golf course equipment throughout Florida.
- Built and maintained strong relationships with Florida golf courses to support their equipment needs.

REFERENCES

- Dr. Tom Nikolai
Professor of Turf Grass at Michigan State University
517-599-7014
nikolait@msu.edu
- Tim Hiers
White Oaks Plantation Golf Course Superintendent
239-300-5235
thiers@white-oak.org
- Paul Vermeulen
PGA Tour, Sr. Vice President of Agronomy
904-315-3639
PaulVermeulen@pgatourhq.com

John A. Boyer
228 E. Lacey Road
Forked River, NJ 08731
Johnaturf@yahoo.com

PROFESSIONAL OBJECTIVE: Golf Course Superintendent on a golf course where the ownership and management require a standard of excellence in maintenance.

EDUCATION: Graduated with a B.A in Business and Psychology from Miami University (Ohio).
Graduated from Pennsylvania State University Turfgrass Management Program.
Pesticide Operator's License

WORK EXPERIENCE:

H&L Golf Group Inc, Bayville, N.J. Head of Agronomy,	2016-Present
H & L Golf Maintenance Company, Brick, NJ Superintendent Westlake Golf and Country Club	2000-2015
Superintendent Running Deer Country Club, Pittsgrove, NJ.	1998-1999
Superintendent Marriott's Seaview Golf Resort, Galloway, NJ.	1976-1998

ACCOMPLISHMENTS:

- Supervised design and construction of numerous Sand Bunkers;
- Supervised design and construction of golf cart paths
- Hosted LPGA Atlantic City Classic - 1986 and 1987.
- Managed Grow in at Running Deer Country Club, Pittsgrove, NJ
- Managed Grow in at Westlake Golf and Country Club, Jackson, NJ
- Managed Grow in at Oceanaire Golf & Country Club, Waretown, NJ
- Managed Grow in at Renaissance Country Club, Manchester, NJ.

GEORGE J. CHRISTENSEN, III

45 Mansfield Drive, Brick, NJ 08723

OBJECTIVE:

To secure a permanent position within the golf industry that allows me to utilize my experience and abilities in golf management.

EXPERIENCE:

2010–2011 Paradise Golf Center Flemington, NJ

Assistant Golf Professional

- Responsible for the daily operation duties including opening and closing of golf practice facility
- Pro Shop merchandising, sales and cash reconciliation
- Private lesson instruction
- Instructed group lessons
- Instructed junior clinics and camps

1992–2010 Fairway Golf Center Piscataway, NJ

Head Golf Professional / Facility Manager

- Responsible for the daily operation of golf practice facility / family entertainment center generating \$5 million in annual revenue.
- Trained and supervised seasonal staff of over 50 co-workers.
- Maintained labor expense in accordance with budgeted goals.
- Developed orientation program for new-hires.
- Reduced labor expense by 2% from previous year by cross-utilization of workforce during slower months of the year.
- Reconciled daily business transactions and performed cash audits.
- Performed an average of over 50 fittings yearly.
- Shop recognized by Golf World Business magazine as a top 100 golf shop.
- Director of Golf Schools.
- Maintain extensive client base for private instruction.
- Currently teach over 700 lessons annually.
- Provided instruction to over 200 new golfers in 2010.
- Increased participants by 200% in 3 years.
- Generated \$300K in lesson revenue.
- Created Fairway Junior Golf Tournament for participants of golf schools.
- Supervised staff of 6 teaching professionals.

2011-Present H&L Golf Group Inc

Director of Golf Operations

- Responsible for daily operations of 18 hole golf course and driving range.
- Maintained staff of 10-12
- Reduced budget by 50% from previous management
- Reconciled daily transactions
- Increased pro shop sales by 36%
- Created procedures manual for Spring Meadow and Cedar Creek Golf Course
- Developed Adult Education Program

EDUCATION:

- 2000-2003 PGA Education Center Port St. Lucie, FL
- Professional Golf Association Class A
- Received scholarship and award from Titleist for outstanding course work.
- 1975-1977 Union County College Cranford, NJ
- 1973-1975 Fairleigh Dickinson University Madison, NJ

Jesse Bevilacqua
(732)-546-4846
jrbPSU1@gmail.com
525 Second Avenue, Long Branch, NJ 07740

Education

The Pennsylvania State University, University Park, PA
(August 2016 - May 2020)

Bachelor of Science in Recreation, Park and Tourism Management
Emphasis Area: **PGA Golf Management**
Graduated: May 2020

Coastal Carolina University, Conway, SC
(August 2014 - October 2015)

Bachelor of Science in Business Administration
Emphasis Area: **Marketing with a specialization in PGA Golf Management**

Professional Experience

Metedeconk National Golf Club

Jackson, NJ

PGA Lead Assistant Golf Professional
(March 2020- December 2022)

- Supervised daily operations and weekly events
- Provided a high level of customer service to a growing membership, with up to 50-150 daily guest interactions



- Main contact for on-site Cottage Reservation system (\$1.3 mil operation)
- Assisted with Golf Shop merchandising (\$1.2 mil operation)
- Assisted with the execution of 16 corporate outings per season, each outing consisting of 120-260 guests

The Jim McLean Golf Schools

Miami, FL

Teaching Assistant

(January 2021- April 2021)

- Provided a high level of customer service when transporting students
- Assisted with instruction with Junior Golf Programs
- Daily assistance in morning setup and nightly breakdowns of instructional facilities
- Assisted with scheduling of After-School Junior Programs



The Club at 3 Creek

Jackson Hole, WY

PGA Intern

(May 2019 - November 2019)



- Provided a high level of customer service to the members and their guests
- Supervised Outside Operations Staff
- Managed and Winterized golf cart fleet
- Assisted Teaching Professionals on a daily basis
- Assisted with Custom Ordering
- Assisted with Tournament preparation/execution

Beacon Hill Country Club

Atlantic Highlands, NJ

PGA Intern

(May 2015 - August 2018)



- Provided a high level of customer service to the membership and respective guests
- Organized apparel and merchandise into daily displays
- Instructor for the Junior Golf Program, which consisted of 80-100 junior participants
- Assisted with effectively planning tee times and pairings
- Assisted in tournament programming

Involvements and Achievements

- THON, a Penn State student-based philanthropy organization in an effort to raise awareness for Pediatric Cancer
- LifeLink at PSU, participated in events to spend time with special-needs students from ages 18-21 (2018-2019)
- Served as Class Representative and Fundraising Chairman for the Penn State Professional Golf Management Executive Board (2018-2020)

Current Certifications

PGA of America's Golf Management (PGA PGM) Program completed to date:

- Class A PGA of America Member
- Playing Ability Test (PAT) completed (74,76)

Skill Sets

- Microsoft Programs
- Golf Genius software
- Trackman Analysis
- Club Essential software

Professional References

- **Dr. Burch Wilkes**

Director/ Professor-in-Charge
PGA Golf Management Program
The Pennsylvania State University
University Park, PA, 16802
gbw104@psu.edu

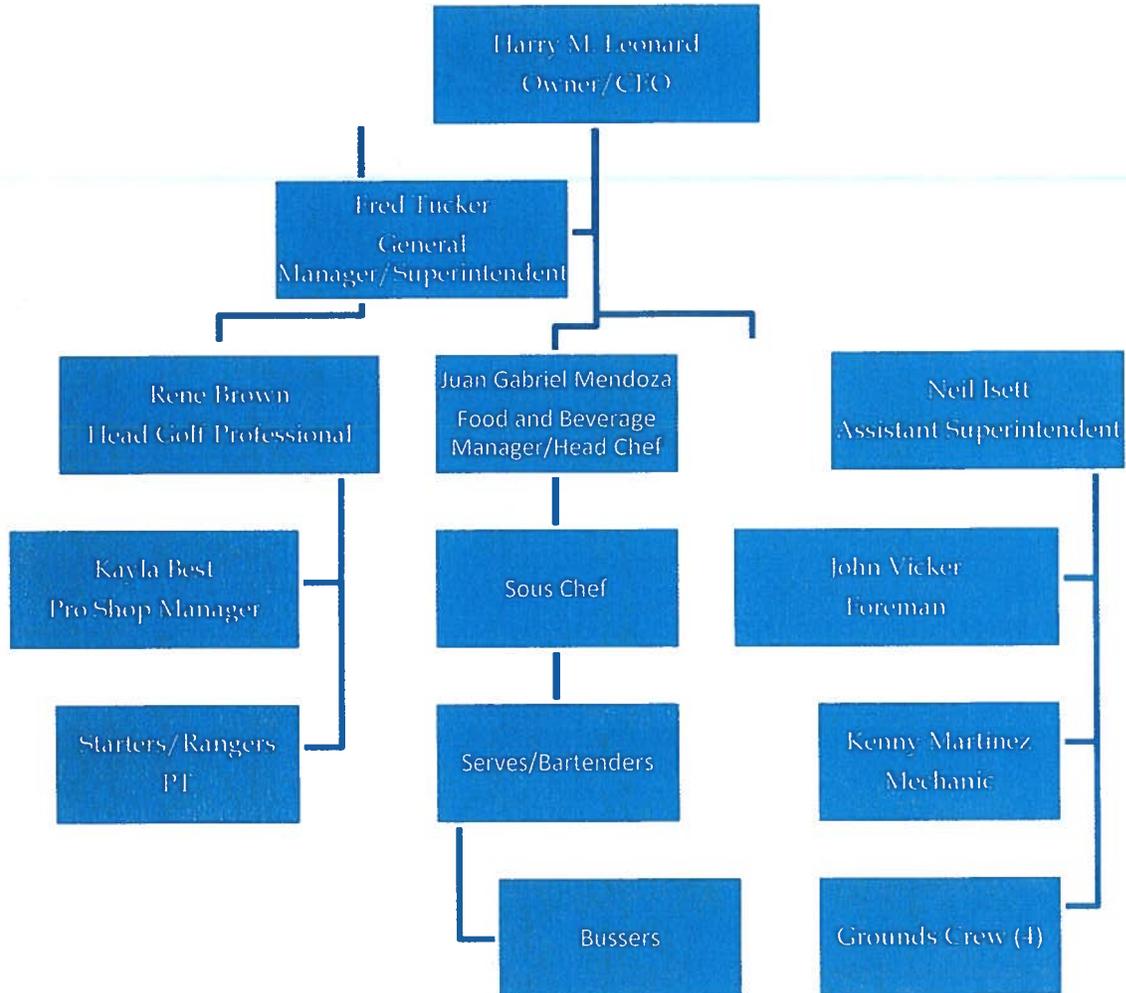
- **Mr. Brent Studer, PGA**

Director of Golf and Membership Services
Metedeconk National Golf Club
Jackson, NJ, 08527
pgabrent@pga.com

- **Mr. Derek Kopp, PGA**

General Manager
Metedeconk National Golf Club
Jackson, NJ, 08527
derekk@metedeconk.org

Part IV Sebring Organizational Structure



Part V Operational Management Plan

Since we will be operating as a third party, the City needs assurances that we will live up to the standards set forth in the operating agreement. H&L Golf Group has an incredible reputation for delivering and typically exceeding what is expected. The evidence is there with our ability to increase rounds/revenue by over 25% at each location we manage. From the initial day of our operating agreement, we will be singularly committed to improving playing conditions and catering to the needs of the patrons.

Throughout this section, we provide a detailed overview of how we will make a difference at Sebring. We will highlight the many reasons why we are clearly a differentiator and ultimately, why we see our organization as the best overall fit to satisfy your goals.

Management Overview

Golf Operations (Pro Shop, Staff, Starters, Rangers, Cart Fleet and more)

Pro Shop

H&L is extremely experienced in merchandising and running pro shops. Our typical pro shop merchandise averages at least 30% less than the prices offered at most all other courses. Plus, our equipment is sold at minimum advertised pricing, the same pricing as leading internet companies like The Golf Warehouse and Golfsmith. When competing against the likes of Dick's Sporting Goods and Golf Galaxy, you need to be ultra-competitive with pricing and we always strive to accomplish that.

In the case of Sebring, we will rely on our past experience and purchase inventory suitable to the clientele. Our website will highlight shop specials, sales and surveys designed to get feedback and make suggestions about future products.

Inventory

- 3-5 name brands of polos (Antigua, Slazenger, Fairway & Greene, Callaway and more)
- Footjoy and/or Callaway golf shoes
- Golf Balls (Titleist, Callaway, TaylorMade, Nitro)
- Hats and visors
- Wind shirts and vests
- Equipment (clubs and putters)
- Accessories (tees, markers, divot repair tools, etc.)
- Create signage
- Marketing and Advertising on website

Staff

Our Owner, Harry Leonard, will work alongside GM Fred Tucker to oversee the day-to-day golf operations as well as overseeing the hiring of all pro shop staff including the Head Pro, Starters and Rangers. Our first goal will be to interview existing Head Pro Rene Brown with hopes of having him stay on board. Lastly, we would interview the rest of the existing staff at Sebring with hopes of having them stay in place. This will make our transition smoother while also shedding payroll/benefits for the City. We pride ourselves in hiring passionate and highly motivated employees that care about what they do.

Starters

We maintain a philosophy that every round of golf should start with a friendly welcome from our Starters. This is what sets the tone for the day. Starters begin their day by reporting to the Pro Shop for daily announcements. These are passed along to every player on the first tee along with a gentle reminder to keep up with the group in front of them.

Rangers

On busy days, our rangers patrol the course constantly to remind those that are out of position to move along. These messages are presented with a smile and positive attitude. We realize that golfers have the sole objective of enjoying their day on the golf course.

Cart Fleet

We have extensive experience in working with cart distributors, especially Yamaha. H&L will easily be able to assume the current contract with Yamaha and will reach out to them immediately once awarded the contract.

Other Components Related to Golf Operations

Outings

We have an extensive range of experience in golf outings including knowing formats, scoring, awards, fundraising and emcee responsibilities. We plan on taking advantage of our expertise to solicit and run a full-service golf outing program. This helps attract new players with the potential for repeat business.

We will work hard to launch an extensive marketing plan so that we can offer outing packages that are very attractive. A preliminary review of area outing rates helped us arrive at the conclusion that we can often beat the rates. Each phase is critical to the success of an outing. Roles we typically serve include:

- Meet with the tournament contact to review logistics, on course needs, merchandise, emcee arrangements, etc.

- Set up the course the morning or day prior to the event
- Set up the staging area for carts, order of play, names assigned to each cart.
- Print out rules, formats, etc. and provide to each participant.
- Streamline traffic flow for golf bag drop off, tee gifts and other arrangements to keep things moving.
- Make sure event begins on time.
- Have spotters on course where needed.
- Periodically check on course beverage and food levels.
- Collect all official score cards and score the event.
- Present awards at awards ceremony, emcee event if necessary.

Tee Reservation Policies

We are familiar with several automated tee time programs, internet-based programs and manual programs where people call in for starting times. We will continue to use the system we have in place at our other location, Golfnow, since it is the best tee time reservation system on the market.

Reports

H&L will provide the City with quarterly reports detailing the items below:

- Golf Course Revenue
- Green Fees Revenue Broken Down by Type
- Rental Revenue Broken Down by Item
- Revenue Generated from Golf Lessons
- Association/Membership Revenue
- Driving Range Revenue Broken Down by Baskets
- Tournament/Outings Revenue
- Sales Tax Collected
- Food Sales Broken Down by Area
- Beverage Sales Broken Down by Alcoholic and Non-alcoholic
- Banquet/Catering and Special Events
- Sales Tax Collected
- Expenses Associated with the Golf Course and Restaurant Operations
- Expenses Associated with Maintenance and Repairs
- Improvements of the Leased Premises

We will also include brief summaries of maintenance and repairs, improvements, any issues and sales and marketing efforts.

Golf Course Promotion and Marketing

Our success depends on a steady flow of golfers. That can only occur if we give them a reason to come back. To that end, we would like to ask all those interested to sign up for email notices about pro shop specials, upcoming tournaments and other news of note.

We will have a website (with the approval of The City) where people can learn about course news, upcoming events, merchandise sales, specials and anything worthy of communicating. We will also use local newspaper ads to aide in marketing. Below you will see an example of how we marketed memberships at Spring Meadow. This ad ran in the local newspaper and we received tremendous feedback. We will do monthly advertising in local newspapers and magazines about certain specials, outing prices and any other deal we want to get out to the general public.



★ **NOW ACCEPTING MEMBERSHIP** ★
APPLICATIONS FOR 2018

Membership at Spring Meadow Golf Course Includes:

- **Unlimited Golf 7 days per week, 12 months per year**
- **Tournaments offered exclusively to members**
- **20% off food at our on site restaurant throughout the year - *McCann's at the Meadow***
- **15% off all Pro Shop merchandise**
- **2 PGA Golf Professionals on site for instruction including Tom Jaeger, former PGA teacher of the year in New Jersey**

Call today
or go online
for a membership kit
and sign up by
December 1st for a
10% Early Pay
Discount

SPRING MEADOW GOLF COURSE

4181 Atlantic Ave., Farmingdale, NJ 07727
732-449-0806 • www.springmeadowgc.com

Marketing Efforts Related to Golf Outings

Many of the marketing initiatives detailed above and throughout this proposal can be launched in an attempt to secure future outings, one of the cornerstones of a successful golf operation. Marketing initiatives will be launched very early on in the year. We will also meet daily with the head of Food & Beverage Gabriel to get his input on what specials they will be offering in the future to enable us to do a more thorough marketing campaign.

Golf Instruction

Our head professional will be charged with offering a full line of lesson programs including sessions for beginners, intermediate golfers, clinics and playing lessons.

High School Programs

It is our desire to offer Sebring to area High Schools as their home course. We understand High Schools used to call Sebring their home course but strayed away over the last few years. We believe this goes a long way in promoting good will, especially for junior programs.

Special Events

One of the cornerstones of our overall philosophy is the desire to offer on-site education programs to promote self-improvement and how players approach their own game. To that end, we will schedule annual programs related to rules of golf, fitness, club fitting and other topics upon request. In most cases these programs will be offered at no charge.

Cleaning of the Property

H&L prides itself on always having a clean and orderly property and it will be no different at Sebring. Every morning our staff will remove any garbage from the entranceway/parking lot, clean bathrooms and pro shop and also make sure to empty any on the course garbage cans.

Experience with Junior Golf

Sebring has and will continue to have very competitive greens fees. We are very sensitive to these issues and have promoted junior golf clinics for many years. The point is that we need to do more to get kids interested in this great life-sport. We will offer affordable packages for after school junior clinics. We can also supply information on our new website along with pro shop signage to promote junior clinics. We need to make it fun and memorable for the children so they will be encouraged to continue well into adulthood. While we realize that the course primarily attracts a more senior population, this proposed junior program can only add to our efforts to increase rounds of golf and further promote Sebring.

Cash Handling Procedures and Safeguarding Assets

Since our revenue is tied in with the monies going towards the City, it is essential that we maintain comprehensive protocols related to dealing with all cash and credit card transactions. The following is typical of the procedures we maintain:

- The person opening for the day must arrive at least 30 minutes prior to the first tee time.
- Sign into the POS system with secure ID and password.
- Count the cash in draw available for making change.
- Every scheduled player must check in, pay and get a dual receipt, one to hand to the starter and one to retain for their records. The system records all transactions throughout the day.
- Credit card transactions are recorded the same way but through the secure credit card server.
- When a new person takes over a shift in the middle of the day, the prior person closes out and a new shift begins with the same procedures.
- At the end of the day a daily summary report (z report) is printed out. This summarizes every transaction. The cash draw is emptied as well.
- A deposit reconciliation summary sheet is completed detailing total credit cards, checks and cash transaction. This must agree with what is on the z report.
- A deposit slip is completed and bank deposit made accordingly. NOTE: Bank deposits are made every day regardless of the deposit amounts.
- All daily activity is mapped to our accounting software so every detail can be captured.
- Monthly reports determine if any transactions were mixed up throughout the month. Variances are noted and adjustments are made accordingly.

Price Schedule

If awarded the contract, **H&L will keep all greens fees and membership prices at the current rates for 2026.** By increasing rates right away, you run the risk of scaring away the regulars who have been loyal to Sebring and we pride ourselves on offering private course conditions for public course pricing. After certain improvements are completed and other improvements are underway, we will then speak with the City about minimal increased fees in the future. Below is what the green fees, membership fees and other miscellaneous fees will be for 2026:

Month	18 Hole Rate	9 Hole Rate	Twilight
January-April	\$50.00	\$30.00	\$30.00 (After 2:30pm)
May-September	\$25.00	\$20.00	\$20.00 (After 2pm)
November	\$35.00	\$25.00	\$20.00 (After 2pm)
December	\$45.00	\$30.00	\$30.00 (After 2pm)

*All prices include Cart Fees and Tax

Driving Range	
Small Bucket	\$5.00
Large Bucket	\$10.00

*Pricing includes Tax

Membership Type	Single	Couple
Annual Membership w/ Cart	\$3,500.00	\$4,600.00
Annual Membership w/ Own Cart	\$3,000.00	\$4,100.00
6 Month Seasonal Membership w/ Cart	\$2,500.00	\$3,500.00
Junior Membership (18 & Under Walking)	\$200.00	N/A
Cart Shed (Annual Members Only)	\$600.00	N/A

*Pricing includes Tax

Club Rental: \$15.00 (tax included)

Required Qualifications of Golf Operations Staff

Even though H&L already has staff in place to operate Sebring, below are the qualifications we look for whenever we are in need to fill positions.

Head Golf Professional

- Class A PGA status preferred but not required
- At least 7 years in the golf industry with a minimum of 4 years in operating a pro shop
- Certified in the Rules of Golf
- At least 4 years' experience with merchandising
- At least 4 years' experience in tournament/outing operations
- Certified to teach and give lessons
- Exceptional communication skills
- Exceptional computer skills
- Proven ability to lead, manage and motivate others
- Proven track record of overseeing a golf operation

Pro Shop Staff

- At least 3 years' experience in retail sales, merchandising or golf operations
- Exceptional communication skills and customer interaction
- Strong computer skills
- Strong telephone skills
- Money management skills

Starters/Rangers

- Familiarization with golf operations, prior experience preferred
- Exceptional communication skills and customer interaction
- Organizational skills

While we always have a nucleus of candidates for all key positions, our primary focus is placing the right people in the right position. Our CEO is actively involved in virtually every phase of the planning and executing of all phases.

Golf Maintenance Services

1. General Statements

This proposal outlines more than a contractual relationship, it comprises a management partnership approach to maximize the courses potential.

GOCA Maintenance

We understand the level of maintenance and service required at Sebring. We are prepared to exceed the cities expectations through the following:

- A motivated team of experienced professionals
- An experienced supporting staff of agronomist and management
- Regular communication
- Quarterly reviews of current conditions and objectives for future periods
- A thorough review and planning with management of desired capital improvement projects

The maintenance practices in this section are intended to be an overall outline for the agronomic, horticultural, and recurring service practices of H&L course maintenance operations. While these guidelines are detailed, they are not intended to be strict rules of operation. Variances from the guidelines set forth will be necessary at times to allow for adjustments resulting from climatic conditions, golf course traffic and unforeseen problems.

2. Irrigation System

Irrigation of a golf course is more art than science. A superintendent needs to consider slope, soil type, height of cut, rooting depth, weather factors and the performance of the irrigation system. The only way for a superintendent to master the irrigation of a facility is through careful study and trial and error. Experience is the best teacher when it comes to fine-tuning irrigation management.

Given the imperfect nature of any irrigation system with the above noted variables, our goal, with the irrigation program, will be to achieve the most appropriate balance, preferably on the drier side, to provide quality playing conditions.

Irrigation will be scheduled as needed, i.e. just before turf begins to stress. This is accomplished through visual inspection of the turf. When the grass begins to turn a bluish -gray tint, the leaf blades curl, footprints linger in the turf long after being made or soil probe indicates dry soil it is time to irrigate. When irrigation is applied, it should

be applied to wet the soil to a depth matching the root system. Deep infrequent irrigation promotes deep root development and cycling of irrigation helps increase permeability, decreases run-off and conserves water.

Hand watering and syringing activities are performed on an as needed basis.



3. Clubhouse

We have extensive experience in providing aesthetically pleasing entranceways, parking areas and clubhouse surrounds. Our staff landscape architect and horticulturist are outstanding at assessing the environment and providing aesthetically pleasing results. Harry A. Leonard, Founder, began his career as a landscape professional, so our staff is well versed in landscape design. We fully understand these areas are a reflection of the course itself and must be maintained in top condition. These areas are part of the maintenance department morning routine for policing the grounds for cleanliness. All trash is picked up, areas are blown off where necessary and any damaged areas are noted for repair.

4. Agricultural Chemicals

Chemicals will be applied as per our IPM program and will be applied by licensed individuals following proper label instructions. Appropriate pesticide applications will be made based on weather conditions and monitoring. Preventative spraying measures will be taken during periods of high risk. Growth regulators, pre-emergents, wetting agents and soil amendments will be applied to assist in providing healthy quality turf grass.

5. Fertilizer

The first step to providing a sound plant nutrition program is to have the soil analyzed to determine pH, calcium, magnesium, phosphorous and potassium availability. From

this information a valid lime and fertilizer program can be developed with the assurance that excess materials will not be applied.

Nitrogen is the nutrient most consumed by the turf grass plant. Its function is to stimulate vegetative growth. The necessary amounts of nitrogen will be determined by monitoring rate of growth, color and density of turf for each area of the golf course. Controlled release nitrogen sources have the advantage of supplying a longer more uniform source of nitrogen, a lower salt index and reduce leaching. These materials along with spoon-feeding with liquid fertilizers will reduce leaching of materials and provide more consistent growth rates and color retention.

a. Greens

Greens will be fertilized regularly with ratios of NPK determined by soil and tissue testing. Granular applications will be made with aerification operations and the balance of the year will be liquid applications to avoid any flushes of growth and maintain consistent growth rates. Dormant or late season applications of granular fertilizer will be applied in accordance with RFP requirements and within soil sample parameters.

b. Tees

Tees will be fertilized regularly based on soil testing data to maintain quality-teeing surfaces. Granular applications will be made with aerification operations. Liquid fertilizer applications will be limited to summer months and used to maintain turf vigor between granular applications. Dormant or late season applications of granular fertilizer will be applied in accordance with RFP requirements and within soil sample parameters.

c. Fairways, rough, and slopes

Fairways, rough, and slopes will be fertilized regularly with granular applications determined by soil testing data. Supplemental applications will be made to bunker faces to strengthen these turf areas. Liquid fertilizer applications will be limited to summer months and used to maintain turf vigor between granular applications.

- A lime application may be made 1 time per year based on soil testing to assist in maintaining a desirable pH level.

6. Mowing, Maintenance, and Cultivation

General

Mowing is one of the most important maintenance operations on a golf course. When proper mowing practices are followed you achieve better turf density, texture, color, root development and wear tolerance. This promotes healthier turf, which in turn minimizes the need for excessive use of fertilizers, pesticides and irrigation.

Growth rate and height of cut have the most influence on mowing frequency. As a rule of thumb, you should mow often enough so that no more than 33% of the leaf blade is removed during any single mowing. Therefore, the frequency of mowing must be determined by the rate of growth and not a specific time schedule. Growth regulators will be used to manipulate the growth rate. Following these practices will minimize the effect of mowing on photosynthesis and help maintain a higher percentage of leaf surface which is necessary for healthy root formation.

Height of cut is important because if the turf grass is cut to low it becomes more susceptible to environmental stress and disease pressures. The best approach to offset these issues is to use the highest mowing height acceptable for the various playing surfaces. Greens height, for example, would be determined by achieving the height of cut that produces acceptable putting speeds for everyday play. Variances would be established for tournaments or for stressful weather conditions. In addition, anytime the grass is in a weakened or stressed condition, the mowing height should be raised immediately. Also, by varying the mowing patterns on putting surfaces, as well as other playing areas, you will promote an upright growth habit and overall plant vigor. These changes in mowing pattern will also help reduce mower wear patterns and reduce soil compaction.

Aerification is used to provide relieve from compaction, improve water infiltration, increased root development, improved gas/air exchange, thatch removal, improved nutrient uptake and increases turf vigor. Coring, solid tine venting, Planet-Air and dryjecting are all options we will utilize to provide a healthy playing field.

Timely regular verti-cutting to actively growing turf grass will assist in reducing grain and minimizing thatch buildup thus promoting healthier turf grass.

Spiking is used to provide adequate moisture infiltration through the turf canopy and thatch layer. Bi-weekly spiking should occur during the stressful summer months to assist the turf grass in surviving high heat and high humidity conditions.

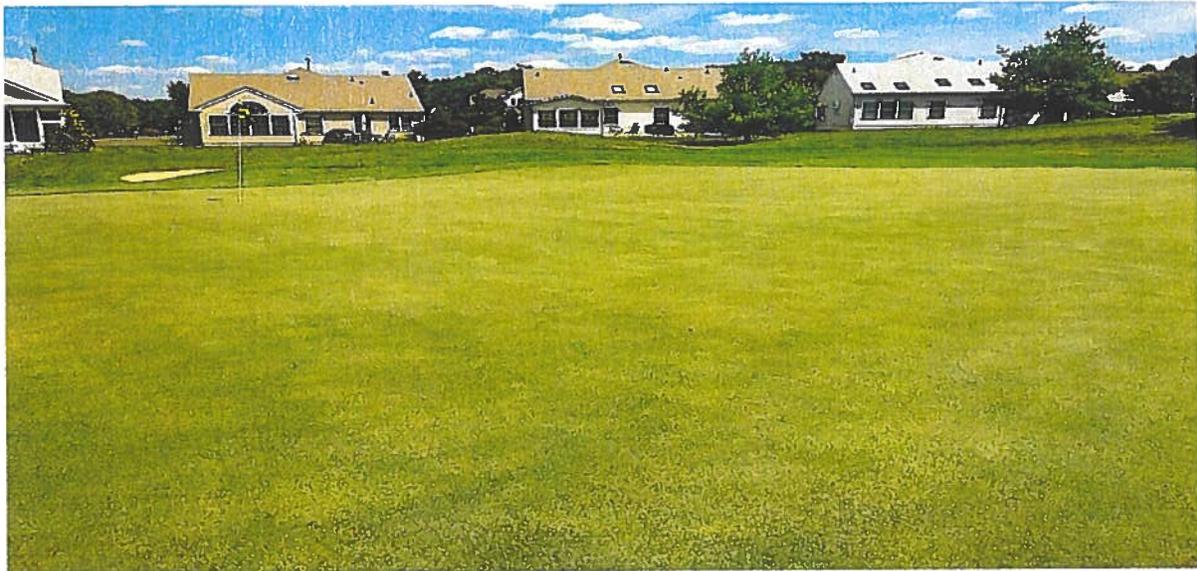
Topdressing with compatible materials to current soil structure is paramount. Proper topdressing will encourage rooting, aid in thatch decomposition stimulate growth provide nutrients and smooth putting surfaces. Although a small amount of thatch (~.25") is desirable to provide some resiliency, it also limits the development of fast uniform putting surfaces. Proper Topdressing significantly reduces and manages thatch accumulation. Although it does not prevent the growth of stems and roots which contribute to thatch buildup it does provide separation and microorganisms that help prevent dense mats from forming. By adding suitable topdressing materials, the thatch layer will be slow in developing and decompose faster.

a. Greens

The top priority, in any golf course maintenance program, should be your putting greens. Greens will typically be mowed at a cutting height of .100" to .125" and mowing frequency will be 7 days per week in season weather permitting. Rolling of greens will be performed 1-2 times per week during the season.

Greens will be aerified as needed to provide the soil with the proper ratio of air, water and nutrients required for healthy putting surfaces. This will usually include core aerifications in the late spring and early fall and a combination of solid tine aerification, Planet Air, and dryjecting during the summer season. Greens will be top dressed with each cultivation and additional light topdressing applications will be made as needed to maintain a smooth playing surface.

Greens will have staff assigned on a daily basis to perform the following duties. Cups are changed 5-7 times per week, green surfaces and surrounds are blown off daily following mowing, ball marks are repaired daily and any damaged areas found are repaired and/or reported to management. All staff are also trained to report any signs of possible pest, disease or weed occurrences to management.



b. Tees, Collars and Approaches

Tees, collars, approaches will be mowed, during the growing season, 3 times per week at a cutting height of 1/4" to 3/8" depending on weather.

Tees will be aerified two to three times during the growing season to control compaction and thatch buildup. The frequency of vertical mowing will be determined by daily monitoring of teeing surfaces.

Collars will be aerified on the same schedule as the greens. Approaches will be aerified on the same schedule as the fairways.

Tees will have staff assigned on a daily basis to perform the following duties. Move tee markers, fill divots and divot buckets, blow off surfaces, empty trash receptacles, check ball washers, straighten signs and traffic control apparatus, and visually monitor for pest activity, damage and dryness for reporting to management.



c. Fairways

Fairways will be mowed, during the growing season, 3 times per week at a cutting height of 1/4" to 3/8" depending on weather.

Fairways will be aerified 2 times per year to alleviate compaction and promote a healthy root system. Heavily trafficked areas will receive supplemental aerifications as needed this will include any rough areas.

Fairways will have staff assigned on a daily basis to perform the following duties. Monitor for dryness, damage and/or pest activity to be reported to management, blow off where necessary and move signage or traffic control apparatus where necessary.



d. Rough

Roughs will be mowed, during the growing season, 2 times per week at a height of 1.5" to 2.5" for in-play areas. Roughs considered the green surrounds will be mowed 2-3 times per week at a cutting height of 1.5" to 2.5".

7. Bunkers

Having healthy manicured, and weed free bunkers is critical to the success of any golf course. Bunkers will be mechanically raked 5-7 times per week. They will be inspected and any necessary hand raking will be performed on day's bunkers are not mechanically raked. Sand replenishment will be ongoing to maintain proper characteristics. Edging of bunkers will be performed monthly to maintain a clean look and proper shape of bunker. Bunker faces will be mowed weekly. Lastly, either manually pulling or spraying of weeds will be done as necessary to keep bunkers weed free. We took over one of our courses in 2011, the bunkers were in need of dire repairs. Most of the bunker faces needed work and also drainage in most bunkers needed to be repaired. Over our first year, we completely overhauled 30 bunkers. As you'll see, refurbishing bunkers not only aides in the playability of the course, but also makes the course aesthetically much more pleasing.



#14 Bunker at Spring Meadow Before/ After

8. Ponds

Water features on the golf course provide both aesthetic interest and playability issues. Water features need the proper maintenance so as to provide maximum value. This not only helps keep ponds free of algae growth but also provides an aesthetically pleasing look. Below is a picture of a pond aerator we used at Westlake Golf and Country Club.



9. Trees and Shrubs

The golf course trees and shrubs must be maintained to provide a safe aesthetically pleasing playing field. Fallen and/or hanging branches are monitored for by all staff daily and cleared as soon as possible. Leaf cleanup is performed daily to maintain as clean a playing surface as possible. Landscape is much needed around the clubhouse at Sebring and that will be one of the first improvements H&L will make.

Trees and shrubs will be evaluated and long-term plans for pruning, removal or plantings will be compiled and submitted for approval to the City. We are very aware of the strict policies when it comes to tree work and we will always seek City approval before any tree work is commenced.

10. Cart Paths

Staff will blow off any debris on a daily basis as part of our morning routine through the golf course. Cart paths will also be edged annually to give a more aesthetically pleasing look. One of our capital improvements will be to either fix existing cart path pavement or replace pavement with coquina which is a shell mix that provides a nice aesthetic value.

11. Dump Area

H&L realizes not well-maintained dump areas can be a very big turn off for golfers. Having a designated dump area on a golf course is important because it supports efficient maintenance operations, environmental responsibility, and overall course quality. The dump area near #15 allows the staff to properly manage grass clippings, tree debris, bunker sand, and renovation materials, reducing clutter and unsafe dumping around the property. It improves workflow and saves labor time by giving maintenance crews a consistent, organized location to unload and sort materials. When designed correctly, a dump area also helps with recycling organic waste into compost or mulch, minimizing disposal costs and supporting sustainable turf practices. Most

importantly, it keeps unsightly debris out of play and public view, helping preserve the course's appearance and ensuring a safer, more professional environment for golfers and staff alike. H&L will make the dump area near #15 much more aesthetically pleasing by grinding up all existing debris and adding a fence to go around the area so no golfer will be able to see it from the course.

12. Other Maintenance Issues

We will work diligently to maintain a clean safe environment for all guests. This involves daily inspections of the golf course, parking lots, walk ways, cart paths, trees, fences and building surrounds for cleanliness and any hazardous conditions that need attention. Stakes and rope, ball washer towels, flagpoles, flags, cups and trap rakes will be maintained and replaced when necessary and edging of drains, sprinklers, yardage markers, valves and cart paths will be done as needed to ensure no obstruction of play.

13. Maintenance Reports

H&L believes communication is an extremely important part of any successful relationship. That is why we will provide the City with monthly maintenance reports detailing what has been done or is going to be done at Sebring.

Equipment List for Golf Course

One of the key ingredients of any similar operation is the upkeep and availability of equipment. H&L is most pleased to inform you that our company owns the necessary turf maintenance equipment that will enable us to complete any project or daily maintenance task at Sebring. Our Head Mechanic Kenny Martinez will be in charge of overseeing the equipment. H&L will also explore purchasing existing equipment from the City. Below is a list of what our inventory at Sebring can include on our end:

- 1 Front-end Loader Tractor
- 1 Lastec Rough Mower
- 3 Walk Behind Greens Mowers
- 1 Walk Behind Tee/Collar Mower
- 1 Triplex Greens Mowers
- 1 Triplex Tee/Approach Mower
- 1 Tri-King Intermediate Rough Mower
- 1 Bunker Rake
- 1 Greens Roller with Spiker
- 1 Mustang 3 Point Hitch Fairway Aerifier
- 1 Fairway Spiker
- 1 Ryan Greensaire Aerifier
- 1 Bluebird Verticutter/Seeder
- 1 Ryan Mataway Seeder
- 2 5-Plex Fairway Mowers

- 1 200 Gallon Boom Sprayer
- 1 Pull Behind Topdresser
- 1 Workman Dump Body Utility Vehicles
- 1 Gator Utility Vehicle/Sprayer
- 1 3 Point Hitch Blower
- 1 3 Point Hitch Spreader
- 1 Pull Behind Fairway Verticutter
- 1 Pull Behind Turf Vacuum
- 1 Automatic Bedknife Grinder
- 1 Reel Grinder
- Miscellaneous Small Equipment Blower, Weedeaters, Rotary Mowers etc.

Required Qualifications for Golf Course Maintenance Positions

Again, even though H&L already has staff in place to operate Sebring, below are the qualifications we look for whenever we are in need to fill positions.

Golf Course Maintenance

Head Golf Course Superintendent:

- 2 or 4 year degree or certificate in turfgrass management required.
- 5+ years superintendent experience in southeast/midatlantic region.
- 2+ years golf operations management experience preferred.
- Must be highly organized, motivated, efficient and detail oriented.
- Must have ability to maintain golf operations to high standards.

Assistant Golf Course Superintendent

- 2 or 4 year degree or certificate in turfgrass management preferred.
- 3+ years assistant superintendent experience preferred.
- Must be highly organized and passionate about golf maintenance.
- Must have ability to maintain golf course to high standard.

Golf Course Equipment Technician

- High School or Vocational School Graduate
- Minimum 3 years' experience with golf course equipment
- Knowledge of gas and diesel engines
- Reel grinding and welding experience preferred
- Preventative maintenance scheduling and parts inventory experience

Foreman

- High School Graduate
- 2+ years golf maintenance experience
- Supervisory experience preferred
- Motivated to succeed in golf industry

Crew

- High School Degree or GED equivalent
- Golf course or landscape experience preferred

Restaurant

With Juan Gabriel Mendoza and the rest of his staff staying at Caddyshack if H&L is awarded the bid, the transition will obviously be very easy. Below is just a description of some of the plans that may need to be done once awarded the contract, and as you'll see, most of this won't be necessary since Gabriel and his tremendous staff will all be staying.

- *Food Menu Engineering* analysis on existing food menu items to determine true cost, popularity index and labor cost in producing each item. We will work with existing staff on this project.
- *Apply for Liquor License*- With the liquor license already in place, there will be no need to apply.
- *Interview Staff*- With most staff already in place there will be no need to interview, but we will still have procedures in place if the need to hire any other staff does come about.
- *Food Specials Program* - We have learned that a daily specials program is very popular with all restaurants, Gabriel and his team are very well versed when it comes to these programs already.
- *Competition Census* - We will conduct an F&B census of local outlets to determine competitive pricing, specials programs, Happy Hour discounting and any other programs that are popular locally.
- *Beverage Menu Engineering* - The same approach as used with food items will be applied to the beverage program. All existing pricing and selection will be analyzed with respect to popularity index.

Physical Plant and Equipment Audit -F&B

We will commence this phase immediately to determine a game-plan for implementation of our anticipated programs.

- Conduct thorough equipment audit of all kitchen and bar areas.
- Conduct a complete inventory need of all kitchen small wares, dining room and bar supplies, china, silverware and glassware.
- Conduct thorough audit of all mechanical systems including HVAC, electrical, water and plumbing.
- Create "punch list" of any needed repairs or replacement.

Systems and Financial Audit

This phase will also be initiated immediately. Again, the objective is to produce a "game plan" of all anticipated changes or additions that were already in place.

- *Financial Reporting* - We will keep using the same POS/Financial reporting system that is currently in place.
- *Operational Systems* - We intend to examine all existing operational systems like inventory control, order sheets, opening/closing checklists, hours of operation and cost effectiveness to determine what needs to be augmented or changed.

Mobile Concession Vehicle

A great addition to any golf course operation (for both the patrons and operator) is the presence of a food and beverage cart. Golfers satisfy their cravings and the operator benefits from an added revenue source. We plan to aggressively market this option throughout the entire year, weather permitting.

Distribution of Alcoholic Beverages

While the distribution of alcohol is widely considered a good idea, extreme caution needs to be exercised at all times.

Below is a summary of our proposed policy on the distribution of alcoholic beverages:

- Beer, wine and liquor may be purchased by anyone 21 years of age, or older.
- All individuals in question of age requirements must provide proof of age.
- Allowable proof may include a signed, valid driver's license with picture, military I.D., valid passport, immigration card.
- Take the I.D. in hand, examine the front and back of the I.D., especially for height and weight, and note any alteration. The description and picture must match the purchaser, no exceptions. If uncertain (change in hair or weight) ask purchaser to sign name and birthdate on a piece of paper. Match signature and date on the acceptable I.D. If any degree of uncertainty exists, no sale can be permitted.
- No sales will be authorized to anyone visibly under the influence of alcohol.
- Free merchandise or prizes shall not be offered to encourage the sale of alcoholic beverages.
- We will sell alcoholic beverages only within the hours prescribed on our license.
- No alcoholic beverages shall be given as prizes in connection with the playing of any game.

Any time there are F&B destinations on a golf course, it is important to consider golf and non-golf related income potential. Marketing the F&B programs with golf outings and other specials is a natural fit. Aside from that, there is a plethora of opportunities related to luncheons, awards dinners, weddings and more. This is a key component of the marketing campaign and one that we will pursue early on.

Hours of Operation

Caddyshack will be open 6 days a week year round with the exception of Monday's

Month	Restaurant Hours
January	11:00am-10:00pm
February	11:00am-10:00pm
March	11:00am-10:00pm
April	11:00am-10:00pm
May	11:00am-10:00pm
June	11:00am-10:00pm
July	11:00am-10:00pm
August	11:00am-10:00pm
September	11:00am-10:00pm
October	11:00am-10:00pm
November	11:00am-10:00pm
December	11:00am-10:00pm

Advertising and Promotion

H&L realizes that it is critical for us to continue to live up to the reputation of providing professional services. We will be mindful that Sebring is a City owned property and that our overall performance is a reflection on all those who serve the City. Therefore, we must constantly work on building relationships and creating goodwill for the good of all parties. Advertising for Caddyshack is imperative for tourism because it helps position our establishment as a destination rather than an afterthought for visitors. Effective marketing increases awareness among travelers who often plan dining experiences in advance, driving foot traffic, longer stays, and higher overall spending in the community. A well-promoted restaurant also strengthens the area's brand by showcasing local flavor, quality, and hospitality, encouraging repeat visits and positive word-of-mouth that benefit both the restaurant and the broader tourism economy.

The Future of Sebring

Highlands County and the surrounding areas has a population of 101,235 people, 44,376 households, and 27,169 families residing in the county. The median age is 54.7 years, and this will be our main target to market towards. This can be described as a working community as Sebring and the surrounding areas are predominantly blue collar. This is truly a local community. While there are numerous courses in the immediate area, the general population enjoy a variety of venues. Caddyshack Bar and Grill could be one of the primary choices with a more aggressive marketing campaign. We plan on advertising in all local outlets such as The Highlands News-Sun and seasonally advertising as well.

Success will be measured through a series of comparative analyses of rounds of golf, memberships and overall revenues. Furthermore, we must implement additional programs to ensure that we trend ourselves in a positive direction. That is a challenging

endeavor since rounds of golf nationwide are dropping each year. This property, however, is ripe for rapid growth.

Managing a property like Sebring is obviously not new to H&L. We have the requisite leadership, business experience, discipline and protocols to assist the City in exceeding their goals. Our challenge now is to build on the positives and give golfers a reason to not just come and go but to stay, dine and have fun. Our aggressive marketing plan, replete with email blasts, new tournament formats and more outings will go a long way into making the Caddyshack the top choice in the area.

Required Qualifications of Food and Beverage Staff

Restaurant Manager

- Minimum of 5 years of progressive management experience in restaurant industry.
- Minimum 4 years progressive management experience in restaurant/Club industry. Formal hospitality training a plus.
- POS skills and PC familiarity required.
- Hands on approach with a proven ability to train and motivate a staff. Attention to detail, a sense of urgency and dedicated to providing fine service.
- CCM designation and formal Hospitality education a plus.

Chef

- Minimum 5 years progressive experience in kitchen operations. Formal culinary education a plus.
- Creative and aggressive with new ideas and fully understands the growing trend toward nutritional and sustainable foods.
- Effectively supervise production staff and teach production skills.

Bartender

- Minimum 3 years' experience in beverage operations including extensive wine knowledge.
- Leadership skills, outgoing personality, creativity, attention to detail and the ability to "go the extra mile" for guests and members.
- POS and PC skills.
- Knowledge of new drink recipes and beverage trends in the industry.

Office Administration

- 3-5 years of substantial related clerical/administrative skills and experience.
- High School diploma. BA or Associates degree preferred.
- Strong written and verbal communication, interpersonal, and customer-service skills, good organizational, time management, customer service and problem-solving skills and the ability to work accurately and meet deadlines.
- Strong computer skills with thorough understanding of Excel and Word.

Specials

Nine and dine programs can be very popular in the early evening hours during golf season. Coupons for free lunches and ½ price dinners may be other options as well as incorporating deals with Harder Hall and the Inn on the Lakes. There are many more options and we will make sure to explore all avenues to make cliental of all kinds happy.

Part VI Mobilization and Implementation Plan

H&L understands that us being an out of state company might raise some red flags when it comes to the actual implementation plan but considering most of our employees are already in place at Sebring, the transition will be as smooth as possible. Company Owner Harry M. Leonard will be on site daily along with GM Fred Tucker and F&B Director Gabriel Mendoza during the duration of the contract and most of the key staff already live locally in and around Sebring.

Anticipated Staff at Sebring

Potential Number of Employees:

Grounds 6-8

Golf Operations 8-10

Food & Beverage 20-30

Anticipated Bid Award Date	2.17.26
Fully Executed Operating Agreement	3.1.26
Transition Completion Date	3.27.26

Implementation Schedule for Golf and Restaurant Operations

Action	Completion Dates
Conduct thorough onsite review/analysis	Immediately
Analyze money mgt systems/POS	Immediately
Order pro shop inventory	Immediately
Create/test website	Immediately
Assume Golf Cart Lease with Yamaha	Immediately
Launch new marketing program for Restaurant	4.01.26

Implementation Schedule for Maintenance and On-Course Operations

Action	Completion Dates
Meet with City Representatives to review and catalog current conditions of all City owned property.	3.1.26
Negotiate with City for existing equipment	Immediately
Plan to have entire staff, equipment, supplies on site	3.30.26

General

Action	Completion Dates
Review and finalize staffing needs/hire accordingly (if needed)	3.20.26
Secure all required insurances (worker's comp. liability, business owners, contents, medical, etc.)	Immediately
Arrange to switch over telephone service/utilities	Immediately

Management and Key Responsibilities during Mobilization and Implementation Period

We realize that an effective mobilization plan will be critical for a smooth transition. Because we have been faced with this situation in the past, we feel confident that this will be done immediately. Here's a recap on the key personal and roles during the transition period.

Harry M. Leonard, CEO

Oversee smooth transition of all pro shop and golf operations functions.
Onsite daily for duration of contract.

Fred Tucker, General Manager

Will help oversee all pro shop and golf operations and will be onsite daily throughout the contract.

Rene Brown, Head Golf Professional

Oversee smooth transition of all golf operations and will be onsite daily throughout the contract.

Juan Gabriel Mendoza, Food and Beverage Manager

Continue to oversee all F&B matters and will be onsite daily throughout the contract.

Kenny Martinez, Mechanic

Go over all pieces of equipment that will be used primarily at Sebring.
Check to see if maintenance is needed and perform if necessary.

Sonya Mendoza, Assistant Food and Beverage Manager

Continue to aid Gabriel in all F&B matters, will be onsite daily throughout the contract.

Backup Staff

While we remain confident that our proposed staff will allow us to make a smooth transition in both short term and long-term basis, we realize that unforeseen events may occur with turnover. For most positions, we will interview existing staff who have been in place at Sebring. And if need be, we will put ads in local papers looking for extra personal.

Equipment Plan

As previously indicated, we currently have equipment on hand that is ready to be transported to Sebring, as well as new maintenance equipment on order and lastly, possible negotiation with the City for their existing maintenance equipment. We are confident that our equipment will easily exceed the requirements and expectations of the City.

Proposed Plans for Improvements - Golf Operations

Here are some additional programs we plan on implementing in the short term.

Changing POS to Golfnow

Golfnow's GN Pro Tee Sheet is a great option for Sebring Municipal. I've added some details below for you to share with the city.



- GN Pro is an all-in-one system that provides all of the features above
- Cloud-based system that allows operators to access from any computer for ease of use
- Creates additional revenue streams from the course including:
 - Online gift certificates
 - Featured produce add-ons
 - Sell memberships/frequent player cards via online booking engine
- Very easy for golf shop staff to learn + continued training opportunities so everyone feels supported and comfortable in the system.

Also, our Golfnow Rep works closely with the Citrus Golf Trail which Sebring Municipal is a part of. By joining Golfnow, we will be able to add our tee times to the Citrus Golf Trail's booking engine where golfers can reserve their tee time while booking their travel package to Sebring.

GolfNow connects the largest database of golfers in the world with our golf course partners. They will list our unsold tee times online so golfers can seamlessly book their round. Allowing us to fill our tee sheet and drive more rounds and revenue.

Tee Reservation Policies

We are familiar with several automated tee time programs, internet-based programs and manual programs where people call in for starting times. In addition to call ins for tee times, we plan to add Golfnow as we mentioned on the previous page.

Starting Time Intervals

While we have experimented with various time intervals, we anticipate using staggered 8 and 9 minute tee times.

Course Marshalling

Good course marshalling starts with a stern but polite message on the first tee. There should be a gentle reminder that each group must keep up with the group in front of them, no exceptions. Furthermore, there is no need for slow play. Despite a busy 18 hole venue on a fairly short course, the pace of play should be efficient for the good of all those on the course. Those holding play up should be asked politely to keep up or skip a hole.

Golf Starter

As mentioned in our previous comments, we believe the messages provided by starters set the tone for the day. Starters will be used throughout the day until non-peak times occur.

Golf Leagues

Golf leagues are common practice in many towns and since most play at non-peak times, it provides an additional means of income. H&L will be happy to offer promotional opportunities to area businesses and will coordinate formats, league standings and tournament scoring.

Golf Course Marketing

Our success depends on a steady flow of golfers. That can only occur if we give them a reason to come back. To that end, we would like to ask all those interested to sign up for email notices about pro shop specials, upcoming tournaments and other news of note. We will have a new website where people can log on to learn about course news, upcoming events, merchandise sales, specials and anything worthy of communicating.

Outings

We have a broad range of experience in golf management, formats, scoring, awards, fund raising and emcee responsibilities. We plan on taking advantage of our expertise to solicit and run a full-service golf outing program. This helps attract new players with the potential for repeat business. We will launch a marketing program including business solicitation immediately with the objective of booking more than the previous year. Sebring is an ideal setting for outings offering a golf course playable for all skill levels and onsite amenities for food and beverage.

Each phase is critical to the success of an outing. Roles we plan on serving include:

- Meeting with the tournament contact to review logistics, on course needs, merchandise, emcee arrangements, etc.
- Set up the course the morning or day prior to the event Set up the staging area for carts, order of play, names assigned to each cart.
- Print out rules, formats, etc. and provide to each participant.
- Streamline traffic flow for golf bag drop off, tee gifts and other arrangements to keep things moving.
- Make sure event begins on time. Have spotters on course where needed.
- Periodically check on course beverage and food levels.
- Collect all official score cards and score the event.
- Present awards at awards ceremony, emcee event if necessary.

Golf Instruction

Golf instruction is essential for golfer development. It also creates goodwill for the course. Our on-site Head Pro will coordinate lessons. If feasible, we will install a video system to be used to allow player lessons to be video-taped. This will also allow us to promote clinics for golfers of all levels and age groups.

Special Events

Since we have ample space both inside and outside, we would like to offer rules seminars, golf club fitting sessions and other golf education events periodically.

Purchasing of Equipment

All pro shop and maintenance equipment needed at Sebring is already currently in place ready to be transported. With regards to the restaurant, we will do a thorough examination before the contract is assumed by H&L to see what upgrades are needed.

Sub-contractors

We have no plans to incorporate any sub-contractors throughout the term of this operating agreement.

Proposed Capital Improvements

Capital improvements are essential on a golf course because they protect long-term asset value while enhancing playability, safety, and the overall golfer experience. Strategic investments in infrastructure such as irrigation systems, maintenance facilities, clubhouses, cart paths, and course features improve operating efficiency, reduce costly emergency repairs, and support consistent turf conditions. Well-planned capital improvements also help a course remain competitive in its market, attract new players and events, and demonstrate a commitment to quality and stewardship, ultimately strengthening financial sustainability and member or guest satisfaction over time. Below is a list of capital improvements H&L has planned at Sebring.

Fixing Cart Path Areas Throughout Golf Course

Throughout our site visit at Sebring, we noticed numerous areas along the cart paths in need of repair. Not only would it be more aesthetically pleasing, but it will provide less wear and tear on golf carts and surrounding areas. We would begin the project around the middle of Summer 2026 and finishing during Winter 2027. If we decide to replace the cart paths with coquina, then the timeframe would be pushed back a year. Weather does play a key factor in this process, so if we encounter harsh weather, it may delay the project.

Refurbishing Restaurant, Clubhouse, On Course Bathroom's & Cart Shed's

Refurbishing the buildings is important because it extends the life of an existing asset while improving safety, functionality, and overall value at a fraction of the cost of new construction. Refurbishment allows outdated systems – such as electrical, plumbing, HVAC, and structural elements – to be upgraded to current codes and efficiency standards, reducing long-term operating and maintenance costs. It also enhances user experience and accessibility, supports sustainability by reducing waste and embodied carbon, and preserves the character or historical significance of a structure. A few projects that will be addressed under this would be new windows/ rugs in the restaurant, remodeling the bathrooms in the restaurant, fixing the breezeway and a few other miscellaneous projects. This would begin in the spring of 2026 and be completed throughout the duration of the contract.

Adding/Reconditioning Water Features to Ponds

The addition/reconditioning of fountains to all ponds has a positive impact on the appearance of the ponds. Not only will it be a nice feature to observe but it also has environmental benefits as well. Algae is a common problem in ponds and fountains have proven to significantly decrease its population. Even though golf is not played from the ponds, poorly maintained ponds will become a nuisance visually, not to mention foul smelling. This process starts by first checking where electricity is available around each pond and whether it would need to be added or not. Next, we would decide exactly what kind of aerator would be the best fit for each pond. Lastly, we order and install each aerator. Installation of aerators will be executed between the fall of 2026 and spring of 2027.

Landscaping Around the Clubhouse/Restaurant/Golf Course

Not only is having the highest quality of turf our main priority, but a top preference also is beautification of the property. By landscaping around the clubhouse, tees, greens and other areas, it gives the golf course a more pleasing look. Our experience in the past by doing this has received rave reviews from golfers as well as on lookers. We see it as a cost-effective way to attract more patrons to the course. Initially, our team will decide exactly which areas to landscape in the early spring of 2026. While doing this we need to make sure it doesn't negatively impact play, interfere with any irrigation and block any air movement or sunlight to important turf areas. Subsequently, starting in the

spring of 2026, we would add beds to each location. Afterwards, we would decide exactly what type of shrub, tree, or flower would go to each area. Finally, installation of each would be performed and completed around spring of 2027.

Bunker Renovations

The bunkers at Sebring can definitely use some sprucing up. While on our site visit, we noticed many bunkers which had either drainage issues, not enough sand, poor faces and also a combination of all three. First, we will examine exactly what the issue is with each bunker. Next, we will fix all bunkers where drainage is poor. Then, we will add sand to bunkers where it is needed. Lastly, we will add soil and sod to all bunker faces that are in need. This project will start in the spring of 2026 and be completed by the spring of 2027.

Removal of Nematodes/Installing New Greens

H&L has been made aware of the nematode problems Sebring has been experiencing. The population of nematodes has been decreasing and will continue to decrease under H&L Golf but as a last resort, installing new greens on holes 3, 6, 10 and possibly 8 is a possibility in the near future.

Irrigation System Audit

Performing an irrigation system audit on a golf course is essential to ensure water is being applied efficiently, uniformly, and only where it is needed. An audit identifies leaks, broken or misaligned heads, pressure problems, and scheduling issues that can lead to wasted water, uneven turf quality, and higher utility costs. By correcting these issues, a course can improve turf health and playability, reduce water and energy consumption, lower maintenance expenses, and extend the life of irrigation equipment. Regular audits also help courses meet regulatory requirements, demonstrate environmental stewardship, and protect against future water restrictions – making them a smart operational and sustainability investment. This would be started immediately after the contract goes into effect and continue during the duration of the contract.

Adding Netting to the Driving Range

Adding netting to the driving range enhances safety by containing errant golf balls and protecting players, staff, nearby properties, vehicles, and pedestrians, while significantly reducing liability and insurance risk for the facility. Netting helps prevent damage to adjacent fairways, buildings, and equipment, improves golfer confidence, and creates a more controlled practice environment suitable for all skill levels. It also allows for expanded range use, including junior programs, clinics, and extended operating hours, while demonstrating proactive risk management and a strong commitment to community safety and responsible facility operations. This project would start in the fall of 2026 and be completed by the spring of 2027.

Refurbishing Chemical Storage Building

Having a proper chemical storage building on a golf course is essential for safety, environmental protection, and regulatory compliance. A dedicated, well-designed facility ensures fertilizers, pesticides, and other maintenance chemicals are stored securely, clearly labeled, and separated according to best practices, reducing the risk of spills, contamination, or accidental exposure to staff and the public. Proper storage protects groundwater, nearby waterways, and sensitive turf areas from chemical runoff or leaks while also extending product shelf life and reducing waste. In addition, a compliant chemical storage building helps the course meet federal, state, and local regulations, lowers liability risk, and demonstrates a professional commitment to responsible stewardship and sustainable golf course management. The chemical storage building at Sebring Municipal Golf Course desperately needs an overhaul and this would be done as soon as our contract would go into effect.

Introducing a Disc Golf Course

Adding a disc golf course to Sebring will provide a cost-effective way to increase revenue, expand community engagement, and better utilize underused property with minimal impact on traditional golf operations. Disc golf attracts a younger and more diverse audience, introduces new visitors to the facility, and creates additional income through daily play, leagues, tournaments, rentals, and increased food and beverage sales. With low installation and maintenance costs, year-round playability, and limited turf wear, disc golf enhances overall facility value while promoting inclusivity, accessibility, and positive public perception – particularly for municipal and public golf courses seeking long-term sustainability. We would begin this process immediately.

Drainage Repairs

As you probably already know, having good drainage on your golf course coincides with having healthy turf. If drainage is poor, you will usually have standing water, and in the heat of the summer, that equates to have little to no turf in those areas. First, we would choose each area that needs drainage installation. Next step would be to decide what type of drainage works for each individual area. Then we would start the process of installation around late spring 2026 and have all areas completed by spring of 2028. Fred and his staff have already begun to address the water run off from Max Long, we will continue to work on that project first and then move onto other poor drainage areas.

*While we familiarize ourselves with the property, we will certainly find other capital improvements needing to be done. We will present these to the township with our quarterly reports detailing exactly what the project is and the estimated cost.

*There will be no need for the course to be closed while any of these capital improvements are performed. Keeping a golf course consistently open is important because it maintains revenue continuity, customer loyalty, and the course's reputation

for reliability. Regular access encourages repeat play, supports memberships and leagues, and builds trust with golfers who plan their schedules around availability. Staying open whenever possible also maximizes ancillary revenue from carts, food and beverage, and events, while reinforcing the course's role as a dependable community asset and destination rather than a facility that players risk avoiding due to uncertainty.

Part VII

Financial Viability

After operating courses of similar scopes and sizes, we are extremely well versed on how much capital is needed to operate Sebring correctly. Capital improvement spending will decrease as more work is completed throughout the duration of the contract. All lease payments to the City would be due on the first of every month and increase by 3% annually. For example, if the contract goes into effect on 4/1/26, then H&L will pay the city \$16,666.67 on that date and every first of the month after that until 4/1/27, then the 3% increase will take effect and so on and so forth. Below is an outlined 10 year budget for the Golf Course and Restaurant which we believe will make Sebring successful:

Sebring Golf Course Property Projected Budget					
	2026	2027	2028	2029	2030
Projected Sales	\$1,653,478.60	\$1,703,082.90	\$1,754,175.30	\$1,806,800.50	\$1,861,004.60
Revenue to City	\$200,000.00	\$206,000.00	\$212,180.00	\$218,545.40	\$225,101.76
Operating Expenses	\$1,288,904.00	\$1,327,571.12	\$1,367,398.25	\$1,408,420.20	\$1,450,672.81
Capital Spending	\$150,000.00	\$130,000.00	\$125,000.00	\$125,000.00	\$120,000.00
Net Income	\$14,574.60	\$39,511.80	\$49,597.10	\$54,835.00	\$65,230.10

Sebring Golf Course Property Projected Budget					
	2031	2032	2033	2034	2035
Projected Sales	\$1,916,834.70	\$1,974,339.80	\$2,033,570.06	\$2,094,577.17	\$2,157,414.48
Revenue to City	\$231,854.81	\$238,810.45	\$245,974.76	\$253,354.00	\$260,954.62
Operating Expenses	\$1,494,192.99	\$1,538,018.78	\$1,584,159.34	\$1,631,684.12	\$1,680,634.64
Capital Spending	\$110,000.00	\$110,000.00	\$100,000.00	\$100,000.00	\$100,000.00
Net Income	\$80,787.00	\$87,510.70	\$103,436.96	\$109,539.05	\$115,825.22

Reviewers Responsibilities for the Audit of the Financial Information

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

In performing a review in accordance with generally accepted reviewing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audits.
- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the schedule.
- Obtain an understanding of internal control relevant to the audits in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Atlantic Golf Management Corporation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the schedule.

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

Restriction on Use

This report is intended solely for the information and use of the City of Sebring and the management of the Company and is not intended to be and should not be used by anyone other than these specified parties.


SMOLIN, LUPIN & CO., LLC

Red Bank, New Jersey
January 5, 2026

11:19 AM

01/05/26

Accrual Basis

H&L Golf Group Corporation

Profit & Loss YTD Comparison

January through December 2025

	Jan - Dec 26	Jan - Dec 25
Ordinary Income/Expense		
Income		
Daily Sales	81,864.38	81,864.38
Driving Range Sales-CC	3,687,126.30	3,687,126.30
Daily Sales - Other		
Total Daily Sales	3,768,990.60	3,768,990.60
Rent	15,570.00	15,570.00
Sales Tax	-71,879.57	-71,879.57
Total Income	3,712,681.10	3,712,681.10
Gross Profit	3,712,681.10	3,712,681.10
Expense		
Accounting Services	10,000.00	10,000.00
Advertising and Promotion	3,199.00	3,199.00
Automobile Expense	4,000.00	4,000.00
Bank Fees	835.00	835.00
Casual Labor	26,823.00	26,823.00
Chemicals	220,282.31	220,282.31
Continuing Education	1,211.01	1,211.01
Corporate Business Tax	1,875.00	1,875.00
Donations	100.00	100.00
Dues and Subscriptions	6,475.50	6,475.50
Equipment Lease	31,734.36	31,734.36
Equipment Purchases	34,560.95	34,560.95
Fuel	45,512.37	45,512.37
Grounds Expense	29,889.91	29,889.91
Grounds Materials	6,269.37	6,269.37
Income Tax	2,353.57	2,353.57
Insurance Expense		
Auto	10,121.92	10,121.92
General Liability Insurance	69,120.99	69,120.99
Health Insurance	75,491.54	75,491.54
Workmen's Comp	29,613.99	29,613.99
Insurance Expense - Other	2,546.00	2,546.00
Total Insurance Expense	186,894.44	186,894.44
Internet	6,153.82	6,153.82
Irrigation Expense	5,564.84	5,564.84
Irrigation Repairs	799.69	799.69
Legal Settlement Expense	62,500.00	62,500.00
Marketing	288.00	288.00
Memberships	130,853.63	130,853.63
Merchant Fees	38,292.43	38,292.43
Office Supplies	3,877.07	3,877.07

11:18 AM

01/05/26

Accrual Basis

H&L Golf Group Corporation
Profit & Loss YTD Comparison
 January through December 2025

	Jan - Dec 25	Jan - Dec 25
Payroll Expenses		
401K	21,669.59	21,669.59
Payroll	1,415,544.76	1,415,544.76
Payroll Fees	17,096.43	17,096.43
Payroll Taxes	343,298.09	343,298.09
Total Payroll Expenses	1,397,608.87	1,397,608.87
Pro Shop Supplies	66,428.67	66,428.67
Professional Fees	25,049.73	25,049.73
Reconciliation Discrepancies	-39.48	-39.48
Reimbursement	216,975.71	216,975.71
Rent Expense	246,845.58	246,845.58
Repairs and Maintenance	384,273.71	384,273.71
Seed	258.30	258.30
Telephone Expense	16,479.16	16,479.16
Trash Removal	10,288.61	10,288.61
Travel Expense	2,475.30	2,475.30
Utilities	88,419.98	88,419.98
Total Expense	3,715,409.41	3,715,409.41
Net Ordinary Income	-2,728.31	-2,728.31
Other Income/Expense		
Bank Transfer	37,525.47	37,525.47
ERTC	55,588.47	55,588.47
Other Income	10,000.00	10,000.00
Reimbursement to AGM	19,429.76	19,429.76
School Practice Rounds	9,500.00	9,500.00
Total Other Income	132,043.70	132,043.70
Other Expense	0.00	0.00
Ask My Accountant	0.00	0.00
Total Other Expense	0.00	0.00
Net Other Income	132,043.70	132,043.70
Net Income	129,315.39	129,315.39

Historic Harder Hall Hotel LLC/ Blackmon Family Golf Course Proposal

The City of Sebring has issued an RFP calling for complete plans for operation, enhancement and management of their municipally owned golf course, the surrounding grounds, and the 9900 SF MOL clubhouse/pro shop/ restaurant facility.

In this submission you will see resumes and proposals from our assembled partnership companies and members, which include

- Drew Locher**, former **Director of Design and Construction** for the **Mosaic Corporation** for their construction of the **Streamsong Resort and Golf courses**, as **Construction Manager**
- DTE Golf Facilities Services**, as the **primary golf course management company**. They will integrate all current employees who desire to stay on, and will be hiring additional positions to enhance the quality of the course and experience
- The Landon Group** as the food and beverage provider for the course, to include the “clubhouse” restaurant and roving beverage/ snack carts. The Landon Group operates some of the top restaurants in the Tampa Bay Area and Southeastern United States, including the AVA brand of restaurants and The Lure in St. Petersburg.

We intend to likely modify somewhat interior layout of the existing clubhouse. However, as we do not have floor plans for the building, we have not attached proposed modifications, which would require permitting when done.

Business Plan

For course operational strategy, please see the attached proposal from DTE Golf Facilities.

An outline of last known actual income and expenses is fiscal year 2023-2024. Three and a half months after end of FY 2024-2025, no actual income, expenses or rounds played have been provided. So, 2023-2024 is all a prospective lessee can rely upon.

In 2023-2024, adding personnel services of \$366,965 and operating expenses of \$248,169, plus capital outlay of \$404,108, gives a total of \$1,019,242 in expenses for golf course maintenance.

In addition, the golf course pro shop expenses were \$261,188 for personnel service and \$93,329 in operating expense for a total of \$354,517. So golf course and pro shop expenses totaled \$1,420,452, it appears. The course and pro shop income for 2023-2024 appears to be \$630,424 so the taxpayers lost about \$790,028 in 2023-2024.

Our operator, DTE Golf, projects a similar expense budget, utilizing present Sebring Golf Course staff, while relying upon their extensive professional multi-course expertise to increase course conditions and customer service, therefore increasing rounds played and merchandise sold, to derive increased revenue. DTE Golf currently operates 5 municipal courses, 3 in Florida, as well as 14 Championship courses in Florida.

When the Harder Hall Hotel is completed, there will obviously be increased demand for golf created by guests. Our aim is not to make money on the golf course, but to operate the facility as an amenity for hotel guests as well as the citizenry of Sebring and Highlands County.

While we will strive to break even on operational expenses at some future point in time, if seen as a whole resort with the hotel, we can still operate the course as a loss leader. We believe no other entity can say or do that.

As for Marketing and Tourism plans, this is where we believe our group is the strongest. While any other operator would be attempting to compete with all other golf courses in Highlands County, an already saturated market (over a dozen courses, though many frequently are for sale), as a resort we would be a demand driver. Locals would be welcomed to an enhanced, upgraded experience subsidized not by their own tax dollars, but by ourselves as private operators.

Additionally, tourism for the entire City would be greatly increased, turning the current course from an “also ran” competitor to a destination course. We intend to capitalize on the history of the course, amplify its features and finishes to that of “resort course” standards, and bring bed tax dollars and tourism spending directly to the heart of Sebring city limits.

We can and will achieve economy of scale in regards to marketing by running golf course marketing concurrently with hotel operations. We do not believe any other prospective proposer could, or would be able to accomplish this.

As one of the very few grand 1920s, historic, boom time mediterranean hotels still standing in Florida, we will run a revolving marketing campaign to drive business to the joint product of hotel and golf course. Additionally, we intend to “flag” the hotel with a national chain at some point, driving further interest and reservations to the site.

For a due diligence period, we would request 90 days, or through 5/31/2026.

Experience And Qualifications

Please see attachments for full proposals from DTE, the Landon Group, and information on Drew Locher. All our partner groups are the top of their respective fields. In the attachments you will find an article from American Builders Quarterly discussing Drew Locher’s work on Streamsong Golf Resort. Streamsong’s Red course is typically **rated #1 or #2 in the state of Florida for best public course in the state.** Additionally, for their 2024-2025 rankings, **GolfWeek** lists their Red (#17), Blue (#19), and Black courses (#37) on their **Top 100 Public Courses** in the United States; **Golf Digest** ranks all three on their top 100 list, as well.

DTE is a large, nationwide operator of courses that has the ability, capacity, and willingness to partner with us to enhance the course.

The Landon Group is ready and willing to conceptualize a new F & B concept at the course, unique to Sebring and its desires. The food and beverage program will be designed to welcome both local residents and visitors, with pricing, programming, and access reflective of Sebring’s community while delivering elevated quality.

The Blackmon Family own the Harder Hall Hotel directly adjacent to the course. Historically, the golf course was utilized as an amenity for the hotel. In fact, it was the only course affiliated with the hotel until the late 1950s. Original Harder Hall Hotel developers not only built the original golf course pro shop at their expense, and donated it to the city, but also donated the land to the city to construct a full 18 hole course. The bond between the golf course and the hotel now has existed for 100 years, and we feel it should be restored and strengthened.

Financial Terms

We are proposing a lease price of \$1 per year, for a period of 99 years, to begin 10/1/2026 (to coincide with the beginning of the City's fiscal year). Based upon the most recent financial information available, this pricing will amount to an annual savings of up to \$750,000 per year for taxpayers in the City of Sebring.

The lease period allows justification for serious, 7 figure investment in the facility, keeping public ownership intact while transferring responsibility and risk to a third party. We plan to invest in creating the next century of Sebring's legacy, based at its historic social front porch.

Any operational losses will be borne by the lessee and not passed on to the City, regardless of management structure.

Site Utilization Plan

Much of the site utilization plan is covered in the separate, attached DTE proposal. Please see that document for more information.

We are anticipating approximately \$250,000 per year in capital improvements.

Year 1 we intend to focus on "clubhouse" building renovation, exterior finishes and improvements (paint, landscaping, roofing), and interior reconfiguration of the space. We do not anticipate any closure of the course for work, and would like to renovate the clubhouse once the existing tenant has vacated to minimize impact to the community.

Year 1 will also be the time in which we take survey of existing landscaping and vegetation, as well as drainage. We will make a landscaping plan, to emphasize native and Florida friendly trees and plants in future plantings, and removal of dead vegetation, brush, and stumps that are found today throughout the course.

Under the auspices of our golf and food and beverage partners, we would likely increase the retail space for the pro shop to increase merchandising capability, and potentially create space for locker rooms. A reconfiguration of the restaurant layout, with an indoor/outdoor bar overlooking the putting green and what is now "event space" with the restaurant itself being a separate seating area we think could increase the audience for restaurant and dining at the facility.

Year 2 we intend to focus on replacement of irrigation piping and electrical systems, and installation of drainage ponds along one or two holes. Additionally, implementation of landscaping plans will be ongoing, as well as enhancements for cart paths and signage.

Supporting Documentation and Financial Accountability

Attached. All our partners have successfully completed numerous projects of larger scope.

Additionally, we have attached a letter from Valley Bank of financial standing for the Blackmon Family.



Professional Golf Course Maintenance- Sebring Golf Course

Golf | Sports Turf | Golf Renovation | Irrigation

Prepared For:

The Blackmon Family
Historic Harder Hall Hotel, LLC

3118 Golfview Road
Sebring, FL 33870

Proposal issued:

17 Jan 2026



1/17/2026

Sebring Golf Course
3118 Golfview Road

RE: Professional Golf Maintenance-Sebring Golf Course



The Blackmon Family,

I personally want to thank you for considering Down To Earth as your Golf Maintenance partner. We are confident that the following information will help to make the best decision and appreciate all the time you have taken to ensure we are submitting the most accurate proposal that reflects the expectations of the community. Our approach prioritizes the retention of current staff while implementing strategies to control and reduce benefit-related expenses. Additionally, we will strive to keep greens fees and cart fees within a similar and competitive range.

Down To Earth has been in business for more than 30 years and we pride ourselves on providing superior service that brings "Natural Joy" to our customers. We understand the high standards our customers require and constantly seek to be the "Service Provider of Choice" in the green industry by delivering uncompromising quality that will exceed your expectations. There are many choices for your golf maintenance services, but what makes Down To Earth different is our ICARE values.



Integrity

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



Care

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



Accountability

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



Relentlessness

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



Excellence

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

Thank you for your consideration and we look forward to the opportunity of working with you to achieve your landscape vision and experiencing the Down To Earth Difference!

Respectfully,

Nathan Branz-Business Development Manager

904-229-1166

Nathan.Branz@down2earthinc.com

Company Overview

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

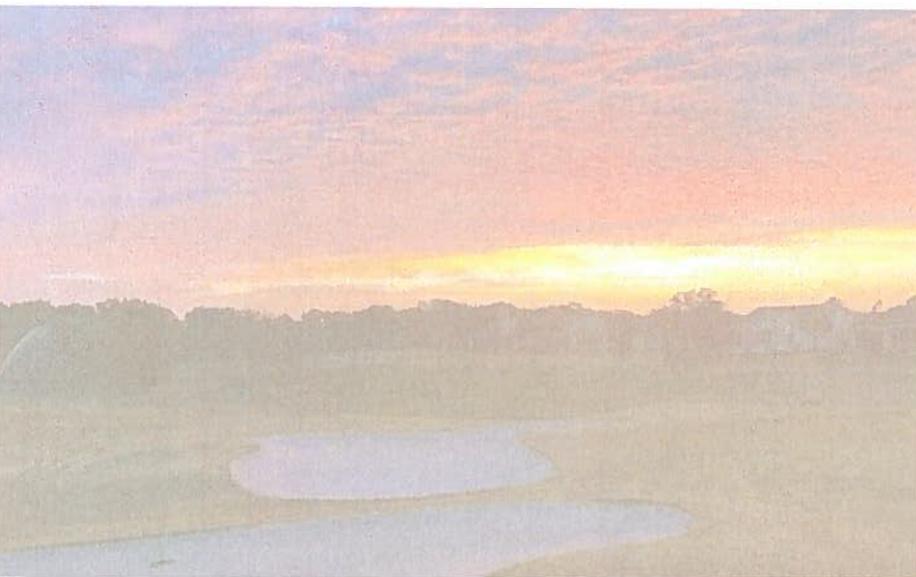
Specializing in large-scale commercial, residential, and resort services, we deliver unparalleled service and unmatched quality from design and installation to ongoing maintenance.



Our Goal

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

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



Approach to Services

An Overview of What We Do & How We Do It



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



Core Competencies

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

Our Commitment to Sebring Golf Course

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

30

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

60

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

90

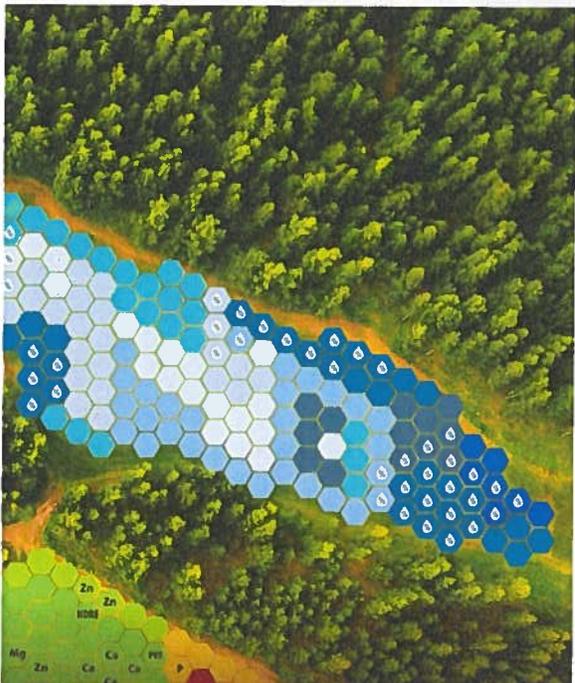
- Begin irrigation system corrections/ repairs based on findings.
- Conduct turf replacement if required and approved.
- Landscape replacement and enhancements for the clubhouse areas(s).

Service Technology

Provided with additional Cost

SKIM Turf Management

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



Service Reports

Fertilization and Pest Control Report

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

Average High Temp _____ Average Low Temp _____
 Average Temp/Month _____ Total Rainfall _____

Golf Course Name _____ Address _____
 Name of Certified Supervisor _____ Registration No. _____

1. Date 2. Start Time 3. End Time	Actual Applicator Name	3. Location/Description of Target Treatment Site 4. Turf/Crop	Total Size of Treatment Area	1. Pesticide Brand Name 2. EPA Registration Number	Total Amount of Pesticide Applied Gallons/Pounds	Application Method

Wetting Agent _____ Rate _____ Other Material _____
 Target Pest (s) _____
 Extent and Type of Plant Injury _____
 Nozzle Size _____ Pressure Maintained _____
 Weather Conditions During Application _____
 Air Temperature _____ Wind Velocity _____ Wind Direction _____
 Cloudy _____ Number of Days Since Last Rain _____ Amount of Rain _____
 Observations and Notes _____

Down to Earth Golf Course Standards

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

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

Final Rating

Comments

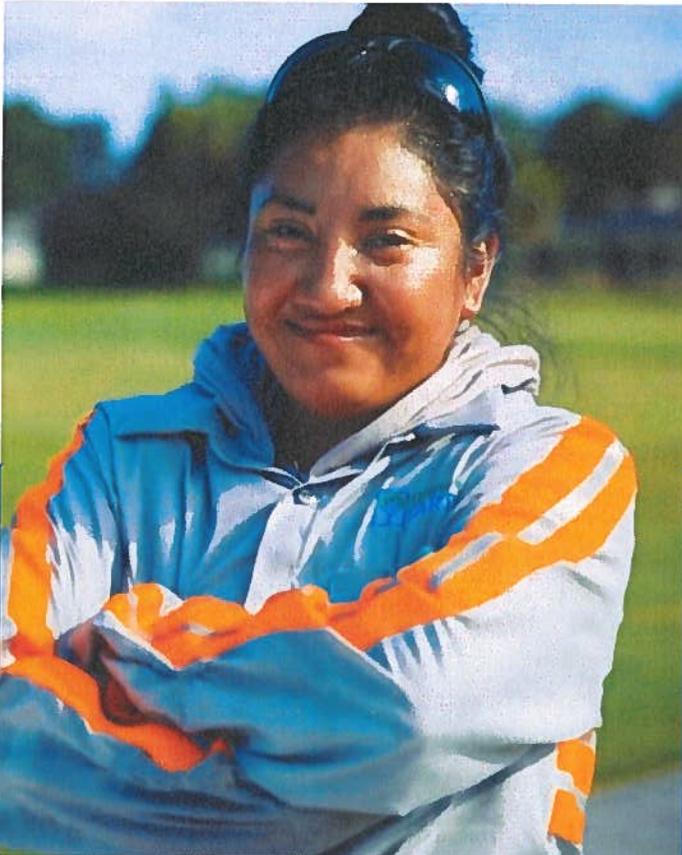
Locations

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



COMPANY SAFETY PLAN

OUR NUMBER ONE PRIORITY



THE TEAM THAT CARES

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

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

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

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

HIRING PROGRAM

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

PREVENTIVE MAINTENANCE PROGRAM

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

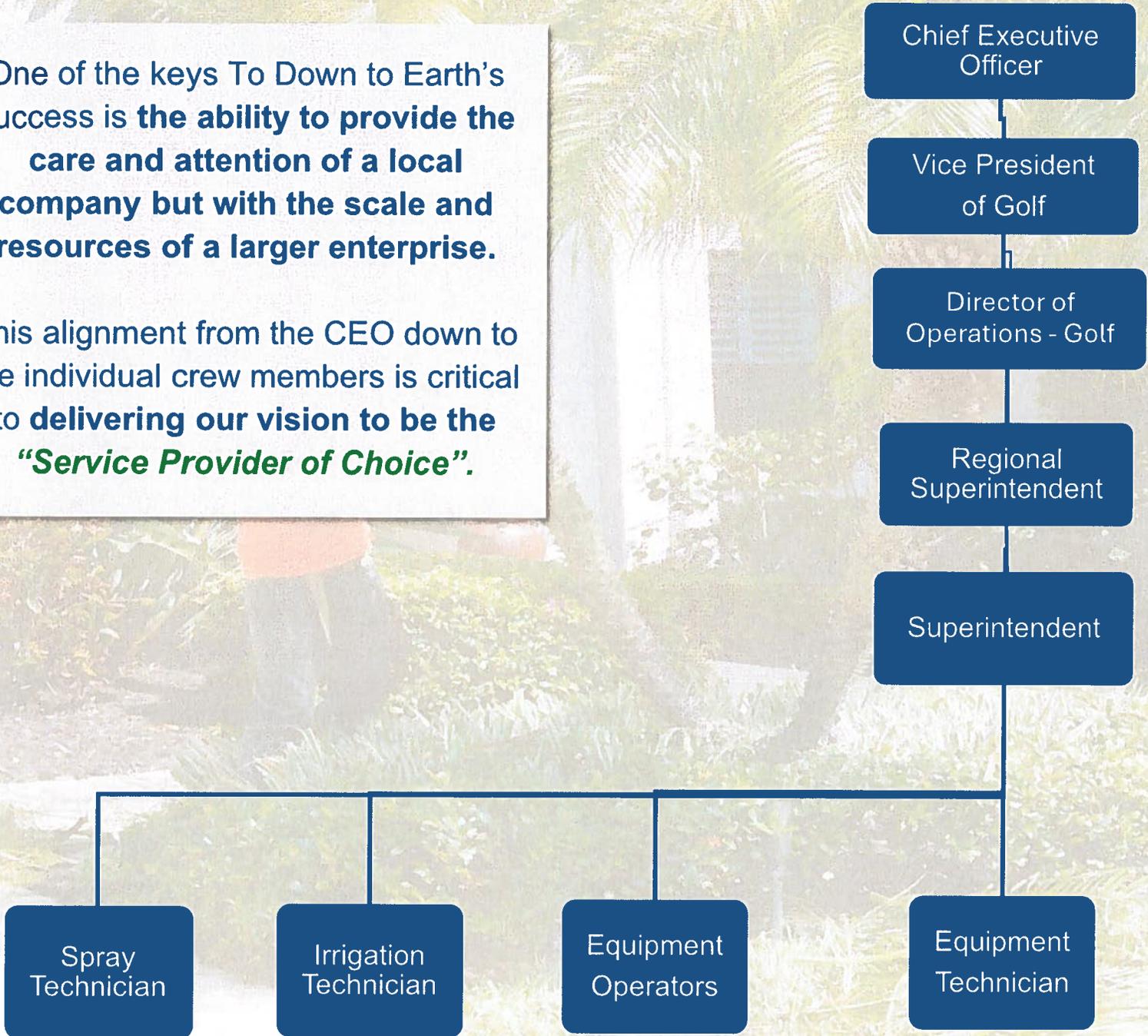
SAFETY TRAINING PROGRAM

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

Organizational Chart

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

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



Your Dedicated *Agronomy Team*

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

Vice President of Golf

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

Director of Operations - Golf

- Travis Anderson
- Head of all operations of the golf division to include over 800 holes of golf.

Regional Superintendent

- Dave Cimini
- Leads multiple field teams and is ultimately responsible for the golf maintenance operations for the region. He is the liaison between onsite crew and DTE corporate.

Superintendent

- Manages the on-site maintenance crews as the primary point of contact for the maintenance operation of your golf course.

Kris Chambrot

Vice President of Golf

Experience - Your Team's Background

SUMMARY

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

QUALIFICATIONS

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

EXPERIENCE

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

Travis Anderson

Director of Golf Operations

SUMMARY

Proven leader with over 20 years of experience specializing in golf course maintenance, golf turf management, and environmental quality. Offering skills in the development and implementation of agronomic plans for over 800 holes of golf.

QUALIFICATIONS

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

EXPERIENCE

Down to Earth – Director of Operations – Golf Division	2025 - Present
Down To Earth – Regional Golf Course Superintendent	2019 - 2025
Down To Earth – Golf Superintendent	2012 - 2019
Candler Hills Golf Course, Ocala, FL – Assistant Golf Superintendent	2007 - 2012

Andrew Kisner

Regional Golf Course Superintendent

SUMMARY

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

QUALIFICATIONS

- Certified Rainbird IC Irrigation System
- Certified GCSAA Class A Member
- Member of Florida Turf Grass Association
- Florida Licensed Commercial Pesticide Applicator

EXPERIENCE

Down To Earth – Regional Golf Course Superintendent	2023 - Present
Bonds and Associates – Jacson, MS – Landscape Division Manager	2006 – 2009
Down to Earth – Golf Course Superintendent	2012 – 2019
Boca Raton Resort club – Boca Raton, FL – Golf Course Superintendent	2008 - 2012
Laurel Oak Country Club – Sarasota, FL - Assistant Superintendent	2007 - 2008

Matt Barrow

Regional Golf Course Superintendent

SUMMARY

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

QUALIFICATIONS

- Golf Course Operations – Lake City Community College
- Highly Skilled in Irrigation Systems Operations
- Expertise in Best Practices and Application of Fertilizers and Pest Control

EXPERIENCE

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

Justin Martinjak

Regional Golf Course Superintendent

SUMMARY

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

QUALIFICATIONS

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

EXPERIENCE

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

Nick Dunleavy

Regional Golf Club Manager

SUMMARY

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

QUALIFICATIONS

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

EXPERIENCE

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

Tray Maltby

Regional Golf Course Superintendent

SUMMARY

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

QUALIFICATIONS

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

EXPERIENCE

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

David Cimini

Regional Golf Course Superintendent

SUMMARY

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

QUALIFICATIONS

- GCSAA Class A Member
- Licensed Ornamental and Turf commercial Applicator
- Working Knowledge of Construction Principles, Practices, and methods
- Knowledgeable in Irrigation and Pesticides

EXPERIENCE

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

Joe Haynes

Business Development Director - Golf

SUMMARY

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

QUALIFICATIONS

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

EXPERIENCE

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





Municipal Courses



Highland Park Golf Course

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



Tarpon Springs Golf Course

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



The Wellman Club

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



Twin Rivers Golf Club

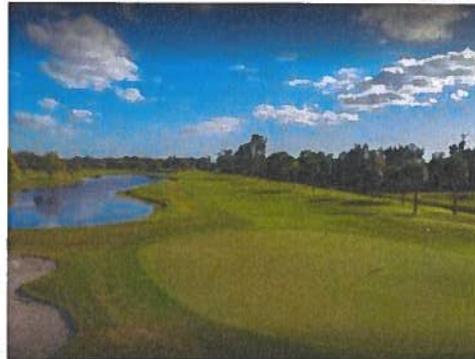
- c/o City of Oviedo
- Time: 2017 - Current
- We offer full-service golf course management for their 18-Hole Golf Facility



Wekiva Golf Club

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

Championship Courses



NANCY LOPEZ LEGACY

- 27-Hole Championship Course
- The Villages, FL
- July 2023 - Present

THE LINKS AT BRICKS LANDING

- 18-Hole Championship Course
- Ocean Isle Beach, NC
- September 2024 - Present

CONTINENTAL COUNTRY CLUB

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

THE GROVES GOLF & COUNTRY CLUB

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

VI AT BENTLEY VILLAGE

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

HACIENDA HILLS GOLF AND COUNTRY CLUB

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

REMMINGTON GOLF CLUB

- 18-Hole Championship Course
- Kissimmee, FL
- Nov 2017 - Present

KISSIMMEE BAY COUNTRY CLUB

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

LEGENDS GOLF & COUNTRY CLUB

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

GLENVIEW COUNTRY CLUB

- 18-Hole Championship Course
- The Villages, FL
- June 2024 - Present

PALMER LEGENDS COUNTRY CLUB

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

BROAD STRIPES GOLF AND SOCIAL CLUB AT STONECREST

- 18-hole Championship Course
- Summerfield FL
- November 2024 - Present

TIERRA DEL SOL GOLF COURSE

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

HOLLYTREE COUNTRY CLUB

- 18-Hole Private Golf Club
- Tyler, TX
- Octo 2024 - Present

WESTCHESTER COUNTRY CLUB

- 27-Hole Championship Course
- Bynton Beach, FL
- Aug 2024 - Present

TWIN RIVERS GOLF CLUB

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



OVER TWENTY YEARS OF EXPERTISE

GOLF COURSE

CONSTRUCTION PROJECTS

Barksdale AFB
Boca West Golf club
Caguas Real Golf Course
Calusa Lakes Golf Club
Cayo Largo Resort & Golf Club
Cog Hill Dubsread Course
Continental Country Club
Covered Bridge Gol Club
De La Vista
Diplomat Resort and Country Club
Ella Sharp Park Golf Course
Four Streams Gol fClub
Franconia Golf Course
Glen Arbor Golf Club
Greywood Plantation Gol fClub
Hacienda Hills
Heritage Pines Golf Course
Highlands Reserve Golf club
Hillcrest Country Club
Imperial Country Club
Kissimmee Bay Country Club
Lamington Farms Golf club
Legends Golf and Country Club
Melbourne Golf Course
Musket Ridge Gol fClub
New Albany Country Club
Pine Ridge Golf Course
Pompano Beach Golf Course
Ridgeway Golf Club
Summer Grove Golf Club
Suntree Country Club
The Groves Golf and Country Club
Twin Rivers Golf Course
Vi at Bentley Villages
Waterford golf club
West Orange Country Club

Bossier City, LA
Boca Raton, FL
Caguas, Puerto Rico
Nokomis, FL
Fajardo, Puerto Rico
Lemont, IL
Wildwood, FL
New Albany, IN
Villages, FL
Hollywood, FL
Jackson, MI
Beallsville, MD
Springfield, MA
Bedford Hills, NY
Lake Charles, LA
Villages, FL
Hudson, FL
Davenport, FL
Hollywood, FL
Naples, FL
Kissimmee, FL
Lamington, NJ
Clermont, FL
Melbourne, FL
Frederick, MD
New Albany, OH
Beverly Hills, FL
Pompano Beach, FL
White Plains, NY
Newnan, GA
Melbourne, FL
Land O'Lakes, FL
Oviedo, FL
Naples, FL
Venice, FL
Windermere, FL

Steve Newgent Architect
Ward Northrup Architect
Sanford & Associates Architects
Design build
Ron Garl Architect
Joe Lee Architect
Design build
Fuzzy Zoeller & Clyde Johnston Architects
Design build
Joe Lee Architect
Local Government design
Nick Price & Steven Smyers - Architects
Armstrong Associates Architect
Gary Player Architect
Rocky Roquemore Architect
Design build
Design build
Design build
Joe Lee Architect
Ward Northrup Architect
Design build
Tom Fazio Architect
Design build
Jeff Myers Architect
Joe Lee Architect
Jack Nicklaus Architect
Design build
Jeff Myers Architect
Jeff Myers Architect
Rocky Roquemore Architect
Design Build
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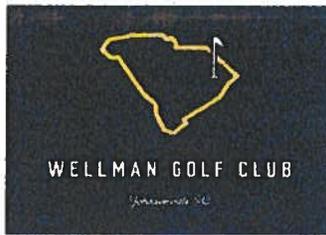
DTE
GOLF[®]

GOLF FACILITY SERVICES

CONTACT US TODAY

 **321-263-2700**

 **www.dte.golf/contact**



*438 S. Georgetown Highway
Johnsonville, South Carolina 29555
843-970-2724*

July 7, 2025

To Whom It May Concern:

I am writing this letter as a personal recommendation of Down To Earth Landscape and Irrigation (DTE) for their excellent golf course maintenance. DTE has been maintaining our 18-hole golf course here in Johnsonville, South Carolina since we re-opened in June of 2023 after being closed for 11 years. The grass had been kept cut during that time, but the course underwent a major renovation after being redesigned by Rees Jones. DTE pretty much started from scratch.

Over the last two years, the course at Wellman Golf Club has matured into one of the finest golf courses in this area, which includes Myrtle Beach. We attract overflow traffic from the beach as well as locals who come here to get away from the tourists. Many of them comment on what great shape our course is in. Many Johnsonville area locals who played the course years ago, say it is better than ever. WGC was named "Best Affordable" golf course in the nation by *Golf Digest* last fall. This was due, in part, to the fine job DTE is doing.

The staff at DTE is friendly, informative, and easy to work with. Weekly written reports keep me up to date and I can pass that information along to my members. I highly recommend this company for golf course maintenance.

Sincerely,

David R. Mace, General Manager
Wellman Golf Club
438 S. Georgetown Highway
Johnsonville, SC 29555
843-970-2724



July 1, 2025

To Whom It May Concern:

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

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

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

Thank you,

A handwritten signature in blue ink, which appears to read 'Mark Verkey', is written over the typed name.

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



2995 Remington Blvd, Kissimmee, FL 34744, USA

July 1, 2025

To Whom It May Concern:

Please accept this letter as my personal recommendation for Down To Earth Landscape and Irrigation. They have provided golf course maintenance for the past ten years for us at Kissimmee Bay Country Club and Remington Golf Club.

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

Please feel free to call me to discuss about Down To Earth golf course maintenance services.

Sincerely yours

A handwritten signature in black ink, appearing to read "Chi Ping Cheung".

ChiPing Cheung
CEO
Aureus Greenway Holdings Inc
Owner of
Kissimmee Bay Country Club
Remington Golf Club



Proposal Pricing



Based on our discussions and goals you've outlined for your golf course, please see proposed services and pricing.



Golf Course Maintenance & Management Proposal

Attention: Sebring Golf Course
 c/o Drew Locker
 3118 Golfview Road
 Sebring, FL 33870

Submitted By: Down to Earth Golf

Sebring Golf Course

Golf Course Maintenance Summary

Professional Golf Maintenance			
Total Annual Fee		\$ 840,000.00	*
Monthly		\$70,000.00	*

Professional Golf Management			
Total Annual Fee		\$ 612,000.00	*
Monthly		\$51,000.00	*

Exhibit "A"

Service Agreement Specifications

Between **Down to Earth** ("DTE") and Customer the services to be performed hereunder for the Monthly Fee are set forth below. Any work performed in addition to these services will be separately invoiced as provided in this Agreement.

GOLF COURSE MAINTENANCE PROGRAM

I. Putting Green Maintenance:

Mowing / Rolling

All greens will be mowed and or rolled a total of seven (7) days per week. Height of cut will be .145" to .200" but, may be modified from time to time as deemed necessary by the golf course superintendent in conjunction with the General Manager. The practice of alternating mowing patterns will need to be followed.

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

Aerification

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

Verticutting and Grooming

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

Topdressing

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

Fertilization

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

Weed Control

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

Insect and Disease Control

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

Overseeding

Pigments will be used in lieu of overseed.

II. Tee Maintenance:

Mowing

All tee boxes should be mowed up to (3) times per week. During periods of slow growth, it may be less but at no time should they appear un-maintained. Height of cut should be between .500" and .750".

Aerification

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

Topdressing

Topdressing will be done in conjunction with each aerification. Spot topdressing will be done on a weekly basis to repair divot damage.

Fertilization

Types of material will be determined from results based on bi-annual soil nutrient level testing and growing conditions at the time of treatment. Under normal conditions, 10# N, 8# K and 2# P should be applied per one thousand (1,000) square feet.

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

Weed Control

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

Insect and Disease Control

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

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

Litter Control

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

III. Fairway Maintenance:

Mowing

All fairways should be mowed up to three (3) times per week. During periods of slow growth, it may be less but at no time should they appear un-maintained.

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

Alternating mowing patterns are to be followed.

Aerification

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

Fertilization

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

Weed Control

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

Insect Control

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

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

Litter Control

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

IV. Rough Maintenance:

Mowing

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

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

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

Fertilization

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

Weed Control

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

Insect Control

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

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

Litter Control

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

V. Course Set-Up:

Cups

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

Teeing Ground

Tee markers will be moved as needed.

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

Tee towels will be changed out weekly.

Ball washers will be filled as needed.

VI. Bunker Maintenance:

Raking

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

Edging

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

Weed Control

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

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

VII. Tree and Shrub Maintenance:

Pruning

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

Mulch

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

Mulch			
Cypress Mulch		Additional	\$ 70.00 per Cubic Yard
Pine Bark		Additional	\$ 70.00 per Cubic Yard
Pine Straw		Additional	\$ 7.50 per Bale

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

VIII. Irrigation System Maintenance:

Scheduling

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

Inspection

Irrigation coverage will be checked daily and adjusted where necessary.

Repairs

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

Damage

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

IX. Equipment Maintenance:

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

X. Drainage Maintenance:

French Drains

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

XI. Cart Path Maintenance:

Litter Control

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

Edging

All cart paths will be edged on as needed basis.

Washed out areas

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

XII. Lake Banks and Ditches Maintenance:

Slopes and Banks Maintenance

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

Litter Control

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

XIII. Miscellaneous:

Weekend and Holiday Schedule

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

Practice Areas

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

Materials

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



Golf Course Management Scope of Work



Management Scope of Services

Certain real property commonly known as the (Company), currently an 18-hole golf course, clubhouse, driving range and other amenities located at 3118 Golfview Rd. Sebring, FL 33870 .This Scope of Services by **SSS Down to Earth OPCO, LLC** represents services, personnel, equipment and resources necessary to accomplish professional management of (Company) for the fees set forth herein.

1. DEFINITIONS. The following terms, as used in this Scope of Services, shall have the following meaning, unless otherwise set out in the Agreement.

- A. **CONTRACTOR. SSS Down to Earth OPCO, LLC**
- B. **Club.** Eighteen (18) hole golf course, clubhouse, driving range and other amenities commonly known as (Company)
- C. **Fiscal Year:** 2026
- D. **Golf Course:** Public golf course commonly known as (Company), which includes the clubhouse, driving range, and other amenities.
- E. **Gross Revenue:** All revenues and income of any nature derived directly or indirectly from the Club or from the use or operation thereof, including green fees, gross sales proceeds from the sale of green fees, memberships or annual passes to the Club, monthly dues from annual pass holders of the Club, rental fees for golf carts, golf clubs and other rental items, range balls, food and beverage revenues (including mandatory service charges, revenue generated from space rentals and from meetings, banquets, parties, receptions, tournaments and other group gatherings) merchandise sales, and the proceeds paid for any business interruption, use, occupancy or similar insurance policy claim. Excluded from "Gross Revenue" are any credits or refunds made to customers, guests or patrons; any sums and credits received by Company for lost or damaged merchandise; any sales taxes, excise taxes, gross receipt taxes, admission taxes, entertainment taxes, amusement taxes, tourist taxes or charges; any proceeds from the sale or other disposition of the Club, Furniture, Fixtures & Equipment (FF&E), or other capital assets; any property and/or liability insurance proceeds; any proceeds of financing or refinancing of the Club; amounts contributed by Company pursuant to the terms of the this Agreement and Income or interest derived from the Company bank account. Gross Revenues shall be determined on an accrual basis and in accordance with generally acceptable accounting principles ("GAAP").
- F. **Net Operating Income:** Gross Revenue from the Club, minus all operating expenses which are attributable (in accordance with generally accepted accounting principles) to the use and operation of the Club, including, without limitation: employee costs, operating expenses, centralized services, the Base Management Fees, expense reimbursements, all insurance costs related to the operation of the Club, personal property taxes (limited to an amount allocable to the Club), and golf cart leases and operating costs; provided, however, such expenses shall not include any charges

for amortization, depreciation, capital expenditures, debt service, and State and Federal income taxes, Company distributions or overhead allocations, or any Incentive Management Fees paid to CONTRACTOR hereunder.

- G. Operating Expenses: The term "Operating Expenses" shall mean all operating expenses of the Club incurred or paid on behalf of Contractor during the Term, computed on an accrual basis, including, but not limited to, the following terms:
- i. Salaries, wages, employee benefits, and payroll expenses, including without limitation, payroll service bureau fees, payroll taxes, Club profit sharing programs, and insurance for all employees employed on-site in the direct operation of the Club, excluding, however, service charges, which are defined as percentage gratuities added to billings and paid to employees (collectively, the "Gross Payroll");
 - ii. Marketing, advertising, and promotional expenses;
 - iii. Purchase and replacement, as necessary, of inventories of maintenance parts and supplies, food stores and bar supplies.
 - iv. Purchase and replacement, as necessary of silver, chinaware, glassware, cooking utensils, and other similar items of equipment;
 - v. Purchase and replacement, as necessary of office supplies, computers, printers, facsimile machines, photocopiers, postage, printing, routine office expenses and accounting services incurred in the on-site operation of the Club;
 - vi. The costs of IT CONTRACTORS and other CONTRACTORS utilized for the Club.
 - vii. Accrual of a reserve for insurance (including workers' compensation) and property taxes each month in an amount or at a rate that is sufficient to pay such insurance premiums or property taxes when they become due and payable;
 - viii. Insurance premiums and property taxes, to the extent not provided for in the reserve established therefore and any deductible amounts required to be paid pursuant to Club insurance coverage;
 - ix. Accounts receivable previously included within Gross Revenues, to the extent they remain unpaid ninety (90) days after the first billing (Bad Debt Expense);
 - x. Auditing, accounting costs, computer fees (including costs to license and maintain accounting software), and reasonable legal fees incurred in respect of the operation of the Club, including any reasonable financial management and reasonable accounting fees paid to third party accounting firms, but only if included in the Budgets;
 - xi. Costs incurred for utilities, including, but not limited to, all electric, gas, and water costs, and any other private utility charges incurred in connection with the operation of the Club;
 - xii. Ordinary maintenance and repairs, exclusive of any capital improvements or capital replacements, which are hereby excluded;
 - xiii. The amount to be retained for purposes of maintaining Working Capital at an appropriate level;

- xiv. All reimbursable out-of-pocket expenses
- xv. Expenses, including legal fees, damages or other costs, involved in defending any employment-related lawsuits, charges or claims involving personnel of the Club;
- xvi. All expenses set forth in the approved Budgets; and
- xvii. Any of the above provisions resulting in a double inclusion as an Operating Expenses shall be allowed as an inclusion only once.

Operating Expenses shall not include (i) depreciation or amortization, (ii) principal or interest payments on indebtedness, (iii) rental or lease payments for major items of furniture, fixtures, or equipment which, in accordance with generally accepted accounting principles, are purchased and capitalized as fixed assets, and (iv) federal, state and local income taxes of any nature or kind incurred by Company or CONTRACTOR.

2. SERVICES. Services rendered by CONTRACTOR to CLUB shall be as follows:

- A. Subject to the terms of the Agreement, CONTRACTOR, as an independent contractor, shall have the sole and exclusive right to operate and manage the Club. Company and CONTRACTOR agree that they shall cooperate reasonably with each other to permit CONTRACTOR to carry out its duties under the Agreement. CONTRACTOR shall use commercially reasonable efforts to perform all acts that are necessary in the opinion of CONTRACTOR to operate and manage the Club, subject to the Annual Budget, and terms and conditions set forth herein, including attached Exhibits, on behalf of and for the account, and at the sole cost and expense of, Company, in accordance with the standards of quality expected at quality clubs in the vicinity of the Club. Subject to the provisions of the Agreement, CONTRACTOR shall have the authority and responsibility for the administration, operation and management of the Club and the Property.
- B. CONTRACTOR will manage all activities of the club that are included in the Annual Budget and approved by Company. Subject to the terms of the Agreement, and the approved Annual Budget, CONTRACTOR shall have the authority and responsibility to:
 - i. Manage the Club and use commercially reasonable efforts to achieve the approved Annual Budget.
 - ii. Implement the policies and standards of the Club, as approved by Company;
 - iii. Establish high quality maintenance standards approved by Company and funded appropriately in the Annual Budget;
 - iv. Manage and supervise all day-to-day operations of the Club, including tee time reservations, collecting green and cart fees, clubhouse operations, outside services, course maintenance, managing tournaments and events, payroll and benefits administration, accounting and financial reporting, etc.;
 - v. Hire, train, and supervise all employees required to carry out CONTRACTOR's responsibilities: however, any expenses related to the recruitment, hiring, relocation, temporary housing of employees, shall not be payable from the Golf Course revenues or general tax dollars;
 - vi. Manage payment of all Club operating expenses as identified in the Annual Budget;
 - vii. Determine hours of operations, dress code requirements, establish outside services and instruction programs;

- viii. Acquire all goods and services necessary to carry out CONTRACTOR's responsibilities;
 - ix. Market the Club to achieve targeted objectives;
 - x. Obtain licenses and other operating permits;
 - xi. Negotiate contracts for carts to be approved and executed by Company;
 - xii. Comply with all insurance and legal requirements of the Company;
 - xiii. Make repairs and other improvements to keep the Club in good order; and
 - xiv. Manage and operate the pro shop and all food and beverage operations in connection with the operation of the Club.
- C. CONTRACTOR shall have the responsibility and authority to provide general operational management services for the Club, including, without limitation, the following services:
- i. **Employees.** All personnel employed at the Club shall always be employees of the CONTRACTOR. CONTRACTOR shall, as an expense of the Company, hire, promote, supervise, direct and train all CONTRACTOR employees at the Club, fix their compensation and fringe benefits, and, generally, establish and maintain all policies relating to employment and employment benefits.
 - ii. **Equal Opportunity Employment/Non-Discrimination.** CONTRACTOR agrees that it will not discriminate against any employee or applicant for employment for work under the Agreement because of race, color, religion, sex, age, national origin, or disability and shall take affirmative steps to ensure that applicants are employed and employees are treated during employment without regard to race, color, religion, sex, age, national origin, or disability. This provision shall include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment advertisement, layoff or termination; rates of pay or their forms or compensation; and selection for training, including apprenticeship. CONTRACTOR, moreover, shall comply with all the requirements as imposed by the Americans with Disability Act, the regulations of the Federal government issued thereunder, and any and all requirements of Federal or State law related thereto. CONTRACTOR shall also ensure that no person shall on the basis of race, color, national origin, sex, age, disability, family or religious status, as provided by Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, the Florida Civil Rights Act of 1992 and other nondiscrimination authorities, be excluded from participation in, and denied the benefits of, or be otherwise subjected to discrimination or retaliation under any program or activity in accordance with the Company's Nondiscrimination Policy, Plan and Procedures.
 - iii. Employees wishing to participate in the benefits program shall adhere to the requirements of the CONTRACTOR benefits program with respect to required contributions, deductibles and eligibility based upon position classification and employee tenure. CONTRACTOR employee files shall always be the sole property of CONTRACTOR. All costs of every kind and nature pertaining to all employees at the Club arising out of the employer-employee relationship, including, without limitation, salaries, fringe benefits, bonuses, recruitment, background processing, relocation costs, training, performance management, employment-related legal costs, and costs incurred in connection with governmental laws and regulations and

insurance rules, including those relating to post employment costs for benefits, health insurance, cobra payments, and any payouts of unused vacation at termination of employment, shall be an operating expense paid from the Operating Account (as defined in Section 3). If an employee of CONTRACTOR or an affiliate of CONTRACTOR that is not employed at the Club is assigned temporarily or on a part-time basis to perform services at the Club, such employee's salary shall be reimbursed (including employee benefits and taxes) in proportion to the period of time such employee dedicates to the Club.

- D. Inventory – Merchandise and Items for Re-sale. CONTRACTOR shall obtain merchandise for the pro shop at the Club and food and beverage items, all in accordance with the Annual Budget and Program.
- E. Supervision. CONTRACTOR shall supervise and manage the Club operations to include golf pro shop, maintenance, food and beverage, membership sales efforts, practice facilities, administration, employees and other ancillary services at the Club.
- F. Equipment. CONTRACTOR shall, in preparation of Annual Budget and Program as set forth in Section 2 (J) (ii) develop a list of required equipment and a purchase/lease schedule and maintain in good working condition and order the physical plant and equipment at the Club, including the golf course and all physical structures which are part of the Club, and all vehicles and other maintenance equipment necessary to the maintenance and operation of the Club in the normal course of business.
- G. Purchasing and Procurement. With respect to the duties and responsibilities of CONTRACTOR as set forth in this Paragraph 4, CONTRACTOR shall arrange for the procurement, on behalf of the Company and as an operating expense of the Club, all operating supplies, operating equipment, inventories and services as are deemed necessary to the normal and ordinary course of operation of the Club and to operate the Club in accordance with the Annual Budget and Program. In purchasing operating supplies, operating equipment, inventories (including merchandise to be sold in the golf shop) and services for the Club, CONTRACTOR may utilize its purchasing procurement services and/or other group buying techniques involving other clubs managed by CONTRACTOR, provided that the cost thereof shall be competitive. In such event, CONTRACTOR may receive and retain a minor fee or other compensation from vendors and service providers in exchange for CONTRACTOR's services in making the benefit of volume purchases available to the Club or negotiating and implementing the arrangements with such vendors or providers, provided that the cost shall be competitive. Any available discount, rebate, fee or compensation which is directly attributable to the purchases made by CONTRACTOR for the operation of the Club shall be passed through to Company.
- H. Consultation. Except as provided in Section 2 (C) (iii), pertaining to the assignment by CONTRACTOR of temporary or part-time CONTRACTOR personnel, CONTRACTOR shall, as part of its services hereunder and without additional compensation, make its staff available to Company upon request for consultation regarding the Club, including, but not limited to capital improvements or projects which may include modifications to the vertical structures or golf course.
- I. Marketing. CONTRACTOR shall create, direct, and implement an annual marketing plan for the Club as part of the Annual Budget and Program. The marketing plan for the Club will include a market analysis, a summary of golf programs to include rates, membership structure (if applicable), and strategies for increasing acquisition, engagement and yield with the purpose of achieving the budgeted financial goals and other marketing-related goals for all Club departments.

CONTRACTOR shall, as an operating expense of the Club, as part of its standard marketing operation, obtain and manage:

- i. Marketing systems, including internet (web site, e-mail, e-commerce); electronic tee sheet program (reservation system, customer database, POS); credit card processing; and branding materials (graphic design, collateral, photography);
- ii. Customer acquisition programs, including advertising (print, electronic, display); direct marketing (direct mail, broadcast e-mail); promotional offers; and community and vendor partnerships and sponsorships;
- iii. Customer retention programs, including special events and programs; promotional offers; and membership events and programs;
- iv. Sales programs, including outing, membership, and event sales management; and
- v. Quality assurance programs, including customer surveying; 'secret shopper' on-site visits and telephone sales calls.
- vi. Web site development, management and web hosting and content management system.
- vii. Social media and online reputation management (via various third party and proprietary tools).
- viii. Creative design services.

Certain of these programs in items vi, vii and viii above will result in incremental charges that will be designated as "Centralized Services" defined in Section 4 (C) below. These charges will a) be approved as part of the annual budgeting process and b) without markup and profit to CONTRACTOR.

CONTRACTOR shall coordinate and oversee all third party contractors' work in connection with the production and implementation of these programs. CONTRACTOR shall also include, as appropriate.

All advertising fees and promotional fees paid by third parties to the Club shall belong to and constitute Gross Revenues (defined below) of the Club.

J. Accounting.

- i. Reporting. CONTRACTOR shall prepare and deliver to the Company, on an accrual basis and in accordance with generally accepted accounting principles (GAAP), regular monthly and annual financial statements which shall include an operating level balance sheet (bank account balances, inventory, accounts payable, accounts receivable if applicable, accrued payables, gift certificate balances and paid in capital from Company), a profit and loss statement for the current month and year to date activity, Statement of Cash Flows, accounts payable listing, general ledger activity and comments regarding monthly activity and variances to the Annual Budget. Upon Company's request, CONTRACTOR shall provide all accounting data and reports in electronic form. CONTRACTOR shall not be responsible for the accounting or tax reporting requirements of the Company, including but not limited to, the depreciation,

amortization or addition of assets and equipment, Company's equity, debt service principle, loan amortization, accounting treatment relating to any full or partially refundable membership initiation fees or deposits, or payment of any invoices which relate to a period prior to the Effective Date. Company shall provide CONTRACTOR opening entry data for the balance sheet within 45 days of the Effective Date.

Final monthly operating statements shall be furnished to Company by the 20th day following the last day of each month, and annual operating statements shall be furnished by the 45th day following the last day of each fiscal year. At Company's discretion, the annual operating statement shall be audited and prepared by a certified public accountant chosen by Company, the cost of which shall be an operating expense of the Club. This audit shall be performed at the Club site, and CONTRACTOR shall make every reasonable effort to comply with the auditor's requests.

- ii. Annual Budget and Program. CONTRACTOR shall prepare and deliver to Company no later than August 1st of each year (except for the first full or partial fiscal year when CONTRACTOR shall prepare and deliver to Company no later than thirty (30) days after the Effective Date) for the following fiscal year: (a) an Annual Operating Budget, including revenues and operating expenses and labor burden (to include rates of pay, incentive or commission structures) for each department of the Club; a merchandise buying plan for the pro shop; a comparison to the annual operating budget for the immediately preceding year and a projection of anticipated monthly revenues and expenses and cash flows for the Club for the following fiscal year, including, without limitation, a reasonable contingency and anticipated working capital requirements for the Club for the year; (b) a recommended capital expenditures budget for the next fiscal year; (c) a Policies and Procedures Outline for the Club, including, without limitation, operating policies, proposed hours of operation, policies related to complimentary golf course and Club use by Company's representatives and employees, standards for operations and quality of service standards; (d) an Agronomic Plan including staffing assumptions, chemical and fertilization applications including planned agronomic practices; (e) Marketing Plan as described in Section 2 (l) (collectively, the "Annual Budget and Program"). CONTRACTOR and Company shall use their mutual best efforts to agree upon the Annual Budget and Program for the following year on or before fiscal year end. **Company shall have the final approval and final decision-making authority over the Annual Budget and Program.** Company shall provide CONTRACTOR written confirmation of its approval of the Annual Budget and Program within sixty (60) days of CONTRACTOR's submission of the Annual Budget and Program to Company. If the Company does not provide the written confirmation or rejection within the aforementioned sixty (60) day period, the Annual Budget and Program shall be deemed approved.

Company acknowledges that the financial and operational performance of the Club could be affected by circumstances or events beyond CONTRACTOR control. CONTRACTOR shall not be deemed to have made any guarantee, warranty, or representation with the Annual Budget and Program.

Each party may, from time to time, propose to the other party, in writing, during the course of the year, such changes or amendments to the Annual Budget and Program as such party may consider necessary or appropriate, and CONTRACTOR and Company shall use their mutual best efforts to act upon such proposal within thirty (30) days after such proposal is made. Any such change or amendment is subject to Company's prior written approval. If the Company fails to provide written confirmation or rejection of CONTRACTOR's proposed changes or amendments to the Annual Budget and Program within thirty (30) days after such proposal is made, said changes shall be deemed approved. CONTRACTOR shall secure the prior approval of Company for total expenditures which exceed the total expenditure amount approved in the Annual Budget and Program. However, as necessary, CONTRACTOR has the ability to allocate funds from one individual expense line item to another expense line item within the Annual Budget and Program, for expenditures which

will exceed any line item in the Annual Budget and Program by Ten Thousand Dollars (\$10,000), so long as all such expenditures do not exceed Fifty Thousand Dollars (\$50,000) in the aggregate for the entire Annual Budget and Program.

- iii. Emergency expenditures. In the event, at any time during the Term, a condition should exist in, on, or about the Property of an emergency nature which, in CONTRACTOR's discretion, requires immediate action to preserve and protect the Property, to better assure the Club's continued operation, or to protect the Club's customers, guests, or employees, then CONTRACTOR is authorized to take such steps and to make all reasonable expenditures necessary to repair and correct any such condition, whether or not provisions have been made in the applicable Budgets for any such expenditures. Company shall be notified of the need for, and estimated amount of, any such emergency expenditures as soon as reasonably practical.
 - iv. Payroll and Benefits. CONTRACTOR shall establish, administer, and maintain the payroll procedure and systems for the CONTRACTOR employees at the Club and shall be responsible for overseeing the benefits to, and handling the appropriate payroll deductions for, individual employees. All employees of the Club shall be employees of CONTRACTOR, and CONTRACTOR shall comply with Federal and State employment laws.
 - v. Contractor Vendor Accounts. CONTRACTOR shall establish new vendor accounts with appropriate credit limits applied for on behalf of the CLUB, but in the name of the CONTRACTOR. CONTRACTOR shall act as Agent for the CLUB with regard to such accounts and payments of vendors. CLUB accepts responsibility only for vendor accounts and payments which are part of the CLUB-approved Annual Budget and Program. The CLUB and CONTRACTOR may enter into Memorandums of Understanding/Agreement when deemed necessary. CONTRACTOR shall not have authority, apparent or otherwise, to obligate the CLUB beyond the limits set forth herein and shall advise all vendors of its limited authority in that regard.
- K. IT Services. CONTRACTOR shall create, direct, and implement activities for IT functionality, in a safe and stable manner, for the Club. CONTRACTOR shall, as an operating expense of the Club, obtain and manage:
- i. Networking infrastructure. The hardware and software resources of an entire network that enable network connectivity, communication, operations and management of a computer environment. The entire network infrastructure computer environment is interconnected, and can be used for internal communications, external communications or both. The entire network infrastructure may include routers, switches, wireless routers, cables, network operations and management software, operating systems, firewall and network security applications, network connectivity (cable, T-1 Lines, DSL, satellite, wireless, IP addressing, etc.)
- L. Telephone Systems. The electronic transmission of voice, fax, or other information between parties including the use of **VoIP** (voice **over Internet Protocol**) for the delivery of voice communications includes voice, fax, SMS, and voice- messaging applications that are transported via a network.

- M. Standard of Care. CONTRACTOR's services will be performed in accordance with generally accepted professional practices and principles and in a manner consistent with the level of care and skill exercised by members of the profession practicing under similar conditions.

3. ACCOUNTS. CONTRACTOR shall establish the following business checking accounts for the Club: (a) a "Deposit Account," (b) an "Operating Account" and (c) an "On Site Account," (collectively, the "Accounts"), for use in its management and operation of the Club. CONTRACTOR shall be authorized to access and use the Accounts in compliance with the Annual Budget and Program and the terms of the Agreement. All revenues, receipts, and funds deposited into the Accounts from time to time by Company or CONTRACTOR shall be defined as and constitute "Working Capital" herein. CONTRACTOR shall cause all revenues and receipts to be deposited into the Deposit Account on a daily basis. CONTRACTOR shall use the Operating Account to pay all expenses of the Club and shall transfer funds from the Deposit Account to the Operating Account as required to pay such expenses. CONTRACTOR shall maintain in the On-Site Account an amount to be used for minor Club expenses.

Upon cancellation or termination of the Agreement for any reason, CONTRACTOR shall continue to have the right to access and use the Accounts to satisfy all Operating Expenses incurred through the final effective date of termination after all of the notice and cure periods described herein have expired. Forty-five (45) days after the final effective date of termination after all of the notice and cure periods described herein have expired, CONTRACTOR's rights to access and use the Accounts shall be immediately revoked and all funds in the Accounts shall be immediately paid over to Company. Upon direction from Company from time to time, CONTRACTOR shall invest or deposit funds in the Accounts in accordance with Company's direction, provided that the Company's direction is compliant with the Annual Budget and Program and the terms of the Agreement. CONTRACTOR shall establish, administer and maintain the point of sale and credit card procedures and systems for the depositing of revenues into such accounts on a daily basis.

4. COMPENSATION AND FEES.

- A. Base Management Fee. For its services hereunder, CONTRACTOR shall be paid a Base Management fee (the "Base Management Fee") as provided in proposal. The Base Management Fee shall be payable on the fifth day of each month from the Operating Account. The Base Management Fee shall be a net fee to CONTRACTOR.

All Base Management Fees during the term shall be paid to CONTRACTOR from the Operating Account. CLUB shall pay directly to CONTRACTOR any fees not payable until after the expiration or termination of the Agreement. Base Management Fee not received by the 10th of the month, (including, but not limited to reimbursement for Centralized Services as defined in Section 4 (C) below and Operating expenses as described in Section 1 (J) shall be delinquent (hereafter, "Past Due Amount") and subject, without notice or demand, to late fees and interest as follows:

1. Late Fee. A late fee of five percent (5%) of the amount due shall be added and shall become a part of any Past Due Amount.
 2. Interest. Any Past Due Amount not received within ten (10) days of its due date shall bear interest, from the date payment was due until the date paid in full, at the then-current judgment rate, along with all costs of collection, including reasonable attorneys' fees.
- B. Review. CONTRACTOR's services herein shall include management and oversight of the turn-key accounting function as set forth in the Agreement, and upon reasonable notice

(which may be verbal). Representatives of CLUB shall have the right, at any time during normal business hours, to review all of CONTRACTOR's books and records including the general ledger, accounts payable, income statement, balance sheet, and budget variance reports relating to the Club including, without limitation, CONTRACTOR's work papers related to CONTRACTOR's preparation of operating statements. All expenses related to any such review shall be exclusively borne by Company for purpose of this Agreement, unless such review reveals an overpayment of any fees or other amounts, in which case CONTRACTOR shall pay for the review. Company's exercise of its right of review or to dispute any fee or expense reimbursement claimed by CONTRACTOR shall not delay payment of the undisputed portion thereof by Company within the time frames set forth herein. However, payment by Company of a fee or other amount hereunder shall not constitute a waiver of Company's right to subsequently dispute the amount thereof. If Company determines that any portion of the Base Management Fee or any other amount was improperly paid to CONTRACTOR, CONTRACTOR shall refund such improperly paid fee together with interest thereon from the time when such fee was paid to CONTRACTOR within five (5) business days after receipt of notice from Company to CONTRACTOR. If there is any dispute between the parties regarding whether or not any payments of the Base Management Fee or any other amount were proper, such disputes shall be resolved in accordance with the Agreement.

- C. **Centralized Service.** CONTRACTOR may cause to be furnished to the Club certain services ("Centralized Services") which are able to be furnished in a more cost effective and efficient manner on a central or regional basis to golf facilities managed by CONTRACTOR. The costs of providing such services shall be aggregated and billed to the clubs by CONTRACTOR rather than via a third-party vendor. Centralized Services shall be approved as part of the Annual Budget and Program. CONTRACTOR represents that this reimbursement amount shall consist of an amount not exceeding the actual cost of the services without mark-up or profit to CONTRACTOR, including salary and employee benefit costs, cost of equipment used in performing such services, and overhead costs of the home office or any regional or other local office providing such services.

5. USE OF CLUB. During the term of the Agreement, the Club shall be a public facility unless otherwise provided and agreed to in the Annual Budget and Program.

6. LIQUOR LICENSE. Subject to any relevant Florida Alcoholic Beverage Control ("ABC") licensing requirements, CLUB, or CONTRACTOR shall always maintain (except for the application period) a valid liquor license on the premises, and all of the parties hereto shall comply with all relevant ABC laws regarding the use of such license.

7. LICENSES, PERMITS, AND ACCREDITATIONS. CONTRACTOR shall apply for and use its commercially reasonable efforts to obtain and maintain in CLUB name (or, if otherwise required by applicable law, in Consultant's name), all licenses, permits, and accreditations required in connection with the management and operation of the Club, the cost of which shall be an Operating Expense. Club will cooperate with consultant in applying for, obtaining, and maintaining such licenses (including liquor licenses), permits, and accreditations.

EXHIBIT A



Administrative Services

- Overall Management of Golf Course Operations and Employees
- Ordering of inventory for the golf shop and restaurant
- Cost of goods analysis for the golf shop and restaurant
- All employee payroll functions
- Administration of employee benefits
- Accounts payable
- Accounts receivable
- Analysis of adherence to budgetary goals
- Produce monthly statements of operating results
- Prepare annual budget for Company approval
- Recruit, hire and train employees for the operation of the golf course.

Golf Shop Services

- Welcoming players to the facility
- Customer transactions through point-of-sale system
- Tee time booking / tee time & rate management
- Stocking and managing Golf Shop merchandise
- Golf Club repair services
- Golf event services such as organization and scoring
- Providing golf tournaments for members and patrons
- Providing handicap services for members and patrons
- Golf instruction for men women and children
- Employment of grow the game programs to expand player base

- Implement and enforce policies and procedures
- Hire and train new staff as needed

Outside Services

- Welcoming guests and assigning golf carts
- Starter / Guest Services to ensure pace of play standards
- Cleaning Guests clubs concluding round
- Range setup and clearing
- Golf cart fleet management
- Golf cart fleet maintenance
- Securing equipment before closing on a daily basis

EXHIBIT B



Marketing Services

Plans to upgrade the facility provide a great opportunity to create some “Buzz” in the community and rebrand with new logos, membership and player packages. Once plans are made for the club’s upgrades, invite the neighbors and customers out to a reception to let them know what is coming. Pictures of the progress being made on Facebook will further generate anticipation in the community.

Rates

- Establish correct market rates for before, during and after renovations. Rate categories must be established for club members, public, seniors and tee time wholesalers.

Bounce Backs

- Customers are offered a discounted round for a defined period after a paid round. Effective for building customer loyalty.

Tee Time Wholesalers

- Snowbirds still use Golf Pac, Tee Times International and Can Am Golf to book their Florida tee times. Relationships must be re-established with these wholesalers once improvements are made.

Social Media

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

Golf Now / Deal Caddy / Golf Zoo / Group Golfer

- Golf Now is the largest purveyor of tee times in the world. We will utilize them at least in the short term as the course is improved.
- Deal Caddy is the Golf Now platform for “Groupon” style deals. It is useful to draw players back who haven’t played the course for a while or who have become disenfranchised with the facility.
- An outlet for golf packages presold to the public.

Website

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

Email Database Marketing:

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

Neighborhood Newsletters

- Use of Neighborhood newsletters is an inexpensive way to connect with our closest customers. Keep your local customers up to date on coming events and thank them for their past participation.

Implement Player Development Programs

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

Staff Motivation Revenue Generation Meetings and Incentives

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

Customer Reviews

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

Grand Reopening Celebration

- Upon completion of the golf course upgrades and general esthetics of (Company) will host a Grand Reopening with Food and Beverage as well as membership and package deals for golf to make the most of the fresh energy

Sebring Golf Course – Operations & Rate Plan

1. Introduction

- Overview of Sebring Golf Course (championship-level facility in Sebring, FL).
- DTE Golf's mission: professional golf course management, agronomic excellence, and guest service tailored to maximize play, profitability, and long-term asset value.

2. Operational Policies

Course & Facility Use

- Tee times available daily, sunrise to sunset.
- Five-somes allowed on non-peak days (Mon–Fri) with approval; limited on peak days.
- No outside alcohol, food, or personal coolers permitted.
- Each player must have their own bag and set of clubs.

Dress & Etiquette

- Golfers must wear collared shirts, proper footwear (no metal spikes).
- Adherence to USGA Rules of Golf and local course rules.
- Players required to repair ball marks, divots, and rake bunkers.

Cart Policy

- Shared carts included in standard green fee.
- Solo cart use subject to surcharge.
- Cart path only restrictions enforced during wet conditions.
- Spectator cart fee required for non-playing riders.

Practice Facilities

- Driving range, putting green, and short-game area available during operational hours.
- Range tokens/passes sold at pro shop.
- Range included for group clinics, lessons, and corporate packages.

Special Discounts

- 20% discount for First Responders and Military (weekday only).
- Junior & senior rates available on weekdays.
- Twilight & Late Twilight discounts to fill off-peak capacity.

Tournaments & Outings

- Dedicated tournament coordinator to assist with pairings, scoring, cart staging, food & beverage.
- Outing menu packages offered.
- Shotgun starts available for groups of 72+ players.

3. Hours of Operation

Season	Opening Hours	Closing Hours
Spring/Summer (Apr–Sep)	6:00 a.m.	Dusk (~8:30 p.m.)
Fall/Winter (Oct–Mar)	7:00 a.m.	Dusk (~6:00 p.m.)

- Pro shop and grill open 30 minutes prior to first tee time and remain open until last cart returns.
- Driving range closes 1 hour before sunset for maintenance and ball retrieval.
- Closed Thanksgiving Day and Christmas Day.

Green Fees (include shared cart):

Category	Weekday (Non-Peak)	Weekend/Holiday (Peak)
Standard 18 Holes	} By use of dynamic pricing in Highlands County	
Senior (60+)		
Junior (17 & under)		
Twilight (last 4 hours)		
Late Twilight (last 2 hours)		

Cart Fees:

- Rider (18 holes): Priced Per
- Rider (9 holes): \$9
- Spectator Cart: \$40
- Solo Cart Surcharge: \$10

Driving Range:

- Small bucket: \$6
- Large bucket: \$9
- Range Pass: \$120/month unlimited

Punch Card Program:

- 10-round card:
- Valid anytime weekdays; \$25 surcharge if used before 12:00 p.m. weekends/holidays.

Membership Options (Proposed by DTE):

- **Annual Membership:** By use of dynamic pricing in Highlands County.
- **Weekday Pass:** By use of dynamic pricing in Highlands County.
- **Practice Range Add-On:** By use of dynamic pricing in Highlands County.

5. Value-Add Enhancements by DTE Golf

1. Dynamic Pricing Model

- Use online booking system to adjust rates based on demand, weather, time of day.
- Captures additional revenue on high-demand days, while filling unused tee times at discounts.
- Using GolfNow, TeeOff, Supreme Golf..etc.

2. Community Engagement

- Locals discount (Sebring residents save \$5/round).
- Junior golf development programs and summer camps.
- Partnerships with schools and First Tee initiatives.

3. Food & Beverage Upgrades

- Streamlined grill operations with enhanced menu.
- Beverage cart service during peak hours.
- Tournament catering packages.

4. Customer Experience

- Expanded online tee time booking window (14 days vs 7).
- Mobile app integration for tee times, GPS yardage, loyalty points.

- Loyalty rewards (points per dollar spent redeemable for golf/range/merchandise).

6. Financial Forecast & Targets

- Increase **average revenue per round** -by use of dynamic pricing.
- Grow **annual rounds played** by 7–10% in first 24 months.
- Boost **practice range revenue** by 20% with new pass system.
- Increase **merchandise sales per golfer** -by enhanced pro shop merchandising.

7. Conclusion

DTE Golf will provide Sebring Golf Course with a **professional, structured, and revenue-focused operating model** that balances affordability for the community with profitability.

With enhanced policies, extended services, and a modernized pricing structure, Sebring will continue to be a premier daily-fee facility in Sebring.

Junior Lessons

The Junior Program we roll out is designed to provide a structured pathway for young golfers to develop their skills, engage in competitive play, and foster a lifelong love for the sport. Here's an elaboration on each component:

1. Summer Camps and Holiday Clinics Graduating into the US Kids Program

- **Summer Camps and Holiday Clinics:** These are likely introductory programs aimed at younger children or beginners. They focus on the basics of golf, such as grip, stance, swing mechanics, and basic rules. The goal is to make golf fun and accessible while instilling fundamental skills. The camp setting also helps kids socialize and enjoy the sport in a relaxed, playful environment.
- **Graduation to the US Kids Program:** As children become more confident and skilled, they can transition into the US Kids Program, which is a more structured and skill-focused phase. The US Kids Program is designed to build on the basics, introducing more advanced techniques and concepts. It may also involve more formalized practice sessions, skill assessments, and perhaps participation in local or regional tournaments specifically designed for young golfers.

2. US Kids Program Graduating into the PGA Junior League Program

- **US Kids Program:** This program serves as the bridge between introductory golf and more competitive play. It focuses on refining skills, understanding course management, and learning the etiquette and rules of the game in more depth. The program is often designed to keep the learning process enjoyable while gradually increasing the challenge as the children progress.

- **Graduation to the PGA Junior League Program:** The PGA Junior League is a team-based golf program that introduces a competitive element in a supportive environment. It's designed for kids who have gained a solid foundation through the US Kids Program and are ready to experience team competition. The league format fosters camaraderie, team spirit, and sportsmanship while giving kids the chance to apply their skills in matches against other teams. This stage helps young golfers prepare for potential high school or even collegiate-level golf.

3. Parent/Child Tournaments

- **Parent/Child Tournaments:** These events are a fantastic way to encourage family involvement in the sport. They provide an opportunity for parents and their children to spend quality time together on the course, building memories and reinforcing the skills learned in camps and clinics. These tournaments also help parents understand the challenges and joys of the sport, making them more supportive of their child's golfing journey. Additionally, playing alongside a parent can boost a child's confidence and reinforce the values of sportsmanship and teamwork.

Overall Program Goals

The Junior Program aims to create a comprehensive developmental pathway for young golfers. It starts with introductory experiences in camps and clinics, gradually moving them through more structured and competitive environments. By integrating parent involvement through tournaments, the program not only develops golf skills but also fosters a supportive and engaged community around the young players. This approach is likely to result in well-rounded golfers who appreciate the sport both as a recreational activity and as a competitive pursuit.

Adult Golf Lessons

Program Overview offered but not included in proposed price.

Our Adult Lessons Program is designed to:

- Introduce new golfers to the fundamentals of the game in a comfortable setting.
- Help recreational players gain confidence and improve consistency.
- Offer advanced players personalized coaching to fine-tune their skills and lower scores.
- Provide flexible scheduling to accommodate busy lifestyles.

Lesson Formats

- **Private Lessons**
 - Duration: 45–60 minutes
 - Customized to player's goals (swing mechanics, short game, driving, course management, mental approach).
 - Includes video analysis and take-home drills.
- **Semi-Private Lessons**
 - Two to three participants with one instructor.
 - Ideal for couples, friends, or colleagues who prefer a shared learning experience.
 - Focus on both individual improvement and group engagement.
- **Group Lessons / Clinics**
 - Four to eight participants.
 - Affordable option for recreational learning in a supportive environment.
 - Structured curriculum covering fundamentals, short game, and on-course play.

Instructor Team

All lessons will be conducted by certified PGA/LPGA Professionals or qualified DTE Golf teaching staff. Instructors are selected not only for their technical expertise but also for their ability to create a positive, encouraging learning atmosphere.

Program Features

- Flexible scheduling (weekday, evening, and weekend options).
- Complimentary range balls during lessons.
- Access to video swing analysis and improvement tracking.
- Student progress reports with recommendations for continued development.
- Discounts on practice range packages and golf shop merchandise.

Sample Pricing Model

- **Private Lesson:** \$75 per session / \$350 for 5-pack
- **Semi-Private Lesson:** \$50 per person
- **Group Lesson:** \$35 per person per session
- **Custom Packages:** Available for corporate outings, couples, or social groups

Facility Benefits

- **Revenue Growth:** Generates consistent instructional income while increasing usage of the range, pro shop, and food & beverage outlets.
- **Player Development:** Helps new golfers transition into regular play, building long-term customer retention.
- **Community Engagement:** Strengthens the facility's role as a hub for golf education and recreation.

Licenses, Certifications, & Insurance Bonds



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

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

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

*Prices subject to change



Department of Environmental Protection



2600 Blair Stone Road, M.S. 3510
Tallahassee, Florida 32399-2400



GI-BMP Trainee ID: **GV917082**
Certification date: **6/13/2021**
Test Score: **98%**

Congratulations on successfully completing the Florida Green Industries Best Management Practices Training Program. Your certificate of completion and wallet card are attached. If there are errors in the certificate, or if we can be of further assistance, please contact the GI-BMP office of the UF/IFAS Florida-Friendly Landscaping™ Program at gi_bmp@ifas.ufl.edu or (352) 273-4517.

Please note that this training certificate alone does not authorize you to apply fertilizer commercially. You must take additional steps to become licensed for commercial fertilizer application in the state of Florida. The Limited Urban Commercial Fertilizer Applicator Certification (state "fertilizer license") is issued by the Florida Department of Agriculture and Consumer Services (FDACS).

Apply online: <https://acs.com.fl.freshfromflorida.com>. The certificate number from this document is required to apply for Fertilizer Applicator Certification. For assistance contact: The Bureau of Licensing and Enforcement, (850) 617-7997.

If your test score is 90% or greater, you may be eligible to become a GI-BMP Instructor: https://fl.ifas.ufl.edu/professionals/instructor_program.html

State of Florida
DEPARTMENT OF
ENVIRONMENTAL PROTECTION

Tom Lazzaro

GV917082-1

GV917082

Certificate #

Trainee ID #

GREEN INDUSTRIES BEST MANAGEMENT PRACTICES
TRAINING PROGRAM



The University of Georgia

GEORGIA CENTER FOR CONTINUING EDUCATION

and the

PROFESSIONAL LAWN CARE ASSOCIATION OF AMERICA

hereby confer upon

Kris Chambrot

the title of

CERTIFIED TURFGRASS PROFESSIONAL

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

PRINCIPLES OF TURFGRASS MANAGEMENT

August 10, 2001


Robert B. Lester
Deputy
Director
The University of Georgia Center for Continuing Education




Kris M. Chambrot, C.I.P.
Director, Turfgrass
Professional Lawn Care Association of America

Abraham Baldwin Agricultural College

A Unit of the University System of Georgia

Hereby Confers Upon

Travis Christopher Anderson

the degree of

Associate of Applied Science in Environmental Horticulture Technology

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

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

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


Thomas B. Call
Chancellor




Thomas B. Call
Chancellor


Elizabeth M. England
Registrar


Carolina S. Holman
Dea. President and Dean of Academic Affairs

CERTIFIED GOLF COURSE SUPERINTENDENT

Golf Course Superintendents Association of America
Hereby confers upon

Justin C. Martinjak *Regional Superintendent*

the designation
Certified Golf Course Superintendent

For having met superior standards of proficiency through experience, education, testing and performance in the profession of golf course management for the period



June 30, 2023 through June 29, 2028

Kevin P. Breen CGCS
President

CERTIFICATE OF COMPLETION

This is to Certify that

Dave Cimini

Completed the Training and Testing Program on September 10, 2013

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

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

KEVIN SUNDERMAN, PRESIDENT

JENNIFER BRYAN, ASSOCIATION MANAGER



Certificate of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
1/15/2025

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

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

PRODUCER The Baldwin Group Southeast 4211 W. Boy Scout Suite 800 Tampa FL 33607	CONTACT NAME: Susanna Fischer PHONE (A/C No. Ext): 239-734-3309 FAX (A/C No.): 239-931-5904 E-MAIL: certificates@bgs-insurers.com ADDRESS:
INSURED SSS Down to Earth Opco, LLC dba Down to Earth 500 Winderley Place Suite 222 Maithland FL 32751	LEASER: L00221 CLASS: 14-01
INSURER(S) AFFORDING COVERAGE	
INSURER A: Greenwich Insurance Company	NAIC# 22322
INSURER B: XL Specialty Insurance Company	37885
INSURER C: Westchester Surplus Lines Insu	10172
INSURER D: Gettin Insurance Company	10833
INSURER E: CNA Insurance Co	35289
INSURER F: Steadfast Insurance Company	26387

COVERAGES CERTIFICATE NUMBER: 14 769 778 48 REVISION NUMBER: MASTER25

THIS IS TO CERTIFY THAT THE POLICES 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.

INSURER	TYPE OF INSURANCE	ADD. SUBR. INSD. INVD.	POLICY NUMBER	POLICY EFF. (MM/DD/YYYY)	POLICY EXP. (MM/DD/YYYY)	UNITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GENL. AGGREGATE LIMIT APPLIES PER <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER		ROD3002006-01	1/1/2025	1/1/2026	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADY INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMPAGP AGG \$ 4,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		RAD9418300-01	1/1/2025	1/1/2026	COMBINED SINGLE LIMIT (Per accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
F	<input checked="" type="checkbox"/> UNEMPLOYMENT LIABILITY <input checked="" type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> EXCESS LIAB		AEC416850300 N0002274	1/1/2025 1/1/2025	1/1/2026 1/1/2026	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY/OTHER TORT/PARTICIPATION/OUTSIDE CITY/STATE INSURANCE LIMITED? (Mandatory in NH) (Yes describe under DESCRIPTION OF OPERATIONS below)	Y/N N	RW/D3002006-01	1/1/2025	1/1/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.I. EACH ACCIDENT \$ 1,000,000 E.I. DISEASE - EMPLOYEE \$ 1,000,000 E.I. DISEASE - POLICY LIMIT \$ 1,000,000
C	Public Coverage		07444748A 001	2/28/2024	2/28/2025	Each Occurrence Aggregate 1,000,000/2,000,000
D	Professional Coverage		VNPL013755	7/31/2024	7/31/2025	Each Occurrence Aggregate 1,000,000/2,000,000
E	Hotel/Motel		7018535549	2/28/2024	2/28/2025	Each Occurrence Aggregate 300,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Excess Liability Layer \$3,000,000 over the Primary \$2,000,000 - 140002274 - GBE Insurance Company NAIC# 39217
 Proof of Insurance

CERTIFICATE HOLDER *For Informational Purposes Only*	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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April 11, 2025

RE: Bond Capacity For: SSS Down to Earth Opco, LLC

To Whom It May Concern,

It is has been the privilege of Hanover Surety (Hanover Insurance Company) to provide bonds on behalf of SSS Down to Earth Opco, LLC since 2013. In our opinion, SSS Down to Earth Opco, LLC remains properly financed, well equipped and capably managed. Their most recent bond issued March 26, 2025 with a bond amount of \$1,929,053.30 with premium of \$19,291.00.

At the present time, Hanover Surety supports a line in the amount of \$5,000,000 single and \$15,000,000 aggregate for SSS Down to Earth Opco, LLC. The rate is 1% per \$1,000. Hanover is prepared to issue a bond, if required. As always, Hanover Surety reserves the right to perform normal underwriting at the time of bond issuance, including, without limitation, prior review and approval of relevant contract documents, bond forms and financing. We assume no liability to third parties if for any reason we do not execute such bonds.

They have never had a contract bond called in.

Hanover Surety (Hanover Insurance Company) is listed on the US Treasury Department's Listing of Approved Sureties, NAIC #22292 and is rated A XV by A.M. Best Company.

Sincerely,

Hanover Insurance Company

Todd Stein, Attorney-In-Fact



Thank You!

We look forward to working with your golf course.

Down To Earth

500 Winderley Place, #222

Maitland, FL 32751

(321) 263-2700

www.dte.golf

*Visit our website @ **DTE.GOLF***

The Historic Harder Hotel Golf Course would like to welcome **Drew Locher** to our project team. **Drew is a licensed general contractor** holding active licenses in both Florida and Louisiana. He has extensive experience during his career in resort design, development, construction and golf course construction.

Most notably Drew was **the Director of Design and Construction for the Streamsong Resort** repurposing 16,000 acres of mining land to create **a 228-room resort hotel, 2 clubhouses, 3 world ranked golf courses and all other amenities and infrastructure over an 8 year period.** Prior to Streamsong Drew has developed projects with major development firms to include Intrawest Placemaking, St. Joe Towns & Resorts, The Kessler Collection and BTI Partners. He has a passion and dedication for historical renovation completing numerous projects in Savannah, Georgia.

Drew has been tasked with returning the Historic Harder Hall Hotel to its original grandeur and splendor with amenities to include both golf and tennis. The Sebring Golf Course will be an amenity to the hotel and Harder Hall will be returned to the conversation with other Grande Dame Hotels in Florida including the Don CeSar, Biltmore Hotel in Coral Gables and The Vinoy.

The goal of the team is to create a destination resort and golf course in Sebring where the local community will benefit from the construction work, full time resort employment positions and by adding to the ad valorem tax base of The City of Sebring. It takes a team to implement this vision and we welcome Drew to lead the project to that goal.

From Torn Up to Tricked Out

It just might be golf and hospitality's best-kept secret.

The Streamsong Resort sits on 16,000 acres of land in South Central Florida between Tampa and Orlando. Its 216-room luxury hotel includes a lakeside infinity pool, outdoor fire pits, lounges, meeting space, sporting clays, guided bass fishing, three sophisticated restaurants, and a European grotto-style spa. Surrounding it are hiking trails and two 18-hole golf courses that have earned top industry rankings in less than two years. Basically, it's a paradise—and it all sits atop reclaimed land once mined for crop nutrients.

The visionary process of turning the land into a stunning resort is the brainchild of the Mosaic Company, a multinational Fortune 500 company that mines phosphate and potash to produce crop nutrients. State and federal requirements mandate that the Mosaic Company and other businesses that mine land for such resources must then return their mined-out sites to their former condition or make them usable for some other purpose, and usually the businesses do so by creating upland, wetlands, and natural topography. The Mosaic Company's vision for Streamsong, though, was reclamation through economic development.

Since resorts aren't the mining company's core business, it hired longtime real estate developer Drew Locher as the project's director of design and construction. "We were trying to showcase the full potential of reclaimed land projects," Locher says, adding that the resort will add to the local economy and tax base while generating jobs for years to come. "Mining is only a temporary land use, and Streamsong is the future. It's a great business model."

Locher has helmed dozens of high-profile projects and hotel developments

throughout his career but says that the core group behind Streamsong made the four years he spent on the resort unforgettable. Albert Alfonso of Alfonso Architects; Jeremy Voss of PCL Construction Services; golf course designers Tom Doak, Bill Coore, and Ben Crenshaw; and other principals pushed themselves and each other to create a world-class product. "This resort represents a huge paradigm shift in the industry as everyone moves towards integrated product delivery," Voss says.

"When everyone truly collaborates through all phases of a project, the owner sees more value because waste and mistakes are reduced," Locher says. "I learned early in my career from one of the best HR people in the business that you 'hire the best, pay them very well, and sit back and watch them knock your socks off,' and I have followed that advice my entire career. The results are better for everyone involved."

The Mosaic Company truly did hire the best of the best. After 33 general contractors expressed interest, Locher met with all of them. "It was during a major downturn in the industry, and everyone was hungry for work," he says. "If you had a license and were qualified, we interviewed you." He created a list of nine qualified contractors based on relevant experience, financial strength, safety protocols, and professional references. Then, he narrowed the list to seven before going to bid with five major regional players. He interviewed three finalists a second time before hiring PCL on Christmas Eve of 2012.

Voss, PCL's project manager for Streamsong, says it was his company's team approach that helped it win the job. "We knew that Streamsong could be something special," he says. "We saw this as a true partnership and came in with an open-book strategy. We worked and played together. It was family. It was an amazing experience—the kind that you hope each job will turn into."

PCL and the project's other stakeholders ended up forming a strong bond despite heavy rainfall and the challenge of tackling complicated, large-scale technical work at a remote location. Locher recalls several instances in which the general contractor, architect, or another key player stepped in to assist a colleague. When the general contractor found flaws in the resort's exposed architectural concrete, for example, the architect found tiling to put over it. When a gunite manufacturer said it couldn't use a material out of the water, the Streamsong team tested mock-ups for two years and eventually created the massive, striking gunite columns that anchor Streamsong's AcquaPietra spa. And, for the minimalist, 40,000-square-foot clubhouse cantilevering over the property's lake, crews used hollow-core planks, cast-in-place concrete, structural steel, metal framing, wood framing, drilled piling, and vibro-compaction piling to anchor the structure.

"We weren't competing with each other; we were working together toward the same dream, each giving in when needed," Locher says. He compares the end of the four-year job to graduating from college: he was excited to be finished but sad to see the amazing experience come to an end.

Alfonso, Streamsong's lead architect, is well known for his work at Tampa International Airport, the University of South Florida, and Tampa Covenant Church. He first strolled the resort property alone before bringing his vision to life with watercolors. (An accomplished painter, he's had his work displayed in galleries, at festivals, and in the Church of San Francesco in Cortona, Italy.)

Since the Mosaic Company wanted to showcase the land, Alfonso designed Streamsong's main building to represent a tree, naturally fallen on a bank. He specified heavy stones for the bottom floor of the six-story building, and the materials get lighter with each subsequent level. Light streams in through blinds that mimic the experience of looking through tree branches, and an

oculus cut from the roof of the resort's lounge pulls in evening starlight. Alfonso's "tree" is capped with a canopy and Fragmentary Blue, a rooftop restaurant.

Locher, who is now managing the ongoing expansion of Streamsong, including the addition of a third golf course, says his experience at the resort has taught him a lot about the capacity and motivation people have within. "If you take a small group of talented and dedicated people and give them what they need to succeed, you can do anything in this industry," he says. "People have amazing capacity if you know how to extract it. It's like a race-car driver: anyone can push the pedal down and go fast, but you need to know when to let off the gas once in a while. Each member of the team is motivated in a different manner, and you need to personally know your people to get the very best out of them."

Streamsong opened to the public in early 2013, and so far its hotel and golf courses have won accolades from *USA Today*, *Golf Digest*, Trip Advisor, the Florida chapter of the American Institute of Architects, and many others. With Locher and his team remaining hard at work on additional development, the resort won't be a secret for long.

THE LANDON GROUP

Founders, Operators & Culinary Leadership

The Landon Group brings together a proven hospitality entrepreneur, an accomplished operating partner, and a nationally recognized executive chef to deliver elevated restaurant experiences within destination-driven developments. The group is uniquely positioned to partner with golf course and mixed-use developments seeking a best-in-class food and beverage program that enhances member value, guest experience, and long-term asset performance.

Michael Stewart – Founder & Managing Partner

Michael Stewart is a Tampa native and Florida State University graduate with a degree in Finance and Real Estate Business. He is the founder of multiple award-winning hospitality concepts across Florida, North Carolina, Tennessee, and Illinois. His portfolio includes 717 South, AVA Restaurant, The Lure, Spindle Bar, and Billy Sunday—several of which have earned national recognition for culinary and cocktail excellence. Michael brings strategic leadership, brand development, capital alignment, and multi-market operational experience to development partnerships.

Kal Harris – Operating Partner & General Manager

With over 15 years of hospitality experience, Kal Harris specializes in operational execution, systems implementation, and revenue growth. His leadership background includes launching new concepts, scaling existing operations, and consistently improving performance through team development and service culture. Kal oversees day-to-day operations, ensuring disciplined execution, elevated service standards, and seamless integration with ownership and development teams.

Chef Robert Hesse – Executive Chef & Culinary Director

Chef Robert Hesse is a nationally recognized chef with more than three decades of experience in fine dining, hospitality, and culinary leadership. A graduate of the French Culinary Institute, he has worked in 36 kitchens across four countries, earned four stars from The New York Times, appeared on FOX's Hell's Kitchen and multiple Food Network programs, and served as Executive Chef at the Playboy Mansion. Chef Robert leads culinary vision, menu development, and kitchen culture with a focus on creativity, consistency, and guest-driven execution.

The Landon Group offers development partners a turnkey restaurant leadership team capable of elevating golf course and destination properties through sophisticated food and beverage programming, disciplined operations, and

brand-forward hospitality execution.

CURRENT OPERATIONS

The Lure-St. Petersburg, FL

717 South-Tampa, FL

The Landon-Tampa, FL

Billy Sunday-Chicago, IL

Spindle Bar-Charlotte, NC

AVA-Tampa, FL

AVA-Knoxville, TN

AVA-Lakeland, FL

AVA Charlotte, NC



Valley
BANK

January 6, 2026

Pre-Approval / Bank Reference

RE: Blackmon Family

CC: Mayor John Shoop & City Council of Sebring, FL

To Whom it May Concern:

This letter is to confirm that the Blackmon Family and its various businesses and affiliates have been upstanding customers of the bank since 2017. The lender and senior management can attest to the character, caliber and capacity of the family companies. The net worth of the Blackmon Family is quite sufficient to operate and renovate the Sebring Municipal Golf Course and buildings.

Any Additional information can be available upon specific request specifically from me at 813-205-0578 or kbellini@valley.com. This is not a commitment for financing and this letter shall impose no liability to the Lender. This reference is issued for the interested party and does not impose any responsibility to VLY.

Sincerely,

Kyle Bellini

Kyle Bellini
First Vice President



January 12, 2025

City of Sebring – Purchasing Department
Attention: Jamee Cook
Purchasing Agent
368 S. Commerce Ave.,
Sebring, FL 33870

Dear Ms. Cook:

On behalf of Sports Med Properties, we are pleased to submit our RFP Response to the City of Sebring's Request for Proposals for a lease and re-development of the Sebring Municipal Golf Course, RFP # 26-001.

We confirm that we have reviewed and fully understand all terms and conditions outlined in the RFP. Sports Med Properties has assembled a highly qualified and experienced team of professionals dedicated to delivering an outcome aligned with the City's vision.

We are excited about the opportunity to collaborate with the City of Sebring on this landmark community project. Our team has a demonstrated track record of successfully delivering public sports and recreational facilities through a design-build approach that emphasizes collaboration, cost efficiency, and schedule adherence.

We appreciate your consideration and look forward to the possibility of working together to bring this transformative project to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Randy T. Russell", is written over a faint, circular watermark or stamp.

Randy T. Russell
Chief Executive Officer
Sports Med Properties
704.996.1327
Randy@sportsmedproperties.com



II. Business Plan

Operational Strategy:

- Reimagine the golf course with modern amenities and enhanced playability.
- Develop a collection of flat fields and diamonds for soccer, baseball, and softball.
- Renovate the pro shop and restaurant to serve both golfers and the broader community.
- Integrate family entertainment components (e.g., playgrounds, walking trails, event spaces, dog park, etc.) based on community input.
- Operate the facility as a public amenity, ensuring community access and programming.
- Attract regional and national tournaments to drive tourism and economic impact.
- Install a private operator to alleviate the City of the ongoing expenses and personnel management of the course

Financial Projections:

- Projected revenue streams: golf operations, field rentals, tournaments, restaurant & pro shop sales, events, etc.
- Conservative expense estimates based on comparable facilities.
- Five-year pro forma demonstrating positive cash flow and sustainable operations.
- Marketing and tourism promotion plan leveraging regional sports networks and partnerships.

Requested Due Diligence Period:

- 90- 180 days from award for site assessment, community engagement, and finalization of lease terms.

Conceptual Financial Model

The below conceptual financial model for operations is based on a review of past P&Ls of the Municipal Golf Course, a reasonable expectation of revenues and expenses for the operation of multi-sport fields, and the ability to generate revenue through non-sport events, public use, and community activities.



Year	Revenue	Operating Expenses	Net Operating Income	Lease Payment	Net Cash Flow
Year 1	\$3,500,000	\$1,500,000	\$2,000,000	\$1,798,110	\$201,890
Year 2	\$3,700,000	\$1,575,000	\$2,125,000	\$1,798,110	\$326,890
Year 3	\$3,900,000	\$1,650,000	\$2,250,000	\$1,798,110	\$451,890
Year 4	\$4,100,000	\$1,725,000	\$2,375,000	\$1,798,110	\$576,890
Year 5	\$4,300,000	\$1,800,000	\$2,500,000	\$1,798,110	\$701,890

This model reflects the increased initial revenue and facility expenses, with annual increments that match the proportional growth of the original scenario. Lease payments remain constant at \$1,798,110 annually, based on \$25 million financed at 6% over 30 years. The projections indicate a positive net cash flow throughout the initial five-year period, supporting the operational sustainability of the Sebring Municipal Golf Course under the proposed lease structure.

III. Experience & Qualifications

SportsMed Properties:

- Specializes in sports and recreation facility development and management.
- Notable projects: Sportsplex at Matthews (NC), Carolina Courts (NC), multiple community sports complexes.
- Experienced in public-private partnerships and municipal lease structures.

Lee Lewis Construction:

- Nationally recognized general contractor with expertise in sports, education, and civic projects.
- Notable projects: Texas Tech Sports Performance Center, Lubbock-Cooper ISD Pirate Stadium, Amarillo ISD Natatorium.
- Proven ability to deliver complex projects on time and within budget.



Tencate/GeoSurfaces:

- Industry leader in synthetic turf, sports surfacing, and civil engineering solutions.
- Notable projects: Mercedes-Benz Stadium (GA), University of Alabama athletic fields, numerous municipal complexes.
- Deep experience in design-build delivery and sports infrastructure.

References:

- Available upon request for all major projects listed above.

IV. Financial Terms

Proposed Municipal Lease Structure

Introduction to Municipal Lease Structure

This proposal outlines a municipal lease framework designed to facilitate the renovation and development of the sports and community facilities. The structure enables the City to access high-quality capital improvements while preserving budget flexibility and leveraging the Developer's expertise. The approach aligns the interests of all parties and ensures long-term operational excellence.

Under a Municipal Lease, operations of the Municipal Golf Course and associated fields are handled by a private operator, with a balance of community use and revenue generation at the heart of the Management Agreement. Under a Municipal Lease, all revenues are returned to the City. Any excess revenue (profit) is retained by the City. Conversely, any negative revenue (loss) is subsidized by the municipality. The conservative, yet realistic, operating budget previously outlined would result in significant revenue being returned to the City. A detailed budget will be created upon award of the RFP, and through the pre-construction period.

Developer Capital Provision

Under this proposal, the Developer and its partners will provide 100% of the capital required for all renovation and new development activities. This turnkey investment approach eliminates the need for upfront public funding, streamlines project delivery, and transfers project delivery risk to the private sector.



Master Lease Agreement Terms

The Developer will enter into a master lease agreement with the City of Sebring. The City will commit to annual lease payments calculated based on a 30-year amortization schedule of the total capital requirement. The payment structure is designed to generate a target internal rate of return (IRR) for the Developer and its capital partners in the range of 5% to 6.5% over the lease term. The lease commencement date will be upon commencement of operations, with a total lease term of 30 years and renewal options subject to negotiation. The annual payment obligation provides long-term cost predictability for the City while supporting the Developer's investment return requirements.

Explanation of Credit Tenant Lease (CTL) Structure

A Credit Tenant Lease (CTL) is a financing arrangement in which the lease is backed by the creditworthiness of the public-sector tenant, in this case, the City of Sebring. Under a CTL, the Developer finances and constructs the improvements and leases them to the City. The lease payments are treated similarly to debt service and are supported by the City's full faith and credit. This structure typically results in lower financing costs due to the strong credit profile of the municipal lessee and ensures the City's long-term control and use of the facilities upon lease maturity.

Statutory References

The proposed municipal lease structure is authorized under Florida law. Section 166.021, Florida Statutes, grants municipalities broad home rule powers, including the authority to acquire, lease, and improve real property for public purposes. Additionally, Section 255.25, Florida Statutes, provides specific authority for governmental entities to enter into lease-purchase agreements for real property and facilities. The City of Sebring's municipal charter and procurement ordinances also permit the City to enter into long-term lease arrangements for public benefit projects, subject to City Council approval and compliance with applicable competitive selection requirements.

This structure ensures the City receives modernized facilities with minimal upfront expenditure, while the Developer achieves a reasonable and market-based return on its investment, all within a statutory framework designed to protect public interests.

V. Site Utilization & Capital Improvement Plan

- Reimagine the current 18-hole golf course, driving range, and practice facilities, transforming the course into a combination of multi-sport fields, diamonds, and 9-hole course with multiple tee options (thus allowing for an “18-hole course”).
- Upgrade the pro shop and restaurant to modern standards.
- Construct new multi-sport fields and diamonds to expand community and tournament use.
- Improve parking, landscaping, and site amenities for accessibility and aesthetics.
- Estimate the ability to, and the cost of, constructing new access into the course and associated fields from Highway 27, which would alleviate traffic on nearby roads.
- Address known and unknown environmental/ drainage issues of the course and mitigate as needed.
- Capital improvement timeline: 18-24 months from Development Agreement Execution, with phased openings to minimize disruption.

Below is a conceptual rendering of a possible site redesign of the municipal golf course to include multi-sport fields, new access, etc. Note that the final layout may change.

Sebring Municipal Golf Course Improvements

1. Existing Max Long Complex
2. New Parking Lots
3. New Baseball/Multiuse Fields (8)
4. New Restroom/Concession Buildings
5. New Entry Road





VI. Supporting Documentation

- Organizational background: SportsMed Properties as lead developer, Lee Lewis Construction as general contractor, Tencate/GeoSurfaces as sports infrastructure specialist.
- Management team: Experienced professionals in sports facility operations, construction, and finance.
- Subcontractors: To be selected based on local capacity and expertise; qualifications will be provided prior to contract execution.

VII. Financial Accountability, Projected Cost & Legal Compliance

Financing Plan: Municipal Lease Structure:

- The developer and financial partners will provide all required capital for redevelopment.
- The projected cost of redevelopment of the Sebring Municipal Golf Course is estimated to be between \$20 million and \$30 million.
- Project is developed privately; the City enters a master lease agreement upon completion.
- The City makes predictable lease payments, preserving capital for other priorities.
- At lease end, ownership of the improved asset (i.e. course, fields, amenities) may transfer to the City.
- This structure enables the City to expand the recreational use of the Municipal Golf Course beyond golf, deliver quality amenities to its residents, attract year-round tourism for economic development, and balance community and revenue-generating activities without incurring significant debt.

Statutory Compliance:

This proposal and all resulting agreements will comply with the following Florida statutes:

- Section 287.063, Florida Statutes – Lease-Purchase of Equipment
- Section 255.2502, Florida Statutes – Lease of Space in Privately Owned Buildings
- Section 255.065, Florida Statutes – Public-Private Partnerships
- Section 287.05712, Florida Statutes – Public-Private Partnerships for Public Facilities and Infrastructure



- Section 166.021, Florida Statutes – Powers of Municipalities
- Section 218.39, Florida Statutes – Annual Financial Audit Reports

Sample Lease Clause (Annual Appropriation):

“Notwithstanding any other provision of this Lease, the City’s obligation to pay rent or any other amounts due under this Lease is subject to and contingent upon annual appropriation by the City Council. If sufficient funds are not appropriated for the payment of rent or other amounts due, the City may terminate this Lease without penalty.”

VIII. Demographic, Socioeconomic, and Sports

Participation Data

60-Mile Radius (Sebring, FL):

- Population: ~500,000
- Median household income: ~\$45,000
- High youth sports participation; strong demand for soccer, baseball, softball, and golf.

120-Mile Radius:

- Population: ~6 million (Tampa, Orlando, Fort Myers, West Palm Beach)
- Diverse demographics; robust sports tourism market.

300-Mile Radius:

- Population: ~20 million (includes Miami, Jacksonville, Tallahassee, Atlanta)
- Draws from statewide and regional sports organizations and event promoters.

Trends:

- Soccer, baseball, and softball are among the fastest-growing youth sports in Florida.
- Golf remains popular across all age groups.
- Demand for multi-sport complexes is rising due to travel sports and sports tourism.



IX. Commitment to City Goals

- Enhance tourism and economic growth for Sebring and Highlands County.
- Foster job creation through construction and ongoing operations.
- Provide a financially sustainable plan for long-term operation and improvement.
- Expand public recreation opportunities and community access to a City asset.

X. Timeline

- Pre-bid site visit: December 1, 2025
- Proposal submission: January 12, 2026
- City Council presentations: February 3, 2026
- City Council decision: February 17, 2026
- Lease commencement: October 1, 2026 (or earlier, as negotiated)
- Capital improvements: 18 months from lease start

XI. Conclusion

Our team is uniquely qualified to deliver a transformative, sustainable, and community-focused redevelopment of the Sebring Municipal Golf Course. All agreements and financial structures proposed herein will be fully compliant with Florida law, including annual appropriation requirements and public-private partnership statutes. We look forward to partnering with the City to create a premier sports and recreation destination that benefits residents and visitors alike.

APPENDIX



SportsMed Properties' Approach to Project Management

Sports Med Properties, LLC (SMP) provides full service in-house project management capabilities to all our projects. Our staff of seasoned professionals will implement proven strategies and leverage our expertise in the fields of engineering, design, and construction. We believe that the success of a project directly correlates to the coordinated involvement of all key project stakeholders...engaging those critical to schedule, budget, and permitting early in the process. When possible, **SMP** adheres to the fundamentals of *Lean Program Management*...establishing a collaborative project platform whereby all stakeholders receive the full benefits from an integrated project delivery process. Our **SMP** staff along with our team of architects, engineers, contractors, primary subcontractors, equipment vendors, and our clients will be positioned to work in a cohesive effort from early planning and design through permitting, construction, and ultimately project close out.

We believe that consistent representation is vital to the success of the project. Members of the project team will need to work together, each within their defined roles. Everyone will have to work smoothly, to meet deadlines, to examine alternatives, to foresee and prevent problems and delays, to provide consistent coordination with other team members, and to work together. Moreover, as each team member works to achieve project goals and complete their assigned activities, SMP and our tenants/clients must be responsive to the many decisions that will be required throughout the duration of the project. As the Team Leader, **SMP** will manage the flow of information and *empower our clients and all stakeholders to make effective, well-informed decisions.*

SMP understands that all team members have to perform multiple and interrelated tasks coordinated for accuracy, schedule, and cost effectiveness in order to have a successful project. We assist our design consultants, contractors, and tenants by *providing direction and coordination to the project team, and by serving as a catalyst to get the best results from the team.* We constantly pool information, track and document all correspondence, identify and evaluation options and solutions, and then make clear, defined recommendations to our tenants. **SMP** schedules and oversees at minimum a bi-weekly project meeting during design and construction phases.

Our proactive approach to project management can *save the project and our clients a significant amount of dollars.* Through the establishment of realistic schedules, implementation of controls to ensure accountability by all project stakeholders and organizing activities in an orderly process; the facility will be built at best value and at the optimum pace. As a result, *the client will receive savings of reduced upfront costs, lowered operational costs, and a negligible chance of unforeseen expenditures.*



Savings of time and money as well as the avoidance of risk are maximized in the very initial stages of a project. **SMP** will assist to establish a realistic overall project budget and schedule. As work commences and proceeds through the various phases of programming, planning, design, permitting, and construction, **SMP** will closely monitor budget and schedule to ensure that value and savings are identified while milestone activities are accomplished on time.

This gathering of information, analysis, and coordination is completed by **SMP** with **a constant focus on our client's best interests**. Our reward only comes with an exceedingly satisfied client that has experienced a project that is delivered on time, within budget, and without sacrifice to pre-defined operational objectives.

Our Approach to Cost Management

Cost Management can be summed up as:

- Establish Scope and a Control Budget thru structure, cost control tools, and monitoring methods
- Involve all critical stakeholders early in the project
- Mitigate unforeseen conditions
- Generate subcontractor interest and participation
- Maintain a collaborative effort that seeks a path to the best value possible

Sports Med Properties believes in establishing structure, checks, and balances for several objectives that are critical to the success of the project. Schedule, quality, safety, and budget are primary objectives that require continuous controls to achieve objectives established very early in the project. Our priority is to proactively leverage our expertise to closely manage and monitor each of these items.

Regarding budget, we establish a framework that seeks efficiency without sacrificing quality as we develop functional programs to match design parameters with construction means and methods, which may sound complex, but it begins with collaboration of all stakeholders very early in the project.

Initially, we begin with a reasonable understanding of the scope, local market conditions, and historical data that allows us to begin to establish target costs and lease rates. Secondly, we want to identify the optimum program and space needs of the tenant. At the same time, we are developing options and baselines for designing the shell and tenant improvements that will meet regulatory requirements as well as items relating to branding, comfort systems, maintenance, and aesthetics. Finally, we feel strongly about engaging the contractor early in this process to begin the effort to measure design and functional objectives against true labor and material estimates prepared by estimators that are current with today's real-time costs.



An important milestone is to establish a floor plan, building elevation, general scope of MEP systems...and then empower the contractor to develop a Schematic Design Control Budget from that information that we will use as our baseline throughout design. This SD Control Budget will include a written detailed summary that is reviewed and approved by Sports Med Properties, tenants, and design team members. In essence, this becomes our guideline to keep costs in check and avoid “scope creep”.

Our SD Control Budget will also include identified “alternates” that will be put on the table for consideration by the entire team. These alternates may include various material options (upgrades and/or methods to save money). And early in design, we look closely at cost indexes for various materials and implement measures to limit our exposure to cost escalations. We also look closely at schedule and phasing opportunities and options so as to identify the optimum methods for project delivery that benefit the budget and the ability for the tenant to occupy the building.

Unforeseen conditions can be detrimental to any project. While establishing controls for “what we do know”, Sports Med Properties initiates a process beginning in due diligence and programming to mitigate those issues that could create increases in scope, changes, or delays...all of which impact cost. Just a few of our strategies include:

- We are deeply involved in due diligence so that site conditions and regulatory requirements are completely identified before we begin design.
- We outline roles and responsibilities for all stakeholders very early in the project so that loose ends and scope gaps are avoided.
- We personally oversee all design meetings while periodically performing ‘redline’ reviews of design documents to identify items that would generate error and omissions and in turn change orders

Subcontractor bidding receives our focus to ensure that the contractor continues to move toward true cost without allowing voids in the assignment of scope and work. Likewise, while we strive for a competitive pricing environment, we are careful to pre-qualify our subcontractors and vendors so that we avoid all risks of delays and financial insolvency by having an incapable member on our team.

We are aware that the subcontracting community is at its highest demand in decades. Resources within some markets are scarce. Labor rates are increasing. Skilled workers and manpower issues are issues facing many contractors and owners. Therefore, we believe strongly in creating “project awareness” and generating subcontractor interests very early in the schedule...well before we will actually start construction. We have implemented various subcontractor outreach tools to include community meetings, design-assist agreements, and other efforts to reach 2nd and 3rd tier subcontractors.

Finally, Sports Med Properties closely monitors all RFI’s, submittals, and shop drawings. These items can generate changes. And when change order requests occur, our in-house



staff at Sports Med Properties carries the expertise to evaluate in conjunction with our design team all construction changes. We require monthly reporting using spreadsheets to track all changes. Additionally, we field inspect construction conditions to confirm that the change request matches actual work and associated costs.

Through the processes to controls design scope creep, mitigate unforeseen conditions, and manage bidding and construction...Sports Med Properties maintains a continual comparison to the Control Budget established within a few weeks of beginning the project. Our efforts and methodologies result in Sports Med Properties having a reputation of delivering projects ahead of schedule and under budget.

Budgeting, Cost Control, and Savings:

- Preparation of initial budgets and schedules with updates at following stages: preliminary prior to commencement of design, at schematic design, and at design development
- Prepare and maintain a Construction Draw Schedule
- Identify items to be included within the overall budget including contingencies.
- Determine well in advance all potential permitting, impact, and tap fees.
- Identify value engineering items and present options/opinions as each are identified.
- Coordinate approved cost saving measures with Design Team to insure they are included in the design documents
- Assist to establish Bid Alternates, Allowance amounts for Materials, and overall Bid Documents to insure complete, competitive, and accurate bids are received.
- Track budgets throughout Design and Construction

Schedules:

- Work in conjunction with our general contractor to prepare a Project Baseline Schedule with key milestone dates for planning, design, permit approvals, construction, equipment deliveries, and occupancy.
- Determine opportunities for Project Phasing with a strategy to complete certain components of the project ahead of longer, more complicated parts of the overall project. Using the site plan and floor plans, a detailed Phasing Plan will be created and shared with all project Stakeholders. Each Phasing component will be tracked against the overall Project Baseline Schedule as well as indecently to completion.
- Identify milestones and begin to plug in tentative critical dates as well as dates for installation of tenant equipment.
- During Construction, the General Contractor shall prepare and provide a detailed construction schedule (with two week Look-aheads and Monthly updates) using the Project



Baseline Schedule as well as continual input from Sports Med Properties, the Design Team, and Tenant.

Permitting:

- Accompany the Design Team to meetings local planning and permitting officials; determine appropriate course of action to obtain permits.
- Assist architect/civil engineer in completion of all applications to permitting agencies holding jurisdiction over approvals for grading, building construction, and utilities.
- Track approval process, ensure review comments are timely addressed by design and engineering team,
- Identify any permitting issues that may affect the Project Budget and Schedule.
- Ensure all necessary permits are paid for and acquired for project phases
- Months in advance of completion, work with the general contractor to plan a 90 Day Completion Schedule to include all required final inspections, final certifications, and all regulatory approvals as need for full Certificate of Occupancy (to include all project components if permitted separately.

Design-Build Team Qualifications

Sports Med Properties – Developer/Project/Construction Manager

Sports Med Properties, LLC is a full-service commercial real estate and construction management firm specializing in the planning, development, and execution of commercial facilities across the country. Our integrated services—ranging from brokerage and site selection to project management, development oversight, and property operations—allow us to add value at every stage of the real estate lifecycle.

With deep experience in managing complex, multi-phase developments, our team offers turnkey solutions that include market analysis, entitlements, budgeting, design coordination, construction oversight, and program management. We serve a diverse portfolio of clients nationwide and are known for our ability to deliver projects on time, within budget, and aligned with our clients' long-term goals.



Our comprehensive approach, combined with our industry expertise and nationwide network, allows us to provide efficient, scalable solutions tailored to each client's growth strategy.

SMP Sebring's Project Team

Randy Russell
Chief Executive Officer & Founder
Sports Med Properties, LLC

Randy Russell is the CEO and Founder of Sports Med Properties, LLC, bringing over 21 years of experience as a principal in national commercial real estate development. He has led the successful development, construction, acquisition, asset management, and investment sale of projects across a wide range of asset classes nationwide. His client base includes national corporations, franchise operators, institutional investors, private equity groups, and public-private partnerships.

Randy is highly regarded for his expertise in contract negotiations, financial modeling and underwriting, project management, and the structuring of both debt and equity for complex transactions. Under his leadership, Sports Med Properties has become a trusted partner in delivering turnkey real estate solutions, particularly in the healthcare, athletic, and franchise sectors.

In addition to his professional pursuits, Randy is deeply committed to community service and youth development. He actively supports the Bridge Foundation and the Assistance League of Charlotte, organizations focused on improving educational access and opportunities for children. He also serves on the Board of Directors for Uwharrie Bank, contributing his business acumen to support regional economic growth.

Randy holds a Bachelor of Science degree in Business Finance and Marketing from the University of North Carolina at Wilmington and an MBA from Campbell University.



Mike Stewart

Director of Construction Management

Sports Med Properties, LLC

Mike Stewart brings over 32 years of experience in the construction and development industry, serving in senior leadership roles across a Fortune 100 company, an ENR 400 firm, and one of North Carolina's top five architecture/engineering practices. As Director of Construction Management at Sports Med Properties, LLC, Mike leads project teams through every phase of delivery—from due diligence and design to construction and final closeout.

A graduate of North Carolina State University with a degree in Civil Engineering and a licensed General Contractor, Mike has successfully overseen the development of a broad range of facilities, including sports complexes, athletic fields, fitness and training centers, healthcare and laboratory facilities, commercial office buildings, and light industrial spaces. His project leadership is defined by deep technical knowledge, precision in construction cost estimating (Sage Timberline), and mastery in project scheduling (MS Project).

In addition to directing multi-disciplinary teams and serving as the primary municipal contact on major projects, Mike has authored numerous RFQs, RFPs, and construction contracts. His specialized expertise in construction phasing and budgeting continues to drive efficient, cost-effective project delivery.



Justin Buford Vice President

Construction Management

Sports Med Properties

Justin's well-rounded background includes experience working with general contractors, specialty subcontractors, and construction safety suppliers—equipping him with a comprehensive understanding of field operations, supply chain coordination, and compliance. His ability to lead multidisciplinary teams and navigate complex challenges has contributed to the successful delivery of hundreds of commercial and franchise projects nationwide.

Justin holds a Bachelor of Science in Construction Management from the University of North Carolina at Charlotte. He is known for his attention to detail, collaborative approach, and strong commitment to client satisfaction.

Outside of the office, Justin enjoys playing golf and spending quality time with his family.

Angela Majewski

Chief Operating Officer

Sports Med Properties

As Chief Operating Officer, Angela Majewski oversees all aspects of national facility operations, ensuring consistent execution, efficiency, and excellence across the company's real estate and construction portfolio. She brings more than 15 years of experience in facility management, project execution, and operational leadership.

Prior to her current role, Angela held senior positions managing facilities and large-scale projects for the Electrolux North American Headquarters, national financial institutions, and private real estate investors. Her broad experience spans complex office campuses, corporate headquarters, and multi-site portfolios, where she consistently delivered results through strategic planning, vendor management, and cross-functional team coordination.



Angela earned her degree in Business Administration from Christian Brothers University in Memphis, Tennessee, where she was also a standout student-athlete on the Division II women's soccer team. Her background combines business acumen with a competitive drive and team-oriented mindset, making her an invaluable asset to the leadership team.

Angela Sevilla
Controller

Sports Med Properties

Angela Sevilla serves as Controller with a specialized focus on commercial real estate development and construction. With a strong foundation in financial management and project controls, Angela and her team oversees the accounting lifecycle for multi-million-dollar development projects—ensuring accuracy, compliance, and timely reporting at every stage.

Her team's responsibilities include budget tracking, cost forecasting, draw preparation, vendor invoicing, lien waiver management, and reconciliation of project financials. Angela plays a key role in supporting construction managers and developers with clear, actionable financial data that helps drive informed decision-making and project efficiency.

With a background in both public and private sector accounting, Angela brings a meticulous approach to managing multiple stakeholders including lenders, investors, general contractors, and municipal agencies. Known for her attention to detail, responsiveness, and collaborative mindset, Angela is a vital part of the project delivery team.



Contractor Overview and Team:

Lee Lewis Construction, Inc. was formed in 1976 and quickly became one of the larger construction firms in the nation. While Lee Lewis Construction, Inc. has expanded to become one of the top ranked construction firms, we have been able to retain the personality and identity that had its roots in that small construction company in the beginning. The philosophy that I had when I started this company is the same philosophy that we embrace today; in every project we undertake, we are working for the Owner of that project. We pride ourselves on being a company with the values and culture of a family-owned business, but with the experience and resources of that of a large corporation. You can trust the team at Lee Lewis Construction, Inc. to be a reliable partner throughout construction and beyond. The professionals at Lee Lewis Construction, Inc. operate with two goals in mind: to build high quality structures that stand the test of time and to develop relationships that last.

Project Approach and Understanding

Preconstruction Collaboration

Lee Lewis Construction, Inc. (LLCI) works closely with design teams to define every detail of a project. Leveraging extensive historical cost data and the latest technology, we deliver highly accurate estimates and utilize long-standing relationships with trade partners to align with both current market conditions and future pricing trends.

Our budgets include precise quantity takeoffs and unit pricing, with transparent tracking of all variances. Through comprehensive constructability reviews during preconstruction, we proactively mitigate cost escalations and identify efficient, cost-effective design solutions. We also evaluate systems for long-term maintenance and operational value.



Throughout preconstruction, our team partners with Sports Med Properties (SMP) and the Design Team in regular coordination meetings to ensure the project's design remains aligned with the owner's vision and budget. Early construction team involvement allows us to incorporate efficient construction strategies and build strong stakeholder relationships from the outset.

Bid Management

LLCI develops bidder instructions, creates detailed bid scopes, and distributes documents via a cloud-based plan room. Our robust subcontractor database, combined with focused outreach, maximizes bid participation. We manage RFIs, facilitate pre-proposal meetings, and thoroughly review bid responses to deliver well-informed award recommendations.

Construction Services

With dedicated teams and deep resources, LLCI consistently delivers high-quality projects on schedule and within budget. Our cloud-based platform provides real-time project data, integrating cost tracking to forecast and proactively address potential budget challenges.

By seamlessly integrating accounting and estimating data, we offer an up-to-date comparison of actual costs versus estimates throughout the project's life cycle. Monthly reports include historical analysis and trend forecasting to identify and address potential financial risks, ensuring the project stays on track.

Cost Control During Construction

Effective cost control begins with detailed, accurate estimates and a comprehensive budget tied to the Guaranteed Maximum Price (GMP). Clear subcontractor scopes minimize coverage gaps and overlap. We reduce costs through equipment optimization, enhanced labor efficiency, and disciplined schedule management. Our commitment to first-time quality installations helps eliminate rework and maximize overall project value.



Communication and Coordination

We prioritize strong, collaborative relationships with SMP and the Design Team, supported by:

- Advanced Project Management Tools
- Integrated Technology
- Rigorous Quality Control
- Robust Safety Protocols

These efforts ensure we not only meet but exceed expectations, delivering exceptional project outcomes.

Coordination and Management

LLCI is committed to maximizing owner value throughout every project phase—beginning in preconstruction. As the owner’s advocate, we work alongside SMP to analyze program requirements, materials, constructability, and functionality, offering recommendations that align with the project’s goals and budget while optimizing overall scope.

During construction, we manage the project using a cloud-based platform for real-time updates, schedule tracking, and monthly reporting. Tools such as Bluebeam Studio, drone technology, and 3D clash detection enhance coordination and improve Design-Build efficiency.

Our team has deep experience providing reliable estimates and schedules through all design phases—schematic, design development, and construction documentation. We use Critical Path Method (CPM) scheduling to identify key milestones early, minimize delays, and share efficiencies and cost savings with project stakeholders. LLCI believes any realized savings should directly benefit the owner.

Project Phasing

To support efficient site development, we recommend early release packages for RCB and HDPE storm drainage systems. The 100+ acre site has a 27-foot elevation change, with the



lowest point near the sports arena and two critical catch basins. Early installation of basins, curb inlets, and box drains will ensure proper site drainage and help prevent weather-related construction delays.

Our phasing approach emphasizes proactive planning, trade flow optimization through lean construction practices, and the use of the Last Planner System. Of the eleven planned structures, three (sports arena and maintenance buildings) are premanufactured. These will be sequenced after foundational and infrastructure work, while other buildings—including the Pavilion, Administration, and Concessions—will proceed concurrently.

The amphitheater will require structural concrete and coordination with a specialty shade vendor, dependent on long-lead shade structure components. Infrastructure utility work and paving will begin in the northeast, progressing southwest to manage runoff and allow for early employee parking. Artificial turf installation will be sequenced after specialty equipment and lighting are in place.

Critical Quality Control Measures

Quality control begins in preconstruction with thorough subcontractor vetting and scope validation—especially critical in the Permian Basin, where labor shortages and energy sector demands can pose unique challenges.

Our in-house BIM team conducts on-site investigations, as-built reviews, and clash detection to ensure seamless integration. Pre-installation meetings, submittal reviews, and mock-ups are standard practice to uphold design integrity.

During construction, First Work Inspections validate that installations meet approved documentation. Our cloud-based project management system tracks deficiencies in real-time, enabling timely resolution with visual documentation.

We also utilize 360° photo documentation throughout construction for progress verification and final as-built records. Prior to final inspection, internal quality reviews are conducted, with a comprehensive punch list issued to ensure full transparency and final assurance.



What Sets LLCI Apart

Our deep experience in the Texas market—particularly the Permian Basin—gives us a unique understanding of regional challenges and opportunities. This insight enables us to deliver outstanding results while navigating local regulations, market dynamics, and resource constraints.

Our team’s collective tenure with LLCI exceeds 200 years, reflecting the strength and stability of our company culture. We have completed over 175 CMAR projects in the Permian Basin, with a strong record of repeat business.

LLCI is proud to be a Texas-based, family-run firm with more than 48 years of experience. Our reputation is built on trust, performance, and long-term client relationships—values we bring to every project we undertake.

Lee Lewis- Project Management:

Jobin Weems

Project Manager | Lee Lewis Construction, Inc.

With over 20 years of construction industry experience, 15 of those with Lee Lewis Construction, Jobin Weems brings a wealth of knowledge and leadership to his role as Project Manager. He is responsible for the overall management and successful delivery of construction projects, ensuring they are completed on time, within budget, and to the highest quality and safety standards. His duties include overseeing daily operations, coordinating submittals and as-built drawings, managing contracts and change orders, preparing pay applications, and maintaining rigorous safety protocols.

Jobin holds a Bachelor of Arts in Accounting from Texas Tech University and maintains certifications including OSHA 30-Hour, Procore Project Manager, and CPR/First Aid. His extensive portfolio includes major educational and institutional projects, such as multi-million-dollar school constructions and renovations for Texas Tech University, Frenship ISD, and Lubbock ISD, among others.

A long-standing partner to Frenship ISD, Jobin is recognized for his reliability and commitment to excellence, contributing to a successful history of collaboration on high-profile educational facilities.



Jesse Hernandez
Superintendent

Lee Lewis Construction, Inc.

With over 23 years of experience in the construction industry and 15 years dedicated to Lee Lewis Construction, Jesse Hernandez brings an unwavering commitment to quality, safety, and project excellence. As a seasoned Superintendent, Jesse plays a critical leadership role in coordinating all phases of construction, from mobilization to project close-out. He ensures that every aspect of the build aligns with client specifications, schedules, and budget goals.

Jesse has managed some of West Texas's most high-profile institutional and municipal projects, including the \$200 million South End Zone and Womble Football Complex at Texas Tech University, the Epic Recreation Center for the City of Grand Prairie, and multiple campus facilities. His diverse portfolio spans higher education, civic, athletic, and private-sector developments.

Known for his proactive problem-solving and strong communication skills, Jesse fosters a collaborative jobsite culture. He emphasizes safety awareness and supports each subcontractor to perform at the highest level. His certifications include OSHA 30-Hour, Equipment Operator Training, and Procore Superintendent.

Jesse's reputation for integrity and leadership is underscored by long-standing partnerships with owners, architects, and project stakeholders. His dedication to delivering projects of the highest quality has made him a respected and trusted team member at Lee Lewis Construction.

Certifications:

- OSHA 30-Hour
- Procore: Superintendent Certified
- Certified Equipment Operator

Select Projects:

- Texas Tech University South End Zone / Womble Football Complex – \$200M



- Rawls College of Business – \$70M
- Epic Recreation Center, Grand Prairie – \$37.6M
- Odessa College Math & Science Building – \$16M
- Midland ISD Bunche Elementary – \$18.2M
- Green Tree Country Club – \$3.7M



Outdoor Surfacing Contractor - GeoSurfaces

GeoSurfaces is closing in on 25 years of excellence and has proven to be the most innovative company in the industry. Unlike the industry standard “marketing approach” GeoSurfaces’ go to market strategy is based on science and engineering. From our involvement in the original infill turf patent, to our industry leading shock pad and structural base technologies, GeoSurfaces has introduced more industry changing intellectual property than any other in our industry.

In contrast to the standard industry attitude, our products are distinctly different from any other design offered in today’s market. GeoSurfaces installed the first field in the Gulf South at West Monroe (LA) High School in 2002 followed by the first field in Arkansas at Shiloh Christian School later that year. We introduced “no flyout” or visible infill designs by utilizing higher face weights to maximize wear resistance and playability over 20 years ago. Minimizing the use of unstable, visible infill and maximizing the density of the grass is another design enhancement launched by our company.

With the necessity to incorporate the proper drainage criteria, GeoSurfaces developed the patented GeoFlo® Dynamic Shock Pad & Drainage Blanket. This development was yet another innovation that was introduced to the artificial turf world by our engineering team that has showcased our superior engineering know how. GeoSurfaces is also the only company in the industry that guarantees drainage as part of our standard warranty.

Sebring, Florida Sport Improvements

January 07, 2026

Sebring Municipal Golf Course Improvements

1. Existing Max Long Complex
2. New Parking Lots
3. New Baseball/Multiuse Fields (8)
4. New Restroom/Concession Buildings
5. New Entry Road



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